

# SUCCESS STRATEGIES™

A Success Networks Special Report

## Keys to Personal Effectiveness



By Michael E. Angier

HAVE YOU EVER WONDERED why some people seem to accomplish so much while others struggle along barely able to attend to their daily needs? Highly effective people usually fulfill their achievements with less work and effort than those who accomplish little. The difference is in their focus, intention and skills—all of which can be mastered.

In the pages to follow, we'll touch on dozens of techniques and strategies that can enable you to optimize your potential. This report is for people who want to be more effective—people who want to get more done in less time while enjoying the process. It's for people wanting to experience greater fulfillment and create more value in their lives and the lives of those around them.

We all enjoy the satisfaction that comes from getting things done and doing them well. I've even gone so far as to write things on my to-do list *after* they were done just to experience the little joy of checking them off. When we feel productive, when we think we've accomplished something worthwhile, our confidence and self-esteem increases. Even our endorphins

are triggered. We feel exhilarated. Our life is more fun.

### Efficacy

The goal is efficacy—one of my favorite words. Efficiency is doing something with the least amount of effort, time and resources available. Effectiveness means getting positive results—doing things which are worthwhile. Efficacy is the combination of the two.

You can be efficient without being effective—doing things that don't matter—like rearranging the deck chairs on the Titanic. You can be effective without being efficient—doing something worthwhile, but taking too much time or having it cost too much. What we want to strive for is efficacy.

### Doing the Right Things

The intention of this program is to help you do more of the right things faster, easier and with less frustration. It's intended to help you get a better handle on your life—to make more useful choices and to effect those choices in ways that make your life a more rewarding experience.

Many of the suggestions may appear simplistic. But don't let their simplicity cause you to overlook the insight and miss the nuggets of wisdom they contain. Many of the concepts *are* simple, but they're not simplistic. They're proven principles and systems that have worked for many others. Some are ancient and

have been used by the masters for centuries. Others are relatively new. We invite you to try them and see for yourself how helpful they can be.



### Clarity Leads to Power

It's absolutely critical that we become and remain clear on our intended outcomes. Mark Twain said, "I can tell anyone how to get what they want if I could only find someone who knew what it was."

When you're absolutely clear on what it is that you want and are determined to get it, there's no stopping you. Lack of clarity and focus is one of the most common failings.

The subconscious mind doesn't deal well with generalities. It likes specific messages. As someone once wrote, "You can't blow an uncertain instrument." By giving your mind clear instructions and no vagaries, you'll develop a powerful congruence, which will almost magically seek out and attract your objectives.

Have specific outcomes for everything—telephone calls, meetings, tasks, etc.—for each day and each month.

**Live in the Question.** Tony Robbins says, "Quality questions create a quality

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# Develop a Clear and Powerful Value System

By Scott Gingrich

WE'VE ALL HEARD it before: "You've got to get clear on your value system." I believe that's absolutely true. However, so many people I talk to believe that having a clear value system is critical to success, but only about five percent of them have spent more than two minutes on figuring it out! An even smaller percentage can explain why they believe that knowing their value system is important (other than "everyone says it's important").

## Why You Need to Be Crystal Clear on Your Value System

### 1. It Cuts Through the Fog of Indecision

Can you remember the last time you were faced with a tough-to-make decision? I can remember several. When you find yourself having trouble making a specific decision, step back from the situation and ask yourself questions like: "What's the right thing to do in this situation, according to who I am and what I believe in?" Then listen to the answer.

### 2. A Clear Value System is Key to Being a Good Influencer

A clear value system communicates itself very clearly through what you say and more importantly through what you do. When two people meet, the person who is most congruent in thought, word, and deed has the greatest influence over

the other. By having a clear value system, one that you are congruent with, you're a better influencer and are less likely to be influenced into something that doesn't fit well with you.

### 3. It Helps You to Live a Life Free From Regrets

By living true to your value system, you will make the decisions that are right for you over the long-term. Take, for example, a corporate executive who has family as his highest value. Let's assume that he typically goes to work early in the morning and comes home late at night, barely having time to visit with his wife or children. Will he feel fulfilled? No. He will likely be experiencing a lot of internal conflict—conflict between work and family. One day, when his kids are living on their own, he'll realize that he missed out on being an active part of his children's growing-up; something that was important to him. He will have regrets.

### 4. Necessary For Real Success

What's "real success"? Without getting into a full-blown discussion around defining "real success", I believe it's more than just making a lot of money or having a lot of things. A cornerstone to "real success" is being fulfilled at the deepest levels and that comes from living a life that honors your value system.

*Scott Gingrich is an Achievement Coach and the owner of Achieve Quest. Copyright 1997 Achieve Quest™. Used with permission. To subscribe to Achieve, a free internet magazine, send e-mail to: Offer@AchieveQuest.com with the words "Subscribe Achieve" in the subject line. Visit them at www.achievequest.com*

## Our Stages of Ages

*At age 20, we worry about what others think of us. At age 40, we don't care what they think of us. At age 60, we discover that they haven't been thinking of us at all.*

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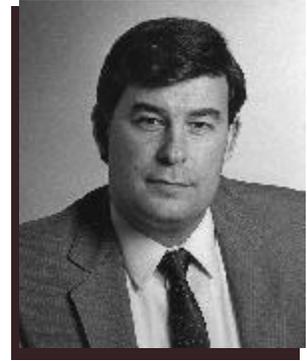
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# Knowledge Isn't Free

*“Facts are cheap, information is plentiful—knowledge is precious.”*

Michael E. Angier

[Click here for info on author.](#)



FOR MANY PEOPLE, especially seasoned Internet users, the idea of paying for information is a hard one to swallow. There's so much data, so many sources, and the access so easy, many people feel they shouldn't have to pay for it.

And yet, we do it all the time. We go to seminars, we hire consultants, we take classes, we retain professionals. Why? Because we need to gain knowledge in a palatable, efficient, and organized fashion. We pay high hourly rates to professionals because they have specialized knowledge and they provide trusted advice and dependable solutions to problems.

Even though we now have the means of accessing virtually all the documented knowledge the world has to offer, don't ever think that it's free. Even without paying outright for information, there's a substantial, albeit usually hidden, cost.

The expenditure is in terms of the time required to retrieve and integrate *useful* information. There's a substantial cost attached to the time involved in sifting and filtering the data we all seek in order to be more profitable, effective and fulfilled.

If you don't put a price on your time, then it might not seem like your research and study time is costing you much. But

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**“It's not a shortage of information, but rather a shortage of *time* to obtain, study, and focus this knowledge of which we're in short supply.”**

you need to. Time is the “gold” of the new century. You can always make more money, but you can't get any more time.

Can you really afford to search and surf several hours a day for the information you desire? Can you subscribe to—and *read*—30-40 publications? Probably not. And yet staying up-to-date is critical to our success.

Paul Zane Pilzer has predicted that adult education will be the number-one industry in the U.S. by 2005. Things are changing so rapidly that we must constantly be learning new technologies and new skills. Our education is truly a life-long endeavor. It's not enough to have a general education, we need to know where to turn for information, how to access that information, and more importantly, who we can trust.

By knowing what a customer wants, and having a good sense of the needs of its clients, an information company can keep its members abreast of trends, provide up-to-date news and information, and remind them of the keys and principles they need to keep in mind.

As we're bombarded with information, we'll need more and more the services of a discerning staff to support us by supplying encapsulated wisdom on a regular basis. It is to this that our organization is committed.

Some of our members have likened it to hiring someone to watch out for you—someone to keep your interests and well-being in mind. Managers, leaders and heads of large companies have people they pay to do this for them. Today's entrepreneur

and *intrepreneur* need this, too.

What's it worth? If you plan to be a real success in your career, you need to begin to value your time at what it *will* be worth, not only what it's worth now. For purposes of example, let's use only \$25 per hour and say that you could save just two hours a week. That'd be \$2,600 a year.

When you truly equate the cost of your time to sift and filter, you start to appreciate the value of someone doing this for you.

If we're committed to leading a successful life—to optimizing our efforts—it's critical for us to increase our skills, expand our knowledge, and stay abreast of things that affect our future.

We live in an age of information overload where data dumping is epidemic. It's not a shortage of information, but rather a shortage of *time* to obtain, study and focus this knowledge of which we're in short supply. We need help in filtering the data in order that we assimilate what's important. Businesses that fill this need (whether it's their main focus or not) will do well in the years ahead.

Like Ben Franklin said, “If a man empties his purse in his head, no one can take it away from him. An investment in knowledge always pays the best interest.” And remember, information—or rather the acquisition of knowledge—is rarely free.

*“Whoever acquires knowledge but does not practice it, is as one who plows but does not sow.”*

—Saadi

life. Successful people ask better questions, and as a result, they get better answers.” One of the biggest payoffs in retaining a consultant or counselor isn’t so much the *advice* they give, but rather the *questions* they ask. They make us think.

Learn to ask yourself questions that increase your clarity and generate solutions. Ask IWWCW questions. IWWCW stands for In What Ways Can We . . . Always be asking why, when, how, why not, what if, etc.



## Values

Each of us has our own value system. We’re not talking morality here. We’re speaking of the beliefs we have that are well established even if they’re not consciously apparent. When you operate outside this value system, you can’t be effective. And it’s paramount that you discover these values and honor them. (For more on this subject, see Scott Gingrich’s article on page two.)

## INTEGRITY

*It is not what we eat  
but what we digest  
that makes us strong;  
not what we gain  
but what we save  
that make us rich;  
not what we read  
but what we remember  
that makes us learned;  
and not what we profess  
but what we practice  
that gives us Integrity.*

—Anonymous

Abraham Maslow referred to this unity between our values and our everyday performance as self-actualization. “It is a bringing together of what I do and what I really value.”

In *The Ten Natural Laws of Successful Time and Life Management*, Hyrum Smith writes, “The secret to achieving inner peace lies in understanding our inner core values—those things in our lives that are most important to us—and then seeing that they’re reflected in the daily events of our lives.”

**Keep your word.** When you break your word—to others or yourself—you’re out of integrity and your self-esteem and confidence suffers. You need confidence to optimize your productivity and it’s drained by not keeping your promises.

Bucky Fuller said it best: “Integrity is the essence of everything successful.” Success in any endeavor demands an unshakable character.



## First Things First

There’s no way to do everything we’d like to do. We can do *anything* we want, we just can’t do *everything* we want. We have to prioritize. We need to be working on the things that are the most important. By doing so, we’ll see the greatest payoff. Plan your work, and work your plan.

**ABC List.** When you make a list of things to do, assign a value to each one. “A” means something you’re absolutely committed to doing—something that *must* be done. “B” is for tasks you want very much to get done and eventually will be done—they’re just not urgent. “C” items are for those things you’d like to do, have an intention to do, or what I call, “It’d be nice.”

By assigning these priorities you’ll find it easier to determine on which items you should be working. If you’re working on C items, it’s probably because you’re

## Urgent

## Not Urgent

Immediately productive activities  
Problems  
Crises  
Productive Meetings  
Deadlines

Prevention  
Seizing opportunities  
Preparation  
Planning  
Relationships  
True recreation

## Important

Interruptions  
Some calls  
Mail, some reports  
Nonproductive meetings  
Pressing matters

Trivia, busywork  
Some mail  
Some phone calls  
Time wasters  
Many pleasant activities

## Not Important

avoiding the As and Bs.

**The 80/20 Rule.** 80 percent of your results will usually come from 20 percent of your efforts. Find out what that is and focus on that 20 percent.

**Covey’s Quadrant.** Stephen Covey developed a matrix to enhance our perspective on our tasks and gain a greater awareness of their priorities (see chart). The greatest payoff comes from working on projects that are in quadrant II (important, but not urgent). By focusing on quadrant two activities, we’ll position ourselves to spend less time handling crises.

**Do you have to?** Some things you may not really *have* to do. Ask yourself this question, “Would something terrible happen if I didn’t do this?” We often spend time doing things that we only *thought* were necessary.

**Learn to say “No.”** It’s not easy at first, but you’ll get better at it. If you don’t set your priorities, someone else will do it for you—with their requests.

**Ask Lakein’s Question: What’s the best use of my time right now?** With very little effort, you can usually determine the answer, but you *have* to ask the question. And ask it often.

**Schedule our to-dos.** It’s not enough to list the things you plan to do. You need to schedule them just like they were an appointment. Otherwise, they often won’t get done. Keep in mind, however, that as you plan, the key is not to prioritize your schedule, but to schedule your priorities.



## Tools & Technology

Call it your Success Toolbox. We must keep up-to-date on the tools technology has to offer.

**Computers.** Operating successfully into the next century without being competent with computers and being online isn't too likely. If you don't have a computer, get one. If you don't know how to use it, take a class.

If you're not online, sign up with one of the commercial online services or a local Internet service provider and get your feet wet. It's fun, inexpensive, efficient, entertaining and educational.

**Software.** Today's programs are powerful tools for getting your work done. Spend the time necessary to learn the most up-to-date office suites like MS Office or Word Perfect. The good news is that they're starting to operate more and more alike. Learn one, and learning another is easy.

**Contact manager, scheduler, task manager.** Part of your computer system should be a personal information manager (PIM) that will make it easy to keep track of people and schedule your tasks and appointments. Once you have one, you'll wonder how you ever got by without it. We recommend Microsoft Outlook. Act! and Gold Mine are two other good ones.

**Personal Planner.** If you're not near your computer most of the time, you need a planner. The DayRunner™ and The Franklin Planner™ are good choices. The key here is to have everything in one place. Most PIMs for the computer allow you to print out your schedule, address book and task list for you to put into your carry-around planner.

**Strive to have a paperless existence.** It's not easy but you can come close. Get things into your computer system, print out only the things you have to, and remember to back it all up regularly.

**Tape recorders.** I think the cassette tape player is one of the best inventions of the past century. Be sure to have one in your car. While you're driving, you can stay up to date on your industry, improve your people skills or even learn a second language. Most of us spend a fair amount of time in our cars, and we can be educating ourselves while we travel. It's also a good idea to carry a hand-held tape recorder for noting thoughts and ideas as they occur to us.



## Systematize

Create systems that support you. Automate and systematize as much as you can so they happen by themselves without thought, action or attention on your part. In doing so, you free yourself to do what humans are best designed to do—think, create and enjoy.

**Be Organized.** There's no such thing as a disorganized person—only one who doesn't organize themselves. You *can* do it and it will make your life more fun.

**Handle things once** whenever possible. Every time you pick something up, look at it and think about it, it consumes time and takes away your focus from something else.

**Have a place for things.** Make things easy to find. Time spent looking for items is not only wasteful, it's frustrating, causes us to be late for appointments and makes us less fun to be around. Put stuff in the same place so you don't have to think about where it is. Life is too short to spend looking for things.

**Delegate.** You don't have to do it alone—get help. Big things require big plans with lots of resources. One of the biggest challenges facing the entrepreneurial or intreprenurial type is the difficulty of delegating tasks and responsibilities. It's a learned skill and one we need to master.

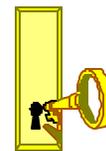
Ask a lot of yourself, but ask a lot of

others as well. People rise to your expectations. If you can't afford to hire or contract with someone, perhaps you can find a volunteer. People like to do things worthwhile, and they don't always have to be remunerated in money. Be creative.

**Write it down**—a short pencil is better than a long memory any day. Make your notes in one place where you can easily access them—preferably your computer. Write out your goals, your plans, ideas, and keep track of the results. Keeping a personal journal is highly recommended.

**KISS.** Your slogan should be KISS—Keep It Short & Simple. The more complicated something is, the harder it is to understand and the less interested people will be in it. Emerson said it best almost a hundred years ago, "Simplify. Simplify. Simplify."

**Let go of the past—without guilt.** Most people go around carrying yesterday's, last year's and even 20-year-old baggage. It drags you down and detracts from your focus and power. Get things done and put them behind you. There's a power, a release and a satisfaction that comes from being complete. Sometimes you simply need to declare something complete in order for it to be so.



## Become a Master

Dedicate yourself to being your best. We can't be masters of everything, but we

"One who works with his hands is a laborer; one who works with his hands and his head is a craftsman; one who works with his hands, his head and his heart is a master."

can all be masters of something. Resolve to be an authority in your industry. Here again, your self-confidence will increase dramatically when you become an expert. We need general knowledge, but we also need specialized knowledge. What are you willing to be a master of?

The novelist James Michener writes, "The master in the art of living makes little distinction between his work and his play, his labor and his leisure, his mind and his body, his information and his recreation, his love and his religion. He hardly knows which is which. He simply pursues his vision of excellence at whatever he does, leaving others to decide whether he is working or playing. To him he's always doing both."



## Health & Energy

Vince Lombardi said, "Fatigue makes cowards of us all." You can't expect to do your best if you're sick or tired. Get plenty of rest. Take care of yourself. Take a good vitamin supplement. Don't do things that are unhealthy. You know what they are. Take breaks in your routine, in your day and in your life. Take charge of your moods and attitudes. You are not your emotions, you *have* emotions—and

you can master them.

Find your most productive time(s) of the day. Everyone has his or her own rhythm. You may be a night person or perhaps the morning is your most productive time. Don't fight it, make it *work* for you! Schedule your most challenging work during your most alert and productive times.

**Make it fun.** Jerry Greenfield of Ben and Jerry's Ice Cream has a saying, "If it's not fun, don't do it." It's not a bad motto. Anything worth doing has parts of it that aren't always fun, but that doesn't mean the project *itself* can't be fun. Look for ways to make your work more festive. You can be serious without being grim.

**Keep a sense of humor** about things (you'll need it). When problems and catastrophes occur—and they will—remember this: If you're going to laugh about it later, you might as well laugh about it now. Life is too important to take seriously. Be patient. Enjoy the ride.



## Inspiration

**Find things that motivate you.** Maybe it's books, tapes or music. Certain people are inspiring to be around. Hang out with them and don't spend time with

## TAKE TIME

*Take time to work—*

*It is the price of success.*

*Take time to think—*

*It is the source of power.*

*Take time to play—*

*It is the secret of perpetual youth.*

*Take time to read—*

*It is the fountain of wisdom.*

*Take time to be friendly—*

*It is the road to happiness.*

*Take time to love and to be loved—*

*It is nourishment for the soul.*

*Take time to share—*

*It is too short a life to be selfish.*

*Take time to laugh—*

*It is the music of the heart.*

*Take time to dream—*

*It is hitching your wagon to a star.*

the "stinking thinkers."

Your goals should turn you on. Be immersed in a vocation that has meaning and value to you—a purpose bigger than yourself. Whatever it is, find it and use it to your advantage. By being engrossed in something you feel passionate about, you'll stay motivated.

Remember why you're doing this. Concentrate on your goals—big and small alike. Pay attention to why you chose to do what you're doing. Think about your family. Focus on the payoff.

**Reward Yourself.** It's important to mark the achievement of a goal or milestone. Take some time off. Celebrate. Enroll the family. Let them see the joy of winning. Go out to dinner. Turn down a glass. Make it fun. We all like to be acknowledged and we need to do it for ourselves as well as others.

**Overcoming procrastination.** Procrastination is *so easy*. It's like darkness, it's what shows up when there's no light.

When you just can't seem to do something, commit to at least *starting* it. Beginning is half done. Many times I've found myself working on a project long

## ATTITUDE

By Charles Swindoll

*"The longer I live the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company . . . a church . . . a home. The remarkable thing is we have a choice every day regarding the attitude we embrace for that day. We cannot change our past . . . we cannot change the fact that certain people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude . . . I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you...we are in charge of our attitudes."*

after I had planned, simply because I promised myself I would just start it. Once I'd begun, I had some momentum and I kept going.



Nothing worthwhile is ever achieved easily or quickly. Success may not be easy, but it *is* simple. Anyone can be successful if they're clear on their objectives and consistent and diligent in their efforts. Consistency is where most people fall down. The habits and tasks needed to live a successful life are things that anyone can and usually *does* do. It's just that the successful person does them consistently.

It's not how long it takes, it's the results produced. When it comes to accomplishment, time is clearly relative. Einstein once explained his Theory of Relativity in this way. "If you sit with a beautiful girl, two hours seem like two minutes. If you sit on a hot stove, two minutes seem like two hours. That's relativity."

The results produced in an hour of focused, committed, high-intentioned activity can be hundreds of times more valuable than the same effort *without* these ingredients. And there's no obstacle that will not submit to consistent, focused, hit-it-hard, all-out massive action.

In order to reap, we must sow. And then we must water, cultivate and have patience. You can't be digging up what you've planted to see how it's doing.

There's a season for everything. Trust in what Covey calls, "The Law of the Farm." And Harvey McKay recommends, "Dig your well before you're thirsty."

***"Better to attempt something great and fail, than attempt nothing and succeed."***



**Create your own success team.**  
Don't try to go it alone. It's too big a world, there are too many negative influences, and it's too easy to lose focus. No company would operate without a board of directors. You can have the same principles working for you by having your own team of advisors—free!

And stay away from the doom-sayers—the people with mental BO. You can't afford being around them. Learn to care less about what other people think. They don't have to live your life—you do.

**NOTE: Members receive a special report on creating and running your own personal Success Team.**

**Build Reserves.** You can't do your best when you're worried about the telephone bill. Most people allow themselves to be "nibbled to death by

ducks." The ducks being the little nagging things that eat up our patience and our creativity. Clear the decks. Get things out of the way. Effect completions.

In doing so, you'll be able to create reserves of money, time and energy. The best thing you can do is get out of debt. Other than disease, we know of little else that hampers our efficacy more than this. Perhaps it *is* a disease.

### And Finally . . .

In order to accomplish our dreams and live the life we have imagined, we must maintain constant diligence in becoming and remaining effective. It's a life-long process and it takes a commitment to being our best.

We'd like to help. If you liked the ideas and concepts in this report, you'll definitely benefit from the information, inspiration and ongoing support Success Net has to offer. If you're not already a member, we invite you to enroll today. It's free. SS

**Visit [www.SuccessNet.org](http://www.SuccessNet.org)**

## RECOMMENDED RESOURCES

### BOOKS

*Awaken The Giant Within*, Tony Robbins  
*Do It! Let's Get Off Our Buts*, Peter McWilliams  
*First Things First*, Stephen Covey  
*How to Get Control of Your Time & Your Life*, Alan Lakein  
*How To Win Friends and Influence People*, Dale Carnegie  
*Seven Habits of Highly Effective People*, Stephen Covey  
*Teamworks*, Barbara Sher & Annie Gottlieb  
*The On-Purpose Person*, Kevin McCarthy  
*Ten Natural Laws of Successful Time & Life Management*, Hyrum Smith  
*Think & Grow Rich*, Napoleon Hill  
*Your Money or Your Life*, Joe Dominquez & Vicki Robin

### PERIODICALS

*Home Office Computing*  
*Inc. Magazine*  
*Success Strategies*  
*Priorities*  
*Fast Company*

# EXCELLENCE

Excellence is never an accident. It is achieved in an organization or institution only as a result of an unrelenting and vigorous insistence on the highest standards of performance. It requires an unswerving expectancy of quality from the staff and volunteers.

Excellence is contagious. It infects and affects everyone in the organization. It charts the direction of a program. It establishes the criteria for planning. It provides zest and vitality to the organization. Once achieved, excellence has a talent for permeating every aspect of the life of the organization.

Excellence demands commitment and a tenacious dedication from the leadership of the organization. Once it is accepted and expected, it must be nourished and continually reviewed and renewed. It is a never-ending process of learning and growing. It requires a spirit of motivation and boundless energy. It is always the result of a creatively conceived and precisely planned effort.

Excellence inspires; it electrifies. It potentializes every phase of the organization's life. It unleashes an impact which influences every program, every activity, every committee, every staff person. To instill it in an organization is difficult; to sustain it, even more so. It demands imagination and vigor. But most of all, it requires from the leadership a constant state of self-discovery and discipline.

Excellence is an organization's life-line. It is the most compelling answer to apathy and inertia. It energizes a stimulating and pulsating force. Once it becomes the expected standard of performance, it develops a fiercely driving and motivating philosophy of operation. Excellence is a state of mind put into action. It is a road-map to success. When a climate of excellence exists, all things—staff work, volunteer leadership, finances, program—come easier.

Excellence in an organization is important—because it is everything.

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