

IMPACT

A Little “Work Book” with a Big Idea

by

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IMPACT: “A Little Work Book with a Big Idea”
by Karissa Thacker.

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IMPACT: The Key to a More Productive 2011

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The 2011 Challenge From Karissa:

Here is the deal. There are more ideas in this tiny book than you can possibly execute. You may also be saying I can only keep those logs for one day max two. Here is the challenge. Take one idea from this little work book and implement that one idea every day for 30 days. See what happens. The best place to start is to identify two high impact opportunities every day. Use that one High Impact Opportunity Work Sheet. Work on one of the three ways to have impact. Too many people are spending their time at work doing easy stuff and flying under the radar screen these days. Put yourself out there and try to get something difficult and important done. Take your pick regarding what to work on. But work on something and see what happens.

Go get em!

Make 2011 your year.

Foreword

High Impact: A New Mentality for 21st Century Success

You have more than you realize to offer your company. This book is an invitation to take yourself seriously---to transform yourself into a person whose work and life create impact and get noticed.

Do you feel that you can achieve more? Do you see other people getting ahead and suspect you may be missing something? How much more competitive would you and your company be if you focused both on making a real difference every day?

Before we define High Impact, consider where you are, through one of the previous century's master-texts on the workplace: Frederick W. Taylor's *The Principles of Scientific Management*. This book, circulated among "elites" and finally published in 1919, guided Henry Ford, one of the most influential thinkers of the 20th century, in his landmark creation of the assembly line.

Does the quotation below still describe how you are expected to work?

...You will do exactly as [management] tells you, from morning till night. When they tell you to pick up a pig and walk,

you pick it up and you walk, and when they tell you to sit down and rest, you sit down. You do that right straight through the day. And what's more, no back-talk....The work of every workman is fully planned out by management at least one day in advance, and each man receives, in most cases, complete written instructions, describing in detail the task which he is to accomplish, as well as the means to be used in doing the work. This task specifies not only what is to be done, but how it is to be done, and the exact time allowed for doing it....

A century ago, Taylor's study of the workplace became the human resource guide of the Industrial Age---but times have changed, globally. Study after study describes decreasing job security and increasing job dissatisfaction. It's no longer enough just to show up, work hard and do as you're told. The crucial question today is what you can do to remain (and become even more) relevant in this new world.

The answer is to be High Impact. Demonstrate your value, actively move your career, company and life forward---and the time is now. If you are unsure how to make the transition, this little book is for you.

Part 1

The High Impact Difference

You know what impact is: a strong and noticeable result---a difference---produced by one person or thing upon another. When a person

derails an important meeting because they are not prepared, we speak of their negative impact. And you know that while most people show up, work hard, and diligently do as they are told like “good employees,” too often their impact is not noticed at all.

The goal here is to give you specific new skills by which you can make your results and contributions consistently, powerfully positive---High Impact. What you do with the powers you gain in this challenging process of self-examination and change is up to you.

High Impact and Time Itself

Let's question our central problem: not being noticed. Why, after all, do we find ourselves talking as workers and family-members about a “high impact” kind of person? They're the ones who have strong, obvious, measurable and positive effects on the people in their workplace. Our human nature is to notice and be influenced by people who create success and happiness---those who “find a better way,” and who make the most of every moment in their lives.

So it is that High Impact is grounded in time itself.

The focus on hours in our jobs and personal lives is just not working. The truth is, anybody can log thousands of hours at work and never be noticed, never reach their goals and dreams. Indeed, the changes in today's global

workplace, for all their opportunities, promise that “stuck is where you’ll stay” if you don’t take action. What makes the difference is not quantity but quality.

First, then, let’s change a worn-out statement that keeps us stuck---“without time,” so to speak, to create real success. The old statement is, I work as much as X, but X got promoted.

Instead, we’ll create a question that points toward our goal: What exactly was the measurable, positive difference that X made?

Notice this change, this difference, and you can be on your way. The number one reason most people do not reach their career potential is that they “lie low” and assume that working hard is enough. Trying to stand out seems risky. Yet, in fact, lying low is becoming more risky by the day, month, and year in the modern workplace.

Instead, “X” (who got promoted above) found ways to make high-impact creative contributions to the workplace---and moved forward. “X” derived a higher level of use for time at work, beyond getting the job done for the day.

Again, what matters is not the amount of time (although homework, of course, is crucial)---but how to bring positive impact to the time you have.

High Impact---What Are The Elements?

We're going to identify and take control of these work issues. First, let's take hold of three qualities shared by many career-advancing contributions and achievements. They bring out a Great Idea. They get Something Difficult and Important done. And, they Collaborate To Win. Let's see what these aspects of achievement really mean.

The Great Idea

In this changing, fluid and turbulent economy, great ideas have value. People who have great ideas may be high-level strategic thinkers who tend to sense where things are going, or people just constantly looking for a better way. Great ideas can be as simple as designing a strategy for your team to communicate around important priorities, or as complex as a scientific discovery. But too many people say, "I am just not an idea person."

The reality is that, like the great minds of our species, you have good ideas, mediocre ideas, and sometimes faulty ideas. Look around. Clearly, it is a myth that the best ideas are usually implemented. In fact, only ideas that people have the courage to put forward can be implemented. We noted that getting noticed means taking risks. So, homework is the best insurance--- having ready substance to deliver when the time is right. People can feel afraid to forward their ideas, but they have the ability to reduce that fear to

manageable levels. How? Homework. When you know you can show others what you are talking about, you've earned the natural confidence to do so.

You cannot know the quality of your ideas until you develop them and put them out there. That is what most people (under Taylorism) learned to avoid.

Above all, you begin moving toward High Impact by forgetting that old idea of yourself, by returning to the very root of why you work and live.

You see how the world and your workplace work, and you see as clearly where they fail to and why. Your perceptions---investigated, put into words, tested and developed---become your idea(s). They can hardly fail to make noticeable differences if you act upon them.

That is the foundation of High Impact---learning, with time, to make more powerful contributions.

Get Something Difficult and Important Done

Obviously, the word difficult matters because, these days, computers do most easy tasks. What you are after now is a task that requires independent human creative thought (whose basis we just explored). The word important signals that the task must be linked to a mission-critical priority. Tasks that are

difficult but not viewed as critical are the royal road to frustration in the workplace.

People take on difficult tasks because they have experience-based curiosity about it, or because they like the people working on that project. The frustration comes out in complaints that no one seems to notice how hard their own projects are. How, then, do you recognize something mission-critical? In the private sector, it is work directly linked to the things that make the business profitable. In the public sector, mission-critical means a clear link to the goals of the department or organization.

Clearly, a factory needs sanitation, or things will turn “critical.” But sanitation is not likely the reason or even a “top three priority” for the factory. Observe and study from your workplace position, and in both sectors you find abundant opportunities to do things that are much less than mission-critical. The more you learn to tell the difference, the more you prepare and steer yourself in more worthwhile directions.

A complication with staying attached to mission-critical priorities is that priorities shift rapidly. When they do so, no special messenger will advise you to move on to another project. You must be attentive to what is happening with customers, with the business as a whole, with the direction from above. Work hard on your share of priorities but keep your head up and eyes looking outward---You are not just working, but steering the power of your work.

Hardworking, smart people miss this every day. Mission-critical priorities shift, and they find themselves working another six months on a low-priority project that is difficult and no longer important.

At times all careers face these situations. For example, three years ago being the director of recruiting was a mission-critical job. The war for talent was the cover story of many business magazines. Today the war for talent has become the war of the talented to remain employed. High-Impact directors of recruiting must find ways to use their skills toward mission-critical priorities in the now---like retaining top revenue-producing people.

Collaborate To Win

The third aspect to recognize about High Impact is that it often includes the effort to shape a team process, so that the team creates a desired result. High-impact people often collaborate to win.

This skill is about working together with people to elevate the performance of every individual and the team as a whole. “Being nice” and “being liked” are surely parts of a collaboration to win, but they are not the

goal. They can only go so far in putting substance into your own kind of High Impact.

Again, ask yourself---How do you know when someone is highly effective at collaborating to win? A classic answer is: "X was not always easy to work with, but working with them increased my skills and gave me new ones." Another is: "X was able to deal with interpersonal tensions by keeping the team's agreed purpose and priorities in sight." "X elevated everybody's game, and brought out all the team's strengths."

Half of team leadership happens before the meeting. High Impact in the meeting is its doubling effect. Learn to help people connect their problems and resources for solutions. At times in many settings, being a person who knows how to collaborate can be more important than the quality of your particular idea.

That is just to say: Nobody has a monopoly on great ideas or uncommon sense. If you develop your own observations or perceptions and diplomatically make them

heard, you can be at least the seed of a first-rate group idea, whose strengths draw from many abilities and observations including yours.

One secret of High Impact is to Always do more than pull your weight. Your workplace impact will gather, and guide you toward more of the mission-critical opportunities that surround you.

We'll end this chapter by starting to place your development in your hands. In order to have real impact, you must first get a handle on how much of your day you actually spend working toward all three of these aspects of achievement.

Begin by completing a personal chart like the one below, leaving plenty of room for writing each entry. As we work with this book's principles of High Impact, turn this chart of yours into a five-day (or if you prefer, a seven-day) per week checklist.

Using the categories just explored, list three examples of High Impact that you've already experienced in your life. "Size" does not matter here. You want to identify clearly what brought you success and satisfaction, what exactly created and showed the High Impact of what you did.

Great Idea Generation	Difficult/Important Tasks	Collaborating to Win
1.	1.	1.
2.	2.	2.
3.	3.	3.

Use a chart or log like this on a daily and hence weekly basis. The more you honestly earn the right to write in it, the more you'll know you are on your way.

A crucial point! Most people find that most of their high-impact activity is concentrated in one area in which they already feel comfortable. Which of the three are you not doing? Is there one strategy that you might be skipping totally?

Like many people, you may be neglecting more than one. You may be spending all your time on activities that are not high-impact. You are not the first or only one!

The question is what to do about it, and how.

Part 2

Three Productivity Principles

Before we can “find time” to implement the Productivity Principles in this chapter, we have to identify what you are doing now with your time. Then we'll

see how the Principles provide you with new guides for making small decisions that lead toward great results.

Let's do an Impact Time Audit, which I do with clients as part of the early phases of coaching. If your goal is to be a high-impact person, we need a baseline of how much time you actually spend doing things that add real impact to your role in the workplace. Follow these instructions verbatim for one day.

Print your calendar for the day and keep it with you at all times. Every 1-2 hours, write down activities that you can link to clear, obvious, measurable, and positive impact. Do not allow two hours to pass without logging. The more frequently you log the better. If possible, log the high impact activity as you complete it with a time estimate. Then, calculate the amount of time spent on those activities.

Again, count the time spent on activities that are generating real results (effects, impacts) that are obvious, visible, and measurable. At the end of the day, track the total minutes and/or hours that you spent creating real impact.

The results can be astonishing, and they are always interesting. Often, people say, "How do I know if I had impact? Isn't my impact determined by the way other people perceive me?"

Of course. Remember, however, that the definition of High Impact is that something different happened because you were present. It was obvious, measurable, observable, and made a difference in moving you and/or your team toward an important goal. If you are not noticing your impact, neither is your boss likely to do so. Take yourself seriously first, and others will follow.

Did the amount of time surprise you? Was it a few hours or just a few minutes?

What do you think the average is for most of my clients? The vast majority of my highly successful clients are comfortable describing two hours of each day as time they spend directly creating High Impact.

This exercise works as well on a personal level. How much time at home do you spend on the blackberry or watching ESPN, when you have an opportunity to be creating High Impact?

How much difference could it make to spend one more hour a day focused on creating impact? How about thirty minutes?

You may say, "Wait a minute, my time is not my own. Other people tell me what to do. I don't have the luxury of thinking about High Impact. I have to do what my boss tells me. I literally don't have time to create impact."

So the question becomes: What opportunities are you missing in the midst of your busyness?

Impact Mentality is like a pair of glasses that you put on to look at every situation and see opportunities to advance toward your goals. You may start doing the same things in a different way that is more efficient and noticeably better for your company and/or family. You may need to link up with other people and partner to create such impact. Opportunities truly are everywhere if you have the vision to identify and make the most of them.

In the pages that follow you'll find much more about how to develop your "eye for High Impact opportunities."

But do not neglect this crucial first step---honestly identifying how you spend your time now, and how much of that time you presently spend creating impact that will take you toward your goals.

Do not be dismayed by your findings---They are the beginning of empowering change. Instead, ask what you see, what you now realize about where your time at work and with family can and must be changed.

Complete these sentences below---in your notebook, on your laptop, or wherever you are working with High Impact principles---as many times as you need to, in order to fully detail and express where you are and what you need to change:

A) Presently, I spend ____ percent of my daily work hours on low-impact tasks because ____ .

B) In our most recent company project, I might have turned it into more of a “High Impact Event” by ____ .

Now, let’s look at three Productivity Principles that will help you to see and to act more creatively in making the most High Impact use of your time.

Productivity Principle One: The 50/50 Rule

The most powerful immediate change you can make is to lower the percentage of time spent on low impact tasks---until half of your time is devoted to making progress in the other (High Impact) direction.

The perennial excuse is, “I don’t have time to create impact because of the ‘busy-work’ that I simply have to do. I must answer 400 emails and/or voice-mails a day, most of which have nothing to do with me. I also spend half my day dealing with a micro-managing boss who thinks just like Frederick Taylor.”

Indeed the world is full of busy-work and low-impact tasks that simply must get done. If you are spending more than 50% of your time on low-impact activities, you are not contributing at your best level, nor having much fun. People may be wondering what it is that you do in relation to mission-critical priorities. On that kind of basis, you will not be receiving many kudos that help to take you toward your goals.

Nobody can spend all their time focused on creating High Impact. Here the point is to begin to create and move toward a new goal: the 50/50 Rule.

Experience as a worker and consultant “in the trenches” shows that, as a person begins to focus on creating impact, it becomes easier to find and devote more time to it. In fact, the most challenging aspect of this change comes first---reaching the 50/50 Rule. Then, in most cases I have experienced, observed and consulted upon, it grows easier to move from 50% to 60%. This is a matter of momentum. The more you focus on creating impact, the easier it becomes.

Now you see how important it is to thoroughly complete the Impact Time Audit detailed above. For the present low-impact time in your work day, and especially the time you might consider “wasted,” is exactly where you must begin to change things first---in order to set your real High Impact powers free, and put them into action that improves your career and your life.

This means that your first creative acts in this effort will be to consolidate and/or find new, more efficient ways to take care of your inevitable “busy-work” and low-impact responsibilities. You might even use Collaboration strategies to make new arrangements, at work and in family time, whereby “sharing the busy-work” frees up more time (in productivity and quality) for everybody.

This takes observation, imagination and courage. The immediate rewards include automatically saving your best intellectual and emotional energy for creating High Impact endeavors---the Great Idea, the Achievement of a Difficult/Important Task, and Collaborating To Win.

Notice, and learn to avoid, the waste of energy that happens when we let low-impact tasks discourage us. Instead, repeat to yourself that You have a new goal beyond this minor obstacle. Keep developing and stating that goal, to help you see that it is more real and more important than the little things in your present way. Get them done and out of your way, so that you are increasingly free to pursue High Impact projects.

Think no more about the person next to you who is not doing their job as you define it. The power of your achievement will say that for you in the best possible way. Just complete the mundane low-impact stuff and save your intellectual and emotional energy for what will get you noticed. Does it really take that much intellectual energy to complete your expense report?

Productivity Principle Two: Identify High Impact Opportunities

Identifying opportunities for real impact is the central challenge. Where is the Great Idea still missing? What difficult and important thing remains undone or even unrecognized? Who are the people who can and will help---from thinking-out-loud to taking real action?

Stop waiting for someone else to point out how you can have impact. It is part of your job to look for ways to make a difference. The High Impact Opportunity (HI-OP) is often not where you might think it is. What frustrates you most at work? Chances are that if it frustrates you, you are not alone. Impacting negative situations is High Impact. The more negative the situation, the better you look if you can make an improvement with a great idea, getting something to happen that matters, or creating collaboration among the right people.

Chances are that the list of High Impact Opportunities below will surprise you. Your first reaction is likely to be, “I don’t run those stupid meetings,” and/or “I think I should lay low during a reorganization.” Those kinds of reactions will keep you carrying the pig iron and doing just what management wants you to do: pure Taylorism. Remember---This is a new day!

Look below at the list of common High Impact Opportunities:

- Inefficient face-to-face meetings
- Boring conference calls
- Bad boss
- Reorganization or downsizing
- An ineffective team

Let’s take the first item on the list and look at it from a High Impact perspective. How would a person with a High Impact mentality approach an

inefficient face-to-face meeting? He/She would carefully observe what happens in and around the awful meeting as opposed to joining in with the same predictable negative chatter among the group after the painful meeting. Why does the person who drives the agenda and process of the meeting do it in the way that they do? How can you influence him/her to try something new?

Ineffective meetings abound, and it is quite amazing just how many varieties of ineffective meetings take place in the corporate world. Let's assume that you have an overworked manager who can't get the information he/she needs from everyone during the week. As a result, the manager has a two-hour meeting every Monday and all ten people on the team update him/her. You wind up listening about the infrastructure updates coming within the next month from I.T., which has absolutely nothing to do with the marketing strategy you need to make critical decisions about this week. One hour and 45 minutes of the meeting is a waste of your time. And you are not alone.

Let's look at one of many possible ways that a High Impact person could approach such a conundrum.

A High Impact person could ask the manager for 10 minutes to talk about some ideas to improve the Monday team meeting. Such a person would not take a critical negative approach. He/She could say (for example), "How do you think it would work if we just met as an entire team of ten once per month or

once per quarter? What is it that you really need from us as an entire team, versus specific individuals or small groups of us?"

What is this person doing? First, he/she is Collaborating To Win with their boss. Raising the productivity-level of the team is in the boss's best interests. How many Difficult and Important Things are not getting done while the team wastes two hours every Monday? This is not to mention that frustration is draining the team of intellectual and emotional energy to get Difficult and Important Things done.

It is also possible to use the meetings that involve the entire team for Great Idea generation. The agenda could be orchestrated to use the entire team's resources to tackle significant intellectual challenges facing the business unit.

Clearly, you see what a radical shift this represents from hanging out by the water cooler making jokes about how to get through meetings that waste time. The worse the meeting actually is, the higher the impact of any improvement, however small. With a High Impact mentality, it is actually possible to leave a face-to-face team meeting with a higher level of energy.

Why, after all, would you want to bring people together to rob them of their energy and creative thoughts? When was the last time that you were part of a meeting that elevated the intellectual and emotional energy of your team? On whom are you waiting to make that happen?

Now let's get you on the road to identifying High Impact Opportunities for you that are specific to your work world.

Your next exercise has three steps. First, ask yourself each question in the box on page 27. Be ready to write out as much as it takes to answer each one. The second step is the most important. Look for three opportunities on your calendar during the next week to demonstrate impact through Collaborating To Win, Great Ideas, or Getting Difficult and Important Things done. Get specific---For example, changing the Monday meeting process in a positive way, or bringing forth your idea about improving the new account activation process.

Thirdly, select one of your three Opportunities and take informed action. See what happens. Take informed action. Think it through. What is likely to work? Who could be helpful? What forces of resistance require you to prepare for them?

At this point, a "positive or negative finding" about what you can do to create High Impact is less important than the new way of seeing and thinking that you're developing. In fact, you get the fastest and best results if you work this process several times over the course of several weeks. Many High Impact Opportunities are not anticipated but appear in strange places at odd times if you are looking for them. Over time, you will see Opportunity (HIOP) where most people just see and feel frustration or powerlessness.

High Impact Opportunity Worksheet

Step One: Answer each question completely

1. What really matters here right now? What are the key priorities for e and my work group right now?
2. What is my role? What is the real value of this role? What would happen or not happen if someone else was in my job?
3. How does my role connect to what really matters right now? If the connection is not obvious, how can I create a connection between my role and key priorities?
4. How can I make a difference (impact) to what really matters now in my current role?
5. Who needs to perceive that I am high impact? What will it take to keep that individual or

Step Two: Identify three opportunities to demonstrate impact

<i>Mon 6-29</i>	<i>Tue 6-30</i>	<i>Wed 7-1</i>	<i>Thu 7-2</i>	<i>Fri 7-3</i>

Step Three: HIOP Choice for this

Not least, notice the kind of thinking that emerges as you work this simple three-step process. The more you look at your work world through the lens of High Impact, the more Opportunities you will see. Just as you have been conditioned to take direction from your boss, you are now conditioning yourself to be High Impact.

Avoid (Always) Playing to Your Strength

As you begin to train and re-train yourself for new High Impact goals, there is no substitute for confronting which ways to have impact you might be skipping and neglecting---generating Great Ideas, achieving a Difficult/Important Task, or Collaborating To Win.

Ask yourself honestly: Which of the three is easiest for you? The answer also tells you which is/are the most difficult---and so, which one(s) you may neglect.

The ones you ignore, however, hurt your effort and chances. In positive terms, you gain 33% more power (and likelihood of success) for each aspect that you actively develop. As bosses, crises and opportunities change rapidly today, a High Impact strategy that didn't work in your last role could make the difference in your next.

Create answers for each of the five questions in the bulleted box below. Write out as much as it takes to answer each one thoroughly.

- *Which of the three ways to have impact are you best at? Which need practice and development?**
- *How would your superiors and peers describe your impact in each area?**
- *Who is really good at the one(s) you want to improve?**
- *Who could be helpful to you in making this change? Harmful?**
- *Who is really good at getting tasks not related to impact off their**

The more observation, example and detail you provide, the stronger an asset each question/answer becomes to your High Impact development process. Begin to pay close attention to the specific individuals that you identified as good at getting tasks not related to impact of their plate. Begin watching what they do and do not do and how they interact with others. Observation of high impact people is the quickest way to learn behavioral strategies that will work in your specific organization.

Finally in this section comes an essential self-examination list. You will not be writing and keeping records this way “forever” in our process, but this is fundamental.

Many of my clients find time to ponder the essential self-examination questions during their evening commute. A side benefit is that the questions are also a way to get over the frustrations of the day and move on.

You are training/re-training yourself to see and think more actively, more creatively---on your own behalf, and that builds and complements the positive intellectual and emotional impact all around you. At the end of each day and week---including the log-entries treated in the next section---ask yourself and answer these questions:

- *What opportunities for impact did I see today?**
- * What opportunities did I see others seize today? How did they do it?**
- * What opportunities for impact did I miss? How, and why?**
- * What did I learn that will change this outcome at the next opportunity?**

Now, on to the simplest of the Three Principles. It moves us from counting hours or emails to counting our impacts; from enduring our time at work to understanding how to gain in power at it daily; from family-time frustration to creative enrichment.

Productivity Principle Three: Log Your Impacts Daily

Daily logs are powerful tools for behavior change. Every behavior-change system in the world, from Tony Robbins and Weight Watchers to psychotherapy, uses the process of logging and/or counting important things. In therapy, you log your feelings. In Weight Watchers, you log calories. The benefits are indisputable.

The big problem with logging tools is that people try to avoid doing it, or grow careless about it. Or, they do it for two weeks and it starts to work, and then they neglect it. Let me repeat that the idea is not to log your impacts forever, but to change your approach to achievement at work and to quality family time.

Keeping this log for 30 days will make big differences, starting with the way you think. You will never again just accept the hourly mentality as if you don't have other choices and opportunities. So, make a decision to keep this log for 30 days.

You'll keep this log in a different way than most. As opposed to setting time aside each day for it, keep your log with you (whether paper, blackberry or other recording device) and write the entries as you move through your day. Remember the three ways to have Impact: Bringing forth a Great Idea, Getting Something Difficult and Important Done, and Collaborating To Win.

In practical terms, this might mean seizing five minutes for the log between tasks and meetings, or creating a rhythm of regular entry-intervals. By the end of each day, your log should be 90% complete. There is only one activity left to do: Use the chart below to score your day. Now, complete the questions below as the conclusion to each day's log.

***How many impacts did I score today?**

***On a scale of 1 to 10 (with 10 being the highest), what number describes each impact? How, perhaps, could each have been stronger?**

At the end of each week, you'll have a treasure-trove of raw data by which to observe---and improve---the High Impact status of your life at work and with your loved ones.

A second purpose for this 30-day log is to learn to implement impact strategies in the middle of the action. Results will reinforce your new approach---and, force you to notice when you have totally lost focus on impact. If you lose focus, start again immediately. If you skip one day, start again the next.

You will have to work through your own resistance. The first reward is learning to think like a detective, who can and must work with every clue and

bit of feedback to reach their goals. To the degree that you complete your log-entries, you'll be creating first your own feedback.

Most people just don't notice subtle cues. Some don't even notice when colleagues are screaming at them non-verbally. After all, straight feedback is not the norm in corporate America. Almost every time, in thousands of 360-feedback surveys, all of the raters see the same issue with a given person. The only one who doesn't know about it is the person! Your boss may too often be the last person to tell you in a straight-up way what opportunities you are missing.

Of these questions for your log, never skip the final one! The responses you get are your best teachers. Challenge yourself to write down very specific statements and non-verbal cues that you can link in some logical way to your daily example(s) of impact. Positive non-verbal cues might be smiling or asking more questions. Verbal cues might be as subtle as a tone of voice.

The Bottom Line

In this little "work book", we have constructed a vision of productivity in sync with the pressures and incredible opportunities available in the 21st century. The ways in which most of us approach productivity are still deeply mired in the past. Organizations are not going to move from Taylorism to this

new vision quickly. Yet, it is beginning to happen. This is your opportunity to get there first, to take control of your work and family time to the great benefit of both.

About The Author

Dr. Karissa Thacker is a workplace psychologist whose areas of expertise include workplace psychology, executive development and leadership training. Karissa completed her doctoral training in psychology in 1996 at Spalding University in Louisville, KY. During the last twenty years, she has served as a consultant to key leadership within every major sector of the economy. She lives in New York, NY and Rehoboth Beach, DE. For more information, go to www.karissathacker.com.