

CAREER HEALTH

Dealing with Conflict

By Paul Lyons

The workplace is a melting pot of people with different personalities and work styles that can lead to disagreements.

When people work together in an office, there will be occasions when individuals may disagree with each other, which can lead to arguments and conflicts. Rather than letting things take care of themselves, managers have the responsibility to create a harmonious work environment for their staff and resolve conflicts between employees.

Disagreements can occur over a wide range of issues. They can be over policies, responsibilities, conflicts about decisions to be made or decisions that have been made, new ideas, directions and actions, different working styles and personalities, misunderstanding of roles or jumping to quick conclusions.

Take, for example, a supervisor who expected all staff to arrive on time every morning and work from 9am so that customers could be serviced appropriately. However, one particular staff member wanted to begin work later and had arrived late on several occasions. This resulted in a disagreement with management and also with other staff members.

Many people are afraid of dealing with conflicts, choosing to ignore them. Sometimes this approach can be useful when things are simply not worth arguing over or people are simply arguing to channel out their emotions. However, this is not the most preferred approach and can worsen the initial conflict over time or if the situation persists.

You can rest assured that by ignoring a problem you will ensure that it never really goes away. If a conflict is not addressed up front, it may escalate to become an office disaster.

An unresolved conflict can result in feelings of dissatisfaction and unhappiness; and in extreme cases, it can lead to staff resigning from their jobs. Sometimes, you will find that individuals refuse to back down from their position, seeking only to maximize their own gains, and refusing

to partake in open discussions. The other party, seeing no suitable conclusion, could then refuse to respond, further increasing the conflict.

To handle cases like this, a manager should interview each side separately to determine their underlying interests and then draw up a proposal based on the comments received. The proposal can then be given to the parties concerned. This process should continue until the manager feels that no further improvements can be made. If no resolution can be reached by mutual consent, then the manager will need to make the final decision by which both parties must abide.

Successfully mediating a conflict at work can be challenging, but as a manager or business leader this comes with the territory. Your willingness to appropriately intervene can influence your own success in business management.

In the book, *Getting to Yes: Negotiating Agreement without Giving in*, written by Roger Fisher and William Ury, the authors discuss techniques for conflict management. The book is a useful reference tool to help you sail through some tricky situations in the future.

Summary

- Managers have the responsibility to create a harmonious work environment for their staff and resolve conflicts between employees
- Disagreements can be over policies, responsibilities, conflicts about decisions to be made or decisions that have been made, new ideas, directions and actions, different working styles and personalities, misunderstanding of roles or jumping to conclusions
- In successfully mediating a conflict at work, a manager should interview the staff involved separately to determine their underlying interests and then draw up a proposal based on the comments received

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80% of Your Gains from 20% of Your Workout

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Lastly, ensure that you are doing activities that keep you motivated and keep pushing yourself for better results. Improving your body is a great quest and almost no one is ever at the point where they are completely happy with their results. This can lead to major motivational problems and eventually cause you to quit the workouts all together or cause you to lack the intensity your workout that needs to be there. By doing activities that you actually enjoy you are keeping the motivation there, and are more likely to achieve great results.

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"Thousands of candles can be lit from a single candle, and the life of the candle will not be shortened. Happiness never decreases by being shared."

-Buddha



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VALUES - BASED QUALITY OF LIFE™ Newsletter

Because Making Smart Choices About Your Money Impacts The Quality of Your Life

Over the years, we have found that there are elements of your life that are more important than money.

These elements - Physical Health, Relationship Health, Inner Health and Career Health - cannot be delegated.

We hope that you find these articles to be of value in improving the quality of your life.

PHYSICAL HEALTH

80% of Your Gains from 20% of Your Workout

By Andrew Cheyne

Have you heard of the 80/20 rule before? It's the rule that states that 80% of your goals come from 20% of your efforts. The reverse of this is also true, 80% of your time is wasted achieving only 20% of your goals as well.

This rule applies in many facets of life including business, love and it also applies to your workouts. Think about it; when you are exercising what percentage of the time do you actually spend working out? On average it would be about 20% of the time. So, you can then say that about 80% of your fitness goals will be achieved from 20% of the time you spend working out.

If this is the case then we should be able to actually improve upon this. By increasing the intensity of your workout you should be able to achieve greater results in less time. But, how can this be done?

The best way to actually do this is through interval fitness training. Interval Training is the ultimate way to bust through this 80/20 rule. You can do this by actually increasing the amount of time you are actually working out at the gym. You are increasing the time

your body's muscles are under stress by doing exercises one after another with a rest period only after the interval is complete, therefore, increasing the load on them.

There are a few things you have to be careful about when doing this. You must ensure that you are using your fast twitch muscles. Fast twitch muscles are the ones that work when you are lifting weights and other activities that require shorter bursts of activity. Your slow twitch muscles are the muscles that are used for distance training. These are the muscles that are going to be used for aerobic work. So keep your workout anaerobic and ensure that you are using the fast twitch muscles.

Also, make sure you are doing exercises that use the whole body. This is done to ensure that you are working at a high intensity level throughout the entire interval routine. Don't spend too much time on one particular body part. The workout intensity will help your muscles get a great workout, but, working a particular body part too much in an interval routine will greatly increase the chance of injury to that part of the body.

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RELATIONSHIP HEALTH

A Balanced Relationship is Like Baking a Perfect Batch of Cookies

By Bret & Lynda Williams

Marriage is like baking a batch of cookies. If you want to make the perfect batch of cookies, you must follow a few important rules:

- Measure the ingredients accurately
- Heat the oven to the correct temperature
- Mix ingredients with love
- Make sure the cookies are not too large, too small or too close together
- Set a timer for optimal baking

Nurturing a relationship is similar to making a batch of cookies. First of all, we need to measure the ingredients accurately. Relationships need to be balanced. In a healthy relationship everyone is getting their needs met.

The Law of Love states that we need to love our neighbor as we love ourselves. Many people are good at one or the other. Brett R. Williams, author of *You Can Be Right or You Can Be Married*, says that women are often really good at loving others. Women are quick to put aside their own needs in order to make sure their children or husbands are getting their needs met.

Men on the other hand are good at meeting their own needs. Williams explains that both parties need to make sure their own needs are being met in the relationship in order to keep it balanced.

Like baking cookies, the needs of each person and the needs of the couple need to be blended together for a pleasant consistency. When placing cookies on the cookie sheet, you need to make sure they are even in size and not too close together. Likewise, each person's demands need to be about the same size and for practical reasons they need to be spread out a little.

"We control 50% of a relationship. We influence 100% of it."

- Anonymous

For example, several weeks ago my husband took off to Boy Scout Camp for the week with our two sons. He had a great time snorkeling, hiking, and hanging out with the kids. I encouraged him to take time to do that because I knew he really wanted to and that he would really enjoy it. A few weeks from now I will take off with my girlfriends for a weekend of scrap-booking and girl-talk.

Giving each other personal time is one way to make sure our individual needs are met. However, each person needs to be responsible to inform their spouse about what they need. Our needs vary greatly as individuals and we cannot assume our partner knows what we need. Like setting a precise temperature on

the oven or setting the timer for cooking, being clear about what you need as an individual and clearly articulating this to your partner will benefit your relationship. Case in point, my husband is an extrovert and loves to be with other people including me. I enjoy time with others, but find I need time by myself in order to really love others when I am with them.

It is important for us to find a balance in scheduling our days together so that we are both getting our needs met. On a typical Saturday, Brett will take care of the kids in the morning so that I can have time to exercise and meditate. Later in the day we make a point of doing many things together including errands, helping kids with homework and preparing meals. It takes time and practice to learn to bake the perfect batch of cookies. Balancing the needs of each individual in a relationship is not difficult, but it does take some time and attention, to develop the perfect recipe for your happiness.

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INNER HEALTH

10 Self Improvement Questions to Journal

By E-chievements

Often we accept the way "things are" because "it is what it is". How can we change in the midst of daily commitments and distractions? Like me, you probably aspire for something deeper and more meaningful.

Working your way through bills, the demands of marriage and family, or managing a business requires focus and enthusiasm. How can you find time for self-improvement when you're pelted with the problems of keeping the lights "on", paying the mortgage, and keeping the cars running? This is enough burden to squelch aspiration.

Well, don't give-up or give-in. After writing checks or completing a proposal, get out your journal and answer these 10 self-improvement questions. You just might initiate dramatic and unexpected change to reach your self-improvement goals.

Answer each question by writing face-paced answers. Don't have a brain-freeze; let the inspiration of all your aspirations excite you to write freely and openly. No one is watching, judging, or criticizing your ideas. Just write! You should answer these questions with pen and paper. If you don't, your effort is wasted; your memory will lapse, and you will forget the details.

Here are the questions:

1. What do you really want to do? What activities define and excite you? When you were ten years old, what did you dream of doing?
2. Without hesitating, list the action-steps to make your dream come true? Doing creates ideas. What are the tasks or series of actions that will lead you to your dream job or experience? List each step carefully. Take time to research what others have done or are doing to achieve your goal or purpose. For example, if you want to teach college English, talk to a local college English professor. Ask, "What did it take to get you here?" "Is this what you wanted?" "Is this what you ex-

pected?" "What disappoints you the most?" "What surprises you the most?"

3. Pay attention to your day-dreams. Look out the window (best do this at home privately). Let your mind wander and meander. What are the symbols of your day-dreams? Write them on a pad (later enter them into your journal). Pay attention to feelings, longings, words, pictures, and what you hear others telling you. Write what you see in your mind's eye.

4. Now, pay attention to your night-dreams. Before closing your eyes at night, tell yourself, "I want to remember my dreams." If possible, wake-up naturally (no alarms, no Blackberry, no hotel wake-up call). Keep your eyes closed until the feelings, images, symbols, and characters of your dream

"Never by reflection, but only by doing is self-knowledge possible to one."

-Johann Wolfgang von Goethe

come to the front of your memory. Once you can recall your dream(s), open your eyes, take your pen and pad (always keep them by your bed), and write without constraint. Your English teacher is not correcting this essay, so just let the words flow.

5. Now back to your journal to ask yourself, "Have I done enough for myself?" Or do you avoid taking care of yourself by caring too much for others? Does caring for others encourage you or arouse anger and discontent? Put this heading on a page in your journal: "What I will do for myself today". Write this page daily. One day, you may stop at Starbucks for a Frappuccino. Another day, you may get a haircut by a "big city" stylist.

6. Am I happy where I am today? Happiness is a choice. Every day find reasons for your happiness. What pleases you? How can you bring happiness to others (what you do for

others often comes back to you as happiness).

7. What could I do to make myself more socially appealing? When did you have an annual physical? What is your optimum weight? What is your Body Mass Index (BMI)? How's your blood pressure (quite important for manly expression, if you get my point)? Aerobic exercise works; when and for how long do you get yours? Find a stylish friend, and ask them to review your wardrobe. Is this the time for a make-over? Again, keep track of all this in your journal. Four categories of social freedoms merit your attention: physical stature, intellectual acumen, social skills, and spiritual awareness.

8. How much money or how many "things" would you like to have? Money is not all that matters, but money buys what matters in this world. Every person in every culture understands this rule of the universe (no need to tell me about naked folks in the hinterlands; they have their special rules of exchange and status too). Journal time again. Answer this question: Given what I "really want to do" (question 1), what am I really willing to do to get paid for what I "really want to do"? (You might write that question in your own words more briefly.)

9. What motivates you? As with the prior 8 questions, this one you must resolve yourself. Look at all the times you did a task, made a commitment, or fulfilled a task with boundless energy. What were the circumstances? Write them in your journal.

10. At this point you might be clearer about "What Really Makes You Tick." You can be, do, and become whatever you choose. Remember, self-improvement is physical, philosophical, and practical. Life is not a dress rehearsal. You determine what matters and in nearly every instance, the outcome is in your power to do what you really want.

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