

LEADING YOUR EMPLOYEES USING COMMON SENSE

A PRACTICAL GUIDE FOR MANAGERS
ON GETTING THE MOST FROM YOUR EMPLOYEES

Monica M. Burns

This publication is designed, written, and provided with authoritative information with regards to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, medical or other professional advice.

All rights reserved. No part of this booklet covered by the copyright hereon may be reproduced or copied in any form or by any means.....graphic, electronic or mechanical, including photocopying, tapping, or information storage and retrieval systems.....without written permission of the publisher.

Limit of Liability/ Disclaimer of Warranty

While Monica M. Burns Communications and its owner have used their best efforts in preparing the services and reading materials that we offer, we make no representations or warranties with respect to the accuracy or completeness of the contents of our reading materials, self-study courses, and our consulting services, and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and services contained herein may not be suitable for your situation. The owner, the company, nor its representatives are not engaged in rendering medical services or advice, or any other services pertaining to psychological issues or otherwise, and you should consult a medical professional where appropriate. Neither the owner, nor the company, or its representatives shall be held liable for any loss of profit or any other commercial or personal damages, including but not limited to special, incidental, consequential, or other damages.

Although the Author and Publisher have made every effort to ensure the accuracy and completeness of information contained in this booklet we assume no responsibility for errors, inaccuracies, omissions, or any inconsistency herein. Any slights of people, places, or organizations are unintentional.

Readers should use their own judgments or consult a Medical Professional for specific applications to their individual problems.

Publisher

MBC-Publishing

Published in the United States.

<http://www.mbcpublishing.mfbiz.com>

Contact Information

Author: Monica M. Burns

Email: monicamburnsinc@monicamburns.com

Website: <http://www.monicamburns.com>

Cover Design by Monica M. Burns



TABLE OF CONTENTS

Introduction.....	Page 4
<u>CHAPTER ONE</u>	
How Did You Obtain Your Position Into Leadership?.....	Page 5
Case Study One.....	Page 7
<u>CHAPTER TWO</u>	
Exerting Your Authority In Your Leadership Role.....	Page 9
Delegating Assignments and Tasks.....	Page 10
Forming Friendships With Your Employees.....	Page 11
Manipulation and Intimidation.....	Page 12
Case Study Two.....	Page 13
<u>CHAPTER THREE</u>	
Incompetent Leadership.....	Page 15
<u>CHAPTER FOUR</u>	
Gaining Respect, Loyalty, and More From Your Employees.....	Page 17
Respect.....	Page 18
Loyalty.....	Page 19
Getting More From Your Employees.....	Page 21
Case Three.....	Page 23
Conclusion.....	Page 25
About The Author.....	Page 26

INTRODUCTION

The **LEADING YOUR EMPLOYEES WITH COMMON SENSE GUIDE** is intended to offer advice to assist Executives, Managers, and anyone else in Roles of Leadership - on the basics of applying Common Sense Methods on Managing, to get the most productivity from your employees. This guide offers sound advice from an Expert with over ten (10) years of experience on the subject of Leadership and Management.

In the pages to follow, you will read Case Studies, as well as gain some practical insight on getting Respect, Productivity, and Loyalty from your employees, by using your own Common Sense. This guide does not offer to teach the reader Common Sense, either you have it or you don't; however, it does offer the reader information on improving, changing, or eliminating current applied management techniques that are presently being utilized.....if you want more productivity and maximum results from your employees.

HOW DID YOU OBTAIN YOUR POSITION INTO LEADERSHIP?

Obviously, you were great at your previous job or you were at the wrong place at the right time.....because you are now employed in a Role of Leadership. You should be proud of yourself for all of your hard work and accomplishments, as it has paid off for you. You are now on your way towards much more success; however, you will not reach your desired level of success, without the hard work of your employees.

Remember when you were *just* an employee yourself, and you had to perform less than desirable work-related tasks that you knew you were more than overqualified for? Remember when you were asked to stay late to complete a report that was past the deadline because of tardy submissions made by members of your management team; and you had to reschedule plans you had already made for yourself and your family? Remember how awful you felt after being humiliated and reprimanded in the presence of other members of your staff and management team? Is the above how you obtained your position into Leadership based on perseverance, or were you really in the wrong place at the right time?

You undoubtedly impressed your higher-ups in your previous position by persevering and getting past all of the humiliation you were probably subjected to, staying late often to complete other staff members work, and so on and so forth. It resulted in your promotion into Leadership.....right? Or was it that they just couldn't find a suitable replacement, so you were the only available choice? So what will contribute to you remaining in your Role of Leadership.....Let's see now - how about maybe the **ethical** treatment of your employees? You didn't get your position by displaying insubordination to the higher-ups, because like most of us - you probably needed your job. You did whatever was demanded of you, whether you wanted to or not. You had a plan and your plan was to obtain a promotion into a Leadership Role, not only because you knew that you were qualified, but also because you didn't want to be *just* another employee anymore. How do you think your employees feel right now, when and if you demand that they complete a task, by a certain deadline, and without any **appreciation, respect or recognition** whatsoever. So.....How Did You Obtain Your Position Into Leadership? Was it because of your "Hardwork, Perseverance, and Experience or Being In The Wrong Place at The Right Time?"

CASE STUDY ONE

I've held many Leadership Roles over the years, but only one has had a profound affect in my life. This one experience with another member of Management, makes me feel much sympathy for everyone that has every had to be subjected to working for this person ever in life! This book will feature other case studies inspired by this one person in the pages to follow.

She was new to the company that I was just employed by about eight months earlier. My previous boss was wonderful, but had to go back and maintain his post as Vice President of the Company, as he only acted as the Director of the Company until a suitable person was found to replace him. Well they finally found her, but she was not at all suitable! To answer my own question previously asked "How Did You Obtain Your Position Into Leadership" - In her case: "She was in the wrong place at the right time - they could not find another person who wanted to take on the responsibility to relocate, so we were stuck with her and boy were we ever stuck!"

She was a smart but manipulative manager, who appeared to also be hard-working. She expected everyone to utilize and apply her exact methods of Leadership, and she refused to hear anything that she felt would be detrimental to her Authority, or questioned her Confidence as a Leader. She delegated tasks based on gossip she heard from staff members - they started spying on each other to gain her approval. If a particular department manager told her that another department manager wasn't working because they were taking a much needed smoke or coffee break, she would in fact, devise some sort of scheme resulting in failure for that manager. Totally Unnecessary! That same department manager would become desperate in their actions to keep their job, and would do whatever task asked of them (*usually a demeaning request*) regardless of what the task entailed. Taking a short break to her was construed as *"plotting against her."* So Sad & Paranoid! And this was only during her first couple of weeks in her new position as Director of the company. Imagine what happened in the span of her six years in the company! It was total chaos! We were subjected to her Leadership and Direction in the company because again, *"She Was In The Wrong Place At The Right Time and No One Else Wanted That Particular Position At That Particular Time, Due To Relocation - She Was The Only Person Available."*

EXERTING YOUR AUTHORITY IN YOUR LEADERSHIP ROLE

Okay, we have already covered the topic on “How You Obtained Your Position Into Leadership,” now let’s talk about “Exerting Your Authority In Your Leadership Role.” As a Leader, you are given a certain and sometimes great amount of responsibility; depending on the company, department sizes or areas that are assigned to you. Every decision you make in your Role as a Leader, is crucial to the harmonizing and formulation of your department or company. The way in which you delegate daily tasks and assignments is also important for productivity in your department? The way in which you implement and enforce your department’s policies and procedures, is consequential to your department, in order to maintain the Respect level amongst your employees and yourself. Playing favorites with certain employees is just not acceptable at all, under any circumstances in your Role as a Leader; and never expect nor seek to form friendships with your employees in your position. If you worry that your employees will not like you for your Firmness, Confidence and Role as their Leader - you **will not** be respected, you’ll never be taken seriously as a Leader, and the Role of Leadership is clearly not the position for you at this time. You may need to seek more Self-Development.

DELEGATING ASSIGNMENTS & TASKS

If you have problems delegating because you feel that you may hurt someone's feelings on your team, as I said earlier: "Leadership Is Clearly Not The Position For You Right Now." However, for those of you who don't have a problem delegating let's begin here: When you assign a member of your team a task, assign the task based on the best person for that particular job. Never play favorites! Try to assign and distribute tasks equally throughout the department, eliminating all confusion. If you have a member on your team who isn't producing the quality or quantity of work required, enforce your departmental policies and procedures. Consult with the employee for their understanding of the task. Do not assign that employee more work; besides, they can't complete the work that was previously assigned to them. If the employee is too slow to catch on and this is an ongoing concern, that particular position isn't suitable for them. This type of behavior and work skill is not what you want on your team. You can't assign more work to these types of employees. You simply have to enforce the rules, develop a timeline for improvement for that particular employee, and if all are not met and satisfied - termination of this employee is the end result. It's just business!

FORMING FRIENDSHIPS WITH YOUR EMPLOYEES

Forming Friendships with the staff that you Lead, should never be on your "To-Do List." This will cause you much stress and heartache in the future, and can ultimately result in the demise of your career. You are in a position of Leadership. If you are *too* friendly with members of your team and it's time to delegate a task, your friends will feel that they may receive special treatment from you as their "*Leader and Friend.*" They may overlook all working deadlines, they may feel that the rules of adhering to your departmental policies & procedures doesn't apply to them, and they'll probably submit poor-quality work to you. After all, you as their "*Leader & Friend,*" will clean up after them anyway.....Right! Let's just be real about the situation folks! If you are in this type of situation and it's going well for you, more power to you. However, for the others who want to thrive in their careers, command respect, and continue to do a great job in their Roles of Leadership, Never become *too* friendly with your employees, hanging out after hours with your employees should be seriously cautioned, and cease all gossip immediately; it never leads to anything good! Do your job as an Honest Leader, who Commands Respect for the Knowledge & Application of Skills Possessed and

MANIPULATION AND INTIMIDATION

Utilizing Manipulation and Intimidation Tactics to instill fear in your employees is never a good move in Leading anyone anywhere. This method only results in your employees despising your existence on earth and they can't wait until you fail. And you undoubtedly will! Constantly threatening your employees and their jobs if they don't do what you say, when you say, and how you say to do it, may work for a little while. But what happens when they are truly tired of these unnecessary power-laden antics? They may walk-off their jobs, they may start to miss numerous days of work due to work-related stress brought on by you as their Overbearing Leader, and ultimately they'll quit their jobs. They would have realized that it wasn't worth their health working for an insecure, manipulative person such as yourself - if you are indeed this type of Leader. Utilizing Intimidation and Manipulation Tactics in your daily Leadership duties, will inevitably cause unfortunate and dire circumstances and situations to take place in your life. And you would have brought it all on your own Manipulative self. **What You Put Out Into The Universe My Dear Manipulative People, You Will Definitely Without A Doubt Receive It Back - Tenfold!** **You Are In A Position of Authority True Enough - but You Aren't**

Back to the person that I wouldn't have wished a dog (*I Love Doggies*) to have worked for. Her way of Leading & Directing was to threaten the jobs of her employees daily. She gossiped daily with the staff that she managed, caused much confusion between departmental managers, and broke-up friendships that were formed years before she unfortunately landed her position at the company. If any employee appeared smarter, more qualified, and got more attention - compared to herself - she would find a way to humiliate them in the presence of others. Her methods were to attempt to break them down so that she could build them back up. That way, they were indebted to her for as long as they were employed with the company and she was their Leader. She only kept the company of those staff members who were less knowledgeable and timid. She constantly exaggerated their skills, manipulating them into taking on tasks and assignments that she wouldn't have done herself. This was her way of feeling powerful and confident. She wouldn't fill any open Management Level Positions with qualified attractive women because of the constant threat and inferiority she felt. She always wanted less than qualified people around her to control, belittle, humiliate, manipulate and intimidate daily - fueling her wrath.

During her first month employed as the Leader of the company: she schemed, plotted, intimidated and manipulated her way into terminating all of the department managers she felt were more knowledgeable of their jobs than she was, and whom she recognized would be a threat to her and her future in the company. These people were not displaying attitudes of superiority towards her at all. Because of her insecurity and inferiority issues, she was always paranoid that they were *“out to get her.”* The terminated department managers were employed by the company for at least ten (10) or more years each and had a lot invested in the company, prior to her appointment as the Leader. You would have thought that she would have wanted knowledgeable competent staff around her, that she could in fact, delegate assignments to without concern. Instead, she wanted a staff that she treated as scoundrels and flunkies. They were made to feel badly about themselves almost daily and she thrived off of their physical illnesses caused by her overbearing ways of managing, intimidation, and manipulation. One of her favorite sayings was: **“I Don’t Get High Blood-Pressure……I Give It!”**

And yes folks, this was indeed a real person. So Very Sad!

INCOMPETENT LEADERSHIP

Now.....we all know that an Incompetent Leader is one who is unprofessional and incapable of performing the tasks required of them in their Roles of Leadership. So if that's the case, how did such a person obtain an authoritative position of great responsibility in the first place? Going back to the first chapter of my original question "How Did You Obtain Your Position Into Leadership?" This person was indeed in the wrong place at the right time. **Wrong Place** because the position is clearly out of this person's league at the moment. More Professional & Personal Self-Development is needed in the areas of Confidence, Leadership, and Self-Awareness. This person was in the **Right Place** because a position was available and this person just so happened to be "*right there*" in the clear vision and view of the decision makers at a specific time - the right time. A job was offered, this person was ecstatic to be considered, wouldn't demand much money, and BAM your Incompetent Leader was born - Simple As That! This type of Leader desperately wants to make friends with their employees. The Incompetent Leader apologizes for having to delegate assignments and tasks, will cover for their employees by completing their employees work, and allows their employees to disregard

Your employees love you! Most would if they could do whatever they wanted without any structure, discipline, or organization from their Leaders. I mean, that's what you wanted.....Right? Well you got it and you are way above your head in this position. Yeah you may be knowledgeable of the skills and abilities of your position, your work skills may be great, and you may be an excellent people person, but those are the only skills that you contribute to your position as a person in a Leadership Role. Where is your Self-Confidence and Effective Leadership Skills? You are in a position of Authority, which is one of the major character traits of a person in a Leadership Role. Effective Leadership and Confidence is what commands Respect. Displaying Incompetence will never garner you Respect from your employees - no matter how nice you are! **They are not your friends.** They act friendly with you in the work environment - not because you are their friend and they like you so much - because you allow them to disregard your departmental policies and procedures. Your employees are going to keep this act up for as long as you allow it to continue. You are in control and you need to start acting like a Confident Person In a Leadership Role! Or obtain a position below that of Leadership that is more suitable for your specific needs and personality.

Again, It's Just Business!

GAINING RESPECT, LOYALTY, AND MORE FROM YOUR EMPLOYEES

Gaining Respect from your employees is simple as starting out Displaying Effective Leadership, Firmness, Fairness and Confidence - and remaining that way at all times throughout your tenure as the Leader. Not uptight and unfriendly. Not Forcing your Authority over others. No one will listen to you, and why should they if they are forced? Effective Leadership, Firmness, Fairness and Confidence does the job. Never allow your employees to question your position as a Person In A Leadership Role, and accept no disrespect, under any circumstances from your employees. But, Respect goes both ways also! You should never disrespect your employees in anyway at anytime either. The saying **"To Get Respect.....You Must Give Respect"** is true in all aspects of the words. You can't reprimand, discipline, and humiliate your employees in the presence of others or otherwise, and expect for them to Respect you in the process. You can't demand more work or Respect from your employees, if you are not willing to humble yourself and show them that you indeed Appreciate their time and efforts. If you thought any differently, whatever planet you are from, it's time you went back. On this earth and planet.....**"You'll Never Get Something For Nothing!"**

RESPECT

In your Role of Leadership, you must display Effective & Efficient Leadership and Respect towards your employees, if you want to get Respect from your employees. Displaying Respect to your employees entails the following, but this is not an all conclusive list:

- Project Proficiency as a Leader, Firmness, Fairness and Confidence without the Arrogance and Intimidation, in your delegations and communications with your employees.
- Never ask your employees to perform any tasks that you yourself wouldn't even think of doing!
- Never belittle your employees in the presence of others or otherwise.
- Express Appreciation for your employees, for without them you could not do your job.
- Give your employees credit for their creativity and ideas.
- Recommend your qualified employees for promotions that they are deserving of. Never try to block them from reaching their true potential, because you feel you are losing a valuable asset from your team. Besides, that employee contributed to your success!
- Never allow an employee to approach you with their personal problems, unless it results in missed days of work. And even then, you should not get involved, but you should show that you are concerned. Otherwise, their personal problems should be at best left at that.....Personal!
- Never manipulate your employees into taking on a task or assignment by threatening their jobs. Nothing good comes from manipulation.

As I said earlier, the above list is not an all conclusive list, but you get the point. If not.....refer back to chapter one's question: "How Did You Obtain Your Position Into Leadership?"

LOYALTY

Loyalty is very crucial in the working relationship between the Leader and the employees. If there isn't any Loyalty in the working relationship - this working relationship is doomed to fail from the start! This is where Respect plays a large role people. If your employees Respect you because you are such a wonderful and fair Leader, you will not have to worry about Loyalty. But, if you regularly dish out unethical treatment, humiliate them in the presence of others, unnecessarily critiquing their work and so on and so forth, "You Have Much To Worry About My Friend!" How do you expect Loyalty from your employees with your inhumane and unethical treatment of them? You are living in a world all your own if you think otherwise. Who would want to be Loyal to you and for what reason should they be?! Now if you just have a problem employee who - no matter how nice you are to them - insist on not displaying Loyalty in the working relationship, and it's no fault of your own as the Leader; that employee does not need to be a part of your team and changes are needed and required immediately! Otherwise, as the Leader, you must Respect Your Employees, Appreciate Your Employees, and Recognize Your Employees For Their Time and Efforts.....Then Loyalty Is Automatic!

Receiving Loyalty from your employees isn't a difficult task. The list below, though not all conclusive, is intended to offer you as the Leader, some tips on receiving Loyalty in the working relationship between you and your employees.

- ❑ Be attentive to the work-related needs of your employees, especially when their needs are expressed to you. You can't please everyone, but you can show that you are at least concerned and considerate.
- ❑ If you are faced with a serious issues - Personal or Professional -regarding your employee, never discuss it with other Authority Figures unless required according to your company policies and procedures.
- ❑ Recognize your employees for the great job that they are doing in your department and company. Never take all the credit - you can't work without them. You may try, but you will not succeed!
- ❑ Support your employees when they are faced with issues regarding other Leaders in the company such as: Harassment in any form. Never take sides with the other Leaders in the company, just because you both are members of the Management Team. This happens often, resulting in the employee feeling alone and their confidence is crushed and shattered. Listen to the facts from both sides and then determine any decisions that you might make. Employees are people! As I stated in Chapter Two - "You Are In A Position of Authority, but You Aren't Above Anyone".....It's A Moral Thing! Have some decency about yourselves.

As you can see, gaining a Loyal employee isn't difficult at all when you use your Common Sense. It takes no advanced education at all - just a person with a heart, some values & morals, and respect for others.

GETTING MORE FROM YOUR EMPLOYEES

This was my favorite section to write in this Chapter - "Getting More From Your Employees." You would think that a person in a Leadership Role would know exactly how to get more productive employees - employees who don't mind coming to work and actually working! But it seems that some of those in Leadership Roles are totally clueless. First.....to ensure total productivity from your employees - *you know the employees that are actually happy to come to work each day and really work* - all you have to do is "Treat Them With Total Respect, Appreciate Your Employees, and Praise Them For The Great Work That They Do For You!" - Is that too much to ask? Wait a minute.....Take a moment to meditate on those words. That is all they want! They want to be appreciated! In most businesses that I have had the unfortunate pleasure of being employed many years ago, I would notice those in positions of Authority belittling and humiliating their employees in the presence of customers and other employees, and then would expect those same employees to render above and beyond Customer Service right after taking a beating to their Self-Esteem! That's not the way it works down here on Earth! As a Leader, try to grasp what that kind of unethical treatment must feel like.

If you think for even a slight second that by humiliating, intimidating, manipulating and threatening your employees jobs - which somewhere in your confused and distorted mind - might make them more productive, that is in fact "So Sad" on your part. You are immediately advised to stop drinking those high level amounts of caffeine everyday, and to stop sniffing the White-out and High-Lighters! There is no way on this Earth that you will get the most productivity out of your employees, or anything else for that matter, utilizing the above tactics. If anything, they will find ways to sabotage the work, they'll undoubtedly lose all Respect for you as their Leader, and they may even become confrontational. Your employees are not kids - they are adults and you as the person in the Leadership Role, should always treat them as such. There is no need to threaten, intimate or manipulate anyone into doing anything. If you are Respectful of Your Employees, Appreciate Your Employees, and Recognize Your Employees For Their Hardwork.....You Will Undoubtedly Get More Out of Them. They will "want" to produce because they appreciate you appreciating them! Let's Say It Together Class: "Respect, Appreciate, and Recognize Your Employees To Get The Most Out of Them!" Works Everytime.....Try It!

Continuing on about the “Overbearing Leader” from the previous cases: she manipulated, intimidated, disrespected, humiliated, plotted, schemed and finally caused several members of her staff to get physically sick. A few ultimately ended up quitting their jobs. As I wrote earlier, she actually enjoyed and thrived on this behavior. Remember I also had written earlier that her favorite saying was, “I Don’t Get High Blood Pressure, I Give It!” As a result of her un-professionalism and deceitfulness, no one had any Respect for her, there wasn’t any Loyalty anywhere to be found in the company, and she never got the most productivity from any of the highly intelligent, skilled and educated people working on her team (those that she hadn’t yet terminated). Her remaining days were spent locked-up in her office wallowing in her own self-pity, darkness and evilness. She never had the power that the staff allowed her to display. And now she finally recognized this too. She was always an Insecure and Inferior person who needed to desperately feel a Sense of Self and who was searching for an Identity. The only way she knew to gain what she thought was Power, was to Manipulate, Control, Intimidate, Humiliate, Scheme, Plot, and Disrespect the very people who were there to help her succeed. They never had a chance.

Her negative displays of power was allowed in the beginning because everyone was fearful of losing their jobs. Once it didn't matter anymore - because she was never pleased and treated everyone so poorly - most of the employees just gave up. This was what she wanted and her success was evident by the number of staff that quit, got sick, or was terminated. But, her demise was inevitable and forthcoming also - little did she know. She expected to remain in her position after she made the place scarce of qualified people and caused much chaos throughout the entire company. She wanted to start all over with an all new staff that would become her flunkies, subjected to awful treatment day in and day out. The company got an all new staff and her wish was granted to start over: She was Escorted Off of The Company's Property by Security, The Keys To The Company's Car Was Taken Away From Her, Her Company Paid Expense Account Was Non-Existent, Her Company American Express Credit Card Was Destroyed, and Ultimately Her Position of Authority As The Leader of The Company Was Terminated. In the end, she was Humiliated, Disrespected, Plotted Against and Belittled; and this was all orchestrated by her own Skills & Tactics of Leading Her Employees Without Using Simple Common Sense!

CONCLUSION

The moral of this story is this: “What You Put Out Into The Universe.....It Is Undoubtedly Coming Back To You!” You can call it Karma or whatever you like, but you can never expect to live in this world, project negativity all over the place by your unethical treatment of others, and receive positive results in your life. It just doesn’t happen. The person described in the three Case Studies was a well-educated, intelligent person; however, she allowed her negative traits and behavior to overshadow any possibilities her team may have had to “*really*” get to know the professional side of her; which could have resulted in the team helping her to further succeed in her position as the Leader. If you are in a Role of Leadership, treat people with Respect at all times - your future depends on it! You aren’t above others because you are in a position of Authority. Others helped you get to where you are today, and you are now responsible for doing the same. Respect, Appreciate, and Recognize Your Employees for the hardwork and great people that they are. You would not be able to perform your job without them - you might try, but you will not succeed. It doesn’t take an advanced education, neither can all the money in the world buy it - Just Use Your Common Sense!

ABOUT THE AUTHOR

Monica M. Burns is an Expert Author, Freelance Writer, Adjunct College Professor and Consultant. She is President and Founder of Monica M. Burns Communications - A Self-Development and Educational Consulting Firm. She is also Founding Editor and Publisher of the Monica M. Burns Communications Online Newsletter. She is an Expert in her field with over fifteen (15) years of experience, and has authored several eBooks, Children ebooks, eSpecial Reports, and other Reading Informational Materials on Self-Development. She is a regular Featured Expert Author and Writer on many Websites, Nationally Published Magazines, and Online Magazines. She has also contributed to several poetic anthologies and won awards for her work.

Monica M. Burns is a member of the National Association for Female Executives (NAFE), the Manchester Who's Who in Business for Professional Executives Registry, and the Empire Who's Who Professional Business Executives Registry.

If you would like to copy or publish any of this author's articles or other reading materials electronically or in print to your websites, ebooks, newsletters, ezines, and any other publications or public venues, you MUST obtain the Author's Permission.

Visit Her Website At:

www.monicamburns.com



MONICA M. BURNS COMMUNICATIONS

WWW.MONICAMBURNS.COM

