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SHAPING TODAY'S JOB SEEKERS FOR EMPLOYERS OF CHOICE.®



PERFORMANCE MANAGEMENT COURSE | 5

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PERFORMANCE MANAGEMENT COURSE—5

Having a job gives us a chance to put into use what we have learned and to earn an income. This course is presented from the perspective that you are job ready and have landed a new job because you convinced the hiring manager of both your professionalism and how you'll benefit the organization. Now, it's time to begin delivering on those promises, and this course prepares you to do just that.

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1 | ONBOARDING

You've landed your new job by convincing the hiring manager of your qualifications, professionalism, and how you'll benefit the organization. Now's the time to begin delivering on those promises. Are you prepared? The truth of this can only be realized as you undergo a process known as Onboarding.

WHAT IS ONBOARDING?

Onboarding is the process of helping new hires transition into their roles at the company. During the first few weeks or months, new hires go through an orientation and probationary period. This is onboarding. Successful participation in this process is critical to your success. Your attitude towards your new job and its tasks, your co-workers, and the organization is being taken into account. Therefore, it's imperative to exude an upbeat, positive, and enthusiastic attitude throughout the entire process. Below are some tips to help you make the best use of your onboarding experience.

1. Make a positive impression by being confident, courteous, and open. Be yourself as much as possible, but keep in mind that each workplace has its own ***culture** and professional standards. While being true to yourself, demonstrate that you are mature and have well-developed judgment.
2. Make it easy on others by introducing yourself. Unless otherwise instructed, address superiors using their last name—if they want you to use their first names, they'll tell you. Learn co-workers' names quickly. If you do forget a name, apologize and then ask for it.
3. Don't use profanity or slang, and be careful with humor and sarcasm. Show pride in yourself and respect toward others. Never be heard using minority-related slurs or other derogatory terms in reference to yourself and others. Use of such terms perpetuates undesirable stereotypes and disturbs others. It also tends to make others doubt your maturity and competence.
4. Learn your job. Your primary goal is to absorb and learn, not "wow" anyone with your knowledge and expertise. Much of your onboarding success will depend on your ability to listen well, ask questions, take notes, and observe others. Obtain a copy of your job description as soon as possible. If one isn't available, discuss typical responsibilities with your supervisor. Ensure a common vision of your job, its parameters, and objectives. Inquiries about your job's priorities, how your performance is evaluated, and how frequently your supervisor needs to be updated on your activities, are typical ways of clarifying the duties of your new position.
5. Mentally absorb company related information. Learn as much as possible about your new employer, even if you have to take materials home with you to read. Listen carefully and ask questions. Provided they aren't excessive, pertinent questions will demonstrate your interest in the organization, as well as an eagerness to learn.
6. Do the best you can on every task given, even the menial, routine tasks that you will likely be assigned in the early days of your employment. Take these assignments in stride. Don't complain or convey an attitude that such duties are beneath you. It's natural to want to prove yourself quickly, but it's more important to show your ability to work as part of the team.
7. Find out what the organizational structure is, the typical working hours, policies regarding time off, including breaks and lunches, computer and telephone procedures, and anything else you think will be helpful to your success. If there is no manual, prepare a list of questions to ask your manager, and schedule a meeting to discuss these.
8. Resist any temptation to point out how policies and procedures could be improved in the early months of your employment. Your first priorities are to establish trust and build rapport with your colleagues. By the time you have achieved these goals, you may have acquired enough information to validate your suggestions for change. Or, perhaps you will come to understand why things are the way they are and that most policies and procedures make sense.
9. Request feedback on your performance. It doesn't have to be formal; just schedule a time to sit down and discuss how you're doing. Early constructive feedback can be helpful in keeping you on a successful path.
10. Establish solid relationships with co-workers. Much of what you need to learn is not found in manuals, it typically comes from members of your team. Get to know them; be co-operative and supportive; show appreciation when they help you; and share credit when appropriate. By demonstrating an interest in your co-workers and their jobs, you will have allies who will help you succeed in your job and your career.
11. Attend company social events. These are wonderful opportunities to get to know your co-workers and advance your career, if handled appropriately. Mingle, introduce yourself, and always be on your best behavior.
12. Work to build rapport and a solid working relationship with your supervisor. Prove that you are a self-starter by asking for more work as you finish assignments. Determine your supervisor's personal style and way of doing things so that you can adjust accordingly. If your supervisor provides little supervision and feedback, set some personal goals and work toward them. Maintain the willingness to objectively recognize the importance a supervisor plays in your success. No matter what, always treat her with respect, and never criticize her in front of others.
13. Maintain organization. Set goals and keep track of meetings, appointments, assignments, and projects.
14. Be adaptable and flexible. These are two of the most important qualities workers can possess in today's workplace.
15. Take initiative. As you gain knowledge and expertise, look for ways to save time and money for your employer. Employers appreciate and typically reward such efforts. When you have an idea for an initiative, gather support for it from those it will impact the most.

*CULTURE

Culture can be defined as the attitudes and behaviors that are characteristic of an organization that shapes the work environment, relationships, and processes. It's represented in the language, decision-making, symbols, stories and legends, and daily work practices. The bulletin board contents, company newsletter, and the way in which people collaborate speak volumes about an organization's culture.

One of the key questions an employer asks himself when interviewing a prospective candidate is whether the individual is a good cultural fit. An employer knows when he has found an employee who appears to fit his culture, because he just feels right.

2 | PERFORMANCE MANAGEMENT

Performance management is the process of ensuring that organizational goals are met in an effective, efficient, and consistent manner. Employers of choice are those committed to a performance management system that fosters and rewards the excellent performance of its employees. Employers understand that they, along with their employees, are critical members of a partnership that ensures performance planning, coaching, and development. They are responsible for developing performance expectations and communicating these with employees about their goals, performance, and development.

Employers are also responsible for recognizing successful performance, coaching for improved performance, and ensuring that employees have the tools, resources, and training needed to carry out their duties successfully.

MANAGING YOUR WORKPLACE PERFORMANCE

Having a job brings with it many challenges and lifestyle changes that can appear to be overwhelming, particularly if you haven't prepared for them. Employees at all levels are responsible for actively communicating with their employers about their performance, taking an active role in planning their development, being accountable for their actions, and continually striving for excellence in their performance. To begin the task of managing your workplace performance, consider the following suggestions.

- Have a plan. Determine what you want from this work experience. Establish objectives and the steps you'll need to take to get you there.
- Be aware of the impact of your lifestyle upon your work performance. Adequate sleep will help minimize absences due to illness and ensure that you are on time and ready to work. Sleeping on the job is unacceptable and has been the reason for termination of employment in many instances.
- Be on time for work; returning from breaks; going to meetings; and turning in assignments.
- Establish a good attendance record. Work full days and be prepared to work overtime. If you must be absent or late for any reason, inform your manager as soon as possible, and then apologize. Refrain from making excuses.
- Carve out a niche for yourself. Try to find a useful area no else has spotted and begin the process of distinguishing yourself. Choose a few things in your job that you can do better than anyone else. Become known as the go-to person for such things.
- Volunteer for training and new assignments. Take a close look at the people in your organization who are moving up. Chances are, they are the ones who have proven themselves to be invaluable.
- Look for formal and informal learning opportunities; increase your knowledge through courses and reading; enroll in training seminars offered by the company; "job shadow" a co-worker, supplier, or customer.
- Avoid saying "That's not my job." Many people that have been promoted and earned lofty pay increases earned them by doing work that was turned down by their co-workers.
- Look for opportunities to serve customers and help co-workers.
- Anticipate problems and the needs of management.
- Avoid backstabbing, gossip, and rumors.
- Find a mentor. Mentors are great sources of information and career advice.
- Network within the organization. The more people who know you, your strengths and abilities, your value to the organization, and some of your ambitions, the more likely a promotion and other opportunities to advance will be forthcoming.
- Familiarize yourself with the network of other companies around your employer.
- Practice ethical behavior. This simply means "doing the right thing". The following are examples of *unethical* behavior, and can be cause for dismissal:
 - Lying, misleading, or taking shortcuts.
 - Breaching confidentiality.
 - Taking office supplies for personal or home use.
 - Theft or breach of security.
 - Coming to work under the influence of alcohol or non-prescription drugs.
 - Habitual lateness or absence.
 - Conducting personal business, such as checking personal email, visiting non-work-related websites, and making personal calls.
 - Taking longer lunches and breaks than allowed or coming in late and leaving early while being paid for this time.

PERSONAL RELATIONSHIPS AT WORK

Although many relationships begin at work, choose them carefully. Form relationships with people you respect and who are respected by others. Avoid people who are negative and whose business practices seem questionable. Even if there are no official policies in place regarding romantic relationships, it's best to refrain from such relationships. If you do allow such a relationship to develop, make sure it doesn't create an unprofessional atmosphere.

WHAT EMPLOYERS CAN DO TO HELP YOU MANAGE YOUR WORKPLACE PERFORMANCE

- Encourage continuous learning.
- Make sure your job responsibilities are clear.
- Give honest recognition for your work achievements.
- Be knowledgeable and share resources and referrals with you.
- Provide opportunities for increased responsibility and your career advancement.
- Encourage you to take ownership of your job and strive for personal excellence.

WHEN IT DOES NOT FIT

If you find yourself questioning whether this is the right job for you, don't quit prematurely. Give yourself and the organization time to get to know each other. Be realistic in your work expectations. Many things about your job and the organization will not be what you expected them to be. You may have to adjust your expectations to fit reality. If it seems appropriate and if your concerns persist, then meet with your manager to discuss these issues. If your concerns are about the duties of the job itself, they may be altered to improve the fit.

If your concerns stem from incompatibility between you and the organization's culture, you may need to move on. Generally, one year is the minimum amount of time you should consider remaining with an employer who has invested time and money to recruit, hire, and train you. Be as diplomatic as possible when communicating your decision to leave so that you depart on the best possible terms. Alternatively, the employer may decide to end your employment at any time, even during the onboarding process. Some common reasons for such a decision would include false statements on your resume, unsatisfactory performance, or unethical behavior.

3 | CIVILITY IN THE WORKPLACE

Civility is the act of showing regard for others. Some examples of displaying "regard" for another are respect, courtesy, tolerance, consideration, and a rational approach to conflicts. Incivility is the act of showing "dis-regard", such as rudeness and intolerance. Such behaviors threaten positive and productive relations with others.

Disrespect and inconsiderate behavior in the workplace can be highly stressful and contribute to decreased employee morale. Absenteeism and low employee retention is common in companies where incivility is the norm. In this module, we will discuss the concept of civility, the benefits of practicing civility in the workplace, and signs of uncivil behavior.

CIVILITY IS ABOUT AWARENESS

Civility is about self and social awareness. It's impossible to be an effective practitioner of civility if you fail to recognize your place in the general scheme of things and develop an appreciation for the unique contributions of everyone else. Civility helps create a positive working environment, where workers are productive and willing to go the extra mile for their company. Below are some of the benefits of practicing civility.

- **It can help a person grow as an individual.** Civility increases emotional intelligence. A person learns to control anger and frustration until an appropriate time comes to express these emotions, because he understands that there may be more important things at stake than a petty argument during a team meeting. Ultimately, he can reach goals set for self and others.
- **It improves conflict resolution and negotiation skills.** These skills can be applied across many areas of life, both personally and professionally.
- **It's one of the best ways to deal with difficult personalities in the workplace.** In many ways, it sets the stage for effective communication. When you engage in civil behavior with someone who is attempting to be difficult, you provide opportunities for supportive interaction and empathy. As a result, your civil behavior created a positive atmosphere that allowed you to see beyond the obvious implications of that person's behavior.
- **It will increase profitability.** Practicing civility has a direct impact on a company's productivity, sales, and customer retention. A recent study of workplace civility examined numerous companies over a 5-year period. The findings were that workers' positive emotions connect with a company's financial success. Workers' positive emotions were a result of being treated with civility and respect. For this reason, many profitable companies advocate positive relationships with its employees so they can experience significant annual profits and monthly sales increases.
- **Increased customer satisfaction.** If incivility can turn a company's patrons sour, civility can guarantee a company a solid and loyal market base. Regardless of what product or service is being offered by a business, return customers are important because they earn the company more.
- **Improved company branding.** Civil behavior among workers can be a plus to a company's reputation. A company known to have a pleasant working atmosphere will attract the best candidates in the job pool and have the most erudite professionals lining up to be of service. In addition, an organization's good reputation is an integral part in finding investors, suppliers, and loyal customers.
- **It's the right thing to do.** Most of the world's accepted religions, philosophies, and belief systems advocate consideration for one's fellow man. Ill-will against anyone never brings anything positive to a work environment. Even the current political landscape advocates tolerance, equality, cooperation, and mutual support. We can afford to be politer and above irrational reactions.

SIGNS OF UNCIVIL BEHAVIOR

- **Failing to acknowledge another person's presence.** Ignoring other people's greetings; going past a co-worker without so much as a nod or greeting.
- **Using abusive language.** Being verbally abusive or using crude language.
- **Gossiping.** It's uncivil behavior to instigate and spread rumors against another person, regardless of whether the news seems accurate or relevant to the accomplishment of the task at hand.
- **Discounting a co-worker's contribution.** Deliberately downplaying or ignoring the importance of another person's statement or contribution. For example, cutting off someone you don't like during a brainstorming session, or taking credit or compensation for work you didn't do.
- **Bullying and intimidating co-workers.** Threatening violence against a co-worker who would report timesheet irregularities to management. Or, bullying a co-worker by demanding that he do something without making a polite request for him to execute the task, like "pass that to me", "shut the door", "put that over there", and "come here".
- **Discreet acts of incivility.** Dumping work assignments in a co-worker's work station with a smile; or the constant accidental bumping against a co-worker, and "excusing" yourself each time you do it because you want it to seem as if it is *always* unintentional.

- **Sabotaging individual and company efforts.** Examples of this are: withholding useful information, intentionally providing incorrect information, or observing others contaminating and destroying products and not speaking up about it.
- **Discriminating against a particular individual or group.** Attacking an individual based on intrinsic characteristics, such as race, gender, age, mental ability, and physical appearance.
- **Practicing poor telephone and email etiquette.** Ignoring phone calls and emails, or using company email to send personal messages to co-workers.

4 | MANAGING WORKPLACE CONFLICT

Although conflict is normal in any workplace, it can damage working relationships and our effectiveness in working together. When disagreements become *unmanaged conflict*, workers may feel threatened or insecure about their career goals, job security, and workplace values. Unmanaged conflict can be the cause of sleeplessness, anxiety, and decreased morale in workers. If conflicts are allowed to grow, everyone in the organization may pay the price of deteriorating work performance. In extreme cases, it can lead to workplace violence.

Therefore, it is important that workplace conflict be addressed in personable, professional, and productive ways. But sometimes people are unsure about how to approach others when there is a problem or concern.

EMPLOYERS ARE RESPONSIBLE

Employers are responsible for teaching and encouraging employees to safely address their differences. They should advocate a work environment where everyone feels respected and where differences are resolved in ways that promote collaborative and collegial working relationships. Below is a comparison of the benefits of managed conflict and the damage resulting from unmanaged conflict.

MANAGED CONFLICT	UNMANAGED CONFLICT
<ul style="list-style-type: none"> • <i>Strengthens relationships and promotes collaboration</i> • <i>Promotes open communication and creative problem-solving</i> • <i>Resolves disagreements quickly and increases productivity</i> • <i>Concentrates on doable solutions and win-win scenarios</i> • <i>Creates allies and diffuses anger</i> • <i>Airs all sides of an issue in a positive, supportive environment</i> • <i>Calms and focuses toward results</i> 	<ul style="list-style-type: none"> • Damages relationships and discourages cooperation • Results in defensiveness and hidden agendas • Wastes time, money, and human resources • Focuses on fault-finding and blaming • Creates enemies and hard feelings • Is frustrating, stress producing, and energy draining • Is loud, hostile, and chaotic

TIPS FOR MANAGING WORKPLACE CONFLICT

- **If the conflict is with a co-worker.** It is recommended that you talk about the problem with the other person as soon as possible. Talking to the other person is respectful, because it gives him a chance to explain himself and apologize. It also provides you both with an opportunity to negotiate more productive ways of working together.
- **When the conflict is with your supervisor.** If this is the case, then there is a power differential that may influence how it can be approached. Being in a subordinate position, you may fear retribution or mistreatment if the discussion does not go well. To make sure this does not occur, work to reduce conflict by communicating with him about your work and any issues that may arise. In addition, make sure that you understand the expectations of your supervisor. Ask questions if things are not clear, and review expectations to make sure you both are in agreement.
- If issues can't be resolved through this approach, it is recommended that you ask for assistance from someone at a higher position within the company.
- **If you lack confidence in your ability to approach the other person directly.** Assertiveness is critical when broaching a workplace conflict. Coaching from others can increase your confidence and ability to deal with challenging situations directly.
- **If the direct approach is unsuccessful or the situation has already escalated.** In some instances, conflict leads to angry, threatening behavior. Yelling, name-calling, or threatening outbursts should not be tolerated in any workplace. If anyone [this includes customers] displays this kind of behavior, inform your supervisor immediately so that a quick action can take place. While you are encouraged to address conflicts on your own, the behavior described here is indicative of a conflict that has become dangerously escalated and requires immediate intervention.
- **Enroll in a basic conflict resolution course.** It is suggested that you do this before the need arises as part of your professional development plan.

OTHER USEFUL TIPS

- **Don't engage in a discussion while feelings are escalated.** When we are angry our ability to use rational, problem-solving skills is impaired. Remove yourself from any situation where feelings are high, and take time to calm yourself and reflect. Separate the issues from the person, and plan how to discuss the problem in a non-blaming manner. Keep in mind that, oftentimes, conflict is fueled by misperceptions and unmet expectations.
- **Use good communication skills.** While being an effective communicator is always important, in conflict situations it becomes even more critical. Pay close attention to your body language—make sure that your words, spoken and unspoken, match.
- **Be open to hearing the other person's concerns.** We may be unaware of how we are contributing to the situation or how others are perceiving our behavior. Conflict is not resolved by arguing with someone regarding what happened. Resolving conflicts involves understanding the other person's perspective and having the other person understand yours.
- **Don't vent to others.** Keep the matter confidential. Involving others by revealing the conflict between you and a co-worker may generate anger. As a result, the conflict may begin to escalate. Refrain from talking to others about the situation and seeking confirmation that you are right.

5 | ANGER CONTROL

It is believed that we don't have a choice whether we would be angry or not. But we can control our anger when it comes. In this module, we will discuss ways to control our anger by recognizing the warning signs, using coping thoughts and relaxation techniques, and healthy ways to vent.

GAIN CONTROL

The first step in managing our anger is gaining control. This involves the process of recognizing your Flashpoint—the point at which you are ready to lose control. These warning signs can be either physical, mental, emotional, or behavioral. Familiarize yourself with your Flashpoint so you can catch yourself early and make necessary adjustments. Until you've reached the adaptive phase of the anger cycle, defer your reactions.

PHYSICAL SIGNS OF ANGER

- RAPID HEART RATE
- DIFFICULTY BREATHING
- HEADACHE
- STOMACHACHE
- SWEATING
- SHAKING
- HOTNESS IN FACE AND NECK

MENTAL SIGNS OF ANGER

- PROBLEMS CONCENTRATING
- OBSESSING
- VENGEFUL THOUGHTS
- CYNICISM

EMOTIONAL SIGNS OF ANGER

- SADNESS
- IRRITABILITY
- GUILT
- RESENTMENT
- THE NEED TO ISOLATE
- NUMBNESS
- THE NEED TO HURT SOMEONE

BEHAVIORAL SIGNS OF ANGER

- CLENCHING OF FIST
- POUNDING OF FIST
- PACING
- RAISING ONE'S VOICE
- ANY ACT OF AGGRESSION OR PASSIVE-AGGRESSION

COPING THOUGHTS

Once you realize that you are angry, or about to become angry, you can begin to calm yourself mentally. The following are just a few mental scripts you can use to keep your anger under control.

- "Calm down and think this through."
- "This is just one incident; it doesn't define my life."
- "I have the right to be upset in this situation. My anger is appropriate."
- "Mistakes do happen. I should not expect things to go smoothly all the time."
- "I have no control over others, but I do have control over myself and reactions."
- "It may not be as bad as it seems."
- "I am capable of managing this situation."
- "What needs to be done immediately in this situation?"
- "There is no need to feel threatened in this situation."
- "I have managed anger successfully before and I will in this situation."

RELAXATION TECHNIQUES

The following relaxation techniques can help to induce you into a state of calm, especially in addressing the physical symptoms of anger.

Breathing Exercises. Deliberately controlling your breathing can help you calm down. Ways to do this include breathing through the nose and exhaling through the mouth; breathing from the diaphragm; and breathing rhythmically.

Meditation. Meditation is a way of exercising mental discipline. Most meditation techniques involve increasing self-awareness, monitoring your thoughts, and focusing. Meditation techniques include prayer, the repetition of a mantra, and relaxing movement or postures.

Visualization. Visualization is the use of mental imagery to induce relaxation. Some visualization exercises involve picturing a place of serenity and comfort, such as a beach or garden.

Music. Listening to music can be very relaxing. The kind of music that's calming differs from person to person. Traditional relaxation music includes classical pieces, acoustic sounds, and even ambient noises.

Art and Crafts. Working with your hands is a good way to relax. This is especially true for people who feel their tensions in their hands. Drawing pictures, paper construction, and sculpting are just a few ways to de-stress when faced with an anger trigger. This is helpful because it keeps you from obsessing on the anger while still in the recovery phase of the anger cycle.

VENTING

Another way of controlling your anger is by venting. Some constructive ways of venting include:

Physical Activity. Exercise, sports, and dancing are effective ways to vent anger. Physical activity releases endorphins, our natural mood regulators.

Writing. You can vent by expressing your thoughts and feelings in writing. You can write in an unstructured way, simply putting on paper the first thing that comes to your mind. You can also be more creative about it by channeling your anger through poetry or song.

Singing. Many people find singing to be therapeutic, especially if the song lyrics and melody matches one's mood.

ABOVE ALL ELSE

Acknowledge when you are angry and give yourself permission to feel it. Speak up when something is important to you. Keeping silent would just result in physical, mental, emotional, and behavioral symptoms. When appropriate, explain how you're feeling in a manner that shows ownership and responsibility for your anger. This makes the anger within your control.

6 | MANAGING CHANGE

Change is a small word that can strike fear in the hearts of many. Yet life is full of change, especially in the business world. While those affected may not always get to decide when change happens, they can learn to manage it. The following tips can assist anyone with effectually managing change.

- **Don't resist.** While your gut reaction to change may be refusal, such a response is unproductive. Change is inevitable and we must learn to accept it. The quicker we accept change, the smoother the transition will be into the changing situation.
- **Find the positive.** Even the most difficult changes can produce positive results. Don't waste time dwelling on what you don't like. Instead, focus on the potential benefits and new opportunities the change may bring and your spirits will remain lighter throughout the transition.
- **Create a list.** You'll feel much better about change when you're able to manage details and results. Make a list of what needs to be done to implement the change. The more prepared you are; the less change will overwhelm you.
- **Familiarize quickly.** Jump headfirst into change, whether it's a new way of doing things, new offices, or new teams. Take time up front to learn a new program, take a tour of a new office facility, or introduce yourself to a new coworker. The more quickly you acclimate yourself to new things, the more quickly they will become familiar to you.
- **Consider others.** Change rarely affects one person. In most cases, it affects many people at once. Change experienced as a group can become either a supportive, unifying experience, or a negative, frustrating one. Consider which group you want to be a part of, and then make it through.
- **Focus on one change at a time.** While we can learn to accept and manage change, piling numerous changes up all at once can become overwhelming, even for the most flexible person. If there are many changes going on in your work life, this is probably not the best time to start those home renovations. Managing change in one area of your life is easier when you have other areas that remain familiar and comforting.
- **Exercise patience with yourself.** When things change significantly, accept that you will not be able to master them all right away. If you're dealing with updated computer systems, a shakeup in business operations, or any other major business change, things will take time. Give yourself a break, and don't add to your stress by trying to become a whiz at everything overnight.
- **Ask yourself questions that will make a positive difference.** For example, "How can I help facilitate the transition?" or "How will I need to adjust my schedule to accommodate this new process?" Learn to move forward by asking questions that will help you become comfortable with the changes.
- **Take control.** Change is stressful because it threatens a person's sense of control. Don't allow feelings of powerlessness to overwhelm you; face new challenges head on. Focus on how you can make it work for you. You will feel empowered by your new sense of control when you overcome change through hard work and steady determination.
- **Don't get too comfortable.** While it's important to familiarize and adjust to change, it's fruitless to get so comfortable that you believe things will not change again. Adjust, but do so with the knowledge that nothing lasts forever, and this too may give way to more change in the future.

OVERALL

Managing change with peace and confidence is entirely possible. Keep the above tips in mind, and you'll be well-equipped to work through any change that life may throw at you in both your professional and personal lives.

7 | WORKPLACE VALUES-REVISITED

Now that you've completed this training program, which of the following characteristics best describe what you truly value in the workplace?

- | | | | |
|---|---------------------------------------|--|--|
| <input type="checkbox"/> Civility | <input type="checkbox"/> Loyalty | <input type="checkbox"/> Problem-Solving | <input type="checkbox"/> Self-Confidence |
| <input type="checkbox"/> Competitiveness | <input type="checkbox"/> Openness | <input type="checkbox"/> Professionalism | <input type="checkbox"/> Stability |
| <input type="checkbox"/> Creativity | <input type="checkbox"/> Perseverance | <input type="checkbox"/> Quality | <input type="checkbox"/> Teamwork |
| <input type="checkbox"/> Detail-Orientation | <input type="checkbox"/> Positivity | <input type="checkbox"/> Recognition | <input type="checkbox"/> Independence |
| <input type="checkbox"/> Discipline | <input type="checkbox"/> Humility | <input type="checkbox"/> Respect | <input type="checkbox"/> Innovation |
| <input type="checkbox"/> Flexibility | <input type="checkbox"/> Freedom | <input type="checkbox"/> Honesty | <input type="checkbox"/> Integrity |



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ABOUT THE AUTHOR



Michelle A. Jones is the Founder-Instructor of Spiral Group, Inc. The not for profit organization provides online **Employment Preparation Training** for job seekers who are willing to learn how to become job ready; how to make effective use of the skills they already possess; and how to communicate these skills to Employers of Choice. As a useful services provider, our main goal is to assist individuals in achieving self-sufficiency.

Michelle has over twenty years' experience (1984-2005) in the hospitality industry as an hourly worker, cashier supervisor, assistant manager, general manager, training manager, and franchise operations consultant. She has worked with the following organizations: Subway, Portillo's, Quiznos, Dock's Great Fish, Burger King, Chili's, Target, and Jeepers.

She is a certified ServSafe® Instructor and registered ServSafe® Exam Proctor. She also holds the following diplomas and certifications: Diploma in Human Resources; Diploma in Business and Legal Studies; Certificate in Instructional Systems Design; and Certificate in Six Sigma. Michelle is a Web Developer. She designed and maintains SpiralGroup.org.

Michelle opened her first business, RMRC (Restaurant Materials Resource Center), in 1999 where she designed business documents, labels, and posters for the foodservice industry. In addition, Michelle is a mystic, cartomancer, and ordained minister. She received her ordination on April 19, 2007. Since 1994, she has been a student of Astrology, Mysticism, Magic, Mythology, Theosophy, Numerology, Gnosticism, Hermeticism, the Nordic Runes, Egyptian Hieroglyphs, and other Occult Sciences. From 2009-2012, she taught basic lessons in astrology online.

SOME OF THE MUSIC THAT INSPIRES MICHELLE

- ♪ "Mind Power" & "Superbad" by James Brown
- ♪ "Unbreakable" by Michael Jackson
- ♪ "Every Praise" by Hezekiah Walker
- ♪ "Black Man" & "Jesus Children of America" by Stevie Wonder
- ♪ "It's A Beautiful Thing" by Boney James
- ♪ "I Go To Work" by Kool Moe Dee