

Ownership Manual



Locus of Control - Do you see that you create your life or do you feel that fate is in control? If you want to be the master of your experiences and success, you will not be able to play the role of victim. Create your luck and design your success; you (and only you) can do it!

"It matters not how strait the gate, How charged with punishments the scroll, I am the master of my fate: I am the captain of my soul" – William Earnest Henley

"The only way to predict the future is to have power to shape the future." – Eric Hoffer

Self Motivation - While managers continue to try to find ways to motivate people from the outside, the best way to get things done is simply by wanting to do them! The more we align ourselves with our goals, the more easily we can find the necessary motivation to carry out our tasks.

"Whether you think you can or whether you think you can't, you're right." - Henry Ford

"He is able who thinks he is able." – The Buddha



Change - We cannot change change; we must change with change. Change we invite is exciting and change we have pressed upon us is challenging. We are always changing, whether we initiate the change or fight against it. Even when we cannot change a situation, we can still change the way we look at it.

"The only constant is change." - Heraclites

"Life is change. Growth is optional. Choose wisely." - Karen Kaiser Clark

"They say that time changes things, but you actually have to change them yourself" – Andy Warhol

Satisfaction - Reduce stress and physical illness by achieving satisfaction in your life! When you take responsibility for your own satisfaction at home and on the job, you will cease to blame and start to create the life you desire. With all relationships, be yourself and state your boundaries. Remember this when it's time to interview! By interviewing your interviewer you ensure your own satisfaction at work.

"You only live once, but if you do it right, once is enough!" - Mae West

"One day your life will flash before your eyes. Make sure its worth watching." – Soren Kierkegaard

"And in the end, it's not the years in your life that count. It's the life in your years." –Abraham Lincoln

100%
SATISFACTION



Fear - Fear is a healthy emotion for threatening situations. We also use fear to hide behind when we are challenged, which keeps us from learning, growing and trying new things. Fear can be physically and emotionally paralyzing. To break the chains that keep you from realizing your dreams, you must confront your fears. You will learn and grow, which can not happen without taking action.

"We have nothing to fear but fear itself." Franklin D. Roosevelt

"The greatest barrier to success is the fear of failure." - Sven Goran

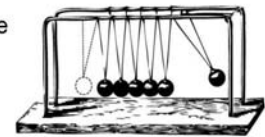
"Courage is resistance to fear, mastery of fear - not absence of fear." -Mark Twain

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure." - Marianne Williamson

Cause and Effect - Every action and intention has an effect - on ourselves as well as others. Through negative feelings we radiate negativity, and in this way the negative energy grows. When we choose to feel great we radiate love and positivity. When we offer encouraging vibes we receive them...and the positive energy grows! Smile!

"Life is a perpetual instruction in cause and effect." - Ralph Waldo Emerson

"Everything you are against weakens you. Everything you are for empowers you." - Dr. Wayne Dyer



Freedom - What is your definition of freedom? At Fair Shake, we define freedom by exercising the rights and responsibilities of being a world citizen. You are free to make decisions that influence your relationship to all beings. You are free to make decisions that make your life miserable and you are free to make decisions that make your life wonderful and successful. We are free to be human and make mistakes; and we are also free to forgive others, and to ask for forgiveness.

"While we are free to choose our actions, we are not free to choose the consequences of our actions." - Stephen Covey

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"Freedom is a package deal - with it comes responsibilities and consequences." - Anonymous

Accept Yourself - First you must see yourself for who you really are. Only then you can accept yourself with all your virtues and your weaknesses and see yourself as worthy of success, a good life, and quality relationships. When you acknowledge and accept yourself, you are you are free to make the necessary changes in your life that will get you on the path to your dreams.

"Growth begins when we start to accept our own weakness." - Jean Vanier

"The worst loneliness is not to be comfortable with yourself." - Mark Twain

"If you want to be respected by others, the great thing is to respect yourself." - Fyodor Dostoevsky





Work - Evaluate your skills, assess the careers that are best suited to your talents, critique your communication style and then set a course to create the work life you desire! Career development is in your hands. Often we must do work we do not favor as we gain the experience we need to find or create the career we want. Sometimes we find that it is not a particular job we are after but an environment we want to work in, tasks we like to do or experiences we want to gain.

"Work spares us from three evils: boredom, vice, and need" - Voltaire

"Find something you love to do and you'll never have to work a day in your life." - Harvey MacKay

Boundaries - Do you say "yes" when you want to say "no"? Do you refuse to take "no" for an answer? To reduce stress, burnout and conflict, we need to establish boundaries early in any relationship. When you speak from clear boundaries you simply state "what is". Setting healthy boundaries gives you a sense of control and power in your life, which means you know yourself and the things that are good or bad for you.

"Those who stand for nothing fall for anything." - Alexander Hamilton.

"The idea of setting good boundaries is to provide clarity, communication, and it takes a lot of bravery to do it." - Pema Chodron



Degree of Agreeability - Do you find you get along with people in social situations (family, friends, work, sports) or do you feel you are often 'at odds' or not quite fitting in? You have the power to make relationships wonderful, exciting and fun! Take a minute to consider: do you try to really listen and understand others? What do you contribute to make situations enjoyable? Do you make it easy for others to work with or communicate with you?

"Happiness is an attitude. We either make ourselves miserable, or happy and strong. The amount of work is the same." - Francesca Reigler

"Those people who are uncomfortable in themselves are disagreeable to others." - William Hazlitt

Equality - As Americans, we agree that all people are equal. Still, we find we sometimes feel less valuable than others, confusing superiority with authority. This can happen with professionals such as professors, lawyers or doctors; and sometimes we even feel like we are worth less than people with great material wealth. We need to remember that, while some folks can have authority in an area where they have great knowledge or expertise, they are still equals with similar goals, desires and struggles.

"No one can make you feel inferior without your consent." - Eleanor Roosevelt

"Democracy does not guarantee equality of conditions - it only guarantees equality of opportunity." - Irving Kristol



Communication - Using accurate terminology and body language to illustrate our ideas is only half of the communication equation. We must also interpret words and body language of others as they are offered to us. We must try to resist letting our own personal history decipher their meaning so we can truly listen.

"The way we communicate with others and with ourselves ultimately determines the quality of our lives." - Anthony Robbins

"Listening to both sides of a story will convince you that there is more to a story than both sides." - Frank Tyger

"To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others." - Anthony Robbins

O.A.R.S. - Careful communication is critical in situations of conflict or opposing points of view. Remember these tools to find ways to work through problems: ask **O**pen-ended questions, offer **A**ffirmations, participate in **R**eflective Listening and provide **S**upport. This can be difficult in tense situations, but will reap priceless benefits.

"When you find yourself in deep water, use your OARS." - Ron Schafer

Open-ended questions: What do you think?

Affirmations: I can make this situation better.

Reflective listening: What I hear you say is...

Support: It is important to me that we sort this out.



Value - Value and worth are relative to the degree of importance something has in our life. Our perception of value affects our desires, our morals, and our possessions. How do you value things? Based on money? Based on importance or sentiment? How about people? Do you share things with others, preferring to strengthen relationships; or do you keep things to yourself to keep them close and in good shape? We protect that which we value, and we must understand and honor that each of us values objects, people, commitments, and life in general differently.

"Every man stamps his value on himself... man is made great or small by his own will." - J.C.F. von Schiller

"Until you value yourself, you won't value your time. Until you value your time, you will not do anything with it." - M. Scott Peck

"I conceive that the great part of the miseries of mankind is brought upon them by false estimates they have made of the value of things." - Benjamin Franklin

Relationships - We often think of family or romantic involvement when we discuss relationships, but we are actually relating whenever we interact with others. From the neighbor that bangs on the wall when we play the music too loud to the homeless person that we give a meal to, we share space and affect one another. Long-lasting relationships are the most valuable to us because in them we learn a great deal about ourselves and others. A commitment to long-term relationships shows our character, integrity, tenacity and worth.

"Our greatest joy - and our greatest pain - comes in our relationships with others." - Stephen R. Covey

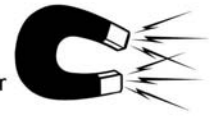
"The value of a relationship is in direct proportion to the time that you invest in the relationship." - Brian Tracy





Dependency - Unhealthy dependencies come in many forms; the most obvious is substance abuse. Other, more subtle dependencies include: people, gambling, cigarettes, treatment, television and video games. If you hide behind any dependency you will not be able to realize freedom. When you can see that you encourage a dependency, you have the power to master it. "There is no dependence that can be sure but a dependence upon one's self."
- John Gay

Tenacity - Stick to it!! Hard work pays off. Learning this discipline is challenging, but will be a valuable attribute all of your life. Tenacity is one of the essential ingredients to success. "Good luck is another name for tenacity of purpose." - Ralph Waldo Emerson
"Let me tell you the secret that has led me to my goal: my strength lies solely in my tenacity" - Louis Pasteur
"The three great essentials to achieve anything worth while are, first, hard work; second, stick-to-itiveness; third, common sense." - Thomas A. Edison



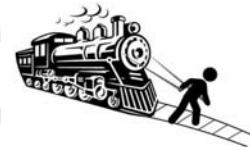
Denial - Denial is an unconscious defense mechanism characterized by refusal to acknowledge painful realities, thoughts, or feelings. It is hard to recognize when we are in denial. If we listen to others when they tell us we are daydreaming, or when they say we should look at some aspect of ourselves they see as inconsistent with who we say we are, sometimes we can see that we have been covering up a challenge or justifying our behavior to suit our wishes.
"Never underestimate the power of denial." - Wes Bentley
"We can often see denial as it occurs in other people; we just can't see it in ourselves." - Charles N. Roper, PhD
"More people would learn from their mistakes if they weren't so busy denying them." - Harold J. Smith

Commitment - We are often afraid of committing, yet we appreciate a commitment from others. Commitment does not have to be frightening! Start by making a pledge that you will take care of yourself as well as you possibly can. Once you are comfortable with this, commit to small things and then grow into larger and longer-term commitments, very much like trust.
"Commitment in the face of conflict produces character." - Anonymous
"Stay committed to your decisions, but stay flexible in your approach." - Tom Robbins
"Unless commitment is made, there are only promises and hopes; but no plans." - Peter F. Drucker



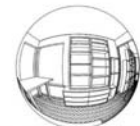
Time Control - Can you set a schedule and stick to it? We can get a lot of things done in a day if we make time to do them all. If we don't make time, the clock ticks while we watch TV, mope, look for excuses for why we can't or don't act. While it is hard to initiate the motions, once you are up and running, it's hard to stop! Remember: we need to make time to relax, too!!
"Lost time is never found again." "You may delay, but time will not."
"Dost thou love life? Then do not squander time, for that's the stuff life is made of." Benjamin Franklin

Reality check - How do you know you are being realistic? Do you have anyone to check in with? When making decisions, consider these three ideas: 1. check in with a friend or family member 2. Can you see each step of the process from start to finish? 3. Is this goal / desire inline with your long-range goals and personal philosophy?
How many legs does a dog have if you call the tail a leg? Four. Calling a tail a leg doesn't make it a leg
~Abraham Lincoln
Cloquet hated reality but realized it was still the only place to get a good steak. ~Woody Allen



Education - What do you consider knowledge and how do you know what you know? What about when others know something that is different from what you know? If we remember that what we know is only true for us, it becomes easier to see how people have many different perspectives on any given subject. Through conversation we can learn to see things a new way and reinforce or increasingly appreciate our own beliefs.
"Everyone and everything around you is your teacher." - Ken Keyes, Jr.
"I like a teacher who gives you something to take home to think about besides homework." Lily Tomlin
"Education is what remains after one has forgotten everything one learned in school." Albert Einstein

Point of View - Every situation can be viewed from several perspectives. Folks who want to see problems will certainly find and create them. Folks who want to feel good most of the time will create and be drawn to positive work and making positive situations.
"How do we know that the sky is not green and we are all colour-blind?" - Author Unknown
"In the middle of every difficulty lies opportunity". Albert Einstein



Understanding - When we understand that other people seek to satisfy the same needs as we do, we can see that often we have more in common with each other than differences. This is an important consideration whether we are in a managerial or a subordinate position.
"Great Spirit, help me never to judge another until I have walked in his moccasins." - Sioux Indian Prayer
"Any fool can criticize, condemn, and complain but it takes character and self control to be understanding and forgiving." - Dale Carnegie
"When you judge another, you don't define them, you define yourself" -Wayne Dyer

Permission - Sometimes we need permission to proceed, but many times we look for permission just to validate our wishes (like advice) or get out of an uncomfortable position. When permission is not required, why wait? Dare to Think for Yourself! (quote) Do you actually need permission, or are you really looking for approval?



"And as we let our own light shine, we unconsciously give other people permission to do the same"
- Marianne Williamson

"Care about people's approval and you will be their prisoner." Tao Te Ching

It is idleness that creates impossibilities; and where people don't care to do anything, they shelter themselves under a permission that it cannot be done. - Bishop Robert South." – Harvey MacKay

Success - What is your definition of success? Happiness? Being a good parent? Financial gain? Possessions? Staying out of prison for 3 years? You must define this for yourself, and create your goals accordingly.

"No one can cheat you out of ultimate success but yourself." - Ralph Waldo Emerson

"The mark of a successful man is one that has spent an entire day on the bank of a river without feeling guilty about it." - Author Unknown

"Along with success comes a reputation for wisdom". -Euripides



sWellness - Good physical and mental health are necessary for success. It is easier and less expensive to maintain good health than to treat disease. When we are in good health we think clearly and reduce risk of disease. Eat well, exercise, get enough sleep, and keep negative stress to a minimum.

"You can set yourself up to be sick, or you can choose to stay well." - Wayne Dyer

"Cheerfulness, sir, is the principle ingredient in the composition of health." - Arthur Murphy

"The greatest wealth is health." - Virgil

Stress - Not all stress is bad! There is good stress (excited for future) and bad stress (worry). We all handle good and bad stress differently. Some people embrace change, problems and conflict and some prefer to keep life safe, predictable and amiable. Regardless of our choice, however, we will all experience stress, and the bad side of stress can manifest itself in physically damaging ways. When we identify our stressors and learn about our stress tolerance, we can become more comfortable in a variety of situations and reduce, eliminate or accept reasonable levels of stress in our lives.

"The greatest weapon against stress is our ability to choose one thought over another."

- William James

"You don't get ulcers from what you eat. You get them from what's eating you." -Vicki Baum

"It's always the challenge of the future, this feeling of excitement that drives me." - Yoshihisa Tabuchi



Anger - Conflict is neither good nor bad. Like stress, it can be useful if engaged in appropriately, and it can damage us if handled poorly. One out of control outburst can cost you your job. When you feel anger building, remember to take a breath, own your feelings and remember to identify your Trigger (what upset you?) your Feeling (how does that make you feel?) and Reason (what is the best way to resolve this?)

"Problems are only opportunities in work clothes." – Henry J. Kaiser

"Flying off the handle sometimes causes hammers and humans to lose their heads, as well as their effectiveness." - William Arthur Ward

Diet - Although you may be on a constricted diet due to limited funds, fresh foods such as fruit and vegetables are relatively inexpensive and are the best source of nutrition for your money. While they may appear cheap on the shelf, foods with extensive processing, that are full of sugars (including corn syrup) and preservatives, can do more harm than good in the long run and cost you a great deal more later - in medical expenses. Our bodies are between 55% and 75% water, so be sure to drink between ½ and 1 gallon of water every day!

"If junk food is the devil, then a sweet orange is as scripture." -Audrey Foris

"As for butter versus margarine, I trust cows more than chemists." - Joan Gussow

"Did you ever stop to taste a carrot? Not just eat it, but taste it? You can't taste the beauty and energy of the earth in a Twinkie." - Astrid Alauda



Exercise - As important as food, exercise keeps vital nutrients circulating to the places that need them most. Exercise is also important for mental clarity, keeping our vital organs in good working order and helping to reduce blood pressure. Physical activity can improve flexibility, build muscular strength and increase endurance.

Quotes: "If your dog is fat, you're not getting enough exercise." Anonymous

Walking is the best possible exercise. Habituate yourself to walk very fast." - Thomas Jefferson

"Movement is a medicine for creating change in a person's physical, emotional, and mental states."
- Carol Welch

Flexibility - Often it takes great flexibility to keep our desires and commitments under control. Sometimes the burden is too heavy and we have to put some of it down. Sometimes we have to expand our capabilities temporarily, which is when we find out we can handle more than we ever thought possible. Life is unpredictable and we have to be ready for everything!

"I have come to the conclusion, after many years of sometimes sad experience that you cannot come to any conclusion at all." - Vita Sackville-West

"If one does not wish bonds broken, one should make them elastic and thereby strengthen them."
- Ardant du Pico

