

## CHAPTER THREE

### CHAPTER COMMUNICATIONS WORKING WITH THE CHAPTER

Success depends on good communication and clear expectations. During the first week of each term, the president, house manager, a representative of the house corporation, and the house director should meet and establish clear expectations. This is an opportunity for the house director to ask questions and express his/her own view of the job. The president should convey what the chapter expects, not just his/her personal opinion. This visit should also include the expectations of the house corporation or alumni/ae association, since in many instances, the house director will actually be their employee by contract. In houses managed by the headquarters, there will be guidelines to incorporate into the discussion.

Below is a list of items which may be provided at this first meeting if not sooner.

1. Composite picture of the chapter (to help put names with faces). Facebook and other social networking sites may also help the house director get to know the members.
2. Chapter publications (recruitment materials, alum newsletter, website, etc.).
3. National fraternity/sorority magazines, AFLV Connections magazine, and national website.
4. Names and contact information for all members and advisors.
5. Names and addresses of parents (the house director may wish to write notes to the parents of the new members).
6. A campus directory and student handbook.
7. A copy of the house rules and bylaws (a copy of the pledge/associate/new member manual will also be helpful in learning chapter history and traditions).
8. Calendars (university academic calendar, chapter social calendar, and fraternity/sorority activities calendar).
9. Telephone numbers, both emergency numbers (campus and city police, ambulance service, department, and campus health service) and general numbers (university fraternity/sorority advisor, other house directors, and maintenance personnel such as pest control, fire alarm, yard work, kitchen hoods, carpenters, plumbers, electricians, carpet cleaners, and painters).
10. Recipes and menu files, cookbooks, computer with internet access, furnishings, and equipment inventories.

Benefits which could also be provided (and which should be specified in the contract) might include:

- Newspapers (local and campus) plus a choice of a hometown or metropolitan paper)
- Sports tickets (the chapter should buy two season tickets so that one will always be available for an escort; also check with the ticket office as to the availability of block seating for house directors)
- Cultural and artist series tickets (remember an extra ticket for an escort)

- Local telephone service and/or cell phone service
- Health insurance (if a group plan is not available through the university or national fraternity/sorority, the chapter may want to pay the premiums on the house director's current policy)
- Written sick day with pay policy
- Car allowance (IRS guidelines suggest \$0.55 per mile as of 2009)
- Cable TV options, internet, etc.

The lines of good communication should be made clear to the house director. Those lines of communication may vary in different situations.

The chapter should have in its files the name of someone to contact in case of personal illness or an emergency concerning the house director.

If the house director will be required to leave the house during initiation, he/she should be told during the initial meeting and then given at least three weeks notice. The chapter should help to make arrangements and should pay for a hotel room if necessary.

Volunteers should escort the house director to special fraternity/sorority events such as parties and functions, to intramural games, and to all meals in the house or to a restaurant when the kitchen is closed.

Special fraternity/sorority events should be reported to the house director as soon as possible, such as visits from chapter consultants, Founder's Day, Homecoming, Parents' Day, and other appropriate dates.

Each week at a specific time, the president house manager, or other designated officer should visit with the house director to check on problems or questions he/she may wish to have brought up or discussed. Likewise, a specific appointment should be established for the social chair to see the house director to inform him/her of the dates of upcoming social events. At this meeting, the social chair should determine the responsibilities that the house director will have at each of the functions.

These responsibilities may include:

1. Making physical arrangements for parties (in house or out)
2. Sending invitations for all "special guests" to chapter functions
3. Preparing serving facilities for buffets or receptions
4. Organizing table decorations at meals or banquets
5. Determining menus
6. Serving as official host/hostess at all social functions
7. Supervising the clean-up committee after the event or activity
8. Replacing equipment and supplies
9. Sending thank you notes
10. Making notes about what worked well and what improvements can be made for future events

The house director should understand that any and all arrangements and plans should be reviewed with the officer in charge.

There are many details that the house director can handle, but it is necessary to make sure everyone has a clear understanding of who is doing what! Of course, it goes without saying that the house director should be given ample notice before being expected to do something.

Good relations between the chapter and the house director rely on communication. The chapter should always keep the house director informed and listen to his/her recommendations. They may not always follow the suggestions, but common courtesy dictates that they listen and consider them. The pledge/associate/new member educator should have a scheduled time to visit with the house director after each new member meeting to give a resume of upcoming activities.

The house director should be treated with courtesy and respect at all times. Chapter members should extend simple courtesies such as carrying in groceries or heavy packages, helping take care of his/her car (e.g. removing ice and snow), standing when he/she enters the room, and using appropriate language in his/her presence.

The house director should be included in chapter activities as much as possible. He/she can be an interested, helpful member of the fraternity/sorority family if encouraged as a friend. Individual knowledge and imagination can help discover other ways to improve the relationship with the house director. His/her loyalty and cooperation can be cultivated into a permanent asset for the chapter if the members will make the effort.

## CHAPTER RELATIONS

The house director should maintain a close relationship with the president and the officers, discussing with them both major and minor situations which he/she feels need to be addressed. However, the house director should have nothing to do with discipline directly. If certain things need correction, they should be mentioned to the president.

The president and/or the house manager should report to the house director after chapter meetings anything that might affect the operations of the house or the activities of its members.

The chapter advisor should also chat often with the house director, getting his/her reaction about the house attitude and perhaps recommendations for improvement in the chapter. The advisor should also acquaint the house director with any suggestions from the alumni/ae.

The house director must NOT have favorites. This is extremely important in order to maintain the equality of brotherhood/sisterhood and unity within the chapter. The successful house director has the ability to create a close, genuine, and warm family feeling among all the members of the chapter. This will create an attitude and atmosphere within the chapter which

provides a strong base for the overall success of the chapter. It is essential that this aura be immediately evident to guests when they enter the chapter house, as it also directly affects the chapter's ability to recruit and accomplish other important goals and objectives.

Following is a general list of duties and responsibilities in this area:

1. Students may from time to time seek advice and counsel from the house director. Use a degree of caution and listen carefully to the student. While it is fine to offer your advice or opinion, there may be students who need a more professional counselor. In situations where the student may have serious concerns and need professional assistance, the house director should know how he/she is expected to respond. Maintain confidentiality regarding details of the conversation.
2. Strive to set a high standard of social behavior and tone for the chapter without being judgmental. Encourage worthwhile extracurricular activities, mental and physical health, and participation in outside activities.
3. Become acquainted with key alumni/ae members of the chapter.
4. Become familiar with the history and traditions of the chapter and the national fraternity/sorority. The new member manual and the national website are excellent resources.
5. Coordinate with the university fraternity/sorority advisor with respect to the chapter's compliance with housing standards, life safety codes, and other regulations.
6. Support the chapter's legitimate goals and objectives, and demonstrate loyalty to the chapter and its members (this does not mean covering up or ignoring wrongdoing or condoning unacceptable behavior).
7. Read chapter and campus publications to become well-informed about campus and fraternity/sorority life in general.
8. Become familiar with all campus and community resource services in order to be able to refer members for appropriate professional help or guidance.
9. Be aware of individual members with apparent health problems, referring those who are ill to proper treatment facilities.

## PRESIDENT RELATIONS

The president and the house director together are accountable in some degree to the university, the house corporation board, the parents, and alumni/ae for many things. They

should confer often so that both are familiar with the rules, responsibilities, and general condition of the chapter. The president should feel free to come to the house director for advice if disturbing incidents arise, knowing that he/she will be impartial and the discussion confidential.

The president should inform the house director well ahead of time of any expected guests and he/she should also arrange an escort to activities such as lectures, concerts, or sporting events. While the house director should consciously work toward gaining the respect of members in the chapter, the president, both by instruction and example, should influence members to respect the house director. The president should remind the chapter that the house director is a member of the household, and as such, it should be both their desire and privilege to show him/her the attentions that mean so much.

## HOUSE MANAGER RELATIONS

While the responsibilities of this officer may vary from chapter to chapter, the house director and the house manager have many similar duties. It is important to clarify who does what early in the school year to avoid misunderstandings and duplication of efforts. In terms of responsibilities, generally the house manager:

- makes small repairs
- coordinates room assignments and creates room chart
- distributes key/door codes
- assigns parking spaces
- organizes house duties
- assigns phone and door duty
- designs the master calendar in conjunction with the house director
- communicates regularly with the house director
- reports at house meetings
- creates master phone list and assigns mail boxes
- maintains files
- is responsible for household inventory
- coordinates fire drills and inspections
- checks house security
- supervises room inspections
- directs special house cleaning efforts (e.g. before and after recruitment)
- distributes and collects housing contracts
- oversees the menu planning committee
- revises and distributes house rules when necessary
- leads workshop for new members on house policies
- helps with planning the budget

Regularly scheduled (weekly) meetings between the house director and house manager are an excellent way to insure the house is managed well. Remember, the house director should

NOT get involved in the election process. Remember also that some house managers are great and some are not so great. The house director is wise to establish and/or revise expectations of the house manager each year, taking into consideration the skills of the person in the position at the time. Maintain the same standards, but be prepared to be flexible with expectations of performance.

## ASSOCIATE/NEW MEMBER RELATIONS

The house director has a special obligation to serve as mature role model for the new members. First-year students are young and immature and will respond well to encouragement. The director should encourage them to maintain a balance between getting involved in activities, studies, work, and chapter responsibilities. The first term is usually the most stressful and new members/ associates are urged by older members into activities beyond their strength and ability.

The house director should visit with new members about their responsibilities around the house, helping to instill pride in the care of the house, its traditions, its reputation on campus, and scholarship achievement.

In a few years, the new members will be the leaders. The director should impress upon them the importance of good conduct and regular attendance in classes. Some will not be prepared to meet the more difficult university work. They should be encouraged to be themselves and to maintain their values. The house director should know the values of the fraternity/sorority and feel free to encourage conversations and behaviors that support those values.

The house director may want to consider implementing the following ideas:

1. Create a way to recognize new members (even if they do not yet live in the house) on their birthday.
2. Be sure to have the new members complete the emergency card that includes parents' names and WORK phone numbers, allergies, special diets or medications, etc.
3. Send a letter to parents at the time of pledging that introduces the house director and gives a phone number to parents who may have special concerns or may just need reassurance from time to time.
4. Ask the new member for his/her favorite recipes from home so that their favorite meals can become part of the chapter's menus.

## ALUMNI/AE RELATIONS

An organized alumni/ae group can be of invaluable help to the chapter and to the house director by visiting with him/her and the officers and showing concern for - and interest in - chapter scholarship, financial conditions, and overall management. Alumni/ae who know the members are usually the most helpful.

One of the best methods to gain graduate or alumni/ae interest is to encourage the chapter officers to invite them to dinner and chapter meetings. The chapter should invite the chapter advisor or other local alumni/ae to attend its social functions, community service activities, and appropriate fraternity/sorority campus events. Alumni/ae and their families are always welcome to visit the chapter house and it is the job of the house director to receive them graciously.

## PARENT RELATIONS

The house director should meet parents whenever they come to the house. After greeting them graciously and chatting a few moments, he/she should leave them to have their family visit. Since parents get few opportunities to see their son/daughter, they appreciate as much time as possible for personal conversation. It is impolite for a talkative house director to keep the parents from the object of their visit.

The house director should urge the parents to come to campus often and should assure them of the genuineness his/her concern for the members of the chapter. Parents can be assured that good food is provided and that the house is a safe environment. The parents should be encouraged to maintain good communication directly with their son/daughter.

It is NOT the house director's role to provide the parents with information about the activities, grades, or location of their son/daughter. The residents of the house and members of the chapter are legally adults and their privacy should be protected. The house director should develop a clear understanding about expectations in this regard.

Parents' Day, football weekends, and Moms' or Dads' Weekends are ideal times for close contact with parents, alumni/ae, and their families. Parents sometimes need to be reminded that they have sent young men and women to college who are anxious to prove their ability to be independent and make their own decisions.

## UNIVERSITY RELATIONS

The university fraternity/sorority advisor is oftentimes a good source of information on fraternity/sorority operations as well as house director responsibilities, and he/she can make the house director's job easier. Therefore, the house director should feel free to consult the university fraternity/sorority advisor at any time, particularly if he/she senses that a problem is developing.

The house director should encourage the chapter to develop more than a casual acquaintance with deans, advisors, and other college officials. Invitations to dinner and informal chats and a genuine encouragement to stop in at any time make the exchange of ideas and opinions easy when relations are smooth and make for better understanding when trouble arises.

The house director should also encourage members to develop a positive relationship with the campus and community police. Most campus police respond to friendly consideration and welcome a dinner invitation. They are glad to explain their duties and responsibilities. They can also help the students understand the laws and important safety measures that should be incorporated into daily practice. A good relationship can come in handy if there are any problems.

It is also a good idea to have a good relationship with fire and health department officials.

## **SOCIAL RESPONSIBILITIES**

The house director has much to do with setting the social standards of the house. Cordial hospitality to all guests, faculty members, alumni/ae, parents, and students serves as an example to be followed by members of the house. This can result in valuable social skills education.

Work with the chapter officers at the beginning of the school year to establish the expectations for behavior in public areas of the house. Determine expectations about who will greet guests, answer the phone, insure the public areas are neat and tidy, etc. The house director should support the chapter's house rules and communicate to the house manager and/or president when problems occur.

Many students may be interested in learning etiquette, especially table manners and business etiquette. The seniors may be the most interested, but it is good to establish expectations about dinner manners and social courtesies from the beginning of the school year. The practice of good social skills all year for four years will make the seniors very confident that they know how to behave in a professional setting.

Social expectations lessons might include the following topics:

1. Meeting guests at the door
2. Proper cell phone and texting courtesy
3. Introductions (this may require instructions and practice)
4. Reception etiquette
5. Escorting a guest to dinner and seating him/her (guests should always be placed with someone who will act as the host/hostess during the dinner)
6. Proper handling of foods and table service
7. The art of hand written thank you notes

8. House guest etiquette
9. Conversation skills
10. Professional dress

A current book on accepted social behavior should be used by the house director as a reference. Additionally, the university fraternity/sorority advisor's office will usually have videos and handouts available.

It may be advisable to invite a guest speaker to provide instruction to the members about etiquette and social skills. The community and the campus (career center) can often recommend speakers. The university president's office may have a "protocol" officer who would be glad to assist.

Generally, the dinner hour should be a leisurely time with members engaging in interesting conversation. The ability to converse well at the table is a coveted social grace and is certainly part of a college education. This is an excellent time to discuss traditions and history of the fraternity/sorority and the university, current events, and campus happenings. Singing fraternity/sorority songs between courses is a great way for the pledges/associates/new members to learn them. The chapter officers may want to determine whether or not to allow cell phones at the dinner table.

Occasionally, parents or alumni/ae send a gift or provide some service to the chapter. In addition to the appropriate officer sending a note of acknowledgement, the house director might also want to write a personal thank-you note.

During the year, there are numerous traditional social events, such as open houses after football games, Parents' Day, Homecoming, Founder's Day, and holiday dinners. All of these events require extra planning and table decorations. These may or may not be the house director's responsibility.

## MISCELLANEOUS RESPONSIBILITIES

The house director should keep a list of vendors who provide necessary services for the house and furnishings as well as for lawn care.

The house director should remember that the vendors go from one house to the next and typically love to share "news." Treat the vendor as a guest not a friend. Be professional at all times.

If the house is to be unoccupied and closed during the summer, the house director should prepare the public areas for closing.

The house director should establish office hours and post a schedule of appointments. It is important to maintain some privacy, but to expect interruptions. Post a sign that tells members

when you will be out and what time you expect to return. Utilize email, texting, and other methods to facilitate communication and a quick response time.

The house director should attend any scheduled meetings with the campus fraternity/sorority advisor (i.e. the house director training workshops or monthly meetings).

## DEVELOP LISTENING SKILLS

### VERBAL

1. Repeat and relay meaning. It is often helpful to paraphrase or summarize what you have just heard.
2. Listen beyond words. Be aware of nonverbal messages and behavior.
3. Take care of yourself. There may be times when you are busy or distracted with your own concerns. Be honest. Don't pretend to listen.

### NON - VERBAL

1. Be quiet. A short break gives you time to form your response and helps you avoid the biggest barrier to listening: listening with your answer running.
2. Maintain eye contact. It demonstrates your attention and helps keep your mind from wandering.
3. Display openness. You can communicate through your facial expression and body position.
4. Listen without response. When listening to another person, we often interrupt with our opinions, suggestions, and inappropriate comments.
1. 5. Send acknowledgments. Your words or nonverbal gestures of acknowledgment let the speaker know you are interested.

## HOUSE DIRECTOR'S EXPECTATIONS OF NEW MEMBERS

The house director should review and revise these guidelines with your chapter president, chapter advisor, and house corporation president before using it. This is an outline for house directors to use and adapt according to their own chapter's policies.

Welcome everyone and let them know how happy you are to be part of the group. Introduce yourself—tell the members who you are in terms of background, experiences, special skills, and interests (no more than 3 minutes).

Review your responsibilities (e.g. menu planning, supervising kitchen operations, serving as social hostess and etiquette educator, etc.).

List what YOU expect from the MEMBERS:

- a. Respect for the organization

- b. Respect for the physical facility (reiterate that this is their home, so they should help keep the public areas ready for visitors and alumni/ae)
- c. Respect for each other and the staff (cook, housekeeper, handy person)—members should use courtesy and treat others as they want to be treated
- d. Honesty—members need to follow the house rules and not abuse the system (i.e. theft of food items or kitchen utensils)
- e. Communication—members should let the house director or other officers know of problems; be sure to specify how the members can communicate with you and how you will communicate with them

List the specific house rules pertaining to your areas of responsibility (e.g. meal times, closed kitchen, breakfast options, etc.). Ask the house manager to speak to the other house rules.

Explain the procedures for reporting repair requests (e.g. plumbing problems).

Discuss the emergency procedures (or make sure one of the officers does).

Talk about house keys and chapter security in general (or ask the risk management officer to do so).

If there are committees such as menu planning, post a sign-up sheet.

Schedule a one-on-one get-acquainted time with each member. During that meeting, have them fill out the information cards. Be sure to let them know that the information they give you is confidential. Keep the cards in a safe place and shred them at the end of the year.

## STRESS PERIODS FOR STUDENTS

### SEPTEMBER

Homesickness often arises, especially for freshmen.

Values crises occur—students are confronted with questions of conscience over value-conflict areas of race, drugs, and alcohol experimentation, morality, religion, and social expectations.

Feelings of inadequacy and inferiority develop because of the discrepancy between high school status and grades and initial college performance.

“In Loco Parentis Blues”—students feel depressed because of real or perceived restrictive policies and regulations of the college and/or the chapter.

International students may feel confusion, vulnerability, and powerlessness as well as a lack of any advocate in power positions.

## OCTOBER

New students begin to realize life at college is not as perfect as they were led to believe by parents, teachers, and counselors. Old problems seem to continue and new ones are added. An external reality in which they had put their hopes often fails them.

Grief develops because of inadequate skills for finding a group or not being selected by one.

Mid-term workload pressures are followed by feelings of failure and loss of self-esteem.

Sexual conflicts and confusion result when confronting, often for the first time, different sexual orientations and conformity to different standards of sexual behavior.

Non-dating students sense a loss of esteem because so much value is placed on dates.

Job panic may arise for mid-year graduates.

## NOVEMBER

Academic pressure is beginning to mount because of procrastination, difficulty of work, and lack of ability.

Depression and anxiety increase because of feelings that one should have adjusted to college by now.

Homecoming blues develop because of dates and/or lack of ability to participate in activities. Increased alcohol consumption may also cloud judgment.

Economic anxiety may occur as funds from family and summer earnings begin to run out and loans become due.

Some students have ceased to expand their network of friends beyond the first few people with whom they came into close contact.

## DECEMBER

Extra-curricular time strain occurs; seasonal parties, concerns, social service projects, and religious activities drain student energies.

Anxiety, fear, and guilt increase as final examinations approach and holiday papers are due.

Pre-holiday depression develops, especially for those who have concerns for family, those who have no home to visit, and for those who prefer not to go home because of family conflicts.

Pressure increases to perform socially because of the approaching vacation and extended separation time.

## **JANUARY**

Post-holiday depression may arise once members are away from the secure and positive environment of home.

Significant time spent socializing occurs because of the perception that academics haven't really begun until the second or third week of classes.

## **FEBRUARY**

Many students experience optimism because second semester is perceived as going "downhill."

Vocational/career/major choices cause anxiety and/or depression.

Couples begin to establish stronger ties or experience weakening of their relationship.

Depression increases for those students who have failed to establish a social relationship or achieve a moderate amount of recognition.

## **MARCH**

Drug and alcohol use increase significantly before, during, and after spring break.

Academic pressure increases. Extra-curricular crisis for juniors develops (Will I get an internship?) as well as for seniors (Will I get a job? Have I really learned anything? Was my major a mistake?).

Diets and body image concerns for both men and women become "critical" this time of year.

Pressure increases to perform socially because of the approaching vacation and extended separation time.

## **APRIL**

Academic pressures continue and midterm results are received.

Frustration and confusion develop because of decisions necessary for fall pre-enrollment.

Summer job pressures develop.

Major often has to be declared and pressure mounts.

Papers and exams are beginning to pile up, but motivation to study decreases as the weather changes to spring.

## TEN RULES FOR GETTING THINGS DONE

### 1. PLAN AHEAD.

Every moment spent planning saves three or four minutes of executing.

### 2. WRITE IT DOWN.

It helps a great deal to visualize your plans on paper. Use separate sheets from a small pad for each item. Then you can arrange them in order like a deck of cards.

### 3. DO THE MOST IMPORTANT THINGS FIRST.

Frequently the most important things are also the toughest. Discipline yourself severely on this score. Then, before plunging into the job, separate the essentials from the less important factors by writing them all down. Most people know what's important and what isn't, but they don't think they do.

### 4. DON'T WASTE TIME WRESTLING WITH INSIGNIFICANT DETAILS.

If you do, you will never find time to tackle the real issues.

### 5. DELEGATE AND DIVIDE.

Delegate as many tasks or details to others as you can. That's a cardinal rule for every administrator. Do nothing that an assistant (or cook or chapter officer) could do as well. If they don't know how, train them. Keep yourself free for important things. You also need time to relax and let your mind work.

### 6. DON'T POSTPONE.

Don't waste valuable minutes dreading a pesky job. If it needs to be done, plow into it. Otherwise, it will take you twice as long to accomplish the same job later.

### 7. BUDGET YOUR TIME.

Allot yourself just the amount of time you feel you need to accomplish each task. Then stick to it. Do the job carefully and do it well, but don't waste time retracing steps or on senseless striving for perfection.

### 8. MAKE HABITS WORK FOR YOU.

Establishing good habits will speed up your routine tasks.

### 9. LEARN TO SAY NO.

Popularity with one's friends is a wonderful thing, but don't let it lure you away from the accomplishment of tasks you consider important. When you're busy, excessive social conversation can be a great time-waster. And don't get the idea that your presence is vital to

every social gathering. Learning to say no will save you time for the things you value most and give your life a sense of direction otherwise impossible.

#### 10. RELAX AND LET YOUR MIND CREATE.

The well-organized person who observes these rules can expect more leisure time as a reward.

## HOW TO BE MORE EFFECTIVE

Would you like to be able to:

- Take control of daily problems that confront you?
- Accomplish much more in the same amount of time?
- Come out a winner in most of the situations you face?

1. Learn from the experiences of others, rather than your own.
2. To win in other people's ballparks, play by their rules. If you try to buck a system you have no power to change, you'll lose in the long term.
3. Use near misses as a sign that you're off course, not a sign that you have failed.
4. Make your goals specific and measurable. To do this, ask yourself these questions about each goal:
  - What will the result look like?
  - What signpost will help me know when I've accomplished the goal?
5. Use driving time to increase your knowledge by listening to audiotapes.
6. Keep a mini-cassette recorder or a PDA in your glove compartment or purse for capturing ideas and making to-do lists.
7. Determine your hours of peak performance and use these peak performance periods for activities that require maximum mind power. Use these periods to make decisions, write business letters, negotiate, etc. Use off-peak hours to pay bills, visit with people, etc.
8. Eliminate worry by refocusing your thoughts on the present. Worrying projects your mind into an imagined negative future. Clear your mind by thinking of something positive going on right now.
9. Immediately set a limit for the time you will spend on the phone with a talker. Tell the person, for example, that you have only two minutes to spare. Keep a stopwatch by the phone.

## THE SEVEN HABITS

by Stephen Covey

1. BE PRO-ACTIVE. You are responsible for your life. Decide what you should do and get on with it.
2. BEGIN WITH THE END IN MIND. Think of how you want to be remembered at your funeral. Use this as a basis for your everyday behavior.
3. PUT FIRST THINGS FIRST. Devote more time to what's important but not necessarily urgent.
4. THINK WIN-WIN. Have an abundance mentality. Seek solutions that benefit all parties.
5. SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD. Don't dive into a conversation. Listen until you truly understand the other person.
6. SYNERGIZE. Find ways to cooperate with everyone. Value the differences between people.
7. SHARPEN THE SAW. Continually exercise and renew the four elements of self: physical, mental, emotional-social, and spiritual.