

Building Blocks of Passion

One person's journey-with exercises and tips

By

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Chapter 1

Introduction: Human relations tools can change your life.

In almost sixty years of life experience, less than a handful of courses have made an impact on my life. The Dale Carnegie Leadership Course was one such course.

Dale Carnegie Leadership Course then and now

I first took the fourteen-week Dale Carnegie Leadership Course in the fall of 1967 and again forty-eight years later in the fall of 2004. As I read the materials and prepared the coursework for the now twelve-week course, the principles of human relations came back to me. The readings told me, I had heard these stories before. Even more than that, I realized I had internalized the Dale Carnegie principles and have been using them consciously and unconsciously for the past 48 years.

In 2003, I entered the Toastmasters International Speech Contest with a five to seven minute speech. My goal was to share who I was and what I was passionate about. After much thought in developing a speech with meaning and take away value I found that the Dale Carnegie course provided a foundation to my professional work life. I came in second in that area contest but more than winning was the experience of competing that made me a different person. Practicing that speech over and over again brought me to a different level of life appreciation. I realized that Dale Carnegie gave me the courage to seek and fulfill my dreams. Because the course had such a great impact on my life, I wanted to become an instructor and help other people get these foundational principles to be part of their life.

Toastmasters again

“How did I know that the Dale Carnegie helped me so much?”

I didn't. until I joined Toastmasters again after a 48 year Sabbatical. The first time I joined Toastmasters was right after the Dale Carnegie course ended. They recommended that we continue practicing our speaking and communication skills by joining a local Toastmaster club. At the time I rejoined Toastmasters, my position as a project manager for user documentation used my art skills, projects management skills and fine tune my multitasking abilities but required no speaking or presentation skills. So I again joined Toastmasters to develop these communication and leadership skills.

Because of the small club size, I completed my first ten manual speeches in 15 weeks to earn my competent Toastmaster Certificate. The only reason it took 15 weeks instead of ten was because I wanted to be polite and work at some of the other roles. When few people were volunteering to give speeches, I proceeded to read the next manual speech requirements, get an idea about a related personal experience and I was ready to volunteer for my next speech. This ability came from the Dale Carnegie course and is the first time I knew beyond a shadow of doubt that at least one aspect of the Dale Carnegie was internalized.

In 2003, the same year I rejoined Toastmasters, I entered and won second place in the Area Toastmaster International Speech Contest. In my prize-winning speech I mentioned how the Dale Carnegie training helped me develop my speaking skills and how Toastmasters allowed me to practice and test new material in a friendly environment. Anyone these lessons to do the same thing.

How Dale Carnegie started the course

Dale Carnegie started his work life as a salesman when he soon realized that the skill of teaching people how to give speeches could be used to support his dream of becoming a writer. His teaching skills came from his college days. After he won a speech and debate contests, he found others coming to him to ask for help in developing their speaking ability. The Dale Carnegie course teaches over 30 human relation

principles. The principles are taught, practiced, and reported on over the weeks of the course. The reports require a two-minute oral presentation in the first half of the session and another one in the second half. By the end, we do 24 or more mini-speeches.

What this book is about

This book is not a replacement for taking the course. Completing the Dale Carnegie Course is the only way to get all that is offered to help overcome any fears of speaking, develop yourself, gain in confidence, and to lead your life into the place you want to go. The course gave me the power to dream and the courage to go after and achieve those dreams.

This book traces one person's experience of growth after the Dale Carnegie Course. It shares the lessons learned and through the exercises at the end of each chapter, allows, you, the reader to explore how you can grow and add direction to your life, which should result in a totally unique and positive experience.

I, in most cases, condensed and reworded the Dale Carnegie principles into a handful of ones that were especially meaningful to me.

These are the Dale Carnegie Principles revisited through the author's eyes. They will be explained in each of the forth coming chapters.

1. Be enthusiastic.
2. Look at situations through the other person's eyes.
3. Ask questions.
4. Listen intently
5. Show appreciation and respect for the other person's point of view.
6. Give the person a fine reputation to live up to.
7. Make them think it's their idea.
8. Admit when you are wrong.
9. What's the worst that can happen and can you accept it?

Manipulation or good personal relations

The big question that lurked in my mind is am I manipulating people or are these right things to do? These old thoughts come to mind "You can't change people but you can change yourself" and "treat other people how you want to be treated". The principles help you change how you look at situation, Many times my emotional side wants to take over. Like a rattle snake, I want to curl up and strike because what has just happened appears dangerous. When many times it's just an innocent and unknowing person doing what they always have done, going for a walk or exploring with no intension of doing harm to anyone.

The Dale Carnegie principles help us to stop and think. The variety of tools helps us to gather more information to create win-win situations that benefit both parties and groups of people. In looking back, using the tools has resulted in a happier life and more positive relationships.

Lessons Learned, The Dale Carnegie and Toastmasters are resources

Lessons learned has been added to summarize each chapter and capture the essence of what was covered.

- The Dale Carnegie Leadership Course can be a positive foundation for your future growth.
- Toastmasters International is an on-going opportunity to practice communication and leadership skills.

Exercises: Try Dale Carnegie or Toastmasters

Exercises have been added to help you grow as an individual. I believe in dynamic books and interactions. This section allows me to tell my story with the intention of helping you grow in a positive direction. Use these exercises as suggestions and only do the ones that you think will be fun.

- Take the Dale Carnegie Leadership Course, if possible. Some progressive companies support it as an educational opportunity. Usually, one person in the company has taken the course and attest to its benefits.
- Read the Dale Carnegie Books listed in the resource section. How to Win Friends and Influence People is very well known and still popular.
- Visit one or more Toastmasters Club(s) and then join one. Go to www.d4tm.org and find the clubs near you.

Chapter 2

2. Enthusiasm: Keeps people awake.

What's the difference between a boring speaker and one that literally fly's through a presentation? I would say enthusiasm as well as a well-planned presentation. As a result of my first Dale Carnegie course, I got infected with enthusiasm. When I believe in something, enthusiasm abounds. I can usually turn enthusiasm on when in a performing or speaking role or turn it off at will.

Comment: This seems like a weak statement... Maybe just say ...presentation? ENTHUSIASM! A well-planned presentation with enthusiasm will knock the socks of your audience!

The Dale Carnegie course teaches, "think enthusiastically and you will be enthusiastic." That's only the beginning of the secret to turning it on and off. I prefer to use enthusiasm as a support tool to communicate a message or to get a job done in a professional manner. Life is a stage and accomplishing your mission is the script.

Comment: Why is this important, expand on this idea a little.

Working life begins

I began my working career in July 1967 as a Mechanical Engineer, I moved from Chicopee, Massachusetts to San Francisco, California during the 'Summer of Love' and the land of the Hippies. Every time my mom heard the song by the Bee Gees "When Your Going to San Francisco Be Sure Wear Flowers in Your Hair", she would have a few tears in her eyes, according to my sister.

Comment: What does this have to do with enthusiasm... maybe tie it in a little better: ...mission is the script. Now take on your role with enthusiasm and you will have a better chance of keeping your audience awake!

Well I didn't wear flowers in my hair but I was excited about living in San Francisco, my first venture out of Massachusetts. Later that summer, my folks came to visit during a Fire Chief's Convention. My dad, whose high school education was interrupted because of WWII, never asked me to anything education-wise. Until we talked in San Francisco. He said, "Now that you are making money you should think about taking the Dale Carnegie Leadership course." It was a request I never expected. I know that it was offered with fatherly wisdom, based on years of hard work. He pulled himself up to a better and better position in life from a shop worker to a fire chief of 200 full time firemen. So I called Dale Carnegie the very next week. Within a day after the phone call a salesman was at my residence club door prepared to pitch the course.

Comment: I really think you should lead with this background information then introduce the enthusiasm stuff... the first two paragraphs really threw me off. They should come after your enrollment, and before your Bob Barker teacher.

Dale Carnegie, Enrolled

"Don't bother to sell me on this Dale Carnegie Course", I said. "Where do I sign and how do you want me to pay for it?" The next week I began my fourteen-week course. At 21 year's old I was the youngest in the class of business managers, directors, vice presidents and presidents of assorted companies. All had the common goal of becoming confident speakers and better communicators and to some public speaking terrified them.

Mr. Enthusiasm

A "Bob Barker-type" (the Truth or Consequences game show host popular in the 60's) instructed the course. Steve, our instructor and Bob Barker look alike, enthusiastically cheered us on each week. He made every word that we said feel like we were giving gifts of gold to our audience, supported by his nodding head and big ear to ear accepting smile. We were special each of those nights when we gave our two-two minute speeches. I didn't know it then but I know now that Bob gave me the gift of his enthusiasm through his actions and charismatic presence. To this day, I try to smile in enthusiastic appreciation of new speakers sharing their word gifts.

Act enthusiastic and you'll be enthusiastic

Act enthusiastic and you'll be enthusiastic is one of the assignments that we took home and practiced. The task was to add ten times more enthusiasm toward a task or relationship that will help one achieve their goal. It worked on short-term projects.

True enthusiasm, at least for me comes when I am passionate about something. The goal is to: a) know that you're passionate, b) know that enthusiasm is a tool to project your passion and c) learn to use it skillfully to achieve your goal.

Epidemy of Enthusiasm

Perhaps the highest point of enthusiasm comes when one becomes an "expert" in an area. In my opinion, I achieved expert status in the wine and food in 1984. I became a tested, qualified, and paid wine judge for the San Francisco wine Fair. My freelance fun career included: being a full time instructor at the McLaren College of Business in hospitality Management at the University of San Francisco; bimonthly partner at Cookery At the Cove, a weekend wining, dining, and cooking school on the Northern California Coast; Owner and operator of Chef on Call catering in Benicia, CA; weekly wine and food columnist for the Contra Costa Times; freelance wine and food writer; and a freelance food consultant. At last, people actually listened to me and took notes on what I said. Granted I wasn't "The Expert" nor the best but in my circle of influence, I could be considered an expert. I was on the path to success and that brings enthusiasm, respect, and great feelings of appreciation.

Enthusiasm works wonders

Other times in my careers, I called upon enthusiasm to add impact to my speeches or accomplish goals. I'll briefly list some of big ones here:

- In my 1970 letter to get into UC Davis: I poured out my heart, to explain why I was excited and wanted to go to Graduate School in Food Science when I was already a Mechanical Engineer.
- After graduation from UC Davis in 1972, I returned as a guest lecturer. "From Soy Sauce to Textured Vegetable Protein-the Answer to the World's Food Supply". As a new food product development person this was a topic I believed in.
- Three years after graduation in 1975, I was a guest speaker at a dinner for over a hundred Food Technologists. My job was to explain why I choose a Beaujolais wine to go with the dinner. As wine and food columnist, I accidentally left my pocket tape recorder on. The main comment I remember from my table of strangers was. "He sure gets enthusiastic about this subject!"
- Many years later in 1992 as Manager of Corporate Quality Improvement for a large disc drive company, I gave a series of lectures on how continuous improvement can be incorporated into work and personal life. A couple years later continuous improvement became a corporate value.

So enthusiasm works and keeps people awake and sometimes even results in big changes.

Lessons Learned: Act enthusiastic ... be enthusiastic

- Enthusiasm can be learned, Act enthusiastic and you'll be enthusiastic.
- Enthusiasm can be used to accomplish goals.
- Sometimes being enthusiastic starts like acting where you must prepare yourself to act enthusiastically but once you begin to gain momentum it will become easier to keep enthusiasm going.
- A lot of positive things that we usually taken for granted can help. Glad to be alive, glad to have a place to live, glad to have a job, glad to have good ideas, glad to breath fresh air or drink clean water are just a few motivators to help generate enthusiasm.
- Adding enthusiasm to your life can make you happier.

Exercises: Try it you'll like it

- Take a problem or project you have been avoiding and try being enthusiastic about doing it. Break the project down into little steps and get excited and enthusiastic about accomplishing each little step. Give yourself a realistic time frame.
- Try acting enthusiastically and see that you will become enthusiastic.

- On your next speech, determine what outcome you want and enthusiastically prepare and deliver your speech to achieve that goal.

Chapter 3

3. Quest for significance or finding “it”

We are all born unique and special to do something that no one else can do the way we can do it. Finding your “it” that thing, subject area, or area of expertise that gets us excited about living is what this chapter is about. Of course the approach presented here is what the author did, your way may be totally different. Look for turning point questions. At the end of this section you will get to formally try answering them the way you as an individual would. Feel free to jot notes to to yourself while reading.

Dale Carnegie Course ends

The course ended early December 1967. The fourteen weeks flew by. We gave two speeches each night on our experiences in practicing the Dale Carnegie principles. Each week we looked forward to very interesting and sometimes emotional experiences that touched our hearts. Why? Because they were true stories shared from the student’s heart to our heart.

One student, a vice president of stock brokerage house, shared his experience. “I was making a big effort to do my best for the company, so signed up to take a 7 AM flight to the East Coast. Normally I arrive at the office at 10 AM, but to my surprise on this early venture, I saw that there were people up early and not only that, I was in a traffic jam to get to the airport. This was new to me,” as we saw the seriously shocked look on his face. We all laughed and applauded as he concluded his talk. A once lofty vice president became a real person that day.

The course ended and I needed to know what to do next. At the last session they told us we should continue to develop our speaking skills by joining a Toastmaster club. There should be one convenient with our location and schedule. I did that and found the Golden Gate Toastmaster club meeting one evening a week in a restaurant next to the Panhandle end of Golden Gate Park in the Richmond district of San Francisco.

My engineering job at the shipyard was getting routine and unchallenging. The intricate calculations we learned Lowell Technological Institute in Massachusetts didn’t apply in the shipyard a Safety Factor of 6 or 7 negated precision calculations when simple calculations would do. We never designed motors at the shipyard we just looked them up in a catalogue. To my mother, I had arrived at the best job possible, a government job. This was all the security a Post Depression mom could dream for her child.

Dale Carnegie in a nutshell

“What did I learn in the Dale Carnegie course?” I digested the fourteen weeks into one simple concept, which has helped me with all my speeches since. Whenever possible speak from personal experience or your area of expertise.

In those fourteen weeks we spoke twice a night. That’s what it would look like to the outside world. But in reality, we told stories twice a night. We shared personal experiences which we were experts in and that’s all we were doing was communicating those stories to a receptive audience. Those experiences had value because each person had the same theme yet a different experience.

We were blessed by the experiences shared. Also as speakers and communicators, we gained confidence in ourselves and our ability to communicate meaningful information. Over and over each week we improved as people, speakers, and leaders. We learned the power that came from communicating something that we were experts in, our personal experiences and becoming proficient at applying the human relation principles to create a better home and work environment.

Comment: Ok, I’m starting to get the flow of things here. You start out each chapter with a summary of the info, then you give a little history blurb. After the history blurb you go into the principle... so my earlier comments might not be so appropriate.

But I guess I didn’t know how the book was going to flow, so if you could help me prepare for that a little better up front.

The point is speak from personal experience, you're the expert, and no one can argue with you. The benefit is you will gain confidence as a speaker..

The quest

No matter how I tried, work had not improved after the Dale Carnegie course. I pushed my way up to project manager but I found no happiness. Something was missing I needed more to have a fulfilled life and it wasn't happening at the shipyard.

I left Massachusetts because I wanted to be somebody. I wanted to say hi to people I knew on the streets of San Francisco. I wanted to make a difference in the world. I knew that whatever "it" was, the only way I could convince anybody that I had "it" was that I would have to be a great speaker/communicator.. But how would I get from Point A (now) to Point B (there)? That question plagued me.

The Dale Carnegie overall lesson helped me here. I knew that if I were destined to become a great speaker/communicator I would have to know my subject area as well as my own personal experiences. So Ed's first life question was born, "What did I want to learn as well as my own personal experiences so I could become a great speaker/communicator?"

Over and over again I'd ask myself that question. I'd kick the gravel as I walked to the Shipyard's Officer's Club each day to get my usual cheeseburger and fries and ask myself, "What did I want to learn as well as my personal experiences so I could become a great speaker?"

The Dale Carnegie course started me reading his books *How to Win friends and Influence People*, *How to Stop Worrying* and other self help books. I again tried reading *Think and Grow Rich* by Napoleon Hill, a yellow and black-aged paperback that I owned since high school. The money part always bothered me, I only wanted to become 'Somebody' not necessarily rich though I thought that would come with the title.

A Breakthrough

The beginning of my answer to Ed's first life question came a few months later when I picked up a *Building an Engineering Career* book for 10 cents at a junk shop. I thought that I should read it to see if I did something wrong in my engineering career. I never read such a book before because I became an engineer to escape English classes, writing and languages but I liked math and science. On page 7 of that engineering career book, the author asked, 'First you should find out what you are interested in. One way to do that is to see what you like to read for fun.' I counted 56 cookbooks and no engineering books. Wow! What a revelation, it was like finding a gold nugget.

Food interested me more than engineering. "But what in food?" At this time my life question changed. "What in food did I want to learn as well as my personal experiences so I could become a great speaker/communicator?" This story continues in the next chapter. In short it was understanding food, cooking, and later wine that became my "it". This is what I found excited me, where my interests lied, and where I wanted to develop my expertise. I pursue "it" for the next fourteen years achieving an annual income of ten times the engineering salary when I started in 1967. Everything I did was fun, exciting, and I actually got paid for it.

Lessons learned: Finding "it"

- Before I could move forward, I needed a destination. You saw that I sought it with passion.
- Thanks to Dale Carnegie for showing me the power of personal experiences that helped me know where to begin.
- The destination only started with an observation and a clue.
- The more I explored the clue and followed leads, the more excited I got.
- When a vision of the destination became clear, I started formulating a plan to achieve it.

- As I worked the plan, I achieved my first dream. Then I experienced more energy and excitement than I ever thought imaginable.

Exercises: Find your “it”

The joys of finding your “it”, that special area of interest that excites every part of your being, is what I hope and pray you will find. Next are questions you can ask yourself to help you find your “it”.

If you are spiritual, it would be a good idea to take a quiet time to pray or whatever you do to ask for direction. In my case, I’m a Christian, then I was a born and raised Catholic but I didn’t remember that I took the time to pray before I began my quest. Accept this as a tip. I have another book that goes into great detail based on my “Building Your Dreams” workshops that I have been giving. The title may change but the book will first be available as an e-book on my web site www.edborowiec.com. Below is a tiny sample of that workshop book.

Comment: You might want to put your Dreams workshop into an e-book kit and put a plug in here for it. It would be a great supporting material for this book, especially if someone already bought your book. They might be interested in more things you have done that can help them get closer to their goals.

I suggest you answer these questions in a brainstorming format on small 1”x2” Post-it™notes so you can later group ideas. Write one Post-it note for each idea and don’t stop or think about the ideas until you are drained. Scan the questions and begin writing when a question starts triggering ideas. Not all the questions will generate ideas.

- What area of interest do you have that you would want to develop so you could learn it as well as yourself? Essentially, is there an area of interest that you want to become an expert in?
- What do you like to read for fun?
- What do you do you like to do for fun?
- What type of TV programs or videos interest you and why?
- What have people said you were good at?
- What do you feel you’re good at?
- What skills come easy?
- If you could do anything and be guaranteed of success, what would it be?
- What are you’re dreams right now?
- If only I could... (Finish the sentence.)

Chapter 4

4. Point of View: What does the other person think?

At my last job, I rode a bicycle at lunch for exercise. I'm not a dog lover, they used to chase me when I was a kid, but in my short cut back to work I'd pass a little caged-in dog at one of the businesses. To cheer him up I'd ride by on my bike and catch his attention. The dog jumped up and down with joy, so I thought. Then one day I passed and the dog was out with his owner. As I passed and went a short distance, the little dog attacked me. Within seconds, he was biting and gnawing at the heel of my shoe.

This is a great example of seeing things from the others perspective. Apparently my idea of adding a little joy to the dog's life must have been teasing him. Of course, the owner called the dog back and said, "He never attacked anyone before!"

Dream One

After six months of identifying that I was interested in food I developed a plan to do something about it. I planned to quit my Engineering job and go to University of California (UC) Davis and get a Master's Degree in Food Science. I needed confirmation that this was the right move for me. Quitting an engineering Job was a big move, almost like throwing away four years of college.

Confirmation came in three ways.

First, I got accepted to UC Davis without having to take any qualifying exam.

Second, my most successful speech at Toastmasters was about food. I had to give my fourth speech in the Golden Gate Toastmasters Club. As was typical of my Toastmaster speeches, I read the manual requirements, got a personal experience thought, a point or two and developed the speech as I gave it. This was the Show What You Mean manual speech. I made a soufflé for the first time the night before so I talked about it. To my surprise, the toastmaster evaluator and later the other toastmasters proclaimed it was the best speech I had given in the club since I started. My enthusiasm came through and won their praise. I thought it was the easiest speech I ever gave at Toastmasters, as well. This reaction confirmed that my 'it' was coming through and that indeed I found my 'it'.

Third, a visit to UC Davis confirmed, I found my knowledge resource. I thought I should visit the college, so in the heat of Summer I drove to Davis California to find someone to talk too about my new direction. The professor I talked to recommended I stay an engineer because I could never make as much money as an engineer. From his point of view he was right so I asked a simple question being new to the area of Food Science. "After I get my Master's Degree will I have enough knowledge to make an edible food out of sea weed?"

"Sure." the Professor answered."

"Thank you", I answered. "I'll be here in the fall so how do I apply for financial aid?" I didn't really care about seaweed but I knew in my heart that if the answer to that question was yes, I would have the understanding about food that I needed to do anything that I could think of in the food world. Before I left campus, I filled out the financial aid paperwork.

Later that afternoon I found an 8' by 28' mobile trailer that I bought for \$1400 and had rent space for \$50 per month. And the next step was to turn in my resignation letter to the shipyard.

Developer of new food products

My first job after UC Davis was to invent new food products for Del Monte Research Center in Walnut Creek California which allowed me to live my first dream, "To play around with food all day and get paid for it. To my surprise, the excitement of living my dream was a thousand times stronger than the excitement I first felt when I first identified my interest in food.

I had so much more energy and enthusiasm that I could barely keep my food experimental cart in the aisles of the Research Center as I rolled it to my experiment station. Daily, I felt like I was living on Cloud Nine rolling my cart to the edges to edges of my cloud asking the question, "I've arrived, what's next?" Then I remembered that I was a Toastmaster and my first question of life "What did I want to learn as well as my self so I could become a great speaker?"

Wine Appreciation Instructor

Then I realized that at UC Davis I audited almost all the wine classes that the Enology students took to become winemakers. UC Davis was one of the two schools in the country that taught winemaking and I didn't want to be deprived of this free information. For the record and to actually taste wine I took Dr. Manard Amerine's Sensory Evaluation of Wine class for credit. The world famous, Dr. Amerine wrote the book on Sensory Evaluation of Wine used throughout the industry.

Ah ha, I knew more about wine than most anyone in Contra Costa County or San Francisco, so I could teach a Wine Appreciation Class. I prepared a proposal and submitted it to the new Pleasant Hill Community Center's Recreation department. They enthusiastically welcomed it. With a few slides from my post graduation Europe trip and slides made from other assorted recourses I began teaching one of first wine appreciation classes in the Bay Area.

Aspiring Chef

After my first wine class in the Fall of 1972, my classes became fun and very easy to do. So I started taking cooking classes at Contra Costa College with Chef Ken Wolfe, a master Swiss Chef. Chef Ken combined the art of cooking with the science which made his classes far more interesting and better any other cooking classes. I knew I wanted to learn more and I asked Chef Ken if he had any ideas. He suggested I study with him during the days at Contra Costa College. Well, initially that was a tough one because I worked during the day.

Job Strategist

I worked at Del Monte Research Center over a year. I switched into the Gourmet Foods Division and worked on extending their line of Grand Tour packaged dinners. In the evenings I taught wine classes and took cooking classes. I needed to strategically plan the next move in my career. The unique spill over from engineering was the ability to plan and make something from nothing to achieve a purpose. In my mind I created a new job at Del Monte, a Food Service Product Development Specialist. No such job existed or imagined in the company's future. This job required a chef-trained specialist.

I needed to convince my manger that it would be in the company's benefit to allow me to be trained by a chef. I had to look at things from his point of view. First he needed me to get my work done. Second he would have to explain this request to his superiors and third, he would have to explain how the company would benefit.

In preparing my case, I went to Contra Costa College where Chef Ken Wolfe managed the Food Service Department and asked him what would be the minimum time during the day that I could participate and get something out of it? Chef Ken said as much time as you can get. So I proposed two mornings a week Tuesdays and Thursdays. He said that would work.

In my presentation, I stated to my manager: "Since we own a Food Service operation and the Del Monte main company sold their big No. 10 cans of fruit and vegetables to the food service industry, wouldn't it be nice if a new product development specialist had the skills of a chef so he could relate to these two potential growth areas of the company?" He slowly and thoughtfully said yes, as he saw that this would be beneficial.

"Well, I have an opportunity to get trained as a chef, just two mornings a week for a semester. To ensure that my work progresses at the same high quality level, I would make up the time on the very same day by working later. If any work meeting conflicts arose, the chef instructor said I could participate on a different day of the same week." I continued by presenting the proposal I had developed.

My manager agreed to take my proposal to the next level for approval. Thus my chef's training began the fall of 1974. It concluded when I successfully catered two holiday events at the Del Monte Research Center during that same year. These were sit down luncheons for over a 100 employees with no waiting line and at 1/8 the cost of anything similar.

Julia Child Guest Chef

Several years later in 1976, I became partners with Jack Schneider in his Cookery at the Cove Weekend Winning and Dining experience on the Northern California Coast. Jack had a knack for business and after he retired from his nursery business, he wanted to have a cooking school on the coast next to his second home near Stillwater Cove. To get students he had to set up a Cookware shop in his hometown of Orinda, California where he gave cooking classes.

During an open house he told Jinx and Jeff Morgan about his cooking school on the coast. They pitched the project to Bon Appetite and several months later, Bon Appetite came out to the cove and the Morgans did the story for the April 1977 issue. The cover with the pineapple ring dipped in chocolate, for those who may have back issues.

The article drew students from all over the United States. We had no trouble filling classes for the next couple years. However, once every other month provided just enough time for us to regenerate our energy for the next one. They were fun to do but were also work and the long 2 ½ hour drive needed that amount of time before we could enthusiastically do another weekend.

About a year after the article in Bon Appetite article I visited Jack in the cookware shop where he was madly rushing around trying to perfect a recipe for quick French Bread. I said, "Jack isn't this great not having to wonder where we would get the next cove class. Now that we are successful, I you could do anything or have any cook come to cook with us, who would it be?"

I thought it would be someone I knew but Jack answered after serious thought, "Julia Child, yes I'd like to get Julia Child."

"Wow", I responded, "That is a tall order, I don't think she ever did a cooking class for anyone else. But let me think about it."

I did some research and tried to put myself in busy Julia's shoes. I found that she would be returning from Europe in early fall to her home in Cambridge. I imagined her tired, glad to get home and possibly not interested in working outside her normal schedule. So if we were to present something, it would most definitely have to be fun and require an instant yes or no.

I went back to Jack's shop and told him the strategy. "What's the most we can afford to pay her to do the class and exactly what classes will we ask her to do and what do you think we should do to make it easy and fun for her? If we give her all these details and copy of our Bon Appetite article to introduce us I think we will have a chance."

I thoughtfully wrote the one page letter and prepared the package to tastefully stand out from Julia's other mail when she returned from Europe. About two weeks later, I visited Jack in his shop again. Now expecting a response so soon, both Jack and I were shocked to get a small personal letter from Julia in the morning mail. "It's a letter from Julia," Jack said as we both tremble with the possibility of a Yes or No.

Jack opened the letter and removed his glasses so his one good eye could read it clearly. "She said Yes and that she would love to do it." Jack read on squinting even more to see the print on the bottom of the page. "There's a phone number he said. Let's call her."

Less than a minute later Jack was on the phone with Julia Child. "We just read your response to our cooking school offer and we're very excited that you will be joining us." Minutes passed as Jack and Julia became fast friends right over the phone. Then the question came to me, "Julia wants to know what we want her to cook?"

I said, "Tell her we want to think about it and we'll get back to her." Joy, excitement, and anticipation filled Jack's little shop that day. Jack and I talked about the menu and how this was such a big thing then decided we should call Julia back and ask her if we could fly to Boston and talk over the menu in person. Julia agreed and within three weeks we were walking the nippy fall streets of Cambridge looking for Julia's address. In the upstairs of her two flat house after a light lunch we sat in the living room discussing the menu for our cove weekend.

Lessons Learned: Others are important

- Point of view is extremely important to success. My point of view might be excellent in my eyes but a total flop in the eyes of another. Listen intently, be observant, ask questions, and don't automatically assume you are correct without the facts. Getting a flexible work schedule to study cooking and later in my career getting Julia Child to cook at our cooking school heavily depended on understanding the other person's point of view and best timing of the proposals.
- Always start with praise and sincere appreciation about something specific. This starts off the conversation on the right foot and shows you are genuinely interested in the other person and have respect for their ideas.
- Phrase your questions to get the other person to agree and say yes or no. Think through the process, leave no stone unturned. Set up questions so that all the counter questions are answered. This process insures that you are getting the other person's input and insight into a situation. But if you have done all the homework, their answer will be yes.
- Close on a positive appreciative note.

Exercises: Where are they coming from?

- Next time you are in a situation where, must meet with someone to accomplish a task, think about it from the other person's point of view and try to use these lessons learned.
- If you are mad about something and jumping to conclusions, calm down use these lessons and then reflect on how much better things turned out vs. an emotional attack.
- These lessons are important to internalize, try to practice them in all situations.
- If you see someone flustered and upset try to find out what has upset them then you get more of an appreciation about others and their points of view.

Chapter 5

5, Speak from experience or expertise: Your power base

It has been said that most people would rather be in the grave than the person saying the eulogy. Fear of public speaking has been identified as one of people's most common fears.

Have you ever stood to introduce yourself to a group or answered a question in school? This can be considered public speaking and usually it wasn't bad because you knew who you are and if you did the homework you knew the answer.

Practice makes perfect (Strive for perfection-and enjoy the journey)

In high school, I took public speaking and only remember the teacher working on my 'th'-sounds. Mostly we worked on the technical, formal side of public speaking.

Dale Carnegie Course

Then at 21 I took the Dale Carnegie Course and two times a week for fourteen weeks gave two- two minute speeches on our homework assignments. The most rewarding part of the speeches was to hear how other people accomplished the same assignment and to see speaking breakthroughs in speaking ability. Usually a student achieved a breakthrough because of the emotion attached to the report and out did himself or herself because they lost all fear and wanted to communicate their experiences more just giving a speech. Each night Dale Carnegie recognized the "Most Improved" speaker and the "Most Outstanding Speaker" of the night.

Toastmasters

After the Dale Carnegie Course, I joined Toastmasters. Again, I think I was the youngest in the club. The meetings moved with precision clockwork. Everyone had an assignment. We were a team. Evaluations were the most fun especially when the articulate Scotsman John Small evaluated your speech. I would sit in amazement at all the constructive comments he had for my speeches sometimes taking as long as the speech itself. The timer must have been absorbed in the content as well. The timer lets the speaker know that the lower time limit of the speech had been met with a green light, then yellow and red when the speech time had reached the limit. A blinking red light means you are definitely over the limit. Time to hand back the floor to the Toastmaster of the day. The Ah counter counted filler words and incorrect use of grammar.

I made it to my sixth manual speech before I left the city to go to UC Davis.

Observing Professors as Speakers

When I went to graduate school, I took a sabbatical from me speaking and concerned myself with 100 percent learning. In the process I audited about 40 hours of classes before the exams started. I was like a kid in a candy store and other than my required courses that sounded interesting I audited. I looked for great communicators, professors that made the course material fun and easy to digest. I appreciated and stayed with the better ones until my required courses required more of my time. I concluded that the material and the professors' excitement about his or her course made learning fun.

Instructor of Wine Appreciation

Then after graduation, I started teaching wine classes. Since I never gave a class of this nature, I over prepared. During the very first class, I remembered fumbling with my notes and then saying to the class, "Using notes is not fun", so threw them away and told them if I forgot anything I'd cover it after the break. I never used notes again in my wine classes.

As years of wine classes passed, there would always be one or two people, usually guys, in each class that looked skeptical and I could not be sure if they were enjoying the class or for some reason were required to attend. I then particularly focused on them during my presentations, not to call attention to them but just to see if anything I said would change their skeptical look. A laugh or an attempt at a smile was all I had hoped for. Then to my surprise almost every time at the end of the four-week class, they would be the ones who would go out of their way to thank me for a great class.

A Corporate Speech

At Del Monte I only did one speaking presentation to the Vice President of Marketing and the whole Marketing Department. The speech, if successful, would allow me to set up my own position as a Food Service Product Development Specialist. The Vice President loved my special report that took four months to complete. "By golly, you achieved exactly what I sent you out to achieve, no one has very done that since I've been here-I'll set up a meeting with the whole department so you can present it."

As you might expect with a big company, the meeting took ¾'s of a day. By the time I got up to speak, the vice president was starting dose off. From those apparent skeptics in my wine classes I knew what to do. I watched him carefully as I blabbed through my material to see when he woke up. Then, like both barrels of a word and enthusiasm shot gun, I blared out the most important and essential material. On the close he pounded his fist on the table saying, "We should be doing this. Why aren't we doing this?"

One salesman who never saw me before said after the event, "After you finished I didn't know whether to stand up and applaud or what?"

Toastmasters Again

Most recently, I joined Toastmasters again after that 48-year break. I wanted brush up on my speaking skills and a Toastmaster Club met at the same place I worked.

Armed with the Dale Carnegie tip that stories can be powerful, I had the opportunity to fly through my first manual of ten speeches in fifteen weeks. Since I built the speeches so fast I reassessed after each one the theme, the take away value to the listeners and the constructive comments. By the tenth speech, I started formulating a "Building your Dreams Workshop" using 70 percent of my completed speeches.

This time around, I realized that there was more to Toastmaster than the weekly meetings. There was a whole international organization to support whatever speaker excellence one would like to strive for. What interested me the most was the International Speech Contest where the winner at the International Convention would gain a place mark as one of the best speakers in the world.

On my first attempt at the Area Speech contest, I cam in second. There would be thee more contests and two more prize-winning speeches to win the title to be one of the world's best speakers.

Overcoming first time fears

Closely related to fear of speaking are other fears when in front of an audience, the recital, the grade school play, and even my eight grade-modeling debut. Yes, only when I was writing this did I remember eighth grade in Catholic School. Fortunately, I was too young to have fear, that's all I remember was that I earned a brand new sport coat for participating in the event.

Because of Dale Carnegie and Toastmasters fear or speaking is not an issue. Uneasiness and anxiety however, are there and I welcome them. They remind me not to be over confidant; we are human and need to always try our best.

An overwhelming fear came over me, the first time I tried to sing before and audience of three. About 1992, I decided to learn how to sing by taking a one session singing class. There in front of three other student singers, I sang my first song in public. I know it was horrible, frightful and probably everything

every person experienced before giving a speech that they dreaded. But I lived through those three minutes of fear.

Shortly after taking that singing class and a one-weekend guitar workshop, I started leading praise songs in a small church group. Think I got better as time passed. However, in less than a year, the group dissolved. I don't think it was my guitar playing, however, I stopped playing for a while.

Improv Acting helps Speaking

Part of my new dream is to be an effective speaker and facilitator. Though I used these skills in the past, I needed to polish them. Speaking and presenting are not part of my daily work though I do them when I can. So I started to develop the Building Your Dreams Workshop, training to be a Dale Carnegie Instructor, and taking evening classes in related areas.

When I started to prepare for my Building Your Dreams Workshop, I knew I might get questions from the participants. To prepare for this I took the experience to an extreme and signed up for a Junior College Improv Class. In this new experience, I had to overcome fear of not knowing what I was going to say until I opened my mouth.

The Improv Class also taught me to accept offers, learn to listen, learn to cooperate with others, learn to work as a team, and have on the spur of the moment. Not to mention that improv skills improve one's ability to act. Being first to volunteer trained us to jump in and get on with the show.

The idea of jumping right in paid off about a year later and International Toastmaster Convention in Reno, Nevada. The keynote speaker, world famous speaking instructor, said he would ask for a volunteer to demonstrate the technique of his talk. Being in the front row I prepared myself to rush up. Ten minutes later, one other person and myself were on stage, before a thousand toastmasters, being trained by this expert. All of my improv skills were during my personalized session. He did help me to improve my speaking.

Singing class helps speaking

You don't have to go to a basic singing class in Junior College. That's all you have to do is to do the homework, sing one song each session, follow the teacher's advice. Fear of presentation came into play the first class. We were taught a song and everyone in the 50-student class had to sing a short part of the song. One person dropped out immediately, while 20 more dropped out before the class ended.

Singing taught me; the correct posture for best projection, how to project my voice; and how poor I was at memorizing songs. Improv helped here because if we didn't know the words we could fake it...just don't stop. The show must go on the audience only knows what they hear and see not what was planned.. These are big tips from such a fun class.

Lessons Learned: Practice and keep going to the end

- The more you do something the better you get at it. You didn't learn to walk after one try.
- The first time for everything is always hard, no one has been known to die, before during or after a speech because of fear of speaking. There is life after your speech or performance.
- The audience can not see your fear, so why tell them. Simply say 'thank you' for people taking the time to acknowledge your effort.
- Keep your presentation going, the audience usually doesn't know what you have planned.

Exercises: Try new things

- Join Toastmasters and do more speaking.
- Be the first to take the opportunity to speak, the audience usually has not set expectations at the beginning.

- If you are one of the many people who wanted to sing and or act, do it. Evening classes at junior colleges are filled with older people taking classes with the regular students. All them grabbing at their goal.
- Next time you go to a party with Kaeroke, try it. Do it first, your friends will think you're brave but in reality you will get the most experience and training. Yes, the first time will be scary but it gets easier. The trick when you get a song that is not what you expected is to sing softer even read the words but don't stop.

Chapter 6

6. Give the person a fine reputation to live up to

One of my students in a wine class sincerely appreciated my knowledge of wine and extremely thrilled and happy when I showed up at one of his wine tastings. I went to many many wine tastings any wine press tasting event in the Bay Area, I was invited to attend. The only reason I attended his, the couple times I was invited and could attend, was because it made him so honestly happy and I appreciated his happiness.

Only a few examples

It was hard to see long term results using this principle. But I had fun and found it rewarding anytime I could help people reach a higher level of effectiveness. I feel like a catalyst, I show up, help, and then disappear as if I wasn't there at all

First use

In 1976 flew down to San Diego to visit my college roommate's family. They had two boys and his wife was planning to go back to work a possible Xerox repair person was the opening she hear about. She was frustrated with doing her resume. "I've just been a house wife and have nothing write," she said with a worried look.

I started asking her questions about her past work experiences. By the time we finished she was happy. Her waitress experience on Cape Cod became a Food Service Professional in charge of customer service for a designated group of prestigious guests (these guests returned every year because of their experience of the previous year). Her just being a housewife included excellence in multitasking, scheduling, and crisis management. Some limited small item repairs, chauffeuring, and managing within a budget.

I don't think she got the Zerox repair job but did get an impressive resume.

Deli division excels

About 1979, I had a one man catering company called Chef on Call with two main clients. The big one was a Fast Food Chain Headquarters which I manned the kitchen when the company had special events. Normally these were lunches and dinners at headquarters. I used the willing kids of the office staff to serve.

About 1981, Headquarters wanted a special Hawaiian Luau for 200 store managers at the Walnut Creek Civic Center to kick off a free trip to Hawaii promotion for the best store manager. This Fast Food Chain had a Deli Department with refrigerated trucks that could keep food fresh. So I enlisted the Deli Department Manager and his crew to participate in the event. Immediately, a full production kitchen was available for our use and ideas and recipes from the staff made for an exciting production.

My biggest reward beside my fee was the proud look of that Deli Manager as he stood watch his people on center stage serving the food to the store managers. A couple times I heard him saying, "These are my people" and smiling at the corporate executives. This was a great time to disappear to manage the cleaning crew.

What works for others can work for you

I motivated myself through my careers by creating a vision of the person I wanted to be and then filling it.

At Del Monte

At Del Monte Research Center I was offered a promotion to Seafood Research Product Development Project Leader. A little confused, I said to the corporate Director, "That was my friend Ron's job, he left

the company three months ago because it had not materialized. I'm here because sooner or later someone in the company will want a chef trained Product development person to do food service product development."

"Well said the director, this is the only promotion available. Do you want it." I said I'd think about it.

The next day I returned to his office and said. "I'll take the job and the promotion because I know that I can make more money for the company faster, better, and at less expense than anyone they could possible hire."

"Then it's done," he said and we shook hands.

The next week I was off to Seattle to a Seafood Conference, then to Hammond, Oregon to tour our Northwest facility, and finally to Puerto Rico to tour and assess our tuna plant. Within two months I created a plan that would be implemented in both plants to extract more tuna for pet food from the current tuna waste. A test machine was delivered to both plants and the testing with the Carnation Pet Food Department began. We found that tested pet food samples allowed us to get 10% more pet food without affecting the desirability. The machine paid for itself in less than month.

I continued research on other seafood projects for another couple months. I worked as a project manager until the word came down that Del Monte was going to sell the seafood operations Bumble Bee. The director, in shock, said who's going to tell Ed?

My boss told me and I said that was fine, most companies manage by crisis and this was no different. I thanked him for allowing me to take time off, when I worked two shifts in Puerto Rico, I really appreciated feeling like a millionaire playboy on vacation in St. Thomas. And I said, "The real reason I'm here is because sooner or later someone will want a chef trained product development specialist to find out what our company should be doing in the food service area."

At the University of San Francisco

When I became an instructor it was an impossible dream come true. I didn't believe it until the first day of work. The Hospitality Management Department was located in the McLaren College of Business. I dressed physically and mentally to do my best in that prestigious position.

This situation reminded me of tennis when I first came to San Francisco. I didn't know anyone so I would practice on a wall at the Marina Park. In those limited sessions, I saw some improvement. Until one day a stranger arrived and asked if I would warm up with him by playing. After his first serve, I knew I was in a different ball game. His powerful serve just about knocked the racket out of my hand. I improved my playing by 300 percent by the time the next serve came.

This is about how much I improved in attitude and presentation when I began teaching at USF. This world of having breakfast meetings with other professors marketing and business changed and greatly improved my life and work. It was simply meaningful and great.

At the disc drive company

Years later at the disc drive company, I was asked to apply for Malcolm Baldrige Quality Award. The hallway chatter called it a joke. To overcome doubts, I conducted intense research on the past winners of that Quality Award. All the winning companies had one thing in common, continuous improvement. That was the engine that drove quality. Wherever they were they could always get better. I summarize my findings and prepared a Focus on Wining Booklet which I included a futuristic article I wrote on how we won the award. My article actually presented a way we could win the award.

I had the Booklet blessed by the VP of Quality and sent it out to the President, CEO and all the Vice Presidents of the company. Then I proceeded to complete and submit our application for the National Quality Award. We didn't win but it gave me a quality strategy.

Shortly thereafter, I wrote a quality plan for the company and then asked to implement it. The first part of that implementation plan was to conduct a worldwide Quality Assessment Questionnaire using questionnaire booklets that were collected and recycled to each of the main offices and Scantron answer sheets. The data was sorted and reports created by areas, functional groups, overall and any other way the reports were requested.

The successful beginning of the implementation plan gave me a promotion to Manager of Corporate Quality Improvement. To live up to that position, I began to give a series of continuous improvement lectures and how that concept could be applied to departments and to personal projects. Later, I began to work with individual departments to develop plans for department improvement. Before I left the company four years later continuous improvement became a corporate value.

Lessons Learned, expectations can be motivating

- In small ways I found giving a person a reputation to live up to is helpful. But it not always easy to see and experience great results.
- I have found that creating a vision of who I want to be and how I want to perform has been very helpful and motivating. I control the show and know what I want to get out of it. My expectations of myself are usually far greater than what I think or the audience expects.
- When I expect great things from my supervisors, I found that restating the meeting's common goal provides a healthy target where both parties can focus. It clearly sets expectations for upcoming performance.

Exercises-try it yourself

Imagine the person you want to become. Work out every detail. How would that person you want to become handle the situation you're presented with? Keep it up until you become that person. If when you get there you don't like it or situations changed, change you vision.

Chapter 7

7. Let the other person think it was their idea

Many times especially in work situations, the only way ideas get implemented, is to have the other person (usually the boss) think it was their idea. Usually there is enough consensus's of ideas that final ownership is vague anyway. So whenever possible let the other person think it was their idea. Many times more than one person gets the same idea, so quite possible they could have arrived at the same idea through their own logic. Regardless, the end result is the same: your idea got implemented!

Manage by Questions

A UC Davis fellow student and friend of mine went into managing food production plants. A couple years into his profession he told me that the greatest and most fun challenge was to as workers on the production floor questions until the floor worker comes up on his/her own what the right thing to do is. "Great idea why don't you do it", he says.

Work gets done more enthusiastically and better than if he simply told them what to do. I think its human nature not to want to be told what to do. I tried this and it's not easy to remember of try but mastery of such a technique.

Comment: This is a funky sentence.

Transferred ownership gains support

At Del Monte about 1976, I had been successful as a seafood project leader but then they sold the fishery operations. I reminded my immediate supervisor that, "I was only here because sooner or later someone would want someone with chef's training to find what products Del Monte should be making for the food service industry". Less than three weeks later my supervisor, the new Director of the Research Center were at a meeting with the Marketing Vice President. He said I'm looking for a chef type to investigate what new products we should be making for the food service industry.

The next week my supervisor and myself were in the VP's office to hear the same statement. Upon his conclusion, I jumped up and extended my hand to shake his and said, "Brilliant you have great insight into this potential market. I'm the man who can do this for you..." The VP accepted me to do the job and continued with an unwritten list of requests that should be fulfilled with this project. When we left I was temporarily assigned to the Marketing group in San Francisco.

Three months later after many business trips, I concluded my research and prepared my report. I cut and pasted my trip reports into a large binder that was organized to address the VP's list of requests. I set up a meeting to present my report and to my surprise, again without a list, the VP listed his requests in the exact order he had given them three and a half months earlier. I opened my binder before him and started at the top of his list and ended with the last item on his list showing him the answers he had requested.

"By golly, no one has ever answered my request so completely. Let's present this to the Marketing Group."

Lessons Learned: The only good idea is one that gets done

- This experience was the most dramatic where two minds had arrived at the same conclusion. The project was successful because I had been primed in the Dale Carnegie Course that letting the other person think it was his idea was a good thing.
- Human nature wants you to be protective of your ideas. But ideas get implement when other people test buy into them.
- Ideas are cheap even the good ones, it's making them work where the work comes in and success can be assured.

Exercises: Can management By questions work for you?

- Management by questions is a worthwhile goal when the situation is appropriate.
- Look for opportunities to hand off ideas and take note how well the ideas gets implemented when it's their idea.
- If you have children, try getting them to think cleaning their room or common are is their idea. It works best when they are having friends over.

Chapter 8

8. If you're wrong admit it, then get on with life

I've made a few blunders. Admitting it is humbling yet frees the soul to move on to other things.

Some apparent wrong decisions

College major selection

My decision to major in engineering because I hated English, writing and languages was not a valid decision base for a career choice. True, I found math and science easier and the engineer training stretched and exercised my mind. But I admitted that engineering was not for me when I found my first engineering job so boring, that I taugh I'd rot inside before I could get a government retirement.

First new food product

The first new food product I invented called vegetable patties was created to interest children in eating more vegetables. I thought it was a great product with a great purpose, a vegetable finger food. The little jingle the creative agency made up says it all: "Patty cake patty cake vegetable man. Open both ends push them out of the can. Slice um and" I forgot the rest but it was a great jingle, too bad the product couldn't excite the kids. At that point I admitted I wasn't God's gift to the food world. Shortly there after I transferred to the gourmet foods department.

Business side track

When I left Del Monte to go on my own, one project was to write a wine book. I wanted it heavily illustrated and text and illustrations would go together. Failing to convince my illustrator that we needed to work together on the project. The project floundered and I go side tracked by inventing a paper computer card that allowed a wine lover to record the tasting note once and by snipping the edges at pre-categorized locations they could fine any notes quickly and easily. I stepped out in faith and bought 10,000 cards and began to promote my new business with ads, and booths wherever I could. About a year later, I deemed the product a flop and proceeded to get rid of about 9000 cards.

Spiritual Connection

When I switched careers to become a food expert, which eventually evolved into a wine and food professional, things were going great. I had five distinctly different jobs within each quarter and all of them were fun. I earned about ten times what I was earning as a starting engineer.

Then God came into my life. I had attended a Catholic Charismatic Rally in Sacramento on February 18, 1984 where I for the first time ever experienced the power presence of God. As a fallen away Catholic, I visited church about two times a year since I moved to San Francisco. In that presence I recommitted my life to the Lord Jesus Christ and started attending church again as well as small prayer groups. Then a couple weeks later in my kitchen with a friend, I sensed God talking to me. It was not an audible voice but a sensing of communication.

Remember I did not hear audible words or voice but this was the clear message. "Ed, ed what's this wine and food thing your going? Did you pray about it?" I didn't remember praying about it. "So what do you want what I had planned for you before you were born or to do you're thing?" I had to admit He got me there.

I know this sounds drastic to most people but right then and there I admitted I didn't pray gave it all to God and proceeded to dissolve my fourteen year wine and food career. Some parts like my teaching job at USF,

which I loved, dissolved itself when a new department head took over and had a completely different approach which didn't include me.

Lessons learned, Seek input and pray before big decisions.

- Moving forward even in engineering was better than wallowing in indecision. The planning and seeing the future and creating a plan to make it happen came from engineering and served me well in the food world.
- I wasn't God's gift to new product development but I learned that we are all different. And getting the input and opinions of others is important.
- I didn't learn that last lesson well enough so fumbled again when I invented Wine Sort Cards. I take that back the people I did ask told me it was a great idea. But as experience showed they wouldn't buy it. But I did learn all the processes involved in creating and running a small business. This business experience proved helpful when I became a partner with Jack Schneider in the Cookery at the Cove cooking, wining and dining school.
- It was tough starting over particularly when I wanted to do things God's way. There were a couple years I called my religious sabbatical where I tried to find out what I was supposed to do to find and fulfil the plan God. My conclusion after over ten years of seeking was to first live a Christian life the pray and go get moving and opened and closed doors God will direct your path.
- Life's too short to argue, if your wrong admit it and get on with living.

Exercises

When your wrong admit it, apologize, make amends and move on. This process will give you peace of mind and you will live longer.

This is my opinion, before any big project life changing goals or dreams, pray about it in whatever form you believe in and then with peace set a plan and go for it.

Chapter 9

9. What's the worst that can happen, can you accept it

Many times people worry about things that haven't happened but could happen. When I fly in a plane and experience one of those turbulent air pockets I use the: "What's the worst ..." here. Usually I pray so that I'm right with God. It works better than flight statistics to give me peace of mind. And so far, I've had safe landings.

Changing professions

When I realized that I was interested in food more than engineering, the transition step became logical rather than a worry thing. I already knew the worst that could happen, I'd make less money than an engineer as a food technologist. But earning a Masters degree kicked off my new direction. Before I dissolved my food and wine career, I was making about ten times my starting salary at the Shipyard.

Changing Direction

Following God was not easy, my parents, brought up in the Depression, thought I was very crazy giving away all the things that I had built up over 16 years. The family dump run business that hauled away my two large truckloads of stuff benefited because they got good things to sell or keep. The guy that bought my antique furniture got a good deal and a parakeet named Arty and a cockatiel named Petey as a gift for his aviary. My cousin, a new arrival to California, also received a truckload of antiques. The local library had delivered two truckloads of books while the University of San Francisco and the San Francisco Professional Food Society had delivered one truckload of cookbooks, a collection of fourteen years, to start off their Food Library. A newly married couple got all my wine, which occupied ¼ of my two-car garage insulated by wall of books. I found that it was fun to collect stuff and in most cases fun to give it away.

During the couple of years after my recommitment, I married and had our first two children. We sold the Benicia house, which allowed us to pursue the quest of God's plan and raise kids. We moved to Spokane, Washington where it was cheaper to live but very cold in the winter.

It wasn't until ten years after I made a deliberate decision to follow God, that I was able to look back and see that what might have been considered a 'worst that could happen' situation turned out all right. The expected path of revelation was not obvious but my new dream to help people find direction for their live seems far more helpful that helping them choose the right wine to go with turkey.

Lessons learned: Do something and you will come out ahead.

I wrote these ten chapters in less than a week. Time to send it out for comments.

I expect the book to grow before the first hard cop is published. I hope Dale Carnegie Graduates will add their experiences to enrich the value of this book.

Comment: So far, so good. I can tell that you started getting tired of writing, so maybe if you can inject some new enthusiasm into this last part of the book it will help.

Great job!

Chapter 10

10 The beginning: Let's hear from others

Preamble

Many times people worry about things that