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Let me be a woman pdf

Today, when I looked at you, you looked like everyone has grown up. Your hat was the other way around. You were wearing a diabolical grin. And as we crossed the street, you refused to hold my hand. No mom, you said. I big boy. You smiled. I could almost see the teenager in you. The young man you'd become. And that's when I realized that one day I'm going to have to let you go. I remember taking you home from the hospital. I woke up every morning excited to see what the day would bring. To see you sleep. To feel the weight of you. We learned from each other and forgave each other so much. The hours, days and months would pass and it seemed like we were forever. Just you and me. And then your sister was born. My heart grew in size, but I felt yours breaking. Just a little. So I showered you with love so you could feel how much you meant to me. So you might feel that I was there. As before. When only bear and I. The months turned into years and we were in kindergarten. With new shoes and lunchbox in my hand, I worried it would be too soon. That you weren't ready yet. And as I squeezed you to the door trying to fight back tears, I saw that only one of us was crying. But tonight, when I hugged you and sang your good night song, you hugged me again. You told me about your day through words from young children that sometimes I can only understand. And I did. With his head on his shoulder and his cheek on yours, I understood that you needed me. Because I needed you, too. I know how it works. This parenting thing. We're supposed to take the best parts of us and give them to you. Encourage independence, teach you how to be brave, and raise yourself to be kind. We're supposed to let him navigate the world and find his own way when sometimes all we really want is for him to find his way back home. And even though I know it won't be today. Or tomorrow. I know every night, when I hook you up, when we exchange 'I love you', you're a little older. A little less mine. So for now, as long as you're still small, you're holding on. Run my fingers through your hair. Look a little too long. I'll try to memorize your face. Your smile. The way your voice sounds like you say my name. I will try to remember all these beautiful moments that we have together. The moments before that one day I'll have to let you go. Related video: This post comes from the TODAY Parenting Team community, where all members are welcome to post and discuss parenting solutions. More information and join us! Because we're all in this together. If I've heard it once, I've heard it a thousand times: to overcome the tensions and tensions of a fast-growing organization, the Chief Executive must delegate responsibility. I've been to seminars the topic. I've read business books that deal with it. But somehow people who talk and write about delegate don't deal with most of the Issues. This shouldn't be surprising. After all, how many have had hundreds of people working for them? How many have had to be waiting as a subordinate spoiled a task that the CEO could do better? How many have had to train dozens of new employees at once? Unfortunately, most of these people are not in a position to appreciate that the obstacles to successfully delegate are essentially subjective in nature. As the head of a restaurant company with nearly \$15 million in annual sales and five establishments taken care of by 500 employees, I am in this position. It's one thing to hear or read about how the role of the Chief Executive changes as he or she delegates, but it's another thing to experience it. I found that living through it is horrible. In trying to delegate, I have encountered four problems. These are really my problems, not the ones that have to do with my company. The first and most obvious problem was watching someone wrap up a task that they could easily do in half the time. I had to learn how to keep my mouth shut, as interceding would frustrate my new subordinate, not to mention using the time I wanted to save. Handing over my company —my baby— to others and standing while doing things in their own way tested my faith in humanity. The second problem had to do with identity, specifically mine. Delegate means moving from the role of specialist —whether in finance, marketing or whatever- to that of the generalist. It means becoming a leader, and leaders have no precise definitions of work. I had to give up the particular skills for which I was known and the bonus I was going with applying them. I had to deliver the greatest pleasures of my professional life. The third was the problem of competitiveness. As an entrepreneur I am extremely competitive, and I had to watch while others reached skill levels higher than mine. I could no longer enjoy being unmatched in various jobs – cooking, tending bar, training new workers. Delegate means letting others become the experts and hence the best. Finally there was the problem of learning a new job. Now I had to decide where the organization should go, secure the agreement of the subordinates, and keep the company on track. Learning this new job meant leaving my comfort zone for the unknown. It meant learning the art of leadership. Fortunately, I had no choice in the matter because the size of the organization had caught up with me. Six and seven days of weeks, numerous attendees and ingenious organization of my life were not enough. The demands in my time associated with serving more than a million each year were seemingly endless. I've been swamped. I realized I had to make the transition from employer to leader. You should find satisfaction in coaching and planning rather than doing. To facilitate this transition, I came up with a three-part approach that I will convey to you. I'll transmit. It will not eliminate the trauma inherent in delegating, but it can make the change much less painful. It goes like this: Recruit the best people. Practice managing what and why. Learn to think effectively. Recruiting the best with their limited financial resources, new companies generally can't attract top-lying people in the start-up. But as a company grows, its managerial requirements often increase beyond the capabilities of the original cadre. The added workload is transferred to the CEO. He or she may simply be unable to handle all the tasks at hand. So the question becomes who is competent to take over a portion of the CEO's job. In 1983, when the three restaurants, the service company and the fresh fish wholesaler that formed Restaurant Services had reached \$10 million in sales, I realized that we could no longer afford to have myself as the hero in all areas. I had to get some help. I realized that the sum of a company is really its human resources, and high quality people are the foundation from which an organization can expand. If the survival and growth of a company depends on mature judgment, then having the best decision makers possible is vital. Recruiting was hard for me. Headhunters are expensive, and newspaper ads aren't reliable. After all, what decent prospects are scanning classified ads for their jobs? High quality people are already working, not on the street. Fortunately, I have learned other recruitment methods. Purveyors and suppliers have proven to be an excellent source of recruitment because they know the people in our business. So my key directors and I often ask them for the names of senior performers interested in moving into more difficult positions. We also use industry seminars for recruitment, selecting them according to the type of applicant we want: finance, human resources development, marketing. In the seminars, we find ambitious people interested in improving themselves. During coffee and lunch breaks, we show up and exchange business cards. The best approach is the one most used by Silicon Valley recruiters. They call potential applicants directly. It sounds hard, but it really isn't. First we describe work and its benefits, including the wage range. The recruiter does this from an information sheet to keep the conversation running smoothly. Then the recruiter asks the candidate if he or she is interested or knows someone who might be interested. More than 80% of callers want to talk to us or suggest other candidates. Interviewing is the next important step. I've learned that it's best to handle task myself. For key people I don't conduct interviews in the normal sense, but they have open discussions over a period of two or three months. Five meetings or more are not too much to allow the two sides to examine each other and to set expectations. I must emphasize that when talking to these candidate candidates they underline our problems as well as our strengths because I found that people appreciate candor. In addition, a good candidate welcomes the prospect of a challenge. Management is, after all, largely problem solving. It is useful to have at least a meal or dinner with the spouse and candidate. A job change is an important event, and the involvement of the marital partner is important. If the spouse supports the decision, the likelihood of the applicant accepting the job offer is higher. I've worked hard to attract top quality people. I've done everything I can to manage in the way of attractions and more. I've made available parts of my stock, paid people out of my own pocket to keep known wages in balance, created costly and unsuffed temporary posts, and ruined more budgets than I care to remember. There is an important caveat to register here. Large companies can promote from within, while small businesses, as I said, often lack the talent. Unfortunately, some people in your organization may think they have the right things, despite their limitations. For example, when I recruited a product developer, two administrators dropped out. I did the right thing, but at a cost. What & Why Management In start-up companies, visions are usually entrepreneurs,have clear ideas about the product or service they plan to offer. In addition, they often have to be in all places at all times, taking care of every detail. Unfortunately, this 100% practical management does not allow an entrepreneur's staff to mature. Why think, if the boss has all the answers? Inadvertently, an employer usurps the responsibilities of employees. Worse, people often perform well because they know the owner is right there. What happens when the owner is away? My hands-on approach reached the shearing point with the opening of our third restaurant. I needed a simple and immediately rememberable but effective management system. (Honestly, who can remember Maslow's hierarchy of needs, let alone use it, during a meeting?) To this end, I developed an approach that I call what and why management and made it the leadership style of the organization. Underlying what is the idea that employees cannot do what is expected without training and without a thorough understanding of their work. The instruction is behavior-oriented: we show, practice, and feed again. This procedure is repeated until employees reach the skill levels we are looking for. The key to success in this effort is 100% focus. The complete approach, while teaching what is so important that we leave aside the managers' schedules only for instruction and observation. As a help in teaching, we have developed assessments of work requirements. These are two-page forms that list key employee behaviors. Managers use them as a reference when observing and scoring employees. We We good performance with gift certificates in our restaurants and handle poor performance by going back to teaching what and giving a thorough explanation of why. Restaurant managers are periodically evaluated in manager-employee coaching sessions by household staff. These scores are a big part of our managers' performance assessments. Managers advance largely on the basis of their ability and willingness to teach. A young cocktail server who was especially competent in teaching others our philosophy worked through the ranks to become a restaurant manager in 36 months. The why part of the approach is vital because it promotes values. Employees are more likely to be motivated when they understand why they should behave in a certain way than when they are simply given rules. We all want to believe in what we are doing, and we want to know the importance of our work. Knowing why it meets these needs and helps develop a successful organization. At the end of the explanations of why we wonder: Does this make sense? Do you agree? If the answer to these questions is no, we give employees the opportunity to explain their reasoning. In this way, we open what is often a mutually educational dialogue. In one case, our product developer and the chef of our new restaurant had worked hard to adapt a beautiful Mexican dish. Veracruzana prawns, for the restaurant. I objected to including it on the menu because it didn't fit our American kitchen image and reminded them that a clear theme is essential to a restaurant's success. The chef and several others noted that the proposed offer was colorful, profitable and delicious. Also, why change the guest because of a name? Good point. We leave or near an American name, piquant prawns, put it on the menu, and the article is now a bestseller. Again, I devised a new bar concept to counteract sales of marked spirits, which had been harmed by tougher drinking laws and by changing society away from drinking alcohol. I struggled to shape a new concept for our bars that emphasized non-alcoholic drinks with food. I wanted to call it NewBar because, in my opinion, it captured society's changing vision of what a bar should be. I was fine in graphic design when my partner told me the name was confusing. Years ago his objection would have caused a fight. Now I ask why... and listen. He noted that the bars would not look new to guests because we were not going to remodel them. Why the redevelopment bars that had been painted by Leroy Nieman, immortalized in the Guinness Book of Records, and appeared in Time and the New Times? He convinced me that NewBar's name should go. So we devised different plans, which called for a two-by-three-foot menu with 25 categories with over 350 picks. As we spoke, it became clear that the extension of our current concept, not the deployment of a new bar. We settled on a name: BestBar. Management and staff alike applauded the name, so that's what we call the concept. This redirect would never have taken place if I had still had my old hands-on management approach. It took the scrutiny inherent in what and why management to come up with a better solution. The shoot-from-the-hip directives of the past have been replaced by more thoughtful processes. I readily, however, that what and why management doesn't always work. Sometimes, no amount of dialogue can overcome my view of things or take me to the other side's point of view. That's when I exercise the captain's prerogative. I remind my people that sometimes the captain has to steer the ship into uncharted waters. I tell them I take full responsibility for the course I have set and then ask for their support. I tell them that trust should be part of the journey and that it is their responsibility to help me navigate the ship into the unknown. Thinking effectively over the past 30 months, I have hired many competent people, allowing me to give up on overseeing restaurants, developing recipes, writing menus, and a variety of other cherished activities. Now I have time to think. A leader must constantly ask and answer the question, What's next? An organization cannot move on without a clear picture of where it is going. Once the CEO has foreseen the future of the organization, he or she can share this image with others. It is this shared vision that generates the momentum of growth. What are you thinking? Perhaps the place to start is by examining what the thought is not. Thinking is not reading, meeting, routinely reporting, listening, observing or working. Rather, it has more to do with being calm, separated, thoughtful and focused. Real thinking is simply allowing one's mind to shout ideas not previously considered. When allowed, it does so with remarkable aplomb. In a way, thinking is dreaming up the future of the organization. It is the ability to see tomorrow and build the ideal state of the company. It is the ability to get excited about the possibilities of the future. This vision process is not mystical, silly things, nor is it the fatuous pap offered by some pop psychologists: Imagine and it will be. Rather, it is the demanding task of building the ideal state of the organization and determining the steps necessary to achieve it. Like many entrepreneurs, I used to see work as a dynamic activity – moving, doing, talking. The idea of sitting quietly and thinking seemed alien, especially when a packed day off loomed ahead. However, it is essential to discipline yourself for using your time to build the vision of the organization. Before 10 to 15 meetings a week, I like my thinking time and guard I set aside time to work out the answers to What's next? What is the next generation of products? What will the future management structure of the organisation be like? What remaining papers can I deliver? How does society change and how does this affect the company? How will the company's vision for the future be financed? The questions go on and on. That's what thought is all about. If you don't think about where the company is going, who will? Here are four rules that have helped me think better: 1. See thought as a strategy. Thinking is the best way to solve difficulties. Keep faith in your ability to think your way out of trouble. Recognize the difference between worrying and thinking. The first is repeated, analysis of unnecessary problems, while the second is the generation of solutions. Sometimes I can't sleep because of business worries, so I become worrying about thinking about getting up and listing worrying problems and possible solutions. After a few minutes of joke notes, invariably go back to bed and sleep well. 2. Schedule large blocks of uninterrupted time. Because thought takes time, it has to be programmed. Cut large blocks of uninterrupted time during periods when you are at your best. I found that the beginning of the week is my best time, so I schedule Monday as my thinking day. If I have a lot to think about, even schedule a whole week just for this purpose. 3. Be focused on relevant topics. Pummel your mind until it produces the quality thinking you are looking for. The ideas are there; the sidewalks outside. 4. Record, sort and save your thoughts. Ideas are the product of his work; must be recorded, sorted and saved. Try to write them on 3 x 5 cards, an idea per card, so that they are still mobile. Use a hard recorder to capture thoughts while driving. Keep the theme files as repositories for your observations. The ideas files about the future of your organization are your most important information store. I have learned to delegate effectively to a large extent by accepting the fact that it is a process of emotional wrinkles. But I have eased the way by hiring top performers, using what and why management, and increasing my available thinking time. The rules are simple, and encourage the growth of the company. They're doing it for our company. Company.

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