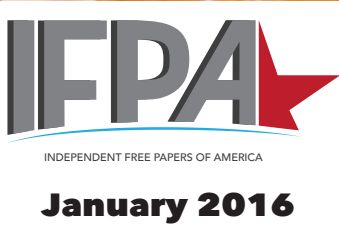


tip

The Independent Publisher



The Family Flyer
16 Years Of Publishing By The Numbers





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Vol. XXXIII, No. 12 • January 2016



INDEPENDENT FREE PAPERS OF AMERICA

"...it can be independence forever for those who value it sufficiently... if they give their allegiance to an association such as this one, they will be dedicated to keeping the spirit alive, and they will be doing it by helping each other."

- Victor R. Jose

IFPA Founding Conference
September 20, 1980

The Independent Publisher

Published monthly for the benefit of members by Independent Free Newspapers of America*

Publisher

Doug Fabian, President

Federal Collective Membership
Registration No. 1,561,653

Managing Editor

Douglas Fry
e-mail: douglas@ifpa.com

DEADLINES: The next issue of The Independent Publisher will be published February 15, 2016. Deadline for all copy is January 15, 2016. Copy will be accepted on a space-available basis and the publisher reserves the right to edit or reject any material.

Advertising, Editorial & Production

The Independent Publisher (IFPA)
104 Westland Drive
Columbia, TN 38401
(931) 922-4171

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Shari Foreman of The Family Flyer in Crown Point, Indiana celebrates their Sweet 16 years of publishing excellence.



Doug's Dribble

by
Doug
Fabian



COMPLAINLESS... TRY IT IN 2016.

Go to givemore.com. Search for the complainless stuff. Now you have your plan for 2016!

Order some bracelets with "COMPLAINLESS" on them. Maybe a little poster with the word on it. I also suggest a 5 pack of the complainless cards.

The bracelets main function is to remind you to complain less than you might normally. Here is the definition that they have on their website.

Complainless (kuhm-'plAnles): adjective: 1. to be free of complaints, 2. does not want to encourage complaints (e.g., I want to be complainless., this project is complainless)

Right after the definition, it tells the reader to join the movement. Become COMPLAINLESS (or at least

complain less). This is obviously awesome advice. Those of you that know me are laughing at the prospect of seeing me wear a yellow plastic bracelet on my wrist. Some may even be wondering if they had one to fit. The answer is yes, and I plan on wearing it 'til 100 people ask me about it in 2016. It will help my perspective in rough times and I am sure it will help me to complain less, which is a good witness to everyone you (me) come in contact with in both good and rough times. Go ahead, order some bracelets today, they are cheap and priceless at the same time.

Well, this column does not have enough words to make Douglas Fry happy at this point, so I think I will try to share some sales wisdom with you. Years ago, someone gave me a sheet that is titled "What will be different in your sales world at the end of (year)?" This is an awesome

challenge to any and all salespeople. Here's what it says... what do you think? Do think about this, because I don't know anyone who is an absolute superstar at all of these points. Choose one or some and make yourself better. This may even be from the same people at givemore.com. I looked quickly and can't find it. Anyway, I'm sure it is someone's original work, but not mine.

- I'll prospect more.
- We'll ESTABLISH BETTER PERSONAL RELATIONSHIPS with our customers.
- I'll be more attentive, invested and involved in the efforts of my team and customers.
- We'll BE COMPLETELY PREPARED with our responses to key objections.
- We'll ask for referrals more consistently.

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- I'll commit to perpetual optimism.
- We'll COMMIT TO A SOLID SALES PROCESS and follow through.
- I'll be more patient with my team and customers.
- I'll be more enthusiastic during sales calls.
- I'll always sell value before price.
- We'll always ask of ourselves: "What

- additional opportunities exist?"
- We'll ask better questions and listen more.
 - I'll network more.
 - I'll qualify prospects better.
 - I'll complain less.

- We'll ALWAYS BE ABLE TO COMMUNICATE WITH EASE AND CONFIDENCE the solid reasons someone should buy from us over our competition.

Have a great 2016 with Happy, Complainless Sellin'.

Doug

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The Family Flyer

16 Years of Publishing by the Numbers

The Foreman's take this "Family" thing seriously.

When Shari Foreman hands you her business card, it is hardly distinguishable from that of any other community publisher who built a thriving business from nothing.

She named her publication "The Family Flyer," a unique title in an industry that abounds with them. However, there is the matter of that number. Next to her name, in parentheses appears the number ten (10).

This means nothing to outsiders, but residents of Cedar Lake and surrounding communities recognize that (10) designates her as the tenth child of John and Louise Foreman. Those numbers, by the way, extend to fifteen. And with that, you begin to get an idea of what makes The Family Flyer very special.

January 2, 2000 marked the beginning of a new decade, a new century and a new world for Shari and her merry band of siblings as



Ginny # 14, Renee #4, Lori #1, Shari #10, Jackie #12, Marsha #5

they published the first edition of what has become a monthly tradition in 99,000 mailboxes in southern Lake County and Porter County in the northwestern tip of Indiana.

But this publishing success story with its roots in her family home in Cedar Lake first began to capture momentum when a seventeen year old Shari took her father's advice to inquire about a position at Bill Gibbon's Crown Point Shopping News.

In Shari's words, Gibbon, a long time member of the IFPA Board of Directors, became her mentor in sales. He also became the employer of sisters Tina (7) and Marsha (5). Because, apparently, you can never have enough of that family. The three sisters and Bill were well known regulars at IFPA, where Shari received the Ben Hammack Award for Volunteerism.

Everything went swimmingly until 1999 when failing health forced

Gibbon to sell the publication, leading to its eventual acquisition by the Gary (Ind.) Post Tribune. The Post Tribune also owned the Lake County Star, at which sister Debbie (9) was a graphic artist. Shari, Tina and Marsha moved there with Shari installed as general manager of that unit.

The environment at The Lake County Star failed an important test. In Shari's words, "It wasn't family." Even the addition of a fourth sister couldn't outweigh the loss of Bill Gibbon's leadership. So the Foreman sisters got creative.

Picture four sisters (10),(9), (7) and (5) gathered in the attic bedroom they had shared years before. Each had specific, applicable experience in the industry. Was it enough to pull off a startup publication, the likes and look of which their community had never seen before?



12, 6, 5, 14, 4, and 7 assembling 450 Christmas cards with their annual calendar at Marsha's house.

Apparently, it was. And whatever they may have lacked was made up by (1), (2) (3) (4) (6) (8) (11) (12) (13) (14) (15) and two ever supportive parents. For example, it was Dad who recommended the numbers on the business cards. When sister Paula (6) saw an early mock-up of the uniquely sized 8-1/2x11 publication, she referred to it as "flyer-sized." Then she suggested, "You should call it the Family Flyer." Done and Done.

The Foreman family had lifetimes of good will in that community. Their readers knew them as "family," and the Foremans don't let family down. Fast Forward to today: The Flyer, turns "Sweet 16" with this January issue.

Ask Shari the best idea she ever had, and she'll tell you it was the Flyer's MONTHLY direct mail business model. Fifteen years ago, it may have seemed like a compromise on the way to going weekly. Today,

in conjunction with FamilyFlyer.com and website creation for their clients through Site Swan and Hi-Tek, she wouldn't have it any other way. She finds herself well positioned to benefit from the growing influx of new residents her community is experiencing.

The Family Flyer's roots have grown deep in northwestern Indiana. Shari attributes it to the reader participation that she and her team have nurtured. Pet Photo Contests, School Sports Schedules, Nascar Coverage, and even a Tool Time Contest for their male readers.

She has a plan of progression. There are high school aged readers, today, following their school sports teams, who were featured in "They Named the Baby" fifteen years ago and later participated in Flyer sponsored Coloring Contests in grade school. The time is coming when their offspring will be featured in "They Named the Baby" and the Family Flyer Circle of Life will continue.

As evidence, she points with pride to the broad acceptance reflected in the readership study of her CVC Report. She has an enviable share of 25-35 year olds, although as she puts it, "That's supposed to be the techy generation that ignores print." The Family Flyer has its thumb on the pulse of its community, and they are both in good health.

They do it with a staff of seven that reads like a Family Tree. Or as Shari puts it, "Six sisters and me."

Marsha (5) looks after CVC reporting and sells, as well. Jackie (12) is the Promotions Department and also handles the Graphics along with Debbie (9). Tina (7) is a salesperson (understatement), who also coordinates their internal IFPA CADNET program. Shari refers to Renee (4) as her right hand who manages the contest entries, enters checks and sells. Ginny (14) is a recent addition to the sales effort. Her 6 children (14A-14F?) are now all in school.

Shari acknowledges that she is a valued member of a second family as well. From her early days at IFPA in St. Louis through the present, she speaks of, "The benefits used, ideas acquired and relationships shared" as vital to her first family's success with The Flyer.

It's a community publishing success story "by the numbers."

Graphic Hooks

by
Ellen
Hanrahan



DEVELOPING EFFECTIVE GRAPHIC DESIGN CAN BE OVERWHELMING, SO ONCE AGAIN IT'S BACK TO...

BASICS

I don't often get to use the typeface above, "Ed Interlock" from *House Industries*. Various character sets interlock (clever name) depending on the combinations chosen, but it's most useful for short headlines and on a limited basis, as you will soon come to know!

Readability and Legibility

Readability and legibility are type attributes that are always a part of any design consideration. They become so much a part of the design process that you don't even have to think about them after a while.

Readability is the "comfort level" that we achieve—the ease in reading text.

Legibility refers to the clarity of the individual characters and relies on the specific and inherent characteristics of a typeface.

As designers, we have total control over both the readability and legibility of the information that we present. The correct typeface and its use can make a huge difference in creating clear and effective advertising. And since this is something that we can control, we should be aware of its impact. This month I will present some key components regarding readability and legibility.

When we read, we read in groupings of words, rather than concentrating on every single word in the sentence. Readability takes into account a number of factors, but our primary concern is the use of type in our advertising and other communications. Because the designer can control the readability of the information presented, it is a choice that every designer needs to make that information easy to understand. The following factors can make an impact on the readability of our printed information, therefore it is wise to become familiar with the following functions:

Readability: Uppercase & Lowercase

Uppercase letter, or "caps" don't really have a distinctive look—most of the letters have a square shape to them—making it more difficult to recognize their individual characteristics. Check out the following:

DIFFICULTY IN READING THIS SENTENCE COMES FROM THE FACT THAT ALL CHARACTERS HAVE A "SAMENESS" WE ARE TRYING TO RECOGNIZE WORDS WITH CHARACTERS THAT HAVE THE SAME SHAPE.

IN A SANS SERIF TYPEFACE, WE MAY HAVE EVEN MORE TROUBLE IN TRYING TO DISTINGUISH THE INDIVIDUAL CHARACTERISTICS THAT USUALLY ALLOW US TO "SKIM" THROUGH THE INFORMATION. THIS CUTS DOWN ON READING SPEED AND CAN BE VERY TIRING FOR THE READER.



Lowercase letters are much easier to recognize because their shape is more distinctive.

It's the responsibility of the designer to choose type wisely.

Letterspace and Wordspace

Letterspace simply refers to the amount of space between each letter. There should be enough space to allow for individual letter, or character recognition. **Letterspacing** should be neither too tight nor too loose. For example, the text you are reading now is composed of letters that are spaced too close together. It becomes harder to recognize the individual characteristics of each letter.

On the other hand, you can also have **letterspacing** that is too loose, again making it difficult to determine where the words themselves end. Too much space between the letters is just as difficult to read as letters that are too close together.

There will be times when you want to change the space between letters. Most often this will occur when you run into words where optical spacing is better. Take a look...

AWAY VACATION Truck Vacuum Water
AWAY VACATION Truck Vacuum Water

The space between the letters on the first line are mechanically correct, but separate parts of the word too much. Optical or visual spacing now determines how the word reads.

Removing the space between pairs of letters results in letterspacing that appears more consistent throughout the entire word. Letters were "tucked" or more correctly, "kerned," to achieve the correct visual spacing.

Wordspacing is the space between words. Too much wordspacing creates reading problems by isolating words. See how "gaps" between these words and lines of type distract eye movement? The large spaces that occur between these words form "rivers," most often occurring in type that's justified. There are ways to correct irregular spacing.

Point Size Type is measured in point sizes and can be adjusted. Type that is 18 points or larger is traditionally considered display type, while type that's smaller is text type.

Reverse Type White type on a black background presents its own problems when the type is too small or has thick and thin serifs. This can slow readability significantly, especially on newsprint.

Line Length and Linespace Most readers scan the words on a page. The most comfortable grouping is three to four words that are "seen" at one time, so it is necessary to be

aware of the column width and the point size of the type. These two factors work hand in hand. Narrow columns require smaller point sizes, while larger columns can accommodate larger point sizes in type. The rule of thumb used to determine line length was 1½–2 times the point size. This still pretty much holds true today.

Linespace, or leading, refers to the amount of space between the lines of type and is measured from baseline to baseline. Leading is dependent upon such factors as typeface and x-height of the lowercase letters.

Type Alignment You can arrange type in a number of ways: **Flush left** or **left aligned**; **Flush right** or **right aligned**; **Justified** (type is flush on both right and left), and **Centered**.

Legibility: Type Weight Type families come in various weights—Light, Roman, Book, Bold, Ultra, etc. Typefaces that are very bold or very light tend to rate low on the legibility scale. Also, "grunge" typefaces or typefaces that are "decorative" need to be used with a discerning eye (see **Ed Interlock**). They become very difficult to read. If you aren't sure of mixing type, select a typeface that offers a number of different weights.

Type Shape Each character has a unique shape and we can recognize those letter shapes. The dominant shapes can be divided into four categories—vertical, curved, a combination of vertical and curved and oblique. Condensed and expanded typefaces can make reading more difficult—try not to distort the characters any more than necessary and try to find a condensed typeface rather than condensing your own. The integrity of the character may be lost.

Serif and Sans-Serif Serif typefaces appear to have little "feet" or strokes as part of the main vertical or diagonal stem. Sans, which means "without," refers to type without serifs. There has been an ongoing debate over which is easier to read, serif or sans-serif. But the best way to determine which is the most appropriate typeface to use is practical application, past experience and your audience.

Sorry, got a little "wordy" ... again. I'll have to do artwork next time. And wish me luck as I figure out my new computer!

Ellen entered the publishing business after nine years as a high school art teacher and taught software programs at the technical school level. She also writes a graphics column for *The Independent Publisher*. Reach her at: hanrahan.ln@att.net
Ellen Hanrahan ©2016

A Goal Is A Dream With A Plan And Other Fairy Tales



My mother never went to Europe.

She talked about it, dreamed about it -- even opened a travel agency at age 55. Never got there. She died 15 years later, never achieving the goal. Oh, she achieved plenty of other goals. But not that one.

I went to Europe for the first time at age 20. One of the things I wanted to do there was study French. It's a beautiful language. Romantic, expressive, cultural. Never did. Tried, never did. I've been to Europe 30 times, France 20 times. Never learned the language. Oh, I know a few hundred words, but can't converse or understand conversation.

Unmet goals.

Got unmet goals?

Personal goals start as thoughts and dreams. Business goals may have those attributes, but often business goals are handed to you by a superior. Sales goals, sales plans, sales numbers, pipelines, funnels, and various benchmarks for you to achieve for THEM.

You then make a goal to achieve their goal. And many salespeople do. But many

(most) do not. Management will refer to those who did not meet their goal as "weak." That way they don't have to take any blame or responsibility for their "weak" people.

Meantime, you have your goals. Whatever they are -- visit Europe, speak French, go on a vacation, buy a house, get a new car, take off weight, stop smoking, get married, get divorced, have a child, get your child out of the house -- you have your own PERSONAL goals.

In the shower this morning, I came up with a thought as to WHY goals are met and unmet. Achieved and not achieved. It centers around the old definition about goals that has always bugged me: "A goal is a dream with a plan."

That statement is not only wrong, it's dangerous. It tells you you'll never achieve your goals unless you make a plan. I don't get it. I make very few plans, and I achieve tons of goals.

There are lots of goals that are not "dreams." Did you dream your sales quota? No, you were sent an email or given a sheet of paper. No dream there. My first trip to Europe was never

a dream. It was an opportunity that popped up, and I took advantage of it. No dream, no plan -- just an airplane ticket, a passport, and some money.

Here are the elements that I believe define and comprise the dream, goal, and achievement process:

Thinking. Ideas pop into your head. Write them down.

Dreaming and daydreaming. Thoughts make (let) your mind wander to desire, possibility, and "what if." I love to daydream. Don't confuse daydreams with pipedreams. You will never win the lottery.

Observing. Looking closely at the world and your world to see what it is that you really want to be, do, and have.

Opportunity. Recognizing it. Seizing it. And taking advantage of it.

Risk tolerance determines outcomes. If you perceive the goal is too "risky," you'll pass. If you wanna achieve, you gotta risk.

Continued, page 12

Launch Your Own

How It Works



Rebrand Our Platform -

Add your own company name and logo. Use your own domain.



Sign up Local Businesses -

We'll show you how with proven sales techniques and marketing materials.



Build Sites Fast -

Create small business websites in minutes. No coding or technical experience needed.



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100	\$39,900	\$5,000/mo.	\$60,000
200	\$79,800	\$10,000/mo.	\$120,000
400	\$159,600	\$20,000/mo.	\$240,000
1000	\$399,000	\$50,000/mo.	\$600,000

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A Goal Is A Dream *continued*

Coulda, woulda, shoulda. The words of people unwilling to risk. "I coulda been a contender," "I coulda had class and been somebody." Marlon Brando, in his role as Terry Mallon Playing in On The Waterfront – 1954.

Desire. Your level of desire will determine the length of time to achievement.

Want. Want it bad? Like desire, your level of "want" will determine the length of time to achievement.

Need. Need is a stronger circumstance than desire or want. Your need-reality will generate your level of achievement action.

Intention. Intentions PRECEDE actions. If you don't intend to, you won't achieve, even if you want to. What are your intentions?

Dedication. If it's a business goal, you have to dedicate the time to study and prepare. If it's a personal goal, you have to dedicate small amounts of time to steadily achieve.

Persistence. The sister of dedication, it's the stick-to-itiveness that pushes you to achievement.

Action for the day or the moment. Plans change, actions are in the NOW. Take some. An

apple a day.

Skill set. Maybe your skills are precluding you from achievement. Maybe you need to study, practice, or enlist the aid of others.

Love of what you do, or what it is. Love breeds passion. Passion breeds action. Action breeds achievement.

For who? why? If you have a motive, it may provide additional motivation. Don't be a martyr. Do it for yourself first. Understanding "for who" and "why" will help you achieve as much as any other aspect of this process.

Self-belief in every aspect of the process. You must believe in yourself BEFORE you can believe in the achievement of your goals. Think you can.

Mission. If your goal is different from your mission, it will lack the passion to become a reality.

Visibility. Post it where you can see it. Keep your goals top-of-mind -- top-of-mind's-eye. I have my goals on my bathroom mirror. Do you?

Support and encouragement. When others are cheering you on, and encouraging you to achieve, it's a mental miracle.

Serendipity. I have defined it before as, "God's way of remaining anonymous." But it's more than

that. Serendipity is that moment when chance and opportunity collide. And it's at that moment when you are challenged to grasp it, and make yourself and your loved ones better off. Successful. Fulfilled. You reached for the brass ring, and you caught hold.

NOTE WELL: If you get what you want, you better be ready. Ready to capitalize, ready to grow, ready to take advantage of, ready to share, and ready to enjoy -- but not over-indulge.

If you need more information on how to post your goals in plain sight, go to www.gitomer.com, register if you're a first time user, and enter POST IT in the GitBit box.

Jeffrey Gitomer is the author of twelve best-selling books including The Sales Bible, The Little Red Book of Selling, and The Little Gold Book of Yes! Attitude. His real-world ideas and content are also available as online courses at www.GitomerLearningAcademy.com. For information about training and seminars visit www.Gitomer.com or www.GitomerCertifiedAdvisors.com, or email Jeffrey personally at salesman@gitomer.com.

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Withholding Full Bonus May Be Adverse Action

by Laura Mallory, lmallory@kingballow.com

The U.S. Court of Appeals for the Second Circuit recently held that the withholding of a bonus, which the employee did not have a right to, can constitute an adverse employment action.

BACKGROUND

The plaintiff worked for the City of New York as a school teacher and her employment with the City was governed by a collective bargaining agreement. The school participated in a bonus program where the school would receive a lump sum bonus if its students achieved certain goals. Pursuant to the collective bargaining agreement, a compensation committee was established and responsible for determining how the bonuses would be distributed. The collective bargaining agreement was clear that all eligible staff should share in the bonus but the committee had discretion whether to distribute the bonus in equal amounts. Specifically, the agreement stated the committee could make particular determinations for the individual staff members that did not work the entire academic year.

The plaintiff was injured in a car accident and was out of work on medical leave for approximately three months and then had to serve on a grand jury for a month. A substitute teacher was covering for the plaintiff while she was out for approximately four months. The school received the bonus and decided the bonus should be shared between the plaintiff and the substitute teacher that covered for her while the plaintiff was out on leave. The plaintiff filed a claim for discrimination, alleging she was discriminated against based on her disability.

DISCRIMINATION

In order to successfully prove discrimination, a plaintiff must prove the employer is subject to the applicable law; the plaintiff is disabled within the meaning of the law; the plaintiff is otherwise qualified to perform the essential functions of the job (with or without an accommodation); the plaintiff suffered an adverse employment action and that adverse action was imposed because of the disability.

DISTRICT COURT DECISION

The lower court dismissed the plaintiff's claim on the basis that she did not prove she suffered an adverse employment action. In making that decision, the court relied on case law from the U.S. Court of Appeals for the Seventh Circuit and held that because the collective bargaining agreement provided the employer with discretion over the amount of plaintiff's bonus and because she was not otherwise entitled to the full amount of the bonus, the plaintiff could not prove she suffered an adverse employment action. The plaintiff subsequently appealed from the district court's opinion.

APPEAL

On appeal, the Second Circuit explained an adverse employment action is defined as an employer's action toward a plaintiff that is "materially adverse" with respect to "the terms and conditions of

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employment." The Second Circuit held the lower court erred and stated that just because an employer has discretion whether or not to grant bonuses or raises does not support the conclusion that an employer may allocate them on a discriminatory basis. The court went on to explain that most employees are at-will employees and do not have a legal right to the benefits he or she claims.

However, the court affirmed the lower court's decision as the plaintiff failed to present evidence of discriminatory intent. The employer here explained that during the four months plaintiff was out on leave, she did not contribute to the school's earning of the bonus, and that during her leave, it was the substitute teacher that contributed. The plaintiff failed to present any evidence to the contrary.

Reprinted from "Comment," a publication of the law firm of King & Ballow, Nashville, TN. Mark Hunt is our consultant with King & Ballow and he can be reached at (615) 726-5497 or mhunt@kingballow.com. The foregoing column is explanatory in nature and is not intended to provide legal advice as to particular situations.



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Don't Stop Short of the Summit

by
Douglas
Fry



With a title like “Don't Stop Short of the Summit” you're probably thinking I'll be talking about mountain climbing and you would be right. But there is another summit we need to consider. The Publishers' Summit to be held by IFPA on January 22 & 23, 2016 in Fort Lauderdale, Florida. There are only two spots left for the summit. Don't wait another day. Register today.

But there is another summit on my mind. When I first started mountain climbing I had a difficult time realizing that hard effort for long periods of time was needed to reach the summit of a mountain.

If you look west from Seattle, on the one or two clear days each year, you will see a rampart of mountains called the Olympic Mountains. The center two mountains look like mirror images of each other and are aptly called “The Brothers.” Usually it takes a couple of days to climb The Brothers because you have to hike for a full day to reach base camp. That day is spent swatting mosquitoes, crawling over and under huge fallen logs, avoiding touching such fun plants as “Stinging Nettle” and “Devil's Club” and generally stumbling through a long valley to gain access to the mountain. Once you have traversed this valley you are at Base Camp and ready to start your assault on the mountain itself.

The Brothers is not technically challenging but it is a long slog up steep chutes packed with snow and ice. As a result of being able to see this mountain each clear day, my cousin Dale, and I decided it was time to climb it again. We had done so a year or two before with his father and spent a sleepless night on the very summit watching a meteor shower.

We got up very early and attacked the hiking section with the wild abandon

of youth. In about 5 hours we were at Base Camp and realized we had time to climb the mountain and spend another night peering over the ledge imagining how long it would take to fall to the bottom. So, off we went, climbing higher with each step up the ice and snow.

Around 6:00 pm we had the summit in sight amid a raging snow storm. We talked it over and convinced

ourselves that since we had climbed the mountain before we really didn't need to climb the last 200 yards. We turned around and went back down.

To this day that is one of top 100 saddest moments of my life. I vowed never again to give up short of the summit. You should make that promise to yourself as well. Keep working, keep climbing, keep trying until you reach the Summit.

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Effective Team-Building, Part II

by Darrell Davis, Metro Creative Graphics

Last month, I identified the building blocks of effective team-building strategies and highlighted the importance of motivation and inspiration. The next step is to explore the ways to combine motivation and inspiration to produce effective and entertaining programs. Here's a great example.

In 2010, the Tulsa World launched a wildly successful, yearlong revenue-building program called "Revenue Trek." Its mission? To seek out new advertisers and new advertising contracts. Its goal? To sign 275 new contracts. The result? The World's sales team exceeded their goal by 38 contracts and generated \$1.5 million in new revenue. While these numbers reflect the publication's status as a major player in a sizeable city, the program's success stemmed from its design — a design that can be replicated in markets of all sizes.

At the outset, the World advertising sales staff was divided into teams led

by a manager or supervisor. The teams each chose a name and took on the challenge of selling a particular number of contracts during each of four selling periods, with the target numbers decreasing as the year progressed. The teams met regularly and submitted their own tracking sheets so others knew how they were doing. Some of the managers even created team-specific incentives, which helped to keep the competition lively.

In addition to receiving bonuses for new contracts, there were prizes for both teams and individuals based on their sales success. As the program neared completion — when new contracts were harder to sign — individual salespeople competed for a variety of prizes that included everything from additional bonus money to travel vouchers to a TV.

The program soared to success not only because it emphasized team and individual performance and kept the excitement building throughout the year, but also because the World's sales team had solid advertising solutions to sell.

from
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While creating an effective team-building program requires deep knowledge of your media landscape, these five factors will start you on the road to success:

1. Planning, planning and more planning. Any effective program requires careful planning to ensure that it offers salespeople both motivation and inspiration.
2. Teams within teams. If possible, break sales staff into teams led by a manager or supervisor. This encourages team spirit, allows various combinations of staff to work together and offers managers opportunities to contribute their own creativity.
3. Change things up. Create different incentives for different phases of the program, some of which reflect individual goals and offer individual options.
4. Build in recognition. Give salespeople regular opportunities to let others know how they are doing.
5. Inspire confidence with creativity. Give salespeople something to be excited about. If they have confidence in what they are selling, their confidence in themselves will skyrocket.

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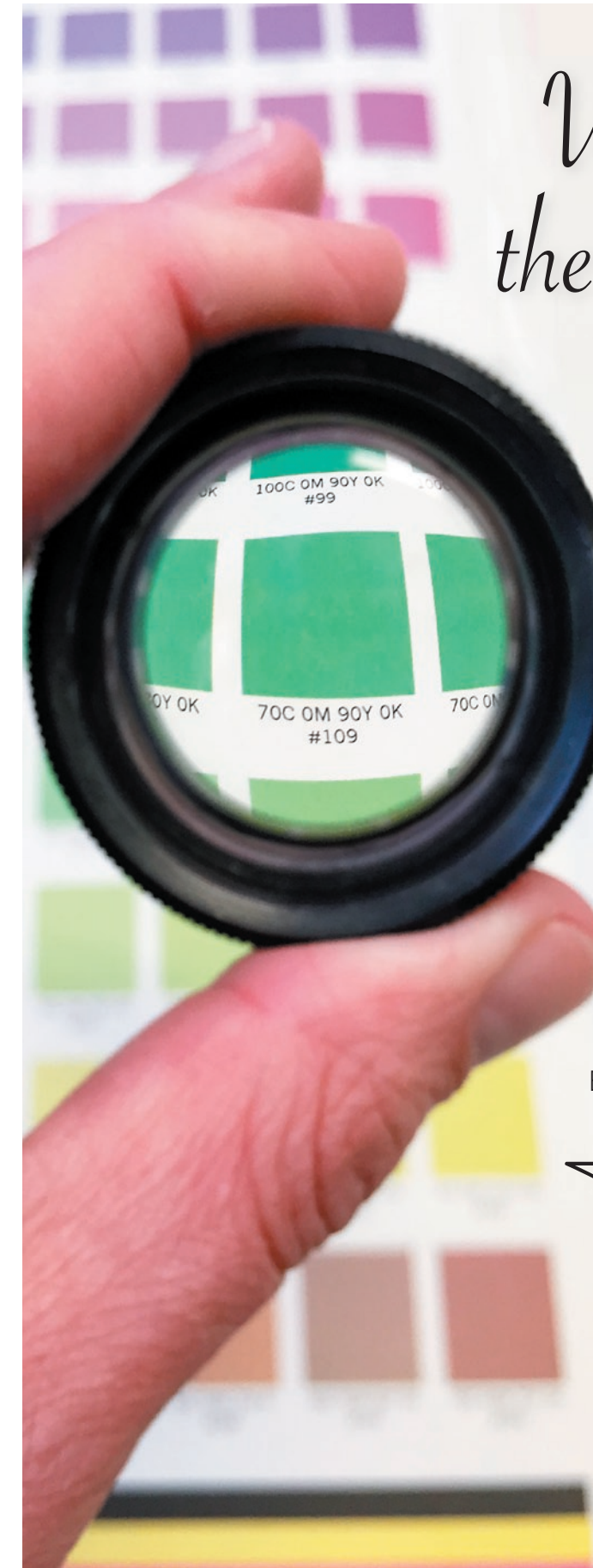
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