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STRATEGIES
FOR
LOVING YOUR WORK!
&
LOVING YOUR LIFE!

"A habit starts out too weak to be felt and before you know it, it is almost too strong to be broken."

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MAKING A HABIT OF SUCCESS

DEVELOPING THE PLAN

1. Evaluate your current state . . . assess your life. Review your past, present, and future.
2. Remember, you are right now living the life of your own choosing . . . choices got you here (Your daily, hourly, and moment-by-moment choices.)
3. Decide you are not going to enter the "sinkhole" of life. Don't get caught up in just making a living. Don't put your dreams on hold or they will die. Give up the hope and the luck trap. Give up any hope of winning the lottery.
4. Be impeccably honest with yourself . . . "Know thyself." Know who you are and where you are going.
5. Do what you know you want to do.
6. Know what you want and know your reasons.
7. Post your goals . . . everywhere.
8. Develop a game plan and then work your plan.
9. For faster results, visualize, visualize, visualize. (You move toward what you think about.)
10. Remember, dreams don't come with owner's manuals.
11. Make a plan in writing -- prioritize the list.
12. Do something everyday to move toward your goal.
13. Remember, nothing worth having comes without sacrifice. Do the dirty work with love.
14. Bet on your ideas, take a calculated risk, and act. Get use to uncharted waters.
15. Don't settle for walks and singles.
16. Develop personal standards and stick with them.
17. Burn bridges to old ways of doing things.
18. Move from just a job to a calling.
19. Keep saying to yourself "I'm the best." Then take the action needed to prove it.

MAKING SUCCESS HAPPEN

1. Act as if you are one of the elite (the very best.) Fake it until you make it.
2. Remember work is not a "sandbox." When you are at work, work.
3. Play your strengths (what comes easy for you.) Leave the rest to someone else. Don't argue for your limitations.
4. Let go of distractions . . . if it is not on your path, it doesn't apply to you.
5. Anticipate threats, but don't dwell on them.
6. Be smart, but don't show it . . . No one likes a "smart aleck." Don't confuse ego with confidence.
7. Keep your problems to yourself.
8. Never let people know how much you sweat.

9. Develop personal standards and stick with them.
10. Live your life ethically and live your values.
11. Remember, you are being judged at all times.
12. Do the work . . . you can't reach success or build a reputation on what you are going to do.
13. Use zigzag thinking -- there is always a different and better way of doing everything.

MAKING WORK WORK

1. Work "for" the boss. Don't give your boss headaches or the jitters. Be a "low maintenance" employee.
2. Know the culture . . . blend in / fit in.
3. Know the unwritten and unspoken rules.
4. Be a rule player. Accept the rules or change ball parks. Don't waste your time fighting the system.
5. Know the people who count.
6. See the big picture.
7. Carve out a niche for yourself.
8. Never stand still. Make your actions deliberate. Constantly get points on the scoreboard.
9. Develop a reputation for speed and dependability.
10. Think one step ahead . . . what will be the next move.
11. Remember, you are being judged at all times.
12. Get your work noticed. Go outside the normal work routine.
13. Keep good records of you activities . . . as well as your wins and losses.
14. Wear tasteful billboards.
15. Volunteer carefully. Make it count toward your journey.
16. Do things so people will be indebted to you. Give to get.
17. Evaluate your behavior so that you can do it better next time.
18. Let mistakes show you what you need to learn.
19. When you fall "off the horse", get back on.
20. Watch how you describe events when you are down.
21. Acknowledge your mistakes . . . but not too loudly.
22. Seek feedback . But consider the source and accuracy.
23. Find mentors who will support you and push you toward your dreams and goals.
24. Be an unshakable optimist . . . don't be a moaner, whiner, or create "pity parties."
25. Stop the blame game.
26. Avoid negative people, places, things, and habits.
27. Don't catch someone else's bad mood.
28. View change as a friend.
29. Remember, what you put your energy into expands.

MAKING A HABIT OF SUCCESS (continued)

REACHING YOUR GOALS

... WITH & THROUGH OTHERS

1. Look, walk, talk and act the part.
2. Develop your "style" and stick with it.
3. Read people . . . their motives, needs, and desires.
4. Make genuine smiling a habit.
5. Get that handshake correct.
6. Put a spring in your step.
7. Before speaking, have a plan.
8. Speak direct, clear, simply, and pleasantly.
9. Talk one step ahead.
10. Skip the chatter, profanity, gossip, lectures.
11. Take meetings seriously . . . this is your stage.
12. Make a habit of being early.
13. Ask questions.
14. Know when to voice your opinion.
15. Watch the words you use . . . they give clues to your mental state.
16. Be a source of strength.
17. Remember, your friends may be your biggest disappointment.
18. Be good to gate keepers.
19. Say please and thank you.
20. Compliment, Compliment, Compliment.
21. Stay away from character assassinations.
Criticize the behavior.
22. Refuse to get sucked into confrontations.
23. Don't give away too much . . . don't think out loud.
24. Don't defend the status quo.
25. Be willing to let go of the past and old ways.
26. Always strike a fair deal.
27. Don't make commitments you don't plan to keep.
28. Under promise and over deliver.
Don't promise what you can't deliver.
And, deliver better than you promised.
29. Renegotiate at the earliest opportunity.
30. Never lie and never cover up for others.
31. Know when to lose and when to fight for your cause.
(Being right is often in conflict with winning.)
32. Apologize and remember.
33. Don't burn bridges with others.
35. Warm up to that old troll down the hall.
36. Be in the business of service to others.
37. Maintain control . . . people like consistency.

MANAGING YOUR TIME

1. Get a time management system that works for you . . . and then use it.
2. Don't get caught up in the activity trap.
Know what not to do.
3. Apply the 80 / 20 rule in your work and life.
4. Remember, it is the little daily disciplines.
5. Do the distasteful first.

6. When you hit a snag, back off and start afresh.
7. Never quit, but know when to change direction.
8. Learn to bounce back quickly.
9. Manage your energy and your prime-time.
10. Focus first on effectiveness and then efficiency.
11. Create blocks of time for high - payoff projects.
12. Discipline yourself to single-minded concentration.
13. Make a to-do list and stick with it.
14. Salami slice overwhelming tasks.
15. For speed, batch your tasks.
16. Take unnecessary people and activities off your to-do list.
17. Keep yourself motivated.

KEEPING YOUR COOL

1. Have escape routes.
2. Direct any anger toward your goals.
3. Remind yourself of your good qualities.
4. Keep a joy journal or victory file.
5. Focus on your "circle of influence."
6. Take control of your internal dialogue.
7. Get rid of clutter . . . simplify your life.
8. Eliminate your worry by focusing on the present.
9. Take care of # 1 . . . make sure your needs are met.
10. Set limits with others and stand your ground.
11. Build a personal coping strategy.
12. Balance your life.
13. Treat setbacks as a pebble on the beach.
Develop resilience and bounce back.

STAYING THE COURSE

1. Spend time alone.
2. Revisit your mission, values, and goals often.
3. Ignore those who try to discourage you.
4. Get around success-minded people.
5. Learn from the experiences of others.
6. Prepare for the next step with education and applicable experiences.
7. Read and learn about everything important to you.
8. Do something everyday to improve your mind.
9. Look for opportunities . . . they often come in a split second.
10. Review your results and adjust as necessary.
11. You cannot escape the "face in the mirror."
12. Use no excuses.
You have you to thank for your success.
And you to blame for your failure.
13. Evaluate for finding the critical path.
14. Celebrate accomplishments.

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COMMUNICATING: UP, DOWN, ACROSS, INSIDE & OUT

Elephants don't bite . . . it's the little things that make a big difference in human relationships.

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|-----|--|-----|---|
| 1. | Alert your body as to what mood to be in . . . choose to be there. | 34. | Be impressed by letting others know they are superior in some way. |
| 2. | Don't let your body reflect how you feel. | 35. | Show pleasure in other's success. |
| 3. | Make your appearance work for you. | 36. | Remove the status symbol and power barriers. |
| 4. | Stay away from sour-grape lines. | 37. | Follow up in a timely manner on issues that are important to a person.
-- Get back to the person when you have said "I'll try" or "Maybe." |
| 5. | Don't play the "victim" or "ain't it awful" game. | 38. | Don't rain on other people's parade. |
| 6. | Use space and touch appropriately. Respect personal space. | 39. | Avoid "topping off" other's point or playing "one-up" games. |
| 7. | Add a tagline to introductions. It gives the person a place to start. | 40. | Don't go on endlessly about your vacation, love, operation, etc. |
| 8. | Make the communication parts work in harmony -- (voice tone, body language, attitude). | 41. | Try to hold the floor only two or three minutes. Let someone else talk. |
| 9. | Use appropriate volume, rate, and pitch. | 42. | Look at conversation as a tennis match and not a golf game.
-- Let the ball go back and forth. |
| 10. | Nod and give other signals to show "you're home." | 43. | Give others all the credit and glory they are due. |
| 11. | Use a sense of theater / dramatic (with flare) when you talk. | 44. | Tell people how much you need them. |
| 12. | Use pauses to your advantage. | 45. | Confess your weaknesses. |
| 13. | Find common ground. | 46. | Don't sing your praises too loudly . . . don't make yourself look too good. |
| 14. | To be interesting, be interested. | 47. | Ask for other's opinion . . . they love to give it. |
| 15. | Pay attention to what is not said. | 48. | Before you disagree with someone's opinion, ask "What are your reasons for saying that?" |
| 16. | Before responding, check for hidden agendas / loaded questions. | 49. | Be ready to justify your decisions. |
| 17. | Don't talk down to people. | 50. | Defend ideas without being defensive. |
| 18. | Omit all references to confidentiality. | 51. | Don't take sides in an argument. |
| 19. | Don't be a naysayer.
-- Stay away from "I knew" and "I told you so" comments. | 52. | Don't make arguing an "ego trip."
You will look like a loser when arguing in front of others. |
| 20. | Balance the eye contact. | 53. | Don't argue over facts . . . get the facts. |
| 21. | Smile with your eyes. | 54. | Don't use fight or flight choice. Evaluate.
-- Remember, a public argument never enhances your reputation. |
| 22. | Laugh on purpose. | 55. | Appreciate criticism . . . Say, "Thanks. I'll give it some thought." |
| 23. | Remember that logic won't always work. | 56. | Respond (don't react) to verbal attacks. |
| 24. | Avoid distracting mannerisms and toys when you talk. | 57. | Avoid dogmatic pronouncements - "You are wrong." "No way." |
| 25. | Leave hygiene and grooming tasks in the rest room. | 58. | Don't "swear you are telling the truth." |
| 26. | Avoid ending statements with a question. | 59. | Avoid "let's be honest," "let's be perfectly clear,"
-- "Frankly," "I truly believe" statements |
| 27. | Avoid parenting / teacher gestures.
-- (finger pointing, hands on hip, starring over glasses) | 60. | Be complete . . . avoid lying by omission and cover-ups. |
| 28. | Avoid intrusive questions. | 61. | Don't exaggerate. |
| 29. | Talk with others the way you would like others to talk with you. | | |
| 30. | Give only solicited advice. | | |
| 31. | Don't discuss "office situations" at the party. | | |
| 32. | Change physical environment to promote interaction you want. | | |
| 33. | Before you delve into an important conversation.
-- Ask, "Is this a good time to talk?" | | |

COMMUNICATING: UP, DOWN, ACROSS, INSIDE & OUT (continued)

62. Don't ask others to cover up for your indifference.
63. Don't avoid when the issue needs to be solved.
64. Don't challenge someone's integrity.
65. Learn the art of and spread positive gossip.
66. Consider the "price of nice."
-- Make only promises you intend to keep.
-- Make sure you can follow through before committing.
67. Don't assume people will see your need . . . just ask.
68. Connect with people when you don't want something.
-- When you do need something, they will more likely give.
69. Don't cave in under pressure.
-- Say, "I'll think about it. I will get back to you by _____."
70. Don't make judging others a hobby -- resist the urge to nitpick.
71. Don't focus on only what a person did wrong.
72. Don't bark orders - use courteous words.
73. Don't say something if you are not absolutely sure.
74. Update your vocabulary. Avoid sexist and racist language.
75. Eliminate profanity.
76. Avoid should, must, can't, and ought statements.
77. Use positive rather than negative words. Frame the positive angle.
78. Stay away from absolutes - (everybody, never, always).
79. Challenge absolutes and generalities --
Examples: "Employees don't care,"
"New hires won't . . ."
80. Rid yourself of junk words - such as "more or less,"
"you know."
81. Stay away from jargon when used for superiority.
82. Don't overload the listener with details.
83. Make it a habit to reply to e-mail messages.
-- It lets the sender know you have read it.
-- Thank them when they do something for you.
84. Avoid false courtesy -- "May I say something?"
85. Avoid superficial offers . . . offer only when you want to do something,
86. Seek out the causes of the behavior by focusing on the "why."
Be prepared to give reasons when making requests.
87. Don't tell others how to think and feel.
88. Don't polarize people. Don't pit one person against another.
89. Don't bring up issues at inappropriate times and places.
90. When you complain, offer a solution.
91. Offer choices and then ask questions.
92. Work out the specific details of an agreement.
93. Accept responsibility for decisions and results when you have had some control.
94. Demonstrate competence by becoming an expert in your field.
95. Admit what you don't know. Confess your weaknesses.
96. Read your audience.
97. Be a "party-wise" host . . . include everyone in the discussion.
98. Stop talking before the listener stops listening.
99. Say less than you think.
100. Don't spill . . . don't reveal too much about yourself.
101. Apologize once, do it right, and then drop it.
Don't over apologize.
102. Don't sacrifice your ethics and values.
103. Use humor appropriately. (What is funny? Who knows?)
104. Be easy to deal with.
105. Respect informal leaders.
106. Don't tolerate dangerous horseplay or demeaning practical jokes.
107. Get use to politics. Use it to your advantage.
108. Use power wisely . . . Coercive power only works in short term.
109. Know when "you have delighted the audience long enough."
110. Become other's centered.
111. Say it from the heart.
112. Control your emotions by rethinking and retelling your stories.
113. Never measure the enjoyment or pain of others by your own.
114. Make a habit of liking people.
115. Remember the three A's of superior communication . .
-- Acceptance, Approval, and Appreciation.

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IT'S ABOUT TIME

- Take control of your destiny.
 - Define what success means to you.
 - Have a purpose.
 - Turn your dream into a mission.
 - Focus on the possible.
 - Get out of your comfort zone.
- Make sure the goals are your goals.
 - Use fulfillment strategies not survival strategies.
- Put the alarm clock across the room, and when alarm goes off, don't go back to bed.
- Arrive early at the office.
- Practice single-minded concentration.
- Batch your tasks.
 - Make all errands at one time.
 - Make all calls at one time.
 - Respond to all e-mail at one time.
 - Train people to save up questions
 - Answer all at one time.
- Take every meeting seriously.
 - It could determine your career.
 - When meeting with people, ask for the first appointment of the day.
 - Get meeting directions via internet.
 - Insist that meetings start and end on time.
 - Set an example by being prepared.
 - Summarize, summarize, summarize what is being said.
 - Ask questions to keep meeting on track.
 - Ask to be excused when your contribution is over.
- Use a time management system that works for you.
 - Keep the essentials
 - planner, business cards, calendar,
 - phone numbers, scribble pad.
- Make an agenda by each person's name you plan to call.
- Plan for tomorrow at the end of the day.
- Clean your work area before leaving. Avoid clutter.
- Plan your work.
 - Think on paper. Put you on your to-do list.
 - Make time every day to work on goal-related activities
 - Spend 20 minutes at beginning of week to plan your week.
 - Spend no more than ten minutes per day planning for next day.
- Avoid over scheduling. Leave time for crisis and breaks.
- Check your progress three times a day.
 - Adjust if you need to.
- Include both personal and business to - do lists.
- Review your schedule often.
- Save busy work for non - busy times.
- Work at what you do best.
 - Make time every day to work on goal-related activities
- Take care of you.
 - Eat right, sleep right, and get regular exercise.
 - Plan regular breaks and mini vacations.
- Create more energy by filling mind with hopes, dreams, and goals.
 - Remember, energy comes to a great idea.
 - The more reasons you have the greater the desire.
 - Your life is what your thoughts make it.
- Make special effort to get what you want out of the first hour of the day.
- Plan regular mini vacations.
- Respect your natural motivational energy levels.
 - Save high priority items for your prime time -- high energy time.
 - Designate a specific time for certain tasks.
 - Save less demanding tasks for you operational time.
 - Every 90 minutes take a break.
- Have signature stamp and signature stored in computer.
- Make minor decisions quickly.
- Read and learn about everything important to you.
 - Read routine reading materials quickly.
- Put dollar value on your time.
- Put your needs first.
- Don't hold the telephone.
 - Use a cordless phone. Use a speaker phone.
 - Use an ear piece.
 - Use conference calling.
- Ask, "Is what I am about to do leading me to my goal?"
- Determine the limiting step (bottleneck), and eliminate it.
- Plan your day to create blocks of time.
- Ask why questions.
- Review filing system.
- Computerize your system.
- Make any necessary changes to your work area.
- Have all the tools to do the job.
- Put closure to projects. Put it away.
- Bank by mail, credit union, electronically.

IT'S ABOUT TIME (CONTINUED)

- Buy tickets, merchandise, services on-line.
 - Plan errands.
 - Use the internet to design purchases and route.
 - Have purchases delivered.
 - Have small, useful tasks to do while you wait.
 - Hire someone to do household tasks.
 - Scan TV viewing and plan ahead of time.
 - Do holiday shopping throughout year.
 - Buy in bulk.
 - Question your assumptions.
 - Don't get hung up on problems.
 - Your success is waiting for you to arrive.
 - Treat failure as learning experiences.
 - Give up the forty hour week.
 - Put in the extra time and effort. Do what it takes to succeed.
 - Understand yourself so you can better understand others.
 - Be hungry for feedback.
 - Seek advice from successful people.
 - Consider things from every angle.
 - Learn from mistakes.
 - Learn from guilt, resentment, and self-pity.
 - Open your eyes and see things as they really are.
 - Don't give up and don't give in without good cause.
 - Remember, making it in this world is an art, and not a science.
 - Don't blame. All blame is a waste of time.
 - Stop making excuses.
 - No matter how good the excuse, your result is still your result.
 - Enjoy life today. Yesterday is gone.
 - Tomorrow may never come.
 - Family and friends are important.
 - Seek them and enjoy their riches.
 - Give more than you planned.
 - Ignore those who try to discourage you.
 - Keep trying no matter how hard it seems.
 - It will get easier.
 - Know when you have given it your best shot.
 - Live your life ethically.
 - Just do it!
 - Stop procrastinating!
 - Salami slice big task.
 - Practice single-minded concentration.
- Focus your energy.
Focus on results and not activities.
Concentrate on succeeding at one job at a time.
Move fast -- maintain tempo.
Do the easy part first.
Do one small thing to get started.
Start from outside first or inside first.
Make a list of the pros and cons of doing the task.
Set a time limit to work on the task.
Make a commitment to closure.
Promise yourself a reward.
Finish what you start.
- Avoid the perfectionist trap.
 - Know when it is good and it is enough.
 - Learn to do what matters most.
 - Master the rules of the road.
 - Have an Internal locus of control.
 - Do more than you are paid for.
 - Develop a reputation of speed and dependability.
 - Focus on options and that circle of influence.
 - Make your actions deliberate.
 - Become self motivated -- don't wait for someone else to turn you on.
 - Get around the right people.
 - Refuse to get sucked into confrontations.
 - Communicate for understanding.
 - Believe in you.
 - Be true to you. Be nice to yourself.
 - Risk other people's disapproval.
 - Avoid negative people, places, things, and habits.
 - Don't use alibis. Success never needs one.
 - And failure isn't justified by a thousand of them.
 - Be a risk taker.
 - Pull out all the stops and go for the very best.
 - Pilot the seasons of change. View change as a friend.
 - Continually evaluate the relevance of your mission and strategies.
 - Realize that time management won't always go your way.
 - Do it your way
 - Manage time based on your personality and life.
 - Expect positive results.
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KEEPING COOL, CALM, COLLECTED & PRODUCTIVE

- ✓ Get your priorities straight.
- ✓ Set realistic goals.
- ✓ Stay informed about what is happening.
- ✓ Keep current in your field.
- ✓ Anticipate change -- be prepared.
- ✓ Be accountable. Take responsibility for you.
- ✓ Draw attention to the value of your work.
- ✓ Schedule a realistic day.
- ✓ Concentrate on the here and now.
- ✓ Work on one thing at a time.
- ✓ Focus on the positive. Control the amount of bad news you take in.
 - Have an optimistic view of the world.
 - Protect yourself from negative people.
- ✓ Have a plan B.
- ✓ Relax your standards.
- ✓ Be prepared to wait. Take a book, magazine, or project to work on.
- ✓ Listen to your body's warning signs.
 - Pace yourself. Take body breaks during day.
 - Stretch / massage those tight muscles.
 - Have time for you each day. Take a walk. Take a lunch break.
 - Exercise daily. Get enough sleep.
 - Use weekends as a change of pace. Have a weekend getaway.
- ✓ Plan ahead. Think one step ahead
 - Prepare for the morning the evening before.
 - Organize the paper work, fill the tank, stock the shelves.
 - Get up 15 minutes earlier. Leave early.
- ✓ Create order out of chaos. Unclutter your life.
 - Get the "undones" done. Take things off your to-do list.
 - When in doubt, throw it out.
 - Have a place for everything. Put it away.
 - When finished -- get it out of sight.
 - Clean your little kingdoms -- car, briefcase, desk, file cabinets, shelves, etc.
- ✓ Ask questions. Ask for a priority.
- ✓ Learn to say no. Don't feel you always need to give a reason.
 - Say "No!" to extra tasks, socializing, etc.
- ✓ Create a second "quiet" office.
 - Unplug the phones. Use your caller ID for screening calls.
 - Wear ear pieces for answering phones.
 - Wear head sets to shut out the noise.
- ✓ Cancel subscriptions, memberships, credit cards.
- ✓ Go against the crowd -- shop, bank, lunch, vacation during off-peak times.
- ✓ Write down your accomplishments. Cross completed tasks off your list.
- ✓ Don't "brag" about being stressed or overworked.
- ✓ Be careful how you describe events. How you label an event will be how you respond to it.
 - Relabel the situation in a way that empowers you.
 - Work at becoming more flexible.
- ✓ Ask for what you want. (Don't expect people to read your mind.)
- ✓ Eliminate destructive self-talk.
 - Evaluate your feelings and go to work to improve needed areas.
- ✓ Conduct your life as an "internal" and not as an "external."
 - Don't let people "should" on you.
 - Risk other people's disapproval.

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KEEPING COOL, CALM & COLLECTED (CONTINUED)

- ✓ Learn from mistakes, forgive, forget, and move on.
Use failure as a stepping stone.
- ✓ Question your assumptions.
- ✓ Write you thoughts and feelings down. Talk it out.
- ✓ Share your time with someone special.
- ✓ Maintain your network and support groups.
Reach out to others.
Renew old friendships.
Call someone for lunch.
Make friends with nonworriers.
Call a family member.
Play with small children.
- ✓ Be generous with compliments. They will come back to you.
- ✓ Hold on to rituals and traditions.
- ✓ Don't rely on your memory . . . write it down.
- ✓ Have backups -- keys, cartiages, toiletries, stamps, change for meter, etc.
- ✓ Don't procrastinate. What you want to do today, do it.
- ✓ Make your next day's to-do list at the end of the day.
Prepare the night before.
- ✓ Let go of perfection -- strive for excellence.
- ✓ Offer help only if you have time to follow it up.
- ✓ Don't put up with something that doesn't work right.
Identify the cause and do something to eliminate or reduce its impact.
Don't battle what bugs you -- just beat it.
- ✓ When angry, just go do the sweat thing. Exercise.
- ✓ Only fight for worthwhile things.
- ✓ Turn worry into work. View problems as opportunities.
- ✓ Be a problem solver -- but don't solve other people's problems.
- ✓ Try not to be pressured into making important decisions hastily.
- ✓ Note stress triggers and avoid those triggers.
- ✓ Live one day at a time.
- ✓ Rely on the serenity prayer.
- ✓ Establish quiet time.
- ✓ Remember the happy times.
Keep a victory wall and/or file.
Take a "fantasy" break -- What would you like to be doing?
Remember dreams become reality.
Make a dream book / wall.
- ✓ Let it go. Get over it.
Ask, "What difference will it make in five / ten years?"
- ✓ Use humor to defuse the situation.
- ✓ Everyday do something you really enjoy.
- ✓ Take a hot bath or shower or a cool one.
- ✓ Improve your appearance. Alter appearance where needed and practical.
Dress from the front of the closet.
- ✓ Learn to laugh -- keep a joy file, rent a comedy.
- ✓ Learn to play.
- ✓ Focus on choices. Make a choice. Make a change.
- ✓ **Warm up to your job or find a new one!**

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