

Courage at Work

Having the Heart of a Lion

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Margaret is CEO for *The HR Edge, Inc.*, an international management consulting and training company. Her clients have included Lockheed Martin, Chevron, Time Warner, U.S. Secret Service, Sara Lee Foods, Home and Garden Television, Roche, Nationwide Insurance, Aegis Sciences Corporation, NAPA Auto Parts, Homeland Security, New York Presbyterian Hospital (Cornell & Columbia Medical Centers), U.S. Marine Corps, Deloitte, Blue Cross Blue Shield, U.S. Coast Guard, Vanderbilt University, Comcast, Intercontinental Hotel Group, National Institutes of Health, McKee Foods, Skanska, Fox Broadcasting, Schwarz BioSciences, Alcohol, Fire & Tobacco, Fifth Third Bank, Verizon, Northwestern Mutual Life Insurance Company, SAS (computer software), The Nashville Predators national hockey franchise, Pella Windows, Internal Revenue Service, Northrop Grumman, Miami University, Wells Fargo, The Peabody Hotel, The Hartford, TECO Energy, AmSurg, Quorum Health Resources, the U.S. Naval Nuclear Submarine Group and various local and state governments. Previous to owning her own company, Margaret was Sr. Vice President, Human Resources Consulting for a national consulting firm out of Winston-Salem, North Carolina. She has a BS degree from the University of Alabama and a JD degree from the Vanderbilt University School of Law. She has worked as an attorney, specializing in employment law as well as been Vice President of Human Resources for three large companies. She is often quoted as a business expert in newspapers and magazines across the country including *Wall Street Journal*, *New York Times*, *Chicago Tribune*, *USA Today*, *MSNBC*, *CBS Money Watch* and *Entrepreneur* and appears regularly on local *ABC*, *CBS* and *Fox* television affiliates. She is the author of the business books, “Management Courage – Having the Heart of a Lion” and “The Hidden Language of Business – Workplace Politics, Power & Influence.” She serves on the Board of Directors for various companies and charities.

Workplace Courage Questions

Principle One

Not only being honest, but being the most honest

1. Of those people that I work with (or interact with regularly), with whom have I not been the most honest?
2. Is there anyone I work with (or interact with regularly) that should be coached about a behavior pattern that is prohibiting his/her professional development or hurting his/her work performance?
3. When was the last time I shared a concern (or complained) about a co-worker with someone else besides that co-worker?
4. When was the last time I helped another employee improve the quality of his/her work?

Principle Three
Asking for real feedback

1. When was the last time I got negative feedback on my performance?

How did I respond to the feedback?

What has changed about my behavior as a result of that feedback?

2. When was the last time someone told that they liked my work?

Did I push him/her for suggestions to improve the work?

3. When was the last time someone gave me feedback that changed my course of action at work?

Principle Four

Taking responsibility for any mistakes that I make or my coworkers make (or the people I interact with regularly make)

1. When was the last time I admitted publicly that I made a mistake?
2. When was the last time someone admitted to me that they made a mistake?

What was my reaction?

3. When was the last time I took responsibility for someone else's error?
4. When was the last time I covered for someone without telling anyone?

Principle Five
Doing at least 100% every day that I come to work

1. What have I done in the last year that has made me a more valuable employee?

2. When was the last time I did more than my current job required of me?

3. When was the last time I volunteered for a new responsibility, a new project or to serve on a committee at work?