

# THE REGENT BUSINESS REVIEW

## In This Issue:

### Page 1

Better Metrics  
Christian Leaders  
Study

### Page 2

Delivering  
Criticism  
Your Legacy

### Page 3

Commentary

### Page 4

Cultivating  
Character

### Page 5

Bookshelf

### Page 6

More Effective  
Communication

### Page 7

In Step with the  
Internet

### Page 8

Test Your MBA-Q

### Page 9

Write for RBR

## Better Metrics Mean Better Management

“You get what you measure.” It’s an old adage. And it’s often true. If you want to save more money, start keeping better track of where your money is going. You’ll probably end the month with more than if you had not paid attention to your budget. If you want to lose weight, start gauging your intake of calories and fat. You’ll be better positioned to succeed in dieting than if you hadn’t measured these things. If you want school children to improve in math and reading, require schools to test them frequently in these areas. Chances are, the schools will make what’s measured a higher priority.

The converse is true, too: we often become complacent about the things we don’t monitor. I have several friends, for example, who got married and then put their marriages on autopilot, neglecting to ever gauge their spouses’ evolving needs. Not surprisingly, the unmeasured needs ultimately became unmet needs, leading to unanticipated needs for marital counseling! The counselors wisely advised them, among other things, to keep closer track of what the other person wanted from the relationship and to make such assessments a habit. You get what you measure.

It’s not an automatic cause-and-effect, of course, but the principle is a useful one. **People tend to be more attentive to those things whose progress is tracked.** So it’s not surprising that this same principle applies to managing our employees. Consider the issue of employee satisfaction. Companies are increasingly aware that there’s an important linkage between employee satisfaction and customer satisfaction, so they are increasingly asking how they can improve employee satisfaction. If the old adage is correct, a good start might be to measure it.

(continued on page 5)

## New Study Identifies the Strengths and Weaknesses of Christian Leaders

By their own admission, over 300 seasoned Christian leaders across America report more success in personal performance and in “getting results” than in critical areas of character. Based on a landmark study from the Regent University Graduate School of

Business, Christian leaders, while very competent in performing their jobs, wrestle with self-centeredness, proper release of anger, status-seeking, impatience, low compassion and poor listening skills.

“What do Christian leaders *do* as leaders?”

asks Michael Zigarelli, the lead researcher for the study. “And what are their obstacles to leading in a more God-honoring manner in the workplace?” After compiling the results of the study, he concluded that, “There are many stumbling blocks to a

(continued on page 7)

**Page 1**  
Better Metrics  
Christian Leaders Study

**Page 2**  
Delivering Criticism  
Your Legacy

**Page 3**  
Commentary

**Page 4**  
Cultivating Character

**Page 5**  
Bookshelf

**Page 6**  
More Effective Communication

**Page 7**  
In Step with the Internet

**Page 8**  
Test Your MBA-Q

**Page 9**  
Write for RBR

## Ten Tips for Delivering Constructive Criticism to Your Employees

By most accounts, delivering negative feedback remains one of the greatest challenges for even the most senior managers. Here are some tips to help you do it better:

**Do it privately:** Public criticism of an employee's work is humiliating. Besides that, in our hyper-litigious society, it can lead to defamation suits. So always deliver negative feedback privately.

**Do it personally:** It's usually a mistake to deliver criticism by phone, e-mail or some other impersonal vehicle. The employee will probably feel blind-sided and disenfranchised. By contrast, a personal discussion permits the employee to more clearly observe your legitimate concerns and allows for an instant explanation.

**Get right to the point:** Most employees can sense when their boss has a problem

with them. When you call in an employee, but then tiptoe around what's really on your mind, it is both transparent and frustrating for the employee. Get right to the point.

**Keep it in the context of positive performance:** It's essential that the employee understand that you see not only the

(continued on page 8)

## YOUR LEGACY Don't Be an Obscure Footnote to History

Awhile back, I heard a ten second story that has now haunted me for ten years. It goes like this: "Once upon a time there was a prince. He lived, he died. The end."

Now, you're probably thinking, "that's kind of stupid. How could this two line, fictitious, nonsensical story 'haunt' anyone?" Well, actually, it didn't haunt me until I inserted my name into the story: "Their once was a man named Mike. He lived, he died. The end."

When I personalized the thing, it really kicked me between the eyes. Take a second and try it. Insert your name. "There once was a person named \_\_\_\_\_. This person lived, this person died. The end."

That's pretty depressing when you think about it. It's like Fredrick Nitschze is standing over your casket giving your eulogy. Nothing matters. We came from

nothing. We're nothing after we die. And nothing matters in between.

Ever since then, I've been more committed to there being more to my story than: "he lived, he died, the end." I've been committed to identifying and pursuing real purpose in my life. To finding my calling. To doing things that are contributory. To doing things that have more eternal significance. And God is blessing that effort far more than I could have ever imagined when I set foot on this path.

The same may already be true for you. You too may be on that path. But if you're not, know that you can be. Life's too short to waste time on any other path.

The Book of James reminds us of this brevity of life and invites us onto the better path. Actually, being James, we receive a trenchant, abrupt reminder that really gets right to the heart of the issue. James savs in chapter

four: "What is your life? You are a mist that is here today and gone tomorrow."

"You are a mist." Is this just another way of saying: "You live, you die. The end"? Hardly. James is no nihilist. He's giving us a message in this chapter and in his entire letter that transcends scripture: life is a short but precious gift. So use it to pursue God's call in your life.

Do something big with your life - something God-honoring. Something truly excellent. Something that exchanges the world's definition of success for God's definition. Something that really matters from a divine perspective. Don't let your story tragically read: "He lived, he died, the end." With God's assistance, identify your gifts, find your purpose, and then pursue that purpose with everything you have. Use this micro-second we call life - this "mist" - to become more than an obscure footnote to history.

Page 1
Better Metrics
Christian Leaders Study
Page 2
Delivering Criticism
Your Legacy
Page 3
Commentary
Page 4
Cultivating Character
Page 5
Bookshelf
Page 6
More Effective Communication
Page 7
In Step with the Internet
Page 8
Test Your MBA-Q
Page 9
Write for RBR

## COMMENTARY

# Board Room Bad Guys

If your 401(k) numbers don't ruin your day, the business scandal du jour just might. These are tough days to have selected business as a vocation. We business folks are increasingly perceived as pariahs. As portentous. As predators in pinstripes – and now, in prison cells. We've heard the list enumerated so many times that it's almost clichéd to cite the perpetrators: Enron, Andersen, ImClone, WorldCom, Adelphia, Global Crossing. But eh tu Martha? Then fall Wall Street.

Well, not so fast, perhaps. Sure, some may portray businessmen as modern-day Philistines, but step back from the daily diatribe to see the glimmer of hope on the horizon. There's something positive emerging through this whole sordid mess – something that offsets the Fifth Amendment Follies and the dishonor heaped on the profession. Something in which we Christians can rejoice. The unequivocal message to corporate America is this: **integrity matters**. Do the right thing. Be honest. Be transparent. Be trustworthy stewards of what's been entrusted to you. Or be on your way.

We've even attempted to codify this message in recent days. Congress has rushed in to placate the protests, passing, with almost unanimous support, stricter penalties for corporate fraud. President Bush signed the bill and now we have a new corporate accountability law.

Well, two cheers for Washington. But all cure and no prevention makes this a

null ploy. Significant reforms are also needed in the **training** of business people, not just in the way we punish those who get caught.

Easier said than done, though, at least when it comes to academic training grounds. Most business schools don't teach ethics very well. If they teach the subject at all, it usually goes something like this: "Here are the FASB standards, here's what business law says...now don't get caught."

**Integrity must become a core competency in both the corporation and the curricula of business schools**

Pretty anemic stuff, but can we really expect it to be otherwise? Shackled by a relativistic worldview that pervades mainstream business schools – you know, the schools who boast their *U.S. News* rankings on their websites – there's no way for the faculty of a business school to reach consensus on whose ethical values should prevail in the curriculum. No way to agree on what "integrity" entails. And no consensus among the faculty means no change in the status quo – that is, no change in how the business leaders of tomorrow will be trained – since these ivory tower asylums are run by the hooded inmates.

That's bad news for the mainstream MBA factories, but good news for the handful of Christian business schools dotting the map – and for their graduates. If a society comprised of customers, investors, and employees is saying "integrity matters," then integrity will ultimately have to matter to corporate America and to B-schools more than it does now. There is indeed financial value in this Christian value. As a result, business people of demonstrable integrity will have a competitive advantage in their field. They will be the leaders who renovate the marketplace, redefining what it means to be a success in business.

That would surely take us several evolutionary steps forward from the knuckle-dragging, handcuffed scoundrels dominating today's headlines. To get there, though, we need more than new regulations. Integrity must become a core competency in both the corporation and the curricula of business schools. It needs to be measured and rewarded in organizations. It needs to be taught and championed in the university. And as those changes become manifest, we should see the attenuation of board room bad guys and the restoration of honor to our profession. We'll probably be a lot happier with our 401(k) statements as well.

The opinions expressed in this editorial are not necessarily the opinions of the Regent University Board of Trustees – but they should be.

## BECAUSE CHARACTER MATTERS

## A Pathway to Christian Character

## Page 1

Better Metrics

Christian  
Leaders Study

## Page 2

Delivering  
Criticism

Your Legacy

## Page 3

Commentary

## Page 4

Cultivating  
Character

## Page 5

Bookshelf

## Page 6

More Effective  
Communication

## Page 7

In Step with the  
Internet

## Page 8

Test Your MBA-Q

## Page 9

Write for RBR

Christian maturity is not something that just happens to us as we mindlessly munch on chips and surf the Internet. Logging years in the Christian faith is no guarantor of growing in Christ-likeness either. As taught for centuries by theologians, pastors, and others, the individual Christian has a vital, *active* role to play in his or her spiritual growth.

“But doesn’t our growth come from God?” one might object. “Who are we to claim any role in this process?” This objection has some merit because it *is* God who ultimately works within to change us, to transform us into the likeness of His Son. It is the fruit of *His* Spirit – not of our own efforts – that we see manifest as character attributes. So in a sense, it is understandable that some might conclude that our spiritual growth is “God’s job,” not ours.

However, the more complete conceptualization of the growth process is that God has a role and we have a role. The interplay of those roles has been likened to the task of sailing a boat from one place to another. To get a sailboat from A to B, two crucial elements are required. We need some wind blowing toward the destination and we need to put the sail into position to catch that wind. You can probably guess the analogs here. God’s Holy Spirit is the wind, seeking to gradually move us toward Christ-likeness. We are the sailors,

needing to raise the sail; that is, to *do something* that puts us in position to catch God’s Spirit, so that the Spirit will then move us along toward the desired destination.

Well, what is it that we need to do? What’s our part in this sanctification process? Many of the finest thinkers throughout the centuries have claimed that our role,

**Christian maturity is not something that just happens to us as we mindlessly munch on chips and surf the Internet**

that “something” we are to do, is to habitually practice what have been called the “spiritual disciplines.” As defined in Dallas Willard’s inimitable book, *The Divine Conspiracy*, these disciplines are spiritual activities “within our power that we engage in to enable us to do what we cannot do by direct effort.” Activities like prayer, confession of sin, fasting, daily worship, service to others, Bible study, receiving guidance from others, and living a simple lifestyle – bodily activities that in essence “raise the sail,” expediting internal change for the better in our lives.

Since the 1978 publication

of Richard Foster’s *Celebration of Discipline*, contemporary writers have increasingly provided explanation and commentary on these disciplines – their “why’s” and “how’s.” If you are looking for instruction regarding how to practice the spiritual disciplines, you should probably begin with these contemporary works. Besides Foster, other fine books that would pay similar dividends include *The Spirit of the Disciplines* by Dallas Willard, *The Life You’ve Always Wanted* by John Ortberg, and *Spiritual Disciplines for the Christian Life* by Donald Whitney. If you want to also go to the classic sources, consider *The Imitation of Christ* by Thomas à Kempis, *Introduction to the Devout Life* by Francis de Sales, *Dark Night of the Soul* by St. John of the Cross, *A Serious Call to a Devout and Holy Life* by William Law, *The Practice of the Presence of God* by Brother Lawrence, and *The Spiritual Exercises of St. Ignatius Loyola*.

To put on the character of Christ, to begin experiencing genuine transformation in your life, consider learning more about the spiritual disciplines and begin to practice them in earnest. They are, without question, a pathway – more precisely, a highway – to cultivating Christian character.

## BOOKSHELF

### Page 1

Better Metrics

Christian  
Leaders Study

### Page 2

Delivering  
Criticism

Your Legacy

### Page 3

Commentary

### Page 4

Cultivating  
Character

### Page 5

Bookshelf

### Page 6

More Effective  
Communication

### Page 7

In Step with the  
Internet

### Page 8

Test Your MBA-Q

### Page 9

Write for RBR

**The Management Century** by Stuart Crainer (Jossey-Bass, 2000)

In Biblical terms, you can date managerial practice back to Joseph's administrative expertise in Egypt, to the taskmasters overseeing the Pyramids' construction, to Moses' desert delegation of tasks to "capable men," and so on. However, management as a profession is considered to be a relatively recent development in human history, a by-product of the industrial revolution. *The Management Century* carefully and helpfully traces the progression of this profession – the thinkers and practices that have shaped its evolution.

This is not an academic book, though, although one could use it in the classroom.

Rather, it's a book that offers perspective and catalogues the great – and not so great – ideas of the 20<sup>th</sup> century, the "management century." Decade by decade, Stuart Crainer reviews the major advances in management thought and the leading people who shaped the business landscape. You'll become re-acquainted with the likes of Henri Fayol, Douglas McGregor, and Abraham Maslow, as well as with more contemporary sages like Tom Peters and Henry Mintzberg.

It's a worthwhile read for a couple reasons. First, it will get you thinking about what assumptions actually guide you in the day-to-day implementation of your job – and about the legitimacy of those assumptions. Why do people work? How should they we treat them on the job? And how does one motivate

employees to maximum performance? The thought leaders of the past century have wrestled with and tested out these questions, and we stand as the beneficiaries of their efforts.

Second, and more pragmatically, the book will net you a multiplicity of great ideas for your own approach to management. It's like sitting through a one-day seminar taught by the giants of the field. Here's twenty minutes from Fredrick Taylor. Everyone take out your stopwatch. Next up, Henry Ford on how to lose friends, annoy people, and revolutionize how work gets done. This afternoon, we'll be hearing from Drucker, Deming, Porter, and Senge. Not bad for a \$28 registration fee.

## Better Metrics (continued from page 1)

"Oh sure," you might protest. "In all my free time I'm going to write up a survey and send it out to my employees. The survey will ask: 'are you satisfied?' and they will respond 'yes' (if they know what's good for them!). It's a colossal waste of time."

That approach would be a time-sink, indeed, but that's because nothing's really been measured (other than the employees' perception of what the boss wants to hear). You don't have to reinvent the wheel to do this right. There are a plethora of accurate instruments from which you can choose to assess employee satisfaction, and thereby begin the journey toward getting more of what you've measured. One helpful place to find these surveys in the one-stop shopping resource entitled *Taking the Measure of Work*. In it, Dr. Dail Fields, a consult-

ant and business professor, describes the reliable and valid questionnaires that exist for collecting not just employee satisfaction data, but veritable treasure trove of organizational information. Among the surveys included in the book are instruments for measuring job satisfaction, organizational commitment, employee perceptions of fairness, and various workplace behaviors. The book will also help you gauge whether your employees know what they're supposed to be doing ("role ambiguity" in psych-speak), why they're stressed out (warning: you may find the answer in your mirror), and whether their values are aligned with yours. All the surveys presented in the book have been recently published in academic journals. So they're current and they've survived scrutiny in the refining fires of the ivory tower. All good news.

There are other resources available as well to upgrade your metrics. An academic resource is the Handbook of Organizational Measurement by James Price. Some internet resources for practitioners include [assessments.ncs.com](http://assessments.ncs.com) and the "organizational performance" pages at [www.managementhelp.org](http://www.managementhelp.org).

Do you want your employees to be more satisfied? Less stressed? More committed to their jobs? Do you want them to care about the things you care about? Begin to measure these things. Better metrics mean better management.

**Dail Fields** is a professor of management at Regent University. *Taking the Measure of Work*, can be obtained through Sage Publishers at [www.sagepub.co.uk](http://www.sagepub.co.uk).

## EFFECTIVE COMMUNICATION

## Watch Your Language, Young Man!

## Page 1

Better Metrics

Christian  
Leaders Study

## Page 2

Delivering  
Criticism

Your Legacy

## Page 3

Commentary

## Page 4

Cultivating  
Character

## Page 5

Bookshelf

## Page 6

More Effective  
Communication

## Page 7

In Step with the  
Internet

## Page 8

Test Your MBA-Q

## Page 9

Write for RBR

Tom Brokaw called our generation, the one having lived through The Depression (1930s, that is, not the blip of 2002!) “The Greatest Generation.” I’m not sure if that’s right in all respects, but we do have one distinctive over succeeding generations. Whether it was having to take the dreaded Latin I (“amo, amas, amat...”) or having six years of English in middle and high schools, we *did* learn our grammar! Maybe that’s why I cringe so at the daily cacophony of misused English that swirls around me, even here among master’s and doctoral students. So given the assignment to write about the “most misused words” in the lives of business people today, I leapt at the opportunity. Here goes:

**UNIQUE:** literally, one of a kind. That being the case, it rules out the oh-so-common usage *with modifiers*, such as “That meeting was pretty unique,” or “I find his writing somewhat unique.” It’s either unique, in which case it is not to be diluted by a modifier, or it isn’t, in which case use of the word itself is totally inappropriate. Rule: there are no *degrees* of uniqueness, like *pretty* unique, or *kind of* unique. Never, never modify “unique.”

**FEW/FEWER and LESS:**

Here’s a simple rule: *fewer* if it can actually be counted in some kind of units, *less* if it’s just an innumerable mass. Say what? Well, let’s peer into the gas tanks of our cars (using a flashlight, not a match, please!). If your car

has a full tank and my tank is half full, I have *less* gas than you. The gas is just one big lake down there. But if we siphoned out both tanks, and put the gas into gallon cans, then I would have *fewer* gallons than you, because we can count out the gallons sitting in jugs on the driveway.

**MYSELF:** Let’s take this from the macro to the micro. Macro: drop the word from



your vocabulary entirely. There are so few instances when “myself” is even useful, much less correct, that it is easiest to just discard it. Micro: it is being used in place of the *correct* word, “me.” Here’s an example: “She gave Sam and myself an apple apiece.” Now test that. Would she give “myself” an apple, even if Sam were absent? No, she would give *me* an apple, so when good old Sam comes on the scene, presuming her largesse continues, she would give “Sam and *me* an apple apiece.”

“Myself” is used only to emphasize oneself, in the

sense of separating your actions from those of others. For example, “I did it myself, boss”, or “I, myself, don’t find that such a bad movie, despite the critics’ warnings.” But let’s not lose sight of the macro: just never use the word. It’s much safer, and there are too few legitimate uses.

**ANXIOUS and EAGER:**

Anxious, anxiety — all pretty negative words, right? “Anxiety” even has neurotic overtones among the psychology folks! So use “anxious” in the negative sense, when you have a sense of foreboding. That will leave “eager” for the positive, happy occasions on the horizon. For example, you may be *anxious* about an upcoming presentation, especially if you haven’t prepared, but I doubt you would be anxious to go to Disney World. You’d be *eager* to go, assuming it was an experience to which you looked forward. (I worry about what I may have done to offend someone who tells me he is *anxious* to see me!)

Bottom line here: be **unique**. Make **fewer** grammatical errors than anyone else in your workplace – if not for your career, at least do it for me. I, **myself**, am **eager** for another great generation of grammarians.

**Dan Chamberlin** is a professor of just about everything at the Regent Graduate School of Business.

## In Step with the Internet

<b>Page 1</b>
Better Metrics
Christian Leaders Study
<b>Page 2</b>
Delivering Criticism
Your Legacy
<b>Page 3</b>
Commentary
<b>Page 4</b>
Cultivating Character
<b>Page 5</b>
Bookshelf
<b>Page 6</b>
More Effective Communication
<b>Page 7</b>
In Step with the Internet
<b>Page 8</b>
Test Your MBA-Q
<b>Page 9</b>
Write for RBR

### Check out these hot sites:

#### CEO Express

www.ceoexpress.com  
One stop shopping for business links and well organized

#### The Free Management Library

www.managementhelp.org  
Business articles galore on every subject imaginable

#### The MBA Depot

www.mbadepot.com  
Articles, networking, career advice and more for MBAs

#### Business Owners' Toolkit

www.toolkit.cch.com  
Business plans, marketing and tax advice — even some sage counsel on ethics

#### Employment Law Resource Center

www.ahipubs.com  
Keep up to date on employee rights and employer responsibilities with their newsletters

#### Bible Study Tools

www.biblestudytools.net  
Bible research made faster and easier

#### Crown Ministries

www.crown.org  
Financial management from a Christian perspective

#### The Adovah Institute

www.avodahinstitute.com  
Helpful advice for living your faith at work

#### Assess Yourself

www.assess-yourself.org  
Measure your Christian character and spiritual gifts anonymously and free of charge

## Study of Christian Leaders (continued from page 1)

leader's successful implementation of Christian principles. My respondents...put pride-related issues at the top, but identified several other obstinate barriers as well, including many entailing problems with communication."

The final report from this study, a book entitled *Ordinary People, Extraordinary Leaders*, not only identifies the major obstacles to authentic Christian leadership, it serves as a general profile of the Christian leader in business and ministry. Among the many positive characteristics of these leaders, the study found that Christian leaders make a priority of mentoring others, they carefully steward organizational finances, they



give precedence to customer needs, and they use unconventional management tools like the Bible and prayer to stay on course ethically.

The study also offers, based on extensive personal interviews, what it calls the secret to more consistent Christian leadership. "We lead best when God is leading us,"

Zigarelli concludes. "When you make your relationship with God a priority in your life, correct attitudes and behaviors are an *automatic response* at work and everywhere else...The obstacles are still in proximity, but they are less of a nuisance because God confers on those close to Him a clearer vision to see the world as He sees it."

**Michael Zigarelli** is a professor of management at Regent University. *Ordinary People, Extraordinary Leaders* can be obtained through Synergy Publishers, 1-877-523-3805.

## Test Your MBA-Q

**Got what it takes to play above the rim in B-school? Find out by computing your MBA-Q.**

1. What's a P/E Ratio?
2. What gets balanced in a "balanced scorecard"?
3. Know the 4 P's of marketing? (sorry, no partial credit!)
4. Who are Drucker, Deming and Durant? (partial credit permitted on this one and here's a hint: it's not a law firm)
5. An income statement? A profit-loss statement? What's the difference?

**You get 20 points for each correct answer:**

**40 points or fewer:** If you go to B-school, be prepared to work you tail off. If you've already been there, relinquish your diploma.  
**60 points:** You should ace most of the courses

**80 points:** If you go to B-school, you'll probably teach your professors a few things

**100 points:** Consider applying for the deanship of a business school near you.

Answers: 1: price of the stock divided by the earnings per share — a measure of the firm's health in the future. 2. Usually, corporate measures of financial health, operations, organizational learning, and customer objectives. 3. Product, place, promotion, price. 4. The father of modern management theorv. the father of the quality movement. and the father of General Motors. 5. Nothing

## Ten Tips (continued from page 2)

deficiencies, but also the employee's contribution to the organization. To communicate this, a standard managerial line might be: "I think that you're doing great with 88 percent of the work I've assigned you. What we're going to talk about in the next few minutes, though, is the other 12 percent."

**Speak in terms of I, not you:** Speaking in the first person is an invaluable tool for minimizing employee defensiveness. Structure your criticisms in terms of how you feel, rather than what the subordinate has allegedly done. A statement like "I am not understanding this section of your report" tends to be less offensive to the receiving ears than "you are not making sense in this section of your report." The former approach communicates essentially the same information, but it puts some onus on you, rather than heaping it all on the subordinate.

**Be specific:** Abstract criticisms (e.g., "you're

performing well below average") do not serve a manager's ends nearly as well as more specific feedback. Rather than categorize the performance ("well below average"), be specific about what's expected and contrast this with objective facts about what the employee has or has not accomplished. This will bring into sharper focus the problem that must be addressed.

**Stick to the facts:** Sticking to the facts means to be objective and to avoid speculative judgments about the causes of misbehavior or under-performance. Talk about what you know to be true and have the information to back it up.

**Don't twist the knife:** In any one discussion, there is no need to repeat criticisms. The employee gets the idea. Also, stick to one problem per conversation, if possible, and avoid resurrecting old problems previously resolved. Employees often perceive such piling on as unnecessary and unfair.

**Jointly craft a solution:** After presenting the negative feedback, involve the employee in solving the problem. An employee who has helped craft a solution may be more committed to effecting it than one who has a solution thrust upon him or her. Pinpoint the problem, set up some mutually agreeable goals as a baseline against which to evaluate future performance. Also, if appropriate, jointly design a development plan to shape the employee in the proper direction.

**Offer feedback continuously** Feedback is a tool that should be used more than once or twice a year. In fact, ideally, you should make it a seamless activity. Accordingly, when you see a subordinate doing something wrong (or right), let him or her know about it immediately to correct (or reinforce) the behavior.

Adapted from *Management by Proverbs*, Moody Press 1999

<b>Page 1</b>
Better Metrics
Christian Leaders Study
<b>Page 2</b>
Delivering Criticism
Your Legacy
<b>Page 3</b>
Commentary
<b>Page 4</b>
Cultivating Character
<b>Page 5</b>
Bookshelf
<b>Page 6</b>
More Effective Communication
<b>Page 7</b>
In Step with the Internet
<b>Page 8</b>
Test Your MBA-Q
<b>Page 9</b>
Write for RBR

**Page 1**

Better Metrics

Christian  
Leaders Study**Page 2**Delivering  
Criticism

Your Legacy

**Page 3**

Commentary

**Page 4**Cultivating  
Character**Page 5**

Bookshelf

**Page 6**More Effective  
Communication**Page 7**

## Want to Write for the REGENT BUSINESS REVIEW?

The *Regent Business Review* is currently assigning articles to excellent Christian writers who have significant insights to share with Christian leaders worldwide. If you're interested in writing for the *Review*, please contact our editor, Michael Zigarelli, at [michzig@regent.edu](mailto:michzig@regent.edu). Send a note that briefly explains your experience as a writer, your business / leadership expertise, and a few proposed topics that would capitalize on that expertise. Also include your phone number so that we may contact you directly to discuss potential contributions. All topics germane to business, leadership, and faith in the workplace will be considered.

Contributors to the *Regent Business Review* are not paid for their work, but they do enjoy the intrinsic reward of reaching thousands of Christian leaders and managers with their ideas. So if God has given you some knowledge, a heart for Christian business practice, and the gift of written communication, please get in touch with us soon. People around the world may benefit from your perspective.



The *Regent Business Review* is a bi-monthly publication of the Regent University Graduate School of Business. The mission of RBR is straightforward: **to equip and encourage Christians to be more God-honoring leaders and managers.** As such, we offer practical guidance about what it means to be an authentic Christian in the workplace, as well as tools for better communication, for character development, and for other building blocks of leadership excellence. Driven by a calling to make disciples in the marketplace, we seek to exhort and coach Christians to “excel still more” (1 Thess. 4:1) in their roles as leaders and managers.

We would greatly welcome your feedback and ideas about how we can make the *Regent Business Review* more useful for you, and we invite you to tell others about this unique resource.

**To contact the  
Regent Graduate School of  
Business**

1000 Regent University Drive  
Virginia Beach VA 23464  
1-800-477-3642  
[www.regent.edu/business](http://www.regent.edu/business)

**To contact the  
Regent Business Review**

Dr. Michael Zigarelli  
1000 Regent University Drive  
Virginia Beach VA 23464

[michzig@regent.edu](mailto:michzig@regent.edu)