



Leadership Development Guide

Candidate: Carter Franklin

Date: 09/24/2008



Welcome!

This Leadership Development Guide is based upon your responses in the Leadership Development Inventory. As you read through this report, you will learn a lot about yourself in comparison to others, and you will gain many insights about the challenges you will face in leadership roles throughout your life.

If you have answered questions on the Leadership Development Inventory honestly, you can rely on the accuracy of this information.

Your scores on each of the predictors are displayed in the APPENDIX at the end of this document.

The inventory used to create this report for you have been developed by licensed Industrial-Organizational Psychologists: John W. Lounsbury, Ph.D. and Lucy W. Gibson, Ph.D. Their work on the Resource Associates' Adolescent Personal Style Inventory (APSI) and the Resource Associates' Personal Style Inventory (PSI) has been published in numerous peer-reviewed journals. For information about the Leadership Development Guide, please contact Lucy W. Gibson, Ph.D. at info@resourceassociates.com or ph: 865-579-3052.





Leadership Development Guide for Carter Franklin

You will soon be leaving school and going into the workforce:

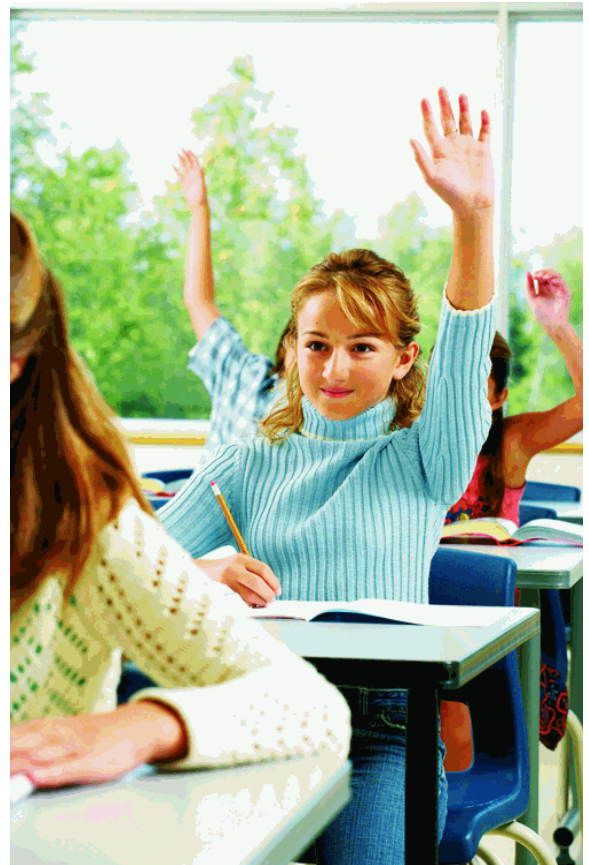
- What will I do with my life?
- Will I make a difference in the world?
- How can I develop the full range of my talents?
- What do I have to offer?
- What does it mean to be a good citizen?

If you are smart enough to be asking yourself these great questions, then you also know there are challenges ahead. Being successful in life doesn't mean just getting a job or making a living. At the end of your days, you will want to look back with satisfaction at family experiences and career achievements, as well as positive contributions you have made to society. Doing good is almost always based on a sense of purpose and a willingness to be part of the solution. Developing your leadership potential will help you become a contributor to society and not merely a consumer. No matter whether you are the CEO of a large company or the chair of a small committee for a local club, personal leadership skills are central to your success.

This report is not a career guide. It will not ensure you choose the best major in college or find the perfect job. Instead, it will share insights and help you examine your own personal traits so you can meet life's challenges and increase your chances of success in all areas, including how to be a good citizen in your community.

Your Development Guide will provide insights and help you examine your own personal traits so you can meet life's challenges and increase your chances of success in all areas of leadership, including how to be a good citizen in your community. Your Profile score is considered in each of the following categories:

1. Developing Your Talents
2. Orienting Your Individual Self in Service to Others
3. Getting Along with Others and Building Networks
4. Initiating Projects
5. Getting Things Done
6. Putting It Altogether and Leading!





1. Developing Your Talents

Your Social Skills

On the Leadership Development inventory you recently took, you are described as very outgoing, gregarious, and socially-oriented. You probably like to be acquainted with a lot of people and participate frequently in group activities. Sometimes, it may even get in the way of your academic goals, but there is a lot to be said for placing equal emphasis on both scholarly goals and interpersonal skills. Right now, you are probably getting along great with your friends at school. With time and experience, you will be dealing more and more with people who are not your age and don't share your values. Hopefully, you will see these differences as a challenge and prompt you to develop even more social savvy.

Another aspect of being a socially skilled person is to understand the dynamics of groups and teams that join together for a common purpose. So, be a joiner – not just for enjoying social gatherings – but also in groups that have a purpose and are trying to accomplish something. That will hone your social sensitivity in many different ways.

Your Assertive Skills

In group gatherings, there are probably one or two other people who “run the show” while you are typically one of the participants. When decisions are made, other people lead the discussion and they either bring people around to their way of thinking or they the group reach consensus. What role do you play? Are you comfortable being in the background and letting other people take the lead in making decisions? Do you know how to handle a confrontation with someone in a mature manner so that you can resolve things diplomatically?

Being a good citizen involves assertiveness, which is part courage and skill. Many people find it helpful to develop some skill and then look for opportunities to practice. Start with bounded, low threat situations, and then gradually force yourself to take on more challenges. You will find that you gain courage when you've had some positive experiences.

Your Ability to Handle Responsibility

This inventory describes you as being relatively conscientious and responsible. That means you make a good effort to follow through on your obligations in the proper manner, show up for meetings on time, and do things in the right manner. People can usually count on you to do what you say. In general, others can trust that you won't disappoint them by goofing off, failing to show up, or causing mischief. But, you have to admit, sometimes you fall short, so there is room for improvement.

All in all, these traits are the foundation for mature, adult responsibilities. People deem responsible those they can trust, so being conscientious will make you a valuable member of society. It will also make your life a lot easier. Be honest with yourself, and put more effort into becoming someone others can depend on.



Is life pretty difficult for you right now? Are there a lot of things bothering you? When important things happen, do you react emotionally? Are your emotional reactions very evident, or even consistently disturbing, to other people?

On the one hand, being highly emotional will make you a more colorful, memorable person. But, this aspect of your personality can be a problem in many ways. For example, if you are having relationship problems that cause you to be unhappy, maybe you let that bad karma diminish your ability to meet your obligations. If you get upset over something, do you choose to stay at home and nurture yourself, i.e., are you absent a lot? Or, when something is going on that makes you extremely happy, are you the type who becomes overly excited, distracted, prone to making mistakes, and totally self-absorbed?

Being a mature person includes the ability to manage your emotions in a healthy manner. Emotions are supposed to enrich your life, not drag you down and interfere with other responsibilities. No matter how you are feeling about situations in your life, you need to work on taking care of your obligations in a responsible manner. You need to work on developing better coping skills by listening to the advice of trusted counselors, learning from self-help books, and striving to be more durable (three cheers for more rugged individuals!).

Your Ability to Handle Adversity

A big part of handling adversity comes from facing the challenges and deciding to persevere despite your troubles. In school, almost everyone has had the experience of being shocked by a bad grade on a test when expecting a good outcome instead. How about the pain associated with a boyfriend or girlfriend letting you down? It can cut you to the core. As you get older, there can be keen disappointments associated with not getting into the right college or not being selected for that dream job.

When bad things happen, do you get demoralized? Maybe get derailed? Do you typically say "I'm not going to bother trying anymore; what's the use?" If this describes your reaction to setbacks, then you need to try to develop more effective coping strategies.

The mentally healthy thing – the mature thing -- is to pick yourself up and keep trying. Putting one foot in front of the other and focusing on accomplishing one task at a time will help you get back on the right track. Psychologists have found that talking in a positive way and behaving in an upbeat manner, as if you are on top of things, goes a long way toward helping you actually be that way in real life.

In fact, it has been said that truly successful people in life are not the most talented or the most gifted. The people who achieve a lot in life are generally those who bounce back from adversity and who make a sincere and consistent effort to utilize their assets.

Your Personal Ethics

You scored high on the Integrity measure in the Leadership Development Inventory. Your answers indicate that you are prepared to take the high road in everyday ethical decisions. Even in situations where no one would know that you had done wrong, you want to do the right thing no matter what. For you, ethical choices are narrowly defined. While many other people may have made a self-serving decision, you don't let others push you into doing what you know is wrong.

On the one hand, you can be accused of being rigid and moralistic. On the other hand, the more responsibility you assume in your career and in your work with volunteer associations, the more you have to follow strict rules and regulations. If your strategy is to make the ethical choice in every situation, then this should be no problem to you, and you will never have to worry about being the focus of a front-page newspaper story about alleged improprieties.



2. Orienting Your Individual Self in Service to Others

Orienting Your Individual Self in Service to Others

People like you are eager to be of service to others. The idea of being a servant is consistent with your self-concept. You may have already seen how serving others is a personally gratifying, enjoyable, fulfilling experience.

You probably enjoy being directly involved with your “customer” (whoever he or she is and in whatever way you can serve). You learn about his or her needs and then you provide something of value to benefit that customer. Sometimes that involves doing more than you originally anticipated. Being the service-minded person that you are, a career in the helping professions, like social services or healthcare, or the service industry, like retail / food service, can provide a lot of satisfaction. Or, you may prefer to find ways to be of service outside of your job.

As you finish school, enter the workforce, and start your family, there will be many activities and obligations that chew up your time. Don't forget that there are many opportunities to do good in the world – finding the right match between your interests and community needs should not be hard at all if you just look around. There are many different types of organizations that need volunteers to help carry out their mission. Ones like Boys and Girls Club, Meals on Wheels, or coaching a youth sports team allow you to provide service directly to the people who need it most. Other organizations, like Habitat for Humanity, Sierra Club, or PTA, provide opportunities to be of service to society in an indirect way. Many clubs like Rotary or Civitan as well as church groups provide opportunities for building social relationships and taking part in service projects.

Put some thought into ways you can be of service to people in your community. Healthy communities thrive when altruistic, service-minded citizens like you get involved.



3. Getting Along With Others & Building Networks

Accepting Others

Your profile describes you as very easy to get along with, pleasant, accepting, and tolerant. This aspect of your personality will help you be well liked and get along well with a wide range of people you will meet throughout your life.

As you interact with people at work and in the community, there will be more and more people who do not match our cultural background, and it will require considerable effort and tact to bridge those differences. However, a person like yourself, who is determined to have positive, harmonious relationships, it should not be much problem to deal with differences of opinion or conflicting values. In today's multicultural societies, being an "agreeable" person can be a real asset.

Is there a downside to being very agreeable? Possibly so. Some highly agreeable people are so determined that everyone should get along well that they avoid conflict, perhaps even where dealing with the conflict would be a healthy process. Highly agreeable people often hesitate to say or do things that will hurt another person's feelings, yet there are some situations (such as where a manager must give an employee constructive feedback) where the message is bound to sting, but it is still the right thing to do.

As you go through life and deal with people in your family, at work, and in the community, your style will help create positive and productive relationships. At the same time, you will need to develop more skill at blending a kind, considerate approach with the capability of making stronger, critical statements, when those are called for. If you are overly sensitive about hurting someone's feelings, you may do a disservice to both yourself and the other person who relies on you for good counsel.



Building Relationships

Being an involved citizen means being part of the social fabric of your community. Because you are naturally an outgoing person who enjoys having a lot of friends and acquaintances, you will easily establish a vibrant network of relationships. Whether you plan to take on major leadership roles or small ones, you will need to integrate your efforts with others. Accomplishing worthwhile goals almost always involves working cooperatively with other people and groups.

First, you need to learn about the many different people, groups, organizations, and governmental entities that make up your community. For example, how does education take place in your area? What educational programs provided by your tax dollars? What other private organizations or groups perform an educational function? Which age groups are being served well, and which ones are not? Joining a service organization where there are speakers from various groups at the meetings will also help you become well informed.

Second, you need to know about a variety of people in your community who already provide leadership. These range from city and state officials, to directors of charitable and other non-profit organizations. It is important to learn who the key players are – their names, background, what they stand for. Reading the newspaper and watching your local TV news programs can provide a lot of this information. Maybe you will be one of these key players one of these days.

Third, building a social network means that you also need to make the effort to personally meet and get to know the leading figures involved in the issues you are concerned about. How do you do that? Push yourself to attend some public events and put yourself in position to meet them one on one. Good examples of venues: a meet-and-greet at the Chamber of Commerce; an open-house or fundraiser for a nonprofit organization; a political debate or forum before elections. You can also telephone or email one of your elected officials to discuss a matter of concern.

For people who are committed to becoming leaders in their community, building a rich social network of relationships is critical. The process is one you will enjoy all your life.

Taking Initiative

When new projects get off the ground, it typically takes one person to start the process – one person to bring up the idea or light a fire under other people. It has to start with someone. If everyone sat around waiting for the next person to do something, you know what would happen: NOTHING!

On this profile, your Assertiveness score indicates that you probably don't like to take the lead very often. Being the center of attention can be uncomfortable for you. Maybe you don't feel you are very persuasive and it is hard for you to present a convincing case.

But, you have options. If you have a good idea of a project, why don't you call up one or two people to work through the idea with you. Or, identify someone who has strong leadership skills whom you could enlist to work with you. Just because you don't want to be the leader of a group doesn't mean that you are powerless to make things happen. Everyone shares some responsibility for making good things happen. Have the courage to start the process.



4. Initiating Projects

Coming Up With Ideas

When you look around your community, you will see a lot of organizations that are devoted to a worthy causes, and a lot of committed people working together to further the missions of these groups. But where did they come from? How did they get started? Somebody, sometime, had to come up with the idea of what could be.

Your score on this profile describes you as open to new possibilities, curious, inquisitive, and creative. You are the type of person most likely to be the spark for getting new ideas and new projects off the ground. Let your mind wander. Spend some time musing about what could be: If only someone would do it!

Where do new ideas come from anyway? Typically, they do not spring out of nowhere. Most of the time, one good new idea is built on what has been around for a while. You can become an even more creative thinker by doing your homework and learning about what's already been tried on the homefront and elsewhere. It will be worth your while to educate yourself on how a lot of different organizations do things – and they won't always do things the same way, but they are all trying to do the "right" thing. By first learning from others, you may be able to come up with a new twist on an old idea that is a significant improvement for what you are trying to accomplish.

Remember: Leaders forge the future while managers maintain the past.

5. Getting Things Done

Getting Things Done

Being an involved citizen and getting involved in various public service programs will take up chunks of time your life. Before you take on a responsibility, be sure that you have the time to do it. Don't make promises you can't keep.

Most people have a lot going on in their lives: Family, sports, church activities, leisure pursuits -- the list goes on and on. If you get involved in a community group, ask yourself: Where is that time going to come from? Think carefully about your schedule before you get more committed, and possibly overloaded.

One thing you don't want to do is to over-commit yourself to the point that you are doing a sloppy job. Sometimes, people will request that you take care of a specific task, and if you agree to do it, you need to have the fortitude to follow through. People will lose a lot of respect for you if you say you will take care of a responsibility, and then later give some lame excuse about why you have to dump that responsibility back on them. Better to protect your image and not make a promise in the first place if there is a possibility that you won't follow through properly. It is far better to take small steps as you become engaged in civic activities than take a big plunge and realize you're in over your head.



Being Involved With Members

One of the central components of leadership is direction of the work of others. It's mighty hard to be a leader with no followers. As leader, part of your responsibility is to attract members to join your cause and then keep them in the fold as active, committed participants.

Outgoing, socially-involved people such as yourself are good at reaching out to others to forge strong, personalized bonds. Leaders of volunteer groups take on a substantial commitment for connecting with as many members as possible – not just your key associates, but with people in the general membership as well. Greeting people by name and looking them in the eye while having a brief exchange goes a long way to reinforcing that member's connection with you and to the group as a whole. Placing phone calls to connect with individual members – to discuss how things are going, show your concern with their area of responsibility, commiserate about difficulties, and communicate your appreciation for their efforts -- has a strong, positive effect of strengthening the relationship between the two of you and the group as a whole.

Effective leaders know that a lot of their work takes place outside of meetings, and most of that work involved dealing directly with people. Luckily, you genuinely like people, so this will be an interesting, rewarding part of your role.

6. Putting It All Together and Leading!

Taking on the Role of Leader

A leader assumes the ultimate responsibility for making sure the mission of the group gets carried out. Members of the group have the luxury of waiting around to be given direction while you are responsible for getting them moving in the right direction, keeping them on track, and making sure goals are achieved. If the group fails to live up to expectations, the leader is to blame.

Your responses on this profile indicate that you will not be very comfortable being in charge of a group. Rather than letting that discomfort discourage or intimidate you, focus on the administrative tasks that typically need to be accomplished in a group endeavor. There are a lot of them. These tasks include: making sure each of your members understands their responsibilities, setting a date for meetings, preparing the agenda, informing people about meetings, facilitating discussions, structuring the idea sharing process and gathering input, establishing goals and objectives, making sure assignments are made, defining timetables for tasks, checking on progress of individual members or teams, providing support for technical issues, and investigating problems.

Other aspects of being a leader will be harder for you because you don't like to impose your will on others. These duties include dealing with slackers, addressing conflicts, pushing for deadlines. You may want to get a strong-willed co-leader to help you on these tasks. If not, you will find yourself avoiding dealing with these unpleasant matters.



Creating Excitement

A person's decision to join a non-profit, all-volunteer, civic-minded group is almost always based on a belief that they can be part of a noble cause that is worth doing because it is both meaningful and important. Dedicating sufficient effort to future the mission of the group must be based on more than just having something extra to do to fill up spare time.

Your profile says that you are cautious about being too optimistic for fear that you might overlook an error or shortcoming that need to be addressed. People like you generally prefer to prepare for the worst, thinking that problems may inevitably arise and times may be difficult. Those are certainly worthwhile concerns, but it means that you may find it hard to be optimistic about future possibilities for your group. If that is true for you, then you probably find it hard to demonstrate a lot of enthusiasm.

A sense of excitement and enthusiasm, however, is one of the best ways to get people to connect with your cause and to decide to join the group. It also fuels their desire to work hard – that is a big part of the leader's job. You may want to seek out a "cheerleader" in your group who can complement your cautious and circumspect nature.

Another responsibility of the leader is to help members persevere in spite of difficulties. Every group will face challenges – some minor setbacks and some major roadblocks – but the leader is in a pivotal role to inspire people to keep pushing ahead. When problems arise and spirits sag, you must remember not to let yourself become demoralized. No matter how you are feeling, you must do your best to put on a "happy face" and be a role model for "can-do" attitude.

Creating a Positive Climate

As a leader, one of your responsibilities will be to take care of the organizational climate in your group. In other words, your leader responsibilities include helping your members feel good about their involvement in your organization. In civic groups with volunteers, creating positive experiences is critical – without them your volunteers will melt away.

As one who is described on this profile as very nice, kind, and considerate, you will appreciate the need for your members need to feel valued. If they feel belittled or rejected, or if they do not feel useful, their volunteer spirit can evaporate very quickly. Achieving a positive climate takes more than just being polite and congenial with your members. As the leader, you will have to use the power of your personality to form genuine ties of friendship with as many individual members as possible. You need to use meetings to create a warm-hearted, accepting, mutually supportive culture to cement the benefits of group membership.



Working Hard

The list of things a leader is responsible for is quite long. Many people who did not think they were leadership material eventually come to realize that if they are willing to take on responsibility for getting things done –creating a team to reach a goal, shepherding the process, and pushing for mission accomplishment – then they are probably leaders in spite of themselves. It cannot be repeated enough. Being a leader is a lot of work. People who do it well are efficient and well organized; they are excellent time managers; and they know how to spread the workload among others so that everyone can do their part.

Since you are the type of person who places a high premium on having ample time for personal interests and leisure pursuits, taking on a leadership role in a club or civic organization will often mean operating outside of your comfort zone. If you are committed to being an involved, committed citizen who wants to make the world a better place, recognize that you cannot make much of an impact unless you give of yourself – and that means giving your time and effort. Once you take on a leadership role, it will be likely that having a lot of down time becomes a thing of the past. This could make you very unhappy very fast if you are not prepared. If your loved ones are used to having you around a lot, your civic involvement could make them unhappy too.

Thus, one of your challenges will be to understand your limits. Start by taking on small responsibilities and then do more and more as you see how civic obligations can best fit into your lifestyle without causing undue hardship to either you or your family.

Leading into the Future

Finally, when you as a leader make it to the top of the mountain because you've learned-naturally or with great difficulty-how to be a good one, turn around and offer a hand to others in your organization or community who need help to become good leaders, too. There is no better reflection on your skill as a leader and no greater service to civil society.


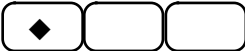




APPENDIX


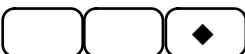
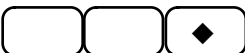
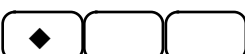
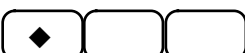
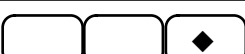
Individual Scores Profile for Carter Franklin

Previously, you answered a lot of questions on the Leadership Development Inventory (LDI). Those answers have been analyzed to produce scores on 10 personal characteristics that are critical to the development of leadership skills. What follows in this Profile is a graphic summary of your score.

Keep in mind that **there is no one best score**. Both ends of the scale of each characteristic have their pros and cons. Your score is derived in comparison with the way many other people have answered these same questions and extensive research. As you review your Profile, you may occasionally say: "That's not me!" But before you reject the analysis, check it out with people who know you well. See if they have any constructive feedback for you. Your Profile and Guide are intended to give you food for thought and provide a guide to action for how to become your best.

<p>You can be opinionated, and you like to play the devil's advocate, even if people see you as negative, argumentative or stubborn. Poking fun at others and giving them a hard time can be sport for you.</p> <p>Need to work on: Being careful about possibly hurting other people's feelings to no good end.</p>	 <p>Agreeableness</p>	<p>You strive to be polite, patient, kind, and you take pride in getting along harmoniously with everyone in discussions. Even when you have a different opinion, you handle it in such a way that no one gets their feelings hurt.</p> <p>Need to work on: Not smoothing over conflicts that actually need to be addressed or not proposing a real alternative.</p>
<p>A very accommodating, cooperative person, you are comfortable following the lead of others. When conflict arises, you try to avoid the situation or defuse it.</p> <p>Need to work on: Taking a more active role in problem solving and speaking your mind on important issues.</p>	 <p>Assertive Leadership</p>	<p>You enjoy being the center of attention and making decisions that impact others. When important issues arise, you want to be part of the solution and you are willing to move into leadership roles.</p> <p>Need to work on: Not coming across as arrogant or bossy.</p>
<p>You prefer to interpret rules in light of the immediate situation, using your own judgment rather than going with a standard solution, and you do well with planning and development tasks where there is no readily available solution.</p> <p>Need to work on: Being more dependable and living up to others expectations.</p>	 <p>Conscientiousness</p>	<p>You take pride in being dependable and reliable. You accept the importance of rules and take a fairly rigid approach to safety rules and other organizational policies. You like working in a highly structured work setting.</p> <p>Need to work on: Being creative in situations that require new ideas for a solution.</p>
<p>With your customers, you prefer to "go by the rules" and "not give an inch" rather than try to accommodate to their special needs.</p> <p>Need to work on: Being more sensitive and responsive to others' needs.</p>	 <p>Customer Service</p>	<p>You see other people as customers, and you want to create a sense of being well served, often going the "extra mile" to ensure their satisfaction.</p> <p>Need to work on: Learning how much service is enough vs. when does it represent misuse of valuable resources.</p>



<p>You tend to be emotionally reactive and sensitive to external events. You display your emotions so that other people realize what is bothering you.</p> <p>Need to work on: Keeping your emotions under control and not spending too much time sharing your personal problems when more important issues need to be dealt with.</p>	 <p>Emotionality</p>	<p>Not many things bother you, so you tend not to get upset easily. You tend to be calm and level-headed during crises.</p> <p>Need to work on: Being sensitive to other people's emotional reactions to difficulties and realize not everyone is as durable as you are.</p>
<p>You work well in roles where there is little social interaction.</p> <p>Need to work on: Making sure that you communicate often enough with others and share appropriate information where useful and for greater good.</p>	 <p>Extroversion</p>	<p>An outgoing person, you enjoy meeting new people. You readily share information and build personalized relationships.</p> <p>Need to work on: Making sure that you are not using too much work time to meet your own social needs.</p>
<p>You prefer a stable, predictable job where you can learn a set of tasks and then do that same job over and over without having to deal with changes very often.</p> <p>Need to work on: Being able to adapt to changes in the company.</p>	 <p>Openness</p>	<p>You like to learn new things so you will enjoy taking on different roles and expanding your knowledge and skills.</p> <p>Need to work on: Learning your present tasks well, then letting others know you are willing to take on other jobs.</p>
<p>For you, a job is more a way to earn money for the things you really enjoy in life, rather than an end in itself.</p> <p>Need to work on: Making sure you find a job to fits your the needs of your personal life and putting forth enough effort on the job to meet your company's expectations.</p>	 <p>Work Drive</p>	<p>You strive to be known as someone who always goes the extra-mile to do the job right and get it done in a timely manner, and that often means working extra hours.</p> <p>Need to work on: Applying efforts in the most productive and effective manner.</p>
<p>Sensitive to what is wrong or what could go wrong, you are good at checking and preparing for the worst, but some people may feel you have a negative attitude.</p> <p>Need to work on: Being more enthusiastic and showing positive attitudes about how to fix problems.</p>	 <p>Optimism</p>	<p>Optimistic and enthusiastic with positive attitudes about work, others will appreciate your sunny disposition and "can-do" attitude.</p> <p>Need to work on: Having realistic expectations.</p>
<p>Compared to a lot of people, your definition of right and wrong is rather flexible and could lead you to do some things that you think are acceptable behavior but others define as unethical.</p> <p>Need to work on: Reevaluating your ethics for handling a variety of everyday situations.</p>	 <p>Integrity</p>	<p>You have a well defined sense of right and wrong and avoid doing things that others would find ethically questionable.</p> <p>Need to work on: Having discussions with peers about moral values and acceptable behaviors in various situations, perhaps even helping them develop stronger ethical principles.</p>



Leadership Development Guide

Candidate: Carter Franklin
Date: September 24, 2008



The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (800) 840-4749 or by sending E-mail to info@resourceassociates.com.