

NH Division of Personnel

2nd Workforce Development Summit 10/15/2010!



They're back! By popular demand we are able to bring back the "Commissioner Panel Discussion Group" for our October 15, 2010 Workforce Development Summit to be held at the Howard Recreation Facility on the Campus of New Hampshire Hospital. Not only are the Commissioners [pictured above left to right: George Campbell, Transportation; Tom Burack, Environmental Services; William Wrenn, Corrections; Linda Hodgdon, Administrative Services; Nick Toumpas, Health and Human Services] returning, the panel will also include: Commissioners George Bald, Resource & Economic Development; Kevin Clougherty, Revenue; and John Barthelmes, Safety.

- This year's agenda is packed with activities.
- 8:00 - 8:30 *Registration/Continental Breakfast*
 - 8:30 - 9:00 *Opening Remarks—Linda Hodgdon [DAS Commissioner] & Karen Hutchins [Personnel Director] - Governor Lynch invited*
 - 9:00 - 10:30 *Commissioner Panel Discussion*
 - 10:45 - 11:30 *Agency Workforce Development Presentations by Agency Leaders sharing the successes and benefits of their Workforce Development Programs.*
 - 11:30 - 12:15 *Lunch/Agency Booth Review/Raffle*
 - 12:15 - 1:00 *Keynote Speaker: Nick Manolis —“How to Turn a Challenge Into an Opportunity”*
 - 1:00 - 1:15 *Survey results*
 - 1:15 - 1:30 *Next Steps in Workforce Development*
 - 1:30 - 2:00 *Agency Program Displays, Program Evaluations, Raffle*

The summit registration fee is \$10 for food, beverage, and materials. Complete the BET registration form and send it with your registration fee. The form can be found on the Human Resources website at <http://admin.state.nh.us/hr/documents/edtrainreg.doc> ■

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State to Pilot Compass SmartShopper Program to Reduce Health Care Costs

Effective July 1, 2010, the State of New Hampshire in conjunction with the State Employee's Association and Anthem Blue Cross Blue Shield and Compass Healthcare Advisers rolled out a new pilot program called Compass

SmartShopper. The program provides employees with cost information for common elective medical procedures and diagnostic tests, and provides financial rewards if they choose to receive these services from a cost-effective New Hampshire provider.

State & Union Agree to Voluntary Furloughs

The 2010-2011 Collective Bargaining Agreement between the State and the State Employees' Association of NH, Inc, SEIU Local 1984 provides the option for an agency appointing authority to establish a voluntary furlough program under Article 10.12.1. This program is limited to agencies covered by this Agreement and only applies to employees whose positions are funded by at least 50% general funds.

What is a "furlough?"

For purposes of this document, the term "furlough" refers to time off without pay, such as a temporary reduction of work hours or days off, but does not involve a change in employment status.

What authority does the State have to set up a voluntary furlough program?

The 2010-2011 Agreement between the State of NH and State Employees' Association of NH, Inc., SEIU Local 1984 provides the option for establishing a voluntary furlough program under Article 10.12.1. If an agency does establish a voluntary furlough program, then the appointing authority is responsible for notifying all agency employees of the program.

Why is the voluntary furlough program being established?

Furloughing state employees over the course of the next fiscal year is a way to assist in decreasing state expenditures in response to this unprecedented downturn in the national and state economies. Payroll expenditures avoided through this program shall be available exclusively to supplant agency personal service lines (personnel costs) to reduce the need for layoffs due to insufficient funding.

10.12.1 **Voluntary Furloughs.** The parties agree that each agency covered by this Agreement may establish a voluntary furlough program, which authorizes unit employees whose positions are funded by at least fifty percent (50%) general funds to take furlough day(s), or any portion thereof in whole hour increments, as time off without pay, referred to hereinafter as "furlough". The following provisions shall apply:

- A. Any appointing authority for an agency covered by this Agreement whose unit employees meet the funding source criteria in this provision may establish a voluntary furlough program.
- B. If an agency does establish a voluntary furlough program, then:
 1. The appointing authority shall notify all

agency employees of the program.

2. Any eligible agency employee may apply to take a furlough by submitting an application using the same form that is used when applying for accrued annual leave.
3. Approval of furloughs shall be at the discretion of the appointing authority.
4. The appointing authority shall not require or pressure any eligible employee to participate in the program.
5. The appointing authority shall not require any eligible employee to utilize or exhaust any accrued leave prior to requesting a furlough.
6. Payroll expenditures avoided through this program shall be available exclusively to supplant agency personal service lines (personnel costs) to reduce the need for layoffs due to insufficient funding.
7. Unpaid time off pursuant to this provision shall be treated as time worked for the purposes of calculating overtime compensation eligibility.
8. Other than pay, eligible participating employees shall not forfeit any additional rights or benefits nor shall any eligible participating employee's accrual dates, longevity dates or seniority dates be adjusted as a result of participation in this program.
9. The Employer shall provide a program activity report quarterly to the State Labor Management Committee.
- C. This provision shall be effective upon contract execution and terminate on June 30, 2011, or as otherwise mutually agreed upon by the parties.

Employees seeking additional information regarding the Voluntary Furlough Program can go to the Division of Personnel website at <http://admin.state.nh.us/hr> and click on Employee Policies and Procedures. At this site you will find Frequently Asked Questions [FAQ's] which are designed to assist agency appointing authorities in determining whether to establish a voluntary furlough program, as well as to provide guidance on how to implement a program. In addition, these FAQ's can be provided to employees to help answer any questions they may have. ■

Compass SmartShopper Program continued from page 1

Here's how the program works:

- Your doctor recommends that you receive a medical procedure or diagnostic test from a specific list of services. That list currently includes the following procedures: Adenoidectomy, Carpal Tunnel, Colonoscopy, CT Scan, EGD, Mastoidectomy, Hernia Repair, Knee Arthroscopy, Mammogram, MRI, Myringotomy, Shoulder Arthroscopy, Septoplasty, Tonsillectomy & Adenoidectomy, Tonsillectomy, Tympanoplasty, Tympanoplasty-Typanostomy.
- The eligible member calls Compass at 1-800-824-9127. A Compass Health Cost Adviser will provide information on cost-effective New Hampshire providers in their area for their service.

- If the eligible member utilizes a cost-effective New Hampshire provider as identified by Compass, they will receive a check in the mail within 60 days of the claim being paid.

The program is completely voluntary, simple and hassle-free. To qualify for an incentive, the eligible member must call Compass at least 24 hours prior to receiving the service. If the procedure is already scheduled, Compass will assist the member in re-scheduling the procedure at a cost effective New Hampshire provider of their choice.

Case Study: Peter went to the doctor complaining of back pain. Peter's doctor recommends he receive an

MRI and writes a referral to the local hospital. Peter calls Compass SmartShopper and speaks with a Health Cost Adviser who identifies a cost-effective facility only minutes from Peter's home. Peter decides to have his MRI performed at the cost-effective facility and qualifies for an incentive check. Peter gets a check in the mail.

For more information contact Compass online at:

www.compassmartshopper.com or call 1-800-824-9127 Monday through Friday 8:30-5:00 PM. You can also check out Frequently Asked Questions on the state website by going to http://admin.state.nh.us/hr/Compass_SmartShopper.html ■

Department of Education Employees Recognized

On June 23, 2010, three Department of Education employees were recognized at the Governor and Council meeting and each received a State Employee Suggestion and Extraordinary Service Award for their outstanding contribution to the Department's efforts in submitting the **Race to the Top** application for our State. While many staff members worked diligently on this major project intended to offer greater opportunities for school and communities, Irene Koffink, Michael Bieniek and Michelle Gauthier committed an extraordinary amount of time and passion in the final weeks when it seemed the deadline might not be met. Their dedication and positive "can do" attitude contributed most significantly to a timely and quality submission.



[Left to right: Irene Koffink, Michael Bieniek, DAS Commissioner Linda Hodgdon, Michelle Gauthier, Governor John Lynch]

Mr. Bieniek worked steadily with a positive "can do" attitude to ensure organization and accuracy in the preparation of the budget. Ms. Koffink did an outstanding job analyzing and preparing a carefully executed

budget for the application which required thoughtful and deep understanding of the long-term impact of resources flowing through many levels of distribution. Ms. Gauthier did an exceptional job helping to coordinate many facets of the grant application process by working closely with district superintendents to complete and collect an enormous amount of necessary data to be included in the application. These three individuals were involved continuously in helping to get the application out the door to represent the quality New Hampshire is known for nationally. The Department of Education believes their outstanding dedication and level of commitment is an example of the kind of achievement that the State should showcase to all employees. ■

Stephen Smith Receives Award

On May 12, 2010 the Suggestion and Incentive Awards Committee, with the Governor and Council's assistance, presented special recognition to Mr. Stephen Smith with a certificate for his outstanding dedication for providing financial reporting support to the Department of Administrative Services. In the absence of a Comptroller, Mr. Smith was able to prepare the Comprehensive Annual Financial Report (CAFR) with superior quality. The State of New Hampshire was awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers

Association for the CAFR presentation. The State of New Hampshire received this award at a time when the Comptroller position was vacant and while Mr. Smith was performing the Comptroller's functions in addition to his own. The Department of Administrative Services believes Mr. Smith's outstanding dedication and level of commitment is an example of the kind of achievement that the State should showcase to all employees.

[Left to right: Stephen Smith, Administrative Services Commissioner Linda Hodgdon, and Governor John Lynch] ■



Creating Adaptive Organizations

The following material was taken from the article "Creating Adaptive Organizations" written by Steven Kenny, Toffler Associates and provided to us via email from the American Management Association Performance & Profits Newsletter dated 5/13/2010.

As part of our mission to provide clients a path to a profitable, sustainable future through actions to be executed today, Toffler Associates recently brought together a small group of executives to discuss organizational adaptiveness. Looking across both commercial and government organizations, we considered what lesson we can learn from organizations that have proven themselves "adaptive" in the fast-paced environment in which we all live and work. The participants considered two critical questions:

1. What are the vital attributes of an adaptive organization?
2. How do you make your organization more adaptive to the challenges and opportunities of the knowledge age?

Defining the Vital Attributes of Adaptive Organizations

In their discussion of different organizations – their own and others they've observed – we identified several attributes that seem to enable these organizations to adapt to the economic, societal, and other shifts that routinely occur around them. These attributes include:

- The ability for all employees, departments, and groups within an organization to collaborate effectively.
- The ability for all employees at all levels to network with others outside the organization, gaining new sources of useful information and helpful perspectives in the process. This includes networking with customers and other stakeholders, external industry experts, even with competitors or rivals.
- The ability for all employees at all levels to innovate and experiment without fear of "reprisal" or marginalization. Instead, where the culture of the organization is to reward those

who think innovatively, participants saw the greatest success in adapting to solve the pressing issues the organization faces.

Three Ways to Empower Bottom-Up Change

The participants pointed to three strategies for planting and nurturing the attributes of "adaptiveness" throughout any type of business or **government agency**.

- #1: Create Self-Directed Teams
- #2: Bridge the Stove Pipes Through Employee Engagement
- #3: Create Venues Where Employees can Practice Adaptive Thinking.

Leadership must create space and time for innovation. Several participants noted that you have to shape the structure of an organization in order to enable employees to "think outside the box" and create new ways of

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Creating Adaptive Organizations [\[continued from page 4\]](#)

doing things. Many have written and commented on the need to create an environment inside the organization where employees feel the psychological and practical safety to collaborate and pursue new ideas—an “intellectual safe harbor” in which unfamiliar perspectives and approaches are expected and encouraged in response to, or anticipation of, unfamiliar circumstances. Often the “safe place to innovate” is established within the organization but outside the normal organizational forms—for example, “tiger teams” or

“greenfields.” Just as importantly as creating the space and time, the upper echelons of the organization (as well as supervisors at all levels) have to demonstrate a genuine commitment to listening to the ideas from up, down, and across the organization, reinforcing positive behaviors when people use their safe venues to raise new ideas about how to adapt to what’s changing in the environment.

Editorial Comment: Please note that the first two bullet points regarding “Vital Attributes of Adaptive Organi-

zations” require open communication within and between all levels of the organization. It appears several state agencies [e.g. Environmental Services, Health and Human Services, Transportation, Administrative Services, Safety and others] are attempting to create “greenfields” through their creation of LEAN teams that focus on bringing employees together, from various divisions, bureaus, and sections, to discuss and improve work processes and better meet customer expectations. Keep up the good work! ■

Lottery Commission Introduces Executive Director

The NH Lottery Commission is pleased to introduce their new Executive Director, Charles McIntyre, to the State of NH. Charlie began as our Lottery Director on June 22, 2010. He brings extensive experience in the gaming industry and we are excited to have him here.

Charlie attended Connecticut College with a major in US History where he received his Bachelor’s degree. He received his law degree from Suffolk University in Boston.

His previous experiences include act-



ing as Assistant Executive Director and General Counsel for the Massachusetts State Lottery, and he pos-

sesses extensive experience in gaming best practices and gambling regulation as well as law enforcement. Before joining the Massachusetts Lottery in 2003, Charlie was a senior prosecutor with the Norfolk District Attorney’s office, specializing in drug enforcement, organized crime and gambling.

Charlie has a young family and they are looking forward to their move to the Concord area. Please join us in welcoming Charlie to the State of New Hampshire family! ■

Executives Say 21st Century Needs More Skilled Workers

The following material was taken from the article “Executives Say 21st Century Needs More Skilled Workers” provided to us via email from the American Management Association Performance & Profits Newsletter dated 5/13/2010.

As the U.S. economy begins to show

signs of improvement, executives say they need a workforce fully equipped with skills beyond just the basics of reading, writing and arithmetic (the three Rs) in order to grow their businesses. Skills such as critical thinking and problem solving, communication, collaboration, and creativity and innovation (the four Cs) will become even

more important to organizations in the future, according to a new survey conducted by American Management Association (AMA).

“AMA’s survey shows that an overwhelming number of respondents believe that these 21st century skills are important to their organizations today

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Corrections Honor Guard Goes to Boston

The New Hampshire Department of Corrections Honor Guard had a rare opportunity to participate in an event on a national scale. On June 15, 2010, seven members of the DOC Honor Guard were invited to present the colors at the Boston Red Sox-Arizona Diamondbacks game.

Five of the members marched onto the field at Fenway Park in perfect lock and step in front of over thirty-thousand spectators and tens of thousands of television viewers. They presented the American and New Hampshire flags during opening cere-



monies for the playing of the National Anthem. The Honor Guard stood tall and represented the state and the DOC

in a professional manner.

The Honor Guard Commander Sgt. Yair Balderrama said everyone was a little nervous at first but once the team went onto the field they enjoyed it.

The Honor Guard is made up of officers who volunteer their time for special events such as this. The current team consists of Sgt. Balderrama, Cpl. Keith Griffin, Cpl. Dwane Sweatt, CO Brenda Adam, Cpl. Phil Hill, Cpl. Marc Theriault, CO Kory McAuley, CO Preston Schaub, and Cpl. Dan Bouffard.

The Red Sox beat the Diamondbacks 6-3 in that game thanks in part to a first-inning homer by David Ortiz. ■

More Skilled Workers Needed [continued from page 5](#)

and will become even more important in the future,” said Edward T. Reilly, AMA president and CEO. “Many executives feel that their current workforce is not as well developed in these areas as they need to be. As such, management will need to address these skill gaps in order to compete in a global market,” Reilly said.

As the current administration is proposing sweeping education reform, executives are shedding light on a set of skills—the four Cs—that have been identified by major players in industry as being crucial to workforce preparedness and business success.

“As we move toward reauthorization of the Elementary and Secondary Education Act and common state standards, it is clear education reform must focus on fusing the three Rs and four Cs if every student is to succeed in today’s and tomorrow’s world,” said Ken Kay, president of P21, a national organization that advocates for

21st century readiness for every student.

In an effort to assess how “top of mind” these skills and competencies are, AMA—in conjunction with P21—surveyed 2,115 managers and other executives in AMA member and customer companies about the importance of the four Cs to their organization today and in the future.

According to the survey results, executives said that within their organizations these skills and competencies are considered priorities for employee development, talent management and succession planning. In fact, the majority agreed that their employees are measured in communication skills (80.4%), critical thinking (72.4%), collaboration (71.2%), and creativity (57.3%) during annual performance appraisals. In addition, job applicants are assessed in these areas during the hiring process.

Three out of four (75.7%) executives who responded to the AMA survey said that they believe these skills and competencies will become more important to their organizations in the next three to five years, particularly as the economy improves and organizations look to grow.

In order to improve their employees’ skill levels in these areas, respondents identified one-on-one coaching and mentoring as the most effective methods, followed by professional development and training, in-house job training, and job rotation.

According to the AMA survey results, 80% of executives believe that fusing the three Rs and four Cs would ensure that students are better prepared to enter the workforce. Proficiency in reading, writing and arithmetic is not sufficient if workers are unable to think critically, solve problems, collaborate, or communicate effectively. ■

Rock 'N Race Raises \$400,000

The Eighth Annual Merrimack County Savings Bank 5K Fun Run and Walk held Wednesday, May 19, 2010 at 6:00pm beginning at the State House Lawn Concord, New Hampshire was supported by many government employees who helped to raise \$400,000 for the Payson Center for Cancer Care.

Because of you, the 2010 Merrimack County Savings Bank Rock 'N Race was a tremendous success! This event has been selected by the editors of New Hampshire Magazine as the "Best Community Running Event of 2010" In the magazine's an-



for Cancer Care, exceeding last year's totals! Thanks and congratulations to all government employees who helped make this year's even so successful!

Picture: Front to back and left to right are members of the Department of Administrative Services Team "Annex Angels". Front row: Karen Hutchins, Josh Faretra, Gus Hutchins, & Jake Faretra. Center Row: Leah Willingham, Bob Beaulac, Val Masse, Sara Willingham, Terry Lovejoy, Patty Holler. Back row: Jennifer Elberfeld, Sally Jeffrey, Jo Buntten, Nina Gardner, Tony Donovan. ■

nual "Best of NH" contest! But wait, there's more... This year's event has raised nearly \$400,000 to benefit the Payson Center

Transforming Adversity from a Deficit to an Asset

The following article "Transforming Adversity from a Deficit to an Asset in Business" was written by Al Weatherhead, author of "The Power of Adversity: Tough Times Can Make You Stronger, Wiser, And Better" and chairman and CEO of Weatherhead Industries, a private manufacturer of plastic closures for food, spice, pharmaceutical, and nutraceutical products. The material was provided to us via email from the American Management Association Performance & Profits Newsletter dated 5/13/2010.

I now know that professional adversity is not a curse, but a gift... and that when we embrace adversity, we receive a tempering of our business' viability that can empower it to

achieve unimagined success. Deciding to embrace adversity in your place of business is a lot like committing to a routine of physical exercise. What do you do for exercise? Do you r u n ?

Tackling business adversity is like tackling exercise. Once you get over the "warm up" period and the endorphins begin to surge, you'll take pleasure in tackling your problems.

Why? Because it is so much more pleasurable to be the hammer than the nail! When you tackle a problem you're taking control; that is, you're the hammer. When you let adversity fester, you're the victim... the nail.

What's more, just as my completing the first 50 laps in the pool provides me with the confidence to know I can meet that challenge the next time, each instance of adversity that I tackle strengthens me that much more in terms of self-confidence that I can solve any problem that I might encounter.

This strength of will builds up day-by-day, just like your physical strength through your exercise routine. It truly is a tempering process: just as a blade remains tempered long after the fire that scorched it has faded away, we grow stronger through the tempering effects of adversity in our professional careers—and personal

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LEO SOREL Recognized

On Friday, July 9, 2010, the State Suggestion and Extraordinary Awards Committee presented a special recognition certificate to Mr. Leo Sorel for providing a vital role in the design, testing and training for the NH First Project. Mr. Sorel personally delivered training to employees from every agency on the use of the new NH First System for initiating and processing requisitions. Mr. Sorel volunteered for this project and carried out the training while also maintaining the full time responsibilities required in his regular job. Knowing that there were many challenges facing the project, he volunteered to complete a Train the Trainers program offered by

the project and from this training, developed and delivered a comprehensive training program for state em-



[Leo Sorel receives his certificate]

ployees. In many instances, feedback pointed directly to Mr. Sorel's deep understanding of the new process, which enabled him to confidently and completely answer questions presented by his students.

The Employee Suggestion and Extraordinary Service Award Committee along with the Department of Administrative Services believes Mr. Sorel's outstanding dedication and level of commitment is an example of the kind of achievement that the State should showcase to all employees and is proud to present this certificate for his initiative, creativity and commitment by providing Extraordinary Service during the NH First Project. ■

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lives.

This tempering effect does not come free, of course. Just as with physical exercise, after each bout of adversity there is an absolute necessity to move through and finally beyond the initial pain in order to achieve your goal.

You can develop a similar "muscle memory" when it comes to your ability to tackle adversity in business. Simply practice "correct technique" often enough—in this case making a choice to confront your adversity instead of procrastinating—and function will follow form.

Here are some strategies to help you cultivate positive and proactive habits for handling professional adversity...

Change Once, Change Right. Nothing is more demoralizing for a busi-

ness than to go through false starts in putting in place a new organizational plan or strategy to deal with a serious problem. The turmoil created by such fruitless change is devastating to the organization and its employees – and deeply disturbing and doubt creating for its customers and clients. Bottom line: never motivate them to wonder or ask: "Do you know what you're doing?"

Loyalty Is a Two-Way Street. Kings and Queens may rule by divine right... dictators by force of might... All other leaders answer to voters, stockholders, and their own employees who can sabotage a company as well as help lift it to success. Your actions in the face of business adversity must demonstrate stamina; skillfulness; and genuine enthusiasm, affection, and respect for everyone who contributes to your business' vi-

ability.

Dialog Not Dictate. Nothing in life is absolute except death and taxes. Your business is a living, breathing, growing thing, and so should your strategies for dealing with its adversity. You didn't get to where you are alone, so why try to make your most important business decision on your own? Involving your professional colleagues, employees, family, and friends will result in more creativity, less dysfunction, and a more successful outcome. This is not to say that everyone will have a vote in the ultimate outcome. Ultimately, responsibility for mastering the power of adversity in your business rests with you. However, you will be aided immeasurably by the cooperation and goodwill of those impacted by your decisions if they have a voice in the

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outcome.

Share, Don't Manage. As you truly connect with others... revealing, extending, and expressing your innermost self... the obstacles in your path to a successful outcome will peel away like an onion, revealing choices and solutions that would never be apparent to you on your own.

Adversity Is Intrinsic to the Process. Just ask King Lear – or the management team at GM – running a kingdom is never going to be easy or

altogether pleasant. Tension, conflict, fear, bruised feelings – in short, all the hallmarks of adversity – will be with you every step of the way. The key is to gain strength from the hardship and change how we view the challenges we face by reprogramming our mental and emotional responses to the myriad challenges and pitfalls built into the succession process.

I wish you success in using these rules, tips and techniques to transform your business deficits into assets. Always remember, good things will

come when you embrace positive thinking and recognize that adversity is your impetus to look for creative solutions. ■

Smooth seas do not
make skillful sailors.

African Proverb

In Search of Best Practices in Workforce Development/Engagement

The following article written by Dawn Marie Bailey was posted on the Baldrige National Program on Performance Excellence website on June 4, 2010.

Since returning from maternity leave, I've been thinking a lot about workforce engagement, and this led me to seek out best practices. Lucky for me, a wealth of them are hidden in plain sight in Award Recipient Application Summaries on the Baldrige Web site.

For example, Mercy Health System, a 2007 Award recipient, has improved its workforce engagement from approximately 78 percent in 2002 to about 86 percent in 2007 ranked in the 96th percentile for "feeling valued" and in the 95th percentile for overall satisfaction in a Web-based employee survey. It reduced its employee turnover by a full 5 percent between 2002 and 2007. In addition, physician satisfaction at Mercy has been ranked at the American Medical Group Association's 95th percentile. So how has Mercy been able to make such improvements? And how has

utilizing the Health Care Criteria for Performance Excellence, namely Category 5: Workforce Focus, led to higher workforce engagement scores?

A part of its mission, Mercy strives to be "the best place to work for all employees." Indeed, it has been ranked number one and number two in the nation by the American Association of Retired Persons as one of the "Best Employers for Workers Over Age 50," as well as one of the "100 Best Companies to Work for" by Working Mother magazine. Mercy's programs for employees include:

- Flexible scheduling
- A career mentor program
- An adoption benefit
- An on-site concierge
- Volunteer paid time off and sabbaticals
- A safe-lifting program and an ergonomic assistance program
- An employee assistance program and wellness committee programs and incentives.

For its physicians, Mercy offers matched savings retirement plans, partner report cards/performance ap-

praisals, and bonuses dependent on organizational and individual achievement targets.

Mercy also offers a Work-to-Retire Program to provide employees approaching retirement age with transition options, including reduced work hours pool status, work-at-home opportunities, and seasonal work schedules.

In addition, the health system celebrates its workforce with recognition dinners, the Partner Idea Program that has rewarded over \$15,000 in cash prizes, individual merit increases for superior customer service, and the Wall of Distinction for recognizing employees' outstanding performance.

Are any of these programs best practices in regards to engaging employees? You be the judge. For me, Mercy Health System sure sounds like a place that provides benefits for its employees so they can achieve organizational and personal success. ■

William Anderson Recognized

On July 9, 2010 the State Suggestion and Extraordinary Service Award Committee presented a special recognition certificate to Mr. William Anderson for going above and beyond his duties in providing exceptional skills as a Maintenance Mechanic II in the Rochester District Court. Mr. Anderson goes above and beyond his duties by diligently working on plumbing, electrical, small engines and maintenance issues.

The expected standard is for Mr. Anderson [left center in picture with certificate] to correct minor plumbing problems and to call a plumber for more complicated issues. However, as a self motivated individual, Mr.



[William Anderson receives his certificate]

Anderson's high standards enable him to take it upon himself to do what a plumber would have done because he wants to figure it out himself. By taking the initiative and using his ingenuity, he is able to save the State time and money by not using an outside

plumbing service. He works right beside vendors to help, (or in some cases instructs), and takes his job very seriously. He treats the Rochester District Court building as if it was his own.

The Employee Suggestion and Extraordinary Service Award Committee, along with the Department of Administrative Services, believes Mr. Anderson's outstanding dedication and level of commitment is an example of the kind of achievement that the State should showcase to all employees, and is proud to present this certificate for his initiative, creativity and commitment to the Bureau of Court Facilities. ■

Succeeding With Teams [and Work Groups]

The following material was taken directly from the book "Succeeding with Teams" and written by Richard S. Wellins, Ph.D, Dick Schaaaf and Kathy Harper Shomo. Copyrighted 1994.

Make Training Ongoing

Training is not a "sheep-dip" technique—something done once and all over, and then not repeated. In today's workplace, learning never ends. While team members need substantial training up front about the basics of their jobs, the team's processes and how to work within a group to meet specific goals, they also need to build on their basic training foundation on a regular basis. Of course, making the time is critical. At Texas Instruments, team members are encouraged to complete at least 40 hours of training every year. Some training experts recommend a training "budget" of 5%

of employee time—the equivalent of one day a month.

In 1987, Motorola laid the groundwork for winning the coveted Malcolm Baldrige National Quality Award by investing a remarkable \$44 million [2.5% of its annual payroll] in training. The premise was elegantly simple: By systematically upgrading the skills—especially the team skills—of its 96,000 people, Motorola could only get better.

Lead In Bad Times As Well As Good

Everybody likes to lead a winning team. Fewer people have the maturity and stamina to play a leader's role when the results are less than stellar. Yet constancy of purpose means staying the course, having faith in your teams as they work through process problems and learn [sometimes from their own mistakes] how to do things

better. That's especially important with teams whose numbers are falling short of expectations, when shortfalls can feel painfully public. It's important for team members to know that even when the chips are down, their leaders are still on their side.

When slumps happen, lead by focusing on the organization's values, which help guide behavior in the right direction. Continue to reinforce good results—and make sure everyone learns from successes—while also showing patience and persistence in supporting teams when they're struggling. Resist the temptation to dictate a new course just to initiate action. Instead, provide the resources and encouragement the team needs to help members work their way through the logjam. When they do, they'll be a stronger team—and you'll be a more trusted leaders. ■

Health Corner—Signs of a Stroke Quiz!

Taken from Heart Healthy Quizzes at www.americanheart.org

Do you know the signs of a stroke? Would you like to find out? Take this quiz! There are five questions related to stroke. Answers can be found on page [blank].

- #1: A stroke is like a train coming down the tracks. If you feel the rails rumbling, move fast. Every second counts. Which one of these is a sure sign of a stroke: [These are signs that a stroke is occurring NOW, not that one is soon to occur.]
- You smell burnt toast.
 - It's raining donuts.
 - You experience sudden numbness or weakness of the face, arm or leg, especially on one side of the body.
 - Milk tastes bad, even if served as part of a double-chocolate milkshake.
- #2: You didn't drink too much the night before, you haven't been out listening to loud rock music all night and you didn't step into any boxing rings lately. In fact, you feel just fine until, out of the blue; your head feels like someone's stabbed a knife into it. Odds are you:
- Inhaled a rare and microscopically undetectable "headache fly."
 - Did something terrible in your youth that you are now suddenly paying for it.
 - Are simply imagining the entire episode.
 - May be having a stroke. Quick! Call 911.
- #3: You're at a grocery checkout, when your otherwise normal friend looks at you in a confused way and appears to start speaking in alien, "What the... where... am... I supporta schopp zeez beegtables here inda... makinme, asalad...huh? Zis supposed to bea j-j-joke?" Your friend may be having a stroke. True or False?
- True
 - False
- #4: You know you might be having a stroke when:
- You have trouble seeing out of one or both eyes.
 - You have trouble talking out of one or both eyes.
 - You have trouble breathing out of one or both eyes.
 - You have trouble juggling one or both eyes.
- #5: If you experience sudden trouble walking, dizziness, loss of balance or coordination – which are all definite stroke warning signs – you should immediately:
- Check a clock so you will know exactly when the first symptoms appeared.
 - Don't delay. Call 9-1-1 or an emergency medical service number immediately.
 - Do both A and B immediately.

Answers can be found on page 12.



Stroke Quiz Answers!

Question #1: [C] You experience sudden numbness or weakness of the face, arm or leg, especially on one side of the body. Okay, Look. This is serious business. That's why we gave you three supremely lame answers. We wanted you to know, without a moment's hesitation, what a stroke symptom looks like. Every second counts.

Question #2: [D] May be having a stroke. Quick! Call 9-1-1. Anytime you feel like you're having "the worst headache of my life," it could be a symptom of stroke caused by subarachnoid hemorrhage [a burst blood vessel that bleeds into the space between your brain and skull]. By now, you know we aren't kidding. Strokes are serious; every second counts. The moment you suspect any stroke symptom coming on, increase your chances of a long and happy life by noting the time and calling emergency services!

Question #3: [A] True. Sudden confusion, trouble speaking or understanding all add up to a serious warning sign for a stroke. Note what time it is and immediately call 9-1-1. Every second counts, and getting help within three hours of first sign is critical. Act fast, and hopefully you and your friend can laugh about it all later.

Question #4: [A] You have trouble seeing out of one or both eyes. You are correct again. We gave it to you on a silver platter. Stroke is a medical emergency. Call 9-1-1 at the first sign of a stroke.

Question #5: [C] Do both A and B immediately. Treating a stroke within three hours is critical to your chances of avoiding lasting stroke damage. That's why it's important to act without delay and take note of the time. If you get treatment within three hours of the initial symptoms, you may walk away from it unscathed. ■

Classification Goes "Lean" by Jennifer Elberfeld

When Director Karen Hutchins approached me earlier this year and said that she'd like the Classification Section to be the first area at the Division of Personnel to go through something called "LEAN Process Improvement" (the term she actually used was "guinea pig"), I said "Sure", but inside I wondered, "Huh? What's that?" It all sounded a little scary to me, but also intriguing. Being the new supervisor of Classifications, I was eager to make some changes to our processes, and my staff and I had already been discussing and implementing new and updated procedures. "Oh well", I thought, "maybe this will complement what we are already doing and actually give us some more ideas". However, I was a little worried. The term

"Lean" these days can have a less than positive connotation. (Think, "downsizing", "right-sizing", etc.) I wondered, how wrenching of a process is this going to be? Also, both Karen and Deputy Director Sara Willingham, my supervisor, made it clear that they both intended to be present at all of our LEAN meetings...talk about pressure! Karen said that if this worked well for our section, she would have the other areas of our Division do LEAN. (So at least we wouldn't be the only ones.)

Well, I needn't have been concerned. Was this an effort, and were there lots of meetings? Yes – but so worth it. The entire Classifications staff participated in almost all of the meetings,

and, as promised, so did Karen and Sara. We also benefited greatly from having Mark Gallagher, Marine Patrol Captain at Department of Safety, join us in the role of LEAN process facilitator. We soon discovered that Mark has infinite patience, and he was able to act as "fresh eyes" to look at our processes from the perspective of someone from outside of our organization. Peter Gamache, Workforce Development Coordinator, also joined us as "fresh eyes" at the beginning of the process.

WHAT IS "LEAN"?

Our experience began with two days of LEAN training in January, where we learned what it actually is. We

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Classification Goes “Lean” continued from page 12

were told that the manufacturing paradigm which became LEAN was originally developed by Toyota, based on principles pioneered by Henry Ford. In short, LEAN Process Improvement is a way of increasing efficiency by optimizing the flow of a process. It basically involves looking at work in a different way in order to make things better. The goal of LEAN is not to eliminate staff, but rather to get things done faster, better and cheaper. LEAN process improvement initiatives are already in place at some of the larger state agencies. LEAN participants choose a process which is problematic in their workplace or which just needs some fine-tuning for efficiency, and map it out down to the smallest detail. All of the staff members involved in the process are present and give input. “Bright ideas” for improvement are welcome. Along the way, important questions are asked, such as: “Who is the customer we are doing this process for?”; “Is this step in the process of value to the customer?”; “Why do we do this step – is it mandated by law, or are we doing it because that’s the way we’ve always done things?”; “How accurately is this step accomplished?”; “Are there better ways to do this?”; “Is this step necessary?”; and more. The goal is to eliminate non-value added work. If you are using the terms “re-do”, “review”, and/or “re-work” to describe a step in the process, chances are there is something redundant about it which does not add value. Another mantra of LEAN is “Accept no error – make no error – pass on no error” (which eliminates the need for “re-view”).

During the mapping process, you may discover that different staff members are keeping logs and databases with the same or similar information when only one database will do, that work is being reviewed that shouldn’t need to be looked at again, or that other work activities of dubious value are taking place just because they were handed down from somewhere in the distant past, but for no other good reason. In the end, you come out with increased efficiencies and more meaningful, streamlined processes, all of which results in a better end product for the customer.

OUR MAPPING EXPERIENCE

So, how did this all play out for Classifications? During the two-day LEAN training, we began to map out our processes, and soon discovered that while we were working on our entire process, (from logging in requests to establish and reclassify positions to sending out the decisions and everything in between), the other agencies participating in the class were each doing a portion of a larger process. The portion method was more manageable. In other words, by the end of the class they were all done with their mapping, had their chosen process improved, and were ready to move on to the implementation phase, and there we were still working on identifying and analyzing work steps on a huge paper scroll with sheets taped all over it and sticky notes flying around, (with dark circles under our eyes). It started to get embarrassing when we had to give reports of

our progress to the whole group! The scroll began to expand until it started to cover a second wall of the classroom. It became obvious that we would need more time, and so the work continued for months outside of the classroom, sometimes in our office and sometimes in the training room, which we borrowed. Karen often bought us donut holes to strengthen us, so it soon became apparent that LEAN would not mean weight loss.

To make a long story short, over the course of four months and over five more meetings, we finished mapping not only the reclassification process, but the job analysis procedure that goes on within the larger process, as well as class specification revision. Mark continued to assist us throughout. Another positive development was that new Classification Analyst Marianne Rechy came on board at the end of March, and immediately jumped into the fray. Marianne, like Mark, acted as “fresh eyes”, since she was new to the processes we were mapping. Mark was especially invaluable in continually asking us the important “Why” question (and persisting until he got an answer). Another benefit to us, which should not be underestimated, is the buy-in and support of our Director (Karen) and Deputy Director (Sara). When you undertake a LEAN process improvement, it is very important to have a sponsor, preferably a high-level person at your agency, who supports what you are doing and will help you to obtain necessary resources. We

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Classification Goes “LEAN” continued from page 13

certainly have that in Karen and Sara.

THE RESULTS

So, were we able to “lean down” our processes? Yes, we were! We found that our job analysis procedures did not have much redundancy, and that the steps involved are all meaningful, so we couldn’t pare down much from there; however, we found that the processing of the requests which surrounds the analysis work (for example, the receipt, logging, and end processing procedures) could be streamlined.

In the end, just by making minor changes to procedures, we saved almost 3 days off of the processing of requests to establish and reclassify positions! As a result, classification reviews are now received and addressed by the Classification Analysts more quickly, review packages make their way through the office more efficiently, and classification decisions get out to the agencies (our customers) faster. This means that agency staff who are working beyond their job descriptions and who have put in for reclassification review receive appropriate compensation in less time than before, and we are meeting our mandate to process most reviews in far less time than the 90 days stipulated in the Administrative Rules of the Division of Personnel. This saves agencies money, because if a reclassification decision is made over 90 days after the receipt of the request at Division of Personnel, the agency must pay the employee retroactive pay from day 91 onward.



[Classification staff, LEAN facilitator, and sponsors pose in front of mapping scroll.
FRONT ROW: Teri Ceriello; Dot MacInnis.
BACK ROW: Jennifer Elberfeld; Sara Wilingham; Karen Hutchins; Mark Gallagher; Marianne Rechy; Sally Jeffrey.]

This time savings also lead to an important decision by Karen in June. As you may be aware, in the past it was common practice for the Classification Analysts to travel to agencies to do position reclassification reviews, and they would interview the position incumbent and the supervisor on site. However, for a number of years, on site reviews have only rarely been done because of staff and time shortages. The Analysts have typically used the paper documentation submitted with the request along with emails and phone calls to obtain the information needed to complete their reviews. With the time savings captured through the LEAN process, however, Karen made the decision to have the Analysts resume doing on site reviews on a random basis. We started

doing “field reviews”, as they are also called, last month. So, you will be seeing more of us at your worksites!

One final note: the LEAN process never really ends. All work processes should be revisited and remapped regularly. Along those lines, the “leaning” of Classifications is continuing. My staff and I are still coming up with “bright ideas” for improvements. And whenever I consider a process improvement or a new procedure, I now find myself asking, “Why are we doing this?”; “How can we do this better?”; and, most importantly, “Is this of value to YOU, our customers?”

For more information on how your agency can initiate a LEAN process improvement, or how you could be trained as a LEAN process facilitator, contact Attorney Linda S. Paquette, Administrator/LEAN Coordinator, Office of Improvement, Integrity and Information, DHHS (603) 271-4681.

■

The Cracked Pot [Material submitted by Judi Howden]

An elderly Chinese Woman had two large pots, each hung on the ends of a pole which she carried across her neck. One of the pots had a crack in it while the other pot was perfect and always delivered a full portion of water.

At the end of the long walks from the stream to the house, the cracked pot arrived only half full. For a full two-years this went on daily, with the woman bringing home only one and a half pots of water.

Of course, the perfect pot was proud of its accomplishments. But the poor cracked pot was ashamed of its own imperfection, and miserable that it

could only do half of what it had been made to do. After two years of what it perceived to be bitter failure, it spoke to the woman one day by the stream.

“I am ashamed of myself, because this crack in my side causes water to leak out all the way back to your house.” The old woman smiled, “Did you notice that there are flowers on your side of the path, but not on the other pot’s side? That’s because I have always known about your flaw, so I planted flower seeds on your side of the path, and every day while we walk back, you water them. For two-years I have been able to pick these beautiful flowers to decorate the table.

Without you being just the way you are, there would not be this beauty to grace the house.”

Each of us has our own unique flaw. But it’s the cracks and flaws we each have that make our lives together so very interesting and rewarding. You’ve just got to take each person for what they are and look for the good in them.

Sometimes it’s hard to remember that we all make our own contributions in different ways. It’s those differences that make the world so beautiful. So, to all our cracked pot friends, have a great day and remember to smell the flowers on your side of the path! ■

E-mail Etiquette

The following suggestions are from an excerpt from “Reading and Responding To Email with Ann Smith”, Owner of A-M-S Training. Courtesy of KTVB.com

E-mail has become the number one way of communicating for both business and personal use. Letters and phone calls have become a thing of the past. The following suggestions will help your-email messages be

more effective for both you and your recipient:

- Use subject line to show topic and date when a response is needed.
- Be Brief – e-mail is not the place to be literary.
- Stick to one subject per e-mail.
- Touch each message once. Be organized – Use the 3 D rule as you

read messages [Delete, Do, or Defer].

- If you defer, use a folder for a day in the future when you need to take action on this item. Have a folder for each day of the week and a Future folder.
- Schedule time for e-mail. Don’t allow yourself to be interrupted every time a message comes into your box. ■

A New Kind of Retention: Turning Employees into Leaders

The following information based on ExecuNet’s 2009 Executive Job Market Intelligence Report found on-line.

In today’s sluggish economic environment, companies operate lean, demanding more of employees in the process. Many are focused on surviving, not thriving. While uncertainty in the marketplace may keep employees loyal today, when the economy improves, they may be more apt to seek out career opportunities elsewhere. If

organizations ignore the retention issue today, they will undoubtedly regret it tomorrow.

One retention strategy companies may want to implement now in order to keep their top performers engaged is expanding their employees’ roles into the management ranks. As a result, organizations lower turnover and fortify their succession plans.

According to the [2009 World of Work](#)

[study](#) by Randstad, 52 percent of employees said their organizations lacked enough qualified managers, and 45 percent expect a shortage of such leadership going forward. Among the reasons employees said they would consider becoming managers included their desire to share their knowledge, champion their organization’s success and influence company decisions.

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Galaxy Gala to be Held at the McAuliffe-Shepard Discovery Center



The first annual Galaxy Gala: Lift-off to Discovery will take place at 6 PM on Saturday, October 23rd at the McAuliffe-Shepard Discovery Center in Concord, NH. The galactic event will feature fine food, entertainment, a high-tech presentation of planetarium shows and a live and silent auction!

The McAuliffe-Shepard Discovery Center opened in March of last year and is continuing to undergo a substantial expansion. As the region's only air and space science center, the Discovery Center's mission is to stimulate young minds, inspire youth in the fields of science and technology, and become a preeminent center

of learning and discovery for students, teachers and lifelong learners.

Upon continuous fundraising efforts, the second stage of the expansion process will focus on adding an Astronomy Gallery that will include exhibits related to the study of the electromagnetic spectrum, orbital mechanics, history of astronomy and scientific problem-solving. More related programs will provide science, technology, engineering and math (STEM) educational opportunities, and the addition of video conferencing will open the door to many new opportunities, such as expanding the reach of educational workshops to broadcasting live images from the

Discovery Center's observatory to the public. State employees are always welcome to visit the exhibit galleries and discover what's new with 50% off general admission! For a current schedule of events, programs and offerings, visit www.starhop.com.

The Gala will be presented by Touch the Future, Inc., the McAuliffe-Shepard Discovery Center's philanthropic partner and a 501(c)(3) not-for-profit organization, to benefit the Discovery Center. For more information, contact Kathleen Regan at (603) 271-7827 x118. ■

Turning Employees Into Leaders continued from page 15

Fortunately, today's executives seem up to the task of retaining and developing their key staff members; cultivating them into future leaders should be the end goal. According to [Execu-Net's 2009 Executive Job Market In-](#)

[telligence Report](#) (EJMIR), retaining current employees is more important this year; team development and recruiting are less important than they were last year. Executives surveyed in EJMIR said the business priorities

that would have the most affect on their performance included managing and developing the people on their team and retaining key talent. ■

Health Corner — Omega-3 Fatty Acids—Why We Need Them!

The following was taken from the University of Maryland Medical Center website.

Omega-3 fatty acids are considered essential fatty acids: they are necessary for human health but the body doesn't make them – you have to get them through food. Omega-3 fatty acids can be found in fish, such as salmon, tuna, halibut, other seafood including algae and krill, some plants, and nut oils. Also known as polyunsaturated acids [PUFAs], omega-3

fatty acids play a crucial role in brain function as well as normal growth and development. They have also become popular because they may reduce the risk of heart disease. The American Heart Association recommends eating fish [particularly fatty fish such as mackerel, laketrout, herring, sardines, albacore tuna and salmon] at least 2 times a week.

Research shows that omega-3 fatty acids reduce inflammation and may help lower risk of chronic disease like

heart disease, cancer, and arthritis. Omega-3 fatty acids are highly concentrated in the brain and appear to be important for cognitive [brain memory and performance] and behavioral function. In fact, infants who do not get enough omega-3 fatty acids from their mothers during pregnancy are at risk for developing vision and nerve problems. Symptoms of omega-3 fatty acid deficiency include fatigue, poor memory, dry skin, heart problems, mood swings or depression, and poor circulation. ■

Gossip, Triangulation, and Seeking Validation by Kate D. Abra

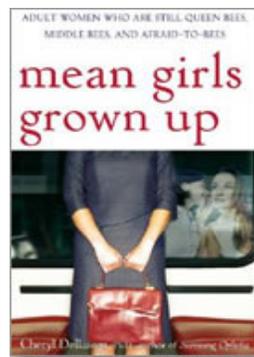
It's great to have friendships at work, until things go wrong. I've made some mistakes that we all can learn from.

1. Gossip, Triangulation, Seeking Validation.

It's normal to need to vent. It's understandable to seek someone who can understand your work environment. It's human to seek validation when you're doubting if your feelings are valid. However, involving other co-workers in your conflict could be counterproductive. It may be better to seek out a Mentor or your Supervisor at work or someone in your personal life, not a mutual friend, and refrain from creating triangles at work.

2. The Pledge

You can shift your own behavior slightly to make a huge difference. A good read is *Mean Girls Grown Up*, by Cheryl Dellasega. You can read an excerpt on line by googling



"Relational Aggression 201." I've created my own mission statement or Pledge that I modeled after a bullying contract I found online at empower-edgal.com. Some of my co-workers saw it and signed it too. Next time you have a conflict in your workplace, decide how you want to react and ask how the conflict can actually help you realize what you may need to change about yourself.

I Pledge To:

Support My Coworkers,
to Stand Up & Speak Out Against
Relational Aggression-

any behavior that is intended to harm
someone
by damaging or manipulating relationships
with others,
using more covert forms of aggression, aka
"Mean Girl Syndrome"

Be A Part Of The Solution
Lead By Example,
Identify When It Is Happening

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NH Division of Personnel

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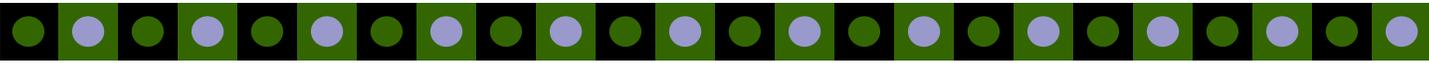
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Did you know that only 15 minutes of stress can compromise your immune system for as much as 6 hours? Nobody can afford that. So however challenging it is, try to see that glass as half full. And also as difficult as it may be sometimes, you must always try to laugh at every opportunity - laughter is considered cheap medicine because it mitigates stress and will help you to be well!

Max Izenberg

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New Study Indicates Executives Believe Recession Will Rebound Early 2010

The following information provided by ExecuNet.

Though the recession has been a frequent topic in the last year, it has rarely been discussed favorably. [A recent study from Deloitte](#), however, places the state of the economy in a more hopeful light. According to the survey, over 53 percent of executives said they felt the rebound in the recession would begin in the first or second quarter of 2010. In a recent interview, [ExecuNet President and Economist Mark Anderson](#) made similar statements regarding the timing of the economic rebound, citing the positive economic growth of world economies

such as Germany and France. Another factor aiding Anderson's prediction was US GDP finishing down only 1 percent at the end of the second quarter when it was predicted to be down 4 percent.

While the prediction of a foreseeable rebound may provide much needed relief, it is also expected to bring new challenges as companies plan for recovery. According to the Deloitte survey, it's important for corporate leaders to implement a "role specific guide for undertaking the structural changes necessary to position their organizations to achieve profitable growth over the next few years."

Leaders are cautioned to be aware of changes to their industry as well as their organization. Among the questions the survey recommends executives and their teams consider as they plan for recovery are: "How will your markets change and how will that affect what it takes for your organization to succeed?"; "Where do you need to focus to drive sustainable value?" and "Where are your leadership gaps — and what's your plan to augment your team where necessary?" In addition to these questions, Deloitte recommends taking time to breathe and to focus less on being reactionary and more on strategy. ■

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