

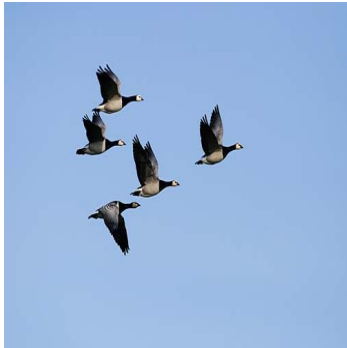
“People of mediocre ability sometimes achieve outstanding success because they don't know when to quit. Most people succeed because they are determined to.”

- George H. Allen

This monthly newsletter is intended to provide down-to-earth ideas and techniques you can put into action to improve communication, enhance performance, motivate staff, and influence peers. The tips are designed to help you earn approval, command respect, spur productivity, gain recognition, and win support. Your suggestions and ideas are encouraged. E-mail your **HR Quick Tips** newsletter submissions by **Friday, August 3, 2007** to **Michael Horne** at hrtraining@cwu.edu.



Model Your Work Team Like a Flock of Geese



Model your work team after a flock of geese

It sounds crazy, but managers responsible for running teams can learn a lot from flocks of geese. Flocks are very appropriate examples of how a team can achieve the same objectives as an individual, but with better efficiency and safety. Every aspect of the flock organization is focused on the achievement of a common goal.

Consider:

- Each member is responsible for getting to wherever the flock is going. Each member looks to themselves — not the leader — to determine what to do.
- Every member knows the direction of the flock. Sharing the common direction makes assuming easier.
- Every member is willing to assume leadership when the flock needs it. When the lead goose gets tired, a more energetic goose from back in the pack assumes the leadership position. This allows the flock to maintain the fastest pace possible.
- Followers encourage leaders. Members honk

from the rear to encourage leaders to maintain a fast pace. Members look after each other, helping all members achieve the goal. If a wounded goose goes down, two geese follow it and protect and feed it until it either recovers or dies.

When the nature of the work changes, the geese reorganize themselves for the best results. They fly in a “V,” land in waves, and feed in fours.

—Adapted from *The Will to Lead: Managing with Courage and Conviction in the Age of Uncertainty*, by Neil Snyder and Angela Clontz.



Did You Know?

The **Training and Development Catalog** on the Human Resources website has a brand new look. We've made significant adjustments to provide easier access and navigation to the classes, programs, and services

important to you. Please take a look and share your feedback with us. There are several classes being offered over the balance of the year through Human Resources, Information Technology Services, and other departments. These programs

were designed to meet your needs. It is also a great resource to use when developing performance expectations for PDPs. Check it out at <http://www.cwu.edu/~training>

Understand What It Takes to Motivate Workers



To put someone else first, and mean it, you have to know what it feels like on the receiving end...if you want loyal customers, try loyal employees.

Troubled by a troublesome employee? Maybe you just need to find out what makes that person tick. Most people are motivated by one of these four drivers:

The drive to accomplish. These employees just want to get it done. They prioritize work but sometimes at the expense of relationships—including those with supervisors

or coworkers. Try to assign them whole tasks as opposed to piecemeal work where success is dependent on others.

The drive for accuracy. These employees also want to get things done—but they want them done right. That's good—unless their drive for perfection starts driving their coworkers crazy. Teach these workers to prioritize, so they'll focus on what's most important rather than in minutiae.

The drive to belong. Here are your team players—the folks who need to feel part of the group. The problem:

Sometimes their socializing inhibits their ability to get the job done. Avoid assigning these approval-seekers to spearhead projects; they'll serve better in support roles. Keep reminding them that their value to the group is based on performance, not personality.

The drive for appreciation. These people are in it for the rewards—not monetary rewards but the inner glow of feeling appreciated. On the minus side, they may become difficult if their contributions aren't acknowledged. Remember to thank them—often.

INTRODUCING THE E-LEARNING NETWORK



If you are looking to continually enhance your overall effectiveness within your department, then it is time to consider e-learning through CWU's **E-Learning Network**.

Whether you need to improve your customer services skills, participate in management and supervisor development, or receive training on the latest technology information, the answer is as close as your computer.

The **E-Learning Network** provides the most comprehensive and current content offering in the e-learning industry at an affordable cost of only **\$135** per employee for one full year of unlimited training courses.

With online courses from the **E-Learning Network**, you will have everything you need for formal training and instant problem solving. Plus, you are able to take the online courses

at your worksite, interrupt the training and then return at a later time to continue where you left off.

The **E-Learning Network** currently has more than 2,700 courses and supports more than 90 certification exams. For more information, go to <http://www.cwu.edu/~training/>

HR Mailbag

Each month HR Quick Tips will feature a question for you to ponder and answer. Please forward your responses to Michael Horne at hrtraining@cwu.edu. The answer will be published in the following issue.

QUESTION: It's pretty unnerving to think about taking disciplinary action. Frankly, I'm not the type of person who handles angry confrontations very well. What can I do to more effectively handle these events without being a nervous wreck?

