



West Sound Human Resource Management Association

West Sound Happenings

November 2005

Save The Date

Monthly Luncheons

**December 2005
Holiday Luncheon
and
SHRM Foundation
Silent Auction**

Awards Presentation

December 14, 2005
11:30 a.m. to 2:00 p.m.

Speaker: De Hicks,
Stuart Consulting

Free to WSHRMA
Members

Nominate your Distinguished Member by

E-mail Deanne Hull at
wshrma@artanderson.com
to reserve your spot!

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WSHRMA HALF DAY FALL CONFERENCE BUILDING AND KEEPING HIGH-PERFORMING TEAMS PRESENTED BY: BY ALICE ROWE, PHD NOVEMBER 9, 2005— SILVERDALE RED LION INN

Plan to join us for our half day workshop that is a great compliment to our Spring Conference presented last May on working with teams. As HR professionals and managers we are all aware how important it is to have effective teams in our organizations. Come hear the latest on how to build and keep your teams performing at a high level!

Learn the key elements of high performing teams and identify ways to move your team toward those elements. This highly interactive session will also focus on ways to encourage collaboration. You will leave with an action plan of ways to help your team be stronger and more effective.

Dr. Rowe creates and delivers training programs for business, industry, government, and the professions. She provides tools for enabling clients to increase performance by developing strong management skills and building effective teams. Her innovative and enthusiastic presentation style has generated a high demand for her services. Dr. Rowe also facilitates retreats and meetings, helping the group stay focused and energized.

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**RSVP by November 4, 2005
SPACE IS LIMITED!! RESERVE NOW!!
SEATING AVAILABLE FOR UP TO 45 PEOPLE.**

Date: November 9, 2005

Time: 7:30 a.m. to Noon

Place: Silverdale Red Lion Inn

Price: Member*:

Prepay \$40; at the door \$45

Non-Members*

Prepay \$55; at the door \$60

RSVP: wshrma@artanderson.com

360-479-5600 x2265. Then mail in payment.

Payment may be made at the door or by completed the registration form found on our website (www.wshrma.org) and mailing to the address on the form.

*Cancellations must be received at least 2 days prior to receive refund.



**RED LION
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Job Bank

Please check out our website at www.wshrma.org for current job openings. If you would like to advertise an open HR position in the WSHRMA job bank, please contact Debbie Laudenslager at 360-415-6533 or e-mail to dlaudenslager@kpshealthplan.com

HR LEADERS URGED TO THINK AND ACT LIKE ENTREPRENEURS

By Steve Bates

HR leaders should teach managers to think and act like entrepreneurs, said Mahesh Joshi, Ph.D., at the beginning of his Oct. 27 presentation here at the Society for Human Resource Management Strategic Conference. Come to think of it, he added, they should teach everyone in their organizations to think and act that way.

It all comes down to taking risks, said the associate professor of strategic management and entrepreneurship at George Mason University in Fairfax, Va. Without some voices calling for innovation, even the most successful organizations can stagnate and fail, he said at one of several “guru dialogs” during the three-day conference. “Managers are not used to taking risks,” he stated. “They are obedient pets” for the most part.

Organizations need key people who are trouble-makers to shake them out of their complacency. They need people with the entrepreneurial spirit who are willing to question the way things are always done and suggest new methods. “Research has shown that entrepreneurial firms in general tend to perform better than nonentrepreneurial firms,” Joshi said. “This is done by vision and imagination.”

Entrepreneurial employees often are described as mavericks, but they also tend to be flexible, passionate, optimistic, results-oriented, resilient and creative. They need to be transformed from “problem children” to “problem solvers” who identify the causes of problems and elucidate the impact of their proposed solutions, Joshi said.

That’s not always an easy role to play, he conceded. “In a corporate setting it becomes more difficult,” he said. “It becomes a balancing act.” It means finding the level of individual autonomy your organization will grant. An entrepreneurial orientation, Joshi said, involves a propensity to act autonomously, a willingness to innovate, a willingness to take risks, aggressive efforts relative to opportunities in the business environment, and proactively anticipating the competition’s response.

BE CHAMPIONS

Championing those who have outside-the-box ideas and a willingness to fight for them is one way HR leaders can facilitate this approach in their organizations. These champions must not let new ideas be beaten down because they don’t conform to existing business practices, he said.

Champions of entrepreneurial employees must help these risk-takers obtain the financial and other resources they need, Joshi added. The champions also must be good at generating market information, bending the rules, and bypassing procedures and budgets at times to give great ideas a chance to be tested. He noted several examples of organizations that have benefited from entrepreneurial efforts, including:

Entrepreneurs—Cont. Page 3

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A unique blend of corporate trainer, educator, and public speaker, Alice Rowe has worked in her profession for over twenty years and has consulted with over 100 diverse organizations. She designs her own materials, which have included a 40-hour training course entitled Supervision and Group Performance which was adapted by the U.S. Office of Personnel Management and used nationwide. As an educator, Dr. Rowe has taught on the community, college, and masters level.

- Doctorate in Human and Organization Development, The Fielding Institute
- Master's Degree in Public Administration, Syracuse University
- Bachelor's Degree in Political Science, Simmons College
- Author, *Where Have All the Smart Women Gone?*, a study of women and achievement



Entrepreneurs—Cont. from Page 2

- 3M Corp., which developed “Post-Its.” Initially, top executives saw no market for them. A key champion shipped samples to the executive assistants of the CEOs of many large corporations, and the product demand was instant.
- Volkswagen had little interest in renewing its “Beetle” line of cars until the employee with the vision of the new “Bug” developed it in a private garage and presented the completed product to company officials.
- IBM established an “emergent business operations” department offering cash awards to employees for great ideas that might someday pan out.

This type of entrepreneurial spirit requires “a willingness to depart from existing approaches and to display a tendency to engage in new ideas,” Joshi said. “If you have a good entrepreneurial orientation and processes, in the long run you will be successful.”

Steve Bates is managing editor of HR News. He can be reached at sbates@shrm.org



Webcast

Definition of an “Internet Applicant”

Presenter: David S. Fortney, Fortney & Scott LLP, and
David Cohen, DCI Consulting Group, Inc.

Date: November 4, 2005, 2 p.m. ET; 11 a.m. PST

**Free to
Members**

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HR DISTINGUISHED MEMBER AWARD



**Submit your nominations for the
1st Annual HR Distinguished Member Award
No later than November 10, 2005**



See details at www.wshrma.org

Presentation will be at the Annual Holiday Luncheon—Wed., December 14, 2005

Conversations—Cont. from Page 5

both, have been compromised. For example, if you realize that you violated mutual respect when you called your co-worker an idiot and threw the late report on the ground, you can begin to restore safety by acknowledging and apologizing for your actions. A simple, sincere apology can go a long way to mend relationships—if you are truly sincere and your actions moving forward match your words. People tend to have good sincerity “radar” though, so don’t apologize if you don’t mean it. You’ll only erode trust further.

If safety seems at risk due to a misunderstanding about either mutual respect or mutual purpose, use the contrasting skill to clarify your intent:

State what you don’t want, and then state what you do want.

For example, “I don’t want you to think I don’t value your work. I do want to figure out a way that we can work together more effectively because your work is valuable and I need it to run a successful investigation.” By stating what you don’t want first, you prepare the listener to hear what you do want. Your “don’t” statement addresses the other’s conclusions about your lack of respect or malicious intent. By clarifying this first, you acknowledge the other person’s experience which can help him hear what you say next—a confirmation of your respect and/or a clarification of your real purpose.

But what happens when you realize safety is at risk because you and the other person appear to have different goals? *To learn how to create mutual purpose, read next month’s article.*



Doug Nathan is a mediator and consultant with [Sound Options Group, LLC](#), offering consulting, training, and facilitation services for over eleven years. Sound Options Group helps local, state-wide and national organizations hold difficult conversations so they can manage change, develop leaders, and build high-performance teams. Doug is a certified trainer of *Crucial Conversations*[®], a two-day course based on the *New York Times* best selling book that equips people with the tools to handle life’s most difficult and important conversations and achieve positive results.



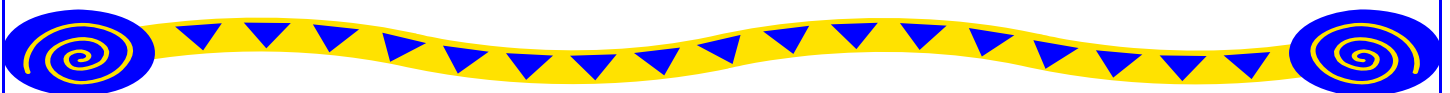
HRCI STUDY GROUP

The WSHRMA is working to provide you a study group for the Human Resource Certification Exam. If you are interested in joining the group contact Debbie Laudenslager at 360-415-6533 or e-mail at dlaudenslager@kpshealthplans.com.

You may access detailed information on the HRCI exams, including cost, application process, registration deadlines, and other valuable information by visiting the website www.shrm.org/hrci. You must be a SHRM member to be eligible to participate in the WSHRMA study group.

Fees: WSHRMA members— free.

All other SHRM Members (at large and other chapter members)— \$125



FORTH ARTICLE IN A SERIES OF FIVE
BUILDING COMPETENCE FOR CRITICAL CONVERSATIONS:
PART IV—MAKE IT SAFE
BY: DOUG NATHAN, MEDIATOR AND CONSULTANT
SOUND OPTIONS GROUPS, LLC

With a clear intent, you can say just about anything to almost anyone. Yet when you start feeling unsafe in a conversation, you might find it difficult to say what's really on our mind, and water it down or actually avoid it. Perhaps you're afraid of hurting the other's feelings or exposing yourself to criticism. To hold a conversation after it turns crucial—conversations with strong emotions, differing opinions, and high stakes—you need to rebuild safety.

Imagine for a moment someone sitting next to you. This person is your dearest, oldest friend who knows you better than anyone else in your life. Your friend knows your strengths and weaknesses, your history and your dreams. And your friend is aware of a glaring weakness that you have that has been keeping you from attaining an important dream you have. Would you want your friend to tell you about what she sees?

If you answer “Yes,” then here's another question for you. What makes you feel okay, perhaps even excited, about receiving this difficult feedback from your friend? It could unlock the promise of your dream. And it comes from someone you trust. Someone who you know cares about you and about your well being. With enough safety, you are able to listen to the toughest feedback because you trust the other person's intentions.

Now think about how your next crucial conversation would go if you could build that kind of safety into it. You can say just about anything to almost anyone if you make it safe by paying attention to *mutual purpose and mutual respect—the conditions that create and sustain safety*.

Mutual Purpose and Mutual Respect

Mutual purpose is the *entrance* condition for dialogue. With a common purpose, you have a shared need for a useful conversation. In the heat of a crucial conversation, however, you can lose site of the common purpose that brought you together.

Mutual respect is the *continuance* condition for dialogue. As long as there is mutual respect, a common view of each other as sincere, reasonable, and rational, then there is safety for an open sharing of ideas, thoughts, beliefs and feelings. Without respect for one another, distrust or fear of the other person's intent causes us to act in ways that sabotage dialogue. We either hold back what we know, or force our views on others.

But what if you don't respect the other person? It's useful to distinguish between the person and the behaviors that you may dislike. If you can see the other person as someone with strengths and areas for improvement, it's easier to treat that person with the respect and dignity with which you would want to be treated, especially if a weakness of yours were exposed. That doesn't mean that you have to like or even accept the behavior. By seeing the humanity in the other person, you can treat the person with respect due another human being and begin to rebuild safety needed for a crucial conversation.

Rebuilding Safety

When you notice safety is at risk, you can restore it by realizing whether mutual purpose or mutual respect, or

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