

Listening to business “experts”, many of us struggle to comprehend the nuances of our economy. They tell us why things are really not what they seem, or why they are better than they appear. And they make a calm, rational case for every economic fit and start.

What is clear is that each of us has to mind our own business even more diligently. Most of us have to make business decisions every day based on our perception of our business reality. Some predictions, like widespread telecommuting, shrinking workweeks, and the paperless office have not come true. People are working longer and harder than ever, and every company needs to address the changing nature of work as well as the changing needs of the working generations, from Baby Boomers to the N(net)-generation.

After several years of downsizing, managers recognize they are in a different business than they were just a short time ago. They must reconsider how work gets done, and configure office space conducive to innovation and productivity.

We at Dayton’s Commercial Interiors hope you find something in this latest edition of CLIPS that helps you cope with defining, growing, and maintaining your business. We offer our help as always with planning, building and managing a workplace that supports your goals and your people.

As always, we offer the full text of any article, as well as an electronic version of CLIPS, by contacting John Jurgensen at john.jurgensen@target.com.

(Please note: all email addresses at DCI have changed to a firstname.lastname@target.com format.)

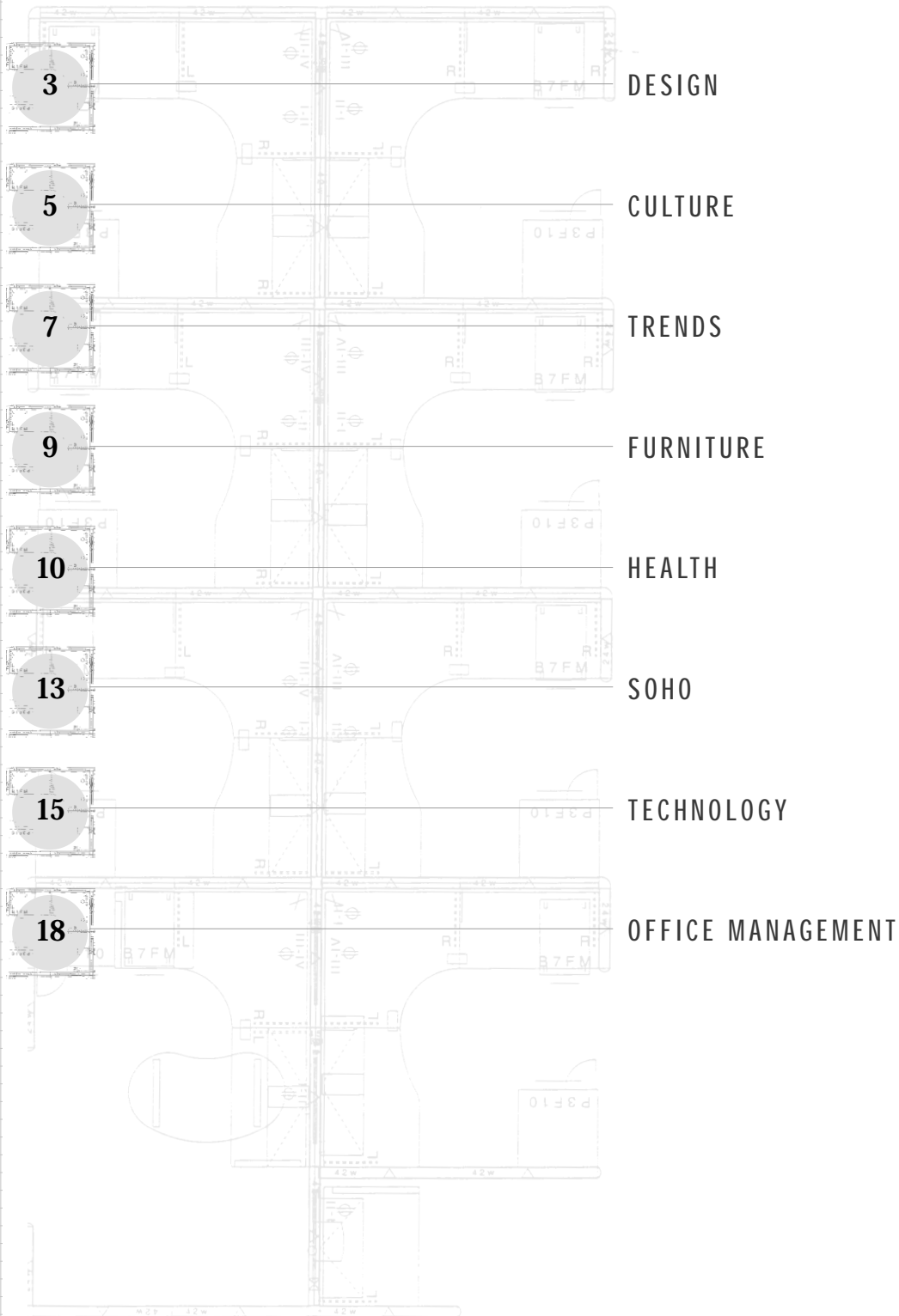
Thank you for your continued interest in Dayton’s Commercial Interiors and CLIPS.

Sincerely,

JOSEPH M. PERDEW

PRESIDENT

DAYTON'S COMMERCIAL INTERIORS



1

Greening the Workplace.

Estates Gazette.

- *Estates Gazette*; August 23, 2003, p33.

Summary:

This article explores the topic of “green” office design and the question of why more buildings are not designed to be environmentally friendly. Some of the blame is placed on poor communications and ineffective collaboration among all the players, from architect to developer to tenants, with each group willing to embrace substance if only someone else would. Consensus over who should be taking the lead is lacking, money is a key consideration, and there is no straightforward quantifiable business case for the “sustainability” of operational cost savings of environmental design in commercial property.

The author proceeds to present a case for environmentally-friendly design based on a series of five buildings that include energy-efficient features that result in cash savings. Among the green efforts include upflow ventilation (rather than traditional fan coil systems) that saves money while reducing pollution levels by up to 30%.

The author admits that energy savings are small in relation to total project costs, but points to recent survey findings, including:

- Environmental issues have become a significant property requirement of occupiers.
- US and UK occupiers are demanding whole-life occupancy costs of buildings, including maintenance and running cost figures for offices.
- 75% of UK and US occupiers would be prepared to pay a premium for lower-maintenance operational costs, with half of these willing to pay between 10 and 20 percent.
- All occupiers surveyed would find an environmentally well-designed building with good whole-life cost figures more appealing than a competing building with lower environmental credentials. They also believe that environmentally responsible buildings can contribute to staff motivation and retention.

2

Integral Parts: Offices Are Increasingly Using Sensory Design – From Acoustics To Art Installations And Aromas – To Try To Attract And Retain Staff

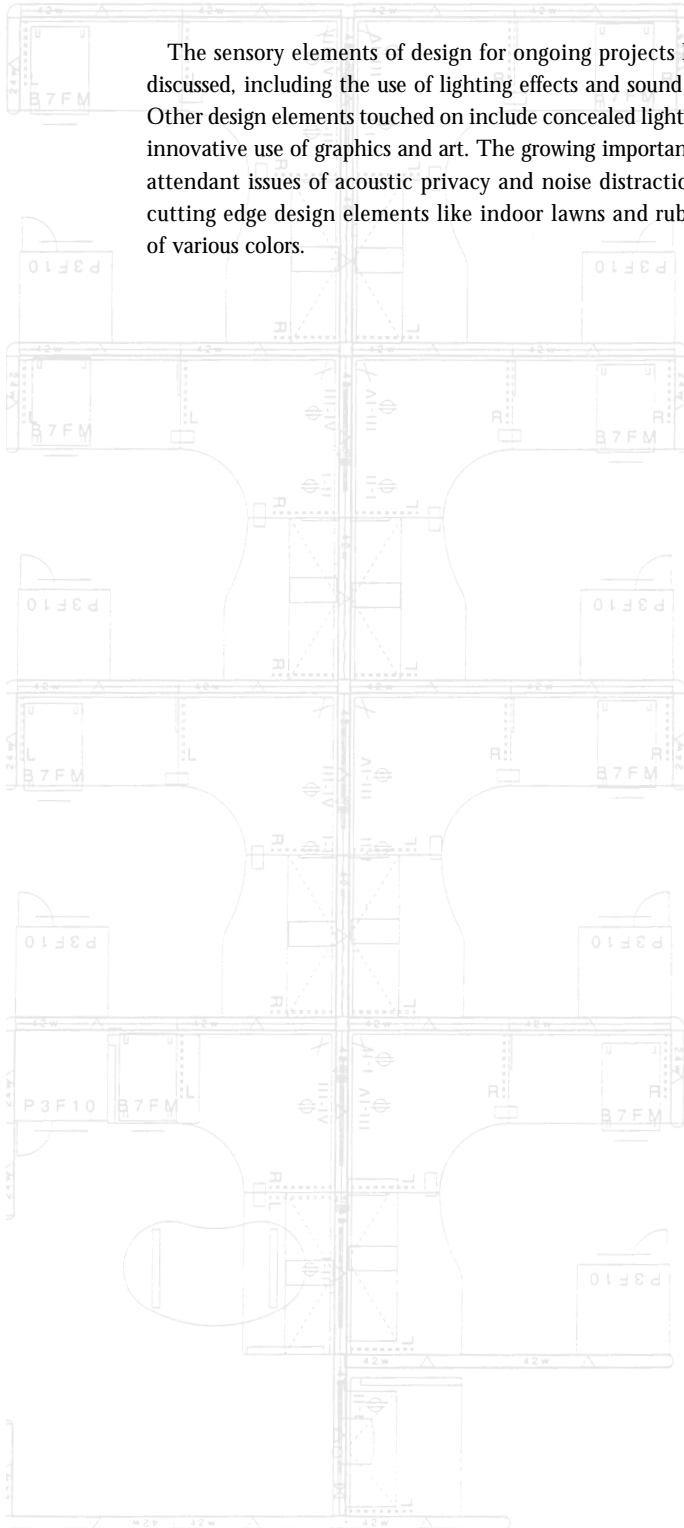
Pamela Buxton.

- *Design Week*; Oct 31, 2002 v17 i44 p26 .

Summary:

Managers are realizing that the atmosphere or ambience of their workplace has a direct impact on their ability to attract and keep personnel. In response, today's top office designers are striving to meet increasing demands for a richer variety of worksettings over and above layout or ergonomic concerns.

The sensory elements of design for ongoing projects like Capital One's new headquarters are discussed, including the use of lighting effects and sound quality to create a series of mood rooms. Other design elements touched on include concealed lighting that simulates sunrises and sunsets and innovative use of graphics and art. The growing importance of sound design is discussed, as are the attendant issues of acoustic privacy and noise distraction. The article ends with a brief look at cutting edge design elements like indoor lawns and rubber floors and the psychological impact of various colors.



3

Maintaining And Strengthening Culture As Your Organization Grows.

Maggie Bayless.

- *Gourmet Retailer*; August, 2003, v24 i8 p. 42.

Summary:

An organization's culture – its personality and beliefs – differentiates it from the competition and works to attract and keep both customers and employees. This article focuses on the role of training plans as an integral part of the efforts needed to maintain those aspects of company culture important to customers and staff alike, while addressing the inevitable changes required of a growing company.

The author provides readers with an overview of how her company successfully planned for its cultural transition necessitated by company expansion. She discusses the effective means of communication used to keep staff excited and reassured, while providing them with the information they needed to pass those feelings on to customers. The author also discusses the steps her company took to bring new hires up to speed on the company and its culture. In the end, this case study approach helps readers to see the important role of "bottom-line training" in connecting the best of the old culture to the best of the new to help make organizational change a success.

4

The 'My Way' Code: A Relatively Modest Investment In A Strong Set Of Corporate Values Can Help A Business To Improve Its Productivity and Profitability.

Roisin Woolnough.

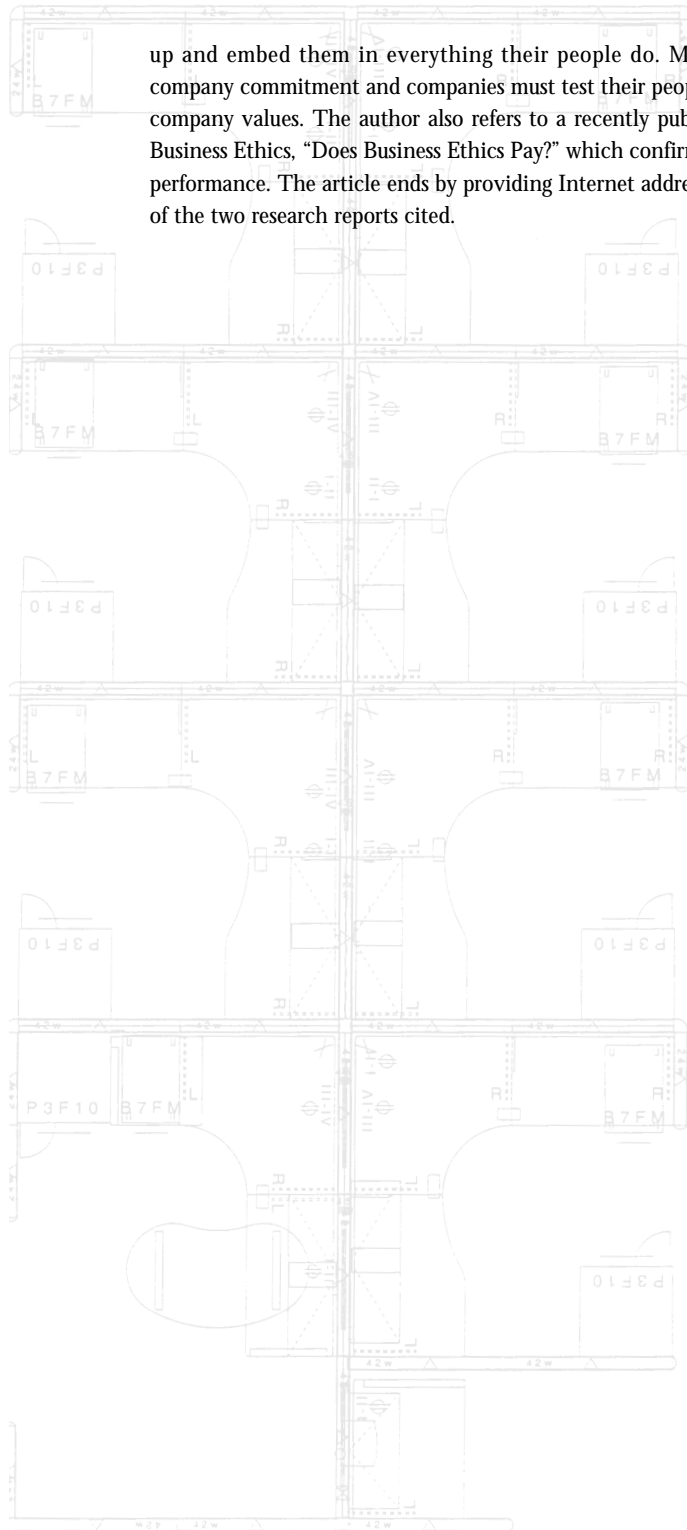
- *Financial Management (UK)*; July-August, 2003, p.29.

Summary:

The premise of this article is that mission statements are no longer enough to define a company's identity and purpose. Increasingly, companies are issuing corporate values which define the corporate culture, modis operandi and core principles of the company. Done well, they cast employees and the company in the best possible light, internally and externally; done badly, they can have the reverse effect. This article emphasizes the need for these corporate values to be clear, succinct and memorable. It gives readers examples of several company efforts – Vodafone, the BBC, and Reed Business Information to name a few. The process is shown as it moves from senior management meetings, where the values are decided upon, to the workforce, where feedback and ideas are sought. Good communication is seen as essential to success, and dissemination and reinforcement through intranet, workshops, presentations and handbooks are discussed. Step-by-step company involvement and assessment are seen as essential if these values are to underpin the company's corporate culture.

The author refers to a recent three year study of prominent employers by the Chartered Institute of Personnel and Development (CIPD), which found that most financially successful companies had a clear vision and set of values that were deeply embedded in their culture and operations. The article notes that companies need to do more than write out their values – they need to back them

up and embed them in everything their people do. Managers must lead by example to show company commitment and companies must test their people against dilemmas that have to do with company values. The author also refers to a recently published research report by the Institute of Business Ethics, "Does Business Ethics Pay?" which confirms the link between clear values and high performance. The article ends by providing Internet addresses where readers can get full text copies of the two research reports cited.



5

Companies Want Space Designed For Collaboration Post-Boom.

Sherri Cruz.

- *Orange County Business Journal*; Jun 30 - Jul 6, 2003, v26 i26 p22.

Summary:

In the 1990s efficiency meant cramming workers into small spaces while harried management focused on integrating new software and a growing workforce. Today, after several years of downsizing, upper management is spending more time looking at workflow and how office space can be better designed to enhance productivity. This comes as no surprise – according to a recent survey, the physical workplace was ranked no. 3 (after compensation and benefits) among reasons employees take or leave a job. Among the design trends highlighted in this article:

- Break areas and lunch rooms not only as perks but also to help entice employees to stay at the office;
- Space for collaboration – while offices retain cubicles, there are now more collaborating spaces to encourage teamwork and idea-sharing;
- The traditional hierarchical placement of offices is giving way to larger areas where managers work alongside others, although private rooms are often built in these areas;
- A new concern for healthy environments, with glare-free lighting, ergonomic furniture, break areas and fitness centers; and
- A new design prominence for color, leading to a bolder, brighter, happier feel.

6

Youth At The Gate.

[Panel Discussion]

- *CioInsight*; September 15, 2003, pNA.

Summary:

This article notes that the digital generation – the 6-26 year olds referred to as the Net or N-generation – is starting to step into the workplace and will soon dictate the political, economic and business agenda of the 21st century. Numbering 80 million in the U.S. alone, and composed of the delayed offspring of Baby Boomers, the N-generation will be demanding change in the workplace, with a particular focus on authority.

Are businesses prepared for this confrontation? CioInsight Executive Editor Marcia Stepanek convened a roundtable on youth and the future of the workplace. Most participants agreed that the N-generation will alter the balance of power between managers and workers, resulting in authority becoming based less on seniority than on “the negotiated abilities of people or teams regardless of age, to execute change, promote new skills and harness emerging technologies in the service of business goals.”

Interesting predictions about the N-generation from the roundtable discussion:

- Technologically savvy students often teach the teacher and are demanding that their teachers be willing to be coaches and team members more than all-knowing leaders. This situation will extend itself to the marketplace as these students become employees/partners.
- N-gens will want to be treated as investors of their intellectual capital rather than as variable costs.
- Rather than asking how much money they will make, they will want to know if you're fully Wi-Fi'ed and what kind of laptop and bandwidth they're getting.
- Catching up with technology and positioning companies for the technological future is now too vast a goal for Chief Information Officers to fully grasp. Companies will be forced to create cross-generational teams of various skills to facilitate this process.
- The role of the CIO will change from helping managers understand equipment and software resources to helping all levels understand the N-generation people who understand and are comfortable with the new technologies.

A consensus seems to form that the N-gen's are technically-focused but not necessarily so across the expanse of an organization. The CIO will likely be a facilitator who benefits from reverse mentoring. Businesses will therefore need to create an entrepreneurial environment; if N-gens aren't approached as "partners", they'll become a generation of entrepreneurs. The article includes a Web link to a complete transcript of the roundtable discussion.

Unseen 'Back To The Future' Trend In Workplace.

Matthew Lynn.

- Los Angeles Business Journal; July 17, 2003, v25 i27 p39.

Summary:

As the author of this article notes, "The one thing you can say for certain about the future is that it isn't going to turn out the way anybody predicts." For several decades now, futurologists have been predicting that technological and social change would transform one-employer, nine-to-five office workers into flexible portfolio workers who would job hop on a project-by-project basis. The office as such would disappear and workers would hot-desk their way around the world relying on wireless networked portable computers and communications. The forty hour workweek would shrink and be eclipsed by the need to fill growing leisure time.

This article notes that little of this has happened. Instead, a recent conference in London organized by Britain's Economic and Social Research Council has found that things have remained remarkably the same. Over the last decade in Britain, for example, ninety percent of people still have full time permanent jobs; only one in twenty is a contract worker. Job tenure has grown, self-employment has receded and occupations remain largely traditional. The one big change found – which will come as a surprise to no one – is that the employed are working longer and harder than ever.

8

FedEx And Steelcase Design Opportunity For U of M.

Mark Watson.

*- The Commercial Appeal, Memphis, TN; October 11, 2003, pC1.***Summary:**

This article announces that Steelcase, Inc., one of the world's largest office furniture manufacturers, has formed an alliance with FedEx's Institute of Technology that will allow students to use the latest experimental furniture designs and equipment, including interactive white boards. The students, in turn, will provide Steelcase scientists and engineers with a means of studying real world use of prototype furniture and equipment. The article finishes with a discussion of the creative process and the opportunities for collaborative research created by this alliance. It also emphasizes the importance of synchronizing technology and business strategy in a highly competitive global economy.

9

Best Of Show: The Home Office Now Is Influencing The One At Work.

Barbara Ballinger Buchholz.

*- Chicago Tribune; August 31, 2003 p22.***Summary:**

Concerned about economic uncertainty, executives are increasingly looking to give their workplace a homier feel, reflecting the more social and team-oriented nature of work in the new millennium. This article notes that many furnishings introduced at this year's NeoCon reflect this trend. Instead of cutting-edge design, "more products looked back for classic inspiration, took note of technological advances and added color and whimsy to buoy spirits." The article gives the impressions of the four judges in this year's "Best of NeoCon Competition" with award-winning products ranging from tables and chairs to wall coverings. A theme of spare and elegant lines and bright contemporary colors is noted.

10

Smart Seat.

Danine Alati.

*- Contract; August, 2003 v45 i8 p32.***Summary:**

Ergonomic chairs are "absolutely critical" to employee health and office productivity. This article applauds the continuing efforts by the best office furniture manufacturers to refine their offerings so that chairs are not only designed for comfort and aesthetics, but also accommodate a variety of functions and users, while selling at affordable price points. The article notes that the best office chairs go beyond comfort and function to literally move with the user without a great deal of adjustments. The ideal, says the author, is a chair that does what it's supposed to do without the user having to think about it. The different ergonomic requirements of office chairs and conference room chairs are discussed. New materials are explored, including innovations like Gel cushioning, as is a designer trend toward "visually lighter" chairs with better aesthetics.

11

Minding More Than Posture: Ergonomists Promote Corporate Wellness By Evaluating Workplace Conditions.

Katie Maurer.

- *Indianapolis Business Journal*; July 21, 2003, v24 i19 p17.

Summary:

This article explores the potential role of ergonomists in allaying employer concerns over noise, lighting, temperature and other workplace design features that can adversely affect employee health and productivity. The author discusses the training and certification of ergonomists and lauds their ability to combine a knowledge of anatomy and biomechanics with workplace experience and common sense. The article goes on to outline the range of services available to companies, from office visits and studies of specific jobs to provision of employee training sessions and implementation of comprehensive ergonomics programs. The author notes that despite the obvious benefits of acquiring professional ergonomic input – fewer injuries, happier employees and greater productivity to name a few – many companies have yet to make ergonomics a priority.

12

Ergo Your Office.

Dennis Nishi.

- *Men's Fitness*; August, 2003 p22.

Summary:

This article gives readers an overview of interesting ergonomic products available to reduce the possibility of developing work-related injuries. Products discussed range from task lights and copyholders to monitors, keyboards and mice. The article ends with some tips for setting up an office workplace, with special emphasis on the primary importance of office chairs and posture and a warning that eyestrain is the leading manifestation of physical stress in the workplace.

13

Office Lighting, Monitors Can Be Pain In The Eyeballs.

Tim Altom.

- *Indianapolis Business Journal*; October 6, 2003, v24 i30 p58A.

Summary:

This article provides readers with an overview of a number of office lighting issues, including:

- The amount of money that can be saved by automatically shutting off lights when people leave the room. [To see if it would pay to install motion-sensing switches in your rooms visit www.lightingdesignlab.com/articles/switching/switching_fluorescent.htm];
- A debunking of the myth that ultraviolet light from fluorescent lighting can cause skin cancer, although it can cause things like blurred vision, headaches, tired eyes and neck pain – all symptoms of eye strain. [For a full discussion of this see www.irc.nrcncr.gc.ca/fulltext/nrcc43097/nrcc43097.pdf]; and

- The advantages of using filters to cut down the glare of overhead lights. [See www.ergo-mart.com/fluorescent_light_filters/filters.htm for a line of filters that can be bought as sleeves for single four foot fluorescent lamps or as sheets for special applications.]

The article ends with a mention of Internet sources for research on problems with fluorescent lighting, notably www.intellearn.org/media/light%20elem%20lrg.pdf. The author notes that many are taking this problem seriously – his Google search for the words “eyestrain fluorescent lights” turned up more than 2,000 hits!

14

Air Quality Sciences’ Report Explores Issues Around Emissions From Office Equipment.

Malou Hughes.

- PR Newswire; July 14, 2003.

Summary:

This article reports on the findings of a comprehensive report prepared by Air Quality Sciences, Inc. (AQS) on indoor air quality issues specifically related to emissions from office machines. These emissions have been found to contribute to significant health problems, discomfort and general malaise among office workers. The report itself, *In Black and White: The Office Equipment Industry’s Guide To Managing Product Emissions*, includes summaries of emissions studies, industry trends, the source of common pollutants, testing standards, guidelines and programs, as well as options for addressing product emissions problems. It is available for free at <http://www.aqs.com/>.

15

Mental Health Problems On The Rise.

Ross Bentley.

- Computer Weekly; September 23, 2003 p49.

Full Text: Copyright 2003 Reed Business Information Ltd.

New research by the Work Foundation has revealed that mental health problems in the workplace are far more widespread than previously thought, and many line managers are ill-equipped to deal with those suffering from mental health problems.

Of the employees questioned, 66% said they or a work colleague had experienced a mental health problem. Of the line managers questioned, 70% had managed a member of staff with a diagnosed or suspected mental health problem.

About 46% of employees said they would go to their line manager if they were affected by mental health issues and 65% anticipated that their manager would be understanding.

However, few employees thought their managers would be able to provide practical support and only 2% thought they would have the knowledge and skills to handle the situation well.

Lack of information about mental health is emerging as a real problem for line managers:

- 52% felt they did not have access to adequate information on how to manage people with mental health problems.
- 76% reported that their organization did not have adequate policies or procedures to deal with mental health. If policies were in place, this was not made known to employees.
- 14% of managers with access to policies and procedures knew exactly how to handle a situation and deal with it well, but only 37% knew enough to deal with a problem satisfactorily.



16

Escape Your Office: Save Thousands Of Pounds! Give Up Commuting! Make Your Boss Love You! Never Before Have There Been So Many Good Reasons To Work From Home.

- Internet Magazine; October, 2003, i108 p24.

Summary:

This article explores telecommuting from a British perspective. It notes the broad range of major companies that are beginning to exploit the potential of broadband and wireless technologies, virtual private networks, remote telephony and human logistics software to develop effective telecommuting programs that boost productivity and cut operating costs. All the advantages of telecommuting to both employer and employee are examined, and suggestions are offered on how to improve and fine-tune telecommuting programs. This article also offers a wide range of Internet resources for both managers and employees, including web sites for telecommuter clubs; work-life balance case studies; manager resource sites with technology briefings, case studies and links; and online psychometric tests for potential telecommuters. Two related articles include advice to employees on what to ask for if they want to work from home, an overview on the advantages of virtual private networks, and a look at how human logistics software can help companies manage their telecommuters.

17

Technology: Office Space, The Sequel.

Peter Suci

- Newsweek; Sept 22, 2003, p92.

Summary:

This article offers readers tips on how to make home offices comfortable and productive. Suggestions are made concerning equipment like computers, telephones, answering machines, and printers, as well as office furniture, including desks and chairs.

18

IBM Computer Users' Association: Worried Users Learn Liabilities Of Letting Their Staff Work From Home.

- Computer Weekly; October 14, 2003, p38.

Summary:

At an IBM Computer Users' Association meeting in September, an attorney reviewed the complex of laws that British employers of staff working outside the office must comply with. Among the more interesting quirks that this article highlights:

- If employees ask to work away from the office, it is not enough just to say "no." The company has to go through a process that includes written reasons for rejecting the request.

- Since organizations are still liable for the protection of sensitive data, requests to work from home can be turned down on the grounds of data protection. They can also be turned down on safety and health grounds. Regardless, however, of whether requests are turned down or not, employees can take court action if they feel discriminated against.
- If employees work from home, it is their companies' legal responsibility to ensure they are using their laptops in an ergonomically correct chair, not on their sofa.



19

Future Unplugged: A Proliferation Of Electronic Products Has Transformed The American Workstyle And Lifestyle Over The Past Two Decades. Now, A New Generation Of Devices Is Bringing This Digital Transition To Warp Speed, Making It Simpler And Faster To Stay Connected To Job And Family And To Work More Efficiently – In The Office, At Home, Or Anywhere.

- *Fast Company*; October, 2003, i75 p116.

Summary:

This article addresses the blurring lines between home and office, and work and leisure, brought about by recent advancements in digital and wireless technologies. It notes that information streams now effortlessly flow back and forth through Internet, intranets, satellites, phone lines and digital TV antennas into offices, homes, cars and coffee shops. Of particular interest to the author is the replacement of the second generation of wireless phones by third-generation (3G) phones – more aptly described as multi-function handheld communicators – that include voice and high-speed data capabilities, audio and video on demand, mobile text messaging, mobile Internet access and endless streams of multimedia. These will allow instant remote access to corporate networks and bring unheard of efficiencies to home and office. Soon phones will be available with Bluetooth wireless connectivity that will send images from handset to printer. There are already many printers that let mobile professionals get hard copies of documents or photographs at the touch of a button using USB connections and the simple exchanging of wired memory cards.

With an estimated 6 million new home offices created this year, the home office arena is seeing a true melding of business and consumer technology with the exchange of information and entertainment content among a variety of devices throughout the house. A home network can now facilitate communications among appliances, entertainment products, computers and other information devices so they can work together and effortlessly share information.

This article predicts a proliferation of flat screens on walls and desktops displaying information and entertainment. The biggest impact, however, will come from the high speed Internet. New technologies promise voice over Internet Protocol, video conferencing, virtual private networks and web-based office applications that will provide both efficiency enhancements and cost savings. “The future,” the author declares, “will increasingly be digital, broadband and wireless – at warp speed.”

20

Jump On To The Broadband Wagon.

- *Computer Weekly*; October 21, 2003, p45.

Summary:

This article explores the many advantages of broadband, particularly to small- and medium-sized companies that often avoid adopting broadband for budgetary reasons. In addition to the speedier transfer of data, the always-on connection enables e-mail servers to more easily be handled in-house, and enables companies to better manage content filtering and server-based virus protection.

This connectivity also enables disparate staff members, contractors and customers to better communicate. The author adds that this type of remote access is particularly beneficial to travelers, telecommuters, tech support and branch connectivity. The article ends with a list of websites that provide further reading on this topic.

21

A Boardroom's Delight: Gone Are The Chalkboards. In Are Plasma Screens, High-Tech Projectors, Computers, Electronic Whiteboards And Much More.

Kent L. Colby.

- *Alaska Business Monthly*; July, 2003, v19 i17 p66.

Summary:

The look, equipment and presentations given in today's boardrooms are changing dramatically. This article explores the tools available in boardrooms, including plasma screens, high-tech projectors, computers, sound systems and electronic whiteboards to name a few. The primary elements of a good boardroom installation are discussed, with an emphasis on the new control systems available that can walk even novice operators through the steps needed to create a smooth and engaging presentation. The author ends this article with a discussion of videoconferencing, whose popularity is on the rise thanks to improved technology and an era of cost-cutting.

22

Is It Time For You To Upgrade? New Technology Makes It Easier To Work From Home And Be More Productive – If You Can Figure It All Out.

Dave Gallagher.

- *Everett Business Journal*; October, 2003, v6 i10 pS14.

Summary:

We all know that upgrading technology is an expensive headache that can go well beyond equipment, software and training costs. This article, however, makes a strong case that updating technology results in vastly more important benefits to companies in the long run. The case goes beyond merely acquiring smaller, faster, more capable machines and software. The advantages of new wireless technologies are discussed, as are the new multi-function laptops, voice-activated products to retrieve e-mail and send messages while on the move, and quality of life issues like the added flexibility of being able to telecommute.

23

Office A La Carte: Home Users Should Cherry Pick Two Parts Of Microsoft's Latest Software Suite.

Anita Hamilton.

- Time; November 3, 2003, v162 i14 p100.

Summary:

According to this article the latest version of Microsoft Office (Professional Edition: \$499), encompassing 11 individual programs and some add-on services, has surprisingly few improvements designed for individuals. It is targeted to the corporate office teams that share documents, databases and electronic forms. Individuals and small businesses are advised to cherry pick two components:

1. The redesigned Outlook (\$109), Microsoft's popular email program, now comes complete with colored flags, sorting of messages into folders for "today," "yesterday," "last week" and so on. It automatically creates separate folders for all unread messages or all messages you've flagged and has a built-in spam filter. It can even prevent people from forwarding messages you send them.
2. One Note (\$99), the all-new note-taking program, gets rave reviews by the author. She is particularly taken by the ability to click anywhere on the page to type text or insert pictures, Web links or audio notes. It can send your notes as email and comes with a handy search box that lets you do Web searches without switching to your browser, then can drop the results right into One Note.

Ways For Your Company To Become An 'Employer Of Choice'.

- HR Focus; September, 2003, v80 i9 p3.

Summary:

Companies that are desirable workplaces have a competitive edge in attracting and retaining employees and in achieving and sustaining high levels of productivity. This article explores a new study from Fortune and the Hay Group, "A New Competitive Edge: Seven Lessons For Outstanding Employers." Among the key lessons:

1. Offer employees a clear sense of direction and vision, with cogent explanations for any change in direction or strategy – **clarity builds credibility**.
2. Create a culture that puts an emphasis on responsiveness, quality and teamwork – managers "walk the talk" to rally employees.
3. Decentralize the workplace and empower employees – maximize the opportunities for employees to succeed and contribute.
4. Provide employees with the tools to succeed, including such things as authority, job-related information, training and proper equipment.
5. Maintain equitable compensation and competitive benefits. Not all "best companies" pay above-market salaries; rather, they supplement pay packages with "culture-shaping rewards" like profit-sharing, stock options and 401(K) matching contributions and the sort of extras – like daycare facilities, social events and flexible work schedules – that make the company unique and show concern for the individual employee.
6. Reduce status differences and barriers with such things as parity in office arrangements and casual dress codes.
7. Showcase an aspect of company culture that makes it "special" and shows employees that the company values its people.

For more insights from "A New Competitive Edge: Seven Lessons For Outstanding Employers" you can visit Hay Group's Website (www.haygroup.com).

Included with this article is a related article – "Restructuring Can Pay If Done The Right Way" – that explores the results of new research by Watson Wyatt. The study found that restructuring companies engaged in everything from layoffs to mergers and acquisitions. The most successful of these companies communicate effectively about change, involve employees, provide targeted training, reassure critical staff and reduce their workforce only once. Additional tips are offered to maximize the returns of a company's cost-cutting efforts.

25

How To Lead Now: Getting Extraordinary Performance When You Can't Pay For It.

John A Byrne.

- *Fast Company*; August, 2003, i73 p62.

Summary:

In bad times, when money is tight and people are skeptical of top management, building pride on the front lines of the business is seen by this author as the key to performance. Building pride to boost productivity is hardly a new concept – it has long been the core of many high-performing organizations. What this article points out, however, is the remarkable degree to which many businesses have lost sight of the productivity potential of pride. After a decade of squeezing productivity growth from layoffs and technology investments, getting greater productivity out of employees is better achieved not by cutting and slashing but by nurturing, recognizing and engaging them. The author includes recent studies to back up this contention.

In a related article, "Tool Kit For An Effective Pride Builder," the author explains how the best leaders motivate people using several fundamental tactics involving local, non-monetary, highly personalized themes. Among the more interesting messages are (1) don't be afraid to help with a person's non-workplace issues and (2) focus on the small, everyday steps rather than the major goals that are achieved.

26

The Value Of Cheap Recognition: Facing Slashed Budgets, Managers Must Be Creative When Recognizing Top Employees.

Michele Marchetti.

- *Sales & Marketing Management*; August, 2003, v155 i8 p16.

Summary:

In an era of frozen salaries and shrunken bonuses, inexpensive motivational tactics are more important than ever before. The author provides readers with examples of successful programs that have used a wide range of innovative tactics, including:

- Shopping on the company intranet for gifts in various categories to show appreciation for special peer efforts;
- Successful reps asked to highlight winning sales tactics during weekly conference calls; and
- Leadership roles in special taskforces given to high performers.

The key: the reward is recognition-based, not financially-based. As one of the program managers discussed in the article notes, "It's not the size of the award that counts, but the amount of attention you draw to it."

27

Managing Underperformers.

- *The National Public Accountant*; August, 2003, p25.

Summary:

Dealing with underperforming employees is a difficult situation for any manager, but this author holds that most individual job performances can be turned around. Among the techniques recommended:

- Take immediate action – don't wait for review time. Schedule a private meeting and be specific;
- Allow the employee to respond to your concerns as there may be issues you aren't aware of;
- Take thorough notes, both to serve as a reminder of decisions made and as a tool should the employee challenge your decision;
- Provide direction while collaborating on ideas for solving the problem;
- Try to restructure a position if the position is one that is no longer challenging;
- Pair the employee with a mentor to help provide in-depth instruction or serve as an advisor;
- Monitor the situation; and
- Give praise when the employee reaches goals; conversely, don't wait too long to replace someone whose behavior fails to improve in the agreed upon time frame.

These and other points are discussed and the author stresses the importance of developing a clear action plan and following through on all steps.

28

Working With Difficult People.

Chris Karcher.

- *The National Public Accountant*; September, 2003, p39.

Summary:

One of the major sources of stress in the workplace is working with people with whom we cannot get along. The author of this article assures readers of the futility of trying to change others to get them to see our way. Instead, he suggests learning to accept people as they are and offers some principles to follow that will help readers gain control over their feelings and "establish a foundation for building workplace harmony."