

Statewide  
Training  
Advisory  
Network of  
Delaware

# Newsletter

**STAND:**

Sharing resources and promoting training and  
education for professional development

Volume 12, Issue 6

December 2000

## A Letter from the President

December 2000

Dear STAND members and friends:

We're coming to the end of another exciting year for STAND. I extend thanks to each of you for helping make the STAND organization such a positive resource for Delaware's government and other organizations. And, a very special thanks goes out to the STAND Board members, presenters, and committee chairpersons for their hard work and dedication to this organization. Everyone's efforts are reflected in the wonderful year we have had.

We've had a year of sharing resources and learning about our own hemispheric learning styles, web sites and how to integrate the Internet into our training, dealing with change (Who Moved My Cheese?), facilitation skills, study circles and ways of appreciating the many different things we each bring to the mix, and 360 degree feedback and how this tool can help us and the agencies we work in.

We've experienced several firsts this year: we established a STAND web site (and it's getting better every day), we held a meeting in Dover and Wilmington at the same time--using teleconferencing capabilities, we have a STAND list serve to help members communicate, and we held our first "mini-conference"--on Brain based learning. And, we have a new STAND brochure.

Ollive Sheperd, Lori Watts, and the conference committee are hard at work planning an exciting conference for March 16, 2001--"The Human Side of Technology". The conference will feature a seminar on "Communicating with Power and Influence" with national speaker, Tara Bazar; a session on "De-Stressing" with Jody Graham; and a choice of one of three seminars dealing with technology: The Power of Powerpoint with Brad Glazier, Building Your Website with Ross Stump and Dawn Hollingsworth, and DelAware: Delaware's Digital Library with Anne Norman and Terry Plummer.

We have sent out invoices for 2001 membership dues and there is one at the end of this newsletter. Again, the price of membership for one year is only \$20 and helps us bring you good learning opportunities and meetings. Please send in your membership as soon as possible. And, if you pay before February 1<sup>st</sup> there's a discount on the conference fee.

Start your New Year out on a positive note and join us at the Paradee Center in Dover from 9:30 a.m. to noon for a short business meeting, resource sharing, and a seminar on "Business Writing" with Christine Gillan.

Happy holidays and wishes for a prosperous 2001,

### STAND Executive Board 2000-2001

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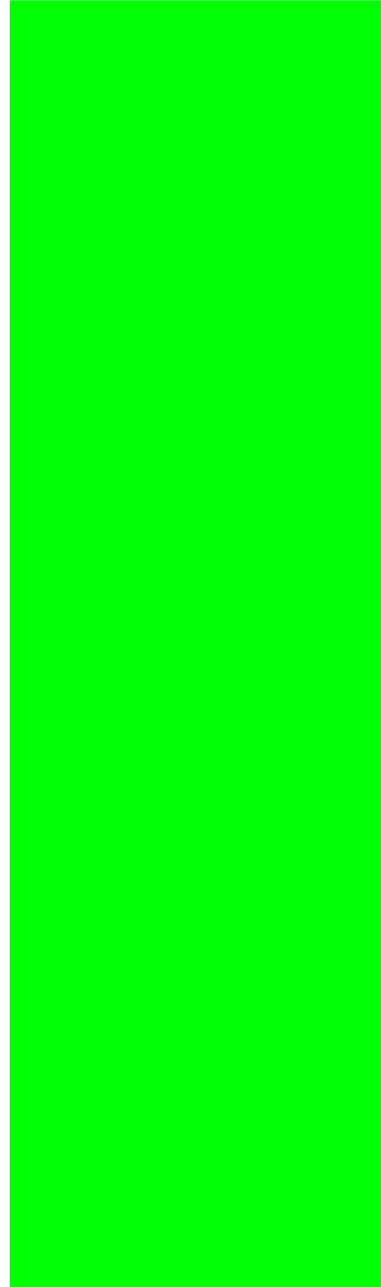
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Cindy Fauerbach, STAND President



## Literature Review

Books Reviewed: *The Corporate Mystic*

***The Corporate Mystic: A Guidebook for Visionaries with Their Feet on the Ground*, by Gay Hendricks, Ph.D., & Kate Ludeman, Ph.D., © 1996**  
(Bantam, 1540 Broadway, NY, NY 10036, ISBN 0-553-09953-1)

**“I noticed that when people weren’t listening to me it was usually because I wasn’t telling the truth.”**

- Anonymous CEO, quoted in *The Corporate Mystic*

This book is a valuable resource that can help readers change their basic attitudes toward work and life, which are deeply, inextricably related. As trainers, the book can help us become better educators; as businesspeople, it can help us become better – and therefore more successful – people. All in all, it is the best work-related book I have read, and if you allow it to be, it can be a life-changing experience. Even if all you read are the quotes, garnered from many eclectic sources, the effort will be well worth the time. For example, the epigraph for the whole book is from Kahlil Gibran: “Work is love made visible.”

In this brief review, I will present two excellent lists from the book, and to give an overall idea of the rest of the book, here is an abbreviated Table of Contents:

Prologue: Heart and Soul at Work

Introduction: How to Recognize a Corporate Mystic

Part One: The Mystic as Leader

1. Integrity
2. Vision
3. Intuition

Part Two: The Practical Mystic

4. Inspiring Commitment
5. Communicating with People
6. Managing Projects
7. Creating Wealth

Part Three: The Disciplined Mystic

Under the heading “How to Recognize a Corporate Mystic” are the “Twelve Characteristics of Twenty-First-Century Leaders”:

1. Absolute honesty (“Say things that are true and say them with total consistency.”)
  2. Fairness (“When I am fair I participate in the way the world is woven together.”)
  3. Self-knowledge (“It’s what you learn after you know it all that counts.”)
  4. A focus on contribution (“Ultimately they work for love, the opportunity to serve.”)
  5. Nondogmatic spirituality (“Above all, spirituality means deeds, not words.”)
  6. They get more done by doing less (“They center themselves in the present.”)
  7. They call forth the best of themselves and others (“Focus on who we really are.”)
  8. Openness to change (“Don’t get seasick by pretending you’re still on dry land.”)
  9. A special sense of humor (“Corporate mystics can laugh at themselves and often do.”)
  10. Keen distant vision and up-close focus (“See both the forest and the trees.”)
  11. An unusual self-discipline (“You set high standards and you hold to them.”)
- Balance (“Focus on four areas: intimacy, work, spirituality, and community.”)

At the end of the book are “The Seven Radical Rules for Business Success” (edited for brevity):

1. Always tell the truth . . . especially about personal facts and feelings.
2. Always take 100 percent responsibility for any activity you’re involved in. . . . Equality is possible only through meeting at the 100 percent level.
3. Scrupulously attend to all agreements you make and [that] others make with you. . . . Demand impeccability of others.
4. Never gossip and never get in the middle of communications between other people.
5. Set aside daily creative think-time and make it sacred.
6. Make a to-do list and . . . put your most dreaded activities first. . . .
7. Go to the source. . . . Let people have the ten minutes of clear communication that solves most problems.

About the authors: Gay Hendricks has written over twenty books about business and Personal transformation; he directs his own consulting firm, the Hendricks Institute in Colorado Springs. Kate Ludeman also runs a consulting company, the Worth Ethic Corporation in Austin, Texas, and is the author of *The Worth Ethic*, among other books.

I will close with another quote, this one from William James: “The greatest discovery of my generation is that a human being can alter his life by altering his attitudes of mind.”

– Jack Turner, Office of Information Services

## Sharing Resources

**Topics:** [360-degree Feedback](#), [Generations at Work](#), & [Healing the Hurts of Racism](#)

### **360-degree Feedback**

At our last meeting, Mark Spool from the Pennsylvania State University gave a wonderful presentation on 360 degree feedback. At the end of the presentation, Mr. Spool had several requests for more information regarding this process of evaluation. As promised, he has provided us with a bibliography on the subject for people to look into. The bibliography is as follows:

#### **360-Degree Feedback BIBLIOGRAPHY**

Lepsinger, Richard and Lucia, Anntoinette D. [The Art and Science of 360° Feedback](#), San Francisco, CA, Jossey-Bass, Inc., 1997.

Velsor, Ellen V., Leslie, Jean B. and Fleenor, John W. [Choosing 360: A Guide to Evaluating Multi-Rater Feedback Instruments for Management Development](#), Greensboro, NC, Center for Creative Leadership, 1997.

Bracken, David W., Dalton, Maxine A., Jako, Robert A., McCauley, Cynthia D. and Pollman, Victoria A. [Should 360-Degree Feedback be Used Only for Developmental Purposes?](#) Greensboro, NC, Center for Creative Leadership, 1997.

Kaplan, Robert E. and Palus, Charles J. [Enhancing 360-Degree Feedback for Senior Executives: How to Maximize the Benefits and Minimize the Risks](#), Greensboro, NC, Center for Creative Leadership, 1994.

Tornow, Walter W., Londaon, Manuel and CCL Associates, [Maximizing the Value of 360-Degree Feedback: A Process for Successful Individual and Organizational Development](#), Greensboro, NC, Center for Creative Leadership, 1998.

Collins, Michelle L., [The Thin Book of 360 Feedback: A Guide for Managers](#), Thin Book Publishing, 2000.

*Some interesting food for thought for the New Year....*

## **Generations at Work**

At this year's Annual State Personnel Conference, Keynote speaker Amy Whitten, attorney, law professor, and management consultant discussed some thought

### **Where do you (and your organizations) fit in?**

- \***The Greatest Generation (or Veterans)**-- Born prior to 1945
- \***Baby Boomers**-- Born 1946-64
- \***Gen X**—Born 1965-76
- \***Gen Y (or Nexters)**—Born after 1977

provoking statistics and concepts on succession planning. What follows are some excerpts from her presentation.

In the U.S. Workforce--

- ☆ By the year 2020, 20% of the U.S. population will be over 65
- ☆ Every 8 seconds someone turns 50
- ☆ Between 1998 and 2010, the number of managerial jobs will rise by 21% while the number of people between 35 and 50 will fall by 5%
- ☆ In the next 5-8 years, 40% of executive managers could leave through retirement

In the Public Sector—

- ☆ 1998, some 44% of government workers were over 45 (compared with 30% of the private sector)
- ☆ 40% of the state and local government workforce will be retirement eligible by 2010

In Delaware—

- ☆ 17% of Delaware's 15,000 person workforce (does not include educational system employees) is eligible to retire *now*
- ☆ Another 14% will be able to retire in the next five years
- ☆ In the face of a national average employee tenure of 3.2 years, Delaware's average state employee tenure for current employees is 11 years

What impact could these statistics have on your organization? Who do you have in the different levels of your organization?

Ms. Whitten suggested a **simple eye opening exercise**. Take a copy of your organization chart and using different colored markers for each generation (Red for The Greatest Generation, Blue for Baby Boomers, etc), color code each position with the appropriate color for the generation of the person who currently holds that position. What does your organization look like? Are all the executive/management positions in one color? What generations are most represented? What is your organization doing to ensure there are well-trained individuals being prepared for their top positions? What impact does this have on how we are training and developing our employees?

Each of the different generations represented in our workforce brings a different outlook and some exciting challenges. How do we interact? How do our different experiences impact our values and work ethics?

These and many other questions are explored in the book **“Generations at Work—Managing the Clash of Veteran, Boomers, Xers, and Nexters in Your Workplace”** by Ron Zemke, Claire Raines, and Bob Filipczak (American Management Association, 2000) and an excerpt of information follows:

<p><b>Greatest Generation (Veterans)</b> Born Prior to 1945--62 million--23%** (1922-43)</p> <p><b>Values</b> Dedication/sacrifice, Hard work, Conformity, Law and order, Respect for authority, Patience, Delayed reward, Duty before pleasure, Adherence to rules, Honor</p> <p><b>Defining events</b> 1930+s Great Depression Election of FDR (1932) 1940+s Pearl Harbor (1941) D-Day (1944) Death of FDR (1945) VE Day and VJ Day (1945) Hiroshima-Nagasaki 1950+s Korean War</p> <p><b>Heroes:</b> Franklin D. Roosevelt, MacArthur, Patton, Eisenhower, Winston Churchill, Babe Ruth, Joe DiMaggio, Superman</p> <p><b>Cultural Memorabilia:</b> Mickey Mouse, Wheaties, The Golden Era of Radio, The LoneRanger, Blondie, Charlie McCarthy, Flash Gordon</p>	<p><b>Baby Boomers</b> Born 1946-1964--78 million--33%** (1943-60)</p> <p><b>Values</b> Optimism, Team Orientation, Personal Gratification, Health &amp; Wellness, Personal Growth, Youth, Work, and Involvement</p> <p><b>Defining Events</b> McCarthy hearings (1954) Rosa Parks refuses to move to back of bus (1955) Birth Control Pill introduced (1960) Kennedy elected (1960) John Glenn circles earth (1962) Martin Luther King march on DC (1963) JFK Assassinated (1963) Vietnam Ground Troops (1965) MLK &amp; RFK assassinated (1968) Woodstock/Moon Landing (1969) Kent State shooting (1970)</p> <p><b>Heroes:</b> Gandi, Martin Luther King, John and Jacqueline Kennedy, John Glenn</p> <p><b>Cultural Memorabilia:</b> Ed Sullivan Show, Fallout Shelters, Poodle skirts/Pop Beads, Slinkies, Laugh-in, Hula Hoops, Mod Squad, the peace sign</p>
<p><b>Gen X</b> Born 1965-1976--44 million--16%** (1960-80)</p> <p><b>Values</b> Diversity, Thinking Globally, Balance, Fun, Informality, Technology, Self-reliance, &amp; Pragmatism</p> <p><b>Defining Events</b> Women's Liberation protests (1970) Arab terrorists at Munich Olympics (1972) Watergate scandal (1973) Apple/Tandy computers (1976) 3 Mile Island/US corporate layoffs(1979) John Lennon killed (1980) Pres. Reagan (1980) Challenger disaster (1986) Fall of the Berlin Wall (1989) Operation Desert Storm (1991) Rodney King Beating (1992)</p> <p><b>Heroes:</b> None?</p> <p><b>Cultural Memorabilia:</b> Brady Bunch, Pet Rocks, Dynasty/Dallas, Cabbage Patch dolls, ET, The Simpsons</p>	<p><b>Gen Y (or Nexters)</b> Born after 1977--70 million--28%** (1980-)</p> <p><b>Values</b> Optimism, Civic Duty, Confidence, Achievement, Sociability, Morality, Street Smarts, Diversity</p> <p><b>Defining Events</b> Child Focus Violence: Oklahoma City bombing, school shootings Technology Busy, overplanned lives Stress Clinton/Lewinsky Columbine High School massacre</p> <p><b>Heroes:</b> Michael Jordan, Princess Diana, Mother Teresa, Bill Gates, Tiger Woods, Christopher Reeves</p> <p><b>Cultural Memorabilia:</b> Barney, Teenage Mutant Ninja Turtles, Beanie Babies, American Girl dolls, The Spice Girls, Oprah and Rosie</p>

Excerpts: \*\*from Amy Whitten's materials

Other information from Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace (American Management Association, 2000)

## Healing the Hurts of Racism: Seeing Prejudice as an Institution

*Are you a concerned individual, parent, teacher, school administrator or support staff member? Would you like to:*

- Create a supportive, nurturing learning environment
  - Break the cycle of violence in your school
- Free more of your flexible intelligence for creative, intellectual, and intuitive thinking
  - Become more effective in your interactions with children, youth and colleagues
    - Build strong supportive relationships across ethnic groups

**Then this workshop series is for you.**

This is a FREE 30 hour workshop is approved for 1 and 4/5 state inservice credits by the Department of Education and is being held in two different locations.

### *In Wilmington:*

**Location:** Classroom #5, Westminster Presbyterian Church  
1502 W. 13<sup>th</sup> Street, Wilmington, DE 19806

**Dates:** Sunday Evenings, January 28-February 11; Saturday February 17, Sunday Evenings February 25

March 4; Saturday March 10; and Sunday Evening March 18, 2001

**Time:** 6 – 8:30 PM on Sunday Evenings; 9 AM – 5 PM on Saturdays

### *In Smyrna*

**Location:** Boys and Girls Club of Smyrna  
230 Commerce Street, Smyrna, DE 19977

**Dates:** Tuesday Evenings, January 23-February 27 and March 13 – April 17, 2001

**Time:** 6 – 9:00 PM

For more information or to register call:

Ms. Lillian Jones, Executive Director, Delaware Parents Association, 302-678-9288 or Dr. Sally Milbury Steen, Executive Director, Pacem in Terris, 302-656-2721. Early registration is recommended. Space is limited to 30 people

## Mark your calendar: Upcoming meetings

### *January 12, 2001*

**Topic:** Business Writing--Is the message you think you are sending really what is being received? **Speaker:** Chris Gillan at the Paradee Center in Dover 9:30 to noon.

### *March 16, 2001*

**STAND Annual Conference “The Human Side of Technology—Effective Communications for the 21<sup>st</sup> Century” at Polytech in Dover 8:30 to 4:00.**

### *May 11, 2001*

**Topic to be determined. STAND elections. Paradee Center in Dover 9:30 to noon.**

## Membership Invoice

<b>Membership Invoice</b>	<b>Calendar Year 2001</b>	<b>Amount Due: <u>\$20.00</u></b>  <b>Due: <u>1 - 1 - 01</u></b>
STAND Fed. E.I. #51-0319316	Name:	Amt. Encl.:
Please make checks payable to: <b>STAND</b> and mail to: Hope Ellsworth Light Quest 112 W. Third St. Lewes, DE 19958	Company/State Agency:	Check #:
	Address:	
	City, State, Zip:	SLC*:
	Phone:	
	E-mail:	
<p><b>*Note:</b> SLC is "State Location Code" and applies to State Employees only.</p> <p><b>Advance notice regarding 3/16/01 Annual STAND Conference:</b> If 2001 member dues are paid by 2-1-01, you will receive a \$5 discount on the Conference registration fee. More information will be included in the Conference brochure. Use this incentive to get your membership dues in early!</p>		

## Instructions for Getting on the STAND ListServ

We are trying to become more paperless, so please include your e-mail address on our listserv at the University of Delaware and access the newsletter via the web site: <http://www.state.de.us/spo/training/stand/index.htm>. When the latest issue is available, you will be notified via the listserv. The listserv will also be used to keep you informed of other important information; so, it's vital that you are on the list. (If you do not have regular access to e-mail or the Internet, we will be glad to continue to mail you the newsletter. Please ensure that Communications V.P. Larry Trunfio has your current address.)

The listserv, STAN-L@UDel.edu, has been active for quite a while now, and many STAND members are already on it. To subscribe, follow these directions carefully:

1. In the "To" field of a Banyan (state e-mail) memo, type:  
**ismtp[majordomo@udel.edu]**  
or if you are not on the Banyan system, simply type: **majordomo@udel.edu**
2. Leave the "Subject" field blank
3. In the message body, type the following only: **subscribe stan-l** (making sure to type a lower case letter "L" - not a number "1" - after "stan")
4. Send the message

You must subscribe individually and have Internet access because the listserv functions via Internet mail. You will receive confirmation of your subscription with a brief welcome message. After you get this confirmation, you can post all messages that you intend for all STAND members to the following address: **ismtp[STAN-L@udel.edu]** or, for non-Banyan users, **STAN-L@udel.edu**. If you have problems or questions with subscribing, please either call Greg Lynch at the U.D. Division of Continuing Education at (302) 831-8836 or e-mail him at: **tglynch@UDel.edu**.