



HIRE WITH CERTAINTY

March 2008

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New Coaching Program from Kevin Connell & Lee Milteer



Welcome to the March 2008 Issue

I write to you today with a favor to ask. I am considering offering a New Coaching program for you and your organization that I think you will absolutely love and enjoy getting each month.

"Redefine Your Future" with Lee Milteer

Your March Coaching Program Call will be:

Wednesday, March 19, 2008 at 4:00p.m. Eastern Standard Time

- Coaching Teleconference 1-712-338-8000
- Enter your code for March: 6220# (# symbol is imperative).

So to cut to the chase, if you will, my friend and colleague, Lee Milteer and I want to give you a free trial that begins this month, March 2008. Each month, there will be a Coaching Teleconference, with additional written content sent to you each month, separate from the call. I will have more to tell you about the program later, but for now just enjoy it! I will be sending out a Survey later asking for your feedback.

All The best, All the Time,

Kevin Connell
Accu-Screen President & CEO

The 10 Minute Stand-Ups

What do the Washington State Department of Personnel (DOP), Agile Software, and the Ritz Carlton Hotels have in common? All use the "10-Minute Stand-Up"-a no-chairs-allowed daily meeting to beat the endless meeting syndrome.

All across the business world, long, meandering meetings are the most universally disparaged part of the day. However, some organizations have found success in beating the endless meeting ... with mini-meetings they call "10-minute stand-ups."

What Happens at a 10-Minute Stand-Up?

At the Washington State Department of Personnel (DOP), the meetings take time-but not much-to:

- ♦ Recap the previous day's results.
- ♦ Review plans for today and discuss how they support strategic and business plans.
- ♦ Ask questions and provide answers.
- ♦ Celebrate success stories, recognize individual or group performance, and say thank you ... every day.

DOP says its meetings also

help control the rumor mill by ensuring that everybody hears the same thing at the same time. Issues get raised and addressed daily, before they develop into something worse. In short, DOP says, stand-ups "let you shovel while the piles are small."

One software company finds that since attendees stand up for the meeting, it tends to end quickly (no surprise there). And they find that the chances of false promises are reduced, as people make commitments in front of the whole team.

Continued on page 2





10-Minute Stand-Ups (cont.)

What Are the Rules?

DOP has established only two ground rules for its stand-ups:

- ◇ **Don't discuss personnel matters of an individual or private nature**
- ◇ **Don't address issues that are a matter for either labor/management communications meetings or collective bargaining.**

Cathy Olofson, writing in *fast-company.com*, notes that at the Ritz Carlton Hotel chain, meetings follow a strict pattern (that is repeated at each Ritz facility around the world).

show up underdressed for a morning meeting with the president.

Agile Software meetings typically follow a three-question format:

- ◇ What did I do yesterday?
- ◇ What am I planning for today?
- ◇ What problems might keep me from doing my work?

Want to Start Stand-Ups?

DOP offers the following guidance for organizations that want to inaugurate stand-ups:

- ◇ **Don't start them without executive sponsorship. It's a cultural change, and there is always a natural resistance to change.**
- ◇ **Agree on the initial format for the meetings before you begin them.**
- ◇ **Start small with one division or one unit, then grow the process by invitation.**
- ◇ **Let a different person lead the group every day-pass**

the leadership baton.

What can go wrong with 10-minute stand-ups? Plenty, according to Agile. The company found that one team's meetings faced a slow death because the leader dragged them out-for up to an hour!

People started out eager, but were soon leaning on the walls and rolling their eyes. (Others repeatedly looked at their cell phones and then rushed off as though they had gotten an emergency summons.)

Another group suffered because half worked on legacy software and half worked on new software. Neither group understood the other's issues and so half the group was bored at any given time. They solved the problem by having separate meetings. Barring these difficulties, though, you might want to try stand-up meetings. They might just enhance your, well, standing in the company.

Guess Who Adds 20 Hours a Year To Your Commute?

People who chat behind the wheel drive an average of 2 MPH slower and take 25-50 seconds longer to pass slower cars than cell-free drivers, according to a recent study by the University of Utah. While one gabber's bad habits wouldn't amount to much by itself, 10 Percent of drivers keep their phones on during the day. The same team also found that your adult drivers have the same reaction time as senior citizens, and that cell-phone users are more than five times as likely to be in an accident. So your next commute may take longer than it should. Just don't call from the road to warn your coworkers or family.

Trivia: Who Said it?

"Action and Reaction, ebb and flow, trial and error, change - this is the rhythm of Living."

Send your answer to resources@accuscreen.com

(First to send the correct answer will win a \$20.00 gift card to Amazon.com)

Answer will appear in our April Newsletter....

**February's
Trivia Game
Winners**

Marie Edmonson,
CFO for
Gateway
Radiology
Consultants, PA
and
Gail Demott,
Executive
Assistant for
MEI Group
named
Eckhart Tolle
as saying
"Realize deeply
that the present
moment is all you
ever have."

Our Thanks to
everyone who
played.

Bridge Building 101

Last month we did an article about HR anti-patterns, or how not to manage people. This month we'll look on the positive side-how to build bridges of trust.

Businesses have built-in cultural gaps. HR is basically behaviorally based, while other managers tend to be bottom-line oriented. HR often wants to talk about resolving conflict, whereas management wants to know how to raise market share or cut manufacturing costs.

Those gaps don't only exist between HR and other functions. They also differ from one another. For example, marketing differs from IT. Sales is miles from R&D.

How to Build Bridges

What can HR do to build bridges across these cultural gaps?

First, do the nuts and bolts of HR really well. You need to do an excellent job managing day-to-day HR operations, because the first exposure many managers have to HR is when they have questions about policy and procedure. Prove your competence on routine HR issues, and managers will start consulting you on larger business concerns.

Get rid of HR efforts that don't add value. Validate every HR effort, from childcare centers to the employee newsletter, in terms of how they meet organizational goals. If you can't articulate a program's critical contribution to the business, get rid of it.

Develop relationships throughout the organization. Don't wait for managers to come to you with problems. Seek them out and learn about their business issues. Get invited to department meetings. Volunteer for task forces. Ask a manager's advice. Don't sit in the office and wait for the phone to ring!

Help managers become more confident in their HR roles. Most managers don't know how to do such things as interviewing, hiring, or discipline unless you train them. When you do, that's value-added for HR, and when managers become more competent at routine HR tasks, your time is freed up for more strategic work. Speak their language. Managers care more about outcomes than about rules.

You need to be able to present your point of view, talk about how what you want will benefit their bottom lines.

And learn their vocabulary. If you want to be understood in France, you speak French. To be understood by managers, speak with the terminology they understand.

Be flexible. Good judgment requires context. Although HR has to establish policies, rules, and procedures to create an environment of fairness, HR pros need to understand that rules can and should be flexible when an individual situation calls for it. Managers want HR to tailor solutions to their particular needs, not offer one-size-fits-all programs.

Focus on the same goals. For managers to trust you, they have to know you're working toward the same objectives they are. This means focusing on bottom-line goals such as customer satisfaction, competitiveness, and profitability. How can you ensure that you're working toward the same things? Get involved in the business planning process.

Communicate ... again and again. HR staffers must talk, work, and communicate with managers on a regular basis.

That's Bridge-Building 101.



What can HR do to build bridges across these cultural gaps?

In Other Words Tell Us What You Think...Please.

Humans are not perfect... therefore... our ideas are probably far from perfect as well. Our thoughts aren't perfect. Our interactions aren't perfect. We're consistently inconsistent (heh) and while we can rely on averages to some extent to calculate probabilities, we can't always explain why some things still go wrong. If we are to put a heavy focus on the people involved in projects, we must acknowledge our strengths and weaknesses and find innovative ways to improve our communication skills.

On a daily basis, we're faced with complex problems. Hopefully, we're using a lot of our prior experience to aid us in making rational decisions about how we respond to them. There is a lot that goes through each decision that we make. We can't automate this process (yet), but we can definitely share our lessons with one another.

Much of this comes down to each of us learning to understand how we make decisions and interact with people. Our team has been analyzing our interaction with clients and discussing what has worked well and what hasn't. How did our clients respond to approach X versus Y?

It's important that we capture this information and have conversations about the results.

In other words tell us what you think at Resources@AccuScreen.com.



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We're on the web!
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"Much of this comes down to each of us learning to understand how we make decisions and Interact with people."

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Leprechauns, Blarney Stones, Four Leaf Clovers, Wearing Green!



Leprechauns, Blarney Stones, Four Leaf Clovers, Wearing Green! "If the palm of

your hand itches you will be getting money; Breaking a mirror will bring seven years of bad luck".

Leprechauns are make believe fairies from Ireland. The legend is if you catch one you can force him to tell you where he hides his gold. By kissing the Blarney Stone, it is supposed to bring the gift of persuasive eloquence. Four Leaf Clovers are worn by all. If you don't wear green on this day, you will be pinched.

All of these are traditions and superstitions of St. Patrick's Day!!

St. Patrick's Day is Ireland's greatest national holiday as well as a holy day. March 17th marks the anniversary of the death of the missionary who became the patron saint of Ireland. It is a happy day for all Irish wherever they may be...Dublin, New York City, Boston, San Francisco, etc. Green is the color of the day, with thousands of cloth shamrocks worn by all.

St. Patrick was born in Britain to wealthy parents. At 16, Patrick was taken prisoner by Irish raiders who were raiding his family's estate. He was taken to Ireland and was held captive for

6 years. He worked as a Sheppard, away from people and turned to religion as solace, becoming a devout Christian.

The first St. Patrick's Day parade took place in the United States. Irish soldiers serving in the English military marched through New York City on March 17, 1762. Along with music, it allowed the soldiers to reconnect with their Irish roots.

In 1948, President Truman attended New York City's St. Patrick's Day Parade, a proud moment for the many Irish whose ancestors had to fight stereotypes and racial prejudice to find acceptance in America.