

# The Quality Manager

Newsletter of  
The Utah Society  
of Certified  
Public Managers



*2120 State Office Building, Salt Lake City, Utah 84114*

*June 2006*

## **A Message from the President**

By  
Craig Coulson

### **Brain(s)?**

If I said to you, “what does your brain tell you?” you would probably reflect upon that organ that is housed inside your cranium before providing a response. However, if I said that to Robert Cooper, he would probably ask “which one?”

Mr. Cooper’s response is based upon material presented in his book entitled “The Other 90%”. His contention is that we have three brains, the traditional one we think of, the second that is in the gut and the third that is in the heart. He believes that the truly brilliant and successful people of the future will be those that can tap the potential of each of these brains and use them to their fullest potential. His poster child for this assertion is Richard Branson, a highly successful business man from England, who runs a business whose gross annual sales exceed 4 billion but who is stymied when trying to perform traditional activities such as trying to understand his company’s balance sheet or figuring out a cross word puzzle. He also includes Einstein, Picasso, Henry Ford and the Wright brothers in the list of successful people

who had difficulty dealing with conventional learning models.

The traditional view has been that the brain in our heads takes in stimuli from our five senses, processes those inputs and then develops a response. Research has shown that this is not true. In fact, “... there are times when reliance on the thinking brain is not only insignificant to the acquisition and expression of caring or expertise; it actually seriously interferes”.

Consider your gut. Have you ever had the butterflies or a knot in your intestines due to excitement or apprehension? How about experiencing tension followed by diarrhea or a feeling that you are going to throw-up? Not fun stuff but that is some of what your second brain does. It is known as the enteric nervous system, which is independent from, but interconnected with, your cranial brain. Part of its job is to recognize the presence of danger and prepare to protect the internal organs of the body in such situations. Emptying the intestines and stomach are common parts to its protection scheme. It works basically alone, very little interaction with the brain in your head. Also, “gut reactions” originate from this brain. Now consider the heart as a brain. The follow excerpt helps explain some of the research on the heart.

“In the 1990s, scientists in the emerging field of neurocariology discovered the true brain the heart, which acts independently of the head. Comprised of a distinctive set of more than 40,000 nerves cells called baroreceptors, along with a complex network of neurotransmitters, proteins and support cells, this heart brain is as large as many key areas of the brain in our head. It has powerful, highly sophisticated computational abilities. Just as the brain the gut uses its neural circuitry to act independently, learn, remember and respond to life, so does the brain in the heart.”

The heart brain has an influence on every cell of the body as it drives the blood that courses through our body. Consider the flush of adrenaline pumped into your body when faced with a “fight or flight” situation. Another such chemical in the heart is atrial peptide that is a driver of motivational behavior. This chemical causes the heart to seek out new possibilities, looking for opportunities to grow and learn. In essence, we need to feel our values and goals before we can live them and the heart plays a dominant role in motivating us to excel. Maybe there is some truth in that saying that “his heart is not in it”.

The heart also produces an electromagnetic field that is very strong. In fact it is about 5000 times stronger than the field produced by the brain in our head. Feelings are transmitted by this electromagnetic field and changes in this field have been measured up to ten feet away from a person! You project what you feel to those around you and their bodies can sense your feelings.

Mr. Cooper also references a three-year study of the critical variables for leadership success that was performed by the Center for Creative Leadership. Their conclusion was that the only statistically significant factor differentiating the very best leaders from the mediocre ones is caring about people.

Last but not least, the brain is cradled in your cranium. This is a marvelous organ with many specialized portions; some that deal with higher-level problem solving and others that oversee basic tasks needed to keep the body functioning. One of these specialized areas is the reticular activating system (RAS). The task of RAS is to detect new and novel stimuli. When something new or different is perceived in the environment, the RAS alerts the brain to possible danger by causing an “arousal state.” If a stimulus, such as a sound, is repetitive in nature, the RAS calms the brain and causes it to enter various peaceful states, depending upon the nature of the stimulus. So when you are focusing on some task and then are suddenly jerked back to the present by someone saying your name, you have just experienced RAS doing its job; first shutting off the outside, repetitive world so you can focus on other things and then bringing you back to the present.

RAS, in doing its job, filters out the “noise” so that other parts of the brain can focus on other things. However, RAS has a nasty little side to its behavior. It tends to interpret things in a negative way. As such, perceived criticism gets magnified and perceived compliments tend to be down played. Thus whenever things go wrong, we tend to dwell on them because of RAS.

Likewise RAS is busy if you say, “aw shucks, it was nothing” to a compliment.

There is more to this multiple brain story, but I’m going to do a wrap-up. The following are some thoughts that I have after reading this book, attending the recent Manager’s Conference and looking at other sources that I have found on the Internet.

First is to recognize that all three of these brains exist. I didn’t know about them until I got this book and I suspect you didn’t either. Now it’s time to acknowledge that you and everyone around you have them and appreciate that they are each working, in their own way, to help make you successful.

Next, is to acknowledge their impact and influence on yourself and people that you deal with. You can’t hide their impact. They along with your body language shout loudly how you feel. People will sense that things are not consistent between what you say and the feelings that you project. Don’t think that you can fool them.

Finally, realize that by study and practice you can learn to have greater *control* over the impact of your brains and can use them to maximize your success. For example, I bought “The Other 90%” with another objective in mind and learned about these multiple brains as a byproduct. Neil Staker, in the recent manager’s conference talked about how the body and brain reacts to stressful situations and gave us some ideas on how to overcome the natural reaction to be more successful in crucial conversations. The Toastmasters organization is an example of a forum where you can learn to minimize the

perils of public speaking. Successful Toastmasters say they still get butterflies; however, they make them fly in formation.

As usual, I hope you have gained something from this article. Please email me any comments or feedback.

### **Manager of the Year Selection**

By Elise Arseneau

On April 14, the Manager of the Year Committee met to select the top five candidates for final consideration. The process of eliminating the other candidates was a difficult one, as all of them were exemplary in their accomplishments. After some deliberation, we concluded that these five were the best of the best:

Jim West – DHRM  
 Richard Anderson, Division of Child & Family Services  
 Sherrie Hayashi – Antidiscrimination & Labor Division  
 Verdi White – DPS, DES, Homeland Security  
 Debbie Herr – DWS

The Committee, chaired by Elise Arseneau, was comprised of Suzette Green-Wright, Colette Reddoor, Rebecca Ntshalintshali and Kathy Wilcox. Jennifer Wakefield, our DHRM liaison, was also present and assisted in the process.

It was a pleasure for all of us involved to read of the outstanding employees that we are so lucky to have working in the public sector.

Richard Anderson of the Division of Child and Family Services was selected by the final selection committee on April 25. The committee was made up of Shelly Ivie, the most recent winner of the award, Fran Stultz, an appointee of the Governor's Office, Happi Hansen, the immediate past president of the Utah Society of Certified Public Managers, and Jean Mills-Barber, Deputy Director of DHRM.

An awards ceremony will be held on June 22 at 2 pm in the State Office Auditorium, where Richard will be introduced and honored as this year's recipient of the Manager of the Year Award.

### **2006 Managers Conference**

By Julie Johnson & Keith Heaton

#### **Neil Staker**

This year at the 8<sup>th</sup> Annual Utah Managers Conference we were given a bold and powerful direction to Lead, Inspire and Connect through Effective Conversation. How do we accomplish that, you might ask? We start with the basics as taught by Neil Staker of PeopleSmart Solutions.

One basic principle taught was that of identifying when a dialogue becomes a Crucial Conversation. The Law of Crucial Conversations states that at anytime an individual finds that they are stuck; there is a Crucial Conversation that is holding them there. By identifying these crucial conversations, that we are not holding or not holding well, we can begin to improve our

conversations and communications with others.

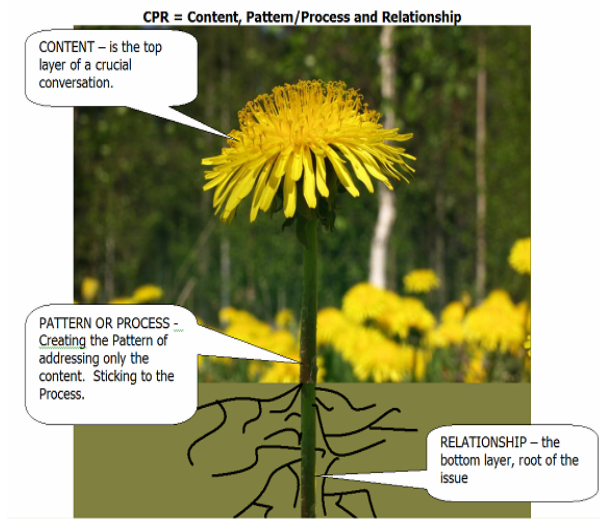
With the definition out of the way, we move into the technique of CPR. Thankfully, this does not involve the medical sense of the acronym. CPR, as it was used in the conference, refers to a Crucial Conversation skill that focuses on the Content, Pattern and Relationship of a conversation or dialogue.

Have you ever been in a conversation where a co-worker expresses a concern; you respond to the verbal sense of the concern and then a few days later the co-worker expresses the same concern and this time with more intensity? What happened? You addressed the verbal concern

What you have experienced is an element of the Crucial Conversation skill of CPR. You have addressed the Content of the conversation and as the co-worker expresses the concern a second time, you move into the Pattern of that Conversation. So what do you do? You could address the Content once again, which will probably lead to another Pattern. Or, you could go to the next level and move to the Relationship.

The What!? Picture if you will, a Dandelion. The flower or bloom of the Dandelion is the top layer or Content of a crucial conversation. Next, you have a Stem, which is the Pattern or process that has been created as a conversation focuses only on the Content.

As many of you are aware, a Dandelion is quite capable of surviving or persisting without the stem or the flower.



When has the Dandelion been effectively dealt with? When you take it to the Root, the same principle is true with a Crucial Conversation.

When the focus remains on the Content and the Stem, the pattern will persist and when the Crucial Conversation is addressed at the bottom layer or the Root of the issue, then it can be fully resolved, and Effective Conversations can be created as the business relationship moves forward.

### **Governor Huntsman**

Following a delicious lunch, Governor Jon Huntsman Jr. spoke briefly and presented Richard Anderson with the manager of the year award. (See separate story above)

Governor Huntsman shared 4 areas that are important to him:

- 1) Productivity – we should have a sense of urgency in all we do.
- 2) Communication - we should create respectful environments and respect each other's differences.
- 3) Speed in the Workplace - modeled by Jack Welch, former CEO of General Electric, we should deliver our product with a sense of timeliness.

4) Services - should be simplified, kept relevant and most importantly, remember the people we serve.

### **Amanda Dixon**

The conference concluded with an encore presentation by Amanda Dixon. Amanda spoke to the society three years ago. She is best known as the morning talk show host on KSL radio 1160. She is also the program manager for a newer radio station called AM820.

Amanda is an enthusiastic public speaker (to put it mildly). Amanda claims to find the humor in everything and after listening to her speak for an hour, you believe it. Every face seemed to have at least one smile during her presentation and some people couldn't stop laughing.

Among the laughs were some important principles, not only about management and communication, but about life. Amanda stressed the importance of leading and inspiring others but remembering that we all choose our own path in life. It's important to recognize others, but accept that we don't always agree. Don't get hung up on people who don't agree with you. Move on! "When the horse is dead, get off!"

### **Thanks**

The CPM society and DHRM would like to thank the above speakers and the following for helping with the conference:

Suzette Green-Wright – Co-chair  
Jenny Wakefield – Co-chair

Committee: Craig Coulson, Chris Nguyen, Troy Stover, Jerry Aszmus, Cass Opheikens, J.J. Acker, Sharon Foard, Evelyn Gruter, Andrew Field, Troy Stover, Wendy Gianchetta, Daryl Ballantyne, Gayle Gardner, Keith Heaton, May Chanthapannha, Judith Price, Colette Reddoor, Happi Hansen & Mickey Braun

## 2006 USCPM Luncheon Schedule

<b>Date</b>	<b>Speaker</b>	<b>Topic</b>	<b>Location</b>
Thursday, June 22	Brett McIff	Creating a Healthy Work Environment	Blind Center Multipurpose Room
Tuesday, July 18	Bill Herman	President of AACPM	Tax, Room 1026
Wednesday, August 16			Tax, Room 1026
Thursday, September 14			Blind Center Multipurpose Room
Tuesday, October 17			Tax, Room 1026
Wednesday, November 15	USCPM Board	By-Laws/Elections	Tax, Room 1026
Thursday, December 7	USCPM Board	Business Meeting	Tax, Room 1026

\* Remember, the next society lunch meeting is on Thursday June 22<sup>nd</sup> at the blind center.

\* The next society board of directors meeting is on July 12 @ 11:30 at the State Board of Education.

"I have no interest in talking with people that agree with me. I don't learn anything from them."

Albert Einstein as shared by Neil Staker