

The Quality Manager

Newsletter of
The Utah Society
of Certified
Public Managers



2120 State Office Building, Salt Lake City, Utah 84114

April 2005

A Message From The President

By
Happi Hansen

If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.

-Antoine de Saint-Exupéry



Having a vision and mission for your organization is like teaching your staff to yearn for the vast and endless sea. It is when managers are able to paint a picture of an achievable, worthwhile end that team members begin the work to move the organization in that direction.

According to the dictionary, vision is

1. Discernment or perception; intelligent foresight: *a leader of vision.*
2. The manner in which one sees or conceives of something.
3. A mental image produced by the imagination.

In CPM we learned that it is a peculiarity of man that he can only live by looking to the future. "Vision" in an organization must lead people to "see a better way".

Stephen Covey's book 7 Habits of Highly Effective People tells us to "begin with the end in mind". As public organizations, our mission is often determined in advance - by the legislator, politicians, funding sources, or executive directors. Managers on the front line can take that identified mission and help staff "yearn for the vast and endless sea" by involving staff in identifying a vision that will achieve the end set before them in statute, policy, or legislative dictates.

I once held a job for the Oregon Department of Environmental Quality that was created by an act of the legislature. When I interviewed for the job, I was told the legislature had passed a bill requiring all teachers; in all subjects; in grades Kindergarten through 12th to teach one or more units on recycling education. My job was to create the curriculum for the teachers. Where to start? I talked to the legislature, the lobbyists, the teachers, the solid waste companies, and the recyclers about the "vision" that created this legislation. Only

by identifying where we needed to go could I identify how to get there in the time frame allotted by the bill.

This year's political realities have settled in for most public managers. In some cases the sea has seen some pretty big waves and high winds. As managers, let's help our teams reestablish the course. For most of us the end is still the same - serving citizens of Utah in the most effective, efficient manner possible. We need to concentrate on helping our staff members make adjustments to the ship we're now sailing. We need to determine how to best face the direction and strength of the wind that now defines our vision to ensure we arrive at that end. Happy Sailing!



**2005 7th Annual Managers
Conference**
by
Cassandra Opheikens

The Department of Human Resource Management and the Utah Society of Certified Public Managers are pleased to announce the 7th Annual Managers Conference at Salt Lake Community College, Larry H. Miller

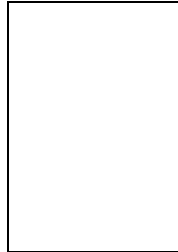
Campus, on Wednesday, May 18, 2005. This year's conference theme is Culture: What's Growing In Your Organization? The special guest speaker will be Governor Jon Huntsman, Jr. Come explore Kevin Miller's ideas for raising "DE bar" and creating a culture that unleashes the "discretionary effort" in yourself and others. Kevin comes to us from Vision Bound International. A long-time friend of the CPM program, Jill Carter, joins us to share her expertise in organizational culture and how we can use it to get through anything that comes our way.

The conference is open to all. However, venue capacity is limited. Registrations received by May 6th will receive an early-bird price of \$89.00. Registrations after May 6 will be \$99.00. The conference begins at 8:30 a.m. and ends at 3:00 p.m.

Registration forms are on-line at www.dhrm.utah.gov (click on the link for The 7th Annual Utah Managers Conference Registration Form) or go to <http://www.dhrm.utah.gov/pdf/2005MgrConfRegForm10.pdf>. For questions, contact May Chanthapannha, Lisa Olson, or Cassandra Opheikens at 538-3025.

Book Review

By Wendy Gianchetta



The Four Agreements

By Don Miguel Ruiz

A practical guide to personal freedom...
and who doesn't want personal freedom.

Several years ago this book caught my eye. I shared a review of the Four Agreements with the Supervisors I worked with at that time. One took it to heart and read the book employing some of the concepts personally and professionally. For me, these agreements have provided me a basis and new habits for dealing with challenges I have to deal with at work.

More recently, I've been sharing the book again and I began researching more specific application of these concepts at work. The research led me to a man named Ray Dodd. Mr. Dodd studied for several years under Don Miguel Ruiz and provides free information on a web site. Below are Mr. Dodd's words providing some background and the Four Agreements. In subsequent newsletters we will highlight one agreement per newsletter and provide you some insight,

should you choose to employ these thoughts, concepts or habits in your life?

In the words of Ray Dodd:

Thousands of years ago, the Toltec were known throughout Mexico as women and men of knowledge. The Toltec were scientists and artists who formed a society to explore and conserve the spiritual knowledge and practices of the ancient ones. They considered science and spirit to be one and the same since it all came from the one source and influenced by the same universal laws.

The Toltecs taught that there's no way for us to change unless we understand exactly what we humans are and how we got this way. For us to change, we need awareness of what the human mind is, how it works, and how we create and perceive our world. The Toltec description of the world is that the mind is alive and we are dreaming 24 hours a day. What we dream through is the filter of our beliefs about everything and that is what creates our own personal reality.

Everything we do is based on agreements we have made. In these agreements we tell ourselves who we are, what everyone else is, how to act, what is possible and what is impossible. What we have agreed to believe creates what we experience. When these agreements come from fear obstacles develop keeping us from realizing our greatest potential.

Based on ancient Toltec wisdom, the Four Agreements offer a powerful code of conduct that can rapidly transform our lives and our work into a new experience of effectiveness, balance and self supporting behavior.

The Four Agreements:

BE IMPECCABLE WITH YOUR WORD

Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love.

DON'T TAKE ANYTHING PERSONALLY

Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.

DON'T MAKE ASSUMPTIONS

Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness, and drama. With just this one agreement, you can completely transform your life.

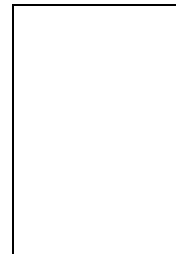
ALWAYS DO YOUR BEST

Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse, and regret.

(Wendy provided four follow up articles on this review. The first is provided in this newsletter and the next three will appear in the July and October newsletters. Many thanks for her contribution. Violet Smit—Editor)

THE FOUR AGREEMENTS AT WORK

BY WENDY GIANCHETTA



For the next four newsletters, each agreement will be highlighted as pertains to WORK. These are shared with permission from Ray Dodd.

THE FIRST AGREEMENT: BE IMPECCABLE WITH YOUR WORD

"Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love."

Almost everything we say reflects what we believe. What comes out of our mouth reveals what we think about, our concepts about everything and how we order the world. It reveals all the knowledge that

we hold and our judgments about everything.

Many times we are just not aware of what we say. Some of us say most everything that comes to mind. There is nothing intrinsically wrong with that, but it is the lack of awareness that can be damaging. Dale Carnegie, a pioneer business guru is quoted as saying, "One key to success in business is to leave 10 things a day unsaid." Not bad advice.

Don Miguel says about the power of the word, "The word is not just a sound or written symbol, the word is a force; it is the power you have to communicate, to think and thereby create events in your life. The word is a vibration of sound that has the tendency to manifest its physical equivalent. The word carries the potential to take root in your mind and spontaneously generate thought forms of a similar vibration."

So what are we communicating at work with our word? What are we saying about ourselves and other people? What are we saying about the work itself and what do we create by doing this?

One way that we create difficulty at work is by gossip. We gossip about other people based on the standards of our judgments. We have a need to be right based on what we expect everyone else to do. Many times we assume that everyone has a similar standard of performance and so that if they are not doing a certain way

they deserve to be criticized. Our book of rules very clearly denotes how we should act and so the judge in us proclaims how should they act, what should they do, and of course has an opinion about how we would have handled a similar situation.

Gossip separates us from them. We terminate any connection. We don't consider how they feel, how they see things, why they did it, or what is going on in their lives.

Here is a hard truth. If we were unable to judge ourselves harshly when we violated some standard from our book of rules we wouldn't be able to do it to anyone else. We gossip because these are our judgments about ourselves reflected outside of ourselves. Relationships at work (and anywhere else for that matter) provide a mirror and insight into how we actually regard ourselves.

Finally, our gossip is just our opinion about what we see. Opinions when they find a fertile mind are a powerful influence. Let's say you are just moving into the neighborhood and I come over to welcome you. We get to talking and I tell you that the woman across the street is very mean. The first time you see her you will probably wonder, "Is she really mean?" The seed has been planted.

So if you were really aware of how powerful your word is, what would we choose to create with it at work and in your relationships?

Begin by refraining from gossip. Pay attention to what you are saying about others. Just become aware and strive to do better. When you feel moved to speak, pause. Consider what is about to come out of your mouth. Are you aware of what you're saying, what are you communicating and what that will create?

Be Impeccable With Your Word

EXERCISES:

Reading something like the lesson above and agreeing with it is a good start for the mind. Making it real - making it a new belief or habit requires more examination, application and practice. Don Miguel is fond of saying: "practice makes the master". There is a lot of truth there. That is how we have developed the habits that we have, and that is how we are going to create new ones.

Take a moment to answer the questions below for your self and begin to get awareness about how you may have a habit of not being impeccable with your word.

Who is it that you have the most judgment about? Do you look for evidence to support that point of view? Do you constantly justify your position? What do you say about that person? How much do you really know about what goes on in their life outside of work?

Do you gossip about the people who offend you? How does that feel?

What sorts of things do you say about yourself - Things that you repeat over and over? Do they sound at all familiar with respect to your gossip?

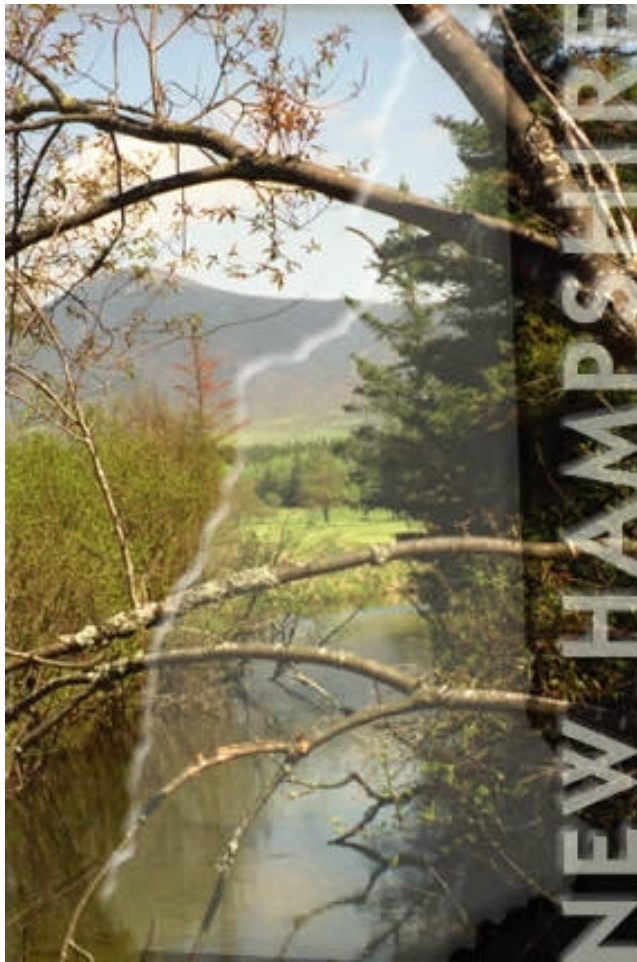
AACPM Information

by
Craig Coulson

Below is information on the AACPM annual conference. In addition, AACPM has provided information on the last page regarding an annual scholarship opportunity.

Anyone currently attending school should look into the scholarship offer. Two years ago Ron Stallworth from our society won that scholarship. You could too - but only if you apply.

USCPM will be sending the president and president-elect to the annual conference. Please let me know if there are any issues or concerns that they should take before the AACPM body.



**American Academy of
Certified Public Managers
17th Annual Professional
Development Conference**

**Achieve Greatness in
Public Management:
Climb to New Heights**

September 18 - 20, 2005 (Conference)
September 21, 2005 (House of Delegates)

The Center of New Hampshire
(Radisson)
700 Elm Street,
Manchester, NH 03103

Please visit
www.cpmacademy.org
for additional
information.



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**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS
2005 WILKINSON SCHOLARSHIP APPLICATION**

NAME OF APPLICANT: _____

ADDRESS: _____

CONTACT: Home Phone _____ Work Phone _____
Fax # _____ E-mail: _____

SOCIETY AFFILIATION OF APPLICANT:

COLLEGE/UNIVERSITY ATTENDING:

Hours completed _____ Hours remaining _____ Current GPA: _____

POSITION (if currently a public employee): _____
For (agency name): _____
Years: _____ Full time: Y N

INFORMATION NARRATIVE TO ACCOMPANY APPLICATION

Please submit information in response to the following questions:

- 1 What are your career goals?
- 2 Describe how this course of study/degree will help you reach these goals and increase your ability to serve the public.
- 3 Describe why you feel you are deserving of a Wilkinson scholarship.
- 4 Describe your level of financial need of scholarships to assist in providing for educational costs.
- 5 How will you use this scholarship?
- 6 Describe your participation/contribution in community, civic, and professional organizations.
- 7 Highlight your leadership activities in these organizations. Include roles and periods of time in these leadership roles.

Submittal of the above information must not exceed four (4) pages, no smaller than font size 11.

TWO LETTERS OF RECOMMENDATION MUST ALSO BE SUBMITTED

Each letter should be no longer than 2 pages single-spaced, no smaller than font size 11.

- 1 One letter of recommendation from another CPM indicating your leadership activities and adherence to the canons of public service
- 2 One letter of recommendation from a supervisor or department head indicating the benefit to the organizations, the employee, and the public of the pursuit of this educational goal.

APPLICATIONS MUST BE POSTMARKED NO LATER THAN AUGUST 1, 2005 AND RETURNED TO:

Stephen J. Mastro, Chair Scholarship Award Committee 200 Marine Academy Drive,
Vallejo, CA 94590. Email: smastro@csum.edu, Phone: 707-654-1074, Fax 707-654-100