

# The Quality Manager

Newsletter of  
The Utah Society  
of Certified  
Public Managers



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## A MESSAGE FROM THE IMMEDIATE PAST PRESIDENT by Gerry Satterlee

CPM enrollment was up this fall, and several of my co-workers were part of the crowd. I've watched them hurry off to class, talking about assignments, and wondering how tough Tony would be. I'm pretty sure they enjoyed it, especially since they all want to continue with Course Two. It's been some time since I went through the course, so I thought I'd talk with them and see what their reactions were to the whole thing, while all the excitement and worries were still fresh in their minds. I talked with three of them – and what a good cross-section of CPMers they are. One is a manager, who has been in management for a few years but had never had any prior formal management training. Another is a lead worker who performs some management functions. The third is not a manager at all but participates in terms, and perhaps might be a manager one day.

The manager told me he could have used this course years ago, and wouldn't have had to "ad-lib" his way through various situations. He gave the course high marks, praising its relevance and how very well prepared the instructor was. (So that hasn't changed since I took the course!) He also mentioned that the section on Risk Management opened his eyes to how vulnerable managers are. The lead worker found the lessons on delegating work to be the most valuable. She was surprised how much "homework" there turned out to be, and she found that it really was

important to pay attention! (So that hasn't changed either!) The team worker enjoyed the self-assessments and learning about different managerial styles, and his "awesome" instructor.

I was happy to hear that there were several non-State employees taking the course. I recall only a couple all together in my courses, but there were more than that in just one class. As a citizen, I want all my government entities to be first-rate, not just the State. On the other hand, apparently not all State agencies look at CPM the same way. I was told of one agency that insists that if their employees take the first course, they go on to all three. But another agency makes it clear that they will only support their people taking the first course.

Overall, CPM is alive and thriving in Utah. It was a treat to talk with people who were new to CPM, full of enthusiasm for the program. There's a new wave of eager students on the way.

Finally, I want to welcome Suzee Briscoe as the 2003 President of USCPM. I know Suzee will do a great job for the Society. Many Board members are returning to assist her, and there are several new Board members that will bring fresh ideas and energy as well. And thanks, too, to Julie Felice, the outgoing Immediate Past President. After a long stint on the Board in lots of positions, she has earned a break, but knowing Julie, she'll keep plenty busy. Best of luck to all the Board in 2003.

**A Message from the  
PRESIDENT-ELECT**

**By Mel Castillo**

“If you can dream about it, you can become it. If you can visualize it, you can achieve it.” These were the words that inspired me ever since I was young. These were also the tools and inspirations that helped me work with good employees. These are some of the principles I continue to teach to my children.

The world we live in is like a web. We are all interlinked with one another. The outcome of our effort affects the next in line in the chain of command. We have to work as a team, no matter where we are, no matter what we do. And because much depends on the result of what we do, and since we care about those people affected by it, we must do the best we can.

My vision for the Society is to make the “web” have a more dominant role in each agency; for the Society to be bold in the implementation of its vision and mission; and for the Society to work more closely with the office of the Governor in the implementation of the Governor’s vision.

I am humbled by the opportunity to serve as the Society’s President Elect. I am honored to advance the cause of the Society. I feel privileged to serve the membership-at-large.

My name is Mel Castillo. I currently work with the DAS-Division of Finance. I joined the State government in December of 1996. I am married to a loving man and I am blessed with three wonderful children. It is this family that gives me a reason to live and dream, to hope for a better world, and look forward to every waking day.

I look forward to serving the Utah CPM Society as President Elect.

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**A Message from the  
TREASURER**

**By Kent Naisbitt**

I am grateful for the opportunity that has been given me to serve the Utah Society of Certified Public Managers as Treasurer. I have had a wide variety and range of experiences in life, work and other.

I have attended the University of Utah, Utah State University, and Weber State University. I graduated CPM in June of 2001. My experiences include serving in the Military via the Air Force and working on the B-52G Bomber and the KC-135 Aircraft as a Crew Chief.

Before coming to work for the State Government, I worked in the business world in various positions, and most recently in Management positions with a medical manufacturer in the following areas; Human Resources, Customer Service, and Special Projects.

I started my career with the State with the Dept. of Workforce Services in the Downtown Employment Center as an Employment Tech. I have been fortunate to progress up the organization to an Employment Counselor, and then the Support Services Supervisor of that E.C. About a year and a half ago I was able to go to the Central Region office of Workforce Services and serve as the Support Coordinator and Facilities Manager of that Office. My duties there range from managing the building, to working on the Administration and Finances of the Region office. I also serve as the Ergonomic Specialist of the Region, and work on special projects as needed.

I have made Kaysville my home for the past 10 years, and enjoy life there with my family, which includes my wife and three terrific daughters.

I enjoy the outdoors, movies and various other activities.

Thanks for the opportunity to give something back to each of you, and to the CPM Organization. I look forward to getting to know each of you better, and in working with the currently elected board members.

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**How Are We Doing?**  
**By Violet Smit**

We have completed the newsletters for the year and now we would like your feedback. What have you liked about the newsletters? What would you like changed in the newsletters? Is there something you would like to see in the newsletters? Do you want more information from the Board? Did you like the book-reviews? Were the articles on *Lincoln on Leadership* helpful?

Please take the time to let us know how we are doing. We are also looking for folks that would like to help with the newsletter. Are you willing to share your ideas, knowledge, and skills for a year? Please let me know. Violet Smit at vsmit@utah.gov

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**More Excerpts from**  
**“Lincoln on Leadership”**  
**Donald T. Phillips**

**Book Review**  
**By**  
**Violet Smit**

As state agencies move into a time of budget restrictions, decisions will have to be made that will increase workloads, stress, and job frustrations. Programs have been, and will continue to be restricted and sometimes cut. State agency management may become the

focus of public and personal attacks. In *Lincoln on Leadership*, author Donald T. Phillips discusses Lincoln’s approach to handling these types of situations. “Lincoln was slandered, libeled, and hated perhaps more intensely than any man ever to run for the nation’s highest office.” He was called “the craftiest and most dishonest politician that ever disgraced an office in America, a grotesque baboon, a third-rate country lawyer who once split rails and now splits the Union, a dictator, an ape, and a buffoon.” During Lincoln’s first year, he was required to fill vacant positions by appointment. “...there are twenty applicants, and of these I must make nineteen enemies.” Lincoln accepted his responsibilities.

Lincoln learned early in his career that he had to have the courage to handle unjust criticism. The following is a typical Lincoln response, “Neither let us be slandered from our duty by false accusations against us, nor frightened from it by menaces of destruction to the government, nor of dungeons to ourselves. Let us have faith that right makes might, and in that faith let us to the end dare to do our duty as we understand it.” (Lincoln’s Cooper Institute Address February 27, 1860.)

Lincoln wearied of the attacks upon him, but “when it came right down to it, he normally would not retaliate against his detractors.” Truth and humor were Lincoln’s preferred methods of confronting untruths. One offensive speaker was shot down with these words, “...the oratory of the gentleman completely suspends all action of his mind.” Lincoln felt it was more important to keep his faith in the people and eventually “his course would be vindicated.” At one point in an election he said, “It is the people’s business—the election is in their hands. If they turn their backs to the fire, and get scorched in the rear, they’ll find they have to sit on the blister.”

Lincoln ignored petty insults but “if the false accusation was particularly damaging to the public’s view of his principles,” he would stand up and defend himself. Lincoln once remarked, “I have found that it is not entirely safe, when one is misrepresented under his very nose, to allow the misrepresentation to go uncontradicted.” Lincoln’s most effective way of dealing with petty criticism was to write extended letters of refutation, then never mail them.

Lincoln was inclined to let people vent, but he would not back down from what he had ordered. In one situation a governor appeared to be refusing to follow his orders. Lincoln went ahead with his plans and explained the governor’s actions with this story.

“The governor is like the boy I saw once at the launching of a ship. When everything was ready, they picked out a boy and sent him under the ship to knock away the trigger and let her go. At the critical moment everything depended on the boy. He had to do the job well by a direct, vigorous blow, and then lie flat and keep still while the ship slid over him. The boy did everything right; but he yelled as if he were being murdered, from the time he got under the keel until he got out. I thought the skin was all scraped off his back; but he wasn’t hurt at all. The master of the yard told me that this boy was always chosen for that job, that he did his work well, that he never had been hurt, but that he always squealed in that way. That’s just the way with the governor. Make up your mind that he is not hurt, and that he is doing his work right, and pay no attention to his squealing. He only wants to make you understand how hard his task is and that he is on hand performing it.”

Lincoln’s principles on dealing with unjust criticism:

1. Refrain from reading attacks upon yourself so you won’t be provoked.

2. Don’t be terrified by an excited populace and hindered from speaking your honest sentiments.
3. It’s not entirely safe to allow a misrepresentation to go uncontradicted.
4. Remember that truth is generally the best vindication against slander.
5. Do the very best you know how—the very best you can—and keep doing so until the end.
6. If you yield to even one false charge, you may open yourself to other unjust attacks.
7. If both factions or neither shall harass you, you will probably be about right. Beware of being assailed by one and praised by the other.
8. The probability that you may fall in the struggle ought not to deter you from the support of a cause you believe to be just.

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## **Art of Leadership** **J. Donald Walters**

**Book Review**  
**By**  
**Violet Smit**

*The Art of Leadership* is an excellent desktop reference book. It is 135 pages of quick inspirational guidance. J. Donald Walters’ premise for this book is that successful leaders “understand that more can be accomplished by working with people than over them.”

Mr. Walters’ first chapter starts with, “Genuine leadership is of only one type: supportive. It leads people: It doesn’t drive them. It involves them: It doesn’t coerce them. It never loses sight of the most important principle governing any project involving human beings: namely, that people are more important than things.” His first

example is an interesting discussion of a situation where it would seem none of these principles would apply i.e., the battlefield.

The second chapter, "Leadership Is Not an Ego Game", deals with a leader's view of himself. Some of the principles discussed in this chapter are: Self-importance in a leader is self-defeating, the spirit of a group reflects the spirit of its leadership, and the ego can be either a hindrance or an aid to creativity. The third chapter is, "Leadership Means Responsibility". "The true leader is concerned not so much with the opinions of others as with the truth, with getting a job done, with inspiring others to join him in working toward a worthy common goal." Some of the principles he discusses are: 1. See leadership not in terms of glamour, but of responsibility. 2. Be not so much concerned with the opinions of others as with the truth. 3. Be concerned not with praise or blame but with action. 4. Concentrate on the longer rhythms in any project, not on temporary ups and downs. 5. Be as ready to accept responsibility for failure as for success. 6. Acceptance of responsibility means accepting the duty to find creative answers even when convention says there are none.

In the fourth chapter "Leadership Means Setting Aside Personal Desires", the author discusses feelings. He asserts that a leader must not be guided by his own personal feelings, but must always consider the feeling of his subordinates. Some of the principles he discusses are: 1. The true leader puts his personal wishes last, not first. 2. A leader should ask in every circumstance, not, "What would I like?" but rather, "What is needed?" and "What is right?" 3. A good approach to every problem is to ask oneself, "What is trying to happen here?" One's skill as a leader is demonstrated by his ability to tune in impersonally to the flow of events. 4. Leadership requires openness to the feelings of others.

In chapter five, "Leadership Means Service" the author asserts that too much attention is given to the position rather than the function of leadership. A few of the principles he discusses are: Leadership is only a job like any other; leadership means giving service, and humility is self-honesty.

A few of the principles in chapter six "Leadership Means Loyalty" are: Work with people and things as they are, not as you would like them to be; be patient; to win loyalty, be loyal yourself first; to win love, first give love; when correcting someone, consider first his readiness to hear what you have to say.

In chapter seven, "Leadership is Intuition Guided by Common Sense" the author asserts that a leader is not afraid of submitting his ideas to the test of reality. A few of his principles are: A leader is more concerned with what is than with what ought to be; he is more concerned with what will work than with mere opinions; and a leader convinces by reason or by the magnetism of conviction, not authority.

In chapter eight, "The Importance of Flexibility" the author asserts that "it is not weakness in a leader to admit error," and that "truth always wins out in the end." Some of the concepts discussed are: adapt your actions to reality; deal afresh with each situation; don't make too many rules lest they destroy the spirit of your enterprise; and be open to other points of view.

Chapter nine is "The Need for Actions, Not Talk". The author asserts "Planning that facilitates action may indeed save weeks of work. But planning that shelves action indefinitely only discourages the flow of creative energy." Other ideas include: action keeps creative energy flowing, melts away obstacles, and opens new possibilities.

Chapter ten, "Giving Support" deals with a leader's responsibility to develop the abilities

of subordinates. A good leader will: encourage subordinates in their projects; will allow them to learn by their mistakes; will be willing to compromise and not ask for more than can be delivered; will invite support, and will never assign any job that he is not willing to do himself.

In chapter eleven, "Work with People's Strengths," the author explores how to attract interested people to projects so energy will not be wasted on people "not in tune". "Encourage the doers, not the talkers," he says. A few other ideas he develops are: don't invest a disproportionate amount of energy in negative situations; teach subordinates to offer solutions when criticizing the work of others; and the importance of never speaking from you own emotions or prejudices.

In Chapter twelve, the author discusses "What Is True Success?" His main idea it that a true leader "knows that success is not so much the completion of a specific project as the energy that goes into completing it. Projects can be destroyed, but never energy itself." He invests in his people.

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