

Information for
Colorado State
Employees from
the



Colorado State
Management Association

February, 2010

*Message from the President
Georgia Roberts, Higher Education*

The Leaders Digest has been missing in action for a while, but the CSMA Governing Board is committed to returning to a regular publishing schedule once again. This will be an electronic publication, and past issues will be posted on the CSMA website (www.csma.info).

For our newer members, the Colorado State Managers Association, also known as "Colorado State Management Association" ("CSMA" or "the Association") was founded in 1986. The CSMA Officers and Governing Board would like you to know just **what CSMA is, and what it is not.**

CSMA is a not-for-profit membership organization for state employees, regardless of position/job title. The Association's Mission is to develop leaders and managerial skills by affiliating with others to discuss issues of interest and gain knowledge that enriches professional growth through Management, Education, Mentoring and Networking. The Association's goal is to improve the quality of State Government within the field of State management for the benefit of the citizens of Colorado

CSMA is not a labor union; lobbying organization; nor an employee advocacy group.

Members come from many backgrounds and disciplines. They are current and future state managers and leaders who rely on CSMA to be an organization directed toward their professional needs. The Association is an educational clearinghouse for key issues affecting Colorado government. Members are able to tap into a vast resource of ideas and to provide feedback and information to decision-makers within all three branches of State government.

CSMA's Objectives Include:

- Fostering and facilitating managerial improvements in Colorado government through promoting appropriate utilization of management/leadership methods and techniques; to further the observance of professional standards and criteria; to provide a mechanism for mentoring, education, and professional growth opportunities of state employees.
- Unification of professional managers in government service for constructive

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Colorado State Management Association

Message from the President (Continued from page 1)

endeavors; to provide a forum for concrete discussion of state management issues; assist in the development of quality leaders and managers in state government; to contribute to the improvement of education in the field of government management.

- Identification, promotion and encouragement of improved state services which are provided to the public.
- To encourage interagency cooperation and improve communication among managers within and across the three branches of government.

Membership Benefits - Why join CSMA?

- Current and future state government leaders who are looking for a group of people with which to share and learn tools needed for their jobs, their interests, and their future will find CSMA membership a worthwhile investment. Membership provides a ready list of resources and someone to call for ideas and assistance, as well as an invaluable way to stay current concerning innovations and events that impact the work of State government.
- CSMA provides education and information. Annual conference, special workshops, and other educational events make available top-notch speakers and information regarding key issues facing State government. These events are open to all state employees, but fees are discounted to CSMA members.
- CSMA provides state employees an opportunity to get to know and interact with Colorado's legislators, top Executive Branch officers, C-SEAP, PERA representatives and others. CSMA signature events often partner with or include high profile public sector keynote speakers.
- CSMA members receive CSMA Web Site Access. The web site is packed with news about CSMA, upcoming events, networking opportunities, and educational forums. The "members only" section allows you to find and contact other CSMA members. www.csma.info

How does CSMA work?

The CSMA Governing Board sets the direction and policy of the Association and ensures that appropriate services are provided to its members.

The Board is comprised of one representative from each State Department within the Executive Branch, and one from the Legislative and Judicial Branches and the Governor's Office. The Governing Board elects the Association's Officers: President, Vice President, Secretary and Treasurer.

Three simple words (tenfold) for a better life

Improving your life begins with your attitude. You don't need subliminal tapes or hypnosis. Just try using some of these three-word phrases more often:

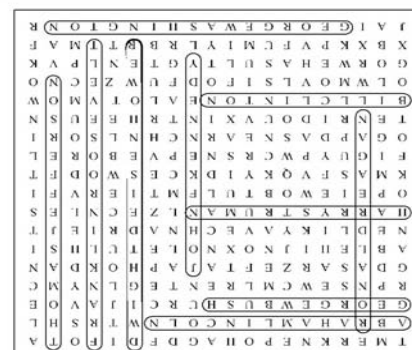
- *I thank you.*
- *Please forgive me.*
- *I trust you.*
- *Let me help.*
- *I believe you.*
- *I forgive you.*
- *Maybe you're right.*
- *Count on me.*
- *I understand you.*
- *Go for it.*

Rid yourself of self-doubt

As you move into a new position or take on a challenging project, the voice of self-doubt can be loud. How do you quell your doubts? Try this plan:

- **Step 1:** Write down the negative thoughts. Simply list the doubts that plague your mind as you push into new territory.
- **Step 2:** Change each negative into a positive statement. Sometimes your own gut will fight this step, but do it anyway. For example, change the statement "I'm way out of my league on this project" to "I can learn the skills I'll need to complete this project."
- **Step 3:** Get perspective. Don't let the challenge overwhelm you. Think of the successes you've already achieved, and remind yourself that you didn't let doubts stop you.

PRESIDENT'S DAY JUMBLE ANSWERS



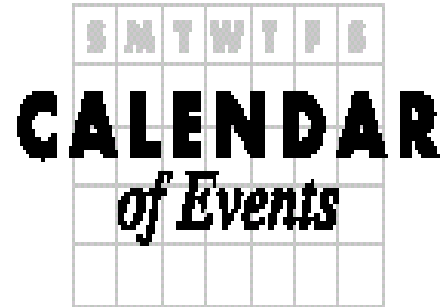
Colorado State Management Association

February, 2010

Valentine's Day, Feb 14. Celebrate love in your life.

Susan B. Anthony Day, Feb. 15. One of the first women's rights advocates and leaders, Susan B. Anthony was born in 1820 in Adams, Mass.

Presidents' Day, Feb. 15. Observation of the birthdays of Abraham Lincoln (Feb. 12) and George Washington (Feb. 22).



March, 2010

National Anthem Day, March 3. Celebrate the anniversary of the adoption of Francis Scott Key's "The Star-Spangled Banner" as our national anthem—just in time for baseball season!

Johnny Appleseed Day, March 11. Celebrating the life and work of John Chapman, who introduced the apple tree to large parts of the American Midwest. Chapman was born on Sept. 26, which is also observed as Johnny Appleseed Day, but the March date is preferred by some because it falls during planting season (and may be the date of Chapman's death, though that is disputed).

✓CSMA Brown Bag @ Lunch Bunch, March 23. **PERA Update.** Drinks will be provided when you bring your own brown bag lunch to this CSMA event. The Brown Bag @ Lunch Bunch will be held in the Front Conference Room of the Laboratory Services Division at 8100 Lowry Blvd., Denver, CO, 80230. A PERA representative will present a summary of legislative changes and answer your questions from 11:30—12:30 at this free CSMA event. It is your retirement, so come and learn about how recent legislation will affect you.

- Link to PERA's Legislative overview page:
<http://www.copera.org/PERA/about/legislation/2010legislation.stm>
- Link to the summary of the additional (and recent) changes that have been made.
<http://www.copera.org/pdf/Misc/2010LegChart1-27.pdf>

Pi Day, March 14. Math geeks everywhere enjoy the date 3-14, which is the beginning of the infinite series of numbers that one gets when one gets by dividing the circumference of a circle by its diameter: 3.1415926535 . . .

St. Patrick's Day, March 17. Everyone is Irish on this day that honors the Irish missionary.

Future CSMA Events—Mark Your Calendar

CSMA / CFMA 2010 Spring Education Seminar, May 6 and 7. **Fort2: Forging Opportunity in Tough Times**

The Associations' Spring Seminar committee is currently planning another great conference. Plan now to join us on **May 6 and 7 at the Hilton in Fort Collins**. Seminar registration will open March 1, 2010. The registration fee will be \$80, if you register before April 9. The fee will go up after this date. Individuals will be responsible for their own lodging reservations. Lodging costs are \$90 per night; details on the hotel will be coming soon. Regulatory Ethics will be offered at this Seminar to satisfy that important component of Continuing Professional Education Credits.

Look for more details coming soon regarding registration for the seminar and for hotel nights on the CFMA website:

<http://www.colofma.com/> under the Events tab.

We hope you will be able to join us for another great Spring Educational Seminar!

Business and Football Share A Formula for Winning

For about six weeks every year, beginning in late December and continuing through early February, football fans get the ultimate fix: the college bowl games, NFL playoffs, and finally, the Super Bowl. It's an interesting study in winning and losing that separates the champs from the also-rans, even though the also-rans worked mighty hard to get to those games in the first place.

I was fortunate to be able to attend the BCS championship football game between Alabama and Texas, which brought back a lot of memories of legendary Alabama football coach Paul "Bear" Bryant. He used to say that members of a winning team needed five things:

1. Tell me what you expect from me.
2. Give me an opportunity to perform.
3. Let me know how I'm doing.
4. Give me guidance when I need it.
5. Reward me according to my contributions.

Nurturing employees according to Bryant's five steps works for any organization, with particular emphasis on the second point: Give me an opportunity to perform. Once you've hired a potential superstar and that employee understands what you expect, it's time to let the player carry the ball. Coaches can't play, but a better-coached team almost always comes out on top.

Bear Bryant retired with 323 wins over 38 seasons, one of the most successful careers in college football. He took 29 teams to bowl games and led 15 to conference championships. He loved to win. He lived to win.

Business is a lot like football. In business, there's really no playoff system or championship series, but there are plenty of winners and losers. I think Bear Bryant's formula for recruiting players is not unlike recruiting top talent. He demanded plenty from his players, starting with the recruiting process. "I don't want ordinary people," he said. "I

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Take a firm stand against workplace gossip

Gossip and rumors have probably been part of the workplace culture since the days of the Pyramids. ("Psst! I heard Cleopatra and that Roman dude are hooking up! Pass it on!") Although a certain amount of personal chitchat goes on in any workplace, gossiping employees can erode trust among co-workers and infect a team with dissension and hostility.

To keep rumors from gaining a foothold in your organization, follow this advice:

- **Improve general communications.** Employees will believe rumors if they don't have access to facts. Even in tough times, give your people as much information as you can so they can rely on solid data, not half-truths. If you can't share news, explain why, so you don't appear to be hiding anything.
- **Confront rumors directly.** If you catch wind of an untrue rumor, address it right away. Go to the source and set him or her straight, explaining the damage that false information can cause. Clear up the confusion with your entire workforce right away. They may think twice about spreading or believing rumors if they know you're ready to step in.
- **Set the right example.** Don't listen to gossip that comes your way. Either correct any misinformation immediately, or explain that you're not interested in rumors. Don't pass along any unsubstantiated stories yourself—let the gossip stop with you. If people persist in spreading rumors, suggest that they need more work to do.

10 low-impact ways to chase away stress

- Take deep breaths.
- Take a walk outside the office.
- Say no to what you don't have time to do.
- Leave work on time.
- Lower demands you put on yourself.
- Ask questions of and talk with co-workers.
- Take care of taxing tasks in the morning to get them out of the way.
- Look at large projects as a series of steps to complete one by one.
- Laugh at least once a day.
- Live in the moment. Don't dwell in the past or worry about the future.

Business and Football *(Continued from page 4)*

want people who are willing to sacrifice and do without a lot of those things ordinary students get to do. That's what it takes to win."

Hiring well is critical to success in business. I don't want ordinary people either. I want employees who are willing to go the extra mile and who understand that customer satisfaction may require some sacrifice. I'm looking for people who want to win as much as I do. And I am willing to share the spoils of victory with my players.

Just like there are many skill positions on a football team, your business team needs people with a variety of talents to be able to compete. You need:

- visionaries, who see the long term;
- leaders, who define the mission and motivate others;
- implementers, who make things happen; and
- infrastructure builders and supporters, who keep the operation running.

In order to compete, you must have players to fill all those slots. Sometimes, skills overlap. Sometimes, you need someone with a special skill. Don't be afraid to call in the "special teams." In football, they often are the difference between winning and losing. Recruit help if you find a weakness.

A good coach preaches cooperation and teamwork. Players run drills and practice situations until they can play their positions in their sleep. They put on their "game faces" and charge onto the field with every intention of winning.

Coaches reassess their game plan halfway through to make sure things are still working, and make adjustments if necessary. They make substitutions to strengthen a position. Your business and your employees should be doing exactly the same. You don't have to be a football fan to see the wisdom in their thinking.

There's one other tidbit of Bear Bryant's wisdom I want to share with you. "Never quit," he said. "It is the easiest cop-out in the world. Set a goal and don't quit until you attain it. When you do attain it, set another goal, and don't quit until you reach it. Never quit."

Winners never quit, as the saying goes, and quitters never win. Take some advice from a winner. You may not end up with a fancy trophy or a Gatorade bath, but the rewards will be just as sweet. Winning feels good.

Mackay's Moral: (borrowed from another special football coach, Vince Lombardi): "Winning is not a sometime thing; it's an all time thing. You don't win once in a while, you don't do things right once in a while, you do them right all the time. Winning is habit. Unfortunately, so is losing."

Reprinted with permission from nationally syndicated columnist Harvey Mackay, author of the New York Times #1 best-seller, "Swim With The Sharks Without Being Eaten Alive."



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The information and opinions herein are obtained from sources believed to be reliable, but CSMA makes no guarantee of accuracy and completeness.

CSMA Officers:

President: Georgia Roberts, Higher Education
Vice President: Barbara McBride, Labor & Employment
Secretary: Jane Crisman, Public Safety
Treasurer: Rick Brough, Public Health and Environment

CSMA has openings for Board members from the following divisions:

- Legislature
Local Affairs
Military Affairs
Personnel and Administration
Natural Resources
Judicial
Treasury

The Board meets on the first Wednesday of each month from Noon to 1:15 p.m.(check the web site for meeting locations). All that is required for you to be a Board member is a desire to be involved in an organization dedicated to improving Colorado State Government through professional development, networking and education.

Quotes to Inspire

Even when you think you have your life all mapped out, things happen that shape your destiny in ways you might never have imagined. —Deepak Chopra

Most people struggle with life balance simply because they haven't paid the price to decide what is really important to them. —Stephen Covey

President's Day Jumble

Find the names of these presidents:

- GEORGE WASHINGTON
THOMAS JEFFERSON
ABRAHAM LINCOLN
FRANKLIN ROOSEVELT
HARRY S. TRUMAN
DWIGHT D. EISENHOWER
JOHN F. KENNEDY
RONALD REAGAN
BILL CLINTON
GEORGE W. BUSH

Word search grid containing letters for finding president names.