

MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

September 2002 ▶ Volume 1 Issue 7 ▶ Maximize

Integrity: Are you prepared to walk the good talk?

Abraham Maslow identified the five levels of human needs. Only when self-worth and self-respect are realized can individuals attain self-actualization. Self-actualization results in generosity, resiliency and purpose but unfortunately only 3 percent of people ever reach this level of human satisfaction.

To reach self-actualization, you need to feel good about yourself (self-worth) and respect the way you got there (self-respect). To reach self-actualization you need the support of others to get you where you want to go. You also need to learn to respect what drives others so that they respect you, too. Without understanding and respecting the needs of others you may reach a destination, but rarely will you reach your goals nor be able to sustain what you achieved.

The recent crisis in corporate leadership is a living testimonial that a journey filled with excessive self-worth and devoid of respect is tenuous at best.



The Whole Person Approach to
Hiring and Retaining Employees

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Maximizing Insights
Distributed by Maximize
Publisher/Editor - Ira S. Wolfe

During an intense meeting of senior executives, very sensitive information about future plans was being discussed. The chief executive officer reiterated more than once that "under no circumstances, does any of this information leave this room."

That night, while having dinner with his wife, Jack tells his wife about his day at work. Jack and Marcia, his wife, are childhood sweethearts and married for nearly twenty-five years. They share everything and have no secrets between them. Deeply religious, a loyal and conscientious employee, and inspirational father and husband, Jack tells Marcia, "you can't tell anyone, not even your Mother about this." And Jack begins to tell Marcia about what he learned during his day at work.

Does this breach of confidence mean that Jack lacks integrity? Did he violate a code of ethics? If he didn't share the information with his wife, was he being dishonest with his wife?

Integrity. Ethics. Honesty. Values. What do they mean? The example of Jack and Marcia is just one example of countless situations when one person follows his conscience and another person considers that very action unethical and a breach of trust.

Where do you draw the line between inappropriate behavior and over-the-top moral and ethical righteousness in your organization? Better yet, who draws the line and how is it drawn in your business?

We would love to hear from you. What does integrity and honesty mean to you? How do you determine if someone has integrity and is worthy of your trust? E-mail us at barbara@maxproductivity.com. All responses are confidential unless you give us permission to use your name.

Motivate with Attitudes

Imagine being in a room with a dozen other people, each of whom has a different level of visual acuity. Everyone in the room is asked to remove his or her eyeglasses or contact lenses and exchange them with someone else. Suddenly the world becomes a blur. What was once clear is now distorted. You feel awkward and uncomfortable, maybe even dizzy and nauseous.

The speaker now projects a slide onto the screen in the front of the room and asks you to describe what you see. You squint. You look over, under and around the lenses. You think that you see an image. It looks like a photo with a few words underneath. But you have no idea what the words are – or if they are really words at all. (Unfortunately for us aging baby boomers, this situation is too real and happens more and more!)

We each have six attitudes. These attitudes, or values clusters, are really nothing more than the lenses through which we view the world. We see and understand very clearly a few, usually two, of these attitudes. These two attitudes we have learned to value more than others through our unique life's experiences. Two of the other attitudes we may actually judge negatively depending on our experiences (or the lack of positive ones).

How can you use these attitudes to motivate others and reduce or resolve conflicts. Turn to page 2.

Conflicts: It's Not Always Just about Me-and-You

The negative judgment of other attitudes is the root cause of many conflicts between you and others as well as what most people recognize as intra-personal or me-me conflicts. Me-me conflicts result when an individual can satisfy one personal need only if they give up satisfying another. For example in business, the manager who is highly motivated by results and a financial bottom-line may find it difficult to communicate and manage an employee who believes there is more to life than money and work. Sometimes this conflict rages inside the same person. This individual is driven by practicality and little patience for people who waste his time and resources. But at the same time he has a great deal of difficulty holding an employee accountable for poor time management and lack of results.

A third conflict is the me-job, or functional, conflict. Me-job conflicts exist when the rewards of a job don't satisfy the motivators of the individual. Me-job conflicts, just like me-you and me-me conflicts, show up to others as poor performance, extreme stress, burnout, and physical and emotional problems.

By learning first to recognize what motivates you and what stresses you out, you now have the opportunity to fuel those positive motivators and avoid or subdue the negative ones. Just as importantly you can now begin to understand what makes other people feel good, begin to build endorsement and learn to "motivate" them by helping them to meet their needs. Only after you understand the six hidden motivators of people, can you now begin to understand what motivates others.

To learn more about the *Six Hidden Motivators That Drive Behavior*, order your copy of Exploring Values: The Power of Attitudes (\$9.95 plus S/H) and receive a complimentary self-assessment, Personal Interests, Attitudes and Values valued at \$60. Contact us today at 512.278.1200 or email: Barbara@maxproductivity.com

An Integrity Audit: Not Everyone Has Their Keel in the Integrity Water

Integrity is on everyone's mind these days. But integrity is not something you do, it is something you earn (or lose) from others by your actions.

Judy Suiter, co-author of the Universal Language Book and Exploring Values: The Power of Attitudes (see 1st column) emphasizes that the reward for acting with Integrity is endorsement.

Suiter says that when people are given endorsement, the "**law of reciprocity**" kicks in and they want to give something back. In the workplace what they give back is **performance**.

Integrity is all about doing what you say you will do when you said you would do it. Do you act with Integrity? Would your customers and employees or managers agree?

Answer these questions:

1. Do you ever try too hard or over-promise to make a sale?
2. Do you always speak up when you should?
3. Do you say what needs to be said and not sugar-coat it?
4. Do you ever embellish the truth?
5. Do you forward materials that you promised?
6. Do you ever want to help so much that you put yourself in impossible situations?
7. Do you intend to get to things but never have the time?
8. Do you have trouble admitting mistakes?
9. Do other people ever get blind-sided because you don't warn them?
10. Do other people ever think you know more than you let on?

Tough questions.

Very tough questions.

Are you ready to face the music? Do others buy what you say? Building endorsement and integrity begins first with understanding your own strengths and weaknesses and then meeting others where he or she is to get done what you need to get done.

To learn how you or your organization can increase endorsement, call us today at 512.278.1200.

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I have heard that testing is not legal. Is that true?

That is clearly not true. In fact, proper use of good assessments can provide the most effective documentation of objective and nondiscriminatory hiring practices. In general, 4th, 5th, and 6th Generation instruments are well validated for business applications. Most legal issues occur when those instruments are used inconsistently or improperly.

It is important to consult with individuals who are knowledgeable in such applications. Too often companies have failed to gain the benefits of new assessment technology because of conservative but uninformed advice. In today's competitive world, businesses can no longer afford not to explore every possible competitive advantage.

Stormy Labor Forecast Facts

WARNING! Nursing Shortage Predicted to Worsen by 500%

The shortage of nurses as well as all many other health care providers is about to get a lot worse before it gets better.

The Bureau of Health Profession in August released a report saying that the shortage of nurses for 2002 will be 6 percent; by 2008 it will reach 10 percent; by 2015, 20 percent and by 2020, a whopping 29 percent!

Why is this happening?

- ☑ The national vacancy rate is 13 percent.
- ☑ Not enough new blood. From 1995 to 2000, the number of nursing graduates shrank from 96,600 to 71,500.
- ☑ Nurses are getting older. In 1980, 25 percent of nurses were under 30. In 2000, only 9 percent were that young.
- ☑ Retirement. Nearly 20 percent of the current nursing workforce is approaching retirement.
- ☑ Nurse demand is soaring. Our population will increase by 50 million people, 18 percent by 2020.
- ☑ Aging population. The 65 and over group will grow by 19 million, or 54 percent through 2020 - and the elderly spend at least 3 times as much on health care as the rest of the population and use health care services nearly 15 times more often.
- ☑ Not enough nursing faculty. The average age of a nursing instructor is 56. One in four will retire this year.
- ☑ The only legal avenue to bring foreign nurses without a four-year degree to the U.S. is by getting a H-1C visa. These take up to 18 months to be approved and are limited to 500 cases a year.

Nursing is Not Alone

Long lines forming at the X-Ray

- ☑ The number of physicians in radiology training fell from just under 6000 in 1994 to 3,600 in 1999.
- ☑ It takes 10 to 12 years to train a radiologist.
- ☑ The number of images taken in 2001 increased 78 percent.
- ☑ A patient over age 55 needs the services of a radiologist 3 times more often than a younger patient.
- ☑ The vacancy rate for radiology technicians is approaching 20 percent. Source:USA Today

Readin', Ritin' and Rithmetic

- ☑ Teachers turn over at a rate of 16 percent per year; 20 percent for teachers in public schools with high concentrations of poor students.
- ☑ 33 percent of new hires leave teaching in their first 3 years; 46 percent leave in the first 5 years.
- ☑ If students with limited English skills were taught in average size classes, up to 290,00 additional teachers would be needed. Source: NY Times

A Dwindling Supply of Workers

The labor market grew approximately 1.2 percent a year in the 1990s.

From 2000 to 2010 is expected to grow only .8 percent.

From 2010 to 2020, growth declines to .4 percent and .2 percent from 2020 on.

The Nursing Shortage is Your Problem, too

1. **The Joint Commission on Accreditation of Healthcare Organizations** recently showed that staffing levels played a role in 24 percent events leading to death, serious injury, or permanent loss of function.
2. **Wages are increasing.** Healthcare providers are paying signing bonuses in the range of \$10,000 to 15,000 - and the number keeps increasing. Just two or three years ago, an offer of \$500 to \$1000 was enough.
3. **More foreign nurses.** More than 23,000 foreigners took the U.S. nurse licensing exam in 2001. By passing the exam as well as English proficiency tests, a foreign nurse can be employed in the U.S. Unfortunately, being the most high-tech healthcare system in the world, most foreign nurses have never see much of the equipment they are expected to use.
4. **Less nurses and more patients** means less time per patient and longer waits. Longer waits for appointments and treatment means less productivity while our workforce spends more time caring for dependent children and aging parents.

Asian American Diversity

Asian Americans are a diverse group. From 1990 to 2000:

- ☑ Chinese Americans grew 48 percent to 2.4 million
- ☑ Filipinos grew 21 percent to 1.9 million
- ☑ Indians grew 105 percent to 1.9 million
- ☑ Vietnamese grew 83 percent to 1.2 million
- ☑ Koreans grew 83 percent to 1.2 million

Source: American Demographics, August 2002



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