

EXCERPT #1: INTRO TO LOVING YOUR JOB

Find out what we can do, the people, the workers what the employees can do themselves can do to help create a great environment for themselves. And so we did and so what we're going to talk about today are some things that I've looked at in other organizations to see what other people can do that will help you to create the kind of environment, the kind of work atmosphere and really the kind of work experience at will enable you to love your job. Don't worry about whatever anybody else is doing or about the leadership of the university or about any of the great practices that are going on, and you know that you are in a very fortunate position here are OSU because you do have leadership that does seem to really understand that there's a connection between satisfied employees and results. You have an entire emphasis on work/life, the observation this month of work, national work/life month, all of the various programs that have been set in place over the last few years and the support from leadership that goes into all of that. But we're not going to talk about any of that today. We're going to talk about what it is that you can do, to do as the title of this presentation says, to take this job and love it. As Larry told you I wrote a book with Bill Catlit, a couple of books, and the first one was entitled contented cows give better milk, now the book has nothing to do, whatsoever with cows, I feel I need to say that from the very outset and it is simply a metaphor, we're not comparing people to cows, we're simply saying that in the same way contented cows do give better milk, satisfied employees give better performances; and so out whole thrust over the last few years has been, talk about the business case for creating a great place to work, whatever that means in your organization and that your results however they are measured will be better when that happens. And we have the numbers to prove it. So that's really what we've been talking about over the last several years, the fact that there really does seem to be a connection between organization people practices and their performance. But as I said that's not what we're here to talk about today. We're here to talk about you.

EXCERPT #2: HOW TO LOVE YOUR JOB, STUDIES AND FINDINGS

We're here to talk about how to love your job, and again if we're going to talk about that I think there are three things we need to be clear about from the very beginning. If you are going to love your job first of all you are going to have to work, hard. If you are the type of person who can only love and easy job I am sorry I've spoken to the administration and there aren't any of those jobs here and so you are either going to have to be unhappy or go somewhere else. You are going to have to work hard in your job, so this is to today not about making your job easy, less stressful perhaps, I hope some of the ideas that we'll talk about will contribute to that but easy may be an unrealistic expectation. Secondly if you are going to love your job we found that it is going to be up to you. It is not up to your boss, it's not up to your department head, it's not up to Larry Lewellen or President Gee, it's not up to your internal customers and it's sure

not up to the students for you to love your job; it's going to be up to you. And the third basic thing we need to understand about loving your job is that nothing can really make you love your job; loving your job is a state of mind. It probably has more to do with your mental attitude than it does your working conditions. So loving your job is a choice you make, the way I figure it there are probably some things you can do that will make it easier and therefore more likely that you'll make that choice. Now, you're probably not surprised to know that my particular feeling is that there is a strong correlation between an organizations environment and its success. But I also believe that there are some people that are just naturally more content-able than others, right? You've seen these people, there are some people that seem to be naturally a little more lower maintenance than others when it comes to being happy on the job and it's actually something that has a name. It's called the happy curve, the happy curve and is a term, a term that was coined by North Carolina furniture executive Jack Davis a few years ago; who hypothesizes that some people seem to be miserable no matter how hard everyone around them tries to prevail against that. Then there are other people who, while everything can be going to hell in a hand basket and they manage to quite enjoy the trip. So there are some people that are different ways. So his hypothesis it turns out is actually supported by a wide and deep body of psychological research. 4 studies that I can cite, one in which researchers measured the job satisfaction of a group of people in year one and then again in year six, and there were a lot of variables involved, people had changed jobs, changed employers, their employers had undergone programs like yours of work/life initiatives and done other things to increase quality of life for their employees; a lot of things had happened and yet they determined in this survey that the best predictor of job satisfaction in year six was job satisfaction in year one. The second study that I'll cite is one of five thousand adults that was begun in 1973 by that national institute of aging and it found that the happiest people in that year were still the happiest people twenty-five years later, irrespective of their lives circumstances. Another interesting finding that we know is that high school councilors rating of the cheerfulness of adolescence predicted their job satisfaction thirty years later as well as any single aspect of their jobs. And fourthly there are studies of identical twins separated at birth that indicate that as much as thirty percent of the variation of adult job satisfaction is related to genetic factors, which if you think about it means about seventy percent of it is not, and it's that seventy percent that I want to talk about. So, all I'm saying here, really is that there probably is more that you can do to love your job than that your environment can do to make you love it.

EXCERPT #3: WHAT YOU NEED TO LOVE YOUR JOB, STUDIES AND FINDINGS

The second thing is intentionally engaging in teamwork; a little bit like what you did a few minutes ago with the puzzles but you notice that I have used the same word, intentionally twice. Creating a great place to work for yourself is not something that just happens, it's something you have to mean to do and do with deliberateness and intention. So it's intentionally engaging in teamwork and I'm not going to talk about in the kid of trite sense of rah-rah-rah Together Everyone Achieves More; but I really want to talk about it at a little bit of depth and say when we are working as a team it simply does some things for the way we feel about our job. We know there are at least four benefits to teamwork. And those...a couple of those are these. Cinergy, the real meaning of Cinergy is that the whole is greater than the sum of the parts, when you get people working together it creates a Cinergy and you are able to do more than if those people were doing the same amount of work and the same effort but applied individually. It lightens the load for everyone. It causes more creation and creativity and it creates better quality work,

improved results for your customers and for your students. Lets talk real quickly about what effective teams do. First of all we know that effective teams think about themselves as a unit, and again this is intentional, they think about themselves as a unit they talk about it, they know they are not just a collection of individuals. There is a big difference between a team and a crowd. Ok. They talk about themselves as a team, they talk about their teamwork, they talk about their progress in building effective teams. They also work at building team spirit and commitment, so this actually becomes part of their jobs. No only doing the work they are tasked to do but they know that maintaining the body, the team itself is part of their work. They give each other positive feedback. Members of an effective team give each other positive feedback and it doesn't have to be very much and is amazing how people respond to those simple words of feedback. Napoleon Bonaparte said a soldier will fight long and hard for a bit of colored ribbon. And Shakespeare said in *A Winters Tail*, "Our praises are our wages." Effective teams compliment and give positive feedback to each other. And this one's real simple, members of effective teams care about each other as humans. If there's one thing that we have learned from all of our work that stands out from everything else it is that people simply reserve their best effort for the benefit of someone that they know and cares about them as a person. Next they have what is called a Superordinate goal, now obviously a team should have a common goal, this is more than a common goal. A superordinate goal, one that is above the team, one that can only be accomplished through the efforts of teamwork and something that is big and important and highly visible and highly desirable to everyone on the team. Effective teams share responsibilities and rewards. Responsibilities and rewards. They learn from each other, they simply become learning environments where people learn from each other. And this is perhaps one of the more difficult parts, they disagree agreeably. F. Scott Fitzgerald said, "The greatest sign of supreme intelligence is the ability to hold two conflicting thoughts and still be able to function." I think one of the greatest signs of supreme intelligence on teams is being able to have team members who may have different opinions about the same thing but can still function well as a team.

EXCERPT #4: THREATS TO TEAMWORK

But there are some threats to teamwork. I want you analyze your own team at OSU and say, "I wonder if we are subject to any of these threats." Unsatisfied individual needs. We know that in Maslow's hierarchy there are some things we gotta have before we can have others. We know that teams can not work effectively if you have a large number of people, individuals on the team who are still trying to get their own needs met. The rare individual who is able to function well for others before he or she has met his own needs. At home we call them parents but in the workforce we call them burned out or sometimes dead. You gotta be careful about that, so you gotta make sure that your own basic needs are met first, not just your advanced needs necessarily but basic needs like a little bit of job security, safety, rest, those kinds of things that are your responsibility. Another threat to teamwork is destructive, overcharged competitiveness. There's nothing wrong with competitiveness, it can be a powerful force in an organization but when it becomes overcharged so that we have team competing against teams; I know that you have 17 colleges in this university and seven VP units and when those 24 entities see themselves as a strong team but they begin to work across purposes to the entire entity which is the university that creates job frustration on the part of everyone. Have you experienced that anywhere you've worked. Where one part of the organization seemed to be working against the other and in fact you are all there

to be part of the same organization. A third threat to team work is individualism. The idea that any one persons contribution is more important than that of the team. Over inflated egos can be a problem can be a problem on teams. Technology can be a problem with teams. How many of you, let me honest, I'll go and be the first to confess have emailed a coworker that you could have gotten your behind up and gone and talked to them. I can, I have, so you know technology can take us away from ourselves. Laziness is a threat to team work. Selfishness is a threat to team work and something psychologists refer to as self-serving bias, which is something that we are all subject to but we just have to control it and that is the tendency to individuals to take personal responsibility for successes but to attribute the cause of failure to others. We're all susceptible to that we just have to be aware of it and control it.

EXCERPT #5: COLLEGIALLY

I just want to very quickly give you fifteen quick tips that will help build collegiality. Being collegial and having friendships at work is important in every profession and discipline but it seems to be especially important in the profession of education. So here are some things, write the ones down that you think are important for you. Number one is to collaborate with your colleagues, don't compete. Secondly, share information, don't hoard it; in organizations where the acquisition of information becomes a key to success then it can only be used if you don't allow others to have access to that same information. In healthy organizations it is important that you share information not hoard it. Make a covenant to ditch politics and this is something that sometimes requires and intentional act on the part of the people to say, "You know what, I'm just not going to participate in the office politics." There can be no productive end to engaging in office politics. It's the same thing with gossip. I know it's fun but sometimes we just have to show the discipline and say we're not gonna engage in that. We need to give helpful, honest feedback to our colleagues but I would say that with one caviout and that is that feedback must be welcome. If it is not it is more important to ignore this point than to. "This guy said I have to give you this feedback." Even if you don't want it. This guy said give it if it's welcome, if not you're gonna have to back off. Don't assume that your time is more valuable than that of others. Don't assume that your work is more important than that of others. Lend a hand when you see opportunity and look for opportunities. Follow through on your promises and if you can't, don't even make the promise. Be a mentor to someone. Find a mentor in someone. Brag in each other. The next one praise each other, you know there is a difference between bragging on someone and praising. Bragging is done publicly and praising someone is done to their face and the object of the bragging does not even have to be in the room for you to brag on them but teams who brag on their members seem to be able to build really strong teams. And I don't know what happened to the digit number 14 there but that is 14. get to know each other personally but respect the boundaries of your colleagues. And number 15, which has the same problem, think of the best colleague that you have ever worked with and be that person t your colleagues.

EXCERPT #6: WALK IN SOMEONE ELSE'S SHOES

About 5 years ago I was on a Southwest flight and I encountered a flight attendant, it was not your mother. I know this because this was a man and he was, while he was old enough to be your father he was not your mother. And the reason I bring that up, he was a little older and yet he also seemed to be in ??? and I had a little bit of a hard time equating these two. This guy is obviously a baby boomer plus and he was asking questions on the trajectory on the peanuts and things like that of other flight attendants and so I assumed, ok, this was right after the dot com explosion and I figured this guy was CEO in a big e-company, internet company, and you know he lost his business and he came to work for southwest as a flight attendant. So I started talking with him, this was a cross country trip and I said to him, cause I like talking to people that work for companies that are great places to work and I said to him, "So, like how long have you been here?" he said, "Seventeen years." I'm thinking, "Nice guy but slow learner." You know? And really I said as a flight attendant, he said, "I'm not a flight attendant." He said, "I'm a pilot." He said, "Twice a year we come back here to work with the people who really keep this plan in the air." I said, "Now it's not like a job trade thing, is it?" He said, "No, No, don't worry about that." I don't know, you know. Sometimes you may need to mix things up a little bit and see what it is like in another part of your organization.

EXCERPT #7: CHANGE

As we are changing in this environment from an environment of entitlement in the education profession to one of responsibility and effectiveness I think it is important to see how we handle change, how we respond to change. We know that there are three choices we have with respect to change. The first of those is to resist change, but if you think about it there are not very many examples of successful resistance to change. And in fact how many of you are familiar with a company that used to exist called digital equipment corporation? It was started in 1957 and so was I and it finally fizzled away in its last tragic death throws about 1998. Well I wonder why? It went from being the second largest IT company in the world with over 100,000 employees to finally in 1998 no even existing. It is interesting to note that in 1977 at the convention of the world future society, Ken Olson, who was the founder and CEO of digital equipment said these words from the main stage at the convention, "There is no reason for any individual to have a computer in their home." That's what happens when we resist change. The second choice can be to relent to change. This is what parents do when they see their children grow into mature responsible adults. They're not enthusiastic about it but they accept the change. But the third and probably the one that we need to look at as you think about how can we create an organization where we are enjoying and really loving our jobs is to rethink change so that you become not a victim of change but an architect of change. So the question really here is to look at a change formula and the first of those is to, the first question to ask is, what can I control? What can I not control? And then for those things that you can not control to ask this question, what can I do to mitigate its impact? So I want you to think about obstacles and change that you have in your work and to say, ok some things I can change and some things I can not change. Things that I can't change, what can I do to keep them from being such a problem?

EXCERPT #8: TAKE THIS JOB AND LOVE IT

As we close there are four things that I want you to consider in really loving your jobs. Number one for those that really love their jobs, become a realist. Understand that there are things that we can control and there are things that we can not control. Secondly they become a conqueror, I know my time is short but I am going to tell you one quick story about a conqueror that I know. A few years ago in our business we changes banks, we went to another bank that had a better reputation for customer service, so I went in to open the first account and I was told, "Our manager Mrs. Mann takes care of all those things and she is with a customer right now in the safety deposit box area and if you have a seat in her office she will be right with you." So I went in and I sat in Mrs. Mann's office and the first thing I notice, you know when you are sitting in someone's office you kind of look around an case the joint, I noticed first of all there was a very impressive brass nameplate on her desk and it said, Linda Mann, Vice President. Then I noticed on the wall there was a beautifully framed diploma from the university of north Florida where I went to graduate school, I noticed that, there were also twelve or so certificates around that diploma indicating that she had went to the American Institute for banking. This person was an expert on banking. And then I noticed something on the credenza behind her desk, a photograph of a young man in a graduation cap and gown and I recognized him and a few moments later in walked about half the women that I had remembered as Linda Blake. I hugged her and heck it took us three and a half hours to open that bank account. And I said Linda tell me, she said, "you know what, its been a great ride all these years. I found a place that really cares about me, that has helped me with my development and I've worked hard; I won't I havn't earned some of this. She said I took on some assignments that were very unpopular and nobody else I even managed a branch on the west side." But she said, "you know what? They helped he get my high school equivalency, they paid my tuition six and a half years at night while I got that degree that you see on the wall. Every time I wanted to go to course at the American Institute for Banking they just sent me. I felt so good about myself in the process of the whole thing, I made Vice President just a few years ago I lost 145lbs over three year, found me a man." And she said everything has changes. She was a conqueror. If you want to love your job become an expert in as many disciplines as possible. Become a pioneer, a map maker and an explorer and finally to really love your job be clear about what's important to you. Your values and make sure that your work is a part of your life. I'd like to close with the very famous words of Steven Goule who wrote, "I expect to pass through this world but once. Any good things that I can there for do, any kindness that I can show to a fellow being, let me do it know. Let me not defer or neglect it for I shall not pass this way again." Take this job and love it.