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# The BRIDGE

**BREAKING SILOS, BRIDGING GAPS**

## **CLPD, ACES, Diversity and Inclusion, Research Creativity and Economic Development and NMSU Global — Bridge the Gap**

Howard Gardner’s book on Leading Minds distinguishes between two types of leaders: direct and indirect. His anatomy of leadership captures the fact that indirect leadership exists and is just as important as direct leadership. One story captures the relationship between President Roosevelt (direct leader) and Einstein (indirect leader). In 1939, President Roosevelt (direct leader) called attention to the possibility of extremely powerful bombs, which might be constructed if one could set off nuclear chain reactions in mass uranium. Had it not been for Einstein’s revolutionary insights about the relationship between matter and energy, the development of an atomic bomb (which happened to be in Los Alamos, NM) would not have advanced to a crucial point. This is relevant because CLPD believes in developing indirect and direct leaders. In many cases, indirect leaders are researchers and scientists, like Dr. Njoki Kahiu.

Dr. Njoki Kahiu (PES department) submitted a proposal that was funded under the 2023 US Department of Agriculture (USDA) Foreign Agriculture Service (FAS) Scientific Exchange Program. Drs. Niall Hanan, Leonard Lauriault, Mark Marsalis, Efren Delgado, Eric Scholljegerdes, Julius Anchang, and myself met to create a program outline and schedule. This program was launched from a need to address the recent uptick in severe drought frequency that has eroded climate resilience and food security in many arid and semi-arid regions in Africa.

From May to August 2024, NMSU is hosting six African fellows from five countries (South Sudan, Botswana, Niger, Nigeria, and Tanzania). The fellows will visit the NMSU off-campus Agricultural Science Centers in Las Cruces, Los Lunas, Clovis, Tatum, and Corona, as part of the core training and exchange activities in response to droughts and land degradation threats to pastoralists and other livestock-dependent communities. In July, Dr. Linda Scholtz, VP of Diversity and Inclusion, will train on diversity. Dr. Luis Cifuentes, VP of Research Creativity and Economic Development, and his team will train on writing grant proposals, and CLPD will train on leadership/communication. NMSU is honored to be one of only six universities selected to host this prestigious program, alongside Mississippi State University, University of Florida, University of Tennessee, University of California Davis, and Iowa State University. This recognition underscores NMSU’s commitment to addressing global agricultural challenges and fostering international collaboration for sustainable development. —Dr. Busch



*Various departments join together to provide leadership development training and mentorship for a USDA Foreign Exchange Program.*



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**We can help!**

## FOUR CATEGORIES OF ORGANIZATIONAL DEVELOPMENT (PART II) TECHNO-STRUCTURAL INITIATIVES — JENNIFER (JENN) GABEL

The Association for Talent Development (ATD) identifies four typical categories of Organizational Development (OD): human process initiatives, techno-structural initiatives, human resource management, and strategic initiatives. Last month, we focused on the Human Process category, which primarily deals with team dynamics. This month, let's look at Techno-Structural Initiatives.



Techno-Structural is just a fancy way of saying processes and programs. It looks at the way an organization functions. This includes the hierarchical structure, policies, processes, and procedures of your organization.

The old adage “we’ve always done it this way” is a death trap to organizations. It is easy to get into a rut and miss improvement opportunities that present themselves. Often opportunities come from outside the organization, maybe in hiring a new employee who asks, “Why do we do it this

way?” or “What if we did...?” Maybe it’s from customers who continually ask for help filling out a form. Maybe it’s something much larger that doesn’t seem to have anything to do with your organization. How many of your processes changed during the pandemic? Internal opportunities for improvement also exist. These may be a change in leadership, a new computer system implementation, or new office spaces. All of these, and more, are great opportunities to review and improve your organizational structure.

A great place to start is with a team brainstorming session. If you are ready to get started, consider attending CLPD’s “Generating Ideas Through Brainstorming” class this month on 7/25! **See page 4 for more details.**

After you know what process needs to be improved, whether you use LEAN or another improvement methodology, your process improvement must be strategic. This involves looking at the root cause of the issue, identifying possible solutions, selecting the best idea, and evaluating the results.

Ask yourself:

- What problem are you trying to solve?
- What results do you want to see?
- Why do you think change is necessary?

Need help with your process improvement activities?

Contact CLPD for assistance with tools or full facilitation of your process improvement efforts!

## BRACE YOURSELF: THE FALL SEMESTER IS COMING — RUBEN DIAZ

What do you have planned for July? Whether your much-needed vacation is coming up or you just enjoy the tranquility of a quiet campus, we hope you’re enjoying the summer months!

For some, the summer is a time to slow down and catch up while students are away, but for others, the work only escalates. For all of us, there comes a point towards the end of July when we realize that fall semester is right around the corner. This may lead to varying levels of excitement, stress, relief, panic, etc.

The best thing we can do in July is prepare for what’s ahead, knowing that the beginning of fall semester is bound to be hectic. So, what can you do to “brace yourself” for what is to come?

We highly recommend boosting your self-organization skills with a fresh strategy and tool set, and we have just the training opportunity for you! In May of this year, CLPD launched **Microsoft Planner 101: From Mental Clutter to Digital Order**. The first employees that took this new training left great feedback, with encouragement for us to offer this learning experience again for others. We’re happy to oblige, and what

better time than in the weeks just before self-organization will be most critical?

CLPD is offering several virtual and in-person sessions in the final weeks of July and early August, and we invite employees of all levels to register for a spot. Don’t miss the opportunity to start the fall semester with a new approach to boost your self-organization capacity! **See page 4 for details.**



## HONORING DISABILITY PRIDE MONTH — JULIE CARROLL



On July 26, 1990, the Americans with Disabilities Act was passed into law. It was first commemorated as “Disability Pride Day” in Boston. In recent years, the entire month of July has been devoted to celebrating and advocating for the rights of people with disabilities.

The CDC reports that 27% of the U.S. population (approximately 1 out of every 4 people) and 16% of the world population has a disability. Statistics show that many of us will encounter disability in our life, either through our own experience or that of a loved one. In short, improving understanding, awareness, and accessibility for individuals with disabilities should matter to all of us.

Jackie Dilworth, Communications Director at The Arc of the United States (a disability rights organization) explains,

"Barriers still exist, which is why we need to unapologetically normalize disability, the people who experience and identify with it, and the wide range of supports they need to thrive." Here are some ways to honor Disability Pride month and expand your awareness:

- ◇ Explore campus resources related to accessibility!
  - ◇ [NMSU OIE Accommodations and Accessibility](#)
  - ◇ [NMSU Disability Access Services](#)
  - ◇ [NMSU Accessibility Notice](#)
- ◇ Educate yourself about ableism!
  - ◇ [Understanding Ableism and Negative Reactions to Disability](#)
- ◇ Practice people first (vs. disability first) language!
  - ◇ [Communicating With and About People with Disabilities](#)
- ◇ Get involved!
  - ◇ [Disability Rights New Mexico](#)
  - ◇ [NM Disability Resources and Advocacy Organizations](#)
- ◇ Watch to learn more!
  - ◇ [Disability Pride Month](#)
  - ◇ [Celebrating Disability Pride Month](#)

## A SUPERVISOR'S ROLE IN CULTIVATING A CULTURE OF APPRECIATION — JAGAN BUTLER

Supervisors play an important role in fostering a culture of gratitude. In the Harvard Business Review article, "Foster a Culture of Gratitude", Christine M. Riordan underscores the critical importance of appreciation and gratitude in creating high-performing teams. Riordan emphasizes that high-performing teams not only have clear goals, accountability, roles, and communication, but also thrive on mutual gratitude and appreciation, which boosts job satisfaction, motivation, and overall team success. Drawing inspiration from the film "Remember the Titans", Riordan emphasizes that leaders and team members must foster respect and value among one another to achieve cohesion and maximize performance.

This makes sense, yet there is often a disconnect between what supervisors think and employees say about feeling appreciated. Research by Adam Grant and Francesca Gino found that employees are more productive when they feel gratitude from their managers. However, many managers struggle to effectively show appreciation. The authors discovered through focus groups, surveys, and learning sessions that a significant gap existed between how much managers thought they appreciated employees and how appreciated employees actually felt. This is partly due to managers' incorrect

assumption that their appreciation is obvious to employees. One of the most important needs a person has is to be appreciated. We all can play a role in meeting this human need. This is especially important within an organization, and research indicates that showing gratitude and appreciation has a direct correlation with employee engagement, employees' commitment to the organization, and organizational goals.

To help address this issue, CLPD is offering “Building a Culture of Appreciation for Supervisors” training for NMSU leaders. This training highlights best practices for fostering a culture of appreciation here at NMSU. If you are a leader and want to learn strategies to avoid assumptions, close the gap, and create a culture of appreciation within your team, this session is for you! Training will cover approaches and resources to start building a culture where we show our appreciation for each other easily and often. Participants will learn how to better understand staff preferences regarding gratitude and will receive a workbook, a variety of thank-you cards, and many ideas on how to show appreciation in the workplace.

**Save the date: July 18th – 1:30 to 4:30**

To reserve your seat, register [here!](#)

## PROBLEMS with TRAINING CENTRAL?

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## EMPLOYEE TRAININGS

### MICROSOFT PLANNER 101: FROM MENTAL CLUTTER TO DIGITAL ORDER

How many long-term projects, daily tasks, and ongoing responsibilities do you juggle in your head at any given moment? For most of us, it's excessive and certainly beyond what our minds, alone, can handle. Fortunately, we have robust and readily available tools as NMSU employees to help us stay organized, and Microsoft Planner is among the most powerful. Join us for an interactive workshop covering the fundamentals you need to launch your Planner journey. This won't be just an instructional walkthrough; we'll dive deeper to explore the ways this tool can help you turn mental clutter into digital order so that you can best manage and sustain the demands of your work. No prior experience or tech expertise is required.

Dates Offered	Times	Type	Registration Link
07/25/2024	2:00 p.m.—4:00 p.m.	Virtual	<a href="#">Link</a>
07/30/2024	9:00 a.m.—11:00 a.m.	Instructor-Led	<a href="#">Link</a>
08/01/2024	9:00 a.m.—11:00 a.m.	Virtual	<a href="#">Link</a>
08/06/2024	2:00 p.m.—4:00 p.m.	Instructor-Led	<a href="#">Link</a>

## LEADERSHIP TRAININGS

### GENERATING IDEAS THROUGH BRAINSTORMING

You probably know that brainstorming is a good way of generating ideas quickly. But did you know that there are many types of brainstorming techniques? And did you know that you need to have keen facilitation skills to successfully run a brainstorming session? This hands on session will introduce you to some brainstorming techniques you can use to generate ideas within your team while also allowing you a chance to practice key facilitation skills in a safe, constructive environment. You'll learn brainstorming processes such as unstructured brainstorming, affinity diagramming, nominal group technique, piggy-backing, mind mapping, and reverse brainstorming.

Dates Offered	Times	Type	Registration Link
07/25/2024	2:00 p.m.—4:00 p.m.	Virtual	<a href="#">Link</a>

### BUILDING A CULTURE OF APPRECIATION FOR SUPERVISORS

Understanding and meeting the human need for appreciation and recognition is crucial for a thriving organization. Research shows that showing gratitude directly boosts employee engagement, commitment, and organizational success. Supervisors play a vital role in cultivating a culture of appreciation within an organization. However, there's often a significant disconnect between what supervisors think and what employees feel. Studies by Adam Grant and Francesca Gino reveal that while managers believe they are showing enough appreciation, employees often feel underappreciated. Addressing this gap is essential for creating a positive and productive work environment. This training will cover the link between a culture of appreciation and employee engagement, 10 strategies supervisors can use to promote appreciation, and how to communicate appreciation using the 5 languages of appreciation framework.

Dates Offered	Times	Type	Registration Link
07/18/2024	1:30 p.m.—4:30 p.m.	Instructor-Led	<a href="https://forms.office.com/r/2aB9Xgb60L">https://forms.office.com/r/2aB9Xgb60L</a>



If you have IDEAS for the BRIDGE, please click here!

<https://forms.office.com/r/7wvZv9Fxi>

Thank you for your support!