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# The BRIDGE

**BREAKING SILOS, BRIDGING GAPS**

## Be the Leader You Will Follow — Recap

Employee engagement and organizational culture go hand-in-hand. Efforts are underway at NMSU to enhance our work culture. Earlier this month, the Daniels Fund Ethics Initiative brought Dr. Corey Ciocchetti to speak to faculty and staff about leadership.

His talk, titled “Be the Leader You Would Follow”, emphasized the importance of ethical leadership and living a life of significance. I liked that it focused on what each of us can do as members of this organization. We make choices every day that impact those around us. Participants were asked to identify virtues for each letter in the alphabet. Dr. Ciocchetti asked, “What it would look like if we lived in accordance with these virtues?” What would NMSU look like if we consistently treated each other with compassion, kindness, integrity, and respect? This is what we can strive for.

Our work is to assess who we are at our best and be our best selves more consistently. We should focus not just on our personal success, but on the legacy we leave. We need character to do what is right if we want to build trust. Here are some questions to ask yourself often:

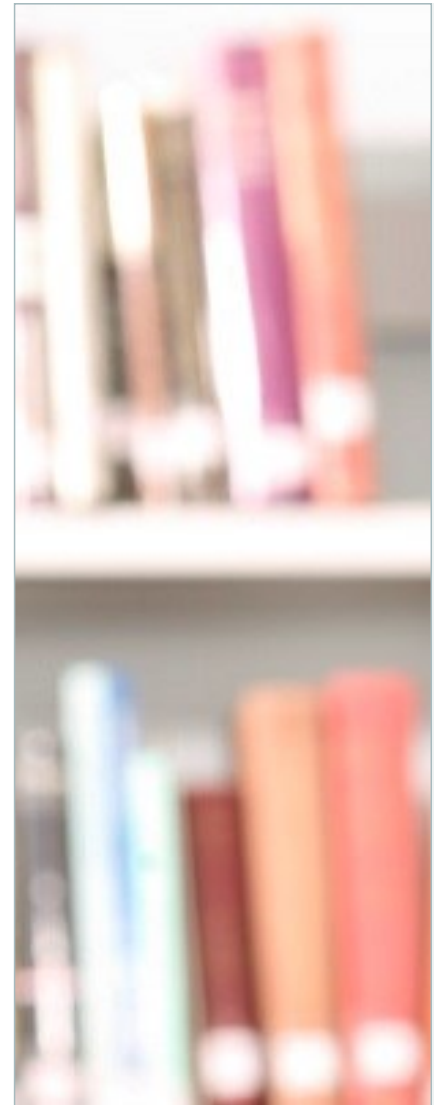
- Are you making the people around you better?
- Are you contributing to a positive work culture?
- Are you making the communities you serve better?

*“To leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition; to know that even one life has breathed easier because you have lived – that is to have succeeded.”*

*-Ralph Waldo Emerson.*

Together, we can make a difference. Let us become the leaders we would follow.

*Jagan Butler*



## INSIDE THIS ISSUE

Employee Recognition ....	2
E-Learning & Our Partners .....	2
Celebrating Women.....	3
What is Organizational Development? .....	3
Employee Workshops.....	4
Leadership Trainings .....	5
Celebrating the 2024 ALTA Cohort Members .....	5

## EMPLOYEE RECOGNITION — JAGAN BUTLER

In a recent Harvard Business Review article titled "Do You Tell Your Employees You Appreciate Them?", the authors highlighted a significant finding from their analysis of tens of thousands of 360-degree assessments. They discovered that leaders rated in the bottom 10% for providing recognition had employees with engagement levels at the 27th percentile, while those rated in the top 10% soared to the 69th percentile. Their research also revealed that morale, productivity, performance, customer service, and retention all saw positive effects when employees felt recognized and appreciated.

Consider these tips when recognizing employees for their contributions:

- Be specific in your appreciation, as it holds more power than general praise. Describing the impact of employees' actions emphasizes their importance.
- Recognize employees directly from their immediate managers, as this often holds more significance than feedback from peers.

- Acknowledge not only outcomes but also the efforts, tenacity, and creativity behind them. Timely and private recognition can be as valuable as public acknowledgment.
- Respect individual preferences for public or private recognition; handwritten notes and cards can carry lasting significance.
- Ensure timely recognition to enhance its value. Increasing recognition frequency can improve skill and comfort level for both the giver and the receiver.
- Set a goal to recognize others more often, encouraging consistent acknowledgment of efforts and contributions.

For recognition ideas, cards, and best practices, visit the [toolbox](#) on the Crimson Recognition Program website. CLPD also offers "Building a Culture of Appreciation" training to faculty, staff, and departments. Contact [trainingcentral@nmsu.edu](mailto:trainingcentral@nmsu.edu) to learn more!

### Training Central Partners

#### Primary Partners

EHS & RM, PSL, Digital Learning, and Teaching Academy

#### Secondary Partners

DACC LRN, RMR, Fire Department, MarComm, and OIE.

#### Tertiary Partners

Registrar, Advancement, Military & Veteran's Program, Cancer Research, SPA, Admin & Finance, Youth Programs, Library, OEL, Treasury, Facilities, Chancellors Office, Research, Provost Office, HRS, OPR, ASNMSU, Purchasing, and ICT.

If you are interested in becoming a partner or upgrading your current partnership with CLPD, please email [trainingcentral@nmsu.edu](mailto:trainingcentral@nmsu.edu).

## E-LEARNING & OUR PARTNERS —

### RUBEN DIAZ

E-learning is a broad category of learning experiences delivered via electronic devices. At CLPD, we distinguish e-learning from virtual learning by the method of delivery and engagement. Our e-learning experiences are asynchronous and accessible on-demand, while our virtual learning requires synchronous interaction via webinar.

Emphasis on effective e-learning has grown immensely across all professional sectors, and higher education is no exception. CLPD supports a broad range of e-learning initiatives for employees, from system-wide Strategic and Essential Training (SET) to topics focused on supporting subsets of employees. We develop unique e-learning products based on our stakeholders' needs, which may include self-paced training modules, micro-learning web apps, multimedia resources, and more. These products vary in scope, length, feature-set, etc.

E-learning can be a highly effective means to achieve targeted learning and professional development as part of any strategic effort at NMSU, and we at CLPD are passionate about developing products that directly impact employee success.

Do you have a strategic initiative that could be supported by e-learning? CLPD would like to partner with you! To request our services, please fill out this [form](#) (available on our [website](#)) and we will schedule a consultation with one of our Training Specialists to see how we can best support your needs.

## CELEBRATING WOMEN — THOMASINA JOHNSON

INTERNATIONAL  
WOMEN'S DAY  
MARCH 8



International Women's Day, or IWD, was first celebrated in March 1911 and was later adopted by the United Nations in 1977. It is a day where we recognize and celebrate the achievements of women and encourage everyone to stand up for women's rights and gender equality throughout the world. Through campaigning, raising awareness, collaboration, and uplifting women, forging equality and combating gender bias and discrimination is possible. More information can be found at [internationalwomensday.com](https://internationalwomensday.com) and the [United Nations](https://www.un.org/en).

Don't forget to celebrate the women working in your area who uses her voice to combat women's inequality.

*“There is no limit to what we, as women, can accomplish.” - Michelle Obama*

## WHAT IS ORGANIZATIONAL DEVELOPMENT? — JENNIFER (JENN) GABEL

**Organizational development** is improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. Just as professional development aims to prepare *individuals* for continuous, career growth, organizational development strives to prepare *teams* for continuous growth. Organizational development is “a long-term change effort focused on improving the interpersonal relationships of employees” ([Organizational Development Fundamentals](#), William J. Rothwell). Organizational development leverages a collaborative approach; everyone in the organization has a voice and part to play, regardless of position. Those closest to the process are the best to determine where improvements may be needed and inclusion in the organizational development process

encourages buy-in and commitment.

Over the course of 2024, CLPD will develop a comprehensive toolkit and training for leaders who want to know more about organizational development.

Ready to jump in? CLPD offers organizational development facilitation to all NMSU departments **free of charge\***.

Visit our website for more information or to schedule your facilitation!

<https://training.nmsu.edu/organizational-development/index.html>

\*Travel costs may be charged for locations outside of Las Cruces.

At NMSU, organizational development facilitation includes...

- ⇒ Team dynamics
- ⇒ Strategic planning
- ⇒ Action planning
- ⇒ Process identification and improvement
- ⇒ Succession planning
- ⇒ Change management



# EMPLOYEE TRAININGS

## BUILDING A CULTURE OF APPRECIATION

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 the research is clear: showing gratitude and appreciation has a direct correlation with employee engagement, the employee's commitment to the organization, and organizational goals. This training will cover strategies for showing appreciation and resources available to start building a culture where we show our appreciation for each other easily and often. Participants will receive a workbook, a variety of thank-you cards, and ideas on how to show appreciation.

<b>Dates Offered</b>	<b>Times</b>	<b>Type</b>	<b>Registration Link</b>
03/07/2024	1:30 p.m.—3:00 p.m.	Virtual	<a href="https://bit.ly/BCA030724"><u>https://bit.ly/BCA030724</u></a>
03/21/2024	1:30 p.m.—3:00 p.m.	Instructor-Led	<a href="https://bit.ly/BCA032124"><u>https://bit.ly/BCA032124</u></a>

## COMMUNICATION BREAKTHROUGH

Can we truly claim to make you an expert communicator in one session? No, but you can practice. Communication Breakthrough will present specific techniques that when practiced, can prepare you for difficult communication situations. You'll learn what words to use to dismantle defensiveness and practice two scripts to help you be more direct and assertive. You'll be challenged to practice and improve your listening skills. Finally, you'll practice a format for responding to hostile or demanding communication. Regardless of your situation, you are in control of your own communication: join us to make a breakthrough!

<b>Dates Offered</b>	<b>Times</b>	<b>Type</b>	<b>Registration Link</b>
03/14/2024	1:30 p.m.—4:30 p.m.	Instructor-Led	<a href="https://bit.ly/CB031424"><u>https://bit.ly/CB031424</u></a>
03/28/2024	1:30 p.m.—4:30 p.m.	Virtual	<a href="https://bit.ly/CB032824"><u>https://bit.ly/CB032824</u></a>

## TRUE COLORS: PERSONAL SUCCESS WORKSHOP

True Colors provides a clear, fundamental, and universal way of translating complicated individual perspectives to help overcome the barriers to clear communication. This workshop offers a research-based approach to understanding human behavior and motivation, using a metaphor of colors to identify four distinct perspectives and personalities. Participants will establish a firm foundation in the knowledge and language of True Colors, which will: create a common voice for relating to one another, develop strong leaders, strengthen synergy and communication, and enhance the learning environment and quality of education.

<b>Date Offered</b>	<b>Time</b>	<b>Type</b>	<b>Registration Link</b>
03/25/2024	9:00 a.m.—12:00 p.m.	Instructor-Led	<a href="https://bit.ly/TC032524"><u>https://bit.ly/TC032524</u></a>

## CUSTOMER SERVICE

Are you a Customer Service Ambassador for NMSU? Exceptional customer service is a feeling and whether the customer leaves with a good or bad feeling depends on you. This informational and interactive workshop explores the fundamentals of communication, the basics of Customer Service, and what it means to be a Customer Service Ambassador.

<b>Date Offered</b>	<b>Times</b>	<b>Type</b>	<b>Registration Link</b>
04/02/2024	2:00 p.m.—4:00 p.m.	Virtual	<a href="https://bit.ly/CSer040224"><u>https://bit.ly/CSer040224</u></a>

## MANAGING GOSSIP IN THE WORKPLACE

Sustaining a positive workplace is everyone's responsibility. One way to nurture a great culture is by managing office gossip. This class offers employees a clear definition of what gossip is, an understanding of the damage it does, and strategies to help you manage gossip in your own office.

<b>Date Offered</b>	<b>Times</b>	<b>Type</b>	<b>Registration Link</b>
04/05/2024	1:30 p.m.—3:30 p.m.	Virtual	<a href="https://bit.ly/MGW040524"><u>https://bit.ly/MGW040524</u></a>

# LEADERSHIP TRAININGS

## 2024 PERFORMANCE EVALUATION TRAINING

Join the Office of People Relations to learn about NMSU's Annual Staff Performance Evaluation Process. This year's theme is Make it Happen, Make it Matter. We'll share information about the system, purpose, competencies, ratings, process, and deadlines. We'll also discuss how to set SMART goals. Whether supervisor or employee, come get the scoop!

Date Offered	Time	Type	Registration Link
03/05/2024	11:00 a.m.—12:00 p.m.	Virtual	<a href="https://bit.ly/PE030524">https://bit.ly/PE030524</a>

## AVOIDING MANAGER PITFALLS

There are certain qualities or behaviors that each of us possess and display on a daily basis. Some qualities and behaviors can lead to the downfall of a new manager and limit the upward mobility of a seasoned manager. During this facilitated discussion, we'll explore seven pitfalls supervisors may encounter and ideas for avoiding, or at the very least, recovering from them.

Date Offered	Time	Type	Registration Link
03/12/2024	8:00 a.m.—12:00 p.m.	Virtual	<a href="https://bit.ly/AMP031224">https://bit.ly/AMP031224</a>

## LEADERSHIP ASSIMILATION LAB: Take a Break and Collaborate

The leadership assimilation lab provides a place where current NMSU leaders can bring their people or task-related problems, collaborate with other leaders in problem-solving techniques, and practice implementing the solution in a safe space.

Date Offered	Time	Type	Registration Link
03/20/2024	1:30 p.m.—4:00 p.m.	Instructor-Led	<a href="https://bit.ly/LA032024">https://bit.ly/LA032024</a>

# CELEBRATING THE 2024 ALTA COHORT MEMBERS

Leaders across the NMSU community identified the following people as high performing and high potential employees who were recommended for the 2024 ALTA program. Please congratulate them as they embark on this leadership learning opportunity!

- Adriana Chavez, Senior Communications Specialist
- Allixandra Trujillo, Senior Intramural/Recreation Coordinator
- Betsy Banks, Business Operations Specialist
- Chris Scott, Facility Security Officer
- Christine Reyes, Senior Program Manager and State Director
- Christopher Aiken, Associate Professor and Department Head
- Dustie Beavers, Intermediate Administrative Assistant
- Edwin Zenisek, IT Tech Support Manager
- Elizabeth Rodriguez, Academic Advisor
- Enrique Solis, Information Systems Administrator III
- Griselda Carranza, Customer Service Assistant
- Hillary Avitia, Department Chair
- Jerry Fleming, Safety Specialist
- Jessica Aguirre, Records Management Supervisor
- Kari Bellavita, Special Executive Administrative Assistant
- Kel Jaeger, HR Operations Manager
- Kirsten Holles, Senior Family Outreach Coordinator
- Krystal Espinoza, Client Support Services Associate Registrar
- Lisa Hermanson, Assistant Professor
- Lourdes Alvarado-Salas, Assistant Dean
- Maribel Tellez, College Assistant Professor and Director of Practicum
- Rene Samaniego, Intermediate Administrative Assistant
- Sue-Lyn Acosta, Assistant Director
- Theresa Remacle, Educational Specialist
- Veronica Anaya, Program Manager
- Vicki Haggard, Manager
- Yesenia Palma, ACES Operations Associate Director



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

<https://forms.office.com/r/7wvVZv9Fxi>

Thank you for your support!