



July 1, 2024
Volume 1, Issue 6

The BRIDGE

BREAKING SILOS, BRIDGING GAPS

Don't Forget To Do A SWOT: Context Is Key!



During the month of July, the Teaching Academy hosted a series of workshops for academic leaders with Dr. Jeffrey Buller, President of ALPA Leadership Programs. Dr. Buller offered two full days of sessions covering four topics, including stress management, change leadership, academic leadership and the new normal, and positive academic leadership. These sessions were open to leaders from all areas, not just those who work in academic colleges.

There were so many gold nuggets provided throughout the learning experience. One session that especially stood out for me was on Change Leadership in Higher Education: Why Strategic Planning Rarely Works But How It Can. Participants were educated on different change models and how some do not work in higher education. He also gave the three most common views on change: the replacement model of change, the improvement model of change, and the journey view of change. Afterward, we completed two assessments to determine which way we generally view change.

Those that align with the replacement model generally view change as a threat and resist. They hear, "I am going to be replaced in this change." Those that view change as the improvement model hear, "I can be polished." Finally, those that view change as a journey, embrace and see change as a journey. Participants answered a series of questions about drivers that impact higher education, then identified five distinctive features our institution has that are unlike any other.

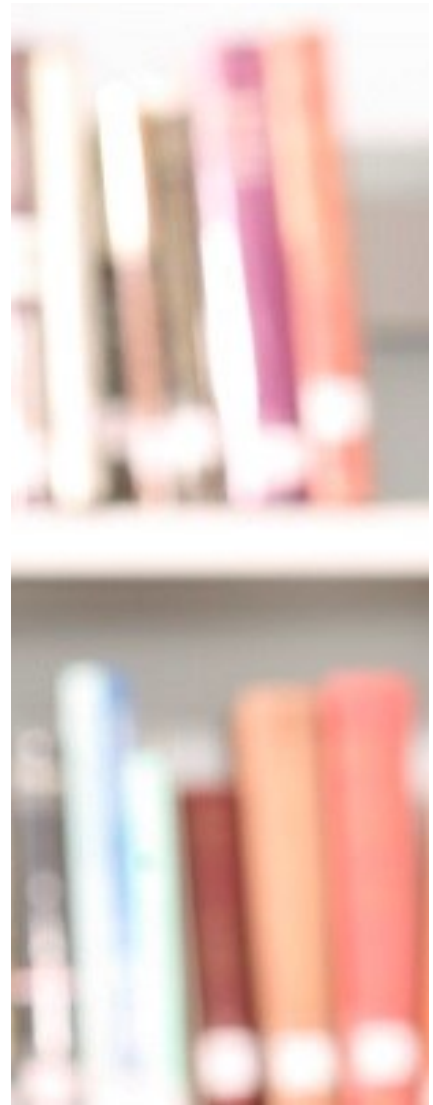
Dr. Buller recommended that leaders in higher education take the time to conduct SWOT (strengths, weaknesses, opportunities, and threats) analysis. He also recommended that the information review include time focused on what we are doing well (strengths), as opposed to what we are doing wrong (weaknesses). I love doing SWOT analysis as part of strategic thinking workshops, and I also really enjoy analyzing the data using NVivo.

Helms and Nixon (2010) determined that SWOT analysis can be a major strategic tool used to:

- Address complex strategic situations and gathering of information
- Evaluate individuals and organizations
- Reduce the quantity of information to improve decision making
- Provide a foundation for the realization of the desired alignment of organizational issues

Dr. Buller indicated that the first step in design thinking is to provide a lot of listening to end user(s)- before beginning a change process. "Discover what they really need." Context is key. As change continues to happen around us, consider using CLPD facilitators to conduct a SWOT analysis for your department. — Dr. Busch

Are you having trouble completing your required SET trainings or registering for offerings in Training Central? As we mentioned in last month's issue of The BRIDGE, the system is still experiencing delays. If this is interfering with your ability to remain in compliance with your required trainings, please reach out to us at: trainingcentral@nmsu.edu



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FOUR CATEGORIES OF ORGANIZATIONAL DEVELOPMENT (PART III): HUMAN RESOURCE MANAGEMENT — 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. We have already reviewed the Human Process and Techno-Structural Initiatives. This month, let's look at Human Resource Management.



Human Resource Management

While Human Process looks at how team members interact with each other, Human Resource Management (HRM) looks at individual employees; their performance and their development.

HRM is more than just conducting an annual performance evaluation. While performance evaluations are a great method for documenting performance, there are better methods to affect change and improve performance. Both managers and employees need to take responsibility for ensuring professional development and performance standards are satisfactory.

As a manager, do you...

- Have regular conversations with your employees related to their performance, development needs, and career aspirations?

- Have a succession plan for employees' continuous advancement and to meet future organizational needs?
- Allow time for employees to complete professional development training?

As an employee, do you...

- Advocate for your own professional development?
- Attend free trainings offered through Training Central?
- Have regular conversations with your supervisor about your performance and career aspirations?

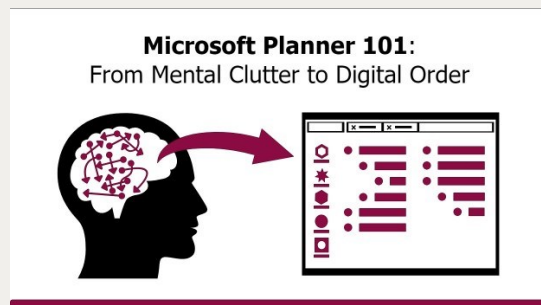
The Office of People Relations has tools and tips on their website related to performance management. Check out their site at <https://opr.nmsu.edu/performance-management/index.html>.

In addition to performance management, another crucial part of HRM is succession planning. In the **2024 Career Optimism Index study by University of Phoenix**, two-thirds of employees say their organization does not offer opportunities for internal advancement. Over half of the employers surveyed said that it is difficult to find well-qualified applicants. What if you could find well-qualified applicants right in your own organization? Succession planning ensures the future of an organization by preparing personnel to continue moving forward when critical roles are lost through retirements, terminations, or extended absences. The key is to identify these critical roles, tasks, competencies- and create development plans.

This month, I'm offering a new training – **Preparing for the Future of the Organization: Introduction to Succession Planning**. In this course, I'll introduce you to the needed steps and tools to create a research-based succession plan for your organization. When you and your department are ready to get started, I'm here to guide you along the way.

IT'S NOT TOO LATE TO GET ORGANIZED! — RUBEN DIAZ

Hey there! Last month we announced a series of opportunities to register for our self-organization training: **Microsoft Planner 101: From Mental Clutter to Digital Order**. There are two offerings scheduled early this month... you'll need to register quickly, though! See our upcoming training section for the links.



What if you missed these open-enrollment offerings but you *really* want to take this training before the fall semester, or sometime in the near future?

Did you know you can request specific training for your department or team? You can specify the date, time, location, format, etc. and we'll do our best to accommodate. We also customize trainings based on the audience and their professional development needs. This is the most effective way to grow, not just as an individual, but as a collective working towards a common mission.

If you would like to request this or any of our other trainings for your group, the first step is to submit our short **Organizational Development Request** form. If you have questions before submitting, please reach out to us directly!

HONORING BE KIND TO HUMANKIND WEEK — JULIE CARROLL

Be Kind to Human Kind week (BK2HK) was created in 1988 by Lorraine Jara. After hearing of a tragic boating accident involving two men who fought for their lives while other boaters passed them by, Jara felt compelled to create BK2HK, to encourage people to be kind to others. **BK2HK is now recognized globally every year from August 25th-31st.**

Kindness means being considerate, friendly, and generous, and demonstrating warmth, care, and concern. It has been shown to lower blood pressure and stress and improve self-esteem, empathy, compassion, and mood. Scientists at the UCLA Bedari Kindness Institute say that kindness can evoke an overall feeling of well-being and extend our life. UCLA Professor and inaugural Bedari Director, Dr. Daniel Fessler, reports that, "Living with people who treat us with disregard, lack of concern, or open hostility shortens our life, quite literally. Conversely, receiving kindness from others and providing kindness are the antithesis of this toxic stress situation."

Dr. Kelli Harding, Assistant Clinical Professor of Psychiatry at Columbia University, examines kindness in her book, *The Rabbit Effect: Live Longer, Happier, and Healthier with the Groundbreaking Science of Kindness* (2019). Harding learned of a study where one group of rabbits had noticeably

better outcomes under the care of an especially kind researcher. According to Harding, "As a doctor, I was absolutely shocked. It felt like there was an urgent message." She says, "Kindness can turn a lot around and help people navigate their world. Kindness boosts the immune system and helps people live longer and better. It's pretty amazing, there's an ample supply and you can't overdose on it."

How can we honor BK2HK and be kinder here at NMSU?

- Be considerate while driving
- Diffuse rudeness with friendliness
- Smile at others in passing
- Include someone on the sidelines
- Focus on listening

"The ideals which have lighted my way, and time after time have given me new courage to face life cheerfully, have been kindness, beauty and truth."

—Albert Einstein



THE POWER OF RECOGNITION AND APPRECIATION AT NMSU — JAGAN BUTLER

In the fast-paced environment of NMSU, it's easy to get caught up in the daily grind and forget to recognize and appreciate the efforts of those around us. Taking the time to show genuine recognition and appreciation can have a profound impact on both our colleagues and our students.

Mike Robbins, a renowned expert on appreciation and team dynamics, provides insights into this topic in his presentation "**Why We Need Appreciation (Not Just Recognition)**" and explains the importance of both. To start, recognition and appreciation are not the same:

- Recognition is performance-based and typically tied to specific achievements, performance metrics, or outcomes. It's about acknowledging what people do. It is usually in the form of an award, certificate, promotion, or other formal acknowledgment and part of an organization's official programs. It's a way to highlight success and motivate people to meet or exceed certain standards.
- Appreciation is person-focused. It is broader and more personal. It's about valuing people for who they are,

not just for what they achieve. It involves recognizing their inherent worth, character, and contributions that may not necessarily be tied to specific achievements. Appreciation is more informal and spontaneous. Appreciation can be shown in everyday interactions and does not require formal recognition programs. It can be as simple as saying "thank you" or expressing gratitude in a conversation. It focuses on the positive impact someone has on others and the organization, beyond their measurable accomplishments.

A culture of appreciation fosters both. By recognizing people, you are motivating them to reach specific goals and reinforcing behaviors that contribute to organizational success. When we communicate appreciation, we create a positive and inclusive culture, improving morale and fostering a sense of belonging and well-being. As we enter another fall semester, let's take a moment to spread the seeds of recognition and appreciation around. Together, we can create a culture of appreciation at NMSU.

If you are interested in learning more about recognition and appreciation resources, training, and department support, contact **Jagan Butler** at jabutler@nmsu.edu.

PROBLEMS WITH TRAINING CENTRAL?

Are you having trouble completing your required SET trainings in Training Central? As we mentioned in last month's issue of The BRIDGE, the system is still experiencing delays. If this is interfering with your ability to remain in compliance with your required trainings, please reach out to us at: trainingcentral@nmsu.edu. Additionally, if you experience any delays or challenges registering for one of the offerings below in Training Central, please reach out to us at: trainingcentral@nmsu.edu. We can help!

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
08/01/2024	9:00 a.m.—11:00 a.m.	Virtual	Link
08/06/2024	2:00 p.m.—4:00 p.m.	Instructor-Led	Link

ESSENTIAL CUSTOMER SERVICE SKILLS: A REFRESHER CLASS

Providing good customer service is a skill everyone should master. It has an impact on customer satisfaction, recruitment, retention, team cohesion, organizational culture, and much more. If you want a quick refresher or learn a few customer service best practices designed to empower you with the skills and mindset to excel, this class is for you!

Dates Offered	Times	Type	Registration Link
08/09/2024	2:30 p.m.—3:30 p.m.	Instructor-Led	Link
08/13/2024	11:00 a.m.—12:00 p.m.	Virtual	Link

LEADERSHIP TRAININGS

PREPARING FOR THE FUTURE OF THE ORGANIZATION: INTRODUCTION TO SUCCESSION PLANNING

In the 2024 Career Optimism Index study by University of Phoenix, two-thirds of employees say their organization doesn't offer opportunities for internal advancement. Over half of the employers surveyed said that it is difficult to find well-qualified applicants. What if you could find well-qualified applicants right in your own organization? Succession planning ensures the future of an organization by preparing personnel to continue moving the organization forward when critical roles are lost through retirements, terminations, or extended absences. The key is to identify the critical roles, tasks, competencies, and create development plans. In this course, we'll introduce you to the steps and tools for creating a research-based succession plan for your organization.

Dates Offered	Times	Type	Registration Link
08/14/2024	1:30 p.m.—3:30 p.m.	Instructor-Led	Link



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

<https://forms.office.com/r/7wvVzV9Fxi>

Thank you for your support!