

News You Can Use

by Haidee Allerton

MIND OVER MATTER

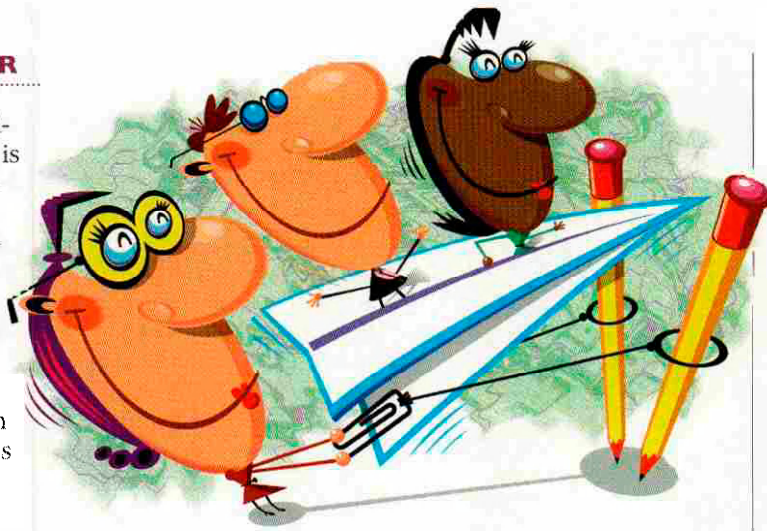
THE SECRET of organizational excellence is "mental ownership," according to Herb Kelleher, president, chairperson, and CEO of Southwest Airlines—known for offering bargain fares and no-frills flights. Don't expect meals or movies, though Kelleher sometimes rides along and passes out peanuts.

Southwest's culture is supported by its HR practices, including a "no furlough" policy, as well as employee profit sharing and stock ownership. In a recent issue of *ACA Journal*, Kelleher says that the airline wants its people to be happy. He expects management to show that it is proud of employees and interested in them as individuals.

Last year, Southwest's pilots agreed to accept stock options and productivity bonuses in lieu of salary increases—a logical extension, says Kelleher, of the lean operating approach that has kept Southwest aloft in a downfallen industry.

QUICK TAKES

PEOPLE WHO arrive at work before 6:30 a.m. say they feel more produc-



tive than people who stroll in sometime after 9:30 a.m.

People who work at home tend to start early, but they dress down and goof off a lot. The biggest distractions are computer solitaire, the Internet, and the refrigerator.

From the Washington Post.

GET OVER IT

DON'T LIKE your job? Feel unfulfilled? So what.

Consultant Robert Eichinger

says that he's sick of hearing people talk about value-driven work and personal satisfaction. Better to face economic realities and make hard choices so you can stay employed.

Eichinger, a co-founder of Lominger Limited in Minneapolis, Minnesota, recommends acquiring new skills and experiences—even if that makes you miserable and even if "HR weenies" advise otherwise.

From Fast Company.

DID HE SAY, "HR WEENIES"?

WELL! But then, that's the kind of unabridged talk you'll find in *Fast Company*, a new publication on the "new rules of business."

"Are we irreverent?" asks Senior Editor Bill Breen.

"The design may look irreverent; we are aiming at people in their mid-20s to 40s. And we wanted the magazine to relate graphically to the energy and speed with which people do

business today. Overall, *Fast Company* is a combination of useful information, big-idea stories, and new trends in business."

To a suggested comparison with *Wired*, Breen says, "Technology is embedded in the magazine. But we cover the culture of business rather than the net. Everything we do is in the name of trying to be interactive with readers. It's news you can use."

Did he say, "news you can use"?

To reach *Fast Company* through e-mail: loop@fast-company.com. Or, call 617/927-2240. To inquire about subscriptions, call 800/688-1545.

UNDERACHIEVERS SELL

A STRAIGHT-A record in school doesn't necessarily predict career success, at least in sales, according to Western Psychological Services of Los Angeles, California. The firm has devised a test, the Sales Achievement Predictor, to measure sales motivation as a "global" personality trait and as it relates to selling. So far, test results show that the kind of person who excels in sales isn't a diligent, reflective type whose college transcript is loaded with As. Students who make average grades often turn out to be real go-getters.

The Sales AP assesses competitiveness, self-confidence, "sales disposition," and other qualities, as well as people's abilities to make cold calls and close sales.

TREND WATCH

HERE ARE SOME trends expected to reshape our business and personal lives in the near future, from "Twenty Trends That Will Shape Business and Careers," by John R. Graham, *HR Focus* (January, 1995):

- ▶ Technical training will replace college educations.
- ▶ Part-time and temporary work will replace full-time employment.
- ▶ Low prices will be more important than high-quality goods.

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HERE ARE SOME HOT NEW SPOTS ON-LINE.

EYES BLURRY? WRISTS SORE? Usernomics provides information about ergonomic computer usage and other workplace safety tips. The address is <http://www.usernomics.com>.

Need a quick quote? Columbia University offers an on-line version of *Bartlett's Familiar Quotations*, with several surf sites for copyright-free text. Just choose the site and use a keyword search. For example, key in the word "learning," and you'll find such quotes as "Learning without thought is labor lost; thought without learning is perilous." (Confucius, 551-479 B.C.) The address is <http://www.cc.columbia.edu>.

Contributed by Katie Wulf, ASTD Information Center specialist.

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- ▶ Self-absorption will replace company loyalty.
- ▶ Leisure time will continue to decrease.
- ▶ Leadership will disappear.

THE LOWDOWN ON DOWNSIZING

THE LATEST WORD about downsizing is that the human costs have outweighed the economic gains, according to the *Washington Post*. Experts now say that the proverbial ax cut not only payrolls but also survivors' productivity and the potential of people let go. "The amount of work loss is incalculable," says one financial analyst.

The good news is that downsizing is tapering off, according to Deloitte & Touche, a management-consulting firm headquartered in Wilton, Connecticut. That's one finding of a

recent survey conducted by D&T and *USA Today* of executives in *Fortune* 1000 companies. The survey also shows that within organizations, the HR function is growing in strategic importance and focusing more attention on issues that can boost employees' productivity—such as diversity and achieving a healthy balance between people's work and personal lives.

PARTNERS IN LEARNING

HERE ARE SOME examples of how the boundaries between businesses and educational institutions are falling away.

George Washington University, the first university in the United States to offer degrees in HRD, has become the first university to offer such degrees globally.

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Students can take courses at GWU's main campus in Washington, D.C., or in Asia at the GWU-Singapore Institute of Management. The program, begun in 1985, now includes an Executive Leadership Doctoral program. The first class of 12 HRD executives began attending weekend courses in Singapore last December. Two three-week summer sessions will be held in the United States.

In another partnership, participants of training programs at Development Dimensions International—headquartered in Bridgeville, Pennsylvania—can now earn college credit. DDI's training courses have been accredited by the American Council on Education, through its Program on Noncollegiate-Sponsored Instruction. DDI trainees who are pursuing academic degrees will receive credits for training in the workplace.

In addition, the Management Education Institute of Arthur D. Little—a consulting firm based in Cambridge, Massachusetts—is seeking accreditation with the American Assembly of Collegiate Schools of Business. So far, only about 40 percent of more than 700 graduate business programs in colleges and universities across the United States are accredited by AACSB. Arthur D. Little says it's the first nontraditional school to request AACSB accreditation, a process that can take four to five years.

"In the future, business schools will see more competition from corporate education centers," says Thomas Moore, the dean of MEI at Arthur D. Little. "Traditional MBA programs take too long, are too expensive, and are out of touch with the practical

needs of the business world."

TOP TEN

WE FIGURED that if "Working Life" could steal David Letterman's "Top 10" list, then NYCU can steal it from "Working Life." So we did.

For a perspective on the changing priority of HR issues since the past decade, here are the 10 most pressing HR issues of the 1980s, according to a survey conducted by the consulting firm Towers Perrin:

- ▶ 10. upgrading the HR department to become a business partner
- ▶ 9. managing technological changes



- ▶ 8. improving employee communication
- ▶ 7. legislative and regulatory changes
- ▶ 6. downsizing
- ▶ 5. organizational changes
- ▶ 4. labor relations; unions as partners
- ▶ 3. redesigning compensation programs
- ▶ 2. executive development
- ▶ and number 1. containing the cost of employee benefits.

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