

## About our Program

The goal of this presentation is to enhance morale, motivation, and performance through a fun, high-energy, motivational presentation which explores the lessons learned from studies of successful companies, teams and individuals. It will review specific steps to leverage the lessons and offers tips for implementing them.

Work is Social – it is done by people with people for people. Individuals who attempt to be successful at work without understanding it is social, is like trying to have a new car last over 100,000 miles without an oil change. This keynote speaker will overview the following: Why is success social? What do we need to do to use social principals successfully? Four actions that we can take today to help us realize personal and professional success?

## About the Presenter

Dale has spent the past four years providing programs to over 240 client companies and thousands of people as a trainer/consultant for Best Care EAP. He has also traveled all over the United States as a Management and Leadership training expert for Skill Path Seminars.

Before joining Best Care EAP in August 2005, Dale spent six years as an officer in the US Air Force where the SOAR to Excellence Program he developed and facilitated was nominated as a US Air Force Best Practice. His passionate commitment to employee/management development has been shaped by his experiences as a high school teacher and coach, a licensed mental health professional and a father of four boys. Dale is an experienced and engaging Performance Coach, facilitator for the Myers-Briggs Type Indicator and the Insight Personality Spectrum. He is also actively involved in Toastmasters International, where he has earned numerous awards as one of the region's top speakers.

## October 2009 Program

### DUAD MEETING WITH ASTD

### LUNCHEON PROGRAM TOPIC: WORK IS SOCIAL AFTERNOON WORKSHOP: H1N1 AND HR DEPARTMENTS

**Presenters:** Dale Sunderman- MSW

**When:** Tuesday, October 13, 2009

**Where:** Country Inn and Suites  
5353 North 27th Street

**Registration:** 11:00 a.m. – 11:30 a.m.

**Meal & Program:** 11:10 a.m. – 1:00 p.m.

**Cost:** \$16.00 Luncheon Meeting  
\$35.00 Workshop (refreshments served)

**Meal:** Mama Mia Italian Buffet  
(Vegetable lasagna, white chicken Alfredo, Caesar salad, pasta salad, fresh green beans, garlic sticks, coffee, tea and soda, AND double chocolate cake)

## Afternoon Workshop

H1N1 and Human Resource Departments - This presentation will give information on how employers can deal with the spread of the disease and keep their businesses operating while not conflicting with employment laws (OSH Act, ADA, FMLA, FLSA, and NLRA).

## About the Presenters

**Mark A. Fahleson** is a partner with Rembolt Ludtke LLP in Lincoln, Nebraska. His practice centers on employment and labor law. Mr. Fahleson served as judicial clerk to Judge D. Nick Caporale of the Nebraska Supreme Court. He practiced management-side employment and labor law in Omaha before becoming Legislative Director to a member of the U.S. House of Representatives in November 1994. In May 1995, Mr. Fahleson was promoted to Chief of Staff, advising the congressman on all legislative initiatives with directed responsibility for all tax, health and labor issues. Mr. Fahleson is a graduate of the University of Nebraska-Lincoln and graduated with high distinction from the University of Nebraska College of Law, where he served as Editor-in-Chief of the *Nebraska Law Review*. He currently serves as the Chair of the Executive Committee of the Labor Relations and Employment Law Section of the Nebraska State Bar Association and is an active member of the steering committee of the Employment Law Section of the Defense Research Institute. Mr. Fahleson serves as an Adjunct Professor at the University of Nebraska College of Law teaching employment law, and was recognized for his employment law expertise in 2007 in *The Best Lawyers in America*®, *Great Plains Super Lawyers* and *Chambers USA: America's Leading Lawyers for Business*.

**Presenter to be announced**, Division of Public Health, Department of Health & Human Services, State of Nebraska

# President's Message

Cathy Maddox, President



I'm going to Oprah!! By the time that you get this newsletter I will have been there already, but I can't tell you how excited I am! I'm going with my best girlfriends, and my oldest daughter who lives in Dallas is flying in. We've been busy trying to figure out where we want to eat, what we want to see, and of course leaving enough time for shopping!

Don't you sometimes wonder how it is that one person can amass such a fortune? You will see some small invention and think – now why didn't I come up with that? How does someone who had a number of odds against her get to the point where she is right now?? She was doing what all of us HR people are constantly preaching – take advantage of your opportunities, continue to manage your strengths, keep persevering in what you believe in. It seems at times that in HR we are frequently defending our positions within a company. All of us know how important HR is for the success of any company, but it can be frustrating sometimes to have to feel as though you are always fighting for a seat at the table. Guess we will just have to be like Oprah and continue to push for what we believe in! Hmmm, an Oprah's HR favorites show?? Dare I suggest it?

If you were able to attend the State Conference I hope that you enjoyed it, and came away from there feeling that it was beneficial and educational. Having been on the conference committee I know that the committee strives each

year to continue to bring high quality speakers and break out sessions. If you have suggestions on ways to improve it, please list them when you receive your conference survey.

Our October meeting will be a joint meeting with ASTD. In the past we have recognized our Past-Presidents in October but we will now do this at the November meeting. Then at the December social we will be recognizing all our volunteers – watch for more info on that – it's going to be fun!

OK, 2 down, 10 more to go. I am going to the Missouri game in Columbia, so if I come to the meeting in October with bumps and bruises, you will know why! Have a wonderful fall!!

*-Cathy Maddox*

## FUTURE MEETINGS

- November:
  - Brad Black, President
  - HUMANeX
  - The Isles
- December:
  - Holiday Social
  - Volunteer Recognition
  - TBA
- January: Topic-TBA
  - Firefighters Hall
  - Catered by Tastefully Yours

## ATTENDANCE DRAWING WINNERS

Who Says There's No Such Thing as a Free Lunch? Congratulations to Kendra Knauss with General Excavating . Kendra will receive free lunch registration at the October 2009 meeting!

## REACH OUT TO THE STUDENTS

LHRMA members can use the LHRMA website to advertise Student Internships or summer jobs. The three Students Chapters will be told that they can look on the LHRMA website, throughout the school year, to find job openings as well as internships. Please use this as another FREE advertising tool to get qualified interested candidates to help fill your open positions. Send job postings to Kathy Harper at: [lhrma0048@yahoo.com](mailto:lhrma0048@yahoo.com).



## JOBS, JOBS & MORE JOBS!

*Do you have one to advertise or are you looking for one?*  
**CHECK OUT OUR WEBSITE:**  
[www.lincolnhhr.org](http://www.lincolnhhr.org)  
*If you are an employer who has a LHRMA member employee, then you can post your Human Resource job opening on our website by contacting*  
 Kathy Harper at [lhrma0048@yahoo.com](mailto:lhrma0048@yahoo.com) or at **402.483.4581 x 339**. *If you are looking for a Human Resource job, then you can check out our website at:*  
[www.lincolnhhr.org](http://www.lincolnhhr.org)

# LEGAL UPDATE

## Mandated Posters in the Workplace

by Jack L. Shultz • Harding & Shultz, P.C., L.L.O. • Lincoln, NE

### INTRODUCTION

Have you checked recently your posters in the workplace? Federal and Nebraska state laws require that certain posters be displayed in the workplace. The following is a checklist to be used as part of a quick compliance check-up or in preparation for a state or federal audit. Plaintiff's counsel will often ask their clients to check to see if the following posters are in your workplace to determine evidence of discrimination or statutory violations.

### REQUIRED FEDERAL POSTERS

1. EEOC/OFCCP. "Equal Employment Opportunity is THE LAW" (Publication OFCCP 1420 - Rev. August 2008).

2. Federal Minimum Wage - Overtime Pay - Child Labor. "EMPLOYEE RIGHTS UNDER THE FAIR LABOR STANDARDS ACT" (WHD Publication 1088 - Rev. July 2009).

3. Family & Medical/Military Leave Act. "EMPLOYEE RIGHTS AND RESPONSIBILITIES UNDER THE FAMILY & MEDICAL LEAVE ACT" (WHD Publication 1420 - Rev. January 2009).

4. Veteran's Rights. "YOUR RIGHTS UNDER USERRA" (U.S. DOL - October 2008).

### REQUIRED STATE POSTERS

1. Workplace Safety. "JOB SAFETY AND HEALTH" (Nebraska Workforce Development Department of Labor).

2. NEOC. "DISCRIMINATION IN EMPLOYMENT" (Nebraska Equal Opportunity Commission - June 2007).

3. Unemployment Insurance. "UNEMPLOYMENT INSURANCE ADVISEMENT OF BENEFIT RIGHTS" (Nebraska Workforce Development

Department of Labor).

### "FREE" POSTERS ARE AVAILABLE

The Nebraska Workforce Development Department of Labor ([www.dol.state.ne.us](http://www.dol.state.ne.us)) provides electronic copies of these required federal and state posters and some of the posters are available in languages other than English. The state website also provides the name, address, and telephone number of the government agency to contact to order a poster. The state posters should be at least 11" x 17" in size. Printing the poster and displaying it in any smaller size does not meet legal requirements. There is a "3-in-1" Nebraska labor law poster available on the state website. There is also a "6-in-1" federal labor law poster on the state website.

### POSTING REQUIREMENT

The mandated posters should be placed in conspicuous places available to employees, applicants for employment, and union representatives where there is a labor contract. Failure to have these posters in the workplace may subject the employer to possible citation and penalty. For example, under the Family and Medical Leave Act, an employer that willfully violates the posting requirement may be assessed a civil money penalty by the Wage and Hour Division not to exceed \$110 for each separate offense.

### CONCLUSION

The notices employers need to give their employees are periodically revised by the government agencies and significantly changed by new laws and regulations. Checking your posters

with the posters described will help to ensure you are in compliance with state and federal laws and help to defeat that potential discrimination claim or statutory workplace law violation.

*Editor's Note: This article is not intended to provide legal advice to our readers. Rather, this article is intended to alert our readers to new and developing issues and to provide some common sense answers to complex legal questions. Readers are urged to consult their own legal counsel or the author of this article if the reader wishes to obtain a specific legal opinion regarding how these legal standards may apply to their particular circumstances. The author of this article, Jack L. Shultz, can be contacted at 402/434-3000, or at Harding & Shultz, P.C., L.L.O., P.O. Box 82028, Lincoln, NE 68501-2028, or [jshultz@hslegalfirm.com](mailto:jshultz@hslegalfirm.com) or [wharding@hdsdlegal.com](mailto:wharding@hdsdlegal.com).*





## BOARD MEETING RECAP

- Have a separate Board meeting on 9/8 to review Policy and Procedures
- Taxes have been completed by the new CPA firm
- Student chapters are active getting new members
- Staying ahead of cost per meeting expenses – workshops are helping to offset the cost
- 27 participating in the Fall Study Group for PHR/SPHR/GPHR

## HELP ACHIEVE THE SUPERIOR MERIT AWARD

You can help achieve the LHRMA Chapter Superior Merit Award by notifying Tara Jennings, Workforce Readiness Chair, with any dates that you provide service to local schools or adults in regards to: career days, mock interviews, speaking on the HR profession, provide internships to students to gain HR knowledge, etc.. The following information would be needed: name, date of event, location/school name, hours spent or duration of program. Email your information to [tara@coach2win.biz](mailto:tara@coach2win.biz) throughout the year.



## Membership Renewal Statements

Watch the mail for membership renewal information in October. The cost will remain the same \$50.00 per member, payments are due by December 31.

## SHRM STUDENT CHAPTER HAPPENINGS

### SHRM Student Chapter Updates

The NWU chapter of SHRM held an organizational meeting on Tuesday, August 25th. The officers for the 2009-2010 academic year were selected. The President position will be held by Mishayla Richardson, Katelyn Delaney will be the Vice President of Programming, and Hollie Thomas will occupy the Secretary/Treasurer position. Also, plans for membership recruitment and the semester were discussed. Specifically, “3 Good Reisons to Join NWU SHRM” was selected as the Involvement Fair campaign. Bags were assembled with three Reisons and information. Our first meeting of the semester was held September 1st at 7PM. We had four speakers explain HR, SHRM, and LHRMA. The semester is off to a great start!



### 2009 AFFIRMATIVE ACTION TECHNICAL SESSION

**Tuesday, October 27, 2009  
First National Tower  
1620 Dodge Street  
Omaha, Nebraska**

### REGISTRATION INFORMATION

**Registration Fee - \$100  
(includes parking,  
breakfast and lunch)  
Registration Deadline  
– October 15**

**To register please contact:  
Amy Lund,  
Midlands ILG Chair  
(402) 602-3827  
or [alund@fnni.com](mailto:alund@fnni.com)**

### **SHRM New Member Enrollment Only \$99.00 Through November**

From October 1 through November 30, 2009, you can join SHRM for only \$99!! This is a \$60 savings from the normal rate. This special rate applies to LHRMA members who have NEVER been members of SHRM or who have let their membership lapse for longer than one year. (This special rate does NOT include regular renewals.) Check out all the advantages to help you grow in your professions at [www.shrm.org](http://www.shrm.org) or email [shrm@shrm.org](mailto:shrm@shrm.org). SHRM applications may be downloaded from [www.shrm.org](http://www.shrm.org) or may be obtained by contacting [membership@lincolnhbr.org](mailto:membership@lincolnhbr.org). Complete a SHRM application and mail it with your \$99 check, made payable to SHRM, to:

Lin Blodgett  
Membership Chair  
PO Box 81066  
Lincoln, NE 68501

**Do not mail the application to SHRM; we will do that for you.** We will include the subsidy portion with your application and your check for \$99. Enjoy the benefits of SHRM 24/7, 365 days/year online, and stay in the forefront of the HR management profession.



## Anger Management

By Tricia Branchaud • Directions EAP, LLC • Lincoln, NE

As Human Resources people we frequently get asked by our supervisors for help with an angry employee and how to deal with it. Here are some facts about anger and some suggestions to help.

### What is anger?

Anger is a strong feeling of displeasure or hostility. Although anger is a basic human emotion, feeling angry can be a problem for many people. This is because many people believe:

- nice people shouldn't be angry
- becoming angry means losing control
- if others are angry at us, we must have hurt them in some way and are therefore responsible

Some people have trouble controlling their behavior when they are angry and may do things that are hurtful or destructive. Others feel so guilty about their anger that they keep it inside, and may even be unaware of feeling angry. Pain, fatigue, poor sleep, emotional stress, and alcohol or drug use, can lower a person's threshold for angry feelings and behavior. Whether a person yells and hits, or fumes silently, long-term anger is linked to both health problems and unhealthy relationships.

### What physical changes occur when someone gets angry?

During an angry episode, the blood pressure and heart rate rise. After the "fight or flight" hormones released by anger are activated, some people do not return to normal right away, but stay in a state of alert hostility for awhile.

### What kinds of difficulties do people with anger problems face?

People who express too much anger often

end up feeling alone and distant from others because their sullen, hostile, or sarcastic behavior can make people turn away from them. A vicious circle is then set up: They feel angry because of the way others are reacting to their anger. People who feel it is wrong to ever be angry often can be out of touch with other feelings and may be unable to feel joy or love. They may fear they would not be loved if others knew how much anger was inside them, so they continue to conceal it. Then, because anger can almost never be completely hidden, they may act it out by doing things like being late or not keeping promises.

### How can I tell if someone has problems with anger?

- Do they easily lose patience with people?
- Do they feel that life is unfair to them?
- Do they say threatening or nasty things?
- Do they get mad enough to hit, throw, kick things, or raise their voice?
- When they really lose their temper, are they capable of slapping or hitting someone?

### How can I help someone who is angry?

Talking with a sympathetic friend, spouse, doctor, or therapist about life stresses can help to defuse anger. So can learning relaxation techniques. Self-statements can

also be helpful. These statements can replace old ways of thinking. Some helpful self-statements are:

- I am disappointed, but I can handle this without blowing up.
- This will pass, and I can take a few deep breaths while it does.
- I can relax my body, and not be upset.
- I am getting better at handling my anger as I get more practice.
- I don't need to prove myself here.
- Maybe this person is having a bad day.
- I do not have to let this bother me.
- Time-outs can also be useful. Time-outs work best when the angry person:
  - Designates a specific amount of time (15 minutes to 1 hour) to cool off.
  - Leaves the situation (for instance, walk into another room).
  - Calms themselves mentally with deep breathing and self-statements.
  - Does some non-aggressive physical exercise such as walking, jogging, or bicycling.

### How does anger management help?

Helping the employee to learn and use anger management tools can be highly beneficial in a number of ways. Situations that had been out of control can now be handled confidently. Assertiveness can replace aggressiveness or passive silence when dealing with others. Be sure and consult with your EAP professional for help with issues of anger in the workplace. Directions EAP is only a phone call away at (402) 434-2900.



# 2009 Employer of the Year

**Vision** We consistently focus on a bold future, pursuing innovation and collaboration to facilitate the growth and vitality of our community.

**Passion** We pursue our work with enthusiasm, fueled by a strong commitment to our mission.

**Excellence** We provide the highest quality programs and services, challenging ourselves to achieve greater results for our members, our community and each other.

**Family** We respect, trust and support each other in an environment that embraces work-life balance.

The 2009 Employer of the Year is the Greater Omaha Chamber. One of the Chamber's organizational goals is to "operate the Chamber with excellence, innovation and efficiency in accordance with our values." Strong employee-focused HR practices have made that goal come alive by creating and sustaining an environment that engages employees at every level of the organization.

Chamber staff established programs for wellness, recycling and diversity. The wellness program was the first small business in Omaha to receive the Well Workplace Award for Small Businesses in 2007. The active social committee plans food drives, the annual Brush Up Nebraska Paint-A-Thon and various fundraising walks for area nonprofits.

Flexible schedules allow employees to telecommute or adjust schedules to fit family obligations. Staff especially enjoyed "early-out Fridays" this summer.

Guided by our values, committed Chamber staff members help fulfill the Chamber's mission to be the catalyst organization that ensures Greater Omaha is a vibrant place to do business, work and live.



OmahaChamber.org



# HR Employee of the Year

This year's HR Professional of the Year is Scott Messersmith, PHR, Director of Human Resources at Columbus Community Hospital in Columbus, Nebraska. Scott's work over the past year has allowed him to advance the profession at his current employer and also in his region.

Over the course of the last year he has laid the foundation of employee success by bringing structure, consistency and direction via new and improved HR policies, updated compensation and benefits plans, tailored training and development programs, increased recruitment and customer service efforts, and through his guidance with management and staff alike. He has a strong belief in process improvement and is always encouraging changes to achieve those goals. He dutifully balances the wants and needs of the 500+ employees at the Hospital with the goals and directives established by his senior management team.

Scott is an active member of SHRM, having served in various committee and officer roles at the local and state levels. He is currently the President of the Columbus Area Human Resource Association (HAHRA) and has been instrumental in the chapter's SHRM affiliation efforts. He is a member of the Nebraska State Council and has served in numerous Board and Volunteer roles of his church, the Chamber, the Red Cross, Optimists, Jaycees, and others.

Scott is the direct supervisor of six individuals in the HR/Education department at Columbus Community Hospital who appreciate the continuous trust he places in them, as well as the professional and personal support he provides on a regular basis. He is a constant HR knowledge seeker and educator who encourages employee development at all levels. Scott is also a firm believer in his competent and complimentary HR/Education team at Columbus Community Hospital and wants to acknowledge and thank them for the efforts they have made to make this award possible.



*In photo: Columbus Community Hospital HR Staff  
Back row (L-R) Kathy Kruse, Jennifer Uhlig, Michelle Meyer,  
Reye Snitily  
Front row (L-R) Joan Jahn, Scott Messersmith, Peggy Wojcik*

## NEW MEMBERS

**Karen Stodola**  
Account Executive  
Hirease  
Karen.stodola@hirease.com

**Ingrid Cook**  
HR Representative  
MBA Poultry  
icook@smartchicken.com

**Deborah Wike**  
HR Director  
Dimensions Educational Research  
Foundation  
debbiew@dimensionsfoundation.org

**Tabitha Botz**  
Clinical Training Supervisor  
MDS Pharma Services  
Tabitha.botz@mdsinc.com

**Reba Schafer**  
Human Resources  
Telesis, Inc.  
Rschafer2@telesis-inc.com

**WELCOME  
NEW MEMBERS!**

## LHRMA MEMBER CHANGES

Check and verify your name and address on this month's LHResource for accuracy. Please contact Kathy Harper our LHRMA Administrative Assistant, for any of your personal job and address changes. Please either email your changes to Kathy at lhrma0048@yahoo.com or by telephone at 402.483-4581 x 339.



## Coach's Corner

### Listening - The Skill to Build

by Jane Weddle, M.A. • Weddle Performance Group

*"Listening ranks among the most important and challenging of all human activities."*

~Dr. Ken Blanchard, Best-selling author  
(*The One Minute Manager*)

Studies reveal that we spend over 90% of our working life in one of the four modes of communication: reading, writing, talking and listening. Of these four modes over 50% of our time is spent listening. Yet, it is estimated that the average leader ignores, forgets, or misunderstands at least 75% of what he or she hears. Amazingly, on the average, people are only 25% effective as listeners.

Listening is our primary communication activity; however can you recall a time either in grade school, high school or even college taking a course just on Listening? Numerous studies identify listening as the most critical leadership success skill, and employers consistently rate it as one of the top five skills they expect of employees.

#### There are 3 levels of listening:

**Level 1:** Listening without judgment with understanding to the intent and feelings, paying attention to the speaker's total communication, processing what is being said. Showing both verbally and non-verbally you are listening. Often referred to as empathetic listening.

**Level 2:** Hearing words, but not really hearing the speaker's intent, appearing to listen intently when in fact only slightly concentrating. More concerned with content of the speaker vs. incorporating the feelings of the speaker.

**Level 3:** Listening in spurts, more hearing going on than listening; being

passive, judgmental. Tuning in and out, being somewhat aware of others, but mainly paying attention to oneself.

**Coaching Challenge:** *Think for a moment about your day. How often did you listen at level 1? When? With Whom? Is there a level you seem to spending to much of your listening at? Growth begins with awareness—become aware of what level of listening you are doing in your interactions with others. Your highest % of time should be spent at Level 1.*

**Factoid:** Effective listening can help the speaker reduce their emotional level so they can think through a problem.

#### Tips To Build Your Listening Skills:

1. Our perceptions about a person, situation, or a subject can influence our reception of the message and how much we pay attention. Become self aware of those perceptions that may block you from listening and challenge yourself to practice listening at Level 1.

2. Resist external distractions. They can range from loud noises, room temperature, views of outside activity or scenery, clock watching, interruptions, time pressures, the person talking may be too loud, soft or have things they are doing that create a distraction. When these occur—concentrate on concentrating.

3. Hold your rebuttal; watch

for hot buttons. What words throw you? Begin to recognize certain words or phrases that impact you to the point where you stop listening and start forming your rebuttal. Jot down major rebuttal points as questions; do this briefly and then return to listening with an open mind.

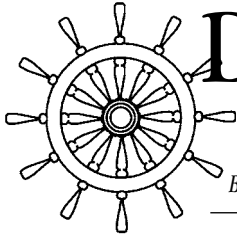
4. Be aware of what is being said non-verbally. 7% of a person's message is really in the words, 38% is in the tone of voice and 55% is in facial expressions, posture, gestures, and eye contact. Ask yourself: What is being communicated that isn't being verbalized?

5. Use clarifying questions or summarize the message in your own words. Assuming that words contain the same meaning and visual images for the talker as they do for the listener can have an impact on communication. *Some listening check phrases:* "As I understand it, you....". "It sounds like..", "I am curious does that mean..", "My assumption based on what I heard is.... is that correct?"

6. Allow for silence. Get in the habit of waiting a minimum of 3 to 4 seconds before responding. This pause will make the person feel heard and comfortable to talk more. The silence creates the opportunity for the person to share additional information and for us to make sure they have completed their thought.

*Jane Weddle is the Sr. Performance Consultant and Certified B-Coach for Weddle Performance Group. To find out more about the services and products ranging from hiring to development that WPG offers or for more information on other organizational needs, go to [www.partnerinperformance.com](http://www.partnerinperformance.com) or call 402-429-5224.*





# DIVERSITY HUB

## The “Insider-Outsider” Dynamic

By Mark Butler • Consultant and Manager of Diversity • Marathon Petroleum Company

We all probably remember a time in our lives when we felt like we just did not fit in. Perhaps it was a situation where you did not feel respected or valued by others, or maybe you just felt like you were “hanging out there on the fringes” and not sure why. Of course, then you wondered, was the problem something about me? Or was it something about the other group? The environment? Both?

The same dynamic can exist in the workplace. At some point in your career, you may have worked in a department or work group where it seemed like that particular department was not as valued as highly as others. The feeling of being undervalued can take many forms. Maybe it was how your department was referred to, or attention they did not seem to receive, lesser budgets, or seemingly different rules and regulations. Or maybe you just could not put your finger on it; but nevertheless, something was different and your co-workers could feel it too. Possibly, not feeling valued even impacted how people felt about themselves, taking pride in their work, or their ability to contribute.

An insider-outsider dynamic can occur in every diversity relationship. And in some cases, depending on the company, the industry, geographic location, or other factors, the dynamic may be particularly profound and impactful. For example, generally speaking, in U.S. society as well as in U.S. companies, men have traditionally been the insiders and women the outsiders. Other insider-outsider examples may include able-bodied people and persons with disabilities, white and non-white, corporate and field, engineer and non-engineer, line staff and support staff, straight and gay, management and union, company employee and contractor. The list can go on.

As companies continue to gain more diversity awareness and move toward creating an “inclusive culture” where everyone can contribute to their fullest potential, they are exploring their own potential insider-outsider relationships. The goal is to identify and remove any barriers so there are only insiders and no outsiders. Companies and departments within companies that can successfully achieve this will distinguish themselves from their competition in many ways, from being an employer of choice, improving their image, increasing recruitment and retention rates, and performing at a higher overall level.

So, how exactly do we go about successfully identifying and removing barriers for outsiders? First, it is important to understand a few characteristics of both insiders and outsiders. Insiders are the group with power, control, and information. Their most significant characteristic, especially when an insider is charged with identifying and removing outsider barriers, is that **insiders are often unaware they are insiders**. Many times, insiders may also unintentionally operate off stereotypes that tend to push them up and keep the outsider groups down. If you are an insider, it is especially important to keep an open mind and stay aware of the dynamics around you. Assessing who the outsiders are in your particular

department or organization and listening to outsider’s experiences is essential to breaking down walls.

Outsiders, on the other hand, are having a different experience. They tend to have less power, control, and information, and are sometimes seen as scapegoats. They are very aware of their differences, and, unlike the insiders, they know they are the outsiders because they live it everyday. If you feel like an outsider, take the opportunity to communicate with your management and begin to open a dialogue about what might be hindering your ability to contribute.

At the end of the day, **both** insiders and outsiders have a responsibility to create an inclusive culture and to help eliminate the insider-outsider dynamic. This is why employees are asked to attend various diversity and inclusion workshops and why more and more managers and leaders are conducting “inclusion assessments” in their departments. These managers and companies believe that if we can create an inclusive culture together, where all employees can contribute to their full potential, then the company will outperform its competition. That is nothing less than a win-win proposition for both the employees and the organization.





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## LHRMA RESOURCE

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