

FEBRUARY 17, 2016

WHAT'S ONLINE

www.WhatsWorkinginHR.com

If you haven't been to our website recently, here's exclusive online content you've been missing:



Employment Law Update for Managers
on the tricky legal issues supervisors face daily.



Compliance Checklist
to ensure you're in compliance with employment law.

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OT rules could trigger FLSA violations: 5 ways to stay safe

■ Best strategies for preventing legal nightmares

Get ready for what's likely to be the biggest unintended consequence of the DOL's changes to the overtime exemption rules: a **huge spike in wage-and-hour violations**.

The primary reason? A lot more workers will be punching a time clock as they go from exempt to non-exempt.

That means more opportunities for employees' hours to go unreported, misreported or miscalculated.

after that – it's time to review the five best employer strategies for guarding against wage-and-hour lawsuits:

1. Standardize timekeeping

Unfair pay lawsuits most often come from workers alleging their employers failed to record or under-recorded their work hours.

The best defense against such claims is a standardized system for recording all non-exempt employees' hours.

A great system requires each non-exempt employee to record, review

(Please see Violations ... on Page 2)

Guard against lawsuits

With the agency's final changes to the FLSA overtime rules slated to go public in July – and kick in 60 days

Facebook study: 7 traits of its best managers

■ Do your managerial candidates have these qualities?

What makes someone a smart choice for a promotion to management?

Facebook may have the answer. It conducted an analysis of its roughly 12,000 employees to find which teams reported the highest levels of satisfaction and engagement.

It then asked those teams what made their bosses so great to work for.

Team members pointed out seven behaviors, which Facebook then shared with *Business Insider*. They are:

- They want to help people – not just advance their careers.

- They provide opportunities for learning, development and growth.
- They set clear expectations and goals for individual and team performance.
- They give helpful feedback frequently.
- They provide resources and remove roadblocks to success.
- They hold staff accountable and base future responsibilities on past results.
- They recognize and celebrate outstanding work and achievements.

Cite: www.tinyurl.com/Insider458

Violations ...

(continued from Page 1)

and sign off that all hours reported are accurate for each pay period.

Managers should also monitor and review employees' time cards on either a daily or weekly basis.

2. Implement written policies

At a minimum, a good timekeeping policy for non-exempt employees states:

- all time worked will be paid
- employees must record all hours worked accurately
- off-the-clock work is prohibited
- how to report errors or concerns, and
- how overtime will be treated – i.e., if it's allowed, how to request it and the penalty for working unapproved overtime.

In addition, make sure to discipline all employees or managers who

violate any part of the policy in a consistent manner.

3. Conduct periodic training

Provide FLSA compliance training to managers and non-exempt employees on a regular basis, especially after the DOL releases its final rules.

This will not only help prevent wage-and-hour issues, but also identify any that do crop up before they get out of hand.

4. Don't interrupt unpaid breaks

If you're going to permit employees to take unpaid meal breaks, the breaks must be truly uninterrupted to comply with the FLSA.

If a non-exempt employee's break is interrupted for work reasons, he or she should be paid for it.

When possible, avoid making automatic deductions as well.

5. Watch for remote work

The DOL is investigating how employees use technology – like tablets and smartphones – outside of the workplace and scheduled work hours.

Reason: Employees taking phone calls and answering email for work while “off duty” – and not getting paid for that time – has been the source of several lawsuits recently.

What the agency doesn't want to see is employees doing more than what it considers “de minimis” work and not getting paid for it.

De minimis work is anything that takes up infrequent and insignificant periods of time. Anything more must be paid.

As a result, be prepared to have to track any amount of time – that's more than just a minute or two – employees spend checking email or taking calls outside of work hours.

Info: For more breakdowns of the DOL's plans to change the overtime rules, and best practices to prep, log on to www.WhatsWorkinginHR.com and type in “overtime rules.”

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ 'But she declined leave': Can she still file an FMLA lawsuit?

“Got a sec?” company attorney Eric Bressler asked HR manager Lynn Rondo, stepping into her office.

“Sure. What's up Eric?” Lynn said.

“Velma Johnson filed an FMLA retaliation lawsuit against us,” Eric said. “She claims we fired her for taking FMLA leave. What can you tell me about this?”

“She's off her rocker,” Lynn shot back. “First of all, Velma was fired for insubordination after receiving multiple written warnings.”

“Was this right after she took FMLA leave?” Eric asked.

'She didn't want it'

“A few weeks before we fired her, she missed a couple weeks of work while she got treated for a lung condition,” Lynn said. “But she wasn't on FMLA leave.”

“But didn't her condition qualify for FMLA leave?” Eric asked.

“It did,” Lynn said. “But when she handed in her leave paperwork, she checked 'Non-FMLA leave' and opted to use paid sick time instead.”

“But FMLA can still apply, even if she uses paid sick time,” Eric said.

“I know, but we give employees the option to save their FMLA time if they have sick time to use,” Lynn said. “Velma knew what she was doing when she checked that box. She'd used FMLA leave before.”

“OK, it sounds like we can fight her lawsuit,” Eric said.

The company tried to get her FMLA lawsuit thrown out. Did it win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

WHAT'S WORKING in Human Resources

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When does inappropriate behavior cross the line to sexual harassment?

■ Worker sued after supervisor touched his butt, invited him for drinks

A supervisor touching your butt, complimenting your appearance and inviting you for drinks is clear grounds for a sexual harassment lawsuit, right?

Not always, ruled the federal 10th Circuit Court of Appeals.

When is it NOT harassment? When the actions fail to become so severe or pervasive that they end up altering the conditions of employment.

Sales fell: 'But it wasn't my fault'

Bryan McElroy worked in sales for American Family Insurance. He claimed his supervisor Tony Grilz touched his back and butt on multiple occasions, complimented his appearance and cologne, and invited him for drinks during a company event.

McElroy was eventually terminated,

and the company said it was for failing to hit his sales goals.

McElroy admitted his performance had dropped off but claimed it was because of the actions of Grilz. He then filed a sexual harassment suit.

The company fought to get his lawsuit dismissed on summary judgment. It succeeded.

Reason: The court said McElroy failed to show the conditions of his employment had changed in any way – or become downright abusive – due to the behavior of Grilz.

The 10th Circuit said behavior that leads to “bruised or wounded feelings will not on that account satisfy the severe or pervasive standard.”

Cite: McElroy v. American Family Insurance, U.S. Ct. of App. 10th Cir., No. 14-4134, 10/30/15.

ADA: Rescinding a candidate's job offer after injury puts you on a dangerous path

■ Make sure you satisfy law's interactive process requirement

Here's what to do when it appears a person's injury may prevent him or her from doing their job: **Take your time, and engage in the ADA's interactive process.**

Otherwise, you could end up like Jacobs Field Services, a construction company, which is staring down the barrel of an expensive ADA jury trial.

It offered Michael Cannon a field engineer job, but his pre-employment physical revealed a rotator cuff injury.

Offer revoked the same day

He was cleared to work, but only if granted several accommodations, including not having to lift his hand above his shoulder.

On the same day it got the doctor's

report, the company rescinded Cannon's job offer. Its reasoning was an essential function of the job was being able to climb a ladder.

Cannon then tried to prove he could still climb a ladder by sending in a video of him doing so. But the company didn't budge, and Cannon sued claiming disability discrimination under the ADA.

The company tried to get his suit thrown out. But the court said a jury should decide whether Cannon was actually qualified for the position because the company didn't take the time to do so after receiving the video.

Cite: Cannon v. Jacobs Field Services North America Inc., U.S. Ct. of App. 5th Cir., No. 15-20127, 1/13/16.

■ Failing to recognize gender transition costs firm \$115K

The EEOC is coming hard after employers that fail to treat transgender workers in accordance with the gender those individuals currently identify with.

Latest example: The agency sued Deluxe Financial Services Corp., of Shoreview, MN, claiming it discriminated against Britney Austin, after she transitioned from being identified as male to female.

Here's how Deluxe violated civil rights law, according to the EEOC:

- It refused to let her use the women's restroom
- It permitted co-workers to use the wrong gender pronouns intentionally to refer to her, and
- It subjected her to a hostile work environment and hurtful epithets.

Result: Deluxe has agreed to pay \$115,000 to settle the lawsuit.

Info: www.tinyurl.com/leec458

■ 6 words help turn bias claim into 6-figure retaliation suit

Pittsburgh Glass Works probably regrets that one of its managers told Rudolph Karlo, a part-time shift supervisor, that Karlo would be considered for a full-time position if Karlo would “make the whole thing go away.”

The comment referred to an age discrimination lawsuit Karlo filed against the western PA-based firm.

Karlo never dropped the charges, and he was fired weeks after the comment was made to him.

He then tacked a retaliation charge on to his discrimination suit.

Karlo lost the age discrimination suit, but he prevailed on his retaliation claim when a jury ruled the company had willfully violated federal law when it fired him.

It awarded him \$922,060. The willful violation allowed Karlo to collect double damages.

Info: www.tinyurl.com/willful458

Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

On FMLA: Should we invite him to after-hours function?

Q: If someone is on FMLA leave, should they be invited to an after-hours company function, similar to a holiday party?

A: It makes sense to do so for two reasons, says employment law attorney Jeff Nowak (jsn@franczek.com) of the law firm Franczek Radelet P.C. and author of the *FMLA Insights* blog.

For starters, it communicates that you care and want to keep the employee engaged even though he or she is not working.

Second, it could be argued an employer may be obligated to extend the invite. Why? Even while on FMLA leave, employees are entitled to the benefits of employment and should be free of discrimination and retaliation.

Of course, a person on FMLA leave shouldn't be required to attend.

Steps to a smoother accommodation process

Q: We know we need to treat every ADA accommodation request on an individual basis, but is there a template for handling the accommodation process?

A: There are protocols you can use as a guide to the ADA's interactive process, says employment law attorney Patti C. Perez (patti.perez@ogletreedeakins.com) of the law firm Ogletree Deakins.

Here's a checklist to make the process more manageable:

- Assign someone to interact

with requesting employees

- Communicate with requesting employees immediately and document the communications
- Collect documents that define the essential job functions
- Ask for all necessary medical documents that explain the restrictions created by the worker's disability/condition
- Analyze whether the requested accommodation – or an alternative one – is a match for the employee's job
- Document your accommodation analysis (whether it's granted, denied, or you offer an alternative), and
- Follow up with the employee to ensure effectiveness.

3 ways to build on wellness program momentum

Q: Last year we launched a popular wellness program. How can we keep the momentum going?

A: Don't let it get stale, says Alan Kohll, founder and president of TotalWellness, a corporate health and wellness solutions provider.

Here's what to do in 2016:

- Avoid organizing all the same events/challenges as last year.
- Find people who had success in the program, and recruit them to be your champions.
- Be more holistic with mental and financial health programs.

If you have an HR-related question, email it to Christian Schappel at: cschappel@pbp.com

EFFECTIVE COMMUNICATION

■ 3 duties managers should never ... ever pass off

While passing off tasks to your team is a critical skill, there are certain things managers should never delegate to others.

Here are three duties that Laura Stack, president and CEO of the consulting firm The Productivity Pro Inc., says managers should always handle themselves. Pass them along to your team:

1. The recruiting process

If there's a skilled, effective hiring team in place, it can be tempting to take a more hands-off approach to recruiting and hiring new staffers.

But managers are ultimately responsible for creating the most effective teams. So they should always play a significant role in picking the talent for those teams.

Think about it this way: If you're responsible for cooking the meal, wouldn't you also want to shop for the groceries?

2. Recognition and rewards

Even if managers aren't directly supervising some of the staffers on their teams, they should still take the lead when it comes to recognizing standout performers.

Whenever possible, managers should also include incentives and rewards with this recognition.

3. Discipline

On the other end of the spectrum, managers should always handle any discipline that's needed.

When a manager hands off unwanted tasks such as setting up a corrective-action plan, suspending problem workers or even terminations, it sends a bad message to his or her team: that the manager can't handle conflict.

Cite: www.tinyurl.com/Int458

WHAT WORKED FOR OTHER COMPANIES

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share a success story illustrating ideas you can adapt to your unique situation.

1 **Improved hiring by ditching resume**

The traditional method of hiring someone based on a cover letter, resume and standard interview wasn't working for us.

We were bringing people in based on their education and past job experience, but that didn't tell us whether they were right for *our* job.

As the costs of replacing bad hires mounted, we knew we needed to try something new.

So we decided to eliminate the

standard resume and cover letter process and replace it with a testing system of our own design.

Anonymous testing

Now, when a candidate applies, we email them a link to a test, which simulates tasks they'd have to perform in the job they're applying for.

But here's the real beauty of the system: The testing is anonymous.

We don't look at applicants' names, work history or education background until later.

We look at the test results, and decide who to interview based on them. Only after a candidate's selected for an interview do we review his or her bio.

Bottom line: We're now interviewing candidates whom we know can do the job, instead of guessing based on their previous work experience and the universities they attended.

As a result, we've drastically increased the quality of the individuals we are hiring.

(Tim Yocum, operations supervisor, Compose, Chicago)

REAL PROBLEMS, REAL SOLUTIONS

2 **Onboarding tweaks are helping retention**

Turnover is a huge problem in our industry, and we were having issues keeping new hires.

Even with offering a comprehensive benefits package and better pay than competitors, we were still having trouble holding on to new employees.

We needed to get creative and come up with a solution that motivated employees to stay with us over the long haul.

Solution: tweak our interview

process, and add better training and an onboarding incentive program to boost attendance rates and get employees excited to come in to work.

Better training, new incentive

One thing we wanted to do was get prospective employees as comfortable with us as possible.

We did that by adding a tour of our facility to the interview process, so candidates got a good feel for the actual work environment.

To improve the onboarding

process, we brought in a dedicated training coordinator to train new hires over a two-day span.

Prior to that, we relied on current employees to train new hires.

In addition, we told new hires that if they had perfect attendance for the first 90 days, they'd get a \$250 bonus.

Everything is still new, but the early returns have been very encouraging.

So far, our changes appear to be getting new workers to stick around.

(Lisa Waldron, HR manager, Richmond Baking, Alma, GA)

3 **Streamlined filing process saved time**

Our filing system had gotten pretty inefficient.

Managers were holding on to certain employee documents. That meant when HR needed a file, it often had to waste time tracking it down through those managers.

We were all starting to go crazy.

Keeping track of who had what was clumsy at best and a major time suck at worst.

What we needed was to get

everyone on the same page, so HR could have copies of every document it needed on hand.

The problem: We had to do it without going digital (we just don't have the resources for that yet).

Centralization, communication

If all the documents HR needed were in the same location, it would really save us a ton of time when we needed something.

So we went to each manager requesting every copy of their employee files, and we created a

central repository of everything we had.

Next, we made sure managers knew what to send HR moving forward, so we didn't have to track down critical documents.

It sounds simple, but centralizing everything and letting our managers know what HR needs in the future has really been a game-changer.

The new system has saved us a lot of time and headaches. Plus, we're better prepared to make the jump to digital when that day arrives.

(Meg Brazell, HR director, The New Y-CAPP, Inc., Richmond, VA)

EEOC now wants you to report payroll data

To commemorate the seventh birthday of the Lilly Ledbetter Fair Pay Act, the Obama administration is giving you more homework.

On the anniversary of the law's passage, the EEOC issued a proposal to make employers with 100 or more employees submit detailed pay data in an effort to root out pay discrimination.

The plan is to expand the EEO-1 report employers submit that provides employment data categorized by ethnicity, gender and job category.

The revised EEO-1 would collect aggregate W-2 data in 12 pay bands. Employers would count and report the number of employees in each band.

The new reporting would begin in September of 2017.

Info: www.tinyurl.com/eeocpay458

Study shows actual value of employees' time off

Here's more proof there are measurable business benefits to getting employees to take time off.

It comes by way of a trucking industry study by Stay Metrics, a business consultancy.

Stay Metrics collected data on 682 drivers' time-off requests to see how

those requests impacted performance.

The results? When time-off requests were honored:

- **bonus rate improved 3%.** It's based on drivers' compliance, vehicle care, fuel usage and production.
- **drivers drove 218 more miles per month.** This resulted in \$500 more in revenue per person per month.

Info: www.tinyurl.com/truck438

DOL clarifies when you become a 'joint employer'

The DOL just issued a new Administrator's Interpretation addressing when it considers two organizations to be joint employers.

The biggest takeaway: If you use a staffing company to supply you with workers and you handle payroll, set schedules, or are involved in hiring for those workers, you're likely in a joint relationship with the staffing firm.

So you'd both be liable if FLSA violations occur with those workers.

Info: www.tinyurl.com/letter458

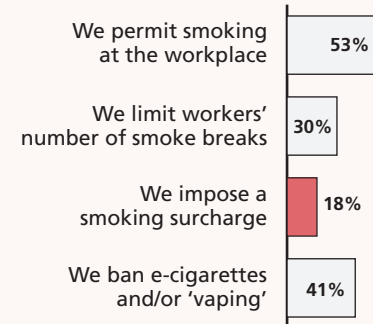
Lighter side: 6 terrible excuses for being late

When HR pros were asked by CareerBuilder to share the most bizarre excuses employees gave them for being late, they didn't disappoint.

WHAT COMPANIES TOLD US

Lights out?

Employers' smoking policies:



Source: SHRM's 2016 "Smoking in the Workplace" survey.

Of the employers that had a smoking surcharge, 45% indicated workplace smoking had decreased since its introduction. Passing out anti-smoking wellness info had a similar effect, said 41% of employers.

Each issue of WWHR contains an exclusive survey to give executives insight into what their peers nationwide are thinking and doing.

Here are the best of the best:

- All of my clothes were stolen.
- Hair caught fire from my blow dryer.
- I was detained by Homeland Security.
- A black bear decided to take a nap on the hood of my car.
- I had to chase my cows back into the field.
- I had to watch "My Name is Earl."

Info: www.tinyurl.com/excuses458

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a court dismissed the suit.

The company argued Velma never exercised her FMLA rights because she declined FMLA leave in her paperwork.

Velma's attorney argued once an employee suffers from an FMLA-qualifying condition, the person's FMLA rights can't be waived, regardless of a checked box on some form. And since she was fired so soon after taking leave, a jury should decide if her firing was retaliatory.

But the court disagreed. It said while it's true FMLA leave and sick leave can run concurrently, Velma knew what she was doing when she declined FMLA leave

because she'd used it before without incident.

Plus, it didn't hurt that the company had a track record of letting Velma take FMLA leave without retaliation.

■ Analysis: Beware of the 'No-FMLA' box

This is the second ruling to say an employee with prior knowledge of the FMLA process can decline FMLA leave. But employment attorneys say this sets a dangerous precedent.

Reason: Presenting the option to decline FMLA leave could give employees – and courts – the impression you're trying to prevent employees from exercising their rights.

As a result, the safest practice from a legal standpoint is to always trigger FMLA leave when someone qualifies for it.

Cite: *Amstutz v. Liberty Center Board of Ed., U.S. Dist. Crt. N.D., OH, W.D., No. 3:13CV2385, 9/9/15. Fictionalized for dramatic effect.*

Planned an event that got workers juiced to explore our benefits plans

■ *'Passport' concept provided the spark we needed*

When we made some changes to our health plan, we knew employees were naturally going to have questions.

And we were worried we wouldn't have the time to sit down one on one with every employee who'd come to us with a question.

So we started looking for ways to tackle everybody's questions in one place at one time.

This would be no small task, because what we didn't want was a formal presentation where we simply lectured employees on our plan details.

That could come off a bit heavy-handed and could wind up making employees tune us out.

That's when we hit on the idea to bring in our healthcare provider for a more informal educational session.

The idea took off

Then, the idea grew into bringing in our major benefits providers to talk to employees about our plans.

Once we started talking it over further, we decided we should go all out and put together a major event for our staffers.

We reached out to all of our benefits vendors as well as a number of businesses that offered us employee discounts (e.g., Sam's Club).

Once we saw how many providers, vendors and additional businesses we got to sign on, we decided to host a benefits fair.

The goal was to allow employees to gather information on all of the benefits and perks available through our company on their own time.

But it wasn't long before we

decided we needed to do more than simply put the information out there.

We needed to give workers an incentive to visit as many of the companies at the fair as possible.

Dangled a few carrots

Here's what we came up with: a passport challenge.

Employees were given a passport and, whenever they stopped by a business or vendor table, they got their passport stamped.

If employees got the passport stamped by each business at the fair they were entered into a drawing for a prize that would be given at the event.

That certainly bolstered employees' participation and got them "traveling" to all the different tables.

And as an added incentive, the vendors and businesses offered their own giveaways and prize drawings.

They included anything from gift cards, to free passes, to fitness classes.

Our healthcare provider even gave away brand-new scales to health-conscious employees.

Reaped the rewards

The benefits fair was a ton of work on our part, but it was well worth the effort.

In the end, employees were able to get all of their questions answered.

Plus, key plan changes were explained, and employees got to see how many rich benefits and perks are available through our company – all in one shot.

(Susy Jimenez, generalist, Arapahoe House, Thornton, CO)

■ Reverse mentoring: Lasting strategy or passing fad?

There are plenty of different mentoring approaches available to you – anonymous, one-to-one, group, etc. – but one program in particular has really stood out in recent months: reverse mentoring.

At the 2015 Association for Financial Professionals Annual Conference, business development coach Christine Hollinden covered the benefits of reverse mentoring.

What makes it unique

Like the name suggests, reverse mentoring consists of the person who is normally the mentee coaching an experienced staffer.

Example: A millennial mentoring a baby boomer on new technology or social media and how it applies to the company's current strategy.

On top of the obvious benefit – an exchange of skills and business knowledge – reverse mentorship often results in another key indirect benefit.

During the process, the seasoned professional will naturally begin teaching his or her mentor about the coaching process, Hollinden says.

From there, the mentor will start asking questions about leadership and what it entails.

What to avoid

If your company decides to give reverse mentoring a shot, keep these basic guidelines in mind:

- the mentor should never be a direct report of the person he or she is mentoring, and
- normal hierarchy rules should be suspended – the mentor/mentee relationship should be an equal and collaborative one.

Cite: *"Breaking Down the Silos: Creating a Culture of Collaboration," a presentation by Christine Hollinden at the 2015 Association for Financial Professionals Conference in Denver; www.tinyurl.com/present458*

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

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(Susy Jimenez, generalist, Arapahoe House, Thornton, CO)

WHAT WOULD YOU DO?

Companies face competing agendas when dealing with their employees. They must find ways to inspire their people to excel, while controlling costs and staying within the law. Here we present a challenging scenario and ask three executives to explain how they'd handle it.

New manager's push for workplace changes is causing friction with staffers

The Scenario

"Stu, do you have a moment?" employee Alexis Miller asked, knocking on HR manager Stu Capper's door.

"Sure, Alexis. I was just finishing up. What do you need?" Stu responded.

Alexis came in and took a seat. "Well, it's about Debbie."

"Debbie White, the new manager? Is she not adjusting?" Stu asked, concerned.

"Actually, I think she's adjusting too well ... in a sense," Alexis said.

"What does that mean?" Stu pressed.

Hired her to implement changes

"Debbie started by questioning how we do things here," Alexis began.

"Well, that's a good thing. We hired her

because we thought she could shake things up," Stu replied.

"But she's been too confrontational about it," Alexis said. "She's challenging my team when they question her new ideas.

"It's starting to affect my team's morale, and she's threatening to write them up. I don't think they've done anything worth disciplining, though," Alexis said.

"Maybe we need the office shaken up, and Debbie is trying to push them," Stu said.

"I understand that, but we have more experience here than she does," Alexis said. "That should give us some say around here."

"Have you spoken to her?" Stu asked.

"Yes, and so have some others," Alexis admitted. "But she doesn't listen to us."

"Well, let's see what I can do," Stu said.

If you were Stu, what would you do next?

expectations and culture, and that might help soften her approach.

Next, I'd follow up with Alexis and let her know that I've spoken with Debbie. I'd then remind her again why we hired Debbie.

Reason: Debbie was brought in for a reason, and we need to let her do her job. But it also has to be done in line with how the company operates.

3 Kathy Weyer, office manager, Weyer Electric Inc., Evansville, IN

What Kathy would do: I'd have a talk with Debbie and tell her how the team feels. I'd also ask for suggestions to prevent more disharmony.

Then I'd go back to Alexis and give her information on how she needs to adjust and how things are going to be handled as we implement the desired changes.

Reason: You want to keep everybody working on the same goal. Nothing works when there's disharmony. If you ignore the issues, they're only going to get worse.

QUOTES

I've worked too hard and too long to let anything stand in the way of my goals. I will not let my teammates down, and I will not let myself down.

Mia Hamm

Do you want to know who you are? Don't ask. Act! Action will delineate and define you.

Thomas Jefferson

The secret of getting ahead is getting started.

Mark Twain

A creative man is motivated by the desire to achieve, not by the desire to beat others.

Ayn Rand

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams

Be brave enough to live creatively.

Alan Alda

Attribute my success to this: I never gave or took any excuse.

Florence Nightingale

Reader Responses

1 Kathy Carnahan, HR manager, Day Larsen Pedersen Insurance, Westminster, CO

What Kathy would do: I think I'd have a meeting between Alexis and Debbie to make sure I understand the scope of the problem.

Then I'd schedule a meeting with all of the company's managers. In it I'd say this is what we're doing going forward and everyone has an opportunity to give input.

And if problems pop up, teams should brainstorm and work through them together.

Reason: If people understand where upper management is coming from with these changes, it might be easier to implement them and help Debbie along the way.

2 Kim Best, HR manager, Little Blue Valley Sewer District, Independence, MO

What Kim would do: I'd have a conversation with Debbie, and find out exactly what she's trying to do.

I'd let her know our company's