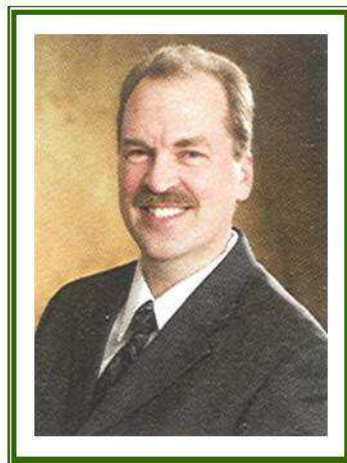


2011

Real Life Management

with Wes Friesen



As featured in

Mailing
systems technology

Real Life Management

Ten Habits of Highly Effective Managers

"Sow a thought and you reap an act; sow an act and you reap a habit; sow a habit and you reap a character; sow a character and you reap a destiny." Right in the middle of this quotation is the importance of our habits. A habit is "an acquired mode of behavior that has become our common practice." Our habits mold our character and ultimately determine our destiny in the world. Want to further develop your character and develop into a highly effective manager? Intentionally pursuing and building worthwhile habits is the key.

Following are 10 of the habits of highly effective managers. This is not an exhaustive list, but these will build a strong foundation on your road to increased management effectiveness:

Habit #1 "Expanding Self-Awareness." Having a high level of Emotional Intelligence (EQ) is essential to being an effective manager — and EQ starts with having accurate self-awareness. Self-awareness can help us gain self-control and be helpful to people around us — not hurtful. Some tools to help expand our self-awareness include getting feedback from others by using 360 degree surveys or having a mentor to speak to in your life.

Habit #2: "Pursue Continuous Learning and Continuous Improvement." Are you a perfect manager and person? Me neither! What we can do is commit to being life-long learners and seek to continuously improve ourselves as managers and as human beings. I have been inspired by this quote from Dr. Martin Luther King: "I may not be the man I want to be; I may not be the man I ought to be; I may not be the man I can be; but praise God, I'm not the man I once was."

Habit #3: "Always Do the Right Thing." Too many people have been victimized by the unethical behavior of those in leadership roles. Remember Enron? My co-workers and I at Portland General will never forget — we were owned by Enron at time of their bankruptcy and our retirement savings were decimated. Mark Twain said, "Always do what is right. It will gratify half of mankind and astound the other." My former pastor Loren Fischer said, "It's always right to do right" — and I agree.

Habit #4 "Be Results AND Relationship Oriented." As leaders, we are expected to get results — and we should. At the same time, building positive relationships is the right thing to do — and it leads to great results. One tool to help build relationships is to consistently practice the three Rs with people. Recognize people for who they are and what they do; Reward people for individual and team achievements; and show people Respect — everybody wants to be respected, as the classic Aretha Franklin song emphasizes.

Habit #5: "Achieve Big Goals One Small Step at a Time." I remember a grade school friend telling me the following riddle: "Question: how do you eat an elephant? Answer: one bite at a time." Get the point? We need to set long-term visions and big goals for ourselves and our teams. And we need to break down the journey towards the vision and goals into manageable steps that inspire others to move forward.

Habit #6: "See the Glass as Half-Full." Are you normally a pessimist or an optimist? Studies have shown that the most effective leaders are strong optimists. Being optimistic does not mean that we ignore the half of the glass that is empty. It does mean we are thankful for the half that is full, and we work together to fill the rest of the glass as best we can.

Habit #7 "Look for the Win-Win." Effective managers don't get locked into specific positions, but look for ways to meet interests of themselves and others so everybody gets something (a "win-win" versus a "win-lose").

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Habit #8 "Spend Much Time in Quadrant 2." Stephen Covey popularized the importance of intentionally spending significant time doing "Important, Not Urgent" items. These include things like building relationships, reading and other learning activities, planning and thinking, exercise, etc. To spend more time in Quadrant 2, we need to spend less time in Quadrants 3 and 4 (i.e. "Urgent, Not Important" and "Not Urgent, Not Important") activities like watching TV, playing video games and wasting time doing things that add no value to our lives or the lives of others.

Habit #9 "Enjoy the Journey." Management (and life!) is a journey — filled with both positive and negative experiences. The journey will be much more pleasant and we will go farther if we learn to laugh and be thankful. A Yiddish proverb says "What soap is to the body, laughter is to the soul." Studies have shown that laughter makes us physically and emotionally healthier — and more fun to be around too. Find a funny friend; enjoy a funny TV show or movie — and just laugh! Being thankful is also important. The reality is that we all have much to be thankful for, and our lives will be more joyful and productive if we learn to develop an "attitude of gratitude."

Habit #10 "Remember — Your Health Is Your Wealth." Gandhi said, "It is health that is real wealth and not pieces of gold and silver." Living a healthy lifestyle will increase your energy, stamina and emotional well-being — and help us be more effective in all that we do. A holistic healthy lifestyle includes developing and using our mental capabilities (read a good book lately or taken a class just for the learning?). We are also spiritual beings, and finding faith and serving others can nourish our spiritual health.

Let me leave you with a challenge to not settle for mediocrity, but to get in the game and go for management excellence. Listen to this President Teddy Roosevelt quote: "It is not the critic who counts, nor the man who points out how the strong man stumbles or where the doers of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly ... who spends himself in a worthy cause." ■

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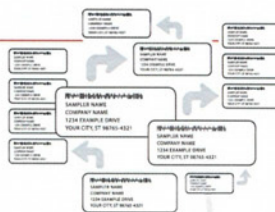
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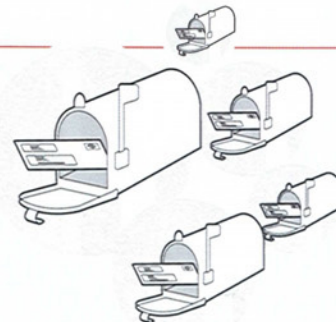
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Real Life Management

Credibility – Our Passport to Respect and Achievement

Webster's dictionary defines credibility as "the quality or power of inspiring belief." Developing our credibility is a necessary ingredient to earn respect and pave the way for greater achievement for ourselves and our teams. Greater credibility leads to greater influence and management effectiveness and aids our efforts to justify resources and find support for our initiatives. Credibility is built upon twin pillars: character and competence. Both character and competence are important — and go together like peanut butter and jelly, or Laurel and Hardy (imagine one of those without the other!).

Ten Building Blocks for Developing Credibility

#1 "Walk the Talk" Multiple surveys have shown that people are looking for leaders with integrity and trustworthiness — those that live out strong personal ethics and always strive to do the right things. Alan Simpson says, "If you have integrity, nothing else matters. If you don't have integrity, nothing else matters!" How true!

#2 "Be a Straight Shooter" The Bible speaks of "speaking the truth in love." Being candid AND dignifying leads to people trusting what we say. Always telling the truth is important — one lie can sink us. Wes Fessler says, "Credibility is like glass. It is strong until it is broken, and then it is almost impossible to repair."

#3 "Beat the Grapevine" It is better to over-communicate than to under-communicate. When we fail to communicate thoroughly a vacuum is created — and that hole gets filled with the grapevine (rumor mill), which is invariably negative and often wrong.

#4 "Mess up? Fess up!" We are all human and make mistakes. Credible people don't lie or hide from their blunders. Brian Koslow says it well: "The more you are willing to accept responsibility for your actions, the more credibility you will have."

#5 "No Excuses — Make It Happen" Michael Jordan said, "Some people want it to happen, some wish it would happen, others make it happen." Credible people are those that make it happen. Earn the reputation as a doer, not a talker. Follow the principle of "under promising and over delivering." Look for creative and innovative ways to get the right things done, and develop positive relationships with those than can help you get results.

#6 "Get Certified" Earning professional certifications is one of the most valuable means to develop greater competence and earn credibility with others. The Mail Systems Management Association (MSMA) has multiple certifications to consider pursuing: Mailpiece Design Consultant (MDC), Certified Mail & Distribution Systems Manager (CMDSM) and Certified Mail & Distribution Systems Supplier (CMDSS). If interested, go to www.msmanational.org for details.

USPS also has a couple of worthwhile certifications: Executive Mail Center Management (EMCM) and Mailpiece Design Professional (MDP). Refer to usps.com for details.

#7 "Become a SME (Subject Matter Expert)" Developing your personal expertise and willingly sharing it with others will earn you credibility. You can further develop your expertise by earning professional certifications, being active in trade associations like MSMA and your local Postal Customer Council, thoroughly reading trade publications like Mailing Systems Technology, attending

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conferences like MailCom and National Postal Forum and developing your own personal network of peers and industry leaders.

tours, promotional team brochures, mail related service guides and newsletters and through our local PCC and MSMA chapters.

Being a person of credibility is very rewarding — for you and your team. Good luck to you on your journey! ■

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#8 "Develop a High Performance Team"

I have shared ways to build High Performance Teams in prior columns. One extensive research project boils down developing High Performance Teams into three keys:

- 1) Develop a sense of Fairness
- 2) Develop a sense of Achievement
- 3) Develop a sense of Camaraderie within the team

#9 "Be a Fred"

In a recent column I talked about the exceptional customer service provided by Fred the postal carrier. Going the extra mile and providing exceptional customer service will earn you and your team lasting credibility and success. Napoleon Hill was right when he said, "One of the most important principles of success is developing the habit of going the extra mile."

#10 "Promote Your Team's Accomplishments"

We want to be known as servant leaders that focus the spotlight on our team's achievements. When leaders sincerely lift up our teams in the eyes of others, we ourselves are elevated in the minds of our teams and outsiders. We can promote our team's accomplishments through internal company communication channels (e.g. intranet; company newsletter articles), open houses and

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Real Life Management

Understanding Ourselves – And Others

“Do not think of yourself more highly than you ought, but rather think of yourself with proper judgment.” – Apostle Paul

“He who knows others is wise. He who knows himself is enlightened.” – Lao Tzu

Having a high level of Emotional Intelligence (EQ) is essential to being an effective manager – and EQ starts with having accurate self-awareness. Self-awareness can help us gain self-control and be helpful, not hurtful, to people around us. Some tools to help expand our self-awareness include: get feedback from others such as using 360 degree surveys; have a mentor to speak to in your life; and constantly seek feedback from others on how we are doing.

Another tool to better understand ourselves is to take one or more of the personality type tests such as Meier-Briggs or Perspectives. The most credible test according to researchers and experts in the field is the “Big Five Personality Trait” model. Taking this test and analyzing the results will help increase your self-awareness. I suggest discussing your results with some people that you work closely with, and listen to their feedback

— both positive reinforcement and constructive suggestions. Then, intentionally work at leveraging your potential strengths and mitigating your potential weaknesses.

Big Five Traits and Work Performance

Research on the Big Five model has found correlations with these personality dimensions and job performance. The Big Five trait most consistently related to work performance is conscientiousness. This trait is as important for managers as it is for front-line employees. The most effective performers score high in this dimension in the form of persistence, attention to details and setting of high standards. Highly conscientious people learn more and develop higher levels of work knowledge, which contributes to higher levels of job performance.

Big Five Personality Trait Model

You can take the Big Five Personality test and get your results for free at outofservice.com/big-five. Here is an overview of the five dimensions and their meanings:

Agreeableness. This dimension refers to an individual's tendency to get along well with others. Highly agreeable people are likable, cooperative, warm and trusting. People who score low on this dimension tend to be cold, disagreeable and antagonistic.

Extraversion. This dimension captures our comfort level with relationships. Extraverts tend to be outgoing, social, friendly, affectionate and assertive. Introverts tend to be reserved, non-assertive and quiet.

Emotional Stability. This dimension taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, optimistic and secure. Those with high negative scores tend to be nervous, anxious, dissatisfied and insecure.

Openness to Experience. This dimension addresses the tendency to be original, have broad interests, be daring and take risks. Extremely open people are creative, innovative, curious and artistically aware. Those at the other end of this scale are more conventional and find comfort with the familiar.

Conscientiousness. This dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable and persistent. Those who score low are easily distracted, disorganized and unreliable.

With Wes Friesen



Other findings are that people who score high on emotional stability are happier than those who score low. Emotional stability is the trait most strongly related to life satisfaction, job satisfaction and low stress levels. Extraverts tend to be happier in their jobs and in their lives overall — and tend to emerge more often as leaders than introverts. People who score high on openness to experience are more likely to be effective leaders. Agreeable people are happier and better liked than disagreeable people.

The experts say that if we are intentional, we can modify our natural tendencies and become more effective. For example, I naturally tend to score lower on Openness to Experience. I have intentionally pursued new experiences to help gain the benefits and become more balanced on this dimension.

Using the Big Five Test to Help Others

In addition to using the test for yourself, why not try it with your key team members? Helping them better understand themselves is valuable for their own self-development. It also can help you better synchronize strengths, weaknesses and tendencies and develop a more powerful team.

I have used this model with my leadership team. I explained the model and then had them take the test and do their own self-analysis. We then shared our individual results and provided feedback and shared suggestions. It's a great tool to help the members better understand and support each other.

Let me close with a quote from tennis star Billie Jean King: "I think self awareness is probably the most important thing towards being a champion (or a great manager! – my addition)." Good luck on your journey of increasing your self-awareness and effectiveness! ■

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Real Life Management

Justifying Resources: An Ongoing but Winnable Battle

"You don't have because you do not ask... when you ask, you do not receive, because you ask with the wrong motive..." – Saint James

Managing operations can be very rewarding as well as very challenging. In my conversations with managers across the country, one challenge constantly surfaces: justifying the resources (people, budgets and equipment) needed to run an excellent operation. This is one of the biggest challenges that I face, too, but there are some ways to successfully acquire the resources you need.

Before we dive into the specific tips, here are two general principles: First, normally we will not get anything if we don't ask. Second, we need to make sure when we do ask we are asking for resources that benefit one or more of the key stakeholders: investors, customers, employees and the community we do business in.

TEN TIPS TO JUSTIFY WHAT YOU NEED

1 Identify the important goals, initiatives, values and business needs of your organization, then figure out how to help meet them. What are the major goals, initiatives and values of your organization? Can you find ways to help your organization be more successful? Linking the resources you need to specific corporate goals and initiatives will help build a compelling business case for authorizing funds.

Real-Life Application: Many organizations have some form of customer focus or engagement initiative. I have recently justified new equipment and enhanced software in part so that our company can provide more personalized and relevant communication with our customers. Many organizations have a strong emphasis on sustainability. Finding ways to use physical mail prudently and avoiding waste will be positively received. In the past, I have received approval for a second printer so we could go from two-page simplex bills to one-page duplex bills.

2 Find ways to save your organization money. An almost sure-fire way to justify a proposed expenditure is to demonstrate that it will result in savings to your organization. Portland General used to pay external vendors 50 to 60 cents per color copy. My team developed

a proposal to lease color digital printers and showed that we could provide color copies at a significant savings.

Real-Life Application: We have also found ways to save money by offering CD burning services, scanning services and by maximizing postal discounts. If you are not maximizing the pre-sort and automation postal discounts, investing in relevant software and/or sorting equipment can often be economically justified due to the incremental postage savings.

3 Know your costs and how they compare to the external marketplace. This is huge. If you can demonstrate that your internal operations are less costly than the potential external providers are, then you have the ammunition to justify the funds to keep your operations performing well.

4 Work with vendors for creative ideas to improve your operation and document justification. Vendors can be a great resource for ideas and can be very helpful in developing justification for proposals. Vendors like Xerox, Pitney Bowes and Ricoh (Info Print Solutions) have helped us develop creative ways to improve the quality and efficiency of our operations in cost-effective ways. Developing positive relationships with your current vendors and other potential new vendors can pay huge dividends. One of the benefits of going to conferences like MailCom and National Postal Forum is the opportunity to meet vendors and pick up ideas and build relationships.

5 Partner with other departments within your organization. Sometimes other departments may have special needs for printing, mailing or fulfillment. These needs should be viewed as potential partnering opportunities.

Real-Life Application: We experienced a "win-win" opportunity awhile back. The Mapping department needed a new large document printer to print large maps and was planning to purchase a printer and then hire a person to run the printer. My printing



department had a really old large document printer that needed replacing. So, we offered to house the new printer at our shop and run for no cost to that department. They accepted the offer, and we gained a new printer that benefits the entire company. You should also look for other partners and advocates within your organization – such as Marketing, Customer Service and Relations, Public Relations, Corporate Communications, etc. Enlisting the support of these internal advocates shows decision makers that your requests have broad support.

6 **Develop positive relationships with internal “service providers” that influence decisions.** Most organizations have financial staff that plays an important role in the approval process of budgets and capital requests. Human Resources usually gets involved with decisions to upgrade and/or add staff. Legal, Purchasing, Corporate Communications and other staff areas also play key roles. These service providers can be your allies or foes — the choice is largely up to you.

You can improve your relationships with these individuals by practicing the 3 “R”s of recognizing, respecting and rewarding. Individuals from these functions often have degrees and/or certifications and feel a sense of professional pride. Recognizing them as being experts and professionals by seeking their counsel and appreciating their expertise will pay dividends. Treating them positively and respectfully will enhance relationships. And when someone does help you, showing your appreciation in a tangible way (verbal thanks, email, card, gift certificate, food) does wonders for the relationship.

7 **Take the budgeting process and other “bean counting” tasks seriously.** Many operational managers detest budgeting, accounting and those “bean counting” tasks. But a sure-fire way to develop better credibility with your finance staff is to learn how to develop accurate budgets and be able to explain budget variances and provide future forecasts. How can you improve your ability to budget? By carefully reading the documentation that is provided, asking questions, involving other people in the process (staff, management chain, vendors) and by documenting your assumptions. The pay-off is worth the extra effort - if you improve your credibility with the finance folks, they will be more likely to become advocates of your requests, not adversaries.

8 **Understand your organization’s budgeting and approval system and processes.** Become well-versed on the criteria used for making decisions and the necessary format and content of required documentation. Know who the key decision makers are and genuinely seek to build positive relationships. Following the time frames and playing by the rules will help build your credibility and improve your odds at getting needed approvals.

9 **Track your volumes and document increases.** Sometimes decision makers operate under mistaken assumptions — such that hard copy mail and printed pages are disappearing and no longer important. The facts can speak for themselves — so track the volumes of all the work you do and use as part of your overall business case to justify your requests.

10 **Build a good business case!** Complete a stakeholder analysis and explain the benefits and Return-On-Investment (ROI) as relevant to investors, customers, employees and the community. Be sure to include both quantitative (financial) and qualitative (non-financial) benefits. Reference the advocates that support your requests.

One bonus tip: intentionally work to build the credibility of you – and your team. Refer to my March-April 2011 column for some ideas to increase your credibility. Establishing credibility with the decision makers is extremely important and will increase your success rate.

Justifying resources is never easy, but consistent application of these ten tips will help. Good luck in your journey to develop a quality operation that adds value to your stakeholders! ■

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Real Life Management With Wes Friesen



Mentoring – Our Passport to Building a Lasting Legacy

Perhaps the greatest legacy any of us leaves is the people whose potential we helped develop. A great tool for developing people — and yourself — is mentoring. There are many benefits to being in a mentoring relationship. A mentoree gains valuable insight, a listening ear and sounding board, understanding of strengths and opportunities for improvement, different perspective, doors opened and more.

The mentor often gains more than the mentoree, including such gifts as the opportunity to pass on life lessons learned, practice interpersonal and management skills, expand their horizons, and the satisfaction of helping another person achieve their potential. An effective mentor looks at how he or she can benefit others — and this ultimately benefits the individuals and the larger organization.

Suggested steps when starting a mentoring relationship include:

Clarify and communicate clear expectations. Make sure both the mentor and mentoree are on the same page and supportive of each other's expectations.

Set realistic goals and objectives. Collaboratively setting goals in the front-end will help ensure focus and builds in direction and accountability into the relationship.

Focus on cultivating a great relationship. I like the following Ben Stein quote: "Personal relationships are the fertile soil from which all advancement, all success, all achievement in real life grows." Ultimately, the main lasting benefit from mentoring is the development of a positive, win-win relationship between the two parties.

Seek opportunities to maintain contact. It takes time together to nourish healthy relationships. Schedule regular one-on-one meetings, but also look for other opportunities to spend time together and learn from each other.

Develop a mentoring network. There is real value to having multiple informal and formal mentors that can help us grow and develop. On the other side, being involved in helping multiple people develop is very rewarding and helps build that positive legacy that lives beyond our time in the organization.

The Seven Es of Effective Mentoring

At this year's National Postal Forum, I heard my friend Jim Burns do an excellent presentation on mentoring. Part of what Jim included was the "7 Es" of effective mentoring, which came from Tony Dungy. Tony is the highly respected and successful retired

coach of the champion Indianapolis Colts. Following are Tony's seven keys to being an effective mentor:

ENGAGE It's impossible to mentor from a distance. Without engagement, you cannot lead effectively. One way to facilitate engagement is to have an open-door policy with your mentoree. Let her know you want to be there as needed and encourage a connection if a special need arises. Another tool is to practice MBWA ("management by walking around"). Spending some time in the world of your mentoree helps promote engagement and shows that you care.

EDUCATE Education is an essential building block of effective mentorship. Mentoring should be about helping others become the best they can be, and that is built on a foundation of helping, guiding and teaching. Our goal is to help everyone we are mentoring to earn an "A" — whatever an "A" represents in your organization.

EQUIP Effective mentors help create an environment in which others can be productive and excel. Equipping goes hand in hand with education in helping people perform at their highest potential.

ENCOURAGE Encouragement is the fuel that powers our efforts to engage, educate and equip. Encouragement helps lubricate the rough spots that people go through. As J.R.R. Tolkien said, "Kind and encouraging words cost little but are worth much."

EMPOWER True empowerment is preparation followed by the appropriate freedom. The best way to learn is by doing, so there comes a point when we need to let people loose to do their jobs.

ENERGIZE The best leaders and mentors energize and inspire those they are leading. Tools include having an inspiring and compelling vision, clearing road blocks to success, and believing in people and treating them like adults — not children.

ELEVATE Raising up other people is the truly selfless goal of every effective mentor. It's not about getting the credit; it's about helping the organization and every person in it be the best they can be. As President Harry S. Truman put it "It is amazing how much you can accomplish when it doesn't matter who gets the credit." ■

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Real Life Management

Want to Increase the Productivity of Your Team? **The Key Is You!**

"Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort" —Paul J. Meyer

Continually increasing productivity is always important — even more so in the tough economic times we continue to live in. The good news is that by being intentional, almost every team has the potential to increase their productivity. Before sharing ideas on how to improve productivity, let's first define it.

PRODUCTIVITY DEFINED

Productivity is a measure of how efficiently resources are being used. Productivity is simply a measure of Outputs (goods/services produced) divided by Inputs (resources used):

$$P = \frac{O \text{ (goods/services)}}{I \text{ (resources)}}$$

For example:

Assume last month that it took 10,000 labor hours to produce 500,000 mailpieces. What is the productivity measurement?

$$P = \frac{500,000 \text{ mail piece}}{10,000 \text{ labor hours}} = 50 \text{ mailpieces per labor hour}$$

How to Improve Productivity

There are two basic approaches to improve a productivity measurement. One, increase the volume of goods/services without increasing the amount of resources used. The second approach is to produce the same volume of good/services, but accomplish it with fewer resources.

One way to try to improve productivity is to conduct a "factor analysis," i.e. look at the following seven factors and identify areas for improvement. For example, perhaps the better utilization of technology could increase productivity. The solution may be to provide training to employees that will help them better understand how to use technology to increase their productivity.

Some of the factors that have a bearing on productivity include:

- 1. Technology.** The wise use of automation and more sophisticated software can help us complete our work with fewer labor hours. Just this month I have been able to reduce (redeploy to another department) an FTE on one of my teams due to new software that is more efficient than the existing software.
- 2. Capital (tools, equipment, etc).** Having state-of-the-art equipment that fits your operations can open the door to significant reductions in manual effort and resources.
- 3. Methods.** Learning and applying best practices as well as pursuing process improvements can drive improved efficiency and productivity. You can learn better methods by attending conferences like MailCom and National Postal Forum, getting involved with professional organizations like Mail Systems Management Association and Postal Customer Councils, and regularly reading trade journals like this one.
- 4. Quality.** Improving the quality of work outputs can lead to better productivity. Why? It's cheaper and more efficient to do the work correctly the first time and avoid re-work. John Wooden's quote "Be quick but don't hurry" is applicable. Also, by instilling a quality mindset, I have found the teams take more pride in their work and become more engaged and productive.
- 5. Management.** Being a better servant leader and showing more care for your team members will pay dividends. Collaboratively developing a shared vision and challenging yet achievable goals will help inspire your team to higher levels of performance.

Solicit ideas for improved productivity from your team members. They will feel respected, and you will glean some great ideas along the way.
- 6. Motivation of workers.** Providing positive recognition and showing more care for your employees will lead to a higher morale, higher motivation — and higher productivity. I agree with

With Wes Friesen



Tom Peters who said "The simple act of paying positive attention to people has a great deal to do with productivity." Remember to measure productivity and celebrate improvements along the way. Celebrating progress builds a sense of achievement and a desire to keep getting better.

7. Skills/expertise of team members. The on-going training and development of your team members is key to enhancing productivity. I have addressed this in detail in prior columns. A few ideas include the usage of some team meetings for training, cross training, participating in trade associations, sending people to conferences and relevant seminars, university courses, mentoring — the list goes on.

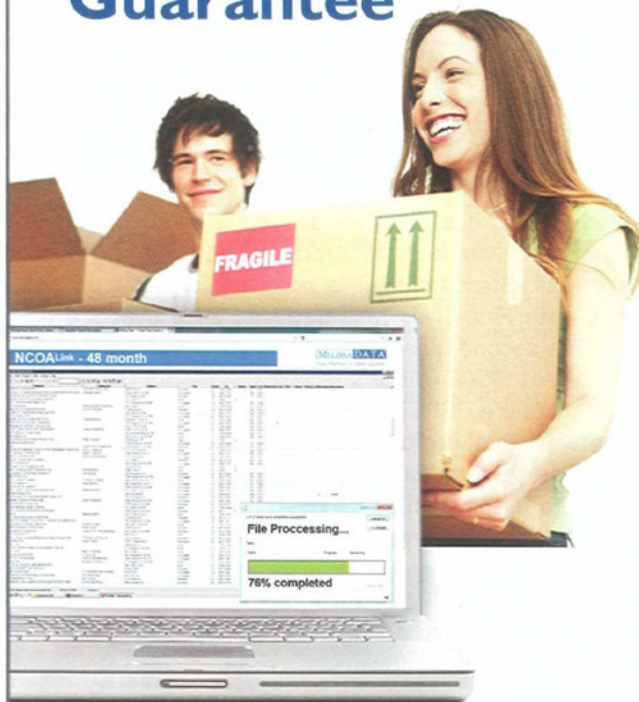
"The productivity of work is not the responsibility of the worker, but of the manager" —Peter Drucker

Let me share a final tip to improve the productivity of your team. Paul Gauguin wisely said, "Stressing output is the key to productivity, while looking to increase activity can result in just the opposite." Focusing on effectively and efficiently producing output while minimizing resources used will result in increased productivity.

Good luck as you partner with your team and intentionally pursue a higher level of productivity and performance! ■

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