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What's "Our "Story? - Part V 60th Anniversary Celebration

"Leadership must stand on three equally important legs or sides of a triangle: Control (empowerment), Competence and Connection", according to retired Navy Commander and national speaker David Marquet. His message was delivered to a capacity crowd of members, sponsors, business partners, staff and the board of directors at the 2010 Employers' Association Annual Meeting and 60th Anniversary Celebration held May 19th at the Crowne Plaza Hotel and Conference Center in downtown Toledo.

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Board of Directors

Chairperson

Malcolm C. Richards – 2012
CEO/President / Supplemental Staffing

Michael Bieringer – 2011
V.P. Organization Development / Dana Corp. – Corp. Office

Sheri Caldwell – 2011
Assistant Professor / University of Findlay

Duane Carey – 2011
V.P. of Sales & Marketing / Impact Products LLC

Frank Day – 2013
V.P. Employee Services / Wood County Hospital Assn

Robert F. Deardurff - 2012
President, Phoenix Technologies

Stephen (Steve) M. DeDonato – 2013
Director, Compensation & Benefits / The Andersons, Inc.

Alina Haas – 2011
Director, Corporate HR / O-I Corporate Office

Adele M. Jasion – 2011
Partner / Gilmore, Jasion & Mahler

Thomas Kolena, CPA/ABV, CPA/CFF – 2013
Managing Partner / Mira + Kolena, Ltd.

Jeff Schulte – 2013
VP of Human Resources / Lutheran Homes Society

Joyce Slusher – 2013
Director, Information Technology / Libbey Inc.

Karen Ward - 2012
Human Resource Manager / AAA Northwest Ohio

Linnie B. Willis – 2011
Executive Director / Lucas Metropolitan Housing Authority

Cheryl Wolff – 2012
Attorney / Spengler Nathanson P.L.L.

Jennifer Wuertz - 2011
Human Resources Business Leader / SSOE, Inc.



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Captain Marquet shared his conclusions with the assembled group based on over twenty years of service in the Navy and ten years of command experience. During his keynote address, Marquet shared both successes and failures which helped him turn the USS Santa Fe from the worst submarine in the Navy to the best. “What leaders really want from the people on their team is not for them to follow, but to lead,” explained Marquet. “When we label people as followers, they tend to act that way. They wait for instructions and quit thinking and using their knowledge and creativity to solve problems and do good work.” The retired Navy Captain further explained the need to change the culture by changing the language used to communicate. “By teaching our sailors to use the words ‘Sir, I intend to’ instead of ‘Sir, permission to’ we were able to, over time, create an environment of personal responsibility.”

Several other events highlighted the activities of the day. Malcolm Richards, Chairperson of the Board of Directors opened the luncheon meeting by honoring past Chairman, Jim Spengler. He spoke of Mr. Spengler’s ability to combine intelligence, experience and Christian faith into his leadership. Honor was also given to former Chairpersons of the Board Chuck Gallagher and Bruce Maison. Appreciation for past service on the board of directors was also expressed to Karen Shulman and Monica Dugan, while Jim O’Brien, who stepped down from the board this spring, was awarded a commemorative clock.

“It is a special privilege to be the president of The Employers’ Association” remarked, Jack Hollister as he took the podium after Mr. Richards. “Working in this position has given me the opportunity to meet and work with a large number of the leaders in this community and I have learned how deeply they love this area and how hard they are working to make it a great place to live and work.” Jack paid tribute to the staff, sponsors and business partners of The Employers’ Association before announcing Frozen Specialties, Inc. (FSI) as the 2010 EA Member of the Year for their outstanding support of their employees, the greater Toledo community and The Employers’ Association. Significant mention was made of two recent safety awards given to FSI by the Black Swamp Safety Council.

A 60th Anniversary commemorative VIDEO, featuring commentary by four current members, was shown and enjoyed by the audience just prior to lunch and the keynote speech. The day was truly one of celebration of service not only for the staff of the association, but for every member organization and all those in attendance.

Hotline Hits

Q: We recently received a hotline question about the effectiveness of self-directed work teams. Among some of the questions asked were: Do they work? How do we best implement them? What are the pitfalls of creating them?

A: According to David Chaudron, PhD, author and managing partner of Organized Change, a self-directed work team (SDWT) is both a process and an outcome. It is a process because they are a group of employees who become increasingly able to perform functions that previously were done by others outside the group (their supervisors or managers) and an outcome because the team without a management-appointed supervisor substantially controls the creation, scheduling, design, quality control, procurement, and employee hiring/firing/performance feedback of a process that has a specific product or service. Typically a SDWT has somewhere between two and twenty-five members.

(“Hotline Hits” continued on page 4)



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