



# HYDER & ASSOCIATES MANAGEMENT REPORT

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## How to Deal with a Procrastinator When You're a Do-It-Nower

Living or working with a procrastinator feels like torture to those who prefer to act promptly. The last-minute rushes and late arrivals that are normal to procrastinators are unnatural and stressful to do-it-nowers.

Fast movers ask the procrastinators in their lives to "get started early" and "just do it", but their requests are inevitably ignored. Fortunately, there are steps you can take to help the procrastinator reform and reduce his/her impact on you.

### REFORM THE PROCRASTINATOR

Do-it-nowers usually do a poor job helping procrastinators change because they don't understand why procrastinators put things off in the first place. The most common reasons.

**Fear.** Many procrastinators delay taking action because action could lead to frightening results, such as failure or rejection. These procrastinators might insist on reading every book written on a subject before starting a project...or find excuses to postpone packing for a move because they fear they won't like their new home.

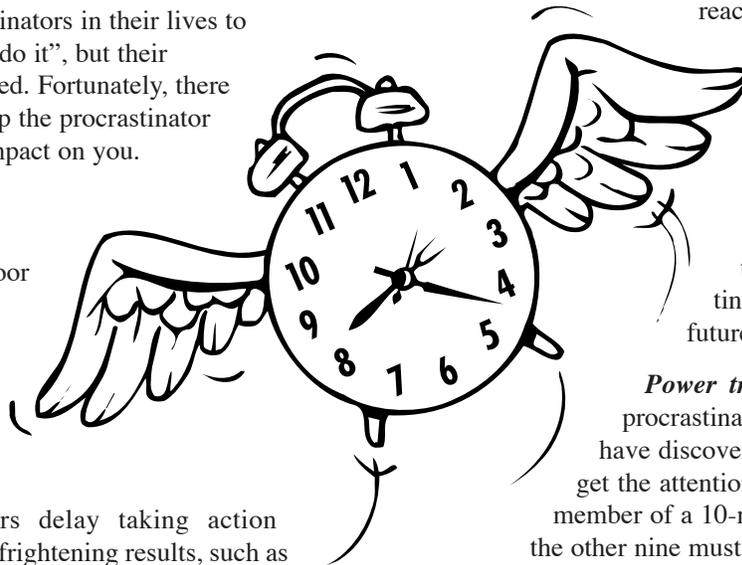
**What to do:** If you suspect that fear is your procrastinator's root problem, help him understand that it is natural. Share stories about your own fears. Ask the procrastinator if he wants to talk about his fears. Stress that courage is not a lack of fear, it is a willingness to move forward despite fear.

**Inefficient work habits.** Some procrastinators have never: (1) learned how to focus on one task until it is completed, (2) break big projects down into smaller chunks, or (3) get the ball rolling well before a deadline looms.

**What to do:** The best way to teach a procrastinator a proper work habit is by example. Team up with the procrastinator on a project or two so that he sees how smoothly and quickly a task can be completed when it is tackled head-on.

**Poor estimation of time.** Procrastinators are notoriously bad at figuring out how long things take.

**What to do:** Teach them "back-timing", where you walk them backward from their final deadline until you reach the must-start line.



### Divergent priorities.

Sometimes people fail to get things done because these aren't their priorities.

**What to do:** Explain to the procrastinator how important this is to you. If the procrastination continues, explain the consequences of future delays.

**Power trips and attention grabs.** A few procrastinators move slowly because they have discovered that foot-dragging is a way to get the attention or power they crave. When one member of a 10-member committee is always late, the other nine must wait.

**What to do:** Help the procrastinator find a healthier way to get the power or attention he desires. Point out the importance of his involvement in a meeting or project. Sometimes simply offering to help the procrastinator is all the attention that he needs. Or, take attention away from him when he moves too slowly.

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# COMPLIANCE CORNER

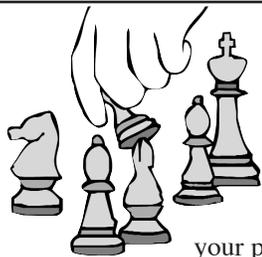
## Terminating Employees on Family Leave: IT CAN BE DONE

The federal FMLA and the California Family Rights Act (CFRA) don't forbid you to fire employees after they return from leave, or even while they are on leave. You are simply prohibited from firing them because they took FMLA or CFRA leave. But such timing is sure to raise questions with a terminated employee ... and a jury.

**ADVICE:** Be able to show and document the reasons for the firing (e.g., insubordination) that occurred before the employee requested leave. Before you terminate on-leave employees, ask yourself three questions.

1. Would the employee be discharged if he or she weren't on FMLA leave?
2. Have other employees been discharged for similar conduct?
3. Does the conduct indicate the employee is a danger to himself or herself and others? (If so, it's unlikely a court will second-guess your decision.)

The more "yes" answers, the more likely the firing won't be seen as retaliation for taking leave.



### Pick Your Battles AND WIN

If you're a naturally argumentative person, restrain yourself at work. Even if you're smarter than your peers, your penchant for picking verbal battles can leave you alone and ostracized.

To tame your confrontational style, think like an attorney. Lawyers love to argue, but the savviest ones also know too much aggressiveness can alienate judges and juries, and ultimately harm their client.

Pick your battles with care. Don't argue every point because you're sure of your rightness or you think you're on a roll. After a certain point, scoring wins on every minor issue works against you. Wise attorneys don't argue every possible motion for fear of irritating judges.

Think before you bicker or contradict others. Ask yourself, "Does the benefit of winning this argument outweigh the potential damage it can cause?"

## CORPORATE SPYING COSTS \$45 BILLION YEARLY

Corporate espionage costs the world's 1,000 largest companies more than \$45 billion each year, according to PricewaterhouseCoopers. The consulting firm also reported that corporate spying is increasing rapidly for both large and small firms, with losses doubling between 1990 and 2000.

Experts recommend the following actions companies should take regularly to help mitigate the risk

- **Audit, identify, and separate data.** Audit corporate data and identify information that is sensitive and vulnerable to attack. Separate the sensitive data into dedicated areas of the network, or even put it in its own network.
- **Consider data-log protection systems.** A good intrusion-detection system and firewall are not enough because they are reactive. New software tools can tag confidential data with a virtual watermark that prevents it from being copied to a mobile device or distributed via e-mail.
- **Check logs routinely.** Routinely searching intrusion detection system log files and access logs for attacks or unusual activity beats reacting to an intrusion.
- **Audit applications.** Tools are available that enable firms to monitor who uses software, which screens and data fields they view, and what they do with it.
- **Analyze network traffic.** Monitor who is downloading data and when. If an employee is accessing files outside of office hours, there could be a problem.



## FAMOUS QUOTE

*I do not think there is any other quality so essential to success of any kind as the quality of perseverance.*

*It overcomes almost everything, even nature.*

— John D. Rockefeller

## *The 7 Traits of Effective Leaders: HOW MANY DO YOU SHARE?*

Are leaders born or made? Can you learn superior leadership skills? No one is sure, but experts have noticed seven specific actions that successful leaders carry out, regardless of the organization or cause they lead.

### **MAKE OTHERS FEEL IMPORTANT**

If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.

### **PROMOTE A VISION**

Followers need a clear idea of where you're leading them, and they need to understand why that goal is valuable to them. Your job as a leader is to provide that vision.

### **FOLLOW THE GOLDEN RULE**

Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal followers.

### **ADMIT MISTAKE**

If people suspect that you're covering up your own errors, they'll hide their mistakes, too, and you'll lack valuable information for making decisions.

### **CRITICIZE OTHERS ONLY IN PRIVATE**

Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.

### **STAY CLOSE TO THE ACTION**

You need to be visible to the members of your organization. Talk to people, visit other offices and work sites, ask questions, and observe how business is being handled. Often you will gain new insights into your work and find new opportunities for motivating your followers.

### **MAKE A GAME OF COMPETITION**

The competitive drive can be a valuable tool if you use it correctly. Set team goals, and reward members who meet or exceed them. Examine your failures, and celebrate your group's successes.

*SOURCE: Toastmasters*

## **SHARON HYDER, CMC, CRM ANSWERS YOUR MANAGEMENT QUESTIONS**

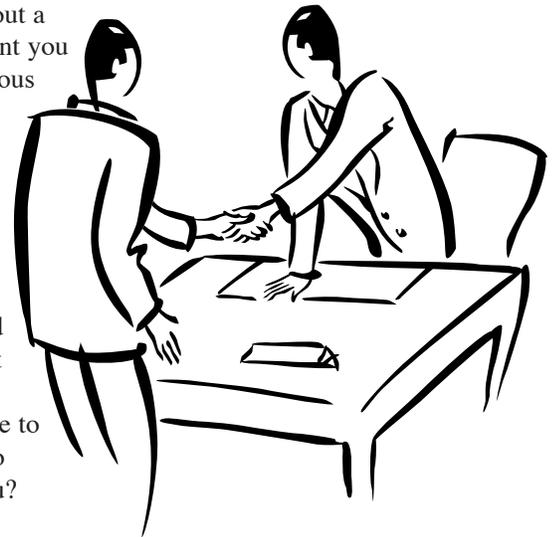


*We're putting together a list of questions for managers to ask applicants during a job interview.*

*Do you have any tips?*

If you're hiring a new employee, find out whether he or she will like your management style by probing attitudes toward former supervisors. Here are questions that will produce results.

1. Tell me about the best manager you've worked for. Why was he or she a good manager? What would your ideal boss be like?
2. What was your least favorite manager like? How did you handle the things you didn't like about him?
3. Tell me about a disagreement you and a previous boss had. How did you resolve it?
4. If I were your boss, what would be the most important thing for me to say or do to support you?



## **HOW TO DEAL WITH PROCRASTINATOR**

*from page 1*

**REDUCE THE IMPACT** If your procrastinator refuses to reform, you still can lessen his impact.

**Set false deadlines.** Don't tell the procrastinator, "The project is due on November 1st." Say, "We need to have the project completed on October 25."

**Focus on a single task.** If you tell a procrastinator to get a dozen things done, he might freeze up and do nothing, or try to do everything at once and accomplish little. Do the prioritizing for the procrastinator. Give him one task and one deadline at a time.

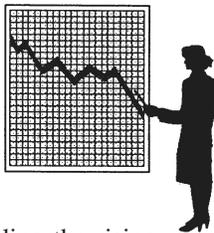
**Remove the distractions.** Ask the procrastinator how you can help him focus on the task. Can you field phone calls? If the procrastinator becomes distracted by a different task, you will handle that while he focuses on his goal.

**State the consequences** so that the procrastinator knows the downside of not moving ahead.

*SOURCE: Rita Emmett, author of The Procrastinator's Handbook: Mastering the Art of Doing It Now*

# Trends...

## TECH FIRMS PITCH TOOLS FOR SIFTING LEGAL RECORDS



A growing number of tech companies are riding the rising flood of corporate e-mail and electronic records by pitching software to sift them, and meeting resistance from lawyers who want a piece of the action. Lawsuits increasingly rely on electronic documents being produced early on, feeding demand for tools that help archive and retrieve those records, a process known as e-discovery work. Much of that work requires little brainpower or legal training, says Michael Lynch, chief executive of British software company, Autonomy Corp., which last year acquired e-discovery company Zantaz for \$375 million. "The old-fashioned way of doing this was having a lot of lawyers doing a lot of simple things," he says. "You would literally have lawyers reading through things saying 'there was chicken for lunch'. You don't need lawyers to know it's a lunch menu."

Among those who have jumped into the field are Hewlett-Packard Co., Xerox Corp., International Business Machines

Corp. and EMC Corp., some of whom have bought smaller companies specializing in the work. They say in-house teams using their tools can cut e-discovery costs by half.

But big law firms, facing the loss of lucrative client fees, are crying foul. They question how much of the discovery process can be automated and how much money the tools will really save. They also say companies could end up spending more to fix mistakes. You need to have some kind of quality control.

The technology suppliers say their software can save time by automatically setting aside any documents that would be subject to attorney-client privilege. The systems use linguistic technology to scan for certain words, group messages by subject matter and weed out duplicates. Such systems can be expensive especially for a large company. But the savings from automating the discovery process quickly make up for the cost of such a system.

The e-discovery push has accelerated since 2006, when federal courts finalized rules that increased the amount of electronic information that must be produced under tight deadlines. Expecting fast growth in the sector, companies such as Xerox, Symantec Corp. and Iron Mountain, Inc. bought smaller software makers to expand their offerings.

**SOURCE: *Wall Street Journal*, August 2008.**



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