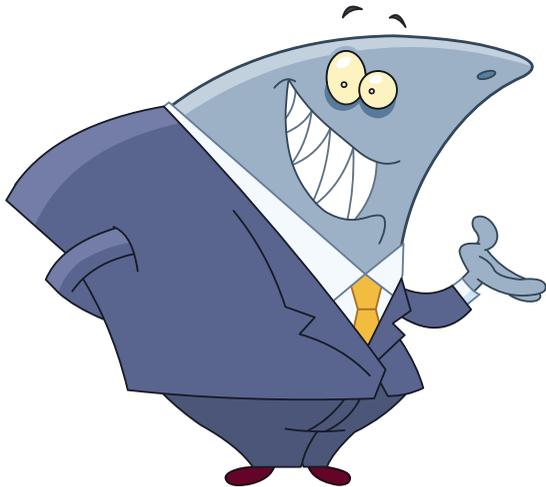


# ERADICATE BEHAVIORS THAT IMPERIL TEAM SUCCESS



Building a high-performance team takes drive, determination, and focused persistence. Unfortunately, many behaviors and personalities can sabotage a team before it gets going. Here are eight common behaviors to watch out for:

• **POWER COALITIONS** Small groups that defer mostly to each other, withholding acknowledgement or feedback to members outside their clique.

• **PIRANHA FACTOR** Some employees may sabotage collaboration on a team, interrupting the free exchange of ideas. This is usually a person who's more focused on his or her personal gain than on the team's goals.

• **COMPLACENCY** This is usually seen in team members who have been a part of an organization for many years. They tend to operate as they have historically operated: no new ideas, innovation, or processes. Try taking such people out of their comfort zone and presenting them with new challenges. A bonus structure for meeting new objectives may also help overcome this behavior.

• **LIP SERVICE** Some team members will promise the world yet deliver very little. Make sure the employee is not just simply overwhelmed. Make it clear that trying to promote great service is important, but that team members shouldn't make commitments they cannot keep.

• **COMPETING FACTIONS** Two opposing groups, both extremely passionate about their viewpoints, can disrupt the team's efforts. You may have to rebuild the team to be cohesive and high-performing.

• **STIFLING SILOS** Watch out for team members who are more concerned with their department, their career aspirations, or their own egos than with the good of the team.

• **PASSIVE-AGGRESSIVE BEHAVIOR** This usually manifests itself as procrastination, stubbornness, resentment, sullenness, or deliberate and repeated failure to accomplish requested tasks. It frequently comes from a team member with a strong personality who seeks to push the team or the organization in a different direction.

• **ENGRAINED "OLD CULTURE"** This is usually seen in managers who have been with a company for years and believe the old way is the only way. Put the emphasis on fresh management styles that could meet the new direction of the company, and recruit leaders who can expand the business in new markets.

## TEACH WORKERS TO BE THE B.E.S.T.

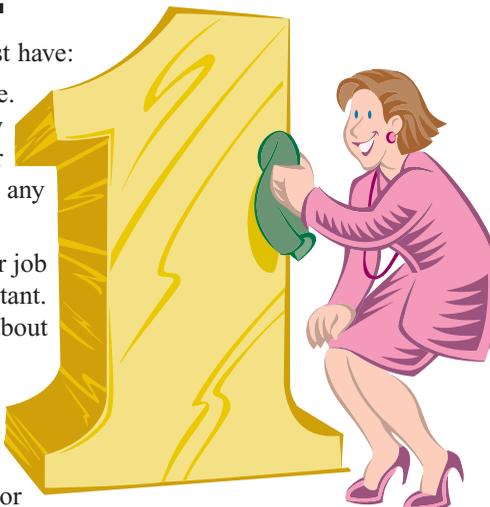
What does it take to be successful? You must have:

• **BALANCE** Don't lose your perspective. Work is one part of your life, not the only part. Sacrificing everything else for your career will sap your energy and make any victories bittersweet.

• **ENTHUSIASM** Be passionate about your job duties, no matter how seemingly unimportant. Strive to find something to get excited about each day, each week, and each month.

• **SINGLE-MINDEDNESS** Don't let outside influences distract you from the activity at hand. No matter what you're doing, whether it's performing your job or spending the evening with friends and family, give it your full attention.

• **TENACITY** The ability to persevere – perhaps more than any other attribute – is the surest way to succeed in any endeavor. There is no substitute for the will to win.



### INSIDE ...

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## COMPLIANCE CORNER

### COURT: E-MAILS NOT COVERED BY FACTA

The Ninth U.S. Circuit Court of Appeals recently concluded that an e-mail is not an “electronically printed” receipt under the Fair and Accurate Credit Transactions Act (FACTA).

FACTA, which went into effect in 2006 and is meant to help fight identity theft, bars businesses that accept credit cards from printing more than five digits of a card number or expiration date on a receipt. The law, as written, applies to electronically printed receipts, but doesn’t define that term, according to *The American Lawyer*.

The Ninth Circuit’s ruling stems from a 2009 case involving Dimitriy Simoff and Expedia. Simoff claimed the travel website violated FACTA by including Simoff’s card’s expiration date in an e-mailed receipt.

In June 2010, a Seattle federal district judge ruled that the phrase “electronically printed” referred only to actual receipts printed by cash registers and dismissed the case against Expedia. Two months later, in a similar case, a different court ruled that 1-800 Contacts’ e-mailed receipts did not violate the law, *The American Lawyer* reported.

The Ninth Circuit court upheld the dismissal, finding for Expedia that FACTA’s language “simply leaves no room to doubt” that e-mailed receipts are not covered by the law. Further, the court concluded the law specified electronically printed receipts only to distinguish receipts that are printed by a machine because FACTA exempts the type that is created with an impression of the card.

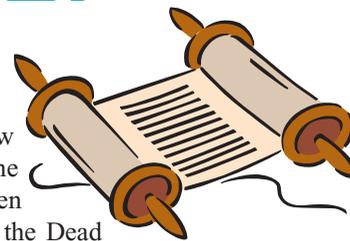
This case is just one of many recent cases that have been concerned with the same issue. Legal experts say the ninth Circuit’s Simoff decision may cement the growing consensus that FACTA should be applied as written and should not be used to create prohibitions that Congress did not explicitly authorize.

## FAMOUS QUOTE

*“No man ever achieved worth-while success who did not, at one time or other; find himself with at least one foot hanging well over the brink of failure.”*

— Napoleon Hill

## THE DEAD SEA SCROLLS GO DIGITAL



The Dead Sea Scrolls are now accessible and searchable to the entire world online. Written between the third and first centuries BCE, the Dead Sea Scrolls include the oldest known biblical manuscripts in existence. In 68 BCE, they were hidden in 11 caves in the Judean desert on the shores of the Dead Sea to protect them from the approaching Roman armies. They were discovered again in 1947 by a Bedouin shepherd.

Since 1965, the scrolls have been on display at the Shrine of the Book at The Israel Museum in Jerusalem. The scrolls offer critical insights into life and religions in ancient Jerusalem.

Now, anyone around the world can view, read, and interact with five digitized Dead Sea Scrolls. The high-resolution photographs are up to 1,200 megapixels, almost 200 times more than the average consumer camera, so viewers can see the most minuscule details in the parchment.

Viewers can also click directly on the Hebrew text and get an English translation. The scroll text is also discoverable via web search.

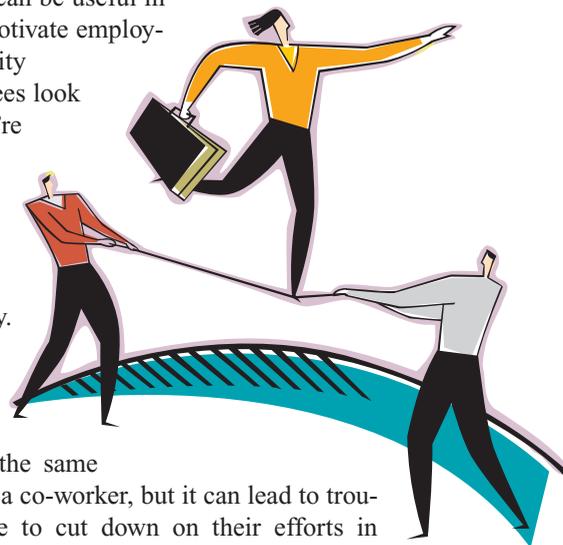
The Israel Museum, Jerusalem, partnered with Google to bring the collection online. The digital Dead Sea Scrolls can be accessed at: <http://dss.collections.imj.org.il>

## BALANCING ACT: Employees Seek Equitable Outcomes

One concept that can be useful in your attempt to motivate employees is called “Equity Theory”. Employees look at how fairly they’re rewarded for their work in comparison with those around them, and they adjust their efforts accordingly.

That’s fine if they decide to work harder in order to achieve the same pay or position as a co-worker, but it can lead to trouble if they decide to cut down on their efforts in response to perceived unfairness.

Take a good look around your workplace to be sure that employees are being compensated and rewarded consistently, and be ready to eliminate (or explain) any discrepancies that may be damaging their motivation.



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

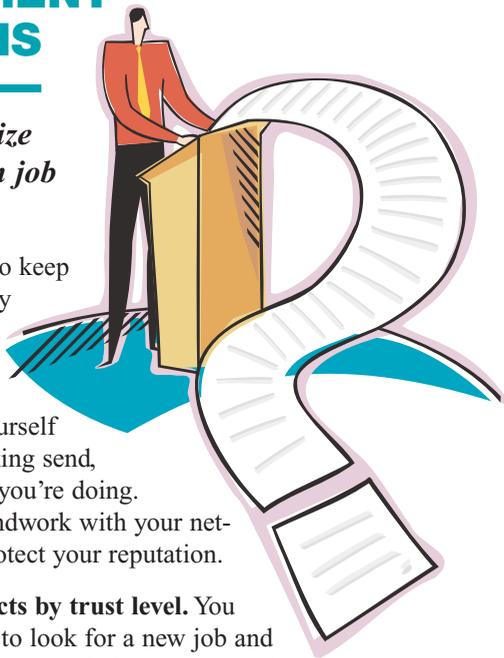
### *How should I utilize social media when job searching?*

Today it is up to you to keep your name out there by conducting yourself professionally online.

A good first rule of thumb: If you find yourself hesitating before clicking send, stop and review what you're doing. Laying the right groundwork with your network can also help protect your reputation.

**Organize your contacts by trust level.** You have decided it's time to look for a new job and want to begin contacting people in your network. You should be guiding concentric circles based on trust levels and initiate contact with your core trusted resources first. You may want to modify the tone of your conversation from, "Get me the heck out of here!" to "I'm seeking more challenge than my current company offers."

**Never talk trash.** Bashing your current employer to professional contacts is never acceptable. Too many networking conversations begin with: "Of course this must be kept confidential, but so-and-so said..." Dishing direct is infinitely appealing, but the world we work in is a small one. It's far too easy for your name to be sullied when you toss around negative opinions.



**Be direct in your requests for help.** Job seekers commonly make the mistake of being too hesitant to ask for help. Don't simply ask networking contacts to keep you on their radar screen. Most of us have about 5,000 people on our radar screens that we've completely forgotten about. We all have good intentions when we use that phrase, but it's too passive to be effective. It is human nature to want to help someone in need, and people remember the times they're able to provide real assistance. So make it easy for them. Imagine contacting a former CEO and tell him that you're being downsized. Here are two ways the conversation could be viewed:

- (1) "I got a call from Bob today. He's losing his job (sigh). So many folks are being cut; the economy just sucks right now."
- (2) "I got a call from Bob today. He's losing his job. He asked me for the names of three companies I respect so he could research them. I named X, Y and Z. I'm really glad I was able to help him."

The conversation that seems more memorable is the one that was action-oriented and positive. Develop a list of short tasks that will advance your search in tactical and practical ways. By keeping the tasks small and not too time-consuming, you're being respectful of people's calendars and increasing your chance for a positive outcome.

**Be present online.** Capitalize on tools such as LinkedIn and use your status updates wisely. Share an article once a month. Twice a month, swap out a book on your Amazon reading list. Regularly look for industry events or webinars and indicate you're interested in attending, or join a professional group.

It's up to you to keep your name out there by conducting yourself professionally online. People really read their LinkedIn network's updates. What you share can demonstrate your effort to improve yourself and position yourself as a thoughtful leader.

## TELL YOUR STAFF YOU EXPECT MISTAKES, NOT PERFECTION

You don't want employees hiding their mistakes from you. Too often those mistakes can balloon into full-fledged catastrophes because you weren't aware of any problem.

Take the active step of telling your workforce up front that you expect them to make mistakes from time to time. Emphasize that you don't expect perfection, but that you do need them to tell you about problems in a timely fashion so you can act on them and learn from them.

Just remember to live up to your words, and don't punish anyone for reporting an honest error. Once they see that you're more interested in solving problems than assigning blame, they'll be more honest with you about their goof-ups.

## TRENDS...

*continued from page 4*

Walter says one challenge is having data from different types of customers in the cloud, because each customer has different security needs. "We look at who requires the tightest security levels and try to work everyone else toward those," he says.

Many CIOs say cloud services are a plus for business continuity and speedy deployment, but they still worry about security. Despite their concerns, the Five-Year Plans for cloud computing indicate an increase in "going in the cloud".

### **Five-Year Plans – What are your expectations for cloud computing over the next five years?**

- 38% – Only a few IT operations will be in the cloud
- 31% – The majority of our IT operations will be in the cloud
- 17% – We'll limit our cloud activity to private clouds
- 8% – We'll limit our cloud activity to software as a service

*Source: Lauren Brousell, [www.cio.com](http://www.cio.com) April 2012*



## **TRENDS...**

### **CLOUD SPENDING HEADED UP**

Six out of ten U.S. companies already have at least one application in the cloud, and 71 percent expect to increase spending on cloud services in the next 12 months, according to a recent IDG Enterprise survey of 554 IT professionals, including 357 heads of IT.

Most respondents (64 percent) agreed with the statement that cloud computing will mean higher costs in the short term, but will save money in the long term.

Barr Snyderwine, CIO of Hargrove, an events management company, says using the public cloud is his way of keeping costs down. The company is using an online collaboration tool for document sharing because "it's so cheap I can't say no" he says. "We are probably saving money in the long run on the business continuity side."

Eight-four percent of the survey respondents cited business continuity as the top business driver for their cloud investments. Snyderwine says he is also looking to put Microsoft's Exchange in the cloud as part of his continuity plan. "The comfort of having completely redundant servers is very, very attractive," he says.

In the survey, respondents said other top business reasons for moving IT to cloud services include speed of deployment, gaining the flexibility to react to market conditions, and improving customer support.

Tim Walter, CIO of CrossCom National, a retail systems provider, has a different reason: He is moving company data into a private cloud in hopes of achieving greater data consistency and integration. "You can get systems in the same cloud to talk (to each other)," Walter says. But putting data in the cloud also carries risks: 70 percent of the respondents said security concerns are the top barrier to their adoption of cloud computing.

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**Contact Hyder & Associates To Solve Your Records Management Problems**



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