

Our Vision is "To teach, inspire, and assist people to experience enjoyment, fulfillment, and personal growth in their work while contributing to the success of themselves and their employers."

The Koval Eagle

Making People and Profits Soar!

Issue 7
March 2009



Happy Spring! It always feels great to have those longer days (after we adjust to the clocks changing)! More time to spend outside, enjoying nature and outdoor activities.

The Koval Eagle, our quarterly newsletter, intends to educate, inspire, amuse - and keep you informed about how Koval Associates can help you to cultivate a happy, motivated, high-performing workforce.

In this issue we continue with our review of a book called "Future Think: How to Think Clearly in a Time of Change." Last issue we focused on how personal biases influence our reactions to change; this issue focuses on organizational biases.

In honor of Women's History Month, our next article traces women's experiences in the trades, from WWII until today. Our highlighted program is geared to students: "Gallop Across the Glass Ceiling: Strategies for Guiding Your Career into the Winner's Circle!"

And don't forget to check out the Humor at Work section! Its theme is related to our Future Think article, as well as finding the silver lining in unemployment!

Happy reading!

Sue Koval

P.S. Look for our re-launch of www.kovalassociates.com with a fresh new look, new pages, and easier navigation! Coming by April 15th - much more fun than tax day!

In This Issue

Future Think Part II

Women in the Trades: From Rosie the Riveter to Today

Highlighted Program: Gallop Across the Glass Ceiling

Humor ... at Work

Programs for Your Civic Organizations!



Programs For Your Civic Organizations!

Are You Interested in Bringing an Interesting, Fun, and Informative Program to Your Rotary Club, Optimist Club, Chamber of Commerce, or Other Civic Organization?

We offer special programs geared to civic organizations, including: Women's Roles and Impacts in the Workplaces of Yesterday and Today; Women in Non-Traditional Careers and Integrating Them into Your Workforce; Women's and Men's Leadership Styles.

Please contact Susan for more information or to arrange a presentation.

Quick Links

Our Homepage

www.kovalassociates.com

Nontraditional Careers

www.susankoval.com

Job Match

www.kovalassociates.com/jobmatch.shtml

Our Services

www.kovalassociates.com/services.shtml

About Us

www.kovalassociates.com/about.shtml

Company Profile

www.kovalassociates.com/profile.shtml

Sample Assessments

www.kovalassociates.com/samples.shtml

Applicant Tracking

www.trackingapplicants.com/kovalassociates.html

Future Think Part II

Part I of the book "Future Think: How to Think Clearly in a Time of Change," by Edie Wiener and Arnold Brown, was discussed in the first article in this series. The book is a guide to understanding change and how best to respond to it.

The book is broken into four main parts. Part I is about the personal biases that we each have, that may prevent us from seeing change or understanding it.

Part II of the book is about organizational biases, which throw up roadblocks to making changes. These biases can include processes, systems, and traditions that are so entrenched in the organizational structure that they are not questioned, even when they no longer seem relevant. The authors describe four thinking techniques that enable readers to look at their organizations with alien eyes: *Efficiency Breeds Vulnerability*, *The Multiplier Effect of New Distribution Channels*, *Entropy*, and *Integrity Begets Quality*.

The Multiplier Effect of New Distribution Channels is a long phrase, but makes a concise point. When a new way of distributing goods and services comes along, producers of those goods and services initially think in "subtraction mode." For example, VCRs and videotapes will lead to less profits for movie studios because now people will be less likely to watch at theaters. However, rather than a subtraction effect, what usually happens with a new distribution channel is a multiplier effect. Continuing the previous example, the movie studios made even more profits when videos came out. How? By video rentals and sales of movies that were unsuccessful in theaters, international sales of tapes in countries that had few movie theaters, children watching videos multiple times and desiring tie-in products, etc.

Another example given by the authors is the predicted demise of print magazines as the internet has grown in capability and availability. However, the number of magazines actually grew - think of all the magazines about using computers, websites, internet advertising, etc. The internet is particularly well-suited for short items and breaking news, but a print format (books or magazines) is often preferable for lengthier, in depth items that require more attention and focus. So a need exists for both ways of receiving information. Also, there are some readers who prefer to get most of their information via the internet. Rather than losing this market entirely, print magazines with online versions satisfy the needs of this group. Online versions of print magazines also provide enhanced experiences for their readers, such as videos, additional photos, interactivity, etc. So this new distribution channel for magazines, the internet, rather than killing the industry, has expanded the quantity of magazines available and enhanced the reader experience.

Perry Barlow, Grateful Dead lyricist and a founder of the Electronic Frontier Foundation, wrote "In an information economy, attention is the monetary unit." This is a vital point to remember as the number of channels for delivering information, products, and services increases exponentially around us.

How will YOU have to change in order to devise and use new distribution channels for reaching your prospects and for delivering your products and services to your customers? *How will you get their attention?* The most successful businesses will be those who adapt to the changing world around them.

Women In the Trades: From Rosie the Riveter to Today

Many of us are familiar with the image of Rosie the Riveter from WWII posters, with her blue shirt sleeves rolled up and projecting confidence that she'll get the job done. Over three million women entered the work force during the war years (1941-1945), to fill in for the men who had entered the military. They built cars, boats, and planes, they did construction work, they worked in steel mills and lumber mills, they built munitions, they operated heavy machinery - the same work that had been done by the men before them. And they did it well, despite also having to care for their children and homes.

But when the war ended, so did the women's work in "male" jobs - along with the male-level wages they had received.

Fast forward 30 years, to 1975. Although women had made strides in the workforce and had entered non-traditional fields in greater numbers, this wasn't true when it came to construction. It wasn't until regulations were established by the Department of Labor in April 1978 that women began to make some inroads into the trades. The goal seemed reasonable - within three years, to have 6.9% female workers in each type of trade on a federally funded construction site.

Typical crews on a construction site include carpentry, plumbing, electrical, ironwork, masonry, painting, welding, glazing, pipe fitting, and roofing. In order to become skilled at the work, one enters an apprenticeship, which is a combination of classroom work and on-the-job training under a skilled worker called a journeyman. The 1978 legislation set a goal of 20% women for each apprenticeship class.

Although the goals set by the 1978 legislation seemed modest, they were difficult to achieve, and in fact have not been achieved to this day. The legislation was never really enforced, and by the early eighties the overall percentage of women in the construction industry was only about 2%, and is only about 3% today.

The women who entered apprenticeships in response to the 1978 legislation were true pioneers, and faced many challenges. One of the biggest was navigating the pathway from apprentice to journeyman, from which the tradesperson has "made it" and earns the best wages and benefits. It was difficult even to get into an apprenticeship class, unless you already knew someone in the union. If you missed the testing, you might have to wait two years until it was offered again.

Unlike male apprentices, the women did not have a father or uncle who sponsored their entry into the union, helping prepare them for what to expect, for what they needed to know, making connections for them, etc. And unlike the young single men who lived at home and became apprentices, many of these women were older and had families to support.

A woman carpenter and single mom who had just been accepted into a union in 1978 tells of being called at 4:30 in the morning to report to her first construction job at 6:00 a.m.! The apprentice coordinator didn't care that she didn't have a babysitter or needed to give her current employer notice. When a job becomes available, you better take it or else!

Working under journeymen who resented women working in their field was also a challenge. These pioneering women endured physical danger (due to deliberate lack of training or assistance), hostility, sexual advances (they often had to work in isolated places with men),

sexual harassment, segregation, sabotage, and being blocked from learning and growth opportunities.

However, the women pioneers who persevered through their apprenticeships and became journeymen were rewarded with jobs that enabled them to earn excellent wages and benefits to support their families. They learned skills that they could use throughout their lives. They experienced the satisfaction of working with their hands, using tools, and being able to see the fruits of their efforts.

So how do we build on the efforts of those pioneers, and increase the percentage of women working in the trades today? A few suggestions:

- Educate girls and women about the opportunities and advantages of nontraditional occupations, and how to prepare for and enter these fields.
- Educate and train employers to recruit, train, support, and retain women in nontraditional occupations.
- Establish mentorships, networks, and training programs to: provide support and connections to other women in male-dominated trades; and to improve the working relationships between men and women in the trades.

Efforts like those above should help to increase the percentage of women working in the trades to 6.9% - a goal that was set over 30 years ago!

Highlighted Program: Galloping Across the Glass Ceiling

Galloping Across the Glass Ceiling: Strategies for Guiding Your Career Into the Winner's Circle!

In this inspirational and informative program, Susan gives students the knowledge, tools, and strategies they need for success in non-traditional careers. What are non-traditional careers, how to obtain these careers, and why non-traditional careers offer great options for women are just some of the lessons Susan teaches in her program. Susan says, "The best decisions are fully-informed decisions. Your career choice is one of the most important decisions you will make!" This program is essential to all who want to make the best decisions about their future.

Humor ... at Work

Our humor this issue pokes fun at one of our newer distribution channels...

What! No Email?

An unemployed man goes to apply for a job with Microsoft as a janitor. The manager there arranges for him to take an aptitude test (Section: Floors, sweeping and cleaning).

After the test, the manager says, "You will be employed at minimum wage, \$5.25 an hour. Let me have your e-mail address, so that I can send you a form to complete and tell you where to report for work on your first day.

Taken aback, the man protests that he has neither a computer nor an e-mail address. To this the Microsoft manager replies, "Well, then, that means that you virtually don't exist and can therefore hardly expect to be employed."

Stunned, the man leaves. Not knowing where to turn and having only \$10 in his wallet, he decides to buy a 25 lb. flat of tomatoes at the supermarket. Within less than 2 hours, he sells all the tomatoes individually at 100% profit.

Repeating the process several times more that day, he ends up with almost \$100 before going to sleep that night.

And thus it dawns on him that he could quite easily make a living selling tomatoes. Getting up early every day and going to bed late, he multiplies his profits quickly. After a short time he acquires a cart to transport several dozen boxes of tomatoes, only to have to trade it in again so that he can buy a pick-up truck to support his expanding business.

By the end of the second year, he is the owner of a fleet of pick-up trucks and manages a staff of a hundred former unemployed people, all selling tomatoes. Planning for the future of his wife and children, he decides to buy some life insurance. Consulting with an insurance adviser, he picks an insurance plan. At the end of the telephone conversation, the adviser asks him for his e-mail address in order to send the final documents electronically.

When the man replies that he has no e-mail, the adviser is stunned, "What, you don't have e-mail? How on earth have you managed to amass such wealth without the Internet, e-mail and e-commerce? Just imagine where you would be now, if you had been connected to the internet from the very start!" After a moment of thought, the tomato millionaire replied, "Why, of course! I would be a floor cleaner at Microsoft!"

Moral of this story:

1. The Internet, e-mail and e-commerce do not need to rule your life.

2. If you don't have e-mail, but work hard, you can still become a millionaire.
3. Seeing that you got this story via e-mail, you're probably closer to becoming a janitor than you are to becoming a millionaire.
4. If you do have a computer and e-mail, you have already been taken to the cleaners by Microsoft.

Thanks to basicjokes.com for the humor!

Koval Associates offers a wide range of programs and services - including internet-based assessment tools, management development training, team training workshops and keynote speeches - to help you develop superior people and increased profits. Koval Associates also offers special programs about women in non-traditional careers.

**Susan Koval
Koval Associates LLC**

Helping You Attract, Train and Retain Top Performers!

Special Programs About Women in Non-Traditional Careers!

Copyright 2009 Koval Associates LLC

(732) 792-1311

sue@kovalassociates.com

www.kovalassociates.com

www.susankoval.com