



The OSUAP Connection

Issue #30

May 25, 2018

*Know an Admin who is
new to OSU?*

*Please forward this
Newsletter to her or him!*

Inside this issue:

Joan Burge	1
Review Advice	1
Career Wellness	2
Member Spotlight	3
Teamwork	3

OSUAP Goals

- ◆ *Encourage professional development*
- ◆ *Develop leadership skills*
- ◆ *Network with peers*

Special Notes:

- *OSUAP Conference "The Extraordinary Assistant" - June 13 (make sure you submitted your payment)*
- *2018-2019 Staff Leadership Series Opportunity offered by The Women's Place ([details](#))*
- *Be a Pelotonia rider, virtual rider or volunteer ([details](#))*

Insights from a "Rock Star": A Conversation with Joan Burge *by Eman Paredes*

Ohio State University Administrative Professionals Group hosted Joan Burge April 23, 2018, in an informal session called Insights From a Rock Star: A Conversation with Joan Burge. Many of the professionals attending had questions about Joan and her accomplishments, however, there were several questions during the event that were asked that are often asked by our own readers.

We thought we'd share some of those questions that were posed to Joan.

How does one enhance his/her value in a partnership with an executive who has challenges delegating work?

My number one is don't ask for permission. Just jump in and engage in the change and do it. As far as the value, the second place you can add value is by looking within your own area of the work. Identify the areas in which you excel and leverage them. If you have a good leader, they should be observing your talents and sending work your way that play to your talents.



Photo: Joan Burge of Office Dynamics International and some of the past and present OSAUP Executive Committee after her visit with OSUAP Members. Photo L to R: Michelle Pennington, Roxann Damron, Trisha Hohl, Joan Burge, Quanetta Batts, Elaine Pritchard, and Katherine Margard

What are a few key strategies for "managing up" when one's new manager is resistant to change?

Number one, focus on selling the benefits of the change to your executive. Number two is to ask your executive to try this new process or idea that you are recommending for at least 21 days. The reason for that is because it usually takes us 21 days to feel semi-comfortable with something new. After 21 days, you can ask your executive their thoughts on the new process. Is there anything that should be

changed or tweaked?

What challenges do administrative professionals face today compared to ten years ago?

There is a huge lack of information. Years ago, before all the technology, everything had to cross an assistant's desk. Therefore, we saw everything, and we had access to information. Today, information is out in space or in the cloud and assistants don't have access. That makes their job

(Continued on page 4)

I've Had My Review—What Next? *by Elaine Pritchard*

In an earlier issue, I wrote about proactively preparing for your review. Now that you have had your performance appraisal meeting with your executive (or will have the meeting very soon), it's time to think about next steps. Let's consider a few scenarios. The first scenario is one in which your supervisor has not indicated any opportunities for growth or areas of improvement. He or she has recognized your accomplishments for the year and may or may not



have identified new goals for the upcoming year (This goal-setting may take place in a separate

meeting.). If there are no suggestions for improvements,

(Continued on page 4)



Career Wellness By

Brenda C. Buffington, EdD, NBC-HWC, EP-C,
Bernadette Mazurek Melnyk, PhD, RN,
CPNP/MHNP, FAANP, FNAP, FAAN, and Susan
Neale, MFA

Imagine a life in which you have the perfect job: you're doing what you were cut out to do, learning new things all the time, and facing exciting challenges while your colleagues treat you with respect. You start each day looking forward to work and come home excited about what you've done. Is this far from your reality? If burnout, stress, and dissatisfaction are common themes for you and your colleagues, it may be time to re-evaluate your career wellness.

Career wellness is defined as engaging in work that provides personal satisfaction and enrichment and that is consistent with your values, goals, and lifestyle to keep you professionally healthy. After sleep, we spend most of our time at work, so ask yourself if your work motivates you and lets you use your abilities to your full potential. Also, are you aligned with your dreams and areas of passion? If you are not, you may need to re-evaluate how you spend your working hours. Ask yourself, "In the next five years, what would I do if I knew I couldn't fail?" If you are aligned with that dream in your work, you will notice that your energy level is good and sustains itself throughout the day. If not, it will be challenging for you to go to work every day and stay motivated while you are there.

On the job strategies to "direct your sails"

Mindfulness on the job: mindfulness involves developing an intentional awareness that is open and accepting, allowing oneself to respond rather than react to situations.



Research has supported that mindfulness can increase on-the-job resiliency and improve effectiveness and safety.

- Quiet your inner voice...and just breathe for ten slow and deep breaths.
- There's an App for that! Many free apps, like Headspace and Calm, can help you quickly ease into mindfulness.

Self-care and self-healing in the workplace:

Many tools of self-care and self-healing are low cost and can significantly and positively affect the work environment. All of us can promote self-care, not only leaders, and by doing so, we can affect overall costs by reducing sick leave and absenteeism, creating an environment where people can thrive.

- Introduce Self-Care in staff meetings. At the Ohio State Medical Center, we do "Band in Your Hand" workouts using stretch bands, chair aerobics, guided mindfulness moments and numerous Lunch & Learn programs to build resiliency and reduce stress. You can employ these tools at work, too.
- Post beautiful pictures. Research shows that visual triggers can help to motivate behavior change and reduce stress. Let everyone have a chance to decide which picture will be displayed and change it often.
- Reward self-care and self-healing behavior. Openly recognize these positive behaviors, such as thanking the employee or coworker who stayed home to get well rather than coming to work.
- Create a "respite room." Any small space can be turned into an area that is dedicated to peace and quiet for recovery; a comfortable chair, low lighting and maybe even a punching bag to release tension. If you're not in a position to change your workspace, make your car an area of calm you can escape to on a break.

Cultivate a positive mindset: Leadership experts Tim & Brian Kight of Focus 3 explain "one of the distinguishing characteristics of successful people is not only their ability to generate a positive, productive mindset, but to sustain it." There's a lot of power in keeping yourself positive, and in remembering that every event's outcome is tempered by your response to it. The Kights formulate the importance of your response, or "R factor" this

way: $E + R = O$: An event plus my response equals the outcome.


Multitask less, monotask more: Do you ever end up feeling fried at the end of a day? Multitasking may be the culprit. Try becoming more aware of when you are distracted and picture that STOP sign. Then, give your all to one task.

Purpose, pleasure and pride: Author and founder of Blue Zones Dan Buettner, who has researched both happiness and longevity extensively, says purpose, pleasure and pride are important to a long and happy life. If we can design our workplace to increase our purpose, pleasure and pride, we can stack the deck in favor of a fulfilling work life. Here are some ideas for increasing your pride in your work, your sense of purpose there, and your pleasure in doing your job:

- **Make a best friend at work.** One of the most powerful contributors to work satisfaction and productivity is agreement with the statement, "I have a best friend at work." Some studies suggest this may be because friends work better together than acquaintances, whether that be through collaborative decision-making or menial labor. It also can make work just plain more engaging and fun.
- **Seek a job that fits you.** As "Flow" author Mihaly Csikszentmihalyi advises, "finding a job that engages your natural talents and gives you constant feedback is a sure way to build happiness."
- **Consider your work hours.** Commuting is the least favorite activity people do on a daily basis. Research shows that people who commute an hour each way would need an additional 40 percent of their monthly wage to be as satisfied with their life as people who walk to the office. If a long commute is affecting your pleasure in working, try to intentionally use that time for enjoyment by listening to music or positive audiobooks.
- **Set goals:** Setting goals gives us something to look forward to and a framework for accomplishing it.

Are you where you need to be? Then bloom where you are planted, and try some of the "on the job strategies" to keep your career wellness healthy.

Upcoming Important Dates

06/13/2018	2018 OSUAP Conference—"The Extraordinary Assistant"
06/16/2018	A day to inspire: Women's Leadership Symposium (details)
07/4/2018	Independence Day! 

OSUAP Member Spotlight—Featuring Heather Weber

What is your Current Position? I am the Administrative Assistant to Dr. Douglas Martin who is the clinical director of Radiation Oncology here at the James Cancer Hospital and Solove Research Institute. I also currently assist Dr. Jose Bazan (assistant professor-clinical) at the SSCBC.

How long have you been at your current position? I have been with Ohio State since Jan 2018 (5 mos)!

Where were you before your current job? Prior to Ohio State, I worked for LICCO Inc, a private provider in Licking County who support people with developmental disabilities. LICCO helps people find jobs and live independently, provides transportation services as well as volunteering around the community.

Can you give us a little background about why you like your job? I love my job here at the James!! My coworkers are all amazing and wonderful to work with. We understand that

we all play a role in serving our patients here at the James. Assisting my two doctors on the administrative side, allows them to do all of the great work they do for our patients in the clinic.

What are some of your current roles and responsibilities? Some of my daily activities include managing the Clinical Director and one of our Associate Professor's patient and academic calendars, coordinate travel to national and international meetings, manage meetings such as the Clinical Faculty meeting, and manage the Department rotations schedule for all physicians.

Why Ohio State? I grew up in Central Ohio so I have always loved the Buckeyes! So having an opportunity to work for one of the country's greatest medical centers was always something I wanted to do.

Any other details you would like to share? I live in Pataskala with my husband Chris of 20 years. We have 3 great kids (Corey, K.C. and

Caiti) and two German Shepherds (Carleigh and Piper). I am riding with Team Rays for the Cure in the Pelotonia race this year. It's my first time riding so I am super excited! I am enrolled to take classes here at OSU in the Fall to further my education.



Heather Weber

Can you tell us some of your Hobbies, Interests, What makes you happy...

Gardening, reading, Eastern Star, Volunteering, spending time with my girlfriends, traveling with husband, of course watching OSU Buckeyes football and also watching baseball (Go Tribe!). Making other people happy or making sure someone else has a good day is what makes me happy!

Teamwork is a Skill. It Takes Practice! by Jo Miller



Everyone wants to lead, or be a member of a high-performing team. That's why you'll see organizations putting a lot of effort into defining roles, setting goals, and hiring the right people. But not every team engages in teamwork, and throwing together a great bunch of people offers no guarantee that they'll work together productively.

"There are a whole set of skills to being a part of a team," says Ann Quiroz Gates, Ph.D., Professor and Chair of the Computer Science Department at The University of Texas at El Paso. "Our education typically does not include frameworks for learning and practicing how to work in teams. We are expected to know how to do it."

In a recent women's leadership webinar, I interviewed Gates, who has researched how effective scientific and engineering teams are built, and asked her to describe some common barriers to teamwork.

Here are four reasons why teamwork breaks down.

1) Team members are in it for themselves.

One pitfall, according to Gates, lies in not recognizing that one's success is dependent upon the success of other members of the team. High-achieving teams understand that "we're in this together" but teams fall apart when people are in it for themselves.

When team members approach their work with a "me-first" mentality, Gates says, "You are not building positive interdependence and recognizing that the success of the project is dependent upon everyone contributing."

To create a team culture that fosters high performance, remind people that they're a part of something bigger than themselves, and that driving toward team success is more important than individual wins.

2) The team does not acknowledge each member's contribution

"You have to know and acknowledge what everyone brings to the team," says Gates. "And

there are so many skills that make a difference." Teams break down when there's no recognition of the ways in which team members contribute.

It's important to notice, understand, and acknowledge each individual's contribution. "Ask yourself, 'How do I acknowledge what people bring?'" advises Gates. "What were people doing that made the team effective? How do I recognize their contributions?"

3) People don't listen to each other.

Another behavior that adds to a team's demise is not listening. In high-performing settings, Gates observes, there's often someone who is truly listening to the other team members.

"Perhaps, they're paraphrasing what someone says or validating what they have said," says Gates.

Gates discovered that training in listening skills can have a big impact on a team's effectiveness. "Encourage the group to take time to think about what a person is trying to

(Continued on page 4)



A Little Bit About: Ohio State University Administrative Professionals (OSUAP) - Professional Development Links and OSUAP Opportunities

- BuckeyeLearn - <https://buckeyelink.osu.edu/task/all/buckeyelearn>
- Employee Assistance Program (EAP) - <https://hr.osu.edu/benefits/eap/>
- Leadership Center - <https://leadershipcenter.osu.edu/>
- Learning and Development - [https://hr.osu.edu/services/learning-and-](https://hr.osu.edu/services/learning-and-development/)

[development/ and gatewaytolearning.osu.edu.](https://development/gatewaytolearning.osu.edu)

- Diversity, Intercultural and Community Engagement (DICE) - go.osu.edu/dice

OSUAP Committees and Workgroups:

If you are interested in joining any of these OSUAP work groups, please email the chair

or osuap@osu.edu.

<https://u.osu.edu/osuap/about-us/committees-work-groups/>

We'll share more about OSUAP and what's going on behind the scenes in our next newsletter!

Click [here](#) if you would like to join OSUAP!

THE OSUAP EXECUTIVE COMMITTEE

Effective Sept. 1, 2016

President: Tricia Hohl
Vice-President: Quanetta Batts
Secretary: Gina Scarver
Treasurer: Brian Keller
Membership Chair: Roxann Damron
Member-at-Large: Matt Sikora
Immediate Past President: Elaine Pritchard

Have suggestions for the Newsletter?

Want to share some good news?

Let us know!

Email: [Michelle Pennington](mailto:Michelle.Pennington@osu.edu)

Chair, Communications Work Group

Please be sure to submit suggestions by the 1st of each month to be included in the Newsletter!

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*"Wherever you are, be a good one."
~ Abraham Lincoln*

(TEAMWORK Continued from page 3)

convey, before coming up with reasons why that won't work or why that's not an appropriate approach. Also, asking questions while seeking clarification is another very important listening skill," she says.

4) Team members reacting negatively to constructive criticism.

If a person feels like they're being critiqued, what typically happens, according to Gates, is that they react to that criticism by withdrawing their cooperation. "They may say, 'I'm going to stop contributing, because I'm feeling like I'm providing input and no one is validating it,'" Gates says. "They're going to do what they want anyway so why should I invest any more time in the team?"

The solution, says Gates, is twofold. Firstly, one needs to know how to provide constructive criticism, i.e., phrasing the critique so that it is not personalized or directed at the individual. Secondly, one needs to know how to accept critique. Learning and practicing the skill of constructive critique will create an environment

(REVIEW Continued from page 1)

that might be a good time to discuss your career progression in the organization.

Whether or not your supervisor provides goals for you, take the initiative to establish a draft of your goals, plan the steps you will take to meet those goals, and submit the plan in writing and ask for a follow-up meeting with your executive. In preparation, ask your supervisor for his or her goals, so that your goals can be in alignment/support of what he or she is hoping to accomplish in the upcoming year. During a face-to-face meeting you can get further clarification, if needed, and demonstrate the key role you play in your organization and share your continued commitment to your growth and development.

Another scenario is a performance appraisal meeting during which your executive identifies opportunities for improvement. Your first priority should be to create a plan to make significant and measurable improvement in the areas identified. (As a caveat, this suggestion is made if you are not placed on a performance improvement plan. If there are questions about this, please consult with the Human Resources professional in your department/unit.) Your plan should include concise and measurable action items with target completion dates. For example, if your supervisor has asked that you improve your time management, suggest taking a workshop or identify an appropriate time management tool

(INSIGHTS Continued from page 1)

more difficult. So, my advice for an assistant is you have to ask questions, you have to pull information out of your executive, and you have to get your nose in their business in what they're doing so you can do your job better and be more proactive.

Of all the skills and talents that an Administrative Professional must have in today's world, which are the most critical and why?

The most critical skill is resiliency today. You absolutely have to be resilient with all the changes that are taking place. You have to be adaptable, agile, and go with the flow. You also have to be resilient to whatever your executive dishes out to you. Executives need it done now and they need it quick. They are not always going to cushion the words they use or worry about

in which team work improves and team members continue to contribute.

Teamwork Takes Practice

Is your team suffering from any of these breakdowns? Then use the above list of reasons why teamwork breaks down as a guide to pinpoint areas for improvement. As Gates likes to say, "You cannot become more effective if you do not reflect on what's working and what's not."

and how you will continue to incorporate the skills learned into your work environment. Be sure to include a reasonable timeline. As with goal setting, submit your plan in writing and follow up with an in-person meeting. While these conversations could be uncomfortable for you, look at them as occasions to recommit to your role and deepen your working partnership. Do not wait for your supervisor to request touch base or coaching sessions. Ask for periodic meetings to check in and discuss your progress. If you are not making progress or you are experiencing road blocks, identify those obstacles and adjust your plan accordingly.

As you embark upon this portion of the performance appraisal process, leverage the experience to become a better administrative professional and a more committed and engaged strategic partner. As you plan your goals and enter into goal-setting conversations with your executive, think about areas where you might make significant contributions to the strategic initiatives of your department and those of Ohio State. This is a prime time to articulate to your supervisor how you can advance those strategic directions. While administrative professionals are managing in-the-weeds details as part of daily business, we also need to have a big picture view of where our organization is going and the role that we play in that journey.

how they say it. They are just going to tell you what they need. So you've got to be resilient, you can't take it personally. You can't get offended because your executive is not wording their request exactly like you want.

What piece of advice did you not receive that you wish you had?

It's not personal. Business is just business, work is just work. The decisions your executives and managers make are just decisions they just make. It's not personal! It doesn't have to do with you personally even though it affects you personally. It's just business. You've got to toughen up.

Joan Burge is the Founder and CEO of [Office Dynamics International](http://OfficeDynamicsInternational.com) and is an accomplished author, writer, speaker, consultant and corporate trainer.

You can find Joan's [blog](#) here.

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A leading authority on women's leadership, *Jo Miller* is a sought-after, dynamic, and engaging speaker, delivering more than 70 speaking presentations annually to audiences of up to 1,200 women. Jo is founding editor of BeLeaderly.com. Learn more about her speaking engagements at www.JoMiller.net and follow [@Jo_Miller](https://twitter.com/Jo_Miller) on Twitter.