

# THE SOURCE

## Mike Gettman and Michelle Clark Are March "Job Well Done" Recipients

By NRC Employee Recognition Committee

Congratulations to Mike Gettman, Social Worker, and Michelle Clark, Personal Development Activity Assistant, for being selected as the March 2014 "Job Well Done" recipients.

Mike Gettman has been employed at NRC



since July 1990. His co-workers stated in his

nomination that he deserves this award because he dedicated extra time and effort to a patient with special needs. In the absence of an assigned therapist, he was called and went to the unit when the patient was having problems. Mike was a integral part of the treatment team for this patient and worked professionally with agencies outside of NRC, including the Ombudsman's Office and the Commission for Deaf and Hard of Hearing. Mike is a trusted team member of the Social Work department and an asset to NRC as a whole.

Thank you, Mike, for all you do!

Michelle Clark has been employed at NRC since December 1997. Her co-workers stat-



ed in her nomination that she deserves this award because she performs her job above and beyond the job qualifications. In

(Continued on page 2)

### Inside this issue:

Job Well Done Awards (cont.)	2
New Employees	3
What's Cooking at NRC, National Nurses Day	4
Bulletin Board	5
Why Holding People "Accountable" So Often Backfires	6-7
Beans, Beans, the Nutritional Food	8

### Nebraska Sex Offender Treatment Program

*Mission: Providing Sex Offender treatment to prepare for community reintegration while maintaining public safety.*

*Vision: Helping people rebuild their lives with no more victims.*

## Mike Gettman and Michelle Clark Are March "Job Well Done" Recipients

*(Continued from page 1)*

OT, she is always working on projects to help patients be able to enjoy OT more. For example, she has been working very hard on making a sample of each ce-

ramic piece that we have at NRC and is making a book which is an organized listing with pictures of each ceramic piece. Working with patients is a sight to be-

hold, as stated by her co-workers. She is patient, a very good listener, and firm but in a sensitive way with the patients.

**Thank you, Michelle, for all you do!**

## Sandy Bogue and John Kelly Are April "Job Well Done" Recipients

By NRC Employee Recognition Committee

Congratulations to Sandy Bogue, RN, and John Kelly, Facility Maintenance Technician, for being selected as the April 2014 "Job Well Done" recipients.

**Sandy Bogue** has been employed at NRC since October



1984. Her co-workers stated in her nomination that she deserves this award because dur-

ing the February 23rd 0800 medication pass the Avatar program was not available on the computer in the medication room. Sandy and the medication nurse on duty utilized the phone and were able to continue giving medications. The LPN gave Sandy the name of the patient and Sandy would in turn tell her the medication to give to the patient. Because of this effort, all medications were passed on time, demonstrating great team work and communication between both nurses.

**Thank you, Sandy, for all you do!**

**John Kelly** has been employed at NRC since August 1987. His co-workers stated in his nomination that he deserves this award because he demonstrates an excellent work ethic. He always makes time to get

done what needs done, along with all the extra requests staff throw his way. He has a



humorous attitude towards difficult tasks and a friendly smile for everyone, brightening the atmosphere with his good nature.

**Thank you, John, for all you do!**

## Please Welcome New NRC Employees



Judy Laravie  
LPN



Troy Moore  
Personal Development  
Activity Assistant



John Sargent  
Mental Health  
Security Specialist



James Johnson  
Mental Health  
Security Specialist

## What's Cooking at NRC



### EASY CHICKEN AND DUMPLING SOUP

- 4 uncooked boneless skinless chicken breasts
- 2 chicken bouillon cubes, or to taste
- 1 can cream of chicken soup
- 1 can cream of celery soup
- 3 1/2 c. chicken broth
- 2 T. butter
- 1 c. chopped carrots
- 1 c. chopped onion
- 1 c. chopped celery
- salt and pepper, to taste
- 10-oz. biscuit dough for dumplings

Place the chicken breasts on the bottom of the crock pot. Add all other ingredients but the biscuit dough. Let it cook for eight hours in the crock pot. One hour before serving, tear pieces of biscuit dough and put into soup. A good hearty soup to eat on a cold day. (But not a good idea to eat while on Biggest Loser!)

(Submitted by Ryan Sukup, and he challenges Fred Kleeb to submit a recipe for the next issue of *The Source*.)

## National Nurses Day 2014

National Nurses Day is celebrated annually on May 6 to raise awareness of the important role nurses play in society. It marks the beginning of National Nurses Week, which ends on May 12, the birthday of Florence Nightingale (1820-1910).

The English nurse became known as the founder of professional nursing, especially due to her pioneering work during the Crimean War (1853-1856). Due to her habit of making rounds at night, Nightingale became known as "The Lady with the Lamp".

National Nurses Week was first observed in October 1954, the 100th anniversary of Nightingale's mission to Crimea. May 6 was introduced as the date for the observance in 1982.



## Employees Leaving NRC

March 7, 2014

Julie Beutler, ADON

Micah Finch, MHSS II

March 21, 2014

Marilyn Blunck, HIM Manager

April 1, 2014

Fern Zechmann, Nurse Supervisor

April 4, 2014

James Story, MHSS II — Guard

April 7, 2014

James Horn, MHSS II — Guard

## The Bulletin Board

To all at NRC,

Forty years are too many to talk about in a couple paragraphs so I won't try. It's been an amazing journey with many fond, sad, and humorous memories.

I want to thank everyone for the kind and thoughtful words, cards, notes and gifts during my last few weeks. I especially want to acknowledge Kris and my Social Work peeps for making my last few days perfect!

To all of you: You are doing what is probably the most difficult work that's ever been done at NRC. With that in mind, be safe, encourage and support each other.

So far I don't have any complaints about retirement, but this is still a bittersweet goodbye ... GOD BLESS YOU!

Susie K.

Gary and I would like to express our deepest appreciation for your kind and comforting thoughts, prayers, cards, hugs, and memorials during the recent passing of Gary's mother.

We are blessed in so many ways, but especially with a caring and compassionate "family of friends."



Thank you and God Bless!

Gary and Becky Inness

Dear NRC Staff,

Thank you so much for supporting the Colon Cancer Alliance and National Colorectal Cancer Awareness Month.

We're so honored and thrilled to have such a staunch supporter in Norfolk Regional Center who's helping to knock colon cancer out of the top three cancer killers. I can't wait to work with you again soon!

Best wishes,

Alison Ornitz

Colon Cancer Alliance

To my NRC Family,

For 30 years (minus 2 1/2 months), I have called NRC home. As with all families, there have been shared joys and frustrations. But as a family, we worked together because we cared. There comes a time (whether it be retirement, life circumstances, or career choices), when it is time to leave the security of home and embrace new challenges. So many (past and present) people have helped form me and I am indebted to you. Even though I am embarking on a new adventure — in the words of Dorothy Gale I know in my heart, "There's no place like home."



Marilyn Blunck

# Why Holding People “Accountable” So Often Backfires

By Joe Tye, Values Coach, Inc.

*Note: Substitute the word "parent" for "manager" and "family" for "organization" and you might find that this article applies at home as well as at work.*

The management buzzword of the 1990s was "empowerment." The management buzzword of the past decade has been "accountability." It's an interesting pendulum swing of the pendulum, when you think about it. Empowerment is giving someone a pat on the shoulder; accountability is looking over someone's shoulder. Self-empowerment is intrinsic motivation; being held accountable is extrinsically imposed motivation. Empowered people will walk across hot coals because they are motivated; unmotivated people need to be held accountable by having their feet held to the fire. It almost seems that we fall back on "holding people accountable" when we have been unsuccessful at empowering them to hold themselves accountable.

At Values Coach we've worked with organizations that have put quite a bit of effort into various initiatives to "hold people accountable," often with dismaying results. After an initial improvement in whatever measure they're trying to hold people accountable for achieving - patient or customer satisfaction, productivity or sales, etc. - things go back to where

they were before, if not worse. I think there are at least six reasons why a focus on accountability is so often futile.

## **Reason #1: Accountability implies irresponsibility**

When you tell someone that you're going to "hold them accountable" for something, it sends a subtle but unmistakable message that you don't believe they can be trusted to hold themselves accountable. The IRS holds people accountable for getting their taxes in by April 15 because it knows they can't be trusted to do it voluntarily, but no one needs to be held accountable for making it to the dock on time to board a cruise ship. Home owners mow their lawns because they have pride of ownership; renters need to be held accountable for cutting the grass. People who take pride in their work, their organizations, their professions, and themselves don't need to be held accountable for memorizing a script and wearing a happy face pin to provide great customer service or compassionate patient care - they do it because they are intrinsically motivated, not because someone is holding their feet to the fire.

## **Reason #2: Holding people accountable is exhausting**

It takes a lot of management energy to hold people accountable.

Giving someone a script and a happy face pin won't make them a great customer service performer if they don't take ownership for the work. Managers must monitor whether they are wearing the pin (and wearing it right-side up and not upside down) and whether they are actually repeating the script (and not doing it in such a way that it's obvious they're just parroting the words in a sarcastic tone of voice). The more time and energy a manager must spend holding people accountable, the less time and energy that manager has for the more creative and productive work of leadership. It's something we see over and over - I've come to think of it as "accountability fatigue."

## **Reason #3: Accountability focuses on rules, not values**

You don't hold people accountable for living values, you hold them accountable for following rules. When people share in a common set of values, you don't need to have a lot of rules. The Nordstrom department store is famous for customer service excellence. In HR circles the company is also famous for its two-sentence policy manual which simply says: "In every situation use your best judgment. There will be no additional rules." Nordstrom employees don't need to be held

*(Continued on page 7)*

# Why Holding People "Accountable" So Often Backfires

(Continued from page 6)

accountable for going above and beyond the terms of their job descriptions - they do it because they have taken ownership for the work. A recent *Business Week* cover story wrote about the "ecstatic employees" at values-driven Costco; rule-bound Walmart has never been accused of having ecstatic employees.

## ***Reason #4: You cannot hold people accountable for the things that really matter***

People can only be held accountable for things that can be measured (break down the word "account-able" and you get "able to be counted"). People cannot be held accountable for commitment, enthusiasm, passion, pride, or caring. These things must come from an inner conviction, an intrinsic sense of ownership. You can make people salute but you can't make them laugh. In 1968 I worked at a McDonald's restaurant in Newport, Rhode Island. To this day I remember McDonald's core values of QVSC - Quality, Value, Service, and Cleanliness. The man who taught me those values was the same man who taught me how to clean a toilet and scrape gum off the parking lot pavement - the franchise owner. During the noon-time rush we performed like an Indy 500 pit crew - not because the manager was holding us accountable, but because he had instilled such an incredible sense of pride that we held ourselves - and

each other - accountable for operating at the highest levels.

## ***Reason #5: Accountability is always after the fact and often demotivating***

You empower people to do the things that need to be done in the future; you hold people accountable for the things that have, or have not, been done in the past. You can empower a nurse to practice at the top of her professional capabilities - you hold her accountable when she fails the test. You can motivate a salesperson to make calls - you hold him accountable for not making sales. Imagine yourself going home at the end of the day and saying to your family: "Today I was held accountable for..." Can you think of anything - anything at all - that would allow you to finish that sentence in a way that would make your family proud of you and you proud of yourself and that would motivate you to go into work tomorrow with a little more swagger in your step?

## ***Reason #6: Accountability will never take an organization from good to great***

I recently read through *Fortune* magazine's annual listings of America's most admired companies and America's 100 best places to work. Not one of these organizations earned a place on these rosters by promoting a culture of accountability. To be sure, they all have standards of behav-

ior and performance to which people are held accountable, but they all appreciate that these are minimal standards - they are the price of entry for being in business. Companies like Southwest Airlines, Zappos, and Nordstrom don't need to expend a lot of management energy on holding people accountable because they have created cultures of ownership where people hold themselves accountable. That is, I've come to believe, the "secret sauce" the most successful organizations use to create sustainable competitive advantage for recruiting and retaining great people and for earning what loyalty expert Fred Reichheld calls "barnacle like" customer loyalty.

## ***The accountability that matters most***

Make no mistake, there must be accountability in organizations. Accountants must be accountable for getting the math right, nurses must be accountable for giving the right medication to a patient, housekeepers must be accountable for keeping the place clean. The real question is whether they are holding themselves accountable (a culture of ownership) or need to be held accountable by a boss (a culture of accountability). When people feel a sense of ownership for the work they don't need to be held accountable for doing the job.

**ACCOUNTABILITY**

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DHHS—STATE OF NEBRASKA

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*The Source is an employee newsletter written by the employees and published monthly for the employees within the Norfolk Regional Center. Articles and ideas for publication are always welcome and can be forwarded to any member of the Editorial Board.*

*It is the policy of the Editorial Board to attempt to print any article that does not attack another person. The Editorial Board reserves the right to edit articles for size and content. Articles sent to the Editorial Board must be signed, but the writer may request to have their name withheld. Please contact us with submissions for the next edition, and with your comments on the newsletter!*

*NRC Editorial Board*

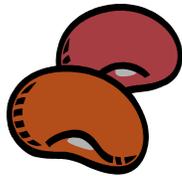
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## Beans, Beans, the Nutritional Food

More than just the "musical fruit" of the old rhyme, beans are full of nutritional benefits. Beans are not only high in soluble fiber and protein (which helps satisfy your appetite, burn fat, lower cholesterol, and lower the risk of heart disease), but they also have many antioxidants to help your body fight illnesses and reduce your risk of cancer. In addition, beans are high in iron, magnesium, potassium, copper, and zinc.



Besides being good for your health, beans are also a very affordable and versatile food. However, many people fail to enjoy the health benefits of beans because of their "side effects." Here are a few cooking tips to avoid or decrease embarrassing gas from beans:

- If your beans are canned, drain the water, and rinse the beans well.
- Soak beans prior to cooking at least six hours or

overnight. Also, change the water while soaking and while cooking.

- Add a little baking soda to the water while you're soaking the beans.
- Slow-cook beans. The longer the beans are cooked, the more gas is released.
- Don't add salt until beans are done cooking. It's important for beans to be extremely tender to prevent gas, and sodium prevents softening.