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## Future

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# Future

## FUTURE

Question 1: What advice would you give to an individual just entering the field?

Answer: Business skills are very important as they are the prime basis for which all training within the business institution must occur. Another important emphasis are the humanities so as to develop a broad perspective and background. A third component is that of recreation. The training that must occur is "recreation not for the sake of recreation" but "recreation as a vehicle or tool to accomplish objectives". Employee services programs are an indirect service to help the individual and organization achieve their goals.

Question 2: What are some of the more important dimensions to success of an employee just starting a job?

Answer: Because the employee has to start at the bottom and learn operations from the ground up, they must have an ability to adjust to many situations. They may have to take a tremendous amount of abuse. It is important to be a survivor and to learn how to be successful in each company.

Question 3: What are the opportunities for young people?

Answer: There is always a discussion on whether the opportunities are good or bad. Usually this is not the critical dimension. The critical element is the talents and leadership of the individual and the ability to sell himself/herself and his/her profession. One example that comes to mind is Nancy Gansmiller. She attended a TIRES meeting and could perceive employee services as having a benefit to her company, Devillbis. The next meeting she brought her boss and he developed a greater understanding. The next meeting he brought his boss and within a few months an employee services program was started and Nancy Gansmiller was appointed as employee services director. You have to have an ability to understand what your profession is so that you can sell it to those who do not understand its potential. You have to start in a lower positions and work your way to the point that you can make positive

recommendations. It is very difficult to sell a new idea. The greatest pressure that can be brought is external to the organization. It takes a special individual and a clever approach to sell your immediate supervisor on new ideas.

Question 4: How important is a college education as opposed to experience?

Answer: A college background is extremely important because experience is a trial and error process that takes you about four times as long to learn without some type of formal training.

Question 5: What are some of the important elements in obtaining a position with an organization?

Answer: It is important to know your competencies so that you have an ability to articulate what you can do for the organization or company. Another important dimension is knowing your profession well so that you have an ability to be able to sell the profession, because so often the opportunities are in the starting of new programs. Therefore, you will have to not only sell yourself but sell your profession and program ideas to be able to illustrate how an employee services program will benefit a company. The simplest of the principles in seeking opportunities is showing interest. An individual likes someone who likes them first. Along with this idea of interest is one of motivation to seek out opportunities and an ability or an aggressiveness to find them.

Question 6: What is the most important element in the change process?

Answer: It is the ability to foresee trends and develop and shape the corporation to meet these changing needs. This takes a very special type of person who has perspective, that is, foresight and an ability to react creatively. Creativity in this sense is being astute enough to use indicators to see what is happening, and having the ability to project by asking the right questions to extrapolate future positions with accuracy. Those who are trend setters that make greater profits and those who react to trends are the ones who make a living.

Question 7: What type of opportunities are there to innovate in the employee services field?

Answer: The opportunities are very good because employee services is such a new field. In fact, the personnel administration is a very young field. For employee services to become a viable area it must be incorporated into institutions of higher education all across the United States. Only then will business institutions recognize the value of employee services programs. The other element is that a greater

understanding is needed about what employee services is and this understanding will not come without it being offered in the college curricula. No major university is offering employee services courses or a specialized program in employee services as a part of any course in the College of Business. Radical changes are needed in our colleges and universities because 98% of the courses in personnel administration are negotiating with unions. Much of what is taught in the College of Business is reaction oriented and not preventative oriented such as employee services.

Question 8: What is the role of an effective employee services manager today and in the future?

Answer: The primary role of an effective manager is to have his/her employees and management very close to him/her and develop a trust relationship so that he/she can work with the employees and management on an individual basis. The employee services director must assume the role of chaplain, teacher, and friend. He/she must be able to help the employees with management and yet not get them into trouble. The employee services manager is truly a bridge between management and the employee. The establishment of this relationship, especially with the employees, is a very rewarding experience.

Question 9: What is one of the major ways that changes occur within industry?

Answer: Industry is basically a copy-cat system. When one industry has a type of a program or service others will begin to copy these services and programs. It is like an epidemic spreading from one company to another. What has happened recently is that the Japanese have provided a model of cooperation/collaboration that is being looked at as a possible model to change their organization. Whether the management will share this power and profits is another question. At one time the labor unions were very powerful and during these inflationary times, management has regained much of their power. Whether management will share in the true Japanese style or will mimic the system as an employee/public relations effort is still to be seen.

Question 10: What are some of the major elements to innovation in the industry?

Answer: Those who are willing to take a risk and develop an innovative product or method are those who stand to make the greatest profits and have the greatest impact upon the profession. These are the individuals who are in the market first and are able to sell their products at the highest price and establish a reputation for their product or service. It is like a dress designer who creates an original and sells that original at X thousands of dollars. There is production costs but also high profits. Many chain stores will then copy this original and try to

make their profits on volume sales. Another example of the creativity and innovation has been the McDonald's Corporation. They were so far ahead of the other fast-food establishments because they were the first in the market and had many new innovative ideas. Innovation and creativity do not only have to be related to products but new marketing approaches. Many times the burgers and the beer are the same but what it takes is a new marketing approach. The best example of this is Wendy's "Where's the Beef" or the "Miller Lite" commercials.

Question 11: How does the subject of change influence an organization?

Answer: If an organization does not grow or change and tries to maintain a "status quo", there will eventually be a situation in which it cannot cope. It is important to keep the program or organization current so that it can easily respond to change. This is what makes the difference between organizations.

Question 12: If new ideas are important, could you address a way of introducing them into an organization?

Answer: New ideas are difficult to sell. Sometimes, you have to be a little deceitful. If I were a member of an organization and I said I had a new idea, more often than not, this idea would be rejected. But, if I said that I had attended a conference and another organization like Ford Motors was trying to implement this idea, they would say let's try it. The most important source for the infusion of new ideas into an organization is from outside.

Question 13: What is an effective way to incorporate change into an organization?

Answer: It is important to have an infusion of new ideas at a constant rate. New ideas are the very basis of change. Many organizations try to socialize their employees. Industries do not like to have trouble because they assume it is dysfunctional to their organization. An example of an organization that has tried to do a good job in screening and socializing is Walt Disney. They tend to produce homogeneity instead of diversity based on their selection process. As a result, new ideas do not flow freely. EPCOT Center is the last major idea of Walt Disney. Now that it has been acted upon, they are looking for new ideas to progress or grow. It is important to have in an organization several idea people who will cause you to reflect upon your program and how to improve it. Most individuals who are "troublemakers" or "idea people" are not popular. An organization tends to use them and then discard them after they have made full use of their resources and potential.

Question 14: What is the most effective method of change within industry?

Answer: The most effective method of change comes from management itself. When top management wishes to implement a program it is accomplished. In the case of the Xerox Corporation, the CEO jogs and, therefore, everyone in upper management does some type of health related activity. Another example is Eastman Kodak. Eastman has been dedicated, since its inception, to a diversity of employee services programs. As a result, they have a very effective program. The problem is that in most cases the top management does not have an understanding of employee services. It is difficult to work with management to educate them to the benefits of an employee service program.

Question 15: What is one of the most effective ways to bring change to the profession?

Answer: One of the most effective ways is through the local IRC's. This is a training ground to help those who do not understand employee services to pattern their program after the better ones and to help those who sell to the industry develop good service programs that will pay benefits to companies in the local IRC. The training function is the understanding of economics and being able to use the economics to the benefit of both the company as well as the seller. Economics is the greatest factor that makes this particular system work. And, if it is operated properly, it will increase the real income of the employees of the company at a minimum of 5 to 7% a year. There is also pressure from outside of the employee service industry and this is where the change may ultimately come. Salespeople are beginning to realize the opportunities available through group sales. The cost in terms of operation, distribution, and sales is much less, and as a result, there will be more sales programs geared to the group. This may be the biggest factor that will bring change in the near future.

Question 16: Is it important to have the business community accept employee services as a profession first or for the profession to provide well trained people and let them serve as an example?

Answer: At the present time, there are not any institutions that can train individuals with the necessary competencies in employee services. Therefore, it is the chicken and egg situation. Employee services programs are often found in Health, Physical Education and Recreation, Social Professions, and other related fields. It needs to be located in Business. The competencies that are really needed are knowing how to sell, what you are selling, how it is different from other products and services, and how it relates to the profit margin. The three essential elements are business training, knowing how to write and knowing how to communicate. Content is important but it is only secondary to the ability to sell and communicate. It takes a special person who has a people-orientation. This type of approach (Service) is not offered in most business schools and is needed in an employee services program.

Question 17: What are the best ways for an individual to stay current so as to provide the best employee services program possible?

Answer: The employee services director must visit other programs, talk to sales people to find out the best way to improve his/her program, read, associate with peers in the local organizations, attend conferences, take continuing education classes to strengthen weaknesses, and associate with other types of organizations outside employee services to stay current in the parent field.

Question 18: What has been the major change that has had an impact on the consumer?

Answer: The technology in communication has a major impact. Our society has become better educated. The public is demanding to know why and how systems work in relation to themselves and their children. This increase in education has caused a greater sophistication in the selection of products and services. They are selecting products and services more carefully in relation to quantity, quality, and price. They are investing their time and money more carefully. They do not want to be treated like children. Currently, there is a rebellion in the advertising field and the traditional types of advertisement relating to sex drive, humor, and children will not work as it once did. People are basing their decisions more upon quality.

Question 19: Could you give an idea about types of businesses that can be entered into with a small amount of capital and where there is a great need or potential for growth?

Answer: There are currently three primary areas of growth related to business and they are very closely following economic cycles. These types of services will continue to grow in the future. One, is related to convenience services, that is, those services that people do not have time to complete on their own. Two, is a service that may be demeaning or one that the individual thinks is demeaning to his or her position in life. Three, is a life skill that has not been taught and is necessary to effectively function or increase one's status in life. It is not necessary to have a large capital to start a business, especially if it is in the service area. In the past, our economy has been geared to large, heavy industry. But in the future it will be primarily services which will take less capital involvement and we will see a period of greater entrepreneurship and indeed innovation within our society. As our society becomes faster paced, more people working, and our life style changes, the big area of opportunities will be in convenience services. The examples that are going to be provided in the following statements are not only items that can be offered for the general public but may also be offered through an employee services program. One point that must be made, especially about employee services programs, is that in the future they will be more family oriented and as a result, they will be

more effective because it will include the social unit as the family and there will be a greater strengthening between the industrial and the individual families. The following are some examples of programs where there are entrepreneurial or innovative opportunities, especially for employee services directors to develop and diversify their program:

1) Day care centers are becoming increasingly popular at places of work because of the increased number of women who are entering the work force. With the increasing concern about child abuses in day care, there are going to be coming increased opportunities for those who provide quality programs and insure the safety of the children.

2) Services to children are becoming increasingly more important for the reasons listed in item 1. There are increased opportunities for special types of children's services such as babysitting for young children and program services for older children until their parents can arrive home (these individuals have commonly been called "latch-key children"). These services are not only for fulfillment of time but the enriching of the children's life to replace parent relationships.

3) With increased cost of toys and clothes, there are opportunities for toy rental, exchange, sale, or rental of children's clothes, especially for special events. With the way children grow, there is an opportunity for using of the clothes and the children's accessories for only a short period of time.

4) There are opportunities for educators to provide seminars in life skills topics to individuals in their home or place of business because many times individuals are afraid to go back into the classroom. Place is extremely critical to providing these types of services.

5) Individuals are in need of financial assistance, especially of the investment variety. There are more citizens becoming involved in the investment process and wanting to obtain a maximum return on their dollars. Another area of financial assistance is taxes and development of a service that will go right into the home or the place of business to set an appointment to do the tax returns. Place of employment is very critical in this type of service because of the apprehension involved with taxes.

6) Writing and editing is an emphasis that is extremely important because there is always someone who has some memoirs or want to develop a book on their experience and needs assistance in putting their ideas on paper.

7) Home security is a very important item. The possibility of charging a monthly fee for checking and developing security mechanisms within the home offers a tremendous potential.

8) Once individuals retire, they do not want to sit and play cards all day. Their entire life is not fun and games. Having a placement service and a program based upon retiree enrichment is an area that is being sadly neglected.

9) Most organizations need help in promotion and administration. Organization all the way from the Kiwanis to large corporations need help. The organizations that especially need help are those that do not have the full time administrator but depend on administration duties on a volunteer basis. These agencies are formally administered, and as a result, never achieve their full potential. They need help in such areas as accounting, and development of policies and procedures manuals. In fact, there is even a market for the having of specialized seminars for organizations of staffs like social agencies that do not have a comprehensive business/administrative background. These seminars must be reasonable because one of their primary problems with is its cost. Most of the individuals in this area need very practical how-to-do it help. Some of the topics that might be appropriate for such seminars are: fundraising, membership, and promotion. The need is not only in basic content but also in methods and procedures. In one of the companies in which I worked, it provided three day training sessions for those individuals who would be working with employee services to teach them business procedures. This was vocational training in business procedures utilized by our company.

10) When people are new in the community, how do they know who are the good doctors and dentists, how to have their water turned on, where to buy groceries, where to have their electricity turned on, etc. You have Welcome Wagon but they only provide advice based on retailers. We used to do this for our employees.

11) Having a home fitness program or home fitness parties to help individuals is important. Some individuals do not like to participate in group activities because they are overweight and do not like to have other people see them. They need individual attention.

12) A typing and mailing service. Many individuals need help especially at times like a wedding, death, etc., where they have to do writing and mailing and are too busy to do it themselves. In an employee services program that I helped operate, we provided volunteers to help with this type of activity.

13) Widows and widowers need special help for a week or two after their spouse's death. They need help with the insurance, financial consulting, legal advice, help in removing a spouse's clothes, etc. Many times the employee services organization helped with these services. Sometimes employee services programs also provides legal services to their employees on a consulting basis.

14) Developing a local vacation guide and the conducting of tours for churches, senior citizens groups, women's clubs, etc., is profitable. These types of groups are always looking for a day's outing and some type of an enrichment program. The number of organizations in the community that need this type of service is almost limitless. There are always trips within a 100 mile radius of most communities that have some type of entertainment or historical interest such as wineries, president's homes, state historical house, etc.

15) The appraising of one's household goods in case of fire or theft is essential. The appraising process would be the taking of photographs so

that the individual could keep these in a safe deposit box. Other types of appraisals may be of restaurants, food, etc. Business establishments are looking for comparative, objective opinions.

16) An international institute for foreign students is important. This type of agency could provide interpretive services, business advice, protocol, etc. Those who are foreigners do not have a place to obtain specialized services.

17) There are many small appliances as well as other household items that break and there is never anyone to fix them. They are disposed of in great quantities. In employee services programs, those who are quite handy would provide this type of service to the employees. This type of fix and sell shop can also get into equipment rental for specialized needs.

18) Many times there are individuals who do not like to take their cars to a garage to have them maintained. If someone would come in the home and provide maintenance such as oil changes, grease jobs, etc., it would provide a needed service for some individuals who like home services. The type of business can be associated with a kind of a garage on wheels in which an individual worked out of a large truck.

19) A small company that specializes in inventory for small businesses may be successful because there are many organizations in the community that do not know how to inventory or need special help at certain times of the year. Another idea that might go well with this type of business is storage in that once you understand the inventory process you can provide additional storage space for small organizations and companies because they often need space on an irregular basis.

20) Instructional programs for children are important because parents are the worst teachers. Parents often demand perfection and the children are only interested in the enjoyment of the activity. Any type of instruction that focuses on the development of skills in children is a good enterprise.

21) Local farms make an excellent place for trips. Everyone likes to go on a hayride and how many children have actually been to a farm to see cows, chickens, or how a farm operates? This often provides many exciting types of relationships for children and adults.

22) Coops that operate on pool buying can save families dollars. In my employee services program, we often bought frozen foods by the truck load and then the individuals picked up directly from the trailer in the parking lot. There is a need for community services that provides bulk buying on most bases including large appliances, food, clothing, etc.

23) Seminars devoted to family leisure services such as home decorating, fashions, etc. Another type of operation that will compliment this type of business is hobby services that provide specialized workshop items such as quilting, woodworking, etc. A directory of where to obtain instructional services is also an essential part of this business.

Question 20: What role does risk play in starting a business?

Answer: It is a very important dimension because once a person has experienced failure he/she will not be as competitive in relation to taking risk the next time. Many times, having no experience and having someone tell you it is not possible is the best element because you will work through the many difficulties. Risk is a product of experience, training, and what you "hear." What you "hear" is not always accurate and you have to make comparisons to find the "truth".

Question 21: What is the future of convenience services?

Answer: Convenience services will increase in the future. The more affluent a society becomes the more they desire to be served. This is one of the things that has led to the decay of many societies.

Question 22: Can we afford, as a society, to encourage convenience services?

Answer: We are moving from a hard to a soft economy and are in a state of transition. There are many good and bad points about a service economy. The primary dimension is psychological. It depends upon how the society will react to increased leisure time. Our society seems to be coping well in that they tend to be using the leisure time in a very productive and energetic manner.

Question 23: What are the important elements in putting an idea into practice?

Answer: The individual must have fortitude, push, and guts. He/she must have patience in an effort to develop trial and error methods and the ability to deal with the concepts of success and failure to learn from mistakes to develop a product or service that is workable for the population being served. An example of this type of effort was a gentleman who went into business to sell ducks for hunters. But he found that there was not a market and through the trial and error process learned that his ducks would sell as decorative items for the home. He has a very successful business because he had an ability to adapt his service. The essential ingredient is the ability to create.

Question 24: What is the relationship between employee and personal services?

Answer: Many of the same processes that are applied to employee services can be used as a model for either the direct or indirect delivery of services in the personal service industry. In fact, employee

services is one of the few "people" service industries that may serve as an effective model for other related industries.