

“We tend, in government, to use our job training resources to remediate failure. We tend to use our money to help those who have fallen on hard times, and that’s necessary and appropriate. But how much better would we be if we moved our efforts upstream and invested some of those resources in young people who never had a chance to fail? That’s our opportunity here.”

— California Senate President pro Tempore Darrell Steinberg, addressing the Sacramento-area business community at the Sutter Club in October. Steinberg requested help in implementing a \$250 million state grant to expand Linked Learning, a program that brings technical training to high school and community college classes. The classes can include workplace internships. More at linkedlearning.org.



Look what I can do!

54 percent of Americans create and post photos or videos online, according to a survey of 1,000 adults by Pew Internet Project. The amount is up from 46 percent last year. Meanwhile, 47 percent of respondents said they re-post photos and videos found online. But when it comes to Millennials alone, 81 percent upload photos and videos and 68 percent repost images from others.

SOURCE: PEW INTERNET PROJECT

HOW TO

SET BOUNDARIES WITH TOXIC COLLEAGUES

Up to 80 percent of all difficulties in organizations stem from strained relationships between employees, not from deficits in an individual employee’s skill or motivation. Difficult workplace relationships are far more than a nuisance; they can cause anxiety, burnout, clinical depression and even physical illness. Healthy relationships at work can propel you to great heights of achievement; dysfunctional or toxic ones will tether you to mediocrity. When we mismanage relationships, the fall-out affects productivity and quite possibly our ability to advance. Your success at work depends on your ability to set the kinds of boundaries that encourage mutual respect and keep the focus on productivity.

One of the best ways to work with unhealthy people is to set boundaries. Healthy boundaries keep frustration and confusion low. Boundaries remind people of what is acceptable to you and what is reasonable to expect from you. Boundaries prevent unhealthy people from taking up too much of your time, energy or resources — all precious commodities in the workplace. Be warned, toxic people don’t like boundaries because they want to shift responsibilities according to their mood or the project. It is important to recognize that toxic people create work environments that mirror their personal environments. They want to operate where they are most comfortable. They will not set the boundaries for you.

Manage your time. Set a limit on the amount of time you spend beyond the hours needed to complete projects. Rigidity douses the flames of collegiality, but blurred lines lead to confusion and frustration.

Express yourself. Reveal aspects of your personality that will reinforce your values. Sometimes it’s a matter of letting people in a little bit to help keep your boundaries intact.

Play your part. Everyone plays a role at work: the victim, the brown-noser, the star, the slacker, the go-to guy. Build your reputation, and do it carefully and consistently. It’s important that your coworkers know what you stand for and what to expect from you. Then, don’t waiver.

Change the conversation. Working long hours or in close quarters sometimes blurs the lines. Here are suggested words to say to help you stay focused on the project and away from nonproductive behavior: “Let’s focus on finishing the quarterly projections instead of the latest gossip, so we can get home early.”

Field expert Van Moody is the author of “The People Factor” (an upcoming release by publisher Thomas Nelson) and a motivational speaker who advises on matters related to relationships as they pertain to friends, family, significant others and the workplace. Online at vanmoody.com.