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November 5, 2002 General Election

The 72nd Annual Legislative Session opens on Monday, February 3, 2003. Nevada's Legislature meets for 120 days on odd numbered years.

Governor

Kenny Guinn (R)

Secretary of State

Dean Heller (R)

Lt. Governor

Lorraine Hunt (R)

State Contoller

Kathy Augustine (R)

Attorney General

Brian Sandoval (R)

State Treasurer

Brian Krolicki (R)

Washoe County Commission

Dave Humke (R)

Senate Races

Clark 2

Maggie Carlton (D)

Clark 5

Sandra Tiffany (R)

Clark 7

Terry Care (D)

Clark 8

Barbara Cegavski (R)

Clark 9

Dennis Nolan (R)

Clark 10

Bob Coffin (D)

Clark 12

Warren Hardy (R)

Election results



Election results continued on page 3 ...

Visa/MasterCard class action goes to court

A Class Action lawsuit filed against MasterCard and Visa will go to court on April 28, 2003. Following is some pertinent information about the lawsuit. For more detailed information of the Action and your rights, visit www.InReVisaCheck-MasterMoneyAntitrustLitigation.com or call 888-641-4437. You may also contact lead counsel for the Class, Constantine & Partners at 477 Madison Avenue, New York, NY 10022, 212-350-2799, or co-lead counsel Hagens Berman at 1301 5th Avenue, Seattle, WA 98101.

Court ordered class action suit

If you or your company have accepted MasterCard or Visa-branded credit cards or debit cards as a form of payment for goods or services at any time from October 25, 1992, to the present, you or your company may be affected by a class action lawsuit pending in the United States District Court for the Eastern District of New York styled *In re VisaCheck/MasterMoney/Antitrust Litigation*, No. CV-96-5238 (the "Action").

What is the case about?

Plaintiffs claim that Visa and MasterCard ("Defendants"), individually, and in conspiracy with their member banks, have violated the federal antitrust laws by forcing merchants who accept Visa and/or MasterCard-branded credit cards for payment also to accept Visa and/or MasterCard-branded debit cards for payment, and by conspiring and attempting to monopolize a market for general purpose point of sale debit cards. Plaintiffs claim that these actions have caused merchants to pay excessive fees for credit and debit transactions. Plaintiffs seek:

- 1) an injunction prohibiting Defendants from engaging in the alleged antitrust violations; and
- 2) the recovery of treble damages for the alleged excess portion of fees paid on credit and debit transactions, as well as costs and attorneys' fees.

Am I affected by this litigation?

You are if you are a member of the following class certified by the Court: "all persons and business entities who have accepted Visa and/or MasterCard credit cards and therefore have been required to accept Visa Check and/or MasterMoney debit cards" at any time from October 25, 1992, to the present, but excluding "the named Defendants, their directors, officers or members of their families" (the "Class").



If you remain a Class member, you will be bound by all orders and judgments of the Court. Any claims you have against Defendants arising out of their conduct at issue in this Action will be determined in this Action and cannot be pursued in any other action. If there is a recovery, you may be entitled to share in the proceeds, less such costs and attorneys' fees as the Court may allow.

How do I remain a class member?

You need do nothing at this time.

How do I exclude myself from this class?

If you are an individual or an authorized representative of a company that is a member of the Class, you may exclude yourself or your company from the Class, to the extent that opt-out rights are afforded to Class members. You must make a written request for the exclusion bearing the title "Request for Exclusion from Class: In Re Visa Check/MasterMoney Antitrust Litigation." Send it by first class mail, postage pre-paid, to the Class Notice Administrator, The Garden City Group, Inc., P.O. Box 9000-6014, Merrick, New York, 11566-9000, Attn: In re Visa Check/MasterMoney Antitrust Litigation. Your request should provide the name, address and telephone number of the person or business entity that wishes to be excluded from the Class, contain your printed name and title (if on behalf of a business entity), and be signed by you. In order for the request to be effective, it must be postmarked on or before November 14, 2002. If excluded, you or your company will not participate in any recovery that the Class obtains. You also will not be bound by any decisions favorable to Defendants, except insofar as you are also a member of a Class as to which no opt-out rights are afforded.

Election results

continued from page 1

Washoe/Rural Senate

Washoe 1

Bernice Matthews (D)

Washoe 2

Maurice Washington (R)

Washoe 3

Randolph Townsend (R)

Capital District

Mark Amodei (R)

In 2003, the Senate will have 12 Republicans and 9 Democrats.

The Assembly will have 23 Democrats and 19 Republicans.

Sixteen elected legislators have no previous experience.

Assembly Races

District 1

Tom Collins (D)

District 2

Dr. Garn Mabye (R)

District 3

Peggy Pierce (D)

District 4

Bob Beers (R)

District 5

Valerie Weber (R)

District 6

Wendell Williams (D)

District 7

Morse Arberry (D)

District 8

Barbara Buckley (D)

District 9

Chris Giunchigliani (D)

District 10

David Goldwater (D)

District 11

Bob McCleary (D)

District 12

Genie Ohrenschall (D)

District 13

Chad Christensen (R)

District 14

Ellen Koivisto (D)

District 15

Kathy McClain (D)

District 16

John Ocegüera (D)

District 17

Kelvin Atkinson (D)

District 18

Mark Manendo (D)

District 19

Jerry Claborn (D)

District 20

Joe Hardy (R)

District 21

Walter Andonov (R)

District 22

Dave Brown (R)

District 23

Richard D. Perkins (D)

District 24

Jason Geddes (R)

District 25

Dawn Gibbons (R)

District 26

Sharron Angle (R)

District 27

Sheila Leslie (D)

District 28

Vonne Chowning (D)

District 29

Josh Griffin (R)

District 30

Don Gustavson (R)

District 31

Bernie Anderson (D)

District 32

John Marvel (R)

District 33

John Carpenter (R)

District 34

William Horn (D)

District 35

Pete Goicoechea (R)

District 36

Rod Sherer (R)

District 37

Marcus Conklin (D)

District 38

Tom Grady (R)

District 39

Lynn Hettrick (R)

District 40

Ron Knecht (R)

District 41

David Parks (D)

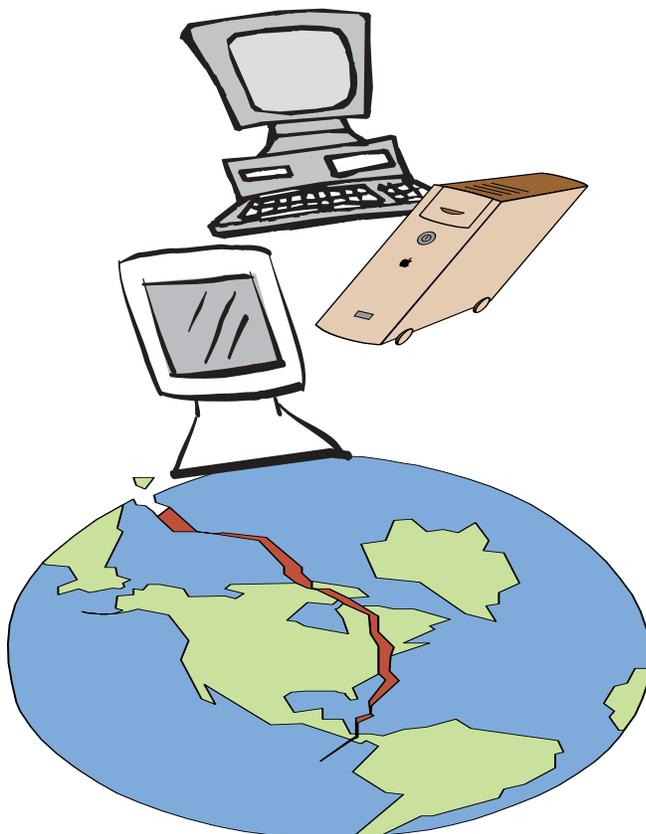
District 42

Harry Montenson (D)

E-waste threatens environment

Computers may be good for business, but the environment isn't so lucky. When a computer gets tossed, the heavy metals used to make it become a landfill nightmare. Computer waste now accounts for 70 percent of all heavy metals found in U.S. landfills. The dangerous contaminants have made all electronic devices, not just computers, a target of legislation in many states and in Congress.

Congressman Mike Thompson, (D-CA) introduced H.R. 5158 in July that has retail groups looking for a better way to dispose of computers, cell phones, hand-held devices, etc. If passed, the legislation will require a \$10 fee assessment for all retail sales of individual



computers, monitors and laptops.

E-waste isn't news. In 1991, a study by the Green Design Initiative at Carnegie Mellon University predicted that 150 million personal computers would hit landfills by 2005. According to Congressman Thompson's statistics, that number reaches 500 million by 2007.

Batteries have long held a special designation by the Environmental Protection Agency (EPA) as being a hazardous material. Now the EPA is focusing on computers and CRTs, which contain lead, gold, cadmium, mercury, barium and other dangerous metals. Computer monitors, alone, contain from 5 to 7 pounds of lead.

Recycling and reusing is the answer for some. Two years ago, the Electronic Industries Alliance (EIA) announced an industry-led national initiative to encourage consumers to recycle or reuse their old electronics, including TVs, PCs and VCRs, and cell phones. The Consumer Education Initiative uses a website, www.eiae.org, to direct consumers and businesses to places that can use donated computers in good condition or to companies that dismantle electronic products for recycling.

EIA also encourages participating manufacturers to include a statement in product owner manuals, company websites, or product packaging and literature, directing consumers to the EIA website.

Government, non-profit and for-profit recycle groups also have websites that help the public and businesses reuse and recycle unused electronics.

The National Cristina Foundation (NCF) is a not-for-profit group that works with local, state and national nonprofits to get donated surplus and used electronics into the hands of people with disabilities, the economically disadvantaged and students at risk. NCF or an NCF partner will pick up donated products, or donors may drop them off at designated sites. Transactions are free, and donations are tax deductible.

In Nevada, the Nevada Small Business Development Center Business Environmental Program (BSE) runs NevadaMAX, Nevada

[E-waste continued on page 5 ...](#)

E-waste

Materials Exchange. It provides a website, www.nevadamax.org, for a person, business or organization to post materials from computers to paper that they either want to acquire or recycle. The site maintains the listings, but subscribers provide their own means of exchange.

Companies, such as Abacus Revival in Reno, take computers, CRTs, printers, copy machines, scanners, etc., dismantle them and send the parts to recycling companies. Abacus recycles about a million pounds a year.

A big problem facing the recycle solution is that home users often just keep old, unused electronics. It's

hard to understand that there is no resale value on a computer that cost \$2000 a few years earlier. Scott Matthews, research director of the Green Design Initiative at Carnegie Mellon University, promotes recycling. "The second you decide to upgrade, you should do something immediately with the other computer and not leave it lying around. These are not collectors items," Matthews says.

It may be time to get on the recycle/reuse program. At least in Washoe County you won't be dumping your CRTs at the local landfill. The Lockwood Regional Landfill quit taking them about 10 months ago and will soon bar all computer parts from the site.

Recycling information

National Cristina Foundation

www.cristina.org
203-863-9100

Environmental Protection Agency

www.epa.gov

Electronic Industries Alliance

www.eiae.org

Reuse Development Organization

www.redo.org

PBS

www.pbs.org/now/science/ecycling.html

Clark County Computer Resource Center

www.comunitylink.koz.com/lvrj/recyclecomputers
702-452-0155

Clark County Public Education Foundation

Jthomp@ccsd.net
702-799-5417

Abacus Revival

www.abacusrevival.com

Nevada Business Environmental Program

www.nsbdcnep.org
800-882-3233

Leaders of Waste Reduction

www.environmentleader.org/byingrecycled.html

Nevada Division of Enviro. Protection

Bureau of Waste Management
<http://ndep.state.nv.us/recycl/recycle.htm>

Donate A Phone

www.donateaphone.com
888-901-SAFE

CITA—Return Outreach Initiative

www.wirelessfoundation.org

Wireless Foundations recycles cellphones

Computers and their extensions aren't the only electronic products stacking up in the landfills. Cellular phones are part of the problem with an estimated 130 million of them being discarded each year. Why discard when they're so easy to recycle?

The Cellular Telecommunications & Internet Association (CTIA) Wireless Foundation sponsors a number of programs to help individuals, businesses and organizations recycle cellphones.

CITA's Donate a Phone program, launched in 2000, collects and donates cellphones to benefit victims of domestic violence. Every October, the cellphones are donated to domestic violence shelters, law enforcement agencies and other organizations working to fight domestic violence. To date, over 300,000 phones have been collected and distributed.

There are still about 30 million unused cellphones out there, though, says CITA, so the Wireless Foundation has created the Return Outreach Initiative (ROI) to get those phones reconnected.

Businesses can participate in ROI by collecting unused phones, sending them to ROI, and then collecting a check to donate to the company's favorite charity. Call 202-785-0081 or go to www.wirelessfoundation.org/13promo/faq.htm#3.

While CITA finds ways to recycle cellphones, one manufacturer, Nokia, is working to develop a phone with biodegradable parts. Nokia has tested polymer materials for biodegradable clip-on covers, but unsuccessfully. Will the product be available soon? Kari Hiltunen, principal scientist for Nokia, says, "It might be tomorrow, but it might be in two to three years." Nokia already recycles and reuses most parts of its cellphones.

LAUGHING HYENA

in the business of funny ...

Some 30 years ago, a guy named Arnie Hoffman decided he didn't want to spend his life poking around in people's mouths. It was a tough realization for someone in dental school. What would he do now?

What Arnie did was use a new technology to create a business. Eight-track tapes had just made the scene, and in Arnie's mind, that meant a "need" and a business, Hoffman Industries. The idea worked, the business grew, and in 1987, the name changed to Laughing Hyena Entertainment, Inc.

Eight-track tapes were a sort of 8th wonder of the world for Americans on the go in the 70s. It meant that they could take their favorite recording on the road rather than rely on the radio for their traveling entertainment. It was a wide-open market in which Arnie carved out a niche. He would sell 8-tracks at truck stops. Today eight-tracks may have given way to cassettes and CDs, but Arnie still stocks the shelves of truck stops and other outlets with Laughing Hyena's products and still records comedians.

Jeff Foxworthy was the company's first big claim to fame—and Foxworthy's, too. He was discovered while recording under

the Laughing Hyena label. Although Laughing Hyena no longer has him under contract, they do record comedians like Jimmy Walker, Jay Hickman, Larry Pierce, The Unknown Comic and Earl Pitts, among others.

Not only do they record specific comedians, they also have "theme tapes" where a group of comedians work with the same topic such as dysfunctional families, law and order and the joy of driving. Many are recorded live at comedy clubs like the Ice House in Pasadena.

Marianne says that the best, and maybe the worst, part of the business is the travel involved. Arnie and Marianne hit comedy festivals around the country scouting for new talent, which is fun, but sometimes tiring. Los Angeles is a great place to look for new talent, Marianne says. It's a big comedy center where they constantly find new acts. It's such a good market that they have a producer and talent scout there, comedian Vic Dunlap. Laughing Hyena records in



both Las Vegas and Los Angeles.

When the company moved from Kansas City to Las Vegas in July of last year, they did so for the weather, for the business climate and to create a higher profile. Since the move, their mail order sales have increased from about \$200 a month to \$2,000 to \$6,000 a month. Marianne says some of that may be because people are buying more comedy since September 11, but more likely it's because the move expanded their market west. "Most of our accounts were in the Midwest to the East Coast," she says. This new demand has put them under the gun to distribute the product more widely and get it into the hands of the buying public.

Mail order is profitable for the

[Laughing Hyena continued on page 7 ...](#)

Laughing Hyena...

company, but most sales are to wholesalers who market to retailers like Best Buy, Wal-Mart and Tower Records. They haven't forgotten the truck stops, though. In fact, Marianne says they can read their market by watching what recordings are selling at the truck stops.

If you've been looking for a recording of your favorite comedian and can't find it in the stores, Laughing Hyena does sell direct. Not only do they sell the product, they can also help you find the exact recording you want. "If they're looking for a certain artist or a certain type of comedian, we can tell them what CD it's on," Marianne says.

They can even give instructions on how to use CDs, like the time a woman called and asked how she could install the darned thing on her computer. They told her it was a recording to be played and listened to. It just goes to show how the folks at Laughing Hyena like being helpful.

Marianne says, "It's a fun business. I tell Arnie he's really blessed. He can go to work and have fun everyday."

It must be a friendly business, too. Marianne says when they moved in, they even had the local roadrunner hanging out at their office.

If you would like a listing of Laughing Hyena's recordings or would like to order, call them at 702-632-4180.

"I tell Arnie he's really blessed. He can go to work and have fun everyday."

-- Marianne Hoffman

Business leaders highlight IMRA's 2003 Leadership Forum

Fortune Magazine editor Geoffrey Colvin will be a featured speaker at the International Mass Retail Association's (IMRA) 2003 Leadership Forum, held January 19-22, 2003, at the Ritz Carlton in Naples, FL. In his topic, "Why Businesses Fail," Colvin will discuss the 10 big mistakes that can send large companies into the downward spiral that leads to failure.

Author Jim Collins will also speak at the Forum. He'll share his insights into how to sustain and enhance business performance and take your business to the next level. His newest book, *Good to Great: Why Some Companies Make the Leap and Others Don't*, is based on a five-year research project that answers the question, "Can a good company become a great company, and if so, how?"

Joining these two is Holly Weeks, Harvard University instructor. She'll offer a hands-on session for top executives on "Delivering Bad News Well."

For more information about the Leadership Forum, contact Jenny Keehan at IMRA, 703-841-2300.

• Seminars •

January - 2003

FMI Midwinter Executive Conference

January 12 - 14, 2003

Boca Raton, FL

Contact: 202-452-8444/www.fmi.org

IMRA Leadership Forum

January 19 - 22, 2003

Naples, FL

Contact: Jenny Keehan, 703-841-2300

February - 2003

FMI MARKETECHNICS®

February 23 - 25, 2003

Dallas, TX

Contact: 202-452-8444/www.fmi.org

IMRA 2003 Logistics Conference

February 16 - 19, 2003

Orlando, FL

Contact: 703-841-2300

NACS Leadership Assembly

February 24 - 27, 2003

Naples, FL

Contact: 703-684-3600

March - 2003

FMI Distribution Conference

March 16 - 19, 2003

Palm Springs, CA

Contact: 202-452-8444/fmi@fmi.org

April - 2003

nacs.tech 2003

April 28 - 30, 2003

Dallas, TX

Contact: 703-684-3600

June - 2003

NACDS Marketplace 2003

June 7 - 10, 2003

San Diego, CA

Contact: 703-549-3000/www.nacds.org

Abbreviations

FMI • Food Marketing Institute

IMRA • International Mass Retail Assoc.

NACS • National Association of Convenience Stores

NACDS • National Association of Chain Drug Stores

Employment laws a click away

Federal employment law information is just a click away. The U.S. Department of Labor (DOL) has a new interactive website that puts the laws at your fingertip.

The site is called *elaws*, the acronym for Employment Laws Assistance for Workers and Small Businesses, and is free for workers and employers.

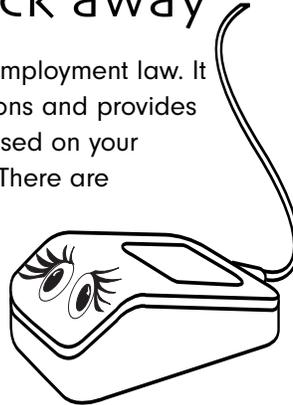
"With *elaws*, any individual with access to the Internet can find free and accurate information about employment laws affecting them with the simple click of a mouse," says Secretary of Labor Elaine L. Chao. "The *elaws* Advisors are a valuable set of tools for America's 21st century workforce. They have the power to provide instant information to anyone at anytime," she adds.

Elaws Advisors are interactive tools that hook you up to a cyber-

expert on employment law. It asks questions and provides answers based on your responses. There are currently 24 employment law explanations, which are continually updated, and the information will grow as DOL makes additions.

The site provides cross-agency information, including the Employment Standards Administration, Mine Safety and Health Administration, Occupational Safety and Health Administration, Pension and Welfare Benefits Administration, and the Veterans' Employment and Training Service.

Access the site at www.dol.gov/elaws.



Vital components for a commitment to action

While a finalized sale is the ultimate goal of every sales call, most calls won't lead to an immediate deal. You and your sales team get there by getting an action commitment from the prospect, and to reach that point, you need to know what kind of commitment to ask for. Here's what a good action commitment needs.

Specifics. If your intended action commitment is too general, such as "moving the process forward," you'll waste your time and the prospects. The best commitments are specific and measurable: "You'll look my proposal over, and I'll call you in a week, all right?"

Realistic goals. Your prospect probably isn't going to order 10,000 units on your first call. Let the sales associates take the time they need to find out about the customer so they can tailor their expectations accordingly. An agreement to let the customer try out a free sample may reward your efforts more fruitfully in the long run.

Customer focus. Remind your sales team that the customer's needs are the driving force in the sales process. Teach them to avoid getting so wrapped up in what they need that they forget to ask the customer about his or her requirements.

Adapted from "Do you know what you want from your next call?" by Stephen E. Heiman, Diane Sanchez and Tad Tuleja, on the Sales Rep Central Website. Source: Sales Management Report, 800-878-5331, www.ragan.com.

Tracking Absenteeism

Don't fire them. Find out what's wrong and fix it. That's the advice of Adam Stetzer and Edward Anderson, creators of computer software that helps manage employee absenteeism.

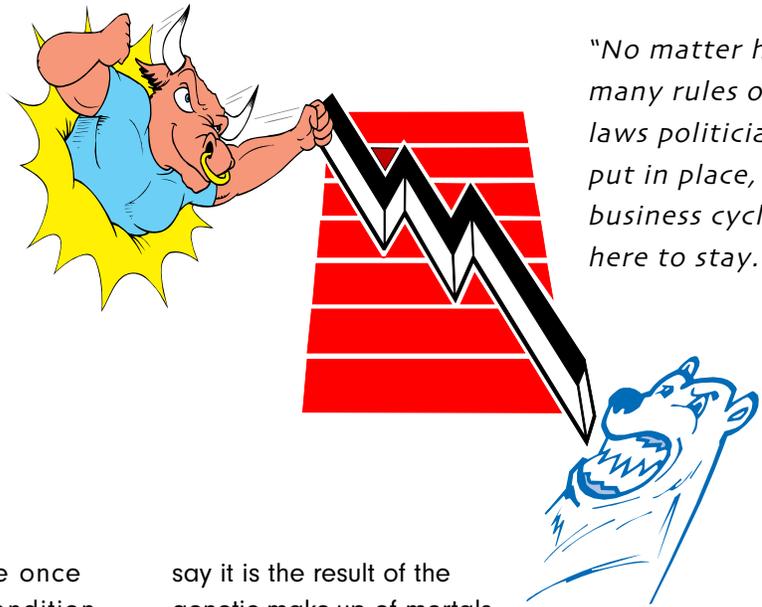
The two researched why employees at Bell Atlantic Corp. were missing work. They documented absenteeism and asked employees about their work environment and found that most reasons for their absence had to do with intangibles like job satisfaction and management styles. Their experience there led them to create Nucleus.

Nucleus provides computer software and consulting services to help companies manage absenteeism. They contend that sick organizations can create sick employees, while a well organization has just the opposite effect.

Reducing absences reduces expenses, says Anderson, but it's not a matter of loading all the blame on the employee. The key is to find out why, then create solutions. That's what Nucleus technologies do.

Find the Atlanta, GA, based company at www.nucleusweb.com. Phone numbers are 703-236-9801 and 847-948-7531.

Business Cycle Follies



"No matter how many rules or laws politicians put in place, the business cycle is here to stay."

By Sanford Kahn

Why is there a business cycle? Someone once noted that people could tolerate any condition except the possibility of one—prolonged periods of prosperity. Incredible as it seems, this observation contains more than just a kernel of truth and helps to explain where we are in our current business cycle.

When the economy starts to recover from a stiff downturn, people are understandably doubtful about the tenacity of the young expansion. They hold back on their discretionary spending and their use of debt. As the upswing continues to gather force, people tend to become less averse to risk. You might say that the greed factor becomes more prevalent.

As the upturn ages, people become more confident and think that the expansion will last indefinitely. (This has a similar ring to peoples' attitudes towards real estate today.) Business people take on more debt to leverage their profit margins. Consumers increase their debt burden to finance their growing consumption habit and disregard their savings. Soon, a point of no return is reached where the cost of servicing the debt grows faster than consumers' income. This scenario also holds true for over-indebted businesses.

Now the expansion starts to stall because businesses and consumers cannot sustain this level of credit expansion. A period of credit liquidation ensues, and a new downturn begins. The severity of the downturn depends on several factors. These include the oversupply of goods and services, the level of debt buildup and government economic policies, namely tax and trade policies.

The business cycle will always be with us. You might

say it is the result of the genetic make-up of mortals.

No government policy or regulation can abolish it.

For argument purposes, let's say it's possible to eliminate the business cycle. Then the question is, what is the price to be paid? What price you ask! Yes, there is always a price because the cardinal law of economics is, there is no such thing as a free lunch.

The price paid is lost opportunities and slower long-term economic growth. Downturns, or what we call recessions, have a beneficial purpose. Their purpose is to provide renewed liquidity to the business system. Think of it as the catharsis of the economic system. Recessions cleanse the system of marginal companies and transfer their resources to stronger, more productive enterprises. They also force consumers to start saving more to pay off some of the massive debt they have accumulated during the expansion. This sets the stage for the next upward expansion. Without recessions there would be stagnation.

Recessions can be painful for most but a time of great opportunity for some. Downturns provide opportunities for those clever individuals who have the wherewithal—the liquidity—to purchase assets on the cheap. These assets are then transferred into more productive hands, and the economy benefits.

No matter how many rules or laws politicians put in place, the business cycle is here to stay. Your goal is to take advantage of swings in the cycle to gain market share.

Sanford Kahn is a business author and professional speaker. For information on his programs, please call 562/434-4695 or email him at sanford16@yahoo.com. www.speakers.com/skahn.html.)

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• Membership in RAN Required •

Important Information for SIG Members

The NRS governing self insured groups requires notifying members of all new members to the Group. New members for NRNSIG as of November 5, 2002, are listed below. For a complete member list, please call RAN at 775-882-1700.

Please Note: Due to the many new members added each month to NRNSIG, we are able to list only new members on this page. For information on NRNSIG or NCNSIG, please see information below.

NRNSIG

- Country Club Texaco
- Landmark Co., Inc.
- Mountain View OB/GYN
- Mr. Rooter Plumbing
- Norris Auto Body Center, Inc.
- Paradise Canyon
- Plantworks - Plant People, Inc.
- Premier Spas & Patio
- Servpro of NW Las Vegas
- The Battery Source
- The Daly Scoop
- Western Bar & Restaurant Supply

NRNSIG members who wish to register a negative vote on a new group member, write NRNSIG at 810 E. Fifth St., Suite A, Carson City, NV 89701, indicating which member and the reason(s) for the negative vote.

NCNSIG members should contact Joseph Burgess at CHSI, PO Box 33250, Reno, NV 89533, indicating the member and the reason(s) for the negative vote.

Membership Information

Find out more about RAN's self insured groups by calling 775-882-1700 or 800-690-5959. Don't forget our website, www.RANNV.org.

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• Reporting

Global Payments provides features such as standard terminal and paper reporting, electronic reporting, online merchant statements, daily notification of retrieval requests and chargebacks and data export for further analysis.

• Superior Terminal Management & Support

• POS Options, eCommerce Services

Take advantage of the low rates available exclusively to Retail Association of Nevada members. Call Tim Jensen, 1-800-234-7800 ext. 3053, or email tim.jensen@globalpay.com



Emotional balancing

New research reveals group's emotional needs must be met for rapid change to take place

Careful observation can help reveal what helps and what defeats a company's success. Quy Nguyen Huy, of INSEAD, recently completed a management study taking advantage of this principle.

Huy discovered a large, service company that suddenly found that deregulation had created foreign competition for its core businesses. The company realized it could not survive without drastic, rapid change.

The company launched a reorganization that included downsizing, consolidation, and the rapid development of new projects that would trim costs and add new capabilities in their services. It was an effort to transform the company with survival hanging in the balance.

Huy selected 10 of these change projects and spent three years watching what happened, and plenty happened. He saw failure, success, heartache and frustration, and he learned lessons all of us can use in managing our people in difficult business conditions. The most important lessons involved emotions.

In times of stress and rapid change, two groups develop urgent emotional needs that must be met. If they are not, change doesn't happen.

The first group includes the managers and supervisors whose ideas for change have caught the attention and the blessing of executives. Much has been written about the role of executives in

guiding change, but Huy observed in this company that managers and supervisors were the source of improvement ideas, and they were the ones charged with the responsibility to implement these ideas, which takes an emotional toll.

Managers who strive to implement change must possess enthusiasm and drive in the face of resistance, indifference, frustration and unexpected events. Their energy must infect others who then depend upon managers not to let them down. Change takes time.

In successful change projects, managers recognized their own emotional needs and came together to support each other. This support helped prevent erosion of their energy. They celebrated milestones together. They reminded each other of their wish to achieve, of the new capabilities they were learning, and of their need to focus on controllable portions of their jobs. But when the managers' commitment wavered, their change projects stopped dead. Inertia killed them.

A second group of people with urgent emotional needs are the employees affected by change. These are the survivors who must move their families, lose friends, abandon tasks they enjoyed, and embrace new tasks associated with the change. They also have to keep working on the day-to-day tasks that keep the business alive. If they stop, chaos results.

In successful change projects, Huy found that managers ad-

dressed these emotional needs. They met with employees individually and in small groups and encouraged them to

voice their concerns. Managers listened empathetically, and when they could, used company resources to ease the impact of change. They organized mourning sessions of cherished values that were no longer appropriate, and they praised values that were needed.

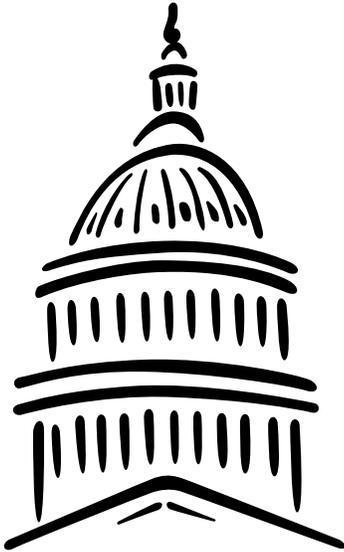
Huy recognized the emotional needs of these two groups, and he also found a balancing among managers to meet these needs. Some managers dynamically pushed change, while others listened empathetically to distressed employees. Few managers could do both, though.

Huy calls this emotional balancing, and he believes his observations in this study demonstrate its value in helping businesses adapt in changing conditions. He recommends that we cultivate both skills in our managers and supervisors.

*Reference: Huy, Quy Nguyen (2002) "Emotional Balancing of Organizational Continuity and Radical Change: the Contribution of Middle Managers." **Administrative Science Quarterly**, 47(1), 31-69
C 2002 Management Resources*

Emotional balancing can help businesses adapt to changing conditions.

Washington
Watch



EEOC wants new relationship with business—The Equal Employment Opportunity Commission (EEOC) wants to be proactive in working with the business community, says Cari Dominguez, chairwoman of the EEOC. She says they want to work to prevent employment discrimination rather than focus exclusively on enforcement.

Dominguez implemented a five-point plan to reform the EEOC last year. Two components include proactive prevention of employment discrimination and mediation of cases that do occur. Dominguez says the commission doesn't intend to drop its enforcement role, but will place more emphasis on being a clearinghouse of the best practices on how to avoid discrimination in the workplace.

Retailers accounted for about 9,000 of the 89,000 discrimination complaints filed with the commission in the past year, Dominguez said. That's down from more than 10,000 annually in the recent past. Claims of sexual discrimination are the leading category in the retail industry, while claims of religious discrimination are rising, she said, adding that among department stores, 23 percent of complaints claim discrimination against workers with disabilities.

*Source: National Retail Federation
Washington Retail Insight*

Did you know—December is Drunk & Drugged Driving Prevention Month? Contact the National Highway Traffic Safety Administration. For information, call 202-366-2679 or email to eavant@nhtsa.dot.gov.

Retail Association of Nevada

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Nevada News is an official publication of the Retail Association of Nevada.

Retail Association of Nevada is a nonpartisan, nonprofit corporation founded in 1969 representing the Retail Community, the Chain Drug Council, and the Grocery Industry Council

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