

POLICY WATCH – November 2015

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NBLC is thankful to our members and our community partners. We are thankful to live and work in the North Bay. We are thankful for you, our Policy Watch readers. We wish you a very Happy Thanksgiving and that the things that you are thankful for grow in the coming year!

In this issue, we explore how gratitude is a key virtue that provides many benefits. Practicing gratitude can help you as a leader, a business person and an individual. We also look at the new workforce initiatives coming to our community colleges which are essential in giving our workforce the skills employers seek. And this will grow in importance as we understand the massive changes coming from increased automation and the need to upskill our workforce.

We live in transformative times – let’s prepare for the changes on their way. One of my favorite sayings is, “Prepare for unknown blessings that are already on their way.” And for that, I say, “Thank you!”

Best,



Cynthia

Why Giving Thanks is a Leadership Trait and Good for Business

Cicero said, “Gratitude is not only the greatest of virtues but the mother of all of the rest.” In [Thanksgiving and the Power of Gratitude in Business](#) (Inc.com), Tim Askew says that Thanksgiving is a reminder that thankfulness is a key to business health. Askew believes that “it is the simple things that make for success in business. One of those simple things is the act of saying ‘Thank you.’” What Askew means is that being genuinely grateful can open doors and build relationships. He says, “Saying thank you is an emotional act. It doesn’t just acknowledge someone’s effort, kindness intent or action. It recognizes the person himself.”



Practicing gratitude can help you be a better leader. Neamat Tawadrous in [Ways in Which Gratitude Can Transform Your Leadership](#) (Empowerment Blog) and Influence says, “Gratitude develops success. Our success ultimately depends on collaboration with others. Having Gratitude for those who help us become successful influences them to do more to help us and support our cause.”

Tawadrous says, "Gratitude leads to opportunities. The doors to opportunities often open from unexpected sources. We all experienced that. Showing appreciation draws the interest of those with whom we come into contact, and will attract other leaders who will help us become even more successful. She adds, Gratitude increase trust. When we show others that we value their hard work and contributions, their trust in our leadership and direction increases." More benefits from practicing gratitude are increased resilience, ability to recharge your batteries and striking health benefits.

Stef Durham, in [The Practice of Gratitude in Business](#) (Living Soulful) says that there are many ways to practice gratitude in your business life. He suggests some ideas:

"Receive money with gratitude. Take a moment to be truly grateful when you receive a payment for your services. Sometimes we cringe or feel awkward when a client hands us a check or asks how much to write the check for. That hesitation sends a message that you don't really want the money – which is probably not true! Take a deep breath and appreciate the money that you have received and say a silent prayer of thanksgiving."

"Accept opportunities with gratitude. I have noticed that at times I have waited a long time for an opportunity only to resist it when it shows up. Has this ever happened to you? Acknowledge the fear or discomfort that arises at the thought of jumping on an opportunity and then gratefully accept that which is aligned with your higher purpose."

"Pay bills with gratitude. Rather than hating and resisting your bill paying practice, take a moment to make it a sacred act of gratitude. You are paying for a service or product that you value so it is easy to be thankful for those things in your life. It feels good to acknowledge the privilege of having good food, running water and electricity. If you lovingly pay your bills with thanksgiving, you will open your blocks to money so that more can flow to you."

"Approach your clients with gratitude. Be sure to notice and thank your clients for all of the little gifts they give to you. Your clients bring joy into your life by valuing what you have to offer. Be sure to value them in return. Look for ways to thank and appreciate them. Honor your clients with spoken, written or silent gratitude – it will make all the different when they start to feel your genuine love and acceptance."

Happy Thanksgiving!

Community Colleges Adopt New Measures to Strengthen Workforce Education



The Board of Governors of the California Community Colleges approved the 25 recommendations put forth by the Task Force on Workforce, Job Creation and a Strong Economy to strengthen workforce education throughout the 113-college system. The recommendations are to help ensure a workforce with relevant skills and quality credentials that meet employer needs.

"The approval of the recommendations decided upon by the task force is a huge win for the entire state of California," said Board of Governors President Geoffrey L. Baum. "These important changes will allow community colleges

to build on the long-established success of educating the state's workforce, getting students into well-paying jobs and keeping pace with the increasing demand for skilled workers."

Commissioned by the Board of Governors, the task force is comprised of representatives from community colleges, the business community, labor groups, public agencies involved in workforce training, K-12 policymakers and community-based organizations. It was entrusted to address California's anticipated shortage of 1 million skilled workers with industry-valued middle-skill degrees, certificates and credentials.

"Employers in key industries report difficulty in filling job openings because of a shortage of workers with the right skills and aptitude," said Sunita Cooke, chair of the task force and president/superintendent of MiraCosta Community College District. "California's community colleges are well positioned address this skills gap and the task force recommendations provide a roadmap for enhancing our capacity to prepare students for high-value jobs."

Through a series of college and faculty meetings, a number of town hall meetings and extensive research, the task force developed a comprehensive plan comprised of the 25 recommendations focusing on seven broad areas:

- Removing barriers to education completion with improved career exploration and planning, work-based learning and other support.
- Putting industry at the forefront of career pathway development with clear, defined sequences for learning industry-valued skills.
- Continuous program improvement based on robust metrics and outcome data.
- Streamlining the curriculum-approval process. Currently, it takes too long, leaving students without timely skills employers require.
- Increasing the pool of qualified Career Technical Education (CTE) faculty. Currently, it's difficult to attract quality faculty because of education requirements and salary differentials.
- Regional coordination to pool resources and efforts for CTE and responding to industry needs.
- Establishing a dedicated and sustainable funding source for CTE programs. Currently, CTE courses are funded at the same level as general education courses. Yet, they have higher startup and operating costs. Funding gaps are closed with grants, but those are not long-term solutions.

NBLC looks forward to seeing these measures implemented at our North Bay community colleges and seeing our workforce able to gain the new skills needed to succeed.

Automation and Job Destruction

The latest issue of the McKinsey Quarterly (November 2015) has a fascinating article looking at automation through a new lens. The authors say as the automation of physical and knowledge work advances, many jobs will be redefined rather than eliminated—at least in the short term. In [Four fundamentals of workplace automation](#), Michael Chui, James Manyika, and Mehdi Miremadi, claim automation will have big impacts but that the “focus on occupations is misleading. Very few occupations will be automated in their entirety in the near or medium term. Rather, certain activities are more like to be automated, requiring entire business practices to be transformed, and jobs performed by people to be redefined, much like the bank teller’s job was redefined with the advent of the ATM.”

The authors say, “More specifically, our research suggests that as many as 45 percent of the activities individuals are paid to perform can be automated by adapting currently demonstrated technologies. In

the United States, these activities represent about \$2 trillion in annual wages. Although we often think of automation primarily affecting low-skill, low-wage roles, we discovered that even the highest-paid occupations in the economy, such as financial managers, physicians, and senior executives, including CEOs, have a significant amount of activity that can be automated.”

While much of the discussion has focused on job eliminations, the authors point out that even without major losses, automation and job redefinitions will be very disruptive. They say, “The organizational and leadership implications are enormous: leaders from the C-suite to the front line will need to redefine jobs and processes so that their organizations can take advantage of the automation potential that is distributed across them. And the opportunities extend far beyond labor savings. When we modeled the potential of automation to transform business processes across several industries, we found that the benefits (ranging from increased output to higher quality and improved reliability, as well as the potential to perform some tasks at superhuman levels) typically are between three and ten times the cost. The magnitude of those benefits suggests that the ability to staff, manage, and lead increasingly automated organizations will become an important competitive differentiator.”

To begin to gauge some of the impacts, the authors analyzed “roughly 2,000 individual work activities, and assessed the requirements for each of these activities against 18 different capabilities that potentially could be automated. Those capabilities range from fine motor skills and navigating in the physical world, to sensing human emotion and producing natural language. We then assessed the “automatability” of those capabilities through the use of current, leading-edge technology, adjusting the level of capability required for occupations where work occurs in unpredictable settings.”

To grasp the impact of technological automation, we structured our analysis around 2,000 distinct work activities.



The authors say, “According to our analysis, fewer than 5 percent of occupations can be entirely automated using current technology. However, about 60 percent of occupations could have 30 percent or more of their constituent activities automated. In other words, automation is likely to change the vast majority of occupations—at least to some degree—which will necessitate significant job redefinition and a transformation of business processes.”

In addition to the cost savings on labor, the authors see other benefits from having machines act as partners to employees. They say, “Particularly in the highest-paid occupations, machines can augment human capabilities to a high degree, and amplify the value of expertise by increasing an individual’s work capacity and freeing the employee to focus on work of higher value. For example, we estimate that activities consuming more than 20 percent of a CEO’s working time could be automated using current technologies. These include analyzing reports and data to inform operational decisions, preparing staff assignments, and reviewing status reports.”

While not all jobs can be automated, especially those relying on creativity and sensing emotions, it appears those jobs are minimal. The authors determined that, “Just 4 percent of the work activities across the US economy require creativity at a median human level of performance. Similarly, only 29 percent of work activities require a median human level of performance in sensing emotion. While these findings might be lamented as reflecting the impoverished nature of our work lives, they also suggest the potential to generate a greater amount of meaningful work. This could occur as automation replaces more routine or repetitive tasks, allowing employees to focus more on tasks that utilize creativity and emotion.”

The authors say, “Clearly, organizations and governments will need new ways of mitigating the human costs, including job losses and economic inequality, associated with the dislocation that takes place as companies separate activities that can be automated from the individuals who currently perform them. Other concerns center on privacy, as automation increases the amount of data collected and dispersed. The quality and safety risks arising from automated processes and offerings also are largely undefined, while the legal and regulatory implications could be enormous.”

To be prepared for these looming changes, the authors conclude, “All this points to new top-management imperatives: keep an eye on the speed and direction of automation, for starters, and then determine where, when, and how much to invest in automation. Making such determinations will require executives to build their understanding of the economics of automation, the trade-offs between augmenting versus replacing different types of activities with intelligent machines, and the implications for human skill development in their organizations.” How well executives accurately make those determinations will greatly affect the success of their companies.

Members in the News

Sunny Hills Services Hires Eric Lofchie as Program Development Director

Eric Lofchie, a Licensed Marriage & Family Therapist (LMFT) with extensive leadership and program development experience in the mental health field, recently joined Sunny Hills Services in the newly created position of Program Development Director.

Sutter Health Hospitals Named Joint Commission ‘Top Performers’

Thirteen hospitals within Sutter Health’s not-for-profit network received a 2014 Top Performers on Key Quality Measures® recognition today from The Joint Commission—the nation’s leading accreditor of health care organizations.

The Buck Institute for Research on Aging Featured on National Geographic Channel's Breakthrough

"The Age of Aging" premieres at 9 pm on Sunday November 29th

Sonoma Raceway Distributes More Than 4,600 Pounds of Food to Area Food Banks

Sonoma Raceway is at full speed this holiday season, distributing more than 4,600 pounds of non-perishable food to Friends in Sonoma Helping (FISH) and victims of the Valley Fire in Lake County through the Redwood Empire Food Bank (REFB) following the raceway's 15th annual Thanksgiving Food Drive.

Marin Sanitary Service's Patty Garbarino Honored by the San Rafael Chamber of Commerce at their 2015 Women of Industry Luncheon

The "Women of Industry" Luncheon is in recognition of the successful Women Business Owners, Professionals and Entrepreneurs in Marin County.

Redwood Credit Union Exceeds \$100,000 in United Way Workplace Giving Campaign

Redwood Credit Union (RCU) completed its 2015 United Way workplace giving campaign with total contributions of \$102,866, exceeding this year's campaign goal of \$100,000, to support United Way of the Wine Country. The Credit Union raised \$98,175 for United Way last year.

Lucas Proposes to Renovate Big Rock Ranch

Proposal converts Nicasio offices to private lodging on existing footprint

Kaiser Permanente Receives Gold Recognition For Stroke Programs

Kaiser Permanente San Rafael and Santa Rosa have been recognized with the prestigious Get with the Guidelines Gold Plus and Stroke Honor Roll achievement awards, presented by the American Heart/American Stroke Association, based on evidence-based guidelines.

George Lucas Foundation Donates \$10 Million To USC Film School

The money will help black and Latino students in the university's film school.

Bill Friedman Honored With the 2015 Nonprofit Leadership Awards

Bill Friedman is Dream Center Campaign co-chair for Social Advocates for Youth and chairman of the board of Friedman's Home Improvement.

BioMarin Expansion in San Rafael Gets a Green Light

The San Rafael City Council this week voted unanimously to clear the way for BioMarin's expansion.

Read more online at www.northbayleadership.org/news



Who We Are

Over twenty years ago, business leaders founded the North Bay Leadership Council on a simple premise: We can accomplish more by working together. Today, the Council includes 45 leading employers in the North Bay. Our members represent a wide variety of businesses, non-profits and educational institutions, with a workforce in excess of 25,000. As business and civic leaders, our goal is to promote sound public policy, innovation and sustainability to make our region a better place to live and work. For more information: Call

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