

# CAROCP MARKET WATCH

(A Monthly Trends & Forecasting Report)  
April 2005

## **MILK, EGGS AND A SEDAN**

Car-rental companies are installing counters in Wal-Mart and Sears nationwide to tap into the fast-growing market of consumers who need an extra car for special errands like hauling the kids to a pizza party. The race to team up with retailers is the latest attempt by car-rental companies to move beyond the nation's airport counters and establish themselves in residential neighborhoods. Enterprise and Thrifty have started moving into Wal-Mart Stores. Hertz expects to have 1,500 off-airport locations by year end, up from 400 in 1999. [The Wall Street Journal](#), March 22, 2005

## **FAST-TRACK CAREERS**

The job market hasn't been this rosy since the pre-recession hiring boom of the late '90s. But no matter how buoyant the job market is, there are still some professions and industries that offer more opportunities. Here is a sampling of some of the more promising fields for today and the foreseeable future.

### Paraprofessional

Paraprofessionals in education provide a variety of services, from tutoring and assistant teaching to basic clerical work. The Bureau of Labor Statistics predicts that paraprofessionals and teacher's aides will be the fastest growing jobs in education, increasing between 21 and 35 percent through 2012. Current requirements range from a high school diploma to some college training. However, new provisions of the No Child Left Behind Act, effective January 1, 2006, will require a two-year college degree and state certification.

### Forensic Scientist

Law enforcement agencies rely on detailed forensic evidence to solve crimes. Continued expansion of crime labs at all levels means the job market should remain strong for the next few years. Most crime labs require at least a bachelor's degree, though a master's degree is a great asset in career advancement. Graduates of forensic science programs are strong candidates, as are nonmajors with coursework in chemistry, biology, and the physical sciences. Strong public-speaking skills are needed for presenting evidence in court.

### Heating, Ventilation, and Air Conditioning Mechanic

All construction fields are booming. The Department of Labor predicts employment will grow from 6.7 million to 7.7 million workers between now and 2012, a seven percent increase per year. In as little as nine months at a community college or a private training institute you can get certified by the Environmental Protection Agency to replace refrigerants and thus qualify for entry-level jobs.

### Dental Hygienist

To keep the 77 million aging baby boomers smiling, the numbers of dental care professionals is projected to soar. The Department of Labor predicts that job opportunities will increase by more than 36 percent through 2012. Most dental hygienist programs grant an associate's degree; others offer a bachelor's or master's degree. Hygienists must have an accredited degree and be state licensed, which requires both a written and a clinical exam. [U.S. News and World Report](#), March 21, 2005

### **THE LONGEVITY QUESTION**

The consensus on longevity has seesawed so much that it is hard to tell where the consensus lies. Some workers are penalized for too many short stints on a resume, while others are labeled "stagnant" for staying too long. So how do you know how long is too long and how short is too short?

There is a switch away from wanting to see loyalty and longevity to wanting someone who has actually moved around a bit and experienced different things. But an executive who moves every six, 12, 18 to 24 months, puts up warning signs. Today, recruiters and executives say two years is about the minimum stay at a company, however, the yardstick varies by age and profession. Employers tend to like longer track records in financial professions but tolerate more job-hopping among technology workers and younger workers. On the long side, more than 10 years at the same company may raise concerns about expanding skill sets and adaptability. [The Wall Street Journal](#), March 22, 2005

### **MANAGING A MICROMANAGER**

In an organization with a culture of empowerment, nothing squeezes out morale like an iron grip. If you can't persuade a micromanager to stop sweating the small stuff, you won't have anyone left to empower. When a manager's domineering style drives one employee to quit and others start eying the door, the supervisor needs to step in. A suggestion is to recalibrate the power scales by giving employees more voice through regular staff meetings, more power of the purse, and by giving the micromanager responsibility for training new staffers. [INC. Magazine](#), April 2005

### **COSMETIC SCIENTISTS CAN BANK ON A BEAUTIFUL FUTURE**

The aging of the baby boomers means a growing demand for items to preserve youth. It is the best time ever for the skin-care industry according to a senior chemist at BeautiControl Inc. in Texas as boomers await more healing lotions and potions. There is currently a great shortage of experienced cosmetic scientists. Cosmetic science is a unique field because it requires artistic thinking and creativity along with a strong science foundation. Candidates need a strong academic background in chemical engineering, chemistry or biology. A master's degree in cosmetic science is obtained through the College of Pharmacy at some universities. [The Orange County Register](#), March 14, 2005

## THE FIVE DYSFUNCTIONS OF A TEAM

Organizations fail to achieve teamwork because they unknowingly fall prey to five natural pitfalls which Patrick Lencioni calls “the five dysfunctions of a team”. These dysfunctions can be mistakenly interpreted as separate issues that can be addressed in isolation, but in reality, he says that they form an interrelated model.

- **Absence of trust** among team members stems from unwillingness to be vulnerable within the group. Team members must be genuinely open about mistakes and weaknesses to build a trust foundation.
- Failure to build trust is damaging because it sets the tone for **fear of conflict**. Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. They resort to veiled discussions and guarded comments.
- A lack of healthy conflict is a problem because it ensures **lack of commitment**. Without having aired their opinions in the course of passionate debate, team members rarely, if ever, buy in and commit to decisions, though they may feign agreement.
- Because of a lack of real commitment and buy-in, team members develop an **avoidance of accountability**. Without committing to a clear plan of action, even the most focused, driven people hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.
- Failure to hold one another accountable creates an environment where **inattention to results** can thrive. Members put their individual needs or even the needs of their divisions above the collective goals of the team.

Like a chain with just one link broken, teamwork deteriorates if even a single dysfunction is allowed to flourish. Another way to understand this model is to take the positive approach to how members of a truly cohesive team behave.

1. They trust one another.
2. They engage in unfiltered conflict around ideas.
3. They commit to decisions and plans of action.
4. They hold one another accountable for delivering plans of action.
5. They focus on the achievement of collective results.

This sounds simple in theory; however, it is extremely difficult because it requires levels of discipline and persistence that few teams can muster. Before diving into each of the dysfunctions, Lencioni suggests assessing your team and identifying where opportunities for improvement lie in your organization. The assessment is found in his book. [The Five Dysfunctions of a Team](#), Lencioni, Patrick, Jossey-Bass, 2002

## THE NEW BEAN COUNTERS: BANKS SHARE SPACE WITH COFFEE SHOPS

While many financial institutions have been opening up branches in retail outlets in recent years, a rising number of banks are doing the reverse: allowing chains to set up shop alongside their teller windows. The new focus has been on coffee chains, with the omnipresent Starbucks showing up in pilot bank branches. This is one of the latest signs of the re-emphasis on branches. [The Wall Street Journal](#), March 22, 2005

## HOW TO BATTLE THE BRAIN DRAIN

Companies are facing new challenges as older workers retire. Managers in their 50s and 60s with valuable knowledge and experience are retiring, leaving companies with a brain drain. Luckily a few smart organizations are working on ways to capture their oldsters' knowledge and disseminate it to younger workers before it's too late.

Logically enough, figuring out how to keep critical knowledge starts with identifying what it is and who has it now. Knowledge management experts divide critical know-how in organizations into two parts: explicit and tacit. Explicit knowledge is the kind you can learn from a manual, while tacit knowledge tends to accumulate over years of experience. Tacit knowledge is more difficult to capture and communicate. It's what is held in our heads and includes facts, stories, biases, misconceptions, insights, and the ability to invent creative solutions to problems.

Strategies for battling brain drain include:

- Oldsters mentoring youngsters.
- Action Learning Teams – putting people together from several disciplines – manufacturing, sales, marketing, legal, finance – to solve particular problems. This strategy encourages people to learn a lot about a lot of things, not just their own jobs. Also, the handpicked young manager who participates along with older and presumably wiser colleagues gets exposed to projects and issues, but with a safety net.
- Retention of retirees on a part-time basis.

Fortune, March 21, 2005

## GET WELL SOON

Your throat is killing you. You could make an appointment with your doctor for the day after tomorrow or you could drive to your local Target store and get a strep test, right now. Price: \$48.00.

MinuteClinic (company slogan: "You're sick. We're quick.") promises to bring greater efficiency to the treatment of minor ailments. The concept is as simple as the clinics themselves: Each one is staffed by a single nurse practitioner who can treat a narrow range of common family illnesses, including the flu (\$78), eye infections (\$44), and athlete's foot (\$25). No appointment is necessary and most patients are out of the office within 15 minutes. Low overhead keeps the cost down since the medical equipment amounts to little more than a computer, a printer, a few chairs, a stethoscope, and some tongue depressors. Most clinics are located in large retail settings with in-house pharmacies so you can get your prescription filled too.

MinuteClinic has 22 locations in Minneapolis and Baltimore, with ambitious plans for national expansion. FastCompany, April 2005.

## **THE BEST ADVICE I EVER GOT**

Anne Mulcahy, CEO of Xerox

“Remember the parable of the cow in the ditch. When everything gets really complicated and you feel overwhelmed, think about it this way: You gotta do three things. First, get the cow out of the ditch. Second, find out how the cow got into the ditch. Third, make sure you do whatever it takes so the cow doesn’t go into the ditch again.” Fortune, March 21, 2005

Stay tuned next month for advice from Howard Schultz, Chairman of Starbucks.

*Trends & Economic Forecasting Committee –April 2005*

*Carol Hume*

*Coastline ROP*

*chume@coastlinerop.k12.ca.us*

*Gerry Kawamura*

*Coastline ROP*

*gkawamura@coastlinerop.k12.ca.us*

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