

# The Communicator

T H E C A L I F O R N I A M O V I N G &amp; S T O R A G E A S S O C I A T I O N

## Federal Greenhouse Gas Emissions Standards Proposed for Medium- and Heavy-Duty Trucks

On June 19, the Environmental Protection Agency (EPA) and the Department of Transportation's National Highway Traffic Safety Administration (NHTSA) announced a new set of proposed greenhouse gas (GHG) standards, named the Phase 2 program, for medium- and heavy-duty trucks to increase fuel efficiency and curb carbon pollution beginning in model year 2021 (model year 2018 for trailers) and phased in by 2027. Phase 1 was an earlier program that placed GHG emission reductions and improvements in fuel efficiency standards on model years 2014–2018 heavy-duty vehicles.

The EPA and the NHTSA state that the Phase 2 standards would benefit the industry by cutting fuel costs by \$170 billion as well as lower CO2 emissions by approximately 1 billion metric tons over the lifetime of the vehicles sold under the program. The program would also reduce CO2 emissions and fuel consumption by 24 percent for combination tractors; 8 percent for trailers; and 16 percent for vocational vehicles, pick-up trucks and light vans when compared to the Phase 1 standards. Truck owners who buy new tractor/trailer combination vehicles in 2027 can recoup the extra cost of environment-friendly technologies in two years in fuel savings.

"With emission reductions weighing in at 1 billion tons, this proposal will save consumers, businesses and truck owners money," said EPA

Administrator Gina McCarthy. "And at the same time, spur technology innovation and job growth while protecting Americans' health and our environment over the long haul."

### Proposed Regulations

The Phase 2 standards will be similar to Phase 1 standards by using general categories for vehicles and engines compliance. However, they will differ from the earlier regulations by allowing manufacturers to choose the technologies that work best for them to improve truck models.

Strengthening Standards to Reflect Ongoing Technological Advancements: The agencies, with help from industry comments, will have the perspectives necessary to determine appropriate and most feasible standards given the different technologies available and the costs and time needed to test and apply to the commercial truck manufacturing industry.

Encouraging Technological Innovation while Providing Flexibility and Options for Manufacturers: The proposed regulations would allow manu-

facturers the flexibility to use a mix of different technologies that best meets their needs in reaching federal compliance. Technological advancements that may be utilized include transmission improvements, engine combustion optimization, self-inflating tires and aerodynamic improvements.

*(GHG Rules Proposed cont. on page 5)*



**Editor's Note:** This article is a review of proposed federal EPA regulations and does not impact CARB regulations already in place in California.



## Chairman's Corner

By: Patrick Longo

Well, our peak season is upon us. Ready or not, here we go. Now's the time to really take advantage of our improving economy by going out and making that extra dollar. There are many challenges that come along with this time of year, but if your main focus is to concentrate on solid customer service whether it be local moves, storage, long distance load and deliver direct or those unfortunate shippers who have a delay because of capacity issues, keep the communication between you and your shipper strong throughout the process and it will all turn out OK at the end of the day. We work in a challenging industry, so make sure you take the time to keep your office staff, drivers and helpers focused and appreciated. They are the face of your company and without them, there is no next job.

In June, I was fortunate enough to accompany CMSA President Steve Weitekamp to San

Francisco and meet with the new director of the Safety and Enforcement Division, Elizaveta Malashenko. Our meeting was fairly brief, but we were able to get across as many issues concerning the CMSA to her as we possibly could. We opened with giving her a list of reported illegal operators and expressing how we feel the CPUC could best serve licensed movers by cracking down on those companies that put a black eye on our industry. We discussed the possibility of once again doing training events for the CPUC staff to train them on how legal operators run their facilities. We presented her a copy of the CMSA Communicator where we include all CPUC press releases for which she seemed extremely impressed by. Lastly, we discussed how we want to see all containerized household goods shipping companies treated the same way as regular household goods carriers. All companies should be required to be permitted to haul goods in the state of California whether customer loads shipment via POD or freight trailer. They should still be considered a carrier once it hits the road. All in all, it was a very interesting but positive meeting, which we

*(Chairman's Corner cont. on page 4)*



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## President's Comments

By: Steve Weitekamp

June was a busy month, yet for a couple of days in the beginning of the month, time stood still for me or at least slowed dramatically. You see, my dad passed away, and while he probably would have suggested that this event has no impact on my job or industry and therefore should be omitted from this column, I'm going to ignore that voice that I still hear.

My professional life has been dedicated to an industry that has a strong history of families working together. Several CMSA members are fourth-generation businesses. I never had the privilege of working for/with my father, yet he instilled in me many of the values that I hold about work. Show up and complete your work on time, treat people as you would like to be treated and do your best even if no one is looking. He instilled in me a core value that work was important. I remember as a young child sitting in his office or following him in the halls and

thinking how interesting everything was. Of course, we had challenges in our relationship, such as the teen years where children and parents frequently disagree and drift. But, we were fortunate to return quickly back on course.

We shared a lot, but for the purposes of this column, I limit my remembrances to those related to work. My dad was always respectful and interested in my work. Through his example, I learned to be more measured in my actions and particularly reactions, something I continue to work on. He was a sounding board for my ideas and engagement in issues and, early on in my career as the CMSA president, was a second set of eyes for my columns and articles.

For better or worse, I'm my father's son and I tend to keep personal issues private. My dad's last few years were challenging as he struggled with a disease that ravaged his body and closed the door on conversation. Yet, even during those times, I learned lessons of humility, love and loss. That being said, several very dear friends were aware of his condition and reached out to me frequently to check in, offer an ear or just let me know that they were there. I am

*(President's Comments cont. on page 4)*



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*(Chairman's Corner cont. from page 2)*

hope will strengthen our already strong working relationship with the CPUC.

Finally, I want to say our future lies within our driver retention and recruitment, so continue to find ways to promote our industry from within,

from the last helper on the list to your top guy. Look also outside the industry to try to fill more trucks with quality drivers to haul our shipments our sales teams are working so hard to book. Always look toward the future, stay positive and keep making a difference.

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CMSA Load Board  
<https://www.linkedin.com/groups/CMSA-Load-Board-6789576/about>

*(President's Comments cont. from page 3)*

grateful beyond words.

I also want to thank my staff, the CMSA Board and members for their kindness and consideration. We frequently say that the Association is much more than just a business trade association. To many, it is an extended family, so I

guess in a way, I do work with my family. I have been told that I am a lucky guy and I have to agree: I was blessed to have so many good years with my dad. I thank him for being an exemplary role model and for all that he has done for me.

Back to work!



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**(GHG Rules Proposed cont. from page 1)**

**Setting Standards for Trailers:** Phase 2 standards propose GHG emission regulations for trailers used in combination with tractors for the first time. The regulations would cover the majority of new trailers.

**Providing Flexibilities to Help Minimize Effect on Small Businesses:** Despite all small businesses being exempt from the Phase 1 standards, they will now be regulated under the Phase 2 program with some flexibility. The agencies propose to delay all new requirements by one year for small businesses and simplify certification requirements in addition to other flexible options for particular trailer types.

### **What the Industry Thinks**

For the most part, the industry is uneasy at the idea of new technologies not fully tested being applied to new commercial trucks in the market as well as price spikes for new truck models because of these technologies.

"Fuel is an enormous expense for our industry—and carbon emissions carry an enormous cost for our planet," said Bill Graves, American


Trucking Associations (ATA) president and CEO, on the ATA website. "That's why our industry supported the Obama Administration's historic first round of greenhouse gas and fuel efficiency standards for medium and large trucks and why we support the aims of this second round of standards."

However, ATA's Vice President and Energy and Environmental Counsel Glen Kedzie said the proposal may result in the "deployment of certain technologies that do not fully recognize the diversity of our industry and could prove to be unreliable. This unreliability could slow not only adoption of these technologies, but the environmental benefits they aim to create." Kedzie also said that truck and engine manufacturers "will need adequate time to develop solutions to meet these new standards."

The Owner-Operator Independent Drivers Association's (OOIDA) Director of Government Affairs Ryan Bowley said in the association's official publication, *Land Line* magazine: "OOIDA still needs to examine the proposal to see if the input from small-business truckers

**(GHG Rules Proposed cont. on page 6)**

**Editor's Note:** This article is a review of proposed federal EPA regulations and does not impact CARB regulations already in place in California.




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**(GHG Rules Proposed cont. from page 5)**

was truly taken to heart. However, based on reviews of initial summaries, we do have concerns that the rule will push truckers to purchase technology that is not fully tested and may lead to costs such as maintenance and downtime that will eclipse the potential savings estimated in the proposal."

In an article posted on Today's Trucking website, Daimler Trucks North America's (DTNA) Director of Product Compliance and Regulatory Affairs Sean Waters released a statement that said: "...As the market leader in fuel efficiency, and the first to certify all of our products to Phase 1 GHG standards, DTNA shares EPA and NHTSA goals to improve fuel economy and reduce greenhouse gases. We believe that the rule should reflect realistic vehicle production and operating conditions, and consider the cost-efficient, fuel-saving technologies in fleet operations in order to successfully meet our shared goals...We are just beginning to review the details of the NPRM, and will continue to work with EPA and NHTSA on developing a final rule consistent with our goals of pro-

viding emissions and fuel economy benefits that reduce the 'Real Cost of Ownership' for our customers."

Cummins' engine business is positive about the announcement made by the agencies that would benefit truck owners and the environment.

Dave Crompton, the company's vice president and president of engine business, said: "Cummins welcomes the proposal with its goals to improve fuel efficiency and reduce GHG emissions, creating a win-win for both customers and the environment. We are pleased that the new proposal builds upon the Phase 1 framework that aligns technological advances and industry success."

**Public Comments To Be Scheduled**

The industry will be able to comment on the proposed regulations within 60 days after its final publication in the Federal Register. As of the printing of this *Communicator* issue, the regulations haven't yet been published.

Taking into consideration the two public hearings and the 60-day comment period, the agencies expect to finalize the Phase 2 program standards by 2016.

**Editor's Note:** This article is a review of proposed federal EPA regulations and does not impact CARB regulations already in place in California.

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Program Administrator

# CMSA San Diego Chapter's Rocking Success in Rock 'n' Roll Marathon

By: Move for Hunger

With the ocean as a backdrop and dozens of running Elvi (people dressed up as Elvis) in the crowd, Team Move for Hunger had a rockin' good time at the Rock 'n' Roll San Diego Marathon, Half Marathon and 5K last May. CMSA members rocked, rolled and helped us race away hunger in America's Finest City. With more than \$2,900 raised at the event, the team turned their miles into meals, making sure food gets on the table for so many in need.

Thanks to the determined leadership of **Republic Moving & Storage's** own RaeDeane VanMeter, who also completed her first half marathon with her daughter Danae this weekend, the team rallied

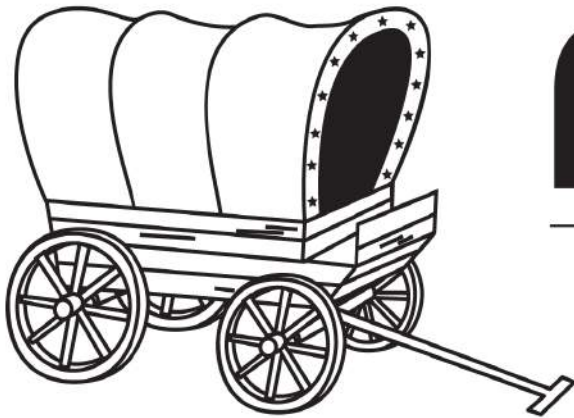
together for the cause. A special thanks to the following CMSA members who took to the streets to raise money for Move for Hunger:

**RaeDeane VanMeter of Republic Moving & Storage, Danae VanMeter of Republic Moving & Storage, Alejandra Zapata of Dewitt Move World Wide, Tara Gonzales of Dewitt Move World Wide, Carolina Apalategui of Priority Moving, Lorena Stitzel of Priority Moving, Mark Raby of Champion Risk & Insurance Services, Brad Vorce of Champion Risk & Insurance Services and Casey Myers of Paul Hanson Partners.**



*RaeDeane VanMeter and Mark Raby*

Thank you to everyone who donated, supported and helped us get out the word about hunger! **ROCK ON!**



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## NCMA Holds Summer Meeting in Texas

The National Council of Moving Associations (NCMA), a council comprised of state, national and international moving association leaders, convened June 8–10 in Austin, Texas, to discuss the prevailing issues that face moving associations and the general industry across the country. The issues of interest were regulators transparency, curbing unlicensed operators' activities, Internet presence, containerization, military moves and other issues.

During the meeting, a conference call was scheduled between NCMA and the National Conference of State Regulatory Specialists, which is a group of state moving regulators that come together to discuss challenges in their state's industries. The conference call helped

both groups determine how to improve relations between the regulated and the regulators.

NCMA members also discussed nuances in state regulations from one state to another on illegal operators as well as state regulatory policies. One issue that International Association of Movers Senior VP Charles White reviewed with the group's attention was the SDDC intra-state requalification process.



*Members of the National Council of Moving Associations*

Before the meeting came to a close, CMSA President Steve Weitekamp was elected as the NCMA Chair with Pam Stanley of the North Carolina Moving Association as the NCMA Vice Chair. Pat McLaughlin of the Pennsylvania Moving & Storage Association will remain on the council as a director.



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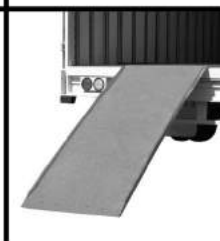
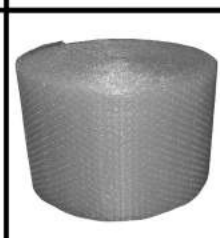
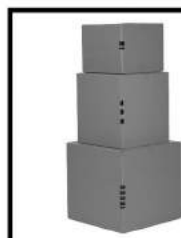
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# Disposing Your Old Computer

Getting rid of your old computer? You can ensure its hard drive doesn't become a treasure chest for identity thieves. Use a program that overwrites or wipes the hard drive many times. Or remove the hard drive and physically destroy it.

## Understand Your Hard Drive

Computers often hold personal and financial information, including:

- passwords
- account numbers
- license keys or registration numbers for software programs
- addresses and phone numbers
- medical and prescription information
- tax returns
- files created automatically by browsers and operating systems

When you save a file, especially a large one, it is scattered around the hard drive in bits and pieces. When you open a file, the hard drive gathers the bits and pieces and reconstructs them.

When you delete a file, the links to reconstruct the file disappear. But the bits and pieces of the deleted file stay on your computer until they're overwritten, and they can be retrieved with a data recovery program. To remove data from a hard drive permanently, the hard drive needs to be wiped clean.

## How to Clean a Hard Drive

Before you clean a hard drive, save the files you want to keep to:

- a USB drive

- a CD-ROM
- an external hard drive
- a new computer

Check your owner's manual, the manufacturer's website or its customer support service for information on how to save data and transfer it to a new computer.

Utility programs to wipe a hard drive are available both online and in stores where computers are sold. These programs generally are inexpensive; some are available on the Internet for free. These programs vary:

- Some erase the entire disk, while others allow you to select files or folders to erase.
- Some overwrite or wipe the hard drive many times, while others overwrite it only once.

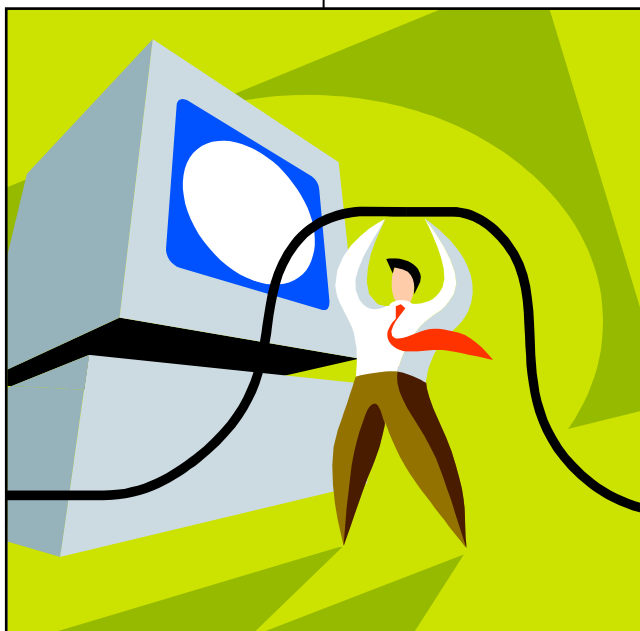
Consider using a program that overwrites or wipes the hard drive many times; otherwise,

the deleted information could be retrieved. Or remove the hard drive and physically destroy it.

If you use your home or personal computer for business purposes, check with your employer about how to manage the information on your computer that's business-related. The law requires businesses to follow data security and disposal requirements for certain information that's related to customers.

## How to Dispose of Your Computer

- **Recycle it:** Many computer manufacturers have programs to recycle computers and components. Check their websites or



*(Disposing Computer cont. on page 12)*



## INTERNATIONAL ASSOCIATION OF MOVERS

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(*Disposing Computer* cont. from page 11)

call their toll-free numbers for more information. The Environmental Protection Agency (EPA) has information about electronic product recycling programs. Your local community may have a recycling program, too. Check with your county or local government, including the local landfill office, for regulations.

- **Donate it:** Many organizations collect old computers and donate them to charities.
- **Resell it:** Some people and organizations buy old computers. Check online.

Remember, most computer equipment contains hazardous materials that don't belong in a landfill. For example, many computers have heavy metals that can contaminate the earth. The EPA recommends that you check with your local health and sanitation agencies for ways to dispose of electronics safely.

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## Calendar of Events

Thu., September 10	San Diego Chapter Meeting	Wed., November 11	San Diego Chapter Meeting
Fri., October 2	Monterey Bay Chapter Golf & Bocce Event	Wed., January 13	San Diego Chapter Meeting
Mon., October 5	O.C./B.C. Chapter Golf Tournament	Wed., February 10	San Diego Chapter Meeting
Wed., October 14	San Diego Chapter Meeting	Wed., April 13	San Diego Chapter Meeting
		May 10–15	2016 CMSA Convention

## MEMORIAL BULLETIN



### Karen Cunningham

May 3, 1945–June 9, 2015

CMSA member Karen Anne Cunningham, beloved wife of Charlie Cunningham, of Cunningham Moving & Storage of San Francisco passed away on Tuesday, June 9, 2015.

A fiercely proud entrepreneur, she and Charlie built their family moving company together over the past 46

years.

She is survived by her siblings Albert, Melvin and Donna; children Sio-bhan, Michelle (and husband, Martijn), Charles (and wife, Jamie), Gary (and wife, Mandy), Philip, Chris and Patrick; 10 grandchildren.



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## Casey Moving Systems Named Small Business of the Year

SACRAMENTO—Assemblymember Adam C. Gray (D-Merced) announced that Casey Moving Systems of Ceres is the 21st Assembly District's 2015 Small Business of the Year. The Casey family — James, Kathy, Jay and Anna — were honored at a luncheon in Sacramento.

Based in Ceres, Casey Moving Systems has offices in Merced, Stanislaus and San Joaquin Counties and serves all of Northern California. As a family business, Casey Moving has always worked to include their employees as part of their extended family. They have re-

tained a reputation for integrity and quality service. With 50 employees, they meet the de-

mands of a growing industry. They specialize in global relocation services and document storage. Although their original task was to serve as a moving company, they have integrated the company to serve both individuals and businesses to meet their relocation needs.

"The Casey family has not only defined themselves as leaders in small business, but committed themselves

to the community as a whole. The Casey

*(Small Business Award cont. on page 16)*



Assemblymember Adam Gray (left) pictured with CMSA member Jay Casey (right) and his daughter, Katie Casey (center).



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## Pasha Hawaii Expands Service from Southern California to Hawaii

HONOLULU, June 17, 2015—Pasha Hawaii launched its LA-Hawaii Express (LHX) vessel service, providing the islands with increased frequency and more capacity to support the growing Hawaii economy.

The direct service offers two vessels that will call Los Angeles every Wednesday and will arrive in Honolulu every Sunday. This quick three-and-a-half day transit will benefit shippers, who will be able to fill orders on the mainland early in the week and, with Pasha Hawaii's LA-Hawaii Express Sunday arrival, will be able to have goods ready for a Monday morning delivery anywhere on Oahu. Barge connections link the LA-Hawaii Express service to all neighbor islands with one to two days of

additional transit.

The LA-Hawaii Express complements Pasha's CA-Hawaii Express (CHX), which provides a weekly triangle service connecting Honolulu, Oakland and Los Angeles. The Wednesday arrival of the CA-

Hawaii Express in Honolulu enables local retailers to receive their products and stock their shelves ahead of busy weekend sales. One of the vessels in the LA-Hawaii Express rotation is the newly



built Marjorie C, a combination container and roll-on/roll-off vessel. Her flexible design is uniquely suited to the Hawaii market, with a capacity of 1,400 TEUs and the ability to accommodate automobiles and all sizes and types of

*(Pasha Expands Service cont. on page 16)*

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**(Small Business Award cont. from page 14)**

family has set an example of dedication and success in the community and it is my privilege to recognize them as the Small Business Nominee from the 21st Assembly District,” said Gray.

“This award means a great deal to our business and our 50 years of service,” said Jay Casey, general manager of Casey Moving Sys-

tems. “We would not be successful without the entire team at Casey Moving and our loyal clients. We are greatly appreciative of Assembly-member Adam Gray for his consideration, for this honor and for his work for the betterment of our community.”

His daughter, Katie, added, “It was really cool seeing the state Capitol and to have a tour with our assemblymember.”

**(Pasha Expands Service cont. from page 15)**

rolling cargo.

“By offering two weekly sailings from Los Angeles to Honolulu, Pasha Hawaii gives manufacturers and retailers the opportunity to enjoy increased supply chain consistency and flexibility,” said George Pasha IV, president and CEO of Pasha Hawaii. “Our vessels are utilized exclusively in the Hawaii trade and we look forward to providing the market with exemplary schedule reliability and on-time performance.”

In addition to the LA-Hawaii Express and the CA-Hawaii Express, Pasha Hawaii operates the M/V Jean Anne, a bi-weekly roll-on/roll-off vessel service between San Diego and Honolulu, Kahului and Hilo. The M/V Jean Anne’s heavy-

duty ramp design enables not only the transportation of automobiles, but also the transportation of oversize building materials, construction equipment, military equipment, and industrial and commercial rolling stock.

“Our 10 direct sailings per month from the Southern California sourcing market, plus our four sailings per month that include calls in both Los Angeles and Oakland, allow our customers to streamline their supply chains by keeping their inventories nimble and landed costs low,” said Chuck Patton, senior vice president of Pasha Hawaii. “By taking advantage of our frequency of sailings, customers with perishable or fast-to-market products can reduce their air freight spend, which is often five to six times the cost of ocean freight.”

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# 'Primal Teams' Exposes Teambuilding Myths

By: Malcolm Whyte, *SharedHR*

Jackie Barretta, founding partner of Nura Group, is the author of the new book, "Primal Teams: Harnessing the Power of Emotions to Fuel Extraordinary Performance." The Nura Group specializes in defining the super-energy of elite teams and helping organizations create it in their own teams. She is also a practice director of Virtual Information Executives, where she provides technology consulting to higher education institutions.

Barretta founded Nura after witnessing a merger that resulted in the loss of "optimal emotions" (how people feel about their work, their feelings for one another and their emotional relationship with their organization) under the new management. "Years before, we had hit on a winning formula for what we called 'high performance teams.' One tenet of that formula placed a huge priority on giving a strong voice in running the organization to the teams who played such a major role in getting results," Barretta said. Below is a brief summary provided by blr.com.

Barretta believes that it is better to build teams that nurture the human spirit and thereby spark the sharpness and creativity that lead to unprecedented levels of performance. Here are some of the ways these "primal teams" defy the myths of modern business:

## Myth #1—Always Be Positive

Business environments are often rife with stress and anxiety. Most team members think they need to look cool, calm and collected, even in the most trying situations. However, facial expressions, body language and other physiological signals reveal negative emotions, no matter how hard a teammate tries to hide them. When others see those signals insufficiently masked by feigned positivity, they lose a bit of trust in the authenticity of their teammate.

**Reality: Expressing negative emotion is beneficial.** People can learn to express negative emotion in ways that help them process and work through the negativity. This keeps them engaged and can spark the entire team from lifelessness to alertness. It also helps engender trust on the team.

**Action: Let people express their true emotions.** Channel this energy in ways that help rather than hinder the team.

## Myth #2—Relationships Should Be Kept Professional

Most teams believe it's best to keep relationships at a surface level, where members are cordial and collegial yet they can make tough business decisions without being hindered by personal attachments.

**Reality: People have a primal need to personally bond with each other.** When teammates relate to each other with genuine feelings of care and emotional concern, they satisfy a basic human need. In fact, when people interact regularly with others with whom

they don't feel a strong sense of belonging, they often end up with potent and even toxic negative feelings, including fear, anxiety and depression.

**Action: Help people in teams build emotional bonds.** They can personally relate to each other while learning to avoid the pitfalls of close bonds in a rough and tough business environment.

## Myth #3—Leaders Should Set the Rules

Many leaders believe they need to establish extensive rules for their teams to ensure that everyone works hard, takes care of customers and is a good team player.

**Reality: When people are given the**

*(Teambuilding Myths cont. on page 18)*



(*Teambuilding Myths* cont. from page 17)

**latitude to do the right things, they behave in a more trustworthy fashion.** When people feel trusted the chemical oxytocin surges in their brains, they naturally become more confident, more cooperative, more generous and more conscientious. Performance, collaboration, creativity and production all increase.

**Action: Empower your people.** Resist the urge to impose restrictive rules. Trust your team to do the right thing.

**Myth #4—Efficiency and Expertise are the Holy Grail**

Most teams focus on increasing their productivity and efficiency and they encourage their members to become experts at their jobs.

**Reality: These practices actually make them less adept at solving the challenging problems faced by most teams today.** The human brain has evolved for efficiency and will easily get stuck in the ruts forged by the constant repetitions that it takes to perfect a process or become an expert.

**Action: Help every team member approach each situation with freshness and novelty.** Promote curiosity and exploration and learning so your team can avoid mental ruts and come up with better solutions.

**Myth #5—Big Data Holds the Answers**

Teams are increasingly turning to huge stores of computer-based data to inform their decision-making.

**Reality: The collective knowledge of the**

(*Teambuilding Myths* cont. on page 19)

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### Top Three Associations in Enrolled Movers

California (CMSA)	53
Southwest Movers (SMA)	47
Illinois (IMAWA)	37

### Top Three Associations in Event Pounds

Pennsylvania (PMSA)	891,718
California (CMSA)	540,820
Southwest Movers (SMA)	409,409

### Top Three Associations in Regular Pounds

Southwest Movers (SMA)	34,710
New Jersey (NJWMA)	31,163
Illinois (IMAWA)	29,705

*(Teambuilding Myths cont. from page 18)*

**team members is most often the best source of data.** They are constantly exposed to valuable details, such as customer reactions to products and services, which can never be codified in a computer's bits and bytes. These details are stored in the members' subconscious minds, often without their conscious minds even being aware of them.

**Action: Encourage people to use their intuition.** When people use their intuition to read the data in their subconscious, it's not just a hunch or guess. It's based on real data. Consider questions like, "How should we be thinking about this?" Embrace practices to engage data in creative problem-solving.

#### Myth #6—There is No Place for Love

"Love" is still a foreign word in most business environments.

**Reality: Teams need heartfelt emotion to deal with today's challenging problems.**

This is not the gushy love you feel for your partner, but rather the sensation you feel in the area of your heart when you are inspired by doing something meaningful. These heartfelt emotions are the ticket to sparking their highest levels of energy, insight, focus and creative problem-solving.

**Action: Embrace love as a must-have.**

Help team members find and experience deep meaning in their work. Help people find passion and purpose in achieving their goals.

#### Significance

There are many ways to the top of the mountain and no one formula works for every organization. The fact is that being a manager is a team sport. Every successful organization must harness the team spirit to be successful and Barretta's ideas provide a healthy option to the convention wisdom about how to build genuine, trusting teams.

## **CLASSIFIED ADVERTISING**

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### **EMPLOYMENT OPPORTUNITY**

Looking for managers in L.A./Orange and Northern Bay Area. Must be extremely computer literate. Must be good with people and should have experience in the Moving and Storage Industry. Send resumes and letters of inquiries to: CMSA, Box J2, 10900 E. 183rd St., #300, Cerritos, CA 90703.

### **EMPLOYMENT OPPORTUNITY**

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### **EMPLOYMENT OPPORTUNITY**

Rebel Van Lines is looking to hire an experienced and aggressive residential Household Goods Salesperson/Estimator for Los Angeles and Orange County areas. Email resume to: nan@rebelvanlines.com.

# HISTORICAL PHOTO

As the CMSA closes in on its 100th year, join us in looking back down memory lane at these wonderful historical pictures. If you have any pictures you would like to share, please email them in JPEG format to: [bwahlstrom@thecmsa.org](mailto:bwahlstrom@thecmsa.org).



*Retrieved from the CMSA vault, the photo above was taken at the 1985 CMSA Convention. That year, CMSA held its convention at the Hotel del Coronado in Coronado, California.*



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