



BRAIN-DRAIN:

EASING THE PAIN OF TRANSFERRING
KNOWLEDGE TO THE NEXT GENERATION
OF COURT WORKERS

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WHAT DO YOU WANT?

Results

WHAT DO YOU WANT?

Results



WHAT DO YOU WANT?

Results



Actions/Behaviors

WHAT DO YOU WANT?

Results



Actions/Behaviors



WHAT DO YOU WANT?

Results



Actions/Behaviors



Thoughts/Beliefs

INTRODUCTION

The background of the slide features a faded, sepia-toned image of an antique map. A prominent compass rose is visible in the upper right corner, with a globe integrated into its design. The map itself shows various geographical features and text, though they are too light to read clearly. The overall aesthetic is that of a historical or exploratory theme.

HISTORY OF CONCRETE



- www.romanconcrete.com

HISTORY OF CONCRETE



- www.romanconcrete.com

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HISTORY OF CONCRETE

It took 800 to 1200 years to find the recipe again.



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HISTORY OF CONCRETE

- It took 1300 years to build another building that had a larger dome that surpassed the Pantheon.

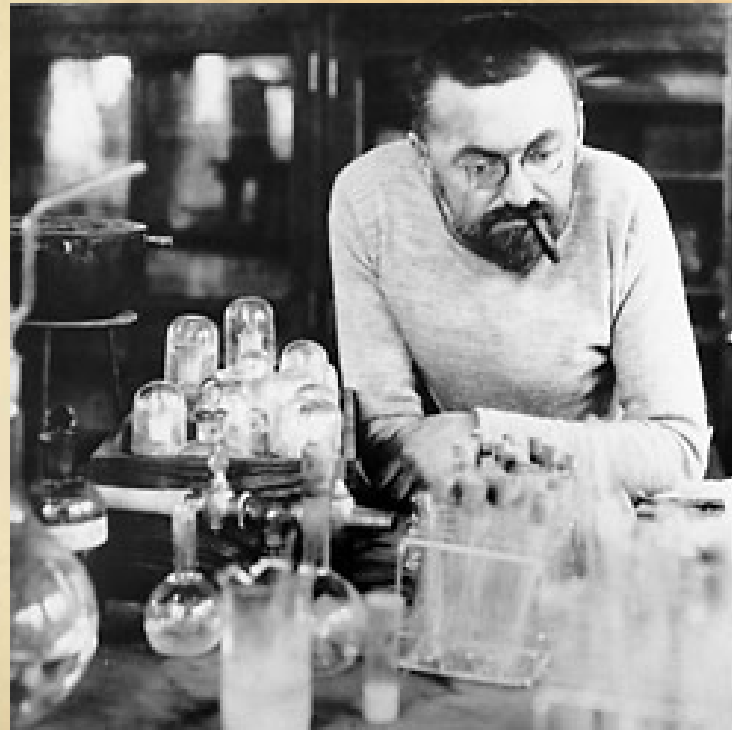


BENEFIT TO THE COMPANY:



BENEFIT TO THE COMPANY:

- Charles Proteus Steinmetz



BENEFIT TO THE EMPLOYEE:

The background of the slide features a stylized, textured globe in shades of gold and brown. A compass rose is overlaid on the globe, with its needle pointing towards the top right. The overall aesthetic is that of an old, leather-bound map or a navigational instrument.

PRINCIPLES

- Change starts at the top



PRINCIPLES

- Change starts at the top



- Roman Concrete

PRINCIPLES

The background of the slide is a faded, sepia-toned image of an antique map. In the upper right corner, there is a globe with a grid of latitude and longitude lines, surrounded by a compass rose with four directional points. The map itself shows various geographical features and text, though it is too light to read clearly.

- 3 R's of Old Age Education.

PRINCIPLES

The background of the slide is a faded, sepia-toned image of an antique map. A prominent feature is a compass rose in the upper right corner, showing a globe with latitude and longitude lines. The map itself is partially visible, with some faint text and lines. The overall tone is warm and historical.

- 3 R's of Old Age Education.
 - Risk

PRINCIPLES

The background of the slide is a faded, sepia-toned image of an antique map. A prominent feature is a large compass rose in the upper right quadrant, with a globe at its center. The map shows various geographical features and text, though they are not clearly legible due to the fading.

- 3 R's of Old Age Education.
 - Risk
 - Reflection

PRINCIPLES

The background of the slide features a stylized globe with a grid of latitude and longitude lines. A compass rose is positioned in the upper right corner, with its needle pointing towards the top. Below the globe, a faint map of the world is visible, showing the continents. The overall color palette is warm, with shades of gold, brown, and beige.

- 3 R's of Old Age Education.
 - Risk
 - Reflection
 - Relationships (things that last beyond my life)

BRIDGE OVER THE RIVER KWAI



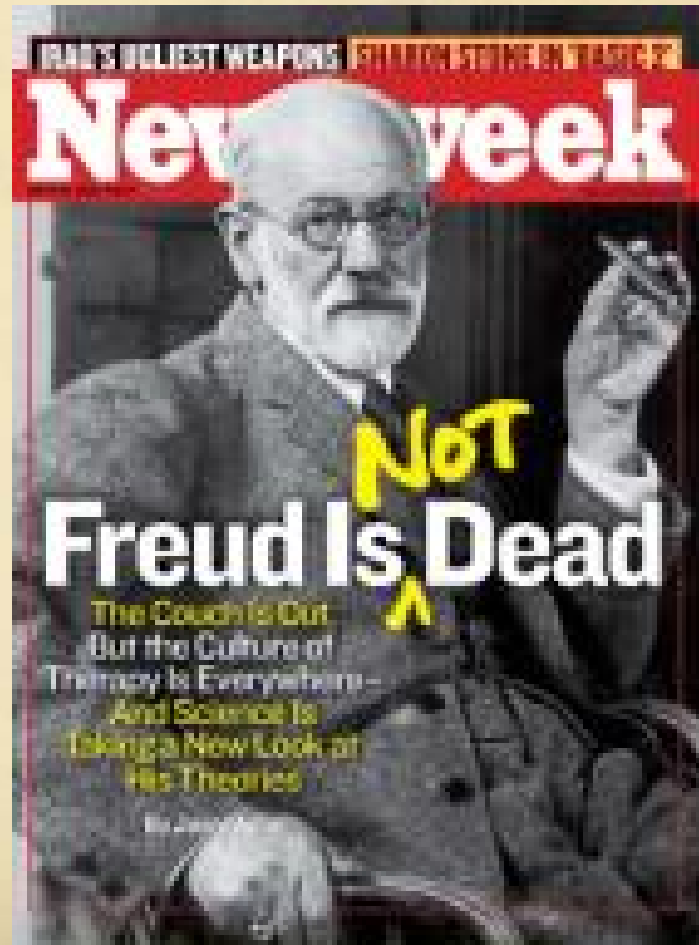
www.homevideos.com/revclas/7b.htm

BRIDGE OVER THE RIVER KWAI



www.homevideos.com/revclas/7b.htm

FREUD



ERIK ERIKSON



ERIK ERIKSON



- Eriksonian developmental stages
 - Middle Adulthood
 - Generativity vs. Stagnation
 - Late Adulthood
 - Ego Integrity vs. Despair
- <http://chiron.valdosta.edu/whuitt/col/affsys/erikson.html>

ERIK ERIKSON

The background of the slide features a stylized, sepia-toned globe with a grid of latitude and longitude lines. A compass rose is positioned at the top right, with its needle pointing towards the top. Below the globe, a faint map of the Americas is visible, showing the outlines of North and South America. The overall aesthetic is that of an old, weathered map or a historical document.

- Eriksonian developmental stages
 - Young Adulthood
 - Intimacy vs. Isolation
 - <http://chiron.valdosta.edu/whuitt/col/affsys/erikson.html>

TACTICS

The background of the slide features a large, stylized globe with a grid of latitude and longitude lines. The globe is set against a warm, golden-brown gradient. In the upper right corner, there is a detailed compass rose with four cardinal directions and a central needle. The overall aesthetic is that of a vintage or nautical theme.

- Front end – survey the organization

TACTICS

The background of the slide features a large, stylized globe with a grid of latitude and longitude lines. The globe is set within a circular frame that resembles a compass rose or a navigation instrument, with several pointed directions. The overall color palette is warm, consisting of various shades of brown, tan, and gold, giving it an antique or historical feel.

- Assign a person to mentor
 - or a tag a long to see how a successful person succeeds.

TACTICS

The background of the slide features a large, textured globe in shades of brown and gold. In the upper right corner, there is a detailed compass rose with a wireframe globe at its center. The overall aesthetic is that of an antique map or a historical document.

- Interview –
 - Get a court reporter to make a company history.
 - Have them be interviewed and audio taped.

TACTICS

The background of the slide features a large, stylized globe with a grid of latitude and longitude lines. The globe is positioned in the upper right quadrant. Below and to the left of the globe is a compass rose with four cardinal directions indicated by arrows. The entire background has a warm, golden-brown color palette with a subtle, textured appearance.

- Court Historian

- Or give a retiring employee that job one day a week for the last 6 months on the job.

TACTICS

The background of the slide features a large, faint, golden-brown globe with a grid of latitude and longitude lines. In the upper right corner, there is a compass rose with four directional points. The overall aesthetic is that of an old, textured map or parchment.

- Videotape the person doing the job with an interviewer.
 - If a physical job, video is more important.
 - If a thinking job, interviewing may be best.

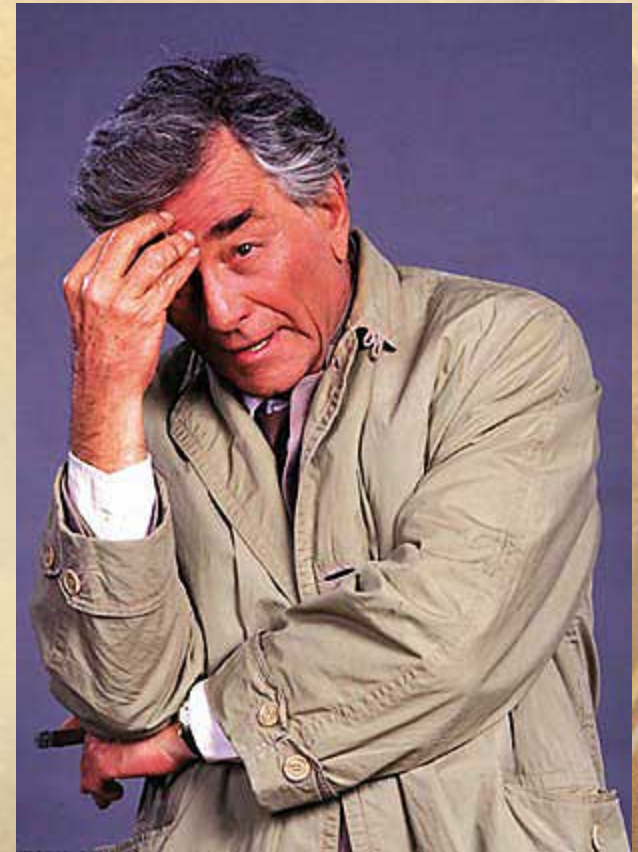
TACTICS

The background of the slide features a large, semi-transparent globe centered on the Atlantic Ocean, with a compass rose overlaid on the right side. The globe shows latitude and longitude lines, and the compass rose has four cardinal directions. The overall color palette is warm, with shades of gold, brown, and beige.

- Interviewing Tactics

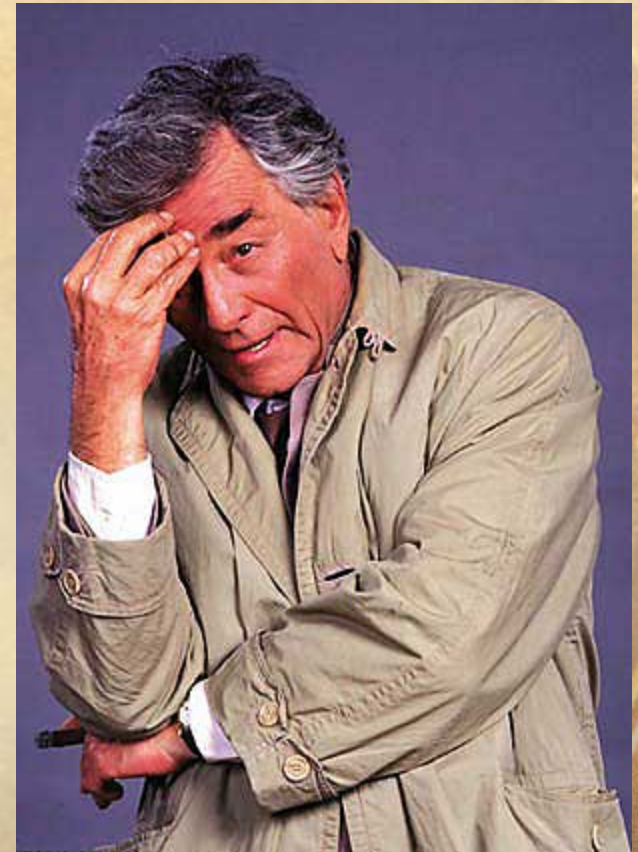
TACTICS

- Interviewing Tactics
- The Columbo Method



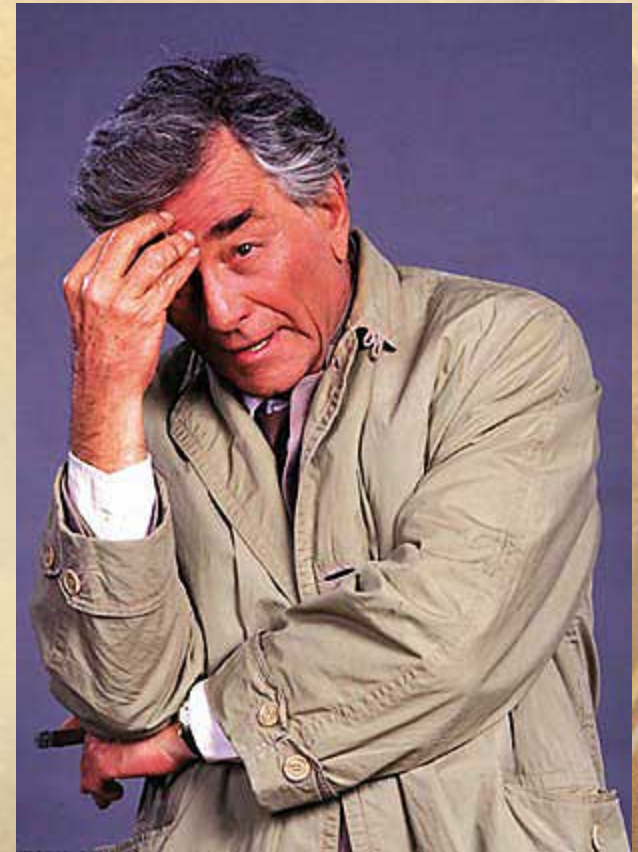
TACTICS

- Interviewing Tactics
- The Columbo Method
 - Act confused.



TACTICS

- Interviewing Tactics
- The Columbo Method
 - Act confused.
 - Ask for help.



TACTICS

The background of the slide features a large, stylized globe in the upper right corner, showing latitude and longitude lines. Below the globe is a map of a landmass, possibly North America, with a compass rose overlaid on it. The map and globe are rendered in a light, golden-brown color, matching the overall warm, textured background of the slide.

- Interviewing Techniques

TACTICS

The background of the slide features a large, stylized globe with a grid of latitude and longitude lines. The globe is set within a circular frame that resembles a compass rose or a navigation instrument. The overall color palette is warm, with shades of gold, brown, and beige, giving it a classic, historical feel.

- Interviewing Techniques
 - Open Ended Question – essay questions.

TACTICS

The background of the slide features a large, faint image of a globe with a compass rose overlaid on it. The globe is centered in the upper right quadrant, and the compass rose is positioned around it, with its cardinal directions pointing towards the corners of the frame. The overall color scheme is a warm, golden-brown hue.

- **Interviewing Techniques**
 - **Open Ended Question** – essay questions.
 - **Fill in the Blank Question** – you ask a question where they can give a one word answer.

TACTICS



- **Interviewing Techniques**
 - **Open Ended Question** – essay questions.
 - **Fill in the Blank Question** – you ask a question where they can give a one word answer.
 - **Multiple Choice Question** – you come up with the possible answers and they pick one of the choices.

TACTICS



- **Interviewing Techniques**
 - **Open Ended Question** – essay questions.
 - **Fill in the Blank Question** – you ask a question where they can give a one word answer.
 - **Multiple Choice Question** – you come up with the possible answers and they pick one of the choices.
 - **True or False Question** – a question where they can answer Yes or No.

GUIDING QUESTIONS



- Name some big changes that have occurred in the court.
- How was the court able to make the change?
- What were the 3 biggest crises in the court history?
- How was the court able to successfully negotiate those crises?
- Was it people or was it processes?
- How do you do your job?
- What works best?

RESISTANCE:

RESISTANCE:

- The push back is that employees will think that you are out to get rid of them.

RESISTANCE:

- To them, knowledge is their only leverage to maintain their power.

RESISTANCE:

- Must reward them for passing along institutional knowledge.
 - Additional vacation time to spend with family
 - Awards
 - Permanent public recognition
 - Money may not do it.

RESISTANCE:

- Study the individual employee and determine what matters to that person.

RESISTANCE:

- Must do this to begin with employees who have already announced their retirement

RESISTANCE



- Change starts from the top.
 - If the leader of the company is not driving this process, it will fail.

A PERSONALITY THAT IMPAIRS CHANGE



- Dogmatism
 - Milton Rokeach

HABITUATION AS A THREAT

- Why people resist change.



HABITUATION AS A THREAT

- People go back to what is familiar, not what is best
 - People tend to evaluate as better things with which they are familiar, even though it is not objectively better.
(e.g., Madden, 1960; Gilovich, 1981)

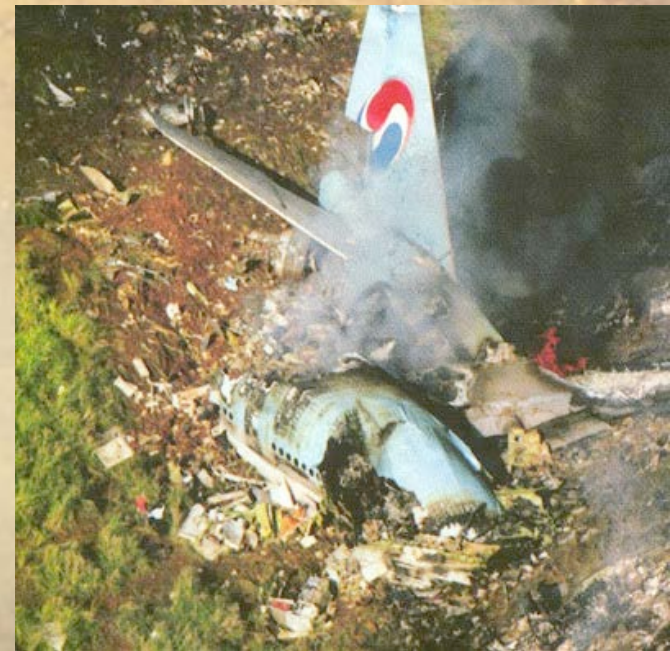
HABITUATION AS A THREAT

- Consumer Research (e.g., Park & Lessig, 1981)



CULTURE PROBLEMS

- Korean Air Disaster – described in *Outliers*. Malcolm Gladwell
 - Single dominant leader and a culture of not questioning the leader resulted in a cockpit full of people (except the pilot) who knew they were going to crash.

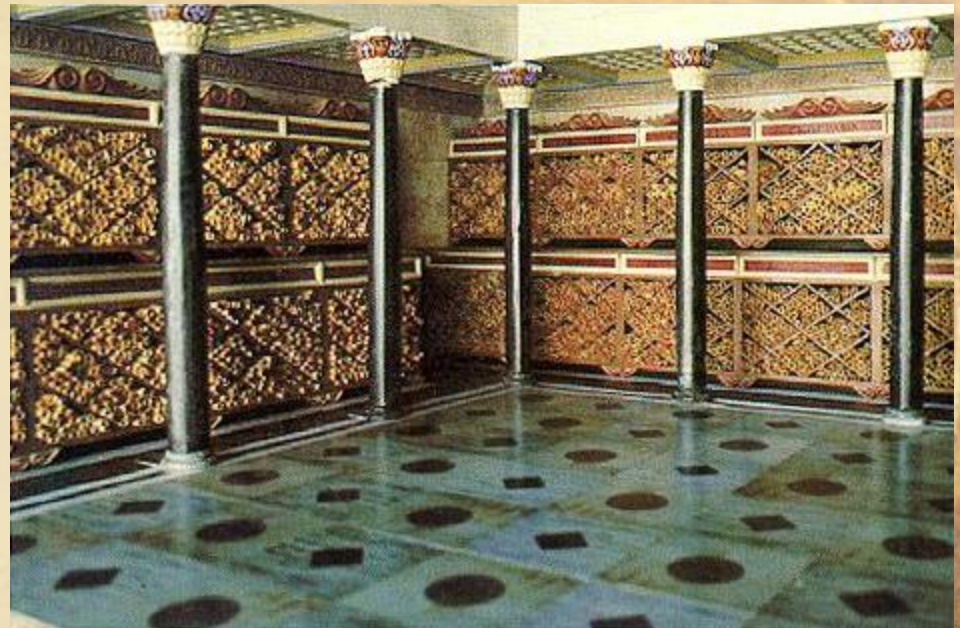


CONCLUSIONS:

- **Roman Concrete** – what could we have built and constructed if that recipe wasn't lost?
- If the barbarian leaders had made the transfer of knowledge a priority, where would we be today?

CONCLUSIONS

- The Library of Alexandria
 - Destroyed circa 391 AD.



[Alexandria-sagan2.jpg](#) (49KB, MIME type: image/jpeg)

Reconstruction of one of the storage rooms of the Library of Alexandria. From Carl Sagan's [Cosmos](#) (1980), fair use

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CONCLUSIONS

- Your older employees are like that library.
- If you can motivate the leader of your company to think the same way about your older employees, you can maintain productivity for your company for the long term.

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