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Microsoft Office 2007 – Prepare for Re-training

If you have not already taken it for a test drive, be prepared, Office 2007 really is new and significantly different from prior versions of Microsoft's venerable productivity suite. This latest iteration, which had its retail release in January, will look and feel unfamiliar to those who have grown comfortable with the previous eleven generations of Office. The completely redesigned graphical user interface (GUI) is officially known as Microsoft Office Fluent. There are enough look-and-feel differences from prior designs in fact that you may need to accept the likelihood that you will need formal training, worst case, or a steep learning curve at best, if you plan on upgrading. So will your employees. Looking beyond the very slick, glossy, attractive, and professional presentations and documents that are possible with the new package, you should understand a few of the changes that will affect you as a user and manager.

One of the most striking new features of Office '07 is the absence of the familiar toolbars and traditional drop-down menus. They have now been replaced with a busy-looking graphical user interface called the Ribbon. This may or may not appeal to your intuitive sense of navigating Windows-based applications. The Ribbon is chocked full of icons and selection tabs with the idea being that the user can see more command and operation choices in one glance than with conventional menus and toolbars. Each tab groups commands together by function. The tabs change automatically depending upon the object being selected on screen. This is known as "contextual tabs". In other words, the tabs for working with text are different from those used when working with an image or some other object.

Office 2007 is new and significantly different from prior versions . . . it will look and feel unfamiliar.

Microsoft claims that this arrangement will result in fewer mouse clicks to achieve the same result. It also means that the Ribbon occupies a substantial amount of real estate across the top of your screen. Plus, be advised, little on the Ribbon is where you might expect it and some tab items will seem completely out of place. The File menu has been replaced with an "Office Button" but the traditional Windows Minimize/Maximize/Close buttons still remain in their reassuring positions in the upper right of the screen. Word, Excel, PowerPoint, Outlook, and Access all have application-specific versions of the Ribbon. In the near future, you can expect to see the Ribbon become the new interface standard in all third-party applications as well.

Another change with the Fluent interface is "mini-toolbars". These are traditional looking editing toolbars that appear as ghost images immediately next to on-screen objects or text as they are selected. A ghost image becomes contrasted when the cursor hovers over it and fades away when the cursor leaves the area. For those who have mastered keyboard shortcuts in Office, you will be glad to know that these have not changed. In fact, an improvement that you will notice is that the shortcut keys appear on the Ribbon when the "Alt" key is depressed. This feature is known as "Key Tips."

Two other new features included with the Fluent GUI are known as "Galleries" and "Live Preview". The Galleries provide various style, font, formatting, color, and theme options for each of the Office applications. Live Preview displays the prospective changes of a Gallery selection on screen within the document before it is actually applied. Hovering the mouse pointer over a Gallery option will present a Live Preview of the result. This allows the user to see change results before finally applying to the document, slide, or spreadsheet. Thus, repeated format changes and "undo" are eliminated.

Finally, the Fluent interface includes Enhanced Screen Tips and a Quick Access Toolbar. The Enhanced Screen Tips include more information than traditional Screen Tips along with mini-illustrations, and links to the main Help file. The new Quick Access Toolbar on the top of the Ribbon basically amounts to a custom toolbar that is pre-loaded with some of

Miceosoft Office/ pS4

JAY ANGAL
Project Manager, National Surface Treatment Center

Do you have the Right Paint?

The U.S. Navy is always looking for better coatings to use on the naval ships. Use of longer lasting coatings saves the taxpayers money and keeps the ships in operating condition ready to meet the needs of national defense. Where does the National Surface Treatment Center come into the picture? We provide roadmaps to qualify paints and coatings for the use on Navy ships and submarines.

How do you go about finding what types of paints or coating the Navy is interested in? Where do you find this roadmap? What specifications does the coating have to meet? What tests are required?

The answer to all of the questions is a simple one: www.NSTCenter.com. This is a website we maintain for NAVSEA 05M, the technical authority responsible for developing specifications and designing the qualification processes for prospective coating suppliers. The website contains information about Navy coating specifications, lists of qualified products, types of improvements the Navy is looking for in specific coatings applications, and contact information for the right person at NAVSEA.

One example is new non-skid coatings, which the Navy is interested in using on aircraft carriers and other ships. Non-skid coatings are used to prevent people and machinery from sliding on slick or wet surfaces. Aircraft carriers use them on many places including landing areas for planes. When the planes land on aircraft carriers, they are stopped by snagging a hook attached to the plane by wires on the deck. The dragging hook on the deck can damage the coating and expose the steel. This causes two problems: (1) it makes it difficult for planes to stop and (2) exposed steel rusts easily in a marine environment.

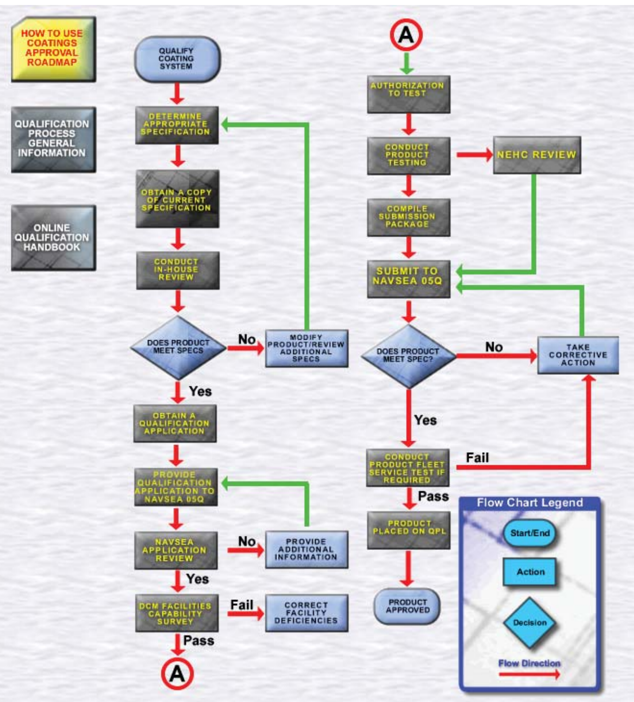
Damaged deck can also deposit loose material on the deck that can get sucked into the jet intake and damage engines. Specific requirements for this critical application can be found on our website in a document titled MIL-PRF-24667. The goal is to improve the life cycle performance of Navy non-skid deck coverings. Some of the improvements include:

1. Increasing the number of landings from 10,000 to 15,000 or a 2-year service life.
2. Materials that can better withstand direct heat impact from vertical take-off aircraft exhaust.
3. Epoxy primers that can be applied and cured under high moisture conditions.
4. Fast cure repair coatings for repairing the landing deck while at sea with 24-hour surface preparation to total system cure.
5. Coatings that can be applied between 20°F and 150°F

If you have coatings that meet one or more of these characteristics, and you would like the Navy to approve your product for use on navy ships and submarines, you are ready to follow the roadmap. The roadmap from our website is reproduced here below.

Many of the rectangles are linked to specific information about that step in the process. The three rectangular tabs on the left provide general and useful information about the qualification process. Right above the diagram, the word 'Non-Skid' appears. It is linked to a document that describes how the roadmap works for non-skid coatings and describes the 10 different types of non-skid coatings.

Coatings Approval Process (Road-Map) / Antifouling Non-Skid



You may not be in the business of supplying coatings to the Navy, so how does all of this apply to you? Some of you may have need for approving the right coatings for your specific applications. How do you decide what to use? Do you go by someone's word? Do you conduct any testing? Do you have the supplier conduct any testing? Although you are not in the business of national defense, your application is no less important.

You will get ideas about designing a qualification process for your coating application by going through the roadmap. That might lead to a better product and may reduce your costs. The roadmap does not have to be as detailed as the Navy roadmap. It will be helpful to set up performance specifications for your application. A set of criteria that clearly defines the expected and acceptable characteristics will help the suppliers. A properly designed roadmap will make the whole approval process objective and efficient.

The process may appear daunting and help is always available from the project managers at the National Surface Treatment Center. We can be reached at (502) 638-4400. You can also reach the non-skid coating Technical Authority at NAVSEA -- Mr. Mike Evans -- at (202) 781-3829.

Contact Jay Angal at (502) 638-4482 or JAngal@NSTcenter.com.

ANN TOWLES
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What is Globally Harmonized System . . . *and Why Do I Care?*

On September 12, 2006, OSHA published an Advanced Notice of Proposed Rulemaking in the Federal Register to seek comments on how to implement the Globally Harmonized System of Classification and Labeling of Chemicals (GHS). The GHS has been adopted by the United Nations to facilitate international trade by developing consistency between laws in different counties. The adoption of the GHS by OSHA will require OSHA to propose changes to the Hazard Communication Standard (20 CFR 1910.1200). It is important to realize that GHS is not a regulation or standard, but is a system for standardizing and harmonizing the classification of chemicals internationally. Its purposes are to create a logical and comprehensive approach to defining health, physical, and environmental hazards; to create a classification process that uses data on chemicals with comparison with the define hazards criteria; and to standardize the communication of those hazards.

The GHS was developed because the global chemical business generates more the $17 trillion per year. Just in the US alone, chemicals are more than a $450 billion business and exports are more that $80 billion per year. While laws are similar, they are different enough to require multiple labels for the same product. It is estimated that there are over 100 different types of Hazard Communication Standards for global products. For large global companies, labeling is costly and time consuming. The various global regulations are complex and expensive and can prevent medium and small companies from entering into the global market. In the US, chemical manufacturers, importers, suppliers, and users must comply with regulations from the CSPC, OSHA, DOT and EPA.

The proposed rule to the Hazard Communication Standard will address changes to the Material Safety Data Sheet (MSDS) and product labeling. In the US, workplace labels are "performance oriented" and result in labels that have product identity, hazard statements, and supplier information, but tend to be confusing. Some global US companies follow the voluntary ANSI Z129.1 Precautionary Labeling Standard that includes several of the core elements to GHS. The GHS label elements are Symbols (hazard pictograms) that show health, physical, and environmental hazards; Signal Words such as "Danger" or "Warning"; and Hazard Statements that would include standard phrases assigned to a hazard class and category. All symbols, signal words, and hazard statements have been standardized and assigned to a specific hazard category and class.

Under the GHS, the MSDS will become the SDS (Safety Data Sheet), which will have 16 required sections. A few of the new subjects that will be covered include Ecological, Transport Information, and Disposal Considerations. All three sections will have detailed information; for example, under the Disposal Considerations, the SDS will include a description of waste residues and information on the safe handling and methods of disposal, including any contaminated packaging.

The proposed changes to the Hazard Communication Standard will take time. For companies that are interested in entering into the global market or companies that are currently in the global market, the intent is to help streamline the process of providing information and to reduce the redundancies of all the various required labels resulting in less cost and time.

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DONNA LAMPE
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Leaders...Born or Made?

For centuries people have debated whether leaders are born or made. Several decades ago researchers tried to answer the question. The debate goes on, even though we know the answer.

It turns out to be a little of both. Leaders are sort of born and they're always made. Knowing the details will help you develop effective leaders for your company.

Leaders are Sort of Born

It seems like there's only one thing that a person needs to actually be born with in order to be a leader later in life: that's intelligence. A leader needs to be smart enough.

Effective leaders aren't necessarily the smartest people in the room or the company or even on the team. But they have to be smart enough to do the job they're assigned.

What's more important is what kind of person the potential leader is when he or she becomes an adult. The person who emerges from adolescence into young adulthood has the psychological and character traits they'll demonstrate for the rest of their life. Some of those matter for leadership.

By the time a person becomes an adult we can tell if they can help other people achieve results. That, after all, is what we expect leaders to do. We expect them to achieve success through a group. We expect them to help their subordinates grow and develop.

We can tell if they want to achieve objectives or if they just want to go along and take it easy. We expect leaders to be responsible for achieving results. You can have a marvelous life without a results focus, but if you're going to lead successfully you have to have the drive and willingness to be measured by the results of your leadership.

Are they willing to make decisions or not? Lots of people wake up every day and let the world happen to them. But leaders must be able and willing to make decisions that affect themselves and others.

By the time a person becomes an adult we can tell if they have the basic qualities that we expect leaders to have. We can determine if they're smart enough to do the job. We can tell if they are willing to help others to achieve results as a group. And we can tell if they will make decisions.

No matter how they measure up on the key essentials, no one emerges from the womb or from adolescence with all the skills in place to be an effective leader. Everybody has to learn the job. That's why leaders are always made.

Leaders are Always Made

Leadership can be learned by anyone with the basics. But an awful lot of leadership cannot be taught.

That's because leadership is an apprentice trade. Leaders learn about 80 percent of their craft on the job. They learn from watching other leaders and emulating their behavior. They choose role models and seek out mentors. They ask other leaders about how to handle situations.

Leaders improve by getting feedback and using it. The best leaders seek feedback from their boss, their peers and their subordinates. Then they modify their behavior so that they get better results.

Leaders learn by trying things out and then critiquing their performance. The only failure they recognize is the failure to learn from experience.

Effective leaders take control of their own development. They seek out training opportunities that will make a difference in their performance.

Don't stop there. Make sure that you evaluate your leaders on their leadership work. Reward them and hold them accountable for accomplishing the mission through the group. And hold them accountable for caring for their people and helping them grow and develop.

A Leader's Growth is Never Done

Leadership learning is a lifetime activity. You're never done because there's always more to learn. There are always skills you need to improve.

If you or someone in your organization is in need of leadership training or executive coaching, please contact: Donna at (502) 638-4410 or DLampe@mttc.org.

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The Five Best Practices of Leadership

Although it seems as if the fundamentals of leadership have changed, this is not the case. From more than two decades of research, Jim Kouzes and Barry Posner have found that the act of leadership has not changed. What has changed is the context of leadership. Kouzes and Posner attribute the change in context to several factors such as heightened uncertainty, a "people first" mentality, the global economy, and a changing workforce. With all of these factors in play, more than ever there is a need for strong leadership. The need for strong, effective leadership begs the question - "What makes a strong leader and can we turn ordinary people into effective leaders?" Based on their research, Kouzes and Posner developed a five best practices model of leadership. The model is called The Leadership Challenge® and its purpose is to assist managers and individual team members in furthering their abilities to lead people to greatness.

The Five Best Practices of Leadership are:

1. Model the Way: This practice focuses on credibility and values, which are two of the most important characteristics a leader can have. Strong leaders stand up for what they believe and in order to do that they have to be clear about what exactly is important to them. Once a leader is firm about what they believe it is important that their actions align with their beliefs. If this does not happen their credibility is ruined and no one will believe the message if they do not believe the messenger.
2. Inspire a Shared Vision: Effective leaders are always looking into the future and searching for possibilities. They have a clear image of where the organization is going. In addition, leaders help others recognize the possibilities and enlist them to turn grand possibilities into reality. In order to enlist others in their vision leaders show their constituents how the vision is, not only good for the organization, but also has the constituents' interest at heart.
3. Challenge the Process: Leaders seek and accept challenges. It is up to them to change the way things are. If things are staying the same they are not improving. However, change can be stressful. Leaders create an environment where constituents feel in control of change. Also, leaders generate small wins for their team to create a sense of accomplishment and allow their team to make mistakes and learn from those mistakes.
4. Enable Others to Act: Leadership is not a one-man show. Strong leaders know that they can not do it alone. They have to build trust among their team and foster collaboration in order to meet goals. Trust and collaboration are two very important elements in achieving goals in an organization. Leaders also strengthen their constituents by creating a sense of personal power and ownership because this is when people do their very best.
5. Encourage the Heart: Accomplishing goals is generally a difficult task. People become exhausted and frustrated. Often they are tempted to give up. Leaders show their team appreciation. They recognize and celebrate the accomplishments of their team as well as the individuals on the team. Great leaders have high expectations and when these expectations are met showing appreciation is essential in having the behaviors repeated.

These five leadership best practices are tried and true. They have stood the test of time for more than two decades. Kouzes and Posner's research indicates significant results each time they put the principles into practice. These results include increased job satisfaction, employee commitment, team productivity, and sales performance. The results stay the same across industries and disciplines and in public, non-profit, and private sector businesses.

For more information on how to bring The Leadership Challenge® to your organization, contact Angel Jones at ajones@mttc.org or 502.638.4463.

Microsoft Office 2007

CONTINUED FROM / p S1

the most traditional file commands. Users select what frequently used commands they wand to add to the toolbar.

Two new applications in Office '07 are Microsoft Expression Web and Microsoft SharePoint Designer. These are intended to completely replace Microsoft FrontPage for web development. Front Page is gone entirely so be prepared for a whole new training effort and learning curve here as well. The full-featured version of Office includes tools for collaboration, file sharing, and real-time workgroup editing and communication. These are known as Groove, Excel Services, and Sharepoint Server 2007. If work teams and project collaboration are important for your organization, these features alone may be reason enough to plan on an upgrade.

There are numerous other differences from Office 2003, including installation issues. The application files themselves are less bulky (3 gigabytes total) and the documents files have also been streamlined (at last). Files provide more security and are also easier to recover if they become damaged or corrupted. However, as a result, be advised that older versions of Office will require file converters to utilize Office '07 files. That is because the new Office 2007 file formats, called the Office Open XML formats, have new XML default extensions of .docx, .xlsx and .pptx for Word, Excel, and PowerPoint respectively. In addition, Office now provides support for PDF and XPS file formats.

These are just of few of the new changes and features in Office 2007 of which you should become aware. A complete description is well beyond the scope of this article. I highly recommend that you try the new version before you leap head-long into an enterprise-wide upgrade. You will undoubtedly find some features and functions that are easier to locate and use once you become familiar with the new layout. There are also numerous new graphics and image enhancement tools that you will appreciate. You can try Office 2007 at no cost for two months by visiting the following site: http://us1.trymicrosoftoffice.com.

I also recommend that you take a serious look at budgeting adequate training for your employees if you are planning on budgeting for a deployment. Lastly, if you do proceed with the upgrade, be sure to budget time, a significant amount of it, to re-learn Office and become "Fluent".

For additional information, contact Bill Thompson at BThompson@mttc.org or (502) 638-4430.