

MOTIVATION, PART III

Doing more than the minimum

Have you ever seen a job add that reads, "Seeking an average employee with low level skills and a faint desire to improve. Good work ethic not required?" No, but that's what many managers complain they get with employees: Mediocrity at best.

There are people who try their hardest and are simply in the wrong job for them; with a hundred percent effort they can only perform at half that level. But that's the minority. Most people could do far more than the basic job requirements. They simply choose not to.

So what makes people want to give more? (If you guessed money, you're wrong. Studies show that an increase in salary has a minimal impact on motivation.) For starters, don't convince yourself that you need to accept the minimum from people. If you expect people to be average that is precisely what they'll be. Here are a few ideas to encourage high performance.

1) Set goals: How can people do better if they don't know what better means? Managers should take some time to sit down with employees and find out what their goals are in the job. Even transient workers may want to learn a new skill or improve an old one. Asking them to identify at least one short-term and one long-term goal in the job will help you and them focus on priorities for improvement.

Your job is to monitor that goal and contribute to their goals. For example, if an employee is a server at a restaurant and tells you that he wants to learn managerial skills, make sure he gets some training and priming to do that. Ask if he wants to appren-



PEOPLE SMARTS
Elissa Levy

See LEVY, Page 4C

HATS OFF to tradition

BY MANDY MILES
Citizen Staff

Key West shop owner Stephanie Hellstrom is clearing up a global misconception — one hat at a time.

Panama hats aren't made in Panama.

"The term 'Panama hat' is misleading, because they've always been woven in Ecuador," Hellstrom says from her new shop, La Rubia, at 510 Fleming St. "When the Panama Canal was being built, the hats were shipped from Ecuador as sun protection for the canal workers."

Once finished, the Panama Canal became the distribution center for the South American hats, which were loaded onto ships bound for every corner of the globe.

The so-called Panama hats remain a product of Ecuador,

La Rubia offers authentic Panama hats — from Ecuador

where expert weavers still sit on covered porches, tightly turning long lengths of palm fiber called *paja toquilla* into the now-leg-endary hats.

Hellstrom saw their dedication firsthand when her mother retired to Ecuador three years ago.

But it was just this past September that Hellstrom decided to turn her fondness and fascination into a new business venture.

During a visit to Ecuador with her husband, local photographer Larry Blackburn, to



Photos by MIKE HENTZ/The Citizen

Shop owner Stephanie Hellstrom helps Linda Jurin-Cruz try on one of the stylish hats at La Rubia.

celebrate their first wedding anniversary, Hellstrom took the plunge.

"I decided then and there I wanted to bring these hats back to Key West and open a shop," Hellstrom said. "We're one of the only places in the Keys that sells authentic Panama hats — from Ecuador."

She opened La Rubia, 510 Fleming St., on Nov. 28 — Black Friday — and set about educating the public about the history and humanity of Panama hats,

which range dramatically in style, price and design.

"There are 20 different 'grades' of authentic Panama hats," Hellstrom said, pointing to a lower grade hat that has

See HATS, Page 4C



In addition to authentic, handwoven Panama hats, which have always been made in Ecuador, La Rubia also carries handmade jewelry and gifts from South American artisans.



Store owner Stephansie Hellstrom, from left, Linda Jurin-Cruz and Tami Frederick try on some hats and bags at La Rubia,

BOTTOM LINE

First State Bank praises Deanna Jones

Deanna Jones, First State Bank of the Florida Keys online banking representative, is the bank's Employee of the Quarter for her initiative, work ethic and positive attitude, officials said.

"Deanna was the perfect choice for this award because of her positive attitude and commitment to serving our customers," according to Brian Stadler, First State Bank online banking officer/call center manager. "She is an inspiration to other employees and a proud steward of our vision evidenced by her dedication to our bank."

Jones was hired as a teller in 2010 at the Boulevard branch, a position she held until 2012, when she transferred to online banking representative.

A Key West native, Jones attended Key West High School



Jones

and is working toward her Associate's degree through Florida Keys Community College.

Mariners honors volunteer Betty Kellers

Betty Kellers of Tavernier has been named the Mariners Hospital Auxiliary Volunteer of the Year. Rick Freeburg, Mariners' CEO, and George Geisler, Auxiliary president, presented the award to Kellers at the Auxiliary's December general membership meeting. Kellers received a gold pineapple pin with a diamond and two tickets to the hospital's Bougainvillea Ball.

Kellers has volunteered more than 2,700 hours since she joined the Auxiliary in 2005. In addition to serving as secretary and third vice president on the Auxiliary Board of Directors, Kellers has volun-



Kellers

teered in numerous departments throughout the hospital.

Nominees must have been a member of the Auxiliary for at least four consecutive years and must have volunteered a minimum of 1,000 hours. More than 170 volunteers are members of the Mariners Hospital Auxiliary.

Olivia Parwana joins Marathon Veterinary

Dr. Olivia Parwana has joined the staff of the Marathon Veterinary Hospital. She received her bachelor's degree in Biology from the State University of New York and her doctorate in Veterinary Medicine from Ross University School of Veterinary Medicine.

Parwana's special interests include general, internal and emergency/critical care medicine. She is available for patient care Monday through Saturday.



Parwana

Save MORE Dough

Keys Auto Loans
as low as 1.49% APR*

WIN a \$500 Publix Gift Card

Apply Today!

Go to KeysFCU.org Call 305-293-6000
Visit any Branch in Key West or Marathon

Keys Federal
Membership is REWARDING

398335

Key West HOLIDAY Light Tours

Join Old Town Trolley Tours or the Conch Tour Train on a magical adventure!
Climb aboard our festive vehicles as we take you to the island's most elaborately decorated houses and neighborhoods to show you all the joys of the season while listening to your holiday favorites!

BUY TICKETS ONLINE OLD TOWN TROLLEY CONCH TRAIN
bit.ly/TrolleyLights bit.ly/Conchtrain

398576

BUSINESS

Mariners is among best

Mariners Hospital has been named one of the nation's top hospitals by the Leapfrog Group, an independent, quality-review organization. This is the third time Leapfrog Group has recognized Mariners as a top rural hospital.

Mariners was one of a group of 94 standout hospitals honored at a recent ceremony in Washington, D.C. The list included 24 top rural, 61 top urban and nine top children's hospitals. Mariners is one of two rural hospitals in the state to make the list.

The Leapfrog Top Hospital distinction, which is given to less than 7 percent of all eligible hospitals.

Key West in Yahoo! destinations

Key West is among the top 10 destinations Yahoo! users sought travel information for in 2014.

The popular website/search engine has released an annual roster of "Most Searched Destinations, Airlines and Hotels."

Coming in No. 5, Key West is the only Florida destination on the list.

"We are gratified Key West is so popular among vacationers," said Harold Wheeler, director of the Monroe County Tourist Development Council. "It speaks volumes about the destination's appeal as well as awareness created by the industry and TDC's marketing efforts."

Ahead of Key West are Las Vegas; Myrtle Beach, S.C.; New Orleans; and Atlantic City, N.J. Behind are Ocean City, Md.; Santa Barbara, Calif.; San Diego; Virginia Beach, Va.; and San Francisco.

KEY WEST



Bill Setzer with Sunset Rotary Club recently presented a check to Tammy Fox, executive director of the Florida Keys SPCA for \$5,000. The check represents proceeds from the 8th annual Wining for the Animals winetasting held in November.

Light up display-off

Home and business owners have a chance to win gift certificates from local businesses in the Light Up the Lower Keys Contest.

The holiday display-off is co-sponsored by the Big Pine and Lower Keys Rotary Club and Keys Energy.

First-, second- and third-place winners — in separate home and business categories — win the gift certificates. Entries are limited to the Lower Keys between Ohio Key and Sugarloaf Key.

Signup should be done by Tuesday.

For information or to sign up, call Holly at 305-872-0106.

BIG PINE KEY

Reusable bag giveaway

SPECIAL TO THE CITIZEN

Winn-Dixie is teaming up with nonprofit Green Living and Energy Education's "Got Your Bags? Florida Keys" program by holding a reusable bag giveaway and sale on Saturday from 10 a.m. to 2 p.m. at the store on Big Pine Key.

Green Living and Energy Education (GLEE) volunteers will set up a "Got Your Bags? Florida Keys" (GYB) station outside the Winn-Dixie and provide a free reusable shopping bag to anyone who signs a pledge to do their best to avoid using plastic bags when they shop. The reusable bags have been donated by local businesses and individuals who support the program.

"Each individual pledge takes a big step toward reducing single-use plastic bag litter on streets, highways and shorelines," according to GLEE Board member, Shirley Gun. "More importantly, eliminating plastic bags also reduces the harm caused to the wild birds and marine animals from ingestion and entanglement."

Big Pine Key Winn-Dixie Store Director Kenny Lowe and the store's area service manager, Dan Jensen, are also supporting the Keys' environment with this project. Plastic bags are costly to provide, and that raises the costs to shoppers as well.

But the biggest cost is to the Florida Keys environment. An enormous number of plastic bags leave the store. Lowe and Jensen calculate that shoppers have taken almost 2.5 million plastic shopping bags from this single store in the first 11 months of 2014. Most of them will return to the environment in landfills, in the atmosphere via incineration or will litter roadways and shorelines threatening birds, sea turtles and

other animals.

Winn-Dixie will also contribute to the environmental effort by making its store-brand reusable bags available at a special savings for shoppers who want additional bags. As part of an ongoing campaign, the store will post signs and banners to remind shoppers to bring reusable bags, and train cashiers to ask shoppers about them at check out — or encourage them to load items from the shopping cart directly into their vehicles without using plastic bags at all, if possible. All store employees will be issued "Got Your Bags?" buttons to wear, to encourage and remind shoppers to choose reusable bags.

The GYB program, operated as part of GLEE's nonprofit pro-environmental mission, started as a local citizen's initiative in Big Pine Key in 2012, involving numerous small retailers. Winn-Dixie is the first major chain to adopt the program, which is expanding throughout the Keys.

It has been adopted in Islamorada with the assistance of Alicia Betancourt, Monroe County Extension Service director.

For the past two years, the Key West Film Festival has participated as a GYB sponsor, providing reusable bags for festival participants and incorporating numerous other green initiatives. In September, Help Yourself, the independent natural and organic market and restaurant became the first Key West retailer to promote the use of reusable shopping bags. A GYB project is also in the works in Key Largo.

For information on the GYB program, check out GLEE's website at <http://www.keysglee.com/gyb/> and follow the "Got Your Bags? Florida Keys" campaign online at <https://www.facebook.com/GotYourBagsFloridaKeys>.

Hats

Continued from Page 3C

a looser, more open weave. "The highest grades, which cost thousands of dollars are so tightly woven, they say they can be rolled up tightly enough to fit through a wedding ring," Hellstrom said, laughing and adding, "But I don't carry any of those."

The hats in La Rubia (Spanish for "the blonde") range from \$80 to \$500, and come in an unending array of styles and colors. They are made by legendary hat maker Homero Ortega.

"My main focus is the hats, handwoven near Cuenca, Ecuador, but I've also included other handmade gift items from Ecuador in all price ranges," she said, slipping on a stylishly chunky teal bracelet, handmade from tagua, a South American nut that can be dyed, polished and strung for jewelry-making.

The bangles and bracelets sell for about \$22, while handmade bags of straw, paja and recycled feed bags range from \$3 to \$200.

Another shipment of jewelry, bags, scarves and accessories is arriving any day from South America, Hellstrom said.

"I've tried to offer something for



Linda Jurin-Cruz, left, and Tami Frederick leave the shop accessorized and ready for the town.

everyone in all prices," she said, adding that she has been pleasantly surprised by the number of visitors to the shop who are familiar with the genuine Panama hats and appreciate their value.

"Any purchase truly supports artisans, and these hats and bags are a huge part of their culture," she said, proud to help carry on their tradition.

mmiles@keysnews.com

Levy

Continued from Page 3C

tice one night a month with the manger to see how things work. 2) Seek input: Find opportunities to ask people for their ideas. First, most people don't like to see their own ideas fail so they will work hard to ensure that their suggestions are successful. Second, asking for help or advice is the highest form of a compliment. It shows that you value a person's experience and knowledge. Some managers hold quarterly or monthly check-in meetings where they ask employees what needs improvement, or how they could expand the business. This effort is a great way to make people create and become stakeholders in a shared vision.

3) Show interest in people: If people feel like

a number, they'll act like one. Take a little time to ask employees how they are doing — and stick around to listen. If employees are having personal problems, you don't need to get involved, but you can offer to help by giving them some flex time, a pay advance or a referral to someone who you think can help. Keep your finger on the pulse of the individuals who work for you, and let them know that you see them as people, not just workers.

4) Show the benefits: Take this sentence out of your vocabulary: "I need you to do something for me." Like it or not, doing something for you doesn't have great appeal. If you want people to go the extra mile explain what's in it for them. You don't have to barter every time you ask people to work hard, but you should explain how it will benefit them to do it. Find out what

motivates the individuals you want to influence — money, flexibility, recognition, and use it to improve their performance.

Good help isn't just hard to find; it's hard to cultivate. So if you have

an employee who needs improvement, try all of these strategies to see which one works the best for that person. The process may take some effort on your part, but the payoff will be worth it.

TOURISM SNAPSHOT

Lodging occupancy report for the week of Nov. 30 - Dec. 6, 2014

The following is a glimpse of what percentage of hotel rooms were booked in Key West and the Florida Keys during the previous week based on information provided by lodging properties throughout Monroe County.

KEY WEST

OCCUPANCY (%)	Sun 30	Mon 1	Tues 2	Wed 3	Thur 4	Fri 5	Sat 6
This Year	60.8	64.3	69.5	77.9	85.2	91.9	92.3
Last Year	66.6	70.6	71.8	78.6	86.0	93.5	96.2
% Change	-8.6	-8.8	-3.2	-0.9	-0.9	-1.7	-4.1

FLORIDA KEYS

OCCUPANCY (%)	Sun 30	Mon 1	Tues 2	Wed 3	Thur 4	Fri 5	Sat 6
This Year	50.1	50.6	54.7	60.8	68.6	77.9	81.3
Last Year	52.6	54.9	55.7	62.6	71.0	80.9	85.7
% Change	-4.7	-7.8	-1.8	-3.0	-3.4	-3.7	-5.2

Courtesy of Monroe County Tourist Development Council
Source: Smith Travel Research, Inc./STR Global, Ltd. 2013

puzzle answers

W	R	E	S	T	C	L	A	W	H	A	R	T	S	L	A	G	E	R			
H	I	L	L	I	C	O	U	C	H	U	S	U	R	P	A	T	A	L	E		
O	S	I	E	R	E	L	A	T	E	S	H	I	E	R	B	O	R	E	D		
M	E	A	D	O	W	M	O	U	S	E	H	O	N	E	Y	C	O	M	B	E	D
M	A	K	E	R	N	S	D	D	E	V	E	G	C	R	I	B					
A	S	U	P	S	T	V	E	T	S	B	O	S	S	A	O	A	R				
G	A	D	G	E	T	X	E	R	O	S	P	I	T	S	A	D	A	G	E		
I	N	U	R	E	D	A	N	A	E	T	O	T	E	S	H	A	D	O			
R	I	M	S	E	S	A	E	V	I	L	E	Y	E	A	N	S	W	E	R		
Y	D	S	P	L	E	D	A	L	L	J	U	N	G	E	N	E					
E	O	S	T	R	E	U	N	C	L	E	A	N	E	N	D	A	B	A	T		
M	O	T	I	F	S	A	P	E	S	S	C	O	T	T	V	E	R	S	A		
E	D	I	N	A	R	U	P	E	E	L	S	B	I	A	S	E	D				
D	I	N	B	R	I	N	Y	E	M	I	R	O	A	I	D	V	E	E			
S	E	A	M	H	G	T	P	S	I	C	M	S	R	P	M	S					
W	I	S	D	O	M	T	E	E	T	H	U	N	D	A	U	N	T	E	D	L	Y
A	S	I	A	N	O	V	A	T	E	D	A	R	I	N	O	L	E	O	S		
F	L	A	M	E	N	E	V	E	R	S	N	O	R	T	R	I	N	S	E		
T	A	M	E	R	I	S	E	R	E	Y	A	M	S	E	N	T	E	R			

7	9	3	8	5	2	4	6	1
8	5	4	6	1	9	2	7	3
1	2	6	3	7	4	5	9	8
9	3	5	7	6	1	8	4	2
2	4	7	9	3	8	6	1	5
6	8	1	2	4	5	7	3	9
5	6	8	4	9	3	1	2	7
4	1	9	5	2	7	3	8	6
3	7	2	1	8	6	9	5	4

WORD SCRIMMAGE™ SOLUTION BY JUDD HAMBRICK
© 2014 UFS / Dist. by Universal Uclick for UFS

S₂ P₆ R₂ O₂ U₃ T₂ 1st DOWN = **67**

B₆ I₂ L₂ L₂ I₂ O₂ N₂ 2nd DOWN = **78**

C₆ L₂ E₁ M₁ E₁ N₂ T₂ 3rd DOWN = **120**

Q₁₄ U₃ A₂ G₃ G₃ Y₇ 4th DOWN = **32**

S₂ P₆ I₂ R₂ U₃ L₂ A₂ BONUS DOWN = **86**

AVERAGE GAME 245-255 PTS JUDD'S TOTAL = **383**
12-14-14

SUBMISSION GUIDELINES

New business? New location?
New employees? Proud promotions?
Email news about local businesses
to business@keysnews.com