

Google good example to follow here

Once there was IBM. Then there was Microsoft. Today, Google is the most powerful company in the world.

It will be interesting to see whether Google can hold that position for more than the 15 or so years that IBM and Microsoft did. Google is in to everything.

It is most famous, of course, for the search engine that most of us use constantly throughout the day.

Google owns YouTube and created Google Earth, which allows for amazing worldwide imagery. Google is responsible for some of the most creative innovation in a variety of fields today. Google Energy has established a number of wind farms to reduce the dependency on fossil fuels. Through its acquisition of DeepMind Technologies, Google is even working on developing driverless cars.

Let's take a look at Google



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and see what has allowed it to be successful, particularly the characteristics that Robeson County businesses may be able to replicate. The company certainly has a unique pricing strategy for getting clicks on advertisements from Google searches, but that won't help local organizations.

Google is led by the triumvirate of Larry Page, Sergei Brin and Eric Schmidt. This is an unusual power-sharing arrangement that works beautifully if people are able to give top priority to working on their relationships and are willing to yield to the ideas of others periodically.

When one person leads an organization, that person only has one perspective and can be blinded to new opportunities or risks in a particular strategy. Think of parenting as an analogy where a father and mother combine to create a

good system of checks and balances in child-rearing.

Google also spends an inordinate amount of time and resources on recruiting. Abundant research has shown that having "good" people is better than hiring for a particular skill set. It also seems to be the case that "A" level employees hire other "A" employees, but "B" employees hire "C" employees. Of course, determining who "good" people are is a non-trivial task, but worth considerable effort by any organization.

Google uses an analytical, "evidence-based" approach to everything it does. For example, with regard to recruiting and hiring, there are four approaches that research has shown to be reliable and valid — situational interviews, patterned behavioral description interviews, job simulations and realistic job previews.

A very unreliable method is to ask an interviewee, "Please tell me about yourself." Unless

a valid methodology is used, hiring managers are often unduly swayed by how articulate a candidate is, how well she or he thinks on the spot, or how attractive someone is. Thinking quickly and being articulate are desirable in many jobs, but are often not nearly the most important skills.

Google also leverages the power of peer pressure in a number of ways. Pressure sounds like a bad word, but an environment in which people feel additional motivation to do their best so they don't let down their coworkers can be empowering.

Rather than having performance appraisals conducted by just the boss, Google uses peer evaluations. They have also learned that project teams function best when they are limited to three to four people, and they never have a team with more than six.

On a team of three to four people, everyone's contribu-

tions are visible, so it is clear if someone is not pulling her or his weight. They also make sure any long-term objectives are broken down into short-term increments of no more than six weeks, which helps ensure that projects stay on schedule and receive immediate attention if a milestone is not reached.

A final example that I will elaborate on is that Google also has an internal company blog that allows employees to share information without management interference.

Research has shown that organizations are much better off allowing grievances to be shared by employees or customers. That way, they know quickly and clearly what to fix.

In many ways, Google is a good example for Robeson County organizations to use as a model.

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KidzCare Pediatrics opens in St. Pauls

By **Scott Schlaufman**
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ST. PAULS — KidzCare Pediatrics, a medical practice with offices across the state, has opened its latest clinic in St. Pauls.

Dr. Ashok Jain, the physician who oversees the practice, said there was a need for a pediatric clinic in St. Pauls. Jain operates 11 other pediatric clinics, in Fayetteville, Charlotte, Franklin, Hope Mills, Lillington, Sanford and Spring Lake.

"When I opened my first clinic in Hope Mills in 2003, we had people coming from here, Lumberton and Pembroke and as far away as Bladen County," Jain said. "Our biggest focus is access to care. People who don't have access to good primary providers end up in the emergency room and end up with higher costs."

Jain said a young patient will be charged about \$75 to treat a typical ear infection — \$50 for the doctors visit and \$25 for an antibiotic. He said the same diagnosis at an urgent care center costs about \$250.

"If you end up going to an emergency room for the same thing, it will cost you about \$1,500," Jain said.

The clinic, which opened on April 10, has six examination rooms and two triage areas.

"The community has been so receptive," said Michelle Harris, who serves as office manager. "Everyone that comes in talks about the need for a practice like this. The lengths that these parents were driving with sick children was very surprising. Now we are just around the corner."

The clinic treats children from birth to age 18 with asthma, complex and chronic illness, ADHD, ADD, ODD, conduct disorder and special needs. KidzCare Pediatrics also provides routine child care, immunizations and annual physicals for sports and schools.

"Really any child and any need, we will meet it," Harris said.

The clinic employs four people, includ-

ing Samantha Rushton, who works in the clinic as a physician's assistant. She graduated with a master's degree in Physician Assistant Studies from East Carolina University in 2013. Rushton has worked with KidzCare Pediatrics since April 2014.

According to Jain, KidzCare patients have electronic access to their medical records and information. Jain said the clinic also provides same-day access to care.

"If a child is sick, they need to be seen today," he said.

Jain said the doctors at KidzCare Pediatrics are either board certified or board eligible in pediatrics.

Jain has worked in pediatrics since he graduated in 1993 from Kasturba Medical College, one of the top medical schools in India. He completed his post-graduate residency in pediatrics at New York Medical College.

In 1998, he moved to Mount Sinai Hospital in Chicago to serve as chief resident in pediatrics. He joined Northwestern University-Children's Memorial Hospital as a Fellow in Pediatric Cardiology in 1999. From 2000 to 2003, he provided health care services to under-served children in Indiana and North Carolina.

"We have built a reputation and a presence in the community for providing warm and friendly service," he said. "We continue to be committed to delivering the finest pediatric care in the area."

Jain, who has a MBA from Fayetteville State University, opened his first pediatric practice, Hope Mills Pediatrics, in August 2003. Eighteen months later, Jain added a second practice, North Side Pediatrics.

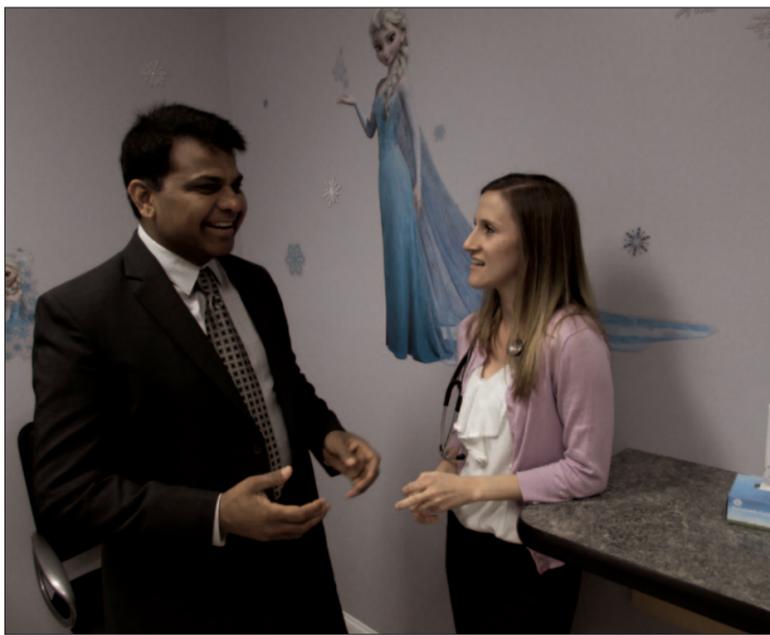
"We plan to be in St. Pauls forever," he said. "I started my Hope Mills practice with five patients and last year our clinics treated about 68,000 patients. All we had to do was plant the seed."

KidzCare Pediatrics is open from 8:30 a.m. to 5 p.m. Mondays through Fridays.

The clinic is at 216A E. Broad St. It can be reached at 910-241-3136.



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The staff at KidzCare Pediatrics in St. Pauls, from left, are Lakeshia Spruill, Samantha Rushton, Dr. Ashok Jain, Michelle Harris and Brittany Martin. The clinic is located at 216A East Broad St.



Dr. Ashok Jain of KidzCare Pediatrics talks with Samantha Rushton, a physician's assistant, at the new St. Pauls clinic. The practice provides routine childcare, immunizations and annual physicals for sports and schools.

Ferguson mulls removing Brown shrine

FERGUSON, Mo. (AP) — To some, a makeshift shrine in the middle of the Ferguson street where Michael Brown was killed last summer is a hallowed symbol of a new civil rights movement over race and policing. To others, it has served its purpose and is now more of an eyesore and a road hazard.

Within hours of Brown's Aug. 9 shooting death by a white police officer, people began placing stuffed animals, candles and other tributes in the middle of Canfield Drive, where the unarmed black 18-year-old's body lay for about four hours before it was removed.

The shrine stretches several yards down the center of the two-lane road that bisects a housing complex, and city leaders are grappling with the thorny question of whether to remove or replace it and risk further inflaming racial tensions in the 21,000-resident

St. Louis suburb, which is two-thirds black. Another section of the shrine sits along the curb a few yards away.

"It's a very sensitive topic," says Janie Jones, a black, Washington-based mediator who says she has been working behind the scenes with Ferguson municipal leaders and the Brown family on how to clear out the memorial without agitating the black community.

"It represents a community's cry for justice — not just for Michael Brown, but for people all over the world," Jones told The Associated Press on Monday. "The city has some serious decisions to make going forward."

Brown's killing by Officer Darren Wilson, who left Ferguson's police force after a grand jury decided not to charge him, touched off weeks of sometimes-violent demonstrations and a national "Black Lives Matter" movement that only

gained momentum with the subsequent police killings of unarmed black men in other U.S. cities.

Although Wilson wasn't charged, the U.S. Justice Department released a scathing report citing racial bias and racial profiling in the Ferguson Police Department and in a profit-driven municipal court system that frequently targeted blacks.

Ferguson Mayor James Knowles III, while appreciative of the memorial's status as a nexus of protests and prayers, said it is now a public safety issue that comes with "any time you leave items in the middle of the roadway." Knowles, who is white, pointed to last Christmas Day, when an unidentified motorist — whether intentionally or accidentally — plowed through the shrine. Neighbors and Brown supporters swiftly cleaned up the damage and rebuilt the site.

Festival

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Edwards said the proceeds will go to help his church, Miracle Temple Family Fellowship in Lake View S.C.

"I'm one of five cooks that will be out there that day," Edwards said. "It is always a good event for us. Once people start to smell what we are doing, we get a big crowd."

Duncan Mackie, president of the festival's organizing committee, expects the event to draw as many if not more than the 5,000 people that attended last year. The festival is in its 15th year.

"We've also got some great performers to keep people entertained,"

Mackie said.

There will be performances by a barbershop quartet, a young dance troupe, a step team from St. Pauls High School and belly dancers.

"I think we are going to be well represented as far as the stage show is concerned," Mackie said.

The festival will be followed by the St. Pauls Chamber of Commerce's monthly Night Out event at 5 p.m.

"I hope people will come out and take part," said Heather Humphrey, a volunteer for the event. "This is my second year helping out. It feels good to help with an event that shines a positive light on St. Pauls."

For information, call 910-865-4179 or go to www.ncfolkartsfest.org.