

# HR

PROFESSIONAL

## SPHERE OF INFLUENCE

Using social media to win the war for talent

Creating a sustainable culture

CBC RADIO'S DENISE DONLON ON ENGAGEMENT





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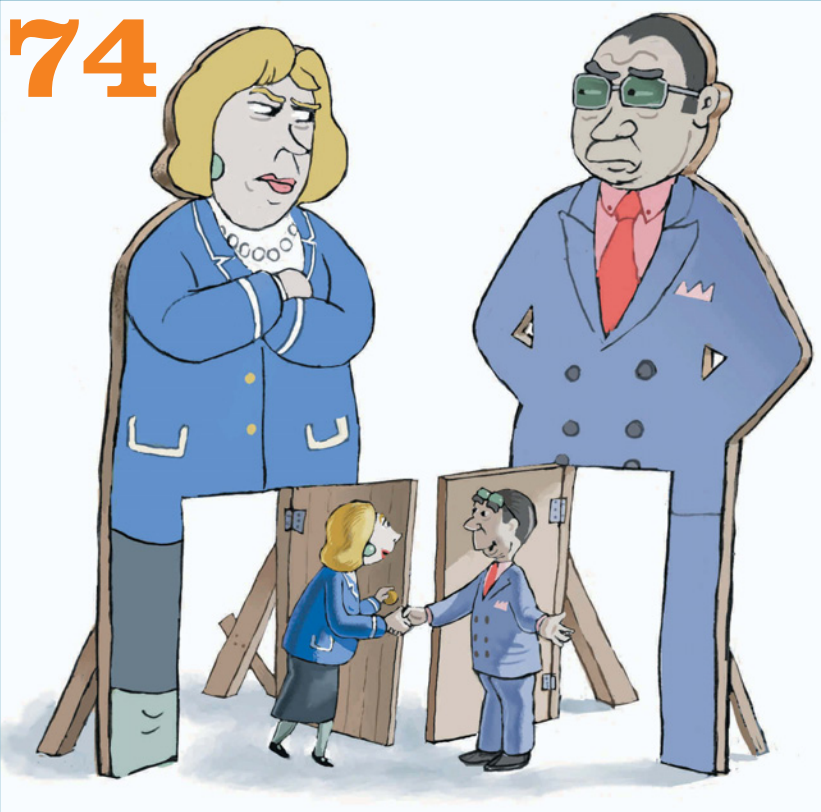


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**Editor/Publisher** Meredith Birchall-Spencer  
**Legal Editor** Malcolm MacKillop, Partner, Shields O'Donnell MacKillop LLP  
**Contributors** Jennifer Campbell, Melissa Campeau, Lisa Evans, Annie Hsu, Duff McCutcheon, Alyson Nyiri, Jay Somerset, Stuart Stark  
**Project Manager** Alana Place  
**Art & Design** Emma Law  
**Advertising Art** Glenn Domingo  
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## LINKING IN

**Y**our organization's ability to take advantage of social media depends on your company culture toward digital activities. Obviously, if you have a longstanding social-media-usage policy and your employees are encouraged to participate this will be, and probably has been, easy. But many organizations have not been quick to exploit all that social media has to offer; mostly out of fear of losing control of their message or tarnishing their brand.



I recently attended The Canadian Institute's fourth annual conference on social media in Toronto to find out more about what innovative organizations are doing in the social sphere. Among the fantastic lineup of speakers was Carolyn Van, formerly of Drake International. Van's session outlined the process she undertook to integrate social media into Drake's business operations.

Your apprehensive audience, she advised, will be much more receptive if you can report on what your competition is doing, how the social initiative can add value and positively impact the bottom line. Zero in on everyone's concerns and attack each one head on. Outline your plan for integrating social media into traditional processes and explain how this will ultimately make their jobs easier.

For more on social media and how it's changing recruiting, see "Sphere of Influence," on page 28.

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Regards,

*Meredith Birchall-Spencer*

Meredith

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# CONTRIBUTORS

## FEBRUARY 2011



### MALCOLM MACKILLOP

Malcolm MacKillop is a partner at Shields O'Donnell MacKillop LLP where he provides employers with strategic employment-related advice. He identifies four hot-button legal issues for organizations on page 17.



### GRAHAM LOWE

Graham Lowe is a leading expert on work. He is president of The Graham Lowe Group Inc. and a professor emeritus at the University of Alberta. He makes the case for creating sustainable organizational cultures on page 38.



### KEITH HAMPSON

Keith Hampson is director of the Digital Education Strategies program at the G. Raymond Chang School of Continuing Education, Ryerson University. He discusses effective online training programs on page 53.



### RACHEL DE GRÂCE

Rachel De Grâce is a payroll consultant with the Canadian Payroll Association. She helps readers navigate the intricacies of provincial taxation rules on page 21.



# Measuring a Moving World... Atlas' Annual Corporate Relocation Survey



- 79% of people involved in relocation work in Human Resources
- 68% of companies surveyed expect more relocations in 2011
- 59% of companies offer full reimbursement of relocation expenses
- 91% offer same program to new hires and transferees
- 51% of employees who declined relocations cited family issues
- 43% of companies pay for employment assistance for female trailing spouses
- 18% of companies pay employment assistance for male trailing spouses
- 81% chose their moving company based on service



These are just a few of the interesting facts contained in Atlas' 43rd annual survey on relocation trends.

For a copy of the full survey results contact:  
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# LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

## LEADING RESPONSIBLY

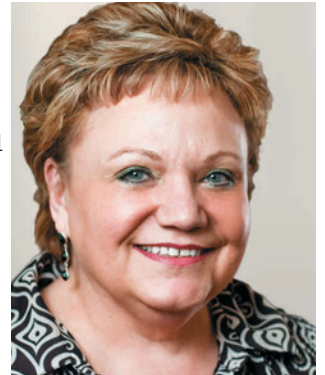
**C**orporate social responsibility (CSR)—it is a term we hear more and more often. Indeed, there are whole organizations, such as Canadian Business for Social Responsibility, dedicated to changing the way companies do business.

Increasingly, I think CSR is something public- and private-sector employers must embrace. The way companies integrate social, environmental and economic concerns into their corporate philosophy must be done transparently to reach all levels of the organization, from the front-line workers to executives. The public and stakeholders are demanding more information about the social and environmental impacts of the companies they support.

CSR is not a new concept—it has been bandied about for nearly two decades—but I think we are now at a point where we can no longer discount its importance. Take the oil spill in the Gulf of Mexico, as an example. Today, when you look at BP, you wonder how employees are feeling about their jobs. Do they want to admit they work for that company? We often associate environmental disasters with those companies involved in environmental disaster.

### Taking a leadership role in CSR

Although widely lauded, in many cases CSR has not been institutionalized to the point where it falls under one department's purview. So for many organizations that have bought into the idea, the question is: who will take the lead on it?



I believe this is an area where human resources can—and should—take control. As our profession continues to develop and move forward, it seems clear that adding social responsibility to HR's job description defines a broader, strategic role for us.

HR can bring those good ideas to the table and help develop programs that ensure every employee in the organization views environmental consciousness as part of their job description.

All employees in an organization should then begin to more fully understand that sustainability, CSR and environmental concerns are changing organizations. We must think in terms of global impact in these areas. Social responsibility is on the horizon as being a critical component of any successful company's overall strategic

plan. Consumers, customers and would-be employees will look at a company's records to see how socially responsible they are and have been; 20 years ago, that simply was not part of the picture.

So how can HR get involved?

Volunteer for roles on HR committees as well as on boards of non-profit organizations. Promote environmental responsibility in your organization and speak to its strategic place in ensuring corporate success. HR professionals should promote moral and ethical behaviour at work and be seen as part of the solution to creating a better world. **HR**

*Antoinette Blunt is the chair of HRPA's board of directors.*

“I believe this is an area where human resources can—and should—take control.”

Social responsibility is a proactive measure that needs to be built into every company's philosophy and business plan, including our responsibility for using and conserving natural resources. The changes in policy could be as small as switching a car fleet with more fuel-efficient models, or even encouraging your email recipients to think twice before printing out a message.

## GENDER PAY GAP CLOSING IN THE U.S.

THE BUREAU OF LABOR STATISTICS IN THE U.S. REPORTS THAT THE AVERAGE MEDIAN WEEKLY WAGE FOR WOMEN IS AT THE HIGHEST LEVEL EVER RECORDED.

WOMEN EARNED 82.8 PER CENT OF THE MEDIAN WEEKLY WAGE OF MEN IN THE SECOND QUARTER OF 2010, UP FROM 76.1 PER CENT FOR THE SAME PERIOD A DECADE AGO. WOMEN AGED 35 TO 44 SAW WAGES RISE 11.5 PER CENT, AFTER INFLATION, FROM 2000 TO 2009, COMPARED WITH A 1.2 PER CENT INCREASE FOR MEN.

DESPITE THE GAINS, A WOMAN IN THAT AGE RANGE EARNS \$200 LESS PER WEEK THAN THE AVERAGE MAN.

Source: USA Today



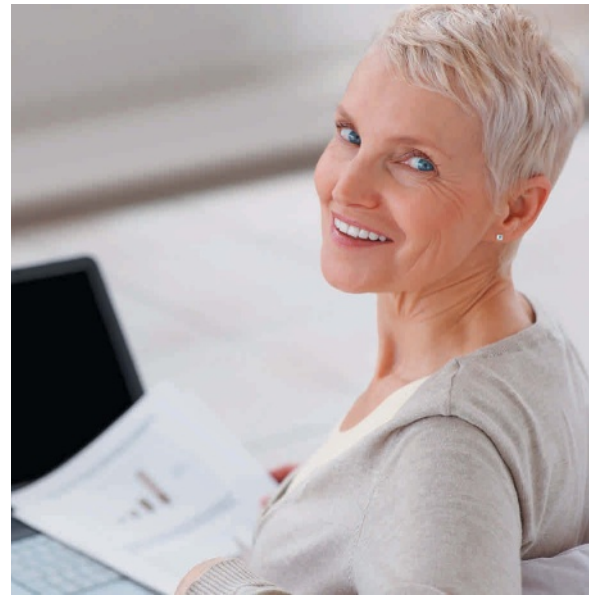
## Female Birthday Boom

Statistics Canada reports a surge in employment growth for older workers, particularly women, in the last quarter of 2010.

Job growth for women aged 55 and over increased by more than 16,000 in the month of October. In fact, in the last year all sexes in this age group saw the country's fastest rate of employment growth, at a time when the overall employment rate was stagnant.

This could be indicative of increasing numbers of older workers re-entering the workforce or lowering their income requirements to ensure they secure employment. Philip Cross, Statistics Canada's chief economic analyst, attributes the increase to demographics. Of the 18,000 additional older workers with a job last October, 9,000 had their 55th birthday in that time—pushing them into a new demographic category.

Source: The Globe and Mail

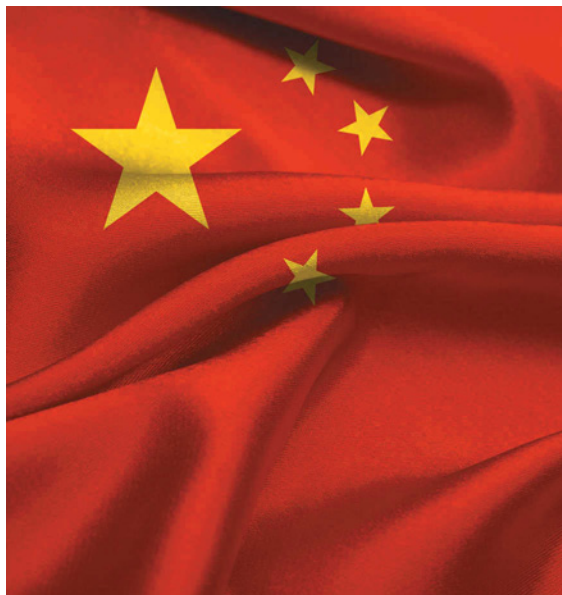


## Retirement Age in China

China will not increase its age of retirement, says Wang Xiaochu, China's deputy minister of human resources and social security.

An online survey by qq.com, the country's most popular portal, asked citizens if they were in favour or opposed to the government's consideration of increasing the age of retirement, to 55 from 50 for women, and to 60 from 55 for men. The survey found that 91 per cent of its 800,000 respondents were against the increase because of concerns that allowing people to work longer will make it even harder for younger workers to find employment. About 24 million people entered the job market in 2010 but only 12 million jobs were available.

Source: Global Times





# National Work from Home Day

Since June, more than 50,000 have pledged their support on Facebook for a Work from Home Day. The campaign, created by Workopolis, is aimed at increasing productivity, decreasing pollution and strengthening quality of life.

Modelled after the Work Wise Week in the U.K. where an average 5.8 million people work from home, the Canadian campaign has even attracted the support of Liberal MP and Critic for Human Resources and Skills Development, Michael Savage (pictured on the left with Gabriel Bouchard from Workopolis on the right).

Savage made the official call for a National Work from Home Day in the House of Commons on November 24.

The Mayor of Ottawa got on board and proclaimed November 24 as Telework Day in the city of Ottawa and encouraged employees to work from home to demonstrate support.

According to Statistics Canada, the average Canadian spends more than one hour per day commuting, which works out to approximately 12 workdays per year. Still there may be some struggle getting people on board; a poll conducted by Workopolis found only 51 per cent of Canadians were in favour of the idea, even given all the benefits.



## HR EXEC KILLED BY WORKERS

A 45-YEAR-OLD HR MANAGER AT ALLIED NIPPON, A MANUFACTURER OF BRAKES AND BRAKE SHOES FOR CARS IN GHAZIABAD, INDIA, WAS KILLED WHEN WORKERS AT THE FACTORY CLASHED WITH MANAGEMENT IN NOVEMBER. SEVERAL OTHERS WERE SENT TO HOSPITAL.

NINE WORKERS WERE HELD ON MURDER CHARGES, WITH ANOTHER 27 IDENTIFIED AS BEING PART OF THE BRAWL.

"IT WAS PREMEDITATED AND UNPROVOKED. WORKERS ATTACKED AND CHASED THE HUMAN RESOURCES STAFF AND THOSE ON THE BOARD OF DIRECTORS," SAYS VP OF HR, MAHENDRA CHOWDHARY. THE REASON FOR THE ATTACK WAS NOT REPORTED.

THIS IS THE SECOND HR FATALITY AT THE HANDS OF WORKERS IN INDIA IN THE LAST SEVERAL MONTHS. AN HR EXECUTIVE WAS ALSO KILLED IN CHENNAI IN SEPTEMBER.

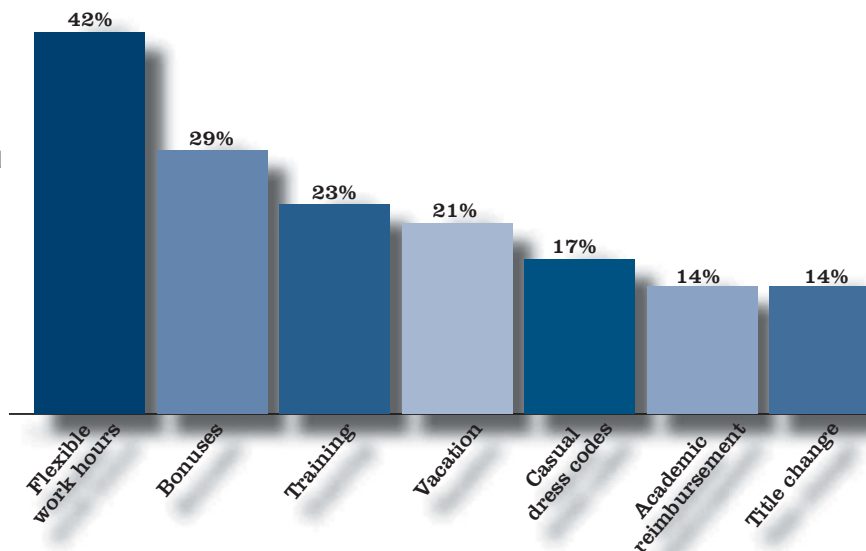
Source: The Times of India

# SALARY NEGOTIATIONS

One-third of employers are open to discussing salary increases for employees in 2011 as a way to hold on to top talent.

A study of employers by CareerBuilder, released in the fall, found 45 per cent in IT, 41 per cent in professional and business services, 39 per cent in retail and 38 per cent in sales were willing to negotiate salaries with employees.

For those employers who were unable to provide raises, they were willing to offer the following perks:



Source: CareerBuilder.com

# UP FRONT

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## GOOGLE RAISING THE BAR

IN AN EFFORT TO KEEP ITS SILICON VALLEY STAFFERS HAPPY, GOOGLE HANDED OUT 10 PER CENT SALARY INCREASES TO ALL 23,000 EMPLOYEES IN LATE 2010. THE ANNOUNCEMENT CAME ON THE HEELS OF RECENT DEFECTIONS FROM TOP STAFF TO GOOGLE'S COMPETITORS, INCLUDING YOUTUBE CO-FOUNDER CHAD HURLEY AND GOOGLE MAPS CREATOR LARS RASMUSSEN. RASMUSSEN, WHO HEADED TO FACEBOOK, TOLD THE *SYDNEY MORNING HERALD* THAT GOOGLE'S GROWING SIZE WAS HINDERING ITS EMPLOYEES' ABILITY TO GET THINGS ACCOMPLISHED.

Source: CNN



## Attracting the Future Workforce



The first annual Experiential Learning Week, which took place November 22 to 26, encourages employers to participate in school-work programs for Ontario high-school students. Programs such as co-operative education, job shadowing, mentoring and career fairs offer youth jobs-skills training and mentorship as well as draw future talent to participating employers' respective industries.

Created by the Provincial Partnership Council and Passport to Prosperity, the week was

officially launched by Ontario Minister of Education Leona Dombrowsky at Queen's Park (pictured above).

During the event, Sunnybrook Health Science Centre was honoured with a 2010 Employer Champion Award, recognizing the hospital's impressive roster of student programs.

In total, it is estimated that 40,000 Ontario employers participate in experiential learning programs for students.

## MINE BLITZ

On the heels of the mining disasters in Chile and New Zealand, Ontario is increasing enforcement of personal protection equipment in mining workplaces.

The blitz, which started in November, saw Ministry of Labour inspectors visiting underground and surface mines to check on equipment worn by workers to protect them against hazards related to falls, visibility and atmospheric contaminants.

"Even one injury is one too many. That's why our government and its workplace

partners remain committed to the protection of workers in Ontario mines. We'll go a long way towards this by cracking down on non-compliance, poor practices and deficiencies involving personal protection equipment," says then Ontario Labour Minister, Peter Fonseca.

The blitz is part of the government's Safe at Work Ontario strategy to improve the health and safety culture of workplaces and reduce workplace injuries.

Source: First Reference





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## 2011 EMPLOYMENT LAW UPDATE

**E**mployment law is constantly evolving and courts across Canada have recently made a number of important employment-related decisions.

### Employee status

In *McKee v Reid's Heritage Homes Limited*, the Ontario Court of Appeal confirmed that somewhere between employee status and independent contractor status, the category of “dependent contractor” exists.

Determining whether someone is a “dependant contractor” involves first determining whether a person is an employee or a contractor by examining the usual factors (how much control the employer has, whether the individual provides his own tools, etc.).

Then, if the agent is deemed to be a contractor, the next question is whether the contractor is dependent or independent. If a contractor works exclusively for the company, and/or is economically dependent on the company, the contractor will be considered “dependent.” Because there is a relationship of dependency, the court stated that reasonable notice will be owed upon termination, akin to an employee. This can have obvious financial and legal implications for employers.

stress disorder (PTSD) among other things, leaving her unable to work.

The Ontario Court of Appeal confirmed the lower court’s findings of constructive dismissal (approximately \$88,000) and battery (\$15,000), and also affirmed that damages for mental distress due to the manner of dismissal are available in accordance with the Supreme Court of Canada decision in *Keays v Honda Canada Inc.* (in this case, \$45,000). It also found while there is no general duty of care requiring employers to shield employees from the acts of other employees that might cause mental suffering, the tort of intentional infliction of mental suffering is available in an employment relationship with a strict standard of proof. In this case, the tort was not made out because there was no evidence the manager knew the employee would suffer PTSD and never be able to work again.

### Improper computer use

Claude Poliquin was employed by Devon Canada Corp. from 1980 until 2006 when his employment was terminated for cause. Devon alleged that Poliquin breached the company’s code of conduct by, among other things, using Devon’s computer equipment and Internet access to view and transmit pornographic and racist material.

There was evidence Poliquin had been previously warned to stop viewing pornography on his work computer. Poliquin claimed he received the questionable images from suppliers and customers and argued there was a relaxed culture toward such images in the oil and gas industry. He also stated

that his dismissal was unjustified because no one had complained about his conduct.

The Alberta Court of Appeal found that the potential harm flowing from Poliquin’s use of company computers was a very serious breach of the code of conduct. It could have had serious consequences for Devon had action against Poliquin not been taken and a complaint for harassment brought on by another employee. It did not matter that Devon had received no

“If the agent is deemed to be a contractor, the next question is whether the contractor is dependent or independent.”

### Workplace harassment

In *Piresferreira v Ayotte*, an employee of 10 years worked for a critical and aggressive manager. The relationship came to a head when the manager accused the employee of failing to arrange a meeting. The employee tried to explain herself and in the ensuing disagreement, the manager pushed her. The employee complained to HR, who failed to properly investigate. The employee was diagnosed with post-traumatic

## LEGAL

“It did not matter that Devon had received no complaints about Poliquin’s conduct.”

complaints about Poliquin’s conduct or if such conduct was accepted in the industry generally, because Devon had the right to control and set its own workplace standards.

### Restrictive covenants

In *KRG Insurance Brokers (Western) Inc. v Shafron*, the employee, Morley Shafron, had a contract containing a non-competition clause that stated Shafron could not work in a competing insurance business

in the “Metropolitan City of Vancouver” for three years after leaving his employment. When Shafron left in 2000 and began working for a competitor in 2001, KRG sued.

The Supreme Court of Canada took this opportunity to reaffirm various principles relating to covenants, including:

- A covenant must be reasonable. Particular attention will be paid to the geographic and temporal scope of the clause,

as well the activity sought to be prohibited.

- The court will not engage in “blue pencil severance,” which involves striking out a portion of a covenant in order to resolve ambiguity or cure a drafting default.

In this case, the court found the term “Metropolitan City of Vancouver” ambiguous as there was no common understanding of what that term meant. It determined that blue pencil severance could not cure the covenant because removing the word “metropolitan” would change a main component of the contract that had been bargained. **HR**

*Malcolm MacKillop is a partner at Shields O’Donnell MacKillop LLP and Heather Wood London is an associate in the same firm.*

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## NAVIGATING TAX AND PROVINCE OF EMPLOYMENT

**W**hen it comes to determining the tax treatment of their employees, employers must answer the following question: Does this employee physically report to work at the employer's establishment? If so, the province of employment is where the employee reports to work. If not, the province of employment becomes where the employee's payroll is processed from. Never assume that the employee's province/territory of residence is also the province of employment. Who the employee reports to on the company's administrative flow chart is also irrelevant.

For example, if an employee lives in Alberta but physically reports to work at the employer's establishment in B.C., the province of employment is B.C., even if her reporting manager happens to be in Alberta. Upon filing a personal income tax return, reconciliation is made between the income taxes paid as a B.C. employee versus the income taxes she is liable for according to the province she resided in at December 31 of that year.



include definitions of “permanent establishments” and “deemed establishments” for the purposes of taxation. For example, the use of substantial machinery or equipment at a particular worksite is often enough for the location to qualify as an establishment. Commission employees working from their own home who have general authority to contract for the employer are also sometimes deemed to be working out of an establishment of the employer's, depending on the situation.

“Never assume that the employee's province/territory of residence is also the province of employment.”

If this employee works from her home in Alberta and does not report to work at an establishment of the employer, then use the province/territory where payroll is being processed. If the payroll department is in Ontario, she would be treated as an Ontario employee for the purpose of calculating income taxes as well as the employer's liability toward the Employer Health Tax (EHT). The province of employment on the T4 slip would also be Ontario.

Both the Canada Revenue Agency (CRA) and the Ministère du Revenu du Québec (MRQ)

### Quebec application

When a Quebec resident does not physically report to work at an employer's establishment in Quebec, the province of employment will be based on where the employee's payroll is processed from. For example, if the payroll department processing this employee's pay is situated in Toronto, the province of employment will be Ontario for the purpose of deducting and remitting Canada Pension Plan (instead of Quebec Pension Plan), Employment Insurance (EI) (using the non-reduced rate and not the reduced Quebec EI rate), no Quebec Parental Insurance Plan



# COMPENSATION

(QPIP), as well as federal and Ontario provincial taxes. This employee's pay would also be subject to the Employer Health Tax in Ontario.

As far as workers' compensation, the employer would have to contact both the WSIB in Ontario as well as the CSST

in Quebec, to determine who will cover an employee who works from home. The province of employment on the T4 will be Ontario and the employee will not receive an RL-1. At the end of the year, the employee must file their income tax return based on

where they lived as of December 31. As a Quebec resident, the employee will receive a refund from the CRA for the Ontario taxes paid, as well as the higher EI rate. However, there will be a liability to the Revenu Quebec for QPIP and provincial taxes. Since Quebec provincial taxes are higher than those in Ontario, employees should be made aware of the difference. HR could offer to either take additional federal taxes as per a signed request on the TD1, or deposit the difference into a separate savings account of the employee's choice.

Since the taxability of benefits differs between the Canadian Revenue Agency and Revenu Quebec, the employee's T4 may not contain all of the information required for the employee to file a Quebec income tax return. For example, if a company paid insurance premiums for health, dental and accidental death and dismemberment insurance, it is not taxable federally and are therefore not included in Box 14 of the T4. However, since these are all considered as taxable benefits in Quebec, the employee must self-report these on the Quebec return and should be given a letter at the end of the year confirming the amounts of any such benefits. In the event that the T4 includes taxable amounts that should not be considered as taxable in Quebec, the employee should be given a letter to attach to the return advising what these amounts were and that they should not be included as taxable income on the Quebec return.

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### Treating a non-Quebec resident as a Quebec employee

An employee who reports to work at an employer's establishment in the province of Quebec will have all of the regular statutory deductions of that province, regardless of where they reside. As well, an employee who does not report to any employer establishment, but whose pay is processed in the province of Quebec, must pay into QPP, QPIP and Quebec provincial income taxes. All of the regular Quebec employer taxes will also apply. Again, reconciliation at year-end is done when they file their personal income tax return.

### Pensions

It should be noted that the taxation of pension benefits paid to ex-employees, pensioners or survivors is based on the province of residence, regardless of where the employee's province of employment used to be. The actual pension standards for active plan members, however, would be those of the province of employment.

### Employment standards

As for employment/labour standards, the employee is protected under the legislation of the jurisdiction where the work is performed. Employees who are covered under the federal jurisdiction, for example banks and airlines, fall under the Canada Labour Code, Part III; while union employees are covered under the terms of their collective agreement.

With today's technology allowing more and more employees to work remotely, the call for a clear understanding of taxation

and inter-jurisdictional legislation is also on the rise. It is one thing to know where an employee is when it comes to your company's flow chart; yet, determining the correct tax treatment amidst a variety of factors introduces a whole different set of challenges.

When in doubt, employers should contact the appropriate government agencies, as well as the various employment/labour standard boards involved. **HR**

*Rachel De Grâce is a payroll consultant with The Canadian Payroll Association.*



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## MAXIMIZING WORKFORCE ANALYTICS

One of the most critical assets organizations have is their human capital. Yet, what are we doing as HR professionals to better manage our talent; our top performers and those new millenials who will soon make up half of the global workforce? Harnessing the talent and special skills of our human capital is critical, but HR leaders and CEOs can't make decisions based on disparate pieces of data strewn across an organization.

Workforce analytics enables managers to mesh all the different information streams about talent and develop a clear picture about where we need skills and how to deploy for new business events, virtual team-building and leadership development.

This kind of proactive human capital management is intimately linked to the ability of HR professionals to influence corporate strategy. In fact, a recent IBM survey shows that in organizations where HR is a proactive leader in defining corporate objectives, workforce-analytics capacity is almost two times more likely to be in place.

### Gaining an advantage

Many organizations, however, have not invested in defining, capturing and analyzing workforce data to the same extent as in other critical business areas, such as procurement and finance. Without this capacity, companies typically find themselves lacking workforce analytic insight around a number of areas, including:

- Defining the required knowledge and skills to execute the business strategy;
- Retaining valuable talent;
- Developing career paths and succession plans.

Without the benefit of analytic processes and technologies that can provide a consistent method for collecting and interpreting data, HR professionals will be at a distinct disadvantage.

Thankfully, HR recognizes that workforce analytics plays a critical role in talent management and we're moving to implement solutions to help.

But, being cognizant of the value of analytics is only half the battle. Organizations who want to maximize human capital investments through the use of workforce analytics must focus on five key areas:

- **Define workforce challenges.** Without clearly identifying problems that have a direct impact on business performance, organizations run the risk of investing time and energy in areas that are not a priority.
- **Ensure consistency in data collection.** Without agreement around fundamental metrics definitions and standards, analysis will be inaccurate and potentially lead to incorrect conclusions.
- **Define a common workforce analytics platform.** Point solutions typically highlight metrics within a specific human capital area; single platform solutions provide a comprehensive picture of overall performance, enabling HR professionals to confidently make fact-based performance and strategic decisions.
- **Make the platform easy to use.** A successful workforce analytics solution addresses the needs of multiple audiences and is intuitive so that non-technical stakeholders can harness its capabilities.
- **Enhance HR analytic capacity.** Recruit people into HR who have analytic backgrounds, rotate employees into HR from other functions, incorporate analytics into professional goals and responsibilities and provide a support system to ensure employees can hone new skills in a safe environment.

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*Anne Berend is vice-president of HR at IBM Canada.*





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\*Workopolis internal data, April 2010  
\*\*comScore Media Metrics, July 2010  
†Adgooro, September 2010



is not news. directory assistance, or any large customer service department, has had to deal with one of those smug fembots. Or you might have been snarked at by an automated checkout at Dominion Superstore ("[I SAID] Place the ITEM in the BAG!!") But the bots are moving into more and more workplaces, slowly, but surely. And there is nothing you can do to stop them. A Bloomberg Businessweek article from this month bears the headline "Your new co-worker may be a robot," which sounds cool at first – because you could talk to your robot co-worker about Hoarders, and I bet, because a robot probably has a really uncluttered mind, it would have some very interesting perspectives on that show – until you realize that, if your co-worker is a robot, it's probably only a matter of time before your job is filled by one too. And then it's less cool.

The Bloomberg story says, "Thanks to more advanced sensors and safety technology that can prevent them from injuring people, robots are moving beyond factories and into different types of work. As robots and workers interact more extensively, manufacturers are coping with dramatic expectations from their human counterparts and trying to moderate employees' emotional responses by building a measure of cuteness into the machines."

There is still some measure of Terminator-inspired robot fear among North Americans (they are better accepted in Japan) and another challenge for would-be buyers will be cost.



# SPHERE OF INFLU

Using social media to win the war for talent

BY LESLEY YOUNG

PHOTOGRAPHS BY ROBIN WONG



**J**ennifer Ricci, director of human resources at wireless startup Mobilicity, experienced firsthand the value of social media in recruiting. “I was approached and interviewed for my current job based solely on my LinkedIn profile. I didn’t bring my resumé to the interview, and they didn’t ask to see one.” Since then (October 2009), Ricci’s hired 75 per cent of Mobilicity’s workforce from scratch, either through social media postings and viral referrals or unsolicited enquiries about positions that come through LinkedIn and Twitter (now that she’s hiring for retail stores, she’s developing a Facebook career page).

Mobilicity’s hiring approach is a textbook example of how social networking is changing the recruiting landscape. The days of relying on passive job postings, recruiting in silos and humming and hawing over paper resúmes, for that matter, will soon be over. Social media channels like Facebook, LinkedIn, Twitter and YouTube offer new, much quicker, more efficient pipelines to a far greater range of potential candidates.

For now, experts advise that social media be an add-on to recruitment strategies, (though job boards will need to step up their social media involvement to stay relevant to employers—see “The Job Board’s Future,” on

# ENCE

\* Most hiring firms will review a candidate's social media presence as part of the vetting process, with 38 per cent indicating that they always search for applicants' social networking profiles, and 32 per cent doing so only sometimes, according to a 2010 Jobvite Social Recruiting Survey.

page 31.) "Social recruiting will never replace face-to-face connections," says Anita Sampson Binder, director of recruiting, at Compass Group Canada, which fills hundreds of positions every year for the foodservice industry in Canada. Instead, social media is another layer to help you find, engage and build a relationship with prospects before the interview stage. The key, say experienced HR professionals, is to leverage the new online recruiting vehicles in the best way possible—such as through staying abreast of new technology, using well-thought out strategies to source, build and manage an online pool of talent and engaging prospects with employer branding.

Haven't started yet? Begin slowly with one or two of the big social media sites (see "The Big Four," on page 34). "The most important thing you need is a strategic plan to manage the actual networking that will occur over the channels," adds Michael Mahoney, senior marketing co-ordinator at Drake International, a talent management solution provider in Toronto. But whatever you do, don't hesitate. "Now is the time to get onboard while everyone is still learning and there isn't a strong legal presence," says Mahoney. "Wait another three or four years, and mistakes will be a lot more public."



MICHAEL MAHONEY



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## HOW CAN SOCIAL MEDIA IMPACT YOUR RECRUITMENT STRATEGY?

**1. You'll find qualified leads faster than ever.** Don't believe it? Ricci, who is also the president of Canadian Association of Career Educators and Employers, says that she recently found four super-qualified, senior-level candidates in less than three hours simply by having employees mention a job posting through their own, personal Facebook updates. Ricci points out that her target market, telecommunication professionals, is already tech savvy. In other words, her talent pool is deeply entrenched and "connected" through social media. Other industries, for example, a large automotive manufacturer, may not enjoy such spectacular results.

**CAVEAT** Your social recruiting success will vary depending on the industry you are in, the markets you're searching (smaller cities like Edmonton don't work as well for Ricci, for example) and on your skill and strategy, according to Mahoney, who cautions HR professionals not to abandon their current recruiting strategies. It can take a long time to build up a decent following on sites like Twitter, fyi. "We don't know how social media is going to fit in the long term," he says. "What we can say is that for smaller organizations, social media is a more effective way to find specialized talent. And for larger organizations, it allows them to get a larger message out to a wider variety of candidates in a faster way."

**2. You'll have more control over your recruiting.** Sampson Binder, who manages a team of national recruiters, says that social media has enabled her department to shift from a post-



ANITA SAMPSON BINDER

## THE JOB BOARD'S FUTURE

**Job boards** are still part of most employers' recruiting plans, but for companies like Compass Group Canada and Mobilicity, they are increasingly less important tools. Ricci says only seven to eight per cent of its hires come directly from job boards. Mobilicity still posts jobs to get the word out, because they find prospects peruse the job boards to see what's available and then turn to social media to find a connection who can put them in touch with the company.

According to Michael Mahoney, senior marketing coordinator at Drake International, a talent management solution provider in Toronto, job boards will have to evolve with the times if they hope to continue to be a part of companies' recruitment strategies in the future. "Thanks to social media, job boards are becoming like the newspaper classifieds, the medium they've mostly replaced." The minimum job boards need to be doing is getting involved with social interaction on Twitter and Facebook, he says.

Andrea Garson, vice-president of HR at Workopolis, says that internal research shows that 86 per cent of job seekers still readily use job boards to look for work. That being said she adds, "There is an opportunity for the leading job boards to embrace social media as a way to expand the online presence for employers beyond just their own website, so they can access their candidates more readily." We have to think more like marketers, she adds: how can we pull and push people to social media to learn about a company? In that vein, Workopolis recently launched an employer-brand optimizer, which allows employers to showcase their employer "story" on Workopolis, which can then be linked back to the employer's websites and social media pages.



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**THE GLOBE AND MAIL** 





and-pray mentality to a hunting mentality. Like any good hunter, you have to employ strategy, she adds. Sampson Binder is referring to keyword searches that net good leads; finding niche-based social media sites to haul up a solid connection; and targeting competitor social media sites, to name but a few tactics.

**CAVEAT** “You have to be active with social media,” say Mahoney. “You need to know keywords, understand search optimization and find out where your key influencers are.” You also need to research and investigate the latest relevant software and technology applications, says Mahoney. Many of the lead nurturing and search optimization tools in marketing can be used for social recruiting, he adds. Sampson Binder recently created a new role in her department so one person is dedicated to researching and presenting new social recruiting technology as well as strategies to the team.

**3. You’ll create a pool of talent you can tap into later.** Sampson Binder says one of the greatest advantages of social media is the ability to create relationships with talent prospects using email and tweets. “We might not always have a position open, but there might be a good fit down the road. I call it ‘keeping them warm.’”

**CAVEAT** Ricci says the volume of social media interactions Mobilicity receives is enormous. “There’s a lot of relationship management required. The emails come in and it’s difficult for us to track.” Ricci is concerned about leaving potential candidates hanging, or worse, establishing a bad company impression early in the recruitment process.

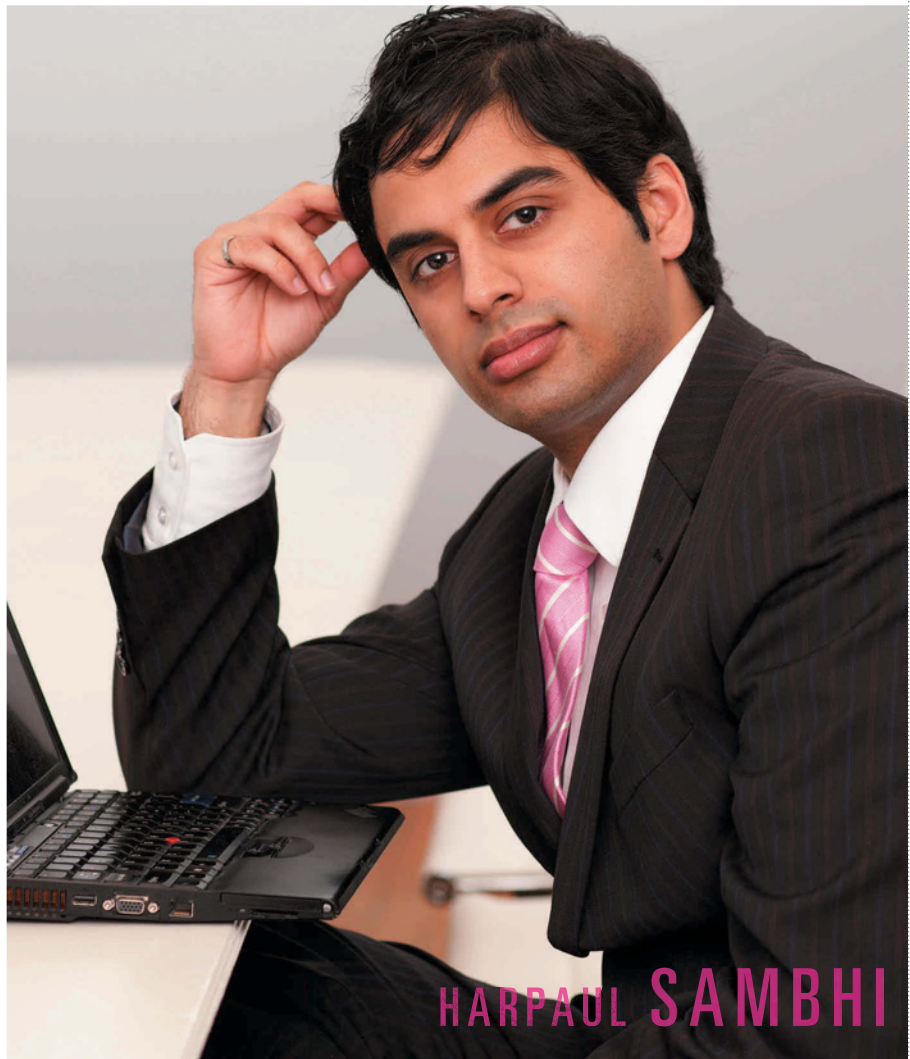
“It’s not necessary to hire one person to handle social media communications,” says Harpaul Sambhi, CEO of social networking

recruiting consultancy Careerify and author of *Social HR—A Paradigm Shift: Looking at Social Media and How it is Affecting the Entire Discipline of Human Resources* (Thomson-Reuters, 2010). “You can create designated resources across the entire HR function. Each recruiter can be asked to take 10 minutes every day to check Facebook and LinkedIn, add updates and respond to questions.”

**4. You’ll have more control over your employer brand.** YouTube is an exceptional tool for posting videos that promote your employer brand image, says Mahoney (although don’t put up

anything too glossy, generation Y is all about reality, he adds). You can post videos on Facebook career pages and link them between Twitter and your corporate website, too.

Ernst & Young is a leader in leveraging social media for brand communications, especially in campus recruiting (it hires about 500 students across Canada every year). “For the campus recruiting side, social media is more about branding and communication than searching for candidates,” says Nancy Woo, Ernst & Young’s campus recruiting lead for Canada, which is why they have no intention of cutting back their career fair presence just



HARPAUL SAMBHI



yet. “Our Facebook career page is like a career fair, a 24/7 one that’s as relevant and engaging to our target market of 20-somethings.” This year, E&Y took its brand messaging a step deeper by asking a first-year staffer to Twitter what it’s like to work at Ernst & Young (she is based in the U.S., but anyone can follow her). The goal is to give prospects a genuine, realistic view of what it’s like to work at E&Y.

**CAVEAT** Social media enables a level of transparency into your organization, and about your organization that’s never existed before. Just as employees can be your best

recruiters by tweeting positive, they can be your worst enemies by posting negative. According to Mahoney, you can’t and shouldn’t erase negative kinds of comments because that can have a worse effect on your brand. You need to expect some negativity, but use those as insights into where you need to improve. Opting not to have any presence in the social media realm renders you completely helpless to counter any negativity.

## 5. You’ll have more validation in your decision-making.

While Ricci still conducts intense

screening and background checks on possible hires, she loves the extra layer of prospect validation that comes with sourcing candidates through social media. “There’s a pretty strong indicator when you look in their network and they are connected to five of your top performers,” she says.

**CAVEAT** Because social media is a new tool, there are legal issues that employers need to consider, says Sambhi. Thanks to social media, it is now possible to view a person’s picture, guess their age, ethnicity, which take into account other factors (e.g., what they did last night) that could lead to a human rights complaint. There’s little legal precedent in this area, and for now, experts including Mahoney, advise HR professionals to consult legal and form a public policy, posted on all social media sites, that clearly states measures being taken to ensure a discrimination-free hiring process. “You’ve also got to deliver on that,” adds Mahoney. “Every step possible should be taken to train your recruiters to avoid bias in their screening.”

## MONEY SAVED

There’s no doubt that social media can save money, although measuring social recruiting ROI is not yet fully possible. Mahoney says he knows with certainty that social media at Drake is more than paying for itself. “It saves us a ton of money. But we are not quite at the same stage where we can say what the employer brand value is in every single Facebook posting,” Sambhi says that some clients at Careerify have trimmed up to \$25,000 from their hiring budgets using social media. At Compass, Sampson Binder has measured the efficiency of social media: it has shaved their hiring time down to 28 or 29 days from 45. **HR**

*Lesley Young is a freelance writer based in New Market, Ont.*

## THE BIG FOUR

If you’re thinking about getting into social media, don’t bite off more than you can chew, says Michael Mahoney, senior marketing co-ordinator at Drake International, a talent management solution provider in Toronto. “If you cover these four—Facebook, Twitter, LinkedIn and YouTube—you’ve got a pretty good base,” he says. From there, you can conduct searches for relevant niche social networks, adds Mahoney.

**1. LinkedIn:** A professional networking site with about 80 millions users—currently the most popular recruiting site for companies. Most users are professionals, seeking to expand their business network. While it hasn’t penetrated university campuses, a number of tools are in the works to appeal to students in the early stages of developing their careers. According to Harpaul Sambhi, CEO of Careerify, LinkedIn has grown from a professional social network to a talent network. He says that research shows 70 per cent of users are pure talent—the remaining 30 per cent are recruiters.

**2. Facebook:** The largest personal social network site with more than 500 million active users. The largest group of users is between 18 and 35 and they all use the space differently. This is the second most popular site for recruiters. Note for recruiters with an ageing workforce: the fastest growing user group is age 55-plus.

**3. Twitter:** A social networking and microblogging service with about 175 million users. The typical age of users is between 25 and 35. While Twitter is not currently popular with high school and university kids—since it has been primarily about work-related content engagement—that will soon change as kids realize they can follow stars like Justin Bieber (or complain about a bad job environment at The GAP). This is the fastest growing site for company recruiters.

**4. YouTube:** An online video community where two billion videos are watched daily. Users vary widely and are between the ages of 18 and 55. From a recruitment perspective, YouTube is essential for monitoring your employer brand (watch what employees are saying about you) and for positioning your employer brand (creating authentic, realistic videos about what it’s like to work for you), says Mahoney.



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# CREATING A VIBRANT WORKPLACE

Learn the tools for sustainable success

BY GRAHAM LOWE



“A sustainable organization succeeds by renewing and replenishing its human and social capital.”

**M**ost people think about sustainability in terms of the natural environment. Yet long-term corporate success also depends on developing rather than depleting the organization's resources. Ultimately, a sustainable organization succeeds by renewing and replenishing its human and social capital—just as the planet has to renew and replenish its natural resources.

HR plays a key role in the actions required to make success sustainable. As a start, HR professionals can assess their organization for its human sustainability. If the goal is a resilient, agile and thriving workforce in 10 years, then HR must identify the necessary people practices and work designs.

HR also can bring to the executive table a compelling vision of how healthy people practices and community relationships will enable the organization to thrive in the future. And when it comes to implementing organizational sustainability, HR can help managers to follow five principles:

1. Take a long-term and holistic view of success
2. Link HR and CSR
3. Strengthen the culture
4. Tap into the employee experience
5. Cultivate future workforce capabilities

## LONG-TERM, HOLISTIC VIEW

Future success depends on striking a fine balance between people practices, culture, and organizational systems and structures. To achieve this balance, managers must take a long-term, integrative and holistic approach in thinking about the company's people. HR

can encourage this thinking by showing how the organization's future capabilities depend on the well-being of its employees. In other words, employees are optimally healthy, safe, resilient, fulfilled and engaged at work.

A long-term view of human assets is also reflected in how the organization goes about cultivating people capabilities for the future. In today's uncertain economy, an organization's future depends more than ever on its capabilities to adapt, learn, lead, innovate and be resilient. These are organizational attributes that are greater than the sum of individual employees' training and development activities, and, therefore, can't be instantly created.

## LINK HR AND CSR

The gap between rhetoric and practice regarding social responsibility must be closed. According to a global survey of CEOs conducted by management consulting firm, McKinsey & Company, most believe their companies should embed responsible approaches to environmental, social and governance issues into their strategy and operations. The reality is few companies actually do this. One step toward closing the rhetoric-practice gap is to unite HR and CSR.

Sustainable organizations have figured out ways to integrate CSR with their people practices. Critics are right when they assert that CSR without HR is PR. For example, senior executives make time in their schedules to be on the local United Way board or other prominent community charities. The follow through for HR is to let front-line employees know they also can get involved in

fundraising campaigns or other volunteer activities. The company's emphasis on community service should then be reflected in adjustable workloads and flexible work arrangements that enable employees to take time to volunteer.

Also needed is a unified approach to HR and CSR strategies. This can be seen at Nexen, a North American-based independent energy company with global operations. Nexen has tightened the links between its health, safety, environmental and social responsibility policies and practices. Employee safety and health are not a separate set of goals and practices, but are embedded in the company culture by valuing trust, respect and co-operation—an approach that is understood by managers to contribute directly to business results.

## STRENGTHEN THE CULTURE

Strengthening the HR-CSR link requires a transparent, values-based corporate philosophy that is applied rigorously by employees in all their working relationships, inside and outside the organization. At the heart of sustainable success is the integrity with which board members, managers and employees apply the organization's core values in all decisions and actions. Consistency in this regard expands the possibilities for positively shaping the future of your organization.

Due to CSR's external focus, its internal supports often get overlooked. Yet a company's CSR practices depend on an enabling culture, supported by committed leadership. Equally necessary is how employees themselves contribute to and



perceive these CSR practices. When companies showcase their carbon-neutral footprint or close monitoring of human rights among Third-World contractors, we also need to understand the role employees played in these accomplishments. And when an organization receives an outstanding employer award, we need to determine if this squares with its treatment of external stakeholders. This happens naturally in a culture that values the long-term goals of people, community and environment.

Consider, for example, Vancity, a credit union on Canada's west coast that has been widely recognized for combining CSR and HR within an ethical business framework. Vancity has three values: integrity, innovation and responsibility. It defines the latter as, "We are accountable to our members, employees, colleagues and communities for the results of our decisions and actions." Everyone in Vancity's world—employees, customers, suppliers and communities—is a partner in shaping its future. The employee value proposition is also the community value proposition.

### TAP INTO THE EMPLOYEE EXPERIENCE

Providing an employee perspective on CSR makes sense, given that workers increasingly want green and responsible employers. An online poll of young Canadian workers by Monster.ca discovered that most would consider leaving their current job for a more environmentally friendly employer. The kinds of companies that will be attractive are moving quickly to

embed human and environmental criteria into how they conduct business and every step in the product or service chain.

An employee-centred view of environmental practices also pays off. Design consultant Valerie Casey at the California-based

“HR professionals can assess their organization for its human sustainability.”

design house IDEO has written a Designers Accord. Companies like Johnson & Johnson, Adobe Systems and others who sign on are making a public commitment to sustainable design and to tracking their carbon footprint. While recruitment, retention and talent development goals may not be central to the "Designers Accord," it surely will contribute to these companies' human-resources goals.

### CULTIVATE FUTURE CAPABILITIES

Organizations that thrive constantly regenerate their resources. Healthy work environments enable this regeneration.

Just as we view the challenges facing the natural environment, we also need to think of organizations as fragile ecosystems. An organization is doomed if it burns out employees, exhausts credit lines, alienates customers, acts unethically or is irresponsible toward the environment.

The dynamics of a healthy work environment generate benefits for the communities in which the organization operates. Internal and external renewal strategies are merged. The long-range workforce plans, inclusive workplace and flexible employment practices described

here should be viewed as enablers of business strategies that embrace the ethics of environmental and social responsibility.

There's now talk of a "sustainability advantage" flowing from environmental policies and practices that contribute to human resource goals. As such, a company's brand and reputation is becoming an integral part of future workforce planning. In this way, any

sustainability advantage could just as accurately be called a healthy organization advantage, because it rests on workplace, cultural and leadership foundations.

### BEYOND THE TRIPLE BOTTOM LINE

It's time to expand the triple bottom-line view of "people, planet, profits" by including how organizations can renew their human systems. Most large corporations now publish CSR reports to demonstrate accountability and transparency in the eyes of stakeholders. Increasingly critical to a company's reputation in this regard are its internal people practices.

A sustainable organization looks at its success in terms of what's optimal for all stakeholders. Most of all, organizations that nurture the capabilities of their workforce for the long term and revitalize their communities also will be better positioned to forge enduring relationships with the most important ingredient of success—customers. **HR**

*Graham Lowe, PhD., is president of The Graham Lowe Group Inc., a workplace consulting firm. For more on creating a sustainable culture, read his new book Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success.*



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# BY THE PEOPLE, FOR THE PEOPLE

Adopting a democratic workplace can increase employee commitment, accountability and market share

BY RICHARD SKINULIS

**F**ive years ago **Razor** Suleman would have described his online rewards company—I Love Rewards—as the worst place to work on the planet. “We had hit rock bottom,” says the founder and CEO of the Toronto-based company.

The problem was his management style. “I felt that I had to have all the answers,” he remembers. “Then I came up with a new expression: ‘No one is smarter than everyone.’”

One year after completely changing the way he thought about his 50 employees, the company was

on *Profit* magazine’s list of fastest growing companies, with revenues growing by leaps and bounds.

## COUNTING THE VOTES

What Suleman did was switch to a more democratic style of management. And he’s not alone. A growing number of progressive companies are moving away from the old autocratic, command-and-control-style of running a company in which management does all the thinking and employees do what they are told. In what is seen by many as a sea change in

organizational style, some managers are treating employees more like teammates whose ideas and opinions are valued in an atmosphere of mutual respect and equality. These companies rely heavily on forums, feedback and transparency and are marked by physical and structural indicators like open-style offices, flat hierarchies and profit sharing. Some of them even let employees vote on tactical and strategic direction.

Critics say being democratic is all well and good, but what really motivates people is fear and greed, not inclusion, and letting people





have a say in decision-making is far too cumbersome.

Among those countering this belief is Traci Fenton, founder and CEO of WorldBlu, a U.S.-based organization that fosters democracy in the workplace and publishes a list of the world's most democratic organizations (a list that includes small firms like I Love Rewards as well as companies like DaVita, a Fortune 500 company and the largest independent provider of dialysis services in the U.S.).

"When people hear words like 'democracy' and 'freedom,' they picture everyone sitting around voting," she says.

The truth of the matter, Fenton says, is that asking for and processing people's input can take time, and, yes, decisions can be made in a second by senior management. Where the old school-style tends to break down, however, is in the execution.

## HAVING A STAKE IN THE GAME

"If people don't have a chance to buy into a decision," Fenton says. "They don't have a voice and people

do all kinds of things to sabotage ideas that they didn't have a say in. Now think of an environment where employees do have a voice and understand why the decision was made even if they don't agree with it. They will be much more able to get behind it."

One person who agrees is Jen Wetherow, director, Great Place to Work Institute Canada, which produces a yearly list of the best places to work based on employee surveys.

"One of the things we see as important in developing a high-trust workplace is nurturing a real sense of respect," she says, "and one of the key ways that managers can do that is through collaboration."

Leaders at the best workplaces, Wetherow believes, not only seek and respond to employee ideas, they also invite people to participate in decisions that might affect how they get their work done. "As a result," she says, "employees at these organizations develop a higher level of commitment to the company's greater goals, and they share responsibility for the outcome of everyone's efforts."

Collaboration can take many forms, but it generally means structuring some kind of two-way dialogue into the daily life of an organization.

For example, every year Suleman puts together 40 objectives for the company's Master Plan. The objectives are based on his own ideas but also on what he has picked from brainstorming sessions at all levels of the company. He then sends out the 40 objectives and everyone votes on them as high or low priority. Every year 10 to 20 per cent of the objectives get changed or eliminated because of employee input.

Suleman stresses that if you ask for input, you have to act when you get it. "If you don't," he says, "it's worse than not asking in the first place. You don't have to implement everything—it's not majority rules—but you have to at least explain why you aren't doing it."

## SHARING THE VISION

Another proponent of the democratic style is Brian Scudamore, founder and CEO of 1-800-Got-Junk, a \$100 million-a-year junk haulage franchise company with

“ One of the things we see as important in developing a high-trust workplace is nurturing a real sense of respect. ”



more than 250 franchises throughout North America and Australia, and more than 100 people at head office in Vancouver.

Scudamore believes it can work for any company as long as you lay the right foundation by picking people who agree with the democratic vision. Once you have the

right people you have to engage them by asking questions and listening to the answers.

“We do something called an ‘alignment forum’ every month,” he says. “We get the entire company together at head office and we run them through the things we are working on and get their feedback.”

Scudamore says employees respond to the challenge by often challenging management—even him. “One person wanted to know why my cellphone bill was so high,” he remembers with a laugh. “I appreciated the challenge and gave a straight up response.”

The company also has an open-office plan with not even Scudamore having a private office (he says it’s the physical manifestation of the flat or horizontal hierarchy), as well as a profit sharing plan.

Along with all of the regular meetings, huddles and brainstorming sessions, any management style based on open communication and employee feedback requires communication and technology. Taking a page from the social network phenomenon, some companies have set up easy ways for employees to not only communicate with the company, but with each other.

For example, a Toronto software firm called Rypple has developed programs to help employees recognize a colleague’s outstanding performance and give feedback on projects.

Wetherow points to another example at Fuller Landau LLP, where employees have the opportunity to anonymously evaluate all managers and partners. The information is collected by an external, third-party organization that compiles the data and returns it to each manager and partner.

“All managers and partners are required to choose a minimum of two items that they will work on in the coming year,” says Wetherow. “This must be stated in writing as part of their annual business plan so that management is held personally accountable for making the changes.” **HR**

*Richard Skinulus is a Toronto-based freelance writer.*



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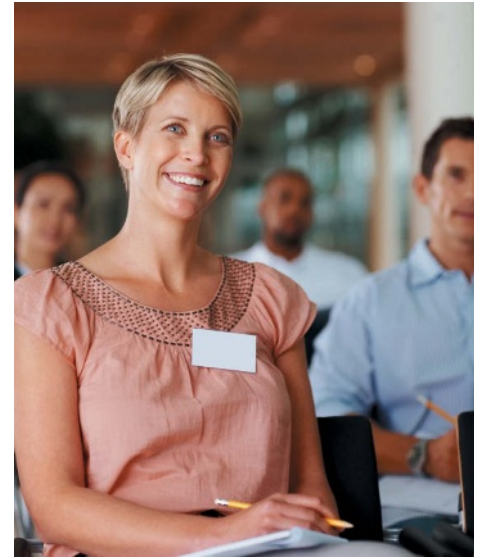
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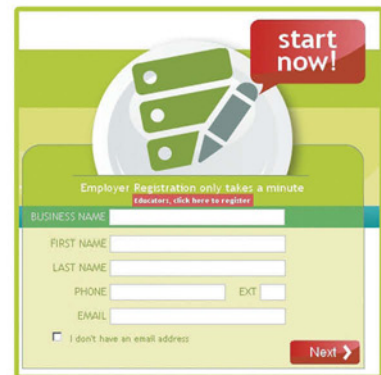
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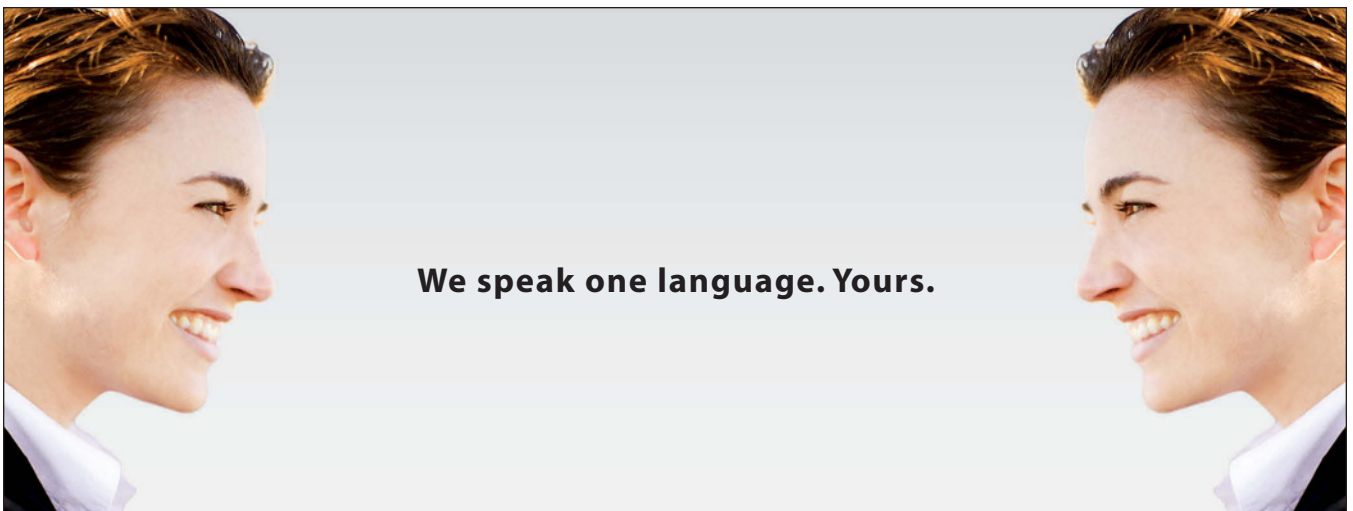
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## FACILITATING LONG-TERM CORPORATE GROWTH

**T**he corporate finance department's job is to focus on good financial management and long-term planning with the aim of improving cash flow and profitability. Sometimes certain financial policies might require HR's expert advice for potential modification.

"One of the key things to understand about the finance department is that it is all about due diligence," stresses Michelle Causton, a professor of accounting at Canadore College in North Bay, Ont.

But due diligence involves more than simply undertaking a detailed checklist of activities when, say, a firm is considering acquiring another business, Causton explains. Due diligence takes into account what a reasonable person or group of people need to do in order to avoid causing harm. For the finance department, that means protecting the financial health of their corporation at all times.

auditor that the transaction has occurred, and is valued correctly in the general ledger, which in turn feeds into the financial statement.

In practical terms, however, an employee travelling on business might go into a coffee shop for breakfast and incur a nominal bill of, say \$5; then lose the receipt or discard it because they dismiss it as a trivial amount, but still expect reimbursement.

Thus, while the finance department is fulfilling its role in refusing payment, employees who expect reimbursement in spite of company policy may view finance's actions as stubborn and intransigent.

"If a breakfast for under \$5 gets disallowed, it probably costs two or three days' worth of unproductive time as the employee frets and stew," Causton says.

"When you tell an employee 'You didn't give me a receipt for \$5, and as a result, I'm not paying you,' that person is frustrated. Not so much for the \$5, which isn't really all that much, but by the feeling they're not being trusted or respected," she explains.

HR managers can help employees understand why such financial policies are in place and need to be adhered to. But there might also be instances where they act as an advocate for moderate change for the greater corpor-

ate good—perhaps by steering a middle ground between financial controls, tempered by flexibility for human nature.

Referring to the example listed above, for instance, an exception might be made for requiring receipts for expenses under \$10 incurred on an occasional basis.

HR managers can stress at management meetings that "at a high strategic level, and as a practical matter, we need to look at policies that achieve our financial goals and provide adequate control, but also treat our employees in a way that allows for flexibility on occasion," says Causton. **HR**

“HR managers can help employees understand why such financial policies are in place.”

While they are engaged in financial statement preparation, for example, finance department personnel are very much in touch with what auditors need, including statements that are prepared in accordance with generally accepted accounting principles, and don't deviate in any way from that responsibility. This requires attention to small details that might sometimes ruffle feathers.

For instance, corporate policy predicated on sound financial practice might dictate that all eligible expenses for reimbursement, regardless of amount, be supported by proof or those amounts can't be refunded. This maintains the basic assertions of valuation and occurrence demanded by auditors. Though a very simple internal control, such as an expense receipt, will prove to the

*Bernie Keim is vice-president of member services and regulatory affairs, CGA Ontario.*

## ATTITUDE: A MISSING LINK IN THE HIRING STRATEGY **PART 2**

**T**he questions you ask during an interview are vital to your hiring success. Interview questions harvest the applicant information you are going to use to make a hiring decision. The ultimate goal is to determine whether a candidate's predominant attitude is one that is conducive to overcoming obstacles or one that folds under pressure.

First, you must learn to recognize the two types of responses you'll receive from interview questions that include an obstacle:

"I can and I did, and let me share the specific details with you."

"I couldn't and I'll tell you why it wasn't possible."

Only those who have overcome the obstacles can provide the specific details. This makes the word "specific" a powerful tool for interviewers, so make sure you don't leave it out of your question.

hear both kinds of answers from candidates during interviews. The key is to determine a candidate's predominant attitude.

Each one of us has an established habit of thinking that tends to lean in one direction more than the other. This predominant attitude is hard for us to see in ourselves, but fairly easy to see in others.

As long as you format your questions to include an obstacle, each skill assessment question will solicit information about the candidate's ability to do the job and their attitude about the task. Realize that attitude assessment is separate from and in addition to skill assessment, even though you're using the same questions to do both.

For rating a candidate's level of skill, I recommend a 1-to-5 scale, with 5 being the best. When rating a candidate's attitude, I recommend the letters "I" and "E" which reference their locus of control. "I" stands for an internal locus of control and "E" represents an external locus of control. Rate each response accordingly.

In a one-hour interview, you can easily gather a dozen clues or at least one for every skill assessment question you ask. This will give you enough to see a prevailing pattern emerge. The predominant attitude is the one the candidate exhibits in more than half of his or her responses, and it's this one that will tell you the most about that candidate's likelihood of future success.

For samples of questions to help you illicit internal and external attitude answers, visit [HRPROMAG.com](http://HRPROMAG.com). **HR**

*Carol Quinn is an author and president of consulting firm Hire Authority.*

**If you missed Part 1 in the January issue of *HR Professional*, visit [HRPROMAG.com](http://HRPROMAG.com).**

**“‘I can’t’ thinkers believe many obstacles are truly impossible to overcome.”**

"I can't" thinkers believe many obstacles are truly impossible to overcome. They answer obstacle questions by rationalizing failure. "It was beyond my control."

Conversely, high achievers understand this way of thinking is ineffective. They don't see themselves as powerless; they feel they can come up with creative solutions and conquer monumental challenges.

### **The predominant attitude**

All of us think "I can" thoughts sometimes and "I can't" thoughts at other times, and you'll



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## EFFECTIVE ONLINE TRAINING

**I**n today's economy, corporate spending on training, learning and development has continued to decline in Canadian organizations. In fact, over the last decade, we have seen a 40 per cent decline in how much organizations spend on training, now representing only 1.5 per cent of payroll, according to the "Conference Board of Canada's 10th Learning and Development Outlook Survey," August 2009.


While these numbers are dramatic, organizations have an increasing number of opportunities to leverage cost-effective, feature-rich online learning solutions to support career development.


While the effectiveness of online learning may have been met with skepticism a decade ago, it has rapidly become a legitimate learning option.


Improved technology, reduced costs and employee preferences are leading many organizations to rethink their assumptions about the education experience. Online learning is proving to be one of the most effective means to train a large number of people on a specific body of knowledge (e.g., compliance with new regulations) within a tight timeframe. It is also ideal for situations where information is best absorbed and tested over a long period of time.


“Online learning is proving to be one of the most effective means to train a large number of people.”


When considering an online training program, here are some considerations:

 Ensure that someone within your organization is familiar with the prevailing strategies and vendors. The added complexity of technology has led, in some cases, to HR handing over too much control of the organization's learning strategy to the elearning provider.

 Use collaboration and socialization tools to complement learning. A real-time or live component (such as an online event or Q. & A.) can dramatically increase the learner's level of social engagement, which will translate into a more successful learning experience.

 Utilize dynamic multi-media content to increase retention and engagement levels. In the past, learning programs were often low-tech, text-based presentations. There is now an increasing amount of rich media content available that enables companies to offer more compelling and relevant instruction.

 Avoid in-house solutions. Few organizations have the skill sets or experience necessary to pull together a robust online learning offering for employees.

 Think long term. Online learning need not be restricted to a one or two-day session, as is common for in-class learning. Consider how a longer-term approach to learning could enhance effectiveness.

### Top three tips for vendor selection:

1. Choose your vendors on the basis of their instructional sophistication. The technology used by elearning vendors is remarkably common, and rarely constitutes a competitive difference.
2. Choose a vendor that impresses you with the thoughtfulness and imagination of their instructional team. Look for a vendor, such as a university, that is already using elearning tools on a daily basis.
3. Always ask for samples of their work and request a chance to test out the technology. Check their track record and make sure that their solution is easy for anyone to use, so employee buy-in won't be a problem.

With ongoing budget cuts, and increased numbers of employees demanding more flexible options, online learning is becoming a viable and effective tool in helping HR keep pace. Doing it right is a matter of leveraging the appropriate tools, checking vendor credentials and understanding the ideal fit for each learning situation. **HR**

*Keith Hampson, PhD, is the director of the Digital Education Strategies program at the G. Raymond Chang School of Continuing Education, Ryerson University.*

# “...The slow revenue growth was **not a staffing problem....**”



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## MANAGING THE MILLENNIALS

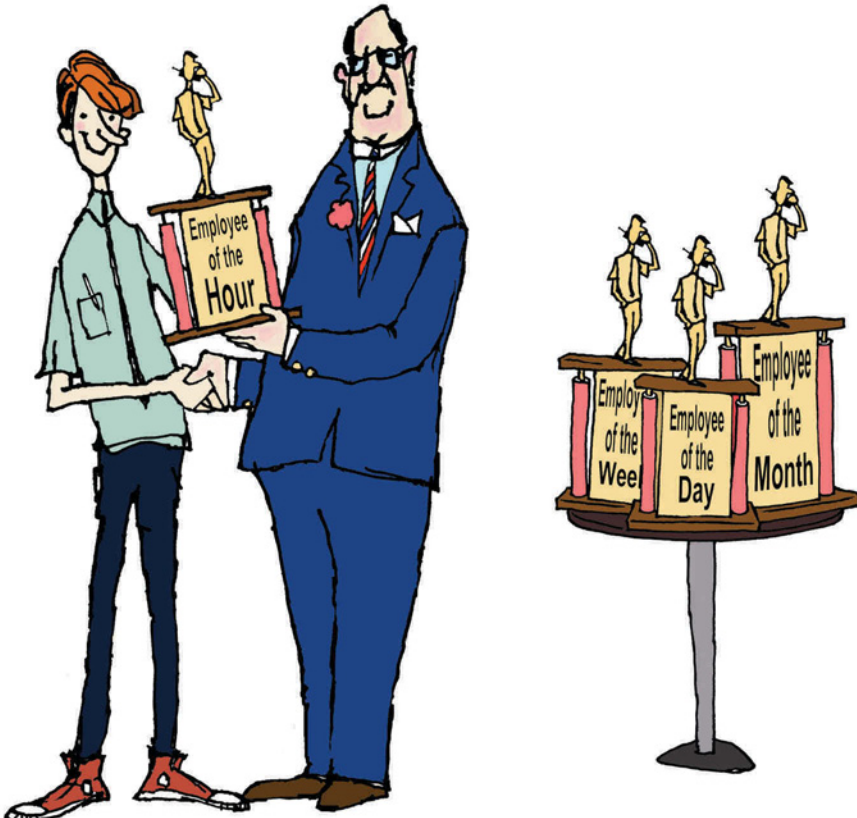


ILLUSTRATION BY MICHAEL EDDENDEN

**T**he millennials, currently aged 18 to 26 years old, number 44 million strong and currently make up 14 per cent of the working population, with an additional 46 million soon to join the ranks. There are seven core traits that define this generation, a few of which might surprise you:

- **Special.** Millennials feel special. They have been praised their entire lives, mostly from parents who wanted to submerge them in a 100 per cent supportive environment.
- **Sheltered.** From the surge in child-safety devices to the post-Columbine lockdown of public schools, millennials have been the most protected generation in history.
- **Confident.** From an ease with technology to high levels of trust and optimism, millennials are a very confident group.
- **Team-oriented.** Extremely social, millennials love interacting with their peers. They are

quick to help out each other and form tight peer bonds aided by the use of Facebook and instant messaging.

- **Conventional.** Taking pride in improving themselves and acquiring skills, they are quite comfortable with their parents' values. They believe social rules and standards can make life easier and they don't mind conforming to those rules.
- **Pressured.** Pushed to study hard, avoid personal risks and take full advantage of the collective opportunities being offering to them, millennials have always felt the need to excel.
- **Achieving.** With accountability and higher school standards on the rise across North America, millennials are on track to becoming the smartest, best-educated, most multilingual and technologically advanced generation in history.

On the whole, these traits are associated not so much with any of the last few generations (the traditionalists, baby boomers, or the gen Xers) in their youth as much as with teens from the G.I. generation (born roughly between 1900 and 1924). Could it be that the new workforce has values that are more in common with their great grandparents than their parents? It would seem so. As one online representative of this age has put it, "Our generation isn't all about sex, drugs and violence. It's about technology, discovery and coming together as a nation."

Good news for employers everywhere, but alarming in other ways. What will it be like to motivate a generation in which everyone on the team received trophies, just for showing up? To motivate a generation that grew up on Nintendo and the exponential evolution of electronics? It has been estimated that the average Nintendo player receives 80 bits of feedback a minute. Can someone who has mastered the speed, focus and agility of such technology along with the ability to multitask ever be fully challenged in a job?

Only if we make some changes. If the new generation is truly engaged at work in a way where they feel what they do matters, we have the chance to tap into their energy for the betterment of the organization.

This generation won't likely get enough recognition from the employee-of-the-month or years-of-service program your company offers, but they

## HR 101

may be challenged to see if they can beat their own personal best in sales or provide ideas for saving money—especially if they are frequently thanked for doing so along the way. And if they are given permission to recognize and celebrate their successes when those occur, there can be a constant buzz

of excitement as they come to acknowledge not only their successes, but those of their co-workers.

For a group that is confident in their abilities and optimistic about their future, they see a definite connection between effort and payoff and define success in life as the reward for

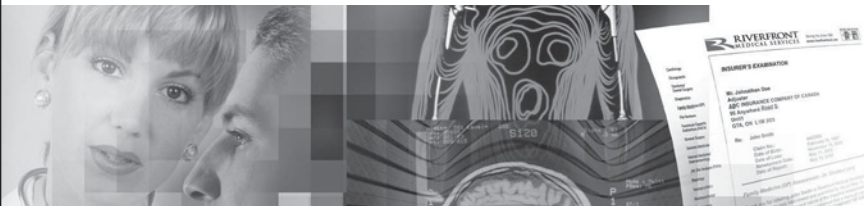
applied efforts and thorough planning. They will be more receptive to opportunities at work and the chance to constantly learn and grow, if those opportunities are framed for them and encouraged on a routine basis by their managers.

This generation is fiercely independent, self-directed and resourceful. They have entered the working world in a time of downsizing and are skeptical of authority and institutions. They are the “do-something” generation and seek organizations that offer work and an environment that is exciting, challenging and meaningful. With the right incentives, millennials are loyal, committed, focused and energized. So what are these incentives?

**Time with the boss.** Opportunities that enable young employees to interact with their manager or an organization’s top management are very motivating to millennials. For example, German computer superpower Siemens Nixdorf Information Systems formed a team of 23 young, talented employees to advise the company’s management board on breakthrough technologies, competitive forces and demographic trends. For millennials who seek work that is purposeful, providing opportunities to be high-tech problem-solvers, time with their manager or selection to a team like this would be highly valued.

**Fun at work.** Fostering a spirit of fun in the workplace by giving employees an occasional afternoon off for sporting activities, or arranging humorous office events and competitions, will improve the morale and excitement of the youngest generation and increase their productivity. Having fun is what

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# “This generation is fiercely independent, self-directed and resourceful.”

Microsoft and Aerospatiale had in mind when they sent several employees to the Space Camp in Cannes, France. There they were given an opportunity to train much the same way astronauts do with the program culminating in a simulated space flight.

## Learning and growth.

Training is also an effective reward for the millenials. In fact, for these workers ongoing training is not only desired, but is also a requirement for employment. They have a non-stop desire for information and continually look to add to their skills, especially technology skills. At Diversified Expositions, a trade-show production company in Portland, Ore., every employee attends quarterly job-related training sessions presented by an outside consultant. Topics for these sessions are chosen by the employees.

Millenials also like challenges and learning opportunities. Rosenbluth International, a travel agency headquartered in Philadelphia, sponsors monthly seminar programs for enriching both personal and professional life for its employees. Topics range from handling difficult situations and goal setting, to food, fitness and recycling.

## The challenge

To produce top performance and retain valuable employees, companies must offer incentive and recognition programs tailored to the needs of all employees. With a workforce that now spans many generations, companies are being challenged to offer a

wider range of incentives. They need to take the time to ask what is important to employees in each generation, and then act on that information. Yes, this requires an investment in time, energy, awareness

and action—but the potential payback is enormous. **HR**

*Bob Nelson, PhD, is president of Nelson Motivation Inc, co-founder of Recognition Professionals International and best-selling author of 1001 Ways to Reward Employees and 1001 Rewards & Recognition Fieldbook.*

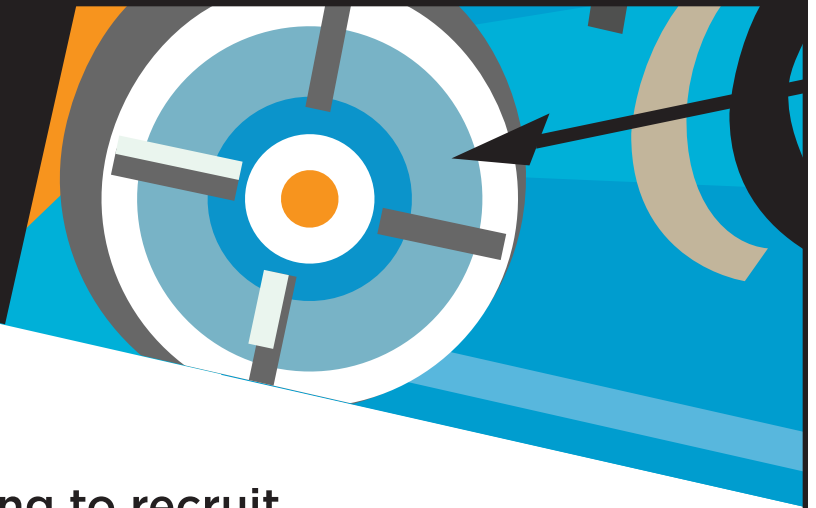


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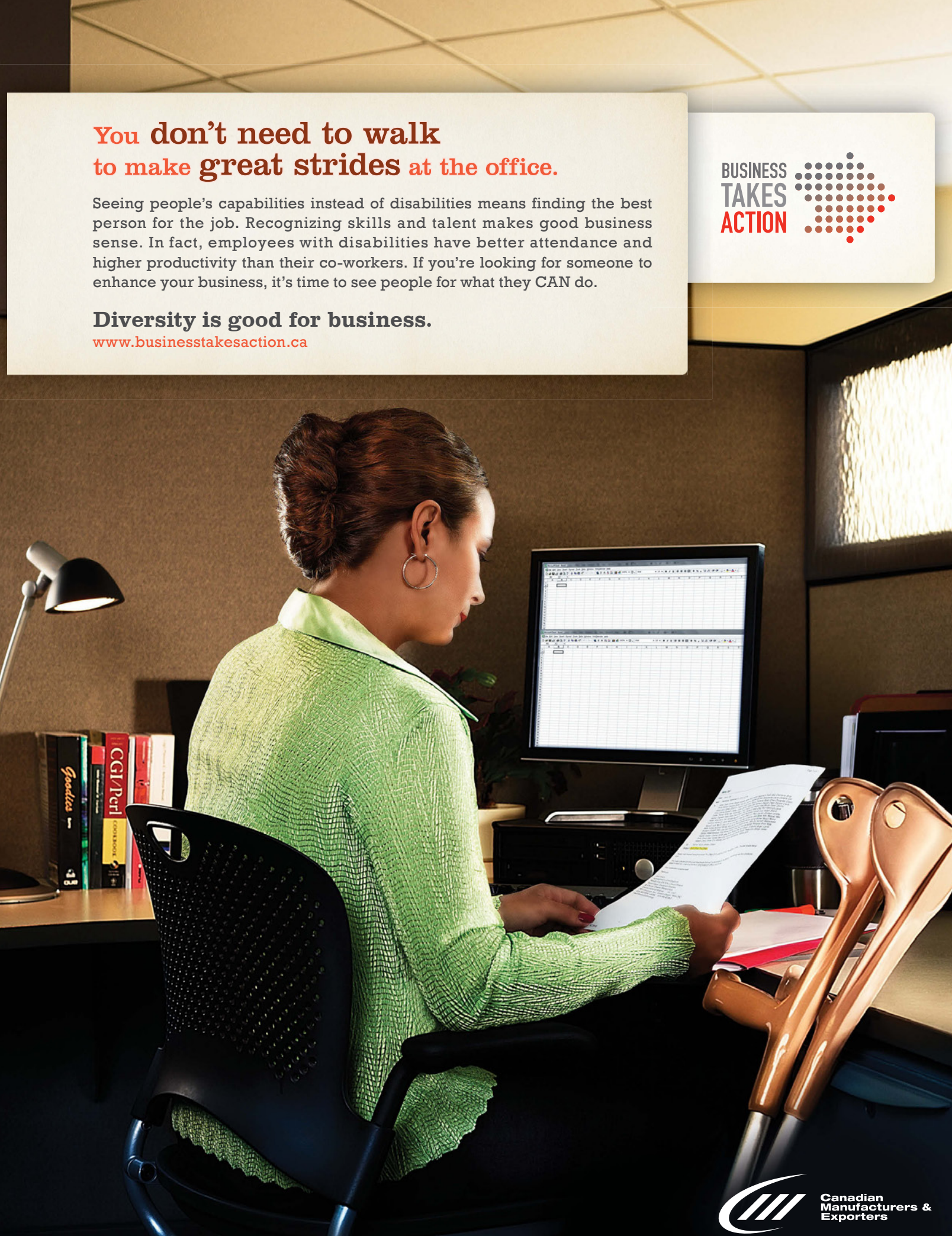
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## CBC RADIO'S HEAD HONCHO DENISE DONLON TALKS ABOUT CREATING ENGAGEMENT IN TOUGH TIMES

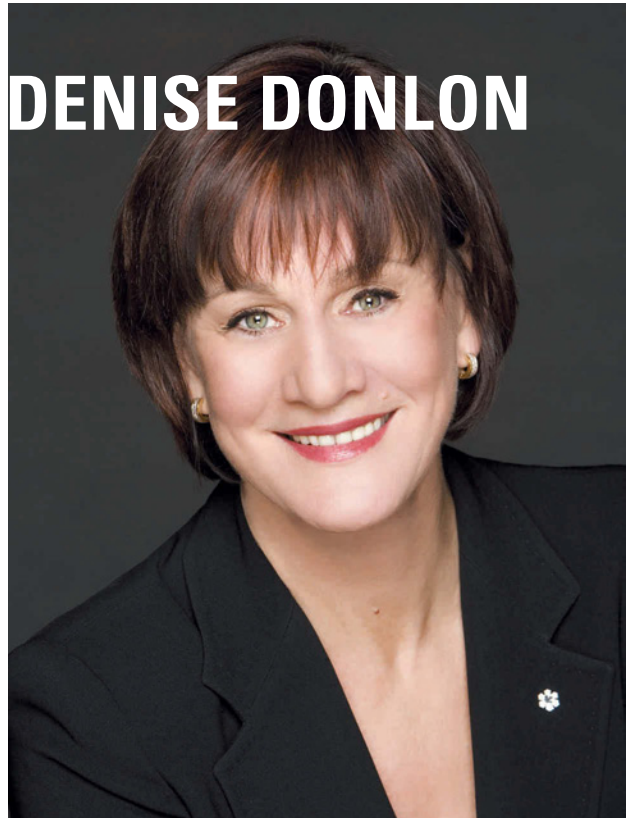
**C**onsidered one of Canada's most popular and respected media executives, the one-time VJ transformed MuchMusic from a fledgling video station to a media empire and helped navigate Sony Music Canada through one of the most tumultuous periods in music industry. Now as the executive director of CBC Radio, Donlon shares her thoughts on tapping into employee engagement to thrive in tough times.

**HRP:** Have you seen an impact from the integration of human resources into the business structure on culture or performance?

**DD:** At CHUM we were in a growth position the whole time, so we had different challenges. The importance of great HR and engagement is more fully underscored when you are in a time of turbulence, the business is under competitive pressure and you have to keep people motivated. For me, it's the challenge of making meaning in a world under stress. How do you keep your employees motivated and engaged with corporate culture and the company itself—and that's where HR can play a huge role in the success of the business.

**HRP:** You said during your keynote at the Total Rewards Conference in September that performance, recognition and career development opportunities are two keys to attracting the best employees. How do you feel organizations can up the ante on creating a recognition environment?

**IN A NUTSHELL:** **First jobs:** Weekday newspaper delivery, potato peeler at a restaurant, gas pumper **Childhood ambition:** Paleontologist **Best boss:** Moses Znaimer (also the most challenging) **Mentor:** Mom **Next move:** Just got here! But one day I'll write the book. **Ideal retirement or vacation destination:** Italy **Last iPod download:** SongQuest Road Songs **Favourite book and why:** Most recent was *Exploiting Chaos* by Jeremy Gutsche **Source of current inspiration:** A fridge magnet: "If you think you're too small to make a difference, you've never been in bed with a mosquito!" **The best piece of advice I ever got:** Stand up straight.



**DD:** Try to encourage failure, present clarity of vision and create meaning. I think those are critical to building that strong corporate culture. I think it's very different for every company. Companies need to look deep into what they are doing and how to make that meaningful for employees. If people feel like they have some control over their own personal outcome in terms of succession planning, compensation as well as in the overall company, I think you are going to have a more engaged workplace.

In terms of my experience, people seem to think engagement was easy because I worked in music and, therefore, the culture and the product had entertainment value. It may be harder for a company if you are making something like sewer pipes. But every company must engage employees so they can feel their contribution is really valued. A lot of times the ways by which you can engage them is not about money but about time and personal interaction and small moments of recognition. People say that writing a hand-written memo is a cliché but you know it works.

**HRP:** You went to Sony and were immediately faced with the Napster crisis, which plunged the music industry into a financial and public trust

# INTERVIEW

crisis. How did you keep morale up and create meaning?

**DD:** I walked into that company at the beginning of a huge worldwide downward spiral of downloading and file sharing. The music industry was in the nascent stages of a fundamental shift in its business. The music business suddenly had to compete with “free.” The product that they were

endeavouring to sell (music on CDs) was available at the click of a mouse and it didn't cost you anything (albeit illegally at the time). Canada had the dubious honour of being the No. 1 downloader in the world. And we were the bellwether. But the rest of the world caught up pretty quickly. Even though 10 years has passed, the music industry is still in a

state of turbulence and massive change.

So what happened at Sony was really a culmination of events. I was holding quarterly breakfast meetings within the company and trying to explain the numbers and unveil new initiatives we were undertaking to shore up the business and reinvent ourselves.

At the time we were encouraging everyone in the company to come up with ideas. We even had these hats made called the Sony Big Thinker and every department would have these meetings to brainstorm new ways to inject some vigour into the business.

One of the ideas that came up was a result of the war in Iraq. We knew there would be public fallout and children would be caught in the crossfire. Charity CDs at the time were popular and not-for-profit organizations were looking to musicians to champion causes. But in this case, we came up with the idea to put out an album of the best peace songs ever made with the proceeds helping civilians impacted by the war. This idea was one that really caught fire with our company at Sony at both the artist and employee level. We spread a wide net in terms of grabbing the attention of Sony Canada artists, specifically Jarvis Church, Chantal Kreviasuk, Our Lady Peace, etc. But we ended up having artists from all over the world, including Paul McCartney and David Bowie, suddenly in studios recording peace songs for this record.

We donated all the proceeds, even the distribution fees, and the people who were involved in making that CD—clearing the licenses, helping to organize studio time, art design and direction—all donated their time as



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well. People were in the building on weekends and after-hours. The net result was everyone really put the pedal to the metal. The sense of morale through the building was palpable. You could feel, even in an industry under fire, that Sony staff felt really engaged in something that had real meaning and they were using the power of music to save lives.

**HRP:** Are there any smaller ways a leader can help create meaning for employees?

**DD:** When big companies decide to become involved in charitable causes, employees aren't typically included in those decisions at a strategic level. They don't have a say in which corporate initiatives the company is going to engage in. At CBC, Sony and MuchMusic we engaged the

staff in trying to help determine the areas we wanted to focus on. There were many ground-up initiatives that were chosen by staff that management then figured out how we could help: using work time and resources to participate, donation matching, etc.

**HRP:** What is the importance of encouraging failure?

**DD:** An example of this at CBC is the program development fund. Each summer we do program development and try out new shows. There are usually only about eight slots available for the summer series. To fill those spots, employees pitch ideas that get reviewed by a peer group made up of representatives across the country—including producers, managers and executives. They review more than

200 proposals every year. While only eight make it into development, those 192 "failed" pitches are really about engaging in the creative process, because, as you work through the pitch process, you get the opportunity to refine your idea. Fifty of those 200 get to the pilot stage, where creators can see how the idea manifests itself in a radio show.

Ultimately, it keeps the creative muscles working. The successful pilots turn into summer radio shows, which may turn into regular recurring programs. People who are involved in those pitches are backfilled in their normal positions, so they can have time to work through the development process.

If your pitch doesn't turn into a summer show, it doesn't mean it's a failure, because now you've gained all of that

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## INTERVIEW

experience of finely crafting that piece of content, which wouldn't be afforded to you in your everyday role at the company. So we're really encouraging success because so many people are energized by the idea of engaging in the creative process and exposing themselves to other creative people within the industry.

**HRP:** I agree, it's really about taking the time to allow people to innovate and the more you encourage that, and get away from the mindset that everything must be commoditized, the better it is for the company.

**DD:** Absolutely. The BBC has a similar process to CBC's and they call it their "gambling

fund." They set aside a chunk of program development money and people have to compete for it. In fact, *The Office* came out of this fund.

The time to really innovate and take those chances is when you are in a time of crisis. That's how the biggest companies in the world really got to be where they are; because they had an innovation mentality.

**HRP:** You mentioned having quarterly breakfasts. What are other ways you clarify your vision for staff? How do you make it personal?

**DD:** At CBC, we do online messaging and regular employee surveys. I do a radio road show every year—and each of our 35 stations across the country gets a visit from me or senior staff, even if there are only three people working there. We find a lot of innovation at the CBC comes from the smaller regions because they don't have the resources that the bigger centres have.

We also hold quarterly town hall meetings in Toronto and I do a monthly radio roundtable where 30 people sign up and we have coffee, and they can ask me questions. More often than not, I am the one asking them for ideas and opinions to find out what is going on. It helps me gain insight into the company, such as creative successes that need to be celebrated and frictions that need to be addressed. It's nice to say you have an open door policy but many of us are so busy we're just not in our offices much these days. We need to find new ways to make ourselves more accessible to staff. **HR**



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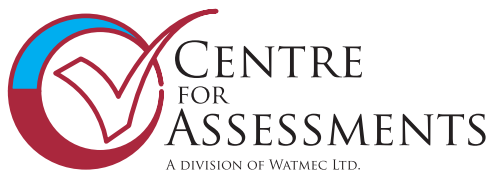
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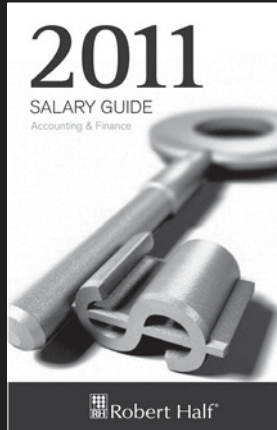
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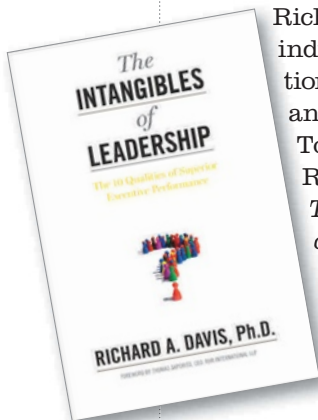
BY ALYSON NYIRI

## WHAT'S WORTH READING

### ***The Intangibles of Leadership: The 10 Qualities of Superior Executive Performance***

Jossey-Bass, 2010

By Richard Davis



Richard Davis is an industrial/organizational psychologist and partner at the Toronto office of RHR International. *The Intangibles of Leadership* is a result of his work assessing and developing leaders.

Davis organizes his book around the 10 intangibles of leadership. These attributes are wisdom, will, executive maturity, integrity, social judgement, presence, self-insight, self-efficacy, fortitude and fallibility. Davis captures the subtleties of leadership, explaining there is a dynamic relationship between the business demands of an environment and the personal characteristics necessary to lead in that environment. He calls these subtleties “interstitial characteristics”—traits that fall between the lines of existing leadership models. Davis does not present his book as a how-to or self-help book. *The Intangibles of Leadership* is offered as a practical atlas of those characteristics of extraordinary leaders and

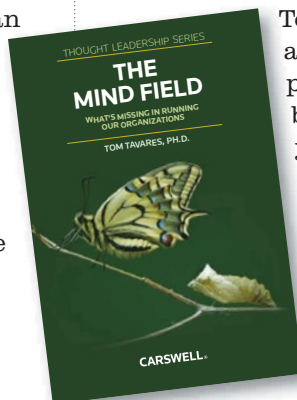
their underlying psychological mechanisms.

Each chapter follows the same outline: a story or anecdote about the quality followed by what it is, how to know it when you see it, how to get it and finally, why it matters. Any chapter could stand on its own, providing valuable insight not just for leaders but for anyone seeking to reach higher or develop more fully. Davis has an engaging style, blending research, psychology and real-world examples to weave together a rich tapestry of the qualities of extraordinary leaders. At the same time he provides practical examples of how various leaders have cultivated and applied these qualities in their work and in their lives.

### ***The Mind Field: What's Missing in Running Our Organizations***

Carswell, 2009

By Tom Tavares



Tom Tavares is an organizational psychologist bringing 30 years of research and hands-on management experience to his book *The Mind Field*. The premise of Tavares' book is on how

jobs, the building blocks of organizations generate three psychological factors—focus,



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## OFF THE SHELF

intensity and skew. When all three factors are in play, they generate a “mind field,” which leads to short-term thinking, poor internal communication, decreased innovation and teamwork, and limited coaching.

Tavares argues that jobs confine each person in a business to a separate psychological compartment, which leads to isolation, which in turn erodes relationships and limits coaching opportunities. Focus, in turn, fosters intensity. This intensity carries an emotional load, which is pushed through the narrow band of the job description, resulting in inflexible behaviour and an inflated sense of one's role. As focus and intensity rise, both positive and negative emotions become amplified, skewing perception and behaviour. As change accelerates, priorities, problems and pressure build leading executives to miss patterns in the market, resulting in erratic shifts in priorities. In a desperate attempt to find solutions, leaders turn to mission, vision, value statements, balanced scorecards, strategic planning, team building retreats and executive coaching in the hopes of finding deep change quickly.

The key to redirecting these behaviours lies in high-quality interaction across the board. Understanding that certain patterns and behaviours are present in organizations and that the psychological environment is generated by the organizational structure of jobs can enable discussions about behaviour without attacking anyone personally. **HR**

*Alyson Nyiri is a freelance journalist and HR consultant.*

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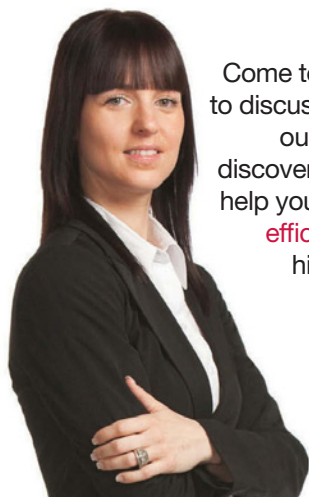
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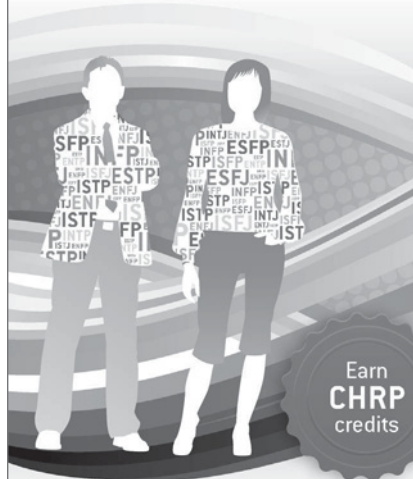
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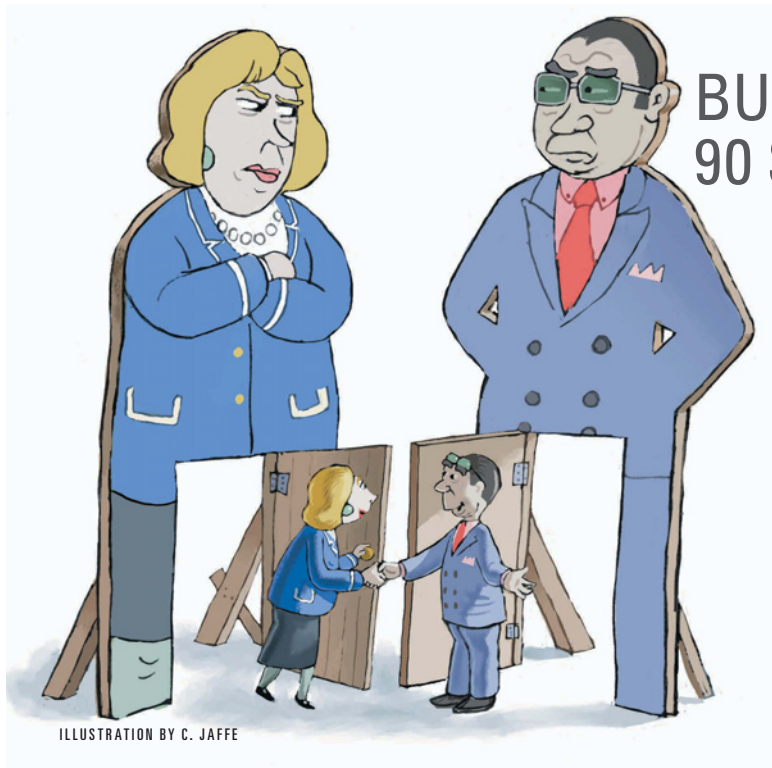


ILLUSTRATION BY C. JAFFE

## BUILDING TRUST AT WORK IN 90 SECONDS OR LESS

### Rebuilding tips and tricks

Economic events have left many people dissatisfied in their jobs and looking for motivation. The following tips will positively improve sales and co-worker co-operation, as well as every other relationship in your employees' lives.

- If you want instant co-operation, always use the word "because" ("have you thought about incorporating this because...") Automatic response is based on reason, or at least the appearance of reason.
- Adjust your attitude to fit the situation before you approach someone, or they approach you, because your attitude not only drives your behaviour—it drives theirs. Welcoming, curious, enthusiastic and resourceful are really useful attitudes.
- Speak in positives because it makes co-operation easy. ("Rest assured" instead of "don't worry," "you are welcome," instead of "no problem," "call me with any questions about delivery," instead of "don't hesitate to call if you are unsure about delivery.")
- Make eye contact because you can't create trust without it. The same goes for open body language—open hands, uncrossed arms, etc.
- Give feedback, physical and spoken (nod, say "I see" etc.). It makes the person feel understood and gets them to open up.
- Make sure your voice tone, your body language and your words are all saying the same thing. Mixed messages (smirking when you're angry) cause confusion and destroy trust.
- Be on the lookout for opportunities to say, "Me, too" (or "What a coincidence," or "Funny you should say that"). There is no faster way to engender trust and build bonds than by finding common ground.

These simple tips will teach employees and colleagues how to make trusting, human connections with the people that matter most. By making their natural born skills work for them they can serve the customers better, be more creative, raise their productivity and have more fun at work. **HR**

*Nick Boothman, a communications expert, is author of *How to Make People Like You in 90 Seconds or Less* and *How to Connect in Business in 90 Seconds or Less*.*

**Q**uality of management, strength of market position, quality of services, strength of corporate culture, level of customer satisfaction and quality of investor communications, are nonfinancial factors that can accurately determine future financial performance in business.

Sound complicated? It's not really. "Non-financial" means "people." The foundation of all these business-related conditions depends upon two things: people and their ability to connect. In business, as well as life, the failure to build rapport can be insurmountable, while the rewards of a trusting first impression are almost immeasurable.

When people trust and like you, they'll see the best in you; if they don't, they'll tend to see the worst. Talent and performance management professionals know that the first 90 seconds of any encounter isn't just a time for making a good first impression. In the first few moments of any meeting, you connect with a person's instincts and their human nature—their "hardwired" responses. In the opening seconds, our subconscious survival instincts kick in and our mind and body decide whether to run or fight or interact, whether this person offers an opportunity or a threat, whether they're friend or foe—whether or not they can be trusted.

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*He always had a new way to look at things.*

*No one saw this coming. One day he just **collapsed** in his office.*

*By the time the ambulance arrived it was **too late**.*

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## ADR Workshop

You will learn how to mediate disputes while preserving relationships and how to negotiate your way through tough situations.

### Day 1

- What causes conflict?
- What are your negotiation tendencies?
- How do you avoid negotiation pitfalls?
- Which style is better, a competitive or cooperative one?
- How can you avoid making dangerous assumptions?

### Day 3

- How do you prepare for a negotiation?
- How do you deal with strong emotions?
- How can you be more persuasive?
- How can you get people to listen to you?
- How do you handle a number of people at the table?

### Day 2

- 7 Elements of Principled Negotiation?
- How do you deal with difficult people?
- How can you be creative to get better results?
- What should you disclose in negotiation?
- When should you say yes and when should you walk away?

### Day 4

- How do you find people's underlying interests?
- How do you mediate to resolve disputes?
- How can you resolve workplace conflict?
- How can you prevent mediations from getting out of control?

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## Dealing with Difficult People



You will learn how to prepare for difficult conversations, deliver messages powerfully, confront someone calmly and respectfully, overcome the fears that lead you to avoid conversations, how to end a difficult conversation and spot personality differences. You will have the opportunity to complete the Myers-Briggs Type Indicator-Step II ® \* and receive a customized report containing insights into your personality type and the personality types of others.

### Day 1

- What makes a conversation difficult?
- How do you start a difficult conversation?
- How do you confront bad behaviour?
- How do you deal with difficult people?
- How do you identify personality types?
- How do different personality types contribute to problems in the workplace?

### Day 2

- What triggers you and others?
- How do you avoid common mistakes?
- How do you manage emotions?
- How do you get to the root of a problem?
- How can you disagree without escalating the conflict?
- How do you prepare for a tough conversation?

### Day 3

- How do you deal with difficult conversations in the workplace?
- How do you deal with difficult conversations at home?
- How might you manage your own responses better to make the conversation less difficult for you?
- How do you know when to end a difficult conversation?
- What is the best way to end a difficult conversation?
- How do you conquer fears around a difficult conversation?



\* Myers-Briggs Type Indicator Step II (Form Q) Interpretive Report © 2001, 2003 by Peter B. Myers and Katharine D. Myers. All rights reserved.

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*Workshop includes the MBTI exercise (all of day 1), 5 exercises, and 3 case studies.*

*On day 3 you will also practise a specific skill or conversation that you have identified. The facilitators will be available to answer any questions.*

