

THE MAGAZINE OF HUMAN RESOURCES THOUGHT LEADERSHIP | JULY/AUGUST 2012

HR

PROFESSIONAL



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Coaching: Blaze Your Own Trail

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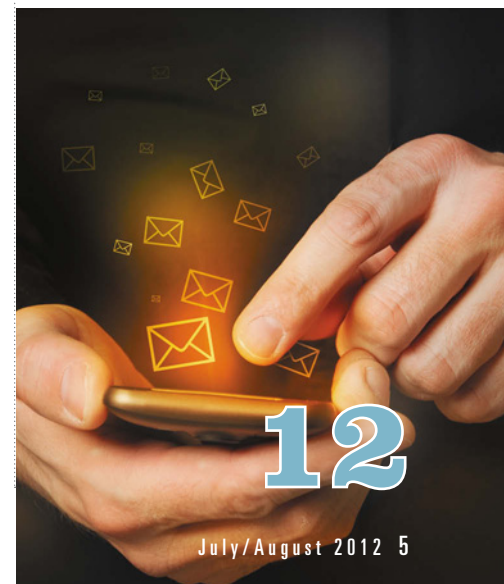
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KATHY KEYI JIA-JONES

Kathy Keyi Jia-Jones is the founder/owner of Cross-Cultural Biz, a training and consulting company specializing in cross-cultural business solutions. She is the author of *Effective Cross-Cultural Communication and Conflict Solving* and has taught business and cross-cultural business communication courses at university and community college levels. An award-winning speaker, she is currently an area governor of Toastmasters, helping others overcome speech anxiety and improve communication skills. She discusses how to help new Canadians with public speaking, on page 22.



SEAN CONRAD

Sean Conrad is a senior analyst with Canadian-based talent management solution provider Halogen Software, www.halogensoftware.com. He regularly writes on talent management trends and issues in industry magazines and on the Exploring Talent Management blog, www.halogensoftware.com/blog/. He discusses how to, and how not to, use 360 multi-rater reviews, on page 41.



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Christina Hall practises in all areas of employment and labour law representing management, with Fraser Milner Casgrain LLP. She provides strategic advice with respect to employee hiring and terminations and has experience in wrongful dismissal litigation, health and safety matters, employment standards matters and human rights issues. Along with Adrian Miedema, she discusses the pros and cons of incorporating social media into employee background screening, on page 50.



ADRIAN MIEDEMA

Adrian Miedema is a partner in the Toronto employment group of Fraser Milner Casgrain LLP. He advises and represents employers in employment, health and safety and human rights matters. He appears before employment tribunals and all levels of the Ontario courts on behalf of employers. He also advises employers on strategic and risk management considerations in employment policy and contracts. Along with Christina Hall, he discusses the pros and cons of incorporating social media into employee background screening, on page 50.



ALYSON NYIRI

Alyson Nyiri, CHRP, is a freelance writer, researcher and consultant specializing in human resources and career development issues. She lends her expertise and gives readers the real story in *The Last Word* on page 54.



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TALK BACK

I never thought I'd admit it, but I really enjoy it when readers "talk back" to me about what they've read. At the very least, it tells me they are reading with a critical, objective eye; but, more, it also says they are involved and passionate about what they do and believe.

A few issues ago (March 2012), you may recall we ran a column on psychometric testing. I received a couple of emails about it. One reader noted: "There are a few unsubstantiated claims by the author. Firstly, the idea that psychometric testing is an objective approach; and secondly, anecdotal evidence is used to support the claims."

Another wrote: "While I thought the article provided some great reasons to employ psychometric testing, I found it incomplete in its treatment of the topic. Using psychometric tests in selection does have its challenges. For example, how do you select the right test for the position so that it holds up if challenged (likely a greater concern for those of us in unionized environments)? How do you choose between tests? Also, while personality testing does predict future performance for a variety of jobs, it also has problems with adverse impact on minority groups, and this shouldn't be ignored."

Fair comments both. A column by definition has a very narrow focus and often takes a particular point of view. I think this topic demonstrates a need for a further look into pre-employment testing—I think I feel a feature coming up! Watch for it in our September or October issue. In the meantime, enjoy our columns and features this issue, which focus on performance management, coaching and mentoring.

And, don't forget to write: lblake@naylor.com or on Facebook at www.facebook.com/#!/HRProfessionalMag.

Cheers,



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LEADERSHIP MATTERS

BY DAPHNE FITZGERALD, CHRP, SHRP

CANADAWORKS 2025

This spring, HRPA released *CanadaWorks 2025*—a major study examining key economic, social, technological, environmental and demographic trends that will shape the Canadian economy and society over the next 13 years. Co-authored by Deloitte, the study suggests three possible scenarios for Canada's future based on decisions we make today: The Lost Decade, Unsustainable Prosperity or The Northern Tiger.

You can read more about the *CanadaWorks 2025* study in the Upfront section of this magazine or at www.hrpa.ca/CanadaWorks2025; but to summarize, the scenario we need to strive for is The Northern Tiger—a future in which Canada enjoys a strong and diverse economy where workplace flexibility is the norm and training and education providers are in synch with the needs of business.

Achieving this requires a commitment from both private and public sector influencers to move beyond the status quo. Staying the course amid a stumbling global recovery could point Canada to a future of tepid GDP growth, an employment landscape composed of people without jobs and jobs without skilled

professionals to fill them, an immigration system that continues to see internationally educated PhDs driving cabs and an education system failing to prepare young Canadians for labour market demands.

Charting Canada towards a Northern Tiger future means government and business needs to work together now to set us in the right direction by making changes in modernizing education, reforming immigration and investing in industry excellence and infrastructure for access to talent.

From a human resources perspective, the study creates the perfect forum for discussion, where the following topics would be brought forward and properly debated: how to improve employment flexibility (including trade-offs between employees and employers); how to best position the Employment Standards Act (ESA) moving forward; adjustments that might be considered for an aging workforce like pension incentives, phased retirements and self-paced work; and how best to introduce innovative labour management partnerships. All of this, of course, will require counsel and guidance from Canada's HR professionals.

The HR voice in the room will ensure that as political and business leaders consider the best way to move to a Northern Tiger future, they will be guided by appropriate HR principles and practices. Through thoughtful dialogue and debate, HR professionals can help shape Canada's future, influencing policy before it's finalized. More importantly, human resources professionals can not only help employers and employees manage the changes to come, but can act as a catalyst for change right from the start. **HR**



Daphne Fitzgerald is chair of the Human Resources Professionals Association (HRPA).

HRPA Report Looks at Canadian Economy in 2025

In April, HRPA and Deloitte released *CanadaWorks 2025*, a whitepaper examining the key economic, social, technological, environmental and demographic trends shaping Canada over the next two decades. It also develops three possible scenarios of what the Canadian economy could look like in 2025: The Lost Decade, Unsustainable Prosperity or The Northern Tiger.

The three scenarios flow from decisions Canada makes today and show how these choices can make or break Canada by 2025. Each scenario describes vastly different labour market profiles, productivity measures, employment contracts and organization of work.

The first two scenarios represent darker alternatives, according to the whitepaper. The Lost Decade envisions prolonged economic recovery resulting in people without jobs and jobs without skilled people and aggressive outsourcing that hollows out Canadian business. Unsustainable Prosperity is somewhat brighter, with Canada's resource sector prospering thanks to global demand, but at the cost of tradable sectors that don't grow.

The Northern Tiger

A far brighter future, and one that's attainable if we make the right decisions now is The Northern Tiger. In this scenario, Canada seizes global uncertainty as an opportunity for profound bold change. New globally

competitive sectors, such as green technology and ICT, are spawned by the strength of an integrated, technology-savvy, diverse and highly-engaged workforce.

Achieving a Northern Tiger outcome will require government and business working in tandem to identify the common strategies that we need. Most importantly, it will require bold changes in key areas: modernizing education, reforming immigration, improving employment flexibility and investing in industry excellence and talent infrastructure.

"Canada's success will depend on the creation of a diverse and sustainable economy built on human capital—an effective workforce that has the right people, with the right skills, in the right jobs," says HRPA CEO Bill Greenhalgh. "The strategies discussed in *CanadaWorks 2025* encourage a healthy relationship between employer and employee, and help develop a workforce to promote the advantages of Brand Canada. Employment is shifting now and both public and private dialogue and collaboration are necessary to build our future."

Please visit www.hrpa.ca/canadaworks2025 to download the report.



"Bring Your Own Device" to Access Company Networks



According to a Robert Half Technology survey, 49% of Canadian chief information officers interviewed said employees can access their companies' corporate networks using their personal smartphones, tablets, computers or other devices.

Among the CIOs whose firms do allow workers to access the company network using their own equipment, 44% said their

firms offer limited technical support to these individuals, 52% offer full support and 4% offer no support.

Although most CIOs surveyed don't currently allow employees to use their personal devices to access company networks, the tide may soon turn, particularly with the rise in telecommuting and remote work arrangements.

"As more professionals seek the most cutting edge technologies, they would rather use those devices for both work and personal communication," says Lara Dodo, a regional VP of Robert Half Technology in Canada. "Organizations are aware of this trend and are currently determining the best solutions to mobile device management in the workplace."



Immigrant employees less satisfied with pay and benefits

BY JAMES CHOWHAN

Immigrant employees tend to have lower pay and benefits satisfaction than Canadian-born employees, according to a recent study from the DeGroot School of Business. In particular, immigrant employees arriving in Canada between 1996 and 2005 were found to be 35% more likely to be less satisfied with their pay and benefits than Canadian-born employees. In the increasingly globalized labour market, organizations and countries are facing intensified competition to attract and retain both skilled and unskilled workers. The results of this study can assist human resource managers and government policymakers to facilitate more successful integration and retention of immigrant employees.

Results show significantly lower pay and benefits satisfaction for immigrant cohorts, with the exception of the pre-1965 cohort being more satisfied compared to Canadian-born employees. The remaining three arrival groups, based on year of entry to Canada (1966 to 1985, 1986 to 1995, and 1996 to 2005), were all less satisfied.

The dynamic nature of migration suggests that being able to retain immigrants requires fulfilling social outcomes such as pay and benefits satisfaction. Having immigrants experience lower pay and benefits satisfaction can potentially hinder typical immigration policy goals of integration (economic inclusion and social participation), retention and future attraction of workers. Study results indicate that one key factor that positively contributes to immigrant's pay and benefit satisfaction is receiving pay linked to output performance, such as tips, commissions or piecework payments.

For Canadian-born employees, the results show that the rewards of relatively high wages and salaries (either compared to the general labour market or to the internal workplace labour market), the provision of non-wage benefits (e.g., pensions and various types of insurance coverage) and the receipt of a promotion all contribute to higher pay and benefits satisfaction. To a lesser extent the same is true for immigrant employees (i.e., the effects have similar and substantial magnitudes; however the findings are not significant). The main significant factor related to immigrant pay and benefit satisfaction is being rewarded for output performance. Having pay linked to employee output is particularly important for the most recent immigrants (both groups arriving between 1986 to 1995 and 1996 to 2005).

In an increasingly diverse workplace, human resource managers need to regularly assess whether practices and policies are salient for all employees. Being open to customizing compensation practices to particular groups of employees can lead to improved employee outcomes. This study suggests that linking pay to output is particularly important for improving pay and benefit satisfaction for recent immigrants. Human resource managers that are able to better understand the sources of immigrants' pay and benefits satisfaction will be in a better position to implement practices that can more effectively attract and retain valuable immigrant employees.

Study link: <http://bit.ly/LKsDay>.

Many Employers LACK ORIENTATION PROGRAM

A recent survey suggests nearly a third of companies do not offer a formal orientation program to help prepare new staff. Yet, when asked, 30% said it helps employees better understand the company's values, guidelines and expectations; another 30% indicated it assists workers in preparation for long-term success with the organization.

5 TIPS FOR MANAGERS TO HELP NEW HIRES ACCLIMATIZE

1. Roll out the red carpet. Personally greet new hires on the first day to make them feel welcome. Go out of your way to reiterate how happy you are that they have joined the team.

2. Aim to ease anxieties. Encourage questions and offer introductions. Schedule a departmental lunch to give newcomers a chance to get to know coworkers in a less-formal setting.

Source: *Accountemps* (www.accountemps.com or via twitter.com/accountemps)

3. Arrange day-in-the-life tours. Let new employees meet with and observe key colleagues they will be working with across the company. This will enable them to learn who does what and gain a broad understanding of various departments, job functions and the inner workings of the organization.

4. Provide a roadmap. Address topics new hires need to learn, review core job responsibilities, explain top priorities and highlight performance goals. Maintain an open-door policy and schedule regular touch-base meetings to ensure all remain on the same page.

5. Make use of mentors. Mentors can shorten the learning curve, allowing new employees to make more substantive contributions early on. From a purely emotional standpoint, being linked with a supportive adviser gives new hires a stronger sense of belonging and accountability.

Dominant East Asians face workplace harassment, says Rotman Study



They have been stereotyped as a “model minority.” But when they don’t conform to common racial stereotypes, such as being non-dominant, even people of East Asian descent are “unwelcome and unwanted by their co-workers,” says a new paper from the University of Toronto’s Rotman School of Management.

The study shows there is a difference between “descriptive” racial

stereotypes—what people believe to be true about members of a particular group—and “prescriptive” racial stereotypes—how people want members of a particular group to behave.

One experiment showed that participants held descriptive stereotypes of East Asians as being competent, cold and non-dominant. A second showed that the most valued expectation of East Asians

was that they “stay in their place,” and don’t take a dominating role. A third experiment showed that participants preferred a white co-worker over an East Asian co-worker if that co-worker had a dominant personality.

A fourth study found that East Asians who exhibited a dominant personality at work reported higher levels of harassment than other workers. Those who “stayed in their place” did not.

“The first step to remedying the bamboo ceiling created by these prescriptive stereotypes of is to be aware of them and how they can lead to backlash against those who defy them,” says Jennifer Berdahl, a Rotman professor who co-authored the study with graduate student Ji-A Min. “Holding East Asians to different standards than whites—reacting negatively to them when they engage in leadership behaviours—holds them, and all those who might benefit from their leadership, back.”

The study is forthcoming in an issue of *Cultural Diversity and Ethnic Minority Psychology*. For the latest thinking on business, management and economics from the Rotman School of Management, visit www.rotman.utoronto.ca/NewThinking.

Working Life & Mental Health

“Because you can’t really see mental illness... we don’t even acknowledge it... and the message people have to get is that it’s out there.... It doesn’t mean that you can’t be a parent; it doesn’t mean that you can’t work; it doesn’t mean that you can’t go on to university.... If people think that it’s something that has to be hidden, something that you can’t talk about, I think that that’s much worse.”

— Peter Lebuis, child and youth worker featured in *Working Life*
Working Life is a new documentary toolkit for anti-stigma mental-health education in the workplace. The project, which includes film and print materials, was produced by award-winning Toronto filmmaker Laura Sky, in association with Oolagen Youth Mental Health. Watch this 37-minute film at www.skyworksfoundation.org/workinglife/index.html.

This anti-stigma resource will help employers understand their role in helping employees deal with mental health problems. Fostering recovery is one of the six strategic directions

recommended by the Canadian Mental Health Commission.

The complete tool kit can be ordered on DVD and CD, and is also accessible online at SkyWorks’ website, www.skyworksfoundation.org/workinglife. To order the Working Life Tool Kit on DVD and CD, contact Vtape, 416-351-1317, info@vtape.org or www.vtape.org. For more information or to arrange a screening contact SkyWorks Charitable Foundation at 416-536-6581, info@skyworksfoundation.org or www.skyworksfoundation.org.



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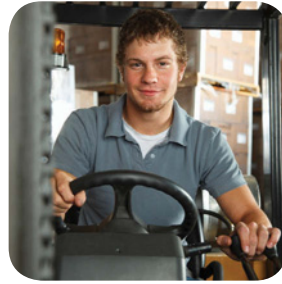


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PERFORMANCE MANAGEMENT: AVOIDING WRONGFUL DISMISSAL

How many times do we find ourselves analyzing after the fact, our various communications with our employees? How often do we find ourselves thinking about what we could have done better, particularly when it comes to performance management?

We recognize that managing people involves motivating them, managing their expectations, positively communicating the company's expectations of them and assisting them to achieve.

No one wants to hear that their performance is less than expected. Indeed, to some extent, we all define ourselves through our occupations. As the Supreme Court of Canada has noted:

...employment is of central importance to our society. As Dickson C.J. noted in Reference Re Public Service Employee Relations Act (Alta.), [1987] 1 S.C.R. 313, at p. 368:

Work is one of the most fundamental aspects in a person's life, providing the individual with a means of financial support and, as importantly, a contributory role in society. A person's employment is an essential component of his or her sense of identity, self-worth and emotional well-being.

I would add that not only is work fundamental to an individual's identity, but also that the manner in which employment can be terminated is equally important.

How we approach performance management will have a profound impact upon an employee, the individual's present and future contribution and, particularly, the employee's continued and future employment.

The objective of a performance management policy is to set the procedure to be followed when an employee consistently fails to meet the standards required of the company. It should not be focused upon manoeuvring an underperforming employee out of employment,



but it recognizes that termination might be the unfortunate result. Performance management focuses upon three essential elements:

- **Communication:** employees must clearly understand the performance expectations they must meet.
- **Consistency:** performance management policies must be consistently applied in a fair and even-handed manner and regularly communicated.

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LEGAL

- **Creativity:** performance management policies must also recognize the abilities and limitations of the employee, the requirements of the position and subjective factors which may impact upon job performance.

The best practices of performance management are often driven by an understanding of the pitfalls that result in legal confrontation. Thus, we can learn much from wrongful dismissal cases, where performance management has gone horribly wrong.

The courts have laid out the threshold for terminating an employee for just cause on account of poor performance. Employers must show they are following these four points.

1. That the employer provided a reasonable objective standard of performance for the employee to meet and communicated those expectations to the employee in a clear and understandable fashion.

Is the expected standard of performance objectively reasonable?

As one court noted in considering the many additional duties taken on by the terminated employee, the standard imposed by the company, “appears to be a standard that was unrealistic and likely unattainable by most employees...perfection is a laudable goal but not attainable by many.” (*Chester v. Pepsi-Cola Canada Ltd.* (2005))

Was the standard of performance properly communicated to the

employee in a clear and understandable fashion? As an Ontario decision recently noted:

...these additional duties and responsibilities caused her to get behind in her work and this resulted in the work in the shop...to lag behind. ...The defense witnesses acknowledged their wariness of a “progressive discipline” system. However, what emerges from the evidence is a failed management system.

[Emphasis added. *Hunt v. Buckham Transport Ltd.* (2011)]

2. That the employer gave suitable time, instructions and resources to the employee to enable him or her to meet that standard.

This is often an issue where an employee accepts a new role or responsibility for the organization. As another Ontario court noted in *Dawson v. FAG Bearings Ltd.* (2008):

She had just begun working in a new position...[and] was told there would be an evaluation of her performance for starting the job. It must have been obvious to ... management that [she] encountered significant difficulty of performing up to expectations in the new position, yet no effort was made to investigate the cause of these problems in order to assist [her] to achieve an acceptable standard of performance.

3 • That the employee was incapable of meeting the reasonable objective standard.

Here, employers are required to balance expectations with subjective factors that may undermine the employee's performance. These may include the consideration of the person's age, length of service, physical and/or mental health (human rights concerns) and a wide range of other elements. For example, in the recent case of *Jazarevic v. Schaeffler Canada Inc.* (2010), the court noted:

A review of [Mr. J.'s] employment and medical records demonstrates that he is profoundly affected by the loss of his wife. It is apparent that the management at [the company] was aware of [his] personal difficulties arising from her death; the single parenting of their five children; and his mother's ill health. What is not apparent is the extent, if any, that those circumstances were considered before [he] was dismissed... However, when [Mr. J.'s] conduct is considered in the context of the surrounding circumstances, I am unable to conclude that it was sufficiently egregious to find that it was incompatible or irreconcilable with sustaining employment relationship.

4 • There had been clear warning to the employee that the failure to meet this standard would result in his or her dismissal.

On its face, this appears to be common sense. Surprisingly

however, there are many cases lost by employers, simply because the court finds that warnings were insufficient, lacked clarity and failed to communicate to the employee, that his or her job was in jeopardy. Again, as the court noted in *Hunt v. Buckham Transport Ltd.* (2011):

Randy Hie, as a supervisor, had the authority to direct, plan and control Kelly Hunt in her employment. However, his management style was to complain to Leonor Buckham. Leonor Buckham's management style was to write cryptic notes and more often than not to record the complaints of Randy Hie. The defense witnesses acknowledged that the plaintiff was never given a written reprimand.

In the final analysis, a performance improvement plan is so much more than a document you complete with your employees at the end of each year. It is a very important part of the ongoing communication process aimed at retaining employees, helping them to improve where required, and avoiding wrongful dismissal litigation, whenever possible. **HR**

John-Edward C. Hyde, of HYDE Legal Professional Corporation, can be contacted by email at jhyde@hydelp.com.



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SOCIAL MEDIA AND THE LIMITS OF TRACKING MALFEASANCE

Employers have to walk a fine line when monitoring their employees suspected of malfeasance

No matter how many times employees are told that their digital footprints remain long after they've deleted their emails, employers find themselves having to deal with employee malfeasance. That topic was discussed among panelists at a recent Law Society of Upper Canada lecture series in Toronto who have experienced the issues of how to legally and appropriately deal with such actions.

At the onset, a fictitious malfeasance problem was discussed by the panel highlighting an employee who looked at a questionable website at work. That led to a chain

events wherein an employee in the IT department began threatening and harassing the first employee.

Chris Mathers, a former police officer and current crime and risk consultant, says there are no new ideas when it comes to bad or criminal behaviour. It's all been done before. "What technology does is it provides a method for these people to facilitate their bad behaviour and sometimes doing it through the place where they work."

Steve Kahansky, vice-president, deputy general counsel and chief risk and privacy officer with Tim Horton's, notes that the two issues of social media and the need for privacy, appear to be competing with one another. "You have those two forces crashing at each other and at the same time, by the virtue of the technological advances and arguably because the technological advances are growing at a more rapid pace than the law is developing—you have risk."

According to Kahansky the risks that have been created run the spectrum from harassment, to employee productivity to security of information and the list goes on. And the ways to deal with these risks, besides the technological elements that can prevent them, are the types of policies and legal constraints needed to protect the business and its employees.

Meghan Ferguson, director of legal services and associate relations with the Hudson's Bay Company, discussed the complications in monitoring employee email traffic and the problem of creating employer risk if you give other employees too much access to personal emails.

"[This] can have a negative effect on employees because they will start to act disgruntled if they feel they are being violated," said Ferguson. Therefore, she added, it is important to set expectations and policies and make sure they are absolutely crystal clear.

Nobody disputes that employers should have the right, in general, to monitor or have access to employee emails, adds Kahansky. "What happens though is the test of reasonableness." He adds it also becomes a question of "how." How does an IT employee, for example, look at what other employees are doing in real time. Is this something that is absolutely necessary?

There is, of course, the distinction between monitoring and straight prevention, notes Mathers. It's easy to make a list of sites that employees should not visit. And the easiest way to ensure prevention is to buy software and block certain websites from being visited by employees. He encourages employers to be open with



employees “because most are good people.”

Mathers stresses that in cases like these it is more an evidentiary issue than it is an IT issue. “Getting an IT person to do a forensic IT investigation is like getting your dentist to take out your tonsils. I wouldn’t recommend it unless it’s an emergency.” If you do it you need understand security of evidence, continuity of evidence and how it can be used later on for testimony, he adds.

Kahansky agreed, saying, “Not every complaint deserves an investigation.” There has to be a determination of how formal or informal it is. Is it internal or external—and employers need to decide if it’s an endemic problem, IT-based and how simple or complicated it is.

Ferguson says HR should always be in the loop on such investigations and issues. HR will want to give advice and direct where to navigate the investigation.

She says that a problem is that employees may be going back to work with you and if they feel you have not given them a chance to respond to an investigation or not kept them up to date over the course of an investigation, then the employee will likely feel disgruntled.

If an employee quits or takes stress leave because they feel the investigation is not going their way, the investigation could get stalled and it could increase absenteeism. So from a cultural perspective there is a lot of concern when you don’t ensure the investigation is done well, explains Ferguson.

Kahansky says companies need well-drafted policies that allow access to hard drives. He adds that calling the police

is a one-way street. “They take information and you will lose control. It could be a PR nightmare,” he stresses. Companies are not under any obligation to report it and it is best to decide with legal counsel how to handle each situation.

If it comes to this, says Ferguson, it is best to have a

mutual signed agreement of leaving. Otherwise, she adds, an employer will have to produce statement of claim that could be more difficult. **HR**

Joel Krane is owner and founder of Kran(c)ommunications in Toronto, which focuses on business and marketing communications, particularly in pensions, benefits and finance. Contact him at joel@kranccomm.com.



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10 TIPS TO HELP INTERNATIONALLY EDUCATED PROFESSIONALS IMPROVE PUBLIC SPEAKING SKILLS

With their talents, abilities and unique perspectives, internationally educated professionals (IEPs) are making significant contributions to our multicultural workplace. However, in a new language and cultural environment, they also face challenges. The biggest challenge for many, as our research and experience attest, is public speaking. Many come to Canada with wonderful technical skills and knowledge of written English. The difficulty occurs when they speak in front of their bosses and colleagues, or give a presentation to their clients.

Internationally educated staff may be reluctant to speak in front of their bosses or clients because they feel their accents are too heavy; that they speak too fast or too slow; or that they use too many filler words such as “ums” and “ahs.” These are valid concerns; an accent is not necessarily a bad thing—some people like certain accents because of the distinctive flavour or because of a link with a mother tongue. However, when an accent is too heavy, listeners may have difficulty understanding what is being said. A similar confusion may arise due to improper sentence structure or unusual rates of speech.



These factors can all hamper career progress, affect the company’s communications and productivity, as well as customer relations and sales.

Our experience working with IEPs shows that the best way to improve business speaking skills is through the concerted efforts of both those individuals and the organization. Here are 10 practical tips for both to consider adopting:

Five tips for organizations:

1. Create a supportive and safe environment for the

practice of public speaking skills. English is a complex language, and learning it can be intimidating. Public speaking for an ESL (English as a Second Language) person can be scary—when all of their “inadequacies” will be revealed in a public forum.

2. Encourage employees to step out of their comfort zones. Support interactions between first language and second language English speakers; organize parties and activities so employees can talk more freely about topics

of their choice. These efforts can help staff overcome many psychological barriers.

3. Set up English-speaking clubs or groups. For instance, start a Toastmasters club. Toastmasters is a world-wide, non-profit organization that helps people enhance their public speaking skills.

4. Assign a patient and empathetic mentor to someone who is struggling with public speaking. The mentor can help the person prepare a presentation, for example, which in turn helps the speaker boost confidence and alleviate speech anxiety.

5. Partner with business communication instructors, trainers and coaches who understand the challenges and needs of the staff. These experienced professionals can help them increase business vocabulary, adopt the Canadian style of business communication and improve public speaking skills. Proper coaching can help reduce accents and form a proper English speaking style.

Five tips for individuals:

1. Don't compare yourself with others at the beginning.

2. When speaking, focus on your message or story, not on yourself, your performance or what others might say about your speech.

3. Don't be afraid of making mistakes.

4. Be consistent. Find opportunities to speak regularly.

5. Make efforts to step out of your comfort zone. Do set high standards for yourself as you progress.

Improving communication skills does not happen in a day. With the efforts of both organization and individual, as well as proper training and coaching, the staff and company will see the desired results. **HR**

Kathy Keyi Jia-Jones, M.A., is the founder and owner of Cross-Cultural Biz, a training and consulting company specializing in cross-cultural business solutions. An award winning speaker, Kathy is currently an Area Governor of Toastmasters.



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THE END OF REVIEWS AS WE KNOW THEM

Continuous feedback and career coaching
can help managers get the most from staff

BY MELISSA CAMPEAU

The mere mention of performance reviews can make even a seasoned manager break out in a cold sweat. After all, what's to like about a confrontational once-a-year conversation?

In fact, research suggests 80 to 90 per cent of both employees and supervisors dread the traditional annual review.

"The biggest problem with performance reviews is that people

aren't honest," says lawyer Malcolm MacKillop, partner at Shields O'Donnell MacKillop in Toronto. Since they generally can't be skipped, many reluctant managers take the road of less resist-



ance and water down the review feedback, giving an employee “fair” or passing ratings. If the organization ever wants to let this employee go because of long-standing poor performance, there’s no clear record of it in his reviews.

“Performance issues can come up in the context of human rights issues, too,” points out MacKillop. “An employee complains you are discriminating, based on disability or based on race, and your response may be, ‘No, it has to do with your performance.’” If there are no records of poor performance to back things up, you have a problem. “Litigating a case based on poor performance is a really difficult thing to do,” says MacKillop. Reviews indicating a problem won’t seal the deal, but without them, there’s really no leg for a legal defense to stand on.

But there’s been a slow evolution of late. Performance reviews—and many organizations are even abandoning this name to distance the process from meetings of the past—are taking new form in more direct, frequent, two-way discourse. The result is a revamped review process that has the potential to enhance performance, with a minimum of confrontation and dread.

THE UNDER-PERFORMING EMPLOYEE

From the employee’s point of view, dodging a discussion about performance issues isn’t much of a favour. Many underperformers know they’re not measuring up, says Sandra Reder, founder and president of Vertical Bridge Corporate Consulting in Vancouver. “An employee may not want to admit he’s struggling but he may be going to work every day with a knot in his stomach,”

“Performance reviews—and many organizations are even abandoning this name to distance the process from meetings of the past—are taking new form in more direct, frequent, two-way discourse.”

she says. He’s afraid to ask for help and doesn’t want to admit to a problem because he’ll look like a bad employee. “It’s a lose-lose for everyone,” says Reder. By not addressing a problem, a manager takes away an employee’s chance to improve.

If and when a long-standing problem is finally addressed, years of neglecting the issue can cause challenges for the employee, as well. He or she might be absolutely blindsided, cautions Janine Szczepanowski, vice-president leadership and entrepreneurial development at EllisDon Corp. in Toronto.

“When this happens, you have an employee that is typically

shocked, unmotivated and disengaged.” She adds the trust relationship between the employee and leader—or even several leaders—might be damaged, as well.

The negative consequences of unaddressed performance troubles can spread well beyond the individual in question. “Being silent on performance issues affects the rest of the team as well,” says Szczepanowski. “Leaders need to be aware of how their actions with one individual are sending signals to others.” Employees are looking to a manager to see how they’re going to handle the situation. “You want to make sure your actions are telling them the story that you want them to hear,” she says.

PERFORMANCE MANAGEMENT IN THE CLOUD

On the horizon—and in use already by trendsetting companies including Facebook—are social performance management platforms such as Rypple, which make use of cloud technology.

With this type of software application, employers and managers can both set goals and manage objectives online. Supervisors can provide instant feedback and give public props to team members, and collect fact-based performance reports from data entered and stored online, all from within an organization’s corporate social network.

For some organizations, these tools have replaced traditional reviews. For others they may augment the traditional face-to-face annual and midpoint reviews, encouraging ongoing coaching and quick feedback throughout the year.

REFRAME THE REVIEW

Rather than the top-down authoritarian approach of years past, experts suggest managers consider the review to be a two-way discussion.

Mike Harwood, HR director with Deeley Harley-Davidson Canada, says his organization considers reviews an opportunity to sit down with employees and discuss what's working well and what's not working well, to see what managers can do to help team members reach their goals. To begin the process, employees are asked to review themselves, then the managers add their comments and the combined document provides the basis for a conversation. "There's a dialogue around it so there is an opportunity for one or more of those ratings to change based on the discussion that occurs," says Harwood.

Managers focus objectively on observed behaviours, he adds, taking the conversation out of the "me vs. you" realm and placing it in much more objective territory. For every competency that needs improving, Harwood says, there's an action plan to follow for improvement, so every review leads to a development plan for that employee.

At EllisDon, the review has been renamed the "career path and performance review" to keep the spotlight on what lies ahead. "Seventy-five per cent of the conversation is focused on where the person wants to go," says Szczepanowski. Managers open the discussion by talking about the individual's career. "This enables employees to relax because we all know there's that fear of feedback," says Szczepanowski. "It also sets the tone and let's employees know their leader and their company want to help them achieve their goals."

Once an employee has identified career goals, a manager can offer

some feedback about where there might be opportunities for learning in order to achieve those goals, followed by steps to be taken to reach them.

In many organizations, the review meeting is the only opportunity for an employee to share feelings, goals and desires with the organization. "If there are commitments made coming out of the review," says Harwood, "you've got to live up to them. Missing that step risks disengaging the employee from the organization."

GUIDING CAREERS

"A review is nothing if there's not some sort of outcome," agrees Reder. This is especially true of Gen Y employees. "They want to know how you're going to help them grow their career, so career planning should be part of the performance review process."

EllisDon, for one, considers career planning to be a pivotal part of review conversations. "The biggest benefit from performance reviews is the career element of those discussions," says Szczepanowski. "Any feedback you give in that performance review discussion not only adds value to the employee because they understand what to focus on to achieve their career goal, but also adds value to the company in that you've tapped into what's going to excite the employee and create some passion," says Szczepanowski.

WHAT'S THE FREQUENCY?

When an organization waits a full year between reviews, discussions about older issues can be surprising for the employee—and feel like an attack. "I hate companies where the performance review is an ambush," says Harwood. "That should never happen."

Having more regular meetings can take some pressure off both involved parties.

"The conversations don't always have to be stressful because you don't have the big build up like you do with the traditional annual review," says Reder.

While six-month checkpoint reviews are common, many organizations go well beyond this, encouraging or even mandating more frequent conversations about performance between managers and employees.

"If you know at several points during the year you're going to have a discussion with your leader about what you've actually done to position yourself to be successful, you tend to get a little more focused on doing the stuff you're supposed to do," says Szczepanowski.

While EllisDon doesn't mandate or track the frequency of review discussions, "We suggest that this is a good practice to get into," says Szczepanowski, "not only to talk about how they're doing but to provide coaching, to keep an informal track of where things are going and to stay on target to hit objectives."

Many employees thrive under more regular review meetings. In fact, points out Reder, "If you aren't giving the younger generation continuous feedback, they disconnect." And as technology changes the way we all interact at work, that phenomenon is crossing generational borders, too. "Boomers have adapted to technology, too, and have become used to getting things instantly," says Reder. "So if you're going to wait once a year to dialogue with your people on how they feel they're doing, half of them will be out the door."

It's important to tailor the frequency of meetings to your

“The negative consequences of unaddressed performance troubles can spread well beyond the individual in question.”

audience, though. While many Gen Yers will welcome frequent—even constant—feedback, more seasoned workers may be less open to this approach. “Boomers probably don’t want a quarterly review or weekly chats with their managers,” says Reder. “They’ve got the finish line in sight, they know what they need to do,” and they’ve likely spent decades being managed in a more hands-off style.

GREAT COMMUNICATORS ARE MADE

Arming managers with compelling reasons to have frank and frequent performance discussions is only half the equation. They need to know *how* to do it, as well. Since candid conversations can bring out the non-communicator in anyone, many dedicated companies have opted to invest in targeted training.

At EllisDon, it’s been a five-year communication evolution. “We’ve worked really hard with leaders and taught them how to have effective discussions with employees and how to give effective feedback,” says Szczepanowski. But it’s not just the managers who’ve received the coaching. They’ve also worked with employees to help them have productive discussions with leaders and receive feedback with greater success.

Sometimes, specific one-on-one training is called for. At Deeley Harley-Davidson, when an employee’s performance is trending below expectations for either the yearly or mid-year review, human resources and the team director review the evaluations. “That provides us with an opportunity to coach and counsel the manager about the delivery of that conversation,” says Hardwood, adding, “For some this is truly the first difficult conversation they may be having as a manager.”

HR’S ROLE

As with every company value, the idea of a more open communication style will only gain traction when the most senior members of an organization model it. “Fostering a workplace where everyone feels empowered to have those conversations is a function not of human resources but of the culture of the whole workplace,” says Reder. “It can

be driven by HR but usually the vision, value and corporate culture are created by the original management team and ideally are fostered throughout the growth of the organization.”

Where HR does need to take the lead is in helping to make sure there are high-level discussions about performance reviews and an awareness of their critical nature to an organization, says Szczepanowski. “And they need to take the lead in helping other leaders inside the organization become good at it,” she adds.

Raising awareness can take time. And teaching a new way of communicating is anything but an overnight event. “Be patient,” advises Szczepanowski. Keep your eye on the long-term objective of having more effective conversations within the organization. She adds, “If you try things and they don’t work, there are always things you can tweak without giving up the overall end goal.” **HR**

CONSTRUCTIVE CRITICISM CAN MAKE A DIFFERENCE

When there’s feedback to deliver, managers should keep in mind employees may be both appreciative and receptive to comments designed to aid their careers.

Sandra Reder, of Vancouver’s Vertical Bridge Corporate Consulting, for example, still vividly remembers one particular performance review, given early in her career. “My manager told me all of the things I was doing well and then said, ‘There’s one area you need to be aware of. When you’re working really hard in your office, and someone interrupts you, you say what!? without

even looking up. It’s a bit crisp.’” Reder’s supervisor warned her if she got to a point where she was managing people and continued to do this, she’d be perceived as unapproachable.

“That was 20 years ago and to this day I still try really hard to monitor that behaviour.” Even though it was likely the toughest part of the conversation for her manager, Reder didn’t interpret the comment as negative. “I thought it was fabulously incisive of her and I was open to it because she did it in a really positive way.” She adds, “It was the best career advice I ever got.”



HRPA

Having met all the requirements as set out by the HRP Board of Directors, and under the authority of the Human Resources Professionals Association of Ontario Act, 1990, the following individuals were granted the Certified Human Resources Professional Designation (CHRP) from January 1 to December 31, 2011.

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Daphne FitzGerald
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COACHING: BLAZING YOUR OWN TRAIL

BY STEPHEN MURDOCH

In 2011, Ontario Shores Centre for Mental Health Sciences developed a coaching program for their management team. A total of 50 management team members, from the front line to senior executives, participated in the two-day workshop and ongoing coaching supports. The innovative session, with a focus on coaching principles allowed participants to share candidly their work-related challenges and issues.

Starlene MacDonald, organizational learning and development specialist for Ontario Shores

Centre for Mental Health Sciences explains how the coaching program came to fruition. “The coaching program came about because we were seeking ways to support our leadership team. They were navigating and guiding their respective teams through an enormous amount of change,” MacDonald says.

Initially, the program was launched on a small scale; however, the response was overwhelming. The program initially started in 2009 with small coaching groups with external coaches leading group discussions. From there, it took root and continued to grow. It was then that they decided to evaluate the effectiveness of the program and, as a result, determined the managers enjoyed the experience but would get more from one-on-one coaching.

The new and enhanced coaching program started with an RFP seeking vendors with experience in coaching supports. The successful vendor selected was Hazell & Associates/Career Partners. They began the program with a two-day

workshop grounded in the fundamentals of “managers as coach” and skill building. The managers were provided with powerful models and practical tools to provide coaching to employees. “More importantly, they had the opportunity to use these tools in various exercises and interactive activities,” MacDonald says.

Like any new leadership program, there was initial resistance. “Some of the leadership team was cautious as to what they should share with an external coach. There was an underlying belief that this outside source could not help or, better yet, relate to their everyday challenges. However, after only a few coaching sessions, most if not all of the managers bought into the system. They quickly realized that the coaching they received could help them during their day-to-day management. A majority of them went home to reflect on the way they lead and what they can do to better guide the efforts of their fellow team members,” says Michele Migus, director of HR with Ontario Shores.





For those that participated in the training program, there was more to learn beyond the classroom.

“My coaches embraced this initiative and were really thrilled to find their Ontario Shores’ coaches committed to the heavy lifting required to change behaviours and try new approaches. The coaches never shied away from bringing challenging issues to their coaching sessions, which upped the ante in terms of positive results and impact,” says Melanie Hazell, executive coaching managing partner with Hazell and Associates/Career Partners.

In addition to their external master coach, the managers were also partnered with an internal colleague. “The internal coaching partners also played an integral role in the program’s success. The pairs were matched up during the two-day workshop and met on a regular basis to share their best practices with each other along the way,” MacDonald explains. The inclusion of internal partners throughout the process paid great dividends for those that participated.

“The internal partnerships turned out to be a hidden win for this program and for those who were committed.”

“The internal partnerships turned out to be a hidden win for this program and for those who were committed. To date, a significant number of the internal coaching relationships are still going strong even after the program ended. Collegial friendships have been formed which otherwise might not exist,” she adds.

The feedback from the participants at the midpoint evaluation indicated they found value in the coaching program. The evaluation indicated that 90 per cent of the respondents found the program insightful. Some 76 per cent of the managers felt an increased sense of self, while 70 per cent of the managers felt closer to achieving their personal goals thanks to the help of their coach. The coaches also scored high marks for their contribution to the program. The

evaluation indicated that 83 per cent of managers felt their coach assisted in supporting the coaching efforts of their team and the same percentage of respondents felt their coach provided a safe space for coaching.

Several of the management team members were more than pleased to share their feedback. “Knowing you have this person who you can confide in makes a difference in what you do as a manager. It was nice to have a safe environment to discuss issues and problems,” says Anne Milliken, director of data integration for the Ontario Shores Centre. Cynthia Weaver, director of adolescents and dual diagnosis service with Ontario Shores, was also pleased to have participated in the program. “The actual coaching experience with my individual coach was exceptional.”

For other organizations that are considering a similar coaching program, MacDonald and Hazell encourage them to commit the resources to ensure it is done correctly. They both agree you will only get out of the program what you put into it. Although this program was voluntary, it was

strongly encouraged as it was truly a once-in-a-lifetime opportunity.

They note that for some people, being open to coaching is a challenge. It's important to work with employees and encourage them to take on new responsibilities and see things from a new lens. Being open to the process is sure to

make your own coaching program a resounding success. Another key lesson to learn from this coaching program is that the support of senior leadership is critical. "Their willingness to participate in and support a development opportunity that occurs outside of the usual organizational boundaries speaks to their commitment to leadership development," MacDonald says.

Like any new proposition, the introduction of the coaching program had its own set of challenges. "Overall, the program was an overwhelming success. However, there were a few bumps along the way. As with any newly formed relationship, there were times when the external coach and staff member were not on the same page. When that occurred, we worked with our partners at Hazell & Associates to match the team member with another external coach. We also later found out that some internal partnerships were never established due to workload and the availability of the managers to coordinate the time," says MacDonald.

As for future plans, the Ontario Shores Centre for Mental Health Sciences managers have been encouraged to continue with the program. "We decided to extend the coaching hours for any of the managers who wish to continue working with their coaches. The opportunity to provide one-to-one external coaching for a leadership team has proved to be a great resource for the leaders. The coaching program provided the 50 team members with a safe environment to explore their feelings and the confidence to develop strategies for future growth," concludes Karim Mamdani, COO of Ontario Shores Centre. **HR**

(Ontario Shores presented their story at the recent CSTD national symposium, in Edmonton.)

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MENTORING THE FUTURE

Guiding and developing the next generation of leaders

BY MELISSA CAMPEAU

In one form or another, mentoring has been around for as long as people have had work to do. In recent years, though, the focus of the practice has shifted from the purely practical (how to get work done) to the more nuanced (how to get work done well).

Whether the intent is to show new employees the ropes or guide

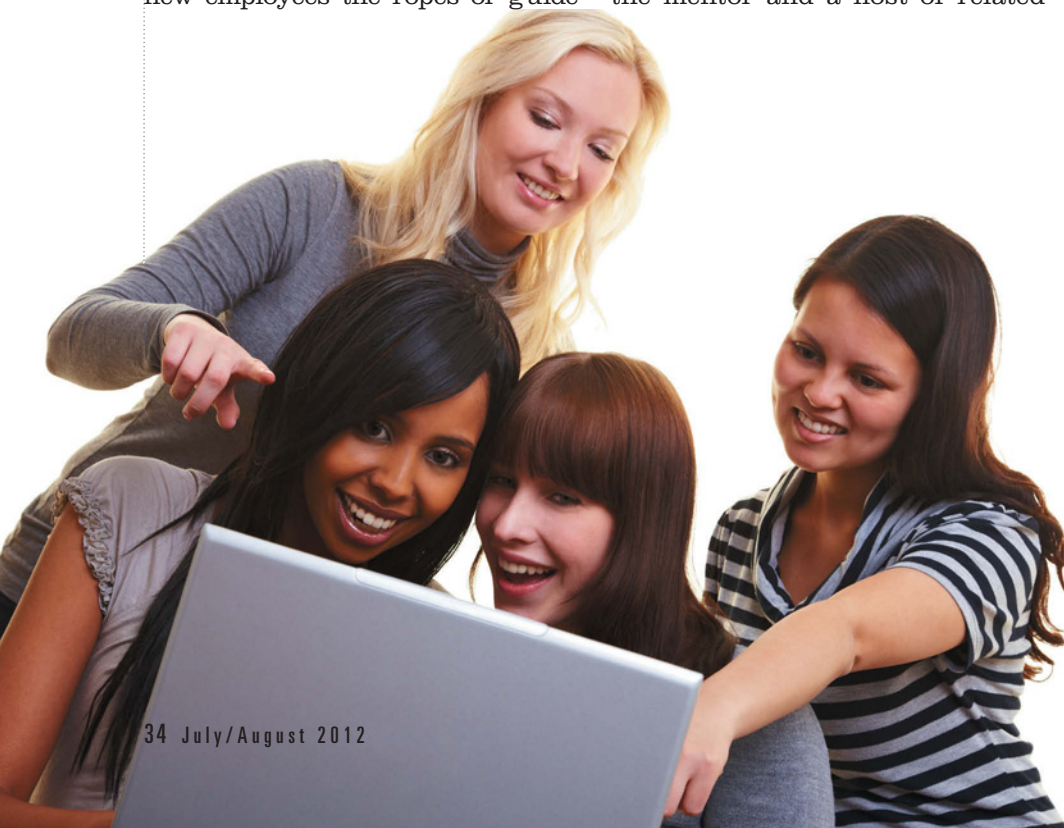
high-performing people into leadership roles, there's a lot to be gained from engaging in some sort of learning collaboration. In fact, research suggests organizations can expect enhanced engagement, greater productivity and faster career development for a mentee, enhanced satisfaction for the mentor and a host of related

gains for an organization, including improved retention.

There's also a lot to be lost without some investment in mentoring, too. Over the next several years, businesses across the country will endure a seismic shift as baby boomers in senior management positions head into retirement.

"A lot of companies don't have formal succession plans in place," notes Anita Nickerson, a management consultant with HR One Consulting in Toronto, so they're using mentorships to help transfer knowledge. Engaging those retirement-bound leaders in mentoring of high-potential employees can help pass both information and culture on to the next wave of company leaders.

Despite the compelling list of reasons to engage in mentoring, many organizations are wary of the work required. "I think companies would love to have that kind of stamp [of approval that comes from having] a mentorship program and be able to leverage it from a recruitment and retention standpoint," says Nickerson, but they're daunted by



the scope of the project. Luckily, mentoring has evolved into many forms, some of which need very little management.

INFORMAL MENTORING THROUGH SOCIAL NETWORKING

Many organizations have made use of intranet systems and set up avenues for employees to build mentor relationships. Accenture Canada, for example, recently rolled out its People Page, an internal vehicle for casual employee communication. Nicholas Greschner, HR director at Accenture Canada, notes one of his colleagues has been mentoring people from across the globe thanks to the site. "One employee found him by doing a search after he heard him talk on a global conference call," says Greschner.

Instead of being enrolled in a formal program, employees take the initiative to connect with peers or more senior colleagues in a venue where they feel relatively comfortable. If the idea of mentoring is part of the corporate culture, when colleagues connect they can establish a learning relationship fairly naturally.

"It's like an unwritten expectation," says Nickerson, "where people say, 'Hey, what do you want to learn? What do you want to know?'" But there's no benchmarking necessary, it's fairly low maintenance to administer and the timelines are loose and don't need to bite into personal or professional life. "It's really on-the-job training and seems to work out pretty well for the organizations I've worked for."

FORMAL MENTORING PROGRAM

While an informal, self-selecting intranet-based mentoring opportu-

ity requires just the initial hours to set up the infrastructure and then some hours to maintain and promote it, a more formal program is a considerably larger undertaking.

At Newfoundland and Labrador-based insurance giant Johnson Inc., for example, each spring heralds the launch of its yearly mentoring program, where managers pair employees who've volunteered to be mentors with those interested in being mentees. The two discuss their expectations and goals with a particular focus on the mentee's needs, says Alex Griffiths, vice-president of human resources, and set their own schedule about how and when to communicate for the duration of the program. A program of this scope means a heavy investment of HR hours to develop the program, pair the participants, set benchmarks, develop the communication, coach the mentors, meet periodically with the participants and follow up with surveys and feedback collection.

PEER TO PEER

The way people use social networking in their personal lives is impacting how they use technology in the corporate world as well. They're seeking like-minded people within their organizations and developing informal mentor relationships within peer-to-peer networks.

American Express, for example, launched an in-depth leadership program that featured a peer-to-peer networking component. "We tended to function in a very siloed way," says Christina Meagher, director, HR relationship leader at American Express, before the launch of this program. "Now each participant has another 19 people at their peer level who they can go to and say, 'Hey let me run something by you,' or 'I'm thinking about doing this in my line of business and it has direct impact on what you do in your line of business.'" So it's really meant to stimulate and nurture a network

HRPA USING NEW ONLINE MENTORING TOOL

To better provide its members with the best possible range of mentorship options and experiences, the Human Resources Professionals Association, in partnership with its Toronto chapter, has trialed an innovative new online mentoring tool that pairs mentors and protégés based on shared interests and goals.

Like online dating sites such as eHarmony, Mentorscout allows users to build an individual profile based on what a prospective protégé or mentor is trying to achieve. If you're a professional looking for a mentor for advice on transitioning from a HR generalist to a compensation specialist role or an individual starting out in an executive position in a particular industry and looking for guidance, you can spell this out in your profile and Mentorscout will find you the right fit based on your criteria.

"The system will pick a number of matches and send them to the protégé and they can review the matches and decide who they're interested in," explains Jennifer Laidlaw, director of the Toronto chapter's mentoring program. "Then they send an email to the mentor and the mentor decides if they're a good match."

Another plus is that the program removes any geographic constraints from prospective mentor-protégé relationships. Found your perfect match in Thunder Bay and you're in Toronto? Once there's a match, people can connect by phone or Skype and meet online from wherever they want.

HRPA has now expanded the offer of the Mentorscout program to all chapters.



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that may not have been available before the program.

KEEP EMPLOYEES ON BOARD

Whether it's between two employees or a network of colleagues, mentoring fosters a sense of community and belonging. "In jobs where people might get discouraged easily or feel isolation, research shows mentoring has been really beneficial," says Jill Malleck, an organizational development consultant at Epiphany at Work in Kitchener, ON.

With increasing workloads and decreasing need, thanks to technology, to leave our desks and speak to someone face to face, we can tend to isolate ourselves, says Malleck. A mentorship program—one that offers meaningful interaction with someone who understands your role and its challenges, and can help you steer through them—offers a sense of belonging and being part of a team. "Research does show, especially in those areas of isolation or complex work environments, people with mentors tend to stay," says Malleck.

HELPING EMPLOYEES FIND THE RIGHT PATH

"Sometimes people feel stuck in their role and if they don't have someone to talk to they may self-select to resign," says Accenture's Greschner. "If they have a mentor, that could be the trigger that helps them find a new career path within the same company."

At American Express, the leadership program and peer-to-peer mentoring have led to just that—several instances of lateral moves for employees within the company. "Five per cent of the participants have now moved to a cross line of business," says Meagher, who

credits the sideways shifts to participants' growing awareness of their transferable skill sets and how they can be applied to other areas of the business.

Jennifer Bovaird, senior manager of early engagement at American Express and a participant in the program's first wave, points to the program's peer-to-peer mentoring and networking opportunities with senior executives as an eye-opener when it came to lateral moves within the company. "It helped me to see where I might want to go outside of my own department," says Bovaird.

FOCUS ON HIGH-POTENTIAL EMPLOYEES

Mentorship programs focusing on high performing and high potential individuals can help those employees feel valued, which can in turn affect their engagement and productivity. "When people know that they are regarded as high potential or high performing, this increases a sense of loyalty and engagement to the company," says Meagher.

Knowing her employer was investing in her made a significant impression on Bovaird. "Just being selected for the program was Amex saying 'Yes, Jen, we see a future with you at AmEx,'" says Bovaird. "They do see me as a potential leader at the company."

Identifying and guiding future leaders through mentoring is the priority at Accenture as well. Employees in the pipeline for senior executive positions are paired with mentors to help them excel when they reach the next level. "We assign mentors for about 24 months—to the promotion point—so they have help from another seasoned executive," says Greschner.

WHAT'S IN IT FOR THE MENTORS?

In some cases, mentoring programs involve mentees from outside the organization. In those instances, the business case for the program might include the positive impact on a community, the building of a new audience or the benefit for the mentors.

TD Bank Group, for example, is involved in a mentoring program with the Toronto Region Immigrant Employment Council (TRIEC), where senior TD employees volunteer to mentor highly skilled immigrants looking for meaningful work in Canada.

"The program provides us with a unique way to develop our people," says Susan Calahan, manager, diversity recruitment, TD Bank Group, "and to prepare them for future leadership roles in an increasingly diverse social and economic environment." It helps educate staff about different cultures and about new immigrants as a key source of talent, adds Calahan, and helps engage those employees looking for more than just a paycheck from their employer.

"TD mentors consistently tell us they learn as much as they give through this program—and as a past mentor myself I can vouch for this," says Sue Cummings, senior vice-president and head of human resources at TD Bank Group. "We know that our mentors are engaged because many of them come back and mentor again saying it was a meaningful and eye-opening experience."

UNDERSTANDING THE NEXT WAVE OF EMPLOYEES

To new recruits fresh out of university or college, a mentoring program can be quite compelling.

"It's hard to retain Generation Y," points out Nickerson. "If you're not giving them instant promotions and they don't see a fast-track program, they're outta there. They're moving on to the competition."

If the new recruits believe you'll invest in them and guide their career, they're more likely to stay

put. "Young people come into the workplace with far more education and they want to immediately engage in jobs with a lot more responsibility and decision-making influence," points out Malleck. But entering the workforce with plenty of degrees and very little work experience can mean there's a gap

in practical knowledge. This is where a mentor can help newcomers learn the ropes, stay engaged and ultimately stay a part of the organization. There's also the challenge of increasing cultural diversity within that next crop of talent.

A mentorship program like TRIEC's can help an organization understand how to reach those potential new employees. "We want to reflect the communities we serve, and by better understanding the skilled immigrant labour pool, we'll become more effective at attracting, developing and retaining this key talent source," says Cummings.

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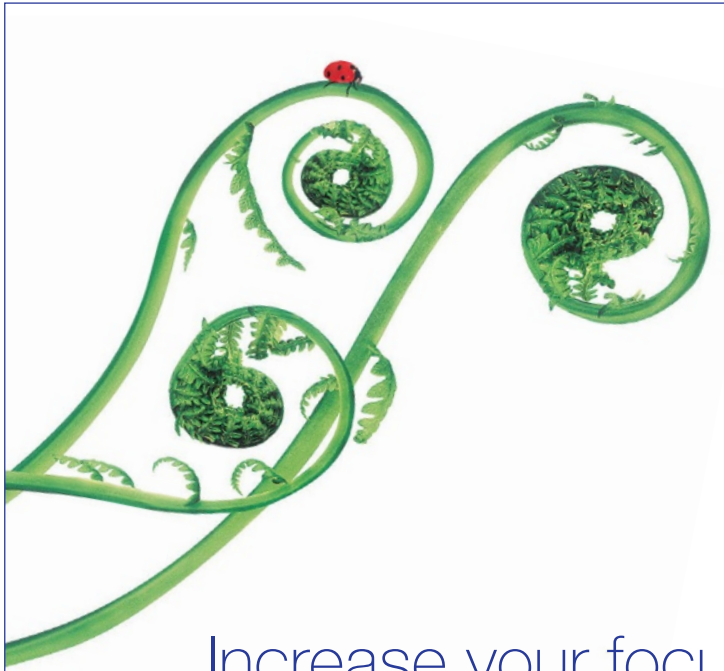
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MAKE IT PART OF THE CULTURE

When an organization decides to incorporate mentoring into its culture, those at the top have to walk the walk. "Have a senior person in your organization champion the program and lead by example, and get senior people involved in mentoring early," says Calahan.

Even without formal structure, an organization's culture can embrace mentoring. "We can mentor without a formal program by taking five or 10 minutes every day to listen to people and support them and help them go through their workday," says Malleck. "The best mentors are ones who understand learning happens on the job so they have a way of coaching and listening to help mentees tell their own story and make sense of their own experience."

Ultimately, mentoring can be successful only if employees feel they can ask questions and seek guidance. "If I have a question about a particular part of the industry, I can call someone, I can reach out," says Greschner about the culture at Accenture. "Sometimes that's one conversation and sometimes that evolves into mentoring." **HR**



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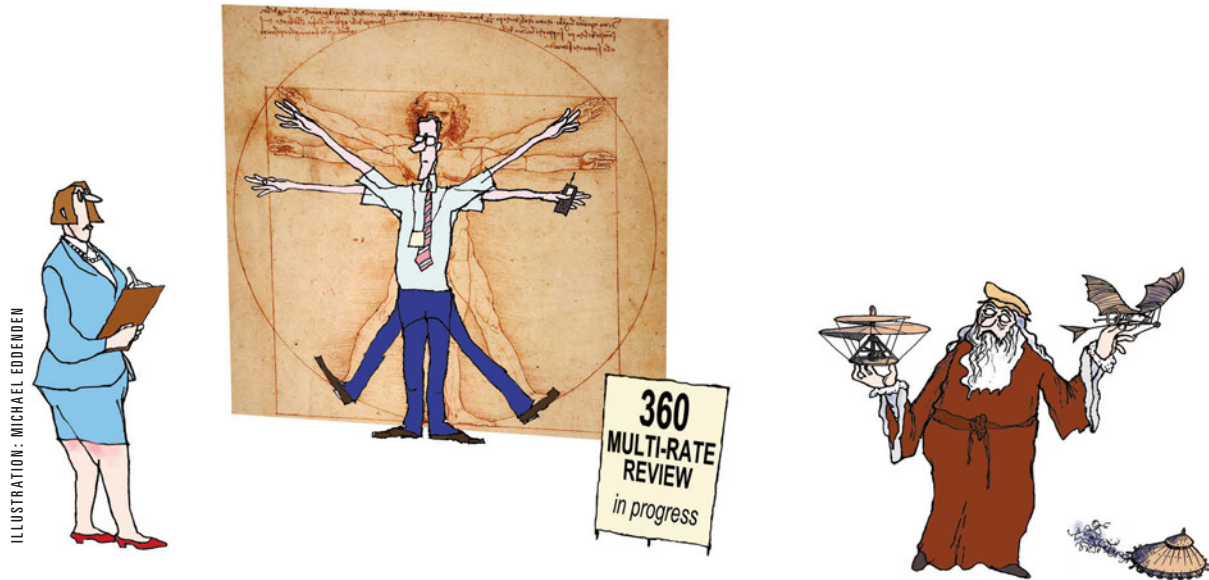
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While 360 multi-rater evaluations can be one of the most effective ways to ensure employees get broader, fairer feedback that supports improved performance and ongoing development, many organizations and HR professionals struggle with how to design, implement and manage them on an ongoing basis.

To get the desired results from your process, you need to design it properly from the start. To do that you need to ask and answer some fundamental questions.

Why Do You Want to Gather 360 Degree Multi-rater Feedback?

There are three common reasons companies choose to gather 360 degree multi-rater feedback:

1. To gain insight into the performance and potential of current and future leaders.
2. To gain broader insight into the development needs of employees.
3. To gather broader feedback for performance appraisals, helping ensure their fairness, especially where the manager does not have direct, firsthand knowledge of their employees' performance.

Your reason for gathering multi-rater feedback will greatly influence the design of your program.

Companies with employees who work for remote or multiple managers, who work different shifts than their manager or who work on project teams often find multi-rater feedback as input for their performance appraisal process is important. Whenever an employee's manager is not in a position to observe the employee's performance directly, 360 degree evaluations help make performance appraisals fairer, and the feedback given to employees more comprehensive and helpful.

In making the decision why, it's important to consider organizational needs, as well as organizational culture. A company with a more collaborative, collegial and supportive culture may well benefit from gathering multi-rater feedback for performance appraisals, while one that is highly competitive and individualistic might risk doing harm and further polarizing their workforce. These companies should consider starting with a development focus.

It's important to be clear on your purpose and to communicate it to all involved, in order to ensure effective participation and engagement with the results.

Who Should Be Involved?

This is actually a two-part question: who should you gather feedback on, and who should you gather feedback from? The answers depend on

your reason for conducting 360 degree multi-rater evaluations and your work culture.

- **Who To Gather Feedback On.** Are you going to assess managers as future leaders and are you going to include upward feedback? Are you focused on including all employees or just a select group?
- **Who To Gather Feedback From.** You want to decide how many assessors (peers, subordinates, managers, customers and even suppliers are options), including a minimum and maximum. Additionally, you need to decide who will select the assessors and if feedback will be kept anonymous.

Once you've decided who will be involved, you need to ensure all participants know why this is being done, what their role is and how the information will be used, today and going forward.

What Aspects of Performance Will Be Assessed?

Here again, the answer depends on your purpose for conducting 360 degree multi-rater evaluations.

If you're using them to identify leadership or general development needs, you normally just solicit feedback on competencies. If you're using 360 degree feedback to gather broader feedback for your employee performance appraisal process, you should be evaluating the same set of competencies with both processes. Some organizations also choose to gather feedback on the performance of goals—especially when the manager does not work closely with the employee.

When gathering feedback on competencies and/or goals, you need to decide if you want to gather quantitative feedback, qualitative feedback, or both. And if you're conducting 360 degree evaluations to gain a broader perspective for employee performance appraisals, consider using the same rating scale as you do on your performance appraisal forms.

How Will You Deal With The Results?

It's also critical to think ahead about how you will deal with the results. In this regard, you need to decide key things such as who gets the feedback, who delivers the feedback and how granular the feedback will be.

Depending on the purpose of your program, and your organizational culture, you might find it better to have the employee's manager, a coach or an HR representative present the results to the employee and help them interpret them.

Human nature makes it difficult to deliver and receive negative feedback. Employees often need help to interpret the feedback they are given and see it in a positive light. They also often need help to consider personality type and social styles when interpreting feedback. How we perceive others is largely a measure of who we are. Assessors may, in part, be reacting to differences in personality and social style in providing ratings. This needs to be taken into account when considering feedback and factored in to any associated development planning.

Finally, it's vital to set up a process for taking action based on the feedback and following up to ensure actions have been taken and have been effective in impacting performance. Without this follow through, the process of collecting 360 degree feedback becomes meaningless.

How Will You Administer the Process?

One vital decision you need to make is how you will administer your 360 degree multi-rater feedback process. Though seen as a tremendously valuable tool, many organizations shy away from conducting 360 evaluations because of the paperwork and administration involved in collecting and collating all the feedback. To ease this burden, many organizations are relying on automated solutions to help them make the process painless and drive value for the organization.

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Sean Conrad is a senior analyst with Canadian-based talent management solution provider Halogen Software (www.halogensoftware.com).

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INTERVIEW WITH AN HR HERO

BY KIM SHIFFMAN

SHEILA RIDER: CHANNEL YOUR PASSION INTO YOUR CAREER

What do you do when, just short of graduating with an undergraduate degree in psychology from the University of Toronto, you realize you don't actually want to be a psychologist? If you're Sheila Rider, you channel your fascination with people's behaviour towards the study of human resources.

Rider enrolled in an HR post-graduate diploma program, and has since worked her way up to the role of senior vice-president of human resources of Hudson's Bay Company, leading the HR team at the Bay, Canada's leading department store with 91 stores in



eight provinces, as well as Lord & Taylor, HBC's recent acquisition. We asked Rider to reveal how she got where she is, and what it takes to get to the executive's table in HR.

IN A NUTSHELL

First Job: I was a dog sitter at age 10. It was black lab that a neighbour had that couldn't be left alone.

Childhood ambition: I wanted to be a judge. I figured you got to tell people what to do.

Best boss and why: I've had so many fantastic bosses. My current boss is probably my best because I've never learned so much and felt so continually challenged to do my best work, even after three years.

Mentor: I have a ton of mentors, but the mentor from whom I continually get the best advice is actually a peer as opposed to someone at a senior level.

Source of current inspiration: My biggest inspiration is my daughter, who is 7. I want her to be proud of me and I think it's important that she sees that I do what brings me joy.

Best piece of advice I even got: A teacher once told me, "You don't need to know everything; you just need to know where to find the information."

Next big goal: I'm on the fundraising board for Jake's House, which supports families with autism. They are looking to start a mentor program that would be groundbreaking in Canada. So my goal is to help raise funds so we are able to do that.

Ideal vacation destination: We have a 7-year-old, so we are in the Disney years. So ideal would be anywhere warm and relaxing without Mickey.

Last music download: It's all about my daughter, so we're big into *Glee*. We download all the albums and listen every morning.

Favourite author: Robertson Davies. He's a masterful storyteller. My favourite book is *Fifth Business*; the characters are so compelling. I reread it every five years.

INTERVIEW

HRP: How and when did you decide you wanted a career in human resources?

SR: I did my degree in psychology at the University of Toronto, which I loved. But by the last year, I determined I did not want to become a psychologist, and didn't know what I'd be employable to do, other than write a great essay. So as I was graduating, I looked to see how I could become employable while also using what I love about psychology—the people element. I'm fascinated by people's choices. HR interested me because it leveraged what I love about people, but was tied to business. So I did a post-grad diploma in HR. What I loved about it as well is it had lots of different areas, so if I got into compensation and didn't love it, there was training or employee relations—it seemed like a broad field. And also across all industry and I didn't see it going away. Once I got into it, I loved it.

HRP: What are the main areas of responsibility in your current job?

SR: As senior vice-president of human resources at Hudson's Bay Company, I lead the HR team for the Bay and Lord & Taylor. So it's a recently integrated HBC. The combined team is 25,000 associates with annual company revenue of \$4 billion. In the last couple of months, we've integrated the leadership team of the two department stores. My piece of it is building the best team to deliver results and aligned against a really clear culture that we've defined as being values-led and performance-driven.

HRP: What do you love about your current job?

SR: I love lots of things. I love being part of a transformation of HBC. It's a retail icon. I love that we have a bold vision to create a world-class retailer that's both relevant and interesting to shoppers. I love that I get to create an HBC culture in which everyone can contribute, everyone can

do their best work and everyone can lead, no matter their role. For me, that makes my job challenging and directly connected to business success.

HRP: What are the biggest challenges in your job?

SR: The current challenge is that we have just integrated [the Bay and

Lord & Taylor] in the last two months. We are looking to grow both [divisions] very significantly while at the same time integrating a leadership team across two countries and maintaining two separate brand identities.

HRP: What tips about moving up in HR do you have for new grads or those in entry-level HR jobs?

SR: No matter what your job is, do your best work. I've seen people think, "Well, I'm only a coordinator or administrator, here's all that I can do." That's a limiting mindset. No matter your job, you do your best work and take initiative. Understand what's your best work and do it. Your best work gets noticed.

HRP: Do have any career advice for people in all levels in HR regardless of their level?

“HR is a support role to the business, and if you don't understand what the business is, I don't think you really can support it.”

HRP: What was your first job in HR?

SR: Training. I was a trainer at [now defunct department store] Simpsons. It was my placement coming out of my diploma program. I didn't actually want to train, because the thought of being in front of people scared me. My boss surprised me at the end of the first week, and said "You're going to be training." I thought I would throw up or die—whatever came first. It was new-hire training. The other trainers were actors. I watched them once, then I was up there training groups of 50 people at a time. I learned that I could do it, that I wasn't going to die, that I could get through it and make it interesting. It was the best first job because it scared me, it made me grow and it taught me the foundational skill of being comfortable in front of people. I could not have bought that.

SR: Everyone in HR needs to understand the business first. HR is a support role to the business, and if you don't understand what the business is, I don't think you really can support it. So for retail, you have to really understand the business of retail. Not only what your company does, but what the industry is. You can only support a business to the degree that you understand the business. If you let yourself be disconnected from that, you aren't adding value. It's as much a mindset as anything. You have to understand how you add value and how HR adds value.

HRP: What's the biggest mistake that junior HR people can make?

SR: It's a big mistake to think that your job or HR job's is to be an employee advocate, or to think that your job or HR's job is to be the policy police. That's very limiting, and it's easy especially in a junior job to think it's your job to make sure the policies are out there. It's not that policies aren't important, but that's not really where you add value.

HRP: What's next for your career? Where do you see yourself in five or 10 years?

SR: I struggle with this question because I'm not really wired that way. I don't plot it out. So I don't know where I'm going to be. I tend to think, "What's a match for me?" What I know about myself is I want to be able to contribute to a business, learn, be challenged and inspired. I just never know what exactly that looks like. It's better for me not to plot things out because I will then limit what I think is possible or a fit.

HRP: What overall advice do you have for students or recent grads in HR?

SR: Especially when you're first starting out, it's not about having your career figured out. It's about figuring out where your passion is and what excites you. And it's about learning and that you can learn from whatever role you're in, from everybody. I've learned more from bad bosses as I have from good bosses. You can contribute no matter what you're doing, so get in there and figure out how you learn, and what a 10 looks like for you. **HR**

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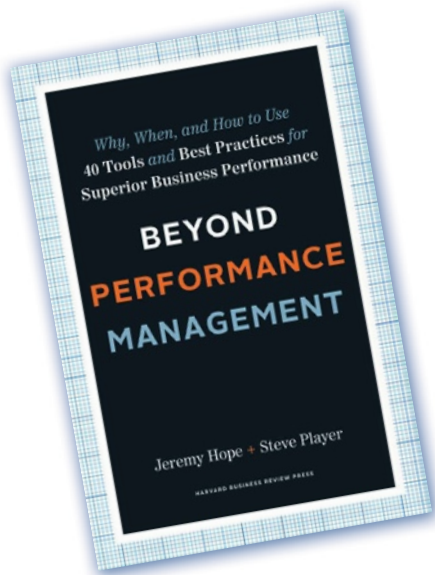
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WHAT'S WORTH READING



Beyond Performance Management: Why, When, and How to Use 40 Tools and Best Practices for Superior Business Performance

Harvard Business Review Press, 2012

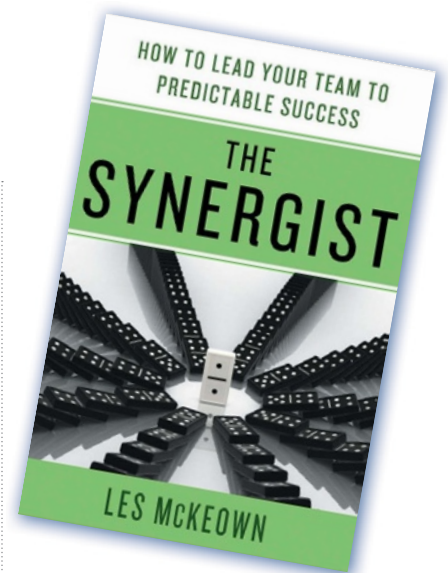
By Jeremy Hope and Steve Player

Authors Hope and Player have produced a well-organized and easy to read book on a topic that is far from simplistic. The definition of leadership has undergone a significant change since the recession of 2008. For instance, under the traditional command-and-control management model, managers sought to establish clear goals, determine strategic themes, and then move the organization toward those ends. While this approach has been standard for decades, the authors state, in today's economic environment few people believe this is the right model to follow. What is needed now is innovation and adaptation, which are not command-and-control words. Leaders can enable and

encourage and inspire, but they cannot command someone to be innovative or adaptive.

Hope and Player review some 40 commonly used tools and practices developed under the command-and-control leadership model offering new ways they can be used to facilitate innovation and adaptation. Each tool is examined through five perspectives under the umbrella of performance management: strategic planning, shareholder and customer value, lean cost management, performance measurement, and performance evaluation. Each tool or practice has its own chapter and includes: executive compensation, key performance indicators, stretch goals, lean accounting, performance appraisals and business analytics to name a few. *Beyond Performance Management* is a rich resource, offering new ways to use tools as well as suggested readings.

The late Jeremy Hope was co-founder of Beyond Budgeting Round Table (BBRT), an international shared learning network of member organizations with a common interest in transforming their performance management models to enable sustained, superior performance. One of its key endeavours is to help businesses move beyond the command-and-control model of leadership. Steve Player is the director of the BBRT for North America. Both authors have written books and articles on performance management.



The Synergist: How to Lead Your Team to Predictable Success

Palgrave Macmillan, 2012

By Les McKeown

Les McKeown's latest book addresses the root cause of team dysfunction, the visionary-operator-processor triangle, and presents a fourth key player to a successful team, the synergist. Those of us who have worked in teams, and who hasn't these days, have experienced instances where team dynamics became dysfunctional. But we have also experienced team dynamics when they were spot on. McKeown delves into the magic elixir of positive team dynamics and provides us with a simple and effective process, one that he says we have probably been already practicing. Most programs designed to help dysfunctional teams fail to produce long-term change because they treat the symptoms (distrust, poor communication, fear) rather than the root cause.

In any group, McKeown argues, there are typically three natural roles or "styles": the visionary (big picture), the

“McKeown delves into the magic elixir of positive team dynamics and provides a simple and effective process.”

operator (pragmatic realists) and the processor (systems designers). It is the fourth role, the synergist, who recognizes a small number of key interactions that every team or group experiences and makes unobtrusive interventions along the group’s path to success. The book tackles each role and provides a how-to guide to working with or for each one.

It is the synergist who is able to focus on what is best for the enterprise, bringing the other styles, focused on their desires and preferences, together. The synergist role can be learned by anyone, regardless of their style. A full half of the book is dedicated to explaining the synergist’s role and offers a self-assessment, tips and toolkits for how one can become a synergist and move a team toward effective action.

Les McKeown is the president and CEO of Predictable Success, offering consulting services to improve leadership effectiveness and organizational performance. Some of his clients include the Canadian Defence Department, T-Mobile, and Microsoft. **HR**

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WHAT'S IN YOUR PROFILE?

Social Media as a Background Checking Tool in Canada

The media has been buzzing recently about the propriety of employers accessing the Facebook, and other social media, accounts of job applicants. Certainly this practice has been on the rise in recent years. A 2009 CareerBuilder survey found that 45 per cent of the 2,600 hiring managers surveyed admitted to checking job applicants' social networking accounts, compared to only 22 per cent in the previous year.¹

However, in March 2012, the issue took a new turn in the United States when the media began reporting a number of stories of applicants who had been asked by their interviewers to provide login information to their Facebook and other social media accounts during recruitment, so that the prospective employer could review the full contents of those accounts. In some cases, applicants reported that hiring managers were requesting that the applicant accept them as a "friend" on Facebook and that they felt pressured to agree to the request.

Predictably, these stories set off a firestorm of debate over whether such employer requests are legal, as well as a debate as to where it is appropriate to draw the line between one's work life and one's private life in an era in which individuals publish a tremendous amount of information about themselves online. In response to the controversy, Maryland, Illinois and California moved to introduce legislation restricting certain organizations from asking job applicants for access to their social networking accounts. In late April 2012, a bill was tabled in the United States House of Representative called *The Social Networking Online Protection Act* (which results in the interesting acronym of "SNOPA") that has a stated goal of prohibiting current and potential employers from requiring a username, password or other access to an applicant's online content.²

Concern about employer requests for login information to applicants' social media accounts quickly spread north of the border to Canada, where the practice of requesting this information appears to be much less common, while no less concerning. Currently, there is no law in Canada that prohibits employers for asking for this information, but neither is there a legal obligation on applicants to provide this information.

To date in Canada, the legal debate about social media background checks has instead focused on the risks and benefits associated with conducting checks of an applicant's publicly available social media accounts. The issue has received particular attention in the provinces that have their own privacy legislation. For example, in late 2011, the privacy commissioners of both British Columbia and Alberta published comprehensive guidelines on the practice of social media background checks.³

However, even in provinces without their own privacy legislation, the topic is garnering increasing attention. The Ontario Human Rights Commission recently issued a statement strongly cautioning employers against social media background checks on the basis that much of the information gleaned from such checks could include direct or indirect information related to any or all of the prohibited ground of discrimination under the Ontario *Human Rights Code* (such as age, religion, sex, disability, etc.). Even more recently, on April 23, 2012, legislation has been introduced in Nova Scotia to amend the province's *Labour Standards Code* to prohibit an employer from requiring an employee or applicant to provide access to his or her social networking accounts and from discriminating against the individual for refusing to provide such access.

Given all of the attention that is being brought to bear on the issue of social media background checks, we think it is fair to say that this is an area of the law that is likely to evolve in Canada



in the near future. In the meantime, here are a few of the risks employers should be aware of when considering whether to review an applicant's social media accounts as part of its background checking process:

Accuracy of the Information. Employers should remember that information posted online may not be accurate. Postings can be outdated or taken out of context, photographs can be mislabeled and an applicant's name may match several possible social media accounts, leading to the contents of certain accounts being wrongly attributed to the applicant. Inaccuracies can also result from what an employer does not review. For example, some individuals have social media accounts under pseudonyms or fake names, which may not be located during an employer's social media background check.

Irrelevant or Excessive Information. With a social media background check, there are fewer ways to filter the information an employer receives than there are with other forms of background checking—for example, a

pre-employment medical examination that can be tailored to the specific requirements of the job for which the applicant is applying. This is of particular concern in Canadian provinces with privacy legislation that requires an employer to act reasonably in its collection of information and to limit its collection to only the minimum amount of information necessary.

Unintentional Access to Third Party Information. When an employer engages in social media background checks, it may also obtain information relating to other third parties whose personal information appears in the applicant's social media accounts, such as the applicant's friends and family. Again, this is of particular concern in Canadian provinces with privacy legislation that requires the consent of an individual in order to gather his or her personal information and requires the employer to limit its collection to only the minimum amount of information necessary.

Risk of a Human Rights Complaint. One of the biggest risks with social media background

TECHNOLOGY & PRIVACY

checks is that the check may reveal information such as the individual's religion, cultural background or family status (such as whether the applicant is married or has children). All of this information relates to prohibited grounds of discrimination under human rights legislation.

An employer's collection of this information may actually increase the risk of a human rights complaint in the event that an applicant is not hired. In other words, it will be open to the applicant to allege that the employer's decision not to hire him or her was not motivated by objective

considerations such as the applicant's fitness for the job, but rather by discriminatory considerations such as the employer's knowledge that the applicant is a parent.

These are some of the main risks that employers should consider when determining whether they wish to make social media background checks part of their overall background checking program for applicants. As with all background checks, employers should ensure that they conduct the checks only after they have made a conditional offer of employment to the applicant and only after they have obtained the applicant's consent. Lastly, employers should keep a close eye on this issue in the coming months as additional Canadian legislators and regulatory bodies weigh in on the issue. **HR**



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Christina Hall and Adrian Miedema are both partners in the employment and labour law group of Fraser Milner Casgrain LLP. They are the authors of the book HR Manager's Guide to Background Checks and Pre-Employment Testing (Carswell). The updated second edition of the book was released in April 2012.



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KEEP CALM AND CARRY ON

Rediscovered in 2000 by bookstore owners in Britain, the 1939 “Keep Calm and Carry On” poster has enjoyed a popular revival in Britain and beyond. Posters, T-shirts, coffee mugs and tote bags sport this slogan.

This popular slogan was one of three posters designed to bolster public morale at the start of the Second World War. The other posters read “Freedom Is In Peril. Defend it With All Your Might,” and “Your Courage, Your Cheerfulness, Your Resolution Will Bring Us Victory.” Each poster carried an image of the crown to remind citizens of their duty. None of the posters were ever released to the public.

Just as war transforms a country, so does an economic recession. In the post 2008 recession, we are seeing a fundamental shift in how leadership is defined and practiced. Images of the strong and solitary “captain of the ship” are yielding to diffuse leadership models. In today’s global marketplace, change happens at such an accelerated speed that long-term planning by one leader is no longer possible or realistic. Many existing management practices and approaches to leadership were built upon more stable and predictable contexts. These old management techniques are not effective in today’s economic realities. The “Art of War” style manifestoes are quickly being left behind by astute business leaders.

Over the past three years, new leadership philosophies and models have emerged, in which command-and-control leadership model of 20th century business organizations, is no longer desirable or feasible. Innovation and adaptation cannot be commanded. Creativity does not flourish under tight control. Leadership today is more about influence rather than power.

In a newly released book entitled *Leading with Kindness*, authors William F. Baker and Michael O’Malley maintain that kindness and leadership are complementary and the combination of the two gives a leader a significant advantage. Kind leaders possess six traits: compassion, integrity, gratitude, authenticity, humility and humour.

In another new release, *The Trust Worthy Leader*, author Amy Lyman, Cofounder of Great Place to Work® Institute, argues that leaders who develop high-trust relationships within their organization gain a competitive

advantage. Lyman has spent over a decade researching what makes a workplace great. The trustworthy leader’s growth and development take shape over time and as they move through six distinct elements, their trustworthiness increases. These elements include: honour, inclusion, value and engage followers, share information, develop others, and movement through uncertainty to pursue opportunities.

David Lapin, corporate advisor and rabbi, says that “greatness of character powers leadership success more than any single factor.” His book, *Lead By Greatness*, offers eight character traits of extraordinary leaders: authenticity, destiny, mastery, humility, vulnerability, generosity, awareness and wisdom. Lapin counsels leaders to understand that to inspire others, you must be committed to a purpose larger than yourself.

Pick up business magazines like *Harvard Business Review* or *Canadian Business* and you will find articles addressing the shift in leadership thinking similar to the new books mentioned above. To remain competitive, many authors say, companies need to understand that in the age of the knowledge worker, leaders cannot command them to think or to contribute.

Sun Tzu’s *Art of War* still has its supporters among business leaders and consultants. New books are coming out this year extolling the virtues of applying military strategy to business leadership, warning leaders about competitors out to kill your business. But today, we have more and more voices offering another way to lead; a kinder, more mindful way. As Peter Drucker once said, “Management is doing things right; leadership is doing the right thing.” **HR**



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The TD Insurance Meloche Monnex home and auto insurance program is underwritten by SECURITY NATIONAL INSURANCE COMPANY. The program is distributed by Meloche Monnex Insurance and Financial Services Inc. in Quebec and by Meloche Monnex Financial Services Inc. in the rest of Canada.

Due to provincial legislation, our auto insurance program is not offered in British Columbia, Manitoba or Saskatchewan.

*No purchase required. Contest organized jointly with Primum Insurance Company and open to members, employees and other eligible persons belonging to employer, professional and alumni groups which have an agreement with and are entitled to group rates from the organizers. Contest ends on January 31, 2013. 1 prize to be won. The winner may choose the prize between a Lexus RX 450h with all basic standard features including freight and pre-delivery inspection for a total value of \$60,000 or \$60,000 in Canadian funds. The winner will be responsible to pay for the sale taxes applicable to the vehicle. Skill-testing question required. Odds of winning depend on number of entries received. Complete contest rules available at www.melochemonnex.com/contest.

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PUT A LID ON RISING PRESCRIPTION COSTS



Give your employees the opportunity for the best health outcomes at the lowest cost.

More than half of Canadian benefits plan sponsors and insurance carriers surveyed cite high prescription drug costs among the top three drivers of their extended health-care plan costs.* But do costs for prescription drugs have to rise significantly every year? No. Express Scripts Canada can help put a lid on those rising health costs with its new expanded pharmacy benefit management service. Let us show you how the application of behavioural sciences to health-care decision-making can help you and your employees more effectively manage the cost of health benefits in general – and their maintenance prescription medications in particular.

The cost and quality of health care is a concern for all Canadians. See how Express Scripts Canada can help reduce costs and improve services. To learn more, visit www.express-scripts.ca.

*Source: Group Health Care Cost Control in Canada: Survey Results 2010
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ONLINE EXCLUSIVES

*The following pages are provided as an extra value
for the online readers of this publication*



ONLINE EXCLUSIVES

*The following pages are provided as an extra value
for the online readers of this publication*



Executive Certificate in Conflict Management

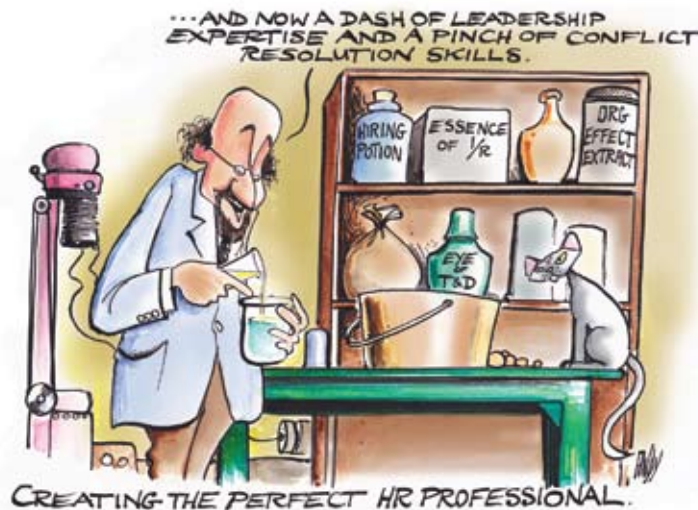
We are extremely excited to announce the launch of the new University of Windsor Law School Executive Certificate in Conflict Management. You can complete it in under one year, without quitting your day job. To earn the Executive Certificate, you must complete the following six courses:

Alternative Dispute Resolution

Advanced Alternative Dispute Resolution

Applied Alternative Dispute Resolution

Dealing With Difficult People
online Difficult Conversations
online Negotiation



Our training helps people learn new approaches to issues such as:

- disciplinary matters
- termination of employment
- timeliness of grievances
- employee/employee disputes
- effective collective bargaining
- aligning people with the right job

Tackling the HR Challenge

Everyone expects you to solve their problems. How do you deal with upset and stubborn people? Do you have the tools to resolve conflicts effectively? How well do you deal with employee disputes? Do you help employees negotiate when they have problems? Can you identify talents and personality types? Are you expected to implement people strategies that support the organization's business objectives? Do you find yourself playing the role of a linchpin - working with finance and operations to help drive business? Our training will provide you with the tools you need to excel at the tasks you face every day. We have taught over 28,000 people worldwide, many of them in the HR field. We have run programs for the HRPAO and understand the issues that you face.

Experience has taught us that the best way for people to develop conflict management, negotiation, and communication skills is through practice. Our workshops involve case studies, thought-provoking discussions, small group exercises, lectures, demonstrations and videos. Our training is practical and immediately applicable. Visit our website to see biographies of our trainers. We practise, and research in the areas we teach. You will get the most up to date and advanced training.

EXECUTIVE CERTIFICATE IN
CONFLICT MANAGEMENT

Awarded to

June 22, 2011

a project of

S&H Field Handy Group and the
Faculty of Law, University of Windsor



[Signature]

Dean P. Khan
Dean and Professor
University of Windsor

University of Windsor,
Faculty of Law
Certificates are
awarded at the end of
every in-class public
workshop.

Our Workshops are
accredited by numer-
ous governing bodies
in Canada and inter-
nationally. Please visit
sfhgroup.com/ca for a
list of accreditations.

"Each day was packed
with information. The
role playing method of
instruction was much
more effective than
the normal lecture
sessions of other
training seminars."

- Gerry Walsh, HR
AOC Resins and Coat-
ings Company, Guelph

Alternative Dispute Resolution (ADR) Workshop



What is Alternative Dispute Resolution (ADR)?

ADR processes provide practical ways to resolve workplace disputes. Two of the processes we focus on are principled negotiation and interest-based mediation. Principled Negotiation, developed at Harvard, is an approach to negotiating that allows you to look behind the positions and focus on the underlying interests in order to find a solution that makes sense and maintains relationships. In an interest-based mediation, a mediator assists disputing parties to negotiate. Mediation can help re-establish trust and prevent damage to relationships. Mediation can save time and reduce financial and emotional costs.

Public sector departments, ministries and state enterprises are turning with increasing frequency to ADR to resolve workplace disputes. For example, “as part of a Public Service Staff Relations Board mediation pilot project, ADR processes successfully resolved 85% of grievances within the Canadian Federal Government”. *ADR vital part of modernizing public sector, Barrie White, Workplace News.*

At this 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?

“The ADR Workshop was by far the best course I have attended in my 30+ year career in HR. A must attend for HR Professionals. I have used the tools on a regular basis.”

- Dan Heard, HR
Ministry of Community & Social Services
Bleinheim

“Absolutely essential to anyone in a people management role. I wouldn’t change anything! The instructors were very effective and speaking from personal experience was very helpful”

- Danielle Germansky,
Manager, Scotia Bank
Toronto

40 CHRP recertification points by HRPATM

Workshop includes 6 negotiation case studies, 3 mediation case studies, 1 video and a mediation demonstration.

Experienced coaches supervise mediation case studies.



Dealing With Difficult People Workshop



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 recognize 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.

"I learned some very solid techniques in this course that I will be able to use immediately."

*- Miranda McCulloch
HR, Mold-Masters
Limited, Georgetown*

"I would recommend this course to any HR Professional!"

*- Susan Broniek, HR
Torat Cast Precision
Technologies
Mississauga*

30 CHRP recertification points by HRPATM

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.



Registration Information

Please register me for the following workshop(s):

visit sfhgroup.com/ca for more dates.

- ADR WORKSHOP, **Toronto**, April 24-27, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, May 29 - June 1, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, July 10-13, 2012, \$2,300+HST
- ADR WORKSHOP, **Ottawa**, July 17-20, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, August 14-17, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, October 1-4, 2012, \$2,300+HST
- ADR WORKSHOP, **St. John's**, October 15-18, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, October 23-26, 2012, \$2,300+HST
- ADR WORKSHOP, **Ottawa**, November 5-8, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, November 13-16, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, December 11-14, 2012, \$2,300+HST
- ADR WORKSHOP, **Toronto**, January 15-18, 2013, \$2,300+HST
- ADR WORKSHOP, **Toronto**, February 11-14, 2013, \$2,300+HST
- ADR WORKSHOP, **Ottawa**, March 19-22, 2013, \$2,300+HST

- ADVANCED ADR WORKSHOP, **Toronto**, June 5-8, 2012, \$2,725+HST
- ADVANCED ADR WORKSHOP, **Toronto**, August 21-24, 2012, \$2,725+HST
- ADVANCED ADR WORKSHOP, **Ottawa**, September 11-14, 2012, \$2,725+HST
- ADVANCED ADR WORKSHOP, **Toronto**, November 20-23, 2012, \$2,725+HST
- ADVANCED ADR WORKSHOP, **Toronto**, March 19-22, 2013, \$2,725+HST
- ADVANCED ADR WORKSHOP, **Ottawa**, March 25-28, 2013, \$2,725+HST

- APPLIED ADR WORKSHOP, **Toronto**, June 12-15, 2012, \$3,050+HST
- APPLIED ADR WORKSHOP, **Toronto**, September 25-28, 2012, \$3,050+HST
- APPLIED ADR WORKSHOP, **Toronto**, February 5-8, 2013, \$3,050+HST

- DEALING WITH DIFFICULT PEOPLE WORKSHOP, **St. John's**, May 30 - June 1, 2012, \$1,895+HST
- DEALING WITH DIFFICULT PEOPLE WORKSHOP, **Toronto**, July 18-20, 2012, \$1,895+HST
- DEALING WITH DIFFICULT PEOPLE WORKSHOP, **Toronto**, October 17-19, 2012, \$1,895+HST
- DEALING WITH DIFFICULT PEOPLE WORKSHOP, **Toronto**, Jan 30-Feb 1, 2013, \$1,895+HST

- BECOME A POWERFUL NEGOTIATOR WORKSHOP, **Toronto**, June 20-22, 2012, \$1,995+HST
- BECOME A POWERFUL NEGOTIATOR WORKSHOP, **Toronto**, Oct 31 - November 2, 2012, \$1,995+HST
- BECOME A POWERFUL NEGOTIATOR WORKSHOP, **Toronto**, February 20-22, 2013, \$1,995+HST



Mr. Mrs. Ms _____
(Please print name in the form you wish it to appear on your Certificate)

Job Title: _____ Industry: _____

Organization: _____

Address: _____ Home Work

City: _____ Province: _____ Postal Code: _____

Phone #: (____) _____ Fax #: (____) _____

E-Mail: _____ Name on name-tag: _____

I would prefer a vegetarian meal Any dietary restrictions? _____

How did you hear about us? _____

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 Cheque enclosed, payable to: Stitt Feld Handy Group
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 Credit Card payment: VISA MASTERCARD

Card #: _____ Expiry date: _____

Name on CC: _____ Signature: _____

4 ways to contact us and to register:



ONLINE
At sfhgroup.com/ca



MAIL
Fill in and send the registration form to:
Stitt Feld Handy Group
112 Adelaide St. East
Toronto, Ontario, M5C 1K9



FAX
Fill in and fax the registration form to:
(416) 307-0011



PHONE
(416) 307-0007
1-800-318-9741

DISCOUNTS
A 20% discount applies if 5 or more people register from the same organization within the same calendar year. A \$150 discount applies if you register for the ADR and Advanced ADR Workshops at the same time.

CANCELLATION POLICY
Up to two weeks before the workshop - 50% of workshop fee. In the two-week period prior to the workshop - full fee. We accept substitutes.