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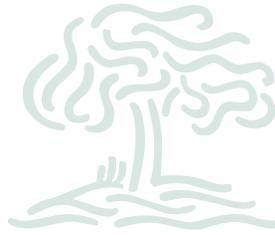
EXECUTIVE COMPENSATION REFORM

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Rock 'n roll recruiting

Interview with Wendy Ulrich



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SEPTEMBER 2010



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EDITOR'S LETTER

HR PROFESSIONAL

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QUEST FOR ACCOUNTABILITY

The already controversial topic of executive compensation reform was enflamed by the financial crisis of 2008-09. Specifically, the banking meltdown revealed how executive pay schemes were tied to short-term incentives, which, in turn, lead to excessive risk taking by employees. It is clear a shift in how corporate Canada and the rest of the world pays executives is underway, but what form that will take is the cause of much debate. Is it say on pay, pay for performance, deferred payments, stock units, claw backs? What will the mix of severance—trending toward two-times salary from three—and pension—from defined benefit to defined contribution—be? The experts polled for our feature discuss the potential alternatives and what HR's new and different role will be going forward. Read it on page 22.



Another contentious issue

While the fervor around compensation is peaking, employee engagement still remains the No. 1 issue in workplaces today. If an employee can't find a sense of mission and purpose in their role, everyone loses—the employee, their co-workers, their manager and the company, says Wendy Ulrich, PhD, MBA. A psychologist, Ulrich talks to *HR Professional* about her latest book, *The Why of Work*, which was co-authored with HR management expert and her husband, Dave Ulrich. We had an interesting conversation about gaining competitive advantage by helping people tap into the meaning behind their work, on page 39.

For even more great articles, visit us online at HRPROMAG.com.

Enjoy the issue,

Meredith Birchall-Spencer
Meredith

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SEPTEMBER 2010



ELAINE VARELAS

Elaine Varelas, managing partner at Camden Consulting Group, has more than 20 years of career development and HR experience. She offers insights into making small-scale layoffs effective in Human Capital, on page 31.



JAMIE KNIGHT

Jamie Knight is a partner in the Toronto office of Filion Wakely Thorup Angeletti LLP. Jamie has authored or co-authored more than a dozen articles and discusses privacy and the use of GPS devices by employers, on page 19.



ALICE ADAMS

Alice Adams is vice-president of Common Ground Consulting and author of *Playing to Strength: Leveraging Gender at Work* (Praeger; 2010). She writes about promoting gender inclusion on teams, on page 32.



KATHY SHARO

Kathy Sharo is the director of marketing for Runzheimer International, a company specializing in workforce mobility programs. She explains how to manage a mobile workforce in Talent Management, on page 20.



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LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

EMERGING ECONOMIES

The emergence of several new economic powers on the world stage is having a profound impact on the way the global economy works. That, in turn, is changing the world of work as we know it. Human resources professionals all across the province need to be aware that an ambitious steel company from India, an aeronautics company from Brazil or a telecom leader from China do affect the way human resources professionals work here in Ontario. If it is not visible today, it will be in the near future.

Rapid growth

These emerging economies are enjoying growth rates that have not been seen in North America for years. China's average growth in gross domestic product over the past four years has risen more than 10 per cent, with a peak of 13 per cent in 2006. India's GDP growth rate has averaged 8.5 per cent over the same period, dipping to 6.7 per cent during the global economic crisis when Canada and the U.S. were both recording negative growth.

“Some of these new players...are also coming up with completely new business models.”

Some of these new players, in addition to just shaking up the world economic order, are also coming up with completely new business models, just as the Japanese did two decades ago. A special report in the April 2010 issue of *The Economist* magazine noted that Japanese and South Korean companies grew organically in the 1990s. These new-economy companies are driven by mergers, acquisitions and exports. Sure, Japan exported cars and electronics, the report notes, but the new

players are into everything from steel to IT to home appliances, and they are hungry for new markets. They do not rely on high profit margins but on volume sales and they are targeting untapped markets.

And, as *The Economist* points out, the West is “ripe for frugal innovation.” As a result, western companies are setting up research and development centres across the globe, and emerging market countries are “becoming powerhouses of innovation in everything from telecoms to computers.”

Workplace relevance

So what does this have to do with the North American workplace? For starters, in a world where executive bonuses are frequently more than their employees' annual salaries, it would seem that to remain competitive, some employers are going to have to constrain wage increases as they face the challenges posed by other powerhouse economies in the world.

I believe that there will come a time—and maybe it is already happening in some industries—when Ontario organizations, both public and private sector, will have to start looking at new ways to improve their total compensation packages instead of limiting their objectives to straight salary increases and bonus plans.

Trying to keep organizations competitive will no doubt pose some challenges for recruitment and retention and it will be up to HR to devise creative plans to keep employees engaged and satisfied with their compensation structure. It is certainly something to consider as Ontario starts to dig itself out of debt and tries to re-establish itself as a have, rather than a have-not, province. **HR**



Antoinette Blunt is the chair of HRP's board of directors.



Toronto Fall Conference: **October 28, 2010**

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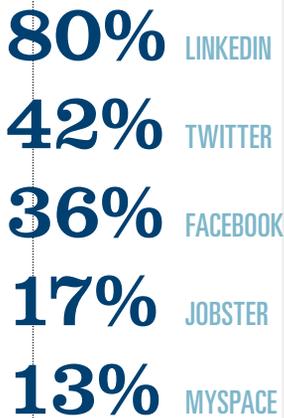
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SOCIAL RECRUITING

LOOKING FOR TALENT? SOME ORGANIZATIONS ARE INVESTING IN SOCIAL NETWORKING SITES AS WELL AS TRADITIONAL JOB BOARDS, ACCORDING TO A RECENT SURVEY BY JOBVITE, A RECRUITING SOFTWARE PROVIDER. OF THE 440 U.S.-BASED HR PROS WHO RESPONDED, 72 PER CENT SAID THEIR COMPANY WILL INVEST MORE IN RECRUITING THROUGH SOCIAL NETWORKS THIS YEAR. MEANWHILE, MORE THAN HALF EXPECT TO SPEND LESS ON JOB BOARDS. WHAT ONLINE TOOLS ARE GETTING THE MOST USE?



Source: www.HRMorning.com

EMPLOYER LIABLE

FOR TOXIC WORK ENVIRONMENT

On Jan. 12, 2010, the B.C. Supreme Court upheld a 2008 decision of the B.C. Human Rights Tribunal, which found an employer discriminated against one of its former employees by not dealing with a poisoned work atmosphere.

In *Kinexus Bioinformatics Corp vs. Asad*, the plaintiff, Ghassan Asad, a Muslim originally from Saudi Arabia, was accused of being involved with the 9-11 terrorist plot by one of his fellow employees, even though he'd had a pleasant working relationship with his co-workers in the past. The RCMP investigated and found the suspicion groundless.

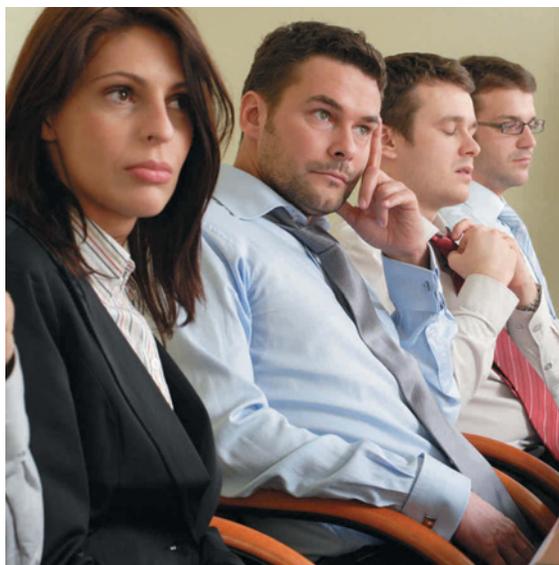
The tribunal found that Kinexus management didn't provide Asad, who was traumatized by the police investigation, with a safe and healthy work environment because it failed to address the suspicions of the accuser. Even though their

discrimination was not intentional, the court found Kinexus liable for damages based on its inaction, which contributed to a poisoned work environment. Source: *ClarkWilson LLP, Workplace Post*



Cures for Meeting-itis

Did you know an hour-long meeting with 10 attendees costs an organization 10 person hours—more than an entire workday of productivity? Learn how to tame the meeting-beast with these tips:



Watching the clock: At Google, each topic on a highly structured meeting agenda has a time limit. A timer is projected on the wall and counts down the time left for each item.

Standing room only: Get rid of all the chairs in the conference room. Less comfort, less lounging.

Check it at the door: All distracting technology, such as BlackBerry devices and laptops are confiscated temporarily to improve focus.

Cut to the chase: All meetings need a strong leader who isn't afraid of dispensing with pleasantries, such as cutting people off and ending things once business is done.

Ask the tough question: When you get the invite, request the agenda and ask yourself if you really need to be there. If you are not critical to the project, don't attend.

Source: *FastCompany.com*

INCREASING WORKPLACE LITERACY SKILLS

ABC Life Literacy Canada announced the official launch of a new workplace literacy website, workplaceeducation.ca, which was developed to raise awareness about the impact of workplace education on Canada's economy.

Four out of 10 Canadian adults, aged 16 to 65, struggle with low literacy levels; and of those, approximately 72 per cent are employed, according to the Adult Literacy and Life Skills Survey.

Why is this important? A one per cent increase in the country's literacy level, relative to the international average, is associated with an eventual 2.5 per cent rise in labour productivity and a 1.5 per cent rise in gross domestic product, according to the C. D. Howe Institute. Therefore, a one per cent increase would boost national income by as much as \$32 billion.



To learn more about how to start a workplace education program, visit workplaceeducation.ca.

Source: ABC Life Literacy Canada

Rising Canadian Absenteeism

The Conference Board of Canada reports absenteeism is on the rise in Canadian organizations.

"Canadian organizations offer really standard programs—notably sick leave, short-term disability and long-term disability—to deal with employee absences. But less than half of surveyed organizations track absenteeism rates and only a fraction of respondents track costs," says Karla Thorpe, associate director, compensation and industrial relations at The Conference Board of Canada.

The report found organizations focus on controlling long-term disability costs but spend less

time and resources monitoring sick leave or short-term disability programs. This may be a mistake, considering that an average of nine per cent of full-time employees were on short-term disability in 2008.

Only 40 per cent of the 255 respondents track absenteeism rates. Of these organizations, 6.6 days per full-time equivalent were lost. Education and health and government reported the highest absenteeism rates at 8.9 and 7.9 days respectively.

Source: The Conference Board of Canada

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THE GAME PROVED TO BE SO POPULAR IT SUCKED UP 4.82 MILLION WORK HOURS, OR US\$120,483,000 IN LOST PRODUCTIVITY, ACCORDING TO RESCUETIME, A SOFTWARE TOOL USED TO MEASURE HOW EMPLOYEES SPEND THEIR TIME. NOT SURPRISINGLY, GOOGLE HAS MADE IT PERMANENTLY AVAILABLE ON THE SITE.

Source: thestar.com

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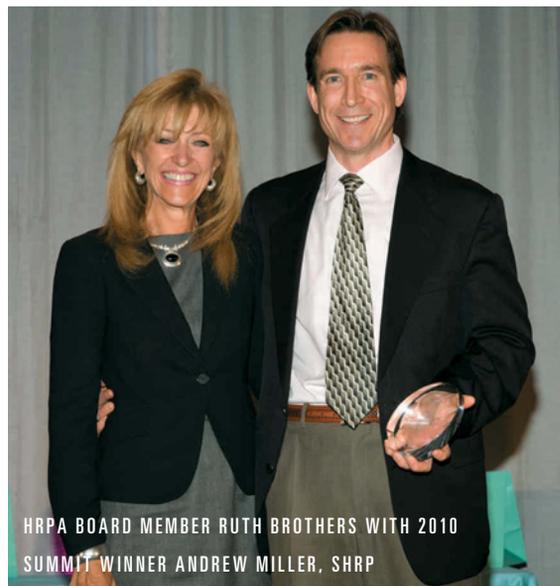
NOMINATIONS FOR 2011

HUMAN RESOURCES SUMMIT AWARDS

Nominations are currently being accepted for the 2011 Human Resources Summit Awards. Hosted by HRP A and *Canadian HR Reporter*, this business awards program honours the best in Canadian human resources management.

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- Innovation in Total Rewards Award
- Corporate Social Responsibility Award
- TD Insurance Meloche Monnex Corporate Governance and Strategic Leadership Award
- Overall Talent Management Award
- HR Academic of the Year Award
- Employer Champion of IEP Award



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Nominations close Oct. 15 at 11:59 p.m. The HR Summit Awards will culminate in a gala evening on Feb. 1, 2011, in the south building of the Metro Toronto Convention Centre.

For full award details and nomination information, go to hrsummitawards.com.

U.S. Courts

DECIDE ON SOCIAL NETWORKING AND NON-COMPETES

If you use LinkedIn to connect with business contacts and set up meetings, as 65 million other people do, make sure you check your organization's non-compete agreement first.

Brelyn Hammernik, a technical recruiter, was recently sued by her former company, Teksystems, in Hanover, Md., after she sent messages to her LinkedIn network, which included current employees. The company contends this violates a non-compete agreement that bars her from contacting former clients and co-workers.

The case raises issues such as whether the U.S. courts will require individuals to remove colleagues

and clients from their online networks when they leave organizations and the definition of solicitation in such web-based forums.

Even though Canadian courts are generally less inclined to enforce non-competition clauses, it is not inconceivable that this could happen in Canada, says Daniel McKeown, a member of Miller Thompson LLP's employment and labour law practice group.

Consequently, HR should keep these issues top of mind and update employee handbooks and non-compete agreements to include such online mediums.

Source: *Human Resource Executive*

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PIPEDA AND THE USE OF GPS BY EMPLOYERS

As new technologies are introduced in the workplace, new challenges to the privacy of individuals arise. This is particularly applicable to the use of Global Positioning Systems (GPS) by an employer to track the movements of its employees. GPS systems have not received a great deal of scrutiny under privacy legislation but have been the subject of several decisions under the *Personal Information and Protection of Electronic Data Act* (PIPEDA).

Reliability

In *Vaughan (City) vs. Canadian Union of Public Employees, Local 905 (Pileggi Grievance)* [2009] O.L.A.A. No. 276, the employer sought to discharge a by-law enforcement officer for a number of infractions, which were recorded by the GPS system in the employee's vehicle. The union argued that the GPS technology cannot be used reliably to tell how fast employees are travelling or where they are going. In rebuttal, the employer

use the GPS to investigate time fraud and complaints about employee driving habits, but as only one of many tools to assess employee performance. In addition, the employer stated that there would be no real-time monitoring of GPS for disciplinary purposes.

While the commissioner accepted that GPS is appropriate to address issues of productivity, she did express concern about using the GPS to monitor its employees. In order to prevent this, the commissioner accepted the employer's policy regarding GPS utilization, which limits the use of GPS, in performance management only, to situations where the company is investigating complaints raised internally, from the public and to deal with productivity issues.

The issue of the appropriate use of GPS in the vehicles of employees was revisited as recently as 2009 in PIPEDA Case Summary #2009-011. There, the employer had installed Mobile Data Terminals, which contained GPS devices in all of the vehicles used by its employees. The complainant employee was concerned that the employer was using the GPS to track his time and route and ensure he did not take improper breaks or lunches. The employer alleged it was using the GPS to provide efficient service to its clients and only retained the information gathered by the devices for three months and accessed it only if there were a complaint

“The arbitrator decided that GPS evidence is reliable and, at least on that basis, admissible.”

called Andrew Moore, the CEO and co-founder of Grey Island Systems, a firm that pioneered GPS. After Moore and counsel had a detailed discussion about the science behind GPS technology, the arbitrator decided that GPS evidence is reliable and, at least on that basis, admissible.

Productivity

In PIPEDA Case Summary #2006-351, a complaint was filed concerning the installation of GPS systems in a telecom company's field vehicles and its potential use for monitoring employee performance. The stated purpose of the system was to manage workforce productivity, ensure employee safety and manage its assets. The employer acknowledged it would be inclined to

from a client or for safety reasons. The commissioner noted that the purposes for the collection were the same as those alleged by the employer in PIPEDA Case Summary #2006-351.

Defining acceptability

The theme arising from these cases is about employee management, not the validity of GPS technology. It is the employer's avowed policy of not using GPS for performance management that renders it acceptable. **HR**

Jamie Knight is a partner in the Toronto office of Filion Wakely Thorup Angeletti LLP; Brian MacDonald is an associate in the same office.

For an expanded article, visit HRPROMAG.com.

GLOBAL MOBILITY PROGRAMS

As little as five years ago, you would have been hard-pressed to name a business advocating for empty parking lots and office cubicles. Fast-forward to 2010 and more than 50 per cent of the workforce is mobile on any given day. According to a 2009 benchmarking study (Runzheimer International's *Total Employee Mobility Report*) focusing on assessing employee mobility trends, employee mobility has increased by 31 per cent since 2006.

Interestingly, as the trend toward working outside of the office continues, many businesses lack insight into establishing formal employee mobility management programs. In the case of virtual office programs, for example, 73 per cent of the businesses surveyed have no policies in place, while 57 per cent were unable to provide support cost information. Further, 64 per cent of these same organizations reported that corporate travel costs were loosely managed.

Clearly, without insight into the effectiveness of these quickly expanding programs, companies are missing the payoff: tighter cost management, organizational agility, better employee relationships and revenue growth.

Holistic mobile workforce management

While most organizations analyze expenses related to each area of employee mobility—virtual office arrangements, mobile device management, travel, business driving, relocation and extreme commuting—few assess their mobility expenses across the board or over time. When all programs are combined, the total investment in mobility is significant. For example, when total employee mobility expenses are divided by the total number of workers employed, regardless if employees are mobile or not, investments approximate \$7,426 per employee per year.

Businesses seeking new opportunities for cost savings, revenue-generation and greater

organizational agility must gain a more holistic view of how their overall mobility programs are managed. For example, United Services Automobile Association (USAA), a company of 22,000 employees providing financial products and services to the U.S. Armed Forces and their families, has managed business vehicle, business travel and corporate aircraft programs by a single shared services unit since 2004. As a result, USAA has been able to reduce overall headcount by 10 full-time employees, eliminating redundant processes and uses staff more efficiently.

The organizational structure has also allowed USAA to provide a single way of servicing mobile employees, regardless of transportation options, and enabled the development of integrated policies and procedures. For example, when an employee is booking a seat on USAA's corporate jet, she is immediately linked to lodging options that are in compliance with the company's travel policy. The employee is also directed to use USAA's U-Drive It program where she can reserve a car from a pool of vehicles in six regional office locations instead of renting one. When booking commercial air travel, USAA employees use the corporate online booking tool, which automatically presents the employee with an option to contact USAA's in-house corporate travel department if they need assistance. By taking a proactive and holistic approach to managing its mobile employee programs, the company has generated cost savings of close to US\$4 million.

As the trend of employee mobility proliferates, businesses with a deliberate and integrated approach to managing a mobile workforce will have a significant competitive advantage. That said, as with any initiative involving many different areas in the organization, transformational improvements are only possible when senior executives push for change. **HR**

Kathy Sharo is director of marketing at Runzheimer International.

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EXECUTIVE COMPENSATION REFORM

As organizations are asked to account for every penny, pay strategies are undergoing major belt tightening. We poll the experts for advice on the trends and HR's new role

BY LESLEY YOUNG

Plump pension arrangements, termination contracts worth three times salary, padded expense accounts—it's no wonder shareholders are demanding accountability. With executive compensation schemes under intense scrutiny from regulatory bodies and shareholder groups, such as the Canadian Securities Administrators (CSA) and the Canadian Coalition for Good Governance (CCGG), a free parking space doesn't go unnoticed these days. Entitlement to every single penny an executive makes is increasingly being questioned.

In order to satisfy demands for clear alignment between executive pay and corporate performance in a climate of total transparency, Canada's largest companies are exploring new executive payment methods. Slowly but surely, executive compensation pay reform is underway in Canada. Not only are recent pay changes setting precedents that all business units will need to consider following,

the wildly unpredictable economy makes choosing the right kind of performance metrics all the more difficult for HR professionals.

"Executive compensation is more complex than it's ever been," says Gisella Augusta, vice-president, human resources, ITG Canada Corp. in Toronto. "You're dealing with tax and employment law, security law, accounting and financials, and then there's the whole psychology behind it...egos and conflicts." She adds that HR professionals are going to need deeper, broader knowledge in all these areas (if they don't already have it) in order to support the best executive compensation decisions within their organizations.

Here's the lowdown on executive pay reform and advice from leading experts.

THE QUEST FOR ACCOUNTABILITY

Pay for performance is by far the biggest trend in executive pay practices. The recent financial

meltdown accelerated the movement, which started back in 2000, according to Christopher Chen, executive compensation leader at the Hay Group. "The economic downturn basically created a working laboratory for companies already focused on shifting executive compensation schemes toward pay for performance."

Demand for accountable pay is motivated in part by perceived inequities, according to Nadine Côté, an employment and executive compensation lawyer at Davis LLP and Manulife Financial. "Worker-to-CEO compensation ratio is a hot topic," she says. Specifically, shareholder and corporate citizen groups are questioning skyrocketing pay of CEOs, which outpaced inflation by 70 per cent over 1998 to 2008 while Canadians earning an average income lost six per cent to inflation over the same year, according to the Canadian Centre for Policy Alternatives. When the Bank of Montreal announced a number of executive pay changes



“Entitlement to every single penny an executive makes is increasingly being questioned.”

in March this year, including a broader range of cash bonuses with claw backs (where money is taken back if metrics are poor), the Quebec-based shareholder rights advocacy group Medac also called for BMO to produce a fairness ratio that would disclose CEO compensation compared to the average salary of a bank employee. At the same time, regulatory changes around disclosure are forcing companies to account for every payment (see sidebar, “New Rules of Disclosure,” right). And it appears that shareholders will get a vote on executive compensation schemes with the increasing use of “say on pay” by Canadian organizations (see sidebar, “Impact of Say on Pay,” page 24).

A 2009 survey by Towers Watson found that Canadian companies are paying attention: more than 70 per cent made some adjustments to their executive compensation programs. Most of the changes involved modifying pay mix between base salaries, bonuses and

long-term-incentives vehicles for the primary reason of strengthening the link between executive pay and performance. Risk reduction was not a determining factor when considering pay changes, according to survey participants. Many respondents stated that they believe their current executive compensation programs do not motivate excessive risk taking. It’s worth adding that all experts interviewed said executives welcome and are willing to accommodate the changing tide of pay sentiment.

How to measure performance, however, is the universal challenge. Hay Group surveys show that Canadian companies are middling at best when it comes to making the link between pay and performance. “There are organizations where the executive is being paid well but the performance is not there. There are organizations where the team is performing well and they are not being paid properly,” says Chen. “It is a fine line.”

NEW RULES OF DISCLOSURE

The Canadian Securities Administrators (CSA) released new executive compensation disclosure requirements effective Dec. 31, 2008. According to Nadine Côté, an employment and executive compensation lawyer at Davis LLP and Manulife Financial, there are few things to keep in mind:

- The new focus on providing a total compensation figure means that HR really needs to stress test each compensation item to prevent any surprises in the final figure.
- Last year, the CSA noted that companies did not adequately quantify the new rule of disclosing compensation in the event of termination. “You can’t just say it’s two times base salary, two times bonus and two year’s of benefits. You have to quantify it,” she says.
- Not only do companies need to disclose how their share price did over five years compared to a recognized stock index (such as the Toronto Stock Exchange), CSA wants a third line in the graph that shows how the compensation scheme performed against the stock index, says Côté. “This puts pay for performance metrics to a whole new test. It’s early enough to start seeing whether companies are actually succeeding.”

“Slowly but surely, executive compensation pay reform is underway in Canada.”

The financial meltdown makes it really tough to set performance goals, adds Fiona Macdonald, head of Executive Compensation Practice for Canada at Towers Watson. “Companies are struggling to forecast. No one knows what to predict one year out, never mind year three. That’s an HR professional’s No. 1 challenge.”

CHANGING PAY TOOLS

Alongside the quest for the right metrics, HR and compensation committees are adapting the traditional pay tools accordingly. For example, there has been a shift toward performance-based stock options—where greater performance conditions are set on stock options and share units so they will pay out only if various targets are met, says Chen. (Stock-based compensation is a serious point of contention, with some critics calling for its complete elimination because, they argue, it only measures market expectations.) “I am not a big fan of performance stock options. They are very hard to achieve,” says Chen. “You already have the hurdle of moving the share price, and then you’re overlaying more and more

challenges. An executive is going to throw up his or her hands because it becomes lottery.” On the other hand, Macdonald says that simply giving executive shares creates a missed opportunity to tie them to performance.

Annual salary increases of two to three per cent are being dropped in favour of periodic, deserved increases. “There’s a feeling that annual increases are an unnecessary inflationary racket,” explains Ken Hugessen of Hugessen Consulting Inc. Instead, today’s bonuses are being based on other metrics, such as improvement in cash flow, rather than traditional profit measures. And claw backs and deferrals (when bonuses are paid out up to three years later), with their wait-and-see effect, are increasingly popular, say the experts. The Bank of Nova Scotia was one of the first organizations in Canada to implement new executive pay practices, in spring 2009, and included deferred compensation payments that would be paid out after three years. A more controversial condition: the deferral would not be paid if a banker is fired or leaves the firm before the three-year vesting period is up.

Macdonald points out that claw backs are trickier than deferrals simply because of the financial logistics.

Change of control conditions and pensions are not being left untouched either, according to Hugessen. Maximum severance has shifted to two times salary and bonuses from three times; and to a double trigger from a single trigger (e.g., executives cannot be paid out after a mere change of ownership, another sequential factor must be involved). Defined contribution plans, properly designed, are replacing defined benefit plans. BCE Inc.’s CEO, George Cope, announced he would not receive a traditional DBP after former CEO Michael Sabia earned a whopping pension entitlement (almost \$968,750 annually) during his widely criticized six years at the helm.

Carina Vassilieva, vice-president, human resources, Katz Group Canada Ltd. in Mississauga, Ont., thinks the changes to executive compensation practices are a progressive development for the HR profession. “It encourages HR to start utilizing critical thinking and conceptual approaches and being more strategic.”

IMPACT OF SAY ON PAY

Most of Canada’s biggest companies have stated they will support “say on pay” in 2010 and 2011 following the movement in Europe and the United States.

Proponents contend that say on pay will be an effective way for shareholders to provide feedback to an issuer’s board on pay,

whereas opponents argue that executive compensation schemes are far too complex for the average shareholder to fully understand. “My view is that say on pay is a safety valve. It’s an outlet for shareholders to blow off steam,” says Christopher Chen, executive compensation leader at the Hay Group. “It’s nice to have it but I don’t think it is a truly effective means to manage compensation.”

HR'S NEW ROLE

Since legislators and regulators have been calling for compensation committees to use independent consultants on executive pay matters, HR has a very different role to play, says Hugessen. "It's a delicate one, because on the one hand, management must retain their prerogative to make recommendations and decisions as they see fit; and yet they realize the committee is responsible for certain content in the proxy, and that they need to adapt by providing more resources."

The way Hugessen sees it, in large companies, HR has shifted from a directly responsible role to a supporting role for executive compensation pay schemes. "I don't think this generates any less work. In fact, it may generate more work, because the committee needs to be aligned with

the information that is available." More mid-sized companies may consider whether hiring an advisor is a value-added measure, he says. "If I were [in charge of] a mid-sized company, I would carefully consider two choices: one is to work with the board's consultant, recognizing that the consultant does not work for me in any sense of the word. Or, I could hire someone myself and totally control them. It's tricky. What you may gain in control, you lose in credibility in the second situation." However this new dynamic between HR, compensation committees and outside consultants is arranged, two aspects that are vital for smooth and cost-efficient decision-making rest on HR's shoulders, according to Hugessen: clarity on who leads on what, and timely exchanges and approval of information between all parties.

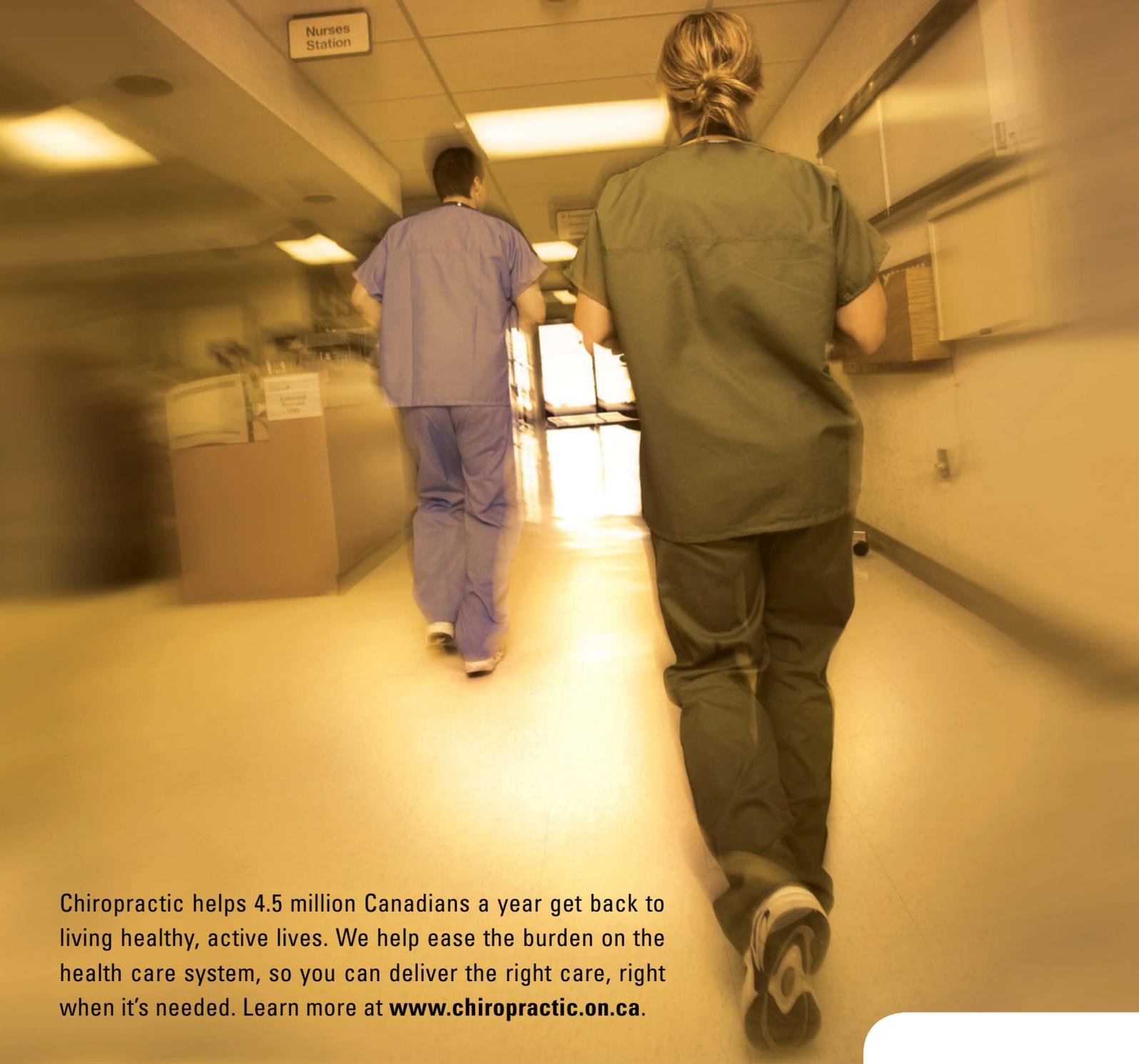
The changing responsibilities of HR will necessitate better business skills, says Vassilieva. "HR really needs to be thinking in business terms. In my experience, the most successful HR professionals are those with business degrees."

The current upheaval to executive compensation raises the question: shouldn't HR have been pursuing pay for performance while being mindful of conflicts of interest long before now? "Yes and no," says Vassilieva. "The compensation model supports the business model," she says. This has been an eye-opening experience for both HR and business, adds Vassilieva. "The good thing is that both sides realize they have to work together to understand the uniqueness of their own organization and to design a compensation model that supports it." **HR**

“HR professionals are going to need deeper, broader knowledge in all these areas (if they don't already have it) in order to support the best executive compensation decisions within their organizations.”



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ROCK 'N ROLL RECRUITING

HR lessons from musician Ryan Star

Ryan Star

BY TRACEY STARRETT

It's not everyday that the worlds of rock 'n roll and human resources collide, but that's what happened when New York-singer, Ryan Star released the official music video to his single "Breathe" in October 2009. Showcasing 12 individuals each seeking work in a variety of fields, the music video draws attention to the human impact of the downturn in the U.S. economy. From Wall Street banker to balloon artist, their diverse stories are presented on hand-drawn signs. Although socially relevant music or videos are not new, Star blended the power of rock music with social media and brought it to the job search—with the backing of a major label record company to boot.



INSPIRATION FROM THE ROAD

Star had spent the year touring the U.S. with artists such as David Cook, Collective Soul and Rob Thomas and saw first hand the impact the economy was having. He also felt the impact his song "Breathe" was having on the audiences.

"People really connected to that song on a certain level. As I was meeting the audience at shows they would tell me how much that song meant to them or had helped them get through a tough time," says Star.

So when the time came to create a music video to support the song, Star knew he wanted to "actually help with the challenges many people were facing." The video concept showing real people who were out of work was a start. However,

“Getting jobs for the 12 unemployed people on the video was the bigger goal.”

rstar.net
twitter.com/RyanStar
myspace.com/rstar



“All of this has helped businesses realize how to harness its potential, showing that Twitter isn’t just for individuals anymore.”

actually helping them would require a mechanism to connect them with employers.

The result was breathe4jobs.com, a website created to showcase images of the 12 job seekers in the video along with their names and occupations. The goal being video viewers and potential employers could contact the job seeker about job opportunities through the site.

GOING VIRAL

As this was no ordinary video, Star and his Atlantic chose to debut the video on CNN.com, instead of on traditional music video sites like VH1 or Fuse. That led to extensive mainstream media coverage touting the merits of Star’s video and the breathe4jobs website.

With the video’s release, Star called upon his fans via his website, MySpace, and Twitter and asked them to make #breathe4jobs a Twitter trending topic. His loyal fans responded quickly and were joined by some celebrity Twitterers along the way, including Ashton Kutcher and Deepak Chopra, who through the all-important retweet made the video viral within weeks of its release.

But getting tweeted about by Kutcher and Chopra and lauded by CNN are only minor measures of the effectiveness of this kind of social media. Star himself acknowledged that although “these were great ways to share the message,” getting jobs for the 12 unemployed people on the video was the bigger goal.

BACKED BY ATLANTIC

Stepping into non-traditional roles is something we often expect from artists, but for a corporate business, even one in the music industry, it is a new path. While not attempting to enter the recruitment industry, the fact that Atlantic supported Star’s plan for the video says a lot about the type of company it is. Granted sales of the artist’s record, *11:59*, was a motivator, but Atlantic also recognized the value of today’s new mediums and opted to take a different path to achieve its goal.

FROM MYSPACE TO TWITTER

So is this the start of a new trend in recruitment? Yes. Musicians like Star and savvy companies have long been using social media like MySpace, Facebook and LinkedIn to promote themselves. It’s about putting yourself out there on a public platform; getting people into your extended network; and letting them know what you’re doing. Furthermore, central to Star’s success with breathe4jobs.com was the role Twitter played in promoting it. While many dismiss Twitter as a place for the self-absorbed to tweet what they had for lunch, others have discovered it has much more substantial value as a marketing, outreach and communication tool that can be harnessed instantly. You only need to check out the hourly “trending topics” to see how on the mark it is as a news medium, marketing tool and expression of social trends.

All of this has helped businesses realize how to harness its potential, showing that Twitter isn’t just for individuals anymore. Businesses, organizations and associations are signing up and creating new networks of “followers” that can be reached instantly.

With respect to recruitment, Twitter can supplement intranet job postings or reduce the need for expensive job ads. The option for RSS feeds can supply followers with your tweets as they become available. No need for them to keep checking your website: the tweets come directly to them on their phone or computer. Mutual followers are able to send private direct messages to each other. This provides a way to converse outside the spotlight of the public platform. With all of these advancements it’s not so far fetched to imagine social media like Twitter playing a big role in recruitment or other elements of HR.

So while most of us aren’t going to have a popular rock singer and his record label put out a video to help us find our next job, we may find ourselves Tweeting our employment status or asking for recommendations on LinkedIn along with our posted resumé. If we’re the employer, we might find social media like Twitter a fast, effective and inexpensive way to broaden our reach and make inroads into what may have been untapped segments of the labour market. **HR**

Tracey Starrett consults in the areas of human resources, education and communication with her company, The Starrett Group.

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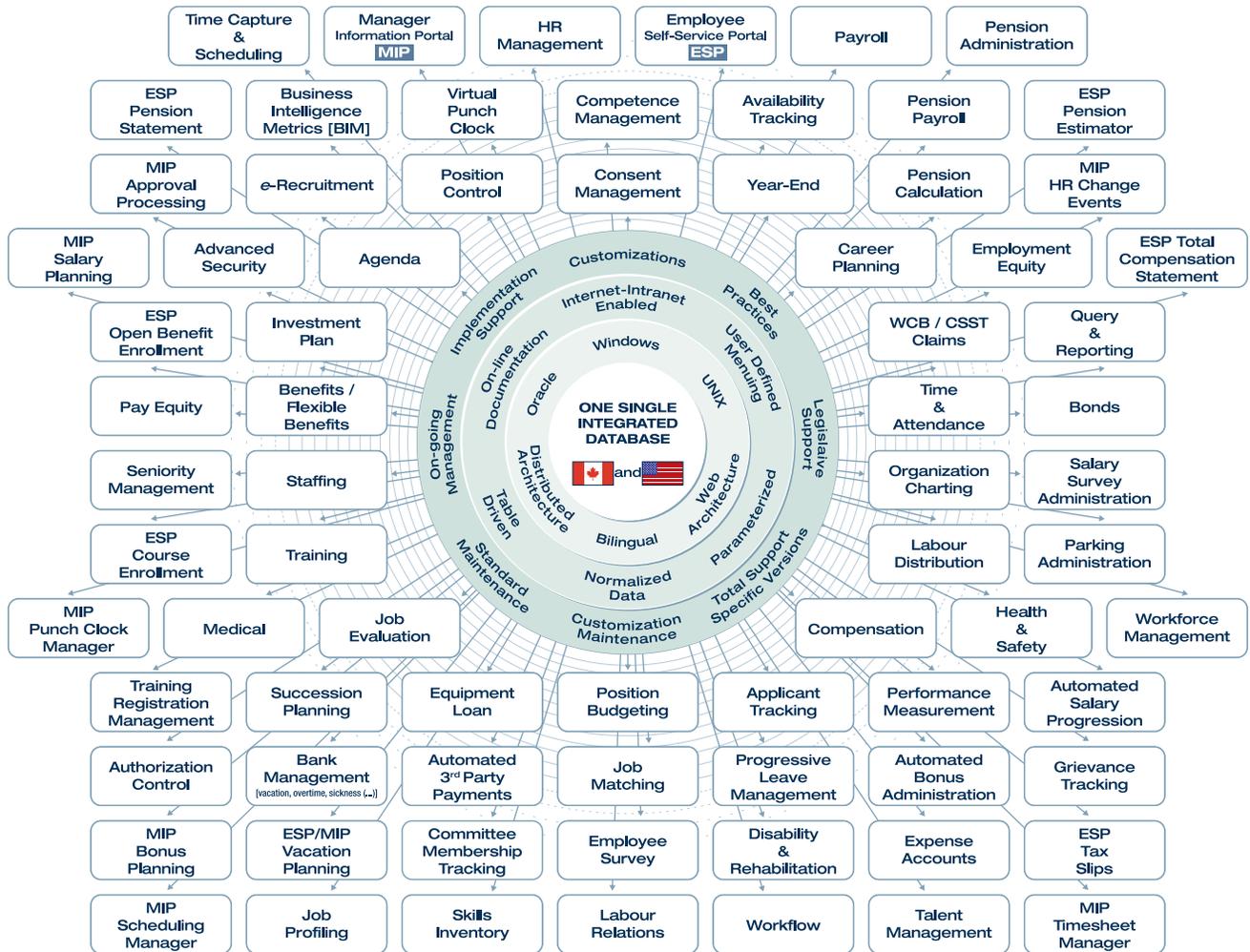
* 70% of Canadian companies intend to maintain or improve their employee benefits, especially during a recession.
Source: Health is Cool! A 2009 survey by Desjardins Financial Security.

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MAKING SMALL-SCALE LAYOFFS EFFECTIVE

It seems that each day our network television anchors relay the news of yet another massive layoff. But what isn't reported are the numerous businesses conducting small-scale layoffs. Just because these scaled-down layoffs don't make the news, that doesn't mean they don't have an impact. If a "minor" layoff is in your organization's future, here are some things to consider:

Don't underestimate the impact—Many CEOs and HR leaders hope that because a layoff is small it will go unnoticed. But don't be fooled: people are watching and there will be fallout with those employees who remain. Not publically acknowledging a downsizing can cause distrust and a loss of morale.

Show employees respect—It doesn't matter if the organization is eliminating three or 300 jobs; each person should be treated with dignity and respect. Care should be taken to give each

their first round of layoffs, which unfortunately, can lead to a second round. Leadership teams often make a small cut so they don't have to displace too many people, which can cause even more disruption to the company in the future.

Avoid the 1,000 little cuts strategy—Small, frequent layoffs can still lead to a hemorrhage. In fact, by forcing employees to live through recurrent workforce reductions, they are kept in a chronic state of alert.

Focus on who you need to keep—An underperforming division or group may need to be cut purely for financial reasons, but the selection process becomes more difficult when the layoffs are a result of a general business malaise and need to occur across the organization. It can help to focus on the positions and talent the organization needs to keep to be successful in the future.

Stress communication—During a downsizing, transparency becomes more important than ever before. Employees who remain deserve to know what is happening with the layoff, what the company will do to support those whose positions were eliminated and what the company will do going forward. Set up multiple forms of communication—from mass emails to town hall meetings to newsletters—to keep people informed. Encourage managers to develop an open dialogue with their teams and answer any questions as honestly as possible.

Look forward—Don't get stuck in reduction mode. Regroup, refocus and invest in your remaining employees. It is time to support and develop your people so they can help move the organization toward future success. **HR**

“Just because these scaled-down layoffs don't make the news, that doesn't mean they don't have an impact.”

person a private meeting with a manager to hear the news; the separation package should include a mix of benefits and severance; when possible, companies should offer career transition support and access to an Employee Assistance Program because it sends a message that the organization will take care of its people, even in challenging times.

Make sure the cuts are deep enough—While it may seem counterintuitive, some organizations make the mistake of not going deep enough on

Elaine Varelas is managing partner at Camden Consulting Group, an integrated talent management solutions provider.

PROMOTING GENDER INCLUSION ON TEAMS

President Obama made international news in the fall of 2009 when he finally invited a woman—domestic policy aide Melody Barnes—to join his golf game. At best, being shut out of the informal competition and camaraderie with the other members of Obama’s team means that the issues for which his seven female cabinet members have advisory responsibilities are that much less likely to be heard. Being excluded makes women social outsiders, and it’s that status—not their gender—that makes it harder for them to do business.

Much that has been said about the gender exclusivity of President Obama’s White House “boy’s club” is the same as what is often said about organizational leaders in general: they may grasp the abstract ethical importance of gender equality and inclusiveness, but they don’t think that including women has a lot to do with actually doing business. This means

harder for women to stay in their jobs and perform up to their capacity.

In industries that haven’t evolved very far toward gender inclusion, women teaming up together could represent their best chance to develop and showcase their talents. But from a management perspective, segregating men and women in the workplace has serious disadvantages. Mixed teams tend to share leadership, and they outperform single-gender teams, often by a wide margin.

In an already gender-segregated environment, the most elegant solution is to construct specific teams that function as model micro-cultures. The best teams for this purpose are those that interact regularly with people throughout the organization, have charge of planning important, visible projects or events, or are positioned to make decisions about employees’ careers. In a male-dominated workplace, the men on the newly formed team should be established, confident and knowledgeable; the best prospects are

men who have the fewest reasons to feel threatened by working with women. Inclusive micro-cultures are valuable intermediary steps because they demonstrate to everyone that men and women can work together successfully as peers.

As a society, we are nowhere near reaching agreement about how much power our status as men or women should have in

determining our roles in the workplace. However, even those who can’t agree about the meaning of gender can agree that an organization will suffer if it allows insider/outsider social divisions to determine who has access to relevant information, who can advance or who receives invitations to social events. **HR**

“Being excluded makes women social outsiders, and it’s that status—not their gender—that makes it harder for them to do business.”

that much of the advice given to women about helping their careers by learning how to relate better to male colleagues and superiors (through sports, for instance) misses the point. A low handicap won’t do any good for someone who can’t get into the game. By the same token, diversity programs designed specifically to help women with professional development have limited success because women’s formal credentials are already typically comparable to men’s. It’s insider/outsider group dynamics that make it

*Alice Adams is vice-president of Common Ground Consulting, which focuses on workforce diversity education, and author of *Playing to Strength: Leveraging Gender at Work* (Praeger, 2010).*

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BUILDING TEAM DYNAMICS

Not so long ago when employers wanted to boost morale, a box of doughnuts or a round of drinks after work used to do the trick.

Organizations don't get off so cheaply anymore.

Now employers are realizing that adrenaline is the high that binds, as some organizations let their hair down and pursue extreme or unusual activities in the name of team-building.

Team drumming, skydiving and rock climbing—even creating a haunted house—were a few unique team-building activities mentioned in a recent survey about teambuilding experiences by The Creative Group in Toronto.

Team-building titans

The companies that are taking team-building to new heights are those with money to spend, according to Anne Thornley-Brown, president of The Training Oasis, a Toronto company that creates adventure-based team-building events for organizations such as IBM, Manulife Financial and Telus.

Joanne Doust, director of human resources at Bell Canada in Calgary, says it's not just the events that have evolved during her 20-year tenure—interest in team-building activities has also undergone significant growth. While some emerge from an annual HR plan, many managers and executives are now organizing excursions for their departments.

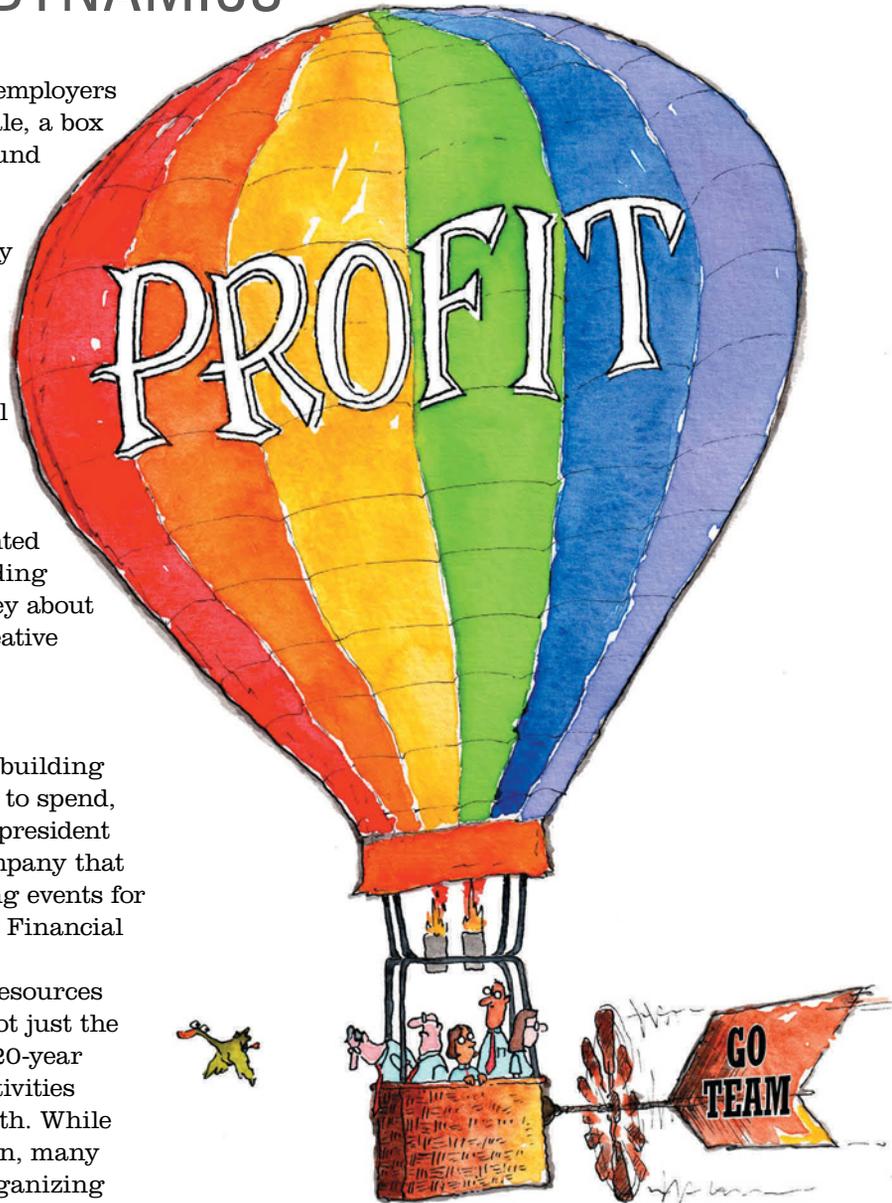


ILLUSTRATION BY MICHAEL EDDENDEN

DREAM THE EXTREME

Put the scream in team with these challenges:
FIRE WALKING Inner Flame Inc. (innerflame.ca) based in St. Catharines, Ont., keeps corporations on their toes with fire-walking seminars throughout Canada.
REALITY TV DRAMA The Great Canadian Adventure Company (adventures.ca) in Edmonton, Alta. offers customizable *CSI*-, *Amazing Race*- and *Survivor*-inspired exercises throughout Canada.
BEAT IT OUT The Drum Café Canada (drumcafe.ca) gives each team member an African *djembe* and a

rhythm to match. Similarly, Boom! The Power of Rhythm (boomdrumming.com) uses music to build not only teamwork but creativity, innovation and diversity awareness.
CHOPPER IN Heli-hiking, heli-mountaineering, heli-fly-fishing and heli-rock climbing in B.C.'s Rockies are a few options offered by Heli Canada in Revelstoke, B.C. (helicanada.com)
IMPROVE YOUR IMPROV Whitewater rafting may be scary but for most people getting up on stage

and performing is truly terrifying. Bad Dog Theatre (baddogtheatre.com) and The Second City (secondcity.com) in Toronto gives businesses a primer on the art of thinking on your feet and supporting your colleagues.
SCHOOL OF ROCK Taking Rock Band's appeal to a corporate level, Rock the Stars (rockthestars.com), offers a variety of music-inspired team-building activities including Battle of The Bands and Corporate Idol.

HR 101

“They’re more savvy about making sure that as teams and work projects come together,” says Doust.

Bell’s Calgary contingent isn’t bungee jumping off any tall buildings, but taking a group culinary class is one way Bell encourages employee contact. And like many companies, Bell also yokes community

involvement with team-building events—like sending groups out to volunteer in the community.

Collin Ezzell, division director of The Creative Group, says most team-building still mainly consists of feel-good classics like taking the group out to see a baseball game.

Worthy investments

“It’s not so much skills [companies are emphasizing] because the training and development market has definitely declined. What [organizations] are looking for is to get people to work more effectively together,” says Doust.

Businesses want to see a return on investment in the form of increased productivity, she says, and a splashy event may act as an endorphin-rushing jump-start before the real work begins.

“We’ve reorganized some of our teams recently, and people are now working with different groups,” says Doust. Timing is really important so they feel connected with their new team. To get the most benefit, the exercise has to be relevant to what’s going on at work.”

Attracting and keeping top employees is often the rationale behind team-building events. Doust says there’s more to team-building than simple retention issues but does acknowledge that there is pressure to keep ahead of the curve.

Hot air ballooning, taking a comedy improv class, fire walking—just another day at work, right?

Not at all—and that’s the point. By taking employees out of their comfort zone, physically and emotionally, companies are counting on unfamiliarity to create deeper working relationships, particularly during reshuffling or periods of change.

What companies hope to gain from team-building and what employees actually get from the experience may be very different. Professor Gerard Seijts, associate professor of organizational behaviour at the Ivey School of Business at the University of Western Ontario, suggests coherence is a key factor in an event’s effectiveness.



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Businesses need to make sure employees are briefed on the true significance of the action to insure the benefit. They need to answer an employee's unspoken question: "Why the heck am I here instead of doing my job?"

Here, Seijts says, a good facilitator is essential.

"The facilitator needs to clearly explain how [the employees] are going to take these lessons to the boardroom or onto the factory floor. If they don't do that or if they're not interested then it's a waste of money."

Not a panacea

A trust fall—when you fall back into the arms of a colleague—may act as a dramatic metaphor for building team confidence, but the reality is that genuine trust and respect between co-workers doesn't spontaneously develop. Professor Lynne Purvis,

a psychologist who specializes in workplace issues at the University of Surrey in the U.K., points out good working relationships develop in the daily encounters and experiences of the workplace.

"Team-building exercises may at the very least furnish opportunities to get to know colleagues better; however, trust is something built up over time through behaviour. If there is no infrastructure in place to support teamwork back in the workplace, then there will be no teamwork—however expensive the intervention," says Purvis.

Team-building exercises play with metaphors of the workplace, but a workplace culture needs to be built on concrete realities, such as competitive compensation, decent vacation time and investment in training and skills development, says Seijts

Looking within

Thinking *inside* the box may also have benefits when it comes to team building. Daniel Torchia, managing director of Torchia Communications, a small communications firm in Toronto and Montreal, allows employee personalities and interests to determine appropriate team-building excursions.

"We look at what our colleagues do on their own free time: what passions they have, what keeps them busy outside of work. For example, one of our colleagues loves theatre as and belongs to a theatre group, so we took the whole staff out for dinner and to a show," says Torchia.

The small staff size—there are only six people in the Toronto office—is an advantage, but larger companies may benefit from seeing the individual in team building. **HR**



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EMPLOYEES WHO FIND MEANING AT WORK ARE MORE COMPETENT, COMMITTED AND EAGER TO CONTRIBUTE, SAYS PSYCHOLOGIST AND AUTHOR **WENDY ULRICH**



Competitive advantage is won and lost over whether an organization's biggest resource can find a reason to come to work every day and contribute their best. Without this you can't offer real value to customers, stakeholders and society, says Wendy Ulrich, PhD, MBA, a psychologist, author and founder of Sixteen Stones Center for Growth in Utah. Her latest book, *The Why of Work*, was co-authored with her husband and HR management guru, Dave Ulrich.

HR Professional sat down with her to discuss why finding meaning at work should be important to organizations.

HRP: You wrote this book with your husband, Dave Ulrich. What prompted you to collaborate?

WU: Dave and I are both meaning junkies. Dave has spent his career trying to impact organizations. As a psychologist, I work with individuals. Our common ground is the desire to help people and the organizations they create to find their *raison d'être* and to contribute their strengths. Like every generation before us, we have a vast set of problems in the world today. We need the best-trained minds, the most engaged hands and the focused intentions of the warmest hearts to address those problems.

At a personal level, neither of us would last long at jobs that didn't feed our need for meaning. We find a lot of meaning in family, hobbies and personal faith, but work is where we spend most of our time on most days. When we find meaning

in what we do for a living, we feel passion and enthusiasm not only for work but for life. We assume that many others feel the same. We want to give leaders tools for becoming "meaning makers." We want to help HR professionals architect blueprints for infusing that meaning throughout an organization. And we want to provide individuals a leg up in implementing the principles on which meaning at work is based.

The bonus is that making meaning makes both sense and cents. When employees find meaning in their work, they are more productive and their customers and investors stay more connected.

HRP: You mention a quote in the book by former U.S. president Woodrow Wilson: "You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand." What does this mean to you?

WU: I love that quotation. It comes from a political leader who understood that we can go through the motions of life and work without really engaging our opportunity to make a difference. When we do we cheat the world, and we cheat ourselves. Many of us feel that desire and passion in our youth, or when we stumble on a job we love. But, as he says, we forget.

HRP: Why is it important to personally find meaning at work?

WU: Nobody wants to spend their work life in meaningless activity. But a lot of people today are waiting for meaning to come to them. They are waiting to find that magic job that perfectly matches their interests and skills. A few get lucky, but if we depend on luck, we feel pretty

INTERVIEW

out of control. Meaning is not something you find. It is something you make. And the skills for making meaning can be taught and learned. We've found people at all levels and in all kinds of work settings who create meaning in their work. They find meaning in friendships, in creating a clear line of sight between their job and out-

comes they care about, in using their strengths in creative ways and in simple acts of caring or playfulness or expressing gratitude. Meaning is what gives us a sense of abundance at work and in life—a sense of having enough of what matters most. Meaning gives us the resilience to learn from setbacks rather than being defeated by them.

Meaning gives us clear criteria for making good decisions. Meaning gives us direction.

HRP: What is the business case for helping employees find meaning at work and organizations to promote it?

WU: When we find meaning at work we find meaning in life. We invest more of our energy and enthusiasm into helping our organizations succeed. Because meaning is a broad concept we have to deduce its impact from a lot of different factors. But consider some examples: The companies we most admire and rate as being the best places to work are also among the most profitable. The chances of a merger or public offering succeeding increase dramatically when companies invest in people. When companies live by high values their employees are more likely to promote their products, be highly satisfied with their jobs, give good service to customers and simply stick around.

HRP: Who in the organization should be most concerned about meaning? CEOs, HR or employees? Can each group impact it?

WU: We think meaning making is the imperative of leadership throughout an organization. Like anything else, if the CEO is a visionary meaning maker, everyone else will be more likely to pay attention to meaning as well. But we don't need to wait for the boss to focus on meaning to bring these principles into our personal job, our team, our division. Throughout his career, Dave has promoted the importance of HR adding value to organizations and organizations adding value to customers and stakeholders. The guiding criteria for HR is not how it is organized or even



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what functions it serves, but how HR adds value to accomplishing the organization's strategic goals. Meaning making is a crucial element in developing and retaining top talent, and in helping an organization deliver value to customers. HR can be a crucial voice in reminding others of the potential impact of this vital tool.

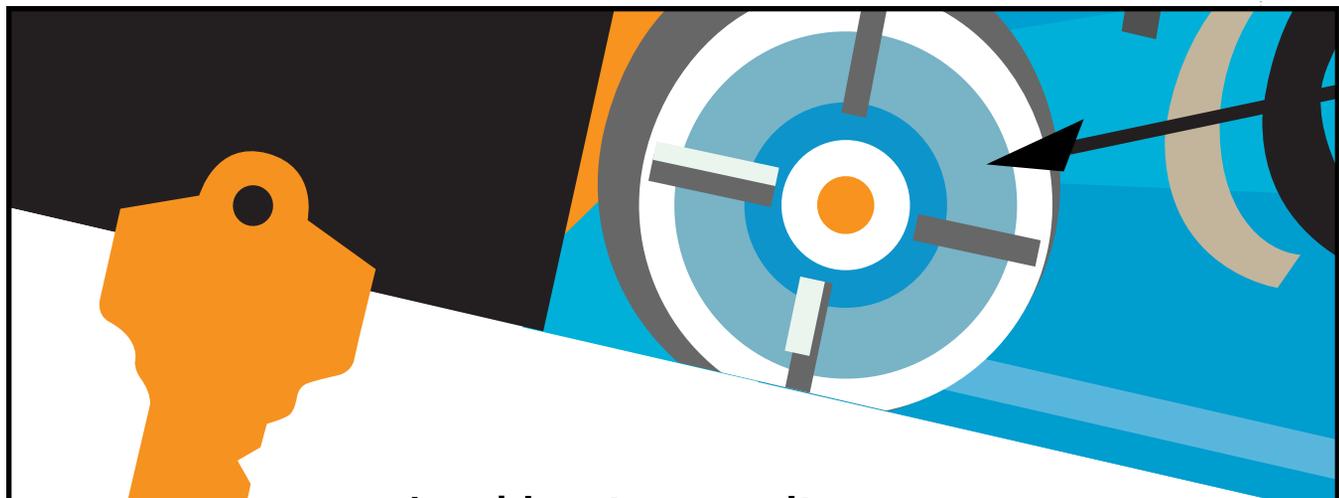
HRP: How can HR ensure that organizational practices match the intended company brand or identity?

WU: It is fascinating to see the disconnect between the messages companies try to convey to customers through their ads and media campaigns and the actual leadership and HR practices within the company. The values we want to be known for by our best customers should be

shaping the leadership brand inside the company, not just the marketing brand outside the company. A good starting place to shape a company's internal culture is to ask employees to gain clarity on what they want to be known for by their best customers. When employees have at least 80 per cent agreement on the desired identity, then we can assess our internal practices against that list. Where do these values and goals we want to be known for show up in the way we do business? HR practices around staffing, training, rewards, communication, organization design and so forth, institutionalize the values of the company. When they are aligned to customer expectations, this alignment creates real value. **HR**

IN A NUTSHELL:

First job: Proofreading address-o-graph plates for a mass mailing marketing company. **Childhood ambition:** Flight attendant. **Best boss and why:** My one-year-old granddaughter. She has very high standards, but her smile is the best reward system in town. **Mentor:** Dave Klimek, the psychologist who taught me my trade from the inside out. **Next goal:** To finish the lazy susan I'm making for my kitchen out of some beautiful birch wood. **Ideal vacation destination:** Somewhere on the coast of California where it isn't too crowded (ha!) **Last iPod download:** Kurt Nilsen singing Leonard Cohen's "Hallelujah." Gorgeous. **Favourite author or book:** I have so many! C. S. Lewis's *Til We Have Faces* is one that really speaks to my soul. **Source of current inspiration/motivation:** I love the current research on attachment, mindfulness and neurobiology. **The best piece of advice I ever got:** If a thing is worth doing, it is worth doing badly.



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OFF THE SHELF

BY ALYSON NYIRI

WHAT'S WORTH READING

Workforce of One: Revolutionizing Talent Management Through Customization

Harvard Business Press, 2010

By Susan M. Cantrell and David Smith

This is a book every HR professional will want to read because it offers an exciting approach to talent management and challenges what is meant by HR being a strategic business partner. Managing a

workforce as a workforce of one will represent the next major phase of HR's journey in transformation after standardization and harmonization of people practices. Based on evidence collected that many standard HR practices no longer seem to be working as intended, Cantrell and Smith present an approach to talent management that tailors people practices and policies to individuals and groups of employees throughout the organization, with the goal of improving individual and organizational effectiveness.

Workforce of One is a top-down, structured, rules-based approach to customization. Companies must have a solid platform in place before embarking on it. Offering strategies used by companies such as Proctor & Gamble and Best Buy, the authors outline how their approach has been successfully

implemented and how companies can overcome challenges to such concerns as fairness, privacy and change.

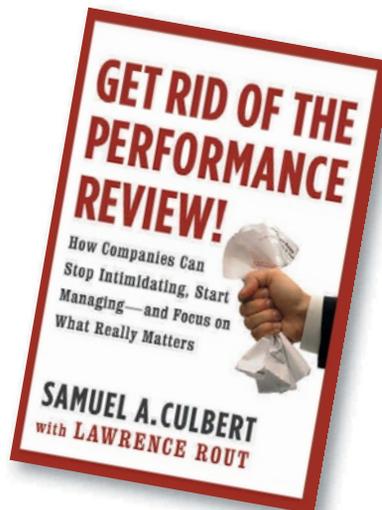
In the final chapter, the authors contend that for the past 70 years, HR has acted almost opposite from a workforce of one. Today's workforce has dramatically changed with diversity now seen to include such dimensions as values, strengths, learning styles, wellness profiles, mobility and life stages. HR must shift to focus on capitalizing on people's differences to provide the best talent management solutions for each employee and to drive business objectives.

Get Rid of the Performance Review: How Companies Can Stop Intimidating, Start Managing—and Focus on What Really Matters

Business Plus, Hachette Book Group, 2010

By Samuel Culbert with Lawrence Rout

In his infamous 2008 *Wall Street Journal* article, Samuel Culbert, professor of management at UCLA, outlined his





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OFF THE SHELF

views on performance reviews, saying they are a one-side-accountable, boss-administered, dysfunctional pretence and should be scrapped. His new book extrapolates his philosophy and provides a blueprint on how to conduct what he calls "performance previews."

Performance reviews, he argues, foster a culture built on intimidation and fear, and undermine both creativity and productivity. They are used because organizations feel there is no other way to measure an employee's performance. Known for his iconoclastic approach, Culbert is just as savage in his criticism of HR, claiming that performance reviews are a means for HR to give itself more power.

Instead, performance previews should be two-sided, reciprocally accountable dialogues where performance measures are linked to corporate results and against which both boss and subordinate are evaluated as a unit. The boss should be accountable to her boss for how well she and her subordinate perform. The boss is no longer an adversary, but an advocate who does whatever it takes to help the subordinate be successful. Previews should take place any time either the boss or the subordinate feels they aren't on track to getting results and need more from each other.

Culbert offers insightful and thought-provoking questions to use for previews as well as guidelines on how to use previews effectively. Sample dialogues between boss and subordinate provide additional clarity. **HR**

Alyson Nyiri, CHRP, is a freelance writer, researcher and consultant specializing in human resources and career development issues.

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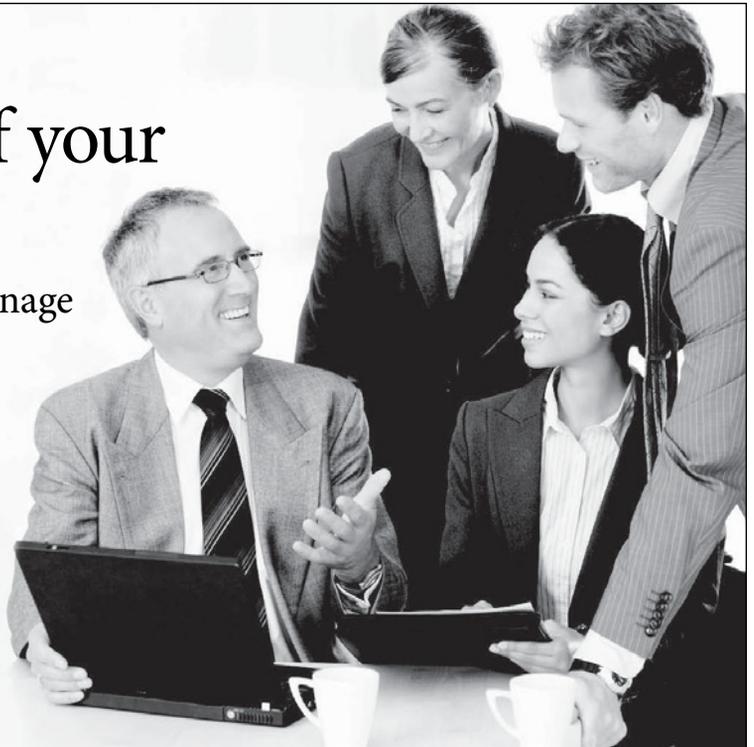


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Tactics like “employee of the month” don’t work because you only create one winner—and dozens of losers. The philosophy that “When one of us wins, we all win,” creates a team out of a staff.

A good mentor-manager believes in publicly recognizing the contributions of their entire team by celebrating large and small successes, and making the effort to guide team members into positions that require them to become leaders.

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Pay for performance

Giving a salary increase because someone has been with the company for a period of time is not effective. Rewarding performance, large and small, results in a better bottom line for the company and the team member.

The pay-for-performance practice leads to stronger teams because individuals realize they depend on their teammates to create business. A natural mentoring process takes place when a sales closer works closely with a lead generator, for example, to ensure proper prospecting. Employee-share ownership plans or phantom stock/equity have also proven to be highly effective motivation tools.

Self-evaluations

Most of the time mentors are more concerned with telling their charges how to do better rather than asking what they think they are doing right. In an honest relationship, both parties should be able



ILLUSTRATION BY C. JAFFE

to express their feelings about their progress. If the team member truly wants to grow, they must be objective about their performance.

Don't take away their problems

When a team member comes to you with a problem you can clearly see the answer to, it is tempting to solve it for them. This is not mentoring. By solving their problems, you take away their opportunity to recognize and solve problems for themselves. Ask them to first think about the issue, document their problem and how they would best solve it. Taking the time to write about it helps the solutions become clear. Go over the options together and you will both begin to create a new system and skill set for the majority of your teams’ problem-solving issues.

Understanding and utilizing appropriate motivators will help you mentor your team members to become more effective, reach new levels of performance and to become mentors themselves. **HR**

Barton Goldsmith is the author of Emotional Fitness at Work: 6 Strategic Steps to Success Using the Power of Emotion (Career Press).

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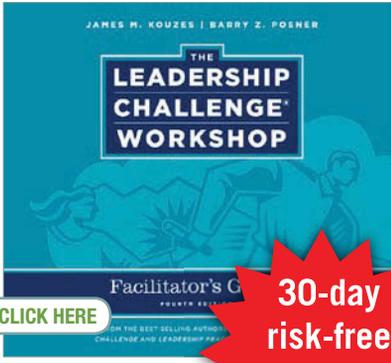
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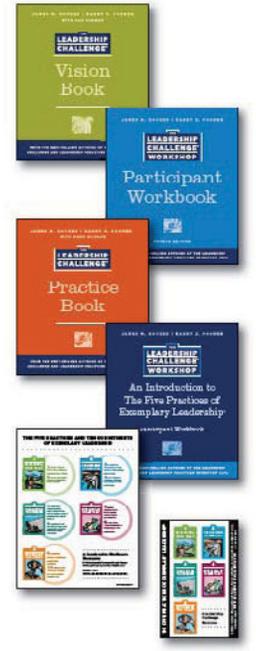


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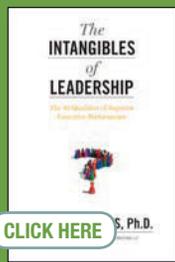
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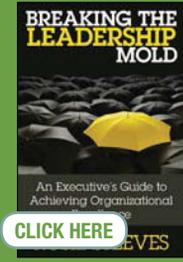
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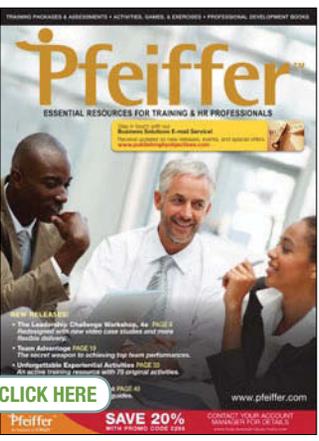


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