

# HR

PROFESSIONAL



## THE FUTURE OF WORK

Navigating HR Career Streams

Learn The Business

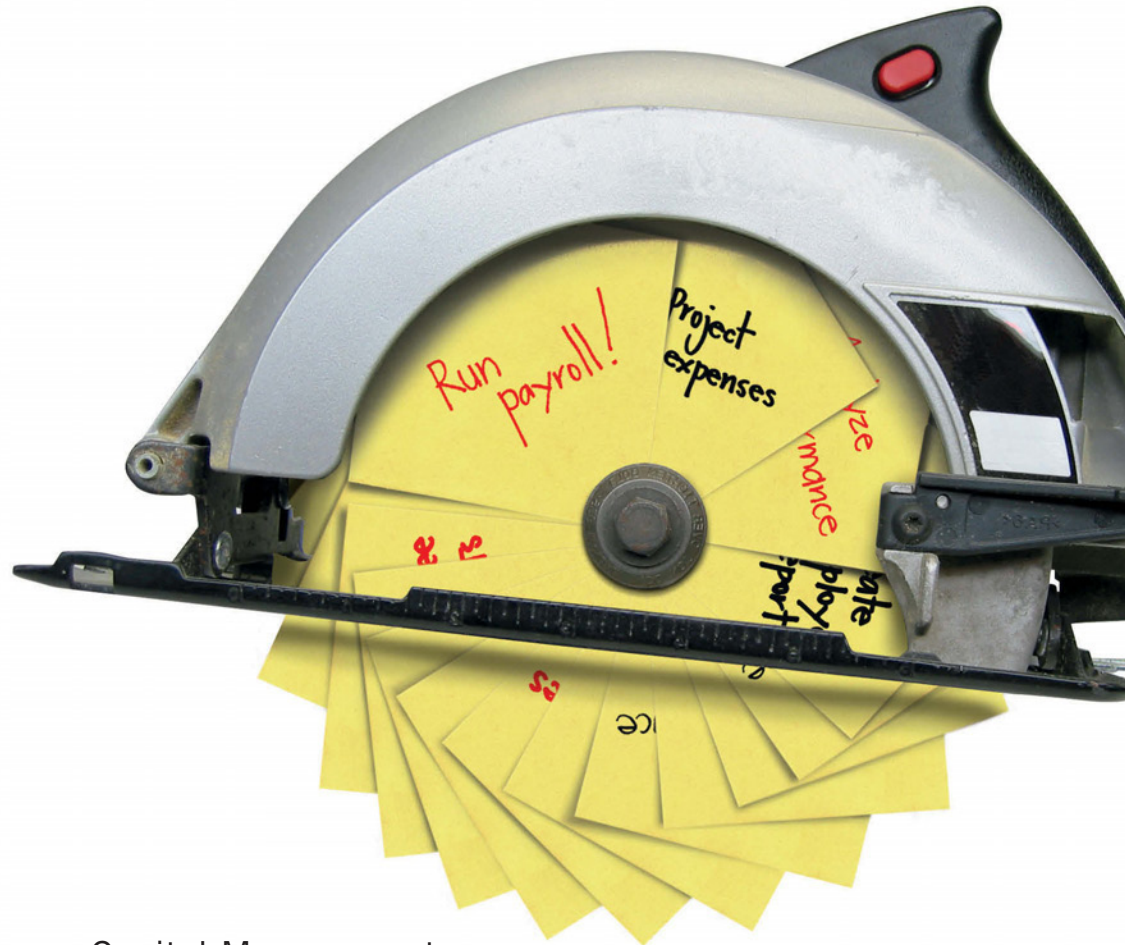
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PROFESSIONAL

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# CONTRIBUTORS

## FEBRUARY 2012



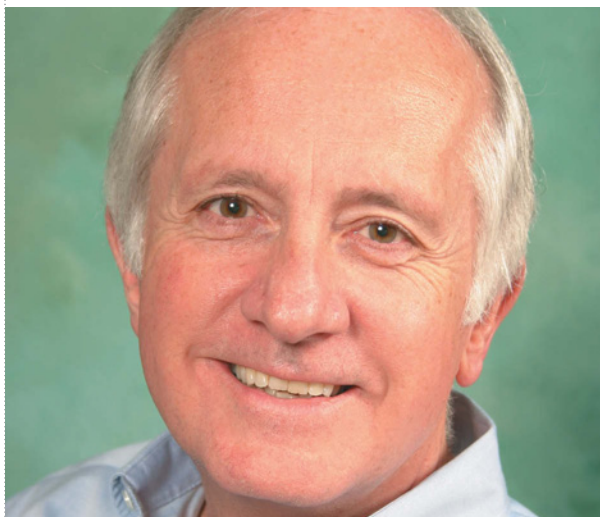
### MARY BETH CURRIE

Co-leader of the Bennet Jones LLP employment services practice, Mary Beth Currie represents management clients. She regularly provides advice about general employment, corporate mergers and acquisitions, restructurings, employee outsourcings, occupational health and safety, workers' compensation, human rights, employment standards, privacy, pay equity and wrongful dismissal. She discusses recent decisions relating to Bill 168, on page 17.



### KATE DUFFY

When the HBO special "Temple Grandin" aired recently, one person watching with keen interest was Kate Duffy, who teamed with Grandin to write *Developing Talents: Careers for Individuals with Asperger Syndrome and High-Functioning Autism*. Duffy, has taught at Metropolitan Community College-Penn Valley in Kansas City for 21 years while raising two sons with sensory integration disorder and Asperger's. She discusses how companies can reap the benefits of hiring those with unique challenges and skills, on page 41.



### DOUG WILLIAMSON

As president and CEO of The Beacon Group, Doug Williamson provides customized state of the art leadership development, executive coaching, strategic planning and performance management services and solutions to both private and public sector organizations. Throughout his 30-year international business career, Doug has been actively involved in initiating positive change within many different organizations while improving the overall performance and effectiveness of senior level executive teams. He suggests why including forced ranking as part of your performance management process may not be such a bad idea, on page 43.



### DARREN HARDY

Before Darren Hardy turned 19, he was earning a six-figure income operating his own company, doing \$5 million a year. He grew that into a company generating \$50 million in revenue by age 27. Today, he is the publisher of *SUCCESS* magazine. In that role, he has interviewed dozens of the world's top business people, athletes, celebrities and Olympic champions, such as Richard Branson, Donald Trump, Steve Jobs, Colin Powell, Serena Williams, Leonardo DiCaprio and many more. He started to see what all successful people have in common—the Compound Effect, which he discusses on page 70.

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## LIVING IN EXPONENTIAL TIMES

**H**ave you seen the YouTube viral video “Did You Know?” I’m betting your kids have; if you haven’t you should. Produced a couple of years ago, it features a dizzying array of facts and information on the rapid technological changes affecting our world. It’s probably already out of date. When I first viewed it, my first reaction was “OMG, how will my kids keep up?!”

But, they’re not the only ones who have to keep themselves up to date, or even on the leading edge of the information flow. It’s easy for those of us who have completed our college, university or skilled-trade training, and who have been in the job force for a number of years, to think we can sit back and still rise in our professions. But, complacency won’t get us far.

In the late 1800s, poet and literary icon Samuel Taylor Coleridge boasted that he had read everything that could be read, at least in English, and this boast was accepted as mere truth. Fast forward, 100-plus years: did you know that it’s been estimated that one week’s worth of *The New York Times* contains more information that one person would likely encounter during their entire lifetime in the 18<sup>th</sup> century (yup, it’s in the video).

Well, we can stress about it, or do something about it. If you’re action-oriented, I’ll probably see you at HRPAs annual conference, in Toronto, from February 1-3! Until then, writer Sarah Hood shares her conversation with HRPAs VP regulatory affairs and registrar Claude Balthazard about professional development and career pathing for HR professionals. Melissa Campeau visited with HR representatives from IKEA and Bombardier and learned how valuable business knowledge and leadership training is for HR. Not to be outdone, Stephen Murdoch, writing for our HR 101 section, discovered the benefits and challenges of surviving as an HR practitioner working in multinational companies. Last but not least, Kristina Hidas shares some thoughts about the HRPAs seminal Future of Work project.

I hope you enjoy the issue! I’m always interested in hearing your points of view and comments ... send a note to [lblake@naylor.com](mailto:lblake@naylor.com). Or, visit us on Facebook, [www.facebook.com/#!/HRProfessionalMag](http://www.facebook.com/#!/HRProfessionalMag).

Cheers,



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With more than 19,000 members in 28 chapters in Ontario, and other locations around the world, HRPA connects its membership to an unmatched range of HR information resources, events, professional development and networking opportunities.

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# LEADERSHIP MATTERS

BY DAPHNE FITZGERALD, CHRP, SHRP

## THE IMPORTANCE OF HR RESEARCH

**I**n June 2011, McMaster University Ph.D. student Anthony Celani was awarded the 2011 Human Resources Research Institute's (HRRI) Award for Best Ph.D. Dissertation for his work *Antecedents and consequences of collectivistic group norms*—an examination on how collective group norms on work teams affect team confidence and performance.

In a nutshell, Celani's research explored how collectivism—a tendency to value group membership and collective responsibility—affects team performance. He found that groups (in this case, groups of second-year HR students working on a business simulation) that tested higher for collective group norms had higher confidence and, as a result, performed better than teams with lower levels of collective group norms.

Most important, he found that team members don't have to come from a collectivistic culture (like many Asian cultures) or have that personality trait to have higher levels of collective group norms—groups themselves can create these norms or expectations to be more team oriented.

Now, for an HR professional, wouldn't that be practical to know in assisting managers to build effective teams? If you took the research a step further and mapped out how to instill these norms in a new team, you could arguably create stronger, more capable teams.

Celani's research is a great example of research-based knowledge that has immediate, practical professional application—something HR needs more of to help raise it to the next level of its professional evolution.

### **True professions require research**

A good illustration of how research has elevated a profession is in nursing, specifically with the Canadian Nurses Association. This body's practical research, which they use to create professional standards and best practices, has helped revolutionize the role of the nurse and advance the skills and standards of the profession throughout Canada. And their premise is simple: if you know how you do something has an impact

on quality of life and the wellbeing of an individual, you want to elevate that practice to a standard so you have everyone practising that way.

### **HR is no different**

From the humble Personnel office of 30 years ago, in charge of payroll and administration, HR has matured into a true profession one that is integral to the success of modern business. HR decisions and practice have huge impacts on employees, managers and the organization in general.

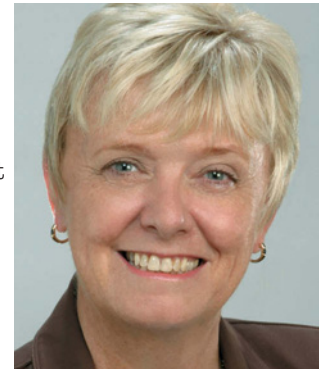
Consider compensation. Given that salaries are usually the biggest line items in an organization's budget, given all the evidence that shows HR practices have a big impact on an organization's bottom line, clearly there is a need for best practices and standards—all stemming from solid, practical research—that guide HR decision-making in this area.

### **Human Resources Research Institute**

In Canada, the HRP has taken the lead on developing HR research with its Human Resources Research Institute—an arm's-length body that funds awards, scholarships and empirical research projects that have clear application to HR practice.

Just entering its third year of operation, HRRI's goal is to publish books, reports, and papers based on research findings; as well as develop tools to get HR knowledge into the hands of the practitioners who need it.

Of course, its ultimate aim is to elevate the HR profession and to provide it with evidence-based standards and best practices to help inform its decision making. Practical HR research is absolutely vital to the profession's continuing evolution and its effectiveness as a business partner in Canadian organizations. **HR**



*Daphne FitzGerald, SHRP, is chair of the Human Resources Professionals Association (HRPA).*

## CANADIAN C-SUITES MUST PREPARE FOR LEADERSHIP EXODUS

CORPORATE CANADA AND THE PUBLIC SECTOR ARE SET FOR A MASSIVE EXODUS OF SENIOR EXECUTIVES OVER THE NEXT FIVE YEARS, LIKELY TO BE REPLACED BY MUCH YOUNGER EXECUTIVES WITH HIGHER SALARY EXPECTATIONS. ALTHOUGH THIS SHORTAGE OF LEADERS IS EXPECTED TO HIT BY 2016, THE STUDY ALSO SHOWS MANY ORGANIZATIONS ARE UNPREPARED FOR THE LEADERSHIP EXODUS. FINDINGS INCLUDE:

- 17% OF ORGANIZATIONS EXPECT TO LOSE MORE THAN 50% OF CURRENT LEADERSHIP BY 2016
- 25% EXPECT TO LOSE MORE THAN 20% OF LEADERSHIP
- 68% HAVE NO EXECUTIVE TEAM REPLACEMENT STRATEGY
- 43% ANTICIPATE A SHORTAGE OF EXECUTIVES BY 2016

Sources: Odgers Berndtson and Leger Marketing

## HRPA and Canadian HR Reporter announce 2012 HR Summit Award Winners

The Human Resources Professionals Association (HRPA) and the Canadian HR Reporter hosted its fourth annual HR Summit Awards on January 31 at a gala awards presentation at the Metro Toronto Convention Centre.

This year's winners are:

• **Toronto Star - HR Professional of the Year Award**

Bonni Titgemeyer, Managing Director, The Employers' Choice Inc.

• **Canadian HR Reporter - HR Rising Star Award**

Kimberley Killens, Director of Human Resources, Grand Bend Area Community Health Centre/ South Huron Hospital Association

• **Innovation in Employment Branding Award**

Talent Strategy and Acquisition team - Rogers Communications

• **Innovation in Total Rewards Award**

HR Team - Longo's

• **Corporate Social Responsibility Award**

Mike Bradley, Mayor, City of Sarnia

• **TD Insurance Meloche Monnex - Corporate Governance and Strategic Leadership Award**

HRaid Collaboration Initiative - Human Resources and Skills Development Canada

• **Right Management - Overall Talent Management Award**

Corporate Human Resources - TD Bank Group

• **HR Academic of the Year Award**

Dr. Margaret Yap, Associate Professor, Ryerson University

• **Employer Champion of IEP Award**

IEN/ESL Nurse Integration Project Team - Hamilton Health Sciences

• **HR Challenge Award**

Josephine DesLauriers, Vice President of Human Resources, Leisureworld Senior Care Corporation

Congratulations to the winners of the 2012 HR Summit Awards. For more information on the HR Summit Awards, including details on applying for the 2013 awards, please visit [www.hrsummitawards.com](http://www.hrsummitawards.com).

## Teaching Newcomers

### ABOUT HEALTH AND SAFETY IN THE WORKPLACE

A new resource from the Institute for Work & Health (IWH), called *Prevention is the Best Medicine*, is an 11-item toolkit that contains everything needed to deliver instructional sessions on two separate, but related, topics within an Ontario context: occupational health and safety, and workers' compensation. The toolkit is designed to be delivered to recent immigrants preparing to enter the labour force.

The teaching resource was developed in the wake of IWH evidence showing that newcomers are not getting this information.

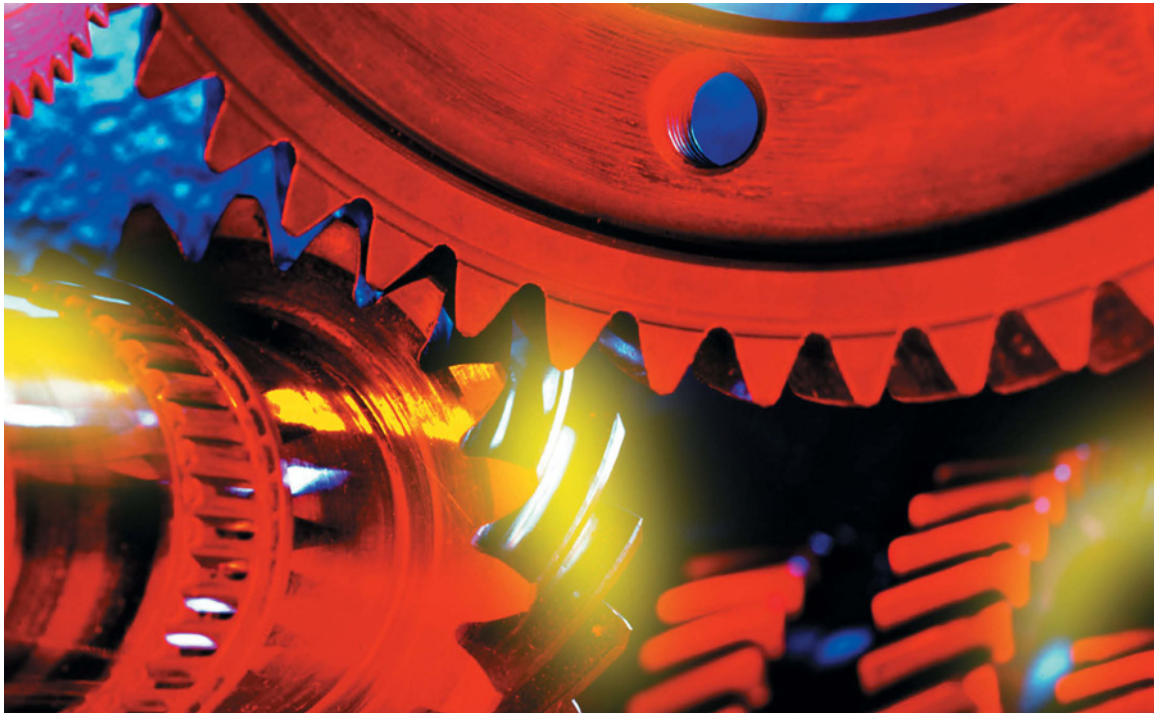
To ensure the toolkit's relevance to its target audience—recent immigrants to Ontario accessing services through settlement agencies—the IWH research team worked in partnership with the



following organizations: Injured Workers' Consultants; Skills for Change; Workers Health and Safety Centre; Ontario Workplace Safety and Insurance Board; Ontario Ministry of Labour; Workplace Safety and Prevention Services; and Occupational Health Clinics for Ontario Workers.

The toolkit includes handouts for learners, sample lesson plans, slide show presentations and more. It is free for download from [www.iwh.on.ca/pbm](http://www.iwh.on.ca/pbm).

# Two Decades of Sluggish Productivity Growth Costly to Canadians



If Canada's productivity had matched that of the U.S. between 1988 and 2008, individual Canadians would be much wealthier, corporate profit would be much higher and all levels of governments would have raked in billions more dollars. This is the conclusion of a Conference Board of Canada study that looked at how much—in dollars and cents—Canada has lost as a result of two decades of sluggish productivity growth.

Real GDP per capita would have been \$8,500 higher in 2008, personal disposable income would have been \$7,500 higher, corporate profits would have been 40 per cent higher and federal government revenues would have been 31 per cent higher, if Canada's labour productivity, weak since the mid-1980s, had matched that of the United States between 1988 and 2008.

For this analysis, the conference board developed a simulation boosting Canadian labour productivity growth by 0.8 percentage points per year from 1988 to 2008. This increase is identical to the difference between annual labour productivity growth in the United States (2.2 per

cent) and Canada (1.4 per cent) over those 20 years.

The board believes that productivity growth is based on three principal factors—labour quality, capital intensity and what economists call "multi-factor productivity," which, in the main, is innovation. Multi-factor productivity includes technological progress and organizational changes. Since the 1980s, Canada's performance in both multi-factor productivity (or innovation) and capital intensity has been sluggish relative to the U.S. performance, while labour quality has been relatively stable. Previous conference board research found that Canada's relatively well-educated workforce does not have the physical capital required to maximize productivity performance.

This publication, *Canada's Lagging Productivity: What If We Had Matched the U.S. Performance?*, was conducted as part of the CanCompete program of research and dialogue, which is designed to help leading decision-makers advance Canada on a path of national competitiveness. Visit [www.conferenceboard.ca](http://www.conferenceboard.ca) to view the report.



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## EXCUSEZ-MOI—WACKY WORKPLACE BLUNDERS

ROBERT HALF ASKED WORKERS TO RECOUNT THE WORST OR WACKIEST ETIQUETTE BLUNDERS THEY'VE WITNESSED OR HEARD ABOUT IN THE WORKPLACE. HERE ARE SOME OF THE MORE MEMORABLE ANECDOTES:

- "A COLLEAGUE OF MINE WOULD ACTUALLY CLIP HIS NAILS AT HIS DESK WHILE WORKING."
  - "A CO-WORKER FELL ASLEEP AT HER DESK AND ANOTHER TEAM MEMBER TOOK A PICTURE OF HER SNOOZING AND SENT IT TO THE BOSS."
  - "A COLLEAGUE PURPOSELY SNEEZED IN THE BOSS' COFFEE CUP."
  - "AFTER ASKING ME A QUESTION, A CO-WORKER TALKED EXCESSIVELY FOR 30 MINUTES WITHOUT LETTING ME GET IN ONE WORD."
  - "A COLLEAGUE WAS MAKING FUN OF OTHER PEOPLE'S WORK IN PUBLIC."
  - "SOMEONE THOUGHT HE PUT A CUSTOMER ON HOLD AND THEN USED INAPPROPRIATE LANGUAGE WITHIN EARSHOT."
  - "A PERSON TOOK A CELL PHONE INTO THE RESTROOM WHILE STILL TALKING."
- FOR MORE ON BUSINESS ETIQUETTE, VISIT [WWW.ROBERTHALF.US/BUSINESSETIQUETTE](http://WWW.ROBERTHALF.US/BUSINESSETIQUETTE).

## Men Still Chosen First in Workplace

Although great strides have been made in the area of gender equality, many men and women continue face an uphill battle as they aim to advance their careers. A recent survey of employees in 29 countries around the world revealed that men are still the primary choices around the world.

Specifically in Canada, the survey found:

- 34% of male employees and 25% of female employees say their employer tends to choose a man even when there are equally suitable male and female candidates. The results are similar in many other countries (Belgium, Chile, Denmark, France, India, Italy and Mexico), as male employees more often than female employees state that even when there are equally suitable male and female candidates, their employer tends to choose a man, regardless of the current ratio of men to women.
- 57% of female employees and 47% of male employees in Canada believe that their organization performs best when there

is an equal ratio of men to women on the team.

- female employees prefer to work with men (51% vs. 38%).
- while working with women is preferred by male employees (42% vs. 27%).
- 28% of Canadian men and 34% of Canadian women believe that the performance of their organization would improve if they had more women in higher management.

However, the same survey discovered employers are giving more Canadian women the opportunity to work part time. According to the survey more than half of the world's employers facilitate part-time work (52% overall).

In Canada, female employees indicate more often than male employees that their employer facilitates employees wishing to work part-time (60% vs. 44%). These numbers are in line with data from Statistics Canada, showing that in 2010, more than twice as many women as men worked part-time.

Source: Randstad, Global Workmonitor





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## RECENT CASES INTERPRETING BILL 168 (VIOLENCE AND HARASSMENT) AMENDMENTS

**T**he *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace)*, 2009, (OHSAs Amendments, aka Bill 168) took effect on June 15, 2010. Since enactment, the Ontario Labour Relations Board (OLRB) has ruled those amendments will not result in how the OLRB deals with a *harassment* complaint, while an arbitrator has suggested the OHSAs Amendments mean a new way to view workplace *violence* cases.

There are three arenas in which jurisprudence under the OHSAs Amendments may be developed:

1. before the OLRB in the event of section 50 reprisal complaints, or if an aggrieved party should appeal a Ministry of Labour order;
2. before an arbitrator appointed under a collective agreement when discipline, including termination for cause, is imposed on a unionized employee; and
3. before the Ontario courts in the event of a prosecution for a breach of the OHSAs Amendments. There have been no court convictions under the Bill 168 provisions, to date.

### 1. OLRB Decision: Workplace Harassment

The OLRB issued an important decision in September 2011 that provides clear guidance about the narrow extent of the board's jurisdiction to deal with workplace harassment claims.

A section 50 reprisal complaint was filed in which the worker alleged he was fired *because* he asserted that he had been harassed (*Conforti v. Investia Financial Services Inc.* 2011 CanLII 60897 (Sept 23, 2011) reconsidering 2011 CanLII 28377). The OLRB ruled it would not consider the complaint. The worker filed a reconsideration application. In the reconsideration decision, the vice-chair confirmed the first decision. He ruled that the OLRB does not have the jurisdiction to make any inquiry into a reprisal complaint, unless the worker:

- a) complains that he is subject to reprisal because he acted in compliance with the OHSAs;
- b) has given evidence; or
- c) has sought the enforcement of the OHSAs.



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If one of those three conditions is not claimed, the OLRB has no jurisdiction to enter into an inquiry to determine if there has been a reprisal. In this case, the OLRB identified the basis of the complaint could only be under the third head, that the worker sought enforcement of the OHSAs.

The vice-chair then ruled that the OHSAs Amendments require an employer to put a workplace harassment policy and program in place and to provide a worker with information and instruction as appropriate, but nothing more. The OHSAs does not impose any additional duties on employers or supervisors nor does it give workers additional rights with respect to workplace harassment.

The Legislature could easily have required an employer to provide a harassment-free workplace (as it did with violence protections) but it did not. Thus, the OLRB does not have the power to enquire into the situation where an employee alleges he/she was fired for complaining about harassment. It can adjudicate on whether there is a harassment policy and program in place, but not how that policy and program are implemented. This is consistent with the existing pre-Bill 168 jurisprudence issued by the OLRB considering workplace harassment claims. Thus, it appears that workers claiming harassment will still need to seek remedies in other arenas.

### 2. Arbitral Decision: Workplace Violence

In the *City of Kingston* decision, the arbitrator identified four ways in which the decision-making analysis has changed, post-Bill 168 (*City of Kingston v. CUPE Local 109 (Hudson)* [2011] O.L.A.A. No. 393 (Arbitrator Newman)).

## LEGAL

For those involved in issuing discipline, this is also an important decision.

First, the OHSA Amendments have clarified the way in which the workplace parties (and arbitrators) must think about incidents involving the inappropriate use of language in the workplace. The arbitrator suggests that language that threatens the

end of a person's life or that suggests impending danger must be treated as a new category of offence.

Second, the arbitrator suggests that the OHSA Amendments have changed the manner in which the workplace parties must react to a threat of harm. The utterance of a threat is workplace violence, and must

be reported, investigated and addressed. However, the arbitrator does recognize that the OHSA does not require that anyone found to have engaged in violent behaviour must automatically be terminated. Arbitrators must still assess the appropriateness of the penalty, which must be reasonable and proportionate.

Third, the OSHA Amendments should cause arbitrators to consider such misconduct at the grave end of the scale and raise the bar on the factor of seriousness of the offence when assessing penalty.

Fourth, the arbitrator identifies that the OHSA Amendments should cause arbitrators to add an additional factor to the list of those usually considered when assessing the reasonability and proportionality of the discipline. That factor is workplace safety. The arbitrator suggests that decision-makers (employers, or upon challenge, arbitrators) must ask, when assessing the reasonableness of the penalty, "To what extent is it likely that this employee, if returned to the workplace, can be relied upon to conduct himself or herself in a way that is safe for others?"

Put another way, "To what extent is it predictable that the misconduct demonstrated here will be repeated?" Asking and answering this question is necessary because the employment relationship will be incapable of reparation if the offending employee is likely to render the employer incapable of fulfilling its obligation to provide a safe workplace under the OHSA.

These two decisions will be building blocks as the case law interpreting the OHSA Amendments develops. **HR**

*Mary Beth Currie is co-leader of the employment services practice with Bennett Jones LLP. She can be contacted by visiting [www.bennettjones.com](http://www.bennettjones.com).*



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## GETTING MORE PERFORMANCE OUT OF CEO PAY

**W**ith unemployment hovering around 7.3 per cent in Canada (9 per cent in the U.S.), and the economy struggling to revive, it's understandable that criticism of executive compensation from the Occupy Wall Street movement hit a sore spot. Indeed, many expected a second dip into recession in 2011, even as executive compensation increased 19.7 per cent since last year, and now exceeds where it was prior to the start of the recession in late 2008. This scrutiny invites us to take a measured look at the way we reward executives, and ask an important question: Does executive compensation reflect the needs of today's economy?

To answer that question we need to look at how executive compensation is determined today, whether that approach leads to the best results and whether alternatives would be an improvement or detriment to the economic aims we're trying to achieve.

In today's system, executive, and particularly CEO, compensation is usually directly linked to how much the company's stock appreciates and how much return is generated for shareholders. The metric that most drives share price is cash flow and quarterly results. Accordingly, a CEO becomes a hero to shareholders based on the short-term value that is added to the company. Sometimes a negligible portion of the CEO's compensation is driven by measures that are not stock-price related, but this is rare.

Nevertheless, as any buy-and-hold investor understands, the long-term value of a company cannot be assessed quarterly or in terms of easily manufactured results like cash flow. Companies that produce long-term shareholder value focus instead on more generative targets such as new product development, the recruitment and development of the right people, differentiating innovation, exceptional customer service and the integrity of the brand. Tellingly, these critical areas are most often aligned with the values of the organization. Indeed, for organizations that perform well over the long term, achieving success in those areas is far more important to employees

than quarterly results.

By this criteria, it's obvious that we are not compensating executives in ways that enhance the likelihood of long-term success and the economic growth and job generation that goes with it. So what might work better? It must be said that compensation is an inordinately complex issue. Different circumstances and industries dictate different packages, and even severance pay may be justified if a change in control is the end goal. Political attempts to influence executive compensation approaches should be rejected because the remedies would be too broad and inflexible to be useful. Indeed, strict legislation could drive talented leadership away from listed companies or lead to compensation packages that are so complex they'd be impossible to monitor.

Imagine, instead, that the measurement by which executives were rewarded shifted from "how much" value they generated to "how." Indeed, this is the way many non-executive employees are already compensated. In annual reviews, they are assessed not just by the results they achieve but how they achieve those results. That "how" is usually based on the demonstration of behavioural competencies, which are further tied, or should be, to the values of the company.

Similarly, if a CEO were to be compensated based not just on his or her financial results but on the way in which those results were obtained, different priorities would surface. Efforts that are more expensive in the short term but more valuable in the long term—such as excellent customer service, the careful development of young talent or innovations that improve work processes—would become much more important. Would BP's former CEO, Tony Hayward, have allowed the undercutting of safety that led to environmental disaster in the Gulf of Mexico if such considerations had been part of his compensation package? Would Steve Jobs have cared so deeply about innovation if he'd been rewarded only for short-term profits?





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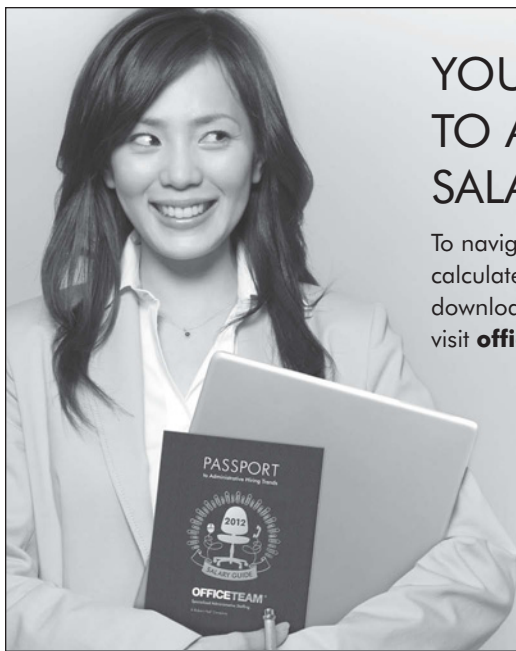
## COMPENSATION

Employees are accountable for acting according to the values of the company. Why aren't executive and, in particular, CEOs? The question is so simple it may seem naive. Or perhaps it helps us see the elephant in the room.

In Europe, there is some debate about bringing such considerations to executive compensation. The argument is being made on the basis of sustainability. Stefan Lingemann, a partner from Gleiss Lutz in Germany, argues that compensation should be made based on the performance of the company over three years, and further states that if a company has a loss in the third year because of risky executive behaviour, bonuses should be rescinded or reduced.

Executives will resist such a shift because it makes the business of leadership more complicated, less instantly rewarding, and loosens the ties to aspects of financial performance they can directly influence. Many hold honest beliefs in the Milton Friedman-esque virtues of greed as the primary motivation for producing value in a free market society. An approach to compensation that shifted the balance away from short-term share price and toward longer-term measures like environmental stewardship, social responsibility or employee development would be viewed as polluting or diluting purer motivations founded on greed. Those of us who judge the worth of a company by the sustainability of its economic growth over time must continue to make arguments that encourage a less myopic view of the bottom line. **HR**

*Dr. David S. Cohen is president of the Toronto-based consulting firm Strategic Action Group Ltd. Contact him at david@sagltd.com or www.sagltd.com.*



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# LEARN THE

Mastering key business, leadership *and* people skills  
better positions HR professionals  
as strategic partners

BY MELISSA CAMPEAU



**O**SCAR WILDE ONCE SAID, “I am not young enough to know everything.” Most HR professionals—as they gain experience in rapidly changing and demanding work environments—know this much to be true. Technology and methodologies evolve at such a pace; what was cutting-edge just five years ago is next to antiquated today.

Getting by on lessons learned in the past will not help an HR professional contribute to an organization in a meaningful way. Just

as HR assesses the training and development needs of a company’s staff, identifying skill

gaps and working to solve them, they need to apply that analysis to their own team. And, beyond identifying current gaps, they should also anticipate what is likely to be needed down the road and incorporate learning that will help HR provide it.

## THE BUSINESS END OF LEARNING

To be an effective partner to executives within an organization, HR needs to have a thorough understanding of the business and its workings. “We need to be better business people and we need to put on that business hat, like it or not,” says Mississauga, ON-based human capital specialist Fiorella Callocchia.

An online thought leadership document posted by Deloitte Canada, “Stepping Up in a Downturn,” suggests that an HR professional should: Think like a business person. As an HR leader,





# BUSINESS

“Getting by on **lessons learned** in the past will not help an **HR professional** contribute to an **organization** in a **meaningful way.**”

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# SMALLER

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you need to be a business leader first and foremost. This requires not only a complete mastery of HR and talent issues, but also a deep understanding of business requirements and strategy.” The report adds, “You need to take a quantitative and analytical view of business and talent issues—just like a CFO or CIO.”

Some organizations have embraced this principle and have reaped the rewards of business-trained and focused HR with an eye on the bigger picture. At IKEA Canada, HR works with the company’s leadership to understand where the organization is going and what challenges and opportunities the years ahead may bring. HR managers regularly facilitate or participate in relevant training that’s focused on the business. “We really feel that HR has to be a true business partner and not a separate function. In order to do that there needs to be a common level of understanding of what the true needs of the business

are,” says HR manager for IKEA Canada, Cory Randles.

Becoming fully versed in an organization’s business and establishing a position as a trusted advisor requires a different way of operating for many HR teams. “You’d be amazed at how many businesses are doing the basics well,” says Callocchia, “but then they don’t have the resources to help HR off-load the admin stuff so they can become more embedded in the business.”

The degree to which HR is involved in business and positioned as a strategic partner can also be a reflection of the size of a company and its expectations for the department. But without a thorough understanding of business operations, HR runs the risk of becoming a transactional policy-maker and policy enforcer, warns Callocchia. “You can achieve operational excellence, but you’re not going to become top of mind as a real, trusted business advisor,” she says.

## BUILD STRONGER RELATIONSHIPS

Whether or not an HR manager is really and truly plugged into the business side of an organization speaks at least in part to the quality of his or her business relationships. When the relationships are not as strong as they could be, there’s an opportunity for emotional intelligence (EQ) development.

“Often we’ve trained managers on processes, on business, but have we really trained them to employ self-awareness and maturity to deal with the people side of the business?” asks Callocchia. “Not everyone has it naturally.” This, of course, can apply to HR managers as well.

“Do you know how to build the right relationships, do you have the personal credibility, do you have the personal and professional brand?” asks Callocchia. These are tough questions, but answering them honestly and seeking ways to fill the EQ gaps when they’re identified can help ensure success.



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“Without a thorough understanding of business operations, HR runs the risk of becoming a transactional policy-maker and policy enforcer.”

### EQUIP HR WITH SKILLS TO LEAD

As with EQ learning, HR should lead by example when it comes to training and development. HR staff members who have had an opportunity to become familiar with new skills before that knowledge is disseminated are more effectively positioned as leaders on whom senior management can rely for experience.

At Bombardier Canada, following this principle has led to positive results. “This year, we are launching a new global performance management process and system so we took the opportunity to train the HR community on the new elements as well as revisit some of the principles of the process itself,” says John Paul MacDonald, senior vice-president, human resources and public affairs for Bombardier in Canada. “The program was well received and, because it was launched [with HR] ahead of the general employee population, it allowed HR to be a stronger support for the business,” says MacDonald.

At IKEA, HR took on a similar leadership role with a new program to help the company cope with potential stressors. “We could feel that there was a lot of change coming through the organization and we saw a need to train people in how to lead through change,” says Randles.

IKEA worked with an external company to develop a training program about leading and living in change, then engaged HR managers and operations managers from each location so they could get a common model and language for leading that change. Randles says the organization saw a great benefit to engaging HR early in the process. “I think sometimes when we present changes through a different avenue and we don’t bring the HR team on board, it can be hard to get that value and to become really effective with those changes.”

### MASTER WORKFORCE ANALYTICS

As technology makes it easier, and tech-savvy leadership make it expected, HR professionals need to become more adept with workforce analytics. This involves using statistical models that integrate internal and external data to predict future workforce and talent-related behaviour and events, which can help an organization make tough decisions about talent. For example, an analytics model can predict the likelihood that a particular employee will leave in the next six months—and can provide likely reasons for the prediction.

An online thought-leadership document posted by Deloitte Canada, *Human Capital Trends Evolution Revolution 2011*, asserts,

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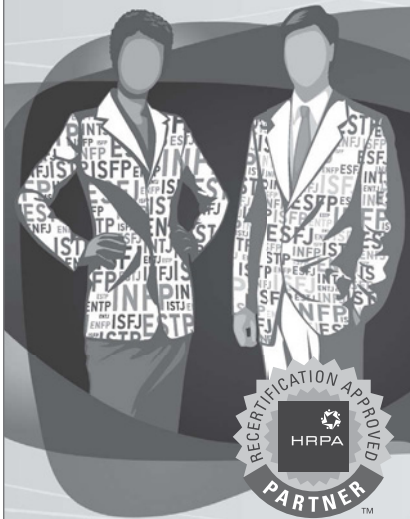
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“Given the importance of talent and people, it’s time to move beyond instinct, gut and tribal wisdom in making workforce decisions. If you’re not using workforce data and analytics to drive your talent decisions, you may be behind the curve—and at risk of losing your competitive edge.”

As HR collaborates with those on the front lines, the data analytics they can provide will become more essential to key decisions related to human capital. “Workforce analytics is an emerging field that HR needs to master,” says MacDonald. “As a key differentiator, this is an area where HR can truly create value for their organization by shifting from a consultative approach to proactively diagnosing and planning for talent issues and workforce challenges.”

## ENGAGE IN EVERYDAY TRAINING AND DEVELOPMENT

Learning doesn’t have to happen in a classroom environment. In fact, on-the-job education is probably the most common opportunity most of us have to learn. Sometimes something as simple as remaining open-minded about new methods and points of view can bring about significant and effective change.

“I think you can be learning all the time,” says Callocchia. “You can learn just by talking to line managers, by talking to someone like me, someone who’s been around the block. There are so many different ways to learn.”

At IKEA, Randles says the organization has had a lot of success bringing people with a wide range of backgrounds into HR. These include HR professionals from other industries with experience in the profession but new to retail, as well as managers who’ve

moved through the organization into HR and really understand what it is to lead the business.

“There’s something to having diversity in the roles,” says Randles. “We find in HR that nothing’s ever really black and white and there aren’t textbooks for everything so we want to be able to draw on different experiences, backgrounds and education,” she adds. “Creating learning and development opportunities that are complementary to that diverse background has been really positive for us.”

## LEARN TO ANTICIPATE THE FUTURE

To offer the best possible service to an organization, HR needs to be able to anticipate needs before they happen. This means staying on top of what’s going on globally, in your industry and within your company and making logic-driven predictions about what outcomes of those events will mean.

“We really try to align to the needs of the business strategically and look ahead three to five years as much as possible,” says Randles. “HR really works as a business partner with the other business leaders to see what things are coming down the pipeline, what we need to prepare for and what kind of training and development we need in the organization in order to train for the future,” she notes.

Finally, Callocchia stresses the importance of just getting out in the world and talking to people, attending events, reading books and reading the newspaper. “Try to connect the dots,” she advises. “Think about all the pieces of the puzzle, what they’re trying to tell you, how it will impact you and what you’re going to do about it.” **HR**

*Melissa Campeau is a Toronto-based freelance writer.*



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# HR PROFESSIONAL DEVELOPMENT: NAVIGATING THE CAREER STREAMS

HRPA's Claude Balthazard reflects on how regulation and competency mapping increase HR's profile and sophistication

BY SARAH B. HOOD

**T**HERE'S AN OLD PROVERB about the cobbler whose children have no shoes. In a similar vein, it's ironic that human resources professionals are not always the best at strategically planning and mapping out their own careers. Not so long ago, the human resources func-

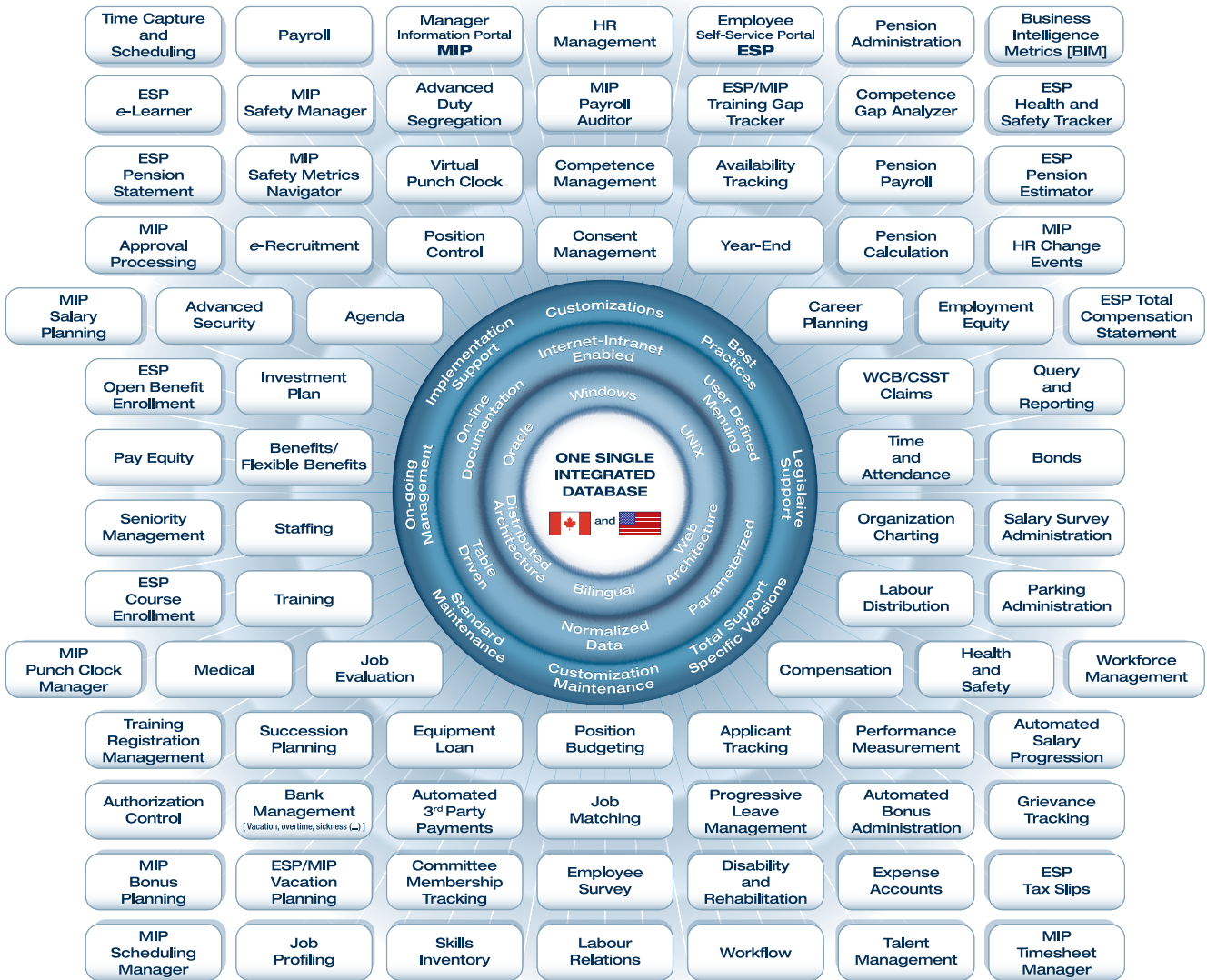
tion was often poorly understood, even within the company it served. Increasingly, however, HR is perceived as a valuable strategic partner for other business functions. As the industry comes of age and gains stature alongside older and better recognized professions, this is beginning to change.

Human resources professionals in Ontario and Quebec have a certain advantage over those in the U.S. and other provinces, because the HR profession is regulated in their jurisdictions. However, as HRPA vice-president of regulatory affairs and registrar Claude Balthazard points out, "It's not



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being regulated that counts; it's the perception on the part of the public, and that awareness is growing."

The professional world is experiencing a sea change across all fields towards more emphasis on credentials, ongoing professional development, certification and professional brand awareness. Certain types of professionals, like medical personnel and certified general accountants (CGAs), already enjoy a high level of public awareness. Others, like those with the newer designation of accredited mortgage professional (AMPs), have recently solidified their credentialing system, and have begun to promote their qualifications through advertising campaigns aimed at the general public. Recognition of the Certified Human Resources Professional (CHRP) designation is likewise growing.

## REGULATION AND RECOGNITION

On November 23, 2010, Ontario MPP David Zimmer moved the first reading of Bill 138, An Act respecting the Human Resources Professionals Association in the Ontario Legislature, which he described as "a new act to enhance [HRPA's] current regulatory authority to ensure that the quality of the HR profession in Ontario will serve the interests of all employers and employees in Ontario by ensuring greater public transparency." The bill passed second reading and was referred to the Standing Committee on General Government and, as a result of the legislature adjourning for the fall election, the bill could not proceed further.

New legislation was reintroduced as Bill 28, the Registered Human Resources Professionals Act, 2011 on December 7, 2011.

"This is an indicator of how far we've come," says Balthazard. "It means that the legislature believes

that we're ready for it, and the passage of the Act itself, if and when it happens, will also boost the status of HR."

The passage of the Bill would classify human resources professionals in the top tier of professions under Ontario law. Top-tier professionals such as CMAs, CGAs, architects, professional engineers, foresters, teachers, social workers and health professionals are regulated by the fairness commissioner. Currently, in Ontario, HR professionals are regulated under the Ontario Labour Mobility Act.



Zimmer spoke of this in his words on Bill 138 in the provincial legislature on March 3, 2010. "Like accountants, human resources professionals practice in a world of business. They include a mix of practitioners that work as employees and as independent consultants. They perform roles that are mission-critical for organizations. They perform a role that requires high personal integrity," he said.

"HR is moving up; the bar has been raised," says Balthazard. "On the down side, do we have the same status as, say, accountants yet? I don't think so. The Competition Bureau has found that when a profession becomes regulated, it tends to lead to higher remuneration."

"With the professionalization of HR comes the status of HR," he continues. "Everybody would say that HR has made significant progress; there may be differences of opinion about just how far we've come and how far we have to go." At one time, he says, "HR used to be a profession that people 'fell into.' The best data we have now shows that 60 to 65 per cent of individuals entering HR are doing so intentionally as a result of taking an HR program. The majority of entrants to the profession are now entrants by choice."

Increased educational options of all kinds are giving HR professionals more scope for specialization, as well as for strategic career development. "There are now more dedicated HR streams, and there are new ones coming on each year," says Balthazard. The introduction of the mandatory degree requirement for CHRPs as of January 2011 has also focused more attention on education and training for everyone in the profession.

There was a time when HR professionals tended to receive most of their career formation in social sciences fields like psychology, political science or sociology. Now, however, "One of the clear trends is that more and more HR education has aligned itself with the business



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- Managing Unionized Environments/Toronto: April 24-26
- Dispute Resolution Skills/Kingston: April 29-May 4
- Change Management/Toronto: May 14-17
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- Mastering Fact-Finding and Investigation/Toronto: April 10-13
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- Talent Management/Toronto: March 6-7 **NEW**
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programs,” says Balthazard. “The current HR grads tend to be in the BComm programs; they tend to have exposure to marketing, finance and operations.”

More students of HR are now opting to pursue advanced degrees, such as MBAs and MIRs (Masters of Industrial Relations). This, says Balthazard, “is tied into the fact that it’s not as easy as it used to be to break into HR.” The acquisition of a masters degree helps professionals distinguish themselves in an increasingly competitive market; it can be advantageous to take time off for an educational upgrade rather than face a period of unemployment or underemployment.

their career. “People are going different places, and the trick is to develop a system that allows all of those,” he says. “Not everyone has the same career objectives. Some people are generalists, and they are interested in moving up the career ladder; whereas others are more interested in becoming specialists, and they want to develop more skills in specific areas.”

The new tool will make it easier for HR professionals to identify where they are now and where they would like to be. Specifically, it helps them identify and isolate the particular competencies that will be required in the types of positions they hope to move

might say to go outside of work,” he says. “Often if you volunteer for some association or group you can actually get more responsibility than you do at work.”

The Career GPS is one possible starting point for professionals interested in navigating their changing profession more strategically. “Because HR is an evolving field, if you ask people what they think HR is all about, you may get answers that are more true of the past than they will be of the future. The average HR person today is in a different league than their predecessors, but these things take a long time before they shift the profession,” Balthazard says.

“Increased educational options of all kinds are giving HR professionals more scope for specialization, as well as for strategic career development.”

## STRATEGIC CAREER MAPPING

But there have always been educational options for the HR professional interested in career advancement. What has been missing until now is a tool for more strategic career mapping. As of early 2012, HRPA offers a tool developed for precisely that purpose. “Career GPS” is the name of a career planning tool that will help HR professionals map and navigate their own career goals as effectively as they now do for their clients.

“The workshops and the conferences and the books, they always were there. What was missing was a way of navigating those; how do you think in terms of getting from A to B?” says Balthazard. “It’s not magic; it’s just about having a plan.”

Career GPS will be adaptable for professionals at any stage of

towards, and assists them in identifying opportunities to acquire targeted experience in order to bridge the gaps.

“A list of competencies makes up the language of the system,” Balthazard explains. “With that you can describe your current job and your target job, and identify the gaps. It also gives developmental suggestions that are tied to or driven by those gaps.”

For instance, it is common for a relatively junior independent contributor to wish to move into management; they would need to develop competencies related to management skills, so “the system will generate suggestions for you,” says Balthazard. Some possibilities might include taking leadership on a project or on a task force to demonstrate leadership ability. “Other suggestions

“For example, the proportion of HR professionals with degrees hasn’t changed all that much since January, but over the next five or 10 years, because the business education of HR professionals is so much better than it used to be, we’ll start to notice the full impact,” he points out.

“The current generation of HR professionals is not just younger or at a different stage of their careers; if you go to schools now and talk to students, they’re not the same HR folks that you would meet on the job,” says Balthazard. “They are so much better prepared, so much more aware than their predecessors; it will be interesting to see in 20 years’ time where the profession will be.” **HR**

*Sarah B. Hood is a Toronto-based freelance writer.*

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**WINTER/SPRING 2012 ONTARIO PUBLIC WORKSHOPS**

**PERSONALITIES AT WORK**

**-Communication Made Easy with MBTI**

Toronto: February 13; Ottawa: February 15; Thunder Bay: February 22

Utilizing the Myers-Briggs Type Indicator (MBTI), this workshop will provide participants with a personal assessment, equip them to understand personality styles which are different than their own and provide strategies to effectively interact with.

**DEALING WITH DIFFICULT PEOPLE**

Ottawa: April 25; Toronto: April 27; Thunder Bay: April 27; London: May 2

This workshop will analyze what is happening in exchanges with difficult people and demonstrate how people can adapt their strategies to bring about more productive conversations with those they find difficult. Participants will also learn how to change their interactions with difficult people in order to influence their behaviour, resulting in more positive outcomes.

**ASSERTIVE COMMUNICATION**

Toronto: February 14; Ottawa: February 16; Thunder Bay: February 23

Being assertive in communication is the ability to express positive and negative ideas and feelings in a transparent, welcoming and direct way - to state clearly and without defensiveness what one needs. Participants of this workshop will build an awareness of their communication patterns and learn to deal confidently with people around them.

**LEADERSHIP AND MANAGEMENT**

**-The Essential Foundations**

Toronto: May 17; Ottawa: May 22

This workshop is designed to help new or existing managers increase their abilities to lead teams. They will gain skills to assess team dynamics and to improve trust and influence with those they are leading. At the completion of this workshop participants will be equipped with the necessary tools to motivate their team to achieve desired results.

**EMOTIONAL INTELLIGENCE**

**-Increasing Harmony and Productivity**

London: March 6; Ottawa: March 8; Toronto: March 13

Emotional intelligence (EI) refers to the ability to identify and assess the emotions of oneself and others and then to use that information to guide one's actions. Participants of this workshop will learn to utilize emotional intelligence more effectively through both self-assessment and skill development exercises, resulting in an increased sense of how to engage more effectively with others.

**MEDIATION**

**-An Informal Process for Conflict Resolution**

Toronto: June 13-14

This skills based workshop is designed to give participants the understanding to work with disputing parties to identify interests, clarify issues and work towards options for resolving the conflict. Participants will have the opportunity to experience scenarios that will help prepare them for intervening in various conflict situations.

**CONFLICT RESOLUTION SKILLS**

Ottawa: April 24; Toronto: April 26; Thunder Bay: April 26; London: May 1

Many conflicts would not spiral out of control if people used conflict resolution techniques that are easy to learn and utilize. This workshop will teach participants to understand the dynamics of conflict and equip them with the skills needed to respond confidently when faced with situations of conflict.

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## ASPERGER'S IN THE WORKPLACE: WHEN A DISABILITY CAN BECOME A COMPETITIVE ADVANTAGE

**I**n 2008, when Temple Grandin and I revised our career planning book for people with autism, we were concerned that although many with Asperger's were able to graduate from college, they weren't able to get and keep good jobs.

What was happening? It's not that there weren't occupations that these graduates would be good at. Many jobs would be a perfect fit for the analytical, detailed-oriented and precise talents of people on the high-functioning end of the autism spectrum. Our book, *Developing Talents: Careers for Individuals with Asperger Syndrome and High-Functioning Autism* actually lists quite a few in fields ranging from aircraft mechanic to engineering to entrepreneurship. In Denmark, Thorkil Sonne has even made a case that his Asperger employees give his software-testing firm a competitive advantage. Who, after all, is more passionate about detail and precision than someone with Asperger's?

Sonne, a longtime IT executive and the father of a child with autism, purposely created Specialisterne ([www.specialisterne.com](http://www.specialisterne.com)) as a workplace haven of sorts for those with Asperger's, with its well-defined expectations, organized office space and less stressful environment. Specialisterne's clients include corporate giants Microsoft and Oracle. And, before new employees can even think about getting close to one of those software programs, they have to know what is expected of them, technically and, just as important, socially—keep your cool, work hard and you have an interesting and fulfilling job.

Now expanded to Minnesota, Iceland, Scotland and other areas, Specialisterne's experience at hiring people with Asperger's is a valuable lesson for other employers. Focus on strengths the Asperger employee can bring to the organization—intense focus, persistence, attention to detail, analytical thinking and an ability to recognize patterns and recall details. At the same time, rely less on “social chemistry” in a job interview or on the job, but be sure that managers can communicate

expectations clearly and respectfully. Make sure that training creates a road map for success on the job, so that the employee with Asperger's understands what is expected.

A person with Asperger's often has a compromised sensory system and can have auditory, visual, tactile and smell sensitivities that can pose problems for them at work. However, there are a number of simple ways to address these, ranging from wearing ear plugs, to chewing gum to help auditory focus, to using incandescent bulbs rather than fluorescent lighting, to moving the work area out of heavily trafficked areas.

Probably the most successful employees with Asperger's are those who are able to use their unique capabilities and talents in a workplace that allows them to be who they are and values their contributions. My co-author, Temple, is a perfect example of this success. Included in *Time* magazine's 2010 list of the 100 most influential people in the world, Temple teaches courses on livestock behaviour and facility design at Colorado State University. She consults with the livestock industry on facility design, livestock handling and animal welfare while also speaking worldwide about living successfully with autism.

In Toronto, on February 21 and 22, Temple and I will be presenting practical strategies as part of a two-day event to help employers and institutions harness the often remarkable talents of this population. For more information, please visit [www.leadingedgeseminars.org](http://www.leadingedgeseminars.org). **HR**

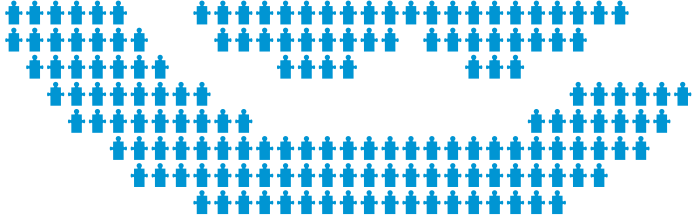


PHOTO BY ROSALIE WINDARD

*Kate Duffy, M.S., has taught at Metropolitan Community College-Penn Valley in Kansas City for 21 years while also raising two sons with sensory integration disorder and Asperger's Syndrome. Duffy provides training in student-centered learning strategies. Temple Grandin, Ph.D., is an animal scientist who designs livestock-handling facilities worldwide and is an assistant professor of animal sciences at Colorado State University. A frequent lecturer on autism, she is the author of Emergence: Labeled Autistic, Thinking in Pictures and other publications.*



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# PERFORMANCE MANAGEMENT

BY DOUG WILLIAMSON

## FORCED RANKING SYSTEMS REWARD TOP PERFORMERS

**W**e're surrounded with lists. They appear to be a phenomenon of our time. Lists that tell us who is best:

- The Best Companies to

Work for.

- The Global Most Admired.
- The Top 40 Executives Under 40.
- The Best Managed Companies.
- The Best Brands.
- The Best of the Best.

Why then is Dick Grote's concept of the forced ranking of your list of organizational talent such a jagged pill to swallow? There, it's been said—forced ranking. Two of the scariest words in the human capital management business, next to “you're fired.”

Why is that? Well, to step back and analyze for just a moment, no doubt the fear stems from being on the wrong side, or rather the wrong end, of the list.

However, offsetting that understandable human fear is a sober business reality relating to the inadequacy of the current performance appraisal system in most organizations. The evidence is quite staggering.

According to Grote, in his book *Forced Ranking*, more than 30 per cent of employees feel that poor performance is tolerated within their organization. It has also been found that fewer than 40 per cent of managers feel that their performance management system establishes clear performance goals or generates honest feedback.

A change to a more disciplined, rigorous system that uses a forced ranking component is becoming a growing standard in business today.

### Selective Blindness

Far too often, the discussion around forced ranking is portrayed in a negative light. The perception many people have is that forced ranking is a fancy way of firing people. However, the benefits of implementing these types of systems may surprise you.



Studies have shown that effectively identifying your poor performers and dealing with them results in a measurable level of improvement in organizational performance. With that being the case, is it any wonder that 25 per cent of Fortune 500 companies have now adopted forced

## TIPS FOR PREPARING YOUR ORGANIZATION FOR FORCED RANKING

**Know the Goal:** In most cases, the goal of forced ranking is to boost overall performance within the organization. In others, the goal is to deal with poor performers so that they are not a drag on overall effectiveness.

**Communicate Openly:** Because there are numerous benefits to forced ranking, the key to building support and buy-in is to ensure ample amounts of candid discussion. Focus on the benefits to the organization, as well as to your star employees.

**Follow Through:** The key to a successful forced ranking system is to develop a system that treats employees fairly, not equally. The decisions are tough, but they are key to the system's success. Your stars deserve praise, your up-and-coming employees need development, and, yes, your poor performers need coaching, reassignment or dismissal.

**Monitor Progress:** In many cases, forced ranking systems involve a “forced” termination of a percentage of poor performers. Studies have shown that, as the talent level of an organization improves, this sort of “rank and yank” system should evolve into a rigorous system of development, coaching and succession planning. The key is in keeping your finger on the pulse of the organization.

# PERFORMANCE MANAGEMENT

rankings and tougher performance appraisal systems overall, a number that has been growing significantly for years.

Simply put, a forced ranking approach to talent assessment differs from a “traditional” performance appraisal system in one simple but major way—absolute comparison. In the traditional appraisal system, the scores are based solely on the relative comparison of the expectations established for the individual, and their ability to meet them.

The problem arises when the individual’s manager sets “soft” expectations and then, in order to maintain the friendly atmosphere, gives high ratings to “keep everyone happy.” Often, the result is a conflict-free team that underperforms in terms of their collective potential as they have no real sense of their actual relative level of performance.

By contrast, a forced ranking system, using absolute comparison to other employees, gives both the manager and the employee a more empirical base of comparison; one that will lead to open discussion. Essentially, by implementing a forced ranking system, organizations guarantee that managers will differentiate talent in the way they should.

Jack Welch, probably the most popular proponent of forced ranking, is also a strong believer in candour. He has stated that lack of candour is one of the “biggest dirty little secret in business.” Forced ranking puts an end to this “secret.”

By using the forced ranking system in your organization, you can objectively deal with your team and give them the hard facts about their performance. Star performers are rewarded and promoted and poor performers are reassigned, or let go.

Remember, forced ranking is a good thing. By dealing with your poor performers, you show your stars that their effort is valued and that your intention is to develop a team loaded with stars. This type of intrinsic “reward system” is one of the most effective, and ultimately the least costly. Cut the anchors from your team, and watch the rest of the crew soar! **HR**

*Doug Williamson is president and CEO of The Beacon Group, a Toronto-based firm that specializes in organizational transformation and effectiveness programs as well as talent identification and leadership development. Visit Williamson's web site at [www.dougwilliamson.ca](http://www.dougwilliamson.ca) or share your comments via email at [douglasw@thebeacongroupp.ca](mailto:douglasw@thebeacongroupp.ca).*

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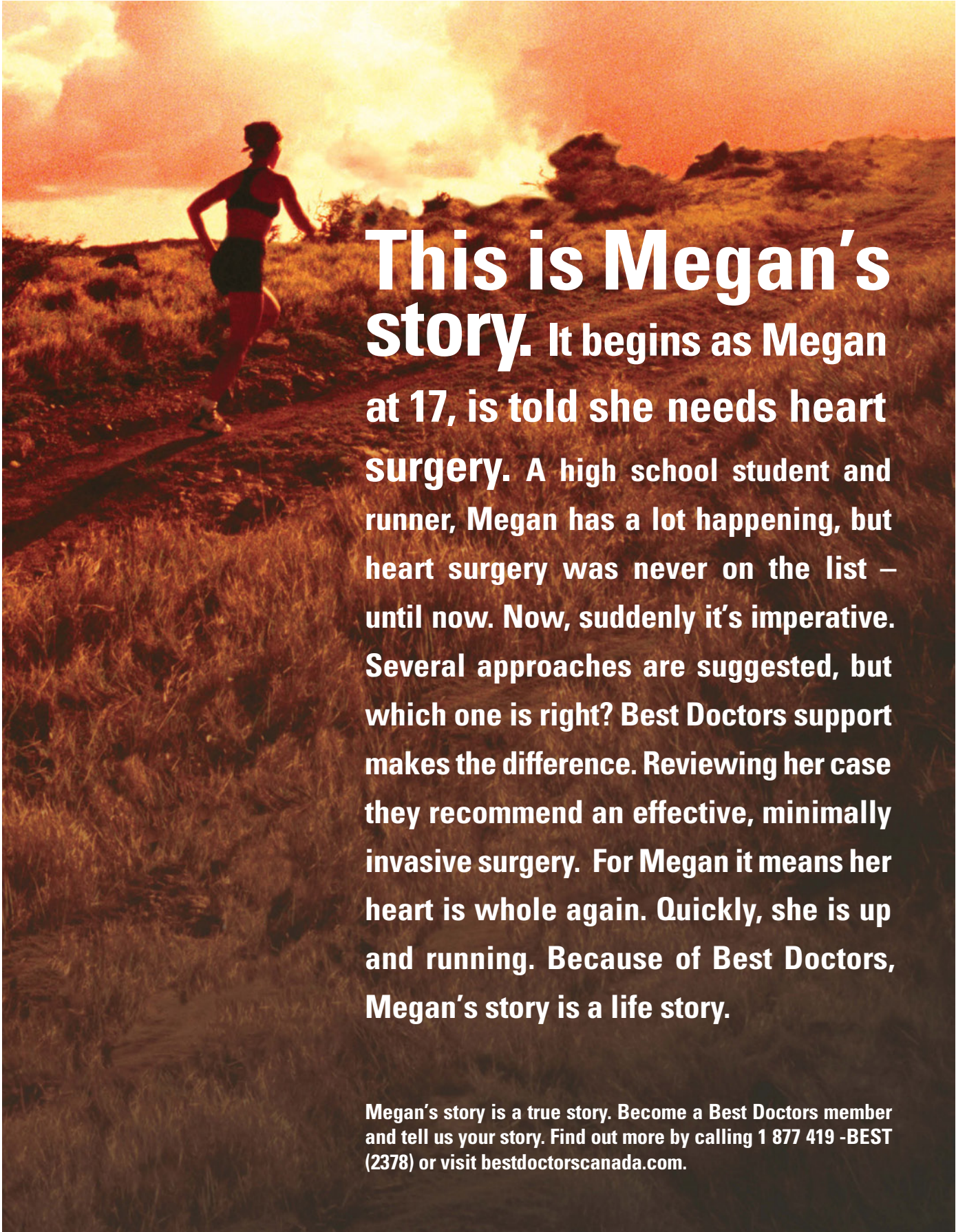
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## HR SURVIVAL GUIDE FOR WORKING IN MULTINATIONAL COMPANIES

Two well-travelled HR veterans offer their insights and advice on this challenging, and enabling, career move

**W**orking for a multinational organization that has operations in more than one country can be a daunting task.

Each year, thousands of human resource professionals from across Canada take on this very challenge. With their team members scattered across the globe, human resource practitioners are setting the standard for industry excellence and delivering solutions to achieve their organization's goals.

Reid Lewis, vice-president of human resources for ConAgra Foods Canada, knows firsthand about the challenges and opportunities afforded to human resources professionals working for a multinational organization.

"With operations on both sides of the North American border, the ConAgra Foods team is well aware of the sensitivities of working in a multinational organization. Like



ILLUSTRATION BY MICHAEL EDDENDEN

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other companies that have operations in several countries, there are real challenges we face from a human resources perspective on a day-to-day basis,” Lewis explains.

The 17-year veteran contends there is a multitude of challenges that industry professionals should keep in mind when working for a multinational organization. “First and foremost, you need to ensure there is an understanding of the diversity of the multinational organization. Regardless of where the company calls headquarters, there are real cultural differences once you cross over borders. There is diversity in terms of ethnicity, language and even cultural holidays. As a human resources professional, you need to be respectful of the differences and most importantly, embrace them,” Lewis says.

Lewis goes on to explain the challenge of instilling corporate urgency in relation to a country’s domestic agenda. “Often, there can be issues domestically that must take precedence over the objectives of the parent company. You need only look at several countries across Europe and think of the impact that the economic uncertainty has had and how it will

the power to steer projects forward. “Communication and marketing domestic ideas is an artform in itself. Human resource professionals must be very good at selling their ideas to the parent [organizations] in order to garner the right resources and commitment to move objectives ahead,” he notes.

As for overcoming the aforementioned challenges, Lewis feels it’s important to be a strong diplomat and ambassador of your domestic issues. “Lobbying the needs of the domestic organization is crucial. You need to balance these as well as the broader needs of the organization,” he contends. Another real tactic that human resource professionals can employ is being proactive. “You need to celebrate domestic wins and share these with the broader organization. Showcasing wins will bring confidence to the parent organization and helps build your profile. In time, you will be afforded more opportunities and perhaps even act as a pilot ground for key international projects.”

For those that are looking to stretch their wings and work in a multinational organization, the experience can be rewarding. “For human

**“The opportunity to immerse oneself into a foreign culture and understand the difference in employment, education, and all the other numerous values that go into building a talent-based organization cannot be better captured than through an ex-pat experience.”**

impact an employee’s engagement and focus. Multinational organizations must keep this in mind when dealing with team members that call a different country, home.”

Another real challenge faced by human resource professionals working in multinational organizations is the allocation of resources and

resources professionals and the company, there is real opportunity for growth outside of the home country. From a career perspective, there are many openings beyond the domestic structure. There are also unique training opportunities for growing capabilities and breadth,” Lewis says.

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The prospect of working in a new environment can also bring with it opportunities for self-growth. "Learning to balance the needs of the parent company and its subsidiaries in other countries is a once-in-a-lifetime experience. From a personal growth standpoint, the return on investment is phenomenal," says Lewis.

If presented the chance to work for a multinational organization in a human resources role, Lewis would recommend the move. "There will be times you need to maneuver politically through large organizations to ensure your voice is heard. As a professional, employ a strategy of leading, lagging and leveraging what is offered by the mothership. We as Canadians travel well and have demonstrated great range. This is as true for CEO's as it is for human resources professionals."

“Regardless of where the company calls headquarters, there are real cultural differences once you cross over borders.”

Considering all multinational organizations are unique and at different stages in their development, Lewis feels it's important to find an employer that meshes well with your career goals. "Look for those companies that are on the cusp of embracing international opportunities and that want to truly make a difference in the world. There are real opportunities for human resources professionals to make a difference in an organization that is serious about international growth. At the end of the day, don't be surprised if your organization's head office doesn't truly understand the international



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realities you face as a human resources professional each and every day. If nothing else; leverage that fact to promote diversity of thinking and become a resource that the organization values for input,” Lewis concludes.

Anthony Papa, a 25-year industry veteran, also knows personally about the challenges and opportunities of working for a multinational organization. Having held senior CHRO positions within the automotive and industrial manufacturing sectors in several different countries, Papa is well versed in multinational human resource management. “The biggest challenge to working in a multinational organization is the ability to understand the culture that the organization wishes to create and ensure it balances and takes into account regional differences. Far too many organizations can possibly fall into the trap of becoming too dominant in their policies, procedures and simply how they conduct business. As a human resources professional, you must leverage the regional differences and maximize them,” Papa says.

When faced with apparent challenges, Papa stresses the importance of remaining a strong leader. He notes, “Inevitably, there will be times

when you will be put to the limits. As a human resources professional, you must steer the ship and remain a strong leader. As you grow in your role, take into account local differences and imbed them into your policies and procedures. And, most importantly, deliver results. Work tirelessly to remove hurdles from your team’s path and ensure the ongoing efficiency and effectiveness of your organization.”

Having been responsible for over 9,400 employees through North America, South America, Asia and Africa, Papa has experienced the opportunities afforded to human resource professionals. “It is one of the greatest career enriching opportunities someone in the industry could experience. The opportunity to immerse oneself into a foreign culture and understand the difference in employment, education, and all the other numerous values that go into building a talent-based organization cannot be better captured than through an ex-pat experience. You will appreciate the field of human resources from a much different perspective,” Papa concludes. **HR**

*Stephen Murdoch is a St-Catharines, ON-based freelance writer.*

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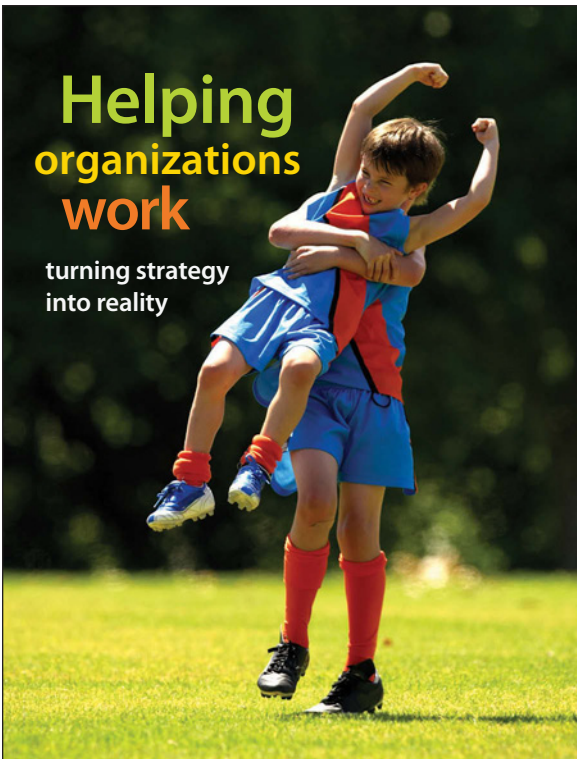
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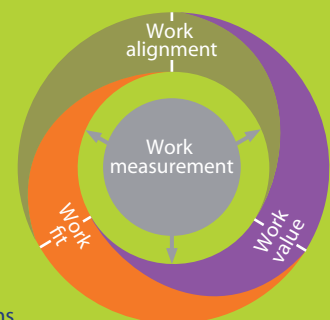
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# INTERVIEW WITH AN HR HERO

BY LAURIE J. BLAKE

## HRPA'S KRISTINA HIDAS: THE FUTURE OF WORK

**K**ristina Hidas is a relatively new face around HRPA, but one that you'll become familiar with in the weeks and months to come as she carries out her duties as the association's vice-president, HR research and development.

In this role, Hidas is focused almost solely on the findings contained in a recently completed white paper, from a study commissioned by HRPA, in partnership with Deloitte Canada. Going forward, Hidas and the association will use the findings from the study, profiled in the white paper "The Future of Work," to benefit members and as a base for future studies.

### IN A NUTSHELL

**First Job:** Working the cash register at a greeting card store.

**Childhood ambition:** To become a figure skater or a ballerina. Technically, it was a delusion, not an ambition.

**Mentor:** I'm fortunate to have met different mentors wherever I've worked; at my last job, my mentor reminded me always to pay his mentoring forward and help someone else with their career development, which is great advice.

**Ideal vacation destination:** Rome

**Favourite author or book and why:** George Eliot's *Middlemarch* which, despite having been written so long ago, remains relevant. *Middlemarch* is set in a world that is changing in every respect—society, economy, industry, technology, social mobility, medicine, transportation...sounds a bit like the Future of Work, actually...hmm....

**Source of current inspiration/motivation:** My new job at HRPA, and the opportunity it affords me to make an impact on how we understand the future and help people to prepare for it.

**Best piece of advice I even got:** If it's worth doing, it's worth doing well.



Although not ready to be released in time for the February issue of *HR Professional*, we can tell you this: the white paper focuses on a number of "macro vectors of change" that will significantly impact the workplace of the future (e.g., demographic change, technology, globalization). These vectors were used to define hypotheses, gather facts and to develop a number of potential scenarios for what the Canadian economy will look like in the future, with an emphasis on identifying implications for our future workplace.

Hidas is clearly excited by her role with the association, and the association's role in leading the way towards the future of work.

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# INTERVIEW

**HRP:** Please tell us a little bit about your background.

**KH:** When I went back to school for my MBA, at the University of Toronto's Rotman School of management, I discovered the parts of curriculum that most interested me were those dealing with human resources and organizational design, which became my focus. After completing the degree, I was hired by the Bank of Montreal. From then on, my HR career has been spent in the financial and not-for-profit sectors, with a focus on research and strategy. The research and development position with HRP is a natural progression for my career.

**HRP:** You sound excited about the HRP/Deloitte Future of Work study.

**KH:** I'm very excited—it's a great piece of work and it will generate further good material on the future of work. The study and the report are important and influential works for both the association and for HR professionals. I believe they will influence the way members approach their professions, their jobs and their planning. The study will provide a platform for HRP to influence academia, business and government. Through this work, we can envision a future we want and identify common strategies for that future.

**HRP:** Can you describe how this study was conducted?

Deloitte, in partnership with HRP, interviewed thought leaders in academia, government and business. We wanted to hear what each leader thought and gather up their collective wisdom for the study report. These thought leaders come from both public and private enterprise across Canada. They contribute to a body of thought that directs things in the country—from running a business, directing policy or driving the nature of workplaces. They are high profile individuals who have stakes in the workforce and the workplace—and in the future of work.

**HRP:** So this is kind of a visionary document?

**KH:** It's also a practical report, not all theoretical. It's a very readable report, with a modular aspect, featuring a series of scenarios with pros and cons. The report is set in 2025 and it looks back to 2011, tracing "how we got there." It's a creative way to approach the subject, but it's not an effort to predict the future. Instead, it's a study formulating the probable, possible and

preferable future of work—while still keeping in mind that what happens in the future is influenced by the choices we make in the present.

**HRP:** What motivated HRP to embark on this study?

**KH:** One thing is clear—the employment contract is changing. From riots in Greece to the October Occupy movements, it's clear that people are concerned about how they will earn their living. Ours is becoming, or has become, a world without barriers. It's a world that's almost totally unrecognizable from that of our parents. We can't put our heads in the sand, we need to create the best possible workplace for our children. While we can't really predict the future, it can't hurt to perhaps anticipate it and make some choices. We need to look at safe-guarding the future of work in Canada, to consider: what are we going to do now to influence the future.

**HRP:** What types of things did you ask the thought leaders to consider?

**KH:** The study looked at four basic drivers—demography (changing nature of workforce) economic prosperity, technology and sustainability (of conducting all kinds of lines of business given changes all across the world). We wanted them to consider what will be the best way to go forward.

**HRP:** How will HRP use the study and its report?

**KH:** In a variety of ways. For instance, we wanted to know how we're going to train and educate for the future—both HR professionals and those HR is responsible for training and developing. The study will influence the programs HRP will be providing to our members—for their training, education, on use of technology, as well as other information on what they need to have to adapt to changing employment contract.

We also want to create forums to reconvene contributors—to develop ongoing relationships with them and to take the future temperature again. We will ask on an ongoing basis: do you still think this will happen next?

**HRP:** How will the study help HRP members?

**KH:** Going forward, the study, and others that result from it, will have many practical applications that our members will use to help

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# INTERVIEW

consolidate their positions in workplace. Work is about human beings—what they do and how they do it. HR is an increasingly important field—employees need advocates. HR too often is relegated to red tape and pink slips—the profession has to work on doing a better job of being part of business processes.

**HRP:** How will HR do that and how does this study help?

**KH:** The study illustrates the importance of managing change—the different demographics in the workplace, such as retirement, immigration, requirements for differently trained workers. This is HR's role. HR needs to think about the future in terms of how to shepherd and train ourselves, and our employees, for change.

Work is no longer about the “bricks and mortar”—working 9 to 5. Change has been happening already and work is already much more fluid. In Europe working differently is much more common—job sharing, flexible arrangements. In Canada, in North America, we have to get as good as we can, that others already

are. Work does not have to stay in Canada, or North America for any reason. Productivity, sustainability, the changed employment contract—these are not just buzz words, but real factors we have to understand and deal with.

When the association looked through the media, there's not a day that passes when there's not something about the changing nature of work...issues of timeliness...political unrest... everything articulates to this issue.

We are all wondering: what are we on the cusp of? The world is changing; listening to people who influence strategy, such as the thought leaders in this study, can help.

**HRP:** So, the study's been conducted and the report released in early 2012—what's next?

**KH:** This is certainly not the end of the road, but really a beginning. It's been encouraging to see the level of engagement in this group of people, who are committed to this work. It will be an ongoing process and we'll check on our progress and build from this initial study for years going forward. **HR**

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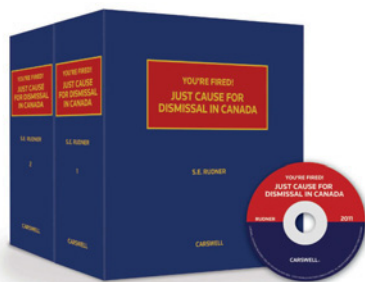
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## THE BIGGEST TIME WASTERS AT WORK

**D**o you ever have those days at work when you check your phone (no one wears a watch anymore) and it's already 3:30 p.m.? "Where did the day go?" Performing a "time audit" at your organization will cut out the clutter and remove your biggest time wasters.

**1. PROBLEM: Length of meetings.** Why do meetings always seem to be scheduled for an hour? Who can really pay close attention to anything for 60 minutes? Smart phones have 15-minute segments in their calendars for a reason.

**Experiment:** Try a month-long experiment where no meeting can last 60 minutes. Shorten the scheduled meeting time to 45 minutes; then, half an hour. You might be surprised how much more efficient the meetings themselves become, and your day as a result. Employees just might discover they now have the opportunity to action their "to do" items when they come out of a meeting.

**2. PROBLEM: Frequency of meetings.** A common complaint is: "I was in meetings all day!" But when you ask that same person what they were doing in those meetings, the answer isn't so clear. Meetings are the absolute biggest time waster at work. To some managers, meetings are an excuse to appear to be doing something when, in fact, meetings absolutely kill the actual efficiency and productivity of any organization.

**Experiment:** Try a month-long experiment where your company is meeting-free one day a week. For example, no meetings can be scheduled on Tuesdays. Watch how your organization's efficiency grows on that meeting-free day. People will hunker down to actually do some work without keeping an eye on the clock for the next meeting, or preparing for those meetings.

**3. PROBLEM: Frequency of conference calls.** Do you know what most participants do during conference calls? Other work. The sad but true result is that they are only giving 50 per cent of their attention and effort to each task—the call and their emails. We can all attest to the fact that

at the end of many calls, we often ask ourselves, "What was that call all about?"

**Experiment:** Try scheduling one week per month where no conference calls are allowed, other than those of an emergency nature. The freedom employees will feel when they look at their calendars and don't see any conference calls will be most stimulating, allowing them to focus on greater production for your organization.

**4. PROBLEM: Performance appraisals.** There's no question they are needed, but some organizations do quarterly performance appraisals. The amount of preparation from both the manager and the employee before such appraisals can be crushing. These types of human resources exercises can suck productivity down the drain.

**Experiment:** Switch to annual performance appraisals, and schedule them for the same week every year. There will be no surprises. Employees and managers can plan in advance and finish all of their paperwork well before the dreaded week.

**5. PROBLEM: Needless emailing.** Emails have completely taken over our planet. Some 50 billion are sent and received each day, not counting spam. There are the endless 'cover my behind' emails; there are the massive distribution list emails; there are the most annoying emails in your inbox where somebody on that massive distribution list has hit "reply all" just to answer, "OK." On average, it takes about 10 seconds to see an email in your inbox, open it, read it, and delete it. Do the math on that time waster.

**Experiment:** Try adding the words "do not reply" in the subject line of your information-only emails when you do not require a response. Or, in the subject line, try adding only the person's name from whom you are seeking a reply. For example, "Bob, please respond." This immediately tells everyone else that they are not required to action this email. Any directional flag in an email subject line will assist efficiency and reduce wasted time. **HR**

*Adriana Girdler is the president of CornerStone Dynamics Inc. and an expert in business efficiency, helping leading corporations streamline internal processes to work smarter and improve productivity. For more information, please visit [www.cornerstonedynamics.com](http://www.cornerstonedynamics.com).*

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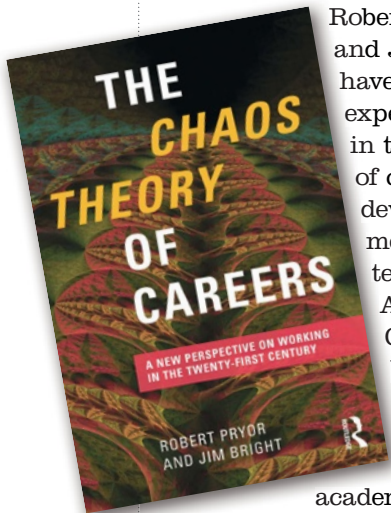
BY ALYSON NYIRI

## WHAT'S WORTH READING

### ***The Chaos Theory of Careers: A New Perspective on Working in the Twenty-First Century***

Routledge, 2011

By Robert Pryor and Jim Bright



Robert Pryor and Jim Bright have extensive experience in the field of career development. Both teach at the Australian Catholic University and have numerous

academic publications. *Chaos Theory* is their most recent publication and outlines the latest progression in career development theory and practice.

To address the continuous changes in the global economy, the authors argue that career counsellors and human resources practitioners must help individuals develop the skills of adaptation and resilience required to negotiate and capitalize on the fluctuating opportunities of their careers. To find meaningful work, work that matters to them, individuals need to be able to identify opportunities, recover from setbacks and constantly reinvent themselves in order to take advantage of chance opportunities.

*The Chaos Theory of Careers* demonstrates that the traditional method of person-environment fit models of career choice are of lesser value today because they do not adequately address the complexities, uncertainties and dynamic aspects of modern work. The authors directly challenge the human resources field for reinforcing person-environment fit via the job description that does not account for the inevitable changes and shifts individuals undergo.

The authors provide a detailed background of chaos theory and how they have integrated it into their new theory. Succeeding chapters illustrate how chaos theory is used in career counselling and organizational development. In the organization, most interventions used emphasize the benefits of control, clarity, predictability, transparency and accountability. Career planning in most organizations, they argue, is left to the individual with the organization providing only limited support. The chapter on organizational development provides some interesting perspectives on goal setting, succession planning, creativity and leadership.

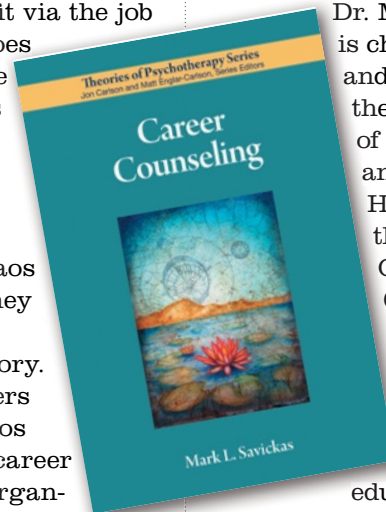
For human resources professionals looking for the

latest research and practices in career development, Pryor and Bright's book provides a new way of looking at career planning for individuals and for organizations.

### ***Theories of Psychotherapy Series: Career Counseling***

American Psychological Association, 2011

By Dr. Mark Savickas



Dr. Mark Savickas is chair emeritus and professor in the Department of Behavioural and Community Health Sciences at the Northeastern Ohio Universities College of Medicine. He also serves as an adjunct professor of counsellor

education at Kent State University. Savickas' career construction theory has made a substantial contribution to the field of career planning and development and his latest publication offers a thorough explanation of and step-by-step process for using narrative psychology to help individuals construct a career.

In *Career Counseling*, Savickas opens with a solid overview of the world of work and the history of career interventions. The world of work in the 21<sup>st</sup> century has become increasingly "boundary-less," with jobs

## OFF THE SHELF

becoming more fluid and less structure and as a result, individuals face difficulties in finding their place at work. The global economy has fundamentally changed how people work and it is commonplace for individuals to have numerous job

changes. Identifiable and predictable career routes are disappearing.

Existing career theories, argues Savickas, do not adequately account for the uncertain and rapidly changing occupational structure where established

paths and traditional scripts are dissolving. What individuals need to do now, with help from career professionals, is manage their career by noticing possibilities in a changing environment rather than making plans in a now unstable environment. Career construction theory entails the construction of self as a life project. While developing skills and talents remain important, asserts Savickas, having a grounded sense of self provides individuals with a more enduring means of making their lives work.

Succeeding chapters review the core concepts of self, identity, meaning, mastery and mattering; explaining how practitioners use narrative psychology to help clients revise their career stories to increase comprehension, coherence and continuity. The final chapters focus on how to use the assessment results in career counselling; including how to use an identity narrative to create a large story that fosters clarity around choices, and how to turn intention into action. A case study in the final chapter illustrates how the entire process works.

Highly recommended for human resources professionals looking for insight into the history of career planning and how it has evolved in the last decade. **HR**

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



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What is easy to do is also easy not to do. The one thing successful people have in common with unsuccessful people is: they both hate to do what it takes to be successful. The difference is, successful people do it anyway. Here is the conundrum: what gives you short-term pleasure—the hamburger instead of the salad, the cigarette, the additional drink, the “innocent” flirtation—creates long-term pain. And what gives you short-term pain—getting out of bed to go for a run, making those prospecting calls, skipping dessert, even sticking to your date night—creates long-term pleasure.

The trickiest part about this is that those small choices don't look like a big deal. Their consequences or results are invisible: you don't notice any difference whatsoever regardless of what choice you make. But, unknowingly, the compound effect has been ignited and all those seemingly small, innocuous choices that have produced invisible results can add up to cardiac arrest, lung cancer, divorce and bankruptcy, disappointment and loneliness.

The same is true on the positive side. If you learn to focus on the core fundamentals of success and repeat them with discipline consistently, you will eventually incite the magic of the compound effect to positively catapult them into the stratosphere of extraordinary success.

This is the biggest reason why people don't end up with the results they want and the life they seek. Most people operate in fits and starts—a great flurry of activity that then flames out. Millions of people make New Year's resolutions, start diet programs, join gyms, buy personal development books, go to seminars, hire coaches, but their lives don't change. Why? Because success is not defined by how you start, but by how you continue—over a long period of time.

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Studies reveal that 95 per cent of everything we feel, think, do and achieve is a result of a learned habit. We're born with instincts, of course, but no habits at all. We develop them over time. Beginning in childhood, we learned a series of conditioned responses that led us to react automatically to most situations.

The first strategy to uproot your bad habits and install the needed success habits to help you reach your goals is—awareness. Tracking is my go-to transformation model for everything that ails me. Over the years I've tracked what I eat and drink, how much I exercise, how much time I spend improving a skill, my number of sales calls, even the improvement of my relationships with family, friends or my spouse.

A routine is something you do every day without fail, so that eventually, like brushing your teeth or putting on your seatbelt, you do it without conscious thought. These routines ease life's stresses by making our actions automatic and effective. To reach new goals and develop new habits, it's necessary to create new routines to support your objectives. The key is this, routines allow you to create a rhythm. Once you have a rhythm going it can evoke the enigmatic force of momentum. Then once you have that you are surely unstoppable. **HR**

*Darren Hardy is author of The Compound Effect: Jump Start Your Income, Your Life, Your Success. He is the publisher of SUCCESS magazine.*

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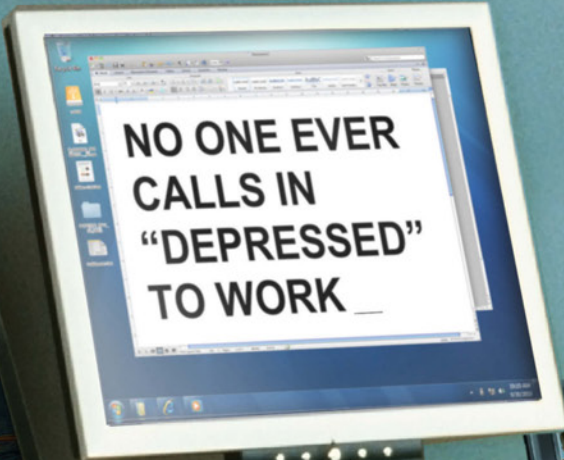
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