

INSIDE: INCREASING WOMEN IN LEADERSHIP ROLES | CHANGING A BULLYING CULTURE AT WORK | EFFECTIVE JOB ADS

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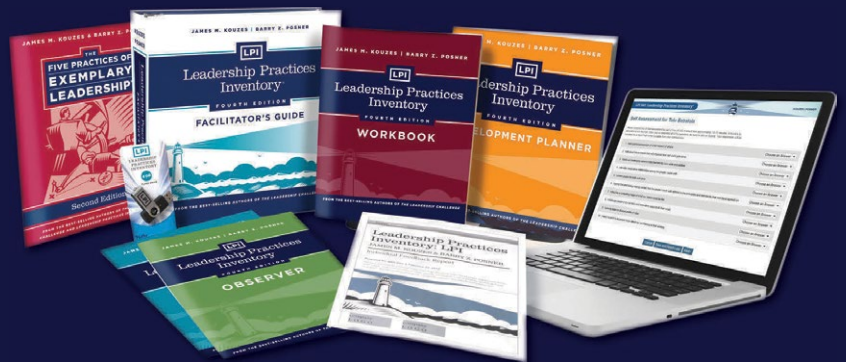
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IN THIS ISSUE

An increasing number of businesses are bringing coaching to employees of all levels within their organizations. HR can help make the most of this growing trend by gaining a solid grasp on what to do, what to expect and how to execute a good coaching plan. To read the cover feature of this issue of *HR Professional*, turn to page 18.

contributors



HENA SINGH

Hena Singh is one of the founding partners of Singh Lamarche LLP. She assists with workplace issues of all types – from the contemplation of an employment relationship, to assisting in its continuation as well as termination. She also has conducted hundreds of workplace investigations for companies of all types and sizes. Co-author of *Law of Termination in Ontario* and a frequent presenter on various employment law, human rights and workplace investigation issues, Singh is recognized for providing her clients with practical and tailored solutions to employment and human rights issues. Read Singh's article about the benefits of hiring an external investigator, starting on page 15.



MARY ANN BAYNTON

Mary Ann Baynton is the program director for the Great-West Life Centre for Mental Health in the Workplace, as well as the executive director of Mindful Employer Canada, a not-for-profit that supports positive workplace mental health. She is also the principal of Mary Ann Baynton & Associates, where she provides consultation services to all levels of government and a diverse range of organizations, unions, associations and institutions across the country. For this issue of *HR Professional*, Baynton focused on raising awareness of workplace bullying in order to facilitate its prevention. Read the feature article, starting on page 28.



DEBRA HUGHES, PH.D.

Dr. Debra Hughes is a partner with RHR International LLP (Toronto). Diverse experiences gained from a 25-year career enable her to work with CEOs and senior leaders to ensure they are developing the leadership behaviours that drive career and organizational success. Whether working with boards to manage the inherent risks in CEO succession or assisting leaders in new roles to get up to speed quickly and avoid pitfalls, she provides a challenging yet supportive experience that stretches executives to achieve greater success. Dr. Hughes has a Ph.D. in clinical psychology from the University of Waterloo and an MBA from the University of Calgary. In the last of a three-part series of leadership articles, she continues discussing how to best integrate executives into an organization to optimize their chances of success – for this article, she focuses on a new executive in a pioneer role within a company. Read the article, starting on page 35.



BRONWEN HUNDLEY

Bronwen Hundley is a strategic director for Seven Step RPO. She has more than 10 years of experience in the RPO industry, and currently oversees multiple client accounts while providing strategic consulting to client stakeholders. Her expertise includes client relationship development, process compliance, transitions and operational delivery. Previously, Hundley worked for staffing agencies serving Fortune 50 companies and within IBM's HRO division. She is a graduate of the University of Rhode Island and lives in Boston. To read the article she wrote for The Last Word column about more effective on-campus recruiting, flip to page 56.

A NEW YEAR – ALREADY?

It's a brand new year, and welcome to the first issue of *HR Professional* for 2015. It's always exciting to think of the possibilities that a new year can bring.

This is a great issue. For the cover feature, Melissa Campeau explores the ins and outs of workplace coaching – what coaches do, who benefits from a coach and the variances between a coaching vs. a mentoring relationship. To read her article, flip to page 18.

The other feature articles in this issue are equally engaging: we've focused on women in leadership positions, how to identify and fix a bullying culture at work and the aSK HR Hotline that the Hospital for Sick Children has been using successfully for over a year. Everywhere you look, the HR community is innovating and improving business functions in all areas.

This issue also includes a new regular column that will focus on different career paths that HR professionals can choose. For the premier Career Paths column, we sat down with Jodi Zigelstein-Yip, CHRL, an HR consultant with Williams HR Consulting, to get her experience working in this role. In the next issue, we'll explore recruitment as an HR specialty.

Lastly, the HRPA Annual Conference is coming up fast; I'm looking forward to meeting you in Toronto, January 21-23. This year, the conference is focusing on the business of HR, and the learning and networking opportunities are endless. I'll be there, attending sessions and the keynote speakers – I hope to see you there.

Happy reading,



Jill Harris

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HRPA's New Certification Model Sets Benchmark for HR Profession



By Philip Wilson, CHRE

In October 2014, the Human Resources Professionals Association (HRPA) introduced an updated HR certification framework, which represents a true step forward in the professionalization of human resources.

The new HR Professional Competency Framework provides the foundation for three competency-based designations. The updated framework comprises 213 HR functional competencies organized under nine functional areas as well as 15 enabling competencies. These functional and enabling competencies are defined for each of three levels of HR practice: entry, professional and executive. The new designations correspond to these three levels of HR practice – the Certified Human Resources Professional (CHRP) at the entry-level of practice; the Certified Human Resources Leader

CHANGE WAS NECESSARY TO KEEP PACE WITH THE INCREASED DEMANDS PLACED ON HR PROFESSIONALS TO SUPPORT WORKPLACES THAT HAVE CHANGED DRAMATICALLY OVER THE LAST 20 YEARS.

(CHRL) at the professional level of practice; and the Certified Human Resources Executive (CHRE) at the executive level of practice.

The new designations are competency-based in that they not only test knowledge, but also the ability to *apply* that knowledge.

The move to a three-designation model recognizes the broad scope of HR practice – from entry level HR administrative staff, to professional-level HR specialists/generalists with responsibilities such as managing projects and programs, through

to HR executives charged with leading the HR function in large organizations.

WHY CHANGE?

Change was necessary to keep pace with the increased demands placed on HR professionals to support workplaces that have changed dramatically over the last 20 years. And an update was essential to incorporate both knowledge and competence in matters of strategy, demographics, workplace accommodation, business acumen, diversity, employment law and analytics.



tips from dispute resolution experts

How do you negotiate with someone who has all the power?

You may have to negotiate with your boss for example, who has all the power. That doesn't mean there's nothing you can do. We all have the power to be more effective negotiators and use techniques that will persuade others to do things that we want them to do. For example, when you're negotiating with your boss, you can refer to objective criteria or standards of fairness as a way to persuade. Everyone likes to think that they're being fair and if your boss sees that he or she is not being fair, they may change their approach.

What is the most important question in a negotiation?

The answer is "Why". Asking "Why" gets us information about other peoples' interests, wants and needs. The more information we have, the more likely we'll be able to find a solution that works for us and for the other side. It is rare to ask too many questions; we often ask too few. We are sometimes so focused on getting our point across that we don't take the time to learn the information that we need to know in order to reach an agreement. We make wrong assumptions and get bogged down in time-wasting and unnecessary debates. Remember that we have two ears and one mouth and should use them in proportion!

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Ottawa: March 3-6, October 27-30

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- Dan Heard, HR
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- Gerry Walsh, HR
AOC Resins and Coatings Company, Guelph



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Secondly, with the passage of the *Registered Human Resources Professionals Act, 2013*, the HR profession was effectively promoted to the top tier of professions. Now, the profession is expected to live up to a higher standard in everything it does, including its designations and certification processes.

There is a correlation between the "seriousness" of a profession and the "rigorousness" of its certification processes – as HR becomes more "serious" as a profession, its certification processes must also become more rigorous. The more complex the work of a profession, the higher the level of competence required and the greater the consequences of incompetence, the more thorough the certification process must be.

To bring HR up to the same professional standards as other regulated professions, like accounting or engineering, HRP needed to focus its certification process on competence and not only knowledge. Some of the ways that this focus on competence has been incorporated in the certification processes is through the inclusion of programs that focus on enabling competencies and performance-based exams. The purpose of professional programs at the CHRP and CHRL levels is to manage the transition from academic knowledge to professional competencies by focusing on enabling competencies – things like critical thinking, business acumen, project management and negotiation. Finally, all candidates for the CHRL must write a case-based performance exam, where everything learned in school, in the professional program and in supervised experience comes together.

Ultimately, this framework lays the foundation for an HR profession that incorporates what's now expected of modern HR practice.

Someday, other HR regulators may adopt this framework – and with mutual recognition means even greater acceptance of HR as a profession, in Ontario, across Canada and around the world. ■

Phil Wilson, CHRE, is chair of the Human Resources Professionals Association (HRPA).

UPFRONT

COMPASSIONATE CARE LEAVE POLICIES PROVIDE “CARE FOR THE CAREGIVERS”

As the population ages and more Canadians find themselves caring for dying family members, many Canadian workplaces are helping to “care for the caregivers” by implementing compassionate care leave policies that provide comfort to employees, while boosting engagement and retention at work.

A recent survey by the Human Resources Professionals Association (HRPA), in partnership with the Canadian Hospice Palliative Care Association (CHPCA), found 59 per cent of 692 organizations polled had formal compassionate care leave policies that recognize and accommodate employees’ family and dependent care responsibilities for providing end-of-life care to loved ones.

As one respondent said, “Being there for your employees when they need it the most speaks volumes about your culture.”

BUSINESS BENEFITS

Providing compassionate care benefits is also good business practice, according to the survey. A majority found there were clear business benefits to providing these policies, including increased employee engagement (61 per cent) and retention (56 per cent). And almost half (49 per cent) said having a policy makes it easier for employees to return to work and reintegrate in the work team after caring for a loved one.

“These numbers speak to the fact that not only do compassionate care policies help employees through very difficult times, they also make good business sense,” said Bill Greenhalgh, CEO of HRPA. “Providing accommodations for employees caring for family members at end of life is one of the ways to reduce caregiver stress and avoid burnout. Workers who are supported through situations like this are more loyal and are more likely to stay with the company.”

“With the aging baby boomer population, compassionate care benefits are quickly becoming an essential aspect of organizational policy,” said Sharon Baxter, CHPCA executive director. “Employees need the reassurance that they will be secure should they need to take a temporary leave to care for and support a gravely ill family member.”

For full survey details, please visit: www.hrpa.ca/Documents/360/Compassionate_Care_Policy.pdf.

The compassionate care leave survey polled 692 HRPA members between June and July 2014.

BETTER MANAGERS OR FEWER PROBLEMS?

Keeping a cool head in a crisis is a hallmark of a good leader, but the number of fires executives are putting out daily and weekly may be trending down, a recent Accountemps survey shows. Today, a third of chief financial officers (CFOs) interviewed said they contend with at least one unexpected crisis a week. This compares to 81 per cent of executives who said they dealt with at least one unforeseen crisis a week in a similar survey conducted 10 years ago.

The most recent survey was developed by Accountemps, and was conducted by an independent research firm and the local results are based on interviews with 270 CFOs from a stratified random sample of Canadian companies.

“At any given moment, managers could be faced with a variety of crises at work; in recent years these may have included data breaches and social media gaffes but they can also be anything from a top employee quitting to a financial reporting error,” said Dianne Hunnam-Jones, Canadian district president of Accountemps. “The best way to ensure an issue doesn’t develop into a crisis is to be prepared. Creating a detailed crisis

management plan for dealing with potential problems before they occur can keep a headache from ballooning into a full-fledged issue.”

Here are five tips on how managers can avert crises or mitigate the damage when issues do arise:

1. **Create crisis plans.** Put plans in place for possible crisis situations and conduct “fire drills” so your team knows exactly what to do and who to consult in the event of an emergency. This will help your staff stay cool-headed when the pressure’s on, while cutting down on response time.
2. **Be proactive.** Regularly checking in on critical projects can minimize last-second scrambling. Make sure your team is aligned, on track and has the necessary resources and information to meet their objectives.
3. **Establish a culture of transparency.** Encourage honest communication among your team. Promote smart, strategic risk-taking and create an environment where employees feel comfortable coming to you to admit errors or share concerns.
4. **Drill down on data.** Leveraging data analytics tools can enable you to spot potential problems – and correct course – earlier than in years past. Business analysts can help you spot hurdles on the horizon, such as a sudden decrease in sales.
5. **Learn from mistakes.** Take the time to understand what went wrong. Put key programs and campaigns under the microscope and strive to pinpoint the root causes of issues so you avoid similar problems in the future.

THE WORLD’S MOST ATTRACTIVE EMPLOYERS ARE DELIVERING WHAT MILLENNIALS WANT

Universum, a leader in employer branding, has released its 2014 rankings of the World’s Most Attractive Employers. Based on Universum’s national student surveys of more than 200,000 business and engineering students in the world’s 12 largest economies, the World’s Most Attractive Employers ranking reveals top choices for today’s young talent.

CREATIVE AND FRIENDLY WORKPLACES

When asked about their employment preferences, “a creative and dynamic work environment” is the number one most sought-after attribute for engineering students globally, and fourth for business students. “A friendly work environment” is also important, placing sixth for engineers and fifth for business students.

“It’s an indication that this generation, no matter where they are in the world, take a different approach to work,” said Petter Nylander, CEO of Universum. “Students know what a large role work will play in their lives and want to work in an environment that resonates – employers need to invest in cultivating this.”

BIG FOUR TAKE THE TOP SPOTS AMONG BUSINESS STUDENTS

This year, the Big Four accounting firms asserted themselves as employers of choice around the globe for business students, with EY, Deloitte, KPMG and PwC taking four of the top five spots right behind Google.



Minerva Studio / Shutterstock

“It’s clear that these organizations have taken a data-driven approach to their employer brands,” said Nylander. “They truly understand the need for a strong company culture, training and development and other attributes business students are looking for, and invest in providing these things to their employees.”

AGE BECOMING THE NEW INCOME DIVIDE

Three decades of progress in reducing income inequality between men and women has been accompanied by a growing earnings gap between younger and older workers that could threaten future economic growth and social stability, according to new research from The Conference Board of Canada.

The report, *The Bucks Stop Here: Trends in Income Inequality between Generations*, finds that younger workers are making less money relative to their elders: as men and women, as individuals and couples and both before and after tax.

“Age rather than gender is becoming the new divide in our society,” said David Stewart-Patterson, Conference Board vice president and a co-author of the report. “The Canadian generation at the top of the income heap today fought long and hard for principles like equal pay for work of equal value, but their children now face lower wages and reduced pension benefits even for the same work at the same employer.”

It’s normal for older workers to make more money than those with less experience. But in the mid-1980s, the average after-tax income of Canadians between the ages of 50 and 54 was 47 per cent higher than that of 25- to 29-year-olds. In recent years, that gap has jumped to 64 per cent.

The report notes that as the baby boom generation moves into retirement, Canadians will be relying on a smaller share of the population to drive economic growth and sustain the tax base that supports public services.

“We need average employment incomes in the years ahead to go up, and yet younger Canadians are falling behind,” said Stewart-Patterson. “This is a trend that could have serious consequences for employers, for labour unions, for governments and for communities. If the earnings of younger workers continue to lag, we also could see growing conflict within our society between older haves and younger have-nots.”

The report, based on 27 years of income tax data, finds that the size of the income gap between generations is bigger for men, but has been growing faster among women. Between 1984 and 2010, the gap in employment income for men grew from 53 per

cent to 71 per cent, while for women it leaped from just nine per cent to 43 per cent.

HRPA INTRODUCES THREE NEW HUMAN RESOURCES DESIGNATIONS

The Human Resources Professionals Association (HRPA) has introduced a new competency-based HR certification framework that tests an updated body of knowledge – and the ability to apply that knowledge – at three levels of HR practice: entry-level, professional-level and executive-level. The new framework creates three new HR designations:

- Certified Human Resources Professional (CHRP) – HRPA's original HR designation, the CHRP, was created as an entry-level designation, but its positioning had broadened over the years. Under the new framework, it once again becomes the entry-level designation, intended for HR professionals in roles that are mostly administrative in nature, such as a contributing role in a larger HR function, or a sole HR practitioner in a small HR function.
- Certified Human Resources Leader (CHRL) – HR professionals at the CHRL level are specialists/generalists with responsibilities such as managing projects and programs; implementing plans passed down by senior management; and delegating tasks to entry-level staff.
- Certified Human Resources Executive (CHRE) – HR professionals at CHRE level have a high level of experience and responsibility, such as leading the HR function in large organizations; developing and executing significant HR projects; working with boards or HR committees; dealing with executive compensation; and having responsibility for HR strategies in support of long-term organizational goals.

Existing CHRPs, SHRPs and CHRP candidates are grandfathered into the CHRL, CHRE and CHRP designations.

"We are updating our competency framework and HR designations for two major reasons," said Bill Greenhalgh, CEO of HRPA. "First, our core designation, the CHRP, was created as an entry to the profession in 1996. The world of work has advanced dramatically in the last 20 years and is driving businesses to demand higher expectations of HR professionals. We needed to update our certification framework to incorporate both knowledge and competence around things like strategy, demographics, workplace accommodation, business acumen, diversity, employment law and analytics.

"Second, with the passage of the *Registered Human Resources Professionals Act, 2013*, the government has trusted us to self-regulate in the public interest as a Tier 1 profession, and we needed an updated framework to do this effectively.

"We believe that this is a giant progressive step forward for HRPA members, we are sure it will have major positive career impacts in the future and it will create a designation framework that is highly valued, not just by members but by organizations as well." ■

THE HR PROFESSIONAL'S OBLIGATION TO PROTECT EMPLOYEES

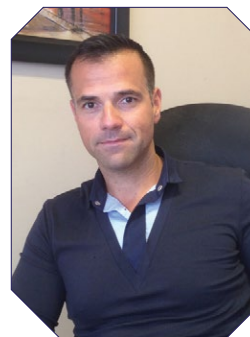
Due to the amount of time people spend at work, a workplace can become a second home to many employees. Over 200 people are killed each year in workplace accidents, and over 300,000 people are injured. Preventing accidents should be a key priority for employers and employees. An effective training program can reduce the number of injuries, deaths, property damage, legal liability, illnesses, workers' compensation claims and missed time from work. People are an employer's greatest asset. Providing health and safety information and training helps:

- To ensure that employees are not injured
- To be proactive in establishing a safe work environment
- To effectively manage your health and safety program
- To meet legal requirements to protect employees

Safety training will contribute towards making employees competent in health and safety, can help businesses avoid the stress associated with accidents and, lastly, can help avoid the financial costs of accidents and occupational illness.

Ontario employers have a legal responsibility under the Occupational Health and Safety Act to educate employees on workplace safety regulations and the hazards that their employees may face while on the job, as well as provide effective safety training that meets that responsibility. Any employer or supervisor who fails to abide by these guidelines is subject to penalties and a "fine of no more than \$25,000 or imprisonment for a term of not more than 12 months, or both," as set out in Section 66 of the OHSA. If a corporation is convicted of an offence, it may be subject to a fine of \$500,000.

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The Benefits of Hiring an External Investigator

RELY ON OUTSIDE EXPERTISE FOR SERIOUS ISSUES

By Hena Singh

We have now passed the fifth anniversary of the changes to the *Occupational Health and Safety Act* (“Act”), which requires employers to have workplace harassment and violence policies and to conduct workplace investigations into allegations of harassment and violence.

As a result of these changes to the Act, there is a heightened awareness for employers of the importance, necessity and value of conducting proper workplace investigations. However, there is still confusion for employers as to when investigations are more appropriately conducted internally or externally.

There are a number of instances where an employer can, and should, attempt to resolve disputes in the workplace without the involvement of an external investigator. For example, performance related issues or basic interpersonal matters where there are no allegations of harassment, violence, discrimination or any other wrongdoing may be handled internally, with the advice of legal counsel, if necessary.

However, when the issues are more serious than the day-to-day performance or interpersonal conflicts, or involve allegations of harassment, violence and/or discrimination, things get a bit more complicated.

Conducting investigations internally can be attractive from an employer’s perspective as they can feel less intrusive and can be more cost-effective at the outset. Although this may be enticing to employers, the complexities and problems that can arise from an improper internal investigation may quickly outweigh the appeal of handling it internally.



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The cases speak for themselves. Take for example the recent case of *Boucher v. Wal-Mart Canada Corp.* Wal-Mart stated they conducted an internal investigation of the employee’s complaints and found that the complaints were unsubstantiated. However, the employee commenced a claim against Wal-Mart and the Ontario Superior Court awarded the employee \$1,450,000 in damages. Although the Ontario Court of Appeal reduced the award to \$410,000, it is clear that significant damages can flow from an improper internal workplace investigation. Factor in, also, the inherent costs and potential embarrassment to the employer caused by these public cases and decisions.

The lesson? The Act and the cases are telling us clearly that workplace investigations are important and should be

conducted properly. Employers who do not follow proper process with respect to investigations can, and will be, held liable.

Properly trained external investigators are proficient in their knowledge of the process to follow – how to sift through information; what information to look for; and how to elicit the necessary information to conduct a proper and thorough investigation.

External investigators can be of further benefit to employers because they are inherently neutral and impartial and have no pre-existing interests in the outcome of an investigation. External investigators also understand the expectations and requirements should litigation arise following allegations of workplace harassment, violence and/or discrimination.

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**EMPLOYERS WHO DO NOT
FOLLOW PROPER PROCESS WITH
RESPECT TO INVESTIGATIONS
CAN, AND WILL BE, HELD LIABLE.**

The following circumstances, while not exhaustive, illustrate some occasions when the expertise of an external investigator can be advantageous to employers who are faced with unresolved allegations or issues:

- Where an internal investigator does not have sufficient workplace investigation training and/or experience: Conducting workplace investigations is not an inherent skill. As such, training and experience are a necessary component for conducting workplace investigations.
- Where impartiality and credibility of the investigator is of concern: For example, where the respondent is a senior employee and an internal investigation (conducted by an equal or less senior employee) can be seen to be inherently biased because of the respondent's seniority.
- Where the internal investigator can be seen as biased because of a relationship with one or more of the parties and/or witnesses involved.
- Where the allegations are of a serious nature, including harassment, violence, discrimination, fraud, theft, computer/property/equipment misuse, etc.
- Where the alleged conduct may be subject to media attention and/or scrutiny.
- Where litigation could flow from the issues and reliance on an investigation report may be needed.

In addition, hiring an external investigator will further highlight to any decision maker that an employer has done their due diligence in the event that litigation arises.

External investigators are also beneficial from the employee's perspective. Employees tend to be more comfortable talking to a "neutral outsider" regarding allegations than to an investigator who they may perceive to have internal bias.

Taking the step to hire an external investigator also creates the impression that the employer is taking issues seriously. This has the tendency to increase morale among employees. When employees do not feel that issues are being addressed appropriately, morale can decrease and tension increase significantly in the workplace. ■

Hena Singh is one of the founding partners of Singh Lamarche LLP.



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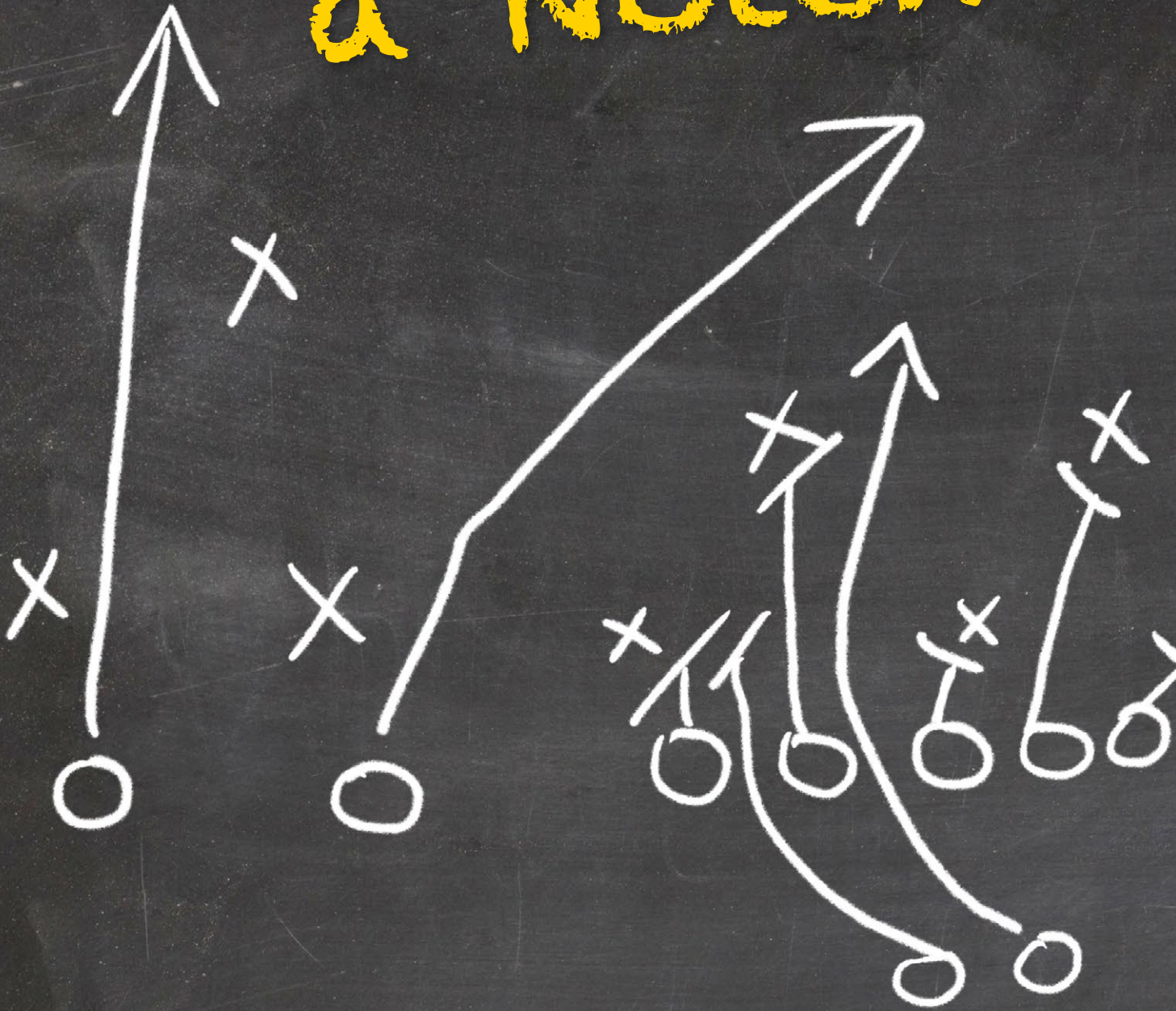
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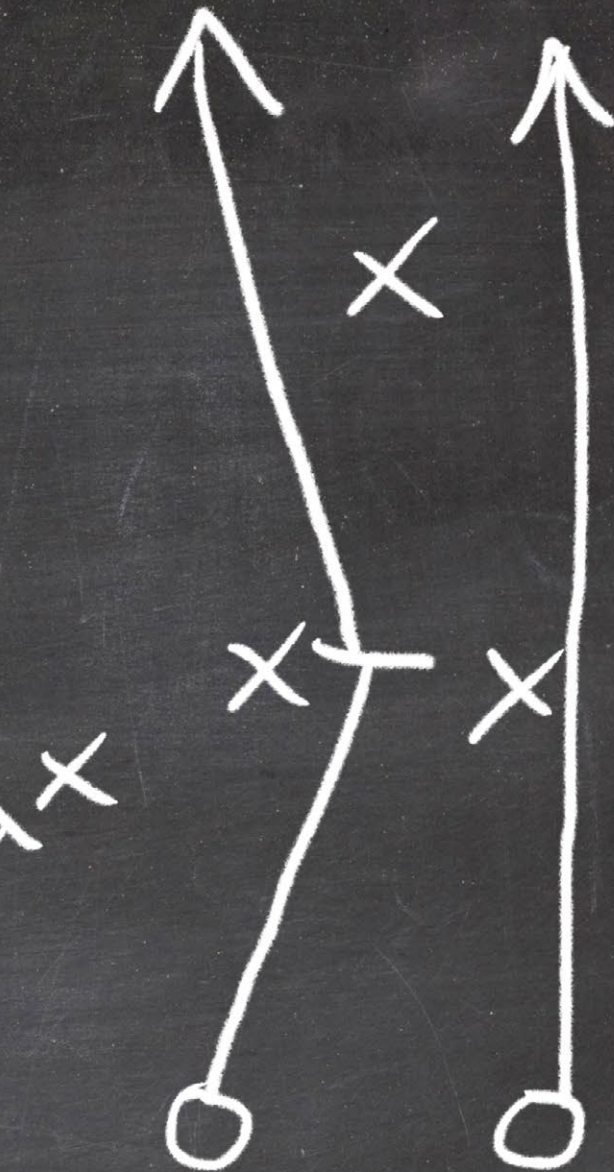
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KICK IT UP a Notch



COACHING CAN HELP EMPLOYEES TAKE
THEIR PERFORMANCE TO THE NEXT LEVEL



By Melissa Campeau

In January of 1991, Canadian swimmer Mark Tewksbury emerged from the Claremont Superdome pool in Perth, Australia with a problem. A second-place finish in the 100-metre backstroke – 6/100ths of a second behind American Jeff Rouse – moved his dreams of gold at the 1992 Olympics a little further out of reach.

In search of a solution, he made the unlikely move of hiring synchronized swim coach Debbie Muir. Together, they dissected his performance and concluded his weak spot was the underwater dolphin kick, a move swimmers use to gather speed at the start of a race and after turns. So they worked on it. The next year in Barcelona, Tewksbury won his race with a come-from-behind victory, securing the gold and breaking an Olympic record in the process.

Before partnering with Muir, Tewksbury was among the top competitors in the world. When they worked together, he was quite literally unbeatable.

The same might just apply to employees. Everyone has his or her “dolphin kick” – the weak spot that’s an opportunity in disguise. What if someone helped your staff members pinpoint their unique challenges and work out their best solutions? What could that mean to the organization?

With a long list of positive results associated with coaching, the most compelling just might be its ability to boost engagement, which in turn can impact the bottom line.

While executive coaching has been popular for decades now – a recent Hay Group survey reports between 25 and 40 per cent of Fortune 500 companies use executive coaches – the International Coach Federation reports that an increasing number of businesses are bringing coaching to employees of all levels within their organizations. With a solid grasp on what to do, what to expect and how to execute a good coaching plan, HR can help an organization make the most of this growing trend.



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– CHRISTINE BURYCH, PRESIDENT,
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MENTORING VS. COACHING

To some, coaching may sound quite similar to mentoring, but the differences are important.

“Mentoring is a relationship where one person helps another person navigate through the organization,” said Toronto-based leadership coach Bonnie Flatt. “In a mentor role you’re sharing your experience with others; you’re doing a lot more telling than directing.”

Coaching, on the other hand, takes quite a different form.

“Coaching isn’t about telling or directing someone what to do, so much as holding a mirror up, guiding them, showing what’s possible for them,” said Flatt. “As a coach, I help you to pull from within yourself – your strengths, your knowledge base – what’s going to work for you. In mentoring, you’re looking to me as the expert. In coaching, you’re your own expert.”

PERFORMANCE AND DEVELOPMENT

Coaching can be applied to a wide range of challenges or needs within an organization.

“In some cases, coaches are brought in to address performance issues,” said Flatt. For example, if a leader has a team that’s not performing at a high level, that leader may bring in a coach to assess the obstacles and map out a solution.

“Some coaches will come in and do performance coaching and they’ll focus on the behaviours and the shifts that need to take place for the team to be more effective,” said Flatt.

Development coaching, on the other hand, is broader and includes performance coaching within its mandate.

“This kind of coaching takes it to a whole new level,” said Flatt. “There may be some specific behaviours that need to shift, and then you really get into the drivers of that behaviour, to address and change the underlying assumptions and beliefs.” This kind of coaching, she says, is more likely to bring about lasting change. “Once the coach leaves, the person can still sustain the new behaviour.”

WHAT DOES A COACH DO?

Whether coaching is introduced to address a problem or take a leader from great to greater, a pivotal step in transformation and improvement is to change behaviour.

Anyone who’s ever tried to break a habit or develop a new one knows just how hard this can be.

“If they could do it themselves, they would have done it,” said Christine Burych, president of StarlingBrook Leadership Consulting in Toronto. “It’s like saying I want to lose weight. I know how to do it, but if I could do it on my own I would have done it by now. That’s why places like Jenny Craig and WeightWatchers can be so helpful, because they provide the environment, there are people to talk to and you’ve got an accountability partner who will hold you to those things you say you’re going to do.”

Sometimes, a coach is able to help you see things you might not notice on your own.

"They'll help you identify your blind spots and make them less blind so you can change them," said Flatt, who shares a story about a client whose specific objective was to listen more and build understanding. "This particular client had a habit of being the first person in a meeting to share everything she knew," she said, who notes the behaviour was preventing the client's growth. "One of the things she committed to doing was listening in meetings and letting others speak first."

To gain insight and shift behaviour, coaches need to develop a specific set of skills.

"For one thing, they need to know how to ask really good open-ended questions," said Burych. "These are questions that begin with 'what' as opposed to 'why.'" A good coach then listens to the answers and follows where they lead. "When a coachee is answering these questions, you're helping them go on a path that's not determined by you," she said. "At the end of the ride you're helping them create some new revelations for themselves. This is so much more powerful than a coach saying, 'This is what I see about you.'"

EXTERNAL VS. INTERNAL

A great deal of training goes into being an effective coach, which is why many organizations turn to external experts with years of specialized training and experience to guide their employees. Outsiders can bring a fresh and unbiased perspective, too.

"Sometimes, not being involved in the day-to-day is helpful because you're not attached to anything but the success of your client," said Flatt.

HR's involvement with an external coach can vary wildly from organization to organization. HR may have recommended the coaching for the employee in the first place, or they could be responding to a request. They may consult with the coach or the individual may work entirely independently.

However, in many cases, businesses prefer to keep coaching within the organizational family.

"What I do like about an internal coach is that you've got somebody on hand when you need them," said Burych. "And you've got somebody who knows the lay of the land and the context within the organization, so he or she understands the environment and the players."

Oftentimes, the internal coach might be an objective person within the organization who doesn't work directly with the employee. There are differing opinions about how effective a direct supervisor can be as a coach, but when the exchange is set up as coaching conversations and stays firmly in the realm of performance coaching (rather than the more in-depth development coaching), it can lead to positive results.

"There are definitely folks who can act as effective internal coaches, with the caveat that they have training on how to be a coach," said Burych.

Cadillac Fairview, for one, has developed an internal program where a growing number of staff are engaging in performance-focused coaching conversations with their trained and supported direct supervisors, at least once a quarter.

"That's the frequency the executives have committed to," said Carmen Klein, senior director of organizational development and culture at Cadillac Fairview. "But when you dig deeper, they're having them more frequently, at least once a month and in many cases every two weeks."

The company has set up a thorough support system for managers that includes a coaching toolkit, workshops and online learning content. HR offers ongoing education, on-the-job coaching and real-time feedback.

The company regularly brings external coaches into the mix, as well.

"Particularly with the more senior leaders where the coaching needs to exceed the capability or capacity of the one-up manager, we'll use executive coaching as a supplement," said Klein. For consistency, HR prepares external experts before they work with employees. "We use different coaches, but it's important we're all using the same language. So we've established our intent process and most coaches can map their process to it."

WHO NEEDS A COACH?

In many ways, any willing employee could benefit from the skills of a good coach. Certain conditions, though, make coaching a particularly good addition to the HR mix.

Often, some kind of change within the organization will spark a need for coaching. "When there's unrest, people feel more vulnerable and performance can start to slip," said Burych. Or someone might be disconnected, disengaged or burnt out. "The

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goal of coaching is to find ways to reenergize this person within the context of the position,” she added.

The anticipation of change can also lead to coaching. “A little while ago I started working with staff at a consumer packaged goods company as they geared up for a major reorganization,” said Flatt. “They had to fundamentally change the way the business was operating, which meant the leaders had to change.”

Or, an organization may employ development coaching to prepare leaders for their next step. “Perhaps they’ve moved or are about to move from middle management to senior management and they need support on what the role looks like and what behaviours they need to be displaying in this new role,” said Burych.

Companies also hire coaches to take people from great to greater. In a company where things are running smoothly, an organization might bring in coaches – particularly for senior executives – to take performance to the next level. Or those tapped for future leadership roles might be coached to prepare them. “Part of business results means you’ve got strong leaders in the pipeline to run the business tomorrow,” said Burych.

At Cadillac Fairview, there are many triggers for coaching opportunities, including business objectives, general development, new processes or tools, new projects or assignments, a change in responsibilities or a result that needs to be improved. “With any of those triggers, a manager can ask, ‘What is the new critical behaviour required for success?’ Then coach that behaviour in,” said Klein.

ENGAGEMENT BOOST

Coached employees may feel more confident about what’s expected of them and more empowered to make smart decisions.

“Not only is the coachee receiving support to continuously improve their performance and, consequently, business results, coaching tells them that their manager cares about them and their development,” said Klein. “When we look at the parts of the organization where we do regularly coach well, all things being equal, those areas also tend to have higher engagement.”

“It’s not that the workplace has changed, but the individuals have changed,” said Burych. And this in turn creates teams who are much more likely to work well together and produce greater results.

“Coaching can transform leaders and entire organizations,” said Flatt. “If I was in HR right now, I’d be putting coaching in because I want to make sure that I’ve got a culture and environment where people can succeed, be more self aware, be better leaders and create more engagement.”

While coaching is only one tool in an HR professional’s development toolkit, it can be an important ingredient for success. “In terms of leadership and driving results, coaching is all about unlocking new potential,” said Klein. “And you’re leaving something on the table if you’re not finding ways to help your staff tap into their full potential.” ■



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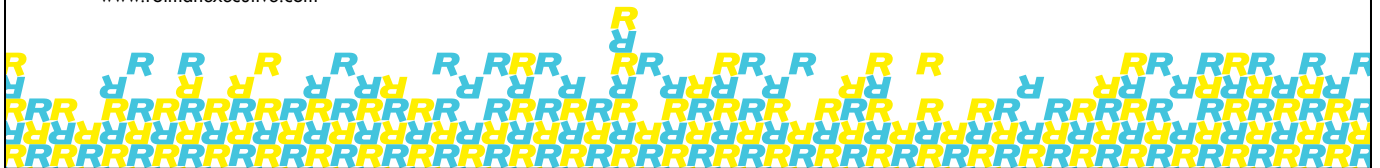
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Difference Equation

UNLEASHING THE POWER OF WOMEN IN THE WORKFORCE

By Sarah B. Hood

Ontario has its first-ever female premier, and you might guess that the toughest battles for gender equity had already been fought, but women are still underrepresented in senior management positions in Canadian business.

In June 2014, a Vision Critical online survey of 1,005 Canadian adults for American Express (Amex) Canada found that 81 per cent of women and 61 per cent of men believe that “glass ceilings” exist for women in the workplace, while 84 per cent of women (and only 63 per cent of men) believe it takes women longer than men to advance up the corporate ladder.

The perception is accurate: a 2011 report titled *Women in Senior Management: Where Are They?* prepared by Louise Chenier and Elise Wohlbold for The Conference Board of Canada found that, although 48 per cent of the national workforce was female, women only held about one-third of senior management positions, and that this proportion had changed little since 1987. From 2011 to 2013, Statistics Canada reports that the number of women in management positions actually dropped by 2.3 per cent.

The survey identified perceived barriers for women. The top barrier, identified by over one-third of respondents, was workplace attitudes towards female leaders, followed closely by family obligations. Relatively fewer people thought that lack of upward growth opportunities, lack of mentorship and role models, lack of flexibility and training opportunities presented obstacles to women.

Since 1997, Catalyst, a not-for-profit organization with a mission to expand opportunities for women and business, has been tracking the careers of almost 10,000 high-potential MBA graduates internationally. Catalyst's *High Potential Employees in the Pipeline: Global and Canadian Findings* identifies root causes for the gender difference; among these, Canadian high-potential women earned an average of \$8,167 less than men in their first job after obtaining their MBA. They were also more likely to start out at a lower level than their male counterparts, and twice as likely to choose a non-corporate employer in their first job.

Clearly, there are gender differences in the workplace and, despite good work that has been done in this field since the 1960s, women are still at a disadvantage. So what approach should Canadian businesses be taking?

“ORGANIZATIONS THAT CREATE A CULTURE OF DIFFERENCE THINKING ARE MORE LIKELY TO HAVE MORE INNOVATION, MORE PRODUCTIVITY, CERTAINLY BETTER COLLABORATION AND BETTER DECISION-MAKING.”

— JENNIFER LAIDLAW, CHRE, GENDER DIVERSITY AND INCLUSION, CIBC

“Extensive brain science research has shown that men and women have a tendency to solve problems differently,” said Jennifer Laidlaw, CHRE of CIBC Gender Diversity and Inclusion. Using both skillsets fully produces stronger results. “Organizations that create a culture of difference thinking are more likely to have more innovation, more productivity, certainly better collaboration and better decision-making. They’re able to reduce risks and costs and create superior financial performance. Certainly, at CIBC we continue to strengthen our commitment to creating gender-balanced leadership teams, because of the real value of men and women working together to create superior performance outcomes.”

EMPOWERING WOMEN FOR SUCCESS

At Amex Canada, 66 per cent of the workforce is female, and from 2010 to 2014 the proportion of women in senior leadership positions rose from 43 to 52 per cent, says Naomi Titleman, Amex Canada’s vice president of human resources.

The company employs many different strategies to achieve this level of participation. Twice each year, says Titleman, Amex Canada asks employees what they want in a sounding called Employee Pulse. The insights gained from this survey are analyzed to produce a clear picture of employee needs and wants.

“We have specific diversity and inclusion training and workshops,” said Titleman. “The ones most relevant to women are the workshops in gender intelligence, inclusive leadership and sponsorship – the theory is that in order to progress to more senior levels, you need that sponsor to kind of pound on the table and advocate on your behalf.”

In addition, Amex Canada has active employee networks, such as WIN, the Women’s Interest Network, and Parents @ Amex.

“They’re led by leaders as well as employees. Each network has an executive sponsor at the VP level or higher. Anything they run is entirely based on what the network wants,” said Titleman, who adds that the parents’ group has invited guest speakers ranging from a nutritionist to a police officer.

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Other Canadian companies are also working to improve the number of women in leadership positions. Back in 1987, women made up about three-quarters of the RBC workforce, but only one per cent of the executive cadre. Today, the workforce is 64 per cent female, and women make up 37 per cent of the executive population in federally regulated businesses in Canada.

"These [figures] are the result of a long-term organizational commitment to the full inclusion of women across every dimension of our business," said Per Scott, RBC's vice president, Human Resources.

"RBC uses a strategic approach that combines focused recruitment strategies, leadership development programs and experiences and inclusive attitudes and behaviours in our talent management practices," said Scott. For example, the organization aims for 50 per cent representation of women in all leadership development programs.

Furthermore, "the Women in Leadership initiative provides a cohort of 26 executive women key development experiences, active sponsorship and exposure to advance their careers." RBC also has an executive women's peer network, and six regional Employee Resource Groups (ERGs). In 2013, RBC began to target unconscious bias as a factor that may be hindering women's advancement by helping employees build awareness and develop skills to address their own unconscious biases.

MENTORS, SPONSORS, LEADERS

Mentorship programs, once considered to be high on the list of desirable strategies for helping women advance, are no longer seen as a cure-all.

"In fact," said Laidlaw, "Mentorship is not proven to advance women. What is proven to advance women is sponsorship. It's about having someone who believes in their potential, because studies have shown that men tend to be promoted on their potential and women tend to be promoted based on their performance."

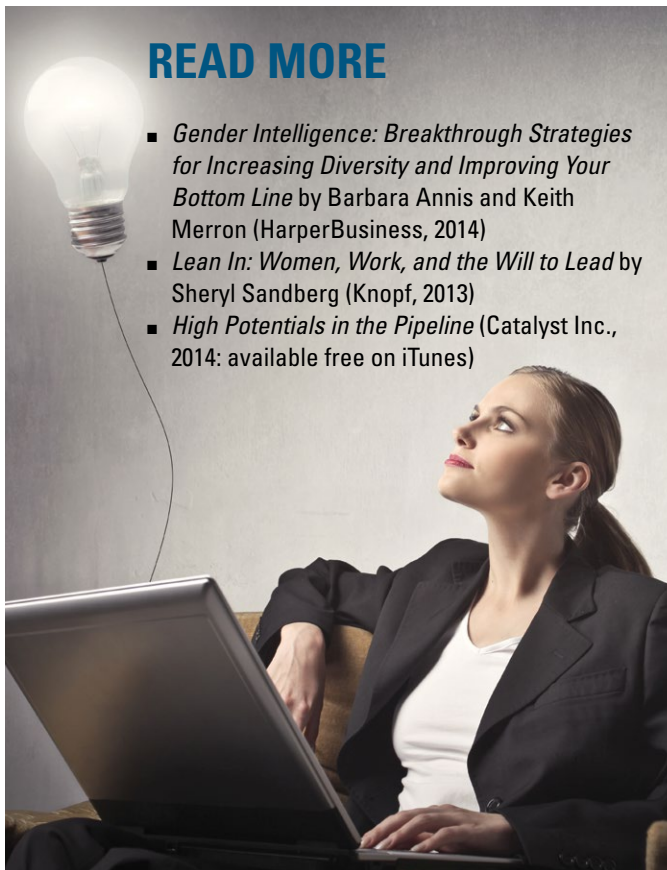
Laidlaw believes integrated talent management is another key.

"[This means] embedding the principles of gender difference into all of your people and business processes," she said. "The way in which you assess talent, the way in which you recruit, the way in which you consider promotions or succession, the values of your organization." Even the language of job postings, she says, can have an impact on the gender balance of hires.

Above all, she says, leadership accountability is paramount.

"The most important part of this is developing inclusive leaders who will ask questions, be curious and make sure that everyone has a voice at the table." The inclusive leader is ready to challenge assumptions; for example, "the assumption that a woman who has a child at home may not want to be promoted, to work on the weekend, to relocate, to take on an extra project," said Laidlaw. "In fact, work-life integration is of equal importance to men and women, and it's even more important to millennials who are coming into the workplace."

It makes sense to leverage women's strengths at the highest levels of the organization. As leading Canadian businesses are showing, a common-sense approach can unleash the skills already available in the workforce. ■



READ MORE

- *Gender Intelligence: Breakthrough Strategies for Increasing Diversity and Improving Your Bottom Line* by Barbara Annis and Keith Merron (HarperBusiness, 2014)
- *Lean In: Women, Work, and the Will to Lead* by Sheryl Sandberg (Knopf, 2013)
- *High Potentials in the Pipeline* (Catalyst Inc., 2014; available free on iTunes)

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Workplace Bullying

IDENTIFYING AND CHANGING A BULLYING CULTURE

By Mary Ann Baynton, M.S.W., R.S.W.

Bullying at work can impact an employee's psychological safety as well as the overall psychological health and safety of the workplace. It's a complex issue and few jurisdictions have specific regulations related to bullying. This can place the onus on human resources professionals to respond appropriately.

Clear anti-bullying programs and policies are important, and in cases where bullying is demonstrably intentional, disciplinary measures are necessary. However, there also needs to be a shift in thinking as not every alleged bully has malicious intentions. In some situations, bullying may be a matter of perception and impact on the target rather than the intention of the alleged bully. Demanding workloads or a lack of emotional intelligence on the part of leaders can cause individuals to respond to stressors in ways that can be perceived as bullying without recognizing that their behaviour may be harmful to others.

FOCUSING ON HARMFUL BEHAVIOURS

If the workplace has a toxic or bullying culture, it's likely that many people contribute to it. In these situations, it can be useful to conduct facilitated awareness sessions where all management and employees are asked to consider some key

questions intended to highlight behaviours and concerns of bullies, targets and bystanders. Answering the questions together can provide an opportunity for participants to think about how individuals and teams work together as well as how their responses to workplace stressors may be harmful to others.

BULLYING BEHAVIOUR

Many people engaging in workplace bullying are not aware that their behaviour is seen as bullying. Passionate people can be perceived as overly forceful in pushing ideas or expressing disappointments. Someone who has been criticized for poor performance may try to deflect attention by pointing out perceived faults of their co-workers. Managers may speak loudly or curtly when assigning work or giving feedback.

These individuals may become more aware of the potential impact of their behaviours by asking themselves these questions:

- *How do I interact with others when I am frustrated at work?*
- *How do I interact with the person I perceive to be the weakest on my team?*
- *How might I interact differently with a person I perceive to be strong and confident?*
- *When do I raise my voice at work?*

- *When am I more passionate or animated? What might that look like to others?*
- *When do I refuse to engage with others at work?*
- *When do I expect people to simply follow directions and when do I invite collaboration?*

TARGETS OF BULLYING

Being subjected to bullying behaviours, regardless of the intention of the alleged bully, can have a serious negative impact on physical and mental wellness both at and outside of work.

The Canada Safety Council reports that 45 per cent of targets of workplace bullying suffered stress-related health problems including anxiety, panic attacks and clinical depression. Part of the challenge is that some people may interpret behaviours as bullying that others are able to overlook or ignore. Rather than questioning whether or not the target is "just being sensitive," the perceived bullying behaviour needs to be addressed to reduce the risk to the alleged target's physical and mental wellness.

To improve awareness of their sensitivity to each other's behaviours, ask employees to consider their answers to the following questions:

- *How do I prefer to receive critical feedback? Have I ever shared this*

DIFFUSING A SITUATION WHERE BULLYING BEHAVIOURS ARE APPARENT CAN BE AS SIMPLE AS SAYING, "IS THERE SOMETHING I CAN DO TO HELP HERE? IT SEEMS LIKE EMOTIONS ARE RUNNING HIGH."

with those who are expected to provide feedback?

- *What do I feel is an appropriate way to express frustration at work?*
- *How do I react when my boss or co-workers are frustrated at work?*
- *How do I respond to the negativity of others?*
- *When do I feel good-natured teasing crosses the line to bullying?*
- *When do I feel that criticism crosses the line to bullying?*
- *What do I feel constitutes disrespectful*

behaviour from a manager?

- *What would I need others to say or do differently to believe the bullying has stopped? (Be specific and ensure the difference is objectively measurable. E.g. Rather than "be nice" you may ask that they refrain from critical or demeaning comments in front of others.)*

BYSTANDER INFLUENCE

In workplaces, bystanders have the ability to influence and change a bullying culture. It is important for all stakeholders to

The Canadian Centre for Occupational Health and Safety offers this information related to workplace bullying:

- Bullying is usually seen as acts or verbal comments that could “mentally” hurt or isolate a person in the workplace.
- Sometimes bullying can involve negative physical contact as well.
- Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.

Source: <http://www.ccohs.ca/oshanswers/psychosocial/bullying.html>

identify when behaviour may be perceived as bullying and to agree that this is not acceptable in the workplace.

Doing this with tact and diplomacy can be challenging, especially when the alleged bully may be someone in authority. Employees should never put themselves at risk in confronting or responding to violent behaviour, but when it is a matter of intense emotions there are steps they can take to intervene.

Diffusing a situation where bullying behaviours are apparent can be as simple as saying, “Is there something I can do to help here? It seems like emotions are running high.” This works much better when all stakeholders, including senior leaders, recognize this response is an opportunity to step back and reconsider the interaction.

It may not stop the intentional bully, but it can certainly give pause to most people.

Ask all employees to consider these questions to help establish their power and influence as bystanders:

- *When I see someone yelling at a co-worker, do I intervene, ignore it or just stand there?*
- *Would my response be different if the person who is yelling is a senior leader?*
- *What are the thoughts and emotions I have after witnessing a bullying incident at work?*
- *What could we as a group decide is a respectful, but direct response to emotionally intense behaviours that would help support a change in approach?*

INTERVENTION

When addressing bullying, the conversation should be focused on helping the alleged target identify the specific and measurable behavioural changes needed from the alleged bully. This should include what he or she needs in order to feel safe and able to work with the alleged bully in a positive and professional way. Recognizing that what may be perceived as a passionate response by some can be seen as bullying by others reduces the need to “prove” who is right. The focus then shifts to what can make the interaction between the two individuals more effective.

Asking someone who feels they are the target of bullying for specific examples of what he or she would need to see, hear or experience to believe that the bullying has stopped centres the conversation on the changes needed to feel safe. These behavioural changes are then asked of the alleged bully, without the need to assign blame. Clear expectations and consequences related to the behaviour form the basis of an agreement for interaction going forward between the alleged bully and target.

The alleged bully should be advised of the required behavioural changes in an instructional rather than accusatory manner. An example might be something like, “When you interact with Sam, we expect you to always ensure that your voice is calm and that there is about three feet of space between you and her. This will help her to interact more effectively with you. Do you have any questions or concerns about doing this?”

The alleged bully should understand that emotional intelligence comprises learning how to engage and interact effectively with different personality types. If the individual is resistant to changing the perceived bullying behaviour, further disciplinary action may be required.

It is possible to avoid or improve a bullying culture, when all complaints of bullying are taken seriously and acted upon quickly and effectively. ■

Mary Ann Baynton is program director of the Great-West Life Centre for Mental Health in the Workplace. Questions reprinted with permission of the Great-West Life Centre for Mental Health in the Workplace.

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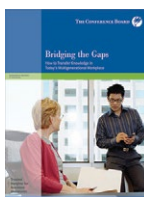
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HR Hotline

THE HOSPITAL FOR SICK CHILDREN'S aSK HR HELP-DESK

By Lisa Kopochinski

In an effort to improve the HR function at The Hospital for Sick Children and provide employees with more timely responses to information requests, the solution came in the form of aSK HR, a hotline/help-desk function that has been so successful it had answered more than 15,000 inquiries within its first 10 months.

Located in downtown Toronto's Hospital Row, SickKids is an international leader in advancing children's health through its work in patient care, research and education. SickKids is one of the most research-intensive hospitals in Canada and is affiliated with the University of Toronto.

"Multiple sources of feedback suggested that HR wasn't providing the type or level of service that employees were seeking," said Susan O'Dowd, SickKids' vice president of human resources. "With over 7,500 employees, we wanted to develop and implement a solution that was sustainable and would meet the unique needs of skilled and dedicated employees that are extremely diverse across different pillars of our organization – patient care, research and learning."

Developed and implemented with SickKids-wide input, O'Dowd gathered the entire HR leadership team to brainstorm on how to make significant improvements.

"Employees wanted timely, accurate and consistent responses, regardless of the complexity," said O'Dowd. "Ultimately, we do our best to support anyone who reaches out to us."

At present, four members comprise the aSK HR team – a team lead, two business analysts and an HR associate. All four respond to inquiries from both employees and nonemployees, such as external applicants.

"Clients can connect in the way that's easiest for them," said Elizabeth Clayton, aSK HR's team lead. "In person, phone, email or instant message."

To meet the needs of the hospital's diverse employee population – some of whom work overnight shifts – aSK HR is open Monday through Friday from 7 a.m. to 5 p.m. A software application is used to ticket client inquiries.

"At any given time, we may receive inquiries from nurses, housekeepers, lab technologists, physicians, administrative assistants, scientists, social workers and professionals performing numerous other roles for SickKids," said Clayton.

CONSULTATIVE PLANNING APPROACH

Launched in December 2013, aSK HR took approximately six months of dedicated time to develop and implement. A highly



The aSK HR team (left to right): Krista Somerville, HR business analyst; Paula Ground, HR business analyst; Joanne Pipe, manager, HR support services; Elizabeth Clayton, team lead, aSK HR; and Nicole Welsh, HR associate

All photos courtesy of The Hospital for Sick Children

consultative approach with employees – from clinical staff to the executive level – was utilized. The aSK HR team was resourced internally – coming together from different areas of HR and offering a breadth of expertise and experience.

“We sought employee input at different stages of development and invested a lot of time and energy ensuring that all employees were engaged in the development process and communicated with prior to the launch, both when aSK HR first opened and post-implementation,” said Clayton. “Our communications efforts were very broad and tailored to connect with and promote the benefits of aSK HR to different areas and portfolios within the broader SickKids community.”

The team also engaged employees through an in-house innovation tool called *Wikidea* that promotes SickKids-wide collaboration through an online (Intranet) discussion platform. Additionally, group forums, posters and emails were also used to connect with future clients.

THE BENEFITS

Over the past 12 months, both the HR department and SickKids (as an organization) have benefited in numerous ways from introducing aSK HR. For instance:

- The ability for the HR team to improve the effectiveness of their responses means that SickKids employees spend less time seeking HR support. Employees can dedicate more time and energy towards fulfilling their core responsibilities and helping the hospital achieve its mission – improving children’s health through integration of patient care, research and education.

- aSK HR has greatly enhanced the HR department by allowing the different HR functional specialist areas to focus on the operational and strategic aspects of their roles more efficiently, while aSK HR handles the high daily volume of general employee inquiries.

- Central service metrics enable the aSK HR team to see trends and identify opportunities to further improve HR service capability.

- aSK HR has encouraged the HR team to work more collaboratively through the sharing of knowledge. In the past, department members worked more independently.

O’Dowd says for companies considering a central service like this, HR professionals need to keep in mind the unique and complex needs of their organization.

“Connect directly with employees to find out what type of service or support they need to be successful,” she said.

For instance, more than 50 per cent of inquiries fall into three primary categories – recruitment, benefits and payroll – and are categorized as basic and intermediate level. More complex questions – making up fewer than five per cent of intake – are triaged to an appropriate HR specialist.

“Even when non-HR inquiries are asked, our team does its best to redirect employees to the appropriate area – another central function or department – within SickKids,” said O’Dowd.

Responses to inquiries (ideally with a solution) generally take 48 hours, although in the majority of cases, clients are acknowledged the same day.

With aSK HR a resounding success so far – further validated by a survey the team conducted with clients – Clayton says the team is determined to keep it this way.

“Over 300 employees who used our service during its first quarter responded to an April 2014 aSK HR Client Survey,” she said. “The results were overwhelmingly positive and confirmed what we’d already heard from individual client interactions: that aSK HR is easy to contact and provides quality responses with quick turnaround.”

Robert Cesario, director of HR transformation for SickKids and responsible for HR systems and support functions including aSK HR, is very pleased with the results so far.

“In the future, we believe that analysis of aSK HR data will help us to drive further HR process improvements,” he said.

Quarterly “aSK HR update” sessions are also conducted to get advance notice from the HR subject matter experts on any new developments or initiatives.

“We continue to grow an electronic knowledge repository of commonly asked questions and responses so all members of aSK HR have quick and easy access to information,” said Clayton.

WHAT’S NEXT?

Over the next one to three years, O’Dowd says the team will continue to promote aSK HR as the primary and central source for general HR inquiries.

“With the implementation of more sophisticated ticketing software, we will enhance our metrics capabilities and explore the feasibility of launching an HR self-service application that will offer our clients yet another convenient way to access HR information,” she said. ■

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Who is This Person and Why Do I Care?

SUCCESS STRATEGIES FOR NEW EXECUTIVES IN NEW POSITIONS

By Debra Hughes, MBA, Ph.D.

To answer pressing strategic or tactical challenges, organizations often find it necessary to create a new executive position based on that specific need. But what if you were introduced to the new executive vice president of customer engagement? Would the title alone tell you anything about why he/she is there or how the role adds value in the organization? Probably not. Without careful planning, one-off appointments at the senior level can generate confusion as to the person's responsibilities and place in the reporting structure, and can compromise the value the new role was intended to add.

To accelerate the integration of an executive into a role that has no organizational precedent, the HR professional must pay special attention to the five key success factors (role

clarity, relationships, culture, early wins and learning) as outlined in the first two articles in this series, published in the October and November/December 2014 issues of *HR Professional*, respectively.

But because both the executive *and* the position are new, there are five additional steps that should be addressed to enhance the value of the new executive/position combination. HR leaders can play a vital role in all of these steps.

DEFINE

Ensure all key stakeholders are aligned on what this new position will contribute. Create a profile of the unique combination of behaviours and skills required to be successful in this particular role at this point in time. Everyone should be in absolute agreement on this document, as it is the basis for the success or failure of the position.

Without this foundational step of defining the role, the new executive will be unclear how best to focus their efforts, stakeholders may fail to include him/her in important conversations, tasks could be duplicated in other roles and priorities might not be aligned with those of the organization's. In short, the new executive is set up for failure.



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Leadership



THE INCOMING EXECUTIVE NEEDS TO UNDERSTAND THE VALUES, DECISION-MAKING PROCESSES AND BEST WAY TO COMMUNICATE WITHIN THE ORGANIZATION.

EDUCATE

Brief peers, direct reports and other key stakeholders on the role's purpose, expected outcomes, measurements and how they can offer support. Carefully articulate how this position is different from the past, particularly if it is a variant or broader version of a previous role. Create a list of who should be informed and how they can benefit.

Make sure the senior leaders advise the entire organization about the appointment and expected benefits. Find every opportunity to repeat the message. Constantly communicate the role's value proposition and its contribution to current goals. Be specific.

BUILD COMMITMENT

Get feedback from key stakeholders on the education campaign between the first 30 to 60 days. Do they understand the mission

of the new executive? Are departments cooperating? Is anyone withholding information for political reasons? Are there any roadblocks? Schedule meetings to discuss projects and boundaries so disagreements can be addressed and clarified before they lead to conflict. Share the results with the newcomer and adjust the action plan as needed.

Upper management should also be selling the position and making sure laggards catch up and align. At times, pressure must be applied to overcome resistance to working within the redesigned structure, especially when the new position is carved out of existing areas of responsibility.

NAVIGATE

The incoming executive needs to understand the values, decision-making processes and best way to communicate within the organization. HR can act as a trusted advisor or mentor for the new executive, providing honest and accurate feedback, helping the new executive adjust and normalizing their frustrations. Even if they have successfully done something similar elsewhere, they will likely need to adapt their approach.

DELIVER

This stage is about producing results and making sure they are visible. If stakeholders don't know what the new executive is doing, they are likely to assume that he/she is not focused on the right tasks, even if this is not the case.

Make sure incoming leaders are placed on the agenda at regularly scheduled staff meetings so they can reinforce the mission and give updates on their progress. Continue increasing their visibility throughout the company.

OUTCOMES

The benefits of a robust, well-executed new executive/position program are substantial:

- The original strategic need or tactical gap is addressed successfully.
- Companies can reap the rewards of the created position more quickly.
- The process can be used for other new positions in the future, creating a competitive edge.
- The new position leader will become a valuable asset to the company, ready to begin fresh assignments and take his/her place in the succession planning process. ■

Dr. Debra Hughes is a partner with RHR International LLP (Toronto).

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Free Style

By Heather Hudson

COMPANIES ARE EMBRACING SELF-MANAGEMENT PRACTICES WITH GREAT SUCCESS

When Patrick Storto has a problem at work, he doesn't go to management. In his office, there's no such thing as managers – or hierarchy of any kind.

That's because Avema, a telecom consulting firm based in Toronto, introduced self-management, a system that focuses on a distributed management infrastructure.

Here's how it works:

As a group, the 20 Avema employees brainstormed what the company stands for and developed a mission statement for the company and each department. Each employee was then responsible for outlining his or her responsibilities in a document

called a Colleague Letter of Understanding (CLOU). Other colleagues reviewed and approved the documents.

"Basically, every aspect of the company is included in someone's CLOU," said Storto, who works in accounting at Avema. "If I need something, I can look at my colleagues' CLOUs and know where to retrieve that information. I don't have to go to management to find out who's responsible for it."

Storto says the system empowers every colleague to take responsibility for his or her work.

"Nobody sits back here and lets somebody else take the steering wheel. We're all

accountable for everything we do, individually and as a group."

Self-management is a trend initiated by the Morning Star Company of Sacramento, Calif., a tomato ingredient processing company. Though it's gaining traction across North America now, self-management has humble beginnings.

Doug Kirkpatrick, an organizational change consultant, executive coach, writer and educator, is one of the original stakeholders in the self-management movement. In 1990, he was Morning Star's financial comptroller and was part of a meeting in a construction trailer with Chris Rufer and 23 other employees.



“NOBODY SITS BACK HERE AND LETS SOMEBODY ELSE TAKE THE STEERING WHEEL. WE’RE ALL ACCOUNTABLE FOR EVERYTHING WE DO, INDIVIDUALLY AND AS A GROUP.”

— PATRICK STORTO, ACCOUNTING, AVEMA

“Chris passed around a draft of the Morning Star Guiding Colleague Principles,” said Kirkpatrick. “One: Human beings should not use force or coercion against other human beings. Two: People should honour the commitments they make to each other in the workplace.

“We bandied this about for a couple of hours and couldn’t think of any reason not to adopt these principles. Basically, the vision was that we’d have an organization that would have happiness and prosperity to the degree we lived up to these principles.”

Twenty-four years later, Morning Star is a multi-million dollar company that still employs the self-management concept: all colleagues are considered equal, from the manufacturing floor to the administrative functions.

“That’s how we work in the rest of our lives, so aligning organizational life with the way people operate just makes sense,” said Kirkpatrick.

Kirkpatrick has since written the book on self-management, *Beyond Empowerment: The Age of the Self-Managed Organization*, and offers seminars through the Morning Star Self-Management Institute (SMI) to advise other companies to “co-create the future of management.”

After taking a few SMI seminars, Avema CEO Roger Yang invited his employees to learn the concept and bring it back to the office in Toronto.

Within months, the small office had fully adapted the self-management style. And one year in, Storto says communication and satisfaction is much improved.

“If anyone has an issue with another colleague, we bring it to that person instead of to a manager,” he said. “There are no rumours. We settle things directly.”

Avema colleagues (they’re no longer called employees) conduct quarterly peer reviews to offer and receive constructive criticism. After three rounds, Storto says

everyone is becoming more comfortable with the process.

“We always have debates and clashing opinions on new ideas on how to improve the company, save money or make money,” he said. “We’re not all ‘yes-men.’ Everyone has input and we come to decisions much more collaboratively.”

Kirkpatrick says the system could be incorporated into any type of organization – he’s found pockets of self-management in the Canadian military – but start-up and tech companies in particular are most open to it so far. He acknowledges that legacy companies and those with entrenched layers of hierarchy would have a more difficult time making the transition.

“It’s partly a matter of change in individual mindset,” said Kirkpatrick. “If managers have risen up through ranks and obtained positions by climbing up the corporate ladder, they may not be willing to abandon those positions. That would have to be thought through very carefully.”

And what happens to HR departments in a self-managed organization?

“I can assure HR professionals that there is still a need for HR talent and expertise in a self-managed enterprise,” said Kirkpatrick. “It would look less like an airport control tower and more like members of a soccer team out on the field with their fellow colleagues facilitating, coaching, guiding and consulting. It would be trying to drive better or more effective self management whatever way possible through communication, negotiation and mediation.”

At Avema, that’s the way it’s playing out. Storto says the benefits far outweigh the growing pains associated with the system.

“Everybody enjoys coming to work here,” said Storto. “Nobody’s watching over anyone. I decide a time that works for me to come in today, what I’ll work on and how I’ll do it. I have the power to make decisions and I don’t have to wait for approval or permission from managers.”

This kind of shared leadership has also resulted in a tighter-knit community within the office.

“Colleague relationships have strengthened. We’re constantly giving feedback and having discussions. It’s a very open environment,” said Storto. “I’ve never been at a company with such high morale.” ■

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In Pursuit of your Next Recruit

WHAT'S IN A JOB AD?

By Joel Kranc

As an HR leader you are tasked with finding the people that make up your company and ultimately help boost the bottom line. But recruitment is a tricky part of your role. It's easy enough to find people who, on paper, can fit your business needs. It's more difficult, however, to find those people that can work well in your corporate environment, be challenged and give their best to their new job.

That's why the recruitment tools of job descriptions and postings are so important. For many applicants, this is their first impression of the company and it is your first attempt to screen people who deserve to be interviewed, and possibly hired.

"The first thing that I always think about is, 'What type of person am I looking for and what's my ideal candidate?'" said Sarah Jane Dowling, CHRL, CHRE and director of HR with PBL Insurance in Windsor, Ont. Depending on the location of the country she is recruiting for or the type of business unit that needs new hires, for example, Dowling says she bases the job posting on many of those needs.

Pete Kazanjy, founder of talent search engine TalentBin, agrees and says you have to know your audience.

"The process by which job descriptions get made is a very formalized one where a hiring manager will sit down with a recruiter and create a laundry list of skills and potential titles that their ideal candidate would have," he said.

But the problem is that this is often technical and does not read like a marketing document. Also, hiring managers sometimes fail to understand the marketing realities of supply and demand and so a laundry list of characteristics in a job posting could artificially restrain the types of talent that would actually be suitable for that position.

Beyond technical versus marketing language, however, knowing your demographic is also important.

"The language that you want to use should be of interest and appealing to whoever your target audience is," said Trevor Shylock, industrial organizational psychologist with Caliper.

TALK TO YOUR HIRING MANAGER

Recruitment is not a solitary endeavor. While you are dealing with your own HR functions, you simultaneously have to "please" the hiring managers in need of the recruit.

"I am in constant communications with the hiring manager; right from the beginning of thinking they will need an employee, the hiring manager is always part of the recruiting process," said Dowling. She, however, has final say on the posting and approvals can mean all advertisements, descriptions and language.

That's where the "in-take" meeting comes in, says Kazanjy. He says the recruiter needs to act as a good "agent" to the hiring manager and be a steward for the hiring manager. Practically speaking, as the hiring manager places restraints on the posting, for example, the recruiter can show them how that changes the type of people that might apply or are available for the job (by using filters such as TalentBin or



“CREATING A LONG AD IS NOT GOING TO ATTRACT ATTENTION – IT’S PROBABLY GOING TO DETER.”

– SARAH JANE DOWLING, CHRL, CHRE, DIRECTOR OF HR, PBL INSURANCE

LinkedIn, for example). Dowling adds that she gets the hiring manager to tell her what they are looking for and she will put the “HR spin” on the ad.

“I tell them what’s happening in the industry and what’s happening with recent hires,” she said. She adds that the hiring manager’s expertise gives her the “foundation to wordsmith” the ad when necessary.

DOES SIZE MATTER?

Simply, there is no right or wrong size for a job description but there are pitfalls to avoid. Shylock says length can be a problem when putting pen to paper.

“[Traditional] job descriptions can be too long, full of paragraphs that people are not going to read or want to read that are also full of company-specific jargon,” he said. This can pose problems for recruiters. The best way to filter your lists is to ask yourself, “What will this person be doing 95 per cent of the time?” Also, what’s required upon entry versus what are the things you will train? By eliminating the future items, says Shylock, you get to the description people will read and hopefully filter out people you wouldn’t want to interview.

He adds that creating a “criticality score” will help create the posting. How well do you have to do a certain task and how often will you be doing that task? More than length, Dowling says by starting

with the right key elements and content, even such things as visual space, you can attract the right candidates and if necessary, push them to get more information through a website or elsewhere.

“Creating a long ad is not going to attract attention – it’s probably going to deter,” she said.

There are also several elements that contribute to a “bad” job posting, says Dowling – ads that are too long, ads that have jargon, ads that cannot even attract candidates and ads that have spelling or grammatical mistakes. Obviously, illegal items such as discrimination are points that must be left out of job descriptions, says Shylock.

KNOWING YOURSELF

Getting the message out is just as important as what the message is. Dowling says she uses a variety of specialized sites (in her case, for the insurance industry) as well as associations that can help target recruitment. Ads are tracked and that data can be used later to ensure they are getting the best bang for their buck. She also says that “a good job ad is a good job ad” and the size of your organization should not matter.

“You need to craft an ad that speaks to your culture in a way that’s equally important to you and spells out the qualifications, and that transcends big business and small business,” she said. ■

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VACATIONS ARE NO LONGER A LUXURY – THEY ARE A NECESSITY

By Vanessa Kunderman

Humans were designed to be able to manage stress. And although some stress is good for us, the new fast-paced world often leaves us in hyper-strained states for too long. These abhorrent chronic stress levels hinder our physical and mental health. Our blood pressure and cholesterol rises; we are predisposed to insulin resistance which can lead to type two diabetes; our immune systems are suppressed and it seems we forget how to make our bodies sleep. With too much anxiety and depression, our mental function suffers not just at work, but even in the mundane things we do each day.

“Humans were never designed to have stress all the time. Our stress reactions were designed to be turned on and then off. That’s the healthy cycle. But today we operate in a semi-permanent state of stress,” said Dr. David Posen, author of *Is Work Killing You?* “Proper vacationing is an antidote to chronic stress. It is absolutely imperative that Canadians are vacationing each year – and not just one time per year.”

Dr. Posen advocates that Canadians should be vacationing three or four times per year. Ideally each quarter, employees should take a break to recharge. The majority of working Canadians are more

stressed than ever before and regular breaks are imperative to restore balance between work and life.

Expedia.ca has been conducting their annual Vacation Deprivation survey for over ten years. As a Canadian online travel provider, the organization is committed to helping Canadians travel the world, and to do so they’re keen on understanding their market.

Sean Shannon, managing director at Expedia.ca, oversees all Canadian operations and gets a front row view on the Vacation Deprivation survey’s results.

“We keep coming back and doing this survey because we find it so interesting,” said Shannon. “We do this survey all around the globe, and Canada and the United States could be the hardest working nations in the world.”

Due to legislation or cultural norms, other countries are banking much more vacation time than Canadians, with some Canadians not even taking their allotted amount of time off each year. According to the 2014 Vacation Deprivation survey, 48 per cent of Canadians are feeling vacation deprived, up from 40 per cent in 2013.

Five rules for a rejuvenating vacation

1. Take all the vacation time you’re entitled to: *all of it*.
2. Take your vacation time *before* you need it. Then you will never need it, you’ll just enjoy it.
3. Space your vacation time throughout the year so that you’re getting more frequent breaks, instead of one long one.
4. Come home a day early. Give yourself one day at home to settle back into your routine before returning to work.
5. Use the first day back at work for catch-up.



“TODAY WE OPERATE IN A SEMI-PERMANENT STATE OF STRESS. PROPER VACATIONING IS AN ANTIDOTE TO CHRONIC STRESS.”

— DR. DAVID POSEN, AUTHOR, *IS WORK KILLING YOU?*

Canadians are getting worse at this. Vacation deprivation is on the rise. The correction needs to be encouraged in the workplace, and then mandated.

“What amazes me is the number of people who don’t take their full vacation time,” said Dr. Posen. “The survey actually showed that 90 per cent of Canadians said they would make sacrifices for just one more day of vacation time.”

Those theoretical sacrifices include giving up alcohol, television and one week without their smart phones.

Over one-third of Canadians have cancelled or postponed their vacation due to work responsibilities. When employees are healthier there is less absenteeism, less stress leave, less leaves of absence and less illness. A well-rested employee will even have improvements in concentration and short-term memory. By creating work environments that encourage taking proper vacation time, companies can significantly improve the wellbeing of their employees.

“Too much stress affects the brain cells’ ability to communicate with other cells,” said Dr. Posen. “One area affected is the hippocampus, where we store memory. When people are chronically stressed, this part of the brain doesn’t work as well. People become forgetful, especially regarding short-term memory.”

Seventy-eight per cent of Canadians report being more focused after vacation time, and 93 per cent feel more relaxed and rejuvenated.

Growing in popularity is the “use it or lose it” mandate that eliminates employees’ ability to carry over their vacation days, a subtle encouragement that vacations aren’t absolutely necessary. By taking the choice out of the employees’ hands, they can feel less guilty about leaving the workplace.

“I think everyone needs time off,” said Shannon. “The workplace has only gotten faster and more frantic thanks to technology. I

remember leaving my place of employment and you really couldn’t do much. In the ’80s, if Mr. and Mrs. Smith were away on vacation, that task would just have to wait. That is not the case now – no one will wait. The world keeps moving.”

And even though projects might not want to wait, it’s important to take a step back once in a while to recharge the mind’s batteries.

“Vacations are really important to allow the stress reaction to be turned off or turned down,” said Dr. Posen. “People need to recover, rejuvenate and decompress. Longer time-outs are important because we need extended time to recuperate. I believe we need at least three weeks of holidays [each year]. Two weeks probably used to be okay, but the world has gotten faster and more stressful.”

HR professionals can advocate for mandatory vacations in the workplace. By allowing a day of catch-up after an employee’s vacation, the employee won’t stress themselves out in their final days of vacation, and can use the full number of days they are allotted for a break.

By granting employees a gentle re-entry on their return, you are telling them they won’t be hit with a pile of work on their first day back. This is the power of permission.

And of course, HR professionals should lead by example and take their fully allotted vacation time as well.

Vacations are a prescription for health, stress relief, energy rejuvenation, reconnecting with family and friends and, perhaps most important of all: happiness. Eight per cent of Canadians associate vacation time with happiness.

“Hockey coaches don’t rest their star players out of benevolence,” said Dr. Posen. “They do it because they get better performances out of their athletes when they are properly recharged.” ■

Satisfied Employees, Successful Enterprise

FLEXIBILITY, PRIDE AND A CONNECTION TO AN EMPLOYER MAKE LOYAL EMPLOYEES

By Heather Hudson

Are Canadian workers more content in the workplace than we give them credit for? According to a study commissioned by Capital One Canada, under the right circumstances, even the purportedly finicky millennial generation is happy to stay put. Capital One Canada chief people officer, Jenny Winter, isn't surprised.

"The survey confirmed my perceptions here at Capital One: generally, employees are very satisfied where they are and are not looking to make a move," she said. "They have very high levels of pride and really make a connection to their employers."

The survey polled 1,510 Canadians 18 and over across the country and found that 69 per cent said they were proud to work for their current employer. Sixty-five per cent indicated they like telling people where they work.

Capital One Canada commissioned the survey in the spring of 2014 to help inform their expanding recruitment strategy.

"With our growth trajectory, we wanted to see what matters to Canadians to ensure we're offering a value proposition for future employees," said Winter.



talent management

SURVEY FINDINGS

According to the survey results, work/life balance is more important to prospective employees than compensation, with over half of respondents supporting this idea. However, 27 per cent would leave their current job for another position that offers more money but fewer perks, and a small percentage of respondents expect to switch employers at least every five years.

There are a number of things an employer can do to increase job satisfaction among employees. Over three-quarters of respondents indicated that regular bonuses with annual pay increases would be an incentive for staying with a company. In addition, a competitive retirement package with related benefits is attractive to workers. Associated with desiring work/life balance, flexible working hours with the option to work remotely is something that 44 per cent of survey respondents consider desirable in their own job.

On the other hand, the survey shed light on some things that employers do that make their employees consider quitting. Maintaining or contributing to poor office morale would cause over half of survey respondents to consider leaving their companies, as well as constantly increasing workloads without increasing rewards or compensation. Interestingly, nearly half would also consider quitting because they don't feel appreciated by their employer.

Winter says the survey demonstrates a different view from the "millennials lack commitment" narrative offered in HR circles, one that she sees at Capital One.

"Millennials are looking for that commitment and are content to stay where they are for the next two to three years," she said. "They're looking for what most of us want, which is to be engaged, involved, feel like their contributions make a difference and focus on learning and development."

The survey also found that people are less focused on titles. Only one in 10 Canadians put a promotion at the top of their wish list. A sense of belonging and being part of something positive outweighed the need to get ahead and have a more impressive title.

Winter was unsurprised with this finding as well: "Where we work is a big part of our personal identity and people take a lot of pride in that."

HR SUCCESS

Capital One was named one of the 2014 50 Best Workplaces in Canada by Great Place to Work. The key to this success can be summed up in one word: flexibility.

"The benefits and perks that are offered within an organization need to flex with the employees as the demographic changes," said Winter. "The needs of someone in her 20s will be different than a baby boomer's. There needs to be flexibility and options."

That often translates into putting more choice into employees' hands. At Capital One Canada, from choosing how, where and when employees work to helping accommodate a healthy work/life balance to learning opportunities that mesh with personal goals and learning styles, Winter says the company strives to adapt to the individual.

"We recognize that these are people with lives outside of work and we are very flexible about how people accommodate their own needs," she said. "There's less of a focus on hours and work location and more on outcome and great results and making sure they are recognized."

That recognition is also a cornerstone to the company's employee engagement successes. Winter says milestones are regularly celebrated and employees are empowered to take recognition into their own hands.

In their two Canadian call centres, employee engagement scores soar and they enjoy a very low turnover. She credits peer-to-peer recognition as one of the leading factors to that success.

"Associates can give small recognition awards to their peers who are doing an awesome job on the phone when they hear it in the moment," said Winter. "A \$10 gift card can mean a lot when it comes from a teammate."

"WHERE WE WORK IS A BIG PART OF OUR PERSONAL IDENTITY AND PEOPLE TAKE A LOT OF PRIDE IN THAT."

— JENNY WINTER, CHIEF PEOPLE OFFICER, CAPITAL ONE CANADA

Internal communications are also integral to a strong workforce. An intranet with social media-like features is well used and helps connect employees between Toronto and Montreal for collaborative brainstorming sessions.

The physical work environment also plays a part.

"We're very conscious about creating a work space where people can be at their best," said Winter. "Depending on the work they do, we make sure they have the right set-up."

Agile workspaces, such as portable white boards and desks and tables that can be moved, help create spaces where work can be completed efficiently and comfortably. An abundance of natural lighting, spaces where people can come together informally and quiet places for contemplative work are also freely available.

"We look at HR as enablers to create momentum. It's critical to think through the experience that you want your employees to have and create that value proposition," said Winter. "It's not about having a big budget and doing big splashy things; it's about creating an energy."

Winter is quick to point out that HR can't create the environment without executive sponsorship and champions from leadership. She says the president of Capital One Canada reads every single comment from their biannual survey and the feedback influences their people priorities for the coming year.

However, the ownership over the culture of a workplace belongs in the hands of the employees.

"Networks, forums, special interest groups – employees feel they're shaping a great culture and environment here. It's theirs, and not the company's."

"The business leadership team needs to feel ownership of workplace satisfaction and the role of the HR practitioner is to be a steward of those efforts."

With such an adaptable and supportive workplace culture, it's understandable that the company's employees want to stay right where they are. ■

HR Career Paths:

Jodi Zigelstein-Yip, CHRL

HR CONSULTANT

By Chris Atchison

When veteran lawyer Laura Williams founded Williams HR Law in January 2011, she focused on delivering labour and employment law services with an innovative spin. Williams, determined to carve a distinct niche in a highly-competitive field, dedicated her efforts to delivering strategic advice and representation designed to help employers proactively manage their everyday legal risks resulting from various HR issues within the workplace.

Along the way, it became increasingly clear to Williams that her clients were looking for something more – specifically, proactive and sustainable HR solutions that could help them solve their most challenging people-management issues. She set her sights on launching a sister company to fulfill that need.

Doing so meant finding the right director with the right skills, entrepreneurial spirit and innovative mind to ensure the company's success. Enter Jodi Zigelstein-Yip, a prominent face in the Ontario HR scene who had previously worked with Williams at an HR consulting firm. Williams HR Consulting (WHRC, pronounced “work”) opened for business in April 2013, and has since



Courtesy of Jodi Zigelstein-Yip



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career paths

"I SPEND THE BULK OF MY TIME IN THE AREAS I HAVE EXTREME PASSION FOR – DESIGNING AND FACILITATING THE KIND OF LEADERSHIP DEVELOPMENT EXPERIENCES THAT HELP OUR CLIENTS UNLOCK LEADERS' POTENTIAL."

seen its client roster grow to 30 clients in just 18 months. *HR Professional* recently sat down with Zigelstein-Yip to discuss her HR career path as an HR consultant.

HRP: Why did you leave the corporate world to head an HR consultancy?

Jodi Zigelstein-Yip: I've been lucky to work with great corporations in the past as a generalist HR practitioner, but I find that HR consulting provides me with an opportunity to analyze clients' HR needs and work with their executive and HR teams to help them overcome what can often seem like impossible obstacles to success. I thrive in the consulting world, as I am able to help organizations develop high-impact, innovative and proactive HR solutions that engage, motivate and develop talent – all with an eye to helping clients grow their business. Because this approach can include virtually any area of HR, I haven't chosen to specialize, in the true sense of the word. Instead, I spend the bulk of my time in the areas I have extreme passion for – designing and facilitating the kind of leadership development experiences that help our clients unlock leaders' potential.

HRP: What are your main areas of responsibility?

JZY: Because I head up the consulting side of our business, my main areas of responsibility range from leading my team at WHRC and meeting with potential clients to writing proposals, to doing the work and managing projects. That's in addition to facilitating HR development experiences with our clients, presenting at association conferences, spearheading our ongoing marketing initiatives and running our Develop at WHRC series – a program designed to help HR practitioners hone and expand their capabilities in the HR space.

HRP: What does a typical day at work look like for you?

JZY: No two days are the same around here – we accept a huge variety of work.

HRP: What do you love about your job?

JZY: I'm able to work in an environment that I love, where I get to use my creative energies to help clients shape the future of their businesses in a proactive way. Our firm-wide culture is very entrepreneurial, meaning that Laura encourages us to bring ideas to the table, all while empowering us to problem-solve and take the necessary steps to deliver the very best HR consulting services to our clients. It may sound like a cliché, but everyone should be so lucky to work in an environment where you can laugh and have fun with your peers, all while delivering an exceptional client experience.

I also love the fact that I'm able to see immediate results when working with our clients. Helping executives and their HR teams overcome challenges and realize their potential is incredibly rewarding.

HRP: What skills do you possess that make you a great fit for your position?

JZY: I always joke that I'm not your typical HR professional. I'm really a business person with HR training, one who focuses on helping businesses achieve bottom-line success through the creation of innovative and sustainable HR solutions. That means I need to develop strategic partnerships with our clients, sometimes challenge their assumptions and persuade them to take what I believe is a more effective path. That may not always be a comfortable process, but my experience has shown that it's often a necessary first step to help fuel an organization's growth and development.

HRP: What are your ultimate career goals?

JZY: I'm living it each and every day. My ultimate career goals are really focused on building the Williams HR Consulting brand and creating a high-performance team of consultants who can continue to provide exceptional services and solutions to our clients. I don't aspire to any specific title on my business card. As long as I'm able to use my creativity, experience and expertise to help our clients succeed, I'm happy.

I plan to be doing this until I'm 80 – okay, maybe 65! ■

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Cheryl Fullerton, B.Sc., CEBS, HRCCC

A PASSION FOR LEADERSHIP

By Lisa Gordon



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Cheryl Fullerton makes sure she gets the most from each and every experience. A self-described “thinker and analyzer,” she’s made it her business from an early age to study corporate leadership to gain insight into company performance.

Today, Fullerton is VP of leadership at Maple Leaf Foods, the consumer packaged meat company that has been operating in Canada for more than a century. Based at the company’s Mississauga head office, she and her team of about 40 HR professionals deliver solutions that drive the company’s human resources strategy.

HR Professional asked Fullerton to reflect on some of the lessons she has learned during her 20-plus years in HR. Among other insights, she said the smartest thing one can do is to take a job outside the HR realm at least once in their career.

HRP: What was your first HR job?

Cheryl Fullerton: During university, I had a summer job in the pension and benefits department of The Oshawa Group, a national chain of supermarkets. It was a very routine HR role; I had to manually verify employee health coverage. To keep it interesting, I challenged myself by seeing how many I could do in an hour. I got so fast that I had free time, so then they taught me how to adjudicate medical claims and process payments.

HRP: How and when did you decide upon an HR career?

CF: While at The Oshawa Group, I got interested in the pension and benefits field. It satisfied my need to have deep specialist knowledge in something complex, so I decided to stick with it for a while. I got fascinated watching the senior executives in the company and really studied how they set strategy, how they communicated, motivated and built a following. I got so passionate about leadership that I decided to build my career in HR.

IN A NUTSHELL

- **First job:** I worked at U-Haul taking reservations, processing pickups and drop-offs and reconciling the accounts. I was 17, and it was kind of a meaty and stressful role for my first job.
- **Childhood ambition:** Back then, I had a list. I was going to be a doctor/hairdresser/ballerina/author/painter. It's still a bit depressing that I have to pick one career. I still to this day want to be everything all at once!
- **Best boss and why:** I have gotten something important from every single boss I've ever had. They've all been part of creating who I am now. But, there are two I want to highlight. Bill Vickers was the first boss who really helped me with career planning, and he taught me the value of humour at work. The other one is Les Dakens, who I worked with here; he taught me to think bigger and farther than I was ever comfortable thinking before.
- **Current source of inspiration:** My parents. My mom and dad just celebrated their 52nd wedding anniversary and they are strong, very smart and so caring to other people. They've weathered all the ups and downs over their 52 years together; now in their early 70s, they are more supportive of each other than they've ever been. They are a real inspiration.

- **Best piece of advice I ever got:** Bill Vickers once told me, "Don't be ridiculous!" I loved it; it was blunt and heartfelt and perfect for the moment. It was a career planning conversation, and what came out of my mouth was, in fact, ridiculous.
- **Favourite music:** I will sing or dance to pretty much anything at the drop of a hat – but if I had my choice, I'd put on Neil Young or Peter Gabriel.
- **Last book you read:** I haven't been reading a lot lately, but the last book I read was *David Copperfield* by Charles Dickens. It was a good escape.
- **How do you spend your time away from work?** Reading, walking along the trails near Etobicoke Creek and working on the board of Spectra Community Support Services – we provide phone support services to people in need. I also love binge-watching Netflix shows with my kids, aged 19 and 23. I love them, they're my heroes.



HRP: Describe your job today.

CF: I'm VP of leadership at Maple Leaf Foods. It's a wonderful job; I'm extremely happy with the portfolio I have now. I can influence the leadership culture of the

organization, so my passion for leadership is satisfied. My team creates solutions for talent acquisition, rewards and recognition, performance and talent management, learning and development and HR systems

and services. We deliver these people solutions through an integrated network of HR generalist and specialist professionals throughout the business. I've been in the position for a couple of months, but I have worked at Maple Leaf Foods for nine years overall.

HRP: What do you love about your job?

CF: I love the variety of my job right now. Maple Leaf Foods is an amazing organization if you're really driven to master things, and then put up your hand and ask for more and craft your own career path. We are all about learning and personal growth here. I work with some very talented people, and we have an opportunity to set the people and leadership strategy for the organization, which is a lot of fun.

HRP: What are the challenges of your job?

CF: One of the biggest challenges when you're leading an HR team can be big organizational changes. Maple Leaf, like so many companies, has taken on massive

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strategic projects that take years to execute. The challenge is to keep people focused and motivated through that period. In general, people thrive on instant gratification, so when we say something is a three-year project, it takes a whole different kind of leadership to get through it. HR needs to lead that effort.

HRP: What's the key to leading HR during a difficult time for an organization?

CF: You have to stay super close to the people who are natural leaders and influencers, and the people who are the highest performers or have key critical skills. HR professionals can leverage these people to ensure continuity of talent and the right kind of workplace environment. Stay ahead of the problems and don't just react, and be clear about objectives – where you're going and why. Deliver lots of feedback and positive reinforcement; keep people engaged and satisfied enough to stick through the difficult times. This is when great leaders really shine.

HRP: What skills are important for success in HR?

CF: First and foremost, you must have a deep passion for the business and what the business is there to accomplish. That's got to be first. To be a great HR leader, you see yourself as an integral part of the business' success. Partnered up with that is a deep understanding of people. We're the people experts; that's what we bring to the table. You must also be a fact-based and analytical thinker, and draw insights from complex systems of people, behaviours, results and other points of information. The days of the soft and fuzzy HR team are long gone.

HRP: What tips do you have for new grads or those in entry-level HR jobs who want to move up the ladder?

CF: Try to have at least one role outside of HR. If you want to move up the ladder in HR, the best thing you can do is take at least one position outside the field. Do this when you know HR well enough to appreciate what it's about, and then step out. The best experience I ever had was an operational job where I was measured on driving growth and profit for the organization. I got a crystal view of how the HR function could help or hinder me in achieving my goals – it was like a light shone on it and I could see it clearly! I honestly didn't understand that until I had a role outside of HR.

HRP: What's the future of HR?

CF: There are two things. The first is the continued evolution from HR practices to people solutions. We do what we do in order to drive business results, not to "do HR stuff." To get results, people need objectives, feedback on their performance, opportunities for development and rewards. We create solutions to accomplish these things. The other thing is that we need to be much more predictive. Strategic workforce planning hasn't really taken off in HR yet. I'm talking about projecting where the business strategy is leading and what the labour market and technology are going to look like, and how we can predict all of that so we are ahead of it when it comes. HR will need to be better at this if we are to be more effective business leaders. ■



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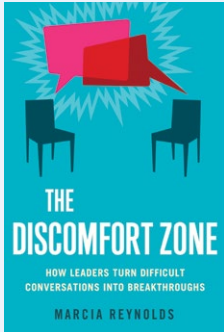
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OFF THE SHELF

By Alyson Nyiri, CHRP



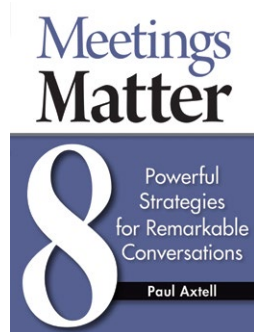
THE DISCOMFORT ZONE: HOW LEADERS TURN DIFFICULT CONVERSATIONS INTO BREAKTHROUGHS

Marcia Reynolds
Berrett-Koehler, 2014

There are plenty of books about difficult conversations. While other books focus on the speaker, offering guidance on how best to deliver the message, this book focuses on the receiver – the person you are speaking with. Drawing on the fields of neuroscience and psychology, Reynolds shows leaders how to become a “thinking partner” with employees by building trust and rapport but also challenging assumptions and raising uncomfortable questions. The essential difference is that the speaker has no message to deliver; instead, the aim is for the receiver to expand his awareness to see the situation differently.

Talking point

Reynolds writes that effective leaders help others think more broadly for themselves. Further, when the focus of a conversation is on what the leader wants, a breakthrough in perception won't be achieved.



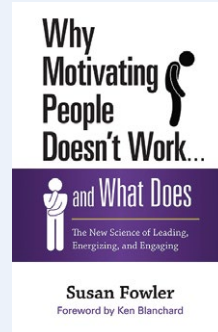
MEETINGS MATTER: 8 POWERFUL STRATEGIES FOR REMARKABLE CONVERSATIONS

Paul Axtell
Jackson Creek Press, 2015

Meetings can be reframed. They can be opportunities for thoughtful, respectful conversation about things that matter to people who care. Axtell offers eight ways to accomplish this, including the importance of designing the conversation, limiting participants, being vigilant about what gets on the agenda and participating to have an impact. Each of the eight strategies is presented in clear, easy to use chapters and various assessments in the appendix.

Talking point

Love them or hate them, meetings are a mainstay in our workplace culture with many of us feeling that if we aren't in a meeting, then we aren't being productive. How often do you have meaningful conversations and develop relationships in your meetings?



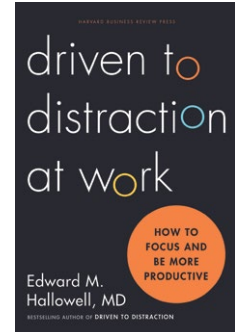
WHY MOTIVATING PEOPLE DOESN'T WORK... AND WHAT DOES: THE NEW SCIENCE OF LEADING, ENERGIZING, AND ENGAGING

Susan Fowler
Berrett-Koehler, 2014

Fowler introduces the Spectrum of Motivation, a new model for fostering motivation within individuals. Shaping the workplace to allow employees to fulfill their three core psychological needs of autonomy, relatedness and competence enables employees to shift themselves toward heightened motivation and productivity. Using the Spectrum, Fowler presents real-world examples of how the model works and can be adopted by organizations.

Talking point

Terminology such as driving for results or incentivizing behaviour are quickly becoming out-dated because they miss the mark; they fail to capture the people's energy, creativity and well-being, which we now know is critical for people to flourish.



DRIVEN TO DISTRACTION AT WORK: HOW TO FOCUS AND BE MORE PRODUCTIVE

Edward Hallowell
Harvard Business Review Press, 2014

When it comes to distraction, Hallowell knows his business. Here, he identifies the six most common distractions at work and how to overcome them: screen sucking; multitasking; idea hopping; worrying; playing the hero; and dropping the ball. Hallowell carefully defines attention deficit trait (ADT) as not ADD or ADHD. ADT originates externally, and is brought on by incessant demands, temptations and opportunities that derail our focus and create mental noise. By carefully training your attention, you can overcome these distractions and regain your ability to focus on what is important and do your best work.

Talking point

Neuroscience has proven that the human mind cannot multitask and attempts to do so only sabotage our productivity. So why do we continue to prize multitasking as a laudable ability? ■

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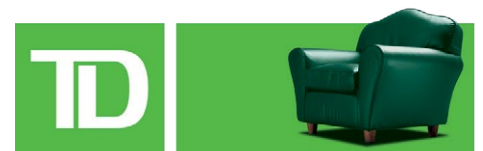
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On-Campus Recruiting that Resonates with Top Students

By Bronwen Hundley

You're recruiting on campus with the goal to hire top, fresh talent that your company can shape into high performers. You're doing career fairs and employees have presented at the college at least once. You have a good relationship with the university, yet you don't sense that students are really connecting with your company. Why is that?

On-campus recruiting is the one place where you cannot afford to be seen as anything but the most progressive and in-tune brand that truly understands how students communicate and what they value. Too often, recruiters bring a very "adult" perspective to college recruiting and they miss the opportunity to connect with students who are at the height of their passion toward entering a career that inspires them. You want them to bring that passion to your company, right?

Here's a few ways to help ensure that your efforts are resonating with students:

Stop thinking of job roles and focus on values. Top students know what they value, they know how they want to make a difference in the world and they have big aspirations for their potential to do so. They are looking for companies and work that will facilitate their ability to live out their values. Speak to their values and then connect the dots to how your company and specific roles can allow them to achieve their goals. They need to see a clear path that shows they will be fully contributing as soon as they start.

Speak their language in their native tongue. In other words, go mobile. Provide tablets at career fairs and apps that allow them to apply for jobs with as few clicks as possible. Connect with them on social media. The easier you make it for them to stay connected to your company, the better impression you will make that your company is at the forefront in your industry.

Get personal. Savvy recruiters are handing out their phone numbers and allowing students to text them. Today's students

text before they email or call. And texts are easier to manage than phone calls. Embrace texting as a way to show students you are authentic, you care about them and you are willing to answer their questions as they arise.

Be present. You need to build brand awareness throughout students' college years. It's not enough just to do career fairs and expect students to remember your company. Get involved. Sponsor events, sports, provide guest speakers from your company, promote your company's philanthropic efforts, engage students in projects – build brand awareness so that students already feel a sense of your culture and company when they graduate.

Build partnerships. Work with the college and faculty to help shape and drive the education students receive. This allows you to more directly influence the knowledge and skills you need students to have if hired by your company. Offer to help faculty design curricula, as well as to host research, provide case studies and guest speakers that will bring real-world experience into the learning journey.

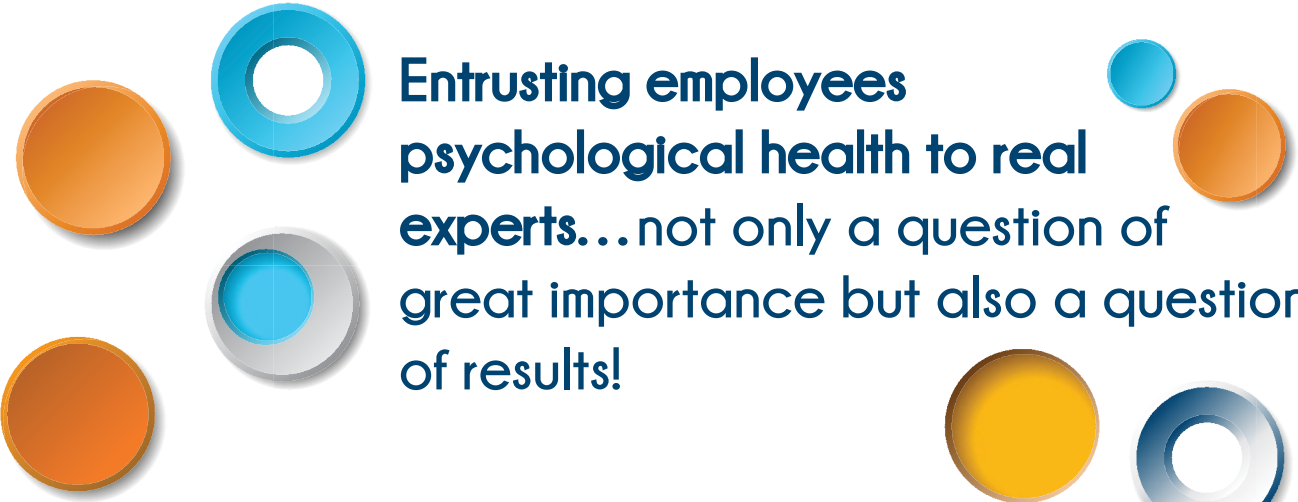
Offer meaningful internships. Top students want to put their skills and learning to use right away; they want to contribute and see that while they learn they are achieving meaningful goals. Craft internships that give them the responsibility and mentors they need to feel that they are contributing to the company's success. Treat them as entry-level employees, not high school students. They'll work hard, build connections and provide fresh insight into your processes.

Take time to evaluate your on-campus recruiting strategy and be sure that you are up-to-speed with what students expect from companies today. It will be well worth your time as you see students connecting with you and envisioning a future at your company. ■

Bronwen Hundley is strategic director at Seven Step RPO.



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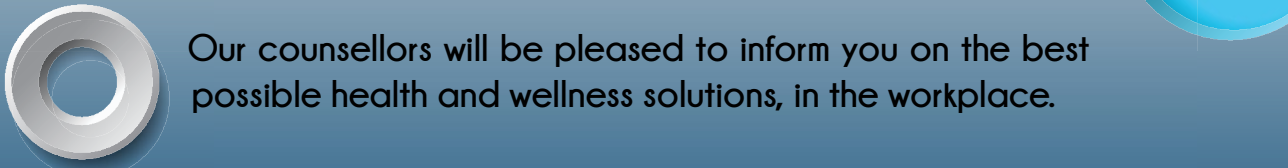
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