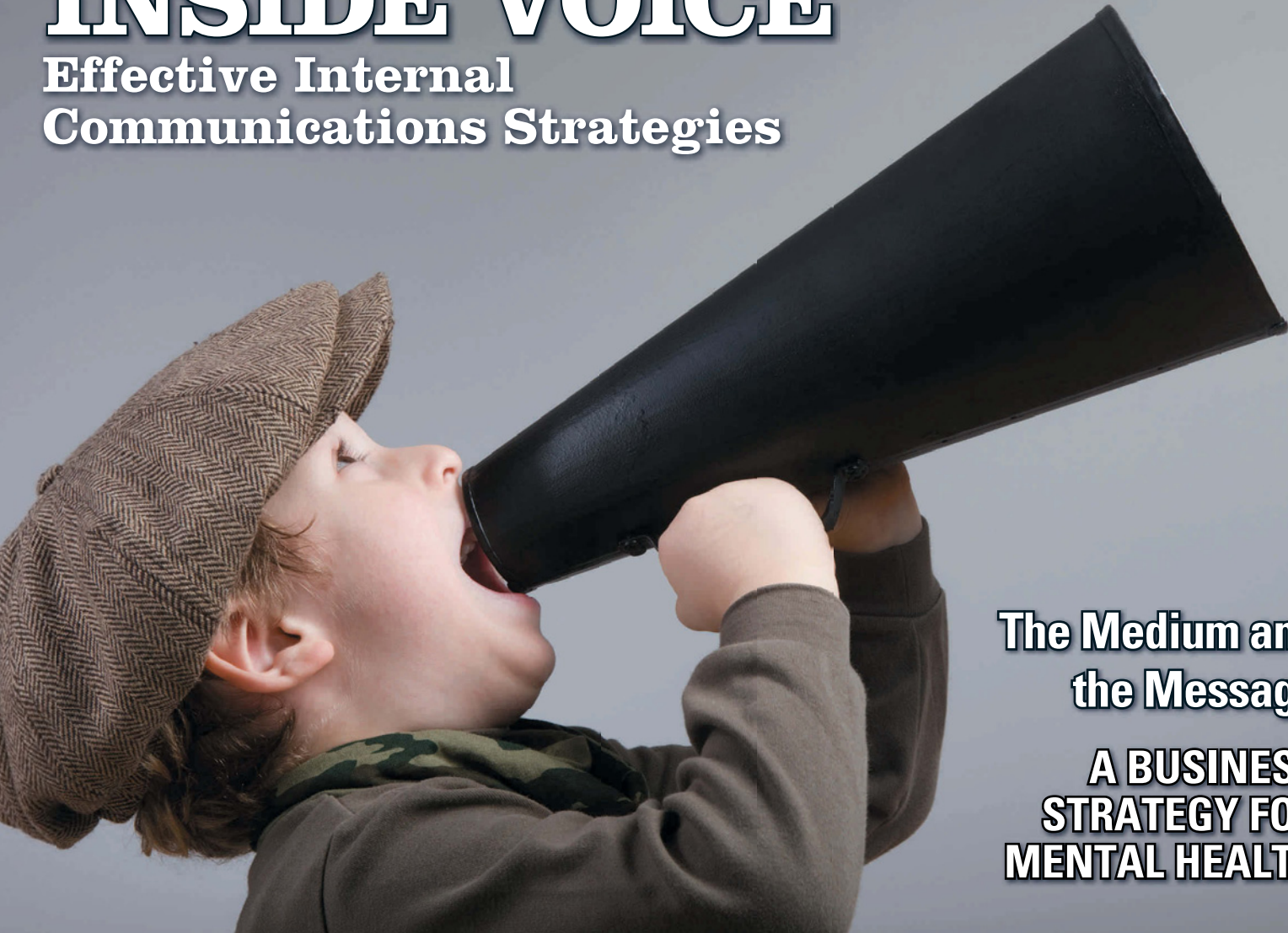


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Communications Strategies



**The Medium and
the Message**

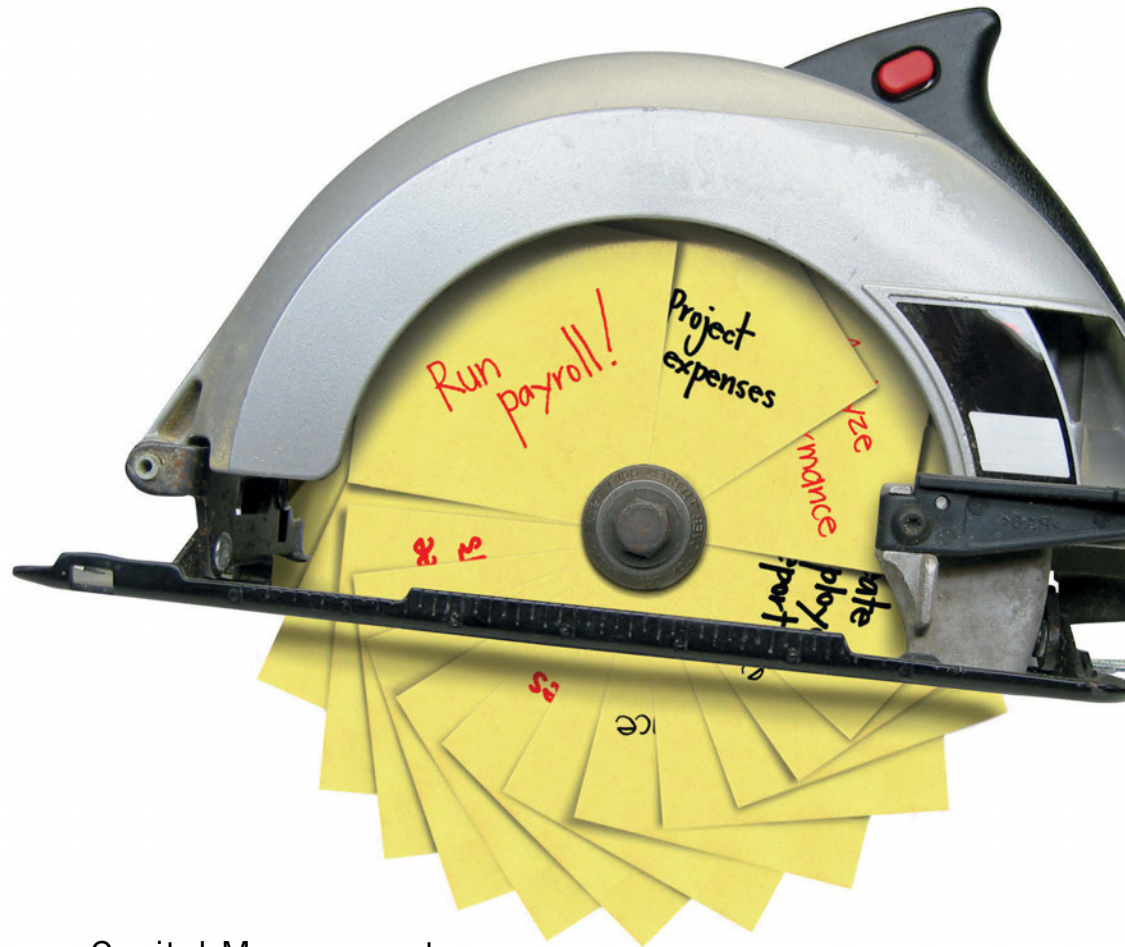
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THE POWER OF EFFECTIVE COMMUNICATION

In the constant effort to get an organization's message out, there's one audience that's often overlooked by communications and marketing departments—employees. Internal communications has always played second fiddle to the supposedly higher goals of reaching out to external audiences like customers, shareholders, government and the public at large.

However, that's changing as more and more communications and HR departments understand the necessity of communicating effectively within organizations. This issue's feature, *Using Your Inside Voice* (p. 18), explores how effective employee communications can boost productivity, increase employee retention rates, help manage change and foster organizational pride, where employees become passionate ambassadors of your brand.

If you've got a far-flung, global workforce, writer Joel Kranc talks to KPMG and Gates Corporation on how to effectively build, implement and communicate a global HR strategy in "The Medium and the Message" on p. 30.

And on p. 47, HR Professional talks to Morneau Shepell's Karen Seward on how businesses can benefit by spending money on maintaining their peoples' mental health rather than paying out on stress-related disability claims.

We hope you enjoy the issue.

On another note, next issue you will see a new face in this space. *HR Professional* recently hired veteran human resources editor Laurie Blake to oversee and guide this magazine. Laurie was a former editor at *Workplace Online* and has much experience writing and editing in the business-to-business environment.

We welcome Laurie in her new role as editor of *HR Professional*.

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Life, health, retirement

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SEPTEMBER 2011



PETER ISRAEL

Peter Israel has acted as counsel to both employees and public and private sector employers in health care, manufacturing, retail, broadcast, high technology, financial services and insurance and transportation matters. His legal column appears on page 17.



BERNIE KEIM

Bernie Keim is vice-president, member services and regulatory affairs at CGA Ontario. He penned “Operational Risks Unavoidable – Analysis Prudent,” the magazine’s recurring finance column, on page 36.



CHRIS BART

Dr. Chris Bart, F.C.A., is the author of “A Tale of Two Employees and the Person who Wanted to Lead Them” – the No. 1 best-selling business book in Canada for 2010. He discusses four essential acts that form the basis for strong leadership on page 40.



ALYSON NYIRI

Alyson Nyiri, CHRP, is a freelance writer, researcher and consultant specializing in human resources and career development issues. She lends her expertise and gives readers the real story in Off the Shelf, on page 52.

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Nancy Stacey
Director, HR/Administration
Tewatohnhi'Saktha Economic Development Commission

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PROVIDING WORKSHOPS FOR PERSONAL GROWTH THAT EMPOWER AND MOTIVATE



ACHIEVE Training Centre Workshops Offered in Ontario this Fall

WORKING THROUGH PERSONALITY DIFFERENCES

Toronto: October 17, 2011; **Ottawa:** October 19, 2011

Understanding the various personality styles and their impact on workplace dynamics helps people communicate and work successfully with others. Utilizing the Myers-Briggs Type Indicator (MBTI), this workshop will provide participants with a personal assessment, equip them to understand personality styles which are different than their own and provide strategies to effectively interact with.

ASSERTIVE COMMUNICATION

Toronto: October 18, 2011; **Ottawa:** October 20, 2011

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

CONFLICT RESOLUTION SKILLS

Thunder Bay: November 21, 2011; **Ottawa:** November 22, 2011
Toronto: November 24, 2011

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

DEALING WITH DIFFICULT PEOPLE

Thunder Bay: November 22, 2011; **Ottawa:** November 23, 2011
Toronto: November 25, 2011

This workshop will analyze what is happening in exchanges with difficult people and demonstrate how people can adapt their strategies to bring about more productive conversations with those they find difficult. The effect of communication styles will be explored, in particular, how different styles interact with each other.

MEDIATION

- An Informal Process for Conflict Intervention
Toronto: December 12-13, 2011

When people involved in conflict cannot resolve it on their own, a third party facilitator may be what is needed to resolve the dispute. This skills based workshop is designed to give participants the understanding to work with disputing parties to identify interests, clarify issues and work towards options for resolving the conflict.

EMOTIONAL INTELLIGENCE

- Increasing Harmony and Productivity
Toronto: December 14, 2011; **Ottawa:** December 19, 2011

While cognitive skills are also important, it is emotional intelligence that has the greatest impact on people's ability to be productive and work well with others. Participants of this workshop will learn to utilize emotional intelligence more effectively through both self-assessment and skill development exercises, resulting in an increased sense of how to engage more effectively with others.

To register for an ACHIEVE workshop or for more information:

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London: October 18; **Toronto:** October 19;
Ottawa: October 20; **Thunder Bay:** October 21

This workshop is designed to teach people to de-escalate potentially violent situations through assertiveness and interpersonal communication. Participants will develop a clear understanding of how to assess the potential for violence and respond with a diverse set of interpersonal tools and strategies designed to defuse potentially violent situations.

VIOLENCE THREAT ASSESSMENT

London: November 29; **Toronto:** November 30
Ottawa: December 1

This workshop provides a communication and decision-making model to help businesses, schools, organizations and communities become more effective in their management of threats. Participants will learn strategies to help them identify, assess and manage individuals who may be escalating towards violence.

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TELECOMMUTING REVISITED

Last May, HRPA polled Canadian HR professionals to better understand their views on telecommuting (aka remote working).

The results, from 610 respondents across Canada, were all over the map. An overwhelming majority—86 per cent—believed there would be at least a moderate increase in telecommuting over the next few years, with 29 per cent of those thinking there would be a significant increase.

Yet, when asked how telecommuter friendly their workplaces are, only 14 per cent reported they were “very much remote-worker friendly.” Sixty-six per cent were tepid in their response, saying their workplaces were either “a bit” or “somewhat” remote-worker friendly, while the remaining 20 per cent were flatly remote worker unfriendly.

It would appear that a disconnect exists between what HR professionals predict for the future of the workplace and the current realities in their own offices— something not altogether surprising.

There are strong arguments to be made for telecommuting and they will only get stronger as the future unfolds: a new generation of workers is demanding the flexibility of working from home, while rising commuting costs climb steadily higher. At the same time advanced communications technologies make it easier for the individual to work remotely and more economical for the organization to shed expensive office space. For those living in larger urban centres, having to sacrifice valuable family or personal time in order to get to and from work can be a major determinant in whether a job is worth taking or continuing.

But old habits—and attitudes—die hard. In the HRPA poll, the most frequently cited reason why remote working is not as popular as it could be were management attitudes. And the most frequent issue for managers was the belief that employees just don't work as hard when they are out of sight (64.3%), followed by challenges to work scheduling (57.3%), the security of company

materials (57.1%), loss of productivity (52.6%), loss of control over employees (51.7%), and finally that it creates problems with teams (48.7%).

Widespread telecommuting would be revolutionary, with profound implications for the nature of work, how it gets done and how employees relate to the workplace, their colleagues and managers. And it's not going away: a 2010 Society of Human Resources Management poll reported 43 per cent of respondents predicting that demand for workplace flexibility will have a strategic impact on operations in years to come.

Successfully implementing a telecommuting program also requires a revolution in management thinking, with whole new practices around measuring, maintaining communication and engagement, and instilling culture across remote teams.

HR's role in transitioning to this new way of managing work and achieving greater productivity will be significant. Not only must we retrain managers to understand and embrace a new way of managing and motivating workers who are not always in the manager's line of sight, but we must rethink HR policies and practices originally designed for a more traditional workplace.

In my view, rather than re-tooling our existing way of working, we will need to create entirely new HR business models which address both organizational needs as well as those of individual managers and employees. The survey results have clearly identified the challenges—that was the easy part. Now comes the more interesting step—working individually and collectively as an Association to provide solutions to these challenges. **HR**



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

UP FRONT

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PRESS THE SPACE BAR AND YOUR FACEBOOK FRIENDS NAMES ARE REPLACED WITH A BUNCH OF NUMBERS TO MAKE THE SPREADSHEET LOOK LIKE AN ACTUAL SPREADSHEET.

Source: Toronto Star

Fired Worker Gets Two Years Pay, \$235,000



When Canac Kitchens fired Luis Romero Olguin he got \$235,000 in short and long term disability benefits in addition to 22 months of severance pay and punitive damages.

Employed by Canac for 24 years when he was fired in 2003 without cause at age 55 as part of a restructuring and mass layoff, he was offered the statutory minimum of 32 weeks of pay, plus benefits for eight weeks.

In late 2004, Olguin was diagnosed with

throat cancer and subsequently underwent numerous surgeries, chemo and radiation treatments. As a result he was totally disabled and no longer able to continue working.

Ontario Superior Court Justice Echlin found that Olguin was entitled to 22 months of common law notice based on annual cash compensation of \$71,000. From that award he deducted the 32 weeks of termination pay received from Canac and his earnings at Cartier.

However, to place Olguin in the same position as if Canac had given him the required 22 months of working notice, the judge ruled that he should receive 17 weeks of short term disability payments and long term disability benefits until age 65. In total the disability award added up to about \$235,000.

The judgment specifically noted that Canac chose not to make alternative arrangements to provide its loyal, long-service employee with replacement disability coverage and then gambled that he would get another job and stay well.

Source: www.moneyville.ca

SERVICE CANADA PUTTING PROGRAMS TO TEST

The federal agency that gives Canadians a single point of access to a host of government services wants to know whether staff on the front lines are cheery and helpful, and Service Canada plans to hire secret shoppers to see whether it lives up to its name.

Thirteen programs will be put to the test. People posing as pensioners will rate Service Canada on how well it handles queries about old age and guaranteed income supplement benefits.

The mystery shoppers will also take to the

Internet to see how Service Canada fares online.

"The key research objectives... are to measure quality of service, gather specific information about Service Canada services; and, to measure service experience," says a notice posted on a website that advertises government contracts.

The findings from this new secret shopper study will be used to measure the level of service in the years to come.

Source: CTV



Signs Your HR Chief is Trouble

The usual culprits show up in the story of Pfizer CEO Jeff Kindler's ouster, reported by *Fortune* magazine. He micro-managed, was indecisive, ignored voices of experience, acted like a prosecutor in meetings and lost his temper with executive staff and even board members.

Another reason for Kindler's downfall was that he trusted the wrong person. He hired his head of human resources, Mary McLeod, in 2007 just three years after she had been fired for cause at Charles Schwab. It only took her another three years to play a major role in helping to bring her new CEO down.

Here's how she did it:

Not Focused on Execution: An HR exec is supposed to make sure that the trains run on time. If you don't get the basics right, everybody suffers and everybody notices. McLeod reduced the headcount in Pfizer HR but paid little attention to the execution of the basics.

Remote from the People: The story reports that McLeod was unavailable



to her own staff and others throughout the organization. She communicated by email and webcasts.

Terrible Optics: McLeod regularly commuted to New York from her home in Delaware via a company helicopter. It doesn't take long for the buzz on that kind of perk abuse to get around.

Inducing Paranoia: An HR staffer attempted to force an external consultant to turn over confidential 360 degree assessments that were to have been used only for the purpose of top executive development. In the environment of mistrust that was developing at Pfizer, moves like this only raised the level of paranoia.

Playing the Consigliere: One thing that those in the know at Pfizer agreed on is that McLeod did an excellent job of positioning herself as the chief consigliere to Kindler. She fed him back channel information and opinions, controlled access to him and delivered tough messages for him.

Source: *CNN Money*

GOVERNMENT CREATES JOB-MATCHING SITE

CANADA'S CONSERVATIVE GOVERNMENT HAS DEVELOPED THE SITE, CALLED WORKING IN CANADA, TO CONNECT JOB HUNTERS AND EMPLOYERS, BUT WHEN IT WILL BE UP AND RUNNING IS UNCLEAR.

HUMAN RESOURCES MINISTER DIANE FINLEY HOPES THE PROJECT WILL BE A SHORT- AND LONG-TERM SOLUTION TO CANADA'S SKILL SHORTAGE, AND WILL PROVIDE AN IDEA OF WHAT FIELDS ARE HIRING SO STUDENTS KNOW WHAT TO STUDY.

"OVER THE YEARS, WE'VE TRIED A NUMBER OF DIFFERENT APPROACHES THAT FRANKLY, WE SAW DURING THE LAST RECESSION HADN'T BEEN AS EFFECTIVE OR EFFICIENT AS THEY COULD BE," SAID FINLEY. "WE WANT TO TRY SOMETHING NEW. YOU CAN'T KEEP DOING THE SAME OLD THING AND EXPECT A DIFFERENT RESULT. THIS IS BECOMING A SKILLS CRISIS—WE WANT TO AVERT THAT."

"THERE ARE PLENTY OF MEASURES NEEDED TO ADDRESS THE LABOUR SHORTAGE ISSUE, BUT THE MOST POTENT WEAPON WE CAN HAVE IS INFORMATION," SAID CANADIAN CHAMBER OF COMMERCE PRESIDENT PERRIN BEATTY. "THIS IS NOT A BATTLE ANY OF US CAN AFFORD TO LOSE."

Source: *Toronto Sun*

Energy Boom Fuels Hiring

North America's newfound troves of crude oil and natural gas are pushing U.S. energy employment to its highest level in two decades.

Baker Hughes Inc. said its income in North America doubled last quarter from a year ago to \$440 million. Halliburton Co. said its second quarter North American profit more than doubled from a year earlier. Schlumberger Ltd. said its North American profit jumped six-fold to \$673 million, from \$116 million a year ago.

Those gains translated into at least 17,200 new U.S. oilfield jobs during the quarter, according to federal employment data. In May, the Bureau of Labor Statistics reported there were 413,500 jobs in the oil and gas extraction and support businesses in positions ranging from roustabout to

tax accountant. Oil and gas extraction added jobs in June; corresponding data is not yet available for support positions. All the hiring, however, hasn't moved the needle on the nation's unemployment rate, now at 9.2%, due to weakness in construction and other industries.

After shedding jobs for much of the previous two decades, steady job growth returned to the U.S. industry in 2004, about the same time that U.S. energy producers began extracting natural gas from shale-rock formations. The industry combined horizontal drilling with a rock-cracking process called hydraulic fracturing to release huge quantities of gas once thought to be out of reach.

Source: *Wall Street Journal*

FEDERAL FUNDING FOR ACCESSIBILITY PROJECTS

SMALL PROJECTS THAT CREATE OR ENHANCE ACCESSIBILITY FOR PEOPLE WITH DISABILITIES MAY RECEIVE UP TO \$50,000 FROM THE FEDERAL GOVERNMENT.

DIANE FINDLAY, MINISTER OF HUMAN RESOURCES AND SKILLS DEVELOPMENT, ANNOUNCED THE LAUNCH OF THE 2011 CALL FOR PROPOSALS FOR SMALL PROJECTS UNDER THE ENABLING ACCESSIBILITY FUND.

UNDER THE PROPOSAL, THE FUND WILL AWARD GRANTS TO ELIGIBLE ORGANIZATIONS FOR PROJECTS THAT IMPROVE ACCESSIBILITY FOR PEOPLE WITH DISABILITIES.

AT LEAST 25 PER CENT OF THE TOTAL PROJECT COSTS MUST COME FROM OTHER, NON-FEDERAL GOVERNMENT SOURCES.

FINDLAY SAID SOME OF THE PROJECTS ELIGIBLE FOR FUNDING INCLUDED IMPROVING ACCESS TO A CORNER STORE OR A PLACE OF WORSHIP WITH THE CONSTRUCTION OF AN INTERIOR OR EXTERIOR RAMP, BUILDING A MORE ACCESSIBLE WASHROOM, ADJUSTING THE HEIGHT OF SINKS AND COUNTERS OR ENHANCING THE SPEECH TECHNOLOGY ON A PUBLIC ACCESS COMPUTER.

NOT-FOR-PROFIT ORGANIZATIONS, SMALL MUNICIPALITIES WITH A POPULATION UNDER 250,000 AND SMALL PRIVATE-SECTOR ORGANIZATIONS WITH FEWER THAN 50 EMPLOYEES AND UNDER \$5 MILLION IN GROSS REVENUE ARE SOME OF THE TYPES OF ORGANIZATIONS THAT CAN APPLY.

ORGANIZATIONS CAN SUBMIT PROPOSALS UNTIL SEPT. 23.

Source: www.emcbarrhaven.ca

NEWFOUNDLAND, LABRADOR FACE WORKER SHORTAGE

Newfoundland and Labrador are facing major shortages of workers as baby boomers retire and resource development projects get underway, according to a provincial government report, which projected 70,000 job openings by 2020.

The report said in addition to skilled trades, the vast majority of job postings will be in health, sales and service, and management. The jobs will be spread all over the province and that jobs could be filled by post-secondary graduates, immigrants, people moving to Newfoundland and Labrador from other provinces, and seniors taking on second careers.

"We're looking at an incredible sea change," said Lana Payne, Newfoundland and Labrador Federation of Labour president. "Where we've had an oversupply of workers and not enough work, to a situation where we're going to have incredible opportunities for working people in our province."

Payne said she expects some industries will restructure as a result of these labour changes,



and current workers will need retraining to move into areas where there are job shortages. She added that there will be competition for workers across Canada as other provinces face aging populations, so local unions and management must develop recruitment and retainment strategies for workers during collective bargaining.

Source: CBC

More Immigrants Accepted under Provincial Nominee Programs

Citizenship and Immigration Canada (CIC) plans to admit approximately 40,000 immigrants under the Provincial Nominee Programs (PNP) in 2011, more than five times the number accepted in 2005.

Requirements for each PNP differ as the programs are tailored to meet the province's/territory's specific needs. Provinces select nominees based on current labour needs and select applicants who will be able to effectively contribute to the community. Applicants who apply through the PNP must first receive a Provincial Nomination Certificate from the province or territory. Once a nomination is successful, an application must be made to CIC for a Permanent Residence Visa.

To qualify for some of the PNP, foreign workers must first obtain a job offer from

a Canadian employer and then apply for a Temporary Work Permit. However, before a Temporary Work Permit can be issued, the Canadian employer who wishes to hire a temporary foreign worker may need to apply for and be granted a positive Labour Market Opinion (LMO) by Human Resources and Skills Development Canada (HRSDC). HRSDC will grant a positive LMO if certain requirements are met and they are satisfied that the foreign worker will not have a negative impact on the Canadian labour force. Certain work permits may be issued without having to obtain an LMO; for example, work permits obtained under international agreements, such as the North American Free Trade Agreement (NAFTA).

Source: CIC News



“ \$1,543 ”

The number of dollars it costs an organization each year on average, to provide post retiree benefits to a former employee

You can't ignore the numbers. With the first wave of Baby Boomers beginning to retire this year and millions more set to retire in the next few years there will soon be an unprecedented flood of Canadians leaving the workforce. Contact us today to learn how we can help your retirees gain the crucial health and dental coverage they need, so they can enjoy the same type of security they enjoyed while working – all at no cost to you and with no administration. After all they've done for your organization, you'll feel better knowing that you've done the right thing for them. And, your bottom line.

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- ▶ Surviving spouses



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INCREASING ODDS OF NEGOTIATED SETTLEMENT

I have been a practicing member of the employment and labour bar for more than 33 years, advocating on behalf of both employers and employees. Since 2005, I have also acted as a mediator and arbitrator. The intent here is to provide insight, from a mediator's perspective, of how both employer and employee counsel can improve odds of resolving often challenging disputes through mediation.

A successful mediation starts with the **preparation of a concise and succinct mediation brief** that provides the mediator with sufficient background information and supporting documentation to enable him/her to understand the relationship between the parties and the key issues that underlie the dispute. Counsel should **avoid asserting boiler-plate allegations or claims (for punitive damages or mental distress, for example)** that often appear in statements of claim but are not particularly relevant to the claim at issue or are not likely to be pursued. If there are insufficient facts to support the damages claimed, such allegations should be omitted from the mediation brief so that they do not detract from the substantive issues and a potential resolution.

Establishing a reasonable legal position from the outset and setting your client's expectations within a realistic range will indicate to the mediator and opposing counsel that your client is interested in making a good faith effort at resolving the matter on reasonable terms. If one or more parties make excessive demands or take an unfair and/or unsubstantiated position, time will be spent unnecessarily attempting to diffuse resulting conflicts that may arise. If the mediator is unable to convince the difficult party to back away from its position, it is unlikely a settlement will be reached. The role of counsel in mapping a reasonable framework for resolution is therefore paramount.

A negotiated settlement can only be reached if the parties to the dispute have adequate authority to make decisions and are willing to finalize a settlement. **Counsel should ensure their client has authority or access to someone with authority to provide adequate instructions to arrive at a settlement within a range that is anticipated to be reasonable.** If a client has to consult with a person, whether it is a superior with higher spending authority or a family

member, to make a decision to accept a settlement, the client should ensure that person will be accessible at all times throughout the mediation.

Because you know your client and the relationship you have with opposing counsel better than the mediator, when preparing for the mediation consider what ground rules would help keep your client focused on a resolution and what rules may be necessary to avoid conflict with opposing counsel. **Prior to the commencement of the mediation, speak candidly with the mediator about the interpersonal challenges you foresee surfacing and suggest rules you believe may address those challenges.** The mediator will be more effective by being informed early in the process about the personalities and challenges involved.

In mediations involving the dissolution of an employment relationship, counsel for the employer should recognize the employee will likely be emotional and may outwardly demonstrate his/her anger. **Raising allegations of near cause or performance issues which were not addressed during employment or when the employment relationship was terminated are not helpful,** oftentimes irrelevant, and will frequently result in the employee's being reluctant to accept a reasonable settlement. It may in fact be appropriate and in the best interest of all parties to allow the employee time to express how he/she feels about the termination and the impact it has had. This exercise is best used when an employer is willing to be silent and listen to the employee without disputing the issues raised by the employee. Not only does this exercise allow the employee to vocalize his/her emotions, but it also allows the employer the opportunity to listen to what is really important to the employee and understand what the employee expects to accomplish at the mediation.

Finally, I cannot emphasize enough how important it is for counsel to spend the time necessary to adequately prepare for the mediation and **consider creative solutions** to their client's demands. The likelihood of a successful mediation is dependent on prepared, informed and open-minded counsel willing to work with their mediator to identify points of resolution that will meet the interests of all parties. **HR**

Peter Israel is an experienced mediator and a senior partner at Israel Foulton LLP.

USING YOUR INSIDE VOICE

An effective internal communications strategy is no longer a luxury

BY MELISSA CAMPEAU

UNTIL RECENTLY, it was not unusual for companies to allot major resources to marketing and public relations efforts, and not much more than a passing thought to internal communications. But the tide is changing, thanks to a growing awareness about the positive impact of communicating effectively within an organization.

Priya Bates, senior director of internal communications at Loblaw Companies Ltd., said, “We’re seeing people in management start to talk about internal branding and employee value propositions and asking, ‘How do we become an employer of choice?’”

There is a lot to be gained by communicating well. According to Jackie King, vice president and group leader at Hill & Knowlton, Ottawa, “effective employee communications can boost productivity, increase employee retention rates, help change management and foster organizational pride, where employ-

ees become passionate ambassadors of your brand.”

Sue Black, senior vice president of human resources at Sodexo Canada, agrees. “Employee engagement impacts a company’s ability to attract, develop and retain the best talent. It’s critical to a business’ success and sustainability.”

And Bates elaborates, saying, “My favourite catchphrase on this issue is ‘say, stay, strive.’ It’s about making sure our colleagues are saying the right things about our organization, products and services, making sure they’re staying with our organization, and ensuring they’re striving to go above and beyond.”

“I think it really hits the nail on the head about what we mean by employee engagement.”

UNDERSTANDING EMPLOYEES’ WANTS

In everyday life, the way we can receive information – instantly, 24/7, on multiple devices – has been quickly evolving. So it stands to reason that demands for information in

the workplace have changed as well. Heather Tyrie, director of human resources at the Minto Group says her organization conducts staff engagement surveys regularly, and “timely, effective communication is consistently flagged as something that is very important to our employees.”

More than just disseminating information, says King, internal communication is about understanding what makes employees tick and using this knowledge to influence employees’ actions and atti-

tudes to further the organization’s objectives.

“Employees must feel listened to, appreciated, involved, informed and supported,” said King, “and must know how they fit into their organization, why and what role they are to play.”

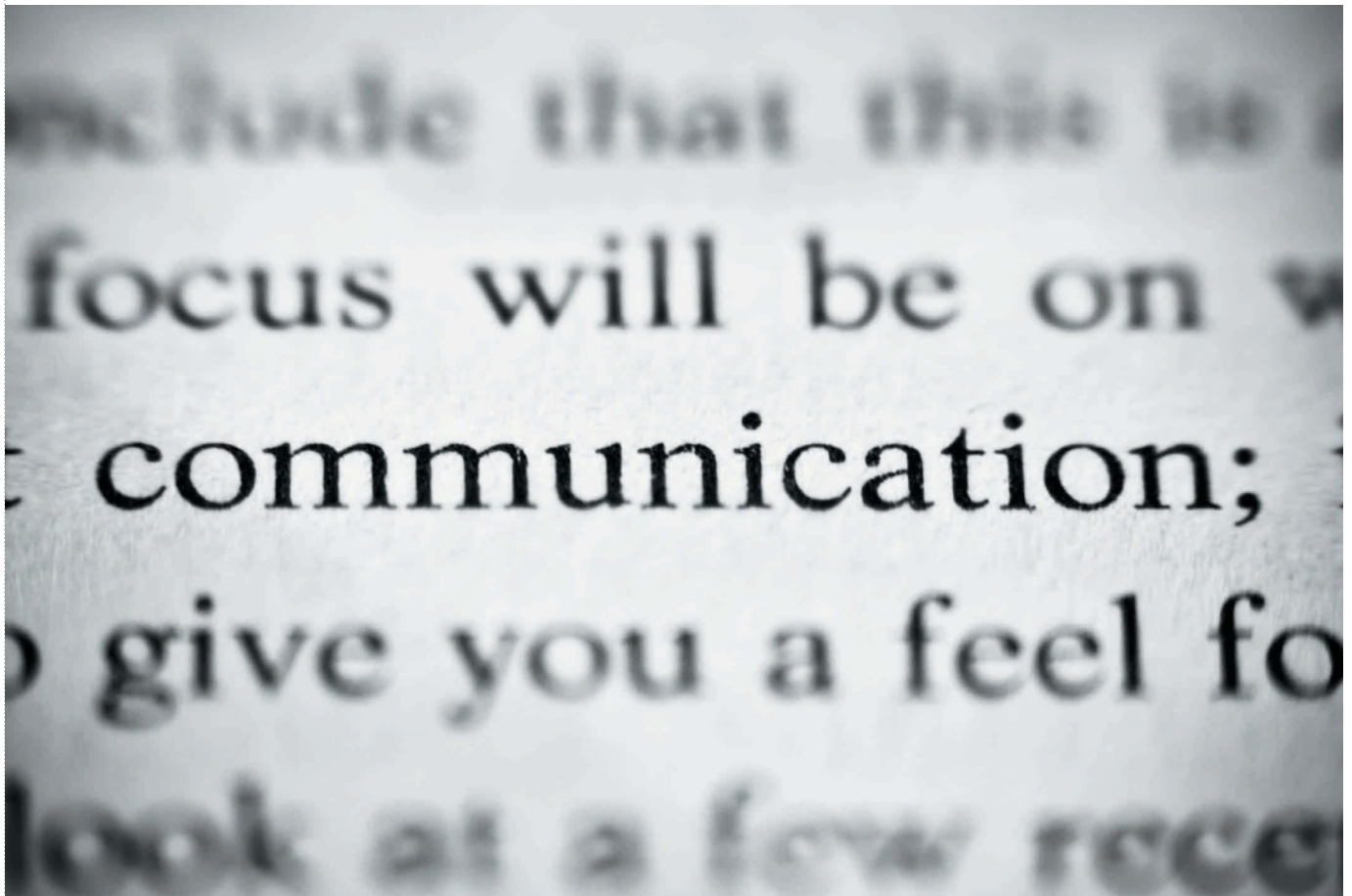
INTERNAL BRANDING

The face an organization presents externally should be the same as the one it presents to employees. Says Bates, “We want to make sure that the promises we’re making

outside about the organization are consistent internally and that our colleagues are behaving according to those promises.”

Carol Calvert, vice president of human resources at Navtech, agrees, noting that after her company concluded research on its core values, “it became clear that as an organization we value collaborative work and a collaborative approach.” The company understood that this value had to apply to internal exchanges as well as external ones. Says Calvert, “As a collaborative organization,





clearly, getting two-way dialogue happening was critical.”

CHOOSE YOUR TOOLS

Once values are aligned and a suitable strategy is developed, the tools used can and should be tailored to meet the needs of an individual organization. King suggests keeping in mind that most employees want and trust information directly from their managers, have preferred ways of receiving information – depending upon age, location and job, among other particulars – and appreciate face-to-face communications.

Sodexo, for example, uses a wide range of methods to reach staff. According to Black, these include team meetings, audio briefings

from the leadership team, town hall meetings, roadshows, a company intranet, poster campaigns, Facebook, video conferencing and even Yammer – an internal social network for businesses.

LISTEN UP

Effective communication involves asking the right questions and listening carefully to the responses.

King suggests there are a number of ways an organization can achieve sustained employee engagement that don't have to significantly interrupt workflow or require costly investments in new technologies. “These might include conducting employee surveys to help leaders tailor messages, information and delivery methods to suit employee interests, needs and preferences,” said King.

To determine what methods of communication are working at Minto, Tyrie says the company conducts surveys and focus groups, listens to employee recommendations and conducts periodic audits on various tools to see which ones staff members are using.

At Navtech, Calvert says the company created an internal communications advisory board to help review the current methods and make recommendations. She adds, “We wanted to continuously improve and make sure that our communications were targeted and focused on what the employees wanted to be hearing about, and that the forums were structured in a way that was most suitable for them to actually hear and get what they wanted.”

“Sodexo’s employee communications team post regular polls on our intranet to measure the popularity and usefulness of topics that we post in our weekly e-bulletin, leadership team blogs and intranet.”

Sodexo uses widespread employee surveys – distributed amongst employees in more than 65 countries – to get feedback about internal communication. The company’s senior leaders and managers also host employee roadshows and town hall meetings across Canada, offering an opportunity to share ideas and information, says King. She adds, “Sodexo’s employee communications team post regular polls on our intranet to measure the popularity and usefulness of topics that we post in our weekly e-bulletin, leadership team blogs and intranet.”

Whatever the method, review should be ongoing and consistent, says King, and should ideally assess such issues as employee attitudes about the current communication vehicles, content and frequency, and help to identify types of desired information and preferred channels. She suggests integrating employee communications metrics into leader and manager evaluations, as well, to reinforce the importance of their communications role in achieving employee loyalty and engagement.

STOP THE PRESSES

Sometimes feedback can indicate that it’s time to retire or alter a method of communication. Says Black, “We used to send a quarterly print-based magazine out to our whole employee base of 12,000

people. In response to employee feedback, we have recently postponed the use of this format to test others including online and poster-based communication,” a change that is also in line with the company’s sustainability goals.

At Minto, after a year-and-a-half hiatus, the organization “is bringing back our employee newsletter in a paperless form and on a more frequent basis – monthly instead of quarterly – to see if this helps meet the thirst for more information,” said Tyrie.

BACK TO BASICS

When it comes to communicating internally, a lack of predictability in frequency and method is a mistake made by many organizations, says King. To avoid this, she suggests creating an editorial calendar for internal communications in order to “standardize the flow and repetition of information and news and maximize the potential of all communications channels.” She adds that timing must be taken into account, as well as the volume and nature of communications, since these factors affect how much managers and employees can receive, absorb and process.

She also suggests that companies “incorporate a regular schedule of face-to-face meetings at various levels in the company through the most trusted channel to build

trust and confidence in company leaders.”

And of course, there can be no good communication without good communicators. “Providing leaders and managers with communications skill-building and training is the most effective way to ensure that they are equipped to articulate the company’s mission, vision and values inside and outside of the organization,” said King. “Leaders must be involved, committed and walking the talk.”

LETTING LEADERS LEAD

Once leaders are well trained, they are equipped to manage staff, cascade information and foster two-way conversations more effectively. This, says King, “respects and leverages their role and relationship with employees and provides them with opportunities to be more effective managers.”

At Loblaws, where addressing internal communications is still a relatively new enterprise, the next phase of the strategy is designed to help the organization’s leaders build their trusted tools. Whether it is a question of how often an executive should send a newsletter to his or her team or how often should they conduct town hall meetings, Bates says the key is in first finding the right tool for and the right infrastructure for each.

Managers should understand their team – how to motivate and reach them – better than anyone else. “Leaders are able to adjust messaging and make ‘course corrections’ on a more timely basis to ensure employees are receiving, understanding and acting on information and guidance they receive,” said King.

FACE TIME

Empowering managers to conduct meetings with their teams can also allow for more face-to-face time, something that most employees desire.

“There is a balance between high-tech and high-touch,” said Tyrie. “Too often, companies will rely on emails or portals as their sole communications channel. Some messages are best delivered in person – there’s nothing quite as energizing as having the president or CEO stand up in front of all staff and outline the business plans and challenges.”

“Face-to-face communication is always ideal,” said Calvert. “And smaller groups tend to be better than larger groups, from what I’ve found. So having those kinds of meetings, where it’s not the entire office at one time, you do tend to get a little more opportunity for motivating people to engage in a dialogue.”

Bates agrees. “The most important tool is face-to-face communication,” she said. “We have 110,000 colleagues across the country and another 30,000 in franchise organizations and one of the most trusted tools we have is our store managers.” She adds, “The business we’re in, it’s a face-to-face business. So we really leverage them.”

MAKE THE MOST OF TECHNOLOGY

However, face-to-face meetings are not always possible, given remote

staff, a large workforce or time constraints. That’s when using multiple methods of communicating can help to increase the odds that everyone will receive and understand the message.

“To reach our staff, we do it all,” said Tyrie. “Fliers attached to pay stubs, posters – a lot of the traditional communications methods are still very effective for us.” Individuals play a key role as well. “We rely on managers in the field to disseminate business information to their staff and we have dedicated communications representatives that maintain bulletin boards at every work site and provide hard copies of announcements, forms, etc. to employees without computer access.”

Navtech uses a similar approach. Said Calvert, “Part of the feedback we got from our communications advisory group was that not everyone is always there for the town hall meeting, or if they are, they may not catch every piece of it, so it’s helpful to have available it on the intranet as well.”

Considering employees as one single audience needing one communications vehicle, is a common internal communications mistake, says King.

“It’s important to recognize that individuals pick up on news in different ways, so multi-channelling is the best way to ensure that messages are hitting the most people,” said Tyrie. And new methods might be just around the corner. “While many of our employees do not have computer access, they do have smart phones. So text messages and greater use of video on sites like YouTube are the next frontiers for us.”

SHARE THE GOOD, THE BAD, THE UGLY

Whatever the method of delivery, providing more than just positive

sound bites allows staff to invest more fully in the organization. According to King, having a lack of candor and an insufficient faith in their stakeholders’ ability to handle bad news are two common mistakes companies make when communicating internally.

Calvert says Navtech strives to report information to employees without too much of a filter. “The intent is to engage the employees in the successes as well as the challenges that our business, our customers and our industry are having.”

At Loblaws, said Bates, “The stores will share sales goals with our (employees) on a weekly basis, so there are incredible amounts of information provided by the store and district managers.” She adds, “It’s real information that’s communicated, not just high-level discussions about our mission, but information about how we actually helped deliver on that mission, vision and strategy.”

“I think the research is pretty clear,” said Calvert of thoroughly engaging staff with straightforward information. “People who have an understanding about what’s happening in the business are going to feel more involved and where people understand better how what they do contributes to the overall success, again, they’ll feel more engaged in contributing and assisting where they are able.”

PEER TO PEER

Similarly, many organizations are creating more opportunities for direct peer-to-peer communication. At Sodexo, said Black, “We have started to hold more regional connection meetings and hold conferences annually in the U.S. and Canada to ensure we achieve peer group collaboration and have a chance to network.” She adds, “Our women’s employee network group is also leading the way with Yammer



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and regular webinars to enable virtual networking across the country for members so that we can share messages to enable learning, drive leadership competency and to connect our teams.”

At the Minto Group, said Tyrrie, “Several of the business units publish short, lighthearted newsletters to keep employees connected with what’s happening with their team.” She adds, “The Minto Properties business unit, which looks after rental properties, also distributes a weekly ‘be inspired’ message that shares kudos from customers and celebrates great service delivery from our staff.”

At Navtech, said Calvert, there is an internal nomination program, showcasing examples of how the company’s values are at play in the workplace. “We highlight a different value every quarter and the executive team looks at the nominations and selects the successful nominees. Some people have submitted videos, others have done markups of photographs. We’ve had some really creative entries.”

At Loblaws, the company now publishes a tabloid newspaper, distributed every two months. Said Bates, “It’s very in your face and fun for the colleagues to read. It’s a little bit about what we want to tell them and a lot about what they

want to tell each other.” She adds, “So as much as we’re not involved in social networking sites out there, we allow our vehicles to be a place for our colleagues to have a voice.”

TURN DOWN THE NOISE

As important as sending messages is knowing when not to send them.

“Last year we received some feedback that people didn’t want to receive a lot of emails,” said Tyrrie. “They only wanted an email if there was really big news.” She adds, “Most of our organization announcements are now posted to Treehouse (an intranet site), and those with access check it regularly. This has given our email updates more punch.”

“We try to keep the presentations to a tight timeframe,” said Calvert, of the town hall meetings, which usually last between 30 and 60 minutes. “We did get some feedback early on that some of the presentations were too lengthy and people were getting lost in them. So we now try to hit the high notes and then provide people the opportunity to get more detail on the intranet or ask more questions at the end of the meeting.”

“You teach people to ignore you,” said Bates. “So you teach them to

pay attention by living up to what you promised. That is, we’re only going to give you the important information that you need to know with this (urgent message) vehicle.” To make this happen, she adds, “We do a lot of pushback on messages that are reminders and things of that nature that we don’t feel are appropriate for that vehicle.”

TO TWEET OR NOT TO TWEET

While many organizations incorporate social media sites such as Facebook and Twitter into their external communications plans, it is still less common, right now, to include them in internal strategies.

Sodexo, for one, is taking steps to include social media in its communication mix. Said Black, “We know that social media is a great opportunity for us and have been moving towards a strategy that offers a blend of social, print, on-line and face to face media across Canada.”

Others are not wholly on board just yet.

“I’m really conscious of check-mark syndrome,” said Bates. “I don’t want us to communicate for communications sake. If we do, we’re actually hurting ourselves and teaching our audience to ignore us if we don’t give them value every time we communicate.”

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When it comes to Facebook and Twitter, she said, “I want to make sure we’re not stepping into social marketing because everyone else is doing it. There has to be a strategy and business case behind it that’s measurable.”

King agrees. “The internal communication strategy must look

at social media from a holistic approach,” she said, taking into account resource issues, policy and guideline development and risk management protocols.

When an organization chooses to use social media internally, it cannot exist in isolation. Said King, “Like other campaign components,

social media is a conduit to reaching audiences and not necessarily the answer within itself.” She adds, “It’s also a long-term commitment. Once you start, you are creating an expectation.”

Said Tyrie, “We tried a company blog to encourage conversations about topical issues within the company.” However, the results were not encouraging. “Only a few employees understood the blog concept and felt safe enough to put their opinions and ideas out there if they had to self identify. We weren’t comfortable having anonymous comments so we backed off on blogs.”

WHAT’S AHEAD

Beyond the potential of social media, other challenges and changes may be just around the corner for internal communications.

For perhaps the first time in human history, today’s workplaces routinely feature four distinct generations working side by side, including “traditionalists” or “veterans,” boomers, generation Xers and Millennials. This can present a challenge for communicators, since, as King points out, “research shows that they each have completely different expectations and ingrained habits for sharing and receiving information.” For example, King said, “traditionalists and boomers are inclined to meet in person because they view direct interaction as valuable, while Generation Xers opt for email communication and Millennials are more comfortable with instant communication, such as texting and IM.

“The challenge and the opportunity will be to understand the realm of possibility for communication and employee engagement in the workplace,” said King, “and to integrate new channels and tactics with tried and true traditional best practices for the greatest results.” **HR**



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THE MEDIUM & THE MESSAGE

Global managers ensure goals are achieved – regardless of location

BY JOEL KRANC

HUMAN RESOURCES management is not for the faint at heart. Overseeing the needs of myriad departments, countless fires that need to be put out, compensation, performance management, personal issues and the endless list continues from one day to the next. These demands and strains are varied enough for businesses that operate in a single location.

What about HR managers whose companies operate globally? How, along with the responsibilities and management issues they face day to day, can they build a virtual and global team to fight the good fight and maintain a consistent level of service that meets the needs of their organizations?

Companies such as accounting and consulting firm KPMG as well as Gates Corporation – an automotive and industrial manufacturer – face these issues but have both created quality management approaches as well as key performance indicators that, in some respects, drive the rest of the virtual team's operations.

SHARED VALUES

A key element in ensuring teams, wherever they are located, are receiving and disseminating consistent messages is to ensure a proper system of procedures, values and goals are created by senior management.

"I believe an organization that has a global reach of the magnitude we have requires a very strong and robust operating system. A TQM approach – total quality management approach that's pervasive across all regions," said Gates' Anthony Papa, vice president of human resources for Europe.

Within that approach, Gates Corporation fosters strong fundamentals of mission, values and vision (MVV). MVV, said Papa, includes customer service/satisfaction, growth, citizenship, people development and operational excellence. He stresses that all major strategic initiatives fall under these tenets.

"You need a true holistic business operating system that keeps everyone 100 per cent aligned globally. Because regardless of what department you are in, alignment is the key. Execution and deployment may be different but alignment to the ultimate top-end goal is key."

Alim Dhanji, global head of HR & tax with KPMG hits a similar note in order to ensure his global teams are aligned from a business and strategic point of view. Dhanji said before people understand how they fit into the broader structure, they need to break down the tasks,

know their individual goals and objectives and how those fit within a global strategy.

"You need to make sure there are key performance indicators that measure not only outcomes, but progress. The metrics are very important because they will set targets locally that align globally. So everyone is working across the same type of strategy and overall metric, but it's been broken down so individuals know how they impact that metric," he said.

Papa said significant time and effort is spent educating his workforce on business operating systems as well as cascading the strategic plan to all levels on an annual basis. Those elements become part of performance management instruments, aligned with direct supervisors and funneled up as goals, objectives and ultimately shared alignment for the company as a whole.

EMOTIONAL INTELLIGENCE & COMMUNICATION

With goals and performance measurements representing global alignment in place, there are still many other facets to consider as one builds and maintains a virtual team. Cohesiveness of any team can be trying at times and of course, the added stress of time zones, cultural differences and lack of physical presence can further complicate even the most sincere efforts of team building. But according to Dhanji, there has to be sensitivity to issues related to having a workforce that operates globally.

He notes that the virtual office has become more of a norm than operating in a physical environment. Because people are located across the globe and are unable to relate on a personal level in many incidences, Dhanji stresses the importance of being more in tune with the virtual environment.

"The primary things are self awareness, empathy, self-regulation – you're just more consciously aware of the dynamics that are on a call, for example, and you have to be in tune because you cannot always see people's eyes and body language," he said.

Hand in hand with the sensitivities of local versus international meetings, conference calls and text messages, is the overall notion of communicating with one's virtual team. And whether it is conveying a strategy, a corporate goal or a simple thank you for a job well done, communications is a key tool in an HR professional's toolbox.

For Papa, who is based in Brussels with HR managers scattered through Europe, having a centre of excellence that dictates overall communication strategy is an ideal way to communicate consistent messaging across the globe. The centre of excellence will house functional experts, for example, on issues of compensation. However, each location has an HR manager dealing with issues on the ground.

"From an HR perspective, we have a global toolbox – such as communications, which is key. We give (the regions) a template of how we want to do communications from verbal to non-verbal, to formal to audience size," he said. Papa notes that enough tools are provided to allow regions and HR managers to select from so there is something effective in their location.

Messaging remains consistent but the decision regarding which tool to use is left up to the regions. This provides for cultural sensitivity, the needs of the particular region and provides a level of managerial choice that still fits with global initiatives.

As far as face time is concerned, Papa says he and his corporate directors go into the regions quite often – usually on a quarterly basis.

“We have other mechanisms such as hotlines, SharePoint sites and open-door policies. We also do employee surveys every 18 months,” he said, adding “the key in all of this is to have strong proponents of the MVV that are your disciples in those locations and have the right competencies

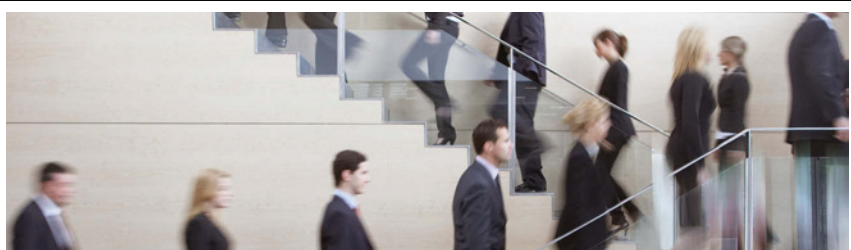
to drive those initiatives in those regions as well.”

Having a global mindset and flexibility within communications are two of Dhanji’s key fundamentals for maintaining a sound virtual team. Understanding that operations occur in different time zones, have cross-cultural connota-

tions and are rife with language differences will allow any HR professional to ensure messages are being received consistently and in a way that is familiar to the person on the other end of the call.

“When you think about global mindset, you have to think through how that is being received on the opposite end,” said Dhanji.

Similarly, shared flexibility across the team must be instilled, as calls and meetings will inevitably occur at inconvenient times and places. Cooler heads prevail in a global organization whose needs – both corporate and cultural – often change very quickly.



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Any virtual team operating at full capacity with common goals has to have a high level of trust between members – and between headquarters and satellite offices. For Gates Corporation, that comes in the form of providing templates of operations through the centres of excellence, but allowing the regions to make choices as to which tools best suit their needs. Best practices and consistent delivery are the drivers people like Papa are striving for. But at the ground level, the delivery methods and needs of the regions are understood and best left to those individuals or offices.

“As long as (regional HR managers) are able to check off what we expect in terms of delivery, we leave it up to their discretion to ensure they are maintaining that type of consistency across the board,” he said.

Dhanji says virtual work challenges the traditional means and boundaries of performance management. Because there is less or perhaps no face time, the trust becomes that much more important as does



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the need for global key performance indicators.

This also puts a greater emphasis on agreed-upon metrics. "If someone on my team is working on a specific project I know there is a level of performance because I can observe it," he said. "I can't do that with a person sitting in Singapore,

for example. Therefore my proxy of performance is the metrics we've agreed to. And if those metrics are met, the degree of trust is extended even further."

Communications, trust and relationship management can work better when core enablers are part of the mix. For example, at KPMG,

Dhanji said the use of video instant messaging or highly sophisticated conference calls make the virtual office a little less virtual. And of course meetings and face-to-face time are a must both at KPMG and Gates Corporation.

At KPMG, a virtual classroom brings people together in real time to brainstorm or even have virtual breakout sessions. "I've seen this offering get across cultural barriers that you would otherwise come across on flat conference calls," said Dhanji.

Gates Corporation and Papa hold roundtables and monthly conference calls that allow everyone to hear how performance is being met and if any goals or progress issues still need to be addressed.

VIRTUAL CELEBRATIONS

At KPMG, it's not out of the realm of possibility to receive a cake from halfway around the world for a job well done. Dhanji said he has organized parties from Toronto for offices around the world to build camaraderie and collaboration. He said these types of recognition programs go a long way to build morale and create a common purpose among a diverse set of employees and regional offices.

Individuals in large organizational structures are there to build, achieve goals and ensure the common purpose of that organization is foremost in their minds. When those individuals are spread throughout the globe it makes those achievements that much more difficult. However, the HR manager that provides leadership by providing a shared purpose through consistent and common messaging will likely succeed in enabling employees to reach their potential and goals. **HR**



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OPERATIONAL RISKS UNAVOIDABLE – ANALYSIS PRUDENT

Every business faces operational risks. It is unavoidable and a necessary ingredient for achieving success. A key element of managerial success, however, involves knowing how to skilfully identify, assess and strategize to deal with risks emanating from various internal and external sources – including inadequate or failed processes, people and systems.

“Risk is a word we all understand, yet it means different things to different people in different situations,” said Michelle Causton, MBA, FCGA, a professor of accounting at Canadore College in North Bay, Ont. “It is human nature to have different levels of risk that we’re willing to accept. And even though the corporation is not a person, it starts to develop a cultural flavour for acceptance of risk. Businesses are creating more formal ways of looking at risk and trying to understand it better.”

Human resource personnel understand, for example, there can be significant risks associated with hiring the wrong person and that risk will fluctuate depending on the type of business and position that’s being filled, among other variables.

“Each individual business has to look at that risk and how they’re going to handle and quantify it,” Causton said. “It’s not just about potentially being sued if somebody has to be fired. It’s more useful to recognize what can happen within an organization from an HR point of view. If you hire an employee and they’re significantly underperforming, it means other people are picking up the slack. There’s a huge risk that good employees are going to start to leave.”

Financial models can be helpful instruments in terms of determining risk exposure. Financial professionals will often list a number of variables, such as the potential risk, the odds such a risk might occur and the quantifiable damage that could occur. This type of mathematical model can provide a basis upon which to decide how to prioritize resources.

Of course, much of corporate risk goes beyond financial numbers. A firm that pollutes the atmosphere or water faces potentially significant reputational risk, as was the case in 2010 when BP’s offshore oil rig exploded and sank in the Gulf of Mexico, resulting in a disastrous oil leak for more than 100 days.

“If you fail to manage risk, then you have to manage the crisis that occurs, and that’s more expensive in a number of ways,” Causton said.

Weather disasters or road accidents can pose substantial risk for individuals or businesses as well, necessitating preventive actions such as obtaining insurance against damage to property or insuring the company car. The firm and its management need to identify potentiality, determine what course of action will reduce likelihood of occurrence and determine suitable levels of insurance.

Firms have potentially much greater control over the prevention of internal risks. Take dangerous machinery and equipment as an example. Proper safety training is necessary on many levels and providing personal protection to employees tops the list. But such action is also necessary to prevent a potentially harmful litigious situation, not to mention a significant hit to reputation both inside and outside the firm.

It is important to realize good risk management must often take into account more than just strict adherence with the law. Individual and corporate ethics often enter the equation as well. For example, even though transportation safety rules might deem it legal to allow somebody to drive 14 hours a day, a trucking company might want to consider whether it feels ethically bound to impose a higher standard – and permit their drivers fewer hours on the road.

Or from a human resources standpoint, assume an employee was hired on an eight-month contract, and that hiring doesn’t work out. The company’s first response might be to say, “We have an eight-month contract we’re bound by law and can’t do anything about this. Our hands are tied,” said Causton. “But what is the ethical and moral responsibility if we have an employee that’s creating a poisoned atmosphere, or hurting our reputation?”

Firms might also be exposed to risk resulting from failed processes or systems. From a human resources standpoint, there have been instances where employees have been hired after professing to certain credentials that turned out to be false. The risks imposed by those situations can be assuaged through careful checking and due diligence.

“If we don’t detect that through our systems, failures sometimes have some interesting consequences,” said Causton. **HR**

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



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MAKING COLLABORATION WORK

Heightened productivity. Less redundancy. Enhanced loyalty. These and other benefits of workplace collaboration have been demonstrated by experiential evidence. Growing empirical data also supports this trend, showing effective collaboration strengthens employee engagement, drives innovation and increases efficiency. A recent global study found “certain organizational activities, such as product development, customer acquisition and sales growth, are benefited by collaboration. Organizations that collaborate better perform better.”

That said, it is difficult to establish a business definition for collaboration. Perhaps the best is the simplest: Collaboration is an ongoing process where two or more people or organizations work together to realize shared goals. “How” to collaborate is left open for interpretation. There isn’t one right way to collaborate. There are models for different situations and corporate cultures. The key is to identify how your people prefer to work, the type of work they engage in and your strategic goals before determining the model best for your objective.

Choose the model that fits

Upon pursuing collaborative models, you quickly realize not all forms are created equal. Research reveals a “continuum of collaboration-driven performance. And as your organization deploys an increasingly sophisticated set of collaboration capabilities, you will be able to perform correspondingly better on several top-level business metrics.”

In his blog, collaboration strategist Evan Rosen cites examples where collaborative approaches drive success and performance across a range of organizations, from consumer product companies to law firms to the U.S. government. He reiterates need for intelligent adoption within an existing business culture: “Organizations must focus on adopting collaborative culture and processes and integrating them across organizational boundaries.”

Leverage connectivity, diversity

Despite the accumulation of evidence, adopting collaborative strategies can be complicated. While the growing complexity of business processes and technologies demands effective collaboration — especially for organizations where efficiency and resource management are critical — the structure and makeup of today’s workforce can create unanticipated obstacles.

For example, communication technology and social media are contributing to proliferation of remote work locations and fostering expanded global reach. This is creating a new geographical and cultural mix — one that mandates identification and deployment of tools in support of a range of techniques.

This is the first time four generations — veterans, baby boomers, generations X and Y — have been active in the workforce. If you understand the expectations and styles of these groups you can build collaboration across teams and groups.

Succeed with these tips

Organizations that derive value from collaboration typically share attributes, including:

- **A consistent tone from the top.** Leaders must demonstrate what they believe. In addition to championing it with teams, they must vocalize the value for the business in a way that encourages all levels to accept collaboration as a norm.
- **A supportive culture.** While leadership support is critical, it is not sufficient. People at all levels must feel their ideas are valued and their input is encouraged. Organizations that collaborate best are those in which people comfortably participate in open dialogue and believe they add value to solving shared problems.
- **Opportunities to connect.** True collaboration typically works with organizations that encourage sharing ideas, experiences and expertise. As workforces become more geographically and culturally diverse, new ideas tend to bubble up from unexpected quarters. By supporting thinking outside the box, organizations identify opportunities that might otherwise remain hidden.
- **A commitment to technological innovation.** Organizations use technology to communicate, but few integrate collaborative technologies into their fabric. To collaborate more effectively, organizations need to use technology as a means to connect people, teams and ideas.

Looking forward

No matter where you are along the collaboration continuum, you have the ability to drive improved results through collaboration. Tapping into the collaborative power within your organization means connecting people to gain competitive advantage and establish a platform for enhancing collaborative behaviours.

Karen Pastakia and Rod Barrass are practitioners in Deloitte Canada’s consulting practice.

FOUR ESSENTIAL ACTS FORM BASIS FOR LEADERSHIP

Imagine you just earned your first leadership assignment. You get to know your employees but after a while you realize those reporting to you aren't doing what the company's new mission statement wants them to do: "Amaze and delight each and every customer."

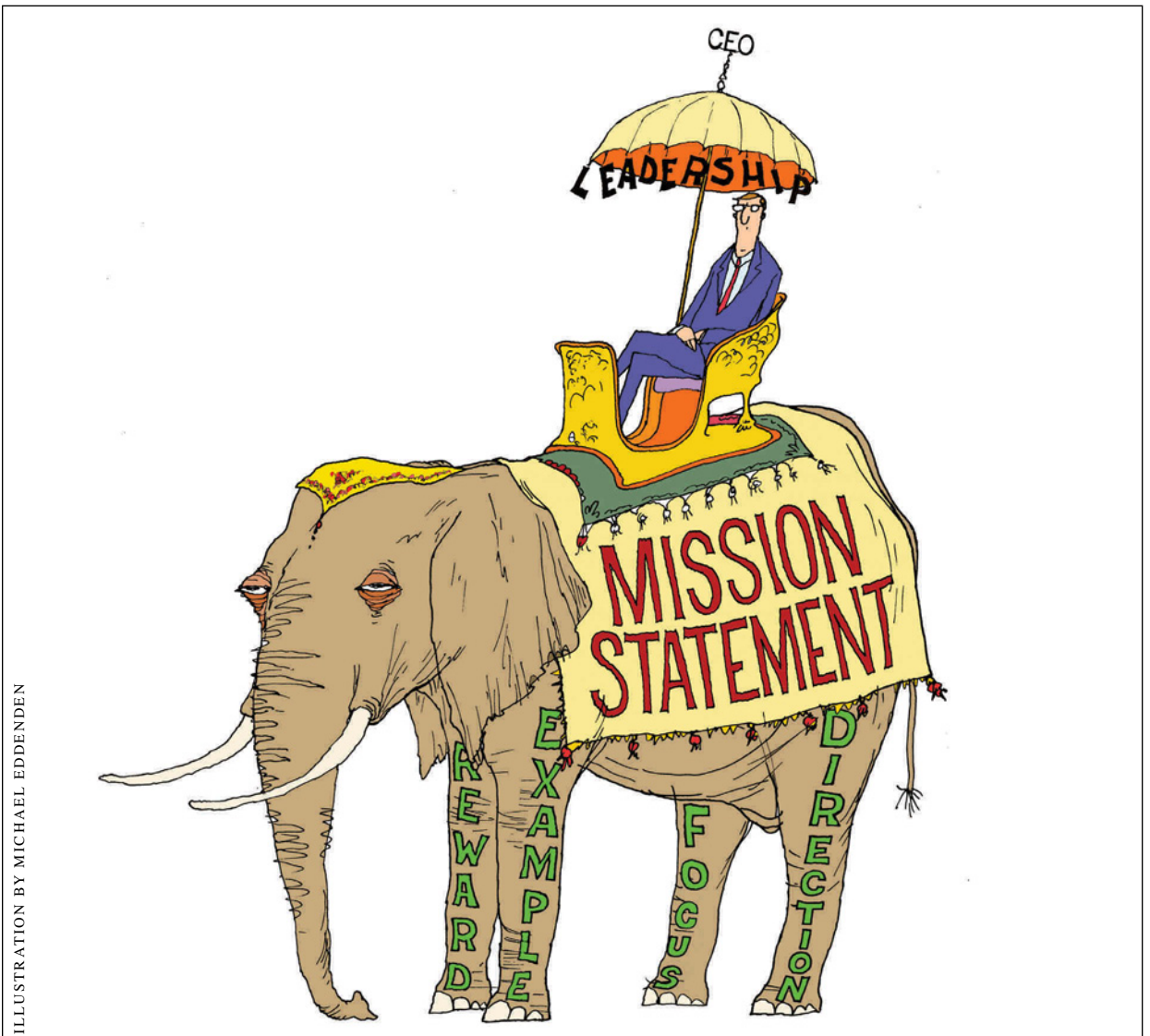
You try to get inventive and encourage them to change, but the results stay the same.

Sound familiar?

These challenges face everyone in a leadership role, from CEO to team leader. Great leaders carry out four essential acts to capture the hearts and minds of their employees.

Essential Act 1: Give specific direction

So obvious, yet so overlooked. Employees have a fundamental right to know where their organization is heading so they can play a role in its achievement.



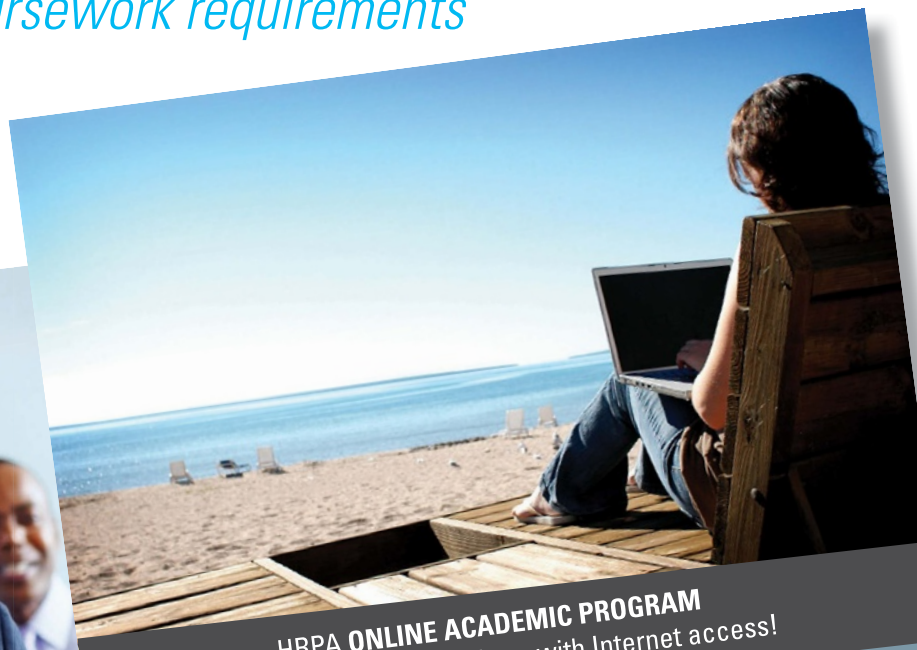
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HR 101

If employees don't know what they have to do, they cannot make effective contributions. When that direction is missing, workers fill in the blanks with their own interpretations and let those interpretations drive their own well-intentioned behaviours. Their collective actions, however, usually

result in confusion and chaos throughout the ranks when individuals and groups work at cross purposes.

Without clear direction, a lack of purpose will set in. To avoid this, strong leaders turn to their organization's mission statement to communicate direction. As the most popular

management tool in the world, these statements have been maligned over the years. But without them, it's nearly impossible for a leader to create a sense of direction, collective understanding and unity of purpose. Good leaders take the words in the mission and help translate them so employees can see specifically how their jobs connect with and contribute to the mission's realization. This is the critical first step to becoming a mission-driven organization.

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Essential Act 2: Practice open, frequent and focused communications

It's also important that leaders concentrate on the few high-priority messages flowing from the mission. Social scientists estimate the typical person receives 17,000 messages per day. The messages in your company's mission are fighting against that onslaught. It's therefore important to make sure they don't get lost or forgotten. What to do? Wise leaders practice the three Rs of effective communication:

relentless, repeat and reinforce. Roger Smith, former CEO of General Motors, said "If I had an opportunity to do everything over again, I sure wish I'd done a better job of communicating with GM people. If people understand the 'why,' they'll work at it. Unfortunately for me, I never really managed to get that across."

Also, the most underrated and under-appreciated means of communication is word of mouth. When a leader speaks about the organization's mission statement, employees judge whether the leader believes in or even understands it.



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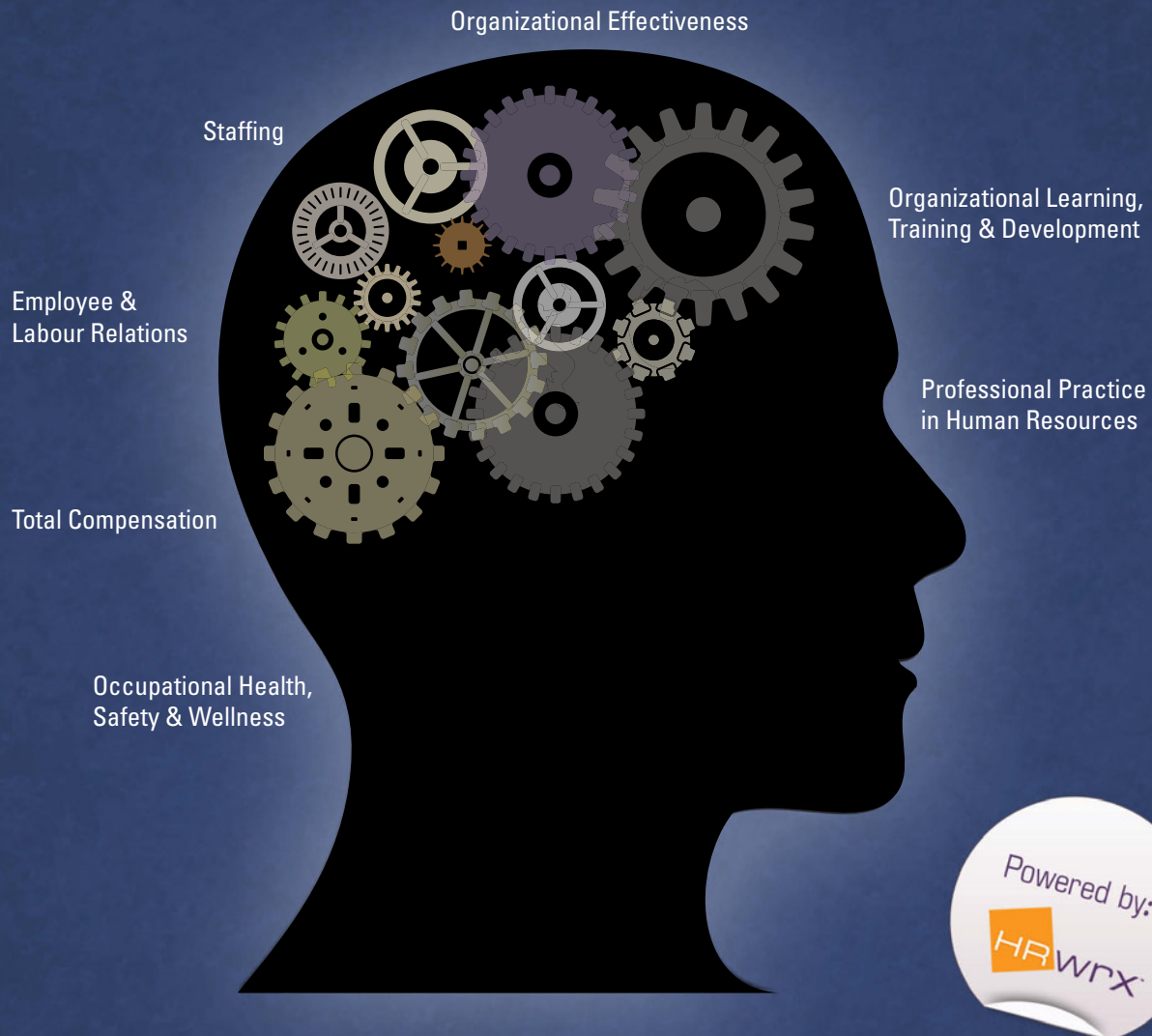
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Is there some magical frequency for determining the amount of communication with employees? No. Every situation is different. However, regularly and routinely interspersing key words and phrases from the mission into everyday conversations proves the mission is not just a flavour-of-the-month program.

Essential Act 3: Lead by example

Sun Tsu said, "One must lead with actions, not just words." Wise leaders constantly look for ways to reinforce the priorities of the mission through their

reinforce your organization's stated strategic direction.

Essential Act 4: Measure success and give rewards based on the mission

It's a truism of psychology that what gets rewarded gets done. But many organizations claiming to be mission driven don't measure their progress against the mission and they fail to reward employees for helping make the mission a reality.

Thus, the final step in making a mission statement part of your company's internal fabric is to make sure all

“The final step in making a mission statement part of your company's **internal fabric** is to make sure all company systems and processes align with the statement.”

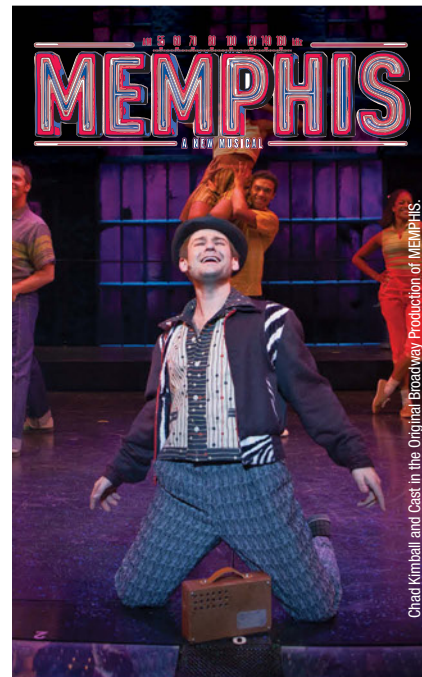
own behaviour. This is why the founder and CEO of Southwest Airlines would routinely fly his airline while performing the duties of flight attendant. He wanted his crews to see first-hand what the boss meant by the company's stated mission of providing "the highest-quality customer service."

Employees are also looking for leadership acts that inspire them. It is how the organizational culture is developed and shaped. Be sure to send the right messages through your behaviours to

company systems and processes align with the statement. This includes hiring, firing, promotions, bonuses and salary adjustments, just to name a few.

By following these four essential acts, you can help unlock and unleash the incredible potential that exists in almost every person who works for you, and in so doing capture the competitively essential but often elusive mission mystique. **HR**

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A BUSINESS STRATEGY FOR MENTAL HEALTH

Morneau Shepell's Karen Seward sees vast potential to shift resources from disability reparation to health and wellness maintenance

Just days before the federal government announced it would create national standards for mentally healthy workplaces, a study by the Conference Board of Canada uncovered some surprising findings about mental health.

The study, which involved more than 1,000 Canadians, revealed that 44 per cent of employees were either currently experiencing (12 per cent) or had previously experienced (32 per cent) a mental health issue. And while the bulk of both long-term (67 per cent) and short-term (78 per cent) disability claims involved mental



IN A NUTSHELL

First job: Internship with American Express's Build-a-Career Program. It was a program that got me into the business world and I stayed with American Express for six years after that.

Childhood ambition: To work with people and help people—I was never a kid who labeled it beyond that.

Best boss and why: I don't want to name the person, but he was a boss who saw potential and pushed me into a role that I saw as a stretch. He saw something in me that I hadn't seen. He took a risk and then supported me and helped transform my career.

Ideal retirement or vacation destination: Italy (vacation)

Last iPod download or CD purchase: The book, *The Forever War* by Dexter Filkins.

Favourite author or book and why: Somewhere Inside by Laura and Lisa Ling. It's about the role of determination and focus, and never giving up in work and life.

Source of current inspiration: To focus on health and the impact it has on people's lives. The notion of both proactive and reactive health management.

INTERVIEW

health issues, most survey respondents said they would feel uncomfortable speaking to their manager, union rep or colleague.

HR Professional sat down with Karen Seward, Morneau Shepell's senior vice-president of business development and marketing, to discuss the continued stigma around mental health in the workplace and the results of the study, part of which her company sponsored. Seward pointed out that mental illness is no small issue for business, which is spending millions on it, but said those dollars – some 20 billion of which comes annually from workplace losses – may be put to better use.

HRP: The Conference Board of Canada recently released a study showing that mental health stigma persists in the workplace. How big is this issue?

KS: We were one of the sponsors of the research. I think what surprised us a little bit is that we'd seen numbers like one in four, or one in five. What this survey shows us is that 44 per cent of people surveyed were experiencing a mental health issue or had had one in the past. That really highlights for us that this issue is bigger than most of us in the industry, and most of us in society, thought.

HRP: What are the costs, both tangible and intangible?

KS: There are lots of costs. For tangible, there's disability costs, drug costs, lost productivity costs. And then the soft costs are around quality of life, the ability to be integrated into work and social networks and (presenteeism).

HRP: What role does a manager or supervisor play in helping or hindering an employee's mental health?

KS: A huge role. The manager is involved in workloads, scheduling, work-life balance, work environment and managing files. Managers have knowledge of the type of work and a sense of how much an individual can do. They have the benefit of understanding the person's outside-of-work life, even if it's as simple as where they live or how many kids they have. The manager or supervisor spends eight or nine hours a day immersed with people who are their responsibility. The coaching, mentoring, ability to observe behaviour changes — they're all huge things for leaders. When you look at the Conference Board

study, only 42 per cent of managers promote work-life balance.

HRP: What kind of training is necessary to manage employees with mental health issues?

KS: That's probably one of the biggest misses right now. It doesn't come intuitively to us. It's not like any of the managerial training we might have had before. It's about how to have difficult conversations and support somebody with a mental health issue. When we look at the prevalence rates, they suggest that if we don't equip managers on how to identify these problems and be preventative, it's a missed opportunity. If we were costing this like we cost anything else, we'd spend money on training. We spend on client management systems, new IT systems. We spend a ton of time training people on things we invest a lot of money in and we're investing a lot of money in mental health, we just don't realize it.

HRP: Is this training prevalent?

KS: Yes, through lots of employee assistance programs and learning and development programs, through the mental health commissions. There's a ton of training available.

HRP: Though we may be more aware now, mental health issues aren't new. How was this dealt with in the past?

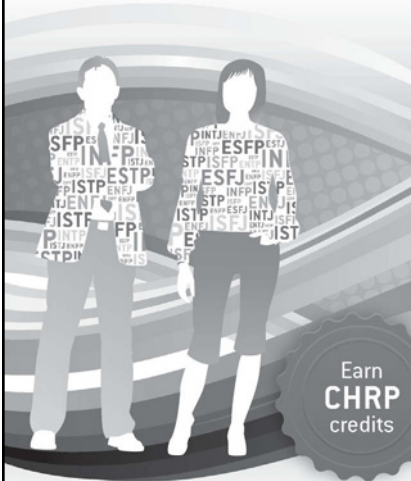
KS: Benefit plans and employee assistance programs have been there but I'm not sure we made the explicit connection with mental health and promoted that in the workplace. The Conference Board study says less than one third of employees with a mental health issue accessed services through their employers. And yet we know — Morneau Shepell just released a study — that when you use employee assistance programs for mental health, you shorten the (time) away from work by 15 per cent.

HRP: How has the recession impacted workplace mental health?

KS: People are asked to do more so there are workload issues. Then, think of those people who lost their jobs — for them there's financial (consideration). There are people retiring and realizing their retirement isn't what they thought it would be. It affects all demographics but the reasons behind it are different depending where you fit in.

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INTERVIEW

HRP: What sorts of accommodations are necessary to support workers with mental health issues?

KS: We recommend a gradual return to work. (Managers) need to know what you can do when a person is having a rough day. Working at home can be good for people with mental health issues. Basically, it's the manager, employee and disability case manager making sure the workplace can accommodate the person, and that they can anticipate relapse. Checking in is important, monitoring workload. The comfort level in what you tell colleagues is dependent on the employee. We tend to fall back on privacy so we don't ask but sometimes an employee is OK with colleagues knowing they need accommodations.

HRP: Are Canadian organizations doing a good job at making accommodations?

KS: That's not a fair question until we, within corporations, highlight mental health as an issue. The Mental Health Commission is coming out with standards. After that, we can look back and say, "Are we doing a good job?" but at this point it's not understood well enough to measure. When you look at the fact that 78 per cent of short-term disability claims and 67 per cent of long-term disability claims are linked to mental health, that tells you that no, we're not doing a good job.

HRP: What are your hopes for these new standards the federal government announced?

KS: I don't know much about it yet. They haven't quantified or

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qualified what those standards will be. I just think if we have standards, it gives us a baseline and a shared understanding. It allows us to assess how we're doing. The federal government has been aware of the issue but they've never done anything this structured.

HRP: So you see it as a positive step?

KS: Absolutely.

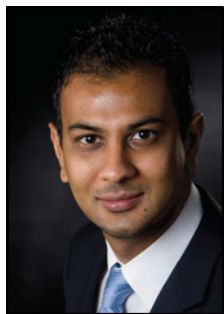
HRP: Should managers and HR professionals be making educational opportunities and resources on mental health in the workplace more available to employees?

KS: I don't think it's a matter of making it more available, it's communicating — publicly saying one in five people have a mental health issue and here are the resources.

HRP: What's HR's role in this?

KS: HR is a facilitator. Like anything else, it won't work if it's an "HR program." It has

to be adopted by the business, led by business. HR needs to initiate it, get executive support for it, create the plan and then facilitate the coming together of key stakeholders who can help move this throughout the business. Otherwise, it won't get traction. Mental health affects CEOs, mid-management, senior management and all levels of the organization so you have to start at that top and go down. It's a business issue and needs to be treated as one. The business lines have to own it. HR educates, informs, creates awareness and then allows the business (side) to own its execution. If we were spending this money on anything else — travel, postage, couriers — what would we do? We'd create a business strategy. We're not talking hundreds of thousands of dollars, we're talking millions that corporations are spending on mental health. It's mental illness, really. We want to get to mental health but the spend at this point is on mental illness. **HR**



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WHAT'S WORTH READING

Faster, Cheaper, Better: The 9 Levers for Transforming How Work Gets Done

Crown Business, Random House, 2011

By Michael Hammer and Lisa Hershman

The late Michael Hammer wrote the following in an unpublished manuscript: "Process-centered work can help satisfy everyone's hunger for connection with something beyond themselves and their own needs. It widens our horizons and connects us with others – with our teammates, with our organization, with our customers."

Known for *Reengineering the Corporation*, Hammer developed the Process and Enterprise Maturity Model (PEMM) shortly before his death. Lisa Hershman, CEO of Hammer and Company, implemented Hammer's theories before they collaborated on what became *Faster, Cheaper, Better*. *Reengineering the Corporation* explained why end-to-end was a better way. *Faster, Cheaper, Better* shows us how to do it.

The processes many companies use today grew from the Industrial Revolution, where work was compartmentalized and segmented. In a global economy businesses find ways to do things faster, cheaper and better than the competition. Chunking work down into a series of steps must give way to a holistic approach where work becomes an end-to-end continuum.

Hershman and Hammer are dedicated to enterprise process, the how and why of performance and identify the nine levers for transforming how work gets done. These levers

are divided into two sections. The first five drivers are process enablers, which are what a company needs to figure out to achieve solid improvements in an end-to-end process. They include process design, the right metrics, a process owner, people who do the work and effective infrastructure. Although these levers offer a road map for transformation, Hammer was puzzled by companies who failed to make progress on those while others did. He discovered, and then added, four additional levers.

Companies that achieved breakthrough performance had leadership, culture, governance and expertise. All nine levers are covered in chapters with examples from businesses to illustrate each. The end of the book provides a guide and an assessment chart of the Process and Enterprise Maturity Model.

The Talent Masters: Why Smart Leaders Put People Before Numbers

Crown Business, Random House, 2011

By Bill Conaty and Ram Charan

Conaty and Charan have more than 80 years of business and human resources experience.

Conaty spent 40 years with General Electric and is a recognized leader in HR. Charan has worked with top executives from successful companies, including GE, Verizon, Novartis and Dupont. Both have been named Distinguished

Fellows of the National Academy of Human Resources.

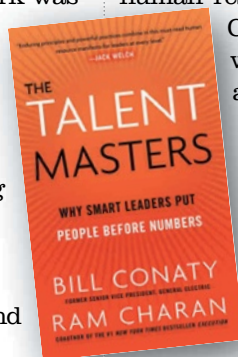
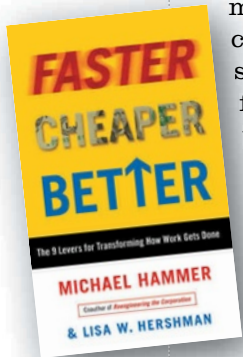
HR professionals understand and promote people as a company's best resource. In *Talent Masters*, the authors contend

talent will be the differentiator between companies that succeed and those that don't, and talent masters must create a self-renewing stream of leaders.

Talent Masters gives an inside look at how GE, P&G and Hindustan Unilever manage people by building disciplined routines and processes and leveraging expertise of recognizing and developing talent. From close observation of these companies and others, Conaty and Charan developed seven principles to diagnose and cultivate talent development capability: an enlightened leadership team; a performance-driven meritocracy; explicit definition and articulation of values; candour and trust; rigorous talent assessment; a business partnership with HR; and continuous learning and improvements.

Talent Masters begins with an exploration of GE's talent management system. Part II illustrates wide ranges of approaches to talent mastery, examining how Hindustan Unilever, Agilent Technologies and Proctor & Gamble built a leadership pipeline. Part III analyzes how talent masters in younger companies handle a rapid change in leadership. Part IV offers practical advice and a talent mastery toolkit, covering leadership, talent reviews, succession planning and more.

HR professionals are urged to build their vision around the business model, become problem solvers, remove issues from the CEO's plate, have the courage to push back or challenge the system when necessary, balance their business partnership role with their employee advocacy role and never forget the "human" in human resources. **HR**



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IS YOUR COMPANY A LEARNING ORGANIZATION?

Industrialist Andrew Carnegie said “The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it.”

More than 100 years later, Senge defined learning organizations as ones “where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together.” Senge identified five component technologies or disciplines that “are gradually converging to innovative learning organizations.”

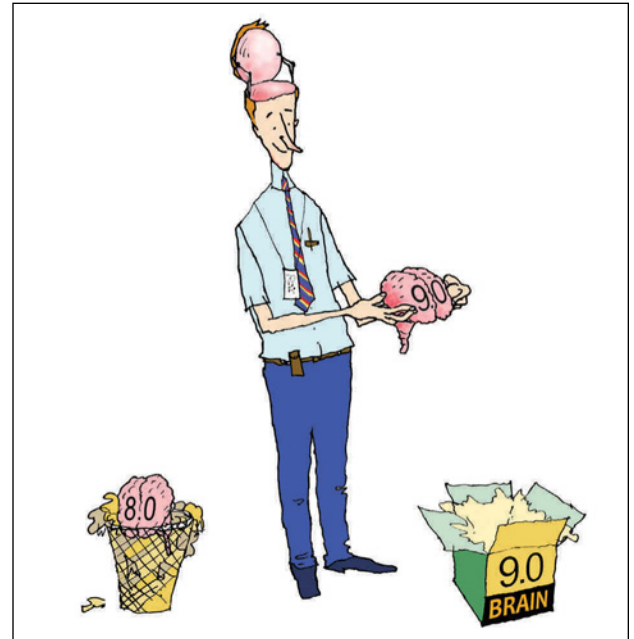
Tobin provided five characteristics of the knowledge enabled organization and Marsick and Watkins identified six action imperatives for building a learning organization.

Watkins and Marsick also contemplated a seventh action imperative – strategic leadership for learning – that is the need for leaders who support learning at the individual, team and organizational levels.

Over the past 20 years, many companies have labelled themselves learning organizations. In the early 2000s, in response to a statement in an internal report that the company “continues to distinguish itself as a learning organization and that is continuing to give us a competitive advantage,” I set out to assess the reality of the assertion. The subject company is an international consulting engineering firm.

The basis of the assessment was to circulate a questionnaire, based on the six action imperatives, to a small cross-section of staff in one large office. Participants were asked to rate the organization on a percentage basis to the extent they felt each imperative had been achieved. Participants were also asked to identify issues to be addressed and actions taken to fully achieve each imperative. The company operates with nine professional levels and five technical/administrative levels. Twenty-eight staff members were surveyed, comprising one to three participants in each level.

Results provided the staff’s assessment of the current reality – a commendable average of 69 percent of



the way to being a learning organization – and the issues and actions needed to fully realize the vision. Since the survey was done, the company has made significant strides toward the suggested actions.

In 1998, Nonaka said “In an economy where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge. And yet, few managers understand the true nature of the knowledge creating company – let alone know how to manage it.”

Becoming a learning organization that learns from its experience and manages its knowledge assets to gain a competitive advantage in the marketplace is now a critical success factor. The simple but effective tools here may help organizations to assess the extent to which they are - and what they need to do to become – learning organizations. **HR**

Bryan Leach is owner and principal catalyst with Imparando Consulting Ltd.

Table 1 Characteristics of Learning Organizations

| Senge (1994) | Tobin (1996) | Marsick & Watkins (1996) |
|------------------|--|---|
| Personal Mastery | Company recognizes collective knowledge and skills of employees Learning opportunities to ALL employees | Creates continuous learning opportunities |
| Mental Models | | Promotes dialogue and inquiry |
| Shared Vision | Builds a culture that nurtures a positive learning environment | Empowers people towards a collective vision |
| Team Learning | Company uses skills and knowledge of ALL employees | Encourages collaboration and team learning |
| Systems Learning | | Connects the organization to its environment |
| | Means to locate knowledge and skills | Establishes systems to capture and share learning |

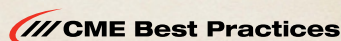


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- How do you avoid negotiation pitfalls?
- Which style is better, a competitive or cooperative one?
- How can you avoid making dangerous assumptions?

Day 2

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

Day 3

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

Day 4

- How do you find people's underlying interests?
- How do you mediate to resolve disputes?
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Day 1

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

Day 3

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

Day 2

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



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

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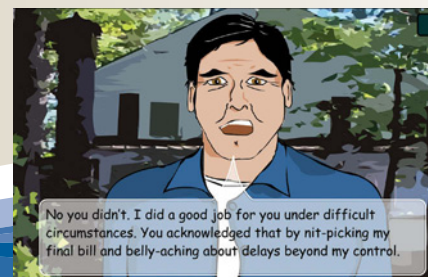
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- ADR WORKSHOP, [Fort McMurray](#), November 1-4, 2011 \$2,250+HST
- ADR WORKSHOP, [Ottawa](#), November 15-18, 2011, \$2,250+HST
- ADR WORKSHOP, [Windsor](#), November 29-December 2, 2011, \$2,250+HST
- ADR WORKSHOP, [Toronto](#), December 6-9, 2011, \$2,250+HST
- ADR WORKSHOP, [Toronto](#), January 24-27, 2012, \$2,250+HST
- ADR WORKSHOP, [Toronto](#), February 14-17, 2012, \$2,250+HST
- ADR WORKSHOP, [Ottawa](#), March 20-23, 2012, \$2,250+HST
- ADR WORKSHOP, [Toronto](#), March 20-23, 2012, \$2,250+HST
- ADR WORKSHOP, [Toronto](#), April 24-27, 2012, \$2,250+HST

- ADVANCED ADR WORKSHOP, [Toronto](#), November 8-11, 2011, \$2,650+HST
- ADVANCED ADR WORKSHOP, [Ottawa](#), March 26-29, 2012, \$2,650+HST
- ADVANCED ADR WORKSHOP, [Toronto](#), March 27-30, 2012, \$2,650+HST
- ADVANCED ADR WORKSHOP, [Toronto](#), June 5-8, 2012, \$2,650+HST
- ADVANCED ADR WORKSHOP, [Ottawa](#), September 11-14, 2012, \$2,650+HST

- APPLIED ADR WORKSHOP, [Toronto](#), February 7-10, 2012, \$2,975+HST
- APPLIED ADR WORKSHOP, [Toronto](#), September 25-28, 2012, \$2,975+HST

- DEALING WITH DIFFICULT PEOPLE WORKSHOP, [Toronto](#), October 19-21, 2011, \$1,875+HST
- DEALING WITH DIFFICULT PEOPLE WORKSHOP, [Toronto](#), February 1-3, 2012, \$1,875+HST

- BECOME A POWERFUL NEGOTIATOR WORKSHOP, [Toronto](#), October 12-14, 2011, \$1,995+HST
- BECOME A POWERFUL NEGOTIATOR WORKSHOP, [Toronto](#), February 22-24, 2012, \$1,995+HST

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DISCOUNTS

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

CANCELLATIONS

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