

The image features large, bold, black letters spelling "HB". The letters have a metallic or brushed metal texture. Below the letters, the word "PROFESSIONAL" is written in a smaller, clean, black sans-serif font.



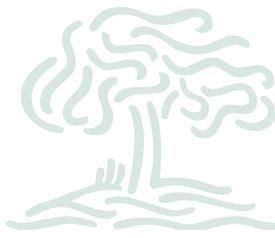
Gareth Jones Interview

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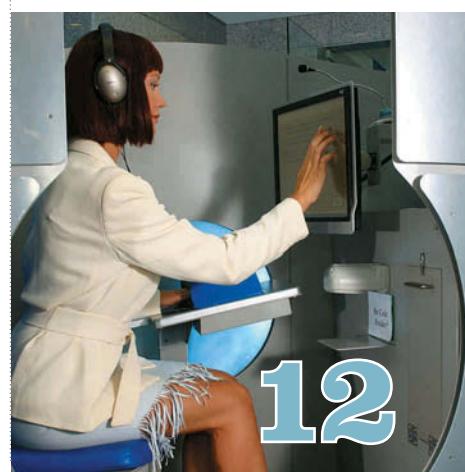
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EDITOR'S LETTER

LEARNING FROM YOU

In 2008–2009, the Human Resources Professionals Association (HRPA) launched its inaugural executive roundtable program. The roundtables were created to offer a no-cost networking and best-practices-sharing experience to HR executives. There were four streams: innovation, benchmarking/metrics, compensation and talent management, each consisting of four breakfast meetings hosted by content experts.

I participated in the metrics forum hosted by Philip Hunter of PricewaterhouseCoopers. During the first meeting, he polled the group of 12 about the major issues they were struggling

with regarding their benchmarking and analytics programs. In the subsequent sessions, Hunter facilitated discussion around solutions to those problems. The December cover story on metrics was born from these conversations. Read it on page 22.

The executive forum series continues in 2009–2010 and will again include a metrics stream with Hunter, as well as new streams on leadership (with Julian Chapman of Forrest and Company) and mobilization (hosted by Madeleine Chenette of SECOR Group). For more information, visit www.hrpa.ca/executiveprograms.



HR Horror Stories

We have another insightful feature this month, "HR Horror Stories" on page 28. Last year we asked for your HR tales from the trenches and your response was overwhelming. While HR is serious business, the levity this feature brings is refreshing, especially as we move into the holiday season.

Also in this issue, I had an interesting discussion with London Business School fellow Gareth Jones, co-author of *Clever*, a book based on his groundbreaking research into creative high-performers and their effect on organizations, which is featured in the "Interview" on page 47. **HR**

Meredith Birchall-Spencer

Meredith Birchall-Spencer



VOL. 26, NO. 7 December 2009

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“How do I know that a potential hire is going to fit our culture?”

Unfortunately, you can't know for sure. But there are ways to greatly increase your chances of finding the right fit. One is to work with a recruiter who truly understands the importance of corporate culture.

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DECEMBER 2009



GABRIEL BOUCHARD

The current economic climate is masking a talent shortage, explains Workopolis president Gabriel Bouchard in his article on employer branding. Find out how to gain advantage over your competitors, on page 37.



MARTINE SOHIER

Executives feel there is a widespread DB funding crisis in Canada, according to a Watson Wyatt survey on pension risk. Watson Wyatt senior retirement consultant Martine Sohier, along with co-author Terence Yuen, analyzes the survey results, on page 18.



LOU PAGNUCCI

Women are critical to increasing competitive advantage, finds an Ernst & Young report called *Groundbreakers*, issued last spring. Lou Pagnutti, chairman and chief executive officer of Ernst & Young, LLP, reveals how and why, on page 58.



DUFF MCCUTCHEON

HR Professional's associate editor, Duff McCutcheon, reveals what you need to know about employee newsletters to ensure your employee communications are effective in HR 101, on page 43.



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LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

SECURING THE FUTURE

We have long heard the warnings about our aging population and the effects the baby boomer generation's mass retirement will have on the workforce. And now we are actually beginning to see these predictions play out as the older boomers are reaching their 60s.

Although it may not seem like it now, the economic crisis—which decimated retirement savings for many boomers—will only slow down the workforce gap temporarily. The Conference Board of Canada predicts a shortage of as many as 190,000 workers in Ontario by 2020.

The Ontario government took steps to eliminate the province's mandatory retirement age and the reality for some—thanks to the recession—is that they simply cannot consider retirement.

positions may, at that time, be redesigned so they more accurately fit the new or changing goals of the organization. This applies to positions in both management and on the front lines. If organizations plan in advance, when someone leaves, the right decisions are made for the future of the organization.

Strategic human resources planning is critical to succession planning because with knowledge of the aspirations of employees, HR can steer them in the right direction from a career-development perspective. HR can match employee skills with the skills required for the long term. Where education and training are required, employees can prepare for future opportunities. Given that the younger workforce has a completely different perspective on job loyalty, this is one way to keep some of these young stars.

We already know that even with foreign workers coming in, there will be shortages of skilled professionals in coming years. Knowing and understanding that these potential gaps exist is an advantage because we can plan and anticipate how to fill them.

A strategic HR plan can also include discussions with older employees about what the economic downturn is doing to their retirement plans. Balance is key. Organizations want to keep experienced employees, but at the same time, also want to maintain the interest of the young employees that the organization could be in danger of losing.

The most effective HR strategic plan is based upon the strategic plan for the organization as a whole. Without a strategic HR plan, organizations may find they are unprepared for the challenges of an ever-changing workforce. **HR**



“Plan for the future by ensuring your organization has a strategic human resources plan.”

So there are masses of baby boomers who will be retiring, but also many who will not, and that creates short-term planning challenges for organizations. In the long term, however, there is no doubt there will be a shortage. After all, the baby boom generation may have begun in the late 1940s but it stretches all the way to 1961. The solution? Plan for the future by ensuring your organization has a strategic human resources plan.

Strategic HR planning involves taking a holistic view of the organization, considering the skill sets needed to achieve long-term goals and the current talent pool, and then developing a plan to meet those goals.

Turnover trends need to be examined—who will be leaving the organization in the next few months, years and in the next decade? Key

Antoinette Blunt is chair of HRPA's board of directors.

WORKERS LIVING PAYCHEQUE TO PAYCHEQUE

MOST CANADIAN WORKERS ARE CASH-STRAPPED WITH LITTLE ABILITY TO SAVE MONEY FOR RETIREMENT, ACCORDING TO THE CANADIAN PAYROLL ASSOCIATION'S 2009 NATIONAL PAYROLL WEEK EMPLOYEE SURVEY, RELEASED IN SEPTEMBER.

IF RESPONDENT'S PAYCHEQUES WERE DELAYED ONE WEEK, THE STUDY FOUND:

59 PER CENT OF CANADIAN EMPLOYEES WOULD HAVE TROUBLE MAKING ENDS MEET
18 TO **34**-YEAR-OLDS ARE THE HARDEST HIT
72 PER CENT OF SINGLE PARENTS SAID THEY WOULD BE STRUGGLING

OTHER FINDINGS:

50 PER CENT OF CANADIAN WORKERS ARE UNABLE TO SAVE MORE THAN FIVE PER CENT OF THEIR NET PAY FOR RETIREMENT (10 PER CENT IS RECOMMENDED)
42 PER CENT SAY THEY AREN'T EVEN ATTEMPTING TO SAVE ADDITIONAL FUNDS

FACEBOOK: FRIENDING THE BOSS

Thinking about sending a Facebook invite to your superiors? Think twice. A recent survey suggests most executives are uncomfortable being friended by the employees they manage (72 per cent) or their bosses (69 per cent).

An OfficeTeam survey asked 100 Canadian senior executives, "How comfortable would you feel about being 'friended' by the following individuals on Facebook?" Their responses:

COMFORT LEVEL	BOSS	CO-WORKERS	REPORTS	CLIENTS	VENDORS
VERY	10%	5%	7 %	4%	3%
SOMEWHAT	16%	36%	18%	16%	8%
NOT VERY	21%	18%	23%	27%	25%
NOT AT ALL	48%	38%	49%	49%	60%
DON'T KNOW	5%	3%	3%	4%	4%
	100%	100%	100%	100%	100%

"The line between personal and professional has blurred as more people use social networking websites for business purposes," said Robert Hosking, executive director of OfficeTeam. "Although not everyone is comfortable using sites like Facebook to connect with professional contacts, it's wise to be prepared for these types of requests."

Source: OfficeTeam



Employee Screening

EMPLOYEE SCREENING TOOL IDENTIFIES MALICIOUS INTENT

Q: What do you get when you ask three former senior Israeli security officials to design a pre-employment screening tool?

A: A high-tech solution that literally sweats out evil doers using "the biometrics of skin conductivity and the ability to measure sweat and salts excreted by the body," according to Suspect Detection Systems Ltd.—makers of COGITO1003, an "internal

threat" prevention and detection system developed for pre-employment and repetitive employee screening.

The Cogito system assumes that all bad guys—be they terrorists, robbers or "employees with malicious intent"—share a common factor: a fear of being caught. Based on this, the system helps identify suspects by "collecting and analyzing psycho-physiological indications and cross-referencing these indications with additional objective (and available) information," according to the company.

Developed by former high-ranking members of the Israeli secret service and military intelligence, the technology was designed to ferret out potential terrorists at border checkpoints and airport security.

Cogito's workplace version is a fully automated system and requires no involvement of professional interrogators or interviewers.

www.suspectdetection.com



Court forces ex-employee to repay training costs

The Ontario Divisional Court has upheld a repayment provision in an employment contract requiring a departing employee to pay his former employer a penalty and training costs if he accepted employment with a competitor within a year of his resignation.

In *Renaud vs. Graham*, [2009], the court upheld \$23,387 in damages payable by Ian Graham to his previous employer, Ottawa realtors William Renaud and Raymond Otten.

Graham was hired as an unlicensed sales assistant by Renaud and Otten, who trained him at their own expense. They agreed to a contract that required Graham to return \$20,000 in wages and repay training costs if he found work with a rival within one year of his resignation.

At trial, Graham argued the repayment provision was oppressive. He also argued the salary repayment provision was invalid because:

1. The bargaining power between him and the employer was unequal;
2. The agreement represented a restraint of trade; and
3. It was an illegal penalty clause.

The trial judge rejected Graham's arguments. On appeal, the Divisional Court upheld the trial judge's finding and confirmed that neither the fact that Graham was unemployed and needed a job, nor that the employer was more experienced, were sufficient to set aside the contract. Plus, Graham signed the contract without objection.

The court found the repayment provision was not a restrictive covenant and, therefore, not a restraint of trade. The court also rejected the characterization of the repayment provision as a penalty clause, but rather considered it a "genuine pre-estimate of damages."

Source: Miller Thomson LLP

HR INSIGHTS

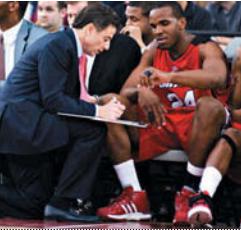
FROM NCAA BASKETBALL

A recent study shows how a job hunter's social networks—based on past employment—can shape employer perceptions.

Daniel Halgin, an organizational studies PhD student at Boston College, investigated professional networks in which people retain a shared identity throughout their careers.

For his research, Halgin studied the interconnected network of head coaches for top U.S. college basketball teams.

Halgin found most coaches were affiliated with one of eight "families," each associated with COACHES WHO'VE WORKED WITH NCAAS LEGEND RICK PITINO ARE RECOGNIZED AS MEMBERS OF THE "PITINO COACHING FAMILY."



with a legendary coach. Membership in those groups was based on past relationships (e.g., working as an assistant coach) and shared characteristics. For example, one family is known for encouraging three-point shots.

Halgin found well-connected coaches were more likely to find jobs after being fired, even after controlling the data for performance. But he also discovered that coaches affiliated with one of the eight "families" had even greater career resilience and got better jobs than coaches with similar win/loss records and connectivity.

One obvious explanation is that coaching families help each other; but there's another factor to consider: Family membership could suggest—rightly or wrongly—a level of competence beyond a person's actual past performance. In other words, prospective employers might base their hiring decisions partly on the assumption that coaches from certain "families" are better choices than unaffiliated coaches.

Source: MIT-Sloan Management Review

Hotline

FRANCE TÉLÉCOM SETS UP EMPLOYEE SUICIDE HOTLINE

FRANCE TÉLÉCOM CREATED A HOTLINE FOR DEPRESSED EMPLOYEES IN A BID TO END AN EPIDEMIC OF SUICIDES AT THE FRENCH TELECOMMUNICATIONS COMPANY.

THERE HAVE BEEN 23 SUICIDES AND 13 ATTEMPTED SUICIDES AMONG FRANCE TÉLÉCOM STAFF SINCE FEBRUARY 2008. UNIONS BLAME WIDESPREAD RESTRUCTURING AT THE COMPANY.

COMPANY EXECUTIVES BELIEVE A FORM OF COPY-CAT BEHAVIOUR IS SPREADING THROUGH THE COMPANY AND HAVE PLEDGED WIDE-RANGING MEASURES TO DEAL WITH THE PROBLEM, INCLUDING A HOTLINE, WHICH EMPLOYEES CAN USE TO CONTACT EXTERNAL PSYCHOLOGISTS.

Source: Timesonline.co.uk

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LOW-WAGE WORKERS STUDY



American low-wage workers are routinely denied overtime and often paid less than minimum wage, according to a recent survey of workers in New York, Los Angeles and Chicago.

The study—*Broken Laws, Unprotected Workers*—also found 68 per cent of

respondents had experienced at least one pay-related violation in the previous week.

In surveying 4,387 low-wage workers in industries including apparel manufacturing, child care and discount retailing, researchers found workers typically lost US\$51 the previous week through wage violations, out of average weekly earnings of US\$339—a 15-per-cent loss in pay.

The study found 26 per cent of workers had been paid less than minimum wage the previous week, and one in seven had worked off the clock.

The study found that women were far more likely to suffer minimum-wage violations than men, especially among illegal immigrants. And African-Americans had a violation rate nearly triple that for whites.

Source: New York Times

U.K. UNIONS

RALLY AGAINST HIGH HEELS

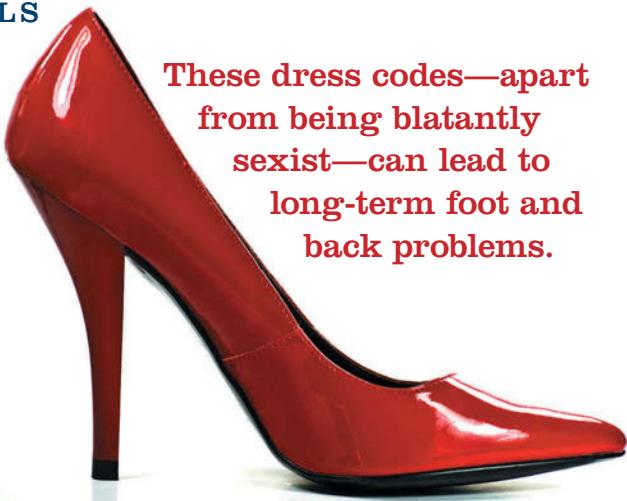
The Trades Union Congress (TUC), a federation of U.K. trade unions, is calling for employers to drop "inappropriate" requirements for workers to wear uncomfortable or dangerous footwear—such as high heels.

A new TUC guide, *Working Feet and Footwear*, found that many institutions and upmarket shops insist public-facing female staff wear slip-on shoes or high heels as part of a dress code, leading to long-term foot problems, especially for workers who stand for long periods—like clothing retail workers.

TUC general secretary Brendan Barber said they were shocked by how many employers' dress codes did not permit the wearing of sensible footwear by women.

"Heels may look glamorous on the catwalks, but they're not appropriate for day-to-day workwear. These dress codes—apart from being

These dress codes—apart from being blatantly sexist—can lead to long-term foot and back problems.



blatantly sexist—can lead to long-term foot and back problems as women are forced to stand or walk around in high heels or ill-fitting footwear."

Working Feet and Footwear can be found at: www.tuc.org.uk/extras/footwear.pdf





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CONFLICT OF INTEREST

Whether clear or subtle, a real or potential conflict of interest for an employee can take many forms, from setting up a competing business or taking kickbacks from suppliers, to accepting gifts. But they all boil down to an employee's own interests conflicting with their duties and obligations to the employer.

An employee owes a duty of fidelity to the employer and when this duty is compromised a conflict of interest might arise. A serious conflict of interest can amount to cause for termination.

An effective way of addressing conflicts of interest is through employee policies or codes of conduct. Some policies are quite general, while others specifically describe activities the employer will not permit, such as prohibiting employees from receiving gifts, gratuities or participating in entertainment with customers.

The policy should also deal with conduct that does not involve money or gifts, such as employing or supervising a relative, investing in a competitor or engaging in a competitive activity either on company or personal time.

“An effective way of addressing conflicts of interest is through employee policies or codes of conduct.”

Some employers will oblige an employee to disclose a real or potential conflict of interest when it occurs so it can be addressed directly. After full disclosure, the employer may then prohibit the employee or allow participation in the activity without restriction.

Creating policy

Policies and codes of conduct should be well publicized and consistently enforced. It should be clear what constitutes a conflict, and the process

employees must follow. In addition, the policy should spell out that any breach may result in termination of employment for cause.

Punishing employment conflicts must always fit the crime and zero-tolerance policies are often unenforceable. However, conflicts of interest are closely scrutinized by the courts and a serious conflict may amount to cause for termination, with no notice and severance.

In *Dowling vs. Ontario (Workplace Safety and Insurance Board)* 2004, Dowling had been employed by the WSIB for 25 years as manager of the WSIB's Ottawa office. He was dismissed for cause after it was discovered he had accepted discount computers from a representative of a group of employers who had accounts with the board. He also took cash from this client related to premium refunds that Dowling had assisted her clients in obtaining. When the WSIB confronted Dowling, he was evasive and subsequently created false documents to try to show the money he received was legitimate.

Dowling was fired for cause and he sued the WSIB for wrongful dismissal. He was successful at trial and was awarded 24 months' severance, more than \$600,000. The WSIB appealed. The

Court of Appeal considered the WSIB's conflict of interest policy and said an employee was obliged to act with integrity and impartially in the discharge of his employment duties in accordance with the policy. The court found the WSIB had cause for Dowling's termination, stating the trial judge should have

considered Dowling's misconduct in context to determine whether there was a breakdown of the employment relationship.

Corporate culture and employee behaviour come together in the area of conflicts of interest. An employer that describes its views and tolerances relating to potential conflicts clearly in a code of conduct will be protected and its employees will understand the rules. **HR**

Mary Porjes is an employment lawyer in Toronto and the founding member of Porjes Walsh.

CANADA'S DB PENSION PLANS IN CRISIS, SAY EXECUTIVES

The global financial turmoil has affected all aspects of the economy, including pension plans. Public attention has focused mostly on the problem of large unfunded liabilities of defined benefit (DB) plans, which guarantee a set retirement benefit. But nine out of 10 senior executives who participated in Watson Wyatt's 2009 Survey on Pension Risk think Canada is facing a widespread DB pension-plan funding crisis.

The stock market slump and historically low interest rates have caused the funding status of most DB plans to rapidly deteriorate. A typical DB plan in Canada (that is, with 60 per cent of its assets invested in equities and 40 per cent in bonds) could have funded more than 85 per cent of its obligations in mid-2008; by April 2009, that number had fallen below 70 per cent. The legislative requirement to fill solvency deficits poses additional challenges to DB plan sponsors confronting tight credit conditions.

“The stock market slump and historically low interest rates have caused the funding status of most DB plans to rapidly deteriorate.”

The responses of the 161 senior executives who participated in the Watson Wyatt survey reveal that the severity of financial threats—particularly the cost and volatility of maintaining DB plans—has increased substantially. The approximately 90 per cent of respondents who believe a widespread DB funding crisis exists in Canada is up from the previous peak of 81 per cent in 2006.

In view of various financial concerns, DB plans are increasingly seen not as a valuable HR tool to attract and retain workers but as a major financial subsidiary of the plan sponsor—with chief

financial officers playing a greater role in DB plan design. Executives who participated in last year's survey were optimistic HR could return to the forefront in coming years. However, given that the funded status of many DB plans has plummeted, this year's results don't reflect an evident move in that direction. In fact, fewer than five per cent of respondents believe HR factors will outweigh financial considerations in plan-design decisions in five years' time.

Shrinking savings for DC plan members

Although defined contribution (DC) plan sponsors do not have to worry about funding deficits, the financial burden has shifted to their members, who have suffered deep investment losses over the past few months. Survey respondents ranked insufficient retirement savings as the most serious threat to the long-term sustainability of DC plans. Despite this heightened awareness, only 10 per cent of DC sponsors expect to increase their contribution levels in the next three years to help rebuild members' retirement funds.

Search for creative solutions

Both DB and DC plans are facing difficult issues in today's economy. Although traditional DB plans offer significant income security to retirees, they have become increasingly expensive and volatile for plan sponsors. In contrast, DC plans eliminate volatility and are generally considered more affordable, but investment and longevity risks are transferred to individual plan members.

These financial pressures have given rise to pension reform initiatives across Canada. Finding creative solutions for promoting retirement savings efficiently and for providing sufficient financial support for Canada's aging population will require the collaboration of governments, industry experts, pension plan sponsors and members. **HR**

Martine Sohier is a senior retirement consultant and Terence Yuen is a senior research economist at Watson Wyatt.

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LEARNING AGILITY IN TIMES OF CHANGE

While the recession has seen many Canadian organizations shed jobs, others see downturn and layoffs as the normal cycle of business and an opportunity to build their talent infrastructure. Why? They know high-potential employees are the “secret ingredient” and that retaining, developing and engaging them will drive overall business performance and ensure the talent is in place to weather the downturn.

Leveraging learning agility

Identifying high potentials is key, and one future success metric that's attracting more attention is **learning agility**. Learning agility measures not just an individual's past performance but also how they tackle first-time or changing circumstances in the future. Learning-agile people thrive in tumultuous, ambiguous environments like the current recession. And research shows learning agility—learning how to deal effectively

there are three opportunities for organizations to leverage the economic situation as an opportunity for talent development.

1. Don't be seduced by performance alone

While proven performance is necessary to achieve results, if this is the only lens through which you view talent, you may miss the value of some of your most important resources. High potentials outperform high performers in difficult situations and have the resourcefulness required to get through the downturn more quickly. While many high potentials are high performers, the opposite is not true.

2. Leverage the hardship

People learn most from on-the-job experience, and a hardship presents one of the most fruitful developmental challenges. It creates a tension between where an employee is and where they want to be. Highly learning agile individuals effectively deal with the hardship, reflect on what they have learned and find ways to apply that learning in future situations.

3. Prepare your future talent now

While the recession has eased the talent crunch we felt a year ago, we cannot be short-sighted. Baby boomers will ultimately retire and the talent crunch will

return. Developing future leaders now will ensure they are ready for more senior roles when the time comes. Combining a high level of diversity, intensity, variety and adversity in assignments will provide for a developmentally rich learning opportunity, will help retain key resources and will ensure you have the leadership bench strength you need to create a stronger business.

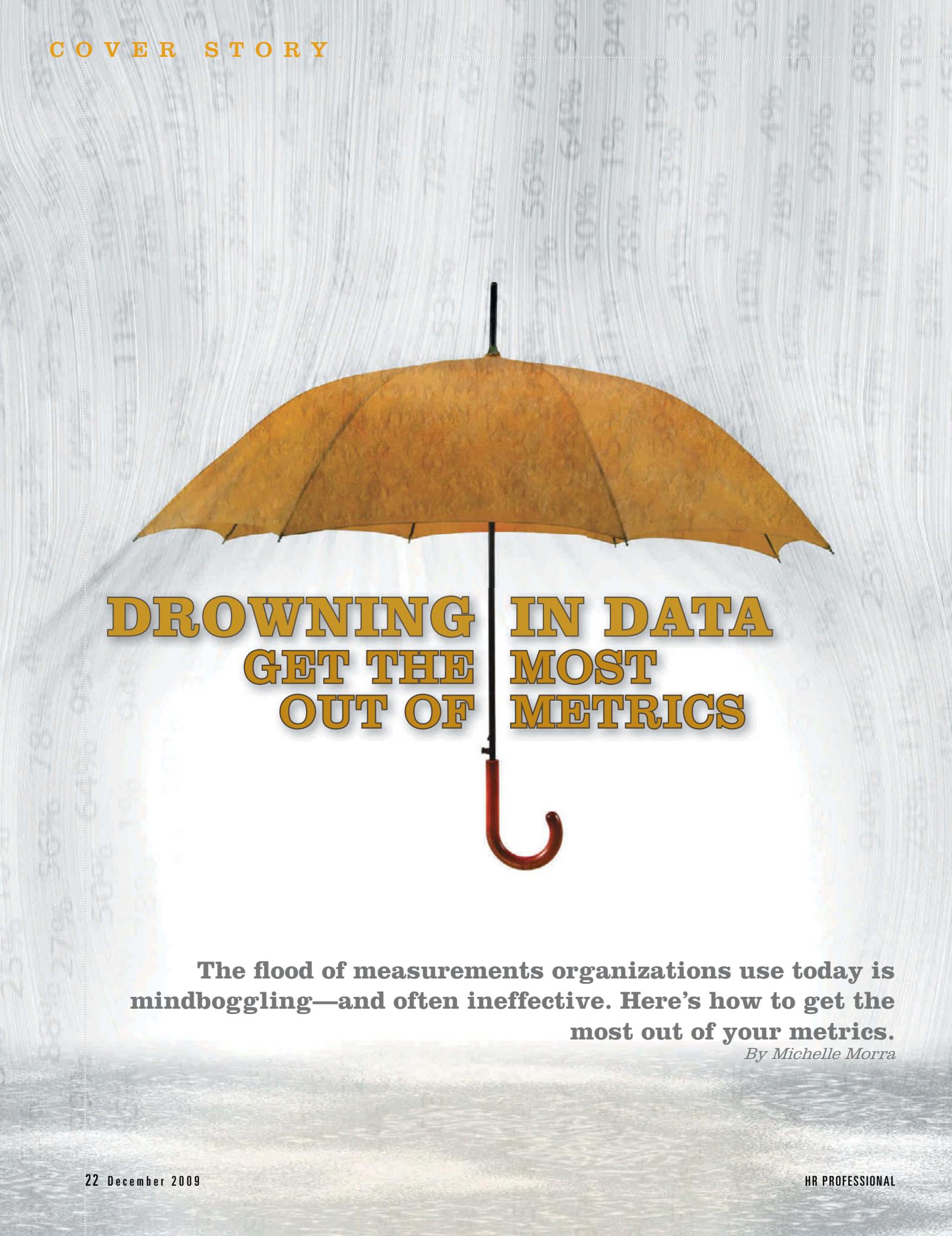
Assessing, maintaining and developing learning-agile leaders may well be a key differentiator, and, to use the old adage, the difference between whether your organization is able to fish or cut bait. **HR**

Kathy Woods is a senior partner and Jennifer Archibald is a senior consultant at Korn/Ferry Leadership and Talent Consulting.

with first-time or changing situations—is more predictive of long-term potential or performance than raw intelligence.

People who are highly learning agile learn from both success and failure. They seek out and respond to feedback and demonstrate high levels of self-awareness. On the job, learning agile people look for a variety of experiences and challenges. They have “zigzag” careers, characterized by many firsts and some failures. And, when they have experienced failure, they respond by learning new skills and new ways of thinking. They then apply their learning to the new and different situations they face in the future.

Combining the concept of learning agility with the challenges we face in the current economy,



DROWNING GET THE OUT OF IN DATA MOST METRICS

The flood of measurements organizations use today is mindboggling—and often ineffective. Here's how to get the most out of your metrics.

By Michelle Morra

IT'S HARD TO BELIEVE DATA WAS EVER SCARCE. Before HR departments started using automated systems, relevant workforce performance metrics were often hard to come by. In recent years, the power of data collection and analysis tools have grown exponentially, but many companies, while able to generate an avalanche of data, have yet to grasp what the numbers really mean, or how to use them effectively.

"Automated systems are getting better at lessening the workload of collecting human capital-related data, but the data is rarely used to its potential," says Philip Hunter, PhD, of Saratoga Canada at PricewaterhouseCoopers, which helps organizations benchmark their workforce and HR effectiveness against leaders in their respective industries. Take a simple but important metric such as Human Capital ROI (Revenue - (Operating Cost - Labour Cost) / Labour Cost), which shows the pre-tax profit for every dollar invested in pay and benefits. "Every organization should have easy access to these figures, but rarely do," says Hunter.

So how can organizations use human capital metrics to measure, assess and increase the effectiveness of their workforce? Here are three ways to start, or get back on, the right track.

LINK TO STRATEGY

Metrics are only a tool to help the business make intelligent, well-informed decisions, and are useful to the extent that they achieve that purpose. For that reason, it is essential that HR possess the business knowledge and skills to understand the business strategies, its objectives and the information the business needs to reach those objectives.

Hunter notes that HR often has an inward focus, using metrics to gauge its own efficiency. While laudable, HR efficiency gains have little impact on the organization's bottom line. "What HR can really leverage," he says, "is the overall effectiveness of the workforce. Not only does the workforce represent the single greatest investment an organization makes, but equally important, the workforce is the only asset most organizations possess with the potential to appreciate over time."

There is a distinction between metrics that assess efficiency versus those assessing effectiveness. For example, any organization linking business growth and the need for a

tiveness and enabling better strategic decision-making, one has to question the purpose those metrics serve," says Jennifer Tatone, HR manager at Sapphire Technologies.

At CAA South Central Ontario, HR leaders are in the early stages of using human-capital metrics to enhance workforce effectiveness. Currently they measure head count, turnover, "the very basic things," says Fiona Ellis, director, total rewards. "We're finding that some of our metrics, while interesting, aren't actionable and are not meeting the needs of the business. If metrics leave you asking, 'So what?' the information doesn't mean much."

“What HR can really leverage is the overall effectiveness of the workforce.”

skilled, high-performing workforce will view their recruiting function as critical. "While Cost to Hire, or Time to Fill metrics can shed light on the efficiency of the recruiting function," says Hunter, "organizations ultimately want to assess effectiveness of their recruiting function.

"The 90-day Turnover Rate, which is usually an indicator of person-role fit, is a far better measure of the effectiveness. 'Are we hiring the right people?', for example, can be used in conjunction with other metrics to gauge the current state of the workforce. In the end, an efficient function is not necessarily an effective one and you want to measure effectiveness."

HR professionals agree. "Ultimately, if your metrics aren't assessing some aspect of effec-

BE SELECTIVE

Organizations new to employing workforce effectiveness metrics are like aspiring marathoners—too much too fast can result in a setback that can leave them further behind than when they started.

Initially, top leadership's agreement to leveraging metrics to help drive workforce effectiveness is often cautious, and HR should be sensitive to how data will be interpreted. Communication is key; metrics require a strong change management component, as it can expose areas of vulnerability and poor performance.

Hunter advocates using scorecards to simply and effectively communicate metric key performance indicators (KPI) to the organization. "Contrary to what many seem to believe, scorecards are not

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complex, and are really quite simple to create and maintain," he says. "The key is using them to focus the organization on achieving its objectives, and keeping the various initiatives that are represented by the metrics on track."

Don't get romanced by too many metrics, especially at first. "Start with less," Ellis says. "Otherwise it seems like a huge undertaking and continues to gather dust in the inbox." Hunter agrees, suggesting as a rule of thumb that organizations begin with no more than six to 12 metrics in the beginning. "Data integrity and relative ease of collection are paramount," he says, noting that many companies choose their metrics first and neglect to ensure the data is available and trustworthy. Ensure the metrics are easy to understand, yet informative enough to assess effectiveness and help guide decision-making.

When Hunter worked as an organizational development specialist at Nomacorc,

“Data integrity and relative ease of collection are paramount.”

a synthetic wine cork company near Raleigh, N.C., he was trying to help managers struggling to reduce high levels of waste. "Telling employees that our scrap rate was approaching 15 per cent had little impact on behaviour," he says. "So we sat down with finance, did a simple calculation, and posted a sign that said, 'Every time this scrap bucket fills, it costs us \$60.' That simple message yielded a significant decrease in scrap immediately, and created the awareness and momentum we needed to reduce it even further."

"You want to start small, build momentum, show credibility, and gain acceptance and buy-in over time," says Hunter.

TAKE ACTION

Even with the right metrics presented the right way, organizations often fail to follow through on the valuable insights they bring. For Laura Hirsch, a senior consultant at OCG Strategy and Organization Consulting in Toronto, this happens far too frequently. "Many organizations have all kinds of metrics for every conceivable area of performance, but never do anything about it," she says. "Why go through the process to begin with?"

Hirsch and Ellis recently participated in a Human

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Metric	Description
Executive Stability Ratio	Per cent of executives with three or more years of service
Executive Succession Pipeline Depth	Average number of succession planning candidates for each executive
HR Headcount Ratio	Number of employees each HR employee supports
HR Costs Per Employee	Amount directly invested in the HR department for each employee
Potential Organizational Knowledge Loss Per Cent Over Next Five Years	Per cent of total knowledge and skill in the organization potentially lost through retirement over the next five years
High Performer Separation Rate	Per cent of high performer employees who left the organization
Voluntary Turnover Cost as a Percentage of Profit	Average voluntary turnover cost as a percentage of profit

Philip Hunter's 12 Key HR Metrics Resources

1. **How to Measure Human Resource Management**
3rd Edition (2001) by Jac Fitz-Enz
2. **The ROI of Human Capital (2000)** by Jac Fitz-Enz
3. **Benchmarking Staff Performance (1993)**
by Jac Fitz-Enz
4. **Investing in People: The Financial Impact of HR Initiatives (2008)** by Jon Boudreau
5. **Beyond HR: The New Science of Human Capital (2007)** by Jon Boudreau
6. **Achieving Strategic Excellence: An Assessment of HR in Organizations (2006)** by Jon Boudreau
7. **The Future of Human Resource Management (2005)**
by Dave Ulrich
8. **The HR Value Proposition (2005)** by Dave Ulrich
9. **Why the Bottom Line Isn't (2003)** by Dave Ulrich
10. **The HR Scorecard (2001)** by Dave Ulrich
11. **The Balanced Scorecard (1996)** by Robert Kaplan and David Norton
12. **The Strategy Focused Organization (2000)** by Robert Kaplan and David Norton



Resources Professionals Association-sponsored Executive Round-table Series on human capital metrics, facilitated by Hunter, to learn more about developing and using workforce metrics more effectively.

Hirsch believes the business case for any proposed metric should include an action plan for how results will benefit the organization. When the numbers arrive, HR needs to lead by continually asking itself, "What do these numbers mean? What's the cause? What are we going to do about it, and how will we know we've been successful?"

Noting an especially high turnover rate for employees with six to 18 months of service, for example, Sapphire Technologies explored its employee engagement analyses and found that the expectations of new employees did not match their experiences in a number of ways. To rectify, Tatone says HR adjusted its recruiting processes to include more realistic job previews for new recruits and improved its screening process to better match roles with prospective hires. As a result, turnover during this period declined significantly, a rewarding experience for Tatone and her team.

Hunter encourages HR leaders, in this data-driven age of metrics and measures, to not neglect the vital role intuition plays in making judgments and decisions. "Intuition and one's 'gut-feel' are as valuable as they ever were," he says, adding that with today's tools, HR leaders can leverage metrics to provide fact-based evidence to back their assertions. "Intuition acquired over the course of one's career will never be replaced with data or metrics. But there's a harmony between the two that's very powerful." **HR**

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TALES OF HR HORROR

We asked and you provided: Here are your wildest, wackiest—and sometimes disturbing—scenarios you've dealt with in the HR profession.



ILLUSTRATIONS: PAUL DAVIZ

GRAND PRIZE

Bad Vibes

Quite early in my career, one of my line managers received a series of handwritten, unsigned letters. One had been placed on his computer at work and two more in his mailbox at home. He believed these letters were from an employee in another department, whose advances he declined the previous year. The fact that he had never given her his home address and that the unsigned notes were of a cryptic nature made him very uncomfortable.

In order to investigate the complaint, I interviewed the employee and asked her if she had sent the notes. She said she had, but had done so because she was the one being harassed.

When I asked her to elaborate, she asked me if I knew anything about Reiki. She explained that she was an energy healer and she could feel people's energy. She said the manager had been psychically harassing her. She felt his "bad vibes" toward her and left him the notes in an effort to get him to stop.

She then asked if I wanted some Reiki healing. Mustering up the

most professional face I could under the circumstances, I told her I'd get back to her with the results of the investigation.

The employee was given a written warning and put on a 90-day performance plan for harassing behaviour. No mention was made in the letter of any psychic harassment or bad vibes.

—CORINA SIBLEY, CONSULTANT

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RUNNER UP

Interview Imposter

I was doing a job search for an experienced mechanical engineer, and in the first round of interviews, I called in a candidate whose work experience perfectly matched the position. As the interview progressed, he explained his experience and why he would fit in well with our engineering team. I was impressed and figured he would be

a candidate for the final round of interviews.

Before the interview ended, I asked him about his love of photography, which he cited on his resumé. He replied somewhat nervously that he loved taking photographs, especially candid pictures of people. Being a photographer myself, I asked him what kind of camera and lens were his favourite.

"I don't own a camera," he hesitantly replied.

Confused by this answer, I asked him, "But you enjoy taking candid pictures, so what type of camera and lens do you like to use the best?"

Sheepishly the applicant said, "Sorry, but I'm really not a photographer. You see, this is my brother's resumé. He likes photography but was too busy to come to this interview, so I came in his place."

—BOB RITTER, DIRECTOR CORPORATE HR

WINNER OF AN HRPA HR LAW CONFERENCE PASS

RUNNER UP

First Day

I had been working in the financial services industry for more than five years, and I really wanted to get back into an HR generalist position. I had been headhunted for a gem of a role in a distribution company and was looking forward to my start date.

On my first day, I arrived at the reception desk and asked for my new boss. He came down to greet me with a sheepish look on his face. He had been travelling until the night before and had "forgotten" to terminate the employment of the person I was replacing. He asked me to hide around the corner by the photocopier while he called the employee into his office and gave him the news.

Not only was I horrified at waiting while someone cleaned out their office so I could take it over, I suffered the scathing looks and



averted eyes of my new colleagues as news spread of the replacement. What a horrible first day! As a matter of fact, it took weeks for people to accept me in my new role.

—SONIA BYRNE, CHRP, BUSINESS AND LIFE COACH CONSULTANT

WINNER OF AN HRPA DIVERSITY CONFERENCE PASS

HONOURABLE MENTIONS

Mexican Getaway

In my previous workplace, I had an employee who stopped showing up for work. We managed it with our attendance program protocol and eventually dismissed him for job abandonment after one week. At the end of two weeks, he finally called me back. His excuse for not showing up to work was that someone impersonating me called him on the phone and told him he'd been temporarily laid off for a few weeks.

We had called his house several times prior to his dismissal and heard nothing from him. I found out later from some employees that he went to Tijuana on the weekend and was in a Mexican jail for a week. He had to hitchhike his way back to Canada.

—AL O., HR MANAGER



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The Booger Monster

If you've been in HR long enough, you've probably had to deal with the dreaded body function conversation. The most memorable one for me was the case of the office nose picker.

The facilities department was replacing old desks for new ones when they made a grisly discovery. The underside of an employee's desk was covered in you know what. I found out when the irate, totally disgusted facilities manager informed me that his workers were not going to touch the desk in question and demanded that the employee be brought to task.

This was a conversation I really did not want to have. I let the offending employee's manager know the circumstances, and then called the employee into my office and related what the facilities manager had told me. The employee turned beet red as I read him the riot act about hygiene and respect of property.

Needless to say, we found no more DNA on his desk (or under it) after that.

—CORINA SIBLEY, CONSULTANT

The Unaffair

Jim, a manager in my organization, was accused by his wife of having an affair with a female co-worker named Stella. Jim's wife threatened to leave him unless he told her the truth about the affair. Even though he was not having an affair, Jim told his wife he was, to prevent her from leaving.

The wife then confronted Stella about the alleged affair. Stella told

her husband, who also worked for the same organization and reported to Jim. A few hours later, Jim admitted to his wife that he'd lied, so the wife went back to Stella and apologized.

Stella and her husband felt this wasn't acceptable and could not continue working with Jim. They reported the incident to the company president. The president asked that the incident be kept quiet while he handled it. After two weeks with no word on the complaint, Stella went back to the president for an update. The president told her he had spoken to Jim and had dealt with the issue.

When other workers in the organization heard about the story, they informed the president they were also uncomfortable working with Jim. At this point, the president suspended Jim and he was later terminated without cause.

—M. LUM, HR SPECIALIST

The Standoff: Just another day in HR

8:15 a.m. Joe, a plant worker, comes into HR visibly shaken and upset, reporting that his co-worker, Bob (who was recently issued a verbal warning for insubordination), told him that he was going to shoot his supervisor, and if Joe told anyone of his plans, he would end up on the "hit" list along with the plant manager and the HR department.

We decided to keep Joe behind closed doors while we tried to contact Bob and our EAP service in the hopes we could diffuse the situation before it escalated.

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9 a.m. Before we were able to locate him, Bob came into the HR administrator's office and shut the door. The HR administrator did not let on that we had been alerted to the situation, but instead tried to talk with Bob to determine his state of mind. Bob did not mention his threat, but alarmingly inquired about his life insurance. Before any discussion could take place, Bob walked out of the office.

Bob then went to his car and drove away. Joe speculated that Bob went home to retrieve his gun.

9:15 a.m. HR commandeered the main boardroom and had Joe and Bob's supervisor accompany us. We immediately called the police. We asked that the police be discreet in their approach to the premises so as not to alarm staff.

9:30 a.m. Two constables and the EAP service arrived in the boardroom at the same time. We provided them with all available information we had on Bob.

10 a.m. The police determined that Bob's threats were serious and they dispatched the Emergency Task Force to his address. They broke down the door and apprehended Bob.

12 p.m. Bob was arrested and sent for a seven-day mandatory psychiatric evaluation, pending a court date upon his release.

One week later, Bob was released on bail. As a precaution, both Joe and Bob's supervisor were provided with police protection. HR also sent a registered letter to Bob's home indicating he was under suspension pending a decision on his continuing employment and not to return to work under any circumstances. Bob was later terminated.

—WARREN C., HR MANAGER

All names in the stories have been changed. **HR**

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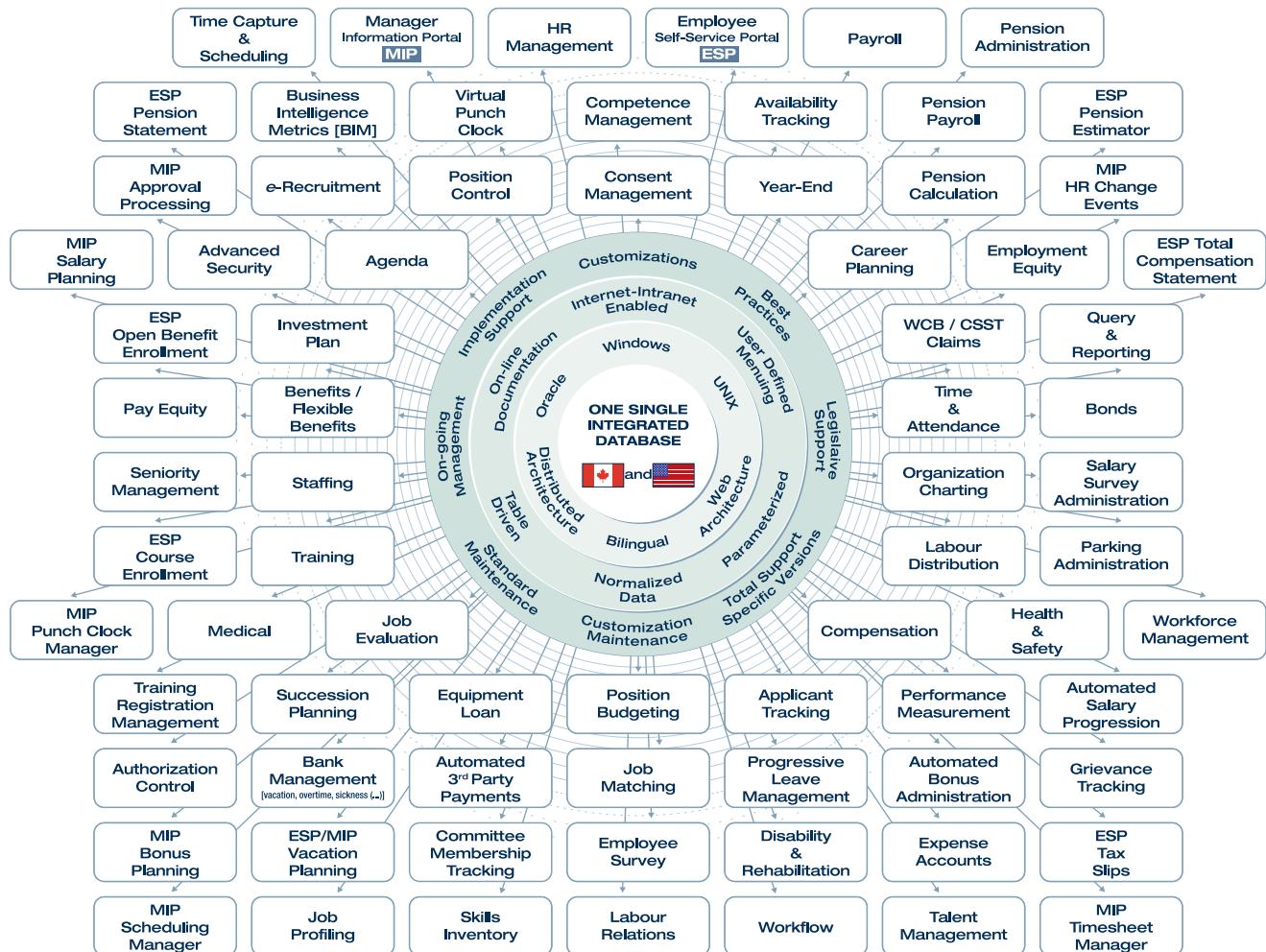
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TALENT MANAGEMENT

BY EMMETT C. MURPHY

BUILDING A RESPONSIBILITY DRIVEN CULTURE

A responsibility driven culture aligns the individual interests of employees with the interests of the organization and its customers. When employees believe in their work and discover meaning in their daily activities, they are loyal, hard working, efficient and reliable. By attending to two key areas of your organization—its mission and its employee roles—you can build a responsibility driven culture swiftly and confidently.

But a company also needs to “walk the talk” when it comes to selecting, evaluating and rewarding its employees. When choosing employees, it’s important to look for a values-fit to ensure corporate cohesion. The same is true for evaluating and rewarding employees. If a company values “fun” but only evaluates employees on the basis of efficiency, the company is acting out of line with its stated ideals and employees can feel conflicted. A responsibility driven culture develops quickly when the organization says it

“**Responsible leaders ensure the employee’s work activities match the job description and initial expectations.**”

Align organizational practices

A company needs to establish its purpose and articulate its mission statement in order for employees to be able to take responsibility for the organization’s growth. Once an organization has a clear mission, orientation and training programs can emphasize corporate values, storytelling events can dramatize the company’s ethics and a shared corporate language can create bonds that help people “talk the talk.”

values one set of behaviours and then measures the same set of behaviours.

Align individuals with job descriptions

Employees will assume ownership of their jobs if they were well chosen for the job and are allowed to do the job for which they were hired. In the selection process, responsible leaders establish their priorities and match candidates with organizational needs, without getting sidetracked by talents that don’t



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TALENT MANAGEMENT

correlate to the job description. Included in the criteria for selection are a candidate's personal attributes, which determine whether someone will achieve more than just technical qualifications alone.

After hiring an employee, responsible leaders ensure the employee's work activities match the job description and initial expectations. Unlike average leaders, effective managers are concerned about what their employees do each day. A few simple questions can help assess alignment and determine whether a person's work activities match his or her job description and sense of self. For example, just asking someone how much time he or she spends on each task of the day may reveal that a salesperson, for example, spends 80 per cent of his time in the back storeroom stocking goods and only 20 per cent working with customers. This person is misaligned, likely feels unmotivated and may have little interest in taking responsibility for the job.

Leaders should guard against the temptation to have "whoever" do "whatever" needs to be done, and instead recognize that success requires careful alignment of interests, values, work and goals.

Cultures committed to responsibility have higher employee retention, more harmonious work environments, more efficient production lines, more satisfied customers, and, most important, a better ability to manage change. **HR**

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FIVE MYTHS OF THE IMPENDING LABOUR CRISIS

Imagine you'd been warned five years ago about a global economic meltdown coming in 2008. How would you have prepared?

Canada is facing another crisis of even greater proportions—a severe labour shortage, driven by aging baby boomers, which represent one-third of Canada's population. According to Statistics Canada, one in five workers will be 55 to 64 years old in less than 10 years, and despite the recent financial crisis, half of these Canadians intend to retire, while the rest plan to work primarily on a part-time basis.

There will simply not be enough people to fill the empty-

economic downturn will offer only temporary relief from a relentless need to recruit.

Yet, there is little evidence that Canadian organizations are waking up to this reality and getting ready to sell themselves to potential employees.

Organizations need a sophisticated employer-branding strategy to differentiate them in the marketplace. An employer-branding strategy establishes a compelling connection with your target market: potential employees. This is the key to getting hard-to-find, already-employed candidates to engage with you as a potential employer.

To successfully navigate this massive shift in the labour market, HR must overhaul

“An employer-branding strategy establishes a compelling connection with your target market: potential employees. ”

ing full-time jobs, many of which will be senior leadership positions. During the height of this transition, for every individual entering the workforce, an average of 2.5 will be retiring. This will fundamentally change the hiring dynamic. We will move into a long-term candidate's market with companies constantly competing to find the best people. Even periods of

its approach to recruitment and overcome some serious misconceptions.

Myth: There are two types of candidates: active and passive

Research undertaken by Workopolis reveals that if you only segment the labour market using job-search behaviour, you can be misled.



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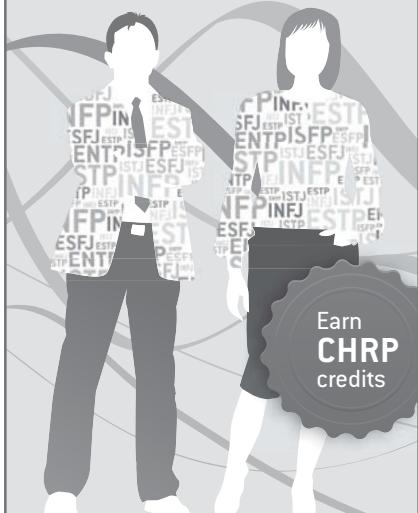
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There are two key variables to segment the market: employment status and interest in changing jobs. Cross-referencing the results gives a totally different picture.

- Three in 10 (28 per cent) of job seekers are “avid”: employed, or not, and actively looking for a job
- Twenty-nine per cent are “loyal”: employed and not considering a career move
- Most importantly, 43 per cent are “window shoppers”: currently employed but open to new employment opportunities

Connecting with window shoppers requires communicating an attractive picture of your company as a place to work, not just selling a job.

Myth: When I post on a job board, I only reach active job seekers

Window shoppers scan postings to stay abreast of opportunities. In fact, 41 per cent would consider changing jobs in the next year—given the “right” opportunity.

The problem is, while many candidates may be reading your employer-centric posting, on average only one to three per cent apply.

Myth: Candidates don't apply for a job because of a lack of fit

You potentially lose strong candidates for more reasons than strict job-skill match. Window shoppers, in particular, are looking for a richer picture—corporate culture, career development opportunities and so on—yet most of this information is omitted from a typical job posting. In the early

stages of their decision-making process, candidates are not looking for a job but for a better employment experience.

Myth: Employers know how to engage window shoppers

A recent report from talent management-firm DDI reveals a gap between a candidate's criteria and employer perceptions of candidate priorities. For example, three-quarters of job seekers want a workplace they can be proud of; yet only 55 per cent of staffing directors identified this priority.

Too many employers rely on their assumptions when designing recruitment strategies rather than investing in hard data to better understand candidates' priorities. But employers simply won't be able to rely on gut feelings alone as the competitive stakes get even higher.

Myth: Focusing on candidates who are not ready to apply is a waste of time and resources

Focusing recruiting on avid candidates means going after only 28 per cent of potential candidates. Window shoppers represent the biggest opportunity, but the challenge is to generate their interest before you can ask for a resumé. You may also have to build an ongoing dialogue if you catch them in the early stage of their decision-making process.

Don't be fooled by the fact that it may be a bit easier to recruit these days. The demand for great talents will coincide with the departure of the oldest baby-boomers. **HR**

Gabriel Bouchard is the president of Workopolis.com.

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EMPLOYEE NEWSLETTERS

The internal newsletter is a great tool for reinforcing corporate values, relaying important news and information and recognizing employees. *HR Professional* talks to two professional communicators on getting the most out of employee newsletters.

Determine appropriateness

A regular employee newsletter is a lot of work. And nothing's worse than introducing a newsletter with great fanfare, only to let it fizzle after you've lost momentum.

"Newsletters are ideal when you want to reach a distributed workforce," says Brent Carey, president of the International Association of Business Communicators' Toronto chapter, and head of internal communications, Global Tax, KPMG's Global Resource Centre. "Especially when you're trying to reach people who aren't in the same location and need to disseminate a consistent message."

If you have a staff of 200 at one location, you can probably accomplish your communication goals with regular town hall meetings and memos.

"So much depends on your objectives, your type of organization and your audience," says Janet Wile, director of communications at Barrick Gold Corporation. "Consider those things upfront. If

you want a newsletter to succeed, you really need to understand why you're doing it and how it's going to be used by the audience."

Aligning newsletter objectives to overall strategy

Like any HR undertaking, a newsletter must support the organization's overall goals. If your company is focused on controlling costs, you'll want stories about people who've found ways to save money; senior managers discussing how important it is; and quotes from shareholders.

Safety is a top priority at Barrick, so its newsletter—which goes out to its more than 20,000 workers around the world—features stories about safety achievements, initiatives, programs and training at its gold mines.

The Barrick newsletter also serves as a recognition tool. "We use stories to illustrate how employees are living the values of the organization," says Wile. "Not only are you recognizing them, but you're encouraging peers and colleagues to follow them as role models."

Know your audience

Your publication needs to be about and for your audience, says Carey. A newsletter filled with corporate-speak from the CEO and senior executives will be seen as propaganda and quickly fall flat.

Become a reporter. Find out what workers do every day, what interests them, what concerns them. "In some ways, the internal communications role is akin to an interpreter, taking management/organizational messages and interpreting those for employees. It's also finding out what employees are concerned about, how they're reacting to things and bringing it back to management. It works both ways," says Wile.

Pay attention to your audience. You'll gain credibility as a communicator and they'll engage with you because they see that you care about their concerns.

Distribution and promotion

Unless your newsletter reaches your audience, all your work is for nothing. You can't just place it in the cafeteria and expect people to pick it up. If workers have mailboxes, use them. Or have managers pass it out at weekly meetings. Some



ILLUSTRATION: MICHAEL EDDENDEN

organizations even mail their newsletters to employees' homes.

If your staff has access to computers, an e-newsletter is an obvious choice considering it's much cheaper than a printed version and aligns nicely with an organization's environmental initiatives.

"But consider also that many people will be looking at an

e-newsletter on their mobile devices," says Carey. "How will it look on a BlackBerry? Lots of graphics will slow things down."

And remember to cross-promote wherever possible. The newsletter is just one tool in your internal communications arsenal. If you're promoting something on your newsletter, provide a link to more detailed information on

your company intranet. If you have monthly town halls or posters, look for ways to tie that in with the newsletter. It's great for repeating important information. "You have to try to get your communications tools to work together," says Wile.

"If you're using an e-newsletter, make it active and use lots of links. These days, effective newsletters will give you 'top-line' info that links to deeper information somewhere else—like a company intranet," says Carey.

Messaging

"Dump the corporate-speak and write the way people talk," says Wile. "And make sure the tone and style fit the audience." Usually plain language works best, but in professional firms, a higher tone might be expected. Use the active voice "the dog bit the boy" versus "the boy was bitten by the dog" and avoid acronyms (and if you do use them, explain on the first use).

Finally, let the story speak for itself. "Simply report the facts and people will draw their own conclusions," says Wile. "Let peoples' stories relay your message. Anything you can do to make stories personal, involving and engaging employees—those are the things you need to weave into your stories to make them meaningful. Explain how things relate to them."

Getting the right level of detail is important. Don't bombard people with the whole process of how someone got a result. Keep to what's the news: short and to the point.

And if you are doing longer, feature-type articles, package it in a way that breaks up text, using subheads, pictures, bullets and graphs, so it's easier for readers to digest. **HR**

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CLEVER PEOPLE CAN MAKE OR BREAK YOUR ORGANIZATION, SAYS MANAGEMENT DEVELOPMENT EXPERT GARETH JONES

In 2007, a provocative article appeared in the *Harvard Business Review* about leading “clever” people—talented, skilled people who are extremely valuable to organizations. Article authors Gareth Jones and Rob Goffee, management development experts, sociologists and colleagues at the London Business School and co-authors of *Why Should Anyone be Led by You?*, decided to build on this research in their new book: *Clever: Leading your Smartest Most Creative People*. I spoke with Jones, former director of HR and internal communications at the BBC and senior vice-president for global human resources at Polygram, about the impact these highly skilled and valuable people have on our organizations.

HRP: Why are “clevers” so important to business success in the 21st century?

GJ: What we mean by “clever” are people who have the capacity to add disproportionate amounts of value to an organization. This notion of clever came about when I was working with a team from

IN A NUTSHELL

First job: University lecturer in economic and social studies

Childhood ambition: Play soccer for Wales

Best boss: Two great bosses: Alain Levy at Polygram and Greg Dyke at the BBC. Both of them gave me plenty of space to do my own thing

Next move: I would like to write a book about the challenges that organizations face in making sure people believe in them. If we don't address this, we're all in big trouble

Ideal retirement destination: No retirement for me and I love big cities and wild places

Favourite music: Big jazz fan—my hero is Miles Davis because he never stopped innovating

Favourite author or book: I've just finished Philip Roth's *American Pastoral*—as always he raises some serious questions

Source of current motivation: Always motivated by variety and new ways of thinking

The best piece of advice I ever got: Socrates said, “The unconsidered life is not worth living”



PricewaterhouseCoopers and Rob was working with a group from Roche pharmaceuticals. When we compared notes, we found these two groups of clevers, despite being in diverse industries and job functions, were similar in that they needed to be led differently than other people in their respective organizations. So we broke down what was distinct about them.

What we've learned from the recent economic crisis is that future prosperity depends on the knowledge economy. We are becoming more and more reliant on organizations that develop and exploit knowledge and, hence, these clever people are critical to competitive advantage.

HRP: Why is leading them the greatest challenge facing an organization?

GJ: Because they say they don't want to be led. They want to be left to do whatever it is that they

INTERVIEW

do best. The paradox is that they need organizations to support them. If you put the right people around them, you can have an extraordinarily successful company. When I was at Polygram, I learned you could build a great record company by having a highly entrepreneurial A&R-driven chief executive, but it was essential to surround them with

sensible people in finance, business affairs and distribution.

HRP: How can leaders identify clevers?

GJ: Ten years ago, organizations were spending a fortune identifying and developing people with "high potential." And while you can see why you would want to do that, in our

experience, sociologists were wildly wrong about high potential groups. In other words, our validity and reliability measures were not good. Rob and I focus on people with track records. In the pharmaceutical industry, for example, people who've developed one drug have usually developed three. Track record is one way of identifying clever people.

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HRP: They sound like mavericks, how do you lead them?

GJ: Leading them is a tricky issue. First of all, you need to show them that you add value to the process somewhere. I remember some advice I was given when I became the HR director at Polygram: show you are really good at something quickly.

You also need to lead with a light touch, but how do you know how they're doing if you are taking a hands-off approach? You need to listen to the silences. If you aren't careful, the only time you'll see them is when they resign. Jazz musician Thelonious Monk used to say, "Don't listen to the notes I play, listen to the ones I don't." We use that notion to think about how you lead clever people. It's about situation sensing, knowing what's going on before the management information system tells you. For clever people that's even more important.

HRP: What's the biggest no-no in managing clevers?

GJ: There are two actually. The first is creating bureaucracy. I hate to say this, but sometimes HR is obsessed with process and often creates a miasma of rules. Rob and I think you should create a simplified rule environment, but those rules need the force of law.

The second is telling people what to do. Tell them what the

target is but don't tell them how to go about doing it.

HRP: Any other managing tips for clevers?

GJ: Don't train them because they already know more than you. Instead, encourage failure and maximize learning. Don't build an ivory tower, but give real-world challenges with constraints. We found that you have to say something is impossible and then the clevers will go away and prove you wrong.

HRP: In the book, you mention there are nine attributes of clever people, but which one is the most important to employers?

GJ: You have to recognize that their skills aren't easily replicated. If you have someone in your organization that is on the verge of a cure for migraine, and they are an absolute pain in the ass, just remember they are on the verge of a cure for migraine, which could create billions of dollars of revenue.

When I was at Polygram, Herbie Hancock used to have all his records produced by the same guy, who was really difficult to deal with. My HR colleagues would say, "He needs to be sorted out." I would reply, "You leave him alone." Why? Because Herbie Hancock is the biggest selling jazz artist in the world and he thinks this producer is a god. We needed to make sure he was happy because if he walked out the door then we'd lose Herbie Hancock. These are people who can change the game for your organization in two minutes.

Also, don't think clever people are organizational innocents, because they are not. They may pretend to be uninterested in organizational politics but look what happens when you stop giving them the resources to pursue

their own projects—then they show you how politically savvy they really are.

HRP: What is a clever team and does it have to be comprised of only clever people?

GJ: Nothing big, whether it's a pharmaceutical company creating oncology drugs or a company like McLaren winning

Formula One races, happens in isolation. Clever teams require team members who are clever in different ways; in essence, creativity increases with diversity and declines with sameness. One of the tasks of people who want to build clever organizations is to code-in diversity, and not just in gender and cultural origin—which is important

The image features the Ontario Institute of Agrologists (OIA) logo at the top center. Below the logo are four smaller images arranged in a grid: a waterfall, a variety of fresh vegetables (carrots, radishes, apples), a field of corn, and a close-up of a cow's head. To the right of these images is a block of text about the OIA's professional designations and services. At the bottom, there is contact information for the OIA.

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INTERVIEW

enough—but I'm talking about diversity of perspective. It's only through diversity of perspective that we get innovation and creativity.

This means that clever teams are quite volatile because they always have two competing drives: they nearly always face complex tasks, which require a cohesive team, but in order

to be creative they can't be too cohesive. So you need forces that integrate them and forces that pull them apart. You need creative space for innovation.

And there are many kinds of clever teams: professional services teams, creative teams, problem-solving teams, all of which require a different kind of rhythm. Take for example a

show called *Pop Idol* created by Fremantle Media. It's basically a talent show, but what makes it successful is the vibe between the judges. In the U.K., the producers of *Pop Idol* manufacture all kinds of tensions between the judges to garner maximum publicity and keep the story going. When they broadcast the show in Germany, the producers just treated it like a talent show. The executives at Fremantle Media had to call in the fly-in producers to change it around to create drama between the judges. This is a very particular kind of cleverness. This is completely different than the clever team you might find at a law firm.

HRP: What can be learned from transistor inventor William Shockley?

GJ: This example contains all of the things you really shouldn't do. Shockley was a research scientist who won a Nobel Prize for co-inventing the transistor. Because brilliant minds attract other brilliant minds, many clever people came to work for him. When he asked his younger staff what he could do to motivate them, several told him they wanted to publish research papers. So Shockley wrote a paper and offered to let them publish it under their own names.

Shockley totally missed the point, and, needless to say, his staff became discontent. Eventually, they all left to found their own companies, which went on to revolutionize the world of computing. Shockley was really clever but he couldn't run clever teams or clever organizations. He did the worst thing he could have done and inadvertently laid the foundation for Silicon Valley. **HR**



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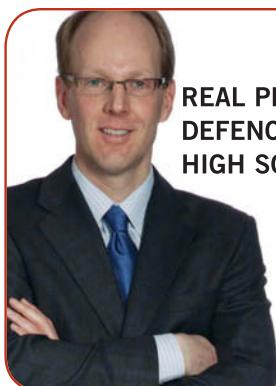
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WHAT'S WORTH READING

Management Rewired: Why Feedback Doesn't Work and Other Surprising Lessons from the Latest Brain Science

By Charles S. Jacobs
Portfolio, 2009

Punishment, praise, rewards systems, criticism, performance reviews—all are a waste of time, argues Charles Jacobs, managing partner of business consultancy firm 180 Partners. OK, so if positive or negative reinforcement don't work, what does?

Citing cognitive science and evolutionary psychology, Jacobs suggests throwing out the long-held belief that people are rational. Instead, he argues, managers should appeal to an employee's emotions by talking them into action through encouragement. Once this takes root, the employee starts to see himself as something bigger, recognizing that his actions directly affect the company.

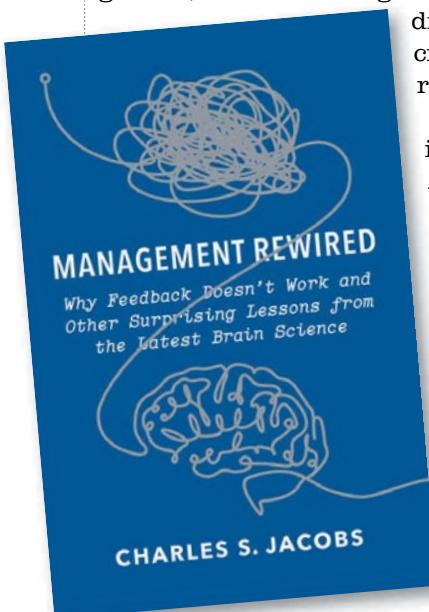
Too often, companies treat employees like they're mindless, replaceable workers, easily manipulated by bonuses and punishment. Treat employees like actual people—by appealing to their emotions, listening to them, offering recognition, and discussing what worked and what

didn't—and you'll create a deeper relationship.

Sound familiar? Management Rewired says things most of us already know but don't always act on. We know employer-employee relationships matter, and yet we do little to change corporate culture accordingly.

But, while this book reminds us why people act on

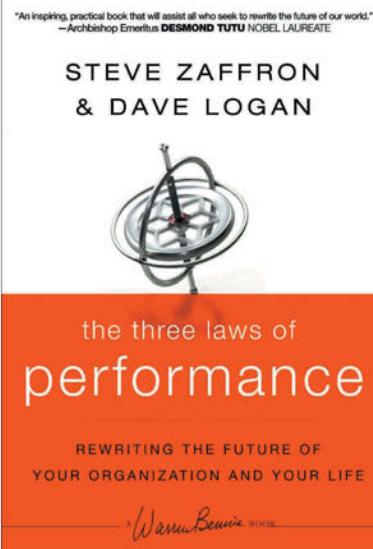
emotions rather than logic, it doesn't explain how managers can implement a new



plan. Still, Jacob's book does remind us to challenge commonly held management techniques. And this, on its own, makes it worth reading.

The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life

By Steve Zaffron and Dave Logan
Jossey-Bass, 2009



"An inspiring, practical book that will assist all who seek to rewrite the future of our world."
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STEVE ZAFFRON
& DAVE LOGAN

(CEO of global consultancy firm Vanto Group) and Dave Logan (former associate dean at the Marshall School of Business at the University of Southern California), the book rests on a basic tenet: that we can, as people and organizations, rewrite the future; taking what we know will happen ("People here don't care, and they never will") and replacing it with a transformative vision. Instead of focusing on persistent problems, you paint a new future and, like people anticipating a hurricane, mindsets and actions change and old problems disappear.

It sounds great, but how do you do this without relying on soft, change-management speeches that neither inspire nor cause actual change? Here's where the "three laws of performance" come into play. Unlike steps or rules, laws cannot be broken; you can't suspend the law of gravity whenever it suits you, and the same is

It's hard not to judge this book by its orange-toned cover; endorsements from Harvard Business School, Leadership Institute guru Warren Bennis and even Nobel laureate Desmond Tutu all point to the value of this book's ideas.

Written by
Steve Zaffron

OFF THE SHELF

true of performance laws. In a nutshell, the laws are: we act according to how we see the world; how we see the world is shaped by language (assumptions, expectations, resentments and interpretations all stem from words, body language,

facial expressions, tone and so on); unlike descriptive language, which articulates the world around us, generative, future-based language transforms how we see the world.

It's a challenging concept, but this book can help change

the future of your company. After all, if Apple, Johnson & Johnson and Morgan Stanley—plus other illustrative company examples—found value, your organization might benefit from Zaffron and Logan's ideas, too. **HR**

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WOMEN ARE CRITICAL TO BUSINESS SUCCESS

There are no quick fixes for current business challenges. And, as organizations re-examine long-held assumptions to create a better workplace, one of the most important lessons is the value of diverse thought—particularly the unique perspectives of women.

Having people from different backgrounds at the table helps foster creative thinking and prevents “groupthink.” Having too few women in positions of power has deprived major firms and the global economy of much-needed diverse thinking.

That’s the contention at the heart of *Groundbreakers*, Ernst & Young’s 2009 report that cites compelling research showing the productive power of women and how they help drive economic growth. But, despite the evidence, companies still fail to tap this potential.

Consider the facts:

- A 2002 Conference Board of Canada report showed that boards with three or more women were more likely than all-male boards to think about risks and to ensure that codes of conduct and conflict-of-interest guidelines were in place for their organizations.
- In 2007, McKinsey scored companies on a range of measures for operational excellence. Companies with three or more women in senior management ranked higher than companies with no women at the top.
- A report by *The Economist* showed women have contributed more to the world’s GDP over the past few decades than the emerging economies of China and India or new technology.
- A 2007 Catalyst study found that Fortune 500 companies with more women on their boards showed better financial performance on average than those with fewer women directors.

What do the numbers mean?

It's not that women make better decisions, have a greater sense of risk or can uncover fraud better than men, but they do tend to approach decisions differently. Including women has nothing to do with tokenism; rather, the goal is to change the way businesses foster female talent on the whole. To generate true diversity of thought, women should be central to every program and policy created.



ILLUSTRATION: C. JAFFE

How can companies take action?

No matter how inclusive an organization may be, there are several core principles that can help fine tune its efforts to move more women up the corporate ladder:

1. Build a rich pipeline of future women leaders. Create programs that give women the experiences and mentoring they need now, so they are qualified and ready to seize opportunities as they arise.
2. Open-door policies work best. No one should ever be afraid to speak up even when it differs from the group’s opinion.
3. What gets measured gets done. Everyone must be accountable for getting women on track to access the opportunities and client experiences they need to develop themselves. Build inclusiveness into managers’ scorecards and take the pulse of the employee population to see if they’re getting what they need.

The evidence is clear

Advancing women advances the bottom line, not to mention entire communities. Our companies and countries will be stronger if they have more women in decision-making positions. As economies around the world struggle to rebuild, there has never been a better time for businesses to increase the talent pool available to them by capitalizing on the contributions women can make. **HR**

Lou Pagnutti is chairman and chief executive officer of Ernst & Young, LLP.

Are you ready for Bill 168?

Bill 168 will require employers to address psychological harassment and violence in the workplace.

Employers will need to:

- Investigate psychological harassment complaints
- Create policies and procedures to prevent psychological harassment and violence
- Devise and implement policies to ensure workplace investigations are effective
- Ensure those conducting workplace investigations have the necessary knowledge and skills

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