

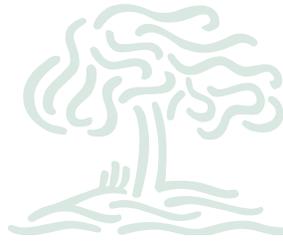
# HR

PROFESSIONAL

## BOTTLING SUCCESS

**Steam Whistle's  
Greg Taylor on people  
practices, beer and the  
bottom line**

**Shangri-La Hotels'  
dynamic employee  
development program  
and Canadian expansion**



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## WORKPLACE NARCISSISTS

Everyone has worked or works with a narcissist. In fact, they may be among your organization's top performers. You know the type: self-assured, possessing an inflated sense of entitlement and an exaggerated sense of their contribution and leadership abilities.

I've come across two recent articles tackling the subject of narcissists, one from the *Toronto Star's* Debra Black and the other from TheLeaderLab.org's Brett Simmons, PhD. Both authors warn of the conundrum these self exploiters present. The success of an organization in today's economy depends on the creation and adoption of new ideas, an area where narcissists typically excel. Where they tend to fall down is on the execution of those ideas because the creator is often all talk and no action and can't work well with other people to get the job done.

While there is little evidence-based advice on how to deal with them, Simmons, a professor of Management in the College of Business at the University of Nevada, Reno, suggests that knowing how to identify a narcissist among your ranks and ensuring your organization has clearly defined behavioural expectations can go a long way to mitigating the damage of these self-absorbed personalities. To read Brett Simmons' article, go to [HRPROMAG.com](http://HRPROMAG.com).

### More talent management

This issue dedicated to talent management is jam-packed with even more advice and examples of workplace best practices. See how luxury hotel chain, Shangri-La, trained its customer service employees for its Canadian hotel launch on page 22; explore the latest work/life balance issue on page 26; and learn how to promote civility and decorum—something sorely lacking in today's work environments—on page 33.

Enjoy the issue,

*Meredith Birchall-Spencer*

Meredith Birchall-Spencer





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NOVEMBER/DECEMBER 2010



## SIMON ANGOVE

Simon Angove is CEO for GMT Corporation, a company providing workforce optimization solutions. He explains the benefits of flexible work arrangements on cost containment on page 29.



## NEENA GUPTA

Neena Gupta is a partner with Gowling Lafleur Henderson LLP. She outlines the implications of a recent Public Service Labour Relations Board decision against the federal government on page 19.



## MARY GENTILE

Mary Gentile, PhD, is a consultant, author and former faculty member at Harvard Business School. Currently, her work focuses on creating values-driven leadership. Make it work for you, see page 46.



## ROBERT LEVASSEUR

Robert Levasseur, senior consultant and principal with McDowall Associates Human Resource Consultants, explains three ideas gaining traction to facilitate executive compensation disclosure on page 20.



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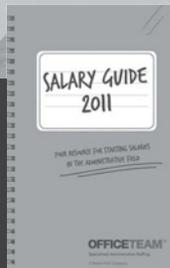


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# LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

## GENERATION GAPS, PART 2

**I**n the last Leadership Matters column, I wrote about the different attitudes and work ethics among generations—baby boomers and generations X and Y—toward work and the workplace. I concluded that it seems the best way to harness everyone's potential in a multi-generational workplace is to think about how to leverage the different values the three generations hold, while keeping the opportunities for conflict to a minimum.

It almost goes without saying that there will be conflicts, given differing points of view on allegiance to company and work/life balance. Boomers, for example, may find it difficult to understand younger workers who keep strict office hours, even if they are in the middle of a big project. When an employee says, "I have other things that are important in my life—work is not the only thing I live for," it can create an instant intergenerational clash of work values and priorities.

are willing to work for your company.

Just as potential employees are asking us what we can do for them; it makes sense for us to ask them about their interests. Find out what they would like you to do while they are with you, how long they plan to stay and how both can work out a mutually beneficial relationship.

While the idea of blind allegiance to a company is slipping away in this new age, that does not mean we cannot pursue loyalty. Instead of loyalty to the company, however, HR should foster loyalty to the reason the organization exists. To achieve this, HR must communicate the organization's goals, values and reason for being.

HR can also effectively communicate the company's performance in the global marketplace and its performance on the sustainability front. For example, I have heard from my daughter and many of her friends in their 20s that when they are seeking employment opportunities, many will ask about the company's environmental sustainability policy.

If you understand people better, you will create more effective working relationships. Not everyone comes to work with the same values and we need to understand the differences to come up with ways to work well together.

Recognize that boomers bring a lot of wisdom and experience and if they are valued for that, they can add to the team. And also understand that the next generation is becoming a lot more devoted to traditional parenting, community and work/life balance.

For Part 1, see [www.nxtbook.com/nxtbooks/naylor/HRPH0710/#/10](http://www.nxtbook.com/nxtbooks/naylor/HRPH0710/#/10). **HR**

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



“HR’s role here is to understand these attitudinal differences towards work...”

HR's role here is to understand these attitudinal differences towards work and to communicate those differences in constructive ways to enhance understanding.

### **Changing our employer value proposition**

HR has another role. As the boomers continue to retire, HR needs to attract new talent to the organization. Given the general attitudes of the next generation of workers, this will mean enumerating the opportunities for personal and professional growth. It is no longer the employer sitting back and asking the employee what they can do for the company. And that fundamentally changes how you recruit and attract the best skilled people and keep them engaged for as long as they



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## LONG-AWAITED GENDER EQUALITY IN ITALY

ITALIAN EMPLOYERS WHO PRACTICE GENDER DISCRIMINATION WILL GET SPANKED BY THE COURTS. THE NEW LAW, WHICH IMPLEMENTS A EUROPEAN PARLIAMENT DIRECTIVE, WAS PASSED IN FEBRUARY. DESIGNED TO ENFORCE THE PRINCIPLES OF EQUAL OPPORTUNITIES BETWEEN MEN AND WOMEN, THE LAW MAKES IT ILLEGAL FOR EMPLOYERS TO DISCRIMINATE AGAINST EMPLOYEES IN TERMS OF SALARY, CAREER DEVELOPMENT, BENEFITS, RETIREMENT BENEFITS AND PENSION FUNDS BASED ON THE EMPLOYEE'S GENDER. SANCTIONS INCLUDE FINES OF UP TO €50,000 FOR EMPLOYERS FOUND GUILTY BY THE COURTS.

Source: Towers Watson

# AUSTRALIA TARGETS BRITISH WORKERS

The government of South Australia is targeting 18- to 30-year-old Britons to its shores with the promise of better work/life balance.

Australia has been long-plagued by a shortage of skilled young talent, which promises to get even worse in the coming years. To solve this crisis, the government of South Australia conducted a survey of 2,000 British workers and found 60 per cent were bored with their jobs, 71 per cent never had the opportunity to escape the office and many were frustrated by long working hours and high taxes.



Based on these results, the Aussies created a quirky recruitment drive, which advertised jobs as diverse as koala catcher, beer taker and “roo poo” harvester.

South Australia agent general in London, Bill Muirhead, says applicants aren't competing for these jobs specifically, rather the campaign was a way to show people that the

region offers more “exciting work and travel options” than what they have available to them now.

Source: BBC News

## 7 Ways to Improve Staff Communication

The Chartered Institute for Personnel and Development (CIPD) in Britain suggests the following ways to improve staff communication.

- 1. Have a shared purpose:** People need to understand what they are working toward.
- 2. Convince your leaders:** Senior leaders, not junior ones, should be communicating the vision.
- 3. Engage your people:** Your approach to engagement will inform your approach to communication.
- 4. Consider your channels:** Utilize a variety of media creatively.
- 5. Keep a personal touch:** Don't forget face-to-face communication is essential.
- 6. Work collaboratively:** All different disciplines—not just communications or HR—should be consulted to create a holistic approach.
- 7. Measure your results:** You need to know if the right message is reaching the right audience.



For details, visit [peoplemanagement.co.uk/howto](http://peoplemanagement.co.uk/howto).

Source: CIPD

# Office Gossip Ban

Bridgewater Associates, a New York-based hedge fund, has banned office gossip. In fact, Ray Dalio, founder and CEO, will fire any staffer caught talking about bosses and colleagues behind their back three times.

Reality check: If most offices instituted a ban against office skuttlebutt there would be no employees left in their seats.

Source: *The Globe and Mail*



## BY THE NUMBERS

A RECENT CAREERBUILDER SURVEY FOUND THAT COMPANIES USE SOCIAL MEDIA FOR THE FOLLOWING REASONS: 35 PER CENT FOR COMPANY PROMOTION, 25 PER CENT TO CONNECT WITH CLIENTS, AND 21 PER CENT TO RESEARCH EMPLOYEES. THE SURVEY ALSO REPORTED JOB SEEKERS USE SOCIAL MEDIA TO RESEARCH AN ORGANIZATION'S:

- 35% JOB LISTINGS
- 26% COMPANY FAST FACTS
- 23% CAREER PATH
- 16% EVIDENCE OF FUN
- 16% EMPLOYEE TESTIMONIALS
- 12% PICTURES OF EVENTS
- 10% COMPANY VIDEOS
- 9% COMPANY AWARDS
- 9% RESEARCH
- 8% JOB VIDEOS

Source: *CareerBuilder*

# VALUES OF CANADA'S FUTURE WORKFORCE

Studentawards Inc., a marketing consultancy and student award matching service with a member base of 500,000 Canadian students, has released results from its Canada 2020 survey, which questions high school and university students about their current and future beliefs. The results are especially relevant for employers and what to focus on in their employee value propositions in the coming decade.

### Top three values:

1. Passion
2. Determination
3. Integrity

### Bottom three values:

1. Collaboration
2. Innovation
3. Leadership

### In 2020 they see their top priorities as:

1. Spending time with family and friends
2. Having a rewarding career/job
3. Leading a healthy lifestyle

Helping those less fortunate was No. 6 and making money was No. 9 on the list.

For more youth trends, visit [www.studentawardsinc.com](http://www.studentawardsinc.com).



## COMPANIES NOT MEASURING DIVERSITY AND INCLUSION INITIATIVES

A PALTRY ONE-THIRD OF HIGH-PERFORMANCE ORGANIZATIONS REPORT INCLUSION INITIATIVES WERE HIGHLY EFFECTIVE AND ONLY 21 PER CENT ACTUALLY QUANTIFY THE EFFECTS OF THESE STRATEGIES.

DOESN'T IT STAND TO REASON THAT IF YOU AREN'T MEASURING IT, YOU DON'T REALLY KNOW IF IT'S EFFECTIVE?

Source: [i4cp.com](http://i4cp.com)

# YOU THINK YOU HAVE A TALENT PROBLEM? THINK AGAIN.

It may come as no surprise that labour shortages abound in the agricultural sector. The Canadian Agricultural Human Resources Council (CAHRC) has found that more people prefer any other kind of work to farming.

The average job vacancy rate on farms averages nine per cent, but varies regionally—it can be as high as 17 per cent in the Atlantic provinces. This means there are about 25,000 non-seasonal positions vacant at any given time on Canada's farms and 16,500 seasonal positions.

These numbers are expected to double by 2013, meaning the sector will have to attract 90,000 new workers.

CAHRC was founded in 2006 to study and combat the looming agriculture labour drought.

Source: *CanWest News Service*



## Battling Bullying

IT'S WORSE THAN SEXUAL HARASSMENT

A study conducted last year and published in the March 2010 issue of the *Journal of Applied Psychology*, finds that general workplace harassment can actually be harder for victims to tolerate than racial or gender harassment. Seem impossible? The reason being racial and gender harassment are rooted in bias, and, therefore, easier to rationalize for the victim. The motives of bullying behaviour, however, are usually unidentifiable.

The research, co-authored by Queen's School of Business researcher Jana Raver and Cornell University's Lisa Nishii, sought

to investigate the ways in which ethnic harassment, gender harassment and general workplace harassment combine to predict outcomes for individual targets.

They also found that Caucasians report higher levels of general workplace harassment than minorities, and, surprisingly, women are no more likely to experience harassment than men.

Only three jurisdictions in North America have legislation forbidding general workplace harassment: Ontario, Quebec and Saskatchewan.



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Source: Health is Cool! A 2009 survey by Desjardins Financial Security.

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## FEDERAL GOVERNMENT HIT WITH UNPRECEDENTED DAMAGE AWARD

**O**n July 16, 2010, the Public Service Labour Relations Board (PSLRB) released an unprecedented million dollar damage award against the federal government. The case of *Tipple vs Deputy Head (Department of Public Works and Government Services), 2010 PSLRB 83*, sends a strong signal that Canadian labour boards are willing to award significant damages that had in the past been the exclusive purview of the courts.

### Background

In 2005, Tipple was recruited from the private sector by Public Works and Government Services Canada (PWGSC). His mandate: to create almost \$1 billion in cost savings over a five-year period.

“An unusual aspect of this case involved Tipple’s claim for loss of reputation.”

In June 2006, Tipple had visited London to learn from the U.K. experience with respect to cost-cutting. In August 2006, the *Globe and Mail* incorrectly reported that Tipple had missed meetings, skipped conferences and had possibly plagiarized 40 per cent of his trip report.

Once the news broke, Tipple was clearly concerned about his reputation and repeatedly sought permission to contact the media to set the record straight. He was ordered by PWGSC to leave media relations to the department’s professionals.

### Termination

Tipple was terminated on August 31, 2006; the reason cited was a restructuring of his responsibilities. The issue of why Tipple was terminated is critical, since the PSLRB would have no jurisdiction if the termination was truly due to a discontinuation of the role or function.

Adjudicator Dan Quigley of the PSLRB found that the purported reason for the termination was a complete “sham” and determined that Tipple was terminated due to the highly publicized and inaccurate media reports.

### Award

Quigley awarded Tipple damages for loss of income and bonus, which was calculated at the maximum rate of 15 per cent, since Tipple had surpassed expectations in his first review. He also awarded lost benefits estimated at 15 per cent of base salary.

Tipple also sought \$250,000 in damages arising from the government’s “unfair” and “reckless” conduct as well as a further \$250,000 for the loss of his reputation.

The Supreme Court of Canada’s 2008 decision in *Keays vs. Honda Canada Inc.* has been broadly read as limiting the availability of damages for mental distress. But Quigley found that due to the humiliation resulting from the manner of his termination, Tipple was entitled to damages for psychological injury in the amount of \$125,000.

An unusual aspect of this case involved Tipple’s claim for loss of reputation. The adjudicator awarded Tipple \$250,000 after finding the government knew that not “providing relevant and accurate information to the media would result in a failure to protect Mr. Tipple’s reputation.” Damages for the typical defamation case in Canada are usually modest, with only exceptional awards exceeding the \$100,000 mark.

The total award to Tipple is estimated to run in the \$1.4 million range, including interest and legal costs. The case is an important reminder to all employers. Courts and labour boards are becoming much more aggressive in awarding damages for what they perceive to be employer misconduct. Such damages are not limited to compensation for loss of income or benefits, but include awards for mental distress, loss of reputation and breach of good faith. **HR**

*Neena Gupta is a partner with Gowling Lafleur Henderson LLP.*

## EXECUTIVE COMPENSATION DISCLOSURE OF CANADIAN PUBLICLY TRADED COMPANIES

**P**ublicly traded Canadian companies whose fiscal year end took place on or after December 31, 2008, were required to comply with more rigorous executive compensation disclosure guidelines. By the time details were made public, the efforts by these companies to provide new and improved disclosure was dramatically overshadowed by the financial crisis. Now, at the end of the second year of reporting, shareholder advocacy groups and government regulators are beginning to put forward ideas for increased levels of transparency. Three themes appear to be gaining traction:

### Expanding the list of named executive officers

Financial sector executives proved during the recent economic downturn that they wield significant influence on the fortunes of their organizations. Notwithstanding their impact, they are not usually categorized as officers of their companies. Office of the Superintendent of Financial Institutions, in its recent guidelines, suggests disclosing the names of all employees whose actions have a material impact on the risk exposure of the reporting firm. This broadly worded suggestion has left finance-sector employers trying to figure out who should be included.

### Disclosure of CEO compensation quantum

The ratio of executive salaries relative to a typical worker's wage has been held up as evidence that CEO compensation has increased dramatically in recent times. During the last two years, an increasing number of annual meeting proposals have requested companies to disclose the ratio of CEO total direct compensation relative to the company's average salary in both Canada and the U.S.

Although all of these resolutions have been defeated, this idea appears to resonate with shareholder advocacy groups and will continue being promoted.

### Measuring the value of long-term incentives

An increasing number of external directors are expressing frustration with how long-term incentives are valued by the companies they govern. This reaction is understandable given plan-design complexities and the extended time horizons of long-term incentive plans. Current valuation methodologies are proving to be poor predictors of stock option value, especially in times when equity markets shift suddenly.

The nature of equity-based compensation makes it a moving target; while most executives hold unexercised multiple grants with various prices, their values will only be known when the executive decides to monetize the grants. Disclosure guidelines now require companies to reveal basic information on all outstanding grants of named executive officers. While an improvement, because it's only raw data, it does little to show whether the executive compensation plan actually pays for performance. While compensation firms have been offering various analytical models designed to estimate the value of all these moving parts, Canadian companies and their boards have been reluctant to include and explain these results in their Compensation Discussion and Analysis (CD&A) documents.

Expect organizations to begin including various long-term incentive analytics as part of their CD&As in an effort to show a link between their executive compensation packages and company performance.

Advocates of say-on-pay broke new ground by persuading listed companies to comply with an initiative that was not required through securities legislation or regulation. We can expect pressure to continue for increased levels of disclosure. Companies must be prepared to respond to these proposals. **HR**

*Robert Levasseur is a senior consultant and principal with McDowall Associates Human Resource Consultants.*

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# EAST MEETS WEST

BY JENNIFER SALOPEK

Shangri-La Hotels creates a dynamic employee development program to facilitate expansion and gain competitive advantage

“Shangri-La’s talent management program is built on very clear, structured objectives.”

**S**HANGRI-LA HOTELS AND Resorts has built 66 luxury hotels since its founding in 1971, primarily in Asia and Western Europe. The company began its expansion into North America in January 2009 with the opening of Shangri-La Vancouver, and plans to open a Toronto property in 2012.

Shangri-La tries to distinguish itself among hotel chains through its philosophy of “hospitality from caring people.” In fact, the hotel takes its name from the novel *Lost Horizon*; Shangri-La symbolizes peace and tranquility. To ensure guests experience this idea of escape, the company is committed to employee training and development, exemplified by its broad, structured talent management process.

investment has paid off: Employee satisfaction has been on the rise, driven by opportunities for career advancement, while turnover has declined; Shangri-La has one of the lowest attrition rates in the industry.

“There are many programs in place to develop our internal colleagues,” explains Eng Hwee Ong, director of corporate training. “We have undertaken the challenge to create a learning organization, a place where all employees can realize their personal and professional goals.”

Shangri-La’s talent management program is built on very clear, structured objectives; it is designed to allow willing employees to move up through the organization in a systematic way. It also provides the company with a talent pipeline that

and absorb the service culture, take part in service delivery within the host hotels, and bring that expertise back to Vancouver. Fifteen Tigers were placed in positions in 18 Shangri-La properties from 2006 to 2007; six more are currently in Asia who will return to Vancouver and may later help to open the Toronto hotel. They receive both technical and cultural training.

While in Asia, Tigers participate in Shangri-La Cares, a core training program delivered to all employees. The program leverages an experiential learning environment that includes interactive group exercises and role play. A series of animated videos illustrate customer interaction scenarios and highlight potential cultural challenges. The training is delivered in the hotels by master trainers and departmental trainers.

**“In our industry, experience is very important; textbooks can teach you only so much,” says Ong. “Whatever our guests face is very real.”**

## **FINDING NIRVANA**

Employee development has been a corporate imperative for the past five years at Shangri-La. An internal 2005 study showed that only about 70 per cent of the training budget was being utilized. More accurate training-needs analysis, coupled with a renewed commitment to be an employer of choice, sustained a 28 per cent increase in utilization by 2007 and the upward trend continues. The company’s plans for rapid expansion—doubling the number of hotels worldwide between 2008 and 2013—require loyal, well-trained employees. Consequently, Shangri-La devotes four per cent of payroll annually to training and development in China, and three per cent elsewhere. The

facilitates the opening of new properties and succession planning.

The company began preparing for the Vancouver opening three years prior, with the establishment of its North American Tigers program. Corporate leadership recognized the need to fully immerse North American employees with Shangri-La’s brand of hospitality, which was built around five core principles: respect, humility, courtesy, helpfulness and sincerity.

## **TRAINING TIGERS**

Talented young professionals, most recruited on campus at hospitality schools, were placed in Shangri-La properties throughout Asia for training stints of two months to two-and-a-half years. They were to observe

“It’s all about conditional and learned behaviour,” says Eng Leong Tan, group director for human resources. “This is how we transfer [Shangri-La] behaviours to the Western world, teaching employees to deliver service with genuineness and sincerity.”

Keir MacPherson participated in North American Tigers in 2006, working for 12 months at the Island Shangri-La in Hong Kong. He joined the company after graduating from the Cornell School of Hospitality with a bachelor of science degree in hotel administration.

## **EXPERIENTIAL APPROACH**

Shangri-La’s talent development program is not specific to any



one hotel and is open to employees worldwide. Participants are recruited into the program from school or nominated internally by hotel management. Four programs are offered: Corporate Trainee (new managers), Corporate Management Trainee (department heads), Corporate Executive Trainee (directors) and Corporate Senior Executive Trainee (general managers). MacPherson is currently a corporate executive trainee preparing to be a director of rooms.

Each program lasts 18 months and features three six-month phases: a departmental rotation in the original hotel; an understudy period in a second hotel; and an “acting” position in a third hotel. Each participant has a customized development path. MacPherson began the first phase of his training in the spring at his “home” hotel in Vancouver; he will move to the understudy phase this month.

“In our industry, experience is very important; textbooks can teach you only so much,” says Ong. “Whatever our guests face is very real.”

Concurrently, trainees are equipped with leadership training, which is offered in several forms. “We realized that executives coming from differing cultural backgrounds and ages have a diversity of preferred learning styles,” Ong says. Shangri-La’s leadership development program offers participants the flexibility of three possible entry points: on-the-job training; a 10-week, full-time residential program at the corporate academy in Beijing; or self-paced online courses through eCornell. Throughout the training, participants are mentored and supported by their general manager or resident manager, and are assigned tasks and projects to complete. These are evaluated before progression to the next level.

Talent development is facilitated by corporate investments in technology. Each corporate training program has very structured objectives that are contained in ebinders residing on the intranet. They include evaluations, document completed projects and skill development. Shangri-La rolled out the system last year for online performance evaluations and will launch online succession planning at the corporate level before the end of 2010. At the individual hotel level, a process known as PASS (prepare, accountability, support, success) brings employees and managers together to create learning projections, create action plans, and track progress; it helps properties assess employees against the requirements of open positions.

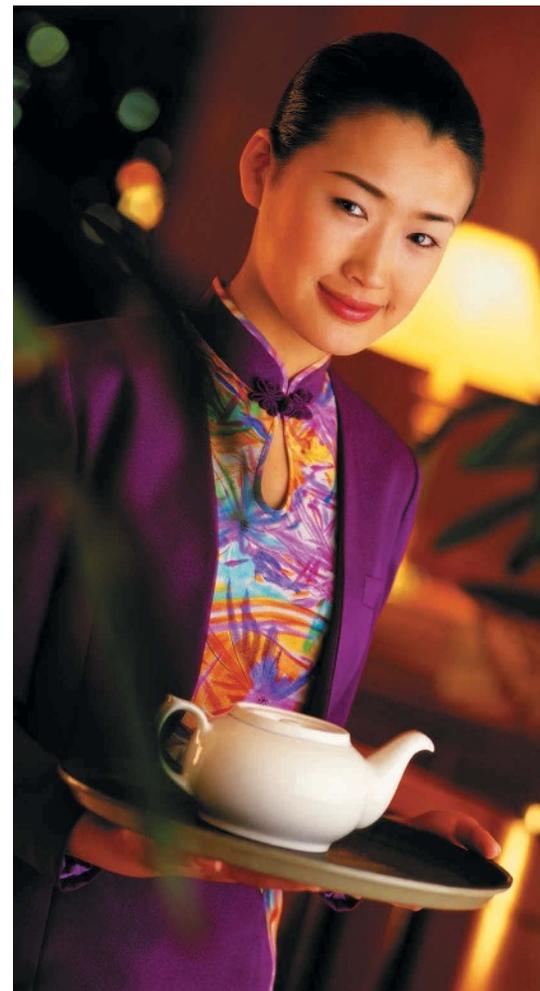
Kimberlee Locicero is director of human resources at Shangri-La Vancouver. “The company’s talent management program is very strong,” she says. “I’ve been in the hospitality business for more than 30 years and I’ve never seen anything like Shangri-La’s passion for developing people.”

Locicero was the third employee hired for Vancouver. She spent two

months in three Hong Kong properties on a fast-track orientation to the brand and its essence. Now, part of her job is to ensure that the North American Tigers are being taken care of and receiving the necessary training. She’s seen the program’s benefits: “At the field level, the program is fantastic. It is fluid operationally and allowed us to be resilient immediately on the property’s opening.”

Another upside is the employee loyalty it creates: “The company is investing a lot of money in me,” MacPherson says. “I was offered a position opening a new hotel in Macao, but stayed with Shangri-La because of its obvious commitment to me.” **HR**

*Jennifer Salopek is a freelance writer in McLean, Virginia; she has been writing about training and development for 12 years.*





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# THE DADDY TRACK

A talent management crisis is underway at many organizations as more and more men are demanding the same work/life accommodations as their female colleagues

BY CAMERON PHILLIPS

## SHIFTING GENDER ROLES

The short explanation is that society's definition of a dad has shifted dramatically over the past few decades, but workplace culture, social policy and even personal attitudes towards traditional gender roles are still lagging behind. The end result is a generation of men who are expected to be more involved on the home front, but who are still conditioned to believe they are of most use to their family at the boardroom table rather than at the dinner table.

"The majority of men I spoke with defined themselves as modern dads," says Dr. Melanie Shearn, author of the paper, "Jostling for Position: Fathers Negotiating Work and Care." "But many still struggle with this whole package of breadwinning and care giving."

The drive for men to spend more time with family is also reflected in a 2010 survey conducted by Harris/Decima for Workopolis Canada. Half the dads surveyed said they'd consider switching jobs to an employer who offers more workplace flexibility, while more than half said they'd take a 10 per cent pay cut to spend 10 per cent more time with their kids.

"The whole idea of bragging about how many hours you put in at the office is no longer a badge of honour," says Mario Bottone, vice-president at Workopolis. "It's starting to become more of a situation of how productive you can be during your time in the office as well as how well grounded you are."

**F**IRST-TIME ALBERTA father, Les Brown, says he's prepared to "unleash a legal cannon on my employer if that's what it takes, though that will probably mean I will also be looking for a new job." Brown is seeking parental leave from his upper management job, but despite support from the Alberta Human Rights Commission, his employer appears to be putting up blocks at every turn.

"They haven't said, 'no,' but they're not making it easy," says

Brown. "I've heard everything from 'you're too hard to replace' to threats suggesting I'll be out of a job if I take a leave."

Brown's case might be extreme, but it is indicative of a burgeoning and worrisome trend: the number of men reporting a lack of work/life balance is skyrocketing. According to the non-profit Family and Work Institute, nearly 60 per cent of men are struggling with work/life conflict—nearly double the number since 1977 and 15 per cent higher than women.

“Unless there are **conversations** about **men's needs**, workplace culture is going to be **slow to change.**”

## RETAIN AND ENGAGE

As eye-opening as the above findings might be for employers, they are only the thin edge of the wedge. Numerous studies are showing that male employees are taking note of their employer's "track record" when it comes to supporting work/life balance. Many more reveal a willingness on the part of men to seek new employers who appear more accommodating with workplace flexibility. Still others show that being afforded some workplace flexibility ranks higher than cash bonuses on a list of employee desirables.

The starkest finding for employers, however, might be another nugget unearthed in the Work and Family Institute survey. It found that fathers in their 20s are now spending more time with their children than mothers in their 30s and 40s. In other words, the millennial generation is starting to put into practice some of the intellectual shifts made around traditional gender roles a genera-

tion ago. Millennials repeatedly indicate that work/life balance is the number one thing they seek in taking a new job. And while it might seem easy to chuckle at that sense of entitlement, workforce representation of balance-seeking millennials is on the rise.

## EQUAL OPPORTUNITY

At first glance, many of these work/life balance challenges do not appear unique to men. Indeed, many companies have policies in place that are gender neutral and support workplace flexibility for all. But workplace culture still largely sees men and women and their responsibilities as parents and breadwinners differently.

"When a woman comes back to work after having a baby, she gets understanding and sympathy for having to leave her child," says Dr. Brad Harrington, executive director of the Boston College Center for Work and Family, and co-author of the 2010 report, "The New Dad:

Exploring Fatherhood Within a Career Context." "For men, the assumption is that they aren't compromising or sacrificing anything by being at work."

Harrington says workplace culture plays a key role in who will take advantage of flex-friendly policies. In his studies of 33 first-time fathers, he found that even in work environments where work/life balance is supported, men are afraid to speak out for fear that it would hurt their potential advancement.

Harrington attributes this fear to the fact that, while employers may espouse gender equality, it is still widely assumed that women will need more flexibility when it comes to balancing the needs of work and family. "Organizations all understand that when they developed these policies the expectation was women were more likely to take advantage of them than men. Unless there are conversations about men's needs, workplace culture is going to be slow to change."

## REAPING THE REWARDS

Indeed, for employers who are already embracing workplace flexibility and employee work/life balance, the news is positive. In the recent report, "The Economics of Workplace Flexibility" from the U.S. Presidential Council of Economic Advisors, the panel concluded that industry could save a collective \$15 billion annually by adopting flexible workplace policies.

Further good news comes in the form of a Harvard study indicating that men who report a better work/life balance are more productive in their jobs and are less likely to leave their employers. This translates into more profit and less money lost to employee turnover, which can cost a company 150 to 250 per cent of an employee's wages, depending on their position and skill set. **HR**

*Cameron Phillips is a Vancouver-based freelance writer and keynote speaker specializing in work/life balance issues.*

# GETTING OVER GENDER ROLES

Three strategies for shifting traditional attitudes:

- 1) Make fatherhood more visible.**  
"I think one of the most important things business can do today is to champion fatherhood," says Dr. Melanie Shearn, author of the paper, "Jostling for Position: Fathers Negotiating Work and Care." "Employers need to show men as both good workers and good fathers."
- 2) Don't sell your business as something it isn't.**  
If you are an employer who subscribes to the idea that more face-time equals more productivity, don't tout yourself as a work/life balance or flex-friendly company. "That way," says Mario Bottone, vice-president at Workopolis, "employers aren't creating a set of unrealistic expectations."
- 3) Hold a Daddy Summit.**  
Dr. Brad Harrington, executive director of the Boston College Center for Work and Family, noted the prevalence of the "suck it up" workplace attitude when it comes to men and their workloads. The first step to changing that is to engage working dads in a round table to better understand their needs. "There are women's networks focusing on how children have impacted work/life and family," says Harrington, "but no such network exists for working dads."

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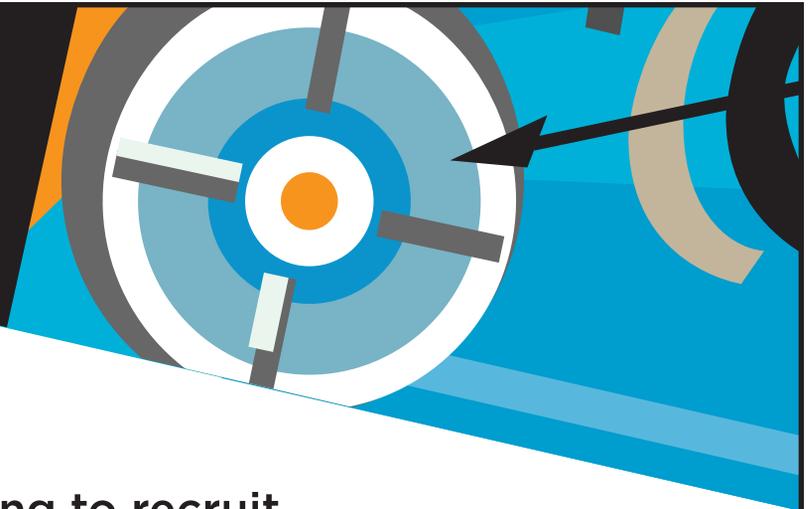


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## COST CONTAINMENT VIA FLEXIBLE WORK ARRANGEMENTS

**S**urvival in today's economy is challenging. Labour costs, primarily driven by increases in employee benefits, are rising at a rate much faster than revenue and gross margin. As a result, most executives and HR directors are asking themselves where to make cuts.

If your organization is faced with a similar situation, consider flexible work arrangements (FWA), which are gradually gaining acceptance.

According to a Society for Human Resource Management (SHRM) poll, "Pressure to Work: The Employees' Perspective," 58 per cent of employees disagreed with the statement that they "will be perceived as less committed to the job" if they take advantage of telecommuting or flex-time. And, 63 per cent say flex-time arrangements will not jeopardize job security.

An effective workforce management solution, for instance, has been proven to reduce the number of hours supervisors spend producing and managing schedules by as much as 80 per cent. Depending on the size of the organization, this can translate into millions of dollars or more in savings per year, as well as productivity and revenue gains from higher employee satisfaction and improved customer service.

Working pattern changes are not always productive; but properly designed workforce management solutions take into account the impact of employee schedule preferences and work availability exceptions and automatically factor these into the schedule. For instance, the solution can be used to identify both full-time and part-time employee work preferences and then optimize the schedule based on service levels during peak times, as well as seamlessly managing all staff, shift patterns and rotations.

### **Technology-driven cost containment**

Besides providing the obvious benefits of stress reduction in the workplace, FWAs also have a direct impact on an organization's bottom line. For example, one public sector organization using technology solutions has reduced staff turnover from 16 per cent to less than two per cent. This

same organization also experienced an 80 per cent reduction in overtime costs.

In another public sector organization, 50 per cent of its staff admitted to using sick leave as a means of managing family commitments, resulting in an overall attendance rate of 87 per cent. When flexible working options were introduced, attendance rose to more than 96 per cent.

An advanced workforce management solution, together with your organization's commitment to FWAs will create a perfect balance of bottom-line impact through employee retention and productivity all while containing costs. **HR**

*Simon Angove is GMT Corporation's chief executive officer, a company providing workforce management and performance optimization solutions.*

**“When flexible working options were introduced, attendance rose to more than 96 per cent.”**

For organizations with customer service, FWAs positively affect employees' quality of personal life, job satisfaction and retention. From an organizational perspective, retention is a key concern because recruiting and training are expensive. Research shows staff turnover is significantly lower in those organizations that have four or more work/life balance or flexible working practices.

### **Managing flexibility preferences**

With flexibility being the key to meeting the demands of today's changing workplace, manually managing employee preferences can be incredibly time intensive. Technological advances, however, can deliver flexible working options while improving performance and reducing costs.

## OVERCOME THE CHALLENGES TO EFFECTIVE PERFORMANCE APPRAISAL

**W**hen it comes to performance appraisals (PA), people either love them or hate them. The lovers think PAs will solve all performance issues and increase employee satisfaction, the haters think they don't have any real benefits and limit positive risk taking. A balance must be struck between the two—while no performance appraisal program is perfect, an effective one is well within reach.

The fundamental understanding must be that performance appraisals can enhance your organization and make your colleagues better leaders.

Within the ever-expanding realm of PA theories and opinions, there are five main challenges to effective performance appraisals:

- 1) Inaccurate assessments that are based on prior biases or judgments.
- 2) Ineffective use of appraisals due to a lack of clarity around the purpose of PA in the organization.
- 3) Failure to communicate clear performance goals and expectations to employees.

appraisal is infused with the opinions of the rater and the values of the organization.

### Removing bias

The rater has biases and goals around the person they are appraising that are shaped by organizational context. Each manager should be aware of the four types of bias that can infiltrate even the most well-intentioned performance appraisal:

- **Halo effect:** Occurs when an employee performs particularly well (or poorly) in one area and is then rated correspondingly high or low in all other areas.
- **Lack of differentiation:** Occurs when a manager tends to score all employees similarly by giving everyone high scores, low scores or average scores.
- **Personal bias:** The more characteristics a manager shares with an employee, such as age, race, gender, values, experience and personality, the more favourably the manager will tend to rate that employee's performance.

- **Recency effect:** Occurs when a manager weighs an employee's recent performance too heavily, as opposed to assessing their average performance over the entire evaluation period.

In some cases, simply being

aware of the bias and taking steps to alleviate its influence may be intervention enough. In the case of lack of differentiation, ranking employees from best to worst (as a private exercise) can help. To deal with the recency effect, a manager might engage in ongoing coaching and have employees send regular email updates to remind their manager what they've been up to. Awareness, training and accountability can all help reduce bias in your performance appraisal program.

Many competing performance appraisal theories and practices exist, making development of an effective program difficult. Done well, a strong PA program reinforces organizational culture and helps employees achieve high levels of performance. **HR**

“Actual performance is only part of the appraisal result.”

- 4) Getting manager buy-in from those who see the PA process as unnecessary paperwork.
- 5) Mitigating the performance paradox, which holds that PA systems need to continually change as the majority of employees learn how to surpass existing standards.

Mastering the five challenges will be crucial to improving the effectiveness of your PA program.

Despite our best efforts, performance appraisals are never objective. They are often muddied by external influences and are rarely an accurate representation of true performance.

The cultural norms, goals and strategy of an organization can influence how honest and accurate performance appraisal results will be. Strong ideals held by senior management may influence how and when employees are promoted or terminated. Actual performance is only part of the appraisal result; the

*Amy Kunz is a research associate at Info-Tech Research Group, specializing in human resources management.*

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## CIVILITY IN THE WORKPLACE

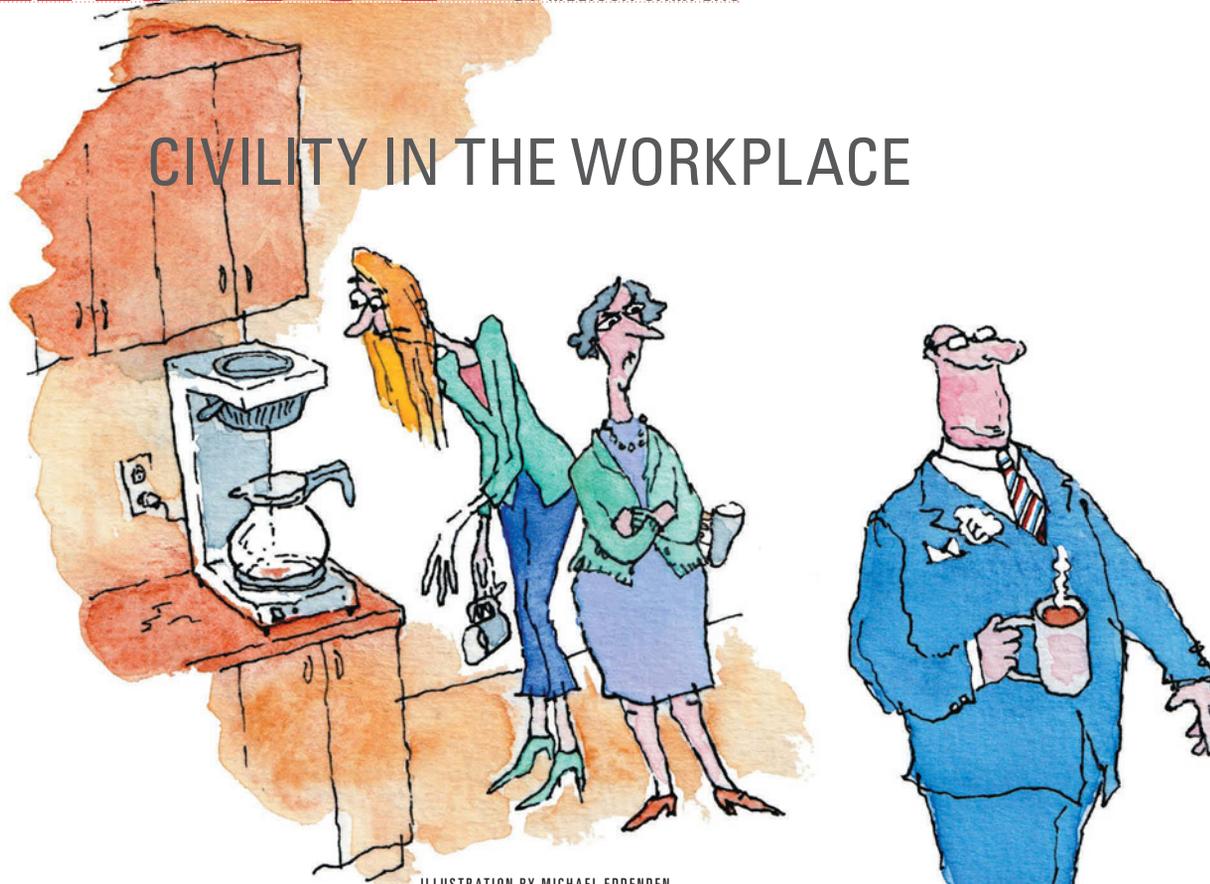


ILLUSTRATION BY MICHAEL EDDENDEN

**A**nyone who has spent time in an office environment has likely endured a little incivility: The co-worker with the very loud phone voice, the perpetually grumpy cubicle mate or the staffer who eats fragrant meals at her desk every day. More than just irritating, these seemingly minor acts of incivility can add up to something much more serious if they're not addressed.

According to Lewena Bayer, president of Civility Experts, and a cultural competence assessor and Canadian culture and communications facilitator, if these small but troublesome behaviours are left to fester, more positive team-oriented behaviours will suffer, leading to negative effects on productivity and profit.

Linda Allan, a business behaviourist and a certified management consultant with 30 years experience in corporate roles, describes civility in the workplace as, "conducting yourself in a way that respects the space and ideals of your co-workers."

### Signs of trouble

Bayer suggests this simple assessment to determine the degree of mutual respect in a workplace: "When you ask employees how they are, listen to the responses. In more civil workplaces,

employees understand that part of their job is to be positive, so by answering, 'I'm having a terrible day' zaps a bit of positivity from someone else. Imagine the impact on morale when the majority of employees express negativity in the first 10 minutes of workplace interaction."

Sometimes the signs are even more obvious. When instances of incivility are left unaddressed, says Allan, employees can become territorial, hoard information and adopt a me-against-you attitude. Bayer says these will almost inevitably lead to an increase in staff turnover, customer complaints, and, ultimately, a depleted bottom line.

### Why does this happen?

According to Allan, incivility in the workplace has been on the rise for the past few years. "In the economic downturn, workloads went up and everyone has been under more pressure," she says. "Now there is less attention paid to how people behave and cubicle conduct has really slipped."

“If these small but troublesome behaviours are left to fester, more positive team-oriented behaviours will suffer.”

She suggests that too-casual work attire can lead to trouble, too. “If people are dressed in suits in the office, there’s a certain decorum that’s observed and it tends to permeate the whole organization,” says Allan.

Cultural differences can also be the cause of some inadvertent slips in civility. While a multicultural workforce is an asset to an organization in many ways, some actions perceived as rude by co-workers may simply be the result of cultural differences.

### **Act quickly**

Addressing issues when they first arise is key. “What we think, is what we feel, is how we act,” says Allan. “If small annoyances are not addressed, employees’ thinking can turn into emotion and then turn into action.”

In many cases, says Allan, it is appropriate to address a concern verbally, during a company meeting. “I would suggest keeping the commentary anecdotal, reporting comments from a client visiting the office, for example, so as not to single out any one person or department.”

### **Follow the code**

Allan recommends adding a “respect in the workplace” piece to existing codes of conduct, requesting input directly from employees, so it can reflect what staff members would like to see—and avoid—in the workplace.

“If codes of conduct and expectations for behaviour and communication are clearly outlined, it’s easier to hold people accountable,” says Bayer.

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### Go back to school

At Aegon Canada, Fiona Betivoiu, senior manager of training and development, offers training to all employees on a regular basis about respect in the workplace, business and meeting etiquette, and communication skills. “We offer a leadership certification program to our managers focusing on the value of coaching, asking questions and adapting our communication styles. Three months after the program is over I check up on all graduates to see how they are doing, find out if they’re asking questions of their staff and if they’re adapting to different communication styles,” she says.

Defining a culture for new employees as soon as they walk through the front door is one approach to preventing trouble in the future. Allan recommends a day of training for new employees, during which HR spends time talking about what expectations are for culture and civility. “This kind of investment,” she says, “pays handsomely in terms of newcomers taking the messaging to heart.”

### Model behaviour

“Much of the time workplaces make the mistake of preaching about the value of civility or spend months trying to define it for their specific workplace in an effort to get buy-in,” says Bayer. “My experience has been that talking about it is rarely effective. You just have to do it. Focus on the benefits and just start making changes.”

Betivoiu agrees. “From a training and development perspective, we can offer lots of courses and coaching and create policies to support a respectful workplace.” But for an organization to have a truly respectful culture, she says, “it has to be from the top down. If each senior manager coaches his or her direct reports, adapts their communication style and encourages asking questions, there’s a better chance that a respectful culture will permeate.” She advises HR and the training department partnering very closely with senior management to create a respectful coaching-based culture. **HR**

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

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## THE CO-FOUNDER OF STEAM WHISTLE BREWING, GREG TAYLOR, DISCUSSES HOW PEOPLE PRACTICES HAVE CONTRIBUTED TO HIS COMPANY'S SUCCESS

**S**team Whistle is an independent brewery founded in 1998. In just 12 years, it has grown from 16 employees to more than 130, built a strong brand identity and won a number

of accolades including Greater Toronto Top Employer, Canada's 50 Best Managed Companies, Green Toronto Award of Excellence, and Toronto Region Immigrant Employment Council's Immigrant Success Award. Co-founder Greg Taylor reveals Steam Whistle's keys to success.

**HRP:** In the last couple of years you've received many employer accolades. To what do you attribute your success in that arena?

**GT:** My partner is Cameron Heaps. His father, Frank, was the one who inspired us in the way he ran the Upper Canada Brewing Company. Frank was always a people-first guy. He wanted to make sure everyone working there felt respected and had the opportunity to contribute to the business. When someone new started, he would make sure they were brought around to

meet all the existing staff. He wanted them to feel they were part of the family.

I got involved with Upper Canada Brewing because my wife Sybil, who currently works here in public relations, worked at Upper Canada, and invited me to a party at the president's house. I was a bike courier at the time and worked later than everyone else, so the party was underway when I got there. I went to the house dressed up expecting a formal sit down dinner. When I got there, the front door was ajar and inside I found a huge house party. Everyone who worked there, from the brew master to the cleaning staff, was socializing with each other. Frank really believed in an environment that was equitable with opportunities for people to communicate with each other. The company had few barriers and a flat organizational structure as a result.

**HRP:** How central are people to your business strategy?

**GT:** Without question, the company's biggest asset is people. Our competitive edge is the creativity of our own group. We don't hire an outside third party to do our creative work. Graphics, writing and promotional material is all created in-house because we believe that our staff understand our brand better than anyone possibly could from the outside.

We try to build an environment where people feel that even the boss can be wrong and encourage anyone to question the direction of the company or a decision.

**HRP:** You attribute a lot of your brand growth to your unique human resources policies. Can you share some examples of what those are and why you instituted them?

**GT:** We do our best to provide the resources for people to succeed at Steam Whistle, but at the same time we're not willing to accept people who

**IN A NUTSHELL:** **First job:** Started my own student painting business in St. Mary's, Ont. **Childhood ambition:** Being sponsored on the world windsurfing tour. **Best boss:** Frank Heaps, founder Upper Canada Brewing. **Next move:** Help make Steam Whistle Brewing the most respected premium beer in Canada, with a national presence. **Ideal retirement:** Trip across Canada. **Last iPod download:** Whatever my 12-year-old son finds for me—keeps me young. **Favourite book:** Seth Godin, *The Dip*. **Source of current inspiration:** Staff who dream of taking us higher. **The best piece of advice I ever got:** Make your own luck.

## INTERVIEW

are going to come to work and not provide 100 per cent to us during the workday. If they have been here for five years and have helped us grow, we feel that deserves some personal recognition. Because we're all about having fun together, instead of giving them a watch or a plaque, we take those people on a trip. This year, we're going to the

Czech Republic with our brew master to discover the history of pilsner and tour around that area of Europe.

For the people who have been here for 10 years, we offer a six-week paid sabbatical, which is really a personal opportunity to take time off and do something that you always wanted to do but couldn't.

**HRP:** Besides profit sharing, what are some of the other things you offer employees?

**GT:** What we're offering is a lifestyle in terms of being with a social, exciting, growing company that's creative and leading edge. Needless to say, we have a pretty big budget for staff social functions.

There's an opportunity to socialize and have a beer after work with your co-workers. We have lots of parties at Cam's house, staff come to my cottage and to Cam's father's cottage twice a year, and we have a well-established holiday party.

We also do community initiatives and volunteering, such as driving for Meals on Wheels and handing out beverages at the Ride to Conquer Cancer.

**HRP:** Tell me more about what you look for in people?

**GT:** Most of our hires are entry level opportunities—these are the people who greet our guests for tours and tastings, work our retail store and run the 200 events we host every year. All those front-of-house staff are our brand ambassadors and for those positions we run a theatre sports audition program. What happens is groups of people interact in theatre-style play, for example they act out an advertisement that they have created. This allows us to see how people act in a group and see how outgoing they are. This is important because when people come on a brewery tour they expect to have fun—beer is a social drink. We follow up the audition with an individual interview to assess their skill levels and interests.

**HRP:** When you identify that you need a skill set in management or operations, do you look at the front-of-house talent pool first?



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**GT:** Not exclusively but we favour our internal staff. Typically, we do our best to promote from within because they understand what we are all about. But bringing in new talent does inject a new outlook and new ideas into our business, so we try and find balance between the two.

**HRP:** How do you reward creativity and initiative?

**GT:** The reward for initiative comes from being recognized for results. One evening late at my cottage the group was together having a beer. On the wall is this old bottle opener that has a tiny cup below it for catching beer caps. One of the guys suggested that we should make our own version to sell in our retail store. We took that concept, developed it and it has done quite well; we've sold 14,000 and won the LCBO's gift of the year award a few years ago. The point of this

example is that when you allow people to make a contribution and move your business forward like that it has incredible results.

**HRP:** How do you share your corporate goals with staff?

**GT:** We have a pretty simple vision. We want Steam Whistle to be the most respected premier beer in Canada. We believe there is an opportunity for Canadian's to have a clear understanding of what their most respected premium beer is. Ask yourself, what's the best known premium beer in Holland? It's Heineken. In Ireland? It's Guinness. As a goal that's pretty clear and easy to support.

**HRP:** A few years ago, you won an award from the Toronto Region Immigrant Employment Counsel. Explain how diversity fits in with your corporate culture?

**GT:** We're an entrepreneurial company. We are in a very competitive industry that is dominated by foreign-owned conglomerates. We discovered through the process of interviewing and hiring people that new Canadians, in particular, have a very entrepreneurial outlook. They are risk-takers: they have left their home countries, and in some cases families, to make a better life. They take their jobs very seriously, as a result. Second- and third-generation Canadians too often have expectations of what they should get without having to work for it. We just can't afford that around here. It's a tough industry to survive in and that requires people who are committed. We have a United Nations of employees here, especially on our management team, and it's the reason we've been successful. **HR**

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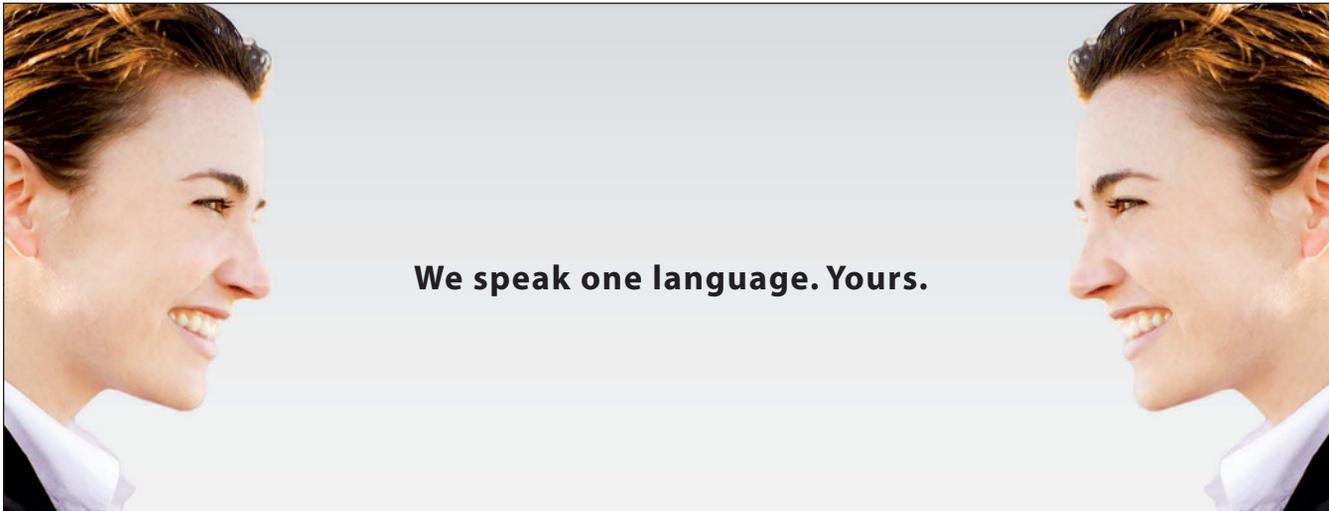
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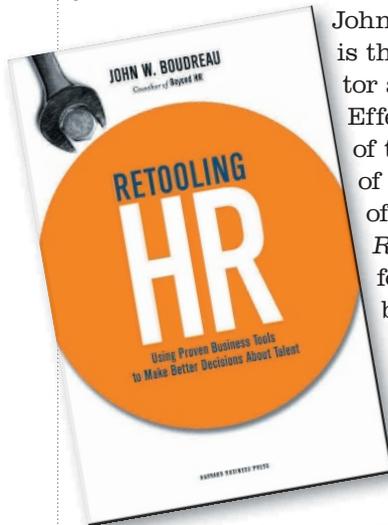
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## WHAT'S WORTH READING

### ***Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent***

Harvard Business Press, 2010

By John W. Boudreau



John W. Boudreau, PhD, is the research director at the Centre for Effective Organizations of the Marshall School of Business, University of California.

*Retooling HR* is a follow up to his first book *Beyond HR*.

Like several business books out recently, *Retooling HR* takes our profession to task.

Unlike other tomes,

however, Boudreau does not condemn HR to obsolescence. Instead he illustrates how using and applying proven business models, HR can “retool” its typical approach to work analysis and performance management and engage HR stakeholders in focusing on the work and talent characteristics that matter most. Where to make improvements to work performance to affect the greatest difference is of critical importance to everyone in the organization and, as such, these improvements should mirror the models already in use throughout the organization.

Boudreau uses new research as well as input from HR leaders and organizations such as Google, Disney, IBM and Microsoft to explain six proven business tools used by leaders in different disciplines and how HR can apply them to talent management. The first tool is using performance optimization to retool work analysis. Boudreau borrows from engineering to illustrate how to find pivot points in work descriptions to identify where performance improvements pay off. Another tool is using inventory optimization to reveal strategic talent shortages and surpluses. Here Boudreau applies inventory and supply-chain analytics to determine the optimal level of employee

shortages or surpluses that best balance the risks of each against costs.

*Retooling HR* challenges readers to seek out allies in other functions across the organization to help HR leaders be “smarter about the proven business models that support those functions.” The payoff for building these relationships, says Boudreau, will be the support from other disciplines in considering the specific human capital dilemmas where their frameworks can apply.

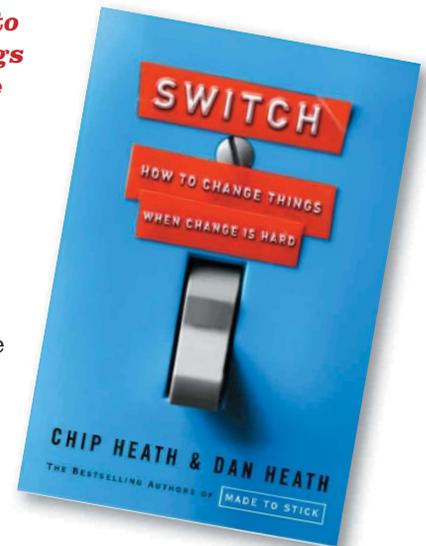
### ***Switch: How to Change Things When Change is Hard***

Random House  
Canada, 2010

By Chip Heath  
and Dan Heath

The Heath brothers have teamed up once again to bring us *Switch*, a how-to guide for igniting lasting change

in our companies, in our communities and in our own lives. Their first book, *Made to Stick* showed the principles of successful ideas at work and how



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## OFF THE SHELF

to apply them to making our own messages resonate.

*Switch* is an engaging read using stories, examples and well-documented research to illustrate how transformative change happens. Offering pragmatic and proven insights, *Switch* will not only help HR professionals manage change but to steer and profit from it.

The Heath's build their concept on one simple metaphor: a rider trying to steer an elephant down a winding path. The rider represents our rational side, the elephant our emotional side and the paths are the environment. For anything to change, someone has to start doing something differently. But how can you get people to start behaving in a new way? Successful changes share a common pattern and require the leader of the change to do three things at once: direct the rider, motivate the elephant and shape the path.

To direct the rider, a leader needs to: follow the bright spots (what's working); script the critical moves (specific behaviours); and point to the destination (where you're going and why). To motivate the elephant a leader needs to: make people feel something; shrink the change into small chunks; and grow your people's sense of identity and instill a growth mindset.

Finally, to shape the path a leader needs to: tweak the environment (change the situation); build and encourage habits; and rally the herd (help model the behaviour). **HR**

*Alyson Nyiri, CHRP, is an HR consultant and freelance writer.*

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## GIVING VOICE TO VALUES



ILLUSTRATION BY BRIAN FRAY

**H**uman resources professionals are often attracted to their work because they care about others. They strive to bring out the best in the organization's workforce and enable leadership behaviour.

Embedded in these objectives is an implicit and explicit set of values: fairness, compassion, integrity and honesty. And yet, often the most challenging times HR are often when these values are in jeopardy—either due to the unethical behaviour of an individual employee or unfortunate or misguided organizational policies and norms.

### Consider the following challenges:

- An employee, who is on the list for progressive discipline measures, comes to you in confidence to talk about the gender bias and hostile work environment fostered by her boss.
- A highly regarded manager has cut costs substantially without sacrificing productivity, but employees are reporting pressure to put in uncompensated overtime or risk their jobs.

- Your new CEO has charged you with developing a renewed organizational focus on ethical conduct throughout the firm.

Whether your charge is reactive, as in the first two instances, or proactive, as in the third, HR is often situated at the intersection of conflicting stories, agendas and personalities. Most professional guidelines will correctly advise that the HR manager investigate and assess the credibility of conflicting stories and clarify just what the legal, regulatory and organizational requirements may be in any particular situation. But the more difficult challenge is often not so much a matter of figuring out what is really happening but what to do when you have decided who is telling the truth.

### Guidelines for behaviour:

- The more you **normalize such challenges**—viewing them as a predictable part of any HR manager's job as opposed to unexpected and stressful interruptions in your work—the more likely you will be to bring your full complement of skills and persuasiveness to address them.
- **Naming the values at stake** can be a powerful tool in speaking about such instances, but be sure you are appealing to values that are likely to be shared by your audience. Research demonstrates that despite different backgrounds, there are a set of values that are fairly universal: fairness, integrity, compassion, honesty. Be sure to name these as shared values, inviting your audience to work with you to find ways to implement them, as opposed to invoking them as a reproach or an accusation.
- Providing examples and opportunities to **practice voicing values** is perhaps the best way to develop values-driven leadership among employees. Instead of simply presenting the code of conduct and listing the challenges your workforce may face, invite them to craft persuasive scripts, engage in peer-coaching to enhance these scripts, and share stories from the organization of times when employees have successfully faced and managed ethical conflicts. **HR**

*Mary Gentile, PhD, is author of Giving Voice to Values: How to Speak Your Mind When You Know What's Right.*

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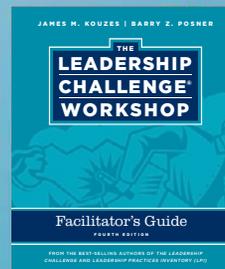
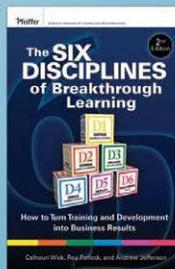
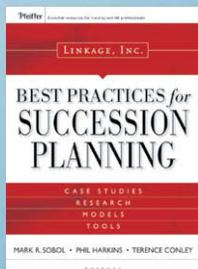
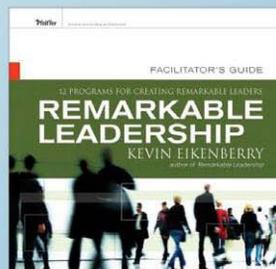
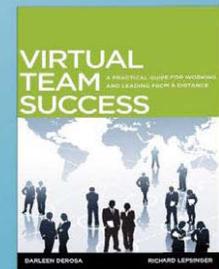
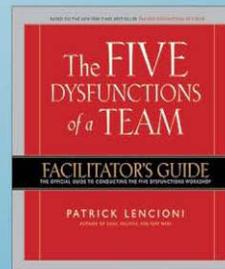
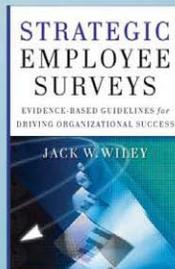
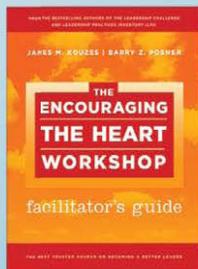
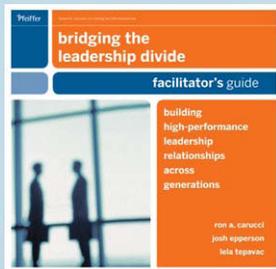
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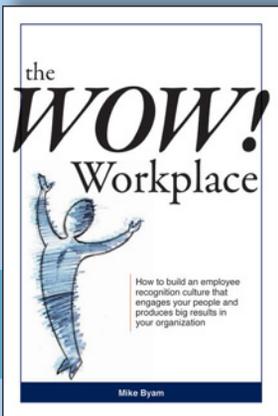
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