

HRMA

PeopleTalk

HR: The Innovation Driver

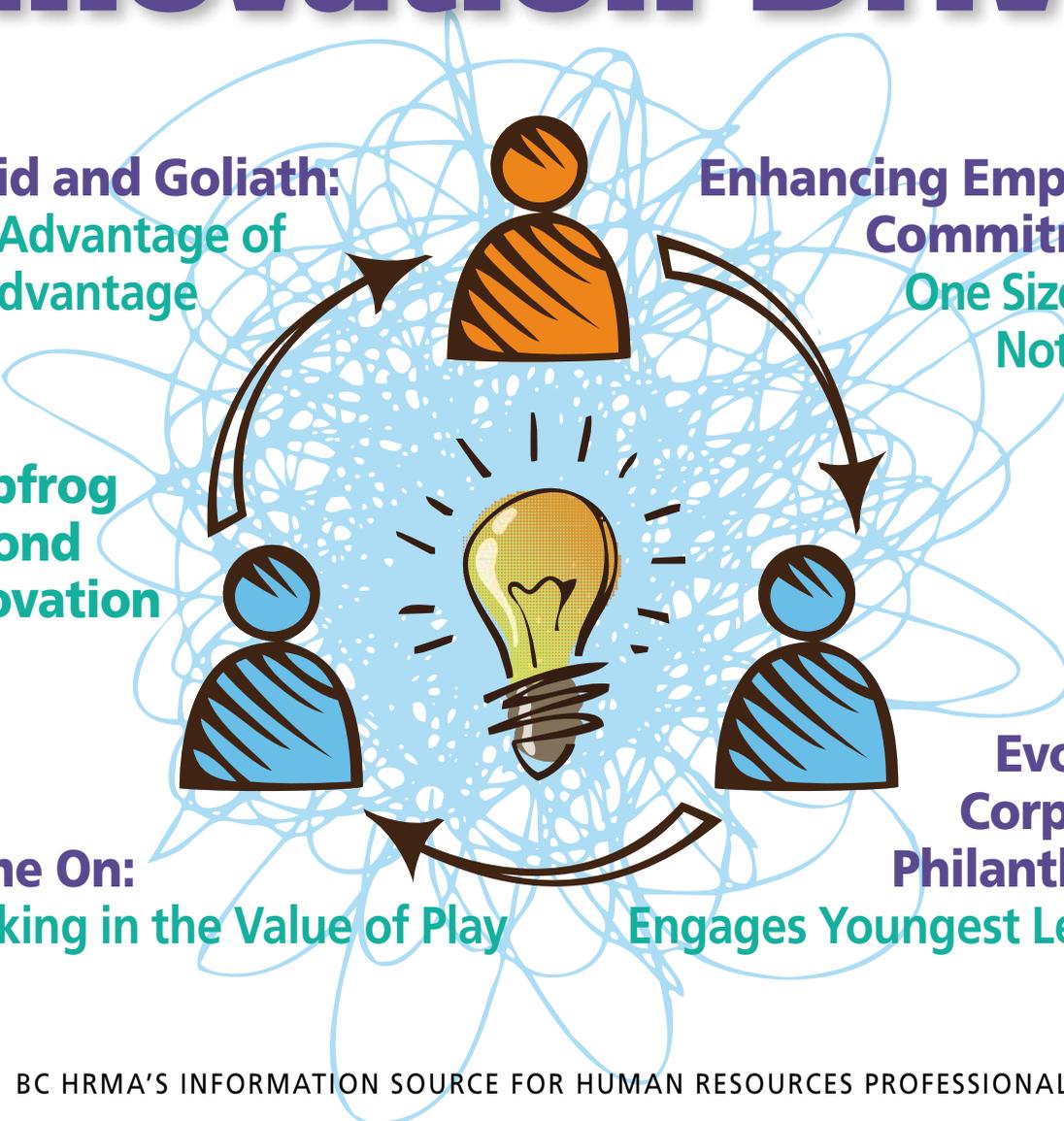
David and Goliath:
The Advantage of
Disadvantage

**Enhancing Employee
Commitment:**
One Size Does
Not Fit All

**Leapfrog
Beyond
Innovation**

Game On:
Working in the Value of Play

**Evolving
Corporate
Philanthropy
Engages Youngest Leaders**



FREE DESIGNER GLASSES

Too good to be true?

It's not. There are no strings attached. And there's even more:

- Free glasses for all employees and their dependents
- NO COST to your employer for adding the BC HRMA Vision Plan to your benefits

What are you waiting for?

Join the elite group already taking advantage of this plan.



Email us your contact information to
bchrnavisionplan@pointbreakcg.com



HRMA CONFERENCE + TRADESHOW 2014



Change Starts Here...
with our Sponsors and Exhibitors



The HRMA Conference + Tradeshow is Western Canada's largest HR event. Sponsoring or exhibiting at this conference connects you to more than 1,000 senior HR professionals, business owners and decision makers.

Limited sponsorship packages & only 1/3 of Tradeshow booths remain!

Become a Sponsor. Contact us Today!

Richard Deacon

HRMA Conference 2014, Business Development and Strategic Partnerships

EMAIL sponsorship@bchrma.org **TEL** 604.816.1488

PeopleTalk

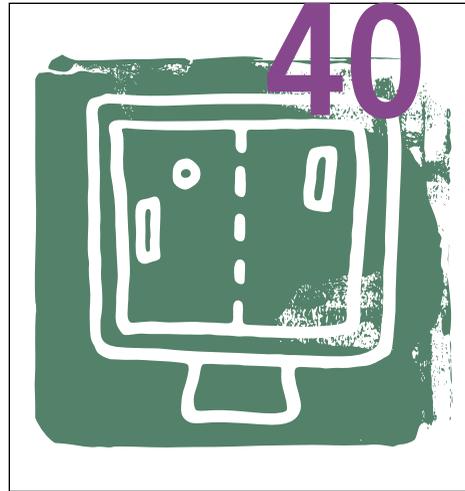
CONTENTS

V20 | N4 | Winter 2013

16



30



40

association news

- 7 president's message
- 8 editor's message
- 9 contributors

cover story

- 20 **HR: The Innovation Driver**
By Anya Levykh

"There is no innovation and creativity without failure. Period."

—Brene Brown

"Nothing is more dangerous than a dogmatic worldview—nothing more constraining, more blinding to innovation, more destructive of openness to novelty."

—Stephen J. Gould

"Imagination is not only the uniquely human capacity to envision that which is not, and, therefore, the foundation of all invention and innovation. In its arguably most transformative and revelatory capacity, it is the power that enables us to empathize with humans whose experiences we have never shared."

—J. K. Rowling

departments

- 10 **upfront and online**
HRVoice.org, LinkedIn and Twitter highlights
- 12 **people and perspectives**
Share a small innovation that had a big impact on your organization.
- 14 **workplace wellness**
Evolving Corporate Philanthropy Engages Youngest Leaders
By Rocky Ozaki, *CHRP*

Meditation as a Pathway for Exceptional Leadership
By Natalie Michael, *CHRP*
- 18 **CHRP update**
Looking Beyond Our Backyard
By CCHRA
- 19 **raising the bar**
To Pay or Not to Pay: Internships and Practicums
By Ryan Copeland
- 28 **training and teambuilding**
Enhancing Employee Commitment: One Size Does Not Fit All
By Adam DiPaula, Mary Bacica and Julie Winram

Generational Diversity in the Workplace: Great Divide or Key to Innovation?
By John Wright
- 34 **leadership**
Build a Vertical Organization: Achieve a Culture of Innovation
By Eitan Sharir

Leapfrog Beyond Innovation
By Isabelle St-Jean
- 38 **recruitment and retention**
Diversity Drives Competitive Edge
By Andrew Woods
- 39 **off the shelf**
David and Goliath: The Advantage of Disadvantage
By Jane Terepocki, *CHRP*
- 40 **peopletech**
Game On: Working in the Value of Play
By Nilesch Bhagat, *CHRP*

New Tools Connect HR to Skilled Immigrants
By Kelly Pollack
- 44 **bottom line**
A Smaller Piece of Pie: Labours' Shrinking Income Share
By Jock Finlayson
- 46 **voice and vision**
Dave Ulrich: A Return on Value
By Jason McRobbie

DO YOU HAVE PLANS FOR **RETIREES** WHO WILL BE LOSING THEIR GROUP HEALTH BENEFITS? WE DO.

As Canada's leading agency for individual health and dental plans and the exclusive partner for Green Shield Canada's Prism® programs, we offer a variety of insurance solutions for individuals who are losing or not eligible for group health benefits, including:

- **Retirees**
- **Staff facing job loss**
- **Students and overage dependents**
- **Part-time and contract workers**
- **Divorcees and surviving spouses**

**CONTACT US
TODAY**

Learn how we can help these individuals gain the security and essential healthcare coverage they need – all at no cost to you and with no administration involved on your part.

Call **1-800-667-0429** or **416-601-0429**
Visit **www.sbis.ca/gsc** or Email **gsc@sbis.ca**

Innovation Takes a Team

WELCOME TO OUR WINTER EDITION OF *PeopleTalk*. I hope the holidays brought you the warmth of family and friends and plenty of inspiration for the year ahead.

To keep that inspiration alive is both the focus of this issue with its theme of "Innovation" and what we do as HR professionals: within organizations, as with our own development.

Innovation is no longer the domain of the big Apple(s) alone, but the benchmark for businesses large and small seeking the fullness of their people potential in times which continue to challenge. Moreover, while inspiration and innovation were once dubbed the 'soft' side of HR and the latest 'buzz' word respectively, that has changed. Caring counts when engagement is voluntary and everyday innovations are essential—particularly in an increasingly competitive and skills-challenged marketplace.

Fortunately, innovation thrives wherever individuals, teams and organizations are involved, invested and interested: in short, engaged. In this light, *PeopleTalk* explores HR as a primary driver behind any expectation of innovation in the workplace.

It also drives home why I have always been so engaged with our profession through BC HRMA. With due recognition of all those on the Board of Directors past and present, staff and volunteers, BC HRMA has long taken innovation to heart—by working together as a membership to foster better people practices that



Shannon Joly, CHRP

put people first in the minds of decision-makers. Our association serves as proof that innovation thrives in the pursuit of ongoing education and collaboration alike.

From the establishment of the HR Metrics Service, now serving HR professionals across the province and nationwide, to the evolution of membership benefits that extend to the families and organizations of our membership; to the growth of online learning opportunities which complement the ever-evolving array of regional roundtables and professional development speakers; to championing the CHRP designation—BC HRMA continues to innovate on levels big, small, and most places in between.

As innovation is definitely worthy of celebration, we also present an award in its

honour annually, along with those recognizing Rising Stars and HR professionals whose efforts inspire their teams in turn.

Just remember, innovation begins with a change of mindset. There is no better place to find that than at the 52nd Annual BC HRMA Conference + Tradeshow. Come April 15-16, 2014 at the Vancouver Convention Centre West—"Change Starts Here".

By Shannon Joly, CHRP
President, BC HRMA
sjoly@bchrma.org

publipac.ca[®]

The largest network
of specialized job sites in Canada



1-888-562-9464 - info@publipac.ca - www.publipac.ca

HR: The Innovation Driver

INNOVATION IS A BIG WORD AND OFTEN MISUNDERSTOOD.

As a result, the elemental simplicity and abundant advantages of innovation are often overlooked in perpetual pursuit of the next great idea or invention. In an era of exponential technological change, organizations need to more clearly distinguish between innovation and invention to unlock the potential explored in this issue of *PeopleTalk*.

Fortunately, there IS a formula which serves as our key: in + novus (into + new).

Admittedly, a little bit of Latin goes a long way. Most clearly defined as the past participle of innovare, “to renew, restore; to change”, innovation is not invention. Instead, it is a call to “introduce as new” and “make changes in something established.”

This is where innovation’s connection to HR becomes intrinsic; our cover story by Anya Levykh, “Innovation: The HR Driver” (p.20) peers under the hood of one of the biggest buzz words in business to discover its very human heart. After all, making changes in something established speaks directly to both the journey of the HR profession and the ongoing goal of HR professionals (p.12).

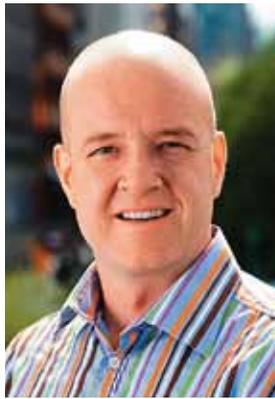
As a mandate, innovation can be tough to muster without an environment which attracts, fosters and sustains the energies and efforts, as well as ‘next-gen’ systems and processes, required. Eitan Sharir discusses key aspects of such ‘vertical’ environments on p.34 of this issue. Within such workplaces, where vision flows from all points on the hierarchical chart, innovation is quite simply a byproduct of effective teams.

As per Isabelle St-Jean’s call to “Leapfrog Beyond Innovation” (p.36) and Nilesh Bhagat’s exploration of gamification in “Game On: Working in the Value of Play” (p.40), in such environments, work, passion and play are far more entwined.

Of course, building such teams is the challenge of all HR professionals and the models and methods vary. As per Sentis Research’s “Enhancing Employee Commitment: One Size Does Not Fit All” (p.28), the cost of outmoded models is considerable. After all, as further explored in John Wright’s “Generational Diversity in the Workplace” (p.30) and Andrew Woods “Diversity Drives Competitive Edge” (p.38), the working world has already changed dramatically.

Leveraging the opportunities it presents is largely a matter of expanding mindsets—a topic Natalie Michael takes a deep breath and addresses in “Meditation as a Pathway for Exceptional Leadership” (p.16)—and introducing new thinking to accepted processes. Along such lines, Rocky Ozaki moves ‘old-school’ CSR into a new light of core culture and GenY retention in “Evolving Corporate Philanthropy Engages Youngest Leaders” (p.14).

Changing the world with a monkey (make that a chimp.net), a mouse and a giving mindset geared to retain top talent, definitely qualifies as innovative.



Jason McRobbie

Jason McRobbie
editor, *PeopleTalk*
jasonmcr@telus.net



BC Human Resources Management Association
1101 – 1111 W. Hastings St., Vancouver, BC V6E 2J3
Tel: 604.684.7228 Fax: 604.684.3225
Canada toll-free: 1.800.665.1961 www.bchrma.org

- CHIEF EXECUTIVE OFFICER** Simon Evans, CHRP (ext.102)
sevans@bchrma.org • 604-694-6937
- SENIOR MANAGER, PROFESSIONAL PRACTICE** Christian Codrington, CHRP (ext.126)
ccodrington@bchrma.org • 604-694-6934
- CONTROLLER** Vicki Bauman (ext.111)
accounting@bchrma.org • 604-694-6931
- BOARD & EXECUTIVE ADMINISTRATION** Joan McFadden (ext.113)
jmcfadden@bchrma.org • 604-694-6940
- MANAGER, HR METRICS** Lisa Irish, CHRP
lirish@bchrma.org • 1-855-323-6530
- HR METRICS SPECIALIST** Francis Yang, (ext.125)
fyang@bchrma.org • 604-694-6945
- MANAGER, PROFESSIONAL DEVELOPMENT** Chloé Gendron (ext.119)
cgendron@bchrma.org • 604-694-6936
- CO-ORDINATOR, PROFESSIONAL DEVELOPMENT** Whitney Friesen (ext.114)
wfriesen@bchrma.org • 604-694-6941
- MANAGER, MARKETING AND COMMUNICATIONS** Kara Douglas (ext.129)
kdouglas@bchrma.org • 604-694-6947
- COMMUNICATIONS SPECIALIST/PEOPLETALK ASSISTANT EDITOR** Erin Breden (ext.115)
ebreden@bchrma.org • 604-694-6930
- BUSINESS DEVELOPMENT PROJECT MANAGER** Quinne Davey (ext.104)
qdavey@bchrma.org • 604-694-6943
- CONFERENCE/ EVENT MANAGER** Erin Roddie (ext.107)
eroddie@bchrma.org • 604-694-6933
- MEMBER SERVICES CO-ORDINATOR** Clayton Bergquist (ext.108)
cbergquist@bchrma.org • 604-694-6944
- MEMBER RELATIONS MANAGER, COASTAL VANCOUVER** Elizabeth Bonner (ext.124)
ebonner@bchrma.org • 604-694-6942
- MEMBER RELATIONS MANAGER, INTERIOR, NORTH** Tim Read, CAE (ext.120)
tread@bchrma.org • 250-763-3199
- MEMBER RELATIONS MANAGER, FRASER VALLEY, GREATER VANCOUVER** Debra Finlayson, CHRP (127)
dfinlayson@bchrma.org • 604-531-5655
- MEMBER RELATIONS MANAGER, VANCOUVER ISLAND** Carolyn Taylor
ctaylor@bchrma.org • 1-866-883-4762
- MEMBER RELATIONS MANAGER, YUKON** Susan Pearce
spearce@bchrma.org • 1-866-883-4762
- CHRP REGISTRAR** Trish Andrea (ext.105)
tandrea@bchrma.org • 604-694-6939
- DATA MANAGEMENT & IT LEAD** Anita Hales (ext.116)
ahales@bchrma.org • 604-694-6932
- ADMIN AND IT ASSISTANT** Jaclyn Truchon (ext.128)
jtruchon@bchrma.org • 604-684-7228

PeopleTalk

WINTER 2013 VOLUME 20 NUMBER 4

EDITORIAL ADVISORY COUNCIL AND CONTRIBUTORS

Amelia Chan, CHRP; Lori Colleman, CHRP; Simon Evans, CHRP; Kevin Jeffrey, FCHRP; Lindsay Macintosh, CHRP; Raluca Manolache, CHRP candidate; Graeme McFarlane, Kyla Nicholson, CHRP; Laura Reid, CHRP; Isabelle St-Jean; Jane Terepocki, CHRP.

- EDITOR** Jason McRobbie
jasonmcr@telus.net • 604-418-9953
- ASSISTANT EDITOR** Erin Breden
ebreden@bchrma.org • 604-694-6930
- ADVERTISING MANAGER** Ruth Lumsden
rlumsden@bchrma.org • 604-868-0607
Fax: 604-684-3225
- DESIGN & PRODUCTION** Aftaab Gulam
aftaab.gulam@gmail.com • 604-788-7523

Reproduction of *PeopleTalk* material in any form, without permission of the copyright holder, is prohibited. For reprint permission and non-member subscriptions contact editor@bchrma.org. Writers' guidelines <http://www.bchrma.org/resources/peopletalk-magazine/writer-guidelines/>. To view back issues: <http://www.bchrma.org/resources/peopletalk-magazine/view-back-issues/>



PeopleTalk magazine is published quarterly by BC HRMA. Send change of address notice and undeliverable Canadian addresses to: 1101 – 1111 West Hastings St., Vancouver, BC V6E 2J3 Publications Mail Agreement No. 40010722.

Advertising Policy: BC HRMA will not be responsible for the claims of, nor does it provide endorsement for the advertisers, products and services advertised in *PeopleTalk* magazine.

contributors

Each issue of *PeopleTalk* draws upon the HR expertise of our Advisory Council and the editorial acumen of though-leading professionals. It is our pleasure to introduce some of those whose energies bring ongoing innovation to these pages.



Anya Levykh
“HR: The Innovation Driver” p. 20

Anya Levykh is a freelance writer and editor with a passion for food, wine, people, and places. A regular feature writer with *PeopleTalk*, Anya’s work has also appeared in various local newspapers and magazines. She is currently

the managing editor for *CGA Magazine*, the Vancouver reporter for *EAT Magazine*, and has a weekly segment on CBC Radio One’s afternoon drive-home show, *On the Coast*. Anya lives in Vancouver with her daughter and an ever-growing collection of cookbooks. You can follow her adventures and musings at www.foodgirlfriday.com.



Rocky Ozaki, CHRP
“Evolving Corporate Philanthropy Engages Youngest Leaders” p. 14

Rocky Ozaki, CHRP, is a senior HR professional with two notable passions: organizational development and linking employee engagement to corporate social responsibility. He is personally

committed to philanthropy, volunteerism and community building—and has been studying the impact they have in an organization’s culture and employee value proposition. Rocky is the principal at Expect Excellence HR Consulting, culture & operations director at Chimp.net, and the chair of the Greater Vancouver region of BC HRMA.



Natalie Michael, CHRP
“Meditating on the Path to Exceptional Leadership” p. 16

Natalie Michael is an executive coach who support CEOs and key executives to become better leaders, achieve business results and develop their successors. She is the managing partner of

The Karmichael Group (www.karmichaelgroup.com), and a chair with MacKay CEO Forums. Natalie teaches new innovations in succession management and, most recently, was recognized with the 2013 *BC HRMA Award of Excellence—HR Innovation* for the international leadership development program she co-created for Kal Tire.

Adam DiPaula, Mary Bacica and Julie Winram
“Enhancing Employee Commitment: One Size Does Not Fit All” p. 28



Adam DiPaula, MBA is managing partner and founder of Sentic (senticresearch.com). He is a regular contributor to *PeopleTalk*, with articles on integrating engagement and inspiring everyday innovation appearing in past issues. Mary Bacica, CMRP, VP, is an integral member of the employee research team at Sentic. She brings her general research experience (25+ years in the research industry) and specific focus on employee and customer experience research to the Sentic’s employee research practice. Julie Winram, CMRP joined Sentic as managing partner after leading the Western Canadian businesses of two global research firms. She is a recognized expert in customer experience and employee engagement program design, developing customer value propositions and measuring economic impact.

John Wright
“Generational Diversity in the Workplace: Great Divide or Key to Innovation?” p. 30

John Wright, MBA is the president and managing director of Canadian Management Centre (CMC), based in Toronto. John’s goal is to build on the reputation and leadership position of CMC (cmcoutperform.com) as a business leader with over 25 years experience in creating and leading businesses, managing and advising brands and brand marketers—and a passion for developing people for future leadership roles. CMC partners with individuals and organizations in both the private and public sectors and trains over 12,000 people each year to be better leaders, managers and skilled practitioners.



Nilesh Bhagat, CHRP
“Game On: Working in the Value of Play” p. 40

Before joining Best Buy Canada as a project specialist in 2011, Nilesh Bhagat, CHRP worked in an administrative capacity, serving serving BC HRMA’s 5,500+ members. As a regular contributor to online and print channels, he currently sits on the association’s Greater Vancouver Advisory Council as the communications’ lead, finding ways to expand their voice and vision. In 2013, he was named a finalist for the *BC HRMA Rising Star* professional award. Outside of work, Nilesh enjoys reading up on the latest business trends, is an avid follower of hockey, baseball and golf—and plays the odd video game.



BC HRMA Gets LinkedIn with New WorkSafeBC Bullying and Harassment Prevention Tool Kit

Gregg Taylor posts: The new Bullying and Harassment Prevention Tool Kit has been posted to the WorkSafeBC website. It includes handbooks, fact sheets, guides, posters, etc...An excellent resource for employers to meet the requirements for the new "Employer Duties – Workplace Bullying and Harassment (D3-115-2)" policy (Bill 14) which sets out the reasonable steps an employer is expected to take to prevent workplace bullying and harassment. <http://www2.worksafebc.com/Topics/BullyingAndHarassment/Resources.asp>

Lisa Dawson responds: Thank you for this. We have developed our policy already and will launch to the office at a L&L. Launching policies in an unthreatening and engaging way is often as challenging as the content of the policy itself!

Carol Crow responds: Thanks Gregg, great information. I am looking to run a workshop for our managers and employees both as a way to further educate the workplace on this topic. Do you know of any resources for this?

Debbie Bortolussi, MBA, CHRP responds: Thank you Gregg. Great information and WorkSafeBC had excellent tools for general information and implementation.

Top BC HRMA Tweets

Registration is now open for #HRMA2014 Conference + Tradeshow! Join us in Vancouver on April 15-16: ht.ly/rmxEr

Could you live with a 30-hour work week? fw.to/SnN64jh via [@globeandmail](https://twitter.com/globeandmail)

@ShandeleYuen: The Endless Allure of Non-Hierarchical Organizations via **@BCHRMA** <http://low.ly/riSek> #bchrma #hrvoice #hr

Why We No Longer Need HR Departments ht.ly/r3jhj via LinkedIn

RT **@TLNT.com:** Here's Why We No Longer Need Articles About No Longer Needing HR bit.ly/1fWqeKT

New WorkSafeBC Policies on Bullying and Harassment: A Review of the Duties of Employers in BC



By **Michael Watt and Derek Frenette**
New occupational health and safety policies establish the duties of employers, supervisors and workers to prevent workplace bullying and harassment. Learn the requirements of the new policy as it applies to employers, and understand the steps to be taken by employers in BC to affect compliance with the policy. hrvoice.org/new-worksafebc-policies-on-bullying-and-harassment-a-review-of-the-duties-of-employers-in-bc/

Workplace Bullying and the Role of Human Resource Management

By **Dr. Lisa M. S. Barrow**

Workplace bullying negatively affects an employee's physical, emotional, and psychological being. It demotivates employees and affects their overall job satisfaction and performance. What can human resources do to address workplace bullying? hrvoice.org/workplace-bullying-and-the-role-of-human-resource-management/



Managing Workplace Change

By **Merge Gupta-Sunderji**

If you're a supervisor or manager then you don't need me to tell you that workplaces today are changing exponentially—you're living it. What can you do to help yourself and your people successfully deal with this rapid pace of change? Start by understanding how people respond to negative change.

hrvoice.org/managing-workplace-change/

Are You Being Heard? Giving C.L.E.A.R. Feedback Just in Time

By **Shae Hadden**

We've heard it before. Providing ongoing feedback throughout the performance management process is a wise investment that can pay huge dividends. How do we do it in the moment in a way that people can hear us, not take offense, and be empowered by our observations?

hrvoice.org/are-you-being-heard-giving-c-l-e-a-r-feedback-just-in-time/



Half of Leaders Admit to Stagnation in Innovation

By **Brent Bolling**



From un-evolved leadership practices to the decreased emphasis US organizations put on innovation, leadership has barely budged in the last decade, according to the sixth edition of the Global Leadership Forecast (GLF). Every two years for the past decade, Development Dimensions International (DDI) conducts the GLF, enlisting HR professionals and leaders representing organizations around the world. hrvoice.org/half-of-leaders-admit-to-stagnation-in-innovation/

HIRE A PRO.

CPAs are Canada's most knowledgeable, skilled and respected accounting and business professionals. And this is where to find them.

CPA|SOURCE CPASource.com



CHRPs at Coast Capital Savings Branch

CHRP

Certified Human Resources Professional

The mark of the
HR professional

At **Coast Capital Savings**, we pursued CHRP as a team. The designation has led to people strategies more aligned and involved with the needs of our organization.

— **Jay-Ann Fordy**, Chief Human Resources Officer, Coast Capital Savings Credit Union

Discover the CHRP Designation at bchrma.org/chrp



Share a small innovation that had a big impact

Fraser Deacon, CHRP



manager,
Geotech Drilling Services

Fraser Deacon, CHRP, MBA is the manager of Geotech Drilling Services where he is involved with all facets of human resources, but especially recruitment, employee relations, and staffing. Having worked at Geotech the last three years, Fraser has an array of previous experiences developing links between industry, community partners and First Nation communities in northern BC and northwest Alberta. He also volunteers time as president of the Northern Interior Mining Group to further contacts between business and resource project decision-makers in northern BC.

One of the challenges of recruitment is identifying candidates equipped for the physical work of drilling. Traditionally, like most employers, candidates are assessed with a review of applications, telephone or screening interviews, and sometimes hired on the spot. However, Geotech's customers demand higher level employees possessed with safe work practices, an ability to solve workplace problems, and experience moving and supporting all-weather project work.

Demand for labour required Geotech go further afield, so we implemented an Applicant Process System (APS) to identify and prioritize candidates that met Geotech's basic requirements for work. APS has aided with candidate identification and those located closer to our operations in Vernon and Prince George. The result of APS has seen reduced waste in over processing, improved recruitment cycle times and better quality employees—all while the business has grown exponentially and HR resources remained unchanged.

Lisa Fuller, CHRP



HR consultant

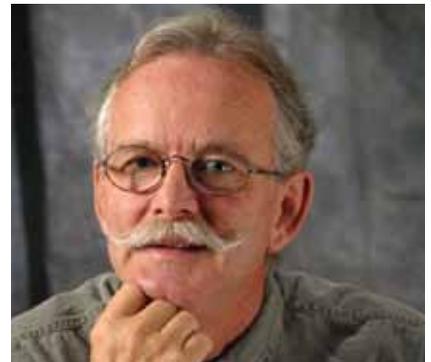
Lisa Fuller, CHRP, CCP is an HR consultant currently providing project management leadership to system improvements requiring significant change management. She has worked as a HR leader for large, complex organizations within the healthcare and gaming sectors, in both union and non-union environments. She believes in fostering strong relationships with all partners she works with and is committed to the growth of herself and her profession by being involved with BC HRMA and volunteering in her community.

HR has an opportunity to play a key role to support an environment of innovation in an organization. From my experience, when HR demonstrates ways to make things happen, rather than standing in the way, we gain credibility, add value and positively impact the organization.

Traditional or rigid HR policies in today's environment can become an obstacle for a business to move forward, try new things, and implement new approaches. It can also impede staff from performing their best as it takes a prescriptive approach by treating employees alike.

Although a rule-based policy approach can be seen as easier to manage or enforce, a principle-based approach supports both the business and employees. It allows flexibility by focusing on providing guidance and utilizing professional judgment and helps to foster an environment where HR looks for ways to say "yes" versus "no".

David R. Huck



managing director,
SigmaGroup

David R. Huck, MA has a passion for developing leaders. As the M.D. of SigmaGroup his area of expertise is in leadership development and human resource management. David tailors every program to suit his client's needs after extensive research into their unique requirements. David is in year two of Doctoral Psychology program (I/O) and has an MA in leadership. He is certified in several psychometric tools and is a member of the ICF, the APA and the Society for Human Resource Management.

Here is a small hiring innovation with big impact. a great CV, the criminal record check is clean, their references check out and the interview/s went swimmingly. What more can you do?

Take a walk with the potential candidate! Shake off the office, loosen the tie, and chat!

Use the office only to meet the candidate for initial formalities. A potential candidate interviewing for a managerial position is usually experiencing high levels of negative stress. A brisk walk to the local coffee house may be just the ticket to experience the genuine side of your candidate.

A great CV, clean records and brilliant references are critical, but compatibility with your organization and symbiotic personality traits are the "cherry on top of the cake". Take that stroll!

That is my nugget, a simple strategy to see the "real" person quickly, saving expense in what could otherwise be a potential termination process later.

"The difficulty lies not so much in developing new ideas as in escaping from old ones."
—John Maynard Keynes

on your organization

Marie Gonzales, CHRP



manager, HR Advisory Services
Douglas College

Marie Gonzales is manager, HR advisory services at Douglas College. A Certified Human Resources Professional with over 20 years of experience in both the private and public sectors in Canada and the United States, she loves working in an environment of passion and innovation and is focused on the essential levers of individual and organizational productivity and success. Marie is also a member of the BC HRMA Greater Vancouver Advisory Council.

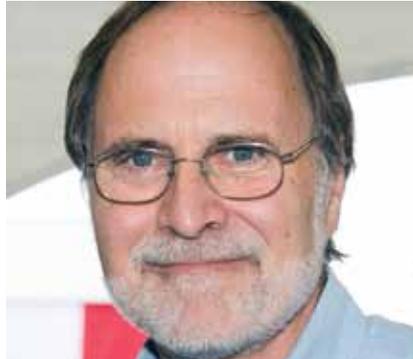
What if while on a project you ask hundreds of employees in your organization for ideas and you get instantaneous responses? What if employees have the freedom to post random thoughts they want senior management to hear?

At Douglas College, a chat between HR and marketing brought about the use of an internal social network, a-la “Facebook”. From five employees, the network organically grew to almost 600 and is still growing. Senior management are now all on Yammer, sharing inspiring articles, addressing concerns, joining in on conversations.

Examples of groups created by employees are a “Shout-Outs” group where they can recognize peers, and a “craigslist” group called “Doug’s List”. New employees are invited to join Yammer and get a feel of Douglas College culture. Having an internal social network has enabled us to streamline communication and build connections.

“I finally have a face with the email address!” is a statement that has been reverberating since.

Barrett Horne



staff development consultant
Public Service Commission,
Yukon Government

As a consultant working with the staff development branch of the Yukon Government’s Public Service Commission, Barrett Horne’s focus is organizational development and facilitation with internal government clients. His passion is enabling leaders and organizations to discover their creative power, tap into their collective wisdom and make real progress toward the vision and goals that matter to them most. With an MA in philosophy and religious studies (1984) and an MA in organizational management and development (2007), Barrett’s passion and profession are co-joined.

Releasing a group’s collective wisdom is a powerful innovation that benefits all organizations. As to the how?

1. Pose a question and direct the participants to reflect silently *before* discussing. Encourage use of paper and pen to collect thoughts. Time can vary according to the gravity of subject; one to three minutes of silence is normal.
2. Invite participants to find a partner, preferably someone they know less well than others, and have them share their thoughts. Depending on the subject, four or five minutes is typically adequate. (If time allows, repeating this step can add value.)
3. NOW open the discussion to the whole group—and hear the ideas and perspectives which emerge from a rich stew of conversations.

In under 10 minutes, everyone has contributed. Introverts and extroverts learn from each other. Not rocket science, but it really works.

FIND HIRE RETAIN TALENT

HR E-RESOURCES TO TAP INTO IMMIGRANT TALENT

IEC-BC has created an Employer Tools and Resources E-Library that makes it easy for your HR team to find, hire and retain BC’s skilled immigrant talent. Access this growing suite of innovative and practical online tools today.

iecbc.ca/employer-resources

IEC_{BC}
IMMIGRANT
EMPLOYMENT
COUNCIL OF BC

Connecting employers
to immigrant talent

Evolving Corporate Philanthropy Engages Youngest Leaders

By Rocky Ozaki, CHRP

IT WASN'T LONG AGO THAT CORPORATE SOCIAL responsibility (CSR) began to make a measurable impact for organizations: procuring green products, leveraging carbon offsets, and supporting an annual campaign driven by a large, well-known charity had become the norm.

'Greenwashing' critics aside, there is no denying that well-intentioned corporate efforts have helped mitigate certain societal and environmental challenges. Moreover, the level of awareness has been raised across all industry and CSR has taken root in most corporate strategies.

Bring CSR New Meaning

While this should be celebrated, I believe that the CSR impetus is fading. There is a need to reenergize and refocus. While minimums are met and processes revisited for further efficiencies, CSR offers a far greater opportunity—to engage the emergent generations who will carry our organizations forward for decades to come.

Herein lies the opportunity to connect CSR more directly to our ever evolving organizational cultures. What smart CSR thinking requires are the energies to sustain ongoing innovation. One such opportunity emerges through more holistic corporate philanthropy that aligns to the values of Gen Y.

By 2020, Gen Y will make up 40 per cent of our workforce and, with the ongoing proliferation of technology, will become leaders at a younger age than any group preceding. Flexible work schedules, technology, personal connections and social and environmental issues resonate with this demographic; there is also an expectation that employers will encourage and support their efforts and involvements.

Given the milieu into which the Millennials are emerging, there is no better time for organizations to revisit their current employee value proposition—with a new mindset linking it to CSR.

'Y' Rethinking Corporate Giving Matters

By focusing corporate philanthropy on the values of Gen Y, businesses can resurrect their CSR while simultaneously reconnecting with their workforce.

This is neither onerous nor idealistic, as most organizations are already aligned with charitable efforts. Most often, the charities are CEO-selected or simply those that ask most ardently. While this works well enough, neither path leverages the internal potential to both give and receive to greater effect.

The CSR opportunity lies in empowering employees to align organizational giving with individual passions and charitable

commitments. Personal choice of charity (complemented by employee matching) provides a unique means of adding value to both corporate reputation and employee engagement.

While employee matching is not necessarily innovative, it certainly isn't mainstream. Only 10 per cent of Canadian businesses currently have an employee matching program.

Give Choice: Think Local and Personal

While the mainstream meme of giving remains strong, there is a growing movement towards supporting local community causes with even stronger personal connections.

A more holistic, ongoing commitment to corporate matching could emerge from any number of innovative directions:

- What if a percentage of bonus payments went into the employee's charitable fund?
- What if managers or peers could put money into that fund to thank them for great work?
- What if you matched the employee's hourly wage for all the volunteer hours they commit to, and put it towards their charity of choice?

Herein lies a victory for charities doing great work that an organization may otherwise not have supported, as well for employee engagement. Strategically, an organization that communicates its vision well should benefit from employees also donating to causes aligned with stakeholders expectations.

I've heard of a company that charges \$1/minute late fee for meetings, matches the funds raised by the tardy and directs it all to the individuals charities of choice. As with all aspects of a sustainable CSR program, entrenching a culture of "giving"

relies on frequent touch points and the occasional fun initiative.

While all of the above certainly appeals on a fundamental level, it also inspires immediate questions of practicality in application. From the administration of the donations, to collecting tax receipts, and cascading the program to every employee across a city, province or even country, much of the above might sound unrealistic.

Explore Innovative Solutions

This is where the technological innovation enters the equation—an arena in which the Millennials thrive and the rest of us can learn something new everyday.

About a year ago, I stumbled upon an online platform, Chimp.net (think CHaritable IMPact), while considering my

"giving organizations foster giving environments"

consulting company's CSR plan and it inspired both this article and a great deal since.

What Chimp.net offers is the ability to translate all of the preceding into reality. While it makes corporate matching simple, it also supports giving groups, provides financial information for all 85,000 charities across Canada and manages tax receipts for every employee. Most importantly, a monkey could likely figure it out—the user-friendly experience makes it accessible to all generations.

Regardless, the youngest generations are our early adopters and biggest supporters of innovation and technology. Here lies the reciprocal leverage to build enthusiasm and engagement alike—the very least a spirited lunch and learn discussion opportunity.

Attract Talent That Cares

Whether you leverage such technologies or not, rethinking corporate giving programs will undoubtedly attract talent to your organization, particularly Millennials who want to be aligned to innovative, caring organizations; it also stands to engage existing employees of all generations.

If you define employee engagement as the emotional commitment the employee has to the organization and its goals, most employees, regardless of generational demographics, should show increased engagement.

Who wouldn't be more connected to a company that contributes to their personal giving habits? The spirit of charity resides within us all; acting on this instinct can provide deeper meaning in our lives and organizations alike.

Imagine the Difference

As I write this article, I witness the devastation of typhoon Haiyan in the Philippines. I once worked for an organization that employed hundreds of Filipino-Canadians and can only image how grateful they would be to the company, and supporting colleagues, if an employee matching program was in place to assist their extended families.

Moreover, I realize I am by no means alone. Such experiences

confront us all in our interconnected era. Imagine being able to make a difference just by thinking differently about CSR?

The employees would feel more connected, the organization wins on a corporate reputation front, and most importantly, a noble charitable cause, fundraising campaign, or a tragic social or environmental event, would be supported by those blessed with the resources to help.

Create a Caring Culture

Finally, consider that giving organizations foster giving environments. Organizations that commit to bringing new meaning to CSR also create and redefine a culture of caring that goes beyond philanthropy or volunteerism—and speaks directly to potential productivity and engagement. The essence of such a culture encourages people to become more generous with their time, focus, viewpoints and teamwork.

An authentic giving organization will yield powerful cultural victories internally and externally, both adding previously unconsidered options to its employee value proposition and enhancing its broader identity.

Go Beyond Group Giving

Obviously, reenergizing a commitment to CSR and employee engagement involves going beyond the normal process of corporate charitable giving.

However, just for the moment, think freely, and consider your most basic human response to answer a simple question. Is personalized charitable giving a genuine driver of happiness and purpose? Does making a difference make a difference?

Try it. What's the downside of encouraging personal, social impact through corporate philanthropy that is already in the budget? 

Rocky Ozaki, CHRP is a senior HR leader who has also led CSR at four diverse organizations over the last 16-years.

“think
Charitable IMPact”

Five Steps To Give CSR New Meaning

1. Inventory your annual corporate giving habits (when, how much, which causes) and reflect on whether your philanthropy is engaging your employees.
2. Create a cross-functional team to champion corporate philanthropy ideas that are focused on employee charitable giving and ideally includes a matching program and year-round initiatives.
3. Divert a large portion of your current charitable budget towards the ideas developed in point #2.
4. Develop a CSR communications strategy and leverage a technology solution such as Chimp.net.
5. Integrate your CSR program into employee engagement measurements.

Bundle up!

Connect with HR professionals and save big. Explore our electronic and print advertising packages today.

Learn more at
BCHRMA.org

CONTACT:
Ruth Lumsden
rlumsden@bchrma.org
604-868-0607



Meditation as a Pathway for Exceptional Leadership

By **Natalie Michael**, CHRP

John is a new executive coaching client who was just promoted to a CEO role. He believed that meditation was a key ingredient for his success because his primary goal was to stay calm and centered despite fluctuations in the balance sheet. The Board was putting a lot of pressure on him to grow the business fast so investors could sell the company and cash out.

John felt the pressure, experiencing some sleepless nights, and he didn't want this to continue. As part of his coaching plan he wanted to be held accountable to 10 minutes of meditation per day, something he hoped would help him at work and with his relationship with his wife (an avid meditator).

*Mark, a CFO, also discussed meditation. He recently read the book *Autobiography of a Yogi* by Paramahansa Yogananda, a book mentioned in the late Steve Jobs' autobiography written by Walter Isaacson. In Isaacson's book, Jobs credited his early training in Zen meditation as instrumental to his success when running Apple—this inspired Mark to give it a try.*

A Peaceful Business Revolution

These conversations are not happening in isolation. A peaceful revolution is occurring in business—with meditation being practiced at McKinsey & Co, Harvard Law School, INSEAD, global banks, Wharton, Google, lululemon and other top businesses and institutions.

The ability for a leader to find their center, de-stress, regulate emotions and to source authentic wisdom is what meditation delivers—and what leaders and companies want.

That said, the classic image of a monk atop a mountain sitting in lotus position, needs some modernization. Meditation takes a lot of different forms in today's social-media driven, hyper-busy world.

Being Mindful of the Art of Being

Many people include a range of mindfulness activities in the meditation bucket: including activities such as sitting still on a cushion and focusing on breath, yoga, eating that is completely focused on the sensations of the present moment, running, being in nature, and pretty much anything else that has them slow down

and savour the moment.

However, according to Osho, a world renowned meditation teacher, meditation can fundamentally be described as the art of being. It is finding space to be in the moment – not doing, concentrating, or thinking for just a few minutes. This being state and staying centered takes enormous practice.

To meditate effectively or to be mindful for that matter, a person must find their center, a place within that is silent, observing their thoughts as they come and go. This place is not an escape, but rather a new way of experiencing life—a way that is often described as a place with more clarity, vision, and awareness and the ability to see things from a new perspective.

From my experience, the awareness, watchfulness and calm that comes from meditation helps me to connect with my central core—that part of me that cannot be disturbed by challenging circumstances and emotionally charged situations. It's a way to reset and let go of stress.

Meditation and Exceptional Leadership

If meditation sounds far out, its proponents insist it produces very tangible workplace benefits and is closely linked with exceptional leadership. There is growing research from the fields of adult development, neuro-science, psychology, and business suggesting that meditation and exceptional leadership often go hand in hand.

"It is finding space to be in the moment"

Suzanne Cook Greater, PHD, is internationally known as the leading expert on how adults develop and self-actualize, and she is one of the biggest inspirations to my own career. I had the pleasure of taking a workshop from her on adult development and the opportunity to read her PHD thesis from Harvard, *Postautonomous Ego*

Development (1999), a landmark study in the characteristics and assessment of highly developed and influential individuals and leaders.

Through her research, Greater shows that a person's level of personal maturity and self-awareness are positively correlated to the quality of their relationships, and their approach to leadership. Her 40 years of research provides evidence that top level leaders have qualities that we often associate with spiritual leaders. That is, they are mindful, insightful, holistic, connected, and calm. Meditation is a tool they often use to gain this level of self-awareness and being state.

Other researchers such as Ken Wilbur, the founder of Integral Theory, and Robert Kegan, author of *The Evolving Self and Immunity to Change*, have drawn similar conclusions from their original research.

Mastering Synergist Leadership

The recent book *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change* by Bill Joiner and Stephen Josephs claims that approximately one per cent of leaders operate at this exceptional level—a level they call synergist leadership.

Synergist leaders are mindful, meaning they have the ability to be present in the direct experience of the moment. This present moment awareness facilitates connection and relationships with others, especially during challenging conversations or circumstances. They are also adaptable, and able to adjust their style depending on what the situation and person they are interacting with requires, and they are able to create relationships that are truly based on mutual interests, often requiring empathetic responses and a holistic orientation. In some of their videos promoting the book, the authors advocate for meditation as a valuable tool for leaders. Ultimately, how can you be effective at managing and leading others if you are not able to manage yourself?

Breaking Reactive Behavioural Patterns

Although there are many pathways to becoming more mature, self aware, and

effective as a leader, meditation is one of the primary pathways for doing so. When leaders meditate they become the “watcher” of their own thought patterns and habits, which in turn increases their self-awareness and allows them to break reactive behavioural patterns—one of the most important ingredients for exceptional leadership.

Meditation has also been shown to calm the flight or fight response that gets triggered by external circumstances, ultimately calming the body and mind. This is important for leadership because when the body is stressed or tense it is more difficult for new insights to enter, and it dampens creativity and innovation. Is it any wonder Steve Jobs was such a fan?

Activate Whole-Brain Thinking to Heal

There is also recent scientific evidence that demonstrates that meditation is associated with hemispheric synchronization in the brain, and that it may be one way to activate whole-brain activity and improve problem solving. That is, it helps individuals to synthesize the experience of feeling awareness with rational thought.

Lastly, there are many books and anecdotal stories about the power of meditation to heal past wounds. Through meditation people can connect with themselves and see how pain from the past still may be impacting them in the present. It can help them to find their authentic voice and values without the interference of their inner critic or past conditioning which may still linger but not serve them.

As a leader, it is difficult to be principled, values based, and authentic without this level of emotional maturity and awareness.

Innovative Companies Promote Meditation

If meditation can offer greater perspective, clarity, intuition, self awareness, and emotional regulation, why is not a staple component of leadership programs? Well, it seems that it is for innovative companies.

Google is recognized as one of the most innovative companies in the world and they have been offering meditation and mindfulness programs for about four years. Their signature program is a seven week course cleverly titled, “Search Inside Yourself.” There are three components to it which all fit well with the business agenda: train your attention, develop self-knowledge and self-mastery, and create useful mental habits.

You might expect that the tech crowd would mock it, but according to a recent article in the *LA Times*, there is a 500 employee waiting list. Due to the program’s success Google has since created meditation spaces around its campuses.

Also, the Drucker School of Management now teaches meditation in a course called “The Executive Mind” taught by professor Jeremy Hunter. This program is a little different from a typical MBA class. Instead of spreadsheets and strategy, there is a brass singing bowl and leather-wrapped mallet.

Hunter says, “Stress reduction is important, but the real value of meditation comes in the ability to step out of whatever reaction you’re having—which is usually habitual or automatic—so you can do something different.” When this happens there are benefits individuals, for teams, customer relationships, and companies.

Locally, Lululemon has a yoga studio at their company headquarters and pays for employees to take yoga classes which have a meditative component and build mindfulness. Of course, this benefit is on brand, yet it is also personally and strategically valuable to the business.

Meditating on Business Futures

As an HR professional pondering the future of our industry I can’t help but think that meditation and mindfulness practices will be as common in the near future as coaching has become in today’s business world.

Imagine all the different ways 10 minutes of meditation could benefit organizations: a tool for overcoming resistance to change, team building and bonding, stress reduction, claims management, personal effectiveness and leadership.

If you are not yet being mindful in your own life and interactions, I challenge you to take five minutes a day to look inward. Not only is it good for your health, it may put you at the forefront of “innovative” practices in human resources. **P**

Natalie Michael, CHRP is a succession management consultant and executive coach with The Karmichael Group in Vancouver.

BC Association of Clinical Counsellors **BCACC** Enhancing Mental Health All Across Our Province

RCCs Are Helping Stressed Employees Get Their Lives Back



Registered Clinical Counsellors (RCCs) are your best ally in improving employee health and productivity at a fair rate.

The BC Association of Clinical Counsellors represents over 2700 highly trained and accountable therapists, dedicated to providing the highest standard of professional counselling services.

Call us at 1-800-909-6303
or visit us at www.bc-counsellors.org



Looking Beyond the Backyard

By CCHRA

INNOVATION IS NOT ALWAYS BASED ON A BRAND NEW IDEA; IT CAN ALSO be the application of an established idea in a new context or territory. Globalization means a more diverse Canadian workplace and more employers needing to “import” workers from other parts of the country or internationally.

Innovation Key to World-Sourcing

It also means emerging markets and more Canadian companies with operations outside of the country. Increasingly, Canadian HR managers are being called upon to provide advice, direction and plans for people management beyond provincial or national borders. According to a study done last year by Deloitte and Touche, “Canada’s ability to fuel the economic drivers in the decades ahead depends on the strategic involvement of human resources professionals in world-sourcing.” This requires an innovative mindset, assessing the best HR practices from around the world, and applying them in the best interests of businesses here at home.

The Canadian Council of Human Resources Associations (CCHRA), particularly its chair and executive director, travel and network across the country and around the world to bring home contacts and learnings from international HR experts. In 2013 alone, CCHRA attended and/or presented at HR conferences in Manitoba, Ontario, Chicago (Society of Human Resource Management), Mexico City (North American Human Resource Management Associations), Manchester (Chartered Institute of Personnel and Development) and Florida (Institute for Credentialing Excellence).

Diversity of Knowledge and Experience

“I’ve been very fortunate this past year to meet so many people, from such diverse backgrounds, knowledge and experience,” says Sharon Lee, executive director, CCHRA. “Comparing notes, we can evaluate our performance against international standards and discuss various solutions to shared challenges.”

For instance, in Mexico City, Jorge Jauregui, president of North American Human Resource Management Associations (NAHRMA), updated conference attendees on long-awaited labour law reforms.

“Dec. 1, 2012, was a historic day in Mexico as long-awaited labor law reforms took effect and a new president of Mexico was inaugurated,” said Jauregui. More than 100 labour regulations were modified for the first time in more than 40 years. The primary purpose of these reforms is to promote job creation and to attempt to regulate labour relationships that arise informally.

HR Impacts Bigger Picture

Jauregui related how NAHRMA actively participated in the national discussions in Mexico to create a significant reform of its Federal Labour Law, which had been untouched since 1970. The NAHRMA board appealed to Mexico’s Minister of Labour last year to participate in closed-door meetings in Mexico City with government officials and other stakeholders.

As representatives of the HR community, NAHRMA had direct

input into this significant new legislation that will affect businesses and workers in Mexico for years to come. “HR professionals for Canadian companies operating in Mexico will need to be fully apprised of these new labour regulations and advise their business leaders accordingly,” says Lee.

Global Mobility Requires Attention to Detail

As Canadian companies look further afield to secure new markets and business opportunities, they are also looking across the nation and around the world to recruit the necessary talent.

“Global mobility is one of the fastest growing areas of HR,” Charlene Kiszczak, global mobility process improvement specialist at Talisman Energy told *Canadian HR Reporter*.

Relocations can be very complex, involving immigration, tax considerations and the transfer of professional credentials, as well as all aspects of helping relocated employees and their families cope and succeed in their new environment. For Canadian companies operating internationally, this may involve moving Canadians to operations in other countries, as well as recruiting internationally to bring employees to Canada. Even moving employees within the country can be a large undertaking.

CCHRA is doing all it can to ensure our members are prepared for these challenges and opportunities by ensuring the CHRP designation remains credible, valuable and recognized. “Attendance at the annual Institute for Credentialing Excellence (ICE) conference is a key component of ensuring our credentialing process is valid,” says Lee.

CCHRA’s exam coordinator Doug Smith attended many of the workshops and presentations at the 2013 conference in November. “It was my first time at the ICE conference, so I found it very informative and insightful. It also confirmed for me that the credentialing process for the CHRP designation conforms to the highest industry standards,” said Smith.

Four Innovative Strategies

The ICE conference also featured keynote Soren Kaplan, the author of the award-winning book, *Leapfrogging*, and founder of InnovationPoint. Kaplan outlined four strategies through innovation: rethink your role, create new learning modules, expand your offerings and disrupt yourself.

This last strategy involves “bringing the outside in”—outside talent, ideas and experts—and giving the people inside the company the opportunities to explore, experiment and test innovations.

That’s what CCHRA sees as part of its mandate: collecting ideas from all of our regions and abroad and sharing them with member associations across the country—as well as implementing new trends into the CHRP credentialing process and contributing to the success of all Canadian HR professionals. **▶**

Sharon Lee is executive director of the Canadian Council of Human Resources Associations (www.chrp.ca).

To Pay or Not to Pay: Internships and Practicums

By Ryan Copeland

WHILE IT IS SAID THAT ANY PRESS IS GOOD PRESS, THE TRUTH probably depends on your perspective. One thing for certain is that Vancouver's HootSuite definitely received some media attention regarding allegations that its internships were in breach of the *Employment Standard Act*.

The story got a lot of people thinking about employee training programs in BC. So what's the deal?

Work: A Matter of Definition

The BC government has weighed in on the legal treatment of employer training programs in this province. Relying on the definitions of "work" and "employee" in the *Act*, the government has determined that the *Act* does not apply to persons working pursuant to a practicum, but that anyone performing "work" for an employer through an internship is entitled to the employment standards protections.

To understand the distinction, we have to first review the definitions of "work" and "employee" in the *Act*. "Work" includes labour or services an employee performs for an employer. Clearly, that definition is quite broad, and could include services of a person engaged in a practicum or internship. The answer to our problem lies in the definition of "employee", which includes:

- a person receiving or entitled to wages for work performed for another;
- a person an employer allows, directly or indirectly, to perform work normally performed by an employee; and
- a person being trained by an employer for the employer's business.

Why a Practicum Differs

A "practicum" is not work because it is fundamentally about obtaining training for a specific educational program. A practicum is just one step in a formal education process that is designed to

provide students with supervised practical application of the theory or skills taught in their program.

Indeed, this "hands on" training is often a requirement of the curriculum, and leads to a certificate, diploma, or degree from a post-secondary institution. To put this within the context of the above definitions, the purpose of the practicum is not directed at training a person "for the employer's business", nor is a person in a practicum performing work "for another". Rather, a true practicum is really about the education of the participants, meaning it is more accurate to say they are working for their own formal education than for a particular employer.

Internships Demand Dollars

An internship is on-the-job training offered by an employer to provide a person with practical experience; in that sense, it has clear parallels to a practicum. That being said, an internship is different because it is typically offered to persons who have already completed their diploma or degree and are now seeking employment out in the "real world". Put differently, when such people complete their internship, they are looking to graduate to full-time employee status, not graduate from a particular post-secondary program.

To be fair, internships are often beneficial for the intern. After all, the intern gets much needed job experience and may not have had such an opportunity if it was a paid position.

On the flipside, if employment standards did not apply, interns would be particularly vulnerable to potential exploitation. At the end of the day, the decision to allow or prohibit unpaid internships is a government policy decision, and, for now at least, our government has drawn a clear line in the sand. 📌

Ryan Copeland is an associate with Roper Greyell LLP, a firm focused on partnering with companies to find solutions to workplace legal issues.



Choosing to prepare for the NKE exam without a Canadian HR Press Study Guide means you:

- Would be well advised to bring your Lucky Looney to the exam
- Are in no hurry to get your national HR designation
- Enjoy reading HR text books
- Didn't know that buyers of Canadian HR Press exam prep products consistently achieve the highest marks in Canada

Make the right choice for your career - invest in a learning resource from Canadian HR Press, Canada's premier provider of HR certification training.

We are the only supplier of hard copy study guides specifically designed for the NKE exam. We are recognized across Canada by HR Associations and academic institutions. Join thousands of satisfied CHRPs - purchase your Study Package today!

 CANADIAN
HR PRESS
earning through learning

Toll-Free: 1-866-607-0876
www.canadianhrpress.ca



HR:

The Innovation Driver

By Anya Levykh

CALLING ALL LEADERS OF INNOVATION—PLEASE REPORT TO HR. While innovation has been a long-time buzz word for business, never before has it been quite so closely linked to human resources. The ascended role of HR as a primary driver of innovation reflects a paradigm shift that has occurred in the last 10 years. Whereas the individual was previously seen as the driver of innovation, he is now more of an interactive link that helps forge the chain-reaction of innovation that organizations are desperately seeking in their quest to bridge the gap.

What, however, is an innovation gap? Dr. David Weiss, president and CEO of Weiss International, Ltd., and author of several books on leadership and innovation, including *Innovation Intelligence: The Art and Practice of Leading Sustainable Innovation in Your Organization*, has conducted extensive research on this topic. “There is a significant gap that exists in most workforces, where 80 per cent of leaders say that innovation is important, but only about 30 per cent are satisfied with their results” says Weiss. “That difference is called an innovation gap.”

Innovative Intelligence For All

One of the biggest challenges facing organizations in their quest for innovation is the very nature of the issues with which they must deal.

“In the past, leaders faced complicated problems that needed to be broken down, and precision was essential to the thinking

process,” explains Weiss. The approach to solving those types of problems was built on the knowledge and experience that people had accumulated: a decidedly left-brained approach. Weiss calls this analytical intelligence, and acknowledges its success over the whole of the last century—as well as its limitations.



Dr David Weiss

Today, however, organizations are dealing with issues that are more ambiguous in nature, with variable factors and uncertain outcomes. Not having established best practices and precedents on this new playing field means a new way of thinking and problem-solving is required—what Weiss calls innovative intelligence. “Innovative intelligence is really the human cognitive ability to gain insight into problems or opportunities and then discover new or unforeseen implementable solutions.”

Finding innovative leaders, however, is not the solution. “For many years, we made the mistake of thinking that the way to overcome that innovation gap was to find and develop leaders so that they themselves would be more innovative and have greater skill in demonstrating innovative intelligence,” explains Weiss. “However, most people have developed their cognitive abilities over a 30, 40 or 50-year period, so even with a few training courses here and there, they’re not going to be able to radically rewire their cognitive process—to be able to think differently and demonstrate their innovative intelligence—if they’ve always been thinking and working based on the knowledge and experience that they’ve developed.”

What's needed, according to Weiss, are leaders of innovation, rather than innovative leaders. "It's no longer the requirement for leaders to be the ones who generate the innovative idea. Rather, they have to be able to draw out the innovative intelligence from their employees and teams—and diverse teams—to know an innovative idea when they see it, and to combine ideas in different ways, so that they gain insight and discover innovative solutions to complex problems."

Driving Change at Coast Capital Savings

Jay-Ann Fordy, CHRP, chief transformation officer (former chief HR officer) at Coast Capital Savings, went through such an experience two years ago. A major project to implement a new banking



Jay-Ann Fordy, CHRP

system needed a new leader and the project—which was behind schedule and off the rails—fell to Fordy.

"There was a small team of people who were going off and doing their own thing with a governance structure that didn't work, which created a lot of confusion and chaos," explains Fordy. "The board and CEO took a step back and brought in an independent person to review the situation, and take it in a different direction." By that time, however, a high level of skepticism had been generated. "No one trusted

that this could be done and people joked and asked how an HR person got to be in charge of a banking system implementation, and I would reply that I thought I was the last person standing," she says with a laugh.

Fordy, however, did not assume that she would be the lone ranger pulling the project out of the fire. "Here I was in charge of a huge technological initiative in banking, and my expertise is not in banking, it's in people. And now I was in charge of the biggest system change the organization has ever been through, in an area that I knew nothing about. Having HR in my background helped me recognize that I never would be an expert in this area, but I needed to find the people who were, and I needed to build relationships with them, and figure out how we were going to work together to drive this through to the finish line."

Fordy went on to create systems to get things back on track. "It really starts with the board and CEO. There was a lot of work done on [the technical side of] implementing a new banking system, but some of the strategic thinking, how you galvanize the organization, and deliver the right culture to be able to deliver on how to make communications more open, and how you problem-solve, none of that was inherent in the system," says Fordy. "Clarity in what you're trying to accomplish at the most strategic level of the organization is important in terms of how then you apply strategic leadership into any major initiative or program to effect change across the organization. Without that mandate from the head of the organization, it can't happen."

Building Teams of Shared Vision

Fordy credits her CEO and board with understanding what needed to be done and embracing it. "The whole organization rallied around this. We had a team that was feeling kind of beaten down and left to hang out to dry because the program wasn't successful and they weren't getting the results that they could have. I needed to rebuild the team, get people moving in the same direction. It's about helping people understand the framework in which you make decisions, getting clear on roles and responsibilities, and making sure people are being held accountable, as well as rewarded and recognized. I also had to find the right people, as I had a talent gap, but that is an HR skill, finding the right skill set for any position."

Not all leaders are good at finding talent, and "not all leaders are confident in their ability when they hire someone who is smarter than them to let that person make the decisions," says Fordy. "You need to look at the talent and skills that are required and available, to get the right people on the team, and then the priorities that you need to assign. Building those capabilities and capacities within any sort of team that you form to drive change in the organization is critical, as is getting the right balance between the technical and the people skill sets."

"The next thing you need is to build the trust, commitment and confidence of the team. You need to be able to help them see the big picture and a long-term vision of where you're going. You need to wade through the concerns and challenges, and the fear of not meeting that vision. It means taking a strategic approach, but taking baby steps to build confidence, trust and a sense of shared ownership. Organizations need to create a culture that allows people to feel free about bringing issues forward and suggesting solutions to those problems. That builds momentum, confidence and solutions moving forward."

Cross-Collaboration Without Fear at CRD

Sarah Hood, CHRP, manager, workforce development and strategies with the Capital Regional District (CRD), knows something about overcoming fear and creating open communication. An employee survey done at CRD more than five years ago revealed a very high level of dissatisfaction among staff for management and the corporate culture.

"We developed iLead at in response to the need for a change in the culture," says Hood. "It was a major shift to move away from that traditional, silo-oriented model, with very individual departments doing their own thing, because CRD is a very diverse organization. We have over 500 employees and over 400 job descriptions. We do everything from arts funding and waste water treatment, to running housing units and landfills. How to bring all of that into a sense



Sarah Hood, CHRP

of one common organization was the challenge we were facing.”

CRD collaborated with Royal Roads University to develop iLead, an intensive, long-term program designed to develop innovation intelligence. “We [as an organization] were mainly very linear-logical thinkers,” explains Hood, “and part of the iLead program was to learn to understand that there are people who are visual learners or emotional learners, and that there is an emotional side to change. So, it’s learning how to appreciate both left- and right-brain thinking.”

The program consisted of a half-day introduction, followed a month later by five intensive days at the Royal Roads campus, and then a two-day follow-up six weeks after completion. “The design of the program was spread out over about four months,” Hood explains, “so that people had that thought of leadership uppermost in their minds and had the ability to reflect. Innovation comes from having that experience and being able to reflect and apply what you’ve learned, and then go back and reflect again. That’s the adult learning cycle, in that we’re reflective

learners. The whole point of innovation is being able to learn from your experiences and the program was designed to encourage people to do that.”

“build the trust,
commitment and
confidence of
the team”

Innovation in the Mix

Such programs tend to be offered in a top-down approach, with senior executives getting first dibs, followed by managers and supervisors. CRD decided to take a slightly different approach. “We didn’t start at the top and work our way down,” says Hood. “Instead, we did mixed-level groups, in cohorts of 25 people, and even within those mixed level groups, those

25 people worked within smaller groups of five, which were also mixed-level. This was a very safe place for senior managers to be open to participation and actually see the different contributions of different people at multiple levels and places in the organization. And that was huge; it was the biggest benefit of the program, in that it opened the eyes of all of our managers to the smart, talented, and committed people in this organization—people they likely wouldn’t have even talked to if it weren’t for this program.”

Diversity of thought is a key component to a culture of innovation. “Because of our experiences with the power of those cross-organizational, multi-level teams in the iLead program, it seems obvious to us now that when we encounter new issues, we should create a cross-level multi-organizational team to deal with it,” says Hood. “So, instead of just having the accounting group, for instance, look at our charging systems, we would have a diverse group of people from all over the organization looking at this. I don’t think our culture would have valued that diversity before, but now it just seems like the natural thing to do.”

9th Annual Western Canada

LABOUR AND EMPLOYEE RELATIONS FORUM

January 27 – 28, 2014 | Four Seasons Hotel | Vancouver, BC

EARN
CPD
HOURS

POST CONFERENCE WORKSHOP | JANUARY 29, 2014

Best Practices in Handling Grievances and Conducting Investigations

Topics include:

- Overview and Lessons Learned from Leading Arbitration and Labour Board Cases in Western Canada
- Best Practices in Designing, Implementing and Executing Effective Workplace Policies
- Overview of New OHS Policies on Workplace Bullying and Harassment
- Update from WorkSafeBC on Coverage for Mental Disorders Since Bill 14
- Emerging Human Rights Issues – Interpretation and Implications of Recent Decisions and Current Cases

- Alcohol and Drug Testing - Legal Developments and Ramifications for Unions and Employers
- Best Practices, New Methods and Trends in Accommodation



www.insightinfo.com/LERF2014

Save 10% – Promo Code: PT939

An ALM Event

insIGHT

Emotional Intelligence is Fundamental

So analytical and innovative intelligence are both in play, but there is still a key component that is missing, what Weiss calls “the third intelligence”—emotional intelligence.

“It’s about having people become more effective at thinking about the way they think,” clarifies Weiss. “The person who demonstrates emotional intelligence is the person who has persistence and humility at the same time, who is able to stick with something and drive it, even if it’s not their answer.”

“Emotional intelligence requires employees to be aware of their own emotional response to various issues, to be sensitive to others and to know how to interact differently. Those characteristics are essential to draw out ideas from teams that would normally not work together. It means not being afraid of the notion of not having the answer, but rather feeling comfortable saying, ‘This is one thing we don’t have the answer to at this point, let’s work on it together, and see if we can gain some discoveries, and think of this in an innovative way.’”

Humility Sustains Strong Leadership

“So, that ability to go between what you know and what you don’t know, and feel comfortable doing it, and being sensitive to diverse views, and not to lose out on insights because of diversity, but rather to leverage it, is a fundamental building block for the ability of organizations to demonstrate greater innovation intelligence and find more effective innovative solutions.

“the concept must operate on auto-pilot”

It requires an emotional maturity from the individual, an emotional self-confidence to make those changes effectively,” says Weiss.

Fordy holds a similar philosophy. “It wasn’t about me standing up and saying ‘I did it.’ It was about everyone else standing

up and saying, ‘We did it.’ As a leader, you want to be the one who people point to when things go bad, but when things go well, you should be the last person who receives the accolades. It’s the team and the organization that drove it over the finish line,” says Ford. “And being okay to drive change through influence is important. I had leaders who were hung up on themselves a little bit at the beginning, and by the end of [the project] they were using their own sense of leadership and humour to drive the team. They learned how to be humble, how to listen to their folks, they learned how to speak on their level, so there was huge leadership improvement that came out of that.”

Multi-Level Empowerment at Kal Tire

In order to foster a true culture of innovation and make it pervasive throughout an organization, the concept must operate on auto-pilot. That can come through many different approaches, including employee development.

Marlene Higgins, CHRP, director of human resources for Kal Tire, runs the



KEEP AHEAD OF THE CURVE

More than ever, the world needs high-performing leaders who are ready to face increasing complexity and change, while keeping their organizations ahead of the curve. At The Banff Centre, we inspire leaders to make a meaningful difference for their organizations, their communities – and themselves.

Learn more about our 2014 programs
1.800.590.9799
Banffcentre.ca/leadership



The Banff Centre
inspiring creativity

.....

HRMA CONFERENCE + TRADESHOW 2014

.....



Change Starts Here.



.....

BCHRMA.ORG/CONF2014

APRIL 15-16, 2014

VANCOUVER, BC

organization's global HR program, which operates in over 20 different countries. Kal Tire created a "pay-for-knowledge" strategy that encourages employees at all levels to develop their skills and knowledge.

"We wanted to incentivize people to learn," says Higgins. "So, if you can demonstrate your learning, and consistently show competence, we will increase your rate of pay. The more you learn, the more you get paid. And, we don't wait for an annual performance review. We do it as it happens. So we built a curriculum for the entire organization, starting with someone just entering the store all the way to senior management. At every step along the way, we look and ask, 'are you developing skills, are you a team leader, can you transfer your skills over to someone else?' Our employees control the speed of their salary increase by their abilities and knowledge. We tie the wage increases to measurable indicators, so the higher their proficiency levels, the higher their wage rate. Our goal is to pay everyone top dollar in our wage progression, because, with this system, that means that if everyone is paid at 100 per cent, then everyone is performing at

100 per cent. That's where our high service reputation comes from—we work hard to make sure our staff is skilled."



Marlene Higgins, CHRP

Fordy agrees and looks back with fondness on one result of the intense, two-year-long project. "At the end of the day, I couldn't have stopped the ball from rolling. If I had stood up before them and said that we were going to push back the date, they would have all said, 'Are you crazy? We're moving forward, this is happening, we're not slowing down.'

"So, it started with a lot of leadership, a lot of pushing to make them see that they

could accomplish things, and rewarding and recognizing them for those accomplishments, but, as we reached the end of the program, I never had to ask anyone to give any more time, I never had to ask anyone to work harder."

HR's Choice: Driver or Obstacle?

That HR can and does serve as a primary innovation driver does not, however, mean the road ahead is always clear of obstacles.

"There are many practices that actually make innovation more difficult in an organization," explains Weiss. "The most obvious one is budgeting. If the organization's budget process means the only time you can get money is on the annual fiscal cycle, what would be the incentive for people to generate innovation during the year, if, in fact, there are no allocated resources to support it? So, organizations have now put aside money to support innovations throughout the year to remove that obstacle."

"Human resources also has many important policies and procedures that, in some cases, could make innovation more difficult. For example, if it has more rigid

HR metrics SERVICE™

Stop guessing how everyone else is doing and join Canada's leading HR benchmarking service today!

Join the 100+ organizations already participating!

OWNED AND OPERATED BY:



join@hrmetricsservice.org | 1-855-323-6530 | hrmetricsservice.org

job descriptions, if it has performance management practices that are limiting the ability of people to collaborate cross-functionally, if the various rewards and mechanisms are all driven around individual performance, rather than including within those mechanisms recognition for teams and diverse collaborations, then what will happen is that HR will inadvertently make it more difficult to foster a culture of innovation.”

Weiss advises human resources leaders take their own practices and procedures into account, to make sure that they are not making innovation more difficult. “They should be looking at how to make innovation easier. And when they get good at that, they can look at practices in other areas, like finance, communications, real estate, etc., to see where they might be able to influence the evolution of practices.”

Fordy offers the last word: “Once you set the right foundation, you can create a culture that can execute anything.”

Anya Levykh is a freelance writer and managing editor for CGA Magazine.

The Three Cs of Innovation

Dr. David Weiss categorizes the three types of intelligence needed for true innovation and offers five ways that HR can drive innovation in their organizations. “The ‘C’ of analytical intelligence is the area of competence, the knowledge and experience that the individual has built up. The ‘C’ of innovative intelligence is curiosity; and to go from competence to curiosity is not easy. In fact, we found that the more competent someone is, the less curious they are, because many believe they ‘already know.’ And, the ‘C’ of emotional intelligence is courage—the emotional maturity to move between competence and curiosity. When you combine these, then you’re building some capacity in the organization and creating a foundational piece that can facilitate the generation of good insights and the discovery of innovative solutions.”

Five Ways HR Can Drive Innovation:

1. Build capability for diverse teams to work together on innovation.
2. Focus on finding and building leaders of innovation, rather than innovative leaders.
3. Be a driver of a culture of innovation so that it becomes ubiquitous throughout the organization.
4. Drive change management of effective, implementable solutions, so that innovation gains credibility.
5. Look within to ensure that there aren’t internal factors that are inadvertently making innovation more difficult.



BC Human Resources Management Association

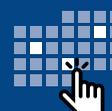
You invest in your people every day.
Don't forget to invest in *yourself*.

Gain knowledge from our experts in the field while learning beside your HR peers. Across all regions and venues, BC HRMA provides the expertise you need (*without having to read a stack of books!*)

PROFESSIONAL DEVELOPMENT — KNOWLEDGE YOU USE



For dates, times and locations visit www.bchrma.org/calendar



Enhancing Employee Commitment: One Size Does Not Fit All

By Adam DiPaula, Mary Bacica and Julie Winram

Another company retreat with the standard elements. There's the obligatory 'friendly competition' where co-workers divide into teams and cooperate to reach a common goal, the 'make yourself vulnerable session' where co-workers share some embarrassing moment from their past, the long 'our vision' session, and even the 'team walk' in the woods. This all costs about \$20,000 and HR is expecting a big bump in employee morale.

And HR does get some wins. But not everyone emerges with a renewed sense of purpose. Denise appreciates the company's effort, but feels that she really didn't get a chance to share her point of view. Dave thinks that the retreat is an insincere company ploy to make employees feel like the company actually wants their input. Dolores enjoys the time away from the office and thinks that the pastries and lunch buffet were a big step up from last year.

A More Varied View of Investment

All employers know that their workforce consists of employees who differ in their level of commitment to the organization. In trying to promote a unified corporate vision, employers tend to rely on a one-size-fits-all approach; they tend to make the same kind of investment in each employee, regardless of that employee's current level of engagement with, or commitment to, the organization.

This is done for for one of two reasons: organizations either want to keep a level playing field so that everyone feels treated fairly or they already know that commitment among employees is triggered by different incentives, conditions and opportunities. However, they assume it's not practical to develop a HR management system tailored to providing employees what they need to enhance their commitment.

Furthermore, managers often assume that the same degree of investment should be made in each employee in an attempt to increase their commitment. However, what if you were able to identify those employees that were highly unlikely to be moved by any investment—and frankly didn't deserve it?

In this article, we present a model that helps managers understand what drives commitment, but also helps them engage in selective retention—identifying and acting on what triggers commitment among employees worth keeping, and shedding employees who are not.

Along with providing a full suite of employee engagement research services, Sentis brings a consultative and action-oriented set of recommendations to each and every study. We look deeper, make connections and give HR managers the insight they need to truly affect positive change in their organization.

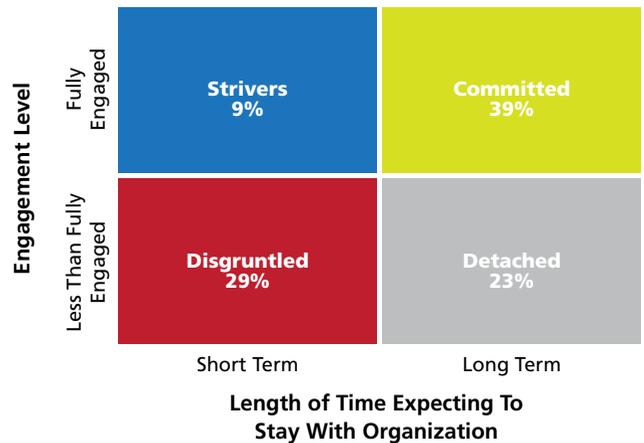
Engagement is Not the Same as Long Term Commitment

Engaged employees are certainly more likely to commit to an organization over the long term. However, Sentis' Employee

Engagement model illustrates that having engaged employees doesn't necessarily translate into strong intentions to stay. As well, having disengaged employees doesn't necessarily translate into strong intentions to leave. It's a combination of both these factors. Our model identifies these groups and sizes them within the organization.

We identify four distinct employee segments by crossing level of engagement ('fully engaged' vs. 'less than fully engaged') with length of time an employee is expecting to stay with the organization ('short term' vs. 'long term').

In a recent BC-wide survey Sentis conducted among 750 full-time workers across all industry sectors, we measured the prevalence of each of the four segments—Committed, Strivers, Disgruntled and Detached.



As an HR manager you can likely slot many of your organization's employees into these segments right away, but here is a quick description of each group.

Committed. These are the organization's most ardent supporters. They believe strongly in the company's direction and vision and feel that they belong. They are the ones who emerge from the retreat shouting 'ask not what your company can do for you, ask what you can do for your company'.

Strivers. While they may represent 9 per cent of the workforce, they have a disproportionate impact on the organization's fortunes, as they are the segment most likely to occupy management positions. They are engaged, but easily disappointed. These employees can be impatient and high maintenance because they are constantly looking for a way to get to the 'next level'.

Disgruntled. The Disgruntled tend to view everything the company does or says through a highly cynical lens. They feel slighted, unfairly treated, marginalized. When they leave the organization, they're the ones likely to be muttering "You won't have me to push around any longer."

Detached. Sometimes called 'Lazy Lifers', these employees intend to hang on and put in their time until their pension kicks in. They are going through the motions, but don't really see themselves as part of the organization, let alone part of the solution to any problem. They can be a very toxic group because their apathy coupled with their tenure can make them a particularly negative influence among more impressionable employees.

One important note before you read further. These segments can be more similar than different when it comes to key demographic characteristics. However, while Strivers are often Millennials, not all Millennials are Strivers. Given this, our model cautions managers to avoid simply managing to generation.

Understanding the Unique Triggers: Strivers and the Disgruntled

Comparing the four groups, we've identified some unique motivational triggers for each one. We now focus on two of these groups—Strivers and the Disgruntled—and illustrate how understanding their unique triggers can help HR managers retain the best and brightest.

Strivers and the Disgruntled are similar in that they don't intend to stay around for the long term. Regardless, both want the opportunity to grow and develop within the organization and to be encouraged to learn new things.

They are also similar in several other important respects. While all employees need positive feedback, Strivers and the Disgruntled crave to be recognized. On our employee engagement survey measures, Strivers and the Disgruntled do not differ from their Committed and Detached counterparts in how satisfied they are with the regular feedback that they get from their supervisors. However, they are much less likely to agree that 'when I do a good job my performance is recognized.'

Furthermore, Strivers and the Disgruntled more strongly equate a supervisor's personal recognition of their performance as a sign that the company values their contribution—that they *matter*.

However, getting each of these groups to increase their commitment to the organization requires different strategies.

Strivers: What can you do to inspire me?

For Strivers, work is self-definitional. They don't just have jobs, they have callings. They need to be inspired, challenged and feel that those they report to are enabling their development. These unique characteristics of Strivers become apparent when we compare them to their Committed counterparts on several survey measures. In our employee engagement survey we measure two aspects of supervisor performance: functional and inspirational. Strivers and the Committed don't differ in their perceptions of their supervisors' functional performance. Both groups agree that their supervisors provide them with the 'necessary objectives and direction to do my job', 'ensure that I have the necessary resources to do my job', and that 'my supervisor is generally available when needed'.

However, Strivers are less likely to agree that their supervisor 'empowers me to be effective', and 'demonstrates interest in my well-being'. They're not getting that feeling of inspiration that they thrive on.

Also, relative to the Committed, Strivers have a higher threshold for what they consider to be interesting and challenging work. They also need an environment where they feel they have a lot of discretion to make decisions and are encouraged to find new and better ways of doing things. In other words, they want the opportunity to be innovative.

“having engaged employees doesn't necessarily translate into strong intentions to stay”

Disgruntled: Why should I trust you?

For the Disgruntled, it's all about trust and fairness—more specifically, the lack of it. And it's deeply personal. They feel isolated, and even a sense that they are being actively disregarded. We learned this about the Disgruntled after comparing them to their

Detached counterparts on a number of our survey measures that tap feelings of trust, fairness and honesty.

The two groups tend to respond similarly to measures of how the company treats employees generally. For example, they are equally likely to agree that 'employees are treated with dignity, trust and fairness', and that 'there is sufficient face-to-face communication between managers and employees'.

However, the similarities end when it comes to focusing on personal experience. Compared to their Detached counterparts, the Disgruntled are much more apt to feel they are being treated unfairly, not getting open, honest communication from their supervisor, and be distrustful of senior management. Consequently, they are far less likely to support the direction that their company is taking.

Implications for Leadership

Understanding the various employee segments in your organization can help managers target and prioritize efforts and/or interventions. Specifically, it can help:

Identify problem regions and departments—that is, weak managers. For example, if Department A has double the number of Detached employees it would explain the lackluster customer experience ratings in a department that has low employee turnover. Conversely, another department could have high turnover, but stellar customer experience ratings due to a high percentage of Strivers. Managers need to be provided with tools and options (e.g., a mentoring program, an additional training budget) that enable them to manage their unique group of employees.

Develop HR strategies and programs. The benefit of identifying Committed employees in an employee engagement survey is that organizations can 'peel back the onion' and gain a deeper understanding of what drives commitment among this group. This enables the HR department to harness that positivity and look for ways (through its communications and programs) to inspire other employees.

Targeting turnover where it is warranted. Every HR manager expects a certain level of employee turnover or attrition each year. However, what if that turnover could be targeted to those departments or other employee groups where there are high levels of Detached and/or Disgruntled employees? Employee attrition is a reality for every organization, but understanding an organization's unique employee composition can provide HR managers with some control over a historically uncontrollable variable. 📌

Sentis founder Adam DiPaula, MBA, VP Mary Bacica, CMRP and managing partner Julie Winram, CMRP merge their passion for employee research at Sentis Research (www.sentisresearch.com).



Generational Diversity in the Workplace: Great Divide or Key to Innovation?

By John Wright

INNOVATION IS THE KEY TO BUSINESS SUSTAINABILITY AND GROWTH—and ultimately, to its success. It can be focused on process improvement and emerging need, or it may be focused on market opportunity. In today's competitive world, organizations need to implement improvements and find ways to differentiate their offerings on an ongoing basis.

However, with four—and in some cases up to five—different generations working side-by-side, workforce dynamics are not only changing, they may also present new challenges and opportunities. Different generations in the workplace today may include Traditionalists (68-86 years old), Baby Boomers (49-67 years old), Gen X (33-48 years old), Gen Y (18-32 years old), and the emerging Gen Z (born 1996 or later).

Generalizing Generational Uniqueness

Each generation has unique qualities that influence their role in the workplace.

- **Traditionalists** are defined as hard working and formal. This generation viewed their careers as life-changing opportunities and worked hard to ensure they met the expectations of their employers. They are formal, maintain professional relationships, work according to the rules and like routine and process.
- **Baby Boomers** are dependable and like to foster close business relationships. This generation grew up in an age when people stood up for their rights and made societal changes to ensure life was fair and equitable for all. They enjoy and

facilitate an environment where everyone's voices can be heard. They are also interested in sharing their experience and in leaving their mark on the organization.

- **Gen Xs** are independent and seek flexibility in the workplace. They were the first generation to grow up in single-parent families or in families in which both parents worked. This group ventures into more entrepreneurial type of work activities and they like to put work-life balance at the forefront of their priorities.
- **Gen Ys** are technologically savvy and collaborative. They grew up in a digital world, went through schools that were team-oriented and were raised in environments that provided constant praise. This group is confident in their knowledge and abilities, and they have a "you don't ask, you don't get" mentality.
- **Gen Zs** have a remarkable ability to process vast amounts of information in little time. They also have a strong team orientation and their approach to socializing is technology-driven. They are just entering the workforce, so research is still emerging about this new generation.

Each generation brings different needs, values and perspectives to the workplace. This in turn impacts what they need to be satisfied, loyal, aligned and involved with their organizations—and ultimately, how they can be encouraged to contribute new ideas and to embrace an innovative culture.

Workplace Innovation - How to Inspire the Generations

Generations

Traditionalists
1927-1945

Baby Boomers
1946-1964

Generation X
1965-1980

Generation Y
1981-1995



Described as: Hard working, formal and like to work according to the rules

Described as: Dependable, foster close business relationships, interested in sharing their experience

Described as: Independent, they seek entrepreneurial ventures and a work-life balance

Described as: Technologically savvy, collaborative and confident

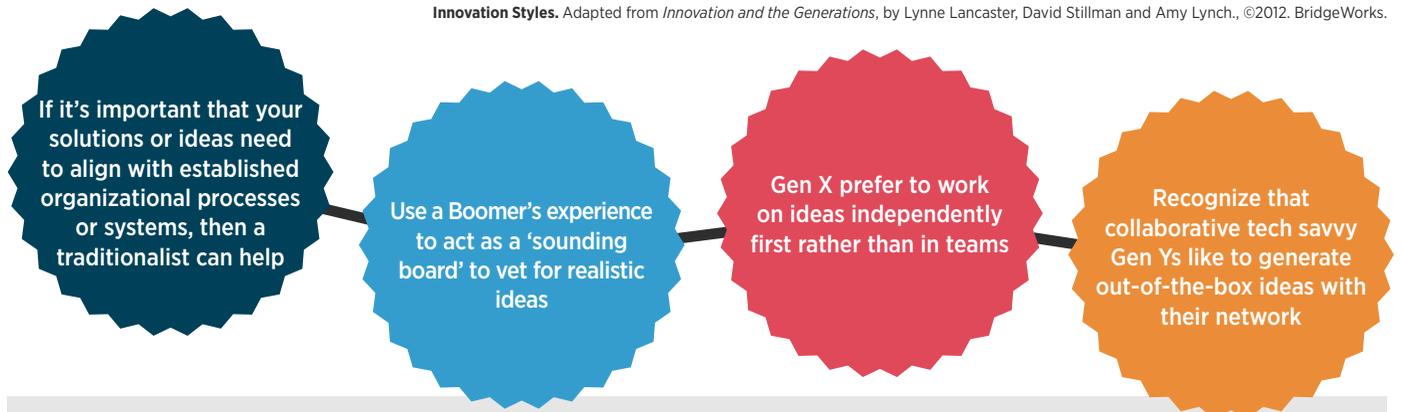
Innovation Style:
Operational approach to innovation

Innovation Style:
Innovation is market driven

Innovation Style:
Innovate as individuals

Innovation Style:
Collaborative free-thinkers

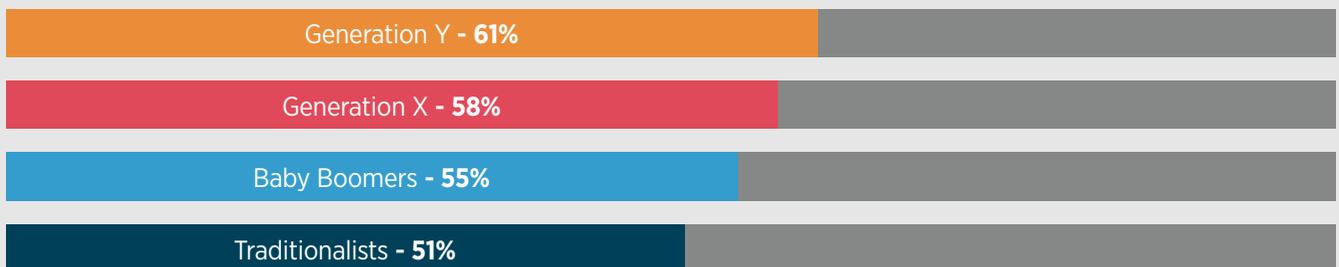
Innovation Styles. Adapted from *Innovation and the Generations*, by Lynne Lancaster, David Stillman and Amy Lynch., ©2012. BridgeWorks.



“Do you feel your manager encourages new ideas?”

Canadian Management Centre partnered with IPSOS Reid to conduct a nation-wide engagement study of 1,200 employees in Canada. When it comes to fostering innovation in the workplace our study revealed a surprising statistic related to the extent to which employees feel their managers encourage new ideas—**ONLY 58% said yes.**

Level of Agreement by Generation



For more information, contact us at engagement@cmcoutperform.com or visit www.cmcoutperform.com

CMC Expect to Outperform.

Canadian Management Centre



© 2012 Canadian Management Centre and Ipsos Reid. All Rights Reserved.

Building a Better Workplace

Last year, Canadian Management Centre (CMC) partnered with IPSOS Reid to conduct a nation-wide engagement study of 1,200 employees in Canada across various sectors ranging from banking to financial services to tourism and leisure. The resulting *Build a Better Workplace* report, took a comprehensive look at the Canadian employee population and included a detailed analysis of their perceptions that impact job satisfaction and engagement at work.

At CMC, our definition of employee engagement is “how each employee connects and aligns (emotionally and intellectually) with your company and your customers”.

The research found that only 27 per cent of the Canadian workforce was highly engaged, which means 73 per cent of our workforce can be striving to do better. Younger employees were less engaged and the most engaged were Traditionalists, who make up 7 per cent of the workforce.

In contrast, Generation X and Y combined represent 56 per cent of the workforce, but only an average of 28 per cent

would consider themselves to be highly engaged. There is clearly work to be done from an organizational standpoint around engaging the generations.

**“In all cases,
the direct
manager has the
greatest impact”**

Managing Innovative Expectations

According to the same research, when it comes to fostering innovation in the workplace, more than half of Canadian employees—58 per cent—feel that their manager encourages new ideas. Among the generations, Traditionalists ranked lowest at 51 per cent, Gen X at 55 per cent, Baby Boomers at 58 per cent and Gen Y at 61 per cent.

When asked whether their manager is willing to try new ways of doing business, 55 per cent of Canadians agreed with this statement. In this instance, Baby Boomers

and Gen Y were the most satisfied at 57 per cent, followed by Traditionalists at 54 per cent and lastly, Gen X was below the average at 51 per cent.

Having insights into the reasons for generational behaviours can help to provide a better perspective of why employees respond the way they do, and which engagement drivers need to be focused on for each group to set the stage for innovation.

In all cases, the direct manager has the greatest impact and ability to influence employee engagement, so it is up to leaders to adapt their approach depending on the individual needs and motivations of each employee. As a key organizational driver, fostering innovation helps to promote a culture of engagement; conversely, innovation and new ideas can't flourish without engaged employees.

XY Guides to Engagement

Focusing on the two largest generations in the workplace, here are some ways organizations can help promote a culture of engagement to foster innovation.

Gen X

- **Work to build trust.** This generation looks for meaningful relationships with their leaders. Finding ways to show that you trust them will make them feel empowered as individuals.
- **Involve them by asking for their input and suggestions.** When Gen Xers feel like their ideas are being heard, they feel valued by their leaders and their teams.
- **Accommodate lifestyle requests where possible.** This generation appreciates balance and independence—and they work well on their own. When trusted to do their work, they may request alternate or flexible work schedules to accommodate their lifestyle. If it's within reason for your business, consider accommodating these requests to show you care about them as people, not just employees.
- **Show them that their ideas are valued and create opportunities for them to influence outcomes.**
- **Empower and enable.** Ensure your Generation X employees have what they need to do their jobs sufficiently. Ask if they need anything and provide additional resources. When

UBC Continuing Studies

Business Communications

Our expert instructors provide your employees with practical programs designed to improve workplace communication and business writing skills.

Courses and programs offered at the UBC Point Grey campus, in downtown Vancouver at UBC Robson Square, or 100% online include:

- Introduction to Business Writing
- Report and Business Writing
- Collaborative Writing and Writing in Teams
- Preparing Presentations and Public Speaking
- Using Narrative and Storytelling in Corporate Contexts
- **NEW** UBC Certificate in Professional Communication

cstudies.ubc.ca/wcpt
604.822.9564



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

employees feel empowered and enabled, they are more engaged and more interested in their careers with your organization.

Gen Y

- **Help them understand what their future can look like with the organization.** This generation is interested in immediate opportunities and benefits.
- **Create development opportunities and plans.** Gen Ys want to learn and to know their company sees value in their development. With a clear plan and a visible investment, they will feel more attached to the organization.
- **Show interest in them as an individual.** These days, young professionals have more than a job. They have outside projects, volunteer activities and even small businesses on the side.
- **Appreciate their contribution and demonstrate their value to the team.** Knowing they are valued—and that their value is recognized by others—will keep this generation motivated to keep getting recognition. They will want to help you if they know their contributions are recognized.

Engaging Generational Differences

Organizations can leverage the unique strengths of each generation when they are assembling their teams. For example, if you're looking to identify more 'out-of-the-box' style ideas, then ensure that your team is stacked with Gen Ys. If you want to adopt best practice models from your industry or others, then include more Gen Xs. If it's important that your solutions or ideas need to align with established organizational processes or systems, then you should look at having a Traditionalist on board.

Another consideration is to recognize that some generations prefer to work in teams, such as Gen Y, while Gen Xs are more independent thinkers. You can also start the innovation process with tech savvy free thinkers such as the Gen Ys, and then transition the team to include Baby Boomers who can bring their experience and act as sounding boards to vet for "realistic" ideas.

At the same time, when you include different generations in the the mix, you also

need to be aware of thinking approaches that may clash when brainstorming. For example, Gen X likes to generate ideas independently, whereas Gen Y prefers to collaborate and think out loud. Traditionalists prefer to stay within the boundaries of organizational processes, which might frustrate Gen Ys who are considered to be more free thinking.

Inspiring Innovation

If innovation is an important strategy for

your organization's growth, it needs to be established within the business plan, communicated from the top down and integrated into the culture. Employees who want to make a meaningful difference in the organization need to be encouraged to contribute their ideas in their day-to-day roles, as well as for enterprise initiatives. **▶**

John Wright, MBA is president and managing director of Canadian Management Centre (www.cmcoutperform.com)



**REVEALING
WHO SHE
REALLY IS.**

gardapreemployment.com

**ONE CLICK AWAY
FROM THE TRUTH**

Criminal Checks - Credit Report
Reference Checks - Professional and Educational
Accreditation - Psychometric Assessments
Drug & Alcohol testing

GARDA

Build a Vertical Organization: Achieve a Culture of Innovation

By Eitan Sharir

On a Monday in July, a pair of newlyweds headed to Grouse Mountain to meet and greet their guests for the reception atop the peak. When new groom Greg and his bride Aleta arrived to find the gondola out of commission due to high winds, the reception seemed a foregone failure.

When the plans atop the mountain fell through, there was no question as to the next call; Greg called his colleagues at River Rock Casino Resort where he worked as an account manager.

Two hours later, a complete wedding reception had been arranged, from catering to decor to entertainment—and a magical day rallied to new heights, albeit on ground level at River Rock. Everyone jumped back in their cars, headed to Richmond and the big day did not miss a beat. It was as if the reception had been planned that way all along.



HOW DID RIVER ROCK RESORT PULL off such a feat? Why did Greg not hesitate to effectively ‘head back to work’ on his wedding day? They could do it because they have worked hard to build a vertical organization and instill a strong culture of innovation.

What Is a Vertical Organization?

A vertical organization is most often depicted by a traditional hierarchical pyramid of roles and responsibilities. In a similar but contrasting light, horizontal organizations are typically depicted as ‘flat’ insofar as there is more autonomy and an absence of middle management. Both of these archetypes benefit from a revision of the paradigms they support.

Herein is a more upwardly mobile definition of the vertical organization as a driver of ongoing innovation.

A vertical organization is an organization that is clear and committed to its purpose, vision, mission and the strategic business plan that forms the roadmap to achieving excellence. Through this vertical business strategy, a strong leadership team mobilizes the entire organization to be engaged, equipped and inspired to deliver superior performance results.

A vertical organization is:

1. Constantly moving forward
2. Creating and innovating
3. Aligned to the vision and values
4. Committed to deliver excellence
5. Focused and resilient
6. Accountable
7. Collaborative and highly engaged.

All of the above qualities contribute to a culture of innovation.

“Change without purpose is wasteful, disruptive and meaningless.”

A vertical organization is constantly moving forward, innovating and charting new territories. The teams are focused on their goals and feel responsible and accountable for their piece of the company’s vision. They are led by strong leadership and management teams which have the capacity to influence and inspire their people to create excellence collaboratively. This excellence translates into value for their employees, their customers and their shareholders.

A vertical organization does not happen by chance. It is carefully crafted by leadership that is aligned and fully committed to creating an organization that achieves beyond anything that has ever been achieved before. This leads to increased loyalty, a sense of ownership, and pride in being part of something meaningful, significant and inspiring.

What is Vertical Innovation?

Every organization strives to achieve a culture of innovation that supports the type of growth we see in companies like Apple and Google.

Why do organizations strive to create this culture of innovation? Because innovation is necessary in order to create, move forward and lead the industry. If you’re not innovating and unique, you become a commodity, you become cost sensitive and your margins will be squeezed. Innovation is not a ‘nice to have’; it’s a necessity.

Typically, to come up with this type of innovation, the executive team sits down and crafts a vision, mission and purpose statement designed to inspire it. Unfortunately, simply telling people they need to innovate doesn’t work. Innovation is more than an intellectual construct.

Before any type of meaningful or significant innovation can be achieved, you have to first create a vertical culture and mindset

that is focused on excellence. Furthermore, every employee needs to be activated.

Organizations that achieve a culture of vertical innovation are able to access the creative impulse that every employee possesses. Employees are energized, focused, inspired by something that is meaningful, and have the desire to constantly create, improve and move forward.

This type of culture produces innovation that is positive and collaborative. Employees and teams feel they are all working together to achieve a common goal and they are fully engaged with the task at hand, constantly learning from past experience and focused on creating a better future.

Horizontal Innovation Differs in Impetus and Impact

Clearly, most organizations aspire to be vertical. However, few actually take the action that is needed to become more vertical.

In a horizontal organization, people still innovate, but the motivation is different. Employees are driven less by the motivation to achieve something meaningful and significant, and more by fear. They fear that they will not achieve their desired goals, that the competition will win, or that they will lose their jobs.

A horizontal organization does not nurture collaboration or inspire employees to activate their creative impulse. Instead, in a horizontal organization, employees are focused on their own personal agendas, often causing competition amongst employees.

Innovation is Not Change

In horizontal organizations, you will still see quite a bit of change, but it's important not to confuse change with innovation. We've all heard the saying, "Don't just change for change's sake." Change without purpose is wasteful, disruptive and meaningless.

So how are innovation and change different? Innovation is about moving forward. When organizations are constantly innovating, they stay ahead of the game. And for the competition, it's difficult to catch up. As soon as they do, the vertical organization is already on to the next phase.

With change, on the other hand, you can move a lot of things around but not actually move forward. You may change some things without actually improving a process, or achieving a goal. You are still in the same spot, but you've spent a lot of time and effort to get there. Imagine taking a liter of water in a blender and pressing the on button. For a minute, the motor works very hard and water goes wild in the container. Then you press the off button. In a second or so, the water settles and is in exactly the same state it was in before all this energy was used to move it. This is change.

Unlike innovation, change can use up a lot of energy and create many issues and distractions, but at the end of the day you find that nothing much has moved forward. Change for change's sake can be very frustrating for employees; it can ruffle a lot of feathers, upset people and even create fear, distrust and insecurity.

Seven Steps to Building a Vertical Organization

In order to build the type of vertical organization that supports a culture of innovation, you have to activate what you've put on paper by building a vertical mindset and culture across the entire organization.

There are seven key steps that are required to create an

innovative vertical organization. The first three focus on building the foundation of a vertical organization:

1. **Vertical Business Strategy:** Create a clear and differentiating strategic plan.
2. **Vertical Culture:** Engage and enroll every employee to be committed, accountable and inspired toward achieving a common goal.
3. **Vertical Leadership:** Build a strong executive and management team that is focused on influencing and inspiring excellence.

The final four steps are focused on rolling out this new strategy across the entire organization:

4. **Vertical Selling:** Develop a sales culture of excellence that accelerates revenue generation.
5. **Vertical Customer Service:** Equip your customer service teams to deliver your unique 'service excellence experience' for growing and sustaining loyal and repeat customers.
6. **Vertical Operational Effectiveness:** Organize your entire organization to operate with maximum efficiency and the highest return on employee investment.
7. **Vertical Organizational Capability:** This is the glue that bonds the entire system to deliver sustainable results and includes optimized structure, superior job design, standards and discipline and effective systems and processes.

Commit to Innovate

Building a vertical organization takes dedication and commitment, but is necessary to achieve the type of innovation that will keep you constantly ahead of the game and the competition.

It also creates the type of culture that makes your employees want to come to work every day and empowers them to take action. It attracts the right kind of attention both internally and externally.

Case in point, River Rock Casino Resort was able to save the day for Greg, Aleta and their wedding guests. Imagine the type of goodwill this created, not only with the wedding couple, but with their 200 or so guests.

Moreover, as I finish this article, River Rock have just been awarded "Best Luxury Casino Hotel Award" in the global category at the 7th Annual World Luxury Awards—after winning a similar award for Canada the year before.

At the heart of their success and recognition?

"It is through our rock solid team engagement and customer service approach that River Rock Casino Resort left a memorable mark on all the guests who supported our nomination and experienced what the resort has to offer," said Roland Monteiro, general manager, hospitality, River Rock Casino Resort.

Imagine the positive impact on your business if your customers consistently received this type of experience.

Building a vertical organization is possible. What is required is commitment from the top: in action, not in words. Does your organization have this type of commitment? 🗨️

Eitan Sharir is a Vancouver, BC-based corporate culture consultant, leadership coach, and performance excellence expert (dynamicachievement.com).

Leapfrog Beyond Innovation



By Isabelle St-Jean

Everything that can be invented has been invented.

—Charles Duell, U.S. Commissioner of Patents, 1899

OVER 100 YEARS AGO, MR. DUELL was so convinced of this astonishing assertion that he believed the patent office should be closed. From our present perspective, this bewildering statement should remind us that we are not particularly good predictors of the future.

A Dim View of Tomorrow?

In fact, we are renowned for our faulty future forecasting.

“Who wants to hear actors talk?”

—H. M. Warner, Warner Brothers, 1927

“I think there is a world market for maybe five computers.”

—Thomas Watson, chairman of IBM, 1943

“It will be years—not in my time—before a woman will become Prime Minister.”

—Margaret Thatcher, 1974

While the quotes above carry inherent ironies, the impact of this essential lack of imagination on organizations in today’s rapidly changing, competitive environment is more concerning.

If we lack imagination, innovative possibilities all but collapse and we end up with an extremely short-sighted view of the true potential—while the competition may jump ahead.

Championing the Imagination

Fortunately, in the last century, the imagination has been championed by outstanding thinkers and innovators. Albert Einstein pointed out that “imagination is more important than knowledge”. That said, in 1932, even Einstein failed to see how nuclear energy would ever be possible—“it would mean the atom would have to be shattered at will.”

When organizations and businesses truly believe in the importance of imagination and

expansive vision, they integrate such values into their culture. As a result, they don’t just innovate, some even get to leapfrog.

Breakthrough Innovations

Beyond simply innovating, leapfrogging is about creating an outstanding breakthrough—something so far ahead of what might be expected that it enables the company to enjoy great advantages for an extended period.

Just imagine what might have happened in the automotive industry if not for Henry Ford’s ability to leapfrog the competition and build mass-market automobile at a relatively low cost?

Leapfroggers leave the competition gasping and stimulate industry innovation overall by setting astonishing new benchmarks. Another good example that yields multiple examples of leapfrogging is Apple: from the first Macintosh in 1984 to the evolution of online music purchasing with iTunes and the proliferation of personal devices spurred by the iPod.

Leaving the Linear Mindset

Obviously, all businesses would like to grow their potential and develop the mindset and capacities to explore and create outstanding breakthroughs. However, let’s explore both the macro and micro level changes that are needed if more Canadian companies are to enjoy a chance to leapfrog.

Looking into the anatomy of evolution in the anthology *Einstein’s Business*, Dawson Church reminds us that much change is sudden and discontinuous rather than linear. For example, a balloon may be steadily inflated with air, but filled beyond its capacity, it pops. Likewise, water being heated will get progressively hotter until suddenly it reaches the boiling point and transforms.

Given that our current business mindsets, especially in Canada, tend to favour steady, linear growth, HR professionals and business people would be wise to ponder a simple, thought-provoking question. How can we promote a work culture that not only includes unchanging values such as consistent productivity, but that also

fosters a mindset attuned to innovative possibilities and a readiness to take risks to follow exciting insights on the outer edge of the known?

Imagination Requires Investment

On the macro end, some have identified factors that at least partly explain why few Canadian companies get to grow like the big Apple. One reason explored by Konrad Yakabuski in a *Globe and Mail* article of November 23, 2013, is that Canada lags far behind in investing in information and computer technologies (ICT); compared with our southern neighbors, we spent only 57.8 per cent on per-worker business investment in ICT.

In fact, the Conference Board of Canada rates our country as a “D” in ICT investment, noting that the US-Canada gap is widening and its cumulative impact has been sapping overall Canadian productivity. This is despite the fact that there is a wealth of evidence showing how companies and institutions which continually invest in the latest technology benefit from a continuous stream of improvements in innovation and productivity.

Driving (and Protecting) Excellence

Another barrier for Canadian companies identified by Yakabuski in the *The Globe and Mail* is that they get blocked by intellectual property rights and often lack the foresight and capacity to deal effectively with such issues. Taking a stronger stand in defending and protecting Canadian innovators should be the concern of all, including the government. Likewise, our education system could do better at driving excellence, inspiring creativity and turning classrooms into more fertile grounds for brilliant innovative minds.

This failure to drive competitive excellence as part of Canadian culture is also showing up in professional sports. For example, the teams that played in the recent Grey Cup finals were made up of 90 per cent American players. Conversely, we see many American professional hockey teams getting on the winning edge because of the high performance of a large proportion

of Canadian players. That said, although hockey started in Canada, we have not yet taken the bold step of establishing a women's professional hockey league.

Rethinking Mental Maps

Of course, bigger pictures aside, imagination comes from within—and on the micro level, neuroscience has helped draw a clearer picture of the mental maps which both define and delimit the way we tend to think. These mental maps are the invisible creations of our experience, expectations and emotional triggers, and define the landscape of our minds.

However, as with Duell in the patent office, we need to ask ourselves if it is possible that some of our mental maps are limiting our perceptions? Are we failing to illuminate the vast field of unlimited possibilities from which breakthroughs arise?

The most immediate answer is yes. After all, maps are defined by their boundaries and placeholders. Innovation requires exploring the spaces in between and leapfrogging most often leads to lands previously unknown.

Four Great Leaps Forward

How can organizations support and champion people so that mental maps are re-imagined with more expansive vision that stimulates innovation? Here are four leaps forward for any organization:

- 1. Encourage teams to take initiatives that stimulate novelty and creative thinking.** This could include meetings that focus on what's new and exciting in a given field, as well as related fields of endeavour—and foster discussion that goes beyond short-term challenges to cast a bright light on future possibilities.
- 2. Cultivate a healthy psychological climate.** Though this seems evident, its importance is often underestimated. The very need for—and now reality of—anti-bullying legislation for the workplace reveals the challenge. Though change is often inspired by adversity, a workplace which fosters open communications and free-roaming mindsets is far more likely to inspire ongoing innovation.

3. Focus on possibilities rather than limitations. Attitudes are contagious; each person needs to rise up to their next level of taking responsibility and being mindful of the influence of their attitudes on others. Negative expectations, assumptions and attitudes become insidious and seriously undermine creativity and productivity.

4. Remember that innovation is not a destination and that small shifts in mindset make a big difference. Even a small, sustained shift in mindset, especially from those in leadership and managerial positions, can result in an immediate, positive impact on the innovative potential of the workplace—and quite possibly a significant leap forward. **▶**

Professional speaker, author, life and business coach, Isabelle St-Jean, RSW, ACC, brings over 20 years of communication, leadership and personal effectiveness to her audiences, readers and clients (inspiredmomentum.com).

HR is evolving.
We are too.



The Personnel Department is now TPD.



Visit TPD.com to find the right HR solution for you.

Diversity Drives Competitive Edge

By **Andrew Woods**

AS DIVERSITY BECOMES A MAJOR DIFFERENTIATOR FOR THE world's leading companies, organizations increasingly see having a diverse workforce as critical to creating and executing new products or processes, as well as generating new ideas from within.

Finding and building diverse teams will be a top challenge and key area of opportunity for HR in the coming years. Different viewpoints and opinions lead to innovative ideas, products and services. For HR leaders in charge of diversity and inclusion, this creates a sustained value proposition which engages all parties while serving the organizational goals.

Diversity is a Differentiator

In Canada, our diverse multi-cultural workforce is an incredible differentiator on the world stage and could be utilized more effectively to unlock ideas otherwise overlooked. That diversity is being leveraged on a global level should by now be known. After all, with their differing viewpoints and collaborative potential, diverse teams carry an inherent competitive edge into the arena of innovation.

A recent *Forbes* study, *Fostering Innovation Through a Diverse Workplace*, found a direct link between diverse teams and innovation.

The study tracked 321 executives with direct responsibility or oversight for their companies' diversity and inclusion programs. All respondents worked for large global enterprises with revenue of more than \$500 million and more than 40 per cent worked for companies with annual revenues of \$5 billion or more. The respondents were evenly split between the Americas, Asia-Pacific and Europe/Middle East/Africa.

The final report overwhelmingly concluded that a diverse and inclusive workplace is essential for driving innovation and guiding business practices. Moreover, when asked how their organizations would be leveraging diversity to achieve their business goals—including innovation—'significantly more' was the response of 40 per cent.

Global Mindset Encourages Innovation

For Ambrosia Humphrey, VP of talent at the Vancouver-based Hootsuite, the link between diversity and success has been the key to their culture from day one.

"At HootSuite we started with a global mindset. As a social media company we look to the events that touch our world, such as the Egyptian revolution and the Japanese tsunami, and we see how social media affects these events to create a global knowledge transfer," said Humphrey. "At HootSuite we understand the importance that diverse teams play in creating innovation. Our employees are encouraged to work at our offices around the globe and learn from those experiences to share with our team.

"Innovation has to come from different perspectives. We actively look through our *HootHire* program to attract and retain talent with huge diversity in their skill sets. We value innovation and opinion and strive for this by putting on events—such as our hackathons where employees are encouraged to focus on innovative ideas that are later tested internally to continuously drive innovation."

The Makeup of Innovation

At L'Oreal the importance of diversity and inclusion is expressed by its formula for diversity management: DIVERSITY+INCLUSION=INNOVATION AND SUCCESS®

Frederic Roze, CEO of L'Oreal USA, says that given his company's global footprint, it is critical to have executives and employees who represent different regions and ethnicities. "I have worked in Russia, Argentina, and Europe, and it has helped me to understand the different cultures and people," he said.

Roze added that these insights help inform product development and can also guide business practices. "We have different brands that meet the diverse needs of our consumers, but another benefit of being a player in different regions is that you pick up ideas from the outside and apply them to the business."

Diversity Reflects Mobility

"Diversity is the fabric of our workplace in the 21st century," said Suzanne Wright, VP, HR at Commissionaires BC. "It reflects the mobility of qualified candidates to come to Canada and our efforts to welcome new immigrants into our organizations. At Commissionaires BC, a not-for-profit society providing security solutions for organizations throughout the province, we are proud of our strong, diverse workforce and recognize how this fosters innovation."

For global and local companies, diversity is no longer a simple matter of creating an integrated workforce, but using that

workforce to foster innovation and give it a competitive advantage in the marketplace; companies that encourage diverse teams make better-informed decisions and this fosters further creativity and innovation.

The HR Imperative

With the many challenges HR is facing—from a decline in qualified talent to a looming wave of retirements and the challenges of managing a multi-generational workplace—innovation is essential. Such innovations emerge elementally when organizations take diversity and inclusion to heart, mind and to market. 📌

Andrew Woods, MBA, is a professional speaker, university lecturer, trainer and author of *BOOM! engaging and inspiring employees across cultures*.

"Diversity is the fabric of our workplace in the 21st century."

David and Goliath: The Advantage of Disadvantage

By Jane Terepocki, CHRP

WHILE “DOING MORE WITH LESS” IS A FAMILIAR REFRAIN IN HR, less often is it considered a core strength.

As Malcolm Gladwell states in his most recent book, *David and Goliath*, “We have a definition in our heads of what an advantage is—and the definition isn’t right. And what happens as a result? It means that we make mistakes. It means that we misread battles between underdogs and giants. It means that we underestimate how much freedom there can be in what looks like a disadvantage.”

Case in point, though proverbially misunderstood, who would win the biblical battle between David and Goliath was never in question according to Gladwell—Goliath never stood a chance.

Giants Are Shortsighted Too

A master of turning pop culture on its head, Gladwell argues that Goliath, besides being clad in heavy armour, suffered from near blindness, a condition betrayed by his being guided by a ‘shield-carrier’ to the battle field.

In a time when ‘heavies, horsemen and slingers’ defined the battlefields, the latter always fought from a distance, able to launch their stones with deadly accuracy at rates of 30 meters per second—with the stopping power of a .45 calibre handgun. There could have been no other result than the shepherd boy slaying the giant.

Moreover, Gladwell insists that we commonly misread more present-day scenarios as well. Fortunately, the lessons which emerge from revealing such presumptions expose the “advantages of perceived disadvantages”.

Doing More With Less is Always More

This is where Gladwell’s book speaks most directly to both the theme of innovation and our practice of human resources. Doing more with less is not only possible, it is an invaluable strength. Adopted as a mindset, it becomes a sustainable driver of adaptable practice and ongoing innovation as a result.

Gladwell supports this thesis with examples that range from the Bible to the basketball court to the Ivy League academia to the courtroom. With his unique storytelling style and use of statistics—criticized as selective by his critics—Gladwell makes a persuasive case for both the advantage and continued need to think outside the box.

Big Fish, Small Ponds and Passion

And while there are many other lessons for HR to be gleaned from *David and Goliath*, perhaps the most poignant for me is the power of choosing to be a big fish in a small pond. Such thinking has repeatedly served bigger pictures, delivered greater profits and changed the meaning of the workplace in the process.

Patagonia’s founder Yvon Chouinard provides a relevant example of the impact of a “big fish in a small pond”. Inspired

by his love of the outdoors, in 1973 he founded Patagonia out of his blacksmith shop in Ventura, California. From the start, Chouinard determined to do business differently.

He hired and hires people who can work independently and one of his main hiring criteria is “would we like to have dinner with this person?” His staff can take off and surf for a few hours as long as they get their work done. His definition of an MBA remains “managing by absence”—unorthodox yet it works.

Chouinard’s greater passion is sustainability and he co-founded 1% For the Planet, an alliance of businesses which commit at least one per cent of their total sales to the environment.

Patagonia and Giant Change

Patagonia’s story also provides an apt illustration of Gladwell’s “advantage of a disadvantage”—and even brings a few giants into the picture.

Upon discovering the employee and environmental impact of the pesticides used on the fields used to procure their cotton, Patagonia switched to organic cotton and turned a very real disadvantage around, around, albeit not without significant challenges. Even after overcoming these challenges, and finding new gins and mills, Patagonia went a full year without making a profit on their organic cotton products.

Patagonia has since grown to 1,350 employees worldwide with \$540 million in annual revenue.

Perhaps Malcolm Gladwell could have saved the closing chapter for Patagonia. After all, while Chouinard might not be in the giant slaying business, he has had great success in persuading

giants such as Nike, Timberland and Wal-Mart to be begin switching to organic cotton.

Lessons for Life in HR

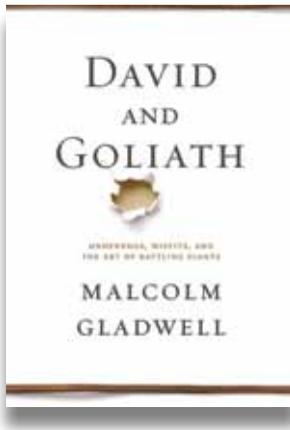
What lessons can HR learn from this?

Gladwell makes it clear in *David and Goliath* that when it comes to the stories we hear most often in business and life, things are rarely as they seem—and often quite the opposite. The opportunity to innovate and evolve, both in business and life, lies in asking new questions.

Which of your disadvantages is actually your previously hidden mega-advantage? Which of your competitor’s multiple advantages are really their Achilles’ heel?

We have learned to do more with less and now need to apply that ability in the broadest, most beneficial organizational sense possible. We can “think outside of the box,” go against the flow, and dare to be different in finding solutions to people problems and in doing so we will create “greatness and beauty”. 📌

Jane Terepocki, CHRP is a recruiter and trainer in the human resources department at Mountain Equipment Co-op (mec.ca)—Canada’s leading outdoor retailer.



Game On: Working in the Value of Play

By **Nilesh Bhagat**, CHRP

THE GAMES WE PLAY ARE MORE THAN simply diversions or entertainment. As is being explored more often, games are a reflection: of ourselves, our society, and, to no small extent, our organizations.

The metaphors that emerge from the games we play have endured from the Roman Colosseum to Snakes and Ladders, Monopoly and Risk to Pong, Sim City and Call of Duty.

Finding Meaning in the Medium

We find meaning in games. There are objectives and motives which drive us to reach the next level, to improve our characters and find a sense of accomplishment. When we 'play' games, we are immersed—lost in the experience.

It is this immersion that provides a deeper narrative for those seeking to create engagement in the workplace.

How do games create such experiences? For starters, they have stories: some involving a single character, others a dizzying cast conjoined online. There is also a common purpose or direction toward which a community of game players can align their efforts.

Next, games have people who are ready to collaborate because there is a system of timely incentives motivating them to do so: badges that recognize and reward achievement; levels or stages which indicate progression; and strong feedback loops that let players know when they are performing well.

Finally, games have challenges which increase in complexity or scope, but are always attainable, so as to foster ongoing engagement toward their purpose. All these mechanisms are built on social and online platforms.

Taken together, these applications create a sense of meaning and enable mastery for players. Both are the foundations for engagement, ultimately resulting in immersion, akin to the 'flow' states achieved in work (and play) that have been famed through the work of Mihaly Csikszentmihalyi.

Game Theory Plays to Present

We've come to know the sum of these applications as 'gamification', defined as the application of game theory to non-game applications. While summed up as the study of strategic decision-making, game theory emerged in the 1940s and was developed across multiple platforms ranging from economics, political science, psychology, logic and biology.

Originally centred on zero-sum games wherein one person's net loss is equivalent to the net losses of the other participants, game theory has broadened its application to include people and technology alike.

For those seeking to explore the core of game theory more closely, mathematician Jon von Neumann and economist Oskar Morgenstern's 1944 *Theory of Games and Economic Behavior* remains still the best place to begin.

What does this mean for the organizational context? Consider gamification a mechanism to sustain engagement and a sense

of purpose, as well as a lever to apply skills and talents to both common and increasingly complex organizational problems.

The cornerstone to the success of any organization is the development, execution and renewal of sound strategy. Gamification has already been applied in a strategic context to the consumer market. Its application is most obvious when considering a company's standing in relation to *external* forces, like markets, customers and competition.

Play at Work

In a recent *Forbes* interview with Adam Penenberg, author of *Play at Work: How Games Inspire Breakthrough Thinking*, what emerged is how gamified our lives and workplaces have already become. From loyalty cards to lotteries and training software to cars that recognize and 'reward' efficient drivers, Penenberg sees the gamification of the workplace as both a tremendous potential and problematic.

Strategy incorporates principles of game theory—the players, information and actions available to these players at various decision points, and the payoffs for each outcome—ultimately striving to find how cooperation and conflict evolve to create optimal outcomes.

In Penenberg's perspective, the primary challenge is surpassing "the least interesting aspect of games—usually the points." Instead of making jobs more game-like in hopes of the fun factor enhancing productivity, he points to the importance of "designing systems that enhance work."

Less evolved in organizations is the application of these principles to the *internal* people systems, technology and networks which drive performance. How can we begin to understand the application of game mechanics to improve people systems and organizational outcomes?

Penenberg's points to leading internal innovators already in play.

Game (Already) On

As for those companies which have already embraced gamification to train and engage employees, the list of *Fortune 500* 'players' speaks volumes. Within the likes of Google, Microsoft and IBM to FedEx, UPS, L'Oreal, Lexus and Canon, the gamification meme is on an ever upwards trend. While the focus varies, the purpose does not; seeking to engage employees and elevate levels of efficiency and productivity is shared by all. Among the examples Penenberg cites:

- Googles' gamified expense policy with its tie-in to charity; employees who spend less than the allotted fare for air travel can redirect the difference to their charity of choice;
- IBM's ongoing evolution of the virtual workplace in which employees separated by cubicles and continents collaborate daily;

- L'Oreal creating 'recruitment' games to assist HR and prospective employee alike; gauging skill and exploring most desirable career paths; and
- Training software that simulates everything from remote surgery to winter walking conditions for new hire UPS drivers.

Moreover, research firm Gartner predicts that by 2014 more than 70 per cent of 2,000 top global organizations will "depend on gamified applications for employee performance, health care, marketing, and training, and 50 per cent of corporate innovation will be gamified".

On a broader platform, while the opportunity to actively engage internal employees and external customer is already in play in the marketplace, Penenberg predicts that "games will help us accomplish great things...through them, you can organize millions of people to tackle a single problem. It takes smart game design, but once you have it, good things can happen."

Beyond First Failures

With the added caveat of buyer beware, Penenberg also predicts a lot of bad gamification as a result of the big business it already represents. He references the words of Ian Bogost, game designer and professor of digital media and interactive computing at the Georgia Institute of Technology.

Bogost sees gamification's potential to be both "a grifter's game, pursued to capitalize on a cultural moment" and a false assurance that "gives vice presidents and brand managers comfort (that) they're doing everything right and can do even better by adding 'a games strategy' to their existing products."

As a result, the same Gartner study predicts that roughly 80 per cent of the gamification concepts currently being explored are most likely to fail as a result of poor alignment and design.

A discouraging number at first glance, it speaks volumes of the value of innovation. Where the remaining 20 per cent succeed defines a future already in play—Game On. **▶**

Nilesh Bhagat, CHRP is a project specialist with Best Buy Canada.



A Brief History of Video Games: Lessons for the Workplace

By Nilesh Bhagat, CHRP

As video games and apps become increasingly proliferate, a brief history of five key games offers an innovative lens and lessons for the workplace.

Pong (1972)

Pong began as a concept for a training program, and resulted the birth of the video game industry as we know it. Its success illustrates the appeal of extraordinarily simple design.

Lessons for the Workplace:

- Design with simplicity and purpose.
- Enable mastery through game design – a driver for sustained engagement.

Tetris (1983)

With its always turning, colourful cascades of multi-shaped tiles requiring rapid and orderly alignment, Tetris found mass appeal with both genders and multiple generations. Today, nearly half the gamer population is female.

Lessons for the Workplace:

- Engage with purposeful function and growing challenge.
- Create culture of immersion formed around simple principles.

The Sims (2000)

The Sims used life as a template to manage ongoing interactions, choices and consequences without explicit goals. The game shows how to use stories, rather than performance targets, to engage over the long run—over 150 million users worldwide as proof.

Lessons for the Workplace:

- Use existing contexts to leverage engagement platforms.
- Create stories to connect and engage.

World of Warcraft (2004)

The most popular MMORPG on the market—that's massive, multi-player, online, role-playing game to the unfamiliar—World of Warcraft uses communities, challenging environments and socially-visible achievements as platforms for reward. A strong central story and abundant tangential narratives celebrate the unique differences between characters in common goal pursuit.

Lessons for the Workplace:

- Leverage the social community to achieve individual and group goals.
- Integrate story lines which align at every level to create meaning, purpose and buy-in.

Grand Theft Auto V (2013)

GTA V broke six new Guinness World Records in 2013, including highest revenue generated by an entertainment product in 24 hours and the fastest entertainment property to gross \$1 billion. However, given its less-than-moral storyline, could its popularity be a reflection of a mass market actively disengaged from the broader good?

Lessons for the Workplace:

- Use 'intelligent' stories to unite and engage.
- Be mindful of the purpose and presentation of the stories.

For further exploration, visit:

hrvoice.org/video-games-as-a-metaphor-for-organizational-development

New Tools Connect HR to Skilled Immigrants

By Kelly Pollack

ARE YOU LOOKING TO ADD TO YOUR workforce but don't know where to look for the skilled workers you need? If you're like many small and medium-size businesses in BC today, finding, hiring and retaining qualified and skilled workers is an increasing challenge. Does it have to be?

A key component of the solution lies with employers who are now recognizing and tapping into the existing pool of local skilled immigrants as part of their human resource strategies.

To make that challenge easier, an array of innovative new tools and resources designed to connect employers with immigrant talent are now available within the Employer Tools and Resources Library on the Immigrant Employment Council of BC (IEC-BC) website.

Benefits to Small and Medium Business

Under development for the past year, this comprehensive, user-friendly online library features immigrant employment tools and resources sourced from across Canada that have been identified as most relevant and useful to BC employers, particularly small and medium enterprises (SMEs).

"I did not expect to find as much information and would definitely go back and use the information when I need it," says one employer who tested the resource library. "This kind of information is typically something I would pay someone else to prepare."

The library includes easy-to-use resources created by IEC-BC such as the *New Canadian Assessment Resource*



tool—developed in collaboration with BC HRMA—as a go-to online resource on how to assess the employment experience of new Canadians.

The online tool includes information on assessing language proficiency, academic and professional credentials, and foreign experience with each section featuring tips for overcoming common challenges.

Employer Innovation Fund Fuels New Tools

The Employer Tools and Resources Library also offers all the tools and resources created through IEC-BC's 11 Employer Innovation Fund (EIF) projects, designed to address immigrant talent hiring and retention challenges faced by BC employers.

One such innovative project is *The Hire Guide*—a unique, interactive, "one-stop shopping" guide for BC construction employers who need to find skilled workers in a sector where candidates are scarce, developed by the BC Construction Association (BCCA).

"Most construction employers are small firms without human resources staff. As the competition for skilled workers

heats up, those companies will need to be more strategic in terms of their hiring practices," says BCCA president Manley McLachlan. "We created *The Hire Guide* to help them succeed."

A Competency-Based Approach to Hiring

Another of the 11 innovative EIF-funded project resources was designed and delivered by the Kitimat Chamber of Commerce. The project involved workshops in a number of locations in northwestern and northeastern BC to inform employers about using a competency-based approach for hiring new immigrants.

"Employers who have attended our workshops are eager to use the resources that will assist them in attracting new immigrants as another strategy for current HR challenges," says project lead Trish Parsons, who is executive director of the Kitimat Chamber. "Employers from a variety of industries in northern BC have indicated that hiring immigrants is one of the strategies they are using to address critical labour shortages resulting from current and future major projects and economic development throughout the regions."

Feedback and Moving Forward

The workshop materials are available now for use in the resource library and a video of the workshop will follow.

“The resource library has been tested among BC employers to ensure it will meet their needs,” says IEC-BC manager, Opreet Kang. “We partnered with the Surrey Board of Trade and the Campbell River Chamber of Commerce which hosted employer feedback sessions to gather input on the navigation, content

and look of the resource library.”

Those who took part in the employer sessions found the website quick and simple to use. “It’s easy for employers to find resources that are specific to their needs,” reports one employer participant.

The Surrey Board of Trade and the Campbell River Chamber of Commerce also reached out to their members for feedback on the Employers Tools and Resource Library using an online survey provided by IEC-BC.

After exploring the online resource library, employers found it to be a valuable addition to their HR strategies.

Find all the latest innovative and effective employer tools and resources to help you attract, hire and retain new immigrant talent at the IEC-BC Employer Tools and Resource Library. 

Kelly Pollack is executive director of the Immigrant Employment Council of BC (iecbc.ca).

Find, Hire and Retain Skilled Immigrants

IEC-BC’s Employer Tools and Resources Library is comprised of three main sections: **Find, Hire and Retain**—each of which features a Key Resource section and an Additional Tools & Resources section.

The **Find Talent** section of the library include tips and advice, a list of organizations that can help you find qualified new immigrant candidates and other useful resources such as creating barrier-free job descriptions and places to advertise job openings.

The **Hire Talent** section includes tools and tips on hiring new immigrants and other practical resources such as a resume review centre, tips for screening resumes and how to assess academic and professional credentials.

The **Retain Talent** section includes key resources, tips and advice on retaining new immigrant employees and other ready-to-use information such as how to successfully employ a diverse workforce, how to improve English skills and how to provide support for your new employees.

Under Additional Tools & Resource, **The Employers Roadmap to Hiring and Retaining Internationally Trained Workers** is an example of one resource that covers the benefits of hiring a diverse workforce, as well as how to be successful at finding, hiring and retaining new immigrant talent.

<http://www.iecbc.ca/employer-resources>



workperks®

quite simply, anywhere.

perks nationwide. online and in your pocket.



WorkPerks® is Canada’s largest employee discount program.

Give your employees instant access to a growing list of **over 1,200 perks for brand name stores, local shops, tickets, travel and more** — redeemable at **over 6,000 locations** nationwide.

Let us show you why many of Canada’s top employers are using WorkPerks® to uniquely enhance their overall benefits package and help employees and their families save money every day.

www.venngo.com/bchr

©Copyright 2014 Venngo Inc. All rights reserved. WorkPerks® is a registered trade-mark of Venngo Inc. All other trade-marks are the property of their respective owners. V1_20131206



A Smaller Piece of Pie: Labour's Shrinking Income Share



By **Jock Finlayson**

AN ODD FEATURE OF TODAY'S economy is the juxtaposition of widespread worries about talent and labour scarcity together with evidence that the share of total income accruing to workers is under downward pressure.

While CEOs, human resource managers, and business gurus proclaim that recruiting, retaining and motivating skilled employees is key to their organizations' success, a large body of economic data presents a different picture—a picture of mainly stagnant real (inflation-adjusted) earnings for many workers.

Labour Losing Ground to Capital

A new study from the Organization for Economic Cooperation and Development (OECD) confirms that “labour” has been losing ground to “capital” in almost all advanced economies. It finds that from 1990 to 2009, the share of labour compensation in national income declined in 26 of 30 developed countries.

Overall, while workers garnered 66 per cent of national income in OECD member states in the early 1990s, by the end of the last decade the proportion had dwindled to 60-62 per cent. The drop may seem small, but it is striking because in the four decades prior to 1990, the shares of income flowing to workers and capital tended to be very stable. Only recently have workers collectively been getting a noticeably smaller slice of the pie.

In a world where qualified workers often seem hard to find, how are we to understand labour's slumping income share? The aftermath of the 2008-09 recession and the global financial crisis no doubt has played a role in tempering wage gains. However, academic research points to other factors that have also contributed to the trend.

“dealing with mismatches requires expanding education”

Technology Impacts Labour Share

One of the most powerful is the way technological change has re-shaped the workplace and altered the incentives for businesses to use labour and capital in the production process.

In particular, ongoing advances in and greater use of information and communications technologies (ICTs) have reduced the relative price of capital goods, inducing many businesses to shift away from labour and to deploy more capital in their operations. This dynamic—well-established

in manufacturing and now spreading to many service industries—has eliminated lots of middle-income jobs.

According to one recent study, decreases in the relative prices of capital goods account for about half of the observed fall in the labour share of national income in advanced economies.

Globalization Affects Bargaining Power

Globalization and most nations' increased reliance on international trade have also affected the job market. Across broad swathes of the economy, lower trade barriers and heightened competition from imports have lessened workers' bargaining power.

Among OECD economies, rising import penetration, particularly imports sourced from emerging markets like China, is associated with a diminishing labour income share in the affected industry sectors; although it must be noted that this is partly offset by employment gains in export-oriented sectors whose growth has been enabled by trade liberalization.

Accounting for Institutional Change

A third explanation for the lower percentage of national income now collected by workers is what economists refer to as “institutional change”: falling union density, a shift toward temporary and other forms of non-standard work, and the gradual disappearance of defined benefit

pensions in the private sector. Employer pension contributions and other non-wage fringe benefits are counted as part of labour compensation, and thus serve to boost workers' share of total income.

Education Key to Skills Mismatch

It's difficult to square labour's falling share of economy-wide income with often heard complaints about an insufficient supply of qualified workers. To some extent, the business organizations voicing such concerns are likely reacting to mismatches between the pool of available skills and what employers are looking for when they seek to fill vacant positions.

Skill mismatches are certainly a factor in the contemporary job market, reflected in part in high rates of underemployment among recent post-secondary graduates. Dealing with mismatches requires expanding education and training capacity in high-demand fields and reducing the resources allocated to lower-demand occupations and areas of study.

Relative Pay in a Market Economy

However, an important part of any economically sensible strategy for reducing skill mismatches must involve boosting pay in occupations experiencing shortages in qualified workers. In a market economy, price adjustment is at the heart of the efficient allocation of resources—and in the labour market context, this means change in absolute and relative pay rates.

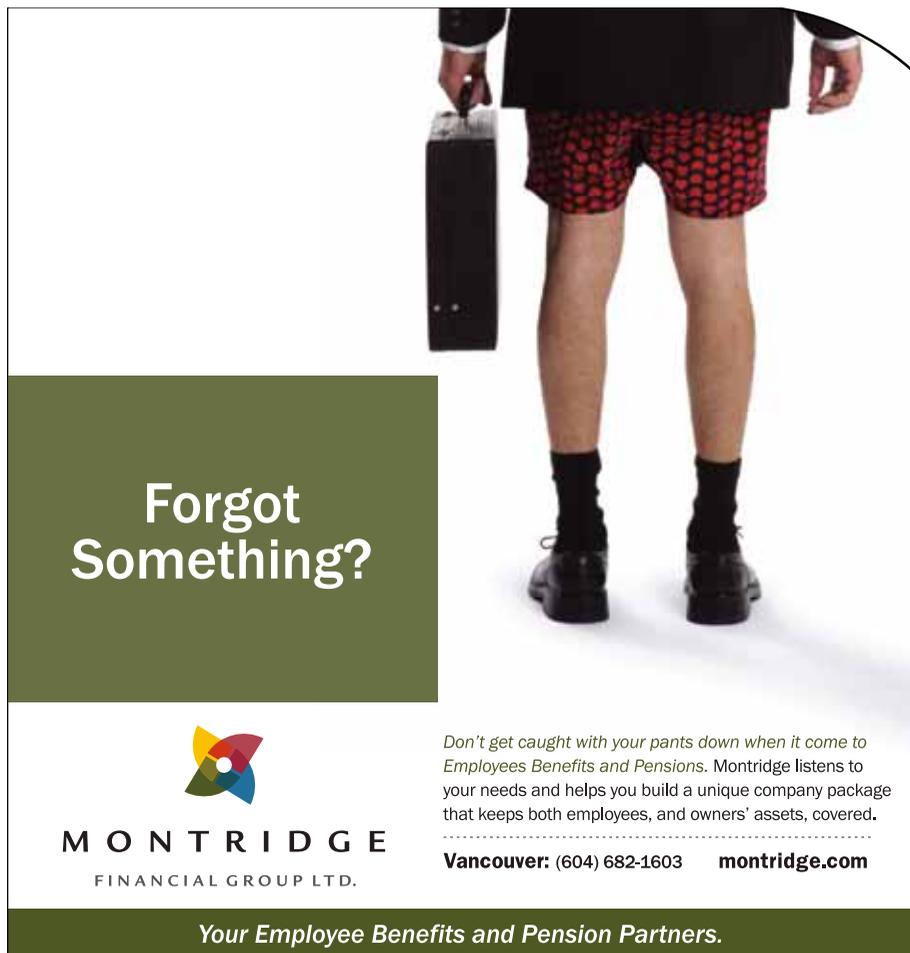
As labour force growth slows amid the coming wave of baby-boomer retirements, the income dynamics playing out in the job market may shift again. Canadian employers will have to become more attentive to the whole issue of competitive compensation. Business models based on low-wage employment may become less viable in the future.

Looking further ahead, a tightening labour market could even reverse the recent fall in the labour share of national income. That would be no bad thing. **◆**

Jock Finlayson is the executive vice-president of the Business Council of BC.

1 As reported in *The Economist* magazine, November 2, 2013, p. 77 (print edition).

2 See Loukas Karabarbounis and Brent Neiman, "Declining Labor Shares and the Global Rise of Corporate Saving," National Bureau of Economic Research, Working Paper No. 18154, 2012.



Forgot Something?

Don't get caught with your pants down when it come to Employees Benefits and Pensions. Montridge listens to your needs and helps you build a unique company package that keeps both employees, and owners' assets, covered.

MONTRIDGE
FINANCIAL GROUP LTD.

Vancouver: (604) 682-1603 montridge.com

Your Employee Benefits and Pension Partners.



HIRE CERTIFIED PAYROLL PROFESSIONALS

The CPA's JobConnect™ Bringing the best jobs & the best candidates together

EMPLOYERS
Post jobs to an active payroll community

- Over 41,000 job searches per month
- Over 4,100 resumes available with a PCP or CPM certification from the CPA, ensuring highly qualified candidates

THE CANADIAN PAYROLL ASSOCIATION **CPA ACP** L'ASSOCIATION CANADIENNE DE LA PAIE

Visit the authoritative career resource for the Canadian payroll profession today!
payroll.ca

JOBCONNECT™



Dave Ulrich: A Return on Value

Dave Ulrich is a professor at the Ross School of Business, University of Michigan and a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He studies how organizations build capabilities of leadership, speed, learning, accountability, and talent through leveraging human resources. *HR Magazine* has ranked him the #1 most influential thought leader in HR. Moreover, Ulrich and his colleagues have been observing HR closely for 25 years. Six waves of data collection have helped them identify the core competencies for effective HR—and the latest 2012 wave accounts for 20,000 professionals around the world. With Ulrich returning to open the 52nd Annual BC HRMA Conference + Tradeshow on April 15-16, 2014, we revisit a *PeopleTalk* interview from 2008 to set the stage. His insights are as timely as ever.

What is happening in businesses that changes the game for HR?

Let's think about what is happening in the world. Globalization is changing the business world and giving rise to new business realities. Technology, industry and economic trends, demographics and CEO expectations are all driving forces that are changing the role of HR. Everything seems to happen quicker. The half-life of knowledge is shorter. If you want to know how fast technology is changing, consider (how old) the Internet is. The goal is not to be more knowledgeable. The goal is to be more productive. How can you take what you know and make something happen?

What is the greatest challenge HR professionals face in their jobs today?

It's an interesting question. As I went around the room at our executive program at Michigan recently, people wrote down the following. My challenge is managing talent. My challenge is leadership. My challenge is performance management, accountability, diversity. From a true or false perspective, my response to them was 'incomplete'. What I want people to think about is not HR, but business.

What we have to think about is not leadership, talent and performance management, but what is the outcome of that activity. From that perspective, the biggest challenge facing a company is creating new products, dealing with a recessionary environment, managing a diverse workforce, being able to increase productivity

and meeting shareholder expectations. If we think that our challenge is related to the business, then we can connect what we know in HR to that challenge.

"It's not what we know and do, it's what we deliver."

How is the emerging workforce changing the nature of the workplace?

When you look at people 25 and under, they are different. They don't have work/life balance. They have life/work balance. Life comes first. They are bringing new issues to the forefront when looking for employment. Environmental sustainability, the green footprint, managing effectively in the world we live in. The second issue is around philanthropy, learning to give back to the society in which we operate and third is employability, finding a safe place in a company so that we exercise citizenship for the employees we serve. Many companies are seeing these as key factors. For students graduating from university today, they are looking at these things as key criteria of the company they work for.

How can HR define and deliver value?

It's a simple concept. Value is defined by the receiver more than the giver. It's not what we know, it's what we do. It's not what we know and do, it's what we deliver. I'm an HR person. I've learned some wonderful stuff at this conference. The value is not what I have learned, but how that knowledge helps others. It's not only about HR. It's about helping your business leader get what he/she needs out of the people in your organization. HR's customer base is not only the employees, but also the customers of the company. We need to serve multiple stakeholders. If we can begin to see that connection, if we can begin to build that bridge, then we can begin to deliver value.

How can HR professionals step into more open strategic discussions at the CEO level?

The main complaint I hear about HR from business leaders is that we fail to address the business. When I sit down with a business leader, the first thing I talk about is not what I know and do, but what they need done. This is not about me. This is not HR narcissism. This is not HR Jeopardy: "I have the answer. What's the question?"

The comment I make is: "What are you struggling with and let me discover with you how I can help you solve those problems." The humility we offer as we try to solve their problems with their words allows us to be more successful. **D**

How to join Vancouver's business leaders.



Get the essential news, advice, and resource you need to be a business leader. | **It's IN here.**

Sign up for free daily news updates or subscribe at biv.com

604.688.2398
subscribe@biv.com

**BUSINESS
VANCOUVER**

Subscribe

biv.com

Still looking for the **right** person?
We make **IT** Happen.

Temp – Perm – Contract – Search

- Information Technology
- Office Administration
- Accounting & Finance
- Operations
- Sales & Marketing

angusone
Professional Recruitment

1800 - 777 Hornby Street Vancouver | www.angusone.com
Vancouver | Calgary | 604-682-8367