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Nathaly Pinchuk
RPR, CMP
Executive Director

Leap into Fall but Don't Lose Your Balance

Take on new challenges both at work and for you

As another summer draws to a close, most of us are gearing up for fall, usually a very busy time of year at work. We leap into our work with great energy. What a lot of us forget is to pay attention to ourselves in order to sustain this energy and high level of productivity.

We have all had some form of summer holidays and time to recharge our batteries. We are refreshed and loaded with energy. Parents are normally relieved that their kids are back at school and there is a return to daily routines. We are all revved up when we return to our workplaces after the Labour Day weekend ready to tackle all projects and tasks that are tossed at us. We quickly grab the bull by the horns and run off with our work. Some of us are so geared up that we don't even pay attention to the clock or our own personal needs and put in extensive overtime to get as much done as humanly possible.

So I ask how do you normally feel by the last week of September? Has your "get up and go" got up and went? Do you feel tired and wonder why? This is probably a result of your leaping into work assignments

aiming to accomplish the impossible without maintaining a proper work-life balance. You've basically forgotten about you and that's not a good thing. You're starting to feel burnout and if you don't take the time to make time for yourself, your battery will be empty very soon.

Over the summer months, we carved time out of our workdays to plan activities for ourselves. We got more exercise, played sports and spent cherished time with friends and family in a wide range of settings. Even with all the leisure time activities, we still managed to get our work done.

We can feel this great drive to accomplish all the things we wish to get done, but we must not forget to schedule time for ourselves. It's not the time to stop biking, hiking or working out at the gym because of your workload. It's not the time to tell friends and family that you're so busy working that you don't have time to see them for weeks. Leading experts now tell us that it's not only vital to have physical exercise and social activity to maintain your highest levels of energy and productivity, but that social activities also contribute to your overall well-being.

Make time for yourself as you have all summer. Yes, you have personal and work responsibilities that must be met. However, if you have no energy and get run down and sick, you won't be of much use to anyone particularly your family and your colleagues at work. Tackle all your new challenges with energy and enthusiasm, but ensure that you have some action items on your personal wellness "to do" list. Work-life balance is a great thing!

Nathaly Pinchuk, RPR, CMP
Executive Director IPM
Institute of Professional Management

Perspective

Some of us are so geared up that we don't even pay attention to the clock or our own personal needs...

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Brian W. Pascal
President

President's Message

Don't Curb Your Enthusiasm

Maintain your strongest trait

When it comes to hiring a new employee, I believe that experience means a great deal. Having someone on board who can take on an assignment without a lot of training is a great asset to any organization. Educational qualifications can also mean that an employee has both a range of acquired skills and the capacity for growth. That makes me smile. But honestly, nothing can really beat enthusiasm as the trait I admire most in a new hire. After I hire them, I advise them not to curb their enthusiasm.

I'm not referring to the fake, contrived or artificially pumped-up enthusiasm, the kind you see at a high school basketball rally. That's not real enthusiasm or even energy when you see it in the workplace- it's more like hot air. I am talking about that drive that's inside us that not only gets us out of bed in the morning but keeps us going all day.

That type of enthusiasm is innate but it also must be nurtured. You can see raw enthusiasm in children or new recruits. They start off with a joy of the game or their work and if they are coached and mentored, they maintain that enthusiasm all of their lives. If we all start off with enthusiasm, how do we keep it as that joy fades from other people's faces or the daily grind just begins to wear us down?

In my view there are three ways to maintain enthusiasm, especially at work. The first way is to pick something as your career that you actually like and that you are passionate about. Don't choose a career for the money, prestige or the benefits package. Choose a job that you really care about and you have a shot at staying enthusiastic for a long time.

Secondly, put up barriers (real or artificial) between you

and the nattering nabobs of negativity (as Spiro Agnew once called the media) which exist among your family, friends and coworkers. If you were a passionate bird watcher, you wouldn't spend a lot of time with people who put you down because of your love of birds or call you dumb because you enjoy watching them. So why do we put up with the critics and naysayers at work?

Thirdly, find your own enthusiasm energy sources that you can plug into whenever you feel your passion is waning. Some of these people are at work and others are in your community. There are always some of them online, 24 hours a day. You need people as passionate as you to maintain your enthusiasm. You can always repay them by doing the same in return.

Don't ever curb your enthusiasm and don't let anyone else curb it either.



"Clean out your cubicle, Smythe.

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Angry Letters to Your Boss Can Get You Fired

Going from a bad day at the office to just cause

We have all seen or heard about infamous complaint letters from disgruntled employees and until now, have largely chalked it up to a bad day at the office. Such letters would be dusted under the carpet and employers were told there was nothing they could do about it. This is no longer true. Both the British Columbia and Ontario Courts of Appeal have had occasion to consider controversial letters from employees and determined the letters constituted just cause for termination of employment. The obvious question arising from these cases is how bad does the content and tone of a letter have to be to constitute just cause?

In *Grewal v. Khalsa Credit Union*, 2012 BCCA 56, the relationship between the employee and employer was one of discontent. An issue arose concerning a home mortgage obtained by Ms. Grewal from the Credit Union. The Chief Executive Officer brought it to the attention of the Board of Directors and sought legal advice. He then requested a meeting with Ms. Grewal to discuss the mortgage renewal matter and other ongoing concerns. The day after the meeting, Ms. Grewal's lawyer delivered a letter to the Credit Union. The letter alleged serious unwarranted invasions of Ms. Grewal's privacy, complained of statements in relation to the mortgage matter and demanded a wide ranging retraction and apology. The letter threatened action in the event an apology was not provided. Ms. Grewal's lawyer sent a second letter in the same vein a week later. After receiving the second letter, the Credit Union responded, saying that Ms. Grewal had acted in a

manner that was incompatible with continued employment. Ms. Grewal did not return to work and brought an action for wrongful dismissal.

The trial judge held that the Credit Union had just cause to terminate Ms. Grewal's employment on the grounds of the inflammatory letter sent by Ms. Grewal's lawyer. The critical facts leading to this decision were:

- The language of the letter was disrespectful and inflammatory;
- The accusations were serious and covered most aspects of the working relationship;
- The letter demanded that Ms. Grewal's superior acknowledge that he had acted in bad faith, with the intent of injuring Ms. Grewal and her reputation;
- Ms. Grewal's superior had to apologize for his conduct on terms acceptable to Ms. Grewal, and had to refrain from future criticism of her performance;
- The letter was not substantiated by the facts (i.e. it alleged serious unwarranted invasions of privacy which were not proven); and,
- The letter was sent to Ms. Grewal's superior, the Board of Directors and the Credit Union regulator.

In the result, the letter permanently undermined the employment relationship and made it impossible for the parties to continue working together. The British Columbia Court of Appeal upheld the findings of the trial judge and dismissed the appeal.

Similarly, in *Bennett v. Cunningham*, 2012 ONCA 540,

the relationship between a junior associate lawyer and her boss broke down quickly. Shortly after being hired, Ms. Bennett was concerned that the office lacked the technological tools for her to do her job. Her employer, Ms. Cunningham, addressed the concern by investing in voicemail and practice management software and also implemented some of Ms. Bennett's file management suggestions. Ms. Bennett then became concerned about the entry of her time dockets and collection of her accounts. Specifically, she discovered that some of her time had not been entered and some of her time had been improperly credited to Ms. Cunningham. These concerns were acknowledged by Ms. Cunningham, who advised that the errors would be corrected upon receipt of copies of accounts where the errors had occurred. A few weeks later, Ms. Bennett gave Ms. Cunningham a four page letter which set out nine areas of concern. It was extremely critical of Ms. Cunningham's systems for file management and docketing, among other items. The letter stated, in part, "as my income depends solely on my billable hours docketed and collected, the monetary gain to you is both dishonest and negligent". Ms. Cunningham subsequently terminated Ms. Bennett's employment. Ms. Bennett brought an action for wrongful dismissal and unpaid commissions.

The trial judge held that Ms. Cunningham had just cause to terminate Ms. Bennett's employment on the grounds of her complaint letter. The judge stated that the relationship between lawyers practicing in

continued ...

Feature

Angry Letters to Your Boss Can Get You Fired

... concluded

the same law office is based on confidence, respect and trust. The letter was highly critical of the operation of the law office and of Ms. Cunningham's integrity. The accusations destroyed the employment relationship. On appeal, the Divisional Court reached a different conclusion. But the Ontario Court of Appeal allowed the appeal and restored the findings of the trial judge.

These two cases suggest that employers and employees must be mindful that aggressive intervention through legal counsel

or on their own, may have a significant impact on the ability to continue with the employment relationship. Complaint letters that contain incendiary, harsh or accusatory language, particularly if the allegations cannot be supported, are problematic. Moreover, letters that accuse employers of dishonesty, negligence or other forms of inappropriate conduct that are unsupported may result in just cause for termination of employment. Employers should have complaint letters they

receive reviewed by counsel before taking any drastic action. The flip-flopping of the courts in the Bennett v. Cunningham decision in particular illustrates the difficulty in determining whether such letters fundamentally destroy the employment relationship. Each case will turn on its particular facts.

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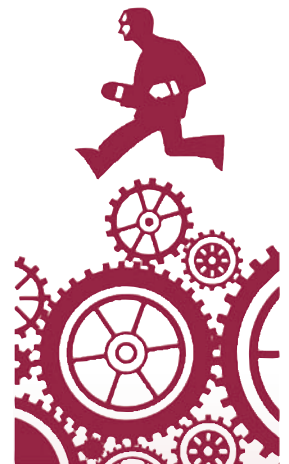
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Philip H. Gennis
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Human Resources: Key Players in Mergers & Acquisitions

Charting the course to success

A Merger or Acquisition (M&A) activity is at its core an adventure with potential for high risk and high reward. It really is the Olympics of business transactions and holds both the thrill of victory and the agony of defeat within its range of outcomes. As more companies go through this exercise, we can now more precisely determine what works and what doesn't when it comes to mergers and acquisitions. What works is oversight and due diligence and this is particularly true for HR's role in M&A activities.

There are a number of different phases in the M&A process which we have discussed in recent articles. They are the prelude, deal negotiation, pre-change of control, change of control and post-change of control. The first two set the table for the hard work to follow by identifying targets, key resources and making a tentative agreement that outlines the parameters of the merger or acquisition. Due diligence plays a very important role in these elements of the activity, but it is in the pre-change of control and the post-change of control where HR must really step up to the plate.

The pre-change of control period is where the planning for resources and resource allocation takes place. Obviously HR plays an important part of these discussions. Will there be a larger or smaller workforce post merger or acquisition? Which payroll system will be used? Are there regulatory concerns? Are there collective agreements, employee contracts or executive compensation plans to be merged or renegotiated? It is crucial to get this phase of the process right. Otherwise, there

will be personal, organizational and financial chaos later on down the road.

After control has changed hands into the new regime, there is just as much work for HR because all those plans that were developed in the pre-control phase must now be implemented. In addition to making sure that people get paid properly, HR must also manage the cultural differences from two separate organizations into one cohesive unit. A key part of this will be staff communication. HR will want to help define and deliver the organization-wide messages that can smooth out the people part of the process. The greatest challenge for managers and HR in particular is to normalize the situation and get back to "business as usual" as quickly as possible.

As noted earlier, risk is the key factor that has to be managed in M&A transactions and the 'people' risk in both the pre-change of control and post-change of control phases are crucial to the success of the entire operation. If there is an improper evaluation of the risk in the pre-change of control stage, this could result in great financial costs to either side of the activity.

One example could be that management bonuses on one side of the merger are undervalued or even hidden. Unless the HR team in the receiving organization discovers and costs these bonuses (which could be worth millions of dollars) and develops a plan to deal with them, this could result in a significant loss for the organization. Similarly, if differences in collective agreement entitlements are not recognized and properly planned for, there

could be significant employee relations and financial problems later on.

It is truly in the post-change of control phase that HR really earns its money. The main benefit of any M&A activity is to generate more income for the two individual parts. If HR cannot create a synergy of employees, organization and structure that works, then the activity will not be able to sustain itself and will fail. That's a lot of pressure on HR!

People issues along with financial problems are the biggest reasons most mergers and acquisitions fail. On the HR side, it might be the inability to merge management compensation plans, collective agreements or deal with the unions and union representatives. Another major reason would be failure to develop a plan to successfully merge two unique workplace cultures into one cooperative force that can sustain and grow the business.

The homework and due diligence that Human Resources must carry out in both these key phases of an M&A activity is tremendous. The risks are high

continued ...

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Feature

Human Resources: Key Players in Mergers & Acquisitions

... concluded

to the profit margin, balance sheet and overall well-being of the merged organizations. We must strive for success and the greatest possible rewards if HR can manage a smooth transition to the other side of the activity. The investment in HR due diligence in both pre-change of control and post-change of

control phases is money well spent. M&A projects succeed because they place a true value for both the financial and people sides of an organization. They fail when these factors are not properly evaluated at the beginning or poorly planned for in the future organization.

Philip Gennis is a commercial insolvency and restructuring specialist with msi Spergel inc. and can be reached via email at pgennis@spergel.ca.



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Marla Ericksen
Empower ME
Lifestyles

ASK the Expert

Poor Health Habits are Productivity Thieves

Bad habits = poor output

Q • It's hard enough juggling demands and prioritizing tasks at work. How do we maintain our highest levels of mental, physical and business energy with everything else going on in our lives?

A • A lifestyle adjustment that nurtures the interdependent relationship between mind, body, heart and spirit is what is necessary. This is not as grandiose and out of reach as you might imagine! Getting physical and looking after yourself is at the core of the solution. We all know that exercise is great for your health, but it also positively affects your performance on the job. Bad health habits like smoking and a poor diet coupled with lack of physical activity are literally robbing you of the ability to be efficient, effective and productive both at work and at play. So the short answer is that you need to get active, get healthy and get real!

What You Need To Know

According to numerous studies, people who have active lifestyles are more productive, efficient and creative. They are also happier and more satisfied with their work lives. The relevant research shows that workers who engage in regular physical activity perform better at their jobs as measured in both qualitative and quantitative constructs. When a company's bottom line is important, then quality, quantity and productivity are of paramount importance.

The Mayo Clinic touts that exercise improves your mood, combats chronic disease, assists in weight management, boosts your energy level and promotes better sleep.

Another finding by Nicolaas Pronk, PhD published in the Journal of Occupational and Environmental Medicine found that when employees get more physical activity "...work performance gets a boost". Physically fit workers usually have greater endurance, are physically stronger and are less likely to feel fatigued.

Another study presented at a past American College of Sports Medicine (ACSM) annual meeting states that workers' quality of work, mental performance and time management

were better on days when they exercised.

No Wasted Effort

While exercise seems to be the main ingredient for all self-development initiatives, your efforts at adopting a more active lifestyle will benefit more than just your productivity at work. You can reap the benefits of your exercise investment in all aspects of your life. Entrepreneurial direction, mental clarity, emotional stability and a deeper connection to your life's purpose can all be supported and enhanced by the choice to be more physically active.

Time to Tweak Your Priorities

Overall health needs to be evident in all aspects of your life including physical, mental, emotional, energetic and spiritual. You cannot affect one of these areas without the impact being felt in the others. If you mistreat your body, you will have less vitality. If you suppress emotions, you will get sick. When you have a negative thought, it ripples through your physical tissues. This is the basis of a holistic approach to wellness. The key concept here is that you have the opportunity to positively benefit and enhance your entire life by embracing some of the ideas

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Charmaine Hammond
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Team Charters Build Collaboration, Communication and Clarity

What you need to succeed

A Team Charter helps teams collaborate, ensure clarity and communicate for results. Typically a Team Charter is a document that summarizes how the team will work together. Charters developed *with* the team not *for* the team, have the highest chance of success.

Sarah's team was a highly skilled group of professionals who were committed to customer service. They did however struggle providing that same level of quality service to one another in the team. The tension in the team was high, issues had gone underground and silos had started to reappear. Old issues frequently surfaced and many comparisons to "the way we used to do it" got in the way of the team's response to change.

There were many reasons that Sarah's team pursued a process to build a Team Charter. One was to clearly document its purpose and strategic direction. The charter also provided clarity about individual roles, responsibilities, operating guidelines and courtesies within the team. The Charter also established procedures and processes for both the team and organization management on communication, decision making, reporting and conflict resolution procedures. A Team Charter is really a map or blueprint for conducting business. It defines how the team will work together in an empowered and collaborative

manner, including setting out responsibility and authority.

With Sarah's team, we identified the strengths and unique qualities of the group. This conversation framed the purpose of the team's charter. Here's how the team's charter document started. *"This charter has been developed collaboratively by our team to support us to enhance our interpersonal and team relations/communication, team functions and also defines how we will work together in support of our vision. We are committed to working respectfully and effectively together as a team by: communicating effectively, creating a workplace environment that is based on trust, integrity and passion for our work, and by assisting/supporting one another to learn, so we grow as a department. Our approach is strengths and resilience based."*

Following the conversation about strengths and the summary of the purpose statement, the team identified their values. These values became the thread that wove the other charter components together. After the team clarified the roles and responsibilities of its members and how each role contributes to the bigger picture and overarching company goal, the team then explored relationships and processes.

This next phase of the team's discussion focused on the theme "how we work

together". This conversation included discussion and agreements about:

- How decisions would be managed in the team
- Expectations around team communication
- How issues would be identified and addressed
- The process for providing feedback and resolving conflict and disagreement
- When and how the charter would be reviewed
- Who would be responsible for overseeing the charter and ensuring that new employees received an orientation to the charter
- The activities and ongoing efforts to build the team and foster healthy working relationships
- How the charter would become a working tool to support team cohesion, effectiveness and collaboration

Ready to build your Team Charter? Here are a few pointers to start the process:

1. Wherever possible have an internal facilitator lead the process. This might be a Human Resources professional in your organization, a leader from another department or an external facilitator.
2. Ensure that there is adequate and appropriate

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Feature

*Charmaine Hammond will be presenting on
"Bounce Forward-Charting Your Course to Resilience"
at IPM's Toronto Nov 5 Conference and Ottawa Nov 7 Conference – 2013*

For details, go to www.workplace.ca (CLICK ON EVENTS).





Rick Boersma

Co-Founder, Floworks Training, Design & Innovation Expert for Juice Inc.

Creating a Culture of Innovation

A recipe for success

Creating a culture of innovation certainly takes work, but it's not as difficult as you may think. When you boil it down, all you really need are three ingredients: ordinary people, a structured process and executive leadership buy-in.

So grab a bowl and mixing spoon and let's stir up an innovation masterpiece!

Ingredient 1: Ordinary, even non-creative people

You really don't need a dream team of creative minds to come up with the greatest thing since sliced bread. This is because we are all different in the way we think. How we think is a key driver behind how we approach situations, problem-solve and innovate.

When you bring together a group of different thinkers who share similar characteristics such as open-mindedness, trust for others and trustworthiness, people will start spring-boarding off each other's ideas.

As a result, a group of "ordinary people" can actually come up with an amazingly wide range and number of original ideas to choose from.

Ingredient 2: A structured approach to innovation

You must always keep in mind that everyone operates inside their own "boxes" (or mental frameworks). Simply asking people to "think outside the box" is not enough to get the creative juices flowing. People need some form of structure to guide the pathway to innovation. In other words, they need process.

Let's look at the case of the City of Mississauga. Its annual City Managers Leadership Conference in 2009 had one objective — approach old problems in a different light. Using a structured innovation process, participants (each representing different mental frameworks) came up with a total of 500 ideas in just one day.

A structured approach to innovation also focuses on other important elements outside of ideas generation. Yes, there is more to innovation than ideation. This process can help you identify the right opportunities, root causes and contributing factors, select the "right" solution from the masses your group generates and map out an execution strategy.

In other words, where innovation is concerned, a process provides the guidance needed to increase group's output and also bring useful ideas to fruition.

Ingredient 3: Buy-in from executive leaders

The first two ingredients are in the bowl and mixed. Now, it's time for the final and probably most critical ingredient.

Regardless of whether an organization outwardly encourages innovative thinking, employees will always come up with ideas. Many of them will be good, possibly great.

Sometimes employees' efforts are all for naught, particularly if their ideas don't align with the organization's strategic priorities.

All too often, innovation efforts fail because employees are unclear where to focus their

innovation efforts. They put all their energy and time into A when they should actually be focusing on B. So when they excitedly present their idea to leadership only for that idea to be turned down, this can have a negative impact on their commitment to the organization.

Where innovation is concerned, executive leadership is especially important. Leaders must know how to foster innovative thinking, pinpoint exactly where it is needed in the organization and clearly communicate to employees and teams the key areas that most require innovation.

In other words, for innovation to really work, leaders must clarify where in the "innovation curve" they require everyone's assistance.

Ready, set, bake

Most organizations understand the need for innovation, but few know how to go about creating such a culture.

Innovation does not have to be complex. Instead of getting discouraged before you even start, just look at innovation as three ingredients: people, structure and leadership.

With these three building blocks, you can begin to build a culture that energizes, guides and inspires its people, leading to breakthrough innovations and significant improvements in your organization.

Rick Boersma is Co-Founder, Floworks Training, Design & Innovation Expert for Juice Inc. and can be reached via email at rboersma@juiceinc.com.

Feature

*Rick Boersma will be presenting on
"Innovation – Applied Innovation for Real People"
at IPM's Toronto Nov 5 Conference – 2013*

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Gail Boone
Executive Coach and
Owner of
Hold Them Big



Carla Hurley
Executive Coach
and Owner of
Inside Out
Leadershift

Feature

Hold Them Big: How Your Thinking Influences Others' Growth and Productivity

Free up time for your own work

What are the chances you think everyone in your organization is as capable as you are? Let us examine our attitudes about how we think of others' capacity. We'll have to look at the implications of our attitudes. Ask yourself how your attitude about others impacts their ability. We will have to shift from having all the answers to becoming a champion and coach instead.

Many leaders are responding to "doing more with less" by working longer hours, taking on more responsibility and burning out. Why? We think it stems back to a long held belief that "it's easier to do it myself." From where does this belief come? It comes from the challenges of transitioning to a new role without having the time or opportunity to examine or develop the leadership skills required. There are inherent challenges associated with the shift from technical expert to leader of people. It's sometimes hard to take the time to teach others when we know we can get it done quickly by doing it ourselves. It's equally difficult when we are not sure if others will do it as well or as quickly as we would. When we don't create the opportunities for others to step into the challenges or to learn as they go because we are afraid they might fail, we "hold them small."

We start thinking this way when we behave as though our value is in our subject matter expertise and in having answers or the ability to solve problems. We are hard wired to solve problems. What if we shifted this thinking? We believe there is value in using questions to enable others to find the answer. When we rush to provide an answer, we actually rush to rescue. We teach people to rely

on others rather than on thinking for themselves. We also teach them that they don't have to be responsible for finding solutions. All of this usually happens without our awareness. We are not deliberately holding the desire for someone else to fail. Unless we've done the work of self-discovery to understand self and the impact our behavior has on others, we are unaware of the costs to both of us. So what do we do now?

To start, examine your own attitude about the value you bring.

What has made you successful in the past? How good are you at creating opportunities for others' growth? How quick are you to provide an answer when someone comes with a problem? How ready are you to let people try or to let them make a mistake? What do you believe will happen to how you think about yourself if you don't have to provide the answer? Where will your value come from? What will it take for you to "let go" in order to "let others?" What are the conclusions you draw from asking yourself these questions? What does it say about your leadership style? Examining our attitudes requires deep self-reflection and brutal honesty. While it can be a scary place for leaders, it is a great place of learning with the potential for real growth.

Secondly, examine your impressions and beliefs about others.

Ask yourself what is it about this person that holds your thinking that they are not as capable, competent or have the potential to grow? What have I taught them about relying on me for the answers? How is my always providing the answer affecting their ability to find out

for themselves? How does my belief about having to do it myself limit their opportunity for growth? What might they be capable of if I offered to work differently with them – asking instead of telling? What do I need to shift in my thinking to hold them capable? This usually requires a significant shift in attitude and a huge leap of faith.

Next, host a conversation with them.

Find out what their growth aspirations are. Examine the impact of your subject matter expertise on them. Now here is a tricky part. They too will see the value in your expertise. They might want you to provide the answer because it takes some of the risk away from them. They can blame you if it fails. Once again, this usually plays out in an unconscious and unintentional way. It can be tough to shift. We have to get curious for growth to occur. An opposite of growth is dependency. Our systems can't be sustained with dependency. So, while it might be challenging to push through to the other side of dependency to independence, the journey is worth it. Ask how you might partner with them to grow their capability and confidence. Ask them how they would like for you to support them in their growth.

Then, let go.

Resist the urge to rescue, to jump in and answer all questions. Sure there may be some questions that are necessary for you to answer. Those are the ones where true urgency, safety or quick and decisive action is necessary to come from you. Most questions though can be turned back to the one asking to encourage his or her growth.

continued on page 13

Team Charters Build Collaboration, Communication and Clarity... *concluded, from page 10*

- communication to the team in advance of the facilitation process commencing.
- Plan for at least a full day for the process.
 - Engage the team in the identification of issues and the creation of agreements which become the structure of the Team Charter.
 - Explore who will champion the Charter, how the Charter will be reviewed and ensure

that the Charter has a visible home in the office.

- Discuss as a team how commitment will be confirmed (e.g. signing the agreement).

Sarah's team not only signed the agreement, but they chose a Champion Team (2 staff and 1 Manager) who oriented new staff to the Charter, held quarterly Charter check-ins and arranged for the Charter to be summarized into a beautiful

piece of art that hung on the wall in the reception area. Two years later, this team continues to work collaboratively, resolve conflict with more ease and respect and is working with greater focus.

Charmaine Hammond, MA, BA is known as the Bounce Forward Expert – building inspired and resilient teams.

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Hold Them Big: How Your Thinking Influences Others' Growth and Productivity ... *concluded, from page 12*

Coach them with questions such as where might you find the answer to that question? What other sources besides me are available to you to help you find the answer? What have you tried so far? How has what you've tried so far worked? What's on the list of options? Which options do you like best? What are the risks of proceeding in this way? What is the downside of proceeding in this way? What other factors do you need to consider if this approach is to be successful? What resources do you need? You will find this actually shifts your relationship and creates a different level of trust and positivity.

Finally, check in.

Ask them about their progress. Step in with acknowledgement and further coaching as their journey to self-discovery progresses.

When we shift to coaching others, we actually create success for them and for us. When we "hold them big", we signal trust and confidence. When others see that we believe in them, they start to believe in themselves. They take more risks, get more creative and become more productive and capable. When they do, we start noticing they come to us for different things. They stop asking the questions they could

answer themselves and come to us when they really need help. This actually frees up capacity for the important work. Leaders notice a shift in their own and the overall team's positivity and productivity. And who would not want more of that? Here's to BIG thinking.

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Spring 2014...
**IPM's 30th
 Anniversary**
Regional Conferences

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Ottawa... April 10, 2014
Calgary... April 29, 2014
Edmonton... May 1, 2014
Toronto... May 7, 2014

More details on these special events coming soon!



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Poor Health Habits are Productivity Thieves

... concluded, from page 8

presented here. A productive enterprise indeed!

In the media release on a new book "THE ONE THING: The Surprising Simple Truth Behind Extraordinary Results", author Gary Keller suggests some simple guidelines for creating and sustaining energy. The guidelines are from the book, the commentary is my interpretation of the suggestions.

1. Eat right, exercise and sleep sufficiently for PHYSICAL ENERGY.

The human body is an incredibly sensitive, intelligent entity. Your body is designed to move. Put high quality fuel into it, give it adequate rest and it will take you on a wondrous journey through life with health, vitality and longevity.

2. Set goals, plan and calendar for MENTAL ENERGY.

For optimal recruitment of mental faculties, it is important to have a vision. Plot

your course, be persistent and remain flexible en route to achieving the objectives that lead to your vision becoming reality.

3. Time block your one thing for BUSINESS ENERGY.

Focus on one thing at a time. Identify what you want to do and when you want to do it. Stick to your plan and make it happen. Divert all your attention to what you are doing while you are doing it. Our brains were not necessarily designed to multitask.

4. Hug, kiss and laugh with your loved ones for EMOTIONAL ENERGY.

Spend time living, laughing and loving the people who support and share in this journey with you. We are social beings. Your friends and family need you and you need them. Let them know they are respected, loved and important to you. You will be pleasantly surprised at how this benefits you.

5. Meditate and pray for SPIRITUAL ENERGY.

We all have the need for purpose and meaning in our lives. Allow yourself the time to contemplate the reality of your life, the beliefs that you hold, the values that form them and how it all unfolds through your thoughts, speech, behaviour, attitudes and actions. Reflect on the person that you are and the person you want to be. Then, you can aspire to bridge the gap.

Your path to being more productive, creative and satisfied with your work is your own responsibility. The choices that you make will be directly reflected in how life unfolds. Choose to get active and start NOW! After all, now is all there really is.

Marla Ericksen is an integrative fitness specialist, exercise rehabilitation therapist and Yoga teacher. She owns and operates Empower ME Yoga in Ottawa. She can be reached at marla@marlaericksen.com.

IPM's 30th Anniversary Regional Conferences

Your Key to Success...

Spring 2014 events will be in the next MQ issue, we're also keeping pricing low starting from \$119.00 to include breakfast, lunch, 2 coffee breaks, four sessions and handout materials.

Topics featured will include:

Employment law updates, leadership, employee engagement, time management for senior managers, investigations updates and more...



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