IPM ASSOCIATIONS

MEMBERS QUARTERLY

Celebrating 30 YEARS

News, Updates and Events

APRC
Association of Professional Recruiters of Canada

CPTA
Canadian Professional Trainers Association

CAAS
Canadian Association of Assessment Specialists

CMPA
Canadian Management Professionals Association

Winter 2014 Volume 12, No. 1

Nathaly Pinchuk, RPR, CMP

Executive Director

Perspective

IPM Celebrates 30 Years — *We're on a roll!*

As IPM celebrates its 30th anniversary, this month marks my 18th year with the Institute. The years have flown by and I feel very fortunate to have crossed paths with some remarkable people along the way. Many of the members I spoke with in 1996 are still with us today. We've certainly come such a long way!

When IPM and the Association of Professional Recruiters of Canada started back in 1984, there were 100 members at the end of the first year. Over the years, we launched the Canadian Management Professionals Association, the Canadian Association of Assessment Specialists and the Canadian Professional Trainers Association. We now have over 2,600 active full and associate members across the country. We also have international members in the USA, Asia and the Middle East. We thank each and every one of you for your valued support over the years.

The success of IPM's four professional associations would not be as great without the added support of two special groups.

IPM National Office hereby acknowledges the tremendous work done by our National Board of Directors. These incredible volunteers have worked diligently for many years to expand member services and help plan professional development across the country. From East to West, we thank Pat McKay and Andrea Conrad in Nova Scotia, Jaime Moore and Diane Johnson in Ottawa, Linda Kellett and Reeshma Jassani in Toronto, Cindy Ziobrowski in Calgary, Mary Ann McCann in Edmonton and our newest recruit, Louise Shipway in Vancouver for their assistance. We can proudly boast that we have had the pleasure of working with the majority of these folks for many years. We also thank the teams of dedicated members in each of these regions who have provided their input and support on regional issues. Some of our board members have been with us for over a decade which is rare for professional associations these days.

Beyond our member volunteers, IPM acknowledges the exceptional contribution made by our industry experts who volunteer their time to assist with our Members Quarterly publications and present on an ongoing basis at IPM Conferences. We have had the pleasure of working with Canada's top Employment and Labour Law Lawyers, financial management, leadership and workplace management experts. Members have commented on how delighted they are to be able to meet these experts face to face at our events or capture their insights in the Members Quarterly when they are on the other side of the country.

Special appreciation goes to expert lawyers Malcolm MacKillop, Hendrik Nieuwland and Ruben Goulart in Toronto, Tom Ross in Calgary, Colin Fetter in Edmonton, Dan Palayew and Steve Williams in Ottawa for their continued support. We are also most grateful to our workplace management experts Philip Gennis, Craig Dowden, Charmaine Hammond, Gail Boone, Carla Hurley, Rick Boersma, Marcel Bellefeuille, David Ray, Luc Beaudry and Wendy Godmere for continuing to share their advice and experiences on the vast range of workplace issues with members both at events and in print.

While we are constantly introducing new faces in new areas of interest, our members and corporate guests continue to find inspiration and answers to their questions from our IPM "family" of experts.

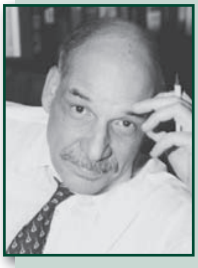
The 2014 Honour Roll would not be complete without sincere gratitude to our members. You provide precious feedback and support which helps us all do our jobs. It's been a wonderful 30 years for IPM. I can hardly wait to see what the next 30 bring!

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

It's been a wonderful 30 years...

inside this issue:

Send us your feedback and suggestions for articles. If you are interested in writing articles, send your contributions to info@workplace.ca.



Brian W. Pascal

President

President's Message

Happy Anniversary to You

Help IPM celebrate 30 years

It's hard to believe that we've been doing this together for 30 years! 2014 marks the 30th anniversary of IPM and our regional events across the country. This truly is a time to celebrate our collective successes as individuals and as IPM and our four professional associations. It is also a time for change.

One of the changes that IPM is making is to shift from having two conferences a year in all the regions to just one in all regions to be held in the spring. We are excited about this change and hope that you are too. This will allow us to focus on bringing you the best possible presenters on topics that you request and it will free up more of your time and resources to focus on other aspects of your learning and growth as well as manage your workload.

Part of the reason for this change is also because as IPM has grown over our 30 years, so too have you, our valued members. You are now able to take advantage of online resources such as the Management Encyclopedia, Workplace Today® Journal and the Workplace Library along with all the self-study accreditation programs and certificate courses for professional development. With e-based learning and social networking, members can now find online opportunities to network with each other and not have to rely on twice a year conferences as their only vehicle for that activity.

In addition, this change will also help your training and PD budgets. Fewer conferences will mean less cost for you and your employer. This will benefit you and will also help encourage other members of your organization to participate as well. As advertised we are making special efforts to save you money and encourage you and your colleagues to attend our six 30th Anniversary Spring One Day Conferences across Canada.

The IPM One Day Conferences remain the best deal in town, any town, but especially in Halifax, Ottawa, Calgary, Edmonton, Toronto and Vancouver this spring! The early bird registration fees of $119 for members and $139 for non-members/guests include breakfast, lunch, 2 coffee breaks, 4 sessions and all hand-out materials. Another bonus for our 30th Anniversary is that for every 3 people registered, a 4th person from your organization attends free.

No other association or network offers these programs at these prices for a top notch professional development and networking opportunity. A number of you as well as my staff ask me how we can continue to offer these programs at such low fees. My answer is the same as it always has been. Our mission is to offer quality events for our quality members at the lowest possible cost to them. With your help and growing support, this will not change.

That's why it's really important that you register now for all six 30th Anniversary Conferences and benefit from early bird discounted fees. We need your active and early support for the 2014 Spring Conferences so that we can continue to partner with you to offer these events for the next 30 years.

We know that we can count on your support because just like IPM has been there for you, so too have IPM Association members been there for us. We say happy anniversary to you too! Your success has been our greatest achievement.

Thank you.

"I'm certainly no expert on the matter, but throwing the copier out the window just might be a sign you're suffering from stress."

Legal Privilege: What Management and HR Professionals Should Know

Be careful about the documents you prepare

Malcolm MacKillop, LL.B.

Senior Partner, Shields O'Donnell MacKillop LLP

Todd Weisberg, B.A., LL.B.

Associate, Shields O'Donnell MacKillop LLP

Feature

In a wrongful dismissal action, parties are required under the Rules of Civil Procedure to exchange all documents in their possession, power or control that are "relevant to the issues raised in the pleadings". This is called "document discovery".

Sometimes clients don't want to produce all documents (emails, letters, memos, etc.) because the content is damaging to their case. Unfortunately, both parties to an action are required by law to produce those documents even if they are harmful. The only exception to this requirement is where the documents are covered by "privilege". If a document is privileged, you don't have to produce it. So when is a document privileged? The three main privileges that arise in a wrongful dismissal action are solicitor-client privilege, litigation privilege and settlement privilege.

Solicitor-Client Privilege

Solicitor-client privilege protects the contents of communications that pass between a lawyer and a client for the purpose of giving or receiving legal advice. This form of privilege ranks highest among all of the privileges and is aimed at protecting the lawyer-client relationship by allowing the client to make full disclosure of private information without fear of it being disclosed.

There are three requirements for solicitor-client privilege: 1) the communication must be with a lawyer acting in their professional capacity; 2) the communication must be for the purpose of giving legal advice; and 3) the communication must be intended to be confidential by the parties.

For the most part solicitor-client privilege is relatively easy to establish. However, issues may arise regarding the third requirement (confidentiality) as solicitor-client privilege can be lost where the communication is not kept confidential. When this occurs, the client is considered to have waived solicitor-client privilege. Where waiver is found, those documents/communications previously protected by solicitor-client privilege are producible. The waiver of solicitor-client privilege requires the client's informed consent. However, consent can be implied. For example, waiver can be found where a defendant attempts to defend a claim by stating that they acted in reliance of legal advice.

Solicitor-client privilege extends to communications before the lawyer was retained and even if the lawyer is never retained. Once established, solicitor-client privilege can last forever, even after the death of the client. Solicitor-client privilege can be overridden only in the rarest of circumstances. The principal exception to solicitor-client privilege is where the communication is intended to further a criminal purpose (i.e. advice on how to get away with a crime not yet committed).

Litigation privilege does not protect the solicitor-client relationship...

Litigation Privilege

Litigation privilege does not protect the solicitor-client relationship, but rather the process of litigation itself. Litigation privilege creates a "zone of privacy" for the gathering of information to prepare for litigation. Two conditions must be met in order to establish litigation privilege: 1) the communication must be made with existing or contemplated litigation in mind; and 2) the communication must be made for the "dominant purpose" of litigation. In order to meet these requirements, the litigation must be in reasonable contemplation, but the action need not be commenced.

Unlike solicitor-client privilege, the communication does not need to be with a lawyer and does not have the same requirement of confidentiality. For example, litigation privilege will arise where an employer fires an employee for fraud and subsequently hires an expert to investigate and prepare a report regarding the employee's conduct. In this instance, the report that is prepared by the expert will be protected by litigation privilege.

Litigation privilege ends when the litigation ends. However, litigation privilege may continue if related proceedings are also in reasonable contemplation. In order for the litigation privilege to continue, the related proceeding should involve the same or related parties and arise from the same or related cause of action.

Settlement Privilege

Settlement privilege protects the disclosure of communications made for the purpose of

continued ...

Feature

Legal Privilege: What Management and HR Professionals Should Know *... concluded*

effecting any settlement. This privilege is premised on the assumption that settlement of disputes is more likely if the parties are able to speak freely about the issues without any concern that concessions made during settlement discussions will later be used against them. This privilege protects all discussions related to settlement of issues and disputes in the litigation.

There are three requirements in order to establish settlement privilege: 1) a litigious dispute must be in existence or in contemplation; 2) the communication must be made with the express or implied intention that it would not be disclosed to the court in the event negotiations failed; and 3) the purpose of the communication must be to attempt to effect a settlement.

Unlike solicitor-client privilege, settlement privilege is a jointly held privilege. Therefore, it cannot be waived without the consent of both parties. However, similar to solicitor-client privilege, it may be waived by implication. For example, if a party refers to settlement communications in a court document, that party cannot later claim those settlement communications are privileged when the opposing party attempts to use the communications.

Privilege is a complicated area of law. It is important for management and human resources professionals to have a basic understanding of privilege because you are on the front lines of workplace incidents that can result in wrongful dismissal actions. The take-home message is this: unless you are communicating with your lawyer, gathering information for an action or trying to settle a dispute, you should assume that any document you create will be produced to the other side in a wrongful dismissal action.

Malcolm MacKillop and Todd Weisberg practise employment law with the firm Shields O'Donnell MacKillop LLP of Toronto.

Marcel Bellefeuille

Professional Coaching Consultant

Ask the Expert

Coaching: The Move from Head Coach in the CFL to Corporate Recruiters

Lessons learned from professional football

Q: As a former professional CFL Head Coach, what lessons and advice can you provide recruiters to enhance their performance?

A: Having the opportunity to do performance appraisals and coaching for a recruiting firm has been a rewarding and enlightening experience. Prior to working with the recruiters, I completed IPM's Professional Recruiter Accreditation Program. Although there are many similarities to coaching and recruiting, I felt it was important to not only speak the same language as recruiters, but also understand the demands and legalities of the profession. After completing the RPR training, I did some training with the firm's new recruiters. This exposure to professional recruiting left me with a genuine respect for the diverse and complex nature of the work that is required to be successful in this field.

As a professional football coach, my work has many facets that are the same as the recruitment business. In the area of candidate recruiting, coaches spend an inordinate amount of time recruiting players in a highly competitive field. In game planning, coaches analyze and verify data in many areas of the game. Before and during competition, coaches prepare the players for the many steps that will ensure peak performance. In a very transient business with high stress and turnover, coaches are relentless marketers for themselves and their assistants. But most importantly, coaches and recruiters are masters of working with people to ensure the best possible outcome for everyone. Furthermore, recruiting and coaching professional football are two of few professions where you are responsible to see the full completion of a competitive transaction.

As a consultant to a recruiting firm, I assist both recruiters and management. I provide assistance in the following areas:

Time Management

As a head football coach, I managed up to 100 people per day in season. We have very distinct periods in our day including practice, meetings, administrative duties, recruiting and evaluations to name just a few. Working with recruiters, I give them feedback on their time management. Marketing, candidate recruitment, research and administrative responsibilities are some of the areas we examine. I review their tracker reports so that we can identify where the gaps are between time and production.

Marketing

Pro sports demands that coaches are creative and 'outside the box' thinkers. Furthermore, we are responsible to link data that supports production. We develop unique marketing ideas for recruiters, helping them in areas such the ratios between marketing time, activities and job orders. Evaluating marketing calls with recruiters based on set criteria has also given them useful feedback.

Goal Setting

Setting performance goals is a universal practice. Setting production goals with recruiters and the subsequent performance objectives to meet those goals has been exciting. If our goal is to earn "X" amount of dollars per year, how many placements will that represent? How many job orders will be needed? How many client meetings per week will that require? How many marketing calls will that require? It is interesting to not only set the overall goal but also all the corresponding objectives that support that production.

Unique Ideas

Coaches are always looking for new innovative ways to outperform the competition. Every coaching session that we have our recruiters bring a unique idea. They are encouraged to have and implement anything they think can give them an edge. I have seen exciting new marketing flow charts, geographic regions expand, new networking ideas and unique MPC calls to name a few.

Processes and follow-ups

Coaches and recruiters work in a high speed industry that demands precise communication and follow-up mechanisms. Sometimes it is email follow-up with a client to determine what the meaning of "start immediately" really means. In pro sports it may be finalizing a contract negotiation before a hard deadline. We work together to create a process or system that alleviates any chance of a miscommunication or expectations not being met.

Assisting recruiting firms or managers benefits both the individuals and their organizations in numerous ways.

It provides feedback on performance. Managers get immediate feedback that can facilitate training. The quickie reports a coach uses will

continued ...

Ask the Expert

The Move from Head Coach in the CFL to Corporate Recruiters

... concluded

communicate potential gaps that can be addressed.

It helps with the onboarding process. Coaches are very good when dealing with rookie players and their needs. Helpful follow-up can identify any supplemental needs that may be required for optimal performance.

Coaches help build more productive teams. Coaches are ultimately good at improving the production of a team or team member. This is ultimately what I have tried to do in order to assist both the recruiter and the organization.

To all recruiters, you are a special group of professionals that perform a noble and necessary service to all industries!

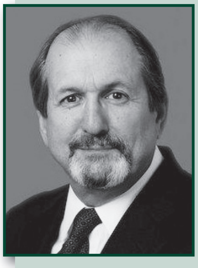
Marcel Bellefeuille is a Professional Coaching Consultant and can be reached via email at marcel@coachmb.com.

Marcel Bellefeuille will be presenting on:

Time Management: The New Focus

at IPM's 30th Anniversary Spring One Day Conferences in Halifax, Ottawa, Calgary, Edmonton and Toronto

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



Philip H. Gennis, LL.B., CIRP

Trustee, msi Spergel Inc

Feature

Nothing Wrong With a Touch of Gray

How to handle older workers

As the Canadian labour market continues to develop a touch of gray, there are a number of trends developing regarding older workers. One school sees the labour market challenges and demographics and believes that helping older workers stay on the job longer is part of the solution. The other group believes that the faster they can replace older workers with new blood, the greater their chances will be to maintain their competiveness in the future. So who's right? According to a new survey by Investors Group, maybe both are.

The survey was conducted by Harris/Decima online for Investors Group with 743 owners or senior financial decision makers of organizations with less than 500 employees. It asked these small and medium-sized business managers if they had hired older workers in the past and about their intentions for the future. First, there is good news for older workers. Almost all those surveyed (96%) agreed that workers aged 65 years and over offer more valuable experience and expertise than younger workers. Eighty-five per cent said felt that the older workers are just as productive as younger ones. In addition, a majority (79%) also agreed that senior workers have the required level of energy and ambition for their jobs.

Now here's the bad news. Despite their admiration of older employees, those surveyed were not inclined to hire older workers as much as their younger counterparts. In fact almost 79% don't believe that current vacancies in their organization will be filled by someone older than 65. Their reasons vary. Just over half (51%) are concerned about the health or performance of older workers and 55% think that they will have a harder time adapting to new technology. Some others note the fact that it takes just as much investment to train an older worker for new responsibilities and these senior employees will not likely stay around long enough to recoup this additional investment.

Perhaps the bigger news underneath the headlines of this survey was how these medium and small organizations plan to utilize the older portion of their workforce going forward. In order to maximize their effectiveness and minimize disruptions to the general operations of the organization, many of them have implemented a variety of work options for older workers. These include: 65% offering part-time employment, 43% giving specific project work and 35% having the possibility of contract or consulting work. Smaller but significant other options include 25% who actively offered working from home and 23% who had job sharing for older workers.

> Older workers will be a part of the modern workplace for a lot longer than current experience indicates.

These findings should provide food for thought for employers struggling with how to deal with employees on their payroll who are not quite ready to retire. Pushing them out the door is not a practical or possibly even legal approach to this situation. It may be beneficial for you as an employer to examine some of these options.

Part-time employment seems to be the most popular solution for helping both the organization and older individuals work through the wrinkles of the last five years of the pre-retirement period. It allows the organization to maintain highly skilled and still motivated employees while letting them experience a slower and maybe less frenetic working life.

Would this work in a law office or an accounting firm? Philip Gennis, commercial insolvency & restructuring specialist with msi Spergel Inc., thinks it would. "That's a much better alternative than being shown the door as a senior accountant with multiple profit-producing files and a full share of clients. If both sides agree, the individual can be allowed to maintain their most lucrative files and allow younger apprentices to take over some of the others under their mentorship. That would appear to be a win-win situation for everyone as it allows for an orderly transition when the senior practitioner is actually ready to retire."

Specific project work is another positive alternative and even after a formal retirement, many organizations bring back their most experienced managers or technical staff on a contract basis. Others have an agreement with their older workers to remove their day to day responsibilities so that they can focus on big ticket or more involved contract or project work.

"That would be an ideal situation for a lawyer with merger and acquisition experience," says Philip Gennis. "It is a highly technical and specialized field and many M&A

continued ...

Feature

Ageism in Today's Workplace

... concluded

experts would love to have that type of opportunity late in their careers. It could turn out to be a very successful relationship for both parties."

Finally, job sharing and telework are both growing in popularity for a wide range of today's professionals, notes Philip Gennis. "This has long been a standard practice for younger workers who needed more time away from the office to care for their children and families. To extend this to older workers just makes sense."

Older workers will be a part of the modern workplace for a lot longer than current experience indicates. That's not just because of an end to mandatory retirement or the human rights aspect of the issue. They will continue to work past traditional retirement age because they want to, and more importantly because they can. Those organizations that come up with the best plans to fully engage these workers will have an advantage in the workplace of today and well into the future.

Members Quarterly
Staff Writer

Brady Wilson

Co-Founder of Juice Inc., Author, Trainer and Speaker

Searching for Superstars in Your Organization — *Move beyond engagement*

Who do you consider your best employees?

You probably think of them as the "superstars" of your organization. They have limitless energy, love their jobs, frequently go above and beyond the call of duty and get great results. Too bad there are so few of them! Or are there?

Let's be honest: there are actually more employees with superstar potential in any organization than we often realize-possibly *many* more.

These folks are technically engaged employees. They are committed and loyal, come to work regularly, don't complain, stay many years and consistently strive to do a good job. However, they are also overwhelmed by having to do less with less. They lack passion and therefore cannot be innovative nor do their very best work.

Believe it or not, you can transform these engaged employees into more consistently productive powerhouse contributors. It requires a paradigm mind-shift at the managerial level, but is absolutely possible.

Here are three critical things that leaders can do now to move these employees *beyond engagement* and reap the business benefits of a higher-performing work environment.

1. Manage energy, not engagement

It's hard to think beyond engagement when it's where we've always focused. Look at where we are today. According to a 2012 Ipsos-Reid/Canadian Management Centre survey, only 27% of working Canadians are highly engaged and one in five is not engaged at all.

Simply put, today's engagement initiatives aren't working. So if not engagement, what then is the number one indicator of employee success?

It's their *personal energy level*. This is one's ability to focus on the value-adding aspects of their day (things like planning, strategizing, having difficult yet effective conversations and seeing projects through to completion).

What leaders must therefore do is move away from managing engagement and move toward managing *energy*.

By changing the managerial mindset to energy and creating workplaces where employees feel energized, organizations can enable employees to flourish, thrive and be innovative thereby fuelling great business results.

2. Minimize surveys, maximize "energy checks"

The hard truth is that employees don't care about engagement survey scores. Rather, they want to know things are fair, that they can find meaning at work, take pride in their role and have enough energy left at the end of the day for their own personal lives.

It takes at least 18 to 24 months to implement organization-wide strategies in response to employee engagement surveys. If employees don't see visible, concrete actions that impact their day-to-day energy levels, they become only more cynical by their employer's so-called engagement initiatives and ongoing surveying efforts.

A more effective method is to only do organization-wide surveys at a rate that matches your ability to take meaningful action. Do in-between surveys and simple energy-checks with your workforce.

An energy-check is essentially a simple two-minute questionnaire (and resulting conversation tool) designed to quickly and simply measure individual and team energy levels. It will pinpoint the issues that need to be addressed. The employee and manager each fill out two energy checks: one for themselves and one for their partner. This gives both individuals an opportunity to step into the other's world and look at various workplace factors that may impact each other's energy levels.

3. Partner, don't parent

While it may not be their intention, managers often resort to inefficient parenting-type strategies to get the job done. Consider, for example, companies that offer incentives to people for simply doing the right thing, using subtle forms of psychological control and/or using motivational messages that come across as "selling" the benefits of engagement.

Parenting is exhausting for the managers as it is in general. Moreover, this behaviour communicates an underlying, somewhat condescending message to employees- "there is something missing here that we need from you".

Engaged employees already have what "parenting" leaders think is missing: the desire to make a difference, the pride of doing a great job and their own forms of self-determinism including work ethic, values and character. Employees need to see that above anything else, they are in a partnership with their leaders. Managers who partner with their employees offer a rich stream of feedback affirming what works and gently nudging what doesn't.

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Ask the Expert

Teri R. Gentes

Wellness and Nutrition Consultant

Catering to Everyone –

Beware of the pitfalls

Q: We have a number of catered meetings at breakfast and lunch. With so many people with food allergies and special requests, can you give us some suggestions as to how we plan our food orders?

A: Personal dietary needs and preferences are more predominant now than ever before. Years ago when food wasn't mass produced or overly processed, many of our present dietary diseases did not exist. Now, more people contend with very specific dietary needs and/or eat more healthfully.

Excess nutrient void food consumption has caused numerous digestive disorders with ever increasing numbers of people afflicted with food intolerances and allergies. Symptoms show up in numerous ways including chronic pain, fatigue, inflammation, indigestion, insomnia, headaches, hormonal imbalances, weight gain, acne, hair loss and more.

Most caterers offer a wide variety of options such as low-to-no food allergens, low sodium, gluten free and vegan selections...

With the plethora of information out there, common sense nutrition is anything but common. Compounding this problem are the contradictory approaches on exactly what constitutes a healthy diet. Everyone has their beliefs and opinions influenced by industry, the media, so called diet gurus, culture, religion and their emotional attachments to food. However, a general poll of employees will quickly reveal that most aspire to feel, look and age as wonderfully as possible.

Eating in the workplace can often be one of the most deviant culprits in sabotaging one's healthy intentions compromising the entire workplace environment. It's no secret that healthier people are more productive, personable, cooperative and motivated. When it comes to food allergies and special requests regardless of specific dietary needs, quality nutrient dense food requirements are universal. In order to have employees embrace, commit and sustain nutritional menu choices, it is imperative to establish a corporate culture dedicated to healthier diets and lifestyles.

To create acceptance of such an initiative, educating employees on the correlation between food and health is necessary. Research validates 80% of our diseases are related to diet and lifestyle. Also, adding in great tasting nutrient dense food options is absolutely necessary. No one likes to feel that they are being deprived of delicious foods. Collaboration with the caterers is necessary in providing quality food choices accommodating those with dietary restrictions as well as those with dietary liberty.

We strongly advise you to consult with experienced caterers, food service specialists or nutritionists rather than trying to figure out all the menu options on your own. These specialists can suggest menu items that will accommodate the major allergies so you don't need to become a nutrition expert while planning a simple corporate meeting.

Today's top food allergens include dairy, wheat, soy, corn, eggs, shellfish, tree nuts and peanuts. Though this growing list may appear to be quite the challenge to accommodate, working with specialists will help you avoid potential disasters. Most caterers offer a wide variety of options such as low-to-no food allergens, low sodium, gluten free and vegan selections which are excellent replacements for the proverbial muffins, sandwiches, wraps, pasta salads, sugar laden cookies, etc.

How can you find quality caterers? Check out these websites to access numerous options in your locale: www.happycow.com and www.eatwellguide.com

Some suggestions to incorporate in your meetings include super food shakes, main course salads and "make your own salad" stations, dairy and gluten free wraps, gluten free pastas and power bars.

These healthier options reap a win-win situation. Nutrient dense whole foods optimize one's overall health. They improve mental ability, blood sugar, triglyceride, hormone and energy levels. They will improve mood, weight management and more. Every organization today is ready to reap the benefits here!

Teri R. Gentes is a Wellness and Nutrition Consultant and can be reached at teri@terigentes.com. Website: www.terigentes.com

Craig Dowden, Ph.D

Managing Director, SPB Organizational Psychology Inc.

Feature

Maximize Benefits of 360-degree Feedback *— Strategies for success*

"Optimizing leadership development is a top priority for organizations today. Identifying the most effective pathways to this goal is invariably tricky as countless options exist. One enduring approach which has gained increased interest in recent years is 360-degree feedback. Recent estimates suggest that 90% of Fortune 500 companies utilize this type of developmental exercise with their executives.

What is a 360-degree feedback process?

Also called multi-rater feedback, the center of a 360-feedback is the leader him or herself. It is called a 360 because individuals across all levels of the organization (e.g., direct reports, peers and supervisors) assess the candidate on a series of questions related to his or her performance.

The primary goal of a 360 is to raise the self-awareness of the individual leader. Specifically, by being more aware of how they come across to others, leaders can take proactive steps to maintain their positive impacts while adopting new strategies to avoid/minimize the negative ones.

Research has suggested that 360-degree feedback is a valuable professional development endeavour. Marshall Goldsmith, a widely renowned executive coach and thought leader, spearheaded a study examining the impacts of participating in 360-degree feedback for over 3000 executives. He found that almost 75% documented some form of improvement 3 to 6 months following the intervention when their direct reports were surveyed.

Despite these impressive results, 360s can also cause harm to leaders and organizations alike. Tales of nightmarish multi-rater feedback projects exist in many organizations. To maximize the benefits of this approach, it is important to review previous research which has identified several valuable 'best practices' to consider:

- **Many consulting firms provide a 360-degree feedback tool. Make sure you ask critical questions about how the tool was developed.**

  For example, are the items reliable? Do they measure what they intend to measure? Most importantly, do they link with outcomes that are important to your organization? Exploring the reliability and validity of the tool is critical to ensuring the success of the initiative. Although tools can "look good" and their questions "make sense," it does not mean that the appropriate scientific testing and development were conducted. If you cannot obtain this information, it may be in your best interest to look elsewhere.

- **Use 360-degree feedback as a development tool, not as a compensation/promotional vehicle.**

  Research has shown that the maximum benefit is derived from 360-feedback when used to assist in the growth of an individual leader rather than as a way to reward or punish him or her.

- **Prepare the candidate, their raters and the organization at large.**

  360s are most effective when everyone understands their purpose and how best to engage in the process. Stress the importance of honest and direct feedback. Ensure that there is a clear communication strategy in place to explain how everyone will engage in this initiative.

- **Provide an opportunity for discussion**.

  One success factor that has been linked to creating and sustaining positive behavioural change within 360s is providing the individual the opportunity to discuss the feedback in a constructive manner with another party, ideally a trained facilitator. This conversation helps set the stage for the next steps and can assist the individual in making sense of the large amount of data collected. It also will help the leader focus on key strengths and opportunities for development.

- **Follow-up is critical**.

  The research by Marshall Goldsmith and colleagues also shed some light on which leaders made the most of a 360 exercise. They reported that leaders who followed up with their direct reports about the results exhibited significantly better performance improvements than those who did nothing following the experience. This suggests dedicated follow-up is highly beneficial to a successful 360 process.

- **Partner with a coach**.

  In a paper published in the Leadership and Organization Development Journal, an action learning study involving almost 300 executives concluded "that the combination of multi-rater feedback and individual coaching do increase leadership effectiveness up to 60 per cent ± according to direct report and peer post-survey feedback." In addition,

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Reeshma Jassani, CMP, RPT, MBA

Director, HR
Praxair Canada Inc.

Women in the C-Suite

Time to remove the glass ceiling...

It's interesting to see how the number of women in executive positions is still very anemic despite some strong focus on policies and gender diversity. Why is this? What can we do to qualify for a position at the executive level?

The study of career development of women has become increasingly important in recent years as the percentage of women entering the labour force has increased significantly.

Surveys conducted (2010) by Mercer and Catalyst revealed that gender is still a common barrier to women's career advancement. The surveys also indicated that progression to the executive ranks is blocked by the invisible barrier well-known as the "glass ceiling", a term coined by the U.S. department of Labour Statistics in 1986 to describe the barriers to advancement of women into leadership positions.

The statistics indicate that women today make up half the workforce, yet they remain scarce in the ranks of executive positions. Compared to their male counterparts, women are staying in school longer and holding off starting families. This should make them more than qualified to climb the executive ladder during their career lives.

In a volatile economy, human capital becomes an important source of competitive advantage and the backbone of every organization. Today's leaders need to recognize that leadership is not reserved for certain genders or generations. It should include everyone who has the ability to accomplish extraordinary things.

The companies that recognize and develop high potential talent in their organizations regardless of gender are more likely to combat times when resources are scarce and there is a growing war on talent. Organizations that have well developed talent strategies which are supportive, inclusive and reward for merit will come to see a more sustainable business advantage.

The old notion that men have more aggressive behavioural traits and operate in a more command-and-control type of leadership still applies. We must look at the transformation of leadership. The command-and-control style no longer signifies great leadership. Organizations today are building more teams and collaborative working relationships. Leadership is becoming more participative which seems to be the only means of dealing with today's complex workforce.

Basically, no leader today can lead alone. Leaders need to build a team and influence everyone on the team to move towards their shared vision. This is how the overall goal of the organization can be attained. "Do it" must change to "Let's do it" as a participative and collaborative effort. Leadership needs to influence and not dictate what needs to be done.

This participative leadership style should include women in top positions alongside of male leaders with equal ability to contribute to major organizational decisions.

Despite the strong focus on gender diversity in organizations today, companies need to understand how to move from programmatic diversity to systemic diversity. Systemic changes, particularly in human resources practices, are necessary for long term organizational success. The lack of women in leadership positions means organizations are likely missing out on an important and measurable competitive advantage. The price of ignoring women in the leadership pipeline is high and can be measured in lost talent and lost opportunities.

While many organizations have made efforts to eliminate stereotyping and gender discrimination, the recognition of women's talent and worth remains underestimated and underutilized. Current strategies may not be effective and may not support the inclusion of women. It's not enough to just have a policy or strategy in place. The strategy needs to be systematically enforced throughout the enterprise. Everyone from the top down must embrace the same culture and values. This way, we can have polices embedded into practice so that they eventually become a cultural norm throughout the workplace.

While women have generally made progress into management positions in recent years, this has been predominantly into middle management ranks. Their access to executive roles is still restricted and limited.

Today's employers should support and maintain a bias-free workforce. This includes fair treatment of all employees, equal access to developmental experiences and family friendly programs to support obligations of women outside of the workplace so that they may continue on their career paths. They will then be able to retain their most talented people which leads to better financial performance and a sustainable competitive advantage in the future.

The significance of the absence of women in the C-Suite is not a matter to be ignored. As senior HR professionals, we can continue to forge strategies that work towards breaking the glass ceiling once and for all.

Reeshma Jassani, CMP, RPT, MBA is Director, HR for Praxair Canada Inc. in Toronto and can be reached at reeshma_jassani@praxair.com.

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Feature

Searching for Superstars in Your Organization

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Brady Wilson is Co-Founder of Juice Inc., Author, Trainer and Speaker and can be reached via email at bwilson@juiceinc.com.

Maximize Benefits of 360-degree Feedback

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although preliminary, the author noted that the higher the number of coaching sessions, the greater the improvements noted.

Obtaining external feedback on how we are perceived by those around us can be invaluable. It provides a tremendous opportunity to align our intentions with our impact. However, despite its benefits, one must be cautious of jumping into this type of exercise too quickly. Taking sufficient time at the outset to appropriately research the tool, prepare all participating parties and chart an effective follow-up plan will maximize the benefits of this developmental exercise.

Craig Dowden is Managing Director, SPB Organizational Psychology Inc. and can be reached via email at cdowden@spb.ca.

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