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FALL 2017 VOLUME 15, NO. 4

Nathaly Pinchuk
RPR, CMP
Executive Director

Perspective

Self-Care for the Busy

Look after yourself

In today's crazy world, we are chock-full of duties and responsibilities and our time is spread very thinly over our work, at home and in our communities. We look after everything and everyone except ourselves.

We have very little time left at the end of our day and our ever-increasing workweek. What gets squeezed out for far too many of us is our basic self-care. That's more than a bit of a problem, since our hectic lives and responsibilities are built on the premise that we can continue to perform at this high level. Here are some suggestions for self-care that will allow you to maintain your busy life, your health and your sanity.

We have very little time left at the end of our day and our ever-increasing workweek.

Schedule Yourself First

We have all found ways to micro-manage our time to the tiniest segments and making priorities is a breeze. So why not put yourself first and make your self-care a priority? If you schedule it first, then it will by default become a priority instead of something you try and make time for. Start with the basics. Building in some 'me' time will have a positive effect on not just your health, but your work and productivity as well.

Once you actually slow down enough to think about your needs, you can then start making a plan to meet them. This may be more relaxation time or just time alone to think and breathe. Putting yourself first sounds a bit selfish, but if you don't do it, who will? Are you getting what you need right now in terms of your mental, emotional and physical health? If not, then pencil yourself into your calendar.

Take Breaks: Small, Medium and Large

The truth is that most of us are vacation-deprived. We give up our vacation time regularly, mostly for work. Even when we do go away, we take our cell phones and our office with us. We may be indispensable at work, but we are not indestructible. Our bodies and our minds start breaking down if we do not take breaks to refresh and rejuvenate ourselves. Somehow, we have to find a way to get completely away from work for at least a week or two every year.

We need more than that if we are going to not just survive, but thrive in our very busy world. Many experts suggest mini-vacations as part of the antidote to our crazy lives. It could be taking an extra-long weekend or a midweek spa or golf day. Even if we can't find that small amount of time, we can always take 15 minutes for a short walk outside or add a few minutes to our lunch break for yoga or retail therapy. Do the cost benefit analysis yourself. You'll always get a return on those investments.

Maintain Your Foundation

Eating well is one of the things that we can do for ourselves and our bodies. Caffeine and sugar are great short-term energy boosters as we all know. But our bodies, especially our hearts, pay a terrific price afterwards. If we switch to a healthier diet, we can not only prevent some chronic diseases but we can actually get an energy boost. Reducing our intakes of excess fats, sugars and refined carbohydrates helps prevent blood sugar fluctuations. This allows us to maintain constant and consistent energy levels as a result. You will not only feel better — you will work better too!

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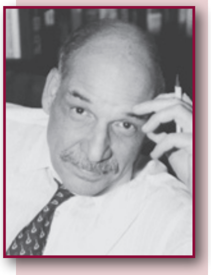
President's Message



Brian W. Pascal
RPR, CMP, RPT
President

Your Office of the Future

Welcome to your virtual workplace

How would you feel if you left your office on Friday afternoon after a long week and when you returned on Monday, there was no office left to come back to? This is happening in several large metropolitan areas where the price tag of downtown office space is driving companies not only out of the city core, but out of office space entirely.

According to reports from *The Wall Street Journal*, some major corporations are replacing what we know as traditional offices with something called "non-territorial" spaces. There are no assigned offices — just communal work tables and desks that are limited in number and only available by advance reservation. So if you didn't reserve office space on Friday, you won't have an office to go to on Monday.

It isn't just low-level companies that are operating in this manner. American Express is one of the bigger corporations leading the move away from downtown office space. Their stated preference is for employees to work from their homes or other remote locations using laptops, tablets and smart phones provided by the company. Pharmaceutical giant GlaxoSmithKline doesn't have any assigned offices either. They provide employees a storage locker in their building in New York City. They offer a small number of work stations that must be reserved on a first-come, first-served basis.

Maybe this is a good thing and truly the wave of the future, but I'm not completely sold on the idea of total virtual space when it comes to the workplace. In some ways, all we are doing then is forcing people to work from home or the neighbourhood Starbucks. This may be okay for some professions but it seems to me that we lose something very valuable when we limit the social and professional interaction of the collective workplace.

I also don't know how you can effectively manage what amounts to a team of freelancers who are running all over the place. It's not that I don't trust people, but I do know that without direction and supervision, things and projects can easily go off the rails. My gut feeling tells me that when so many things could go wrong, some almost certainly will.

So I'm not sold on the idea of none or limited office space. Then again, I was opposed to open office concepts without walls, ceilings or doors. Perhaps not having an office will be the norm in the future, as it certainly is for some now. I just don't think that all change is progress. What do you think? Your comments and suggestions are appreciated.

Brian Pascal is President of IPM [Institute of Professional Management].

WDYT?

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If you are interested in writing articles, send your contributions to info@workplace.ca.

"Ms. Johnson, would you mind ordering me another computer? And you can cancel that call to tech-support."

Drug & Alcohol Testing in the Workplace: A Balancing Act

Limit your liability as employers

Ruben Goulart
LL.B.

Partner,
Bernardi Human Resource Law LLP

Feature

Drug and alcohol testing in the workplace is a contentious issue and should be implemented with caution. Failure to consider factors such as the stage in the employment relationship, the purpose of the testing and its connection to the nature of an employee's job before administering drug and alcohol testing could expose an employer to liability.

For many employers, this means no testing. However, for those who have determined the need to administer these tests (given what their employees do), we outline below the basic legal parameters.

Drug and alcohol testing: the basics

Substance abuse such as alcoholism and drug addiction (both legal and illicit) is classified as a form of substance dependence, which the Ontario Human Rights Commission (OHRC) recognizes as a disability within the meaning of the *Ontario Human Rights Code* (the "*Code*").

The issue with alcoholism and drug addiction, however, is that despite being a disability, many employers wish to utilize drug and alcohol testing for various reasons, such as preventing workplace injury in safety sensitive positions (i.e. positions where drug/alcohol impairment could result in direct and significant injury to others).

While the OHRC views drug and alcohol testing as prima facie discriminatory, the Ontario Court of Appeal in *Entrop v. Imperial Oil Ltd.* ("*Entrop*") has indicated that, except in the most explicit cases of direct discrimination, the employer can justify it if they meet the following three criteria:

- The employer has adopted the test for a purpose that is rationally connected to the performance of the job;
- The employer adopted the particular test in an honest and good faith belief that it was necessary to the fulfillment of that legitimate work-related purpose;
- The test is reasonably necessary to accomplish that work-related purpose

The first two criteria may not be as difficult to establish, especially for employees in safety sensitive positions. The third criterion is, however, harder to establish and this is where employers usually get into trouble. In order for an employer to show that the test is "reasonably necessary", they must demonstrate that there really is no other way of addressing the work-related purpose. Doing so, the argument goes, would impose undue hardship on the employer. This is very difficult to do.

What the law says on how to implement drug and alcohol testing

In order to limit their liability, employers wanting to administer drug and/or alcohol testing should note the following:

1) Pre-employment Testing

Application stage

The *Code* and applicable ORHC policy prohibits any type of pre-employment medical examination at the application stage which includes alcohol and/or drug testing. Any employment-related medical examination or inquiry at this

stage must be limited to assessing an individual's ability to perform the essential duties of the job. This is because a positive pre-employment drug or alcohol test cannot forecast future impairment on the job. An employer therefore cannot justify using pre-employment testing as a decisive means to hire non-impaired workers.

Conditional offer stage

The OHRC supports the view that an individual should not be requested to submit to a medical examination, including testing for drug or alcohol use, until after a conditional offer of employment has been made.

It should be noted, however, that if an employee requests accommodation in order to enable him/her to perform the essential duties of the job, the employer is obligated to provide individual accommodation to the point of undue hardship. In other words, even if an employee tests positive at this stage, the story is far from over as far as the employer is concerned.

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Feature

Drug & Alcohol Testing

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2) Random Testing on the Job

The Court of Appeal in *Entrop* held that random on-the-job drug testing violates the *Code* because it does not establish current impairment, but instead only establishes prior use which has no effect on one's ability to perform their job. The Court noted the absence of any medical test which measures current drug impairment, as opposed to the mere presence of drugs in the body at some point in the past.

In contrast, alcohol testing has been found to be a reasonable requirement for safety sensitive positions because alcohol testing can indicate actual impairment of ability to perform one's job. However, employers must still notify employees that alcohol testing is a condition of employment and must also satisfy its duty to accommodate the needs of any employee who tests positive.

Random alcohol testing of an employee in a non-safety-sensitive position, however, is not acceptable. Unless an employer has reasonable cause to believe the employee is unfit to do his or her job as a result of alcohol use (addressed below), an employer cannot demonstrate that it is reasonably necessary to administer breathalyser tests to ensure effective job performance.

3) For Cause and Post Incident Testing

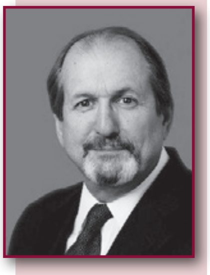
Drug or alcohol testing in non-safety sensitive positions may be permissible under very specific circumstances. For example, it is reasonable for an employer to assess employee impairment following a workplace accident or reports of dangerous behaviour, especially if such impairment could have contributed to the incident. Such testing, however, should be conducted as part of a wider prohibition of drug or alcohol abuse in the workplace and administered in accordance with a carefully crafted policy.

Ultimately, it is a good idea for employers to review their approach with a competent advisor to ensure that a careful balancing act is maintained.

Ruben Goulart is a Partner & HR Advisor with Bernardi Human Resource Law LLP and can be reached via email at rgoulart@hrlawyers.ca.

Update on the Wage Earner Protection Program (WEPP)

More employees assisted in face of bankruptcy or receivership



Philip Gennis
CIRP
Senior Principal, msi Spergel Inc

Feature

The Wage Earner Protection Program (WEPP) is a federal program that compensates eligible workers for unpaid wages, vacation, severance and termination pay they are owed when their employer declares bankruptcy or becomes subject to a receivership under the *Bankruptcy and Insolvency Act*. It's been in place in Canada since 2007 and numerous administrative and legislative changes have been made to the program since it first became law. It is administered by Service Canada as part of its federal Labour Program.

According to Philip Gennis, Senior Principal at msi Spergel and an expert in bankruptcy issues, "WEPP was a response by the government to assist employees who suffer income loss in the face of bankruptcy or receivership."

The plan initially allowed individuals who had been employed for more than three months to be eligible to be paid wages owing to them that were earned during the six months immediately prior to a bankruptcy or receivership. The plan started out offering a maximum of $3,000 or 4 times their maximum weekly insurance earnings under the *Employment Insurance Act.* "Without the protection offered under the Wage Earner Protection Program, individuals would have very little protection, so this was a godsend to workers in bankrupt companies. It helped many of them survive to their next job," said Mr. Gennis.

This afforded the federal government the ability to step into the shoes of the employee and claim against the bankrupt or insolvent employer and its directors to the extent of any such payment. *The Bankruptcy and Insolvency Act* has also been amended to provide employees with security against certain assets of their employers to the extent of $2000 for wages and vacation pay only.

In 2011, the federal government made a number of administrative changes to the program. They expanded the program to cover employees who lose their jobs when their employer's attempt at restructuring subsequently ends in bankruptcy or receivership. This meant that many more Canadian workers could qualify for WEPP support. They also clarified employee entitlements and what were considered eligible wages under WEPP.

The following amounts are considered eligible wages under the WEPP: Salaries, commissions, compensation for services rendered, vacation pay, gratuities accounted for by the employer, disbursements of a travelling salesperson properly incurred in and about the business of the former employer, production bonuses and shift premiums that were earned during the eligibility period, severance pay and termination pay for employment that ended during the eligibility period.

To recap an employee can apply for the Wage Earner Protection Program if:

- their employment has ended;
- their former employer has filed for bankruptcy or is subject to a receivership;
- they are owed wages, vacation pay, termination or severance pay from the former employer;
- amounts were earned during the eligibility period or, in the case of termination or severance pay, the employment was terminated during the eligibility period ending on the date of bankruptcy or receivership.

The eligibility of the program is defined as the period in which wages and vacation pay must be earned to be compensated under WEPP and in which the employment must have ended to be eligible for termination and severance pay. It starts six months before a restructuring event and ends on the date of bankruptcy or receivership. Should the employer not have gone through restructuring, the

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Feature

Wage Earner Protection Program

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eligibility period is the six-month period ending on the date of bankruptcy or receivership.

There are however some employees who are not eligible for coverage under WEPP. According to Philip Gennis, you are generally not eligible if you fall into one or more of the categories below. They include:

- being an officer or a director of the former employer;
- having a controlling interest in the business of the former employer;
- being a manager whose responsibilities included making binding financial decisions impacting the business of your former employer, and/or making binding decisions on the payment or non payment of wages by your former employer. These people can still be eligible, but have to complete a supplementary form.
- dealing at arm's length with any of these persons.

The allowable payments under WEPP cover eligible wages up to an amount equal to four times the maximum weekly insurable earnings under the *Employment Act*. As those benefits change, so too do the WEPP payouts. In 2017, the WEPP payments will be $3,946.16, minus a ‘prescribed reduction’ of 6.82%.

According to an assessment of WEPP in 2013, annual numbers of applicants for WEPP have been relatively high, reaching over 18,000 in 2009-2010 and nine out of ten WEPP applicants received a payment. It was also found to reach almost all of the intended population and had high participation rates, almost 90% of all eligible workers. While in recent years the number of WEPP applicants has been dropping, partly due to the improving economy, WEPP continues to be an effective tool to help workers facing bankrupt situations. In 2015–2016, over 11,000 workers received payments from this program.

Members Quarterly Staff Writer

Gail Matheson
PhD

Ask the Expert

Influencing Without Power

Skills you need for lateral leadership

Q: How do you get people to cooperate when you don't have formal authority over them?

A: This is becoming more and more common in a business environment that has adapted to a down turn in the economy by becoming flatter. But even when the economy had not resulted in leaner organizations, organizations also recognize the need for greater cross functional collaboration to generate efficiencies, reduce duplication of effort and foster innovation.

So, what do you do when the success of an initiative hinges on the cooperation of several people across your organization over whom you have no formal authority? The answer is influencing without power. Some people refer to this as lateral leadership.

There are a few ways you influence without power. Examples include networking, coalition building, persuading and negotiating. Lateral leadership requires less of a "do as I say approach"; instead, it is based on collaboration and meeting mutual interests.

Q: What are those?

A: Networking involves developing a broad range of relationships with the people inside and outside of your organization whose support you need now or in the future. You do not need to know everyone in your industry. However, there are key people who are "connectors" — they seem to know a great number of people and can help you reach into larger networks when you need them.

Coalition building is similar to networking, in that you build buy-in with a critical group of stakeholders and then have them work with you to exert influence with their own network. Determine who is going to be affected by the change or the project you are proposing (your stakeholders). Then work with each of them to build buy-in for your initiative's success.

Persuading and negotiation are tools in your influence journey to help you build buy-in. To get buy-in, it is important to be sure you understand the interests of your stakeholders. What is it that motivates them? What is important to this person or group's success? Will your project contribute to growing their success or meeting a need of theirs in some way? When you are partnering with colleagues, look for mutual benefits and make those opportunities for mutual benefits clear.

Q: How do you deal with resistance?

A: Resistance can be your ally. If a person will engage in a conversation with you about their resistance, you have an opportunity to persuade and negotiate. Generally speaking, a person's resistance often stems from not understanding how his or her interests will be met through your initiative. Sometimes it is useful to do a "gains and losses" conversation. What does she think she will lose if your project goes forward? What might she gain? Are the losses real or just assumed to be the case? A conversation like this can give you a powerful opportunity to help your colleague see why he or she should buy in to your project.

Q: What other skills does a person need to be an influencer?

A: Influencers are very good at not making it "all about them". An influencer knows that a team based approach is necessary where power is shared. Influencers are also good at sharing the spotlight and saying thank you. While it is very important that your stakeholders feel that their interests are being met, it is also important that you take time to reward and recognize the support of the people who were in fact critical to the success of your project, and in turn, your own success.

Gail Matheson, PhD is Executive Director, Organizational Strategy and Transformation at Justice and Solicitor General in Edmonton, Alberta. She is a senior business leader and a change management strategy consultant with 20 years of expertise in the strategy side of business.

Lateral leadership requires less of a "do as I say approach"; instead, it is based on collaboration and meeting mutual interests.

Terminating Employees with Drug Addictions

Avoid human rights violations

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Lorelle Binnion
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Feature

The Supreme Court of Canada has recently released their decision in the *Steward v Elk Valley Coal Corp.* case. This case addresses the balance between competing obligations placed on employers to provide a safe workplace in which their employees do not perform safety-sensitive work while impaired, and to avoid discriminating against people with drug addictions, which is considered a disability under human rights legislation.

This decision highlights the case-specific nature of this issue. It shows that terminating the employment of a person who has an addiction to drugs is legally possible, but avoiding a human rights violation will require a well-drafted policy and a large degree of care to ensure that the reason for termination is not discriminatory.

The employer in this case, Elk Valley Coal Corp., had put in place a policy requiring employees to disclose any drug or alcohol dependence or addiction issues to Elk Valley before a drug-related incident occurred. An employee who disclosed an addiction issue would be offered treatment. If an employee failed to disclose an addiction and was subsequently involved in an incident and tested positive for drugs, their employment would be terminated.

The plaintiff employee, Ian Stewart, worked in a safety-sensitive position driving a loader in Elk Valley's mine. Stewart was involved in an incident and tested positive for drugs. He later said he was addicted to cocaine, but that he had been in denial about his addiction prior to the accident. Elk Valley terminated his employment in accordance with its policy and Stewart challenged the termination as having discriminated against him on the grounds of disability.

The Alberta Human Rights Tribunal who first heard the case found that Stewart had not been discriminated against, as the reason for the termination was breach of the company policy, not his addiction. The Court of Queen's Bench and Court of Appeal both upheld that finding. The majority of the Supreme Court deferred to the Tribunal's decision and dismissed Stewart's appeal.

The Test for Discrimination

In order to bring a claim for discrimination, an employee must first make out a *prima facie* case of discrimination by showing that (1) they have a characteristic protected from discrimination, (2) they experienced an adverse impact, and (3) the protected characteristic was a factor in the adverse impact. If successful, the onus shifts to the employer to show that it accommodated the employee to the point of undue hardship.

The majority found that that *prima facie* discrimination had not been made out. While Stewart had a characteristic protected from discrimination (since drug addiction is considered a disability) and he had experienced an adverse impact (the termination of his employment), the majority upheld the Tribunal's finding that despite his addiction, Stewart had the ability to decide not to take drugs and the capacity to disclose his drug use to Elk Valley. Therefore, the reason for terminating Stewart's employment was because he breached the policy, not because of his addiction.

Because Stewart had not made out a case for *prima facie* discrimination, the majority did not need to consider whether he had been accommodated to the point of undue hardship.

The dissenting decisions, on the other hand, found that a drug addiction would by definition diminish Stewart's ability to decide not to take drugs. As such, Stewart's disability was a factor in the adverse impact, thus establishing a *prima facie* case of discrimination and requiring Elk Valley to accommodate him to the point of undue hardship. Two of the dissenting judges found that Elk Valley had accommodated him to the point of undue hardship, but one judge found it did not, and would have held that Stewart's rights had been violated.

Take-Away for Employers

In order to have the ability to terminate employees with addictions for drug use in the workplace, the addiction cannot be a factor in the termination. This means that the reason for termination should be breach of company policy, not use of drugs. However, in order to terminate employees with drug addictions for breach of company policy, ability to comply with the policy must not be diminished by addiction, even if the person is in denial about their addiction. As the majority cautioned in Elk Valley, "if an employee fails to comply with a workplace policy for a reason related to addiction, the

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Catherine Graham Bell
AICI CIP

*President,
PRIME Impressions*

Feature

Ten Strategies on How to Work a Room

Time for a networking refresher

At a business mixer, you can assume that everyone there is interested in further developing their business.

Business mixers, fundraisers or cocktail hours provide prime opportunities to meet new people. However, in my research, less than 5% of people actually enjoy these events because of fears of getting in and out of groups and striking up conversations with strangers. Here are a few tips on how to work a room and improve your networking experience. As you put them into practice, you will see how much easier it is to attend events that are teeming with interesting people and opportunities.

1. Recognize that nervousness is natural

From a young age, we are told not to talk to strangers, so entering a room filled with them is uncomfortable. Look for the common thread you may have. For instance, at a fundraiser you may have similar interests in supporting the charity. At a business mixer, you can assume that everyone there is interested in further developing their business. With this awareness, the people you are about to meet are not so strange after all.

2. Be prepared

Research who will be there, set a goal to meet three to five new people, bring lots of business cards, have three to five timely topics to use in conversation, such as positive current events, and use positive self-talk as you get ready.

3. Eat before you go

A mixer is not an opportunity to eat dinner — its prime purpose is to network and search for future business opportunities. If you are hungry, eat something ahead of time. Learn how to balance a drink, hors d'oeuvres plate and a napkin in your left hand, keeping your right hand free for shaking hands.

4. Dress with impact

Decide whether you want to be powerful or approachable and then plan your clothing strategy. If the event is casual, don't dress down too far, remembering that your professional image is tied to minute details. Always dress at the same level or above your competition, but in sync with the clients you hope to connect with.

5. Make a deliberate entrance

Walk with purpose and go at least a quarter of the way into the room. As you survey the crowd, others will be absorbed in conversation, giving you a few minutes to decide what to do next.

6. Approaching people

Go up to a person who is standing on their own or a group of more than two. Two people may resent your intrusion and most individuals standing alone are thrilled to have someone with whom to talk. Look for open circles that have a space for you to fill and try and get eye contact with someone to draw you in.

7. Become a host and break the ice

Introduce yourself using a short self-introduction statement that focuses on the benefits you bring to clients rather than what you do. Ask for others' business cards and be ready to give them yours but don't force it on them.

8. Initiate small talk

If conversing with strangers does not come easily, the stress of "making conversation" will disappear when you concentrate on asking others about themselves. People always enjoy talking about their work, interests and concerns, while you play the role of the attentive listener. Consequently, they will come away from the experience with a positive feeling associated with meeting you. If conversation seems to be slowing down, "Please tell me more" can give you a few minutes to think of another topic to broach.

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Feature

How to Work a Room

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9. Focus on contacts, not contracts

Your focus at a business mixer is not to get to know people well, but to make contacts that can be followed up at a later date. It is usually impossible to try and conduct business at such events.

10. Break away graciously and continue to network

To continue to meet your goal to meet new people, after about ten minutes, you need to break away. While you are talking, start to summarize the conversation you've had and that you found it interesting, and then say something like, "I'm sure there are others here you'd like to meet." If they say yes, continue with, "I look forward to seeing you next time," or "Enjoy the rest of the event." If you've been speaking to someone on their own and the person appears to be concerned about being released into the crowd, take them with you to meet others.

When you return to your office, immediately review the business cards you collected and make notes. If you want to develop a business relationship further, contact them to arrange a meeting to find out more about their organization. Send these new contacts a note or e-mail saying that you enjoyed meeting them so that you are top of mind when future business opportunities arise.

Catherine Graham Bell, AICI CIP, is President of PRIME Impressions, author of EMPOWER YOUR PRESENCE: How to Build True Wealth with Your Personal Brand and Image and Managing Your Image Potential: Creating Good Impressions in Business, a dynamic international trainer and one of only 12 Certified Image Professionals in Canada. She can be reached at catherine@prime-impressions.com.

Teri R. Gentes

Ask the Expert

Planning Food Menus at Work

Common sense nutrition is anything but common

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

Personal dietary needs/ preferences are more predominant now than ever. Once upon a time, when food wasn't mass produced, overly processed, genetically modified, over consumed and additive laden (sugar, sodium, dyes, texturizers, flavours, colors, stabilizers), many of today's dietary diseases were non-existent. This is currently not our reality in today's world as more and more people contend with very specific dietary needs and/or determine to 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.

In today's information inundated society, common sense nutrition is anything but common. Even decades ago Einstein said, "Common sense is not so 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 of course their emotional attachments to food. However, a general poll of employees will quickly reveal 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, co-operative and motivated, improving company morale. When it comes to food allergies and special requests, regardless of an individual's 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 healthy 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. In addition, subbing in fabulous tasting nutrient dense food offerings is absolutely necessary — no one likes to feel 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.

The top food allergens are dairy, wheat, soy and corn with eggs, shellfish, tree nuts and peanuts running close behind. This may appear to be quite the challenge to accommodate, however with such a predominance of dietary related diseases, most caterers are already offering a wide variety of low-to-no food allergens, low sodium, gluten free and vegan menu options that sub in well for the proverbial muffins, sandwiches, wraps, pasta salads, sugar laden cookies, etc. Super food shakes, main meal salads and salad stations, dairy/gluten free wraps, gluten free pastas and power bars are becoming increasingly popular.

Everyone has their beliefs and opinions influenced by industry, the media, so called diet gurus, culture, religion and of course their emotional attachments to food.

These healthier options reap a win-win situation. Nutrient dense whole foods optimize one's overall health, mental capacity, blood sugar, triglyceride, hormone and energy levels. They also help with mood and weight management and more.

Make sure to consult with a quality caterer or qualified dietician/nutritionist to assist you in planning menus suitable for everyone for your next event. Offering healthier menu selections today makes perfect sense. Your employees will thank you and everyone will reap the benefits!

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

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Charmaine Hammond

Raise A Dream

Rebecca Kirstein

Raise A Dream

Feature

Communicating for Results

Apply the 4 C's to communicate effectively

"Two monologues do not make a dialogue."

We've all experienced the conversation that quickly fell off the tracks, become positional and personal, had far too much drama or resulted in a confrontation. In these conversations, there is very little understanding going on. Instead, the focus becomes more about proving someone wrong or exerting one's position to "win." Jeff Daly sums this communication challenge up when he says "two monologues do not make a dialogue."

How you manage yourself in these moments shapes where the conversation goes next and teaches others how to treat you. Jim Rohn states that "effective communication is 20% what you know and 80% how you feel about what you know."

Communication is a teachable skill and "one that you can learn. It's like riding a bicycle or typing. If you're willing to work at it, you can rapidly improve the quality of every part of your life."(Brian Tracy) Teaching employees and leaders how to communicate effectively and for results can transform workplaces and the way in which conflict is resolved.

As George Bernard Shaw says, "The single biggest problem in communication is the illusion that it has taken place." In communication, there are many reasons that challenges arise and confrontation results including assumptions, workplace culture, unresolved issues, history, trust, values, personality and working styles just to name a few.

So how do you teach others to communicate effectively and for results?

Applying the 4 C's will help you keep communication on track, remove some of the drama and emptions, support trust and integrity in the business relationship and will reduce the stress associated with confrontational conversations.

Clarity:

What you say matters and shapes everything. The more clearly you communicate, the better the chance that your message is understood the way you intended it. Practice your part of the conversation in advance in front of a mirror. This will help you work through emotions and discomfort before the "real" conversation. Select words that can not be misunderstood and do not contain "triggers" for people.

Congruence:

Make sure the words and the emotion match what you say. Far too often there is incongruence between what is said and how the words are said. This incongruence leads to confusion, mistrust or apprehension.

Compassion:

Kindness and compassion go a long way in creating an atmosphere of understanding. In difficult conversations, it is likely that the other person may be as uncomfortable as you. Compassion, kindness and understanding help maintain trust and integrity in business relationships.

Collaboration:

Build a connection with the other person. Use his/her name in the conversation. This is referred to as collaborative language, just like the use of "we", "us" or "together". Make it clear that your intention is to work through the communication together.

Developing strong and effective communication skills is absolutely essential for leaders and human resources practitioners. "The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter." Gilbert Amelio (President and CEO of National Semiconductor Corp).

Charmaine Hammond is an expert in collaboration, communication and conflict management. She works with leaders to build healthy, resilient and inspired workplaces. Together with business partner Rebecca Kirstein (serial entrepreneur and marketing expert), their brand Raise A Dream helps entrepreneurs and organizations fund their business projects through collaboration and partnerships. Charmaine can be reached via email at charmaine@ hammondgroup.biz.

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Feature

Body Language: The Window to a Wealth of Information

Pay closer attention to your candidates

Mae West, American actress, singer, playwright, screenwriter, comedian, and sex symbol, once said: "I speak two languages, Body and English."

As interviewers, we don't need to be sex symbols like Mae West. But, what we do need to know is how to speak "body". In other words, we need to be able to read the language that is being communicated by a candidate's body movements and gestures.

Body language, or non-verbal communication, plays a large role in any communication especially in employment interviews. Albert Mehrabian, Professor Emeritus of Psychology at UCLA, conducted a study where he determined the verbal component of a face-to-face conversation to be less than 35%; this was compared to more than 65% for non-verbal or body language.

Peg Pickering, in her book, *How to Manage Conflict*, claims the split between verbal and non-verbal communication is even more dramatic. She asserts that 7% of all communication is verbal while 93% is non-verbal, although she does not provide any sources to support these numbers.

Whatever percentage you choose to accept, it's clear that we can't ignore the impact, positive or negative, conscious or subconscious, that body language has on communication. It's very significant.

Here are some tips you can use to read body language when conducting an employment interview:

- Look for mismatches between what the applicant is saying and what their body language suggests. For example, a person may say they are excited about the job but have a frown on their face.
- Ask questions about the non-verbal signals. Rudyard Kipling, the great British journalist and novelist, once said "I have six honest men and they taught me all I know. They are WHO, WHAT, WHEN, WHERE, WHY and HOW." Use these six honest men and you will generate a host of questions that will almost certainly answer all of your questions about the candidate's body language.
- Lean forward when listening to show that you are fully engaged in the conversation.
- Be conscious of your facial expressions.
- Don't violate the interviewee's personal space.
- Eliminate distractions such as open windows that look out into heavy traffic ways, email notification sounds or interruptions such as people knocking at the door. Focus your attention on the interviewee.
- Smile.

Unfortunately, our body parts do not send universally identical messages. A body part may send one message in one culture or country and something completely different in another. It behooves the interviewer to know these differences; failure to do so could result in rather embarrassing moments.

Here are some examples of these differences.

- Head — Nodding the head signifies agreement in most societies. However, in places like Greece, Bulgaria and Turkey, a nodding head means "no".
- Eyes — In Western cultures we praise good eye contact. In Asian cultures it is not acceptable to look the other person in the eye. It is a sign of disrespect and considered a challenge.
- Arms — Some cultures use their arms freely to make gestures. Others, like the Japanese, consider it impolite to gesture with broad movements of the arms.
- Handshaking — In Middle Eastern and some Asian countries, shake hands using the right hand. The left hand is considered dirty.

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Self-Care for the Busy

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Get some exercise. According to the Public Health Agency of Canada, regular physical activity has been shown to reduce the risk of over 25 chronic conditions, including coronary heart disease, stroke, hypertension, breast cancer, colon cancer, Type 2 diabetes and osteoporosis. Not only that, but higher levels of fitness allow daily tasks to be accomplished with greater ease and comfort and with less fatigue. Research shows that as much as half the functional decline between the ages of 30 and 70 is due not to aging itself, but due to an inactive lifestyle. This way you can get better and maintain your productivity much longer.

De-Stress Yourself

We will never completely eliminate all stress from our lives. However, we can benefit from getting rid of unwanted stress and better manage the stress that naturally arises around us, especially at work. That includes healthier eating habits and more exercise as noted above. It may also mean eliminating or reducing our alcohol intake and finding new relaxation techniques other than just vegging in front of the television.

We also need some instant stress relief techniques that help when we don't have time for to fully relax and unwind. A great technique is some form of breathing exercise. It can be as simple as taking three long breaths and holding them before you exhale to more complicated maneuvers. Anything that will slow down your breathing will reduce your stress. Other techniques can be doing some stretches or taking a quick walk — anything that will cause your mind to become distracted from your worries, even for just a few minutes. There are hundreds of stress relief strategies out there. Find some that work for you and use them daily. You'll be amazed with the results!

Nathaly Pinchuk is Executive Director of IPM [Institute of Professional Management].

Terminating Employees with Drug Addictions

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employer would be unable to sanction him in any way, without potentially violating human rights legislation."

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Body Language

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- Legs and feet — Sitting cross-legged in Asia and the Middle East is considered disrespectful. Resting the ankle over the other knee risks pointing the sole of your shoe at another person which is considered a rude gesture.
- The OK sign — In the West, the "thumb up" or "OK" sign means a good job. In Australia, New Zealand, and most African countries, it is an insult. The OK sign, where the thumb and forefinger form a circle, means fine or good in most cultures. However, in France and other European countries it means "zero" or "worthless".

Body language can provide you with a window into the candidate's background, experience and skill sets. Don't make assumptions on what you see and what you interpret it to be. Ask questions and gain information that will help you make a solid hiring decision that will benefit your organization.

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