

HR Edge

Summer 2008

Graduate Program in Human Resources Management

York University

Making Connections





Contents

Features

- 5 **Building a Transfer of Training Climate**
Five Factor program Design model
- 7 **Navigating your HR Career**
Chris Kirkpatrick's proactive approach
- 8 **In the Eye of the Beholder**
Perspective Taking and Performance Appraisals
- 10 **Cultivating Cultural Intelligence**
A New Priority for HR professionals
- 12 **Home Sourcing**
Learning More About Flexible Work Practices
- 14 **HRM Scholars**
Q & A with Gary Latham
- 17 **The Big Picture**
William Greenhalgh discusses HR's coming of age

Departments

- 4 **Director's Comments**
- 15 **Alumni Reflections**
- 16 **Alumni Profile**
- 18 **Hot Edge Books**
- 20 **Edge Notes Alumni**
- 21 **Edge Notes Faculty**
- 22 **Acknowledgements**

HR Edge

Editor Len Karakowsky
Associate Editor Jelena Zikic
Graphic Design Naomi Shacter

HR Edge is published annually by the Graduate Program in Human Resources Management, York University, 4700 Keele Street, Toronto, Ontario, M3J 1P3.

For inquiries, contact mhrm@yorku.ca or 416-736-2100 ext.66632.

Copyright 2008. All rights reserved. Reproduction in whole or in part without permission is prohibited. Printed in Canada.

FROM THE EDITOR

Making Connections

It's all about the connections.

The joy of teaching in a graduate program like York University's Masters in Human Resource Management (MHRM), stems from the challenges it presents. I think most of our faculty would agree that the biggest challenge is in making the connections—that is, forging the links between the HR issues we research and what practitioners find useful in their working lives.

The value of HR scholarship is ultimately measured not by the dollar amount of research grants accumulated, nor the number of academic journals one can publish in, but rather in the relevance of this scholarship to HR professionals.

And in that spirit, this publication is very much intended to bring together scholarly thinking and professional practice.

You will read cutting edge work by faculty and alumni. In this issue, feature articles include ideas about transfer of training, telework, cultural intelligence and perspective taking in performance appraisals. Our Q & A with internationally renowned management scholar Gary Latham addresses the issue of "making connections" head on. CEO of the Human Resource Practitioner's Association (HRPA), Bill Greenhalgh offers his insights on the coming of age of HRM. We share a chat with New York-based management consultants and authors, Katherine Crowley and Kathi Elster about their recent best selling management book. Last, but certainly not least, we also help you connect with the alumni community—updates of where our graduates are now, as well as profiles and achievements.

Thanks to our sponsors Lafarge Canada Inc. and EMEND Consulting Inc. We are deeply indebted to you for your generous support of this publication. We are equally grateful to Ellie Maggio, President and CEO of EMEND Management Consulting Inc. and Tony Araujo, Director of HR Programs & Administration, Lafarge Canada Inc. for their assistance. Finally, we appreciate the guidance of our graduate program director, Professor Ken McBey, who helped ensure that this publication came to fruition.

Hope you enjoy our launch issue!

Professor Len Karakowsky
Editor, *HR Edge*

Why York U has the *Edge* in HR

This publication is very much intended to celebrate our graduate HRM program—its students, alumni, faculty, staff and all their achievements.

There is indeed much to celebrate!

It is hard to imagine that it has only been four years since the launch of our MHRM program—so much has been accomplished within that time. When you look at the list of the alumni updates contained in this publication, you can understand how proud we are to have graduated so many experts and leaders in the field of HR.

As our list of alumni grows, we have also witnessed much growth and development within our programs. We have added a variety of new courses addressing current HRM issues. We have hired new HR faculty members every year since the program's inception. And our graduate students continue to derive the benefits of being taught by a range of internationally recognized scholars whose teaching and research expertise were acquired from top universities in Australia, New Zealand, Singapore, China, the U.S., UK, Europe and Canada.

To help our alumni stay in touch and keep informed, we will be holding our second annual Alumni Event, complete with guest speakers and opportunities for catching up with friends. We'll be sending you the specifics shortly. Furthermore, news will be forthcoming about our plans for

Continuing Professional Development. I have instituted professional development workshops to help alumni keep abreast of leading edge issues and trends. We recently held workshops ranging from career development, to cross cultural leadership, to managing work-life issues for working women.

We have so many talented MHRM students and the list continues to grow. This, in part, gave me the idea to offer some kind of recognition for students who add much value to our learning environment. In that regard, I have instituted a series of annual awards intended to acknowledge the contributions of graduates for academic achievement, major research projects and contributions to the overall program.

I am delighted to announce the recent launch of our new PhD program. Given the training our doctoral students will receive in research methods and pedagogical skills, they will be well equipped to assume positions of leadership both in Canada and in the international HR community.

When you add all this up, it certainly confirms the view that we are Canada's leader in Graduate HR education. We trust that you, our alumni, take pride in being part of this success.

Best personal regards

Ken



Professor Kenneth McBey, Director, Graduate Program in Human Resources Management, York University, Toronto, Canada

Building a Transfer of Training Climate

The five factor program design model

We are all familiar with the dismal reality—despite huge organizational investments of time and money into employee training, newly acquired knowledge and skills are not often effectively transferred to the job.

If you look at the literature on transfer of training, you will find that the research consistently underscores the importance of supervisor support for effective transfer of training to occur. Unfortunately, not all supervisors are aware of the support that trainees need. Some supervisors also lack the skills to provide support on the job.

Consequently, it would seem crucial to build a strong transfer climate into the company culture—whereby supervisor support is en-

couraged and expected. One way of accomplishing this is through the creation of supervisor support training interventions.

If you want to build a stronger transfer climate, then you should consider designing a formal supervisor support intervention to alter the transfer climate and encourage higher levels of supervisor support. With some effort, you will be pleasantly surprised to find that transfer of training is no longer an elusive goal!

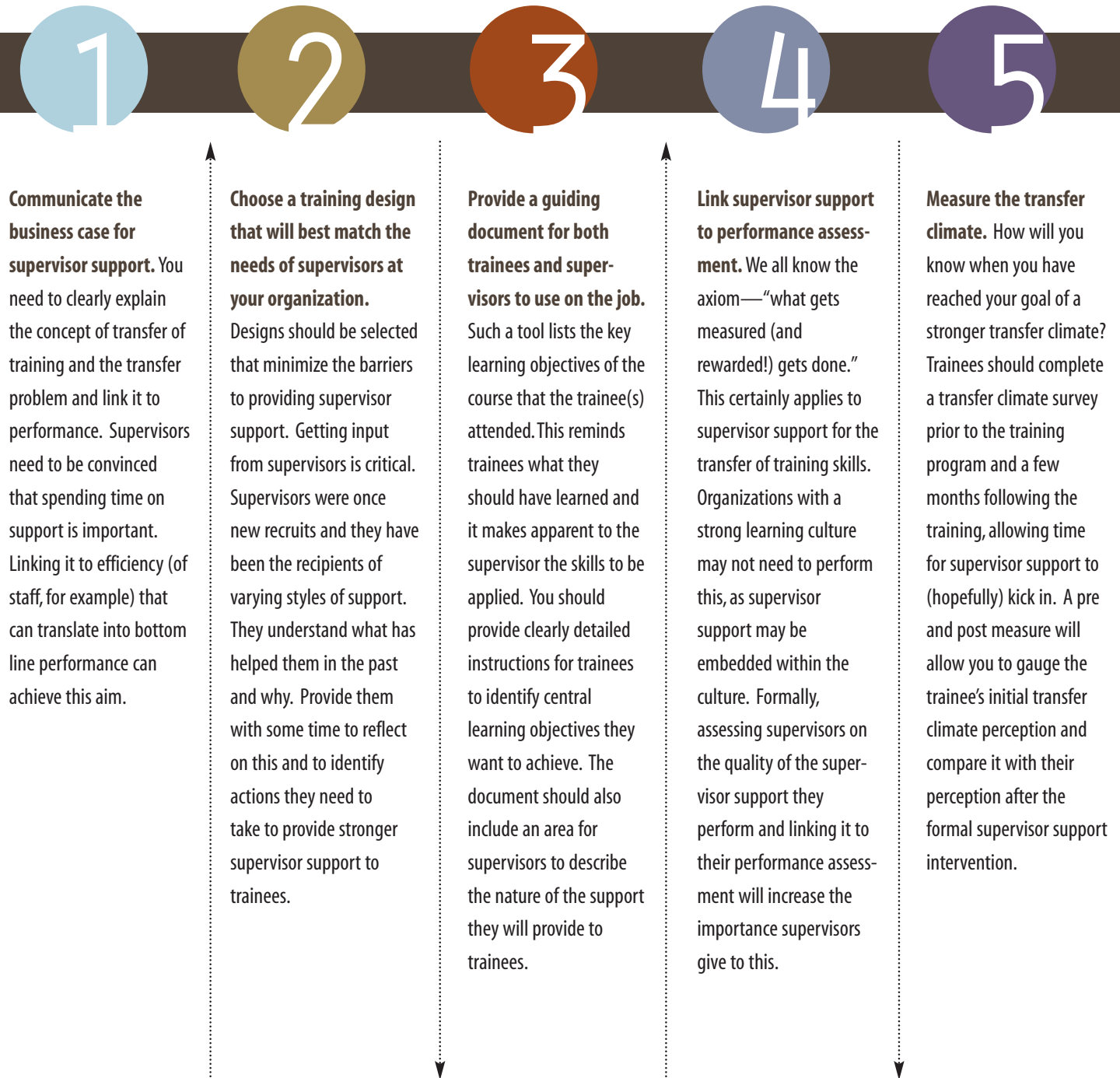
Building a strong transfer climate is precisely what I have set out to do in my workplace. And so I have designed a variety of supervisor support intervention programs.

Put simply, such programs aim to offer supervisors the skills, knowledge and incentives to ensure that they have the capacity to support the trainee in a way that will optimize the likelihood of transfer of trained skills to the job.

Training Climate continued ► P.6



Five easy steps to building a transfer of training climate



Fiona Sookhai, a recent graduate of the *Master's of Human Resources Management* program at York University, is a manager at Pricewaterhouse Coopers where she enjoys designing training programs and working on special projects with the HR team.



Navigating your HR Career

Chris Kirkpatrick's proactive approach



Chris Kirkpatrick
(MHRM 2006)

It is no surprise that Chris Kirkpatrick kindly consented to serve as guest speaker at a recent graduate HRM orientation for incoming masters students. Chris was among our very first cohort of graduate students in 2004 and according to all accounts he added a wealth of knowledge and enthusiasm to the learning environment. Though his talk to students was focused on how to survive and prosper in York's MHRM program, Chris also has a wealth of practical career advice to share with budding HR professionals.

In fact, when you consider his career strategy and its outcomes, Chris can be considered a text-book case of prudent decision making.

The path to success in HR is often facilitated through an entrepreneurial mind-set. This requires creativity, determination and some risk-taking in an effort to gather the skills and experiences necessary to keep moving up the HR ladder. According to Chris, the challenge of pursuing a career in HR is the need to take a proactive approach to developing your own professional skill set. However, Chris quickly adds that "This is also the central thrill of the HR experience—the ability to carve your own niche"

Chris entered the HR community straight out of undergraduate studies when he joined Husky Injection Molding, a world leader in their industry. Chris feels that Husky served as his first training ground in HR. On that note, he advises that, "You need to connect with an organization where you can learn about business practices and the fundamentals behind the employee-employer relationship. Then you can really see how critical the HR function is in strengthening that relationship".

Chris leveraged his learning experience and moved on to gain more exposure to another set of HR skills. He worked in the recruitment industry for approximately 4 years. For him, "this was a wonderful and enriching experience given the nature of the industries and clients that I was recruiting on behalf of".

Importantly, Chris acknowledges that "I understood that gaining more corporate exposure in an HR generalist/management capacity would help to develop my skill set and HR acumen. So, I moved on to an HR Manager role with Ontario Power Generation for the better part of 4 years". It was there that Chris gained invaluable labour relations experience while juggling the competing demands of an HR generalist servicing close to 800 employees.

Approximately 4 years ago, Chris made the move over to Molson Canada where he has held two roles; first, as HR Manager Toronto Brewery and then as HR Manager for the Commercial, Finance and G & A functions, with responsibilities for approximately 500 employees.

The mandate of his new role is to provide the units with the structure and process tools to meet their human resource needs. The position also ensures consistency with the organization's corporate HR philosophies, policies, and long-term strategies.

Chris enthusiastically comments that: "Molson is extremely progressive when it comes to our people initiatives including Employment Branding, Career Pathing/Planning, Internal Talent Programs etc. More importantly, HR is widely recognized as a strategic partner here—the perfect environment to develop as a professional!"

How did a return to university fit into Chris's career plans? Chris feels that York's Executive MHRM program added more depth to his professional experience. "It was extremely beneficial to debate ideas and share observations with other practitioners. After completing the program, I felt that I was bringing a renewed sense of professionalism to my work," Chris observes.

There is a lot to be learned from Chris's approach to navigating a career in HR. The careful choice of employers, the ongoing concern for continuous learning, and the need to be put into environments that challenge and refine one's skills, are all critically important. Add to that, a genuine passion for the profession and you've got Chris's roadmap for career success.

In the Eye of the Beholder

Perspective taking and performance appraisals

We rely on performance feedback as our main developmental technique. When performance appraisals do their job properly, they give employees the feedback they need to improve performance. So it is a bit disconcerting that such feedback fails to make even a dent in employee performance in about one third of the cases. That is what the research tells us. So the obvious question is—what makes a performance appraisal effective? Or phrased another way—what determines whether or not an employee will take heed of their performance appraisal feedback?

There is a direct link between employee reactions to performance evaluation and that individual's performance on the job. If a performance evaluation is considered to be unjust, it is pretty easy for the person being evaluated to dismiss the ratings as inaccurate. And the sad reality is that subordinates often report that they find the performance evaluation process unfair.

What can HR professionals do to address this problem? The answer may lie in a simple yet profound concept referred to as perspective taking.

Perspective taking is the act of adopting another person's point of view. It is about understanding how the other person thinks and feels in order to comprehend why they behave as they do.

Developmental experts have found that human beings develop perspective taking abilities between the age of 7 and 12. Unfortunately, something happens between the acquisition of this skill in childhood and the day when the child becomes an adult and is asked to evaluate the performance of his or her subordinate.

Taking another person's perspective can help one individual understand why another chooses a specific course of action, makes a given choice, and reacts in an emotional manner in certain situations. The act of perspective taking ensures that the rater considers the subordinate's skills and abilities in addition to external factors when providing evaluations. And certainly all these factors need to be taken into account if the appraisal is to be considered a fair assessment of the employee's performance.

Outside of human resource management, perspective taking has been shown to increase the effectiveness of psychological counselors and to help negotiators achieve positive outcomes. Perspective taking has also been proven to be a powerful technique for improving satisfaction in personal relationships, managing conflict and reducing inter group prejudice.

Should you train for perspective taking? Yes!

When we are asked to judge performance, we tend to focus on ability and other individual factors with little consideration for external influences. Therefore the role of training in perspective taking is fundamentally about learning to recognize all variables that can affect someone's performance—skills, resources, experience, environmental factors etc. The ability to see things from another viewpoint can indeed be enhanced through training!

The procedure is fairly simple. First, the trainees are led through a discussion of perspective taking in terms of its potential uses in different situations in the workplace.

Second, trainees practice perspective taking in pairs through role plays. The key to perspective taking training is the opportunity to actively practice looking at problems, issues, and concerns from someone else's viewpoint. You can use role plays or cases to give trainees hands on experience in perspective taking.

Third, the trainer leads a group discussion of the exercise. This includes asking questions that encourage individuals to see the rationale behind their coworkers' behaviours and their own view of these behaviors.

Finally, the trainees switch roles with their partners to learn what the other person was thinking during the exercise. This challenges trainees to 'walk in the shoes' of coworkers who may share a very different view of things. These differences might be based on educational background, experience, gender, family status, life stage, or a myriad of other individual factors.

This technique has the potential to make performance feedback more effective by influencing the ratees' reaction to the evaluation process. Individuals are less likely to dismiss feedback that they believe has been constructed in a fair and just manner.

So, training in perspective taking represents a fairly simple intervention with large potential implications for performance feedback effectiveness. Give it a try!

Perspective taking is the act of adopting another person's point of view. It is about **understanding** how the other person thinks and feels in order to comprehend why they behave as they do.



Professor Marie-Hélène Budworth is a faculty member in the graduate HRM program, York University. Her current research projects are in the area of vertical transfer of training, e-learning, and employee development.

Cultivating Cultural Intelligence

A new priority for HR professionals

Canada has a constant influx of highly educated professionals welcomed to our country. In fact, recent immigrants have accounted for 70% of Canada's net growth in the labour force during the past decade.

To meet the needs of the global marketplace, most business leaders understand the value of building a strong multicultural workforce. Embedding cultural diversity into the workplace is a source of competitive advantage.

Unfortunately, Canadian business has neglected to harness the power of diversity by failing to effectively integrate immigrant professionals in the workplace.

Despite their educational achievements, valuable skills and work experience, immigrants often encounter serious barriers to the pursuit and establishment of careers in Canada.

Many immigrant professionals (IPs) are still underemployed, their experience discounted, and their degrees not recognized. According to recent accounts, the Canadian economy missed out on about \$5 billion due to a lack of recognizing the experience of skilled immigrants. If these newcomers were able to find solid employment, it is estimated that more than \$5 billion could be added to the economy.



According to recent accounts, the Canadian economy missed out on about \$5 billion due to a lack of recognizing the experience of skilled immigrants.



Given the potential value added of IPs, the time seems long overdue to develop approaches that more effectively integrate IP's into the workplace. HR practitioners can be a pioneering force in addressing both individual and organizational level issues for such integration. The first place we should start is to understand the relevance and role of cultural intelligence.

The Cultural Intelligence Factor. What is cultural intelligence? It is a collection of individual attributes possessed by a person that can influence the degree to which cross-cultural interactions and cross-cultural communication will be effective. Specifically, cultural intelligence (CI) is a *system* of interacting knowledge and skills that allow people to adapt to, select, and shape the cultural aspects of their environment.

This definition emphasizes the multidimensional nature of intelligence that includes multiple types of knowledge. Most importantly, cultural intelligence relates to the capacity for effective cross cultural interaction.

Why build cultural intelligence? CI is the precursor for developing and maintaining productive interpersonal relationships with culturally different others and effectively interacting in a cross-cultural context.

As such, cultural intelligence is positively related to expatriate/migrant adjustment, task completion by culturally diverse groups, effective decision making in a multicultural context, leadership of culturally different others and a host of other cross-cultural interactions.

The concept of cultural intelligence is of particular interest to multicultural environments such as Canada, where cross-cultural interactions are a norm. Consequently, we need to understand and build levels of CI among our both our current employees as well as newly recruited IP's.

Suggestions for building corporate cultural intelligence

- Provide continuous cross-cultural/ diversity training and awareness workshops at all levels, but especially for HR professionals—helping them develop interviewing standards and processes that reduce potential for cultural misunderstandings and enable candidates to demonstrate their skills.
- Clarify methods and resources that can aid HR professionals in accurately evaluating foreign credentials & foreign work experience.
- Encourage employers to create more 'bridging' programs that will help IPs to obtain desired 'Canadian experience' and allow for faster integration.
- Ensure access to management, executive and board level opportunities for skilled immigrants, along with a review of hiring and promotion policies.
- Facilitate Cultural Intelligence assessments and training, and introduce metrics into the performance evaluation exercises.

Professor Jelena Zikic is a faculty member in the graduate HRM program, York University. Currently, she is studying career transitions of diverse populations, employee stress and coping mechanisms.

Home Sourcing

Learning more about flexible work practices

Opportunities to work from home vary across professions and across countries. Recent statistics suggest that the US has led the trend towards home-based telework, with about 25% of all employed persons working from home—this was compared to 13% in some EU countries. Based on the most recent estimates only about 10% of Canadians were working from home on a part time or full time basis. Numbers are expected to increase further as more companies seek to reduce real estate costs and make more use of technology to support 'remote' working.

Though the notion of flexible work practices or telework is not new and its growth not surprising, it is striking how little we know about this phenomenon. The paucity of research information on this evolving trend inspired me to conduct a field study to learn first hand from employees and managers about their experience with this practice.

I collected interview data from 138 employees who came from a broad range of departments (e.g., operations, marketing, sales, IT support, etc) within a large multinational company. Among these interviewees, 65% had one or more children; 72% were married or living with a partner. And the respondent pool represented a roughly equal proportion of men and women.



Based on my findings, I have identified several critical factors that can determine the feasibility of flexible work practices:

Cultural Differences. My study pointed to the importance of cross-cultural differences. Several of the people I spoke to were immigrants to Canada. They said that because working from home wasn't part of the working culture in their home countries, it was rather difficult to adjust to it when they came to Canada.

There is an extensive body of research on cross-cultural issues at work. Yet, the impact of cross-cultural differences hasn't been considered in the current literature on flexible work practices. To that extent this study raises, for the first time, what is clearly an increasingly important theme—particularly given current levels of immigration in Canada.

For example, one interviewee from India talked about how difficult it was for him to work from home because he lived with his extended family. With a house 'full' of in-laws, nieces and nephews he felt that it was impossible for him to find a 'quiet space' to work.

All this suggests that if organizations in Canada are serious about providing opportunities to work from home, they must take into account cultural back-grounds.

The Learning Curve and Management Support. Many respondents talked about a 'learning curve'. They emphasized that it can take some time to develop personalized systems and strategies for maximizing performance when you are working from home. They also spoke of the need for self-discipline, time management skills and proactivity in maintaining connections with colleagues. Some also suggested that employers could provide some sort of training for employees who are working from home for the first time. HR managers can play a particularly important role here—providing training before and during the initial stages of a 'work from home' initiative.

All of the interviewees who took part in this study felt that managers play a pivotal role in the success of flexible work practices such as working from home. In particular they felt that managers should provide appropriate support to ensure performance targets can be met. They talked at length about managers ensuring that team members stay connected by arranging activities like monthly or weekly meetings. Even so, they also warned against trying to 'micro manage' work-at-home employees. In this respect, it seems that managers have to maintain the fine balance of giving employees the freedom to work from home and keeping connected to them while avoiding perceptions of lack of trust/micro-management.

■

Though the notion of flexible work practices or telework is not new and its growth not surprising, it is striking how little we know about this phenomenon.

■

The Nature of the Job. Not every job is amenable to home-sourcing. A challenge for managers and HR practitioners—how to decide who can and who can't work from home. A key finding here is that the popularity of flexible work practices creates a double edged sword—at one level it is something which many employees enjoy and identify as a key source of satisfaction. Yet, it also means that employees whose jobs aren't suited to such flexibility may become dissatisfied when they compare themselves to colleagues who are working from home. In such situations the onus is clearly on the manager to ensure the equitable distribution and management of opportunities to work from home.

HR Scholars

Q & A with Dr. Gary Latham



Gary Latham,
Professor of Human
Resource Management,
University of Toronto

Over a long and prolific career, Gary Latham has become one of the foremost HR scholars world-wide. His development of goal setting theory has been a driving force in both management research and practice. Dr. Latham has generated ground breaking research in areas including selection interviews, performance appraisals and employee training. His name is also synonymous with leadership and service to the HR community.

He has served as president of Canadian Psychological Association and is the current president of the Society of Industrial and Organizational Psychology. Professor Latham was recently elected to the board of The Society for Human Resource Management (SHRM), the world's largest association devoted to human resource management. The goal of the SHRM is to advance the HR profession and help it to achieve recognition as an essential partner in developing and executing organizational strategy. .

Among his numerous awards, Dr. Latham received the Distinguished Contributions to Industrial-Organizational Psychology in Canada Award from the Canadian Society for Industrial and Organizational Psychology, and prestigious awards from the Academy of Management.

He is a Fellow of the American Psychological Association (since 1979); Canadian Psychological Association (since 1985); Academy of Management (since 1987); Association for Psychological Science (since 1992); and the Royal Society of Canada (since 1996).

HR Edge asked Dr. Latham to share his views on the current state of HR research and practice.

HR EDGE: *Management research has often been accused of not speaking to the realities of managers—the disconnect between theory and practice. Is HR research really guilty of this?*

GARY LATHAM: This is an increasing concern of researchers. An entire section of *Academy of Management Journal* this past fall was devoted to this very issue. The fault first and foremost rests with academics who do not take the time to communicate with the public in everyday language.

Worse, academics often pursue their own research agenda rather than problems confronting HR practitioners. That academics are beginning to realize they are making themselves irrelevant to organizational decision makers is a hopeful sign that the times “they are a changing” in universities. HR managers, however, are not blameless. For example, it is inexcusable to use techniques such as an unstructured interview, given that scientific evidence shows they are ineffective. You can't ignore the research.

HR EDGE: *So you are saying that both academics and practitioners need to better*

bridge the gap that exists between the two. What else should HR practitioners be placing greater emphasis on?

GARY LATHAM: More emphasis on strategic thinking and being a critical player in the corporate suite. Too many HR managers lack formal training in HR. Hence they lack the credibility of their peers in areas such as finance, marketing, or R&D.

We need to recognize that HR is a specialty in the same sense as marketing and finance. One cannot be expected to go into HR and do well simply because one likes people. There is a body of knowledge that makes up the science of HR that enables predicting, influencing and explaining behavior. HR managers should be required to have that knowledge.

HR EDGE: *What key issues will HR practitioners need to consider in the coming years?*

GARY LATHAM: From the 70s to the present, issues around gender and race have been a primary concern in the workplace. For the next three decades, emphasis will shift to concerns around

ethnicity, particularly regarding selection/promotion, and forming effective ethnically diverse teams.

Related to this concern is the need for forming effective global teams that are primarily virtual. A third concern will be shedding/outsourcing aspects of HR that are not strategic in nature without losing the identity of HR or putting the entire HR department at risk of outsourcing. Finally, technology is already interwoven in almost everything HR does. HR will have to devise ways to maintain security.

We need to recognize that HR is a specialty in the same sense as marketing and finance. One cannot be expected to go into HR and do well simply because one likes people. There is a body of knowledge that makes up the science of HR that enables predicting, influencing and explaining behavior. HR managers should be required to have that knowledge.

—Gary Latham

HR EDGE: *How does the future look for HR professionals?*

GARY LATHAM: The outlook for HR is bright. Once it was people in manufacturing, then it was people in marketing who entered the corporate suite. Soon, it will be people who excel in HR who will be selected to become CEO because of their HR skills in performance management, strategy, organization development, and in leadership development.

alumni reflections ■

Gene Lai (MHRM 2007)

VP Operations, Steelcase Canada



The MHRM program at York University far exceeded my expectations. I was encouraged to integrate my practical experience with a richer conceptual understanding of the issues I had been dealing with for many years. This program helped me understand why indeed the best practices that I had instinctively applied over the years worked. In many other ways, the learning experience also opened my eyes to completely different points of view.

Exploring the management research has been a powerful force in validating my perceptions and challenging my paradigms. The program provided me with a useful opportunity to familiarize myself with leading edge ideas, grapple with them in class, and compare them with others' experiences. I often compared the published research findings with my own anecdotal observations. The discipline around research-based decision-making also, in my view, has enabled me to become a better corporate executive.

You realize that the more that you learn, the more that you don't know. What you do learn, you can confidently back up with research and with others' experiences. What you don't know, there may not yet be answers for. This challenges you to go beyond current assumptions and think out side of the "HR box".

The field of Human Resources management is not yet mature. Many pieces of the puzzle are not yet in place. Certain knowledge gaps are wide and many issues remain unexplored. For me, this was the most exciting part of the program. The unanswered issues inspired me to formulate my own theories and to speculate on the potential outcomes.

It was within this rich environment that I found the MHRM program to foster the creativity that lay dormant in my mind for many years. This renewed creativity has led to breakthrough discoveries for me at work.

I am sure that other alumni reading this will agree that any student who puts a lot of effort into the MHRM program will gain even more from it in return. I certainly did!

Best Regards,

Gene

Gene recently spent half a year in China where he facilitated the integration of a newly acquired company into Steelcase.

Leading
HR in the
Military
Lieutenant
Colonel
Mary
Romanow
(MHRM 2006)



The graduate HRM program is composed of a rich mosaic of professionals. One shining example of the diverse expertise present in our alumni comes from Mary Romanow, a member of our first cohort of MHRM graduates.

Mary Romanow is a Lieutenant Colonel with 35 years of service in the Canadian Forces, with an occupational specialty in human resource management.

In fact, Mary started her career in HR when she joined the Canadian Forces and was assigned the classification of Personnel Administration (Human Resources) Officer. After promotion to Major in 1979, Mary served concurrently as both Headquarters Commanding Officer and Command Administration Officer at Maritime Command Headquarters in Halifax.

In 1989, she was promoted to the rank of Lieutenant Colonel. Following this promotion, Mary took on a number of responsibilities, including: officer responsible for foreign service & allowances policy/administration in the Military Compensation and Benefits Division; and member of the Human Resources Transition Coordination Team.

Eight years ago, Mary was posted to National Defense Headquarters in Ottawa as Director of the Human Rights and Diversity for the Canadian Forces. In 2004, Mary was awarded the Queen's Jubilee medal for her outstanding service. That year she also received the Department of National Defense Award for Leadership in Human Resources Management in recognition of her significant contributions to the development of an integrated Human Rights Plan for the Canadian Forces. And in 2005 she was named an Officer of the Order of Military Merit.

How did the MHRM program dovetail with Mary's approach to her career?

"It was a rewarding and mind-opening experience. There were the interesting and thought-provoking journeys, side trips and discoveries that the program opened for me. The enthusiasm to critically, imaginatively and thoroughly search for ways to heighten HR's contribution to organizations is my legacy from the MHRM program. Best of all, since graduation I have learned that my journey into new areas, ideas and developments is far from over. Interesting times are ahead and I feel better equipped to keep helping to search for solutions for organizational success".

Currently, Mary is responsible for *Release & Transition* policy and program issues for all 120,000 members of the Canadian Forces. Among the projects currently being addressed is a complete revision of the Military Release System, with the aim of streamlining and updating policy and practice.

No doubt, Mary's outstanding contributions to the field of HR will continue unabated.

The Big Picture

William Greenhalgh

Addressing
HR's coming
of age with
an emphasis
on diversity,
governance
and thinking
big



William Greenhalgh,
Chief Executive
Officer of Human
Resources Professionals
Association (HRPA)

THE BIG CHALLENGE. Human Resources Professionals Association (HRPA) recently polled more than 1,000 human resources professionals on the future of the HR profession. Overwhelmingly, respondents feel HR's profile is rising, believing HR will command more respect and have more power within the next 10 years.

For HR to realize this potential, it must quickly evolve to keep pace with the rapid changes occurring in the world today.

Canadian business is entering an era of unprecedented change. A convergence of demographic and economic challenges—including the looming departure of the Baby Boom generation from the workforce and a mass transfer of wealth from West to East—will have a profound impact on Canadian organizations. The most relevant changes to HR now are in the areas of diversity, globalization and governance.

DIVERSITY. Canada is a diversity leader. Between 1991 and 1996, immigrants accounted for 77 per cent growth in the Canadian labour force. By 2011, 100 per cent of net labour market growth will come from immigration. The world is watching how Canada manages and harnesses the enormous talent potential in diversity.

Beyond diversity, globalization makes it imperative for HR professionals to understand how organizations are changing to deal with international requirements and the implications for the skills and knowledge our members need to have.

HRPA works with sister organizations in Europe, the United States, Asia and Australia to share best practices and gain insights into HR challenges in other parts of the world, so we can pass this knowledge on to our members. Recently we were invited to present on the Canadian diversity experience at an HR symposium in Paris; we've met with delegates from India, France and the United Kingdom; and we traveled to China to exchange ideas about academic programs, skills shortages and critical capabilities with that country's leading HR association.

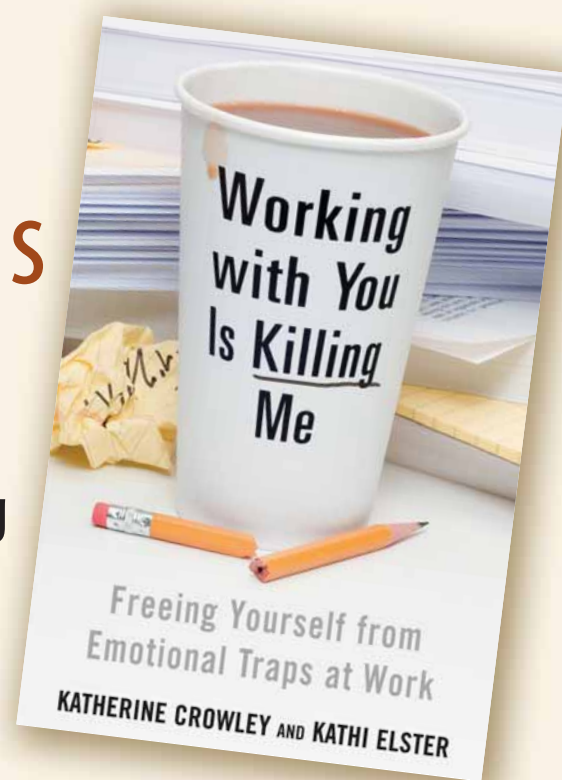
GOVERNANCE. It's imperative that business today operates at the highest standards of conduct, and companies are looking to HR to take a governance lead at the executive and board level. In addition, HR requires a more strategic perspective to help its organizations meet the demands of a changing and increasingly complex world. HR needs to be clear on the details of corporate strategy because they implement it.

THINKING BIG. Every well-executed strategy requires training the right people, for the right jobs, at the right time. Credibility of the organization, board relations, compensation, motivation and culture—these are all things that fall under the bailiwick of human resources. There has never been a better time to be in the profession.

Now more than ever before, HR professionals are being seen as leaders by senior executives. They are looking to us to lead the way. We must meet that challenge.

Working with You is Killing Me

An interview with best selling authors Katherine Crowley and Kathi Elster



HR EDGE: *Your book has received countless rave reviews from the likes of Wall Street Journal. Why do you think your book has been so popular?*

Kathi: Many business books target people in leadership positions. We focused on the average worker. We wanted to address new and mid-career workers. We wanted to reach everyone from a frustrated receptionist to a middle manager feeling pressured by the demands of upper management while addressing performance issues with his/her staff.

Katherine: I think we accomplished something that no previous business book has done which is to combine psychological tactics and business tools so that our readers come away with a full understanding of how to solve any interpersonal problem with a co-worker, manager or employee.

HR EDGE: *Are there some fundamental ground rules that we all need to keep in mind when managing difficult work relationships, subordinates, bosses, or co-workers?*

Kathi: Rule #1 is to strike when the iron is cool. That means that no matter who or what is bothering you at work, the best thing you can do is clear your mind and calm your body first, before making any attempts to fix the problem. This means

that you engage in anything that results in a healthy release of physical energy: exercise, walk, take a bath, breathe deeply. If you can calm the body and clear the mind, you can begin to see your situation more objectively.

Katherine: Rule #2 is to always look for how you might be contributing to the problem—this is easier said than done. But discovering what you may be doing, for example, that encourages your lazy colleague to dump his or her workload onto your desk, gives you a point of power in solving the problem.

HR EDGE: *For many years now we have witnessed rapid change across just about every sector of business. Do you think today's business environment is contributing to different kinds of "people challenges" than those we might have faced in "simpler" times?*

Kathi: Absolutely. The biggest factors we see that cause "people challenges" are:

The boundary-less workplace. In today's work environment, people work in cubicles or open workspaces with little or no privacy. We have instant access to each other 24/7 via email, text messages, cell phones, blackberries, etc. this creates blurry lines between work and home, business life and personal life.

Katherine Crowley



Book synopsis: *Working with You is Killing Me* (Warner Books, 2006) aims to assist the reader in “unhooking” from emotional tangles at work by explaining how to use job descriptions, performance reviews, and other tools available in every workplace to detach from a negative situation and maintain a positive working atmosphere for yourself.

Kathi Elster



Katherine Crowley is a Harvard-trained psychotherapist who specializes in psychological challenges in the workplace. **Kathi Elster** is a management consultant specializing in staff training and development. Their New York-based consulting firm, K Squared Enterprises helps employees, managers, and business owners accomplish business objectives while navigating the interpersonal challenges of working with others.

Multigenerational workforce. For the first time in history we have 5 generations working together; in some cases the manager is much younger than his/her staff.

Female Power. Women make up 40% of our workforce causing a need for more flexible work schedules and bringing about the feminization of the workplace.

Trans-global work teams. Globalization and technology afford us the ability to work longer hours from where ever we are and to interact with people of different countries and different cultures.

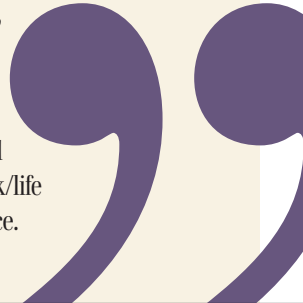
Katherine: Chapter 3 of our book is called *The Business of Boundaries*, and emphasizes the fact that interpersonal boundaries are different for each person, and need to be communicated. In this boundary-less workplace of little or no privacy, we are constantly bombarded by the sounds of other people’s electronic devices (like cell phones) and their conversations. Communicating one’s boundaries becomes an essential skill for survival. Interpersonal bound-

aries are also important in the areas of cultural diversity and cross-generational workforces.

HR EDGE: *How much influence do you think that HR professionals can have on managing the people problems that you identify in your book?*

Katherine: They can have a great deal of influence, but first they have to win the trust of employees by offering concrete tactics for solving interpersonal challenges at work. We find that employees need the most help managing their bosses (“managing up”). Most people in positions of authority have little management training, and most employees don’t know how to work well with someone who manages poorly.

Kathi: We also think that HR professionals could help all employees by teaching boundary-setting skills, and work/life balance while we all learn to navigate this 24/7 workplace.



Making Connections

Help build our
HR community

Join the Graduate HRM
Alumni Association of
York University



For information contact: Debbie Jamieson at jamieson@yorku.ca

alumni update

Tony Araujo (MHRM 2006)
Director, HR Programs
Lafarge Canada Inc.

Rosario Maria Astuvilca (MHRM 2007)
HR Consultant, The Bedford Group/
Transearch Global Mining

Christine Burych (MHRM 2006)
Director of Planning and Integration
for Human Resources and
Organizational Development Centre
for Addiction and Mental Health
(CAMH)

Joel Borgida (MHRM 2006)
Consultant, Leadership & HR
Management, Barnes Management
Group

Keren Croitoru (MHRM 2007)
HR Manager
Tata Consultancy Services

Nadia DeGama (MHRM 2007)
HR Consultant, BDO Dunwoody LLP.

Adil Dossa (MHRM 2008)
Policy Analyst, Workplace Safety &
Insurance Board

Stacey Dow (MHRM 2007)
SAP Team Lead – Change
Management, Training &
Communications
Goodrich Landing Gear

Sarah Gomes (MHRM 2008)
HR Consultant for TD Insurance

Robin Grant (MHRM 2006)
Human Resources Lecturer
School of Business
Kwantlen University College

Peter Grguric (MHRM 2008)
Human Resources Manager
Acrotum Industries Inc

Gillian Gurney (MHRM 2005)
Manager, Human Resources
Anapharm

Lisa Haasz-Janda (MHRM 2007)
Director of Operations
Haasz Janda LLP

Carroll Hern (MHRM 2005)
Senior Vice President
Human Resources & Organization
Effectiveness, The CUMIS Group

Erin Hayes (MHRM 2006)
Manager, HR Client Consulting
Capital One

Mary Ho (MHRM 2007)
Human Resources Analyst, Citigroup
Fund Services Canada

Virya Hour (MHRM 2008)
Account Sales Manager
Nexans Canada Inc.

Naaila Jivraj (MHRM 2008)
Recruitment Business Partner
Suncor Energy Inc.

Chris Kirkpatrick (MHRM 2006)
HR Manager – Commercial, finance
and G & A, Molson Canada

Gene Lai (MHRM 2007)
Vice President of Operations
Steelcase Canada

Natasha Loncar-Kuzmanov (MHRM 2006)
Employee / Labour Relations
Advisor, Mount Sinai Hospital

Linda Love (MHRM 2006)
Director, Human Resources
Insurance Institute

Silvia Marabeti (MHRM 2008)
Chief Human Resources Officer
BDO Dunwoody LLP

Dan McGarry (MHRM 2006)
Divisional Director HR (consulting)
The Global Wood Group

Tamara Miller (MHRM 2007)
Caseworker, The City of Toronto,
Social Services Division

Susie Naaman (MHRM 2007)
Continuous Improvement Leader
The TDL Group Corp

Doreen Obwanga (MHRM 2006)
HR Generalist
The Cartwright Group Ltd.

Prabha Packiam (MHRM 2008)
HR Consultant
Rogers Communication Inc.

Ping Peng (MHRM 2006)
Director, Organizational Effectiveness
& Systems Management, The Four
Villages Community Health Centre

Lisianne Persaud (MHRM 2007)
HR Generalist
Extendicare (Canada) Inc

Rupa Prakash (MHRM 2006)
HR Manager – Home Office
Recruitment, Cara Operations

Tracey Rickaby (MHRM 2008)
HR Manager, Hewlett-Packard

Mary Romanow (MHRM 2006)
Transition Team Leader, Directorate
for Quality of Life, Canadian Forces

Cathy Scott (nee Sweet)
(MHRM 2005)
Compensation Analyst, The Dominion
of Canada, General Insurance

Muhammad U. Tahir (MHRM 2008)
Senior Manager HR Services
Bank Alfalah Limited

Ramona Tobler (MHRM 2007)
Director, HR Client Consulting
Canada Capital One

Gordon Wang (MHRM 2007)
Doctoral candidate in Human
Resources Management
DeGroote School of Business
McMaster University

Jing Zheng (MHRM 2006)
Human Resources Manager
Johnson Electric Group

Sorry if we missed you. If your
name was not on this list, please
contact us and we will gladly post
your info in our next edition!

congrats to ...

Sara Gomes (MHRM 2008)
who will marry Jonathan McDermott
in October 2008.

Cathy Sweet (MHRM 2005)
who married Gregory Scott,
August 25, 2006.

Erin Hayes (MHRM 2006) who will
marry Andrew Muir in April, 2009.

Please send us any personal
announcements, photos etc. that
you would like to share—we want
to celebrate with you!

PhD News: Launching York U's innovative doctoral program in HR

This fall, York will welcome its first cohort of doctoral students to the newly launched PhD program in Human Resources Management. Students will gain the opportunity to explore, in depth, areas such as recruitment and selection, training and development, performance management, compensation, labour relations and international human resources management.

Professor Parbudyal Singh took a lead role in the PhD initiative, working with Graduate Program Director Ken McBey, and the other PhD Committee members Steve McKenna and Len Karakowsky, to ensure its successful launch.

According to Professor Singh, "The fundamental aim of the PhD program is to prepare our students to conduct leading edge research as well as to build skills valued by professionals in private and public sector organizations."

The PhD program will address two critical needs. First, it will respond to the increasing demand for Ph.D. graduates specializing in HRM in Canada to serve in academic roles. Second, it will contribute to the growth of HRM as a unique discipline, while acknowledging its interdisciplinary foundations and the variety of international approaches to research in this field.

Students completing doctoral studies in HRM will have a distinct advantage over similar graduates from other schools in North America. Students will gain exposure to a diverse range of research methods. This program will also offer students much more rigorous training in university teaching and pedagogy compared to what most other doctoral programs offer.

"This program builds on our very successful Masters in HRM program, and we are hoping that it will be one of the leading doctoral HR programs in the world within the next five to ten years" adds Dr. Singh.

RECENT FACULTY ACHIEVEMENTS

in journals...

- Latham, G.P., **Budworth, M.**, Whyte, G., Yanar, B. (forthcoming) Relative-to-Me Bias: The Influence of a Managers' Own Performance Appraisal on the Evaluation of Others. *International Journal of Selection and Assessment*.
- Yanar, B., **Budworth, M.** & Latham, G.P. (forthcoming) The Effect of Training in Verbal Self Guidance on Self-efficacy and Reemployment. *Applied Psychology: An International Review*.
- Chan, C.** Chew, J. (2007) The Impact of Human Resource Management Practices on Commitment and Intention to Stay, *International Journal of Manpower*.
- Doorey, D.** (forthcoming) Harry and the Steelworker – or Teaching Labor Law to Non-Law Students, *Canadian Labour and Employment Law Journal*.
- Doorey, D.** (2008) Can Factory List Disclosure Improve Labor Practices in the Apparel Industry?, *Comparative Law & Political Economy*.
- Ezzedeen, S.R.** & Swiercz, P.M. (2007) Development and Initial Validation of a Cognitive-Based Work-Nonwork Conflict Scale, *Psychological Reports*.
- Fang, T.** (forthcoming 2008) Workplace Responses to Skill and Labour Shortages in Canada, *International Journal of Manpower*.
- Fang T.** and F. MacPhail (forthcoming 2008) Transitions from Temporary to Permanent Work in Canada, *Social Indicators Research*.
- Karakowsky, L.** & Mann, S. (2008) Setting Goals and Taking Ownership, *Journal of Leadership and Organizational Studies*.

Kotlyar, I. & **Karakowsky, L.** (2007) The Positive Side of A Negative Decision Frame, *Management Decision*.

Richardson, J. McBey, K. & McKenna, S. (forthcoming) Internationalizing Canadian Universities, *The Internationalization of Higher Education*.

Gephardt, R. & **Richardson, J.** (2007) Qualitative Research Methods in HRM, *A Handbook of Research in International Human Resource Management*.

Deutsch Salamon, S. & Robinson, S. (2008) Trust That Binds: The Impact of Collective Felt Trust on Organizational Performance, *Journal of Applied Psychology*.

Lau, D., Lam, R. & **Deutsch Salamon, S.** (2008) The Impact of Relational Demography on Perceived Trustworthiness, *Journal of Social Psychology*.

Celani, A., **Deutsch Salamon, S. & Singh, P.** (in-press) In Justice We Trust: A Model of the Role of Trust in the Organization, *Human Resource Management Review*.

Richardson, J., McBey, K. & McKenna, S. (forthcoming, 2008) Integrating Realistic Job Previews and Realistic Living Conditions Previews, *Personnel Review*.

McKenna, S. & Richardson, J. (2007) The Increasing Complexity of the Internationally Mobile Profession, *Gross Cultural Management: An International Journal*.

Richardson, J. & Zikic, J. (2008) The Darker Side of International Academic Careers, *Career Development International*.

Singh, P. (forthcoming) Job Analysis for a Changing Workplace. *Human Resource Management Review*.

Singh, P., Parker, J. & Nadim, A. (2007) Human Resource Management and Small Businesses. *International Journal of Human Resource Development and Management*.

in books and book chapters...

Belcourt, M. & McBey, K. (2007) *Strategic Human Resources Planning*, 3rd Edition, Thomson Nelson.

Joseph, R.C. & **Ezzedeen, S.R.** (2008) E-government and e-HRM in the Public Sector, *Encyclopedia of Human Resource Information Systems: Challenges in e-HRM*.

Fang, T. (forthcoming 2008) Labour Shortages in Canada: An Analysis of Vacancies and Quits, *Changing workplaces: A portrait of the evolving workplace in Canada*.

Richardson, J. (forthcoming 2008). *The Independent Expatriate: Academics Abroad*, VDM Publishers.

in the popular press...

Budworth, M. (2007) 'Nice guys do get ahead but nice gals finish last', *The Globe & Mail*, reported by Virginia Galt, Aug 3.

Karakowsky, L. (2007) 'A case for leaving your charisma at the door', *The Globe & Mail*, reported by Wallace Immen, Dec.28.

Zikic, J. & Richardson, J. (2007) 'When getting the axe isn't so bad', *The Globe & Mail*, reported by Virginian Galt, Sept.1.

in awards...

Budworth, M. & Latham, L. (2007) *Best paper proceedings, Academy of Management*, for: Vertical Transfer of Training: Can One person make a Difference?

Doorey, D. (2007) *David Watson Award for paper making the most significant contribution to legal scholarship*, for: Employer Bullying (*Queens Law Journal*).

Ezzedeen, S. (2008) Winner of the *Michael J. Driver Best Careers Paper, Eastern Academy of Management*, for: Work and Family Strategies of High Achieving Women.

McKenna, S. (2008) *Highly Commended Award Winner, Literati Network Awards for Excellence*, for: Deconstructing a Personal Practitioner Narrative, *Organizations and Management: An International Journal*.

Richardson, J. & Zikic, J. (2008) *Verity International Award for Overall Outstanding Paper in Management*, for: Unlocking Careers Following Job Loss, *Canadian Journal of Administrative Sciences*.

Singh, P. (2007) *Most Read Paper in Compensation and Benefits Review*, for: Reward Systems at Southwest Airlines, *Compensation and Benefits Review*.

in conferences...

Ducharme, M.J. & Belcourt, M. (2007) Exploring Consequences of Appraisal Systems, presented at the *Administrative Sciences Association Annual Conference*, Toronto.

Debbie Jamieson

Program Assistant, MHRM Program



We had the good fortune to have Debbie join the HR group in 2001, as program assistant for our undergraduate HR program. Prior to that, Debbie was a staff member of the Department of Communications at York, where she worked for 27 years. In the summer of 2003, Debbie “graduated” to our masters program, just in time to assist in establishing and launching the program.

As one of the pioneers of the MHRM program, Debbie helped welcome our very first cohort of students in 2004. Since that time, Debbie has managed all administrative aspects of the program—from events planning, to course scheduling, to faculty assistance, to student support, and the list goes on. There is little doubt that this program would not run as smoothly without Debbie’s expertise. She states her motivation clearly, “I enjoy offering support to students, and assisting faculty in delivering a program that we can all be proud of”.

Beyond her invaluable work for our program, Debbie also serves in another role for the university. She was just recently re-elected for her third consecutive term on York’s Board of Governors—a reflection of her valued expertise as well as her commitment to the university.

What does Debbie do in her off hours? Debbie loves to spend as much time as she can with her family. Her husband, Dave, is a fire-fighter; her daughter, Ashley, is a graduate of the Bachelor of HRM program at York University; and Debbie’s son, Jeff, is planning to become a police officer.

From her family, to her 33 year career at York, Debbie has a lot to be proud of. And the graduate program is proud to have such a devoted member among our ranks.

Professor Souha Ezzedeem

Assistant Professor, MHRM Program



We are pleased to welcome Dr. Souha Ezzedeem, our newest tenure-track hire.

Dr. Ezzedeem completed her Ph.D. in Human Resource Management at the School of Business, George Washington University in Washington, DC. Her dissertation “Rethinking Work-Life Balance: Development and Validation of the Cognitive Intrusion of Work Scale” explored the cognitive aspects of conflict between work and family.

Souha’s current research interests focus on the positive connections between work and life. Her paper, entitled “Development and Initial Validation of a Cognitive-based Work-Non-work Conflict Scale” was recently published in *Psychological Reports*. Professor Ezzedeem’s related research explores how executive women manage to break through glass ceilings while maintaining a family life. Her most recent conference paper “Work and Life Strategies of Executive Women” won the 2008 Michael J. Driver Best Regional Paper Award at the 2008 Eastern Academy of Management conference in Washington, DC. Her most recent paper, “The Man Behind the Woman: A Qualitative Study of the Spousal Support Received and Valued by Executive Women” is currently in press at the *Journal of Family Issues*.

Souha comes to York with a wealth of teaching experience. Most recently, she served as lecturer at the School of Business Administration, Pennsylvania State University.

She is the recipient of numerous teaching and advising awards and commendations, including *The George Washington University Distinguished Teaching Assistant Award* and *Beta Gamma Sigma Professor of the Year Award*. She was also recently nominated for the *Dean’s Award for Excellence in Teaching* in her very first term at York.

EMEND... a consulting firm which specializes in designing and implementing strategies and programs pertaining to:

- > Employee Talent Management
- > Compensation Management
- > Performance Management
- > Leadership Development

Unlike large consulting firms, EMEND is a boutique that partners with every client in a flexible and customized manner to meet each organization's human resource management needs. More importantly, our consulting approach considers the unique circumstances and resources of each client. As such, our approach varies from project to project, as required by the client.

*Ellie A. Maggio, President and CEO
EMEND Management Consulting Inc.*

Build Your Career with the People who build the World!

Lafarge is a global Fortune 500 company and the undisputed leader in construction materials with 2007 sales of over \$20 billion USD worldwide.

Based out of Paris, France, situated in 84 countries and employing over 95,000 worldwide, **we offer a wide variety of leading positions** in each of our product lines; Cement, Aggregates & Concrete, and Gypsum, with solid appeal for energetic individuals.

Coupled with a highly diverse work environment that thrives on an open exchange of ideas and experience, Lafarge is indeed an exciting place to build a career.

Listed as one of the "100 Global Most Sustainable Corporations in the World", we are **looking for professionals**

who enjoy the challenge of a dynamic environment which can give the opportunity to drive your career path forward within the corporation.

Celebrating 50 years in North America since the first Cement plant in British Columbia, we have significantly expanded our products, services and market to nearly 1,000 sites throughout the continent and employing over 16,000 people. **Visit our websites to learn more about the exciting opportunities that await you at Lafarge. Develop and build your career with us today!**



Join our executive team



Designed for the busy professional, the Executive Master's in Human Resources Management is the only degree of its kind in Canada. Students can continue working while they gain the required competencies and credentials required by Human Resources executives. Geared to fit your busy schedule, the program is offered on a part-time or full-time basis.

For more information, contact mhrm@yorku.ca or 416.736.2100 ext.66632



Executive HR Management Education at York University