HR Edge

THE MAGAZINE OF LEADING EDGE IDEAS IN HUMAN RESOURCE MANAGEMENT

communication tips, the future of HR, & other practical insights

+ how to leverage your parenting skills at work

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A message from our Editors

As you read through this issue of the HR Edge, you will quickly agree that Human Resources Management is an exciting field to be in whether you are currently pursing studies in HR or are working as an HR professional. There is never a dull moment!

The work environment continues to evolve and transform at a rapid pace in response to business needs, and HR practitioners are called to support an even more dynamic, diverse and complex workforce where the status quo is continually challenged.

We are excited to introduce a mix of relevant and thought provoking articles in the September 2016 HR Edge. Today's leadership cadre is faced with many challenges including attracting the right people, effectively managing a diverse workforce and developing talent in a way that contributes to greater engagement and employee retention. Our HR Edge contributors provide us the opportunity to gain practical insight to fortify the knowledge, capacity and capability of HR experts to support today's leaders.

We would like to extend a very warm welcome and best wishes to the York University, School of Human Resources Management incoming cohorts.

Happy reading!
Tania Magloire & Althea Gordon

Tania Magloire is a graduate of the Masters of Human Resources Management program at York University and HR professional in the public sector. Tania's expanding HR experience includes job evaluation, labour relations as well as training and development on HR subjects such as values and ethics and performance management.

Althea Gordon is a graduate of the Masters of Human Resources Management program of York University and has extensive experience providing strategic HR services in various roles in multidisciplinary environments, including corporate, government, and educational sectors. She also helps the next generation of HR professionals hone their skills through a part-time faculty position at York University in the School of Human Resource Management.

world of human resources

David J. Doorey is the Director, School of Human Resource Management, York University, Toronto, Canada

A message from the Director

This is a year of transition at the School of Human Resource Management.

I am delighted to assume the reigns as Director of the School of Human Resource Management from Professor Marie-Hélène Budworth. Dr. Budworth led the School with passion, skill, and vision for the past three years, and as many have already told me, it will be no easy task to follow in Marie's shoes. On behalf of the entire SHRM community, I would like to thank Professor Budworth for her patience, support, and leadership. Thankfully, Dr. Budworth's office is a mere few doors away, and the carpet between our offices will soon be well worn.

I would also like to recognize and thank Professor Mary-Jo Ducharme for her hard work as Graduate Program Director over the past three years. Professor Jelena Zikic has assumed the GDP role, so I am confident that our highly successful Masters of Human Resource Management and Ph.D programs are in great hands. We are also excited to introduce our newest full-time faculty member, Professor Lindie Liang, who joins the School from the University of Waterloo.

I am stepping into the Director's role at an exciting time. The popularity of our undergraduate program has never been higher, and the MHRM and Ph.D programs are continuing to grow, both in terms of student numbers and reputation. The overall quality of students being accepted has improved immensely since my early days at York, which is a reflection of the growing reputation that the School of HRM has earned since it was formed in 2009.

As some of you know, my former work career and my academic degrees are in law. I often describe myself as "the token lawyer" in the School. But in fact the breadth of experience and expertise at the School is one of its greatest strengths. This strength can be developed and promoted to expand the reach of our School to new audiences. The SHRM community, including its alumni, should aspire to make a difference, to leave a mark, and to influence and participate in important debates. As I begin my term as Director, my ambition is to continue the School's progress towards becoming an international leader in the field. I will be calling on all of you for ideas, inspiration, and participation.

Finally, thanks from the entire SHRM community to the hard-working editors of this edition of HR Edge, MHRM alumni Althea Gordon and Tania Magloire, and to Professor Len Karakowsky for his support on the project. It is this sort of effort that will continue to grow the School of Human Resource Management and help build its reputation among the world's top academic programs.

David J. Doorey
Director

How parenting

makes you better
at work

We know a lot about work-life challenges and how allowing for the right 'balance' between various domains of our life impacts our productivity and work life overall. However, our workplace is somewhat less aware about one other critical domain of life, namely who we are as parents, and how engaging in this major role may impact who we are at work.

In fact, if we pay more conscious attention to it—the obvious spillover is noticed. Moreover, relating parenting to work may enhance our relationships and overall success at work.

It is time to talk about parenting. By becoming a parent our identity becomes even more complex but most importantly we acquire many new skills and qualities that are easily translated and seen at work as well as home.

Authentic communication and adapting to change

At home, we communicate with our children and strive to be ourselves, to role model and set examples that we hope our children will follow. However, in being true to our values and our principles, parenting just as leadership challenges us daily.

Parenting is never static, much like the life in organizations. In our families we constantly communicate, resolve conflict and adjust to change; facing developmental milestones or always evolving needs of our children and we exercise our ability to cope with new demands of this important role. In each case, the basis of both of these roles is our ability to be patient authentic communicators, to explain difficult topics and at the same time be sensitive to the needs of our 'followers'.

Now envision the transfer of who we are as parents to our leadership lives. Whether the audience is our 'family team' or our executive team, we encourage learning through authentic communication, openly and patiently sharing ideas, uncertainties and desires. Effective leaders set an example by active listening to their organizational members, just like they do their favourite family team.

Children challenge us to accept that stability is not the norm and that developing the readiness to deal with uncertainty and accept new daily challenges will make us better parents. As our children grow, we grow with them. In this process parenting allows us to reflect and adapt together with our children, and sometimes even learn from our mistakes. The same sets of skills are an asset in today's workforce.

Mentoring, feedback and psychological safety

While we strive to be the best role models for our children at home, much of the parenting role is based on being an effective mentor, sharing knowledge and advice but also providing and receiving feedback. Our children will provide us with the most authentic and direct feedback that we will ever receive!

Being a parent-mentor also involves the ability to create a safe and open environment so that one can share and hear our children's stories. Much like being a mentor at work, these relationships work best when they are established as a two-way exchange and both partners feel psychological safety to be themselves and share their successes but also their challenges and uncertainties.

Our parenting journeys and mentoring role evolves as we see our children learn their first words, take their first steps, make friends, and face disappointments. The moment you feel you've got everyone on board and things seem to be going smoothly, the situation quickly changes; a new growth spurt or developmental milestone comes along, and suddenly new questions need to be addressed.

Dealing with this routine chaos makes us better at creating our own "dynamic capabilities." Raising children teaches us how to become more adaptive leaders—to cope with 'chaos' while also learning from it!

Thus, allow for constant reflection on who you are as a parent and at work, lessons learned as a parent may make you a better leader, manager, co-worker. Your parent identity can only enrich your behaviour and decision-making at work! **HRE**

Jelena Zikic is an Associate Professor and Graduate Program Director in the School of Human Resource Management, York University.

by Velda Warren

Leadership capability model

Successful organizations must have the right people with the right skills aligned to the right work, driving to their strategic plans. However, shifts in population composition, continued globalization, technical advancements, increased skill requirements and shrinking labour supply are posing many workforce challenges. These challenges are forcing organizations to reconsider their workforce and talent management strategies.

Like many organizations, the Workplace Safety and Insurance Board (WSIB) is not immune to these challenges. Sustainment of our organization is dependent on how we navigate competitive talent markets and seize the opportunities that come to us through highly skilled, highly educated candidates. We want to attract, recruit and retain these highly educated individuals that come from culturally diverse, multi-generational backgrounds. These individuals are seeking accelerated growth, challenges and autonomy; they want to work for organizations that have fair performance management practices; practices that enable collaboration, feedback, leadership and career development.

Research indicates that leadership can be a potential source of an organization's sustained competitive advantage. An organization's strategy, competencies, skills and leadership traits can form a distinct framework to inform leadership capabilities. The overall outcome of leadership development is to ensure a ready talent pipeline. This is achieved through the development of leadership capabilities that increase bench strength while supporting an organization's business strategy. It is also about addressing current and future business challenges and improving business results though the creation of a performance-driven culture, while increasing engagement & retention of high potential and high performing employees.

Alignment to strategy

Organizations need to develop fundamental leadership capabilities that include the ability to collaborate across boundaries, conceptualize new solutions, motivate and engage diverse teams while developing the next generation of leaders. Leadership development involves more than just developing individual leaders. It is about capabilities for all leaders and involves a greater focus on strategy and the context in which leaders can impact

organizational capability. WSIBs leadership capability model is a tool designed to help senior leaders make strategic decisions about leadership development; it creates a clear line of site from business objectives to the expected outcomes of leaders. The leadership capability model establishes common, consistent, and transparent language of what a leader looks like at the WSIB. We use this model to recruit, assess, develop, manage performance and promote leaders.
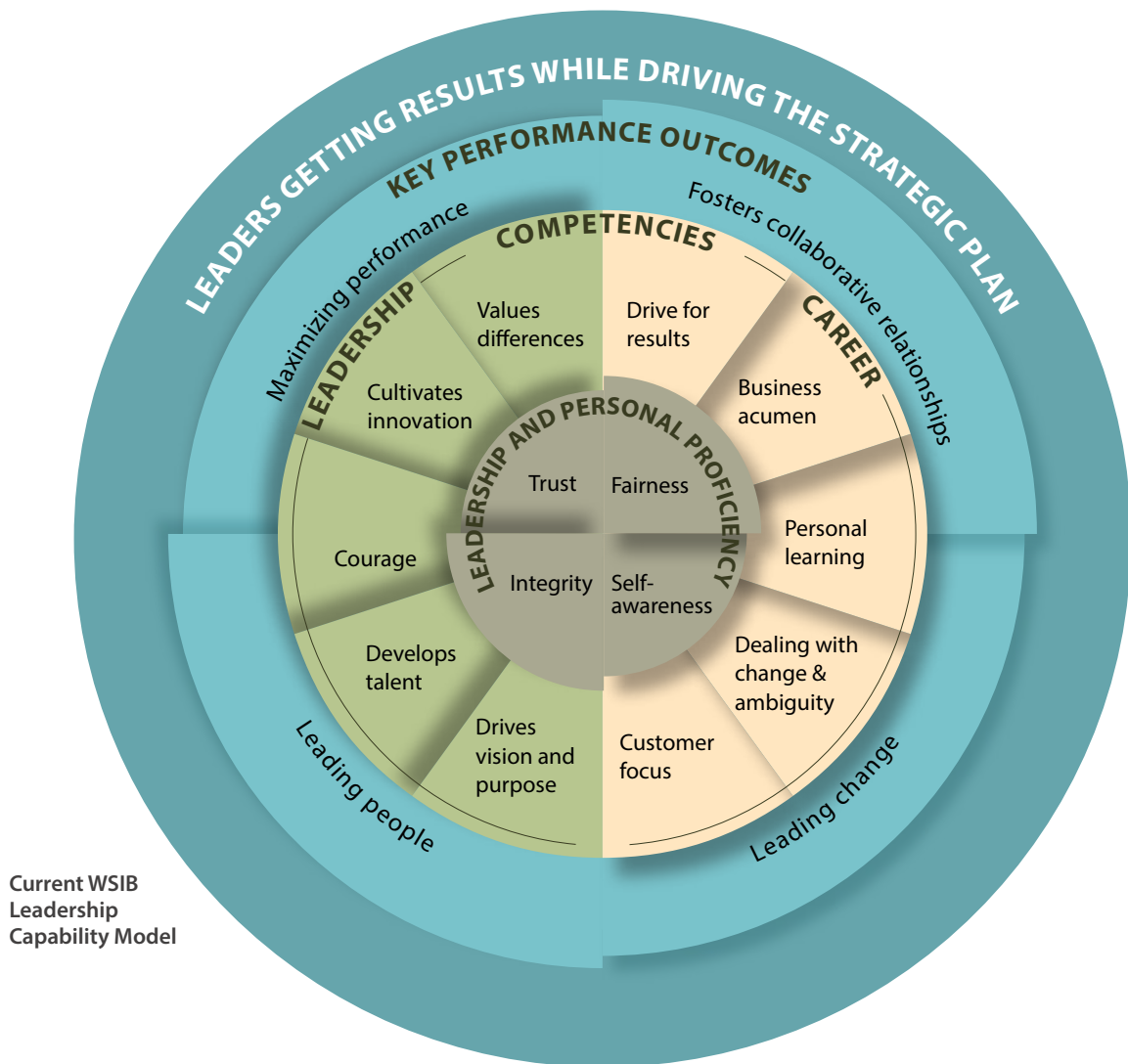
Evolution

Leadership capability models are complex and evolving. This article will describe the history and evolution of WSIBs leadership capability model and how it will help ensure the right leaders in the right place at the right time.

The first iteration of the capability model was implemented in 2012; it identified the capabilities needed for achievement of the 2012-2016 strategic goals. In this version there was a distinction between leadership and people outcomes from business and functional outcomes. For leadership and people the key leadership capabilities were fostering business relationships and implementing vision and purpose. Competencies were aligned to each of these performance outcomes. For business and functional capabilities, the key performance results were maximizing performance and leading change. The organizational values were positioned to support the key capabilities and were built into the design of the programs and learning opportunities that helped leaders develop the capabilities. Also in this model, the key attributes of a learning culture were embedded into the design and development of all learning opportunities and programs. This version of the model was integrated into the new manager and experienced manger programs. All learning opportunities in each of the programs were aligned to key performance outcomes and competencies.

2014

In 2014, in response to ongoing program feedback, changing business needs and as part of a leadership program refresh, the model was revised to include personal and leadership proficiency. The initial leadership model had been implemented into the front line leadership programs for a few years. The key performance results were becoming deeply embedded and the feedback from our programs indicated that leaders were developing and demonstrating the performance

Current WSIB Leadership Capability Model

The diagram shows concentric circles with the following labels: LEADERS GETTING RESULTS WHILE DRIVING THE STRATEGIC PLAN; KEY PERFORMANCE OUTCOMES; COMPETENCIES; LEADERSHIP AND PERSONAL PROFICIENCY. Inner core: Trust, Fairness, Integrity, Self-awareness. Leadership competencies: Values differences, Cultivates innovation, Courage, Develops talent, Drives vision and purpose. Career competencies: Drive for results, Business acumen, Personal learning, Dealing with change & ambiguity, Customer focus. Outer labels: Maximizing performance, Fosters collaborative relationships, Leading people, Leading change.

outcomes. Feedback also indicated a greater need to emphasize the self-awareness component of the model. There was a need to incorporate assessment tools and programs into leadership development. The model was redesigned to emphasize personal and leadership proficiency.

Through assessment tools and programs such as Competency 360 degree feedback, Emotional Intelligence and Covey's Speed of Trust, leaders began to gain a greater understanding of themselves as individual leaders and within the context of the organization.

WSIBs current leadership capability model

In 2015, the organization introduced the 2016-2018 strategic plan. This provided an opportunity to redesign the leadership capability model to ensure continued alignment to the strategic plan. Also, in 2016 the organization welcomed a new president, a president whose

focus included alignment to our core values of trust, integrity and fairness. These opportunities along with extensive research in both the academic and industry environments enabled us to significantly enhance the leadership and personal proficiency components of the model.

The current leadership capability model is a strategic tool that ensures a common understanding and transparency of the capabilities required to ensure business outcomes. It enables the organization to face challenges, compete, succeed and thrive. It demonstrates what we value most in our leaders at the WSIB, regardless of their specific role. It informs leadership development at both a macro and micro level.

From the micro perspective, it begins with leadership and personal proficiency for the individual leaders and their understanding of themselves within the context of the organizations values, strategic goals, and culture. From a macro perspective, it is not just aligned to the 2016-2018 Strategic Plan, it is driven by the Plan and it allows senior leaders to make decisions about leadership audience, capabilities and outcomes.

Without a foundation of self-awareness, trust and credibility, a leader cannot ask others to follow him/her, as leadership is not an individual pursuit.

Leadership and personal proficiency

At the heart of the model we have leadership and personal proficiency. Leadership and personal proficiency it is about self-awareness, the need to lead self before leading others, and an understanding of oneself in the context of leadership within the organization. Through personal proficiency leaders recognize that leadership is not an individual pursuit; rather the ability to network, connect and build trusting relationships. It is through self-awareness and personal proficiency that leaders build credibility, decisiveness, courage and the confidence of others. Without a foundation of self-awareness, trust and credibility, a leader cannot ask others to follow him/her, as leadership is not an individual pursuit. It is through values alignment, self-inquiry and self-awareness that leaders determine their personal alignment to the WSIBs core values of trust, integrity and fairness. Leaders build trust and integrity by engaging in inquiry, advocacy, collaborating and connecting with other leaders. Personal proficiency is a combination of individual leadership attributes; traits, behaviours, values and capabilities. Personal proficiency brings forth positive traits, such as honesty, inspiration, self-confidence and adaptability; it forms the basis of an individual's leadership brand or reputation. The leadership programs have embedded tools and processes to ensure assessments and opportunities for self-reflection, feedback and growth.

Competencies

Each competency represents a cluster of related behaviours, rather than specific technical skills. They are the measurable skills and attributes that ensure individuals succeed in their work, they describe "how" we work. They provide a common language of talent across an organization so that it can purposefully recruit new hires, develop talent, select high-potential leaders, and measure the "how" of job performance. Leaders require a high level of personal proficiency and competency to articulate and implement strategy. It is through the development of personal proficiency and competencies

that leaders are able to collaborate, lead others and achieve organizational performance. The development of competencies ensures a greater understanding of oneself, and a greater understanding of oneself enables accelerated development of competencies. Leaders must be willing to change themselves, to step outside their comfort zone and let go of many of the assumptions that guided their past behaviour.

Key performance outcomes

The key performance outcomes for leaders at every level are leading people, leading change, fostering collaborative relationships and maximizing performance. Key performance outcomes are the "what" for every leader which will vary according to leader level. The purpose of leadership development is to ensure that every leader has the capabilities and confidence to demonstrate these outcomes.

Leading people. Leadership is about motivating, engaging, gaining commitment and buy-in from employees. It is about helping them do their best. It is about creating processes and structures that improve the way people work together in teams and within the broader organization. Leaders encourage people to expand their minds and abilities and assume responsibility for their own actions. Leaders build teams to have a shared purpose and values so everyone moves in the same direction. They recognize having a compelling purpose is one of the key elements of effective teams. Effective leaders work to engage employees to understand the interests, goals, values, and opinions of team members in order to define and articulate what the team stands for and how it should function. To do this, leaders enable all members to contribute their unique skills, talents, and ideas. Leaders of people know that team effectiveness, productivity and learning are strengthened when they support the team members. Ultimately, we achieve results through our leadership of people and the organizations leadership programs and processes focus on the development of teams.

Leading change. Change is an enabler of innovation. Successful transformation is achieved when leaders are active and visible in all phases of change, when they are engaging employees and translating strategy into action. Leaders who are effective at leading change engage and inspire teams through story telling; they understand the power of an aligned management team and they make meaning of the change for teams and individuals. They influence employees to behave and work differently and celebrate successes along the way. Capable leaders reinforce purpose by demonstrating alignment to the organizations objectives, and articulating the compelling vision, and celebrating achievements. A critical capability of a leader is the ability to engage and motivate employees to embrace change in every way, to internalize change by thinking and working differently.

Fosters collaborative relationships. Business relationships are achieved through professional and respectful interactions across and within business units as well as within and outside of the organization. They are about finding common ground, building trust, encouraging collaboration and solving problems for the good of the organization. Leaders who collaborate and consider peer input are 30 percent more likely to contribute effectively to the organization's attainment of strategic goals. Collaboration has increased in importance as the average leader adapts to more matrixed, and complex organizations. Independent, siloed leaders are less likely to deliver high performance toward strategic objectives without relying on their peers. Developing interpersonal relationships through networking is also an important career competency.

Maximizing performance. Leaders get results through maximizing their own and the performance of others. They maximize performance through ongoing feedback and development of their employees. Capable leaders start with results, the results required to achieve business outcomes and the strategic plan; and they know how to develop and engage employees to get these results. Successful implementation of the organization's roadmap and business plans will be achieved through our leaders, as it is our leaders who turn strategic aspirations into sustained actions. Leaders make sure we get to where we are going by engaging, leading and managing performance. Leaders ensure employees are aligned to the organizations goals and create an environment where employees can demonstrate their best efforts. As we lead people, we give them an accurate map of reality, ensuring they are aware of their accountability, creating an environment where they can work together successfully to achieve goals. Leaders cascade organizational objectives to teams and individuals, helping individuals align to the organizations outcomes.

Velda Warren is Senior Leadership Development Lead, WSIB. MHRM 2016

Leaders get results

Business objectives of the strategic plan answers the question—Leadership for what? All of our leadership efforts and performance is in pursuit of achieving the goals and objectives of the strategic plan. It is about supporting WSIBs business strategy, addressing current and future business challenges and improving business results. The strategic plan informs the necessary capabilities and performance outcomes that are needed to achieve these goals. To achieve business outcomes we must have careful alignment between an organizations approach to leadership development and its business goals. Leaders get results, achieving these goals and objectives through maximizing their own and the performance of others. The strategic plan dictates the number of leaders required, it dictates the performance outcomes, and capabilities (competencies, leadership proficiencies) required by all leaders to achieve the strategic plan.

Summary

Organizations around the world are struggling to strengthen their leadership pipeline. Business leaders cite leadership development as one of their most important challenges. A determinist approach and focus on leadership development at all levels is key to building sustainable performance and engaging employees in the new world of work. In summary, the leadership capability model is a tool that ensures a common understanding and transparency of the capabilities required to ensure that leadership development is aligned to business outcomes. It is designed to help the organization face challenges, compete, succeed and thrive, demonstrating what we value most in our leaders at WSIB regardless of specific role. It includes the fundamental leadership capabilities that enable collaboration across boundaries that ensure engaged, high performing employees and the required leadership capabilities to develop the next generation of leaders. From a macro perspective, it begins with organizational strategy; from a micro perspective, it begins with leadership and personal proficiency. Through integration, both ensure the sustainment and success for the organization. **HRE**

the future of HR

Dr. John Boudreau discusses short term trends and long term opportunities for the HR profession

interview by Althea Gordon

Q & A with Dr. John Boudreau

Dr. Boudreau on trends affecting HR's future

In my work with HR executives in the practice through the Consortium of Chief HR Officers and thought leaders they suggested these trends affecting organizations and HR in the future.

Exponential technology change

Technological breakthroughs produce exponential disruptions in markets and business. The rapid adoption of robots, autonomous vehicles, commoditized sensors, artificial intelligence and global collaboration that renews the re-thinking of work and global commerce.

Organizations and talent leaders may respond by engaging flexible, distributed and transient workforces that adapt to rapid cycles of business reinvention while also becoming more accurate in choosing big long-term bets and more flexible when predictions are uncertain. Workers must successfully engage with automation and adapt to transitions with more frequent job loss and rapid skills obsolescence.

Social & Organizational Reconfiguration

Organizational forms: Increased democratization of work will likely shift organizational forms from the traditional hierarchy toward more power-balanced organizations and communities, with less employment-based and more project-based relationships. Talent is likely to increasingly engage based on aligned purpose, not simply economic exchange. Organizations and talent leaders may respond with networks replacing hierarchies and social and external collaborations as vital elements of product and service development. Leadership becomes horizontal, shared and collective. Talent sourcing and engagement happens through diverse models, including part-time, full-time, free agents, outsourcing and talent exchanges with partner organizations. Business practices, culture and engagement reflect shared purpose and mission.

A truly connected World: Human connections are poised to increase through inexpensive mobile devices, wearables and other personal interfaces. The so-called "Internet of things" may create exponentially greater real-time data.

New media enables global and real-time communications to accelerate ideation, product development and go-to-market strategies, with rapid prototyping and intensive user feedback. Organizations, their operations and their impact are likely to be globally transparent to wide communities of stakeholders. Work is sourced from anywhere at any time, by workers organized in the cloud and networks of free agents. Organizations and talent leaders respond with extremely short product development and release cycles with immediate feedback and relationships based on trust. Additionally, organizations may manage work through newly defined talent management systems that support a distributed and global workforce, high-trust cultures and purpose-built networks, empowered with big data, creating increased innovation with very short product and service development cycles.

All-Inclusive global talent market: Work in 2025 is likely to be seamlessly distributed around the globe with 24/7 operations. Greater longevity allows mature talent to work longer. Female and non-white ethnicities become talent market majorities. Social policies evolve to support boundary-less work relationships beyond traditional employment. Organizations and talent leaders respond by increasingly segmenting and deconstructing work and directing it to talent within and outside the organization through diverse work relationship and virtual collaboration. Leaders engage and address highly varied and differentiated cultural preferences in policies, practices, work designs, pay and benefits, and manage a workforce that extends beyond regular full-time employees. Workers choose organizations using information that extends far beyond job and work arrangements to include environmental and social impact, purpose and the opinions of socially connected peers and opinion leaders.

Human-machine collaboration: Analytics, algorithms, big data and automation are likely to enhance productivity and decision-making, but smarter computing also automates and abolishes tasks previously performed by humans. This disrupts product, service and labor markets.

Organizations and talent leaders respond by migrating tasks from people to machines and/orrobots, and mastering big data. They maintain external partnerships to augment capabilities beyond their regular employees, and to create workforce transitions that maintain

their reputation as a fair and attractive place to work. As a result, Talent and organization leaders must form strong social and community relationships and master the ethics of collaboration with far more varied constituents.

HR Edge asks: *HR has been cited for not being responsive in the face of rapidly changing and increasing challenges. In what areas do you believe that the profession needs to evolve in order to contribute to strategy and organizational performance?*

Dr. Boudreau on becoming a responsive profession

Lead The Work: By navigating new organizational forms, intermediaries, and alternative work arrangements that lie beyond employment future leadership will increasingly involve optimizing how you get the work done, not how you manage employees. Estimates are that over 40% of work will soon be done by individuals that are not employed by the organization they work for. Yet virtually all present laws, organizational systems and human resource processes are designed assuming that managing full-time employees is how work gets done.

A world beyond employment offers options such as alliances,

talent-trading, tours of duty, freelancers, along with familiar options of outsourcing, temporary employment and contractors. What are the fundamental dimensions of this new world, and how can they help leaders make better decisions about work and talent?

Transformative HR: The HR profession can truly transform organizational effectiveness through evidence-based change based on five principles: Logic-Based Analytics; Segmentation; Risk-Leverage; Synergy and Optimization.

Retooling HR: To engage leaders outside of HR, the profession should master the tools those leaders already use, such as supply-chain, inventory optimization, portfolio risk optimization, consumer segmentation and engineering performance analysis. These models are surprisingly well-suited to reframing traditional HR issues in ways that engage non-HR leaders, and lead to new insights. Examples include treating employee turnover like inventory turnover, treating the staffing pipeline like a supply-chain, analyzing leadership as an asset portfolio in an uncertain future, optimizing the employee value proposition using product-design and marketing tools, etc.

Risk-Optimization in Human Capital Strategy: Master the elements and principles of human capital strategy, and uniquely connect those elements to a framework of risk-optimization, that approaches risk beyond the typical idea of something to be prevented,

and instead draws on actuarial and other disciplines that emphasize optimizing risk: Taking the risks that are prudent and avoiding those that are not.

Estimates are that over 40% of work will soon be done by individuals that are not employed by the organization they work for.

HR Edge asks:

Your research highlights a number of factors that prevent HR from reaching its full potential. One is the widely-held view that "stubborn traditionalism" exists in the HR profession; what do you believe are the causes and consequences?

Dr. Boudreau on stubborn traditionalism

Our data from surveys of HR leaders suggests that HR progress is slow. Throughout our survey, the ratings of the activities, effectiveness and time spent by HR leaders and their HR organizations is mostly the same as it was three years ago, and in many cases the same as it was as many as 15 years ago.

Perceptions of HR's progress over time may be more a function of wrongly recalling the past, than of accurately perceiving actual advancement. For example, we asked respondents to allocate 100 percent of how they currently spend their time across five broad categories of HR activities, ranging from maintaining records and auditing, to developing and delivering HR services and programs, to acting as a change agent and strategic partner. We also asked them to recall the percentage allocation as it would have been 5 to 7 years ago.

When estimating their current time allocation, HR leaders said they spend, on average:

% of time spent	on task
26.1	records and auditing/controlling compliance
47.1	providing and developing human resources services
26.8	acting as a strategic business partner

When recalling their time allocation from 5-7 years ago, the 2010 sample of HR leaders recalled significantly less time spent maintaining records:

% of time spent maintaining records

	recalling 2010
23.2	then
13.6	today

About the same percent of time was spent on auditing/controlling, providing and developing HR services (the differences are statistically significant but not large in absolute terms).

Significantly less time in the past was spent on strategic partnership.

% of time spent strategic partnership

	recalling 2010
13.9	then
26.8	today

Based on these perceptions, HR leaders might quite understandably feel that they have reduced their time on administrative records maintenance, and re-allocated the time to strategic partnership activities.

Yet, it appears that the sense of progress is actually due to the mis-perception of how time was spent in the past. Prior samples of HR leaders estimated virtually identical time allocations. Moreover, when we examine data from past surveys on how HR leaders estimated their time allocation five to seven years ago, the estimates from samples in prior years are remarkably similar to those today. So, although HR leaders perceive spending more time on administrative activities and less time on strategic partnership activities in the past, the data suggest that the actual allocation has not changed.

Throughout the history of our survey of HR leaders, every three years starting in 1998, we see a similar pattern. The ratings of time spent, adequacy of HR skills, HR role in strategy and HR effectiveness all remain stubbornly similar from year to year. HR leaders tend to rate themselves near the midpoint of the scale on most elements of the HR function and its effectiveness. Stubborn traditionalism is alive and well in the HR profession.

This does not mean that the HR profession has not advanced between 1998 and today. Clearly, there is evidence of increased use of technology, a broader recognition of the value of human capital, and innovations in the way that HR departments and functions are organized into service centers and centers of expertise. Yet, HR has not yet broken through the tendency to remain bound to more traditional approaches and roles.

9 EMERGING TRENDS

on sustainability

The Centre for Effective Organizations convened a consortium of 11 leading companies, each of which nominated about 20 HR leaders to respond to surveys on the following nine emerging trends:

1. **Globalization:** Integrating world economies through the exchange of goods, services and capital.

2. **Generational diversity:** The presence of many different age groups among workers, citizens and consumers.

3. **Sustainability:** Meeting the needs of the present without compromising the ability of future generations to meet their needs.

4. **Social media:** Online networks and two-way communication channels that connect users in the virtual world, establishing new relationships that expand users' networks and facilitate user participation in interactions and exchanges.

5. **Personal technology:** Mobile platforms such as smart phones, laptops and tablets, future technology such as wrist devices and Google Glass, and the apps that support them, seamlessly and constantly connecting people and web-based content.

6. **Mass customization:** Combining mass production with customization for specific individual consumers or groups, to meet people's needs with the effectiveness and efficiency of mass production.

7. **Open innovation:** The inflow and outflow of knowledge to increase innovation, including user innovation, innovation ecosystems, codevelopment, innovation contests and crowdsourcing.

8. **Big data:** Data that is too big, too unstructured or too diverse to be stored and analyzed by conventional means, processes or tools.

9. **Gamification:** Applying game mechanics to non-game situations to motivate and change behavior.

Our work uncovered isolated examples of ground-breaking HR innovations, but responses from the hundreds of HR leaders painted a picture of a profession with lofty ambitions but a less-elevated reality. For every trend, HR leaders believe they should be providing primary input or be a key leader. Yet for none of the trends is that the case. Even for gamification, where HR is now playing at best an occasional role, our sample felt it should play a primary-input role.

HR Edge: *How are HR and sustainability related?*

John: The first step is often to use HR programs to support sustainability. IBM incorporates sustainability projects in communities worldwide into its talent development system. Sometimes, HR's leads sustainability. The CHRO at Gap, Inc. plays a leading role that started with attention to supplier working conditions, and evolved to global community and environmental initiatives.

A combination of a sustainable approach and strong HR role may be a recipe for high performance.

In our Center for Effective Organizations survey of global HR leaders, "Excellence in HR," Edward Lawler and I found that "sustainable" was most frequently rated as the operating approach pursued to a "Great" or "Very Great" extent:

49.2%	Sustainable (agile design, focus on financial performance and sustainability)
32.6%	Bureaucratic (hierarchical structure, tight job descriptions, top-down decision making)
9.2%	Low-cost operator (low wages, minimum benefits, focus on cost reduction and controls)
39.0%	High involvement (flat structure, participative decisions, commitment to employee development and careers)
28.0%	Global competitor (complex interesting work, hire best talent, low commitment to employee development and careers)

We found that organizations with more sustainable operating approaches were higher on a whole host of advanced HR dimensions. Sustainable organizations seem more "HR friendly." For example, the sustainable organization approach was positively related to the extent of these HR features:
- Data-based talent strategy
- Human capital strategy integrated with business strategy
- Analytic support for business decisions
- HR data supports change management
- HR drives change management
- Making rigorous decisions about human capital

Finally, both extensive sustainable approach and strategic HR (measured by the index above) were positively and independently related to ratings of organization performance relative to competitors.

HR Edge: *What are some of the ways that HR leaders are able to support organizational sustainability without compromising future generations?*

John: In a 2003 article, Pete Ramstad and I predicted that sustainability would significantly change how human capital creates its most pivotal impact. More recently, in "The Future of HR," Ian Ziskin and I suggested that a basic HR-sustainability connection is the "fatigue-sustainability" balance. Most organizations measure the wear and tear on tangible assets, such as mining trucks, far more than the stress on employees, such as mining engineers. Sustainable employment means optimizing "slack" in human capital, just as with other organization assets.

on core business elements

HR Edge: *HR Professionals have been encouraged to understand all aspects of business in order to be effective in making strategic decisions. What disciplines (or elements) of business do you view as core to HR?*

John: Obviously, business arenas such as finance, analytics, strategy, risk, marketing and operations are vital. Much traditional writing about HR as a business partner has emphasized these disciplines. That said, increasingly we see a trend not so much toward HR needing to be an expert in these arenas, as that HR must become a skilled convener of others who have the expertise needed, and engage them to apply their expertise in service of optimizing work, employment, and a sustainable relationship with workers. Ian Ziskin suggests the metaphor of an "orchestra conductor," who need not be a virtuoso player of any instrument, but must convene and integrate talented players of many instruments.

Also, in addition to thinking of HR as mastering business disciplines in order to apply traditional HR to the revealed issues, we should learn to retool and apply frameworks from those disciplines to the decisions and dilemmas of HR.

Finally, our evidence about the evolution of HR suggests that in the future the solutions to the vital work and workplace questions will not come solely from business elements, but from a wide variety of disciplines including emerging ones such as neuroscience, anthropology, storytelling, and social networks.

on beyond HR skills

HR Edge: *What can HR do to increase the perceived value of non-HR leaders with HR skills?*

John: Challenges such as diversity, sustainability and socio-economic disparities require approaches that draw on disciplines well beyond the traditions of the HR profession. Traditional HR disciplines such as industrial and organizational psychology and labor economics are valuable, but increasingly we see HR organizations reaching beyond these traditional areas in an effort to address thorny but important challenges.

Google employs analysts in its People Analytics (HR) organization with disciplinary backgrounds including operations, politics, and marketing. Human capital planning and strategy is increasingly carried out with the assistance of those with deep training in competitive strategy and scenario planning, whether they exist within the HR function or in a separate strategy group. We have long seen examples of HR process excellence being achieved with the involvement of operations management experts, or even by placing responsibility for HR processes within the operations management group itself.

When IBM's HR organization wished to design its talent management system using the logical principles of a supply chain, it engaged its top experts in operations management to assist and help lead the project (Boudreau, 2010). The employee value proposition and employer brand being defined using tools from the disciplines of consumer behavior and marketing, and in some cases those efforts are contained within marketing organizations with deep expertise in branding and consumer research. At Starbucks, Melissa Graves, an I/O psychologist, is the Director of Partner Insights, which brings the best tools possible to questions about partners, stores, customers and financials (HR Analytics Summit, 2010). Prasad Setty of Google and Juha Äkräs of Nokia are two additional examples of non-HR professionals who came into the function to become effective HR leaders (Coleman, 2011).

An understandable reaction from HR professionals might be that the HR profession is losing "turf" to other disciplines and is in danger of being hollowed out unless it reclaims areas such as strategy, branding and process excellence. Or, worse, that HR leaders see incorporation of capabilities and disciplines external to HR as a sign of failure to adequately define and protect the boundaries of the HR profession. Yet, perhaps the most successful future HR organizations will be those that accept the permeability of functional and disciplinary boundaries as holding the promise of a richer discipline, even if the HR functional boundaries are less clear.

This means that the planning process and planning teams will include experts from functions such as operations, marketing and finance, statistics, demographics, labor economics, geo-politics, anthropology, and sociology, but not just for their ability to validate data on their workforce needs. Rather, future planning systems will actually reflect the logic, measurement approaches, and decision rules that those professions have long used to optimize other resources in the spirit of creating a true strategic organizational capability—not merely a function.

Sometimes this trend will mean expanding the role of HR, such as when HR's effective handling of employment issues relating to communications and corporate social responsibility leads to giving HR leaders expanded responsibility for all these areas. In other organizations it may mean that things like strategy, process excellence and employment branding primarily reside in functions such as corporate strategy, operations or marketing. The question in the future may be less about "what competencies must we in HR develop in order to address these multi-disciplinary challenges within our own function," and more about "what competencies exist among the best and brightest in any discipline, that HR can skillfully draw upon to best address these challenges?" Think world-class orchestra conductor rather than world-class violinist.

The challenge is whether to adopt an open-systems approach that is capable of incorporating the best thinking from other disciplines, when such thinking may require radical changes in traditional planning approaches. For example, when IBM shifted its planning to a supply-chain framework, it meant requiring all businesses to adopt strictly compatible definitions of jobs and competencies, so that the supply-chain of talent was commonly described and "visible" throughout the organization and across its boundaries. This goes far beyond planning that projects headcount gaps based on existing work descriptions, and may accept "blind spots" in units or regions that don't join the common system. Is SWP prepared to analyze when the payoff from a common approach outweighs the desire for regional or unit customization?

on the soul of HR

HR Edge: *You reference the 'soul of HR' in your recent research—what does it mean and why is it an important consideration for the future of the HR profession?*

John: This is a phrase that has arisen frequently in my recent interviews with CHRO's and other HR leaders. To them, the "soul of HR" means that HR is unique as a profession in its obligation to uphold the humanity of work.

I have portrayed a future HR profession that is more analytically rigorous, more grounded in disciplines that emphasize optimization, and more adept at understanding the connections between talent and organizational success. It is easy to misinterpret this to mean that the HR profession will become less humanistic, perhaps ultimately ceding talent decisions to algorithms and treating people like inanimate objects in inventory or supply chains. This would be incorrect.

The HR profession is the only profession at the leadership "table" that is tasked with issues such as "values," "integrity" and "justice." HR leaders rightfully note that a significant part of the future of HR must include its role in anticipating and preventing organizational lapses in ethics or values that have played a part in notable crises and scandals. This is more than being an employee advocate. It requires a profession that can be rigorous about how organizations approach the "soft" topics like values, integrity and justice, and their connection to tangible improvements not only in financial outcomes, but in environmental, social and work outcomes as well.

Topics such as sustainable employment and balancing personalization and consistency, are deeply humanistic issues. They require the "art" of HR, to be sure. Yet, they will not be accomplished by an HR profession that functions like a mysterious wizard, who can work "magic" with talent that no one else can understand. Future HR leaders must codify and share their frameworks so that those outside the profession can usefully engage.

Leaders cannot abdicate their responsibility for the human element of organizations, but they must also understand that HR management is not something that anyone can do, just by virtue of being a "human." When done correctly, HR should draw on the decades of evidence-based research and findings to avoid reinventing the wheel, and to avoid being captive to long-debunked but popular myths and assumptions. The arrival of big data about work and the workforce should usher in an even richer era of evidence-grounded HR.

on workplace mindfulness

HR Edge: *In your work you introduced the concept of "Mindfulness" as an untapped resource that contributes to organizational performance. Why is it important that organizations exploit this resource towards competitive advantage?*

John: Should you invest in programs that teach your leaders and employees to meditate and do yoga? Medical research on mindfulness-based stress reduction shows that taking time to meditate and attend to physical and emotional responses has measurable effects on stress-related symptoms.

It may not surprise you that California-based Google has a mindfulness program called Search Inside ourself, developed by Chade-Meng Tan (who also holds the job title of Jolly Good Fellow). Perhaps more surprising is that General Mills, based in the solid Midwestern city of Minneapolis, has a longstanding Mindful Leadership program featuring yoga and meditation. A Financial Times story reported that Marturano initiated that program while she was the company's lead liaison to the U.S. Food and Drug Administration and the Securities and Exchange Commission.

If this seems ethereal, perhaps a way to retool it in terms that hard-nosed CFOs, engineers, and the like can understand is to remember that in engineering, "slack" is a good thing, and is essential to system optimization and scheduling. One study in a journal on transportation research found that optimal bus scheduling required having buses slow down. It also found that buses needed to "cooperate" by sharing information. Research on teams, diversity, and performance shows that creating diverse teams by itself does not necessarily increase performance, but providing space for teams to build collaborative skills and develop "shared mental models" increases the chance of diversity leading to high performance. Diversity is hard work, and slack and cooperation are as important in teams as they are in bus scheduling.

Organizations readily invest in slack for transportation, manufacturing, and service. It's worth considering whether creating more slack among your talent may be an equally potent way to optimize your success

final thoughts

HR Edge: *Is HR ready to face the Future?*

John: The HR profession future is potentially bright, but HR may not be preparing fast enough to exploit it. Expectations for HR have accelerated, but evidence reveals an HR profession and constituents grown complacent. As estimable as HR's past achievements are, they have lulled leaders to accept slow progress. The organizational and social challenges that require HR's contribution are similar to global hunger or climate change—easily dismissed until it is too late. HR's future can be sustainable, boundaryless, evidence-based, retooled and soulful.

About John Boudreau

John W. Boudreau, Ph.D., Professor and Research Director at the University of Southern California's Marshall School of Business and Center for Effective Organizations, is recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage. Dr. Boudreau consults and conducts executive development with companies worldwide that seek to maximize their employees' effectiveness by discovering the specific strategic bottom-line impact of superior people and human capital strategies.
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Dr. Boudreau has more than 200 publications including books such as *Lead the Work,* with Ravin Jesuthasan and David Creelman (Wiley, 2015), *Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent,* (Harvard Business, 2010) and *Beyond HR: The New Science of Human Capital*, with Peter M. Ramstad (Harvard Business, 2007), and *Investing in People*, with Wayne F. Cascio, now in its second edition (Pearson, 2011).

Dr. Boudreau was the first speaker at the launch of HR Talks: The Monica Belcourt Speakers' Forum held at York University on September 30, 2015.

the lost art of communication

interview by Len Karakowsky

Q & A

with communication expert Melodie Barnett

Melodie Barnett has spent her career helping organizations achieve their objectives through effective employee communication. She has played a central role in a number of organizational change efforts including corporate cultural shifts, restructurings and downsizings, acquisitions and mergers, divestitures, efficiency drives and systems implementations in Canada, across the Americas and Europe. She worked in government and consulting, then corporately with Cadbury Schweppes and Bentall before launching Pivot Communication in 2008, where she and her team provide communication support in the areas of executive leadership, employee engagement, change alignment and corporate cultural transformation. Her clients include ArcelorMittal, Astra Zeneca, Blue Ant Media, Canon, D+H, Loblaw, Mars, Scotia Bank, Starbucks and the University Health Network.

Given Mel's expertise, I was delighted she agreed to share her insights with us regarding the current state of communication at work, and how companies have been performing on that front.

Another common reason for poor communication is that **many leaders forget that they know more about what's going on than anyone else in the organization**, and assume it's not a big deal, when it often is, especially for employees two or three levels down.

Len: *I think communication is among the most consistently overlooked facets of organizational behaviour. Why should companies revisit the value they've placed on this important responsibility?*

Mel: We know that employees are central to any company's success, but we don't always tell them what they need to know. If they're forced to learn about what's going on inside their company from the outside (from external sources like media, customers, suppliers, etc.), or if they wind up knitting together their own "crazy quilt" through the rumour mill or random snippets of (mis)information, we're going to have a problem.

Communication is about trust. Failure to communicate with our employees, not sharing information (good or bad) implies a lack of trust. We need to intentionally communicate with our people. So if you're not doing it already, start, and be consistent about it. You'll get much further when you've got your whole organization pointed in the same direction, doing all they can to help you achieve your objectives. It starts by YOU telling them about it, not leaving it up to others or to your employees to invent it themselves.

Len: *Given its importance, why do companies often ignore communication efforts?*

Mel: In general, most companies have good intentions about communicating with their people, but often, it's an afterthought. Things get busy and leaders get engrossed in day-to-day operational stuff.

Another common reason for poor communication is that many leaders forget that they know more about what's going on than anyone else in the organization, and assume it's not a big deal, when it often is, especially for employees two or three levels down. This is why I'm such an advocate of sharing as much as you can as soon as you can. That way, you're all in it together, and there aren't those continental divides that often separate leaders from everyone else.

Len: *How often do you see communication "breakdowns" in the workplace?*

Mel: If you look around, you'll see it almost everywhere. Ironically, the most recent perpetrators are media-based organizations whose job it is to communicate! There's been a spate of ineffective communication among broadcasters—everything from failure to disclose and

publicly decry an employee's inappropriate behaviour (our national public broadcaster), to making seemingly sudden changes that shocked even the insiders (the surprise cancellation of Canada AM this past spring), to triggering the rumour mill by doing something out of the ordinary (like local broadcaster CHCH depositing severance payments into bank accounts before notifying employees they'd been downsized). While the media has been far from a role model when it comes to communication practices lately, the reality is that every sector has its share of culprits. In these cases—and most of the other egregious examples of bad communication— employers seem to forget about key audiences or fail to think through the impact of their actions (or inaction).

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Len: *What are the challenges in encouraging top-down communication?*

Mel: One big challenge is trying to convince some leaders it's actually important. There are leaders who hoard information in an effort to stay in control. Those leaders may be focused on command and control and think that knowledge is power. While that may be true, there is greater power in getting people on your side via knowledge sharing. There are other leaders who believe that it's unnecessary to share information and employees should simply get on with their work. And still others forget about communication until it's too late.

And by the way, communication shouldn't just be top to bottom or bottom to top. I think sometimes we focus too much on two-way communication and forget we should have all-way communication—up, down, side to side, amongst leaders and their reports, skip levels, with colleagues, as well as with customers, consumers, partners, vendors and our communities at large. Just don't neglect to do something with all the rich data you've acquired through communication. Too many of us have been asked for our advice or opinion only to find that neither are given serious consideration in final decisions.

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Len: *How can a company start to break down its barriers to communication?*

Mel: A good example is what we did at Cadbury when we introduced the concept of dialogue into our business teams as part of our mission to become a more insights-driven organization. Dialogue has two elements —advocating (speaking, taking a position) and inquiring (listening, asking questions). To measure how we were progressing we placed a clear bowl in the centre of the

While the media has been far from a role model when it comes to communication practices lately, **the reality is that every sector has its share of culprits**.
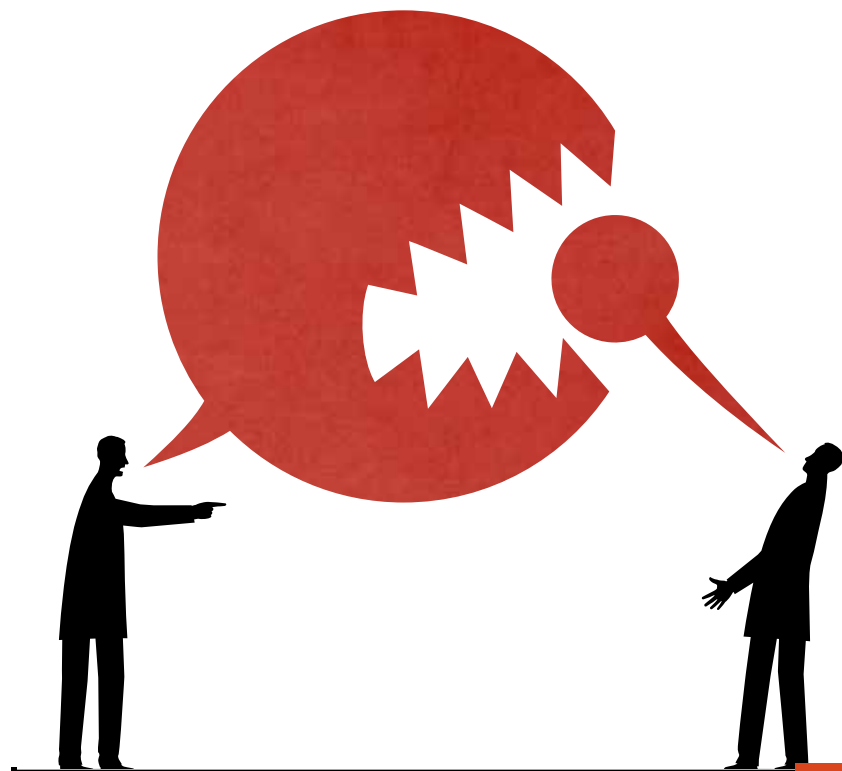

table at every team meeting and supplied a large batch of purple and white rubber balls—purple for advocating and white for inquiring. Every time someone advocated, they'd throw a purple ball into the bowl. Every time someone inquired, that person would toss a white ball into the bowl. Throughout each meeting, we'd have a running tally of how we were doing in terms of balancing advocacy and inquiry. This physical measure helped us get a read on our true selves (we were all a bunch of advocators with very few inquirers) and served to drive

change in our teams—it forced us to consciously scrutinize our communication patterns. We would celebrate whenever there were more white balls than purple balls filling those bowls.

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Len: *What comes to mind in terms of a communication "best practice" that you've witnessed?*

Mel: I've been involved in many change communication scenarios and can tell you that there is a right way to address even the most challenging situations. In 2006—the very day I joined the communication team at Cadbury —we issued a product recall on our Caramilk crème eggs. This was a big deal because it was right at Easter, our biggest season, where we made a good portion of our sales. But rather than hide from the problem or just focus on our external stakeholders like regulators or consumers, we brought all of our employees "into the know" right away. We told them what had happened—small pieces of plastic from the molds had chipped off and were in some cases embedded in the chocolate—and kept them apprised of everything we were doing to address the issue throughout what communicators call the "crisis."

   We connected with employees at least once a day, sometimes more, to share progress and next steps and ask for feedback. We did this for two reasons - first, we wanted employees to hear what was happening directly from us, not from friends, media or the rumour mill and second, because we needed their help. Our sales, customer service and logistics employees were on the front lines and were responsible for getting the affected product off the shelves. But the rest of the team wanted to be involved too, otherwise, they'd just feel helpless. Their job was to be our eyes and ears—to tell us immediately if they saw affected products remaining on shelves at

their local retailers or, in some cases, when our products not affected by the recall had been removed in error.

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Len: *Why do you think your communication approach to this challenge was so effective?*

Mel: I think the pay-off was that it created a "together-we-stand" environment with everyone working extra hard to bring closure to the recall as quickly as possible. We had sales reps who typically averaged 8 store visits a day hitting up to 45 a day during the recall—we were all that motivated. Our Easter season results that year were still quite good, despite the recall. Many of us who were there might even argue sales were that good because of the recall—it was a galvanizing moment that we seized by communicating honestly, empowering our employees and building trust.

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Len: *What fundamental message do you have for people trying to improve their company's communication culture?*

Mel: Start small and, if you can, start at the top. Even the most dysfunctional organization has a few good leaders —leaders who want to change things. Find them, or better yet, BE them. And start with your own team—Be honest: Don't withhold information if you don't have to; usually you don't have to. Be curious and humble: Don't assume you know; ask. And give them a compass, not a map: Set the direction, but not necessarily how they'll get there. Give them opportunities to help build the future, whatever it is. Do these three simple things and I bet you'll have people clambering to be on your team. **HRE**

Len Karakowsky is a Professor in the School of Human Resource Management, York University.

About Melodie Barnett

Melodie Barnett is the founder and Managing Partner of Pivot **(http://www.pivot.ca/)**—a consultancy specializing in employee communication, corporate culture development and change integration. She is the co-author of An Honest Living which offers inspiring and practical guidance for being your best at work. Mel holds a BA in political science and history from the University of Windsor, an MA in political science from Wilfrid Laurier University, and a diploma in adult education from the University of Toronto. You can follow her on twitter @pivotpoints

by Dr. Angus Duff, Thompson Rivers University

Filling the pool

with synchronized elements of talent management

Many consider the key difference between organizations succeeding or failing to be a measure of their ability to best leverage the talent of their employees. As such, organizations say that their competitive advantage rests in their people.

Often when one considers Human Resource Management, we think of different functions within HR separately. One might consider recruitment, or selection, or training, or performance management, or other talent models such as outsourcing each as separate specialized areas. While such an approach is very helpful to understand each of the valuable components of talent management, a holistic approach, considering all of this dimensions of talent management collectively, is critical to achieving excellence in talent management. Each of these dimensions of talent management are links in a chain, whereby if one link is broken, the entire talent management system is likely to fail. For instance, if an organization is effective at recruiting and selecting employees, but then is ineffective at management performance, employees may not perform, or may leave as a result of having their performance go unrecognized.

Because of this, while it is important to understand the different elements of talent management, it is most critical to understand the mechanism by which these component are synchronized to enable the organization. This article briefly outlines each of the dimensions of talent management, and then speaks to the importance of aligning each of these elements to realize effective talent management, suggesting that such alignment is best achieved by focussing on how each dimension supports the achievement of organizational strategy.

Recruitment and selection

Recruitment and selection, the ability to attract good candidates to work for the organization, and the ability to select the most suitable candidate for the job, is a critical starting point for an organization's ability to execute the work needed to realize its objectives. Recruitment is the effective marketing of positions to ideal candidates in order to encourage them to apply. Effective selection follows a rigorous process to consider candidates against clear and accurate hiring requirements that detail the

specific knowledge, skills and abilities needed of the role, and the candidate's fit with the company mindset and culture. From the perspective of talent management, an organization that is unable to effectively recruit and select top candidates will experience higher turnover, more performance management challenges, and greater training costs. Because so much is riding on recruitment and selection, it may be the most critical link in the talent management chain.

Training

Recruitment and selection are critical to populating an organization's talent pool. However, because organizational talent needs are constantly changing, organizations who wish to maintain a talent pool populated with the changing skills needed to adapt to the market must constantly enhance the skills of their employees through effective training. Effective training develops new competencies that are needed by the organization to realize success. As such, continually developing the talent pool requires a clear awareness of the new skills needed, and training that is implemented just in time to have employees with these skills when the organization needs them.

Organizations who do not engage in training employees, instead relying on recruitment and selection to access new skills, eventually find themselves with an inflated talent pool with excess workers with obsolete skills. As a result, organizations that "buy" skills instead of "build" skills through training will sacrifice productivity that will eventually lead to downsizing and restructuring.

Performance management

Performance management is the monitoring of performance relative to established performance criteria, and coaching employee performance to higher levels of performance. As such, inherent in performance management is an objective identification of performance criteria for each role. Within the performance monitoring and coaching realm of performance management lies a subjective dimension, such that performance expectations may differ between team members based on individual differences in competence or personal drive. While a leader may try to fully develop the competence of all team members through training, and may try to motivate all workers fully, the leader recognizes that individual differences do contribute to different performance potential for different team members, and so leaders adjust their expectations and rewards accordingly. However, failure to effectively manage performance has the potential to compromise outstanding recruitment and selection and training efforts by either encouraging lower performance or worse encouraging turnover as a result of failing to acknowledge outstanding performance.

Dr. Angus Duff is an Assistant Professor of Human Resource Management in the School of Business and Economics at Thompson Rivers University in Kamloops, BC. He may be contacted at aduff@tru.ca.

Outsourcing and alternative resourcing models

Finally, a critical element of effective talent management is the broadening of the talent pool to outside of the enterprise through outsourcing. In the case where a firm does not need dedicated resources or where an organization wants access to specialized expertise held by another firm, it may be best for an organization to outsource such work to another firm. Typically, outsourcing only non-core functions allows firms to focus on their core competencies and realize cost savings that come from the outsourcer being specialized in that area and thus able to conduct the work most efficiently. Outsourcing, when done right, provides organizations with a talent pool that dynamically responds to the organization's needs. However, when outsourcing is done poorly or not done at all, it has the potential to compromise the entire talent pool. Resources may not be available when needed if resources are not dedicated. Skills that need to adapt may not adapt if they are delivered by a 3rd-party who does not want to incur the expense of training. The result of which could be in-house staff being forced to address problems, learn new skills, and deliver work, all compromising their productivity in delivering the work that had been assigned to them, the work that was not outsourced.

A holistic consideration of talent management

While each of these element of talent management is important on their own, the failure of any one of them has the potential to compromise the entire talent management system. It is for this reason that organizations need to consider talent management holistically, ensuring that recruitment and selection, training, performance management, and outsourcing are all designed to be operating effectively simultaneously. But how can organizations synchronize each of these? While it is possible to design each of these elements to align with one another, the simplest way to ensure alignment is to use organizational strategy as the coordinating element, designing each element to realize organizational strategy. Organizational strategy will dictate which skills are needed now and in the future, clearly establishing and maintaining recruitment and selection and training needs. Organizational strategy will dictate performance goals, clearly establishing performance management and resourcing need to ensure alignment in performance management and the optimization of resources inside and outside the firm. So where does this leave firms in the consideration of the way they manage talent? Do it all and do it well, with "well" being defined by alignment with organizational strategy. **HRE**

Challenges & opportunities for the Aboriginal workforce

A brief status report

by Monika Monga, MHRM

"Aboriginal peoples" is a collective term for the original inhabitants of North America and their descendants. According to the Canadian constitution, there are three recognized groups of Aboriginal peoples: First Nations, Métis and Inuit. Each of these groups possess unique histories, languages and cultural practices and beliefs. According to recent reports, there are over 1.4 million people in Canada who identify themselves as Aboriginal[1].

Aboriginal communities are spread across Canada and can be found in both urban as well as rural locations. First Nations are largely located on lands called reserves. Inuit communities are located in Nunavut, NWT, Northern Quebec (Nunavik) and Labrador. Most of the Métis communities can be found in Alberta, British Colum-

bia, Ontario, Manitoba and Saskatchewan. The urban communities of Aboriginal people (including Métis, Inuit and First Nation individuals) are located in cities or towns which are not part of reserves or traditional territories (e.g., the Aboriginal community in Winnipeg)[2].

How has the Aboriginal community been faring with regard to employment opportunities? Have organizations engaged in serious efforts to include this segment of our population in workplace "inclusivity efforts"? While legislation exists prohibiting discrimination, we know that such legislation is only a first step toward promoting inclusiveness. Consequently, Canada's Aboriginal communities continue to face barriers to employment recruitment and advancement[3]. Below, are only some of the barriers that continue to persist.

Research shows that Aboriginal people tend not to self-promote, which can make them seem less successful in interviews; they consider eye contact to be rude, which can make them seem untrustworthy to the dominate majority; and they tend to take their time when answering questions, which can make them seem less qualified.

Leadership differences

Many workplace cultures are characterized by assertive and aggressive leadership. Are the perceptions of "what makes a good leader" congruent with traits of Aboriginal leaders? Aggressive and domineering traits and attributes are contrary to Aboriginal values. Within their communities, Aboriginal leaders are expected to serve as moral examples, not striving for personal power or status but instead, the common good, and to reach decision by consensus. These are worthy traits for any leader but might be considered "too weak", given the stereotypical characteristics traditionally associated with North American leaders. Thus, an Aboriginal person working in an environment where individualism, interpersonal competition, and other such norms and values are embraced, may experience stress and conflict. And that individual will likely be seen as less "leader-like".

The article *Aboriginal Inclusion Benefits All*[4] analyses TransCanada—a gas transmission and power generator company. The organization works closely with local Aboriginal communities to develop employment strategies. The organization created a cross-cultural training program for recruitment purposes including modules covering topics such as hiring Aboriginals, the history of Aboriginals in Canada, cross-cultural communications, recruitment, retention and advancement, alliances and business development.

The training also include information specifically tailored to managers. The purpose of the training program is to highlight that there are both cultural differences that can make it hard for an Aboriginal candidate to move beyond the interview process or to move up in an organization. Furthermore, research shows that Aboriginal people tend not to self-promote, which can make them seem less successful in interviews; they consider eye contact to be rude, which can make them seem untrustworthy to the dominant majority; and they tend to take their time when answering questions, which can make them seem less qualified.

Gender & wage disparity

The *Aboriginal Women in Need of 'Meaningful Work'* report describes a gender disparity for Aboriginal women in Newfoundland and Labrador, for example. The author demonstrates that Aboriginal men are favoured for the available jobs. This makes it particularly difficult for Aboriginal women to get employment in small rural communities because most of them want to stay in their community and take care of their children. In addition, Aboriginals, particularly those in remote areas, lack access to transportation to get to work.

Another barrier is the wage difference between Aboriginal men, women and non-aboriginal men and women. According to a 2000 Statistics Canada report, the average annual income of Aboriginal women is $13,300, compared to $18,200 for Aboriginal men and $19,350 for non-Aboriginal women. Furthermore, Aboriginal people often face unfavourable experiences in the workplace. In *Developing Supportive Workplace & Educational Environments for Aboriginal Nurses*, researchers describe that Aboriginal nursing students lack a supportive work and educational environment, and identifies the need for more education on cultural diversity and respect.

One legislation that has proven to be beneficial is The Legislated Employment Equity Program (LEEP) under the Employment Equity Act. LEEP's mandate is to promote, support and enhance employment equity for the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities). The legislation supports organizations in setting hiring targets aimed at ensuring appropriate representation of the designated groups in the workplace as well as the implementation of corporate diversity initiatives.

A study was conducted to compare *the Legislated Employment Equity Program, Federal Contractors Program, and Financial post 500 firms*. It examined the diversity in 286 Canadian organizations that are covered under the Legislated Employment Equity Program (LEEP), Federal Contractors Program (FCP), and Financial Post 500 (FP 500). The results demonstrated that LEEP firms, and to some extent FCP firms, had adopted more diversity prac-

tices such as policies, recruitment, training, and accountability. As such, employment equity remains the most effective tool for promoting equity and diversity in Canadian organizations.

Accessability

The advancement of technology has also brought about challenges for the Aboriginal community as online job boards are the dominant source for job postings and is accessible through the internet. However, in most First Nations reserves such technology may not be accessible, and research exploring *Internet Access and Social Inequality in Canada and the United States* identifies gaps in access, technical knowledge, and content between urban and rural communities, indigenous and non-indigenous Canadians, high- and low-income families, Francophones and Anglophones, and the young and old. It found, for example in order to better connect Canada's First Nations populations, indigenous communities needed locally produced cultural content, education in technical literacy, accessible and affordable broadband services. Without the access to and technical education in technology this can cause difficulty in applying for potential job opportunities.

There are job boards with a niche market for the Aboriginal Community such as the Aboriginal Inclusion Network, Aborginalcareers.ca, and Aboriginal Lynx: Home. These websites provide many opportunities for the Aboriginal community. Again, the challenge remains if the community does not have access to internet and knowledge of how to use technology it becomes difficult for them to access these job boards.

Cultural education

The Aboriginal community continues to be under-represented within organizations, and one of the major challenges identified is their culture. In order to respond to this challenge, some organizations have created programs to educate their employees about the Aboriginal culture. One company that has collaborated with the community in order to better understand their needs is Assiniboine Credit Union. The organization created a program to provide Aboriginal people with tools to help

them once they are in the workforce. They take the time to work with the community to understand the type of jobs they are looking for and have developed programs to provide better and more opportunities for success. **HRE**

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Monika Monga is a graduate of the MHRM program at York University.

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Watch our graduate soar!

Tania Oppedisano, a recent York graduate of the Executive Masters in Human Resources Management program, is the recipient of the Women Worth Watching Award 2016. Awarded by the Profiles in Diversity Journal, who look at women "Trailblazers leading the Way to Excellence in the Workplace, Marketplace and the World".

Tania was recently appointed as National Director of Human Resources, at DIALOG and has the unique responsibility for managing the company's diverse culture across Canada. Tania actively takes a leadership role in working with DIALOG's executive and administrative teams. In addition to culture development and mentorship, Tania also works to identify business strategies and relevant metrics to ensure retention and success rates remain strong in all four studios

DIALOG is a fully integrated, multi-disciplinary design firm, with over 550 employees in the Toronto, Edmonton, Calgary and Vancouver studios. DIALOG has been named a Top 100 Employer in Canada for three straight years (2013-2015). And Tania has been an integral part of DIALOG's success, as a top employer in the firm's commitment to delivering excellence in design with exceptional client services in a fun, creative working environment.

After starting in 2009, as a Human Resources Manager, Tania immediately took on challenges and grew the Toronto studio from 37 to 130 in just two years with her keen ability to find the right hire to fit the studio culture. She brings big picture thinking, enthusiasm, and energy to her daily work and has provided leadership to DIALOG's administrative team, while working with Studio Directors and Team Leaders across studios on human resources strategy and initiatives. Most recently, she lead the way remodelling the firms' annual performance review of employees into a more progressive, ongoing development program focused on individual goal setting and professional development with the aim of enhancing performance, retention and making the firm stronger.

Tania is actively involved within the community, having been a key contributor to the company's support of the Centre for Addiction and Mental Health (CAMH), The United Way, and many other community and charity initiatives.

Tania completed her Executive Masters in Human Resources Management from York University, has a BA in Sociology, York University and certification in Human Resource Management from Humber College.

Tania Oppedisano is the National Director of Human Resources at DIALOG

Welcome to new faculty member Dr. Lindie Liang

The School of Human Resource Management at York University is delighted to welcome Dr. Lindie Liang to our faculty. Dr. Liang completed her PhD in Industrial-Organizational Psychology at the University of Waterloo, and her BSc in Psychology at the University of Toronto. As a leadership researcher, Lindie is primarily interested in a broad range of leader behaviours, from abusive supervision to leader consideration and initiating structure behaviours. Her doctoral dissertation research applies a self-control perspective to study when and why leaders behave in certain ways, and what the repercussions of dysfunctional leader behaviours are for both leaders and subordinates.

Dr. Liang's other research interests include mindfulness in the workplace, emotions, and workplace deviance. Her work has been published widely in prestigious scholarly journals, such as the *Academy of Management Journal, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes*, and *Negotiation and Conflict Management Research*. Lindie's work has also received recognitions such as the RHR Kendall Award from the Canadian Society for Industrial-Organizational Psychology, and the Industrial-Organizational Graduate Student Scientist-Practitioner Award from University of Waterloo.

Besides research, Dr. Liang is also committed to teaching and mentoring graduate students. She is particularly interested in teaching courses that align with her research interests and expertise, such as Leadership, Organizational Behaviour, Human Resource Management, Negotiation, and Organizational Research Methods.

Alumni updates

Tania Magloire

Tania recently joined the central Bank of Canada as a Senior HR Policy and Program Specialist where she is excited to work on a range of HR modernization initiatives including performance management, diversity and inclusion and employee recognition programs.

Michael Burzynski

Michael was recently appointed to the City of Burlington as Training Coordinator where he is responsible for developing and influencing the learning and development of approximately 700 part-time staff for the Parks and Recreation Department.

Nooreen Kabani, Principal (MHRM 2011)
Robin Turnill – Principal (MHRM 2006)

Exalt HR Consulting
Noreen and Robin started their own HR Consulting firm in Vancouver BC, Exalt HR Consulting.

Exalt is a full service HR consulting firm and the benefit of partnering with Exalt is the ability for organizations to leverage the expertise of a fully functioning HR department on an as needed hourly basis. Exalt can be as involved and hands-on as the organization would like: from rolling out a complete HR strategy, to simply being a sounding board when seeking direction and advice. Whether it is a start up business looking to hire their first employee, or an established organization in search of a niche HR skill, they are fully equipped with the expertise and resources to help organizations in any capacity.
www.exalthrconsulting.com

Congratulations to our recent graduates MHRM 2016

Joel Andre

Diedra Black

Michael Burzynski

Emily Candy

Ruchi Chawla

Regine Co

Delini Cooray

John Cunningham

Debbie Gee

Anne Gibbs

Erika Hudec

Ishita Hundgenn

Anoush Kevorkian

Anika Khan

Katarzyna Krzywucki

Shavone Lazarus

Carrie Lipson

Danielle Marshall

Justine Mulligan

Tania Oppedisano

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