

Leadership Excellence



BECOMING AN INFLUENTIAL LEADER

Are your people motivated and prepared to meet the performance demands?

- Michael Y. Brenner

Inside:
Exclusive Interviews with LEAD Award winners 2018

07

Great Leaders Don't Act Hierarchically
- Don Rheem

18

Effective Leaders Don't Limit Contributions
- Gary Douglas

27

5 Steps To A High-Performance Culture
- Jim Clemmer

42

Making Meetings Worthwhile
- Paul Axtell



LEADERSHIP PRODUCTS

HR.COM LEADERSHIP PRODUCTS AND SERVICES TO HELP YOU AND YOUR ORGANIZATION WITH YOUR LEADERSHIP DEVELOPMENT



Did you know that HR.com has a large leadership community?

Join the community of HR.com members with a similar interest and focus on leadership and specific leadership development topics. Share content and download white papers, blogs, and articles, network, and “follow” peers and have them “follow” you in a social network platform to communicate regularly and stay on top of the latest updates. The well-established leadership community is an invaluable resource for any HR professional, leadership coach or executive.



Leadership Excellence

Read this monthly interactive learning journal as it captures key metrics, actionable items and keeps you focused on developing yourself and your corporation as top leaders.

For more than 30 years, Leadership Excellence has provided real solutions to the challenges that leaders face every day. HR.com and Leadership Excellence joined forces in 2013 to continue providing world-class leadership development resources and tools – now to a combined audience and reach of over 1.1 million individuals and organizations throughout the world. In each issue, you will find the latest and greatest leadership solutions from the world’s top leaders, consultants, and trainers – plus development guides, plans, and additional tools designed to turn those solutions into an action plan that works for you.



Leadership Excellence and Development Forum, LEAD2019

LEAD is a forum that is changing the world by creating innovative, high potential and passionate workforces. Next year’s LEAD2019 will once again feature award-winning leadership and development programs in roundtable discussions, interactive workshops, and world class keynote speakers that will be broadcasted to thousands of people in remote sites around the world. Through participation, we can create a world of infinite potential. #AWorldInspired

LEAD Awards

The esteemed LEAD Awards, to be presented at the Awards Gala next year at the LEAD2019 event, will recognize and honor corporations, educational institutions, and individuals that excel in offering top leadership initiatives and programs on a local to global scale.



Leadership Webcasts and Virtual Events

Thought Leadership – Lead Generation – Educational Content

Showcase your Leadership expertise through HR.com’s highly-attended and well-respected one-hour Webcasts and/or one-day Virtual Events. HR.com Webcasts and Virtual Events deliver the latest industry news, research trends, best practices and case studies to our large community of HR professionals. Each Webcast and/or Event provides a truly interactive experience for attendees and sponsors alike.



HR Genius

HR Genius is an intellectual eLearning adventure that expands your HR knowledge and heightens your skills with short, how-to lessons. Learn from top industry experts teaching the latest trends, compliance updates, and current best practices in the space. Thousands of mobile friendly lessons let you train your brain anywhere, anytime. With new content and topics added daily, you’ll never run out of content to help you develop your leadership skills and build the best HR team possible.

INDEX

Leadership Excellence

APR 2018 » Vol.35 » No.04

On the cover

05 Becoming An Influential Leader

Are your people motivated and prepared to meet the performance demands?

- Michael Y. Brenner



Features

Great Leaders Don't Act Hierarchically

3 ways a business leader gets people to follow - Don Rheem

07

Effective Leaders Don't Limit Contributions

Beyond titles to true value

- Gary Douglas

18

5 Steps To A High-Performance Culture

Culture change is failing in most organizations - Jim Clemmer

27

Making Meetings Worthwhile

Two things you can do about it today - Paul Axtell

42

Winners' Interview

- | | | | | | |
|----|--|----|--|----|--|
| 10 | UCLA Extension - Ing Phansavath | 32 | Saint Joseph's University - Eric Patton | 52 | Saint Joseph's University - Eric Patton |
| 12 | University of North Georgia Professional and Continuing Education - Deborah Adams | 38 | University of Wisconsin-Whitewater, College of Business and Economics - Jon M. Werner | 58 | Rollins College, Crummer Graduate School of Business - Selina G. Vik |
| 24 | University of North Georgia Professional and Continuing Education - Deborah Adams | 40 | Saint Joseph's University - Eric Patton | 60 | Florida International University Center for Leadership - Shannon A. Hanson |
| 30 | Florida International University - Eric Cartaya | 44 | Florida International University - MS in Human Resource Management - Eric Cartaya | 62 | Florida International University Center for Leadership - Dr. Nathan J. Hiller |

Articles

- 14 Leadership Presence
What women can and cannot control
- Carol Kinsey Goman
- 21 Three Problems Caused By A Brand And Culture Mismatch
The power of brand-culture fusion
- Denise Lee Yohn
- 35 Communicating Appreciation Effectively When You Manage Large Groups
Practical steps for supervisors who oversee 20+ employees
- Paul White
- 48 Avoiding Toxic Behavior At Work
A few cultural fundamentals
- Piyush Patel
- 54 Coaching Of NextGen Leaders
The 'ADAM' coaching methodology
- Sattar Bawany

EDITOR'S NOTE



Debbie McGrath
Publisher, HR.com



Babitha Balakrishnan
Editor, Leadership Excellence

Leadership isn't for everybody and being a leader is not an easy task. A strong and effective leader certainly stands at the top of a hierarchy, but great leaders today don't act hierarchically. This issue is all about leadership and tips on becoming a powerful leader. Also included are exclusive interviews with top winners of LEAD 2018 Awards. The winners share details of their award winning programs and plans ahead.

As leaders, we need to make sure our people are motivated and well-prepared to meet the performance demands they face. It's not easy. Michael Y. Brenner in his article, ***Becoming An Influential Leader***, shares tips on how to help your employees achieve peak performance.

To get the most out of their workforce, today's business leaders may need to look at their own role – and their workers – a bit differently than leaders did decades ago. Read Don Rheem's article, ***Great Leaders Don't Act Hierarchically***, for three ways a company leader can get people to follow.

To be an effective leader in today's workplace requires the willingness to ask questions and look from a different perspective. It also requires a letting go of the way 'we used to do it.' If you desire to remain an effective leader, it's time to let go of the old and embrace the new. Read Gary Douglas' article, ***Effective Leaders Don't Limit Contributions***, for top three "Don'ts" for business in today's workplace.

This is just a sneak peek into what we have in this issue of Leadership Excellence. We hope you enjoy reading all articles and look forward for your feedback!

Last but not least, we believe that there is no better way to connect with people than by sharing your leadership story. If you have one, send it to us and don't forget to mail us your feedback.

Happy Reading!

Write to the Editor at
ePubEditors@hr.com

Editorial Purpose: Our mission is to promote personal and professional development based on constructive values, sound ethics, and timeless principles.

Leadership Excellence (ISSN 8756-2308) is published monthly by HR.com Limited, 56 Malone Road, Jacksons Point, Ontario L0E 1L0
Internet Address: www.hr.com

Submissions & Correspondence: Please send any correspondence, articles, letters to the editor, and requests to reprint, republish, or excerpt articles to ePubEditors@hr.com. For customer service, or information on products and services, call 1-877-472-6648 For Advertising Opportunities, email: sales@hr.com

Leadership Excellence Publishing:
Debbie McGrath, CEO, HR.com - Publisher
Shelley Marsland-Beard - VP of Sales
Babitha Balakrishnan - Editor
Savitha Malar/Deepak S - Design and Layout

Copyright © 2018 HR.com. No part of this publication may be reproduced or transmitted in any form without written permission from the publisher. Quotations must be credited.

**Subscribe now
for \$99 / year**

And get this magazine delivered
to your inbox every month
OR Become a Member Today to get it **FREE!**

SIGN UP

Becoming An Influential Leader

Are your people motivated and prepared to meet the performance demands?

By **Michael Y. Brenner**

“You get the best effort from others not by lighting a fire beneath them, but by building a fire within.” – **Bob Nelson, Author**

If you saw the 2014 movie “Whiplash,” you’ll surely remember Terence Fletcher (played by J.K. Simmons), the tyrannical jazz band leader fond of profanity and humiliating his young musicians. The film would have you believe this approach to teaching yields great performance, but that hasn’t been my experience. In fact, the best music teachers I’ve had took the opposite tack. They extended their influence not by screaming at and berating me but by inspiring me to get better. They set a clear example of how to achieve success, provided clear and honest feedback, and continually challenged me to improve week by week, month by month.

You have probably invested a significant amount of time and money finding the right employees. To enable them to achieve peak performance, don’t follow the Fletcher model. Extend your influence the same way my music teachers did. Whether you realize it or not, your employees are looking at you to set the right example.



When I didn't practice properly for an upcoming lesson, my teachers didn't lose their temper. They expressed disappointment and told me I could do better. That was a much more powerful way to influence me than yelling.

Be purposeful and methodical in the way you communicate.

Employees frequently complain of having to sift through mountains of messages when only a few are really important. In addition, vague or contradictory messages cause confusion and consume valuable time to interpret. Be crystal-clear in both your written and spoken communication.

Be willing to share your experiences, wisdom, and suggestions so that your employees can excel. We don't always find the best way the first time and that's OK. Making mistakes is part of the journey and essential to learning. As leaders, we need to model the behaviors of success and know how to rebound after setbacks.

Make accountability a key value of your team. When I didn't practice properly for an upcoming lesson, my teachers didn't lose their temper. They expressed disappointment and told me I could do better. That was a much more powerful way to influence me than yelling.

Ensure that you and your employees share the same goals. Musicians need to be totally aligned in terms of their performance. If band members

tried to play different pieces at the same time, for example, the result would be chaos! When leaders set and communicate specific goals, all employees are working from the same sheet music.

Empower employees to take initiative and solve problems on their own. Most employees (especially Millennials) want the freedom to be creative, take calculated risks, and try new things. You need to be prepared to encourage their behavior. This does not mean allowing conduct that is inconsistent with organizational values and goals but rather encouraging autonomy, demonstrating confidence in their abilities, and providing coaching when necessary.

Providing recognition when your employees find a solution to a problem is great, but don't stop there. Also acknowledge employees who identify a potential problem, as well as those who are making progress on finding a solution but haven't discovered it yet. Your employees will want to continue down the path of success when they know you appreciate their effort.

Achieving success as a musician is rooted in finding players who not only want to make the

group sound good but each individual as well. It's the same with influential leadership. As leaders, we need to make sure our people are motivated and well-prepared to meet the performance demands they face. It's not easy, and leadership isn't for everybody. But for those who accept the role, incorporating the above suggestions as part of your repertoire is the best way I know to get your team playing in harmony.



Michael Y. Brenner is the president of Right Chord Leadership. As founder and president of Right Chord Leadership, Michael works with leaders and teams at all levels to strengthen the essential skills needed for peak performance. He achieves this by drawing on almost two decades of experience as an international leadership consultant, executive coach, keynote speaker, and educator, and more than 30 years as a professional musician. Michael was 2014 president of the Philadelphia chapter of the Association for Talent Development (ATD) and Chairman of the chapter's 2015 Regional Learning and Development Conference. He has been a featured speaker at many industry events and conferences around the world, including in Sri Lanka and Australia.



▶ Would you like to comment?

Great Leaders Don't Act Hierarchically

3 ways a business leader gets people to follow

 By **Don Rheem**

To get the most out of their workforce, today's business leaders may need to look at their own role – and their workers – a bit differently than leaders did decades ago.

A strong and effective leader certainly stands at the top of a hierarchy, but great leaders today don't act hierarchically.

While people thrive under great leaders, in today's business world they are also looking for a safe haven work environment where respect, trust and encouragement are bedrocks of the work culture.

Here are three ways a company leader can get people to follow, and do so without being punitive and domineering.

Don't treat employees like children. The level of complexity

and the pace of change that leaders at all levels face today are unprecedented. The pressure for achievement is intense and when mistakes are made, or when staff show up disengaged, tempers can flare. Frustration and anger are powerful emotions, and when leaders get flooded with these feelings they typically fall into a model of leadership and accountability deeply embedded in their memories – parenting, so they demote their employees to the role of children. But most adults do not want to be patronized or treated like children. Those ways don't inspire employees to thrive in their work environment or put forth their best effort. Employees today, especially among the current generation entering the workplace, are far more likely to quit or deliberately underperform under those conditions. That's bad for

morale, damages the culture, and encourages turnover.

Be positive. A leader who cultivates a positive culture can reap myriad benefits. Research of 16 different industries, conducted by Dr. Kim Cameron at the University of Michigan's Stephen M. Ross School of Business, found a significant relationship between "virtuousness" in the workplace – forgiveness, compassion, optimism and trustworthiness – and improvements in everything from profitability and productivity to quality, innovation, customer satisfaction and employee retention. Leaders need to move away from the CPO template, where they are the Chief Punishment Officer, and instead move to more brain-friendly modes as mentors, coaches, good listeners and captains of positive recognition.



Don't be subverted by subcultures. A company's top leader needs to ensure the next layers of leadership are consistently echoing the company's ethos at every level throughout the enterprise. Hold managers and supervisors

accountable for communicating the corporate culture and living the organization's values. Don't let divergent micro-cultures or siloed departments hijack the enterprise's culture. Having strong and effective leaders as managers and supervisors create the

consistent conditions essential to healthy and sustainable workplace cultures.

There is a very high emotional cost in making difficult choices that affect other people's lives. Most of us would prefer having those decisions made by someone we trust and have faith in, not someone who brandishes a title or threats of punitive consequences in order to achieve authority. The most successful leaders in the new era of work now underway will balance strength and determination with empathy and understanding.



Don Rheem, author of *Thrive By Design: The Neuroscience that Drives High-Performance Cultures*, is CEO of E3 Solutions, a provider of employee workplace metrics and manager training that allow organizations to build engaged, high-performance cultures. Rheem, one of the nation's principle authorities on leadership science, uses empirically validated research to consult with leaders at all levels within an organization. He is a former science advisor to Congress and the Secretary of the U.S. Department of Health and Human Services.



▶ Would you like to comment?

Submit Your Articles

HR GENIUS

POWERED BY HR.COM

Build the Best HR Team Possible

6000 On-Demand Lessons, at Your Fingertips

NEW LESSONS
ADDED DAILY!

www.hr.com/hrgeniuscorporate

hrgenius@hr.com



Ing Phansavath

UCLA Extension

Organization: **UCLA Extension**
 Program: **Human Resources Management Certificate**
 Program Director: **Ing Phansavath**
 Email: iphansav@unex.ucla.edu
 Visit: www.uclaextension.edu



Certificate Program with Emphasis on HR

Developing Successful HR Managers

Our editorial team interviewed *Ing Phansavath* from *UCLA Extension* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The objective of the program is to provide a current, comprehensive, and practical grounding in all major areas required of a human resources

generalist. We want to ensure that students have the foundation they need to build a successful career as a human resources management professional.





Who do you impact with your program?

Our program impacts a wide range of audiences, from young professionals seeking additional training to prepare for their careers, to mid-career professionals looking to make a change professionally. Most of our students have some work experience in HR, but need the professional development and education to really move ahead.

What are the lessons you've learned this year from facilitating your program?

Business changes quickly and we need to constantly evolve in order to keep up with the needs of

industry. The recent discourse in larger society about on workplace sexual harassment has forced us to confront these difficult topics in our classes, and has confirmed our belief that the inclusion of an ethics requirement is important because ethics play a critical factor in this profession.

How do you measure the return on investment and success of the program?

When we hear from our students that they have achieved their professional goals that is what defines success for our program. Sure, from a business perspective we look at enrollment numbers and completion

rates, but true success comes from the continued positive evaluations we receive, and the acknowledgement by students that what they learned at UCLA Extension helped them achieve their career goals.

What lies ahead for the program and how will it continue to succeed?

Our programs will continue to be influenced by what the profession needs, and we will continue to update and evolve our courses to meet the needs of our students ■

▶ **Would you like to comment?**



Deborah Adams



Organization: **University of North Georgia Professional and Continuing Education**

Program: **Human Resources Management Certificate Program**

Program Director: **Wendy T. Estes, Ed.D**

Visit: www.ung.edu/ce



Certificate Program with Emphasis on HR

For Career Advancement in the HR Field

Our editorial team interviewed *Deborah Adams* from *University of North Georgia Professional and Continuing Education* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

This program is designed to prepare students to advance their career in the HR field and/or sit for the SHRM CP/SCP exam.

Who do you impact with your program?

- HR professionals qualified under SHRM requirements for SHRM-CP and SHRM-SCP certification who are preparing for the exam.



- Individuals who want advanced education and training for a successful HR career.
- HR professionals who need a broader education or to update their HR knowledge.
- HR professionals who want to enhance their marketability by gaining current HR knowledge.

What are the lessons you've learned this year from facilitating your program?

The course is available to both those wanting to sit for their SHRM exam or those who want to learn and advance their career in the field of HR. We found that many small businesses do have HR professionals on staff who need additional training and this program has met their needs from a logistics and affordability standpoint. We have also increased our marketing efforts with a postcard specific to this program that goes out a month before the program begins.

How do you measure the return on investment and success of the program?

We measure the program's return on investment through student enrollment and from revenue intake. Every course we offer has a course evaluation that students are required to fill out prior to completing the course. With these evaluations, we are able to gauge the success of the program and any parts of the program that may need to be enhanced or changed for the next cohort.



What lies ahead for the program and how will it continue to succeed?

We are looking into an online option, which is available through our SHRM partnership, to potentially begin in Fall 2018. This will allow another

learning option for those unable to attend a face-to-face course ■

▶ Would you like to comment?

Leadership Presence

What women can and cannot control



By **Carol Kinsey Goman**

You may have a leadership title, or tremendous leadership potential, but that in itself doesn't give you leadership presence. These are typical comments I hear when asked to coach an up-and-coming female whose career has stalled:

"It isn't that she couldn't do the next job. It's that no one on the executive team sees her that way."

"She has a great track record, but she doesn't look like a leader."

"She's warm and friendly, but she doesn't have the gravitas we are looking for in a senior position."

Leadership presence is not an attribute automatically assigned to you because of your business results. It isn't necessarily reflective of your true qualities and potential. Instead, it depends entirely on how others evaluate you. Being perceived as a leader when interacting with customers, peers, or executives, is the essence of leadership presence.

Women face unique challenges when it comes to being perceived as leaders. They may even add to these challenges by buying into the “Imposter Syndrome,” or using body language that appears submissive, or waiting for others to recognize and reward their achievements.

You can't avoid making an impression on others, but you can control the kind of impression you make.

Or can you?

Here are three situations where you have absolutely no control over some aspects – and total control over others:

1) Making a Great First Impression

What you can't control: Other people's biases, prejudices, and negative past experiences with someone you resemble.

What you can control: It takes less than seven seconds for people to assess your power, confidence, competence, warmth, and empathy. Here are seven ways to make your first impression a positive one:

- **Adjust your attitude.** People pick up your attitude instantly. Before you turn to greet someone, or enter an office for a business interview, or step onstage to make a presentation, make a conscious choice about the attitude you want to embody.
- **Stand tall.** Pull your shoulders back and hold your head high. This is a posture of confidence and self-esteem.
- **Smile.** A smile is an invitation, a sign of welcome. It says, “I'm friendly and approachable.”
- **Make eye contact.** Looking at someone's eyes transmits energy and indicates interest and openness. (To improve your eye contact, make a practice of noticing the eye color of everyone you meet.)
- **Raise your eyebrows.** Open your eyes slightly more than normal to simulate the “eyebrow flash” that is the universal signal of recognition and acknowledgement.
- **Lean in slightly.** Leaning forward shows you're engaged and interested. But be respectful of

the other person's space. That means, in most business situations, staying about two feet away.

- **Shake hands.** Research shows it takes an average of three hours of continuous interaction to develop the same level of rapport that you can get with a single handshake. (Just make sure you have a nice firm grip, as your partner will “read” your level of confidence from the quality of your handshake.)

2) Projecting Authority and Power

What you can't control: Gender stereotyping – that (primarily) subconscious preference for females to be seen as nurturing, rather than powerful.

What you can control: There are two sets of signals that people look for in leaders: Power/Authority/Status and Warmth/Empathy/Likeability. Women usually get high scores in the warmth category, but may lose ground when it comes to projecting authority and power.

When you are feeling sure of yourself and your message, you automatically display signs of authority and power. What interferes with this natural process is the Imposter Syndrome – the inability of women (more than of their male counterparts) to internalize accomplishments, resulting in the fear of being exposed as a “fraud”. And that insecurity is often displayed nonverbally.

To build your intrinsic self-confidence, try recording your small wins in a success journal (on a daily basis - perhaps right before you go to bed) and watch how this act of awareness boosts your self-esteem. Also, notice what your body is saying.

Women tend to condense their bodies, keeping elbows tucked in close to their sides, tightly crossing their legs, stacking their materials in small, neat piles, and contracting their bodies to take up as little space as possible. When you sit in a manner that makes you look smaller, it also minimizes your look of authority.

On the other hand, power and authority are nonverbally demonstrated through a command of height and space. When you sit up straight, claim space by hooking an arm over the back of your chair

and spreading out your belongings, you appear to be more assured. While standing with your feet close together makes you look hesitant or unsure of what you are saying, widening your stance, relaxing your knees and centering your weight in your lower body give you a “solid” and confident look.

The quality of your voice can also be a deciding factor in how you are perceived. Speakers with higher-pitched voices are judged to be less powerful and more nervous than speakers with lower pitched voices. One easy technique I learned from a speech therapist is to put your lips together and say, “Um hum, um hum, um hum.” Doing so relaxes your jaw and throat, allowing your voice to find its optimal pitch.

Remember: You don’t have to choose between warmth and power. You can remain likeable and still project more authority simply by exhibiting these subtle nonverbal cues.

3) Being a Serious Contender for that Senior Position

What you can’t control: Favoritism or a “boy’s club” mentality.

What you can control: Sharpen up your presentation skills. You impact and influence an audience best when your messages are clear, compelling and brief. Simplicity isn’t just a “nice to have” communication technique. It’s a necessity for being perceived as a leader. A good tip is to ask yourself: “In 10 words or less, what is my key message?” If you can’t state it succinctly to yourself, you are not ready to communicate it to others. I also advise using the “newspaper format” of stating that key message (the headline) upfront.

Sometimes the smallest word choice can have a big impact. Use words that carry a sense of ownership and self-reliance. Say “I won’t” (which indicates you have decided not to do something) rather than “I can’t” (which implies you don’t have the skills or talents for the task). Say “I choose to,” not “I have to.”

Just as important as it is to use self-assured phrases, it is equally important to eliminate qualifiers, fillers, and minimizers. People will judge you as lacking

conviction if you use qualifiers such as: To the best of my knowledge . . . I could be wrong . . . This may not be a good idea but... Fillers like “um” and “uh” make you seem unprepared and uncertain. (BTW: Many fillers can be eliminated if you just pause between thoughts.) And minimize your use of minimizers – eliminating words like: “Maybe,” “sort of,” “kind of,” “somewhat” – if you want to sound confident.

Research with senior leaders in Silicon Valley found that the top criterion for promotion was visibility. That’s why doing a great job and communicating well are only the prerequisites for being considered for a senior-level promotion. One savvy female executive stated it this way: “It’s not enough to be a legend in your own mind.”

Are the executives in your company aware of your talents and job performance? If not, you need to increase your visibility by volunteering for key projects, offering to give presentations, publicizing your team’s accomplishments, and taking an active part in your professional association. You need to broaden and deepen your network and look for mentors and sponsors who will guide and help promote you.

You don’t have total control over other people’s perception of you, but you may have more control than you think.

• • •



Carol Kinsey Goman, Ph.D., is an international keynote speaker and leadership presence coach. She’s the author of *“The Silent Language of Leaders: How Body Language Can Help - or Hurt How You Lead”* and creator of LinkedIn Learning’s video series: *“Body Language for Leaders”*.



▶ Would you like to comment?

Submit Your Articles

aPHR™ EXAM TRAINING

For **Aspiring**
HR Professionals

The Best Way to **START** Your Career in Human Resources

HR.com Study Program Materials:

- Our preparatory program includes the HRCP (Human Resources Certification Preparation) learning system
- Materials include: **Study Guide**, **100s of Flashcards**, and over **400 online practice exam questions**
- Designed for: **aPHR™** (Associate Professional in HR)



10-WEEK COMPREHENSIVE COURSE

- 20 hours of live, instructor-led online virtual classroom sessions
- 2 classes per week (live, online)
- Bonus tutorials and review sessions
- Personalized coaching and mentoring
- Evening Hours (8:00 or 9:00 PM ET)
- Classes starting throughout the year

SAVE \$50

USING PROMO CODE
HRC150X

SELF PACED ELEARNING COURSE

- 12+ hours of interactive instruction and tutorials
- Accessible anytime, and anywhere with internet access
- User-friendly learning platform tailored specifically for the aPHR™ exam
- Bonus tutorials and review sessions
- Personalized coaching and mentoring

SAVE \$50

USING PROMO CODE
HRC150X



Effective Leaders Don't Limit Contributions

| Beyond titles to true value

 By **Gary Douglas**

Leadership has been a hot topic for quite some time. What makes a leader effective? How does a leader inspire their teams to accomplish more and be successful? What qualities and traits are most required in leading others? Stroll through your local bookstore and you are likely to find multiple books written on this topic.

Over the years, the thoughts, ideas and concepts on the topic of leadership have changed. Once upon a time, the common point of view was the leaders were to be followed, no matter what. If you had the title of leader, if you were in a position of authority, people were to do what you told them to do; no questions asked. Although this point of view on leadership was once popular, it doesn't match modern ideals and values and is no longer effective. To be an effective leader in today's workplace requires the willingness to ask questions and look from a different perspective. It also requires a letting go of the way 'we used to do it.'

If you desire to remain an effective leader in the modern workplace, it's time to let go of the old and embrace the new. You can start by avoiding a few former common practices. These are my top three "Don'ts" for business in today's workplace.

1. Don't Limit People Based on Their Job Title

The true value of your staff goes beyond the title of the job you hired them to do. If you hire someone as your accountant, for example, and only allow them to do what an accountant traditionally does, you are limiting the contribution that person can be to you and to your company. Encourage your staff to contribute in any way they can, and this often means working and cooperating across traditional job roles.

One way to get clear on where your employees can contribute beyond the scope of their title or what you have hired them for is to ask them questions. Have a conversation with them and say, "These are the things I hired you for. What else do you like to do? What else are you good at? What else would you like to learn?" Asking these questions will give you a sense of what this person will enjoy contributing to. Allow your staff to do what they are good at and what is fun for them and they contribute so much more.

2. Don't Talk So Much

While it may be true that you know a lot about business and the industry you work within, the employees of today don't respond well to being

talked to. The modern workplace functions from collaboration and co-creation. To effectively lead your team, you must engage them. Ask them questions. Listen to what they know. Find out what ideas they have. The most successful leaders have discovered one very important thing, be interested, not interesting.

Here are some questions you can ask your staff to open communication and include their insights and abilities in the creation of your company:

- What else is possible here that we have not considered?
- If you were creating the future, what would YOU choose?
- With any situation that you have decided cannot change, what if it COULD change? What if it could be different? If it could, what would you choose?

3. Don't Focus on Mistakes

When someone on your staff makes a mistake, the tendency can be to focus on the mistake, get upset with your employee and do all you can to inflict blame and guilt. Not only is this not an effective way to manage people, it creates a work culture of tension and anxiety which blocks creativity.

Failure is just information. When an employee misses the mark, rather than looking at the result and judging it as wrong or as a failure, get them to look at what they know *now* that they didn't know before.

When something doesn't turn out the way you've decided it should, ask, "What's right about this that I'm not getting?" Just because something didn't go according to plan, doesn't mean the outcome is wrong. When you are willing to ask, "What's right about this?" you move beyond the conclusions you are functioning from that are actually stopping the expansion of your business.

Today's world is changing faster than ever. Technology, transportation and so much more are constantly evolving into something new, something greater. The fast and ever-changing development of the modern world, includes changes in the workplace as well. Holding on to old practices of leadership and

company management must change along with everything else if companies are to remain successful.

Always be willing to ask questions. Always be willing to change. That one element, the willingness to change, is what makes and breaks companies all the time. When it comes to leading your staff, allow them to do what they like to do that they are good at. Don't limit them to their job title. Include them in the creation of the business.

The most successful leaders have discovered one very important thing, be interested, not interesting.

Don't talk so much. Telling them what you know only takes you so far. But, when you ask them what *they* know and allow them to contribute, things expand much faster.

Don't focus on mistakes. Teach people to look at their choices and to see what their choice creates.

Put this into practice and notice how much easier your job will be. Not only will you be effective, you will be empowering your team to be greater which enables them to contribute even more.

• • •



Gary Douglas is an internationally recognized thought leader, bestselling author, business innovator and founder of Access Consciousness®, a set of pragmatic tools and teachings transforming lives around the world. He has authored or co-authored numerous books including the novel, *The Place*, which became a Barnes and Noble #1 bestseller.



▶ Would you like to comment?

**We excel at making HR professionals smarter.
We're pretty good at research too!**

HR.com
Making HR Professionals Smarter

Complimentary research reports highlighting HR trends in Leadership

HR.com is the first choice for HR professionals as a resource for staying informed and educated on the latest HR best practices, insights, and research. Download these free research reports by HR.com

The State of Artificial Intelligence in HR

HR professionals will see explosive growth in their use of artificial intelligence (AI) over the next five years. What steps should organizations take to be ready? Read 8 key takeaways from our state of the industry AI research.



➤ Read and download this report at hr.com/AIreport

Making Development of Women Leaders a Priority

Few HR professionals believe that gender diversity is a high priority for their CEOs. Despite the public focus on gender diversity in the workplace, only 27% of HR professionals see commitment to gender initiatives from their CEOs.



➤ Read and download this report at hr.com/womenleadersreport

Coaching As a Management Must

Leader-led coaching is gaining momentum and will be increasingly critical in the near future. There are multiple factors driving the coaching movement, including an influx of younger workers and the desire to revamp ineffective performance management systems.



➤ Read and download this report at hr.com/coachingreport

How to Develop and Support Today's Employees

Companies that do not meet their workforce development requirements are in danger of losing today's pitched battle to attract and retain good employees. Learn what HR professionals believe are the employee issues that need the most attention.



➤ Read and download this report at hr.com/takingcarereport

Check out additional featured research whitepapers at hr.com/featuredresearch

Interested in sponsoring your own custom research? Contact sales@hr.com | 1.877.472.6648

Three Problems Caused By A Brand And Culture Mismatch

| The power of brand-culture fusion



 By **Denise Lee Yohn**

NOTE: This article has been adapted from [FUSION: How Integrating Brand and Culture Powers the World's Greatest Companies.](#)

A culture crisis threatens to disrupt Corporate America today as much as the financial crisis did a decade ago. Whether it's claims of sexual harassment, lack

of diversity and equality, or the nearly 70% of American workers who are not engaged at work, business leaders must devote more attention to their workplace cultures now than ever before. The problem is that most leaders don't know how to build a healthy, effective, and valuable culture.

What's the secret? Savvy business leaders power their companies' performance by fusing together their brand and culture.

Independently, culture and brand are powerful business drivers, but in too many companies, culture and brand have been put in different silos. CEOs delegate culture to HR and the brand to marketing, which often leads to a disconnect between how companies behave on the inside (culture) and how they are perceived on the outside (brand).

When your brand and culture are not aligned and integrated, three things are likely to happen: your culture-building efforts are likely to go to waste; you have happy employees who produce the wrong results; and the disconnect will damage customer relationships.

Wasted Culture-Building Efforts

Many leaders are led to think that they must pamper and pander to their staff because conventional wisdom says that employees are your greatest asset. But as Gregg Lederman, CEO of the employee engagement firm Brand Integrity, observes, they're not: "The right employees who have the passion and knowledge to do the right things at work are."

Start-ups, for example, are notorious for taking extraordinary measures to create a "fun" workplace environment and to give "cool" benefits to employees—like providing free lunches, stocking their break rooms with beer kegs and foosball tables, or offering free gym memberships. There is nothing wrong with providing great perks for your employees and being generous with your benefits. But while these perks might do a great job of making people feel good, they alone do not necessarily build a culture that cultivates the specific behaviors and skills that a company needs to succeed. Social media software start-up Buffer, for example, struggled to achieve profitability because its open-handed cultural practices, including offering extra vacation

days and paying for yoga classes, ate away at cash flow instead of producing employees who were prepared to deliver great customer experiences.

Employees Who Work on the Wrong Things

If your culture and brand are mismatched, you can also end up with happy, productive employees who produce the wrong results. Many well-known brands have engaged me to improve their brand position and increase their competitive advantage. I've helped many well-known brands build their brands and realize strong gains. But they're often held back from sustained success by a culture that's out of step with their desired brand identity.

At a large grocery store chain I worked with, for example, employees were steeped in a culture that valued efficiency and productivity. As the industry shifted toward customer service and merchandising, the company needed to make its brand known more for the service and experience it offered. But its employees were so focused on increasing inventory turns and sales per square foot that the company fell behind. The culture of this organization, though vibrant and vital, was holding it back from serving its customers well, evolving its brand image, and therefore thriving in the long run.

Damaged Customer Relationships

Ultimately, a disconnect between what your organization values on the inside and how it is perceived

on the outside can damage customer relationships. This is precisely what happened when a former employee wrote a blog post exposing a culture of sexism and sexual harassment at Uber. Beyond being offensive in general, the revelations about Uber's organizational culture offended customers to such a great degree in part because they uncovered the disconnect between what they loved about Uber's brand identity—its populist ethos, progressive character, and heroic role—and the discriminatory, primitive, and predatory behavior that characterized Uber's internal operations. The lack of alignment and integrity between Uber's culture and brand eroded its customers' trust and esteem of the company. In comparison, the highly competitive culture that the New York Times exposed at Amazon ultimately made sense to customers who, whether they approved of it or not, could see how the company's culture produced the benefits they enjoyed.

The Power of Brand-Culture Fusion

While a mismatch of brand and culture can cause significant harm to your company, brand-culture fusion -- fully integrating and aligning your brand and culture -- produces meaningful, powerful results that affect your whole business.

First, brand-culture fusion aligns your workforce,

increasing the efficiency of your entire organization and the quality of your outcomes.

When your brand and culture are not aligned and integrated, three things are likely to happen: your culture-building efforts are likely to go to waste; you have happy employees who produce the wrong results; and the disconnect will damage customer relationships.

Your people are less likely to function at cross-purposes or to use conflicting standards when working toward a clear, common goal.

Second, fusing together your brand and culture improves your organization's competitive advantage because it enables you to produce intangible value that is difficult to copy. Competitors may be able to match what you offer to customers and employees, but it's much harder for them to embody the unique why and how of what you do. As people increasingly make decisions about which companies to work for or to buy from based on meaning and shared values, deliberately linking your brand to your culture can increase your organization's perceived relevance, differentiation, and appeal.

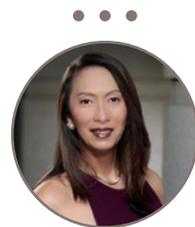
Brand-culture fusion also ensures the authenticity of your brand. Customers are more savvy today. They see advertising rhetoric for what it is, and they no longer accept brands at face value. They are skeptical about the claims companies make. They want authenticity— brands that live up to their promises and stated ideals. But most companies simply slap "authenticity" on their list of brand attributes and try to

engage customers superficially via social media to appear more humane or relatable. These efforts to create a more authentic brand image rarely convince customers. People don't want brands to appear authentic, they want brands to demonstrate that they actually are authentic in the way they operate and the customer experiences they deliver. By aligning and integrating your culture and brand, you truly are on the inside what you say you are on the outside—and you pass the customer test of brand authenticity.

Finally, and perhaps most important, brand-culture fusion allows you to move your organization toward its vision more successfully, since it provides a common motivation and focus for everyone in your organization. When you align the values and behaviors of your employees with what is expected and experienced by your customers, you attract and retain employees who feel an emotional commitment to your company and brand. They understand the meaning behind their work, so they work hard to fulfill the company's purpose. They feel more connected to other employees because everyone is united by common goals. And

they feel more connected to your customers because they understand and believe in the ultimate value your organization wants to create for those customers.

(Author's note: I've created an [assessment](#) to help you determine how well your employees are engaged with your brand and how well-aligned and integrated your brand and culture is today. It's free, but I will ask for your email address to send you your personalized results.)



Denise Lee Yohnis the go-to expert on brand leadership for national media outlets, an in-demand speaker and consultant, and the author of the new book, [FUSION: How Integrating Brand and Culture Powers the World's Greatest Companies](#).



▶ Would you like to comment?



Deborah Adams



Organization: **University of North Georgia Professional and Continuing Education**

Program: **Leadership & Supervision Master Certificate**

Program Director: **Wendy T. Estes, Ed.D.**

Visit: www.ung.edu/ce



Certificate Program with Emphasis on Leadership and Organizational Development

For Aspiring Leaders and Current Managers

Our editorial team interviewed *Deborah Adams* from *University of North Georgia Professional and Continuing Education* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The Leadership & Supervision Certificate Program is designed to

help those who aspire to be a leader, who are moving into a leadership role and help current managers improve their leadership skills.

Video



Who do you impact with your program?

The target audience are individuals who want to improve their management and leadership skills in order to advance or change their career.

What are the lessons you've learned this year from facilitating your program?

Every semester we look at the current environment and business needs to determine which topics we should offer. Through conversations with business leaders and past and current students, we adjust our programs topics to meet the needs of our community. Our goal is to provide training to increase the economic development in our community by providing workforce training to our students.

How do you measure the return on investment and success of the program?

We measure the success of our program through both revenue generation and the training we have been able to provide to our community through workforce development. Our region looks to UNG to train and develop the local workforce. It is important that we continue to provide quality training to our region in turn increasing the economic impact UNG has on our communities. Every course we offer has a course evaluation that students are required to fill out prior



to completing the course. With these evaluations, we are able to gauge the success of the program and any parts of the program that may need to be enhanced or changed for the next cohort.

What lies ahead for the program and how will it continue to succeed?

This certificate program continues to grow. In addition, we have grown our contract training sector of this program allowing us to customize our leadership training specific to individual businesses or industries in our region. This allows clients the opportunity to

meet their individual needs with specific examples throughout the course that employees face on a daily basis. We have found that this approach provides a platform for team development and engagement and companies have seen increased productivity after the training sessions. In 2018, we expect that both our open enrollment courses and our contract training courses will continue to grow and expand ■

▶ Would you like to comment?



HR.com

Ambassador

Making HR Professionals Smarter



HR Ambassadors make superior employees

How so? They have access to time saving educational and compliance resources, money saving offers from leading HR companies, and our LEAD conference will inspire and refresh the mind.

You would normally have to spend over \$5000 to match what HR Ambassadors receive in one package.



We have numbers to make your job easier.

- 900+ Job Descriptions
- 500+ Downloadable HR forms
- 800+ Salary Surveys from dozens of job categories
- 1.1 Million+ HR networking opportunities
- 35+ Primary Research reports



A Sample of what HR Ambassadors receive:
[Click to download](#) the **Top 5 Health Care Reform Notices**

Just some of what HR Ambassadors receive



Federal and State Employment Legal Benefits

Continuously updated forms, posters and guides created and edited by attorneys and HR professionals, with over 30 years combined experience in the industry. **\$900 value included**



Interactive Guides

These guides will walk you through hiring, disciplining and terminating employees, as well as OSHA compliance and more. **\$900 value included**



Be Inspired

Ambassadors can inspire their workforces with our live broadcast on Feb 7, 2018. Our 13 speakers will help you create an innovative, high potential, and inspired workforce. **\$2,200 value included**



5 Live Webcasts per month

If you are needing recertification credits or just interested in the topic, you can attend 5 live webcasts per month. **\$3,000 value included**



Life-Long Learning Platform and Career Planning

Showcase your skills, education, and knowledge with a platform that follows you no matter where you work through our partnership with Degreed. **Priceless**



Exclusive Discounts on HR Products and Services

Coupons and discounts on HR.com eLearning products, and exclusive coupons and offers from top HR vendors. **Priceless**

GET COMPLIANT FOR ONLY \$189!

[HR.COM/AMBASSADOR](https://hr.com/ambassador)

5 Steps To A High-Performance Culture

Culture change is failing in most organizations

By **Jim Clemmer**

Aesop, the ancient Greek fabulist and storyteller observed, “After all is said and done, more is said than done.”

Culture change is a perfect example. Many leaders proclaim culture change is a key strategic objective. And for good reason. Culture’s been well proven as a critical “soft” factor that produces hard results.

Signs of a low-performing culture include declining engagement levels, rising absenteeism, a high “eye roll factor” for vision, mission, and values, higher turnover, declining customer satisfaction, resistance to change, low trust and teamwork, decline in quality and rise in errors, and poor safety performance.

But decades of studies continue to consistently show that up to 70% of culture change efforts fail. Despite all that’s said about



culture change, not much is being done in most organizations.

We first began helping organizations with culture change in the early eighties. Over the years, we've seen major transformations where lot was done, and too many efforts where lot was said, but little was done.

Many leaders proclaim culture change is a key strategic objective. And for good reason. Culture's been well proven as a critical "soft" factor that produces hard results.

Our earlier work was documented in two books, [Firing on All Cylinders: The Service/Quality System for High-Powered Corporate Performance](#) and [Pathways to Performance: A Guide to Transforming Yourself, Your Team, and Your Organization](#). Over the past dozen years, we've boiled much of this research and experience down to five key steps:

- 1. Vision, Core Values, and Purpose/Mission** – This is the foundation of any culture development work. The three key questions are: Where are we going? What do we believe in? Why do we exist? These need compelling emotional hooks that connect with the heart of leadership.
- 2. Supervisors/Managers/ Executives Leadership Behaviors** – An organization's culture ripples out from the team leading it. What leaders do overshadows everything they say. Defining specific behaviors and cascading them to the frontline for each core value is a vital part of this step.
- 3. Management Processes/ Systems** – Daily operations and organizational practices signal "how we do things around here." Do leaders "snoopervise" or trust people? Do systems and processes help or hinder serving customers? Does the structure, compensation, promotional practices, performance management, operational methods, communication, etc. block living the vision and values?
- 4. Front Line Staff Leadership Behaviors** – Leadership is an action, not a position. Powerful cultures engage, enable, instruct, and inspire front line performers. Energizing "Our Way" programs delivered and modelled by leaders outline expected behaviors and provide ongoing coaching.
- 5. Continuous Improvement Activities and Organization Development** – Practices,

procedures, and training for continually developing people, processes, and operations are embedded. This step connects back to the first one and closes the loop on a feedback rich and highly engaged culture.

Visioning a high-performance culture without effective action is hallucination. Talk without strong follow through perpetuates the delusion. As American naturalist, poet, and essayist, Henry David Thoreau said, "If you build castles in the air, your work need not be lost: That is where they should be built. Now put foundations under them."



For over three decades, **Jim Clemmer's** [keynote presentations, workshops, management team retreats, seven bestselling books, articles](#), and blog have helped hundreds of thousands of people worldwide. The Clemmer Group is the Canadian strategic partner of [Zenger Folkman](#), an award-winning firm best known for its unique evidence-driven, strengths-based system for developing extraordinary leaders and demonstrating the performance impact they have on organizations.



▶ Would you like to comment?

HR GENIUS

POWERED BY HR.COM

Learn a New HR Skill.
Anytime. Anywhere.

NEW CONTENT
ADDED DAILY
6000
HR eLearning Lessons
On Demand

TRY FOR FREE



www.hr.com/hrgeniusforme

hrgenius@hr.com



Eric Cartaya



Center for Leadership

FLORIDA INTERNATIONAL UNIVERSITY

Organization: **Florida International University**
 Program: **Bachelor of Business Administration, Landon Undergraduate School of Business**
 Program Director: **Eric Cartaya**
 Email: cartayae@fiu.edu
 Visit: <https://www.fiu.edu>



Degree Program with Emphasis on HR

Developing Facilitative Leadership Skills

Our editorial team interviewed *Eric Cartaya* from *Florida International University* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The undergraduate curriculum in Human Resources has dual objectives. The first is to ensure that graduates of the program develop strong general analytic and communication skills required of professional employees in the 21st century. This is realized through the integration of individual and group assignments that not only provide students with knowledge of global affairs and business-specific content, but also foster the development of a broad range of competencies including business communication, leadership, presentation skills, mastery of business software applications, and group collaboration. In addition to general coursework in business and commerce, undergraduate HR students enroll in nine specialized courses in the major that prepare students for entry-level positions in human resources.

Who do you impact with your program?

FIU prides itself on serving a diverse student population and a rapidly expanding business community. Students enrolled in the undergraduate HR program include recent high school graduates as well as those who completed high school over 20 years ago; those who speak English as their first language and as those who speak English as their second or third language; those who were born in the United States, and those who have recently immigrated to the United States. The undergraduate students enrolled at FIU reflect the diversity of Miami where nearly one out of three residents were born outside of the United States. The Landon College of Business is also responsive to the needs of the local business community that requires skilled, multi-lingual managers to address



current business needs and a pool of talent to develop future leaders.

What are the lessons you've learned this year from facilitating your program?

We have discovered that to facilitate student success we need to have flexibility in delivery modality and scheduling of courses that integrate theory and application. Financial necessity of our students, most of whom are self-supported, and the local skills shortages have combined to create unusual employment opportunities for our students. As result, by their senior year, 50 percent of HR undergraduate students are employed full time and another 30 percent work at least 20 hours a week. To accommodate these students and to facilitate their success, we offer courses in three formats: fully on-line, face-to-face, and in a hybrid format that combines traditional classes with on-line modules. Moreover, when HR electives are offered in a traditional

lecture, these classes are offered during evening hours, once a week for three hours. To assure, a balance of theory and opportunities to apply knowledge, both traditional research faculty and adjuncts, typically with more than 20 years of HR experience, collaborate on curriculum design and the development of internship opportunities for those students lacking experience. Finally, extracurricular activities remain important, and FIU and the local chapter of the Society of Human Resource Management have supported FIU undergraduate students to attend HR case competitions, and in April 2016 FIU's undergraduate team placed second at the SHRM Regional case competition in Salt Lake City, Utah.

How do you measure the return on investment and success of the program?

We use both traditional academic assessments and student placement to assess the value of the program. The former consists of an exit

examination offered to all HR and Management majors in a capstone course in the senior year. For three consecutive years, students enrolled in the HR major scored above all minimum thresholds on all learning outcomes established by the College. Regarding the latter, since so many of our program's students are already employed full time, we seek to measure career advancement as well as traditional placement metrics. Additionally, we see strong evidence of increased employer interest in our graduates, and each year a greater number of companies seek to hire our students.

What lies ahead for the program and how will it continue to succeed?

The 2020 Strategic Plan for FIU anticipates continued enrollment growth and a commitment to offering 30 percent of classes on-line, 40 percent in a hybrid format, and 30 percent in a traditional face-to-face classroom setting. This will require continuing innovation and investment in learning management systems, faculty development, and creativity in engaging a diverse student body in important extracurricular activities. The increase in on-line delivery offers scales of economy that when combined with our internal expertise in on-line education will allow us to develop a new generation of on-line activities that incorporate adaptive learning that can effectively address individual learning styles and needs ■

▶ **Would you like to comment?**



Eric Patton



Organization: **Saint Joseph's University**
 Program: **Managing Human Capital - Undergraduate Leadership Major**
 Department Chair: **Eric Patton, PhD**
 Undergraduate Program Director: **Lucy Ford, PhD**
 Email: epatton@sju.edu; lford@sju.edu
 Visit: www.sju.edu



Degree Program with Emphasis on HR

Developing Successful HR Leaders

Our editorial team interviewed *Eric Patton* from *Saint Joseph's University* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

In today's corporate environment, with constant changes in technology, global competition and increased government regulation, managing

human capital has become vital to the success of an organization. The goal of our program is to develop Human Resource professionals and other managers who lead human capital-centric/high-involvement





organizations. The program emphasizes and explores the connections (and tensions) between the strategic importance of people and the centrality that work plays in the lives of individuals.

Who do you impact with your program?

We have a dual focus in our program: First, we target students who are interested in pursuing a career in human resources. On the other hand, something we constantly stress is that people management issues are not the sole responsibility of the human resource department, but is something that all managers need to care about. As such, the MHC program has emerged as a very popular double major or minor for students all across the university. Whether you are an accountant, a biologist, a teacher, a lawyer or a community organizer, we all work with other human beings and we all derive part of our identity, develop important

relationships and experience a sense of accomplishment and purpose through work. As such, the MHC classes have become a fantastic meeting ground for students from all over the university.

What are the lessons you've learned this year from facilitating your program?

We learn a great deal from our students and our industry partners. The growing importance of analytics and the need to move beyond data collection to problem solving is something we constantly think of. The changing demographics and what this means for corporate America and the future of work is always an evolving concern. Being attentive to the knowledge, skills and abilities that employers need to help our students launch successful careers is also an on-going process. Finally, the need for our students to not only be great people experts but also great business people is something we always strive for.

How do you measure the return on investment and success of the program?

As an AACSB accredited Business School, we take assessment very seriously. We want to ensure that every program at SJU is rigorous and valuable, and that our students leave the program transformed. Especially for business students at Saint Joseph's University, however, we feel a special obligation to ensure that our students have a strong grounding in Jesuit ideals of social justice and

being "men and women for and with others." We can certainly point to the terrific jobs that our graduates have landed at organizations such as Comcast, DKNY, Aramark, Accenture, Estee Lauder, and Saatchi & Saatchi as evidence of success, but we are equally or even more proud to have developed critical thinkers who have a respect for the dignity of work.

What lies ahead for the program and how will it continue to succeed?

We are always looking to grow our program in the Philadelphia/ mid-Atlantic region. We will continue to strengthen our ties to partner entities such as the Society for Human Resource Management (SHRM) and our network of employers. We are also working diligently to facilitate external certification for our graduating students and adjusting our curriculum in line with this goal. And, as always, we will be attentive to our students and to industry leaders to ensure that we are providing the very best academic experience that serves the career needs of our students and provides valuable output to organizations in all sectors and society as a whole ■

▶ **Would you like to comment?**

HRCI® & SHRM® RECERTIFICATION

For **Certified**
HR Professionals

RECERTIFICATION PROGRAM

- Unlimited Webcasts
- Unlimited Virtual Conferences
- Credits per Webcast:
 - HRCI® Credit
 - SHRM® Credit
 - WorldatWork Credit

Get Completely
Recertified For
\$200

USING PROMO CODE **RCRT50X**

CHOOSE FROM:

- 5000+ On-Demand HR Webinars
- 400 + Credits (HRCI® & SHRM®)
- 50 + Strategic Credits (SPHR®)
- 15 + Global Credits (GPHR®)



Sign up
www.hr.com/recertification



**Watch Webinars
Anytime + Earn Credits**



**Submit your Credits
to HRCI® and/or SHRM®**



Communicating Appreciation Effectively **When You Manage Large Groups**

Practical steps for supervisors who oversee 20+ employees

 By **Paul White**

When conducting an Appreciation at Work training session with a work group, a common comment and question is similar to what Jack, a manager at a senior care living center, asked: “I ‘get’ the concept of communicating appreciation to my team and the need to make it personal and individualized. But I have team members who report to me that I rarely see. They work a different shift or on the weekends and while we communicate through email, texts, and occasional calls, I really don’t have much actual interaction with them. How do I communicate appreciation to them?”

Similarly, Nancy, a nursing manager at a hospital said: “I oversee 50-70 nurses at our facility. I don’t see how I can make this work with that many direct reports.” I agreed. Trying to authentically communicate appreciation to that many team members (and in the ways that are important to each of them) is not possible. (I also thought to myself, but didn’t say: “Wow, having that many people reporting to one supervisor isn’t going to work.”)

So, what do you do when you have a large group of employees you supervise? There is no singular ‘magic bullet’, but there are a number of strategies that can help.

First, prioritize. Remember the research that found 79% of employees who leave voluntarily cite a lack of appreciation as a primary reason they quit? Take that to heart. If you have key team members who you don’t want to lose, you better make sure they feel valued. If you don’t, they will eventually be looking for another place to work. Find out how your “stars” like to be shown appreciation and make a point to begin to do so. Secondly, if you know some of your colleagues are worn out or discouraged, it would be wise to do something to encourage them. [Find out their primary language of appreciation](#) and what actions they value, and reach out to them. (Appreciation and encouragement are largely the same actions but with a different time focus. Appreciation directed toward the past – what they’ve done that you value. Encouragement is focused on the present and future – coming along side and encouraging them to persevere and keep going.)

A second strategy is to delegate. [As stated elsewhere](#), supervisors and managers cannot provide all the encouragement and appreciation needed. This is especially true when there is a large number of team members. Try to find a lead employee who ‘gets’ and values showing appreciation to others, and bring them alongside you to share the responsibility in



modelling appreciation and looking out for those who need encouragement. Better yet, form a small group of team members who want to become the 'lead cadre' in appreciation and determine specific team members they will focus on.

Thirdly, take bite-size steps. Don't try to eat the whole hog at once; take one bite at a time over time. Don't attempt to set up a big, overarching program or draw up a spreadsheet where you (and even your appreciation partners) try to reach everyone on the team in the next month. Take one step at a time. Do a little here. A little there. As you do, you will become aware of all of the opportunities there are daily to communicate a little appreciation to someone (even if it isn't in their primary appreciation language!), and

you will become more adept at doing so effectively. Also, when your colleagues see that you are trying, they often become a bit more gracious and are even willing to take a step themselves in showing appreciation to their co-workers.

Are there challenges in effectively showing individual appreciation when you work with a large group? Absolutely. But don't let the challenge prevent you from doing what you can. Remember this principle: Start somewhere with someone. You will get a better result than doing nothing at all.



Dr. Paul White is the Co-author of *The 5 Languages of Appreciation in the Workplace* with Dr. Gary Chapman, author of the NY Times #1 Bestseller, *The 5 Love Languages*. His most recent book, released in 2017, is titled *The Vibrant Workplace*.



Article
Appreciation Makes Good Business Sense

▶ Would you like to comment?

Video

The Power of Appreciation From Both Managers and Peers

Dr. Paul White

Languages of Appreciation at Work™

Submit Your Articles

PHR® + SHRM-CP® SPHR® + SHRM-SCP® EXAM TRAINING

For **Seasoned** HR Professionals

Our HR Certification Courses Average a **93% Pass Rate** Among Participants

HR.com Study Program Materials:

- Our program includes the entire set of materials from **HRCP** (Human Resources Certification Preparation)
- Materials include: **6 Study Guides**, **100s of Flashcards**, and over **800 online practice exam questions**
- Designed for: **PHR®**, **SPHR®**, **SHRM-CP®**, and **SHRM-SCP®**



+



16-WEEK COMPREHENSIVE COURSE

- 30 hours of live, instructor-led online virtual classroom sessions
- 2 classes per week (live, online)
- Evening Hours (8PM, 9PM, or 10PM ET)
- Bonus tutorial and review sessions
- Personalized coaching and mentoring
- Classes starting every month

SAVE \$50

USING PROMO CODE
18PREP50X



SELF PACED ELEARNING COURSE

- 20+ hours of interactive instruction and tutorials
- **User-friendly learning platform** tailored specifically for HR Certification Exams
- **Accessible anytime, and anywhere** with internet access
- Bonus tutorial and review sessions
- Personalized coaching and mentoring

SAVE \$50

USING PROMO CODE
ELRN50X





Jon M. Werner



UNIVERSITY OF WISCONSIN
WHITEWATER
COLLEGE of BUSINESS AND ECONOMICS

Organization: **University of Wisconsin-Whitewater, College of Business and Economics**

Program: **Bachelor of Business Administration in Human Resource Management**

Program Director: **Dr. Kelly Delaney-Klinger**

Email: delaneyk@uww.edu

Visit: www.uww.edu



Degree Program with Emphasis on HR

Emphasizing Assurance of Learning Goals

Our editorial team interviewed *Jon Werner* from *University of Wisconsin-Whitewater* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

UW-Whitewater's Bachelor of Business Administration in Human Resource Management prepares graduates to lead organizations

and employees to achieve success in a global business environment. The curriculum aligns with the standards of the Society for Human Resource Management and includes professional knowledge areas

Video



Jon Werner

University of Wisconsin-Whitewater

such as staffing, compensation and employee benefits, training and development, employment law, and employee/labor-management relations.

Who do you impact with your program?

A BBA in Human Resource Management is for individuals who like working with people while helping them find enjoyment and success with their job and employer. This degree is ideal for people who are personable and friendly, and who enjoy spending one-on-one time with other employees in the workplace. Popular career options might include:

- Human resource generalist
- Recruiter
- Compensation analyst
- Personnel manager
- Benefits administrator
- Training specialist

What are the lessons you've learned this year from facilitating your program?

The SHRM Competency Model has been very helpful for identifying learning objectives, both for individual courses, as well as for the overall major. It has also allowed faculty to map student outcomes onto the expected learning outcomes of the university. Having students participate in hands-on activities, research, and client-sponsored projects greatly improves learning in the courses and further develops a variety of SHRM competencies. These activities also boost student



confidence in their ability to perform as an HR professional. In addition, the required ePortfolio has been an important tool for helping students integrate all of their knowledge and experiences to better present and identify themselves as HR professionals.

How do you measure the return on investment and success of the program?

The program's success is measured in terms of job placement and career advancement. UW-Whitewater's Human Resource Management program regularly graduates more than 100 undergraduate students each year. Placement data shows that, on average, 94% of graduating students in the program are working in their field of study within six months of graduation. It is also evident that the program lays the groundwork for advanced

career paths. UW-Whitewater HRM alumni can be found in a number of leadership positions including Human Resources Director, Talent Acquisition Manager, Human Resource Information System Manager, Vice-President of Human Resources, and Vice President of Operations.

What lies ahead for the program and how will it continue to succeed?

UW-Whitewater's BBA program is delivered through the College of Business and Economics, which is AACSB-accredited. This accreditation ensures the curriculum is reviewed for quality and relevancy on a regular basis. Environmental changes are also monitored. For example, with the increase of virtual and globally-dispersed work environments, it is vital to incorporate content on cultural intelligence and leadership in a dynamic global context. The college will also continue to seek real-world insights from members of its Human Resource Management Advisory Board, who provide input on ways to maintain and strengthen the program ■

▶ **Would you like to comment?**



Eric Patton



Organization: **Saint Joseph's University**

Program: **Leadership, Ethics, & Organizational Sustainability**

Department Chair: **Eric Patton, PhD**

Undergraduate Program: **Ronald Dufresne, PhD**

Email: epatton@sju.edu; rdufresn@sju.edu

Visit: www.sju.edu



Degree Program with Emphasis on Leadership and Organizational Development

Developing Business and Non-profit Leaders

Our editorial team interviewed *Eric Patton* from *Saint Joseph's University* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Students learn thoughtful, real-world leadership for the four bottom-lines of People, Planet, Profit & Purpose. Our goal is to develop business and

non-profit leaders who will be adept at considering multiple perspectives on work and organizations, who will take a value-centric approach to organizations, and will be able to balance the needs of



various stakeholders in a complex organizational ecosystem.

Who do you impact with your program?

On the one hand, the concepts and skills emphasized in our program prepare graduates to be emerging thoughtful leaders in any organization. More specifically, some graduates pursue sustainability positions within corporations, some graduates pursue a career in non-profit organizations, and some students may seek to complement their major with focus on ethical leadership. Many of the students in our program combine the major with a second major or pursue LEO as a minor in conjunction with other Business Programs such as Finance, Marketing, HR, Accounting or International Business, or with non-business programs such as Sociology, Political Science, Environmental Science, or Communications.

What are the lessons you've learned this year from facilitating your program?

Something we have learned is that many of the most ambitious and academically strong students throughout our business school are drawn to the ethical and social justice character of our program. This is a set of concepts and practices that this generation of students views as central to the functioning of business, and their passion, devotion and the change agents they are already



becoming while still in our program is truly rewarding for all of us who are involved.

How do you measure the return on investment and success of the program?

As an AACSB accredited Business School, we take assessment very seriously. We want to ensure that every program at SJU is rigorous and valuable, and that our students leave the program transformed. Especially for business students at Saint Joseph's University, however, we feel a special obligation to ensure that our students have a strong grounding in Jesuit ideals of social justice and being "men and women for and with others." We can certainly point to the terrific jobs that our graduates have landed at organizations such as Google, Vanguard, Boeing, Johnson & Johnson, Comcast as evidence of success, but we are equally or even more proud of the people they have

become and the values they espouse, whether they have taken a corporate route or have decided to dedicate their early careers to community service endeavors.

What lies ahead for the program and how will it continue to succeed?

We are always looking to grow our program in the Philadelphia/ mid-Atlantic region. We will continue to strengthen our ties to partner entities such as Net Impact and the "B" corporation certification efforts. And, as always, we will be attentive to our students and to industry leaders to ensure that we are providing the very best academic experience that serves the career needs of our students and provides valuable output to organizations in all sectors and society as a whole ■

▶ Would you like to comment?

Making Meetings Worthwhile

| Two things you can do about it today

 By **Paul Axtell**

Leaders are concerned with the amount of time they spend in meetings – and the lack of accomplishment that occurs – for good reason. If a meeting isn't accomplishing specific goals or moving toward strategic outcomes, then that time and talent and the resources they represent are wasted. The organization pays a price when meetings are not effective, and every individual in the organization pays that price.

It's up to you – the manager, the leader – to make meetings worth going to.

Whenever I do training classes on meetings, I start by asking all of the people who regularly schedule meetings to answer the following question: *What do you wish were true about the meetings you lead that is not true now?*

Time and again, I hear that they would like attendees to:

- Show up on time, ready to get to work
- Set aside other work and technology
- Be forthcoming with their ideas, questions, and comments without forcing us to call on them
- Respect everyone's time by speaking in a clear, concise manner
- Not dominate the conversation, but encourage broad participation

- Readily take on assignments and then deliver almost every time
- Take ownership for the meeting's success and do whatever it takes to make it so

I also ask those who participate in meetings a similar question: *What would you like to be true about the meetings you attend that is not true now?*

Of course, the participants have a few items that reveal their expectations for the person calling the meeting:

- We want an agenda for the meeting that consists of topics that matter
- If we need to prepare, we'd like that agenda ahead of time
- We want the meeting to be well-run

Otherwise, the list mirrors the manager's list—almost exactly! Everyone wants the same thing. And, in fact, there generally is tremendous support for managers who want to change the status quo and make meetings better.

Yet wishing and hoping that things get better won't work. You need to ask for what you want.

You might simply look at the lists above and start by choosing one or two items and then ask your group to

help you make them happen. You could also use this simple exercise with your group—what do they wish were true—and ask them to rank the items in order of impact. Then choose one of the top three and start.

Here are two candidates to start with—put one in place each month. At the end of two months, ask your people if they feel better about the quality of meetings, then choose the next idea to implement.

It's up to you – the manager, the leader – to make meetings worth going to.

Improve Your Agenda and Communicate It Ahead of Time

I once had a recent corporate hire who had just completed 20 years in the military tell me: *I made a promise to myself and my group that I would not attend any meeting for which I did not receive an agenda 24 hours in advance. It only took me about two weeks to realize I would not be attending any meetings other than my own.*

Respecting the time and talent in the room begins by letting them know the agenda so they can prepare. This can be as simple as sending an e-mail that states the topics, amount of time for each topic, and the intended outcomes. If you don't have time to do this, ask a member of the group to do it.

Put fewer items on the agenda and only items that actually require the group's thinking, alignment, or actions. Limit information sharing to less than 10 percent of the meeting. Have fewer topics and set aside more time for each topic. This will ensure broader participation and more progress.

Manage Your Meetings So There is Broad Participation

A Google study of its high-performing teams found two elements that were not present in other teams: Broad participation and psychological safety. It makes

sense. People want to contribute, and they want to be heard. Getting everyone into the conversation and then being attentive to what they say is critical.

So how can you do this?

- Let people know at the beginning of the meeting you want everyone to speak to each topic if they have a comment or question that has not been expressed.
- Ask people if you can call on them if you need to.
- Ask people to be mindful when others are speaking by setting aside their technology and other work.
- Don't leave a topic without making a final call for anything that hasn't yet been expressed—anything at all about which people might be wondering or concerned.

I think you can see how these two ideas complement each other. It's tough to ask for better participation if people don't have time to prepare. And once people sense that you are respecting their time by being thoughtful about the agenda, they will treat your meeting as though it warrants their time and attention.

Meetings are at the heart of a successful organization, and people expect their managers to be good at designing and leading meetings. They will appreciate anything you can do to make better use of the time they spend in meetings. Not only will they feel more productive, they are very likely to have less work to take home at night.



Paul Axtell is an author, speaker, and corporate trainer. He is the author of two award-winning books: *Ten Powerful Things to Say to Your Kids* and *Meetings Matter*. He has developed a training series, [Being Remarkable](#), which is designed to be led by managers or HR specialists.



▶ Would you like to comment?



Eric Cartaya



Center for Leadership

FLORIDA INTERNATIONAL UNIVERSITY

Organization: **Florida International University - MS in Human Resource Management**

Program: **Master of Science in Human Resource Management**

Program Director: **Dr. Marc Weinstein**

Email: weinstei@fiu.edu

Visit: mshrm.fiu.edu



Master's Program with Emphasis on HR

Helping Students to Become International Leaders

Our editorial team interviewed *Eric Cartaya* from *Florida International University* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The objective of the program is to prepare students to become international leaders in the field of human resources. In the era of

globalization, a distinguishing feature of successful organizations is the ability to attract, motivate, and retain talent. The human resource function is at the apex of organizations and effective human resource leaders



have a broad range of competencies and business acumen to partner with other leaders to create profitable, ethical, and sustainable organizations.

Who do you impact with your program?

The MSHRM program serves a broad range of constituents. First, the program supports the aspirations of human resource professionals seeking to deepen their knowledge and competency in the field of human resources. Since the founding of the program in 2002, the MSHRM program has enrolled 32 cohorts in its traditional face-to-face format. Beginning in 2012 we introduced a fully on-line version of the MSHRM program, and twelve cohorts have since been enrolled. Another target audience is the fast-growing southern Florida business community. Approximately 80 percent of MSHRM program alumni have remained in Greater Miami area, and graduates have ascended to leadership positions throughout southern Florida. Our graduates also have a strong sense of service that transcends the business interests of their respective organizations. MSHRM program alumni contribute to their community in a number of capacities, including serving in leadership positions in the Greater Miami Society of Human Resource Management (GMSHRM), the Miami Chamber of Commerce, and numerous other civic organizations. Due to strong demand, the MSHRM program is expanding to enroll a new cohort at FIU's campus



in Miramar, Florida. This expansion also includes the introduction of a new part-time option that will allow students a two-year program option in addition to the current one-year full-time format.

What are the lessons you've learned this year from facilitating your program?

In recent years, we have learned that the excellence in our program is not only the result of the hard work of our faculty and students, but also from our partnerships in the community. These partnerships have led to internship opportunities for our students, the engagement of professionals in our FIU SHRM student chapter, and the inclusion of professionals as guest speakers in our classes. In 2015 and 2016 local HR leaders coached our HR case competition team, and in 2016, only our second year of participation, the MSHRM graduate team won

the state-wide case competition at HR Florida in January 2016. In 2018, the MSHRM graduate team also won first place at this event. The value of community partnerships has been further underscored by the successful launch of the annual HR Professional Development conference. This conference offers professional seminars and coaching sessions for HR undergraduate and graduate from throughout Florida. Since 2014 over 30 HR professionals and 15 professional coaches have donated their time to make this event successful. In 2018 the MSHRM program will host a series of workshops led by professionals including a half-day HR Analytics workshop led by Cummins Engines, a Fortune 200 company and a leader in the HR field. Following the workshop, the MSHRM program will sponsor a reception to allow HR students and professionals to network. This workshop and many

others sponsored by the MSHRM program are opened to students and professionals from throughout southern Florida

How you measure the return on investment and success of the program?

The high levels of satisfaction and success of graduates are clear indicators of success. This is further reflected the large number of applications to our program. At a time when other specialized graduate program in human resources have reported declining enrollments, the number of applications for admission to FIU's MSHRM program steadily grown, and we now have over 300 application for our limited spaces. Over 90 percent of applicants admitted to the program matriculate to full-time enrollment. Moreover, an increasing number of students are relocating to Miami just to attend our program. We are proud that leading organizations from around the world are now recruiting our students and that many new applicants learn about our program from our graduates. Due to the continued success the program will be expanding to the I-75 Miramar campus and opening a part time option starting Fall 2018, further expanding our capacity to 112 students in our traditional face-to-face program and 56 students in our on-line program

What lies ahead for the program and how will it continue to succeed?

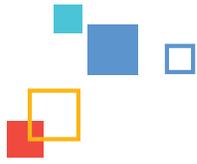
Our program was launched in 2002 in a traditional face-to-face format.



In 2012 we accepted our first cohort of students into an on-line program that mirrors our traditional program. Our challenge moving forward will to maintain the quality of our program at the same time that we continue to innovate in the classroom and on-line as we incorporate changes in our curriculum to meet the ever-changing demands of the HR profession. We need to do this in a competitive academic market where other leading programs are seeking to attract the best students and faculty. Our success in doing this consistently better each year

gives us confidence that we will be able to continue to effectively train future human resource leaders. With the expansion of the program to the Broward location as well as offering a part-time option, we look forward to further partnering with HR associations and organizations throughout the country to continue to increase the quality of our students and offer a quality HR education. ■

▶ Would you like to comment?



Making **HR Professionals** Smarter



WEBCASTS & VIRTUAL EVENTS

HR CONTENT YOU CAN TRUST



A perfect fit for your everyday HR journey. Our variety of webcast formats give you the opportunity to ask questions, hear stories and share your own expertise with an entire community of HR professionals. Staying connected, current and compliant is key in the evolving world of HR.

Key benefits include:

- ✓ Top industry experts deliver the latest news, trends, best practices and case studies
- ✓ Cost-effective, HR accredited, 60 minute educational presentations
- ✓ Easy and convenient - access from your home, office, or anywhere
- ✓ Earn HRCI and SHRM credits towards your recertification
- ✓ 5 FREE Webcasts and 1 FREE Virtual Event per month with HR.com membership

REGISTER FOR AN UPCOMING WEBCAST TODAY!

hr.com/hrwebcasts

HR.com always provide current and important subject matters in their webinars; with top notch and highly experienced speakers. They are always an excellent learning experience. Thank you HR.com and keep up the good work!!

Mercedes Chism

email: webcasts@hr.com | phone: 1.877.472.6648

Avoiding Toxic Behavior At Work

| A few cultural fundamentals



 By **Piyush Patel**

We were looking for talented artists when I hired Jeff. He fit the bill. He seemed like a perfect fit into our culture. For years, he helped create and

maintain many of the artistic standards that defined our growing brand. Jeff's experience found him blossoming into a

leadership role for younger artists hired after him.

As an employer, you can appreciate my dilemma. What



It's more effective to teach people the few key features of real money than it is trying to teach someone to be on the lookout for every method used to counterfeit money throughout history.

should I do with someone like Jeff who was a star player but didn't embody the ethos of Digital-Tutors?

One day, a startling revelation was brought to my attention: Jeff harbored a prejudice against one of his co-workers.

Before we find out how I handled the situation, let's step back for a moment to learn a few cultural fundamentals.

Identifying and Defining Your Core Values

Company values aren't something hung on a wall somewhere to be forgotten. Values aren't something you declare; they're something you live. Your values are what you reflect in your actions and what you believe to be true.

Identifying your core values isn't enough. They need to be clearly explained to set the expectations up front.

For example, one of our core values at Digital-Tutors was **respect**.

How would you define that value? For my tribe, I defined this core value as: *We will not tolerate the disrespect of people or property.*

Knowing what the definition is to the core value helps you get a better understanding for what it means to follow it—or, in this case, to break it. Even when they're defined, your core values can be open for interpretation. What *exactly* does it mean to disrespect people or property? Sometimes

it might seem vague. This is why it's so important to keep your values alive by constantly communicating them in your tribe.

Then there are those times when there's no doubt that the line is crossed.

Teaching Your Values

Many companies try to combat toxic behavior with extensive training regiments. They're designed to help employees be able to identify all the ways things can go wrong. One major downfall of this approach is that there's too many ways for improper conduct to manifest itself.

To draw a parallel from the banking world, we can learn something from how they train people to find counterfeit money: Focus on the real money.

For example, since 1996 all U.S. dollar bills higher than \$5 have a security feature built-in that shifts colors. The "5" on a \$5 bill is copper when you look straight at it, but shifts to a greenish tint when held at an angle.

It's more effective to teach people the few key features of real money than it is trying to teach someone to be on the lookout for every method used to counterfeit money throughout history. The same concept is true in the business world. While I'm not saying the traditional training methods aren't beneficial, it's more effective to focus on teaching your company's values so your employees can spot when something is wrong easier.

This means after you've identified and defined your values, constantly looking for ways to help your tribe practice them. When they're clearly understood and always top of mind, inappropriate behavior is much more difficult to hide—but not impossible. That's why it's also important to build trust.

Building Trust

As the leader of a growing company, it's easy to get disconnected from reality. There's no way you can be everywhere at once. This is especially true when it comes to inappropriate behavior—the kind of thing that usually hides in the shadows. Before you can hope to shine a light on wrong conduct, there needs to be an established culture of trust.

Do your employees trust they can come to you with difficult information and know it won't be swept under the rug?

One of the best ways to build trust within your company is to foster an environment that isn't afraid of having uncomfortable conversations. You can't avoid conflict. Not every conflict has to be unhealthy, though. Healthy conflict is how good business becomes great. That means an honest willingness to hear the truth—no matter what it is.

Sticking to Your Values

"Aw, I'm just joking around," Jeff said when I approached him about his behavior. No. His jokes weren't funny to anyone but himself. His

conduct clearly violated one of our core values, so I let him go.

At the time, I didn't have a plan for how I was going to replace Jeff. Building and maintaining a culture that matters, require the strength to avoid selling out your core values for short-term profits. As a leader, your actions speak louder than words. Jeff's scenario was a chance for me to show everyone in the company that our values were more than just words.

It can be easy to let "harmless jokes" inch into the realm of unacceptable behavior. Left unchecked, they'll perforate your tribe's culture, crumbling even the strongest of them.

Sometimes it's obvious when a joke goes too far. Sometimes it's not. When there's not a clear set of rules in place, things can get blurry. Using your core values as the constant measurement of acceptable behavior makes it easier to spot something wrong.

In a nutshell, avoiding toxic behavior at work is a recipe that takes hard work and a conscious effort. There isn't an overnight solution.

After establishing the rules of your game—your company's core values—it's important to clarify them. Make sure everyone is on the same page so there's no room for misinterpretation of what they mean. That sets the expectations that they won't be compromised. Instead of focusing all your efforts on teaching what

unacceptable behavior looks like, concentrate on coaching your team through the values. Look for opportunities to reinforce and affirm positive behavior.

Recognizing that people change and you can't be everywhere at once, work to build trust with your tribe. The more trust they have in you as a leader, the more they'll trust you to do the right thing when things go wrong. Should a situation force you to choose between sticking to your values or sweeping things under the rug, you'll be able to show your tribe that your core values are more than just words.



Piyush Patel, author of [Lead Your Tribe, Love Your Work](#), is an innovator in corporate culture and an entrepreneur with more than 20 years of experience. He grew his company, Digital-Tutors, into a leader throughout the world of online training, educating over 1.5 million students in digital animation, with clients including Pixar, Apple and NASA.



▶ Would you like to comment?

Upcoming **Virtual Events** & **HR.com Webcasts**

Virtual Events

| | Schedule |
|---|--------------------|
| Employee Benefits and Wellness | April 24, 2018 |
| The State of Recruitment Marketing & Employer Branding: Today's Fast-Changing Trends and Technologies | May 2-3, 2018 |
| Recognition and Engagement | May 10, 2018 |
| HR Strategy and Planning | May 16, 2018 |
| Workforce Management | June 5, 2018 |
| The State of Diversity and Inclusion | June 7, 2018 |
| Talent Management | July 17, 2018 |
| HRIS and Payroll | August 14, 2018 |
| The Future of Performance Management | August 22, 2018 |
| Leadership | September 5, 2018 |
| Talent Acquisition | September 25, 2018 |
| The State of Applicant Tracking Systems | October 30, 2018 |

View our Upcoming Virtual Events Schedule and Register Today!

www.hr.com/virtualconferences

Webcasts

| A Selection of Webcasts | Date | Time | |
|---|--------------|------------------------|--------------------------|
| Welcome to SAP SuccessFactors Learning Management System | Apr 12, 2018 | 1:00 PM - 2:00 PM ET | Register |
| How to Modernize your Performance Management for 2018 | Apr 18, 2018 | 1:00 PM - 2:00 PM ET | Register |
| How to Hire, Develop, and Automate HR Expertise | Apr 19, 2018 | 11:00 AM - 12:00 PM ET | Register |
| Developing Innovative Leaders: The 5 Essential Skills | Apr 24, 2018 | 1:00 PM - 2:00 PM ET | Register |
| New Hire Momentum: The 3 P's of Onboarding You Can't Miss | Apr 25, 2018 | 1:00 PM - 2:00 PM ET | Register |

View our Upcoming Webcasts Schedule and Register Today!

www.hr.com/upcoming_webcasts



Eric Patton



Organization: **Saint Joseph's University**

Program: **Master of Science in Strategic Human Resource Management**

Department Chair: **Eric Patton, PhD**

Graduate Program Director: **Jeannine Lajeunesse, MBA**

Email: epatton@sju.edu; jlajeune@sju.edu

Visit: www.sju.edu



Master's Program with Emphasis on HR

Developing Expert HR Leaders

Our editorial team interviewed *Eric Patton* from *Saint Joseph's University* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The objective of our program is to develop HR leaders who are both experts in the field, and this can be general or in a particular area of

HR such as training, recruitment, performance management, but also to be strategic thinkers who are comfortable dealing with and being a decision maker. The strategic element is a common thread



throughout, and there is enough flexibility for our students to take a deep dive into a particular area as well. We are looking to develop HR leaders who are both expert in people management and have strong business acumen.

Who do you impact with your program?

Our program targets Human Resource Professional seeking a specialized Master's degree from an AACSB accredited business school. The curriculum is relevant to individuals at various stages of their career and has proven to be a valuable interaction/meeting place for early career and executive-level students. Our program is also 100% on-line and runs in a cohort set-up, with the opportunity for students to begin in the Fall, the Spring or the summer.

What are the lessons you've learned this year from facilitating your program?

Relevant to our recent rebranding of the program, just how important the field of HR is to our students and our industry partners. The rebranding process allowed us to talk with current students, industry leaders, and former students about what needs exist.

How do you measure the return on investment and success of the program?

As an AACSB accredited Business School, we take assessment very seriously. We want to ensure that



every program at SJU is rigorous and valuable, and that our students leave the program transformed. For the MS SHRM program, we strive that all of our students excel in communication skills, critical thinking skills, leadership ability, and gain expertise in HR functional skills. We also strive that each of our students develop in line with our Ignatian/Jesuit values. You certainly don't need to be catholic to be part of our university, in fact our HR program is extremely diverse which is a real strength, but we do emphasize ethical values of being men and women for and with others, which is really key for HR professionals, and truly developing the whole person through a very well-rounded education. Regardless of your background, these are universally valuable. In terms of successful outcomes, our greatest examples of evidence are our graduates. We have graduates who have ascended to top

level HR positions in many industries, and who are now working all over the United States and in Europe. They are our best ambassadors, and we are always happy to put current or prospective students in touch with our alums.

What lies ahead for the program and how will it continue to succeed?

We are looking to grow our program nationally, and not just in the Philadelphia/mid-Atlantic region. As always, we will be attentive to our students and to industry leaders to ensure that we are providing the very best academic experience that serves the career needs of our students and provides valuable output to businesses and organizations in all sectors ■

▶ Would you like to comment?

Coaching Of NextGen Leaders

| The 'ADAM' coaching methodology

 By [Sattar Bawany](#)

“Executive coaching focuses on developing a top executive’s full potential by coaching them to think and act beyond existing limits and paradigms. Executive coaching is a highly individualized form of leadership development and support available because it is based on the understanding that in order to be maximally effective, executives must accurately identify their strengths and areas of development, examine the impact of their behavior on others, and regularly and intentionally reflect on their values, goals, and effectiveness. ”

- [Prof Sattar Bawany \(2018a\), Development and Coaching of NextGen Leaders, Business Expert Press, Business Insights](#)

Today’s dramatically changing work environments demand that organizations have to continuously ensure that there is a robust leadership pipeline ready to be deployed now and in the future. Identifying, assessing, selecting and developing the next generation or potential future leaders are, therefore, critical

strategic objectives for ensuring a sustainable, competitive organization. The business case for doing so is clear as supported by extensive published research (Bawany, 2018b).

Broadly speaking, next-generation or future leaders are primarily the high potentials of the organization. High-potential talent is often viewed as an employee who is assessed as having the ability, organizational commitment, align to the organization’s values and have demonstrated the competencies and skills as well as the motivation to rise to and succeed in more senior positions in the organization. Each organization will have their own definitions of high-potential talent, but in essence, the process and criteria for assessment and identification of high potentials are quite similar between organizations (Bawany, 2018a).

Having a robust leadership pipeline remains as one of the critical talent management issue

facing organizations around the world operating in a VUCA business environment as this would contribute towards the development of a sustainable competitive advantage of the organization. This is achieved by identifying and cultivating emerging talent early while enhancing organizational capability. Developing a leadership pipeline starts with identifying and then transforming high-potential individuals to a variety of developmental opportunities and experiences (Bawany, 2014).

Executive Coaching as a Leadership Development Intervention

The history of coaching can be traced back as far as to Socrates (427 BC - 347 BC). Socrates suggested that people learn best when they take personal responsibility and ownership of a given situation. The word “coach” however, originates from “Kocs”, a village in Hungary where high-quality carriages were produced. In the 19th century, English university students began

to use this word as slang for tutors that helped them through their academic career. They said they were in a carriage driven by their tutor. (Wilson, 2004).

Coaching first appeared in management literature in the 1950's. Managers began using coaching since it was viewed that a manager had a responsibility to improve subordinates performance through a sort of master-apprentice relationship. Coaching, at this time often took the form of the manager coaching the employees. In the mid-1970's sports coaching was starting to make its way and being translated into the managerial situation. Since 1980's coaching has been presented as a training technique in the context of management development. Coaching literature nowadays makes a connection with mentoring, career development, management development over a long period of time, and generating team and individual performance.

Executive coaching is a concept that has moved from the world of sports to the executive suite and is designed as a means to help senior executives manage a constantly changing business environment and refine their leadership skills.

Executive coaching focuses on developing a top executive's full potential by coaching them to think and act beyond existing limits and paradigms. Executive coaching is a highly individualized form of leadership development

and support available because it is based on the understanding that in order to be maximally effective, executives must accurately identify their strengths and areas of development, examine the impact of their behavior on others, and regularly and intentionally reflect on their values, goals, and effectiveness.

Executive coaching can be defined as a confidential, highly-personal learning process, involving action learning and working in partnership, combining an executive coach's observations and capabilities with an executive's expertise; the result is that the executive achieves better and faster results-oriented outcomes. It is therefore important to create a coaching environment that is founded on trust because in a normal working day, the executive works in a fast-paced, complex and pressured environment and there is little time to sit back and reflect

on the range of issues facing him/her.

On the organizational level, executive coaches help companies avoid costly management turnover, develop their most talented people and ensure that leaders perform at their maximum potential. In a research published in the 'Industrial and Commercial Training', it was reported that executives who received coaching are more likely to be promoted or received accelerated promotions than those who have not had one-on-one coaching (Parker-Wilkins, 2006).

The 'ADAM' Coaching Methodology

The 'ADAM' Coaching Methodology (See **Figure 1**) developed by Centre for Executive Education (CEE) consists of a proven four-step process that is firmly grounded in leadership development best practices.

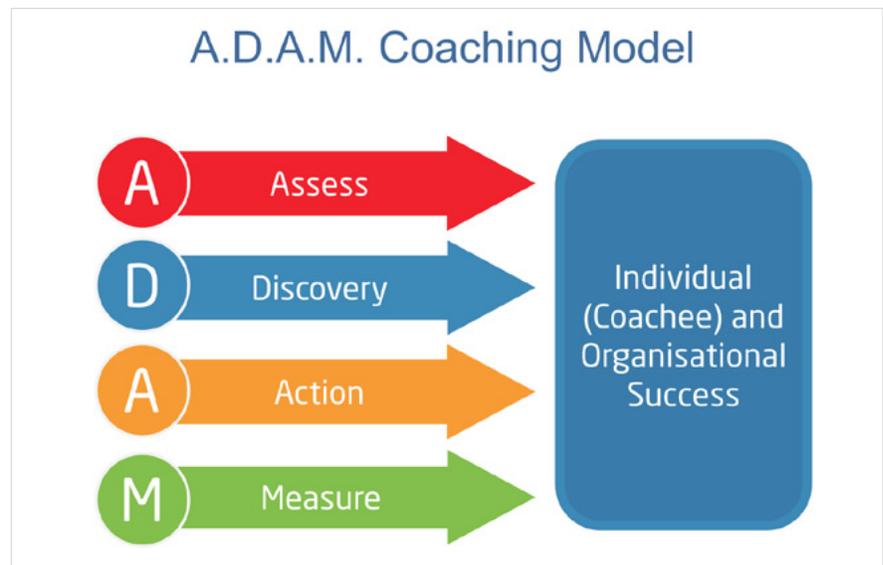


Figure 1: A.D.A.M. Coaching Methodology



Assess:

- A series of psychometric assessment and information gathering from series of stakeholders' interviews including the immediate manager of the new leader being coached (known as the coachee) will be conducted.
- The primary objective to determine how the coachee's performance links to current business goals.
- An assessment of individual skills, styles, values, and leadership effectiveness forms the basis of the action plan.
- Gather background on the situation, identify the purpose of the coaching engagement, and discuss expected outcomes.
- The coach will conduct an in-depth coachee interview, including life and career history, self-perceived

behavioral and leadership strengths and shortcomings, and desire to close the gap on weaknesses and further develop the strengths.

- An initial tripartite coaching session between the coachee, sponsor (the coachee's immediate manager) and the coach will be held with the objective to obtain the senior-management's commitment to the coachee and the degree of confidentiality to be followed.
- Provide an overview of the coaching process, timetable, and parameters of the engagement.

Discovery:

- Meetings are scheduled to review the assessment data.
- The coachee will be provided with feedback based on the results of the assessments that have been undertaken.

- Development objectives are discussed between the coachee and the coach to link the feedback received with the agreed to business goals and professional objectives.
- Based on the key objectives identified, coaching activities and timelines are developed jointly between the coachee and coach.
- The coachee with the support of the coach will develop an Action Plan which will enable coachees to determine what to do to close the gaps in their leadership capability.
- The coach and coachee form a working alliance where the coach provides the stimulus and environment for the coachee who will write the action plan.
- The plan is formalized and shared by the coachee with the sponsor for agreement and support of the action plan and expected development outcomes.
- The sponsor will sign off the Development Plan to ensure that there is alignment to the business objectives.

Action Plan:

- The coachee will implement the Development Plan by taking well-defined action steps and regular feedback during scheduled monthly coaching sessions with the coach which enables the coachee to move toward measurable goals.
- "Shadowing" or observation of the coachee at work (as needed and if appropriate).

- Specific actions are taken to develop the key skills and knowledge agreed to in the development plan. These actions may include:
 - √ Behaviour modification and efforts to use new behaviors.
 - √ Building new skills and competencies while refining others.
 - √ Developing key relationships within the sponsoring organization.
 - √ Communication strategies for successful networking and being an ambassador for the sponsoring organization.
- The sponsor and coach communicate, either in person, by phone or email, to discuss specific situations and maintain focus on the objectives of the development plan.
- There is also an opportunity for contact with the sponsor to monitor progress, as defined within the parameters of the sponsoring organization/coach confidentiality agreement.

Measure:

- A full evaluation of the coaching process and engagement based on the agreed success metrics at the beginning of the assignment yields objective measures of business results and professional outcomes for both the organization and the coachee.
- Periodically, and at the completion of the coaching program, the coachee and the coach will discuss progress

against the plan and determine action plans as appropriate.

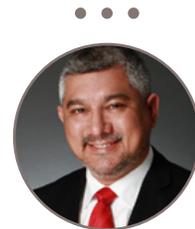
- A final tripartite coaching meeting will be held, where the results of the coaching engagement will be presented to the sponsor.
- The recommended next step for the continuous professional development of the coachee will be discussed and agreed upon with the sponsor.
- The consistent 'ADAM' coaching delivery methodology ensures that every coachee receives the same degree of insightful business analysis, personalized consideration, and performance-driven priority.

The development of next generation of leaders includes the process of transitioning them effectively into a leadership position. This could be smoother if new leaders develop a sense of optimism, monitor and manage their outlook and perspective. Executive or transition coaching, leadership training, executive education, tools, and systems are very important. However, without the right outlook, new and even veteran leaders will experience serious difficulties and unrest.

Organizations must clearly define the purpose of coaching, gauge the process, and evaluate results. Coaching is not just about providing support. Ultimately, coaching should deliver what any business needs – real results. **LE**

References

1. Bawany, S. (2018a). *Development and Coaching of NextGen Leaders*, Business Expert Press (BEP), Business Insights Series, New York, NY
2. Bawany, S. (2018b). *Identifying, Assessing and Selecting NextGen Leaders*, Business Expert Press (BEP), Business Insights Series, New York, NY
3. Bawany, S. (2016). *Leading in a VUCA Business Environment: Leveraging on Cognitive Readiness and RBL for Organizational Success in Leadership Excellence Essentials*, Issue 07.2016.
4. Bawany, S. (2014). *Building High Performance Organizations with Results-based Leadership (RBL) Framework in Leadership Excellence Essentials*, Issue 11.2014
5. Parker-Wilkins, V. (2006). *Business impact of executive coaching: demonstrating monetary value*, *Industrial and Commercial Training*, Vol. 38 Issue: 3, (2006) 122 - 127
6. Wilson, C. (2004) *Coaching and coach training in the workplace*, *Industrial & Commercial Training*, Vol. 36 Issue 3, pp. 96-98



Prof. Sattar Bawany is the CEO of the Centre for Executive Education (CEE). He is also concurrently the Regional Managing Director & C-Suite Master Executive Coach of Executive Development Associates (EDA) in the Asia Pacific. He is also the Adjunct Professor of Leadership and member of the Advisory Board of the Curtin Graduate School of Business (CGSB) of Curtin University, Australia.



▶ Would you like to comment?



Selina G. Vik



Organization: **Rollins College, Crummer Graduate School of Business**

Program: **Rollins College Crummer Graduate School of Business Center for Leadership Development**

Program Director: **Selina G. Vik**

Email: svik@rollins.edu

Visit: www.rollins.edu/business



Master's Program with Emphasis on Leadership and Organizational Development

Developing Future Leaders

Our editorial team interviewed *Selina G. Vik* from *Rollins College, Crummer Graduate School of Business* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The Center primarily serves the full-time Early Advantage (EA) MBA students with relatively short work experience. Programs are open access, students participate in an

array of offerings, and enroll in an elective leadership class. Program offerings are:

- **Leadership Essentials:** Interactive workshop focuses on developing leadership skills

Video

Selina Vik
Rollins College, Crummer Graduate School of Business Representative



through enhanced self-awareness and creating a leadership development plan.

- **Leadership Coaching:** Students elect to meet, several times over the two year program, one-on-one with an experienced professional leadership coach.
- **Certification in Leadership:** This competitive program focuses on two-year Certification program that is a value-added experiential project for an organization.
- **MBA Nonprofit Board Program:** This two year program provides students with the opportunity to serve as a full voting member of a vetted nonprofit, to learn about and participate in organizational governance and operations alongside business executives.
- **Leadership in Action:** Programs in this series include simulations and interactive experiential opportunities to attend on-site visits to hear senior executives discuss their organization's best practices.

- **Sun Trust Distinguished Leader of Merit Competition:** Second year Early Advantage students who complete the Leadership Roadmap may compete in this semester-long developmental reflection opportunity.
- **Student Advisory Board:** Students serving on this board are ambassadors for the Center, and provide feedback.
- **Leadership Ropes Challenge:** Part of our Leadership in Action Series, students are challenged to use their 7-Crummer Leadership Skills to navigate a ropes course and other activities focused on applied leadership development.

Who do you impact with your program?

The Early Advantage MBA (EAMBA) students and the Professional MBA (PMBA) students who are enrolled in the Leadership with an Entrepreneurial Mindset course.

EAMBA's are typically full-time students with little or no work experience. We serve about 200 per year. PMBA's are working professionals with 3 to 5 years of experience. We serve about 40 per year.

What are the lessons you've learned this year from facilitating your program?

There are several key lessons serving the EAMBA and PMBA students:

- 1) Students prefer experiential leadership opportunities
- 2) Students

ask many questions and expect immediate and materially based answers; and 3) The Center must be open to listen to the students' feedback and be ready to make enhancements to program offerings.

How do you measure the return on investment and success of the program?

Every program is measured at its conclusion for what went well, and what could be better. Also, the Center has a Student Advisory Board which meets (4) four times per year to solicit feedback and ideas for new program offerings.

Also, the Center does a pre (at the start of the Student's program) and post (2 years later) survey on the Seven Skills of Leadership. Since 2012, all 7 Crummer Leadership skills have significantly increased in a Pre/ Post Leadership Assessment Survey.

What lies ahead for the program and how will it continue to succeed?

The Center would like to continue the most relevant and impactful programs (i.e., experiential and immersed), integrate advanced technology into the classroom and integrate core leadership competencies into the curriculum of all program offerings ■

▶ Would you like to comment?



Shannon A. Hanson

FIU | Center for Leadership
FLORIDA INTERNATIONAL UNIVERSITY

Organization: **Florida International University Center for Leadership**

Program: **Educational Leadership Development Program**

Program Director: **Dr. Mayra Beers**

Contact: **Shannon A. Hanson**

Email: **hansons@fiu.edu**

Visit: **lead.fiu.edu**



Custom Content Programming with Emphasis on Leadership and Organizational Development

Developing Facilitative Leadership Skills

Our editorial team interviewed *Shannon A. Hanson, Assistant Director from the Florida International University Center for Leadership at the LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

To provide every school leader in Florida with effective leadership development opportunities that will assist them in equipping students

for success. Many educational leadership programs focus on teaching key technical skills needed by school administrators. At The Center, our educational leadership programs focus on the

Video



leadership skills needed for school administrators to become more effective leaders and change agents in their schools. This program helps educators equip students for success by developing facilitative leadership skills for building a shared mindset of respect and collaboration with all stakeholders in ensuring student success: students, teachers, principals, administrators, families, and the community-at-large.

Who do you impact with your program?

The target audience for this program is the thousands of educational leaders who lead schools in the State of Florida.

What are the lessons you've learned this year from facilitating your program?

In any organization and across geography or culture, leadership matters. It is true for Fortune 100 companies, and it is true for Florida schools. The research is clear: **principals are the single most influential agents of change in their institutions** – the most important factor in improving the climate and working conditions of the schools they lead, resulting in powerful positive student outcomes. Florida's school children deserve the best education available.

The lessons we've learned from facilitating the program this past year reinforce our findings that the importance of leadership training for educational leaders may be



underestimated and there is a need to expand leadership development training to include new content on intricacies of developing self-insight and developable leadership skills. Based on our Competency Builder paradigm, The Center's educational programs are developed to complement technical skills with a focus on essential leadership skills that will further assist educational leaders in becoming more effective change agents in their schools.

How do you measure the return on investment and success of the program?

There are two main ways that we measure the success and return on investment of this program. First, through the use of **participant evaluations** during the program we are able to gauge what participants find meaningful and had the most impact. Since inception, this program has received overwhelming high evaluation scores from participants. Over time, evaluations have ranged from 4.8 to 5.0, on a 5-point scale.

For the last year, evaluations remained high rating the year-long program at 4.95.

We also measure the success of the program through the **expansion and renewal of custom programs**. The success of this program has led to an expansion of The Center's collaboration with school districts in Florida. Since it started in 2010, this program has trained more than 240 principals and now serves as the hub for ancillary programs for principal supervisors, aspiring leaders, principal-mentors, teacher-leaders, and other administrators. These ancillary programs have trained an additional 305 educational leaders. This year alone, The Center will graduate more than 100 school administrators from Center programs.

What lies ahead for the program and how will it continue to succeed?

The Educational Leadership Development Program has achieved remarkable resonance and applicability across all levels of public schools in the State of Florida. We have observed a powerful cascading effect that is reaching and rooting deep into the public school system providing yet another tool for impacting positive student outcomes for the long-term. We look forward to reaching out even more broadly across the system and expanding this work to other school leaders to further positively impact students, teachers, and administrators ■

▶ Would you like to comment?



Dr. Nathan J. Hiller



Organization: **Florida International University Center for Leadership**

Program: **Executive Leadership Development Program**

Program Director: **Dr. Nathan J. Hiller**

Email: hillern@fiu.edu

Visit: Lead.fiu.edu



Open Enrollment - Continuing Education Program with Emphasis on Leadership and Organizational Development

Accelerating Leadership Development

Our editorial team interviewed Dr. Nathan J. Hiller from the Florida International University Center for Leadership at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The overall objective of our program is to foster and accelerate leadership development through two primary mechanisms: Enhanced self-insight and a focus on concrete skills/

behaviors that are teachable and practiced in-program.

Who do you impact with your program?

The FIU Center for Leadership's programs target individuals ranging

Video

from director level individuals up to C-suite executives. Each of the programs share a similar framework but each program is carefully tailored to meet the needs of specific groups such as women leaders, executives with a public sector or civic focus, or company-specific custom programs.

What are the lessons you've learned this year from facilitating your program?

It's not the first time we've seen this lesson pop up – but it was certainly reinforced this year: different industries are facing many of the same core leadership challenges. Getting people from different industries and organizations together in our programs helps us (and participants) see and deal with these common issues. Many times we've seen an individual be helped with a leadership challenge by other individuals from a completely unrelated industry, where intuitively, one would think the learning from that second industry would not be relatable. What we are reminded of, therefore, is that the richness of problem solving and innovative ideas are most likely to be born from a diversity of individuals coming together and sharing ideas and experiences. We are glad our programs facilitate these kinds of discussions.

How do you measure the return on investment and success of the program?

We have always solicited feedback in a very structured way from our



participants – both during and after our programs. This has allowed us to see what is having an impact, what is proving meaningful and also what we might want to consider including in future programs. The feedback is consistently excellent with ratings between a 4.7 and 5.0, on a 5-point scale. Additionally, we regularly receive unsolicited feedback from participants who, on returning to work, hear from coworkers that “something is different,” that “the way they lead is different” – these are the stories we live for. Further, a large portion of our enrollment comes through referrals by our alumni – who see and live the value of our program on their leadership.

What lies ahead for the program and how will it continue to succeed?

As part of our own research, we're completing a comprehensive “check-in” survey project with a sample of CEOs and CHROs

to ensure that our program modules are aligned with their strategic leadership needs. And we're constantly engaging in and monitoring the academic research literature so that we can incorporate the most cutting-edge, validated principles into our programs. It's this combination of practitioner feedback and a vigilance for new leadership research information that allows us to keep our programs relevant and current- ensuring that participants find practical use for the content they receive during their time with us. We always want to ensure that on returning to work, participants can immediately make use of what they've learned ■

▶ Would you like to comment?



12 Targeted Publications to Reach Your Audience

Informing, Educating, Enlightening and Assisting HR professionals in their personal and professional development, the Excellence series offers high quality content through 12 monthly publications!

Leadership Excellence

SEXUAL HARASSMENT IN THE WORKPLACE
Will 2018 be the year leaders finally start listening?
-Kate Bernickson

08 12 18 22

Personal Excellence

HOW TO COMPETE SUCCESSFULLY
Are you prepared for the unexpected in 2018?
-Harry Paul

08 12 14 27

HCM Sales, Marketing & Alliance Excellence

BUILD, BUY, PARTNER
The challenges of product management
-Deborah Heenan and Norma Waterhouse

09 13 17 21

Talent Acquisition Excellence

15 STEPS TO SELECT TALENT ASSESSMENT SOLUTION
Predicting business performance
-Chris Roberts

09 13 19 24

Talent Management Excellence

HOW THE MODERN WORKPLACE WILL CHANGE IN 2018
HR technology is being reinvented to heighten the employee experience
-Greg Brewer

06 12 17 25

Employee Benefits & Wellness Excellence

2018
5 KEY BENEFITS TRENDS FOR 2018
Focus on employee perks, products and services with lasting value
-Brenda Mullins

08 13 26 21

Rewards & Recognition Employee Engagement Excellence

WHEN IT COMES TO PAY, PERCEPTION BEATS REALITY
What matters most for employee engagement?
-Chris Martin

08 13 18 23

HR Strategy & Planning Excellence

THE PRODUCTIVE OFFICE OF THE 21st CENTURY
Redesigning your office is no longer an option. It's a necessity
-Narberta Eris

07 12 17 22

Workforce Management Time & Attendance Excellence

EMPLOYMENT LAW
USING ARTIFICIAL INTELLIGENCE TO HELP WITH EMPLOYMENT LAW
New technologies give HR insight into likely legal outcomes
-Benjamin Alario

09 12 18 22

Training & Development Excellence

BETTER TRAINING WITH VR
The science of learning and how VR is primed to take advantage
-Michael Casale

06 12 17 25

HR Legal & Compliance Excellence

THE INS AND OUTS OF ACA COMPLIANCE AND REPORTING
The most challenging HR issues of 2018
-Denise Kappeler and Kim Buckley

AFFORDABLE CARE ACT

10 14 18 23

HRIS & Payroll Excellence

TOP 10 FEDERAL GOVERNMENT HUMAN CAPITAL TRENDS TO WATCH IN 2018
Insights from a recent report
-Joel Kautzman

10 14 19 22