

Leadership

Excellence



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Exclusive
Interviews with
**LEAD Award
Winners 2018**

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EDITOR'S NOTE

Leading a company is a tough job. If you are going to lead a company to higher places and new vistas, you will have to take risks, but you don't want them to be careless or ill-planned. No one wants to be unprepared. So, strap on your protective gear and get ready for an extreme-leadership adventure.

In the realm of sports, "extreme" means willingness to take known risks in the pursuit of excellence. How does it apply to leadership in the business world? Read Steve Farber's article, ***Extreme Leadership Is Like Extreme Sports!*** where he talks about three principles to become an effective extreme leader.

To achieve great things, it is often necessary to risk doing damage to processes that are working well enough - that are merely good. If you are not consistently challenging what is good and seeking excellence, you are risking extinction. Complacency is like a slow-acting poison that can destroy any organization. Is it damaging yours? Read Evan Hackel's article, ***Fighting Complacency In Your Work And Your Organization***, for more insights on why is it important to keep improving and innovating.

The future is never certain, regardless of how well we plan. This is especially true for employers today. Leaders must be proactive in looking for ways to stand out from the competition and increase their ability to attract and retain top talent – a growing priority in the workplace today. Read Paula Allen's article, ***Staying Ahead Of The Curve Amid Emerging Workplace Threats***, for more information on this topic.

When you're in a leadership role, it can start to feel like everyone wants something from you, but your coach can provide you with a little refuge. Their only agenda is to help you be the best leader you can be. And no, they're not therapists, and they aren't consultants. A coach is a peer or mentor whose top priority is to help you work on your opportunities for improvement and goals as a leader. Read Mikaela Kiner's article, ***What Are The Most Valuable Lessons When Working With A Leadership Coach?*** to know how a

great leadership coach can change your life.

Also included are exclusive interviews with top winners of LEAD 2018 Awards. The winners share details of their award winning programs and plans ahead.

This is just a sneak peek into what we have in this edition of Leadership Excellence. We hope you enjoy reading all articles and look forward to hearing from you!

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



Debbie McGrath
Publisher, HR.com



Babitha Balakrishnan
Editor, Leadership Excellence

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Leadership Excellence Publishing:
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Shelley Marsland-Beard - VP of Sales
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Savitha Malar - Design and Layout

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Extreme Leadership Is Like Extreme Sports!

| Here's your training regimen



 By **Steve Farber**

What does “extreme” mean to you? In the realm of sports, it refers to the willingness to take known risks in the pursuit of excellence. Think about BASE jumping, parkour, deep-water diving—the kinds of activities that only the most daring people will attempt, and then only after

extensive training, planning, and setup. I’m not about to suggest that any sane person try those, not without a thorough grounding in the essentials.

On the other hand, every day I take the term “extreme” and apply it to leadership in the business world.

Because, think about it: If you are going to lead a company to higher places and new vistas, you’re going to have to take some risks, but you don’t want them to be careless or ill-planned. If you want to be the first person to clamber up to the proverbial summit, you’d better be sure you know

what the heck you're doing first; being unprepared can have some unpleasant consequences.

With that in mind, here are three principles to follow to be an effective Extreme Leader. They're culled from years of research that have culminated in the creation of my Extreme Leadership Institute. Strap on your protective gear and follow me:

1) Expand Yourself

Before you make any serious plans, take the time to reflect on your personal "inventory," much as an extreme athlete would make a list of necessary supplies and important resources before training for a record. What people, what philosophies, and what life experiences are in your arsenal that has made you the leader you already are? You might write down the names of people who care about you, along with current or former mentors, and then recall and add to the list various life lessons and notable failures, accomplishments and talents, and the like. Then, what do you still need? What missing things, people, or experiences must you add to that inventory to improve your leadership abilities? Figure out how to get what you need, and get started in obtaining it.

2) Share Yourself

The next step is essential: Don't hoard what you have on that inventory list. If you were on a mountain-climbing expedition and refused to do anything to help the other participants, you would lose popularity (and thus, safety) quickly. In the business

equivalent, as your projects and plans go forward, your arsenal of skills and experiences becomes much more valuable if you also work out what on the list you can share, give back, or replicate for others' benefit. Think back to how you have felt in the past when others would not reach out to you, would not mentor you, or would not share their good fortune. How valued did that make you feel, and how encouraged were you? Was that in the best interest of your business? Of course not, and it was not so good for your morale or your effectiveness, either. Now, think about your own subordinates, colleagues, and customers and focus on what you can do for them. If you're any kind of leader, you already know that the more you share the wealth of your knowledge and ideas, the more successful the entire enterprise will be. And, of course, if you later stumble anywhere on the way up the mountain, you'll have many grateful and appreciative people willing to give you a hand.

3) Pass It On

At the Extreme Leadership Institute, we often call this third step "Replicate Yourself." You really can, and must, change the world by making sure that you have taught the people around you well and inspired them to go on and do the same for others. I believe so strongly in self-replicating that I've written the book on it: [Greater Than Yourself](#), exploring the concept that the best leaders excel by mentoring others to become even better than they were. It's in that way

that a company grows, a business innovates, and, little by little, the world becomes a better place.

Look forward five years. Will the people you mentor today be talking fondly about everything they learned from you? Will they, in turn, be mentoring people in the same way? You aren't done mentoring or leading until the next generation of leadership has taken all they can get from you and improved on it. So, before you go on the extreme-leadership adventure, have both the right equipment and the right attitude on board. You won't get to the top any other way.



Steve Farber is the founder of The Extreme Leadership Institute, an organization devoted to changing the world through the cultivation and development of extreme leaders in business, nonprofits, education, and beyond. Listed on Inc.'s ranking of the Top 50 Leadership and Management Experts in the world, and #1 on Huffington Post's 12 Business Speakers to See, Farber is a bestselling author, popular keynote speaker, and a seasoned leadership coach and consultant who has worked with a vast array of public and private organizations in virtually every arena.



▶ Would you like to comment?



Jesfira Burova



Organization: **Smart Games Club**
 Program: **Team Building "Cooperation"**
 Program Director: **Roberts Kecko**
 Visit: www.smartgames.club/en/



Best Use of Team Building

Aiming for a Successful Teamwork

Our editorial team interviewed *Jesfira Burova* from *Smart Games Club* at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The program helps to build better relationship and improves environment within the team what leads to a successful teamwork. The program gives the understanding

of a good leader and a good team member in practice, helps to identify weakest and strongest areas and improve those. The program helps to develop leadership and cooperation skills.

Video

Jesfira Burova
Smart Games Club



Who do you impact with your program?

Top managers and fitness coaches.

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

We learned that Team Building helps to disclose hidden problems within a team. We also approved for ourselves that a cooperation board game is a very efficient instrument to use as a part of a traditional Team Building.

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

The best return on investment is an amazing environment in a team, where everybody braces up and supports each other.

One of the biggest takeaways is that the team members receive a strong sense of belonging to the group and communication becomes more open and respectful. The program gives the motivation and encouragement to move forward and strength to continue to inspire customers to achieve their goals. The team understands the goals and is committed to achieve them.

The company had problems with employee turnover – average 1 person per month has left the company. After the training, which was about eight months ago, the employee turnover reduced by three times.

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

Due to the company's tremendous experience in game developing,

we can create and customize any program (a classical training or game-training) according to customer's specific wishes and needs. That's why we are sure about our product future success.

We are creating more cooperation and communication board games to use as a part of a traditional Team Building. The board game can also be the alternative to a traditional Team building for those companies that want to reach a Team Building effect without large investments of money and time (average duration of the game - 4 to 5 h.) ■

▶ **Would you like to comment?**

Sparking Exceptional Performance Consistently Across The Organization

The 7 elements of a high-performance team

By [Nicole Bendaly](#)

Sporadic performance not only puts targets at risk but is downright frustrating. Why can't some teams consistently reach high performance, and why is it often challenging to achieve high performance reliably across the organization?

It's not for lack of trying on the part of team leaders. Some implement a variety of leadership techniques, looking for one that will do the trick. Others put all their focus on individual performance. And many organizations adopt leadership competencies and leadership models that help drive a consistent approach to leadership across the organization. What's often lacking in organizations, however, is a consistent definition of what a high-performance team looks like.

Leaders and teams usually have ideas as to what could be better

in their teams; few, however, have specific knowledge of what is required for high-performance teamwork. Therefore, even when a team is consciously trying to improve, critical aspects that may be blocking team performance can be overlooked, which results in the team spinning its wheels and focusing on areas that won't address the root cause of the problem.

What are the practices that differentiate high-performance teams from the rest? This question has guided our research and work with teams for over 30 years, and what we have found is that teams that achieve exceptional results with relative ease consistently demonstrate seven core practices. Once these practices are demonstrated across the organization, the result is organization wide performance improvement.

The Seven Elements of a High-Performance Team

These seven practices are not onerous or complicated, but the leader and team must commit to ensuring each becomes part of their team's fabric. Sharing and discussing these practices with teams build understanding and focus each team's attention and actions on the areas that will bring the greatest return.

1. Cohesiveness

The simplest definition of cohesiveness is team members pulling in the same direction toward a common goal. But in order for this to be achieved, members must have a clear and common definition of what constitutes success as well as agreement on values, roles and priorities. When a team lacks cohesion, there is wheel spinning, poor decision-making, and wasted time, energy and resources.

2. Change Compatibility

A team demonstrates change compatibility when they are not only receptive to change but are able to implement change and adapt their behaviors and practices as required to allow it to take. Change-compatible teams respond productively to change, regardless of whether they agree with the change.

3. Shared Leadership

When leadership is shared, team members know they are fully valued. When shared leadership is strong, members are empowered to solve problems and manage their own areas of responsibility, the leader keeps team members informed and involves them in decision-making, each team member's input is valued, and members see it as their responsibility to put forward ideas or concerns.

4. Group Work Skills

This speaks to a team's ability to work effectively in a meeting, which is essential to team performance. If the best decisions are not made or if true consensus is not achieved, a team cannot function at its best. Group work skills refer to the ability to effectively facilitate and participate in meetings, problem solving, decision-making and reaching consensus as a group.

5. Team Climate

A healthy climate refers to how team members feel about the way the team functions, including their level of comfort with team norms of behavior. Sometimes considered to be a "soft" issue, climate is actually the foundation of a healthy, high-performing

team. Signs that indicate a team's climate is unhealthy include a high degree of unproductive conflict, a lack of trust in and respect for one another, low energy, and low morale.

6. Innovative Thinking

High performance requires that team members actively search for new and better ways of doing things. When a team demonstrates strong innovative thinking, members listen openly to ideas with which they may not initially agree. They challenge one another's thinking and make an effort to question the way things have always been done. Innovative teams are on alert for better ways of doing things and challenge the status quo when old norms hinder their progress.

7. Team Members' Contribution

When team members fully contribute, they actively participate in the team, share their learning and ideas, and ask questions to move the team forward. When team members' contribution is strong, team members take initiative and responsibility for their individual performance as well as the team's performance.

Weaving the Seven Elements into the Fabric of the Team and Across the Organization

Adopting these seven elements as team development metrics focuses on leadership practice and ultimately results in teams consistently reaching a higher performance bar. Ideally, the seven elements become the foundation of a performance enhancement system, which

would include inviting teams to self-assess their behaviors and practices within each of the elements, identifying and celebrating strengths, and coming to agreement on growth opportunities and the behaviors and practices the team will embrace in order to strengthen the weaker elements. By involving members productively in the development process instead of trying to find and wield a solution on their own, leaders will find this process can be a much more energizing, time-efficient and rewarding one.

It is simple but true that superior performance is achieved when people have the skills and knowledge to do the job well *plus* the energy and desire to apply those attributes to the best of their ability. But the truest things in life are often the simplest, and the solution doesn't have to be complicated. What is required is that the solution be embraced with consistency.

...



Nicole Bendaly is the President of [K&Co.](#) For over 20 years, Bendaly has been researching and training health care teams to weed out apathy and amplify the best in themselves. As a published author, dynamic speaker, creator of the Team Fitness Tool and president of K&Co., she has established herself as a respected thought leader in team development and organizational behavior.



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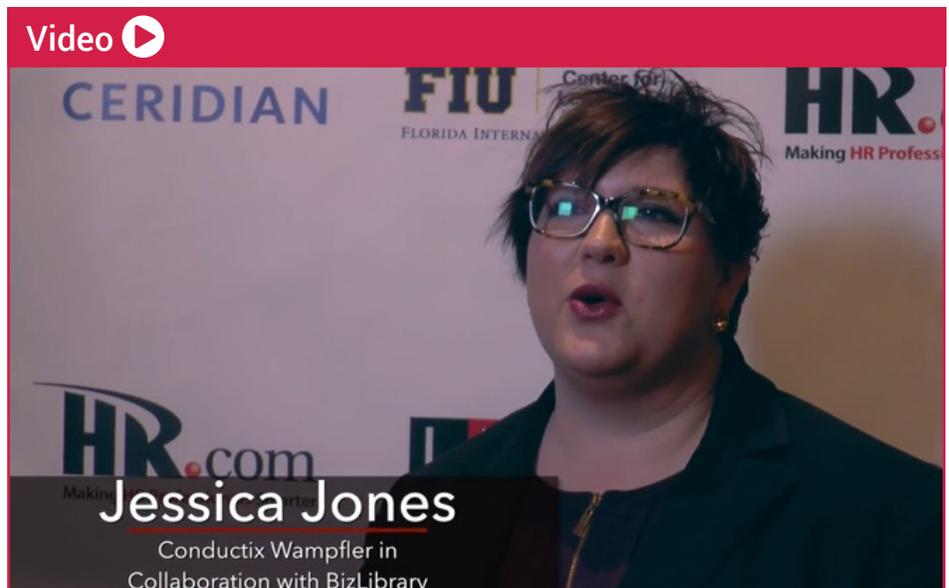
Our editorial team interviewed *Jessica Jones* from *Conductix-Wampfler* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The overall objective for Foundations for Management and Leadership is to provide an opportunity for our middle management to increase their skills in management and leadership. The emphasis in this program stresses

that if they are a manager in the company, they need to be a leader in order to really guide and inspire their employees. It provides leadership theory and lots of resources on how to improve as a leader. Another huge benefit is the networking opportunity. These managers learn from each other's experiences and



struggles, building better networks and relationships within cross-functional teams.

Who do you impact with your program?

This program targets all mid-level management; however, if the program strengthens the managers, in essence it will strengthen all their employees, making the whole company stronger!

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

The biggest lesson learned from the program is that we can't just provide the content in the monthly session and expect them to go do it. Habits

are hard to break and forming new habits takes effort and requires being mindful of needing to do it. We had to provide follow-up resources to refer back to the content, keep the messages front and center. Activities putting the knowledge into action was critical. Without the follow-up piece we weren't getting the behavior change we were looking for. Once we gave very specific tasks, homework, articles to read with coaching as a follow-up the program started to see far more success with behavioral changes.

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

We measure the return on the investment and success of

the program by evaluating the differences in the manager's 360 results from their peers and direct reports. We also evaluate our employee engagement survey. We can look at the ratings for specific departments and benchmark against previous year's survey. The annual engagement survey also gives us topics that tend to score well and score low so we can evaluate that against our curriculum in the program to see if we are touching the right topics and if we are, should we enhance what we are teaching in an area that perhaps we are still scoring low in.

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

The program will continue. We are always promoting from within and continue to have new supervisors. The need to boost those in management and leadership positions is so critical because they are only as strong as the knowledge, tools and resources they have. We will also be offering the program to those we see as high potential employees to assist in succession planning. Taking high potential employees and fueling them with leadership resources, knowledge and practice before taking a formal leadership role will ensure they are much more successful and up to speed faster in a future role ■

▶ Would you like to comment?



Fighting Complacency In Your Work And Your Organization

| If you're not improving, you're losing

 By **Evan Hackel**

Complacency is like a slow-acting poison that can destroy any organization. Is it damaging yours?

Complacency, which often takes hold a little at a time, is often difficult to notice. But you can hear it at work in statements like these:

- “Business is so good, we don't need to improve anything.”
- “I'm afraid that if I start monkeying around, things will only get worse.”
- “If it ain't broke, don't fix it.”
- “We can't make it any better.”
- “I'm just happy with the way things are.”

Good Is the Enemy of Great

To achieve great things, it is often necessary to risk doing damage to processes that are working well enough - that are merely good. But it is a risk that you need to take. If you are not consistently



challenging what is good and seeking excellence, you are risking extinction.

General Motors is one historical example. At the dawn of the 1960s, GM was still the world's largest carmaker. Then Japanese car companies entered the U.S. market. Japanese cars were better made than GM's, but GM remained stuck in complacency. GM had another 40 years to change but didn't. What was once unimaginable happened. GM went bankrupt in the Great Recession.

So, we can see that standing still is really falling back. If you're not improving, you're losing. Change and innovation are facts of life today, and the speed of innovation is only getting faster.

If you are not consistently challenging what is good and seeking excellence, you are risking extinction.

Turn the Lens on Your Own Company

Look at your company. Are you seeking excellence? Are you always promoting innovation, improvement and reinvention? If not, start!

If you are not sure whether complacency has set in, here are some questions to ask:

- "Are we experiencing slow or no growth?" If you are, you're standing still.
- "Are any increases in profits coming from operational efficiency, not from growth?"
- "Are our best and brightest people leaving us?"
- "If I were to open a business today to do what we do, what would it look like?"
- "If I were going to open a business today to put ours out of business, what would it look like?"
- "Am I continually improving our team?"
- "Am I investing in training to improve our team and operations?"
- "Am I cultivating a climate of positive dissent?" You want people to feel encouraged to contribute dissenting opinions and suggestions, as long as they are positive and directed toward making progress.
- "Have I surrounded myself with yes people who only rubber-stamp everything I want to do?"
- "Have I built a team of executives who have a variety of different skills and experiences?"
- "Do I cultivate the outlook of a macro-manager?" That means you stay focused on the big picture. Remember, micromanagers kill innovation.
- "Have I learned to put up with negative people and their outlooks?" New ideas and

outlooks can only thrive in organizations where positivity is valued and rewarded.

- "Do I have a defined process of innovation in place?" One good approach is to pick a time every year where you re-think your business and involve the whole company in that process.
- "Am I working in the business . . . or *on* the business?" Senior management needs to keep its eye on the big picture.

Are You Complacent . . .

Think about everything I covered in this article and apply it to yourself. Are you improving and innovating? How are you making yourself better?

When to start....

Yesterday!

• • •



Evan Hackel is CEO of [Tortal Training](#), a leading training development company, and principal and founder of [Ingage Consulting](#). He is the host of [Training Unleashed](#) podcasts and author of the book [Ingaging Leadership](#). Evan speaks on Seeking Excellence, Better Together, Ingaging Leadership, and Attitude is Everything.



▶ Would you like to comment?



Stacy Cook



Organization: **FMP Consulting**

Program: **Excella Leadership Development Program (ELDP)**

Program Director: **Mahreen Rashid**

Visit: www.fmpconsulting.com



Best Use of Simulations

A Perfectly Customized Leadership Program

Our editorial team interviewed Stacy Cook from FMP Consulting at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

FMP has been working with Excella since 2015 to create a perfectly customized leadership program grounded in Excella's mission in cultivating exceptional careers for employees by creating meaningful solutions for clients.

Who do you impact with your program?

The program directly impacts the leaders who attend the program. But the overall impact touches each person at Excella since strong leadership is woven throughout every effort Excella undertakes.

Video





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

The unique thing about this program is the organizational simulation, which is the capstone of the program. In the simulation, participants take on typical roles and work together to create a deliverable while facilitators intervene strategically to draw out certain leader dynamics. Participants then receive one-on-one coaching afterward to make sense of their experience. We've learned that executing this experience well relies on a careful balance of challenge and support. Too much support and

the leaders never get to dig deep and see their "unchecked" selves. Too much challenge and leaders reject the experience. But, the coaching afterwards indicates when we hit that right balance - and the leaders demonstrate tremendous growth as a result.

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

We have a fairly sophisticated evaluation approach. We use longitudinal participant data, supervisor data, and business metrics to connect program impacts to business benefits.

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

Each year, Excella sends two cohorts through the program. Excella is a growing and thriving company that delivers tremendous results for their clients. It sees the ELDP as a core component of that growth and will continue to invest in it through participation and enhancement over time ■

▶ **Would you like to comment?**

Staying Ahead Of The Curve Amid Emerging Workplace Threats

Create a culture that attracts and retains the best talent

 By **Paula Allen**

The future is never certain, regardless of how well we plan. This is especially true for employers today – new technologies, changing legislation and an aging population are all factors affecting the way organizations conduct business. Leaders must be proactive in looking for ways to stand out from the competition and increase their ability to attract and retain top talent – a growing priority in the workplace today.

One of the most important factors that influence an employee's decision to join or stay with an organization is their compensation. In its latest survey of [Trends in Human Resources](#), Morneau Shepell found that employers remain guarded about salary increases in the coming year. Salaries are expected to rise by 2.6 per cent in 2019, about the same as the 2.6 per cent average increase in 2018.

Despite the majority of organizations expecting healthier financial performance, employers cite the possibility of more trade protectionism, rising interest rates and the Canadian economy as having an impact on the slowed increase in salary expectations for the coming year.

Adapting to a Changing Workforce

The tight labour market has become a top concern for Canadian employers. Organizations are regularly required to compete for top talent, challenging employers to implement processes beyond competitive compensation that better attract, retain and motivate employees. In the survey, Morneau Shepell found that among HR leaders, attracting and retaining employees with the right skills (59 per cent) and reducing employee turnover (43 per cent) are among their top priorities going into 2019.

To reduce turnover, one of the factors employers should be considering is what is keeping employees engaged and committed to the organization. This is an evident concern of employers today; the survey found that 67 per cent of HR leaders said that improving employee engagement was among the top five priorities in the coming year, followed by improving employee mental health (48 per cent) and the physical health (47 per cent) of employees.

As employers adapt to the changing workforce and look for ways to keep employees engaged, they are looking at compensation from a total rewards

perspective. By offering benefits such as flexible work arrangements, health and wellness policies and coaching and mentorship opportunities, to name a few, employers have the advantage of improving overall employee satisfaction and well-being, reducing burnout and eventually, turnover.

Preparing the Corporate Culture for Emerging Issues

Further to offering competitive workplace policies, leaders must be proactive in addressing change and being prepared to respond to emerging threats. Over the past year, there has been extensive discussion over two pending issues that will affect the Canadian workplace in 2019: the #MeToo movement, and the legalization of cannabis. Both of these are driving changes in corporate culture and creating uncertainty and confusion as employers consider how they should respond.

As more individuals come forward in the #MeToo movement, employers are challenged with updating policies to navigate issues around sexual misconduct in the workplace. In the survey, Morneau Shepell found that the majority of employers (84 per cent) already had zero tolerance processes in place to address workplace harassment, while 79 per cent said senior leadership is committed to eliminating negative behaviours.

As the issue continues to grow in prominence, the main concern for organizations will be the ability to provide proper education and training to management on how to approach the issue with employees. Looking ahead to 2019, the survey found that in the next 12 to 18 months, one quarter (25 per cent) of employers are planning to implement processes that equip managers with adequate tools to have well-informed conversations with employees.

Another issue that has received significant attention in recent months is the pending legalization of cannabis. To ensure there is little-to-no disruption in the workforce prior to October's legalization, organizations will need to review and update current policies, or create new ones if none are in place. Fortunately, Canadian organizations are aware of this need. Morneau Shepell found that more than half (52 per cent) of HR leaders indicated that they plan to update substance abuse policies to manage cannabis in the workplace in the next 12 to 18 months.

Similar to the #MeToo movement, proper education and training of management is essential as organizations prepare for the legalization of cannabis. The survey found that close to half (48 per cent) of employers have training planned for managers in the next 12 to 18 months. This is particularly important, as there are many misconceptions about cannabis, leading to an underestimation of the risk to personal health and well-being. Proper implementation of policies and training are needed to ensure that employees know the rules and are not caught off guard by any changes.

Winning the War for Talent

For most employees, change is occurring behind the scenes on a regular basis. An organization's ability to stay ahead of the curve and adapt to change will result in less disruption to the workplace and create a culture that attracts and retains the best talent. With some advance planning and proactive engagement with current workplace issues, organizations can be better equipped to handle the occasional disruption to organizational processes.



Paula Allen is Vice President of Research and Integrative Solutions for Morneau Shepell, focusing on enterprise wide solutions that leverage the integrated value of the firm's expertise, solutions and data analytics. Paula manages Morneau Shepell's research agenda, which focuses on evidence-based best practices, trend and risk analysis and scalable solution design. For more than twenty years, Paula's career focus has been in mental health and disability management. Over the past 10 years, Paula's focus expanded to include other significant health and cost risks for employers, including chronic disease and drug plan management and the design and deployment of Canada's most comprehensive workplace solutions for the specific and unique risk posed by the H1N1 pandemic.



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Carmen Murrell Randall



Organization: **G4S North America**

Program: **G4S North America Training Institute (NATI) Corporate University & G4Su**

Program Director: **Carmen Murrell Randall**

Visit: www.myg4straining.com



Best Corporate University

Empowering All G4S Employees

Our editorial team interviewed Carmen Murrell Randall from G4S North America at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Investing in the training and development of our employees is vital to ensure that they have the skills, knowledge and behaviors to meet the challenges that they and G4S face.

The G4S North America Training Institute Corporate University develops and provides continuous training initiatives and employee learning opportunities to our employees via G4Su, our unique and engaging online learning environment. G4Su empowers every G4S employee to take control of





their learning and development in their own unique way. The U in G4Su doesn't stand for University, it stands for each individual employee – Your Learning, Your Way, It's all about "U"

Who do you impact with your program?

All G4S North America Employees.

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

Employees are eager and willing to grow and learn, we just have to

provide them the opportunity, time and resources.

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

Employee feedback and Retention, customer satisfaction scores and internal promotions. In 2017, G4S employees completed over 500,000 activities via G4Su and we're on target to increase that number by at least 15% this year. We also measure success by our increase in internal promotions, employee engagement results and customer satisfaction scores.

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

Learning and development in G4S is ultimately about increasing the competence and capability of our people, and improving our performance – as individuals, teams, and an organization. We will continue to implement new initiatives and programs to meet those goals ■

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Become A Curator Of Culture At Work

Five life lessons you can use

 By [Shaheen Yazdani](#)

Building workplace culture is a skill area I have been developing and honing long before it became a buzzworthy topic. Growing up surrounded by my parents' family business, I observed keenly right from those tender toddler days as my father would get to know his staff. He would make it his mission to get to know them and get to the root of what truly motivated them—both on and off the job. He would find a way to integrate meaningful context into their compensation model, feedback and rewards, and to offer random surprise and delight experiences. I really admired this personalized approach, which leads me to my first tip:

Get personal. Knowing the ins and outs of what makes each employee tick will help you to craft meaningful experiences at an individual level.

Think of it as taking on an account-based marketing approach to your people. Of course, while not impossible, this becomes more difficult to execute at scale. Enter the era of workplace culture building, where we take my dad's tried and true account-based approach to employee motivation and apply it in broader scope across the organization. We've now moved to a model where we work to uncover those same nuggets of motivation, but that we can apply broadly across our teams. Enter tip #2:

Find the common denominators. Apply scale to your culture building practice by working in relevant experiences that build collective morale.

Each business is unique, as are its people. It's not a one-size-fits-all approach. Workplaces are comprised

of different generational, gender and cultural skews. There can be variations to the employee make up based on industry, and by department. Culture may even vary between offices, bringing in a unique local market flavour. Find out what matters to your group by taking a step back, observing employee interactions, spending time talking to people across the organization, and then:

Embrace your diversity. Recognize what makes your workplace special and rally around that.

What worked for my parents' construction business is a very different playbook than the marketing agency I branched out to co-found 13 years ago. Our people, processes and tools bare, quite literally, zero resemblance to what I grew up exposed to, but the underlying principles still hold true. To "get it done", we need to empower our people, build processes that will be both respected and executed, and provide a toolkit that will set them up for success. So, if there's a better mousetrap available now than what you're currently using:

Buy the better mousetrap. Amidst the war on talent, attracting and retaining key employees will boil down to culture and the tools that enable our people and processes.

Much like how driving between job sites in a "vintage" fleet or operating a broken-down piece of equipment would not be a workplace motivator for my parents' staff, modern businesses need to be mindful that



refreshing our digital tools is a priority. With no shortage of SaaS solutions available, enabling your teams with a productive and collaborative set of tools is now accessible to businesses at any size. Less time spent on the mundane automatable tasks breed new opportunities to connect and be increasingly creative. And, now that you have your team communicating better on the job, make sure you take the time to unite them outside the workplace too. How?

Build your tribe. Be the catalyst to push your team out from behind the screen to start developing relationships.

A team that plays together, wins together—right? With the rising popularity of remote working, it's vital that we remember the importance of the face-to-face exchange. Go beyond the legacy annual holiday party and commemorate the micro-moments that carry us through the year. Win a new account? Celebrate

it! Facing some obstacles or navigating change? Recognize that too. From simple surprise and delight experiences (like pop up smoothie bars that bring on a 'gram worthy smile), to getting offsite and experiencing something new together, moments build memories, in turn, build culture. Enter the era where we become: Curators of Culture.



Shaheen Yazdani is the co-founder and vice president of Intercept Group, a marcom agency that specializes in digital transformation and millennial engagement in the modern workplace.



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Submit Your Articles



Parimal Rathod



Best Train the Trainer Program

Going Beyond Training

Our editorial team interviewed *Parimal Rathod* from *Kotak Mahindra Life Insurance Limited* at the *LEAD2018 Awards* this past February. Here are some excerpts from the exclusive interview.



Organization: **Kotak Mahindra Life Insurance Limited**

Program: **Trainer Competency Enhancement Program (TCEP)**

Program Director: **Parimal Rathod**

Visit: <http://insurance.kotak.com>

What is the overall objective of your program?

The overall objective of our Trainer Competency Enhancement Program (TCEP) was two-fold. Primary objective was to shift the trainer role from a conventional stand-up delivery to a new edge role of being

consultant, assessor, change agent and facilitator. It was focused on going beyond training and become business enabler. Second objective was to shift learning methodology from conventional classroom to multidimensional tech-enabled learning.

Video



Who do you impact with your program?

Our target audience for Trainer Competency Enhancement Program (TCEP) were L&D Leaders (Zone and Regional L&D Heads) and L&D Managers (Master Trainers and Branch L&D Managers).

L&D Leaders are the ones who are managing learning interventions at the zone and cluster level. They are mostly from life insurance background and have more than 6 to 8 years of experience.

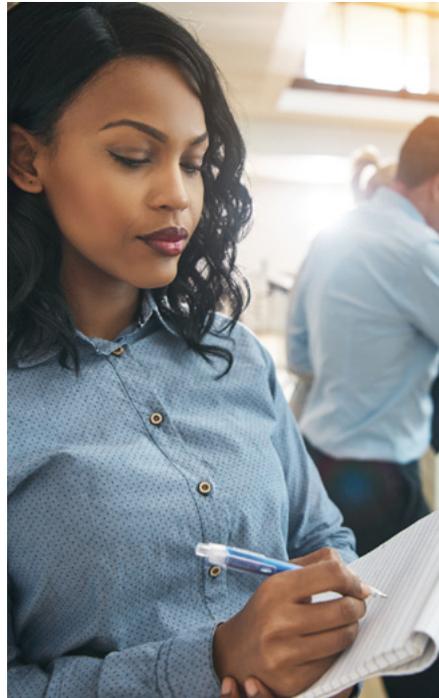
L&D managers are the ones who are managing the show at the ground level. They have experience in life insurance and training.

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

Two most important lessons that I learnt from facilitating these TTT are:

We have to go beyond transfer of knowledge and skills to make an impact on business parameters. To do this, trainers have to play a vital role to consult business, facilitate discussions, coach business leaders, assess the learning and lead the change.

Learning is not a one-time activity, but a continuous learning process. Participant retains learning for a long period when there are post-training engagements.



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

The role shift of the L&D team from training role to business impact role is the return on investment of the program. Their role is enhanced and evolved to a consultant, coach, change agent, assessor and facilitator wherein they closely analyse the business levers and influence the team to create the impact.

We measure the success of the program through three ways:

Learning effectiveness evaluation:

Learning effectiveness was measured at reaction, knowledge transfer, and performance improvement.

Effective Management Processes (EMP):

It is an internally designed evaluation process based on "4 Disciplines of Execution" – Chris McChesney and Sean Covey and "Execution Excellence" – Ramcharan and Larry.

DC (Development Centres):

Development centre is used as an evaluation tool to assess whether the participants have acquired the desired level of competencies.

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

We evaluate the program from learning, training and delivery perspective

Learning Evaluation: It helps us to improve training content, learning elements, and methodology.

Training Evaluation: It supports us to improve trainer's facilitation skills and business alignment.

Delivery Evaluation: This evaluation provides us new mode delivery such electronic media, business engagements, participant's behavioural changes and process and tools improvement ■

▶ Would you like to comment?



Sharon Johnson



Organization: **Nationwide**
 Program: **INSIGHT Women Alumni**
 Program Director: **Sharon Johnson**
 Visit: www.Nationwide.com



Innovation in Deployment of Leadership

Addressing the Challenges Faced by Women

Our editorial team interviewed Sharon Johnson from Nationwide at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The INSIGHT Women Alumni development program focuses on building a diverse and inclusive pipeline of ready now enterprise talent. The program addresses the specific challenges women face when moving through their career.

Who do you impact with your program?

INSIGHT Women Alumni focuses on high potential women leaders who have participated in our enterprise-wide high potential program and are likely to advance to the executive level. Through this follow-on opportunity, these

Video



women leaders have an opportunity to increase their self-awareness, enhance their executive presence and personal brand, expand their network and participate in executive coaching.

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

The lessons we have learned are that the one on one executive coaching sessions that are part of this 6-month program helps our participants get clear about your personal vision, values and career path. This clarity enables them to make the best decisions so they can navigate their careers, identify key sponsors and

say yes to the community initiatives that support their passions.

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

We measure the success of our program by tracking our participants' movement in the enterprise such as promotions, lateral moves and special assignments.

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

As the enterprise evolves through our strategic journey, we will continue to enhance and incorporate new content that is relevant for the

organization and our women leaders. We will continue to deliver a program that supports the challenges they uniquely face as they navigate their career. We will continue to request feedback from this population regarding the program outcomes, and how the program impacts their leadership effectiveness and career advancement ■

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Change Is An Opportunity

When change isn't allowed to be a process, it becomes an event

 By **Chris Lewis**

It can seem that our news is just a stream of shocking events. Just when you think you can't be shocked anymore then along comes another sensation.

Since the turn of the century, around the world, we've learned that our corporate leaders have illegally avoided taxes, lied about emissions in the car industry, rigged interest rates, sheltered customers from taxes, laundered Mexican drug money, presided over an offshore banking system that was larger than anyone ever thought, forced good companies into closure and destroyed pension funds as they themselves grew wealthier. Collectively, they oversaw unprecedented destruction of wealth and the collapse of the financial system and watched as life savings placed into investment funds set up by leaders of unimpeachable integrity turned out to be Ponzi schemes.

Our spiritual leaders have covered up sex abuse in the Church. Our charity leaders have sexually abused the vulnerable. Our child welfare leaders have permitted child abuse. Our political leaders have allowed an epidemic of gun crime. They have cheated on their expenses, admitted sexually inappropriate behaviour, started ruinously expensive unpopular wars on the basis of false information and overseas, leaders have been taken completely by surprise by the Brexit vote.

Our education leaders have presided over exam cheating and sexual harassment. Our defence industry leaders have settled claims relating to the bribery of government officials. Our leaders of public utilities have poisoned customers. Our entertainment leaders are facing multiple allegations of sexual harassment

and abuse. Our leading broadcasters have falsely accused political figures of being child abusers, while allowing actual abusers to commit crimes on their premises. Meanwhile, our sporting leaders have been caught cheating and doping. Our medical leaders have chronically mistreated patients. Our human rights lawyers have been struck off for misconduct and dishonesty while our military leaders have admitted using torture and our service personnel have died through their negligence.

These events sound unlikely, unbelievable, even impossible, but they all happened. Outside of the cataclysmic events of the world wars, it is difficult to remember a time when leadership has appeared more thoroughly and completely discredited.

Maybe it could be argued that this level of wrong-doing has always been there. It's different now because the proliferation of news channels means that *everyone* hears about *everything*. And what we hear about leadership isn't reassuring. So what's gone wrong?

In the last twenty five years, the world's leadership environment has shifted on its axis. It used to be an overwhelmingly male, heterosexual, patient, predictable, factual, planned, white, long-term, Western-orientated, technology-leveraged, deflationary, structured, left-brained rational, broadcast, top-down, militarily symmetric world.

Now, leadership is operating in an inverted, unreal, amoral, impatient, inflationary, selfish, spiritual, irrational, gender-fluid, polysexual, asymmetric,



strategically multipolar, everywhere-facing, bottom-up, information soaked, multi-racial, androgynous, fluid, opinionated, rapidly-moving, asymmetric world.

What do these events have in common? Did they lack professionally qualified university-educated leaders? If not, why didn't they notice what was happening? Were they distracted by too much or too little information? Did they know they were doing wrong? Did they lack the imagination to see the effects of this? Did they feel they couldn't speak out? Did they think they would just get away with it? Did their size play a part? Did it matter that they were led mainly by middle-aged men? What role did technology play? Finally, is there a pattern here? We know there are good leaders out there, even great leaders. Leaders with integrity, courage, wisdom. Inclusive leaders. Leaders who change the lives of many.



Why are they so invisible? Could it be because our focus and thinking is actually part of the problem? Over the last thirty years more people than ever before have gone to university to get a degree or post-graduate qualification. We now have an army of drill-down, analytical thinkers. We also have lots of data and facts. But how many of the problems above occurred because no one had enough facts? Or was it too much confidence and too little imagination that blinded these leaders to the potential for disaster?

Maybe we ask too much of individuals? We've become so focused on the leader that maybe we've forgotten about the 'ship'. It would come as no surprise. The focus on the solitary, infallible (often male) leader has been passed down to us for generations. Whether it's Jesus or Steve Jobs or Moses or Elon Musk, we've been brought up to believe in this model. It lives with us today as the 'hero' CEO or the 'rock star'. This traditional male model has so often been the provenance of flawed decisions.

When we look at all evidence and research, we see that women are better at imagination, empathy and collaborative teamwork. Yes, the argument for equality is about social justice, but it's also about efficiency, too. Maybe the overwhelmingly male model confused the issue of equality with just another civil right? This is to overlook inclusivity and its ability to offset reckless risk-taking by wider group involvement.

Nor is this an entreaty to the group identities upon which Marxism thrives. The Internet is disintermediating ALL relationships not just commercial ones. One only needs to see a family in a restaurant together yet all dining alone with their iPhones. And leads us neatly to another factor distracting leadership – the overload of insistent, disruptive and attention-getting, communications. This diverts thinking to the short-term, the quantitative and tactical and has a negative effect on creativity, imagination, community values and even mental health.

This overload and the speed at which modern information moves is also increasing the levels of impatience from electors, staff, shareholders and other stakeholder groups. There is no patience to take in complexity or even to read and understand.



Attention spans are falling. Only the short-term matters. Hopefully, everyone will be free and clear by the time anyone notices the problem.

This leads to bewildered leaders who have no time to build new models of how the world is shifting. They are frequently clinging to comfortable but inaccurate and outdated models of a macroeconomic environment that no longer exists. No matter how many times you drill down reductive thinking to these complex problems, it's difficult to build up a bigger picture. This is where a wholly different approach is needed – one that joins the dots and parentheses rather than analyzes.

If analysis is legitimate then why not the opposite? Maybe it's time to have 'situational fluency' as a new area of study - the ability to understand and move between multi-dimensional spheres and silos of expertise. This will allow leaders to join the dots across the landscape of reality to create a new global narrative on which a fresh leadership approach can be based.

If we want our leaders to see the problems ahead, we must teach them to use their imagination. This means rejecting the easy logic of over-reliance on analysis and extrapolation based on historic data. We need to be able to recognize patterns more efficiently to see a cyclical rather than a linear model. Leaders have to spend more time preparing for many outcomes and less time on prediction of one outcome.

This also means recognizing the difference in perceptions between a quantitative and qualitative outcome. Something can achieve a monetary result and still be perceived as a failure. For instance, no one is saying the big technology companies aren't successful financially. The tech lash is not about how happy their shareholders are.

This means that leadership has to be the custodian of the corporate values. This needs executives to have a 'to be' list as well as a 'to do' list. Values can't be measured or decanted, but they have an important impact nevertheless. One of these values must encompass an economic vision.

We have created a new macroeconomic landscape which is different than that which prevailed post-war. For the longest period in history, governments have lowered interest rates and printed money to encourage long-term growth. This is creating record debt and stimulating inflation that contributes to inequality and instability. And not just nationwide, but all over the world.

What is our way out of this? By recognizing that reductionism has taken us as far as it was designed to and that the cycle is turning.

Historically, the turning has been cataclysm. It is a test of all leadership that it uses its wisdom to avoid this. History is not a source of optimism. And here, there is a rubicon. It's not a physical boundary but a philosophical one. Can we - with all our knowledge and facts – abandon the concept of certainty?

If we have the courage to admit we may be wrong and that there is potential for all outcomes, we can finally recognize opinionated certainty for what is - the enemy of true progressive leadership. It is the inability to admit failure that prevents us from studying and learning from it. If there are two things leaders must learn from all the cataclysms outlined here, it is that mediocrity can be the only provenance of certainty and above all else – change is our opportunity. We must abandon all we know to embrace it.



Chris Lewis is co-author, with Pippa Malmgrem, of *The Leadership Lab: Understanding Leadership In The 21st Century*. Lewis, a former journalist, is founder of one of the largest creative agencies in the world, LEWIS. Founded in 1995, his practice now encompasses more than 25 offices and 500 staff.



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Mark Monaghan



Organization: **iQor**
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Best Corporate University

Offering an Atmosphere Promoting Personal Growth and Accountability

Our editorial team interviewed **Mark Monaghan** from **iQor** at the **LEAD2018 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

iQor University was developed out of the need to address both short and long-term employee

developmental and engagement needs and was custom-built by iQor in SharePoint as part of QNet, our intranet employee portal. Our goal is to not only identify and develop future leaders, but to provide an



atmosphere that promotes personal growth and accountability. iQor is a global customer engagement and technology-enabled BPO. Merging multinational cultures and services requires awareness, goal clarity, and effective communication – everyone has to do their part. In an effort to address our current challenges while keeping our future in focus, the iQor Corporate Training Team has worked diligently to create a competency-based learning program. Our new program addresses each business level while establishing a core set of common values and expectations in order to provide direction and opportunity for all employees.

Who do you impact with your program?

iQor University's content and curriculum are designed and aligned to our Leadership Competency Model anchored by our iQorian Values. Our Competency Model is comprised of four Leadership Domains:

- Leading Oneself
- Leading a Team
- Leading a Department
- Leading a Vision

iQor U includes position-specific training opportunities that focus on Leadership, Career Growth, Training our Trainers, Coaching, Lean Management, IT Security/ Compliance Training, as well as others. Content and Curriculum for our 'aQademies' have been woven into the fabric of our Leadership Competency Model in order to harmonize learning modalities and

role development. Our goal is to offer something for everyone at every level so that each employee has the opportunity to take advantage of the programs and services offered by iQor Corporate Training Team. Our newly-created welQome aQademy provides new employees with needed information about the company as well as several new training videos such as an Orientation Video, which focuses on our iQorian Values and the behavioral expectations that drive them.

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

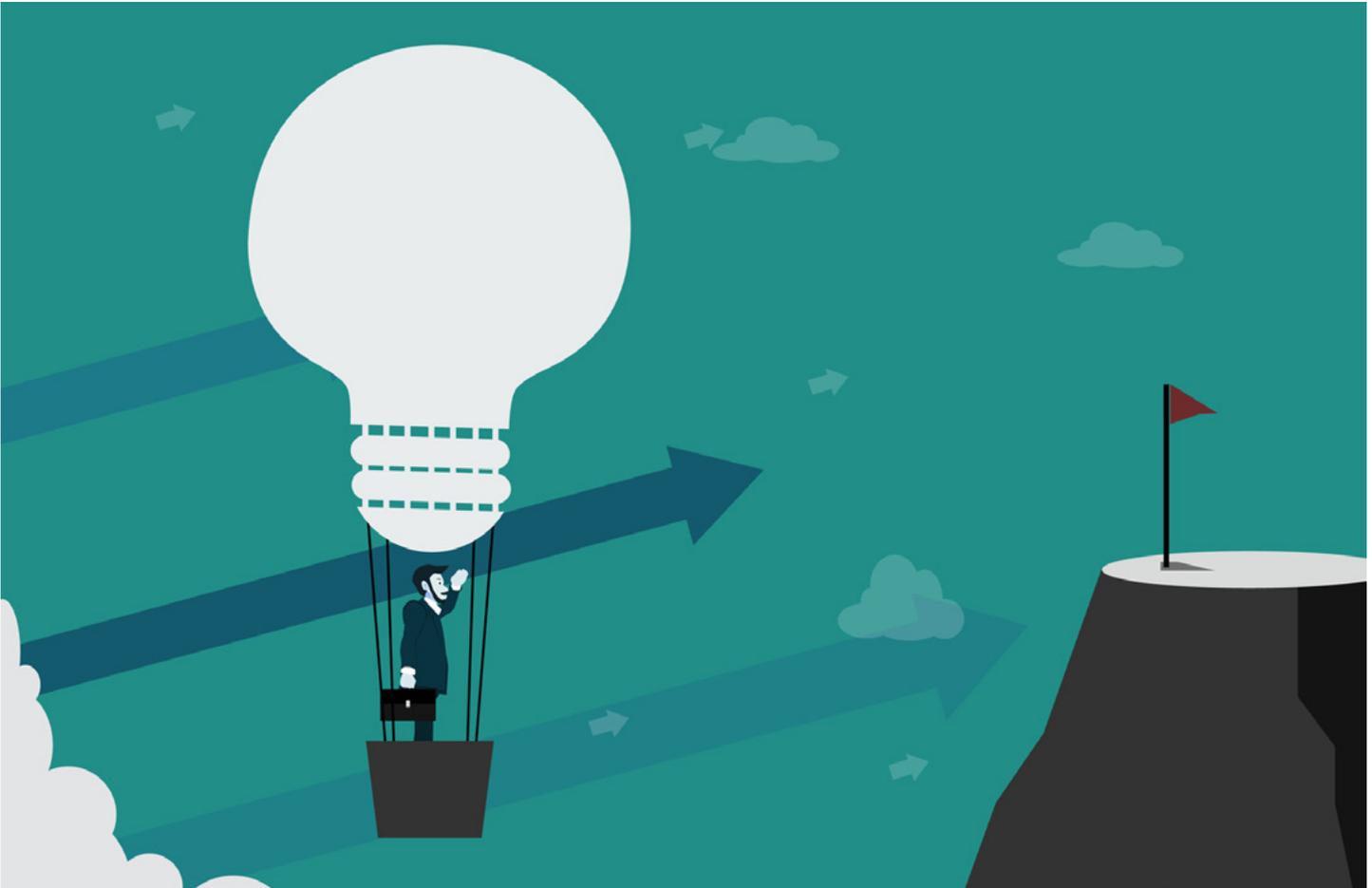
iQor's learning experience is often specific to the training received. We offer an array of workshops and training sessions that range from new hire system overviews and functionalities to enterprise level platform training. Our Peak Performance Coaching course was attended by over 2400 supervisors in the last year 3 years alone. We've recorded over 40 sales-related modules using SME's from each side of our business (Call Center Services and After Market Services), widening our range of knowledge in both Verticals so our sales force can better position our offerings and leverage current client relationships in order to help our company grow.

These modules are also now used when a new executive joins the company for orientation to our unique and competitive business models. Training exit survey responses have been excellent

ways of encouraging us to work even harder to provide the training and tools our employees need to grow and support our mission. With all that said there are still areas to improve, better communications and awareness, accessibility issues and software where conflicts arise. Our team reacts quickly when learners reach out for help or experience technical issues.

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

iQor University has been a long time in the making and is made up of several training and development areas, some of which are new, some old, and some that are still in the works. This is the company's first attempt to officially recognize a combined Leadership Development program and process for all iQor employees. Our new Leadership Competency Model is now being used to architect new training programs becoming instrumental in identifying existing high-potential learners. Some of the results have come in regarding our Peak Performance Coaching where we discovered that our Supervisors are twice as likely to stay after completing the course as compared to those who have not attended. Given that there we have over 2400 call center supervisors, there is potentially a huge savings associated with this program, not to mention the benefits of increased performance on our client programs. iQor University brings all of our Corporate Training content, programs and development



under one umbrella. Our Leadership Competency Model will help identify and develop current and future iQor leaders bringing our global and multicultural team together so we can share knowledge, develop new partnerships and work together to secure our future.

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

iQor University, along with its ever-growing number of Learning aQademies coupled with our Leadership Competency Model, have been embraced by Senior Management and vetted through

multiple layers of management to gain buy in, support, and excitement about our programs. It has provided a central location so that global training and learning opportunities can be made available to all employees. The company has partnered with SuccessFactors to launch a new HRIS platform and LMS which will be linked to iQor University.

We've expanded our Skillssoft Leader Library selection and user base to include all 4200 iQor managers and exempt level employees who are required to take HR refresher courses yearly. As we continue to invest

in ourselves, we will discover and implement new training techniques and strategies. Our team is tirelessly dedicated to reinventing ourselves. We understand that life is not a static event and neither is learning. iQor University is designed to be flexible, effective and scalable. Our company has dedicated the resources needed to keep us moving well into the future ■

▶ **Would you like to comment?**

Navigating The Rise Of Corporate Activism

When should companies choose to take a stand on social issues?

 By Jewell Parkinson

The headline of Bloomberg News reads, *'Nike Decides a Colin Kaepernick Deal Is Worth the Backlash.'* The title comes in response to the company's recent decision to have the controversial athlete serve as the face of its 30th year anniversary 'Just Do It' campaign. Nike's announcement is on the heels of a recent headline in the Philadelphia Tribune which read, *'Microsoft tells contractors to give new parents paid leave.'* Several months ago, a headline in Forbes read, *'This Time It's Guns: Retail Activism Goes Mainstream with Dick's Sporting Goods.'*

What this reflects is a trend: the increasing convergence of corporations expected to and electing to assert itself on social issues.

The traditional role of a corporation is to sell products and services and generate profits for shareholders through innovation. In exchange for facilitating this

growth, employees are repaid with wages and benefits. However, our world has become more digitized and increasingly the lines are blurred between individuals' personas at work and home as the two become more integrated. This integration has in part contributed to the demand for purpose-driven businesses to build and maintain customer and employee loyalty.

The [Deloitte Millennials Survey](#) highlights that both millennials and Gen Z'ers have desires that stretch beyond money. In fact, they are increasingly expecting more than traditional [benefits](#) – healthcare, and professional development to name a few. When employees and/ or external workers join a company now, often they expect the company and its leaders to “stand for something.” There is an expectation that purpose-driven culture expressed through mission statements and realized through

a plethora of social responsibility endeavors represent what is valued by one's work environment. Protecting those values as a sacred trust is also expected.

This can be a delicate balance for organizations, as it's important to maintain neutrality on a wide assortment of political and social issues so as not to alienate stakeholders. On the other hand, [recent studies](#) highlight a growing support for corporate activism. Speaking out on certain hot-button issues, however, can isolate a company's consumers and employees, alike. Even in the current fast-paced, sociopolitical climate, conventional wisdom remains that it is better to err on the side of neutrality than speak out on issues that seemingly spring up every day. Yet, if a company asserts neutrality on any/all polarizing issues, how can it claim to be socially conscious?

Naturally, every issue taken on may not suit the values of every individual and this is where judgement is required. A guiding principle that I subscribe to is that the interest of stakeholders including workforce, consumers and shareholders must be a top of mind consideration when sociopolitical issues enter the workplace. We must consider what the company stands for; what is its purpose and if it shies away from acting on issues that challenge a reason for existing or the fabric of the culture it espouses. And while neutrality is important, there are times when topics and events present consequential moments to step up and assert leadership. This should be done in a way that creates safe spaces for respectful and open dialogue that asserts views, which are intended to resonate with the broad sentiments of the stakeholder communities being served.

Multinational, billion-dollar corporations can and should use their power to influence issues that directly impact the lives of their workforce and consumer base. These issues have both a social and moral implication and need to be tied back to your business. For Nike who seeks to provide inspiration and innovation for every athlete in the world, it is betting that its potentially polarizing decision to sign a sponsorship deal with Kaepernick will in the long term have no deleterious effect on business overall. For Microsoft, its recent public pronouncement on contractor benefits fills a noted

void currently under much public scrutiny and debate to influence public policy and legislation with respect to paid leave. After the mass shooting at a high school in Parkland, Florida, Dick's Sporting Goods took initiative in response to this, after stating that it would no longer sell assault style rifles, high capacity magazines or firearms to anyone under 21 years of age. Months later, it contends this change of policy has had no negative impact on its sales.

Leaders cannot stay silent on issues that arise outside the workplace and egregiously encroach on the environment developed internally. I am reminded of when [SAP's CEO](#), Bill McDermott, responded to the travel ban introduced last year by the executive branch of the federal government because it created a groundswell of concern throughout our globally-distributed organization at all levels. Bill saw the need to empower and reassure our workforce with an unequivocal statement on where he – and SAP as a company – stood, with an unwavering commitment to support each and every employee.

Issues like these call for companies to play a pivotal role and be definitive, as action or inaction directly impacts customers, shareholders, and the workforce. It is equally important to anticipate consequences, assess risk, and make a call you can stand by, often with very little time at your disposal.

Social media has allowed anyone to become an active participant in the issues of our daily lives. The constantly changing digital landscape has blurred the lines between work and life, which means the things that impact us come to work with us, as well. Companies must be cognizant of the evolving social climate and, when matters call for it, take a stance that is consistent with company values. Navigating this social landscape is tricky – but striking a balance between maintaining neutrality and being vocal is a crucial element of success for companies in today's business landscape.

• • •



As the head of Human Resources for SAP North America, **Jewell Parkinson** provides HR leadership across the region for all board areas, and leads the HR Business Partner organization. In this trusted-advisor role, she provides consultation and delivery of solutions that ensure SAP's people strategy and programs meet the needs of the region's more than 19,000 employees.



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Craig Uthe, MD



Darren Walker, VP of Human Resources



Organization: [Sanford Health](#)

Program: [Sanford Leading the Way](#)

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Helping Sanford's Leaders Grow

Our editorial team interviewed [Craig Uthe, MD](#) and [Darren Walker, VP of Human Resources](#) from Sanford Health at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

- Align Sanford's leadership development efforts with

Sanford's Mission, vision and strategic direction.

- Develop leaders that model the values, behaviors and practices of the desired Sanford culture.



Video





- Serve as the primary “pipeline” through which selected individuals are prepared to serve as leaders throughout the organization, consistent with succession planning.
- Optimize the connection between the employee experience and the patient experience by building leadership competencies that foster employee engagement.
- Provide ongoing growth opportunities that support personal and career development of Sanford’s leaders.

Who do you impact with your program?

Physicians, advanced practice providers, senior executives, vice presidents and directors throughout the Sanford enterprise.

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

- Importance of bringing both administration and physicians together in a program to help gain insight from each view

- Relationships built and friendships developed across the entire organization from gathering participants across the different regions
- Importance of leaving a legacy for the younger leaders

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

- Increased engagement rates by staff under leaders who have been in the program.
- Turnover rates
- Promotions to leaders who have been through the program

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

- Looking at expanding the program to get more participants in.
- Utilizing some of the tools in other programs and department meetings such as physician orientation, department chair meetings, etc ■

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What Are The Most Valuable Lessons When Working With A Leadership Coach?

A great leadership coach can change your life

 By [Mikaela Kiner](#)

Being a new leader is hard. Whether you've founded your own business or recently been welcomed into the C-suite, chances are you're feeling pulled in a million different directions. As a leadership coach, I've seen my high-performing clients struggle with everything from navigating the transition from peer to manager, identifying poor performance, providing critical feedback and balancing conflicting demands on their time. Being a leader is tough, and even if you're passionate about leading a team you can hit unexpected obstacles.

Having someone to turn to, to bounce ideas off of and act as an accountability partner can be a lifesaver. Whether you hire an expert or cultivate a mentor-mentee relationship (or both) partnering with a coach who will dedicate their time to your needs can help you focus on developing the tools and behaviors you'll need to be successful.

When you're in a leadership role, it can start to feel like everyone wants something from you (usually answers, money or time) but your coach can provide you with a little refuge. Their only agenda is to help you be the

best leader you can be. And no, they're not therapists, and they aren't consultants. A coach is a peer or mentor whose top priority is to help you work on your opportunities for improvement and goals as a leader.

Here are seven valuable lessons my clients and colleagues have learned from working with a leadership coach.

1. Consistency is Key

"You know you're on the right track when you get sick of hearing yourself talk about your mission and values." – **Nick Huzar, CEO of OfferUp at a recent Talonn, LLC CEO Forum**

Repeating your values and talking about your vision for the organization – even if you feel like a broken record – is essential to making your values stick. Don't be shy about driving your points home with consistency. Remember, just because you've heard yourself share the same story about the company mission for what feels like a million times doesn't mean every employees have.

2. Making Hard Choices Now Will Pay Off Later

The tough decisions you face early on will be the foundation for building a long-term decision-making framework. For example, working through how to manage an underperforming employee can help you clarify your overall performance philosophy. Lean into those hard choices and they'll pay off in the long run.

3. All Roads Lead Back to Your Mission, Vision, and Values

When in doubt, circle back to your core values. Looking at a problem from 30,000 feet can help you see more clearly. Remember that overarching performance philosophy you developed early on? That'll come in handy the next time you're faced with a tricky performance issue.

As sticky situations crop up (and they inevitably will) ask yourself: "How can my company's mission, vision and values guide my decision?"

4. Never Underestimate the Power of Delegation

If you want something done right, do it yourself. But if you want many things done right, delegate. Look, you can't (and shouldn't) do it all. That's what your team is for. Learning to check your micromanaging tendencies and implementing mechanisms to help you relinquish control will pay off in the end. Business reviews, metrics decks, roadmaps and progress reports will be your best friends.

5. You're Only as Good as the People Around You

"As a manager, you wake up every day with a problem. If you don't have the best people, you need to find them. If you already have them, you need to retain them." – **Brian Valentine, CEO WISErg Corp.**

As an executive, managing your team should be a top priority. And in order to become more comfortable with delegating, you'll need to have confidence in your team. Learning to surround yourself with the right people, manage performance and retain top performers is critical to your long-term success.

6. Your Executive Presence Matters

"When a leader says something, it's amplified. It's like they're using a megaphone." – **Max Mankin, Co-Founder & CTO, Modern Electron**

You may not realize it, but as a leader, you're always speaking through a megaphone. All eyes and ears are on you, so you'll want to be aware of the messages you're sending and the behavior you're modeling. Demonstrating honesty and integrity – both in all-hands meetings and at the proverbial water cooler – is essential.

7. Use Your Resources

"You don't have to know all the right answers, but you do need to ask the right questions." – **Jerry Hunter, Senior Vice President of Engineering, Snap Inc.**

Accept what you don't know. You can't be an expert on everything. Learn to trust your resources – both internal and external – because you won't succeed on your own. Your HR, finance, and operations teams, along with your peers, mentors and coaches can all play an instrumental role in the success of you and your team. Lean on them.

Being a leader can be the most rewarding and thrilling role you'll ever have. However, it can also be incredibly challenging and sometimes lonely. There's no silver bullet that will prepare you for every difficult decision you'll need to make. Remember that it's normal to feel overwhelmed, perplexed or downright stumped. And more importantly, know that it's OK to ask for help. Establishing a relationship with a leadership coach who can serve as a trusted advisor and a safe space to grow your skills can be incredibly rewarding.

• • •



Mikaela Kiner is the founder and CEO of uniquelyHR, providing fast-growth companies including startups and scale-ups with flexible HR services from consulting to leadership development and executive coaching. Prior to founding her company, Mikaela was an HR leader with several iconic brands including Amazon, Microsoft, Starbucks, PopCap Games and Redfin.



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Recognize **Hard Work**

Recognition is an important tool for leaders

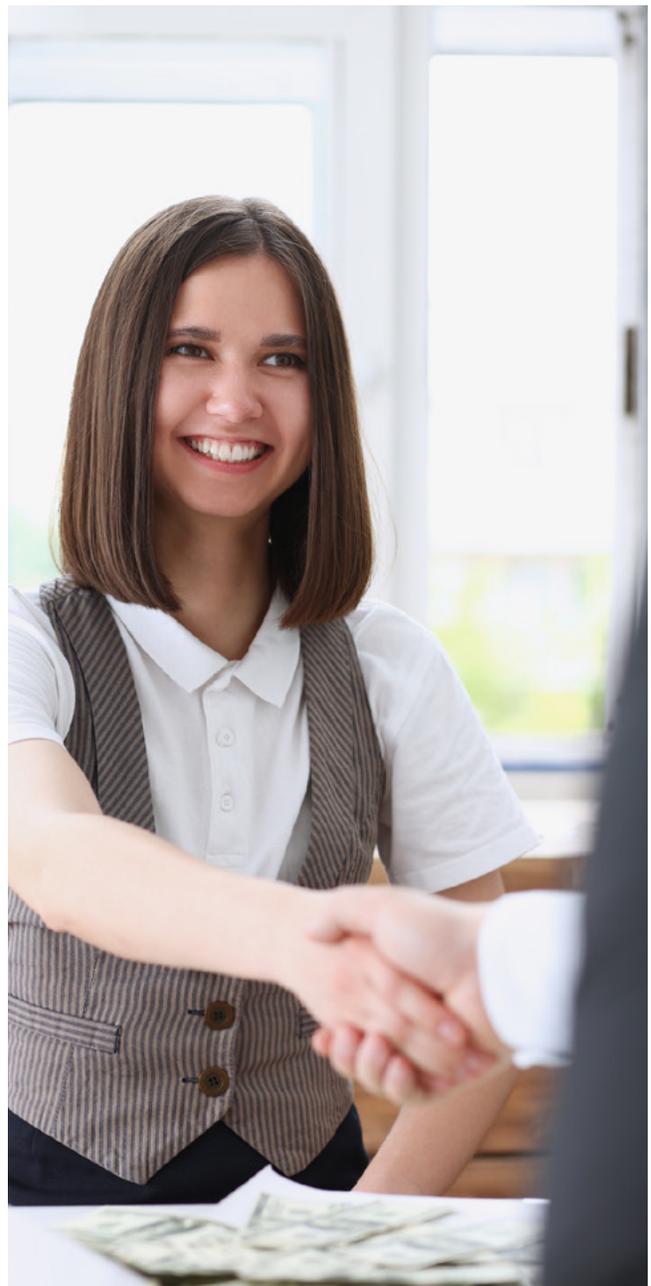
 By **Jose Costa**

Recognition doesn't have to cost a lot in terms of time, effort, or money but can nonetheless make a big impact.

Recognition is about acknowledging someone when they excel in an important way and calling attention to that fact with accolades and rewards. It's an important tool for leaders to use because everyone wants to feel appreciated for what they do.

Recognition is something that most of us are hardwired to respond to since we were kids. We all grew up with recognition at school in the form of grades, in sports with trophies and ribbons, in the Boy or Girl Scouts with badges. Our good work was rewarded then, and there is no reason why that same principle shouldn't extend to the workplace now.

My first exposure to recognition in a corporate setting was at Yum! Brands, where I took a job immediately after graduate school. David Novak, the CEO at the time, really championed the idea and made it a large aspect of the company's culture in all its locations around the world. To recognize hard work and extraordinary results among their team members, every leader in the organization came up with his or her own award. There was a whole range of whimsical and memorable awards from boxing gloves to golden shovels. At one point in my career, I was responsible for managing the relationship between KFC and one of our primary vendors, Pepsi. For successfully handling an account, my boss rewarded me with a beverage helmet – the kind of baseball helmet with two Pepsi cans on top attached to a drinking tube. The awards, which were given out publicly and often



in Yum! Brand offices, were always fun and made a lasting and motivating impression.

The program was so effective, I was moved to implement it into my business. When I started my own advertising agency, COSTA IMC, I created an employee recognition program. I did the same at Burger King and then again at GrandVision, where it was something completely new to members of our management team. For many years, I have been publicly recognizing employees at all-employee quarterly meetings, even when other senior leaders didn't join in or support the program. It has been a lesson in conviction because I could have shied away when I saw that others weren't following my lead, yet I persisted. Recognition is that important. At one company I worked for, I recognized people for several years before another executive finally started giving out his own awards. To my surprise, he gave his very first one to me for showing him the value of recognition.

As with anything else, recognition is an effective tool for leaders to use and needs to be done right for it to have a meaningful impact. It starts with motivation. A leader can easily dismantle motivational spirit by not recognizing or appreciating hard work. After all, who wants to work really hard only to have their efforts go unnoticed? Recent research by the UBC Sauder School of Business at the University of British Columbia in Vancouver, Canada, suggests that paying no attention is even more damaging to an employee's sense of well-being and engagement than negative attention ("Is Negative Attention Better Than No Attention?" *Organization Science*, April 4, 2014). No one likes to be ignored, so a little attention – especially positive attention – can really make a big difference to an employee's performance and overall company culture.

Recognition reinforces high expectations by helping to build a culture of meritocracy – a person gets acknowledged and rewarded *only after* fulfilling those expectations. Set clear goals and expectations, then you can use those to measure people's progress in a fair and transparent way and recognize real success. This is imperative for the individual being recognized, and it's also important for other employees because it conveys a message about what it takes to get ahead.

Recognition doesn't have to cost a lot in terms of time, effort, or money but can nonetheless make a big impact. At COSTA IMC, we used recognition to help us through a tough situation after our Vice President of Finance abruptly left. We were in the process of changing the entire department – the people, systems, and technology – in order to grow more when the Vice President left without notice. Over the course of the next three months, several consulting firms were brought in and five more top leaders on the finance team either resigned or were fired. To put it bluntly, the entire department was a mess. The team members who remained were left feeling unhappy, unmotivated, and completely unsettled.

As a result, I began the recognition program for the finance department to call attention to those who were going above and beyond to help us through this transitional period. Along with some other senior leaders, I did "lunch-and-learns," where members of the executive team took key staff members to lunch in order to invite questions, provide them with one-on-one personal coaching, and let them know how important their contributions were to us and to the company. We recognized many of them publicly by giving out awards and bonuses. Approximately, eight critical people in the department rose to the occasion and really helped us through until we found a new Vice President. Everything worked out in the end, but the situation could have been a disaster if we hadn't used recognition to inspire and motivate people to work hard and feel invested in the company during the toughest of circumstances.

• • •



Jose R. Costa, author of *Leading With Edge: Activate Your Competitive Advantage Through Personal Insight*, currently serves as CEO of For Eyes, which is part of GrandVision, a global leader in optical retail with more than 7,000 stores worldwide.



▶ Would you like to comment?



Mark Monaghan



Organization: **iQor**

Program: **iQorian Values**

Program Director: **Tamara Davis, Global Communications Specialist**

Visit: www.iqor.com



Innovation in Deployment of Leadership

Helping to Develop Positive Behaviors

Our editorial team interviewed **Mark Monaghan** from **iQor** at the **LEAD2018 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Our iQorian Values provide employees with a clear description of the behaviors, actions and attitudes that define expectations that all iQor employee should exhibit and identify with. Many of these expectations focus on personal drive, attitude and

initiative. We believe these traits are choices rather than skills that can be enhanced and measured. By defining iQor's expectations, as well as the content and context of each iQorian Value, individuals develop and maintain positive behaviors at work and throughout their life.

Video

Mark Monaghan
iQor



By setting measurable and trackable goals and expectations, we can address company challenges and areas of opportunity in a constructive and developmental manner to set the stage for continued improvement and sustainable growth.

Who do you impact with your program?

From the CEO to newly hired trainees, all iQorians are expected to know and conduct themselves according to our Values. We have taken a top down approach in incorporating the

iQorian Values (shown below) into everything we do. We take every opportunity to promote the Values ensuring they are posted, clearly visible and continuously on display for employees and customers alike – including adding the Values to every employee’s security badge so the Values are with them always. Each iQorian Value has a description which describes the personal attributes, competencies and expectations we expect everyone to exhibit and identify with. By defining iQor’s expectations as well as the content

and context of each iQorian Value, we are able to help individuals develop and maintain positive behaviors FOR themselves and constructively support those around them. These are life Values, so what iQorians learn and implement into their own work efforts and choices can positively impact them for a lifetime.

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

The iQorian Values have had an overwhelmingly positive effect on

employees. We are preparing for our annual Customer Service Week celebrations and sites have planned games, team building contests and recognition programs based on our iQorian Values. Since being introduced to the company in last September, employees have really begun to embrace and identify with the iQorian Values. The branding design is fun, colorful, unique and progressive and speaks to the millennials.

Our last iQorian Value – Need to Give Back makes a dynamic impact amongst our employees. Our company prides itself on supporting the communities we belong too as well as finding causes that can make a local impact. iQorians love to feel that they are making a difference and we have several companywide community initiatives that allow employees to take part in making a difference globally. This year alone employees have tripled their rate of giving to food, clothes, school supplies and toy drives. Recently, employees jumped right into action by creating an Employee Disaster Relief Fund from payroll deductions to help fellow iQorian’s impacted by Hurricane’s Harvey and Irma.

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

As the company continues to grow and change, we must hold to our iQorian Values as we move forward in evaluating our choices and direction. As our Values continue to be woven into iQor’s operational

fabric, they become more than just words on paper. Defining the kind of leaders and employees we aspire to be, and perhaps removing those who do not support the greater cause. By setting measurable and trackable goals and performance expectations, we can continue to address company challenges and areas of opportunity in constructive and developmental manner defining who we are and what we expect from each other setting the stage for continued improvement and sustainable growth.

In previous quarterly Pulse CheQ surveys, employees indicated the lack of a clearly defined “Mission/ Vision Statement” and struggled to identify with iQor’s Culture. The iQorian Values and Company Motto have shown to provide clear direction to all iQorians, which have resulted in a positive impact to employee retention and engagement. We launched the iQorian Values companywide in September 2016. Our Values, coupled with complementary initiatives have decreased attrition rates among our agents by 3%, which is considered a steep drop in our industry.

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

To ensure future sustainability of our iQorian Values, we are have incorporated them into our candidate selection processes, job descriptions, job evaluations, performance processes, global orientation, employee handbooks, policies and procedures as well as Corporate

Management and Leadership Training programs at iQor University, which include Values Training Courses.

Our iQorian Values have been implemented into a formal Employee Recognition Program, on our QNet (intranet) site, recognition tool (Fist Bump) and our Annual iQorian Values Week. We have launched our own proprietary iQorian Hero App, which is a fun and interactive way to teach employees about our iQorian Values while providing a friendly competition amongst fellow iQorians.

Our leadership teams incorporate iQorian Values in every aspect of company operations. We reinforce our iQorian Values at the corporate and site levels by providing marketing materials and swag. The iQorian Values are on display on the company’s website and on our career site which includes local testimonials about the company and our Values. iQor also created a brand new company WelQome Video dedicating close to half of the 50 minute orientation to our Values and how they apply to each iQorian along with a personal review by our CEO ■

▶ Would you like to comment?

The Accountability Culture

Creating and sustaining an accountable culture requires daily reinforcement and consistency

 By **Michael Brenner**

In [Part 2 of this Series](#), I referred to something Stephen Colbert said regarding accusations of sexual impropriety against his boss Les Moonves (Moonves has since stepped down as CEO of CBS). “Accountability,” said Colbert, is meaningless unless it’s for everybody.” He’s right. Accountability must be a critical part of the DNA of your team or organization and everyone needs to be on board; when different rules apply to different people, cultures can quickly become toxic. In the next few installments, I’ll share some of the principles for developing an accountable culture that I’ve gleaned during nearly 20 years in the field of professional development.

When I speak to audiences about building an accountable team or organization, I talk about three distinct but related dimensions: the role of managers in creating a culture where accountability will naturally flourish, holding conversations about accountability (or the lack of it) with employees when necessary, and principles for strengthening

personal accountability (directed at the folks in the room, whether or not they manage others). I’ll tackle the first dimension in this article.

Let’s start with the fact that you can *hold* people accountable but you can’t *force* them to be accountable. Sure, you can establish consequences for doing something poorly or for not doing something at all, but that alone won’t guarantee accountable behavior. How many times has the threat of a reprimand (or worse) been made for the express purpose of fostering accountable behavior, only to have that threat flouted, dismissed, or ignored? Establishing consequences has its place, of course, but in my experience creating and sustaining an environment in which team members *willingly* hold themselves and their colleagues accountable is far more effective. To cultivate such an environment, consider these suggestions:

- **What happens in vagueness stays in vagueness.** One of

my favorite quotes comes from Irish playwright George Bernard Shaw, who said, “The single biggest problem in communication is the illusion that it has taken place.” Ensure all written and spoken communication is clear, concise, and free from ambiguity. Reduce the chance of misunderstandings by avoiding vague words and phrases such as “might,” “could,” “ASAP,” “soon,” and “try.” Replace them with specific dates, times, expectations, and instructions, then ask questions like:

- “Are my directions clear?”
 - “Have I left anything out?”
 - “What questions do you have?”
 - “What is your understanding of what I’m requesting?”
- **Help people make progress.** Fascinating research from Dr. Teresa Amabile, Harvard Business School’s director of Research, found that making progress on meaningful work is one of the most powerful

drivers of engagement in the workplace. On days when research participants reported making progress on work that mattered to them, they reported more positive emotions, were more intrinsically-motivated (by the satisfaction of doing interesting, enjoyable work), and even saw their teams as more supportive. On days when they experienced setbacks, the opposite was true. Taken together, positive emotions, intrinsic motivation, and feeling supported by teammates are a powerful recipe for accountability.

As Amabile points out, “To feel meaningful, work doesn’t have to involve putting the first personal computers in the hands of ordinary people, or alleviating poverty, or helping to cure cancer. Work with less profound importance to society can matter if it contributes value to something or someone important to the worker...In principle, managers shouldn’t have to go to extraordinary lengths to infuse jobs with meaning. Most jobs in modern organizations are potentially meaningful for the people doing them. However, managers can make sure that employees know just how their work is contributing. And, most important, they can avoid actions that negate its value.”

- **Create psychological safety.** One of the primary reasons people don’t act accountably is because they fear punishment, humiliation, or a loss of social standing. Consequently, they hide mistakes, blame others for failings, and refrain from speaking up. A study

conducted several years ago on the healthcare industry, for example, revealed that more than half of the workers surveyed had occasionally witnessed broken rules, mistakes, lack of support, incompetence, poor teamwork, disrespect, and micromanagement but *fewer than one in ten* fully discussed their concerns with the coworker. Leaders must create a climate where honest mistakes are viewed as learning opportunities and constructive (not nasty or malicious) feedback is both expected and encouraged. Employees should also be assessed on their willingness to receive such feedback from colleagues and managers without becoming defensive.

- **Discuss future performance as well as past performance.** The annual (and ideally far more frequent) performance review is an essential tool in nearly every manager’s toolkit. But managers misstep when they fail to demonstrate interest and concern for employees’ future growth and development. I recommend my clients use the GROW Model to guide conversations about the future:
 - G stands for “Goal” and clarifies what the employee wants to achieve
 - R stands for “Reality” and examines the current situation in relation to the goal
 - O stands for “Options” and identifies potential paths for moving forward
 - W stands for “Way Forward” and involves the development of an action plan

GROW conversations foster accountable behavior because when managers show an interest in employees’ aspirations and challenges, employees feel cared for. Think of the last manager you had who made you feel cared for – didn’t you want to do right by him or her? Didn’t you want to avoid letting him or her down? I know I did.

Of course, these recommendations are just the tip of the accountability iceberg. Creating and sustaining an accountable culture requires daily reinforcement and consistency.



As founder and president of Right Chord Leadership, **Dr. Michael Brenner** 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’s unconventional workshops, executive coaching sessions, and consulting services – grounded in the belief that “When people work in harmony, great things happen!”™ – have helped his clients increase employee engagement, reduce turnover, improve customer service, and create more collaborative work environments. Michael has partnered with leading companies in a variety of industries and has worked for several not-for-profit organizations.



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Mike Thorpe



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Our editorial team interviewed Mike Thorpe from Serco Inc. at the LEAD2018 Awards this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Provide training on the tools and enhance the supportive soft skills necessary for supervisors for our inbound call program. The overall goal is to build the skillset of the inbound call supervisor to be a strong supportive leader for their inbound call staff.

Who do you impact with your program?

Our target audience is a group of task supervisors who have teams of employees who are handling our inbound call program. The

program includes a robust blended learning curriculum of both system/tool based training and soft skills training, with the goal of achieving certification.

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

After rolling out the program, we monitored our performance and the feedback and decided to add more soft skills training, and training for escalated calls. Giving the supervisors more tools to handle those tougher types of calls.



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

Success in this program reduces work in our other product areas. We are really addressing customer problems earlier before they manifest in some of the other areas that we service.

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

Continuous monitoring of the program is ongoing to ensure we are serving our audience well. We respond to market conditions with new training, and are bringing in more complex web-based scenario/branching learning to provide

practice on difficult real-world situations ■

▶ **Would you like to comment?**



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