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LEADERSHIP LESSONS FROM MY TODDLER

Mining leadership
wisdom from the littlest
of sources

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EDITOR'S NOTE

If you are a true leader, you will be open to learning. And you will not mind if those precious lessons come from a 90-year-old or a two-year-old. However, everything depends on how receptive and open you are.

Check out our cover article, **Leadership Lessons From My Toddler** by Julie Moore for one of the richest sources of leadership wisdom. The article points out that whether it's staying truly authentic at all times, throwing caution to the wind to enjoy life, or approaching life with curiosity, toddlers can be a source of countless leadership lessons. They just seem to do it right at that age. Wish to take home some inspiration? Do not miss reading the article.

Whether you are enjoying a positive workplace culture and want to keep it that way, or you are striving to make a difference in a less-than-positive environment, Jenny Watkins' article, **Creating A Kindness Culture In Your Workplace**, offers 6 ways you may

be able to shift perspective toward your role as a culture maker.

Heather Shantora's article, **Normalizing Female Leadership**, talks about inspiring gender parity in the workplace. Women across North America have been "leaning in" and yet it seems the hope for equality and the reality continue stand at opposite ends of Canada's boardroom tables. So, what can be done to help build corporate environments that not only encourage but expect women to succeed – especially when men are two to three times more likely to be in a senior management position than are women? Read the article for more insights.

When your boss consistently behaves badly or performs poorly, it's time to speak up. Read Ryan Trimble and David Maxfield's article, **How To Talk Back To Your**

Boss And Keep Your Job for some tips that won't leave a dental impression on the boss' hand.

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 email us your feedback. Continue leading the way for more leaders!

Happy Reading!

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Leadership Lessons From My Toddler

Mining leadership wisdom from the littlest of sources

 By **Julie Moore**

“Mommy, it’s okay.” As I find myself obsessing about something incredibly unimportant, my rambunctious, adorable, red-headed two-year-old has just floored me with some serious and grounded toddler wisdom once again. Sure, he may eat things off the ground, and think the word “chief” is actually “cheese,” and dump a shoe full of sand on his head, but when I step back, I realize that my two-year-old is one of the richest sources of leadership wisdom.

Question your belief system – Spend a minute with a two-year-old and you’re bound to hear their favorite question – “Why?” The number of times I answer this daily is truly astounding (and, on more than one occasion, a bit frustrating). And yet this question has also had me seriously reflect on standard wardrobe choices (Why *does* he have to wear pants?), culinary actions (Why *do* we eat cereal in the morning instead of at night?), and parenting decisions (Why *does* what Mommy says go?). When I bring this back into a leadership context, it consistently reminds me that I could do with a few more why’s there as well. As a leader, I know it’s important to share context, bring people along on the journey, and communicate – and yet, how often do I stop to really appeal to people’s “Why’s” or, even better, stop to ask my own? How often do I question the beliefs that may be holding me back? Coming from a place of curiosity provides a powerful unlocking mechanism that allows me to tap into the possibility of what *could be* rather than the habit of only observing *my perception* of what is.

Charge forward with an open heart – One of my favorite oft-heard quotes from my son is his insistence that everyone is his friend. “This my friend, Mommy.” (Yes, he is speaking in ALMOST complete sentences...but no sweetheart, that’s the cashier that you just met.) And yet, perhaps he is right – that stranger *is* his friend. I wonder if William Butler Yeats was talking to a two-year-old when he famously stated, “There are no strangers here; only friends you haven’t yet met.” What a beautiful way to go through life, let alone business, seeing clients, vendors, and employees as friends. How would I treat everyone I interact with if I started from the assumption that they are my “friend”? I would assume we want the best for one another, I would strive to be caring and compassionate, and I would make sure we have some fun. Who couldn’t do with a few more friends... especially in the business world? Wouldn’t that create more collaborative, supportive, powerful, and sustainable relationships?

Fall and get right back up – There is nothing quite like the resilience of a two-year-old. He sustains falls that I am positive will take him out, and yet he bounces right back up as if nothing happens. It’s only if I act surprised, nervous, or worried that he mirrors that reaction. What a consistent and profound reminder that it is in *my* control how I respond and react to things – and that those responses and reactions will inevitably influence those of my peers and team. Applying my son’s exuberance to the falls we



inescapably take over and over in business could help make the whole ride quite a bit more, dare I say, fun.

Savor the moment – Like so many others in this day and age, I’m consistently thinking about the future and past, causing a plague of rumination and anxiety. I spend so much of my day in thought: focusing on the clients we have yet to win and the projects we have yet to deliver; questioning whether or not I’ve “shown up” as powerfully as I could or as I wanted to; reflecting on areas of my work where I didn’t give my best. My son spends **zero** time in these areas. Watch him eat and there is nothing else on his mind – he is enjoying every bite as if it’s the only thing in the world. Watch him play and he is fully engrossed in the entertaining piece of plastic in front of him. And watch him love and he is never distracted by assumed stories about the other or projected narratives about them. He is just there, present with what is. Savoring the moment is one of the hardest lessons for busy adults to embrace – and yet, when I’m with my son and able to be fully and truly present, I am reminded that there is no greater joy in the world.

Whether it’s staying truly authentic at all times, throwing caution to the wind to enjoy life, or approaching life with curiosity, toddlers can be a source of countless leadership lessons. They

just seem to do it right at that age. It’s only when we’re older that we start clouding our thoughts with judgment, perception, fear, and negativity. So, I’m committing to approach my life with a little more toddler – perhaps just without “tasting bugs” for breakfast.



Julie Moore is Manager at the The Trium Group. She is passionate about helping leaders and teams have more meaningful, strategic dialogues through deep listening and observation, insightful questions, and skillful facilitation. Over the last decade, Julie has worked in leadership and organizational development both in-house as an HR generalist as well as externally as a management consultant. Prior to Trium, Julie was a human capital manager at Deloitte, working with Fortune 500 organizations on some of their toughest and most complex strategic, cultural, and leadership challenges.



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Creating A Kindness Culture In Your Workplace

| Top tips to follow



By [Jenny Watkins](#)

No matter what our individual job description, we are all contributors to the culture in which we live and work. For those of us who find ourselves in a workplace where we feel encouraged by our co-workers and inspired by our work, celebrate it; and for heaven's sake don't take it for granted. A positive and healthy workplace culture is a living organism that can be fragile and requires proactive care and attention from every member.

Most of us will find ourselves, at one time or another, in a challenging season where we feel discouraged or demoralized at work. Maybe the company is going through a difficult transition. Maybe your workgroup is made up of individuals who operate differently than you. Maybe you're struggling to understand the goals and objectives you're working toward. It can be tempting to feel like a victim of a toxic workplace culture.



But what if we took a different view? What if we saw an opportunity in the hardship? Whether we acknowledge our contribution or not, each of us affects the culture around us. And as long as we stay, we make a choice. We can use our voice and our actions to contribute positively...or not.

Whether you are enjoying a positive workplace culture and want to keep it that way, or you are striving to make a difference in a less-than-positive environment, allow me to offer 6 ways you may be able to shift perspective toward your role as a culture maker.

1. Be on a Mission

"You were born to do so much more than pay bills and die" says blogger [Becca Martin](#). Find your own personal mission within your workplace. Use your corner of the world to do good and do it well. No matter what your role entails, you were born to add unique value.

2. Add Kindness to Your Work Routine

My friend Pam, who works in shipping at Terryberry, is sometimes the one who packages mail from the company's headquarters in Grand Rapids and sends

it to my office. She often will handwrite a note on the back of an envelope: "Come back and visit soon" or "Hope you're having a good day :-)" This never fails to make me smile and add some warmth to my day. She doesn't have to do it. She chooses to do it. Every time. And it makes a difference.

3. Look for What Is Good

For many of us, it's easy to see what's wrong or broken. It takes discipline and training to teach ourselves to look for what is good and right. We need to see both. It's certainly important to be able to identify areas where we can improve and get better. But if that's all we focus on, it's easy to become discouraged.

Let's also look for what's going *right*. Ignore what is good, and you'll get less of it. Highlight what is good; praise those who do their job well or go above and beyond. You'll generally get more of what you appreciate, recognize and reward.

4. See People, not Just Tasks

My colleague Danny welcomes everyone who passes by his desk. He does it in such a way that people



feel seen. He'll look up from what he's doing, give a high five, use their name and...wait for it...he'll usually smile. I'm pretty sure he's genuinely a joyful person. We don't all have to have the same personality, but we can all take a minute to lift our eyes from our phone or computer and notice those around us.

While writing this post actually, I received a call from one of our department heads. He'd learned that a new intern that had joined his team had an interest in marketing. He wanted to see if we had opportunities to help this new team member learn our marketing process. By listening to the interests of his staff, and then taking the time to make connections, Drew demonstrates to his team that he sees them as people and wants to help them grow.

I am often impressed by how Mike, Terryberry's managing partner, does this. The company has grown to hundreds of employees around the globe. Still, Mike knows each one of us by name, specifics of what our job role entails, and often personal details like family and interests. This kind of culture makes people feel like part of a team instead of cogs in a wheel.

5. Celebrate One Another's Successes

Yes, I am writing this in my role working for an employee recognition provider, but that doesn't make it less true. Recognizing and appreciating one another in the workplace is important. When a coworker does something remarkable...make a remark. It doesn't

have to be a novel or a poem. Sincere words that say you noticed and you appreciate it will go a long way toward building a kindness culture around you.

6. Choose Empathy

When a colleague is struggling, choose empathy. Whether it's a personal struggle or job-related, knowing your coworkers have your back is, in my opinion, one of the defining characteristics of a kindness culture. Send flowers; take time to listen; share the load. Whatever your language, use your voice and your actions to help your teammate get through it.

Give Each Other the Benefit of the Doubt

We've all muddled things up from time to time. Most of us have acted in ways we regret. We've been preoccupied or forgetful, missed the mark on a project, miscommunicated and misunderstood. If we perceive that a coworker has dropped the ball or missed expectations, consider a conversation before criticism. There may be more to the situation than is apparent at first glance. Chances are, you'll both come away with a broader perspective. "Crucial conversations" are necessary for all relationships, but when we approach them with the goal of finding understanding, we're more likely to achieve a positive result.

Finally, give yourself some slack. As I'm writing this, I think of all the many ways and many times I've fallen short on these 6 items. Let's all help each other up when we fall and spur one another on toward healthy ways to work and live.



Jenny Watkins is the Marketing Director at Terryberry, a global provider of employee recognition programs.



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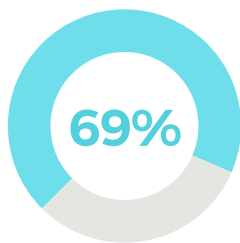


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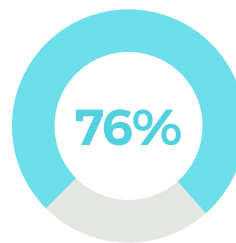
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COMPETENCIES ARE CHANGING



Organizations looking to develop leaders who will create and empower teams.



Organizations that have changed/created/plan to change their leadership competencies.

TECHNOLOGY ADOPTION FOR LEADERSHIP DEVELOPMENT PROMISES TO ACCELERATE



49%

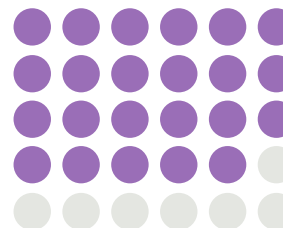
Organizations that consider leading with digital technology a high priority.



36%

Organizations currently including leading with digital technology in leadership development competencies.

MORE PEOPLE AT ALL JOB LEVELS SHOULD BE TRAINED IN LEADERSHIP

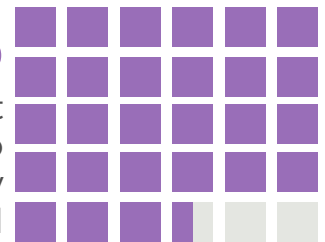


86%

Organizations that say employees are assuming leadership roles without formal designations.

95%

Organizations that say employee who aren't currently supervising need leadership skills.



Fostering A Culture Of Creativity In A Smaller Firm

| Top tips to follow

 By **Chris Griffiths**

No matter the size of your company or team, one thing's for certain: we must be willing to evolve as fast as the world and technology that surrounds us. Creativity and innovation are some of the top buzzwords in today's business culture and they are gradually changing traditional norms of work. Think back to 30 years ago and compare it to now. We do everything differently. *Everything*. With the advancements in technology, we communicate faster than ever, we can shop from the comfort of our own homes and work remotely with others across all corners of the globe, with visual learning technologies and apps aiding the entire process.

So, in a world that's changing as fast as ours, how do we ensure our company and team remain up to speed? By introducing creative ways of working to your team, they'll be more innovative and have the ability to produce creative solutions to everyday work problems.

Innovation and creativity aren't just about new technologies. Innovation and creativity are about generating new ideas that help you to do things more efficiently. Why not take on a creative leadership approach with your employees? Encourage your team to take on playful solution-finding behaviours at work that will allow the company to move faster towards their shared goals. Use the Solution Finder to help you generate more ideas and aid you on your way

to spread creativity throughout your company. An important point to remember is that creativity is often found through risk-taking and experimentation.

Stage 1: Make Brainstorming with Your Team More Fun

Proven to help develop stronger ideas, brainstorming is a unique way to help find solutions to problems and make connections between different ideas and topics. Why not invite your team to a brainstorming session as a collaborative way to generate lots of new ideas. At this stage, ideas produced will tend to be obvious and generated from within comfort zones. Although this is a good start, safe ideas will not change the world. That's where stage 2 comes in.

Stage 2: Think Without Limits

During the brainstorming session, tell your team there are no limits. Advise the team to come up with their most wacky and unusual solutions. Although this stage will be playful and outside of the traditional norms of working, it will be serious play. This playful approach to idea generation and finding solutions to business problems will help lift the mood and enthusiasm of the team, right in time for stage 3.

Stage 3: Mix Them up

Take all your ideas from stage 1 and 2 and mix them up. By mixing together the weird and wacky with the sensible and safe, true innovation will be born.

Then, turn action ideas you feel could flourish into something great. And if they don't work, any failures made will act as an opportunity to make better future decisions.

Did you know, injecting fun into workplace practices is a key factor in helping creativity flow? Make play a corporate priority to help inspire your team. Creative workplaces can be nurtured by adding fun into your colleagues' day. Having a creative and playful workforce also acts as an effective way to increase innovation in the office, which can be achieved by holding competitions or initiatives. Being part of a creative workplace allows colleagues to be energetic and enthusiastic and as a result, produce new and unique ideas. Why not begin a brainstorming session by sharing amusing anecdotes; this will help to loosen up the team to foster more creative ideas. By establishing fun as part of the creative process in the workplace, it provides teams with a safe place to be creative whilst having a good time. Employees will not only feel happier and healthier, but more productive and creative too.

When it comes to creativity, location matters. It's a fact that your working environment affects the work that you produce. A bright, colourful office will increase the output of your team. An open office with a comfortable layout can heighten creativity and improve communication, which naturally has an impact on productivity for the entire company. Make sure ideas can flow freely in your workplace. Consider things such as bean bags and ping-pong tables to help foster a social environment, where individuals can talk through challenges or find quiet corners to carry out focused daydreaming. It's important to set aside thinking time in the workplace. Thinking is one of the most important processes, which we must grant adequate time to renew and incubate our ideas. It's vital to take these breaks at work. Whether your dedicated thinking time be on a hammock or in cosy communal spaces, creating an office space which encourages socialising opportunities will spark creativity and create an environment for employees to ideate.

To keep up with the pace of the ever-changing world, we need to be able to work together in unique ways.

By building a more creative and innovative team culture, you and your team will be able to find unique solutions to everyday business problems. Science has proven that a happy workforce is in fact a more creative one. One [study](#) even found that happy employees are up to 20% more productive than those who are unhappy. By taking on more creative and innovative ways of working, your team will be happier and more productive. Great leaders know that to promote creativity in the workplace and allowing their teams to overcome the fear of failure is key. Tell your team 'Winners fail more times than losers try', and then they'll be prepared to think without limits.



Chris Griffiths, the author of *The Creative Thinking Handbook: Your Step-By-Step Guide To Problem Solving In Business*, is founder and CEO of OpenGenius. Griffiths has helped thousands of people worldwide drive business growth using highly practical innovation processes, including teams and individuals from Fortune 500 and FTSE 100 companies, the United Nations, governments, the European Commission and Nobel Laureates. He is a pioneer in combining creative thinking strategies with technology to enhance productivity and is behind the iMindMap and DropTask apps, now utilized by over two million people worldwide.



▶ Would you like to comment?

How To Talk Back To Your Boss And Keep Your Job

A few skills you can use to address your boss' blunders

 By **Ryan Trimble** and **David Maxfield**

"Don't bite the hand that feeds you."

You've likely heard this idiom before. It means don't criticize or hurt someone you rely on. Don't betray a benefactor. If someone takes care of you—whether they support, employ, or literally feed you—you shouldn't chance offending them for risk of getting cut off.

This is often how employees across corporate America approach relationships with their managers.

In a recent survey, we asked 1,335 employees the following question: What significant weakness does your boss have that is apparent to everyone in the office except the boss?

The replies came rushing in. According to respondents, these are the top five weaknesses managers don't know they have:

- **Overwhelmed and inadequate:** Manager is unqualified, inexperienced, or overworked.
- **Poor listener:** Manager tries to multitask when he or she should be listening—during meetings, calls, and one-on-ones.
- **Biased and unfair:** Manager treats team members differently based on gender or office clique affiliation.

- **Distant and disconnected:** Manager disregards others' needs and stresses, disengages by disappearing.
- **Disorganized and forgetful:** Manager overcommits and underdelivers, shows up late, and makes excuses.

We then asked respondents to disclose why the boss is unaware of the flaws. Their answer? Nobody says anything.

In fact, nearly half of those surveyed said they don't alert their managers to personal blind spots for fear of offending them or suffering retaliation.

The takeaway is that performance discussions are one-sided. While managers may be quick to correct direct reports for poor performance, violated norms, or bad behavior, the inverse is not true. When employees recognize behavior or performance problems with managers, 47 percent of them are more likely to bite their tongues or backbite with peers than speak up. Anything but "bite the hand that feeds." The result is unresolved performance problems, diminished morale, and wasted time and money.

Fortunately, feedback doesn't have to be something you mutter under your breath. Here are just a few

skills you can use to address your boss's blunders without sounding like a bellyaching bleater.

- **Avoid the fool's choice.** Many assume in situations like this that one can be either honest or respectful, but not both. So they bottle the concern in only to act it out. They end up showing "respect" for the boss by stewing, gossiping, or getting even. Don't make this mistake. Let go of either-or thinking. Recognize that you have several options, some of them good.
- **Work on yourself first, the boss second.** Before you talk back to the boss, get your emotions in check by looking for how you may be adding to the problem. It isn't that the boss doesn't have faults; it's that we tend to exaggerate the role others play when problems affect us. Honestly examine your own behavior to see whether and how you might be contributing.
- **Hold the right conversation.** People often fail to raise their true concern when providing difficult feedback. They may dance around the issue, or sandwich feedback between insincere compliments. Instead, stick to the issue. If your

primary concern is that your boss doesn't respect you, for example, discuss it directly.

- **Start with safety.** Pointing out your boss's shortcomings is challenging. But it's possible to do so without rupturing the relationship if you can help your boss feel safe. People feel psychologically safe when they know you respect them and care about their interests. You might say, "I have a concern I'd like to discuss, and I believe resolving it will help me work more effectively. May I discuss it with you?"
- **Put facts first.** Don't start with your harsh judgments or vague conclusions, like "I don't trust you" or "You're a control freak." Instead, start with the facts. Strip out any judgmental or provocative language and be specific. For example, "After you told me you brought me up for a promotion in the HR meeting, two people at that meeting e-mailed me and asked me why I wasn't recommended by you."

When your boss consistently behaves badly or performs poorly, it's time to speak up. Use these skills when you do so and you won't leave a dental impression on the boss's hand.

• • •



David Maxfield is a *New York Times* bestselling author, keynote speaker, and leading social scientist for business performance. He leads the research function at VitalSmarts, a [corporate training and leadership development company](#). His work has been translated into 28 languages, is available in 36 countries, and has generated results for 300 of the Fortune 500.



Ryan Trimble is a lead writer at VitalSmarts. He works alongside the company's authors and researchers to identify and publicize trends in workplace communication and human behavior.



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Leadership Skills

Build Small Business Success

| Do you know who your next tier of leaders are?

 By **Dianne Crampton**

Which of your employees demonstrate the best leadership skills to build company relationships, coach employee performance and achieve group goals that grow your bottom line? Do you know?

Is it a new Millennial you just hired in a lower level support function? Is it a Gen X employee who has been working hard and loyally through the Great Recession who is still with you? Is it a mother with two children who are now in school? Is it that intern you brought in to support your sales team? Who in this group demonstrates the best leadership skills?

We recently reviewed a survey where several hundred leaders responded. More than 40 percent of them reported feeling overlooked for an advancement.

Since you are not new to human performance, let me ask you

this question? How long before leaders like these leave? Here's another question that falls right in your wheelhouse. Can you afford to lose them?

We are starting to see a trend. Small business owners with 25 to 150 employees who have been in business for 30 years or more are now thinking about their next steps as they approach retirement. It centers on three questions:

- Do I simply close up shop?
- Do I sell out to a bigger company that discounts my company value because I AM the formidable work culture that built loyalty and a sense of healthy family that will disappear when I am gone?
- Do I sell to an employee or to my employees?

If you are contemplating any of these questions now because your exit strategy is 5 to 7 years

down the road, what are some options that are available to you?

Options for Developing Your Employees' Best Leadership Skills Now

Here are three options to consider that are affordable for small business.

1. Consider the idea that overlooked people may respond by leaving AND moving to a competitor to build their best leadership skill

In the study we reviewed, one finding was that 68 percent of the leaders surveyed who reported that they felt overlooked said they considered leaving or did leave an organization. Unfortunately climbing the ladder to secure a leadership position is pretty much old school now.

Forward progress for many employees now looks more like climbing a rock wall. Sometimes you move laterally. Other times



you find a good foot hold below you that helps you climb higher.

With the advancement of AI, many number crunching and projection creating jobs will be handled by machines. The human performance element, however, is needed more than ever.

Do your high potential employees excel at people skills, solving group problems, building and maintaining trust, or facilitating cooperative team performance? Are they genuine and respectful or are they bullies or avoiders rather than assertive, frank and forthright? Do they solve problems to the root cause and learn from mistakes? Can they build a felt sense of organizational success

and recognition that is much more than just making money and grow your bottom line, too?

Perhaps addressing these questions in your next planning retreat will trigger both insights and a strategic way forward.

2. Consider how training can surface best skills.

Training without transference and retention through the deployment of skills that improve employee relationships and your bottom line is a waste of time. Yes, training can be a motivator for people who want to be recognized and rewarded.

However, if you are not taking their new skills and applying them

immediately in the workplace, on your teams and through your initiatives, they will lose up to 90% of what they learned. The 10- 15% they retain is information they were already familiar with. So, how does this serve you?

One solution is to offer training to all your employees after considering how you will use that training to improve your employee performance and bottom line.

This takes planning and strategy that a good consultant schooled in team performance can help you with should you want an impartial outside view.

However, if you are thinking about an exit strategy, it is important to know that you do have the power to track and measure your team development improvements during you employees' training if you are considering the right tools.

This is training that can be delivered through your employee's workstation or smart devices. Micro-training that delivers 15 to 30 minute chunks of training that you can weave into your weekly team huddles is a valuable way to train everyone. And you can see who engages and does something with the training they receive. These are your next leaders. This is how they rise from their current roles to make more difference in your company.

For example, some employees might lead training practice groups that provide feedback and



insight for employees who need to step down their aggressiveness or step up their passiveness to become more assertive, frank and forthright. Others might lead problem-solving study groups that start tackling perennial problems in your company. All of this reinforces their training, helps them practice team leadership and grows your company, too.

If considering this option is a possibility, there is a good micro-training calculator in the additional resources you have been provided. It is free to use to help you determine your annual cost per employee.

3. Consider measuring the quality of trust, interdependence, genuineness, empathy, risk resolution and success in your work culture behavior.

The positive work culture you have built doesn't need to dissolve when you leave. A work culture that is anchored by group norm behaviors that support trust,

interdependence, genuineness, empathy, risk resolution and success (TIGERS®) is something to aim for. It is also measurable.

The TIGERS 6 Principles™ emerged from group dynamic research in business, education and psychology. They were validated twice in independent studies. The TIGERS six principles are trust, interdependence, genuineness, empathy, risk and success. They lie at the maximum point of work culture behavior and support your own core values, mission and vision. It was found that these six principles are required for high performance teams and organizations. If all six principles are strong, there are predictable outcomes. If one or more falls short, there are also predictable outcomes that can be improved by employee skill development.

Each principle can be independently measured in your team and work culture behavior

profile. When you combine your assessment findings with targeted skill building in your least performing areas, you can track improvements in your bottom line through cost savings or productivity improvements. This is where micro-training supports work culture improvement while improving group behavior norms that do not wither away when you leave.

Whether you intend to sell your company or are building a new one and want to scale and attract the very best employees, these three considerations are something to take seriously. The more pre exit strategy research you do, the better decisions you will make when the time comes.

Copyright TIGERS Success Series, Inc. by Dianne Crampton



Dianne Crampton is the Founder of TIGERS Success Series Inc. She reforms work culture and department behavior using six research-based core principles important to how your groups perform.



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8 Ways Leaders Build Collaboration

Collaborative leadership, a “must have” professional strategy



By [Carol Kinsey Goman](#)

Most leaders agree that effective collaboration is more important than ever in today's turbulent business environment. In fact, a company's very survival may depend on how well it can combine the potential of its people and the quality of the information they possess with their ability -- and willingness -- to share what they know with their teammates and across departmental, hierarchical, and functional boundaries.

Leaders looking to foster organization-wide collaboration are using the following strategies:

1. Rewarding collaboration. As organizations move to collaborative cultures, leaders are changing the reward system - making collaborative performance

part of the employee review process and giving recognition, bonuses, and promotions to those who work effectively across organizational boundaries.

2. Communicating transparently. In any organization, the way information is handled determines whether it becomes an obstacle to or an enabler of collaboration. Company-wide transparent communication is a vitally important tool in disrupting silo mentality and fostering collaboration.

3. Encouraging networks. Employees with multiple networks throughout the organization bring added value and facilitate collaboration. Leaders accelerate the flow of knowledge and information across boundaries by encouraging workplace relationships



and making sure that all offsite retreats or workplace events include opportunities for socializing.

4. Creating alignment around unifying goals. The foundation of a successful organization is an entire team focused on common goals. Business unit leaders understand and communicate the overarching goals of the total organization to highlight the importance of working in concert with other areas to achieve crucial objectives.

5. Increasing innovation through diversity. Creativity thrives on “collective diversity” -- that potent combination of ideas from people across the organization with different backgrounds, thinking styles, and expertise. When an organization focuses on collaborative innovation, leaders create cross-functional teams to capture diverse perspectives.

6. Focusing on the customer. Whether your industry is high-tech or healthcare, manufacturing or management consulting -- and whether your company is a for-profit business enterprise, a government entity, or a non-profit association -- your customers want a seamless, personalized experience. And seamless, customer-centric service takes collaboration.

7. Building relationships of trust. Collaborative relationships thrive in an environment of personal trust. Trust is the belief or confidence that one party has in the reliability, integrity and honesty of another party. It is the expectation that the faith one places in someone else will be honored. It is also the glue that holds together any group. Trust is the foundation of true collaboration.

8. Redefining their role as a leader. I once asked a Silicon Valley CEO why he thought command and control leadership was wrong. He corrected me: “There is nothing *wrong* with command and control. It’s simply irrelevant in the 21st century. In this networked world, we need collaborative leaders.”

In contrast to control-minded leaders of the past, today’s most effective leaders are exercising a different kind of power -- getting results through positive influence rather than by position. This new style of leadership is a blending of personal and interpersonal skills that form the basis of a leader’s ability to impact, include, and inspire others.

Today’s organizations exist in an increasingly complex and ever-shifting ocean of change. As a result, collaborative leadership has moved from a “nice to have” organizational philosophy to the “must have” professional strategy for continued success.



Carol Kinsey Goman, Ph.D. is an international keynote speaker for corporations, conventions, universities, and government agencies. Her video course on “Collaborative Leadership” will be available soon on LinkedIn Learning.



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Tackling The Future Head-On

| Our challenges with change

 By [Gerhard van Rensburg](#)

We have a love-hate relationship with change. In some cases we welcome change with open arms, in others we resist or try to escape it. We love it when the immediate benefits are obvious to us. We hate it when it is demanding of us – when we feel it threatens our comfort, security, or way of life. When we set our eyes on the future and we want to do so in a sincere and meaningful way, not merely as an academic exercise, we need to consider our emotional response to the accelerated change we experience in the 21st century - not only our views about it.

From the earliest days, man had to deal with disruptions. The forces behind it were however simple and recognizable. They were mainly those of nature and hostile people competing for land and resources. Even with three industrial revolutions behind us, we could still be reasonably comfortable with our ability to reflect and learn from past experiences by identifying the cause-and-effect relationships. However, it is our shared experience today that what used to be obvious is not obvious anymore – drafting three and five year strategic plans feels like a waste of time. It is all happening too fast, too unpredictable and complex. And yet, we cannot be self-defeating, throw our arms in the air and stop trying to apply our minds.

Our Challenges with Change

Tackling the future head-on has to do with change – how we respond to it and how we are part of it. It is interesting that when you would ask an audience “do you want change?” most hands will go up. With no specifics, we assume the change will address

our needs or wants – new experiences, a bit of adventure, a better, more comfortable world to live in, etc. When we are asked “do you want to change”, few if any hands go up. We assume that changing ourselves might dislodge us from our stable sense of self and we don't want to risk that. And yet, we all want to feel we have value. We all want to feel relevant. So the obvious question is, if indeed we want the change we hope to see, who will take the lead? The pope, the president, the governing party, the CEO, or just the non-specific ‘they’?

Mind-change

A hard, unsympathetic message you hear in the 4th Industry world is “disrupt or be disrupted”. The time to rely on heroes and saviours who will shield us from disruption has gone by. As the world becomes flatter, more democratized and open to diverse ideas and influences, we are required to develop our independent and critical thinking. In other words, we need to embrace self-leadership. In leading ourselves more consciously we develop our mind from a socialized mind to a self-authoring mind to a self-transforming mind (Kegan 2009). From being completely tuned in to the voices of authority figures and the collective, we develop to find our own voice and direction and to write our own success stories. We then, hopefully, develop further to being willing to also listen to others for deeper understanding with more self-reflection which enables us to recognize the filters through which we formed our earlier perceptions. To tackle the future head-on is not an ask for a few daredevils who are willing to take risks in order for the rest to follow in their footsteps. In

the 21st century, it puts the magnifying glass on each one of us to be willing to develop ourselves for the challenge.

Emotional and Spiritual Change

We are not only rational beings, but also emotional and spiritual. Tackling the future head-on and going through change can also mess with our emotions, values and beliefs. In a 21st century world we have already experienced the accessibility of information and knowledge. We have experienced interconnectivity and diversity of worldviews, cultures, belief and value systems as well as customs. We probably have become less judgmental and less defensive.

However, to effectively navigate the stormy waters will require us to collaborate and trust people - which is to not only open our minds but also our hearts. It will be difficult to effectively collaborate if we remain distrusting and cynical, saying one thing but thinking and believing another when we engage. Certainly, we carry the risk of being disappointed when we open our hearts to others. But in leadership we expect to see both sides of trust: being trustworthy and being trusting. In leadership, you don't wait for others to reach out, you reach out first. For some of us, it probably means that we have to let go of whatever keeps us in the grip of cynicism and fear.

Our Relationship with Technology

New technology brings change and many of us probably also have a love-hate relationship with technology. It is easy to hate it when we perceive it as something inhuman, something that ruins the beauty and purity of nature or something that makes us too dependent on it – we quickly stress when it fails us. We love it when it is a novelty, interesting and does something for us, like making life easier or our work efforts more productive. In this love-hate relationship we are not always sure if we should keep technology at a distance or open the door to it even wider.

Should technology scare us? Yes and No. If, for instance, it means that it interferes negatively in our relationships, then yes, it should scare us. If it means that it facilitates connectivity and conquers poverty, aids and cancer, then no, we should praise

it. The book by Nicholas Carr, *The Shallows: What the Internet Is Doing to Our Brains*, articulates what many of us feel uncomfortable with – how we can be enslaved and intimidated by technology at the expense of what we value as being good for relationships, proper attention and concentration, focus and healthy living in general.

However, instead of asking whether technology should scare us or not, we should appreciate who is responsible for it in the first place. And it is obviously ourselves. Even though the technology we produce, such as Industry 4.0 technology, could become a threat to us in a number of ways, we should remind ourselves that we remain responsible for what we have created. In that sense technologies are extensions of who we are and what we do with our abilities. They are amplifications of our power, but not separate living monsters to fear or fight. Where technology presents the how of change, humans presents the why. Why and for what purpose will ultimately determine our well-being and what we gain from the technology of the day.

The 4th Industrial Revolution and Our Responses

In a nutshell, the 4th Industrial Revolution refers to dramatic social and economic changes as a result of an array of technological breakthrough inventions impacting on all industries. It includes technologies such as the Internet of Things, Robotics, Artificial Intelligence, Augmented Reality and Big Data. It can be described as the revolution of digitisation and cyber-physical systems (a mechanism that is controlled or monitored by computer-based algorithms). This follows the technology of steam power and mechanisation of the first revolution, electricity and mass production of the second and the internet and automation of the third.

In his book, *Shaping the Fourth Industrial Revolution*, Klaus Schwab makes the important point that the Fourth Industrial Revolution is much more than just a description of technologically-driven change. "We should not resign ourselves to the inevitability of default options ... Debate values at all stages of innovation ... The benefits include spreading prosperity



more widely, reducing inequality and reversing the loss of trust that is dividing societies and polarising politics.” Ultimately, the changes need to be human-centred.

Indeed, “tackling the future head-on” should not be interpreted simplistically. If it is interpreted as an encouragement to seize opportunities for own success, to get ahead and win the competition, then it is still old paradigm thinking. The 4th Industry challenges and opportunities are of a global nature and can only be treated as such. As much as there are opportunities to make great advances in all industries, the world is also facing global threats of instability. Think about climate change, nuclear wars and social unrest due to high levels of inequality. The fact that the richest 1 per cent owns half the world’s wealth is unsustainable and a high risk. No nation can solve global existential threats on its own. No matter from where you are and what work you do, collaboration will be key in responding to 21st-century challenges.

The 4th Industrial Revolution will disrupt and impact all areas of our lives. In the new world of work it is expected that many jobs of a mechanical, repetitive nature will be done by robots. It is estimated that close to 60% of current jobs have at least 30% of

tasks that can be performed by computers today. Furthermore, an expected 35% of skills will change across industries as new technologies, business models and markets develop. Instead of panicking about potential job losses, our response should be to focus on the human only capabilities that will be required in the new world of work - abilities such as creative and innovative thinking and problem solving.

Reskilling, “rewiring” our brains and generally re-inventing ourselves at the young age of fifty will become increasingly important to stay relevant. In addition, it will be more beneficial to think in dynamic terms about the different roles we can play at work to contribute to work organisations or society, than to think of jobs in static or fixed terms. The idea of “best practices” will give way to more divergent thinking, experimentation and creative solutions.

Leadership in a VUCA world

The acronym VUCA refers to what we have come to know as features of our 21st Century world namely, Volatile, Uncertain, Complex and Ambiguous. When we reflect on and discuss leadership, these descriptors of the context within which we need to lead, need to be central in our thinking. Similarly, discussing our readiness for the Industry 4.0 change,

forces or challenges, leadership has to be at the core of our thinking.

Leadership incorporates leading self, others and change. Effective leadership requires balancing and developing all three leadership areas. In developing our leadership we hope to remain relevant and influential for our times which leads us to revisit our thinking paradigms, or the lenses through which we view the world. If we recognize the patterns of our thinking as they were influenced by historical and socio-economic factors, art and the march of science, we can match them with appropriate effective patterns of thinking for the modern world and it will highlight the shifts we need to make. One such a shift is from convergent thinking to divergent thinking.

We use convergent thinking to analyze problems and break them down to their parts for closer inspection and conclusive judgment and decisions. It is linear and systematic. What convergent thinking doesn't help us with is to come up with creative ideas, explore possibilities and allow ourselves the freedom to experiment. For that, we need to develop divergent thinking. Improving our divergent thinking is what would help us facing Industry 4.0. It helps us to see the connections between things, to be flexible, not obsessed with what is best, but take creative risks. In an Industry 4.0 environment we are challenged to replace the need for the perfection of knowing with the willingness to seize the unknown. Thinking about our education systems, the shift needed is to have universities as the birthplaces of ideas, not degrees to show how much I know ... we can always quote google instead.

To lead effectively in a VUCA world you will find it helpful to be more curious than convinced, more responsive than standardized and more passionate than diligent. In a global study done by IBM, creativity, integrity and global thinking were identified as the top 3 leadership qualities for the new world of work. Schwab emphasizes systems leadership and explains that it is about a shared vision of change and actions that include all stakeholders of the global society. Ultimately it needs to shift the structures of our social and economic systems in order to deliver

sustainable benefits to all citizens, including for future generations. The scale, complexity and urgency of the challenges facing the world today call for leadership and action that are both responsive and responsible.

An old African proverb states, "If you want to go fast, go alone. If you want to go far, go together." Industry 4.0 brings a sense of urgency. And it is justified if we apply the principle of global thinking for relevancy. However, our sense of urgency should help us focus on how to connect, collaborate and co-innovate, not on frantic actions to save my own skin. It will be counter-productive and short-sighted to make use of technologies just because we can. We might go fast for a while but it will not sustain us. We, therefore, need to follow the advice to integrate our ethics and values in our decision making and do it together. Do not only ask if something is feasible, ask for what purpose.

From the above it is clear that your commitment to the following will serve you well in tackling the future head-on:

- Be resilient (adaptive and positive)
- Be collaborative
- Be ethical
- Be creative
- Be flexible
- Be agile

• • •



Gerhard Van Rensburg founded New Era Leadership and worked as a leadership and executive coach, development facilitator and academic supervisor since 2002. He holds a doctorate in leadership and organisational structures. He is currently an associate of The Da Vinci Institute for Technology Management. Since 2015 Gerhard is director of the Future Leaders Africa and faculty member of the Oil & Gas Knowledge Sharing Training Institute.



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Normalizing Female Leadership

How to inspire gender parity in the workplace



By **Heather Shantora**

In 1972, [Rosemary Brown](#) became *Canada's first black female member of a provincial legislature*. That same year, [Katherine Graham](#), publisher of The Washington Post, became America's first female Fortune 500 CEO.

Sadly, almost 50 years later, despite Brown's passionate assertion that "We must open the doors and we must see to it they remain open, so that

others can pass through," progress toward workplace equality and equity remains unsteady at best and often glacially slow.

Today, [women hold only 24 \(4.8 percent\) of the CEO positions in America's 500 biggest companies](#) and corporate Canada isn't faring much better. According to a [report released in March 2019](#), of the 532 named Executive Officers (think C-suite

executives) at Canada's 100 largest publicly-traded corporations, 90 percent are men; only three female CEOs remain among Canada's top 100 companies; and no female CEOs are found among Canada's 25 largest corporations.

But how can this be? Women across North America have been "[leaning in](#)" and yet it seems the hope for equality and the reality continue to stand at opposite ends of Canada's boardroom tables.

So what can be done to help build corporate environments that not only encourage but expect women to succeed – especially [when men are two to three times more likely to be in a senior management position than are women](#)?

First, we need to once and for all recognize that women are good for business. According to a study conducted by [McKinsey & Company](#), "there is a positive correlation between the proportion of women in the top management and the organizational and financial performance of the companies. . . companies having women among top managers demonstrate higher operating margin and market capitalization in the industry than companies managed by men only." In addition, having at least one woman on the board [decreases bankruptcy by a full 20 percent](#). In short, true gender diversity means a distinct competitive edge.

Experience and evidence also indicate that a genuine, non-negotiable commitment to mentorship is key. While [studies](#) suggest that women are more likely to report barriers to accessing mentorship relationships, the positive impact of this mentorship can't be ignored. In fact, according to [Status of Women Canada](#), mentorship is consistently identified by women entrepreneurs as one of the most valued types of support; research shows that 88 percent of entrepreneurs with mentors survive in business, compared to a 50 percent failure rate for those without.

The corollary to that is that women executives need to be accessible. We know that being able to [see female leadership firsthand inspires change](#). When employees see female leaders in executive roles, it

motivates them to not only imagine what they can achieve but more clearly define their own plan to get there. At both pt Health and InnoCare, where more than 62 percent of our senior team is female, employees often articulate that "seeing is believing", motivating them to more frequently throw their hats in the ring for senior roles. As the female CEO of a company in the area of health technology, where only [about 3 percent of CEOs are women](#), this is an important reminder and call to action.

[Global evidence](#) has shown us that women are effective, collaborative leaders but it is infinitely harder to inspire someone if they can't find you. We need to be present as role models, and open with our own successes and struggles. Remember, Rosemary Brown didn't encourage us to sneak in when no one was looking. She said open that door wide and hold it open for as long as you can.

• • •



Heather Shantora is the CEO of ptHealth, one of Canada's largest national physiotherapy companies, and InnoCare, a health technology company with a proprietary suite of software and services. Heather has an Economics degree from McMaster University, a Master's degree from Schiller University, and has also completed executive education courses at Stanford University. Heather has also previously served as Chief Operating Officer (COO) and President in two respective divisions of ptHealth after leaving a long career as a political advisor.



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The Succession Dilemma Within ‘Too Big To Fail’ Organizations

| Sourcing and hiring quality internal successors

By **Murad Salman Mirza**

Replacing outgoing top leaders with suitable internal successors has become a critical issue for many competitive organizations in recent times. There seems to be a consistent dearth of talent as organizations struggle with experimentation of bringing ‘outside talent’ as seemingly ‘safe bets’, who look promising on paper, but, fail disconcertingly to deliver in terms of desired outcomes. Showdowns between ‘activist’ shareholders and a jaded Board of Directors (BOD)/Executive Management on reversing the ‘death spiral’ of poor results are becoming commonplace. The alarming specter of ‘retired’ executives brought back to save worsening fortunes is bemusing market watchers, unnerving money managers, troubling regulators and sully the pristine brand image. Unfortunately, this also casts doubt on the seemingly robust talent management practices that miserably fail to resolve such glaring imperatives for organizational survival.

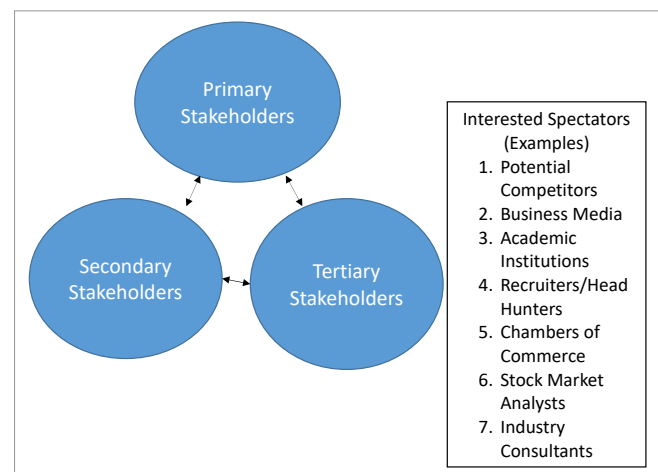
The following content takes an equitable view of why the current bastions of corporate success are facing the gradual march to oblivion due to limiting ‘primary stakeholder-related’ factors, that are analogous to a debilitating termite infestation, and provides salvageable options to avert meltdowns.

There are three key categories of stakeholders with a decreasing order of influence on the outcomes pertaining to the succession practices:

Primary Stakeholders	Secondary Stakeholders	Tertiary Stakeholders
The Incumbent Leader	The Major Clients/Customers	The Industrial Association
The Potential Successor(s)	The Key Suppliers/Contractors	The Special Interest Groups
The Board of Directors	The Financiers	The Surrounding Community
The Regulators	The Bondholders	The Legislature/Politicians
The Shareholders	The Union(s)	The Current Competitors
The Employees (Management & Staff)	The Aligned Entities (e.g., Franchises, Business Partners, Joint Ventures, etc.)	The Research Organizations/Think Tanks
The OD/HR/Talent Management (TM) Function	The Ancillary Government Departments/Ministries (e.g., Labor & Employment, Health & Human Services, Excise & Taxation, Trade & Commerce, Social Security, etc.)	The Corporate Social Responsibility (CSR) Beneficiaries (e.g., Educational Institutions, Healthcare Facilities, Veteran Affairs, Nature Reserves, Philanthropic Foundations, Environmental Groups, etc.)

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The interrelationship between the three key categories of stakeholders can be depicted as:



Key limiting factors pertaining to the primary stakeholders are:

The Incumbent Leader	
Examples of Limiting Factors	Examples of Consequences
Harbors indefinite stay on the position	Nonchalant about the succession process
Fears loss of power and prestige	Feels insecure and withdrawn
Deeply suspicious of potential successor(s)	Questions the motives of throne aspirants
Desires personal favorite as successor	Leverages power base as a bully pulpit
Resentful at being asked to leave	Vindictive towards suspected conspirators
Wants a higher severance package	Creates hurdles in the succession process
Established rapport with competitors	Conduit for critical information leakage
Holds a board position	Reluctant to sever ties completely
Significant company knowledge bearer	Insightful consultant in the making
Disturbed by family/private issues	Disengaged with the succession process
Under investigation by regulators	Looses confidence in decision making
Suffers from founder's syndrome	Finds difficulty in relinquishing control

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The Potential Successor(s)	
Examples of Limiting Factors	Examples of Consequences
Bruised by organizational politics	Indebted to power brokers
Focused on posturing for the position	Straining team members beyond threshold
Buoyed by an army of sycophants	Suffers from Megalomania
Soliciting attention from the BOD	Using outside influencers to gain favors
Fighting perceptions of being an outsider	Trying too hard to please opposing factions
Owing favors for ensuring selection	Burdened with unmerited expectations
Insufficient time for preparation	Unable to develop a convincing case
Busy with backup plan in case of failure	Pursues career options outside company
Based in a regional office	Inherent weakness in building support
Feeling resistance from home	Pressured to consider alternatives
Increasingly risk averse in decision making	Endangers organizational growth
Lenient on staff performance reviews	Creates a 'mirage' of success

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The Board of Directors	
Examples of Limiting Factors	Examples of Consequences
Fallible to nepotism/cronyism tendencies	Biased towards a particular candidate
Involved in too many companies	Inability to do necessary due diligence
Prone to groupthink	Fails to pursue troubling aspects
Subservient to 'activist' shareholders	Relinquishes personal judgment
Pressured by regulators	Besieged by appeasement tendencies
New to the table	Lacking assertiveness in advocacy
Possessing unsuitable personality traits	Alienates other BOD members
Lacking relevant technical knowledge	Blind dependency on technical experts
Unsure about own position	Tends to side with more secure colleagues
Consumed by power politics	Abandons organization's best interests
Insufficient understanding of the industry	Beleaguered by feelings of inadequacy
Susceptible to grapevine communication	Reactive behavior dominating rationality

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The Regulators	
Examples of Limiting Factors	Examples of Consequences
Broad scope preventing efficiency	Compromise on due diligence activities
Prone to 'Witch Hunting' tendencies	Exhaustive forays on suspected infractions
Insufficient knowledge about the industry	Prone to making miscalculations
Prevalence of incompetence	Liable to cover up mistakes
Bound by complicated legislation	Inability to effectively regulate the industry
Pressured by powerful business interests	Prone to rubber stamping oversight
Bruised by internal politics	Proliferation of inaction/stagnancy
Manipulated by incumbent government	Abused as a tool for coercion
Diluted authority among multiple agencies	Absence of effective measures
Susceptible to public criticism	Sensitive to media trials/political wrangling
Former employees hired by businesses	Inclination to minimize punitive measures
Corrupted by disgruntled employees	Plagued by unscrupulous practices

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The OD/HR/TM Function	
Examples of Limiting Factors	Examples of Consequences
Pressured by power brokers	Forced to manipulate due diligence results
Susceptible to grapevine communication	Reactive behavior dominating rationality
Vague policies on succession management	Prone to multiple interpretations
Burdened with overwhelming assignments	Ineffective in providing desired assistance
Gate keeper of company secrets	Conflicted on privacy vs disclosure
Hampered by weak/meeek functional head	Prone to being ignored/overruled
Subservient to incumbent leader	Biased towards a particular candidate
Fearful of repercussions from new leader	Difficulty in maintaining objectivity
Hounded by aggressive union(s)	Industrial action on undesirable successor
Bruised by organizational politics	Combating a raging grapevine
Ineffective use of technology/HR metrics	Feedback leveraged on misleading results
Obsolete data on potential successors	Unable to provide useful feedback

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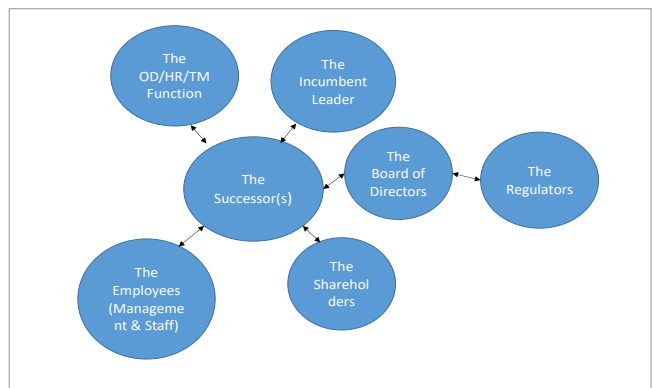
The Shareholders	
Examples of Limiting Factors	Examples of Consequences
Conflicting interests between key players	Detrimental shareholder politics
Manipulated by 'activist' investor(s)	Corporate priorities hijacked
Minority/small shareholders alienated	Organizational reputation compromised
'Insiders' within the Board of Directors	Hidden agendas proliferate
Personal issues with executive leadership	Legal wrangling due to bruised egos
Posturing for a hostile takeover	Impeding smooth transition of power
Stockholders in competitor organizations	Playing both sides advantageously
Under investigation by regulators	Hesitant to exercise due diligence
Employees as shareholders	Power struggles between dominant groups
Closely matched succession candidates	Difficulty in ascertaining suitability
Founder as a minority shareholder	Supports an 'insider' at the helm
Government as a significant shareholder	Bureaucrats/politicians dictating terms

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The Employees	
Examples of Limiting Factors	Examples of Consequences
Biased in favor of a particular candidate	Factional splits within the organization
Bruised by organizational politics	Feuding disturbing the workplace harmony
Threatened by the change in leadership	Fear/anxiety impacting job performance
Feel alienated by the power brokers	Resigned to a state of helplessness
Absence of a strong psychological contract	Cynical about the succession process
New to the organization	Cautious about propounding opinions
Nearing age of retirement	Focused on ensuring an honorable exit
Aggressive personality traits	Active resistance to leadership change
Weak personality traits	Swayed by opinion leaders
Prized information bearer about company	Liable to blackmail the company
Enticed by competitors/regulators	Agrees to become an 'embedded' source
Internally conflicted on company practices	Tends to engage in whistle blowing

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The interaction between the successor(s) and the primary stakeholders can be depicted as follows:





The following four solutions are provided to ensure that the 'felt fairness' element pertaining to succession is optimized with high probability of hiring the most suitable candidate:

1. Internal Democratization of the Succession Process
2. External Democratization of the Succession Process
3. Engaging the Regulator in Proactive Oversight
4. Subcontracting to an Independent Firm

Internal Democratization of the Succession Process

This refers to the formulation of the succession process as an election and not a selection. Following sequential steps are taken during the respective process:

- The Head of OD/HR/TM function maintains an updated and ranked confidential list of potential candidates, based upon defined competencies, agreed by the Incumbent Leader and ratified by the BOD. Examples of suitable parameters can include; academic qualifications, years of service, record of achievement, leadership experience,

failure management, high emotional intelligence, strategic acumen, multidisciplinary knowledge, competitor(s) and industry insights, negotiating ability, presentation skills, assertiveness, charisma, decision making prowess, mergers and acquisitions exposure, reliability, confidentiality, pressure handling, 360 degree feedback, corporate citizenship behavior, approach to criticism, visionary capability, technology aptitude, key stakeholder understanding and management (e.g., shareholders, regulatory bodies, employees, union(s), client/customer, supplier/contractor, etc.)

- The top three candidates are approached by the Head of OD/HR/TM function, at least 6 months before the expected departure of the incumbent leader, to get their consent in terms of being considered for the top job. If the consent is given by all three, then the names of the candidates and their professional credentials are made public. However, if any candidate wants to withdraw from being considered, then the next best candidate is promoted to be within the top three, before the public announcement
- The top three candidates are then invited to at least three debates, moderated by the BOD Chairman/Designated Director, in front of an



'open house' of employees, who are invited to ask questions from the candidates on various aspects of running the organization

- Elections are conducted by the OD/HR/TM function and supervised by the BOD, at least three months before the expected departure of the incumbent leader, with the three candidates being on the ballot. Every 'full time' employee is eligible to cast one vote in person/mail/online, regardless of his/her position within the organizational hierarchy
- Results of the respective elections are tabulated by the OD/HR/TM function and reviewed by its Head, who forwards it to the BOD
- The winner is considered to be the candidate who secures at least 50% of the cast vote. In case no candidate secures the respective percentage; a second round is conducted, within 15 days, between the top two candidates, and the one who secures more votes through simple majority is declared the successor to the incumbent leader
- Results of the respective elections are tabulated by the OD/HR/TM function and reviewed by its Head, who forwards it to the BOD
- The BOD authorizes the public release of the results and informs the regulatory authority
- The Head of OD/HR/TM advises the selected leader about the successful outcome and arranges for the BOD to congratulate him/her publicly, while a relevant press release is issued by the Head of Public Relations Department
- The Head of the OD/HR/TM function is instructed by the BOD to initiate the accession proceedings, coordinate the orientation activities in conjunction with the incumbent leader and the functional heads, and organize the farewell ceremony for the outgoing leader to reinforce the public image of a smooth handover
- The Head of the OD/HR/TM proceeds in accordance with the instructions given by the BOD
- The new leader takes office to drive the organization with renewed vigor

External Democratization of the Succession Process

This is similar to the first solution in all aspects, except, the following two steps:

- The top three candidates are then invited to at least three debates, moderated by the BOD Chairman/Designated Director, in front of an 'open house' of shareholders, who are invited to ask questions from the candidates on various aspects of running the organization
- Elections are conducted by the OD/HR/TM function and supervised by the BOD, at least three months before the expected departure of the incumbent leader, with the three candidates being on the ballot. Every shareholder/designated representative is eligible to vote and entitled to cast one vote in person/mail/online, regardless of the size of their shareholding

Engaging the Regulator in Proactive Oversight

- This refers to the formulation of the succession process as a selection by the BOD in the presence of the Regulator. It differs from the aforementioned solutions in the following steps:
- The top three candidates are approached by the Head of OD/HR/TM function, at least 6 months before the expected departure of the incumbent leader, to get their consent in terms of being considered for the top job. If the consent is given by all three, then the names of the candidates and their professional credentials are forwarded to BOD. However, if any candidate wants to withdraw from being considered, then the next best candidate is promoted to be within the top three and the updated list is forwarded to the BOD
- The top three candidates are then interviewed by the BOD, assisted by the non-voting Head of OD/HR/TM, in the presence of the regulator's representative, who is also a non-voting member of the interviewing panel
- The selection of the new leader is done by a majority vote. In case of a tie, the side with the vote of the BOD Chairman decides the outcome

Subcontracting to an Independent Firm

This refers to the formulation of the succession process as a selection by an independent firm. It differs from the aforementioned solutions in the following steps:

- The Head of OD/HR/TM facilitates in the search and selection of an independent firm that specializes in the recruitment and selection of C-level executives through a defined criteria approved by the BOD. Examples of the defined parameters can include, years of relevant experience, references from past clients, professional credentials and relevant area of expertise of senior management/members of the interview panel, etc.
- The BOD reviews and approves the selection of an independent firm for the succession process, according to the defined criteria
- The top three candidates are approached by the Head of OD/HR/TM function, at least 6 months

- before the expected departure of the incumbent leader, to get their consent in terms of being considered for the top job. If the consent is given by all three, then the names of the candidates and their professional credentials are forwarded to the selected independent firm. However, if any candidate wants to withdraw from being considered, then the next best candidate is promoted to be within the top three and the updated list is forwarded to the independent firm
- The top three candidates are then interviewed by the independent firm in the presence of the Head of OD/HR/TM, who is only present as a 'dormant' representative of the client organization
- The selection of the new leader is done according to the criteria devised by the independent firm with no inputs/guidance/influence from the client organization

It is hoped that the four methods, described above, for resolving the dilemma of hiring worthy internal successors within 'too big to fail' organizations will, at the very least, generate an honest introspection of hiring practices and lead to subsequent reformation in order to avoid the 'heartburn' of an imprudent selection, placate key stakeholders and unleash positive vibes for strengthening the foundations of a fragile economy.

• • •



Murad Salman Mirza is an innovative thinker and an astute practitioner of areas within and associated with the fields of Organizational Development, Talent Management & Business Transformation. He is also a globally published author and an active contributor to various professional forums.



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Diversity Is A Reality, Inclusion Is A Choice™

For long-term success, embed inclusion in every aspect of your decision-making

 By [Raafi-Karim Alidina](#)

Diversity and inclusion is a popular topic for many businesses these days. Thanks to increasing social awareness about the importance of traditionally “feminine” traits like empathy and active listening in leadership and how diverse workforces can be beneficial for more diverse markets, organizations are finally beginning to realize the importance that diversity and inclusion can play in their success. Moreover, with increased awareness of issues like micro aggressions, gender and racial salary gaps, and the prevalence of sexual assault and harassment, organizations are realizing that diversity and inclusion aren’t just beneficial, it’s essential.

We know from academic research that diverse teams tend to be more productive, more innovative and more accurate in their predictions. People in those teams are often more committed to the company and more satisfied with their jobs.

Famously, research by Scott Page and James Surowiecki found that diversity in teams is often more important than average IQ as a predictor of team effectiveness in many tasks like brainstorming, predictions, and problem-solving.

However, when a company is only working on diversity and inclusion because of the current political and social climate, they end up taking one of two approaches.

We call the first approach Diversity 101. Based around compliance, Diversity 101 is simply ensuring your organization isn’t breaking any laws around discrimination and equal rights. This is essential, but is really only the bare minimum of what a firm should be doing.

The second approach is Diversity 2.0. A marketing-led approach, Diversity 2.0 is about having key milestones or cases to prove to consumers and prospective recruits that the company cares about diversity and inclusion

and have made progress. They may highlight winning awards, or having a diverse workforce, or that they sponsored or hosted a talk about disability rights or marriage equality. However, these are more indicative of the image the company wants to portray than of the actual inclusiveness of the company day-to-day.

In fact, when the UK mandated that all companies with over 250 employees publicly report their gender pay gaps in 2017, we were finally able to show this phenomenon with data to back up our anecdotal evidence and case studies. We looked at the gender pay gaps of companies that are often touted as the best companies in terms of gender equality: The Times Top 50 Places to Work for Women, the Glassdoor Top 50 Organizations, and the last 10 years of Catalyst award winners. What we found is that these companies that are often celebrated for their gender equality actually tend to have WORSE gender pay gaps than the

average British company. In fact, more than 90% of the companies we looked at had gender pay gaps that were worse than the national average.

When we looked again a year later we saw that this trend hasn't changed much. What's more, we found that even for those companies that had closed their salary gap they often increased their bonus gap. This just highlights the fact that when taking a marketing-led approach to diversity and inclusion an organization may win awards or some good press but they won't necessarily get any reasonable, sustainable change.

And there's a clear reason for this lack of real progress: both the Diversity 101 and 2.0 approaches see diversity and inclusion as being about "the other", and about helping these others fit in. As such, it's almost considered like some extra charity work that a company does on the side. Indeed, diversity and inclusion in some companies we work with is housed in the Corporate Social Responsibility side of the company. The consequence of this is that none of these companies actually ends up being truly inclusive, and all their "diverse" workforce that they recruit ends up leaving in frustration at being duped.

Instead of this, organizations should take an approach we call Inclusion 3.0. This approach takes the perspective that a diverse workforce is critical to the success of a company, and that

inclusion is essential to leveraging that diversity. The reason this is important is because while we know that diverse teams perform better than homogenous ones that only happens when these teams are also inclusive. That is, teams need to embrace and leverage their diversity in order to reap all the benefits that diversity can bring. It's about making everyone feel like they belong, like their voice matters, and like they don't have to conform to others in order for their opinions or ideas to be valued.

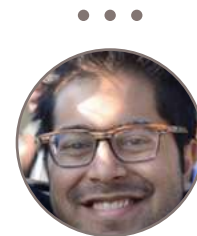
Inclusion 3.0 considers diversity and inclusion work to be a way of doing business, rather than something done on the side. As such, inclusion becomes a consideration in all actions taken by leaders, and policies work to make inclusion part of all day-to-day behaviors that employees practice. As a result, this approach creates a culture of inclusion weaved into the very fabric of the organization.

There are lots of things that an organization can do to create an inclusive workplace coming from this approach. For example, anonymizing resumes, having a robust parental leave policy, and making work flexibility the default. However, it's equally if not more important that leaders exemplify inclusive behaviors and embed inclusion in their day-to-day jobs.

For example, leaders might consider rotating a dedicated devil's advocate in meetings to encourage a culture of healthy argument and ward off

groupthink. Another behavior to be encouraged is to notice and minimize micro-aggressions. For example, we know that members of minority groups are more likely to be interrupted or have their ideas attributed to other people. If leaders especially can take note of when these behaviors occur and call them out, others will begin to mimic that behavior and micro aggressions are likely to happen less often.

These are just a few examples of actions organizations can take, but the important first step is that organizations need to realize that diversity and inclusion is about them, not some "other" group. It's about making the best decisions, not about charity to some marginalized group.



Raafi-Karim Alidina is the co-author of *Building An Inclusive Organization: Leveraging the Power of a Diverse Workforce*, and a consultant with Frost Included, working with clients to help create more inclusive workplace cultures.



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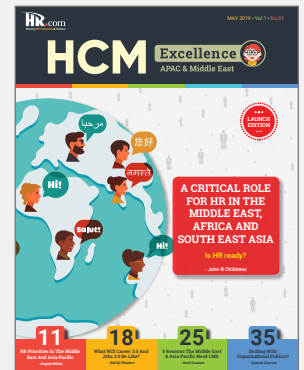
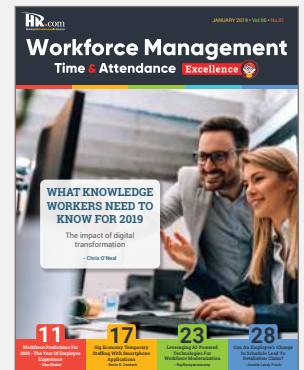
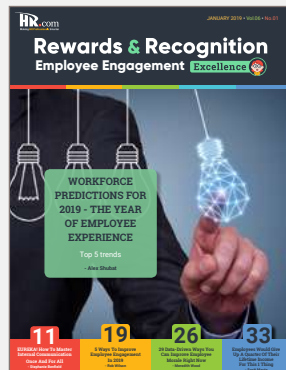
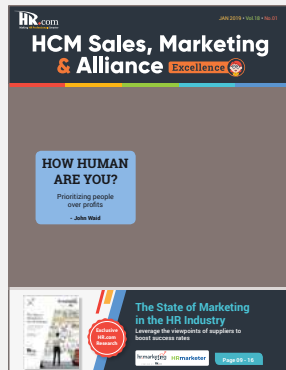
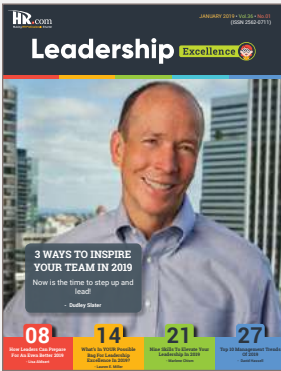
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