

## Worldwide Training Industry News (Aug 11)

### **NRC 'Knowledge Center' Helps Younger Employees Benefit From Experts' Experience**

*Federal Times (08/29/11) Johnson, Nicole Blake*

About a year ago, the Nuclear Regulatory Commission (NRC) started identifying employees who have expertise that the agency determined was too valuable to lose. The NRC now captures such expertise in its online Knowledge Center, which includes such things as recorded presentations, videos, interviews, and collected documents. In addition, longtime employees interact with staff via mentor programs, job shadowing, and brown-bag lunches. "In 2009, 50 percent of the NRC staff had been with us for less than five years," which created a "huge training issue," observed Patricia Eng, NRC's senior adviser for knowledge management. That situation compelled the agency to create the Knowledge Center that is currently open only to NRC employees and contractors. The portal features virtual communities of practice based on profession and skill set where members post questions and answers. The data is tagged with keywords and phrases to make it searchable, and members receive email alerts when new posts are added. Experts are urged to join these communities "so that 30-year veteran, who has just a tremendous amount of institutional knowledge and experience, can pass down that knowledge," says Jody Hudson, NRC's chief learning officer.

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### **Obama Weighing Job-Training Plan**

*Wall Street Journal (08/29/11) Meckler, Laura*

President Barack Obama is reportedly considering including a job-training plan as part of his jobs package to be unveiled in early September. The Obama administration is particularly interested in a Georgia program that allows jobless workers receiving unemployment insurance to train for jobs at participating businesses, at no cost to the employer, and is expected to include a version of this program in the jobs package. The 44 percent of the unemployed who have been out of work for six months or more are of special concern. Economists fear their detachment from the workforce will prevent them from returning to work even after the economy recovers. Under the Georgia Works program, workers continue to collect unemployment benefits, plus a small stipend to cover transportation and other expenses. After eight weeks of training, the company may hire the person, or not. It can amount to a free tryout. The president called it a "smart program" at a recent town-hall meeting in Atkinson, Ill. "You're essentially earning a salary and getting your foot in the door into that company," he said. However, Lawrence Katz, a labor economist at Harvard University, says free training might offer little incentive to businesses that already have many well-qualified applicants and do not necessarily see the need to add workers. He notes that while Georgia Works appears to have had success, it has yet to be rigorously evaluated by researchers. "If we had more rapid job growth, this would be a very good way of getting employers to take extra chances on people," says Katz. Still, he says the program could be successful depending on how it is designed.

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### **How to Look and Act Like a Leader**

*Wall Street Journal (08/12/11) Lublin, Joann S.*

Image coach Jonna Martin conducts workshops to help individuals obtain "executive presence," a term that describes the mystique of leadership. For Janie Sharritt, Martin gave a makeover that involved a new hairstyle, stylish slacks and jackets, pumps, necklaces, and appropriate makeup. Sharritt says the changes helped raise her self confidence and led to faster acceptance of her suggestions by senior management. Dee Soder, founder of CEO Perspective Group, suggests that individuals can enhance their executive presence by avoid interruptions (counting to four before replying), sitting on one hand if they make excessive hand gestures, sitting or standing large to emphasize that they take up space, using few qualifiers in their speech, having a firm handshake, and not clasping their hands behind their back to avoid appearing untrustworthy. A late 2010 study released by the Center for Work-Life Policy found that executives with presence act self confident, strategic, decisive, and assertive. Experts believe presence plays a key role as companies deal with a weak recovery and fewer layers of management. "You have less time to make that lasting impression," warns Stefanie Smith, head of coaching firm Stratex

Consulting. Approximately 75 percent of Smith's coaching practice is based on improving clients' presence, up from 35 percent in 2007.

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### **Do You Speak the Language of Business?**

*Chief Learning Officer (08/11) Fraleigh, James M.*

A white paper published in February 2010 by the American Society for Training and Development (ASTD) found that 79 percent of surveyed companies said they had a skills gap. The report cited two chief reasons: the changing nature of work and workers' educational levels lagging behind employers' skill demands. ASTD described knowledge work as transaction-based labor that is reliant upon worker judgment and innovation. The report said knowledge work is essential because it contributes to an organization's financial health. "Companies with high numbers of knowledge workers are among the fastest growing in the economy," the survey stated, based on data from the U.S. Bureau of Labor Statistics and the National Center for Education Statistics. This research projected that by 2015, the percentage of jobs requiring highly skilled workers will rise to 75 percent, compared with 50 percent in 1991. Industries requiring science, technology, engineering, or math skills will have the highest demand for skilled workers, and "60 percent of new jobs will require skills held by 20 percent of the population," according to the survey. U.S. industries will be compelled to use education to address skills gaps, including company-wide learning and development for current staff, along with targeted hiring initiatives.

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### **Tackling the Skills Gap and Brain Drain with Training**

*EnergyBiz (07/11) Zajac, Jennifer*

Hiring managers in the energy sector have to deal with the fact that the national unemployment rate is 9.2 percent yet there are still positions that remain unfilled for months because of a lack of qualified candidates. A recent Association of Energy Services Professionals (AESP) survey of more than 100 energy efficiency managers found that about 60 percent of respondents think there is a lack of talented workers in the field. "Energy efficiency is a rapidly growing segment of the overall energy industry and we believe there is a clear lack of talent that is necessary to fill the positions that are open," says AESP's president and CEO Meg Matt. Additionally, there is a need for more utility employees to have experience with accounting for public utilities, and the SNL Center for Financial Education has struggled to find an instructor to fill this need. However, better training practices can help address the electric utility industry's staffing issues. In addition to the "skills gap," as much as 40 percent of the energy sector's 400,000 workers in a variety of job categories will be eligible to retire by 2013, according to the Society for Human Resource Management. "We have plenty of candidates that have the basic skills but because they do not meet every 'bullet point' managers hold out to find candidates that match all desired qualifications, often resulting in delayed hiring or losing qualified candidates while waiting for that 'right person,'" says Key Technical Solutions' recruiting manager Michael Ruane. Fortunately, training programs take only a few weeks, and many younger workers get up to speed quickly, especially with technical materials, Ruane continues. In order to deal with the workforce shortage, several electric, natural gas and nuclear utilities and their associations formed The Center for Energy Workforce Development (CEWD) to help utilities work together to develop solutions. CEWD recently announced its Troops to Energy Jobs program, which is aimed at facilitating military veterans' transition into civilian jobs in the energy sector around the country. "The extensive military training, strong work ethic and leadership skills endemic to success in the military make veterans highly desirable employees for energy companies," says Dominion Resources chairman, president and CEO Tom Farrell. Electric utilities also should pursue internal training options, according to Duke Energy's chairman, president and CEO Jim Rogers. Rogers recommends moving younger employees every 18 months to different divisions in a company in order to give them a better idea of how the company works as a whole.

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### **Taking the Next Step**

*CFO (07/11) Segara, Marielle*

Women account for 56 percent of undergraduate accounting majors and 36 percent of MBAs but only 9 percent of CFOs, and experts say the problem is that women lack the connections men make among each other informally. To counter this, companies have tried offering mentorship programs to increase

and improve those connections to senior executives, but to mixed results--studies show men are still promoted more often than women after mentorship. Some say the problem there is that men make connections with mentors informally, while women tend to go through formal programs. Men's mentors behave more like sponsors than advisers, advocating for them to get jobs and being a more active influence on their mentee's career. For women, however, mentorships rarely lead to sponsorship. It is not likely an issue of discrimination, though, and more likely to be a comfort issue, according to Alison Quirk of State Street Corp., which has a strong record of promoting women. "There are more men in this network of relationships, and because of the similarities among men, they find natural connections with one another and they get to know one another better than perhaps a man and a woman might," she says. Executives should be encouraged to form more sponsorship-type relationships with women, and some companies are trying to do this through more intensive mentorship programs such as State Street's Leading Women program. Women whose managers recommend them are paired with a female executive who mentors them for a year, giving them time to develop a more personal relationship. Another strategy is to change hiring practices to consider a wider range of candidates rather than just those who are already in the networks of senior executives. Assigning someone to lead diversity initiatives can also help, as can diversity training that emphasizes the way diversity contributes to the business.

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### **Recruiting's Most Strategic Role -- Leading a Corporate Turnaround**

*ERE.net (06/27/11) Sullivan, John*

In an organization with deteriorating performance, some of the most important roles are those responsible for creating a new strategy and securing the talent to make that strategy successful. Organizations that have successfully overcome negative momentum often do so by securing new leadership with a proven ability to implement a narrower strategy. Such organizations also accept that the talent that was with the organization going into the decline may not be the best talent to help turn the organization around. Reversing the direction of an organization is difficult, and involves a variety of cultural struggles. Frequently, when a turnaround is less than successful, part of the problem may be that too much faith was put into product development, R&D, or sales, while talent management was overlooked. Talent is key to any turnaround, and despite the fact that numerous CEOs acknowledge that developing techniques for managing talent is the most critical business problem they encounter in the difficult business environment, there are few leaders in talent management bold enough to accept the challenge of leading a business turnaround. Recruitment leaders often claim to want a strategic role, but focusing on tactical issues and efficiency shows that they do not know what actions are needed to be strategic. Being strategic requires actions that demonstrate a long-term impact on the primary goals of the organization. Organizations that deliver record performances invest significantly in both recruiting capability and capacity, while organizations that fail often focus on cost-cutting efforts without consideration for functional effectiveness.

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### **Marriott Hopes to Win With Facebook Game**

*Workforce Management (07/11) Siedsma, Andrea*

Marriott International unveiled a Facebook game on June 6 to attract potential employees. Named "My Marriott Hotel," the interactive game is intended to help the company fill 50,000 jobs globally by the end of 2011. The game had players from 99 countries in its third week, including Germany, Hungary, Malaysia, and South Africa. Marriott's game lets users manage a virtual hotel restaurant kitchen before they move on to other areas of hotel operations. Participants need to purchase equipment and ingredients on a budget, hire and train employees, and serve guests. They earn points when customers are satisfied, and are rewarded when their operation becomes profitable. The game can be played in Arabic, English, French, Mandarin, and Spanish. If a successful My Marriott Hotel player eventually gets hired by Marriott, they can retain their social networking identities--the company allows staff use of Facebook as long as they follow the firm's social media guidelines. Consultant Jen Benz, president of Benz Communications, believes more and more firms will use such Facebook applications in the future. "Within the next couple of years more companies will realize social media is not an option," he says. "They will realize that there are tremendous rewards and benefits."

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## **Talent Management: Get Your Systems Right Now**

*Computerworld UK (08/17/11)*

In 2011, 84 percent of employees intended to seek a new job, according to research by ManPower from the end of 2010. Intrigue may spark this search for new opportunities, but organizations must make sure that they maintain their talent, a key asset to success. Investing in appropriate training and other means of talent management can help enhance the people involved in a company. Organizations should make sure they have the right environment, training methodology, curriculum, and infrastructure. Infosys' Mysore Global Education Center can educate 14,000 employees at any given time, providing a program intended to deepen their competencies and multiply their skills, both technical and soft. Managing talent not only involves an existing employee's development, but plans for the organization's future. By building HR processes now, a company may ensure that it has the skills and knowledge needed for the next five to 10 years.

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## **Credit Unions Growing Membership Through Employee Training**

*Credit Unions Online (08/16/2011) Cohen, Cyndi*

The National Credit Union Association (NCUA) Web site reports that there are now over 10,000 credit unions with over \$480 billion in assets in the United States. Credit unions have rated Number 1 in customer satisfaction at financial institutions for 10 years, according to the American Banker Newspaper's annual customer satisfaction survey. Most credit unions consider exemplary service a primary goal, and so develop internal sales and service training programs to turn their employees into customer service experts. Such training aids membership retention and growth as well as employee knowledge and confidence. This then increases proactivity and morale while reducing turnover. The first step to building a credit union's sales and service culture involves the use of a mandatory training program for all employees, such as the Creating Member Loyalty Program offered by the Credit Union National Association (CUNA). This program teaches credit unions how to build a service culture that exceeds member's expectations by providing training, implementation, and consulting services. CUNA's Angela Prestil, the Director of Sales Culture Development for the program, says that it uses modules that are "role-specific," with strategies and examples reflecting the expectations of the different roles within a credit union, such as teller, entry-level MSR, and back-office support employee. Prestil says that many credit unions using such programs have seen double-digit growth in non-interest income, member satisfaction, lending protection penetration, and closed referrals.

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## **Management Lessons From Small Companies**

*Human Resource Executive Online (07/18/11) Cappelli, Peter*

The nonprofit Winning Workplaces has released its annual list of the 50 best workplaces among small employers. This year's companies are all doing well financially and expanding despite recessionary conditions. Several common themes emerge across these companies, such as commitment to people practices even when business is softer. This includes open door policies and investments in training and development programs. Hopkins Printing, for example, seeks to help staff deal with variations in business conditions by cross-training them to handle different jobs based on demands. Another company, Golden Artist Colors, relies on open-book management, financial literacy training, and an employee committee that teaches staff about how individual performance impacts overall financial results. At auto supplier Cal-Tex, employees understand key performance measures because they receive scorecards that are updated daily to monitor company productivity and financial performance. It appears that all the companies on the list spend more on their employees compared to their competitors, have more employee-friendly practices, enjoy low turnover and absenteeism, and realize high levels of employee engagement.

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## **Video Cuts Travel, Enhances Work-Life, Builds Staff Rapport**

*Computerworld New Zealand (07/14/11) Hedquist, Ulrika*

Beca, an engineering consultancy in New Zealand, is deploying a unified communications system called Microsoft Lync that is fully integrated with the company's existing IP-based video-conferencing solution,

which was installed in 2007, says Beca Group CIO Robin Johansen. "When you need to bridge the two, an individual can 'video in' to a meeting from their notebook computer, where ever they happen to be", says Johansen. "It means that you can operate from almost anywhere and be connected into a group." The solution also enables employees to work from home without hurting their workflow as well as improves communication because people can see each others' facial expressions, Johansen notes. Another company called Gen-i deployed a Cisco Telepresence system about two years ago, helping slash the company's travel budget considerably, says David Crowne, head of customer engagement solutions at Gen-i. The firm recently implemented a fiber link that lets its multiple Telepresence rooms link to anywhere in the world, says Crowne, adding that it is important for businesses to set a communications policy addressing when the technology can be used and why. Massey University, meanwhile, recently decided to install Adobe Connect, an enterprisewide Web-conferencing solution. The solution has enabled the university to offer webinars dubbed 'Connect Live' for professional development, where staff can take part across three campuses, says Mark Brown, director of the university's teaching, learning & distance education office of the assistant vice chancellor.

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### **Positive Work Culture Helps Retain New Talent**

*Winnipeg Free Press (Canada) (07/23/11) Coates, Colleen*

Retaining new talent is easier if an organization creates a positive workplace culture that encourages open dialogue and publicly recognizes excellent performance. Another key aspect of retention is employee incentives in the form of telecommuting options, health-care benefits, child care, flex time, and performance bonuses. All of these areas are linked to creating a culture that emphasizes a healthy balance and separates work life from home life. In addition to incentives, employees seek balance, choices, development, and care. The majority of workers want to be challenged and expand their abilities by learning something new. They desire educational tools, access to training, and opportunities for personal development that will let them advance their careers. Employees should also be allowed to grow as a team via collaborative projects and have a direct role in the organization's existing and future success. Research demonstrates that employees who work in an organization where retention is high are more likely to be satisfied and inspired in their jobs and more prone to telling other potential employees

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### **Launch of Online Training for Generators of Hazardous Waste**

*Norwalk Plus (06/21/11)*

A new, free-of-charge online training course to help businesses fulfill initial and yearly training requirements for hazardous waste generators has been launched by the Connecticut Department of Environmental Protection (DEP). The Hazardous Waste Management Training Course is configured as a general overview of the regulatory mandates for waste management and is targeted to waste handlers, managers, and supervisors responsible for being knowledgeable of the law and to assist them with compliance. "This training is an example of putting technology to use to better serve the public and business community," says DEP commissioner Daniel C. Esty. "Through E-Government services the DEP is providing an easy and convenient way for users to efficiently obtain important training and knowledge." The course was developed by the DEP in collaboration with the Connecticut Distance Learning Consortium, and development was supported by Supplemental Environmental Project funds stemming from hazardous waste enforcement actions. Course participants who score 80 percent or more correct on the final course evaluation may receive a certificate documenting the satisfactory completion of training, and generators may use this certificate as part of their personnel training documentation.

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### **Macro-fit vs. Micro-fit of the Organization with its Environment: Implications for Strategic Leadership**

*International Journal of Management (06/11) Vol. 28, No. 2, P. 488 Park, Daewoo; Chinta, Ravi; Lee, Mina; et al.*

Strategic leadership is critical in formulating and implementing macro and micro fit leading to high organizational performance. Macro fit refers to creating an appropriate fit between an organization's internal structure and its external environment, leading to high performance. Micro fit refers to the relationships within the organization's internal structure or intra-organizational relations. Strategic

leadership in formulating macro fit involves frequently scanning and using information from environmental sectors especially in dynamic or uncertain environments. Effective leadership uses this information to create and develop appropriate fits between the environment and the organizational structures and strategies. Strategic leadership with regard to micro fit involves moderating intra-organizational relations. Some studies have identified both "high touch" and transformational leadership as important leadership strategies for developing micro fit in high commitment-high performance organizational systems. More studies on these leadership strategies are expected.

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### **Losing Lifeblood**

*Workforce Management (07/11) Vol. 90, P. 24 Kranz, Garry*

Many companies feeling significant pressure from the recession have not given much attention to employee engagement in recent years, and experts say that these companies are now starting to feel the results of that neglect. The disengagement of employees is a problem for companies because it can result in a loss of top performing personnel, drops in productivity, and lower commitment to customer service. In some cases, disengaged employees can be a matter of life and death. Such is the case at LifeGift, a Houston-based non-profit that recovers human organs and tissues from recently deceased donors and matches them to transplant recipients across the U.S. "If we don't recover the organs, it means people probably lose their one opportunity for a life-saving transplant," says LifeGift president and CEO Samuel Holtzman III. "So in our organization, engagement means having employees who never give up on finding a donor. Not ever." Holtzman made employee engagement a priority, and started measuring engagement annually starting in 2008, using a seven-point survey tool and a research and consulting firm. When engagement fell in the last survey, Holtzman required the companies managers to hold quarterly one-on-one discussions with each of their employees, separate from annual evaluations. Results from the surveys and discussions ensures that employees receive the training, emotional support, and other resources needed to deal with the demands of the job. Most organizations do not deal with life or death issues, but focusing on employee engagement can ensure that employees are satisfied with their work and are as productive as possible.

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### **New Lawyer Training Programs Often Fall Short**

*National Law Journal (08/11/11) Moore, Desiree*

Law firms often say they offer training and development programs that prepare new lawyers to practice law, but the reality is that most provide cursory, if any, training. Any training they provide is typically disjointed and spread out over months or years. However, law firms are not to blame because developing a comprehensive training program for new lawyers is a cumbersome and costly undertaking; also firms would lose hundreds of dollars and delay important client work every hour an associate or partner spends presenting the program. Still, there is significant value in training new lawyers in practical skills because it would prepare them to contribute meaningfully to the firm from day one, and senior attorneys would no longer have to spend otherwise-billable hours assisting them with basic practitioner tasks. New law training and development and the difficulties with implementing programs continues to be a topic of conversation in the legal community, and outsourcing new lawyer training is one solution. Outsourcing the task would ensure that all new lawyers are trained in fundamental practical skills, and ensure they are taught in a uniform and comprehensive manner by experienced law and teaching professionals. From a business standpoint, the cost of outsourcing would be much less than developing an in-house training program.

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### **Have Learning, Will Travel**

*Chief Learning Officer (08/11) Bersin, Josh*

Data from Bersin & Associates reveals that use of mobile devices for learning increased from 9 percent of U.S.-based organizations in 2007 to an estimated 20 percent or more in 2010. An example of mobile learning at the workplace is Accenture's podcast program that enables subject-matter experts and the firm's leaders to share knowledge at low cost. Some 180 podcasts have been created to date, and more than 20,000 Accenture employees, or 11 percent, have accessed them. Moreover, Accenture's mobile-

delivered compliance training has twice the adoption rate of its computer-enabled versions. Network Appliance, a provider of computer storage, delivers all of its on-boarding and training through a new application called the NetApp Briefcase, which runs on computers, mobile phones, and iPads. Mobile learning has been facilitated by new platforms that make it feasible to develop learning and knowledge-based applications on mobile devices. Consumers are also much more familiar with smart phones and the proliferation of non-voice data applications. The Pew Internet & American Life estimates that frequent mobile Internet use nearly doubled to 55 percent today from 24 percent in 2009. This indicates that new e-learning designs need to take into account mobile deployment as a delivery channel, such as adapting a Flash-based training program for users of an iPad or iPhone. Content, tools, and platform providers must also invest in mobile interfaces that allow the easy deployment of mobile content, such as learning content management systems.

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### **Wal-Mart, D.C. Announce Job-Training Program**

*Washington Times (08/11/11) Howell, Tom*

Wal-Mart and officials from Washington, D.C., have announced a three-year, \$3 million pilot program to provide 2,000 city residents with skills needed to succeed in retail. Wal-Mart's contribution will be split between the Community College of the District of Columbia (CCDC) and the Community Foundation for the National Capital Region, which will oversee a grant program to improve literacy, language and computer skills. The program is the first of its kind for Wal-Mart. "Right now, it's a pilot program specifically for D.C.," says Keith Morris, director of community affairs for Wal-Mart in its East Region. Wal-Mart had already donated more than \$2 million to various programs in the District, including job-training partnerships with the Urban Alliance and D.C. Central Kitchen. Washington, D.C. Department Of Employment Services Director Lisa Mallory says the CCDC is creating a curriculum that will place participants in real-life retail situations that allow them to have "productive exchanges" with customers. CCDC CEO Jonathan Gueverra says the program will be an innovative move away from "stale" methods of learning.

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### **Netflix Excels by Valuing Innovation and Results**

*Investor's Business Daily (07/15/11) Seitz, Patrick*

As Netflix continues to grow, it plans to keep focusing on its "high performance" corporate culture. This includes valuing innovation, hiring outstanding employees, paying robust salaries, and giving staff the autonomy to do their jobs. Individuals performing at average levels are removed, although they receive generous severance packages. The Netflix work culture statement was developed by CEO Reed Hastings and Netflix Chief Talent Officer Patty McCord after the firm realized it would have to achieve more with less people in the wake of the tech bubble burst in 2000, says Steve Swasey, vice president of corporate communications for Netflix. The company feels that high-performance employees can do the work of two or more average workers, while in creative or inventive areas, the best workers are believed to be tenfold better than the average. Netflix managers rely on a "keeper test" to determine which employees they want to keep--managers ask themselves, "Which of my people, if they told me they were leaving for a similar job at a peer company, would I fight hard to keep at Netflix?" Examples of good processes at Netflix include informing others when software is being updated, spending within budget, and having regularly scheduled strategy and context meetings, while bad processes include mandatory pre-approvals for spending more than \$5,000 or needing three people to approve a banner ad design.

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### **Balancing Work/Life by the Hour**

*Human Resource Executive Online (07/11/11) O'Brien, Michael*

An increasing number of companies are realizing that flexible work arrangements for hourly employees can improve the bottom line and generate other benefits. "Flexible work arrangements allow the organization to accommodate the many needs of a diverse workforce," including employees who punch a clock, says Kim Wilson, associate vice president of human resources at the University of Kentucky, which employs about 5,400 hourly full-time workers. At Marriott International Inc., for example, the company offers various flexibility options for hourly employees, including a cross-training program that allows workers in one unit to be trained in a different work unit, thereby allowing them to have more opportunities

to work when they are available, says David Rodriguez, Marriott's executive vice president of global HR. The company also offers online scheduling, compressed workweeks, shift swapping, and work-at-home positions. Jeff Wilson, market vice president of HR for the healthcare-client sector at Sodexo, says flexibility is facilitated by having "the culture of an open-door policy and the willingness to listen, rather than just sticking to the schedule..." Sodexo has more than 80,000 hourly workers in its healthcare-client segment, and is now in the process of expanding its formalized flex programs for managers to include hourly workers. When that happens, HR will help "educate, support, and coach" supervisors who are handling such requests, says Wilson. Both Sodexo and Marriott are on Working Mother's list of top companies for hourly workers as a result of such things as providing substantial tuition aid as well as educational and developmental opportunities to its hourly workers.

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### **From Freelancers to Telecommuters: Succeeding in the New World of Solitary Work**

*Knowledge@Wharton (06/29/11)*

Remote employees have become commonplace in the modern workforce. An estimated 30 million employees work from home at least one day a month, though Wharton professor Maurice Schweitzer says telecommuting is not necessarily for everyone. In the absence of a brick-and-mortar office, Schweitzer says you have to create a business-like mood yourself, which can be challenging for some. Telecommuting has been hailed as a way for SMBs to save money and boost productivity, but as Wharton researchers note, the lack of motivation and opportunities missed working from home could result in long-term losses. Researchers also say there are different personalities of employees; for example, some individuals prefer ambiguous boundaries between work and personal life, while others work best by implementing stricter boundaries. Instead of abandoning remote employees altogether, however, researchers say adopting a "hyper-vigilant" stance about closing communication gaps and monitoring employee performance will result in greater overall productivity.

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### **NRC: Nuclear Plants Need More Training on Emergencies**

*Forbes (06/07/11) Daly, Matthew*

Some nuclear power plants have not properly trained their workers about emergency guidelines intended to protect the public in the event of a severe accident or disaster, according to the U.S. Nuclear Regulatory Commission. The agency reports that inspections conducted in the United States after the recent nuclear crisis in Japan found that many plant operators have not done enough to train their staff on the voluntary emergency guidelines or update their procedures. "While overall we believe plants are safe ... we are concerned that our inspectors found many of the plants have work to do in either training their staff on these procedures or ensuring the guidelines are appropriately updated," says Eric Leeds, director of the NRC's Office of Nuclear Reactor Regulation. The inspections revealed that only 42 percent of the plants include the emergency guidelines in periodic reviews and revisions to plant procedures. While staff at 92 percent of the plants received initial training on the guidelines, only 61 percent periodically include the guidelines in their emergency drills, the review found.

For additional information about this story, please click [here](#).

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### **Firm Hires 'Personal Coaches' for Clients**

*FT Adviser (06/17/11) Steen, Aimee*

Guardian Wealth Management (GWM), which caters to expatriates, will soon offer its clients access to "personal coaches" to assist them with their financial needs. David Howell, chief executive officer of expatriate specialist GWM, said, "A client would have a first discovery meeting with a coach and the purpose of it is to find out what their life intentions are, what they want to achieve in life, and that dovetails into the financial plan." Approximately six personal coaches will be hired by GWM on a freelance basis who will concentrate on different professions. Fees will be negotiated on a case by case basis depending on client and adviser requirements. Howell said the personal coaches undergo 750 hours of training with the International Coaching Federation before they can become accredited, and emphasized that they do not replace any element of the adviser's service. "The planner would need to know what the coach does and the coach would need to know what the planner does," he said. GWM hopes to deploy the service



within three to six months along with a dedicated Web site to be launched in the next two months with more information.

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### **Making Strengths-Based Development Work**

*Gallup Management Journal (08/04/2011) Asplund, Jim ; Blacksmith, Nikki*

Companies that deploy strengths-based employee development may achieve a more engaged and productive workforce, according to researchers at Gallup. The researchers recently formed a short assessment to evaluate strengths-based development programs, and tested it on a company. Gallup found that four factors accounted for the bulk of sales and operating income among the test company's 606 business units and were essential to a successful program. The first factor was the awareness of employees about their strengths and their colleagues' strengths, followed by the intentional application of those strengths, the perceived shared commitment to the strengths philosophy among coworkers and managers, and perceived shared commitment to the strengths philosophy from company leadership. Gallup also developed a list of items for helping employees use strengths in their work. These items were: Every week, I set goals and expectations based on my strengths; I can name the strengths of five people I work with; In the last three months, my supervisor and I have had a meaningful discussion about my strengths; and My organization is committed to building the strengths of each associate. Since their initial development, the index items were administered to employees in 16 organizations. Gallup determined that employees who perceive their organization as committed to building the strengths of each associate are more likely to know what is expected of them at work and perform their best on a daily basis as well as perceive they have support in their developmental efforts.

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### **Developing Company Talent Through Job Mobility**

*Business Finance (08/11) Sammer, Joanne*

Job mobility could provide an effective and affordable way for companies to develop talent. An old strategy, job mobility involves moving employees into different positions, departments and areas of operations throughout the company to help them gain new skills and experience. "It is hard to think of an effective management development effort that does not thoughtfully and proactively rotate the employee through a series of positions that give him or her exposure to different functions, businesses and locations," says Gerry Ledford, president of HR consultancy Ledford Consulting Network in Redondo Beach, Calif. Project-level positions could be natural development assignments that could serve as a way to rotate more people through finance. However, job rotation is not for every employee, such as technical specialists who may need to deepen their skills, and change is not a good fit for every department, such as putting non-finance professionals in jobs in finance. Some degree of breadth in job rotation is critical to building well-developed managers. Companies should offer incentives to managers for employee development, and should assess their performance based on whether they are capable of developing people for bigger and better assignments, according to Ledford. "If they do not, they do not get a favorable performance rating and do not get promoted themselves," Ledford adds.

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### **One Way to Lose Employees: Train Them**

*Strategy+Business (07/22/11)*

A recent paper published in the Journal of Applied Psychology suggests that corporate training programs can be damaging to an organization if employees lack opportunities for advancement. The American Society for Training and Development estimates that American companies spent \$134.1 billion on training and education in 2008. However, such opportunities do not always need to consist of promotions or raises. Rather, managers can offer longer-range opportunities for career growth that enable staff to have increased autonomy and greater involvement in decision making, the researchers note. "Career opportunities are perceptual in nature, so raising [perceptions]...may be largely a matter of letting employees know more about the range of possibilities that are already available within the organization," the researchers write. The paper also differentiates between formal and informal training, where formal training includes executive management programs, workshops, job rotations, and tuition reimbursement programs that let staff complete their degrees. In contrast, informal training is based on personal relationships like career mentoring and interactions between supervisors and subordinates. Mentoring

can include coaching, being exposed to senior colleagues, and recommending a mentee for challenging assignments. The researchers found that both forms need to be supplemented with a perception that employees have a clear path up the corporate ladder

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### **Leadership in the Workplace: Training and Coaching**

*Savannah Morning News (Ga.) (08/03/11) St. Arnaud, Chuck*

In order to lead other individuals successfully, supervisors or managers need to take part in a strong leadership training program. Such a program should address such topics as listening and communicating effectively, giving negative feedback in a way that encourages behavior change, assigning responsibility with the appropriate level of authority, dealing with adversity from the work environment or staff, and rewarding exemplary work or behavior. Coaching can be an important element in the program, where a coach establishes rules and a plan to determine how, when, where, why, and what in order to get the job done effectively. Coaching is often perceived as a lot of yelling and repetition, similar to sports coaches, but actually is a form of mentoring. The coaching should come before, during, and after a task is launched and completed. The individuals being coached should be allowed to use their initiative; if they made a mistake, they can get up and try again. The bulk of errors can be easily resolved. Coaching is also about setting an example in the workplace to foster an environment that encourages initiative and risk-taking.

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### **Energizing Culture Change**

*Chief Learning Officer (06/11) Mabey, Mike; Mark, Richard*

Ameren Missouri, Missouri's largest electric utility, has made change a collaborative, grassroots organizational effort, driven by continuous customer feedback and rewarded through corporate incentives and recognition mechanisms. The utility's efforts to foster such an environment has created a new culture of accountability and customer focus among its employees. The gas and electric utility has 1.2 million customers across central and eastern Missouri. In 2004, the utility ended its customer satisfaction survey, which involved a call to customers one to three months after a customer service event, with managers recording responses on paper in large binders up to three months after a survey was completed. With this system, by the time information reached managers best positioned to create change, feedback was outdated and could not provide actionable insights, guidance for learning, or solutions to identifiable problems. In 2005, Ameren partnered with market research firm CMI to create a new feedback program with the goals of producing more timely, accurate, and actionable information to serve as a driver of culture change and provide a foundation for learning and development for customer-facing employees. The new program features a telephone survey that asks customers to rate performance on a scale of 1 to 10, and allows interviewers to capture feedback regarding specific experiences. The survey results are quickly sent to managers through a Web-based program that allows managers throughout the organization to access monthly results relevant to their area of operation.

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### **Managing the 'Difficult' Employee**

*Human Resource Executive Online (06/20/11) Cappelli, Peter*

A new study indicates that 18 percent of adult men and 16 percent of adult women have personality disorders that adversely affect how they think and act in the workplace. The study, by Susan L. Ettner, Joanna Catherine MacLean, and Michael T. French, examined personality disorders through face-to-face interviews using standard diagnostic tests. The disorders may cause a person to interpret memos in distorted ways, envision non-existent conspiracies, interpret innocent comments as personal insults, or refuse to accept simple changes in procedures. The most prevalent personality disorder is obsessive-compulsive behavior, followed by general antisocial behavior and paranoia. Companies should note that once personality disorders are diagnosed, they are covered by the Americans with Disabilities Act and other state-level legislation. Organizations might use their employee-assistance programs to help individuals identify their problems and seek treatment. Supervisors can also redesign such individuals' jobs and tasks so they "fit" what they are capable of doing. However, supervisors may eventually need to meet with their legal department to determine how much variation from the norm they find acceptable.

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### **Managing Membership Threats Through Collective Efficacy**

*Journal of Business Research (06/11) Vol. 64, No. 6, P. 631 Illia, Laura; Bonaiuto, Marino; Pugliese, Erica; et al.*

Individuals can handle membership-threatening situations in organizations through their level of collective efficacy, a group's belief that it will achieve its intended goals. Essentially, members' perception of the resourcefulness of an organization gives them a strong foundation for the belief that they are collectively capable of handling unforeseen situations. The identity of an organization represents a core source for an individual's self-categorization and pride. Consequently, individuals may think, act, and feel in a way that is consistent with their group identity, and cause them to be concerned for any change that affects the core of their membership. Such individuals perceive a threat to the group as a personal threat, even if that threat involves the behavior of another group member and not their own behavior. Understanding concepts related to collective efficacy helps managers understand how they can help people through changes and threatening situations that call into question an organization's core features, making overcoming an underestimation of the role of collective efficacy during such changes in an organization is rather valuable. Managers should expect collective efficacy to play a specific role during organizational identity changes, which could facilitate organizational learning and development and result in a more creative and open interpretation of the organization and the environment.

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### **How to Motivate and Retain Knowledge Workers in Organizations: A Review of the Literature**

*International Journal of Management (06/11) Vol. 28, No. 2, P. 459 Carleton, Karen*

Globalization, the proliferation of technology, workforce diversity, and the knowledge society are creating complex workplace interactions that require people to handle ambiguity and solve problems based on experience or tacit knowledge. Knowledge workers who have the ability to process, synthesize, and generate knowledge in order to problem-solve and innovate are essential to an organization's effective management and sustainability. They are characterized by their high levels of education, interpersonal communication and information processing skills, and motivation to add value to the organization. This review of literature reveals that these valuable workers are motivated and retained when organizations offer challenging, meaningful work, learning and career development opportunities, adequate resources, a supportive work environment, and recognition for their contributions. Too many organizations suffer from ineffective employee learning investments or supports, poor managerial practice, and unsupportive work environments. These organizations risk attrition of highly valued knowledge workers and the costly loss of human capital.

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### **Corporate Learning Evolves to Meet Today's Needs**

*Atlanta Journal-Constitution (07/27/11) Raines, Laura*

Experts say workplace learning is undergoing changes to fulfill the current needs of U.S. markets. In 2009, companies spent approximately \$125.88 billion on employee learning and development, according to the 2010 State of the Industry Report by the American Society for Training and Development (ASTD). That figure was about 6.1 percent less than the previous year. "Companies eliminated duplication and made sensible changes in their training divisions to be more efficient, but overall most didn't see budgets slashed," says Pat Galagan, executive editor for the ASTD. "In tough times, companies need to improve the skills of their workers more than ever, and they need to do it efficiently. You wouldn't expect to buy a computer and never upgrade the software, would you? People need new skills." Mark Myette, president of the ASTD Greater Atlanta chapter, notes that there is less formal classroom delivery today and more on-demand, virtual, and mobile delivery of training. He added that social media sites like Twitter, Facebook, and blogs are helping expand informal learning, and some organizations are using these tools as well. Myette says trainers and instructional designers need to keep their technical skills up-to-date and understand business targets before designing programs. Targets could include improved efficiencies, sales, or customer satisfaction, which all impact a firm's reputation, stock prices, and profitability, he says. "Learning has to be more strategic and offer direct business value," says Myette.

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## **The Four Stories You Need to Lead Deep Organizational Change**

*Forbes.com (07/25/11) Denning, Steve*

Organizations need to change the way they operate to be successful in the 21st century, but leaders and managers still believe in their hearts the traditional management practices will work today. Radical management involves delighting customers, managers enabling self-organizing teams, accountability through dynamic linking, values that grow the firm and horizontal communications. Facts, statistics, charts, prose and dialogue have not led to change, but leadership stories can get inside people's minds and affect how they think about themselves and in the process create their organization. Individuals will be able to see themselves and the organization in a different light, and then make decisions and change their behavior in accordance with their new perceptions, insights and identities. The first leadership story is the story of the business model of the new way of operating, and it helps sponsors or managers see how the organization will work once the change is undertaken. The business model story is essentially a future store, and thus the second leadership story needed is a burning platform story that explains why the way of operating in the past is leading to disaster. However, the burning platform story is also negative about the past, and leaders now will need to come up with a springboard story to spark positive action and move people into the future. Finally, leaders will need to tell the story of the past, describing and reminding people of the effects of unspoken assumptions and attitudes, and pointing out the specific differences of radical management, in order to keep old ideas from undermining the change effort.

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## **Unlikely Leader Finds Creativity in Chaos**

*Financial Times (07/24/11) Broughton, Philip Delves*

Joi Ito, the new director of the Media Lab at the Massachusetts Institute of Technology, says the Media Lab has "150 of the smartest kids in the world in the prime of being smart ... They're encouraged to do anything." To be admitted to the Media Lab students need a portfolio of work that sufficiently interests a professor. To receive a PhD or Master's degree, the only requirements are that students take basic courses in using the high-tech machines in the Lab's workshops, and keep their professors happy. In its short life, MIT's Media Lab has produced commercial products from the E-Ink used in Kindle reading devices to the Guitar Hero video game and Lego Mindstorms, as well as advances in medicine and prosthetics. Ito wants to deepen the relationship between the Lab and business. He sees the organization as taking the place of institutions such as Bell Labs and Xerox Parc, corporate-funded labs that used to do fundamental research regardless of its commercial application and won Nobel Prizes as a result. "Today, even companies that claim to have a freewheeling research culture have a bias about the kind of research they do," says Ito. "For all its openness, Microsoft isn't going to allow a lab where researchers are fiddling with mouse brains next to the Opera of the Future." The advantage of his freewheeling approach, says Ito, is that it leads to wild and unintended innovation. "We want companies to come here and interact by exploring areas adjacent to their own," he says. Ito's management and learning style is very different than most MBAs. "I have experience watching people at higher levels of organizations who have no experience in the field. Intuition is vital in management, and you get your intuition from the field." This is even more important, he believes, in a world of constant change. "You won't succeed unless you understand the content of your business," Ito concludes.

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## **Doing the Right Thing: The Best Risk Prevention**

*Business Finance (06/11) Stempak, Nicole*

More and more companies are seeking to manage risk by encouraging an ethical work culture. This involves migrating from a controls-based to a values-based approach, and can have an impact on the bottom line. "Ethics helps organizations to delineate those boundaries between right and wrong. It creates a self-cleansing culture where people are comfortable asking the hard questions, comfortable intervening, comfortable reflecting on the hard decisions that these businesses need to make," says Friso Van der Oord, leader, ethics and compliance solutions at LRN. Ethics and compliance leaders reported the top corporate priority for this year is growth (70 percent), and an ethical culture is key to fueling that growth, according to Van der Oord. He says risks will decline when ethics are successfully integrated in how business is conducted. This will help lead to sustainable growth and the long-term success of organizations, he says. A yearly survey of ethics and compliance leaders by LRN found that improving the link between core values and day-to-day operations ranked as leaders' top program goal at 69

percent. Improving risk management, the previous top priority, fell to 11th place at 45 percent. The survey comprised 107 companies, most of which were headquartered in North America but have a global presence, with more than 7,500 employees and \$1 billion-plus in revenues.

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### **10 Great Ideas for CEO Education**

*SmartCompany (Australia) (06/16/11) Gettler, Leon*

Employee education is not just for the rank and file staffers, but is essential for top-level executives as well. Paul Kirkbride of Melbourne Business School and former chief learning officer at a Fortune 500 company says CEOs have to choose between learning or failing in order to survive a today's rapidly-changing market. "If you are a CEO today and you are not curious and inquisitive and trying to learn, then you will very easily lose the plot, because the world is changing very quickly and you need to keep your finger on a number of different pulses," Kirkbride says. Small and midsize company CEOs tend to strive for education in order to build their business, but leaders in big companies tend to think their skills do not need advancing. But it is a quest for learning that makes a great CEO, says Barry Westhorpe of the CEO Institute. Kirkbride says 70 percent of a CEO's development comes from learning on the job, 20 percent from feedback, and 10 percent from formal courses. The ten top ways for CEOs to learn include getting an MBA, online learning for more immediate learning needs, short courses in business management or commerce to get a certificate rather than an MBA, using an experienced executive coach, "action learning" by confronting problems directly, keeping a journal, group mentoring, developing soft skills, using specialists for things like media training or enhancing a personal brand, and learning from their network through association meetings or other gatherings. It is important to avoid having a narrow focus on one's own business, Westhorpe says. "It's very much about having a broader view of your business and the business community by listening to other leaders in other sectors," he says. "It's about networking for themselves, their business and for the broader view of different sectors and how they operate."

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### **I'm Not Crazy, I'm Just Not You**

*UNITS (06/11) P. 89 Reed, Christopher; Sherfield, Susan*

Apartment industry professionals can enhance the quality of their workplace interactions and relationships by learning about the preferences and behaviors that constitute their personalities, write Mercy Housing's Christopher Reed and Susan Sherfield. Key to understanding personality types is the Myers-Briggs Type Indicator (MBTI), which can be a very effective tool in assessing the reflection of a person's personality type in their behaviors, as well as those behaviors' effects on others. "If we are to achieve positive results and develop strong relationships, be it in our personal or professional lives, we must first understand our own personality preferences, recognize differences in others, and then be flexible in how we interact with each other," Reed and Sherfield note. The MBTI's roots can be traced to a theory by psychologist Carl Jung, who thought that one's mental habits are arranged along three distinct dimensions of one's personality. The first dimension concerns how a person gains and directs energy; the second and third dimensions relate to how an individual receives information and then uses that information to make decisions. A fourth dimension, added by Katherine Briggs and Isabel Briggs Myers, involves how people organize their outer world. The MBTI is comprised of a series of multiple-choice questions that force the respondent to choose between two distinct answers. "Psychological type is about preferences, not necessarily about situational behaviors," Reed and Sherfield point out. "Those preferences are at the core of who we are and make up our personality type. As we mature and take on greater responsibility, we often find it necessary to adapt behaviors to effectively manage our lives or be successful in our career. These adaptive behaviors might not be our preferred behaviors."

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### **Improving Employee's Organizational Commitment, Self-Efficacy, and OCB Through Task-Oriented and Relationship-Oriented Leadership Behavior**

*Cambridge Business Review (06/01/11) Vol. 17, No. 2, P. 48 Sahertian, Pieter; Soetjipto, Budi Eko*

This study examines whether relationship-oriented or task-oriented leadership influences workers' organizational commitment, self-efficacy, and organizational citizenship behavior (OCB), or extra-role performance. Task-oriented leadership was measured by recognition of employee achievement, providing clear expectations, correcting errors, pointing out mistakes, or waiting until a problem becomes chronic

before addressing it. Relationship-oriented leadership was measured by instilling pride and self-confidence in employees; promoting the mission, values, and beliefs of the organization; inspiring motivation through enthusiasm and optimism; developing employees through training; recognizing achievements; and explaining expectations. The study included 125 chief managers or supervisors of PT. Bank Central Asia Tbk. District VII Malang. The study found that while the leaders applied both task-oriented and relationship-oriented leadership, neither leadership behavior seemed to have an effect on OCB. While subordinates' self-efficacy tends to be higher when working for relationship-oriented leaders, their organizational commitment is lower. Conversely, subordinates' organizational commitment is higher for task-oriented leaders, but their self-efficacy is lower. The study underlines the importance understanding the role of the employees' self-efficacy and their organizational commitment when employing different leadership behaviors with the goal of improving OCB.

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### **Ethics and Corporate Social Responsibility Integrated Into Knowledge Management and Innovation Technology: A Case Study**

*Journal of Management Development (06/11) Vol. 30, No. 6, P. 569 Guadamillas-Gomez, Fatima; Donate-Manzanares, Mario J.*

Analysis of how companies could incorporate ethical values and corporate social responsibility (CSR) initiatives into their corporate and business strategies, particularly in relation to their knowledge management (KM) strategy, technological innovation, and human development, is the focus of research that presents a model for the "strategization" of ethics and CSR. The model is assessed via a case study of Indra, a Spanish innovative company. The research demonstrates evidence of the efforts Indra is making in order to link CSR initiatives with competitive advantage through the development of intangible assets such as human capital and innovation capacity, for which KM is a critical instrument. Extracted from the case study are key influential factors, such as the need to promote the firm's ethical principles through its corporate culture, the human resources practices which encourage access to and transfer of knowledge, and relationships with stakeholders that facilitate the generation of knowledge, innovation, and human development. A model of ethics/CSR integration into corporate strategy is provided through four stages—establishment of CSR vision, diagnosis of CSR problems, development plan of CSR development, and communication. This model can guide managers in other companies to formulate and deploy a CSR plan in keeping with the firm's strategies and mission.

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