Worldwide Training Industry News (Dec 12)

To Climb the Ladder, Try Joining a Group
Wall Street Journal (12/26/12) Lublin, Joann S.

Employee-resource groups give individuals of similar backgrounds a place to exchange common experiences and success strategies -- and also give some ambitious managers of all backgrounds a chance to advance more quickly. Created in the 1970s to recruit and retain black employees, employee-resource groups now cater to women, gay individuals, the disabled, veterans, and even certain immigrant groups. A number of major businesses have transformed their self-help networks into business partners for developing products, hooking new customers, and breaking into new markets. But joining such a group is not always a ticket to the C-suite. At a recent conference, General Electric Co. CEO Jack Welsh disparaged corporate women's groups as "victims' units," which tend not to attract top talents. And some participants in employee-resource groups admit being initially hesitant to join a group because it can hurt one's career. Career experts warn against joining a group that does not involve a top executive or provide access to them. Top senior executives should regularly appear at group functions, interact informally with its leaders, and arrange adequate funding, diversity experts recommend.
Web Link - May Require Paid Subscription

ROI Is More Than Justification
Chief Learning Officer (12/05/12) Vestergaard, Bo

Two thirds of corporate transformations fail to reach their goals, and many times the reason is that frontline employees are not engaged in creating solutions and do not feel a sense of ownership about the reasons for the change, writes Bo Vestergaard, professor at the University College of Northern Denmark and author of one of the Academy of Management Meeting's top ten best papers of 2012. According to a 2010 McKinsey global survey, the success rate rises to 79 percent when frontline employees feel ownership and engagement. Transforming employee resistance is key to creating engagement and creating successful change, and following a five-step process can help a company to get it right. Management must first fully explain the reason behind the workplace change, then define what is to be accomplished in the next two weeks. Employees must then be engaged in coming up with solutions to fulfill top management's demands, and then also should be engaged in testing the solutions in practice and reporting on progress. Finally, the manager must fully explain reasons for accepting, changing, or rejecting employee suggestions. It is a process that has been successful time and time again in both public and private services and manufacturing. Communication is key—informing employees of a change in a one-way manner without giving full rationale behind the change will lead to resentment and distrust among employees. But giving fuller context and involving them in solution-making is the key to successful change management.
Web Link

Success: Helping Top People Reach Further
New Zealand Herald (11/26/12) Twose, Helen

Some of New Zealand and Australia's top businesspeople rely on advice from ilume International, an executive coaching firm founded by Angela Neighbours and Raechel Ford. The firm counsels CEOs and other executives of powerful companies on how to be the most effective leader they can be. Simply attaining the role of CEO is not an executive's end-goal, Ford says, as most executives have more practical ambitions such as changing their approach to leadership, doubling the size of the company, or having a global impact. Leaders today are expected to do more in less time while dealing with growing complexity, she adds, and many feel they are in over their heads. Executives sign up for a one-year program and each coaching session takes place once a month for two hours, which Neighbors says is "non-negotiable," because "it takes that amount of time for somebody to come in, chill down, talk about what has occurred and have a future focus." Many stay on much longer than a year, Neighbors says, through various jobs and country changes. Coaching has a reputation of being a silly and self-indulgent endeavor, but Neighbors says it actually has a structure, process, defined outcome, and measurable return on investment. Research has shown that coaching can increase productivity by 600 percent, and amid the global financial meltdown, leadership development is more important than ever, they say.
Web Link

Online Training Content: Right In Front Of Your Nose
Business 2 Community (11/26/12) Bishop, Tom

It may seem daunting at first to create a training course from scratch, but often the necessary content is freely available right under a manager's nose. At Elliott Masie's recent Learning 2012 Conference, KnowledgeVision's Michael Kolowich led a session on creating training courses using pre-existing materials--including those in a company's own library. Executives' keynotes at conferences or company events usually express a company's mission and goals, for example, and they are often recorded on video and kept in a company's records. Likewise lectures by experts outside the company can be recorded and used for training purposes, as can analyst or technical briefings or remarks from visiting customers or consultants. Demand for training videos is growing exponentially while training budgets are tight, and using pre-existing videos for online training is a perfect way to balance cost and meet demand.
Web Link

Entrepreneurs Too Often Fumble Employee Training
Blue Ridge Now (11/17/2012) Papes, Bob

Training is often a weak spot for entrepreneurs, who tend to wear so many hats that they fail to clearly define job requirements or set measurable goals for performance. And without measurable goals, success becomes subjective and the employee may not have the same vision as the employer regarding the definition of "doing a good job." Entrepreneurs tend to train new workers on basic duties such as operating a cash register but fail to offer more intensive training for things like customer interaction techniques that may boost sales. Employees are also often not given clear lines of authority, which causes confusion and low morale. In one example, a Fortune 500 company hired a new manager who would be reporting to two different executives. After much strife between the two executives, they approached their boss to clarify roles and get rid of the frustration that was affecting everyone's jobs. Such lack of clarity affects morale, turnover, and business results.
Web Link

How an Employee Training and Development Program Can Help Your Company
Smart Business (12/01/12)

In an interview with Smart Business Jeremy Wilcomb, operations manager of Houston, Texas's The Daniel Group, describes the value of employee training and development programs. Asked what holds companies back from implementing training programs, Wilcomb notes that the main impediment is determining the return on investment of training. While the costs of training programs are very real and easy to account for, it can be more difficult to precisely quantify the gains in competence, productivity, and retention that training and development can offer. The question of what sort of training and how much of it to invest is quiet important, and Wilcomb suggests companies begin with industry-specific training for their workers. While it can be difficult to determine how much training is enough or too much, Wilcomb suggests aspiring to conducting some kind of training on a quarterly training, using whichever format, web-based, in person, etc., best fits the needs to employees. Wilcomb says that setting goals and parameters ahead of time and then soliciting employee feedback after the fact can help companies judge the success of their training programs. Asked what to avoid, Wilcomb says that a common mistake made by companies is providing too much or too little training content and suggests that creating training plans with an overview and table of contents can help.
Web Link

The #1 Reason Leadership Development Fails
Forbes (12/19/12) Myatt, Mike

Leadership development programs are an important part of any good training regime, but they often fail for a number of reasons, writes Fortune 500 leadership adviser Mike Myatt. According to the American Society of Training and Development (ASTD), U.S. companies spend $170 billion on leadership-based curricula, with the majority of those funds being put towards leadership training. Unfortunately, Myatt says, many of these programs are unsuccessful precisely because they focus more on training than on developing leaders over time. Although the two terms may be seen as synonymous by many, Myatt argues that they represent two very different approaches to cultivating company leaders. Training, for its

part, assumes that there are best practices that represent one "right" way to do things. Development, on the other hand, is more interested on "next practices" and is driven by future needs rather than past experiences. In accordance with these differences, Myatt cites 20 points that companies can use to develop leaders rather than train them, including focusing on moving beyond a norm rather than adhering to it; testing courage rather than patience; educating rather than indoctrinating; enriching culture rather than stifling it; encouraging performance rather than compliance and effectiveness rather than efficiency; emphasizing solutions instead of problems; exploring the unknown instead of the known; and moving outside of comfort zones.
Web Link

Housing a Love for Learning: Coldwell Banker's David Birnbaum
Chief Learning Officer (12/17/12) Cattel, Jeffrey

David Birnbaum has transformed Coldwell Banker's dormant learning unit into a vibrant, sought-after program that has ultimately become a sales tool. When he first joined the company as director of e-learning and traditional learning programs, employees were not enthusiastic about e-learning's virtual classrooms and self-study programs. But now the programs are highly popular and during his tenure the company's learning program has moved from 113th to ninth in Training magazine's Training Top 125. It also received 19th place in Chief Learning Officer's LearningElite Awards. Now as now vice president of learning for Coldwell, and has built a social learning portal to replace the former cumbersome registration process for learning programs. Registration is not required and the process is so much easier that there has been a nine-fold increase in the use of videos, podcasts, and self-paced classes. The drawback is that the company cannot know who is using the resources, but Birnbaum says that is more than made up for the high usage rates. The company also understands how important it is that employees and managers understand the value of the programs, and stresses that it can get sales associates producing much more quickly than ever before. Of every ten sales associates who completed a learning program at Coldwell, for example, more than eight saw an increase in income of more than 20 percent the same year. The company is now experimenting with mobile learning courses, with the ultimate goal being to offer performance support whenever it is needed.
Web Link

Breaking Routine
Winnipeg Free Press (Canada) (11/24/12) Bowes, Barbara

One's reputation in the workplace can limit corporate success, and likewise a company's reputation can affect the bottom line, writes Barbara J. Bowes, president of Legacy Bowes Group and vice-president of Waterhouse Executive Search. For individuals, being known as a procrastinator, for example, can prevent a person from rising into decision-making roles, while having a negative attitude or being rude to colleagues can make enemies who will not support any efforts to take on more responsibility. Organizations also have routines that are essentially unconscious habits that create organizational culture, and often those habits can be obstacles to success. They tend to reflect beliefs and behaviors of previous leaders or corporate founders, and strong new leadership is required to make necessary changes. It is much more difficult to change an entire organization than an individual, but the steps are essentially the same--the organization must first be taken through a systemic review of current practices and areas for change must be identified. This includes a review of organizational dynamics, employee tenures, skills, attitudes and employees' ability and desire to change. Once the plan for change has been established, leaders then work with stakeholders to communicate the vision and inspire them to take part. They must be shown how they can benefit the organization, and a strong program of training and education may be needed to upgrade skills. There will be growing pains and missteps, but new behaviors need to be part of every-day processes with reward systems to keep momentum going.
Web Link

Drive Change Using the Lurk and Listen Method
Government Executive (11/19/12) Grady, Victoria

Before an organization can begin a successful change initiative, it is important to fully understand its existing culture. It consists of the organization's vision, communication, relationships, structure, process, behavior, and strategy, and can be trusting or suspicious, tolerant or intolerant, concerned about employees or indifferent and aloof. It is difficult to determine the nature of an organization's culture, but

talking to and observing employees is the best way to do it. Directly interviewing and questioning is one half of the equation, and the other is more passive. It can be called "lurk and listen," and involves things like going to lunch with employees, hanging out near the copy machine, and meeting a coworker for lunch. The goal is to listen to what people are saying and how it is said, as this is a part of culture that is never documented. It can reveal ingrained behavior patterns that, if not recognized, can derail any change initiative. The results of this "lurk and listen" campaign can be incorporated into the organization's comprehensive change process and help influence employees' reaction to change and the speed at which they recover.

Web Link

Do You Hire for IQ or Klout Score?
Fast Company (11/01/12) Razeghi, Andrew

Management scholar Peter Drucker says we are quickly moving from being a knowledge economy to being a social economy. The line between what we know and who we know is growing fuzzier. Therefore, is it more valuable to have the answer or to know who has the answer? In recruiting, for example, some companies may prefer to hire a generalist with a high Klout score—which measures social influence—over an expert with a high IQ. The value of a strong social network can be seen in the rivalry of inventors Nikola Tesla and Thomas Edison. Both men were geniuses, but Tesla was a recluse who died in poverty, while Edison had a rich social network and died a wealthy man.

Web Link

A Counterintuitive Approach
Business Excellence (11/01/12) Tojeiro, Kate

It is a hallmark of smart leaders to inspire employees to come up with better ways of meeting organizational goals, especially in an economic downturn, writes consultant Kate Tojeiro. "Change management programs often go hand in hand with business challenges, often at the expense of addressing true company culture, and therefore these programs are unlikely to address long-term sustainable shifts in behavior, never mind growth and success," she says. "If employees, particularly when they have lost colleagues, are involved and have responsibility and accountability in the change, it is more likely to succeed." Tojeiro observes that strategies founded on thriving often cultivate a positive attitude, while frugality and job-cutting has the opposite effect. Tojeiro notes that organizational adoption of the thrive approach can seem counterintuitive, given that the immediate costs are typically higher than the thrift approach. However, the advantages are borne out in the long term. Tojeiro cites as an example the Harley Davidson company, which fell on hard times with depressed sales and a tarnished reputation for product quality, but reversed its fortunes with its strategy of focusing on a quality revival. "The impact of having a positive and forward looking sense of collaboration and shared purpose made a huge difference," Tojeiro says. "The encouragement of freedom, innovation, and creativity to find new opportunities and ways forward started Harley Davidson on that phenomenal journey to great success and renewed market share."

Web Link

Who Will Train Future Advisers?
Wall Street Journal (12/17/12) Driebusch, Carrie; Coyle, Thomas

Some brokerage firms are turning to colleges to help them do a better, more cost-effective job of training financial advisers. An increasing number of colleges are offering majors in financial planning and their own roads to certification, and some brokerages are setting up internships for students and graduates of these programs. Typically, a large brokerage firm with a training program aims to turn about half of its trainees into profitable employees, but will often settle for a success rate closer to 30 percent. "Clearly, we need to do things differently," says Craig Pfeiffer, a 30-year veteran in the wealth-management industry, who left Morgan Stanley in 2011 to found Advisors Ahead, a program that matches college students and other aspiring financial advisers with banks, brokerages and independent shops as "associates" for six months or longer. Pfeiffer says there is a need for "new blood" in an industry expected to grow as baby boomers near retirement and turn to advisers for help. Morgan Stanley Wealth Management is piloting a few apprenticeship programs of its own, including a yearlong Wealth Advisor Associate program. The firm says it hires a meaningful portion of candidates out of undergraduate and graduate schools.

Study: Enhanced Employee Development Needed in 2013
Chief Learning Officer (12/12/12)

Most executives are looking to boost employee performance by 20 percent in 2013 in order to meet business goals, according to the annual Executive Guidance report from CEB, however they also said that just 5 percent of current employees have the skills to achieve those business goals. With just 32 percent planning to hire new workers, it appears that most companies are going to need to train and develop their existing workforce in order to improve productivity. The survey involved more than 20,000 respondents, and found that the current business climate has fundamentally changed workplace dynamics and workers will have to evolve in order to successfully negotiate organizational change, knowledge work, and increased collaboration. In order to train employees to succeed in this new environment, executives should promote learning on the job through stretch roles that boost collaboration while working toward business goals. They should also change employee roles to focus on collaboration and business goals and get managers focused on guiding and empowering knowledge workers through a more ambiguous and less routine working environment. Finally, managers should look at employees' technology needs to guide investments in mobility, data usability, collaboration platforms, and customized applications, and avoid allowing broad business goals to dictate those investments.
[Web Link](#)

Leadership Can Reduce Employee Cynicism, Increase Engagement
University at Buffalo Reporter (12/13/12) Manne, Kevin

A recent study by the School of Management at the University of Buffalo has found that empowering employees and reducing cynicism can vastly improve employee engagement. Researchers investigated officer attitudes and organizational climates in 14 state prisons, finding that positive leadership can both prevent cynicism and improve buy-in for positive changes. Despite the setting, study authors say their work can be useful to organizations in a variety of fields. "Senior leaders should be aware of the potential development of a cynical culture in their organizations, which may amplify employees' negative attitudes toward change," says co-author Paul Tesluk. "By addressing the issue, management can foster employees who are more committed, leading to reduced turnover and disengagement." In order to best limit negative cultures, managers should follow through on their words with actions, regularly checking in to gain employee feedback on their efforts or providing other ways for workers to participate in change efforts.
[Web Link](#)

Employees Improving Bosses
Human Resource Executive (11/20/12) Kuehner-Hebert, Katie

A recent survey from Healthy Companies found that while more than 80 percent of employees believe their bosses are ethical and behave professionally, about a third said they need to do a better job of communicating their idea of success, motivating employees, and acknowledging their own strengths and weaknesses. Healthy Companies President Steven Parker said people tend to get isolated when they move up in an organization and become "the last to know their own weaknesses, some of which can be very glaring." This is where HR leaders come in--they should be the ones to let them know how to improve or to report feedback from employees to them, he says. Regular feedback should be normal in an organization, and HR leaders should foster a culture of openness, he added. HR leaders can also work as coaches for managers to help them perform better in a crisis, Parker says, teaching them to be more empathetic and less like "managerial robots." Judah Kurtz, manager of talent solutions at BPI Group, agrees, and says bosses "need to communicate messages from the top quickly, to stop the rumor mill." This can be especially difficult in times of transition, but is extremely important.
[Web Link](#)

Who Does Culture Change Rest On?
Chief Learning Officer (11/14/12) Denison, Daniel; Hooijberg, Robert; Lane, Nancy; et al.

Companies that have a vibrant corporate culture that connects employees' mindsets to the company's vision tend to outperform competitors, according to research, and the heart of a company's culture is in its

underlying beliefs and assumptions. Case in point: Domino's Pizza. When Bain Capital acquired the company in 1999, new CEO Dave Brandon embarked on an effort to improve the quality of the workforce. Immediately he made it known that the habits of the past would not be acceptable and that things were going to change. "If you don't remember anything else about me today, just remember these three words: Change is good," he said. "If that sounds exciting to you, you're going to love me. If any of you are thinking 'I'd rather do things the way we've always done them,' I've got to tell you — you're going to hate me." The company created a developmental pipeline for every job category, including pizza deliverers, based on the new culture. The strengths of every job were assessed and the fundamental focus was that attitude is more important than skill -- Anyone can be taught skills, but values and attitude are part of a person's personality. Ultimately Domino's saw a major improvement in performance after building the company's sense of mission, increasing adaptability and flexibility, and building a consistent foundation rooted in core values. Research shows that these characteristics produce companies with higher profitability, growth, and customer satisfaction.
Web Link

Embrace Engineering Change—or Risk Failure
Consulting-Specifying Engineer (10/25/12) Gupta, Raj P.

Mechanical, electrical, plumbing (MEP), and fire protection engineering has become very specialized over the past generation. Thirty years ago, the electrical engineer had the requisite skills to design the power, lighting, and life-safety systems. On the low-voltage side, voice and data, security, and audio-visual systems were straightforward and the electrical engineer could handle those requirements. Today each of these areas is very specialized. The mechanical engineering discipline has also become more advanced as specialists emerge in HVAC, building modeling, sustainability, energy, control systems, sanitary systems, and fire protection systems. Globalization enables these specialists to collaborate. Information is available to virtually anyone with access to the Internet, and data and ideas are shared instantaneously around the world. Globalization enables groups to use sophisticated tools and processes, like building information modeling (BIM), which advance the design of modern buildings. The architects, engineers, and contractors exchange data interactively and in real time, which enables the design team to develop solutions quicker and with more accuracy.
Web Link

Developing Automation Talent
Plant Engineering (11/12) Gavin, Mike

U.S. manufacturing is a facing a shortage of talented automation professionals, with existing talent retires and traditional higher education fails to produce sufficient replacements, and automation services firm Maverick Technologies believes that U.S. manufacturers need to take it upon themselves to develop the next generations of automation talent or face continued off-shoring and decline. Maverick CEO Paul J. Galeski says that this means developing in-house training for automation engineers that takes advantage of the best practices of modern training and education to provide new engineers deep, on-going skill development. Existing automation curricula often focuses exclusively on the technical aspects of specific equipment and vendors, but Galeski believes a focus on problem solving and real-world experience is of more practical use. To that end, he advises that manufacturers not off-shore low-level projects, but use them instead as training grounds for workers to apply the knowledge they gain from training. Training also needs to become more flexible, making use of e-learning technology to allow engineers to train when it is most convenient and productive for them. Manufactures should also work with organizations like the International Society of Automation, which offers a broad range of training and certification services to members, and is currently developing new automation training models along with the Department of Labor. Finally, Galeski advises that manufacturers actively promote their training programs to both current and perspective employees, as well as college students in order to send a clear signal to the next generations that American manufacturing is still a great place to make a career.
Web Link

Making a Difference in Corporate Training
China Daily (China) (11/10/12) Yini, He

Technology is increasingly at the heart of training and professional development efforts at many companies worldwide, said Pat Galagan, executive editor of the American Society for Training and

Development, in the keynote address at the recent ASTD 2012 China Summit. "Above any other external factor - even the economy - CEOs expect technology to drive the most change in their organizations over the next three to five years," she said. Chris Pirie of Microsoft said the cutting-edge technologies that will be commonplace in the near future include cloud computing and natural user interface, which allow access from anywhere. Mobile technologies will also likely become a large part of training as in-person training is more expensive, he added--Microsoft, for example, spends $20 million a year to get certain employees together twice a year for training at its headquarters. Galagan agreed, noting that the number of mobile devices in use will exceed the world's population this year. The summit was the organization's first summit in China, and focused on showing Chinese companies the latest trends in training and development. Chinese companies are collecting a growing number of ASTD Excellence in Practice Awards, among them the China Post Group, China Telecom, and Hong Kong-based Mass Transit Railway Corp. As the country's continues to fuel a need for talent, technology will be increasingly important for companies' corporate training development in the near future.
Web Link

In Charge. Now What?
Wall Street Journal (12/09/12) Ensign, Rachel Louise

Becoming a first-time boss can be a tough task for younger workers with few years of work experience, and can be especially challenging when they wind up supervising friends or employees who are older and resent having a younger boss. The first month in a management role should be dedicated to laying the groundwork for healthy teamwork, says Jim McCormick, co-author of the sixth edition of "The First-Time Manager." Otherwise, "there's all sorts of opportunities for mischief and negative energy to develop," he states, adding that new bosses should meet with their supervisor to discuss the tasks the new boss and his or her team are responsible for. Then schedule individual meetings with each direct report, says McCormick. Hallie Crawford, a career coach in Atlanta, says these meetings should focus on what you expect from each employee as well as their work experience, career goals, and other projects they're involved in. New bosses also should look into getting advice on management skills from outside of their department. Mentors at work can help answer questions about overseeing others from a different perspective, notes Eric Peterson, manager of diversity and inclusion at the Society for Human Resource Management.
Web Link - May Require Paid Subscription

Performance-Based Coaching
Chief Learning Officer (12/05/12) Contel, Rick

Oftentimes employee productivity wanes when it comes into contact with complex and convoluted organizational and process barriers, with recent research showing that 75 percent of issues that affect employee performance in a workplace are related to workplace systems rather than personal issues. Each job role within an organization requires unique process design, information and resource distribution, and performance recognition. Workers must be producing the right outputs for their jobs, and this often requires performance-based coaching programs to guide them in the right direction. A coach must first define what outputs best fit the employee or employees under their wing. Once those outputs are identified, a coach can construct a road map to achieve those outputs and a ratings system to assess employee progress. Once employees have gone through the coaching program and learned their ideal outputs to perform optimally, the coach needs to make sure the ideas stick. This can be done in multiple ways, including: having the employees write down what they plan to do to practice what they learned, hosting conference calls or meetings where the employees share their experience of performing their new tasks, having the employees write down what they have learned from their tasks, and hosting review sessions to discuss overarching themes and share ideas about the tasks. Having employees collaborate about their growth ensures the complete message of the coaching program sticks with them once they return to their typical schedule.
Web Link

Dealing With the Employee Engagement Deficit
Personnel Today (12/04/12) Faragher, Jo

David MacLeod and Nita Clarke were requested by the U.K. government four years ago to assess engagement levels at UK firms and their impact on business performance. They published a report in

2009 that received mixed reactions from HR professionals. In November 2012, however, MacLeod and Clarke's engagement taskforce called Engage For Success unveiled additional evidence on U.K. employers' attitudes towards staff engagement, turning to several sources of data and examples of individual organizations' efforts. The report concluded that the United Kingdom suffers from an "engagement deficit" because only a third of U.K. workers are engaged. Output per hour declined 15 percent compared with the rest of the G7 nations (Canada, France, Germany, Italy, Japan, United States), according to data from the Office for National Statistics. Engage for Success estimates that improving the UK's national engagement levels could potentially generate an additional 25 billion pounds sterling in gross domestic product. Jack Wiley, executive director of Kenexa's High Performance Institute (HPI), which provided data for the study, says engagement tends to fall when the clarity of vision or mission diminishes or deviates from the overall goal. David Walker at Personal Group, a rewards and benefits company, says engagement can be quantified by "unleashing discretionary effort -- so when there's a tender due or a major deadline ahead, your staff understand the organization's goals and will go the extra mile to get the work done". By unlocking this, he adds, companies should then be able to see concrete results.

Web Link

Taking the Fear Out of Change
Governing (11/12) Linden, Russ

Inducing change into an organization can prove difficult when the natural tendency of humans is to shy away from such tumult in their lives. The key is to make the novel ideas introduced in the change process seem familiar to members of an organization, thus making the overall change process more palatable to them. One method of bringing about familiarity is to constantly prepare organization members for uncommon events by rehearsing those events from time to time. It will make them more comfortable with the comparatively more subdued changes if they have seen what extreme change can look like. Managers can ease a new transition by showing how past transitions within an organization have been successful and came off without a hitch. Incorporating some organization members directly into the change process by placing them on teams overseeing the change can also help to reduce unfamiliarity. Bringing back or referencing familiar faces in an organization, such as a much-liked leader, can help ease the minds of members reluctant to undergo change. Using familiar language custom tailored to an organization can help the prospect of change seem less intimidating. The U.S. Federal Aviation Administration's use of "The Flight Plan" for a strategic change initiative it underwent was something all employees in the agency could relate to and feel comfortable with. Finally, managers should stress to organization members that not everything will change, but rather only a few choice things. This will make the overall process seem less daunting.

Web Link

What, Really, is Change Management
The Street (10/25/12) Hall, Brad

Human Capital Systems managing director Brad Hall argues that the heart of change management is behavior change, noting that even when a change project yields its committed deliverables, it will still be a failure if "people do the same thing this week as they did last week." To this end, Hall lays out three high-level principles for change management. First, he says that all stakeholders (employees, vendors, clients, etc.) must believe in the change, pointing to Reactance Theory, which states that when people perceive that their choices or freedoms are being threatened, they resist. Next, Hall uses the analogy of sending a rocket into orbit to say that a change project has to have enough commitment and energy behind it, or it will be doomed to fail. Finally, Hall says that the organization has to be "aligned" to better accept the change. This means making sure all stakeholders, including management and HR, know what successful implementation of the change will require of them and altering their habits to make the change a success.

Web Link

A New Prescription for Improving Performance at GlaxoSmithKline
OD Practitioner (10/12) Vol. 44, No. 4, P. 4 Alexander, Jacqui; Huggins, Margaret

GlaxoSmithKline (GSK) realized that it had to refocus its change priorities on performance improvement, and it chose the internally developed Accelerated Delivery Program (ADP) as its strategy. ADP represents the melding of three disciplines: Lean Six Sigma, organizational development, and project

management. The goals of ADP include expedited delivery of the GSK strategy; embedding of a disciplined working approach; using a practical approach to nurture skills in leadership, change, PM, and continuous improvement; and embedding GSK values and behaviors to support excellence. An initial deliverable of ADP was the GSK Change Framework, which set up a common language and a structured change strategy. Key to the design of ADP was OD thinking that embodied action learning, use of self as consulting tool, systems thinking, complexity theory, capability cultivation, engagement, and group process with a narrow focus on business performance improvement. OD contributed designing processes to encourage co-construction, maximizing value and challenge of distinct mindsets, establishing a relationship protocol between ADP consultants, modeling change, applying the OD cycle, building leadership belief and trust, selecting a consulting style that migrated from expert to teacher to coach, interceding at the unit of the leader of their team at multiple system levels, and choosing a teaching/coaching scheme to build independence and sustained capability. Lessons gained from the introduction of ADP include the need to be thoughtful in the selection of projects at the experiment stage, respond to opportunities and influence presented by the environment, calibrate the program with crucial business goals, set a series of core precepts to guide team work, and define a standard that is adequate and then improve it over time.

Web Link - May Require Free Registration

Change Is a Team Sport!
Sustainable Business Forum (10/24/12) Tipton, Robert

The success of organizational change requires the inclusion of awareness, attitude, and action, along with related elements representing the 14 Golden Rules of Change, writes consultant Robert Tipton. The awareness element includes having an urgent reason for real change, while enhancing this awareness is the ability to distinguish beliefs from facts about change. There also is a grieving process inherent in change, related to the shift from the preferred status quo, while change happens first on an individual level and extends to the organization rather than the reverse. Tipton also characterizes change as a team effort, noting that "participation increases ownership at the individual level, and that's critical for organizational (team-related) success." The rules of change as they relate to attitude include having an optimistic attitude to change, which will more likely translate into a positive outcome. Change leaders also should embody the behavior they desire in others, while an attitude of flexibility and adaptability, even in the middle of change, is crucial to success. Tipton advises being patient and adopting a long-term view of change, while an attitude of encouragement, optimism, hope, and passion should be exercised to fuel successful results. The rules of the action category include making a clear, definite decision rather than hedging one's bets. Related rules include developing relevant plans that are aligned with one's goals, committing resources to the change effort, and instilling 100 percent accountability among level-five leaders.

Web Link

Entangle Your Employees, No Ropes Required
Upstart (11/12) Walter, Tom

Entrepreneur and author Tom Walter suggests that businesses shift the focus of their workforce development programs from seeking employee engagement to seeking employee entanglement. Walter explains the difference between an engaged employee and an entangled employee as being similar to the difference between a college athlete and an Olympian: "While the college athlete has certainly reached an elite level of skill and commitment ... the Olympian, on the other hand, lives and breaths his or her sport, and his or her thoughts consist heavily of concerns related to the sport." The difference, Walter says, is in the degree of commitment. Highly entangled employees, Walter says, believe in and foster mentoring and education, think like business owners, and strive to continue their education and become the best in their field. Walter points to the examples of Tarlton Corporation, Springfield Remanufacturing, and Chicago's Tasty Catering as examples of businesses where a focus on recruiting and developing entangled employees translated to business success.

Web Link

Building a Great Organizational Culture Is a Win-Win for Employees, Managers
Deseret News (UT) (11/20/12) Rhoades, Ann

Creating an organizational culture will benefit the business, employees, and customers alike, as current

management theories acknowledge that employees influence a company's brand image, creativity, problem solving, customer loyalty, and profits. The company will see lower turnover and absenteeism, increased employee engagement, higher customer satisfaction, and alignment of employee performance with corporate goals. Employees will have more satisfaction from their job, more trust in management, and higher productivity and engagement scores. Customers will see greater responsiveness from company representatives, better service, more trust for the company, and more overall satisfaction. But creating a people-oriented culture means more than just offering higher salaries or more vacation time-- engaging their hearts and minds is key. Disengaged employees do the minimum required work and need more management oversight, studies have shown, so it pays to work on engagement. Building the right culture does not mean piecemeal efforts or a general imperative to treat people fairly, but requires instead an enormous effort on the part of management to create a place where everyone knows the company's core values and what is expected of them. The proper values and behaviors should be clearly defined and leaders should embody them, even when it comes to hiring, rewards and recognition, and daily decision-making. Companies that get this right have seen their revenues increase and customer satisfaction scores rise as high as 99 percent.
Web Link

Up With People
CFO (11/12) Hyatt, Josh; Surka, Matt

A recent study by CFO Research found that employers are increasingly focusing on employee development, with 61 percent of the survey respondents saying they are seeking to maximize the output of their workforce by improving their ability to recruit, train, develop, and retain employees. Some 64 percent of senior finance executives said their company was looking to expand hiring over the next two years, while two-thirds of them said they would be doing this expansion with the same or lower levels of resources. This means most midsize companies will try to wring the last drop of talent out of their employees in the most efficient and cost-effective way possible. Highly-trained employees can be an asset to the company, while workers with few skills, low morale, and an indifference to learning can cause a slump in productivity -- possibly causing the company to invest capital in a replacement. To counter a skills slump as highly-trained employees retire, 85 percent of finance executives said they would improve their company's ability to manage employee performance, with 82 percent saying they planned to make their companies better at training current employees. The executives saw HR departments as critical facilitators to this business shift, but only 13 percent of those executives said HR administration at their company was "excellent." To improve this, 60 percent of respondents said they improve the HR department's use of technology, while 45 percent said they would work to improve the overall HR process.
Web Link

Why Most Organizations Fail to Change and What to Do About It
Montreal Gazette (Canada) (11/13/12) Kafoury, Hani

Many organizations trying to launch change initiatives have a similar failure rate as that people trying to diet--as difficult as it is for a single person to create lasting change, it is many times more challenging for a large organization with thousands of employees. Studies have shown that about 83 percent of mergers, 50 to 70 percent of reengineering efforts, and 35 to 75 percent of customer relationship management projects do not reach their goals. Many studies cite employee resistance as a factor in failure, and part of the reason for that is that management tends to focus too much on strategic and operational change and too little on how that change affects employees. To solve this problem organizations need to separate the operational change management plan from the psychological transition management plan. Those that have succeeded are organizations which acknowledge the difficulty and time-consuming nature of change, work to help employees through the transition, generate excitement about the changes, understand there will be mistakes, and reward those who meet the new goals. Ultimately organizational change experts say it is a process of "counseling" to get employees to embrace change and to pull it off successfully.
Web Link

Social Media Training Is Now Mandatory: Five Ways To Make Sure Your Company Does It Right
Forbes (10/31/12) Meister, Jeanne

Thanks to a turbocharged boom in social media over the past two years, social media training is quickly becoming mandatory for an ever-growing range of companies, far surpassing the first wave of IT that rolled it out two years ago. While such training began as an added bonus, now companies ranging from Unisys, PepsiCo, Adidas, HP and Sprint are making social media training part of the firm's core training curriculum. But many firms have discovered that while guidelines are an important first step, what they really need is a formal social media literacy program, which offers certification so that employees can share their progress and practices both on their employee directory as well as LinkedIn, Facebook and Twitter profiles. However, implementing social media training can be complicated. Experts say companies should start early, create a branded program for social media training, be specific, include game mechanics to engage and reward workers and create a vehicle for continuous improvement.
Web Link

Six Degrees of P&G: From Marketing's Training Ground to C-suites Around the World
Advertising Age (10/29/12) Neff, Jack

Procter & Gamble (P&G) Co. VP-Global Business Development Jeff Weedman recently discussed the widespread influence of his company in the marketing field. "They're everywhere," says Weedman of P&G-trained marketers, after a recent talk he gave on his new book, Grow. P&G marketers are found in the upper tiers of companies in multiple fields, from Microsoft to baseball and football teams. They're also at the head of P&G's competitors, including six CEOs. Experts say that the ubiquity of former P&G employees at the highest levels of business is flattering to P&G, but raises questions about whether or not the company could be more astute at spotting the most promising top managers. "You're always going to have some who leave who you regret," acknowledges P&G Global Brand Building Officer Marc Pritchard. "But it's a really competitive system. Some people make it and some people don't. By and large, it works out the way it should." Pritchard says the company doesn't regret the effort it puts into training its marketers. He explains that they don't see those who leave as a loss because the company's culture is so strong that an affinity for P&G remains, making it easier for them to find partners in media, advertising agencies, and joint ventures.
Web Link

The Importance of Linking Leadership Succession, Strategy, and Governance
Nonprofit Quarterly (10/01/12) Gilmore, Thomas

There needs to be a connection between leadership succession, enterprise strategy, and governance, and there are challenges inherent in the sequencing of these interdependent issues. It also is vital that these issues are perceived in an intertwined, recursive manner across time rather than as a linear sequence. Dilemmas often created by the linkage between the processes of strategy, succession, and governance include misalignment between board readiness and leadership succession, misalignment of the strategy with succession, and mismatch between board capability and strategic development. In the first instance, the board's dependence on the CEO solidifies to the point where they often have trouble engaging in dialogue about leaving with a leader whose earlier work they ascribe great value to. The second dilemma stems from cases in which a departing leader is not in the best position to support the board in working through their vision if there are major strategic problems. In the third case, when confronted with substantial environmental changes, the board may not have members with enough familiarity with these new phenomena. Strategy work thus involves consideration of future threats and opportunities and the required core competencies for the organization to succeed. Successful navigation of the interwoven processes of succession, strategy, and governance is achievable if certain approaches are taken. They include going as far as is necessary to inform the next step while valuing incompleteness and retained flexibility, refraining from assuming one of these tasks without reflecting on the other two, and actively managing the transitions between phases. Also recommended is respecting the time needed for different processes and respecting that people may be in different places throughout these various phases.
Web Link

The Chicken-Egg Problem With Organizational Change
Harvard Business Review (10/23/12) Ahskenas, Ron

Organizational change depends critically on timing, but consultant Ron Ashkenas observes that in numerous instances, "it's not completely clear whether one step causes another or vice versa." He offers

several principles for organizations to consider when they are confronted with change. One of them is to prioritize goals in order to determine the most critical objectives, and addressing them first. However, even clarifying goals may not yield guidance on where to begin, so Ashkenas suggests a reliance on structural changes for facilitating behavioral change, and not the reverse. "In other words, training people in new ways of working—without modifying job responsibilities, reporting relationships, and incentives—is often a prescription for failure," Ashkenas writes. "Because old patterns are often entrenched, structural change can be a forcing function to break them." This could include the restructuring of employees into broader teams that support wider control and fewer layers. "Deciding where to start with organizational change is often a complex argument about what should come first," Ashkenas concludes. "Rather than get caught in the debate, it's important first to clarify what you want to achieve, and then find the most powerful way to get there."
Web Link