

## **Worldwide Training Industry News (Jan 10)**

### **Corporate Learning a Growth Industry The Australian (Australia) (01/20/10) Riddiford, Mike**

Company universities -- such as those run by General Electric, McDonald's, Disney, General Motors and Motorola -- are proving to be helpful when allied to public counterparts. Corporate universities have become increasingly more common since their heyday in the 1980s. They began primarily with prestigious in-house learning facilities, but today's corporate universities are very different with the implementation of new technology. Corporations have embraced online, self-service, and just-in-time learning for corporate training. The simplicity of web-based self-service training, changes in organizational structures, and the absence of a need for an official training center all support the fundamental economic truth: "learning, like many other activities, has a minimum efficient scale in order to be cost-effective". The knowledge itself is the most important aspect of corporate training, and the corporate appetite for learning will continue to increase with the acquisition of knowledge. This could mean new opportunities for public universities, which could enter into partnerships with the corporate universities and offer employees access to some of the school's resources by tailoring them toward the business' needs. In return for the tailored information and course offerings, the corporate universities could become the public universities' best customers.

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### **Do Top HR Pros Need to Be Cross-Trained? HR Ringleader (01/14/10) DeVey, Tina**

Even HR executives need to be cross-trained to ensure they will have strong leadership skills. A June 2008 article from Workforce Management noted that companies like Google, UPS, and GE typically have HR executives who rose to HR positions from other departments. A recently published article in Fortune titled "How to Build Great Leaders" asserted that cross-functional developmental assignments are among the most important tools for developing leaders, and that only the best companies use them frequently, unlike average companies. The article added that when great leaders go outside their comfort zone and get stretch assignments, the companies they work for see significant benefits. It may be prudent to encourage HR professionals and students to participate in cross-training programs to ensure they gain the skills they need to be strong leaders.

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### **Career Coaches Help Minorities On Way To The Top National Public Radio (01/15/10) Gonzales, Richard**

Management Leadership for Tomorrow (MLT) is a nonprofit organization that provides coaching services for mid-level managers. John Rice, the organization's founder, asserts that it is easier for non-minority managers to get the informal feedback and guidance they require. Minority managers, however, tend to seek career guidance from fellow minorities, he says. "To some extent, what we see and what we provide to these folks is the ability and road map to play the game like everyone else is playing it," Rice explains. He observes that many companies have in-house mentoring programs for minority employees, while some like Google, Target, and Fannie Mae outsource their mentoring to organizations like MLT for intensive coaching. Rice says it is too early to estimate the impact of corporate coaching, but notes that the approach appears to be on the rise. His corporate clients have doubled and sometimes tripled the number of minority managers they are sending to him for coaching. Twishia Rogers, an account supervisor at Images USA, a marketing and communications firm, turns to career coach Patricia Hayling Price to help her raise her profile inside the company. Such coaching is appropriate for anyone seeking to climb the corporate ladder, but is especially crucial for minority middle managers, says Hayling Price. "As a minority mid-manager on the rise, you are always leery of the snipers out there and all of the micro-

inequities that exist in a corporate environment," she says. An increasing number of corporations and nonprofit organizations are searching for a new minority talent.

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### **New Michigan Emerging Markets Skill Alliance for Tool and Die Could Train 400 Existing and New Workers, Flint Journal (MI) (01/10/10) Burden, Melissa**

An alliance of companies involved in tool-and-die work in Genessee, Shiawassee, and Saginaw, Mich., is designing a new comprehensive training program for manufacturing outside the automotive sector. The companies, which are involved in tool-and-die work, estimate that they will need to train 400 new and existing employees over three to four years as Michigan's manufacturing base looks to diversify. For workers needing new skills, the cost of training may be covered by various No Worker Left Behind programs. The Michigan Emerging Markets Skill Alliance for Tool and Die offers a year-long training program designed by employers. The tool and die alliance is very similar to others in Michigan, like the Michigan Academy for Green Mobility, which is working with companies to provide engineers with additional training in hybrid electric vehicle batteries. Diana Carpenter, sector strategies manager for the state's Department of Energy Labor & Economic Growth, says the tool and die alliance united competing companies for a greater good. "We can leverage resources to get the skilled work force they need and it actually can help them in their competitive edge for various work," says Carpenter. DeVere Bobier, vice president of Bobier Metrology Solutions, one of the alliance partners, says the training programs will be beneficial, particularly when hiring new employees. Michigan, through the U.S. Department of Labor, provided \$150,000 in startup funding for the alliance. Individuals who are unemployed, were terminated, or have a family income of below \$40,000 annual are generally eligible for No Worker Left Behind, which provides up to two years of training, up to \$5,000 per year.

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### **Accelerating Corporate Transformations (Don't Lose Your Nerve!) Harvard Business Review (01/10) Miles, Robert H.**

When launching a corporate transformation, it must be done quickly and robustly in order to be effective. But most organizations face several types of obstacles that slow down such efforts. One type of obstacle is disengaged employees who do not commit to an agenda early on. To deal with these employees, an organization should promptly launch training and development efforts designed to encourage staff alignment and engagement during the launch period. This can take the form of an off-site event that lasts approximately a week or two; the key is to be prompt in rolling out the training program. One major retailer, for example, opted to first gather all the district managers in a room to present the chief targets of the initiative. Next, the district managers sat with their teams to discuss the commitments they had made to implement each goal. Within a week, the district managers met with their regional vice presidents to finalize the commitments, and store managers replicated the process in their districts. Another hurdle companies face is an overly cautious management culture, which stifles cooperation among leaders and the sharing of resources. This calls for making sure every member of the management team takes part in outlining the steps that need to be taken to realize the transformation. The leadership team should also establish a basic set of ground rules for discussing new ideas. Another obstacle organizations face is a business-as-usual management process that leaves little room for planning and implementation of a transformation. As a result, it is important at the outset to focus on a few high-value projects for immediate results.

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## **Employee Training Programs Show Signs of Improvement MassHighTech (01/06/10) Schakenbach, Jim**

Due to the recession, many businesses decided to slash employee training budgets and professional development programs. A report from the U.S. Strategic Rewards Survey notes that employee engagement levels for critical personnel declined significantly due to overall cutbacks. But with the coming of a new year, companies expect technology investments to equate to training investments. Responding to economic pressures, many companies are sending fewer employees to training conferences and using those same employees to train the remaining staff. Employers know that reducing training budgets can significantly impact a business, particularly employee morale. Consequently, companies should ensure that training remains a priority as they aim to minimize costs. Furthermore, as studies show, continually engaging employees and providing comprehensive training programs leads to more competent employees and better overall business.

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## **Engaging Older Workers with Flexible Work Options EHS Today (12/18/09) Walter, Laura**

State government agencies are at a high risk of facing work force shortages in the next 10 years and beyond. Nearly half, 47 percent, of state government workers are 45-years-old or older, compared to just 37 percent in the private sector. Workplace flexibility could help recruit or retrain these older workers. However, the Sloan Center's States as Employers-of-Choice Survey, conducted with 222 state agencies from 27 states, shows that it is uncertain if state agencies are aware of the implications of their changing work force demographics, or if they have even considered any potential action, like offering flexible work options. Most older workers looking to stay in the work place say that the traditional eight-hour-a-day, five-days-a-week workweek is not the schedule they desire. Offering a variety of flexible work options can allow agencies to contend with a potential work force shortage. Surveys show that once agencies make the connection between workplace flexibility and improved overall effectiveness, they are significantly more likely to provide employees with access to a variety of flexible work schedules. While many older workers are currently planning to stay in the workplace past the traditional retirement age, state agencies cannot assume that their employees will postpone retirement, particularly when considering the structure of retirement benefits for many state workers. Offering a variety of flexible work options will appear to older workers' preference for a non-traditional employment structure, and may be a way for state agencies to encourage older workers to work past traditional retirement age.

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## **Building a Strong Staff Security Management (12/09) Vol. 53, No. 12, P. 92; Albert, Philip**

Hospital security manager Philip Albert offers a strategy for hiring, training, and keeping a solid security staff. He writes that "the security department will not hire anyone who does not meet its strict baseline requirements," and "to help achieve these hiring objectives, the department has a dedicated recruiting and training manager." Albert says the organization also attracts and retains security officer candidates by offering a good compensation package. Applicants are subjected to three interviews--one on the telephone with human resources, one on-site with a panel of employees, and a final interview with the director of public safety. New hires attend a two- to three-week in-house class, as well as organizational orientation and hospital-specific training. In addition, there are skill-specific training programs at local community colleges, covering subjects that include self-defense, handcuffing, defensive driving, and bike patrol instruction. Once training is completed, new security staff are placed on a 12-month probationary period, under constant monitoring by supervisors. Retention strategies that Albert mentions include promotion from within the ranks and an awards program that honors staff for specific acts above and beyond the call of duty.

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### **An Executive-Driven Ethical Culture**

**Healthcare Executive (12/09) Vol. 24, No. 6, P. 44; Donnellan, John; Nelson, William A.**

There are a number of steps that healthcare organizations can take to improve their ethical culture. For starters, healthcare organizations should establish or review the statement of values that serve as the basis for their mission and vision. These values--which should reflect the organization's commitment to integrity, transparency, safety, quality, and efficiency--must be communicated to employees regularly, beginning with their first interview. Healthcare organizations should also ensure that employee position descriptions and performance evaluations are aligned with their values. In addition, executives at healthcare organizations need to ensure that there is an effective formal ethics program infrastructure in place to promote ethical practices and clarify any areas in which there is ethical uncertainty. Such an infrastructure should address a number of issues besides clinical questions, and should be system oriented and integrated into the day-to-day routine at the organization. Executives should also support the training of members of the organization's ethics program. Finally, the organization's administrative and clinical leaders need to demonstrate that they are firmly committed to practicing ethical behavior. Taking these steps to improve a healthcare organization's ethical culture is important because having an ethics-driven culture is an essential part of delivering quality care to patients.

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### **The Corporate Memory-Makers**

**Financial Times - Business Life (01/12/10) P. 10; Clegg, Alicia**

Businesses in various industries are seeking the help of companies like The History Factory and National Life Stories to obtain a deeper understanding of their history and help current and future employees learn better from the past. The History Factory, National Life Stories, and similar companies create series of primarily oral accounts tracing a business's history through interviews with past employees and their family members as well as current employees. Combining new technology with traditional storytelling is opening up all kinds of doors to pass down experiential knowledge and skills from one generation of employees to the next. The personal accounts given in interviews provide historians with information that often goes unrecorded in the formal documents of a company. For example, interviewing the wives of banking executives at HSBC in south-east Asia revealed that the bank had employed women in Shanghai and Hong Kong as early as the 1920s. Although there is increased risk for bias when oral history is used, the reward of making previously unknown connections is well worth it, says David Kirsch, associate professor of entrepreneurship and strategy at the University of Maryland. Many businesses may use the historical accounts as a form of brand building, but there are a select few who are genuinely interested in learning from the past. Some companies, The History Factory included, have even begun recording "real-time history" in an effort to capture events as they are happening and history is being made.

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### **Leading into 2010?**

**Washington Post (01/10/10)**

To effectively motivate and lead people as the market recovers over the new year, leaders should focus their efforts on four critical qualities. First is transparency. Employees are extremely skittish due to growing unemployment, so it is important that leaders be open with employees. A good strategy is to hold town hall-style meetings where employees are encouraged to ask any question, and leaders answer honestly and openly. Second, it is important to make employees feel appreciated. Let your best employees know just how much they are valued, which will keep them motivated during difficult times. Third, show respect for your employees, their jobs, and their skills. The days of one-size-fits all jobs and inflexible hours are over. Modern workers want to be treated as individuals, and will stay longer in a job that is designed for his or her unique needs and skills. Fourth, be as honest as possible. As the economy

recovers, employees need to know that rewards will return. Having an honest conversation during difficult times will make leaders more credible as conditions improve, provided organizations promise to deliver on their promises of rewards for loyalty and hard work during difficult times.

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### **Harvard Wins Fans for Advanced Leadership Course Guardian (UK) (01/12/2010) O'Hara, Mary**

Harvard University recently held a unique "fourth level" education experiment for people nearing retirement. "Regardless of what you came here with, you'll be leaving with something that is going to continue to grow in directions that you couldn't have anticipated when you arrived," says Jamie Kaplan, the executive director of the Cromwell Center for Disabilities Awareness, a charity in Maine, and one of the first 14 "fellows" to participate in the program. The Advanced Leadership Initiative (Ali) is widely seen as a radical departure from the educational status quo. The program capitalizes on the expanding area of "encore careers," where people nearing retirement actively re-train for a new vocation. Advocates for older people have praised the Harvard initiative, saying it is a model that the higher education establishment should give more attention. The objective of the program is to develop an additional stage of higher education that harnesses the skills and experience of older adults, builds on those experiences, and catapults the graduates back into some of the most challenging social issues of the day. The current Ali program is limited to a single institution and a small, select group of people, but there is evidence that there is a greater demand for this type of program. Ali was developed by Harvard Business School professor Rosabeth Moss Kanter, who says the idea is to take people who excelled in their individual fields, put them through an intensive year-long program that incorporates seminars, leadership development, and individual projects to prepare them to re-enter the workplace in a public service capacity.

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### **A Little Knowledge Is Deadly Dangerous Financial Times - Business Life (01/12/10) P. 10; Stern, Stefan**

In the 1990's, "knowledge management" was a significant buzzword for many business professionals on the executive level. Knowledge management is based on the idea that employees of a company often possess scores of knowledge valuable to the company's proceedings but the knowledge becomes useless because it does not travel throughout various facets of the company. Although the term has been overridden by other recent business trends, Stefan Stern of the Financial Times says knowledge management is still just as valuable. According to him, organizations often already have the information they need to prevent disaster, but they are unaware that they have it. Recognizing patterns in data and the value of those patterns as well as stressing the importance of passing vital information along to others in an organization are two ways to encourage better management of the information possessed by any company. Stern observes the recent bombing attempt on a plane over Detroit as a perfect example of why knowledge management is necessary because officials failed to put together bits of intelligence leading up to the event. Ultimately, Stern points to "collective corporate memory" as being one of the most important facets of knowledge management. It will benefit a corporation in any industry to recall crucial details about the market in which it operates and look upon this knowledge and the employees who own it as important assets.

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### **Multicultural Critical Theory. At B-School? New York Times (01/09/10) Wallace, Lane**

About 10 years ago, Roger Martin, now the dean of the Rotman School of Management at the University of Toronto, was asked to conduct an exit interview with the retiring principal at his son's elementary

school to help train the new principal. Martin discovered that the principal thrived by thinking through clashing priorities and potential options, rather than hewing to any pre-planned strategy - the same approach used by a managing partner at a highly successful international law firm in town, instead of sticking to any pre-planned strategy. "The 'Eureka' moment was when I could draw a data point between a hotshot, investment bank-oriented star lawyer and an elementary school principal," says Martin. "I thought: 'Holy smokes. In completely different situations, these people are thinking in very similar ways, and there may be something special about this pattern of thinking.'" As a result of that insight, Martin started advocating that business students need to learn how to think critically and creatively just as much as they need to learn finance and accounting. Such thinking is still far from universal. "We don't see wholesale changes yet. We've been through this enormous crisis and there are some people who are saying maybe we can do things differently and avoid it next time. But many students still go through MBA programs without being touched by this kind of thinking," says Nancy McGaw, deputy director of the Business and Society Program at the Aspen Institute.

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### **Keeping Staff Is Top Priority Vancouver Province (01/10/10) P. A32; Sankey, Derek**

A recent survey by Right Management suggests that retaining top employees will be a top priority for 62 percent of employers. At many companies, staff morale is low due to growing workloads, longer hours, pay freezes or cuts, and layoffs. "The challenge, then, for 2010 for companies will be how to reengage, re-energize and refresh a tired workforce," says Dianne Bond, market vice-president of Western Canada for Right Management. Long-distance leadership skills will also be in demand as the global workforce becomes increasingly mobile. Merge Gupta-Sunderji, a leadership and workplace communication expert, says managers are still learning how to handle virtual leadership obstacles, "so it's up to the HR professionals and leaders in organizations to make sure that they give their people the training and support they need to make virtual leadership work." In addition, 45 percent of companies surveyed cited the development of leaders and high-potential talent as a priority in 2010. Such efforts will help companies become more accountable and transparent at the individual level as well as within senior leadership units, according to the survey. Economists, meanwhile, say hiring efforts usually lag in a recovery because companies want to see a degree of certainty before investing in new people. Recruiters anticipate that hiring could increase in the last half of 2010 but will not be large-scale until the economy strengthens further.

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### **Recent Findings in Business Ethics Described by Researchers From University of Nebraska Economics Week (12/25/09) P. 24;**

Researchers from the University of Nebraska recently published a study that looked at the relationship between business ethics and risk taking. The authors of the study argued that a company's propensity for taking risks is determined by its ethical climate and the amount of emphasis it places on output control to manage its marketing function. In addition, the researchers argued that the association of risk-taking propensity and firm performance is dependent on whether the company is publicly traded or privately held; risk-taking propensity is more strongly linked with firm performance in privately held companies than public ones. The study concluded that a company's ethical climate and its marketing output control had a significant impact on its inclination to take risks.

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**Smile, Don't Bark, in Tough Times**  
**Harvard Business Review (11/09) O'Connell, Andrew**

A group of researchers led by Gerben A. van Kleef of the University of Amsterdam has determined in a study that team members will perform better in response to managers who cheer them on rather than castigate them. The researchers focused on the trait of epistemic motivation, which is the desire to process information thoroughly and thus understand the underlying meaning of others' emotions. Team members with high epistemic motivation are keen to decode a manager's cues, and thus they make inferences on the basis of emotional expression. Van Kleef and the other researchers tested 140 graduate students for epistemic motivation, and then measured their reactions to the emotions of a trained actor posing as a leader during a computer-simulated military exercise. They learned that anger was more effective in improving the performance of teams with high epistemic motivation, while cheerfulness had a similar effect on teams with low epistemic motivation. However, past research has demonstrated that epistemic motivation has a tendency to decrease in response to stress factors such as looming deadlines and even environmental noise. "Our findings suggest that leaders who are capable of accurately diagnosing their subordinates and the situation, and of regulating their emotions accordingly, will be more successful in effectively managing group processes and stimulating performance," conclude the researchers.

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**State-of-Mind as the Master Competency for High-Performance Leadership**  
**Organization Development Journal (Quarter4, 2009) Vol. 27, No. 3, P. 23; Polfuss, Craig; Ardichvili, Alexandre**

A great deal of leadership development strategies are based on models that consist of behavioral or cognitive competencies or skills, like decision-making, organization, delegating, interpersonal communication, influencing others, and building talent, among others. A recent paper explored the question of whether there is a single master competency that is the executor of all other competencies, and found that "State-of-Mind" is the master competency. The State-of-Mind does not replace or negate the importance of behavioral and cognitive competencies, but instead enhances a leader's understanding of those competencies and his or her ability to use them more effectively. A strong State-of-Mind allows leaders to constantly absorb the experiences and information life provides for them, and to continue to evolve their abilities to creatively express newfound knowledge. As the Master Competency, State-of-Mind incorporates previously learned knowledge into decision making and other functional responses. Organizations should incorporate State-of-Mind training to all levels of employees, and expect supervisors to use State-of-Mind solutions in dealing with conflicts and problems. Traditional competency-based leadership development approaches have proven to be quite valuable and are characterized by an outside-in paradigm. The State-of-Mind model is an inside-out model that suggests, in addition to various behavioral and cognitive competencies, leaders must develop their State-of-Mind competency in order to bring their best possible performance to every challenge.

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**A Program Helps Sharpen the Business Acumen of Those on the Rise**  
**New York Times (NY) (01/07/10) Zezima, Katie**

Inner City Entrepreneurs (I.C.E.), a nonprofit started by Daniel Monti, a Boston University Professor and Andrew Wolk, founder and chief executive of Root Cause, offers an intensive, eight month program that seeks to help business owners expand their thriving companies. The company specifically targets businesses located in urban areas that are at least three years old and bring in a minimum annual revenue of \$250,000. Ultimately, the company hopes to see whole cities thrive as a result of improved business practices. Offering what they call a "Streetwise M.B.A", I.C.E. teaches fundamentals including marketing, styles of management, hiring, and financial planning. In addition to gaining knowledge from

those teaching the courses, members of the program benefit from a network of fellow business owners with whom they can share ideas and receive feedback. In addition to multiple locations in Massachusetts, the Small Business Administration uses the program's material as a piece of its Emerging 200 Entrepreneurship program in 15 cities nationwide.

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**Picking Talent by Teamwork**  
**National Post (01/05/10) P. FP12;**

Scotiabank's motto is "One team, one goal," but putting it into practice is challenging because the company has 69,000 employees in 50 countries. To unify its various team members and deal with cultural and geographical differences, the company focuses on leadership development. The bank has relied on an approach that nurtures leadership and mentoring at every level. A key component of the strategy is Scotiabank's Executive Project Office (EPO) that was formed in 2004. The EPO works with individuals identified as high-potential leaders who work on core strategic issues for the bank. The EPO team reports to a steering committee of executives and the board of directors. "They do not just sit in on a report [from the EPO] about this specific problem, they act as mentors and give advice throughout the project and they remain quite actively involved," observes Andree Mercier, a principal at Hewitt Associates, one of the sponsors of "The Global Top Companies for Leaders" competition. Scotiabank was the only Canadian company to make the list. Gary Latham, author of "Becoming the Evidence-Based Manager," says Scotiabank's approach enables individuals to get "an education in values, skills, and culture around real-life projects of importance to the bank, the educational principles are not coming across as abstract, they're coming across as having immediate importance now and in the future."

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**The Development of Managers Is Vital in Emergent Market Conditions**  
**Cape Argus (01/04/10) P. 11; Ryan, Tom**

South African business schools need to employ a pedagogical model that deals with the challenges of the country, including high degrees of complexity, uncertainty, and inequality, writes UCT Graduate School of Business (GSB) professor Tom Ryan. In order to deal with these issues, students should be able to think analytically and holistically and find solutions, as opposed to being taught subjects and techniques. The ability to apply design thinking, which involves finding opportunities, asking good questions, and finding answers, is the way to become a successful leader in emergent market contexts. Elliott Jaques, a Canadian psychoanalyst and organizational psychologist, has found that there are levels of task complexity in an organization. Managers at the bottom manage the present, middle-level employees focus on planning for the future, and senior level executives shape the future. When a person moves forward in their career, the complexity and uncertainty rises and one needs to think and reason in a complex manner. The UCT GSB uses Systems Thinking and Action Learning to help students move from one level to the next. Graduates of the program have used the skills that they acquired in school to improve their companies. Business schools are now able to make a positive impact on leaders in emergent market conditions.

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**Online and Offline Strategies to Network Well in 2010**  
**Investor's Business Daily (01/04/10) P. A13; Stettner, Morey**

Millions of unemployed Americans are looking to networking in order to find a job. Older techniques still work, but there are many new ways to connect for a new occupation. Outreach activities include expanding upon the online profile, volunteering time and experience to a cause, and attending social networking gatherings. The best networkers understand what they want and are able to research what that is and who they want to work for and meet. It is key to have a clear message in order to stand out.



People should make sure to control what someone can find out about them online. Googling names is an easy way to find out what information is out there. Inaccuracies should be corrected, biographies should be updated, and any inappropriate or embarrassing material should be removed. It is helpful to create a Web site to gather all personal information and it provides a place where a resume can be posted, positive attributes can be shown, and activities, presentations, and media appearances can be described. "Creating your Web site makes you do some hard thinking about what you want people to see and how you want to present yourself," says Silicon Valley entrepreneur Heidi Roizen. "It's also an easy way for people to find what they need to know about you." Social networking sites also are helpful, and LinkedIn is a good place to start and set up a profile. Volunteerism also is a good way to network with people. Using skills and interests to help those who are less fortunate can allow the unemployed to feel better about themselves and connect with people in the applicable industry. Mentoring the employed is also a good way to stay connected with industries. Face-to-face networking is the most important type because it allows people to truly get to know each other. Today, the most popular type of in-person networking is when small groups get together in an informal environment to meet each other and share potential job leads.

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**Edmonton Firm Lets All-Work Types Make Play the Thing; Flying Monkeys During Meetings, Monkey Bowling with Water Bottles  
Vancouver Sun (Canada) (01/02/10) Mah, Bill**

High 5 Team Building, an online store based out of Edmonton, Alberta, Canada, is seeking to change the banality of corporate meetings with a line of new office toys and gadgets designed to help employees relax and refocus. The Flingshot Monkey and other toys like it are designed to boost morale and enliven typically mundane meetings. According to High 5's research, dividing meetings into 20-minute segments with five minute fun activities improves an employee's ability to retain and use information gained from the meeting. These products are available alongside of High 5's more conventional line of team-building activities and event planning services. This particular line, however, is designed especially the needs of companies in search of affordable options for energizing meetings when bringing in a professional is simply too expensive.

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**Funds Will Aid in Teaching Energy Efficiency Skills  
Register Star (NY) (12/29/09)**

The New York State Energy Research and Development Authority (NYSERDA) reports that more than \$3.8 million in funding is available for organizations to provide skills training for workers in the energy efficiency sector. Funding will significantly expand the availability of energy-efficiency skills training in all facets of residential and commercial buildings, including equipment operation, weatherization, lighting and temperature controls. The funding will significantly expand the availability of energy-related training for positions such as heating and air conditioning contractors, electricians, building operators, and energy auditors. "This program provides essential support to help prepare our workforce to meet the ambitious energy reduction goals Governor David Paterson has set for New York," says Francis J. Murray, president and CEO of NYSERDA. "Workforce development programs are critical for building a clean energy economy and for giving New York's workers the skills needed to help increase our energy efficiency and improve our environment." Training entities may also propose Train-the-Trainer initiatives, programs that will help increase the numbers of qualified teachers in New York state who can train workers to implement energy efficiency practices in designing, implementing, operating, and maintaining energy-related measures and systems.

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**Study: Leaders Have Better Talent Management Skills  
Supply Chain Management Review (12/22/2009) Murphy, Sean**

New research from the advisory firm The Hackett Group shows that talent management is key to higher earnings, a more efficient company, and a smoother-running supply chain. The Hackett Group recently released the results of a three-year study that focused on more than 60 companies. The firm says that the results show that companies with "mature talent management capabilities" have 18 percent higher earnings than most Global 1,000 companies, as well significantly high net profit margins and higher returns on equity and assets. The Hackett Group says companies with "mature" talent management understand that there are three specific tasks needed, specifically ensuring that the company's core talent processes are well-defined, making full use of the company's culture and organization, and utilizing the latest technology. Stephen Joyce, The Hackett Group's human resources advisory practice leader, says too many companies are using software for recruiting, performance management, and other functions, and that software is the quick-and-dirty solution that many companies believe is a "silver bullet" that will fix all of their problems. "Many organizations start with technology to solve a problem, and that's absolutely the wrong way to do it, in my opinion," says Joyce. The Hackett Group research director Pierre Mitchell agrees, saying that companies that really want to be leaders in talent management need to embrace the other two tasks. Currently, many companies have recently undergone layoffs, and the gut reaction is to assign work handled by laid-off employees to remaining employees, but this is a mistake, according to Mitchell. Corporate leaders need to eliminate redundant processes, not just redundant positions, and learn how disparate, siloed parts of the company and work together. "Technology is a tool," says Joyce. "It's an enabler. It needs to support the business direction and the business objective, not lead them."

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**How to Build Great Leaders  
Fortune (12/07/09) Vol. 160, No. 11, P. 70; Colvin, Geoff**

Developmental overseas assignments are among the most essential tools that great organizations use to develop leaders -- and that mediocre companies rarely, if ever, use. The weight of such assignments and how they are being tweaked to reap benefits in today's global marketplace are two of the strongest themes running through Fortune's new ranking of the world's Top Companies for Leaders. This publication has partnered with the human resources consultancy Hewitt Associates and the HR services provider RBL Group to find companies across the globe that excel at attracting, building, and retaining business leaders. Not surprisingly, the top organizations are those that tailor challenging assignments to the global economic environment, which is why "global" expansion has become the top priority among nearly all the companies present in the ranking. A number of them -- including P&G, GE, Colgate-Palmolive, and PepsiCo -- draw most of their revenue from a country other than their home country. All understand the challenges and opportunities that come with global expansion. "International assignments are where we generate the most stretch," explains Richard McAnally, an HR official with Deere. At Brazil's Natura Cosméticos -- ranked 11 on the list -- managers might work as a builder and organizer within a nongovernmental organization. General Mills -- third ranked -- expects many of its up-and-coming leaders to put in time on nonprofit boards. Developing such a wide array of "stretch" programs, however, is not easy, especially for firms focused on the short-term. But most of Fortune's Top Companies for Leaders have been around for many years, and all of them understand the value of long-term strategy.

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**Does Sustainability Change the Talent Equation?  
MIT Sloan Management Review (Quarter3, 2009) Brokaw, Leslie**

The possibility of working with a company that makes sustainability a priority is extremely attractive for many of today's workers. Employees are craving a job that allows for some creativity, and for companies that pay attention to what the world and its employees ask of them, which means companies should be

paying attention to issues surrounding sustainability. The Sustainability Initiative survey shows that 57 percent of private sector companies expect employee interest in sustainability to impact their organizations, 37 percent already highlight sustainability initiatives in recruiting, and some 43 percent are drawing on employees to be part of the process by designing products or processes for reuse and recycling. However, while these companies are experiencing new benefits from sustainability, they are also encountering new risks. Companies that promote their sustainability can unleash a strong emotional response. Yahoo's director of climate and energy strategy Christina Page says the effects of adopting a climate change strategy can be broader than initially expected, often in some surprising ways. "People are hungry for the opportunity to work professionally in a way that is consistent with building a sustainable world instead of one that undermines it," says MIT Sloan School of Management professor John Sterman, the director of MIT's System Dynamics Group. "The idea that 'I'm going to work in a corporation that may have the impact of further degrading the capacity of the planet to support life and then in my spare time I'm going to use the money that I've made to do good deeds' — that just doesn't cut it for people anymore. You can't have that kind of dissonance."

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**Communication Key in Global Workplace  
Korea Times (Korea) (12/30/09) Fletcher, Kathy**

International business requires being able to make presentations and communicate in different languages and cultures. For example, communicating in a business environment in Korea can be difficult due to the rapidity of change in Korean culture and the combination of traditional values and a Western business perspective. Operating in this environment requires performing a balancing act. For example, Confucian teachings stress the importance of loyalty and deference, while North Americans tend to value a more individualistic and entrepreneurial spirit. Additionally, in a traditional Korean business communication tends to more downward through hierarchy, while in North America there are generally fewer layers of hierarchy and there is more upward communication, with employees of American companies often being expected to generate ideas and participate in open interactions with superiors. American companies often allow employees to address superiors by given names, visit their offices unscheduled, and give rather informal presentations that include audience interaction. In addition to these cultural differences, people working on an international stage must also learn to present their ideas in a way that is efficient, effective, and interesting. Frequently when someone must give a speech in a foreign language they work on memorizing the speech in its entirety. However, this process creates a final product that sounds stilted to American audiences. A better strategy may be to plan and memorize the order of ideas in the speech, but create the wording of the speech more spontaneously.

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**Achieve Change By Accepting These Inconvenient Truths  
Toronto Globe & Mail (Canada) (12/28/09) Maly, Jiri**

As difficult economic conditions continue, many companies are reexamining fundamental aspects of their operations in an effort to improve performance without improving costs. However, many executives are finding that making fundamental changes to how business operations is more difficult than simply cutting costs. There are a variety of "inconvenient truths" that many companies encounter when attempting significant change, but by accepting and addressing these truths a company can dramatically improve in adapting to change. One of the truths is that companies must get employees to support the change. Too often, change programs focus exclusively on identifying and fixing problems, which can lead to resistance and fatigue among employees. Adopting changes can feel risky and requires acknowledging the thoughts, feelings, and beliefs of those involved in the change. Management must deliver a balanced message that address both the consequences of failing and the benefits of a new change, and employees must believe that the process and the outcome are fair. Once employees are convinced of the need to change, managers must focus on an even harder issue, adapting to the new day-to-day work

environment. Few business leaders understand that a change in operations also requires a change in how they lead. For example, instead of a traditional training program on a single, prolonged course with little follow up support, a new strategy that encourages mindsets, behaviors, and skills through a series of smaller learning forums linked to on-the-job exercises that allow employees to experience the benefits of a new strategy or method may be more efficient in a new business model.

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### **Finding the Right Mentor Can Bolster a Career Associated Press (12/28/09)**

With the professional world increasingly becoming more competitive and stressful, finding a mentor can be an excellent career opportunity. Mentors can provide career advice and help young professionals improve their skills. They can be either someone who works in the same company, industry, or in a similar position elsewhere. A mentor can help improve performance, increase pay, and possibly even help land a better job. "If you have good mentors and good relationships, a lot of doors can open up," says Ernst & Young's Nancy Altobello. Some companies have formal programs that match employees with mentors, but even workers with access to these programs should look for other mentors, says PricewaterhouseCoopers' Michael Fenlon. Building a good relationship with a mentor requires some work. Workers should prepare a pitch for potential mentors that explains why they should commit their time to mentor. Once a mentor is found, the mentee must take responsibility for maintaining the relationship, be it securing a monthly time to meet or coming prepared to meetings with an agenda on what to discuss. Fenlon says that given the unpredictability of today's market, having a team of advisers both inside and outside your organization can provide excellent opportunities. "It is not possible to have too many mentors," he says.

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### **Agile Learning: Thriving in the New Normal Chief Learning Officer (12/09) Clark, Timothy R.; Gottfredson, Conrad A.**

Studies by TRClark, a research, consulting, and training company, indicates there are five primary factors that foster or prevent learning agility within organizations. The first is intelligence function, or the capacity of an organization to survey and interpret its entire business ecosystem, inclusive of internal and external competitive environments. The intelligence function interprets data for the strategy function, which supports the learning function. The learning mindset, meanwhile, represents the prevailing assumptions, beliefs, and dispositions related to how people learn. The leadership behavior factor involves the dominant patterns of leadership within an organization. The organizational support factor indicates the processes, systems, structures, and other forms of support that organizations provide to help employees in their formal and informal learning and execution efforts. Finally, the learning technology factor refers to the types of technology used to achieve learning at both individual and organizational levels. These five primary factors must interact to improve learning agility and accelerate knowledge cycles. For example, it is apparent that leaders must pursue learning in an aggressive and self-directed fashion in order to succeed, but that these learning patterns need to be coupled with the ability to engage people. Highly agile organizations also apply collective knowledge internally and sometimes externally, and make the knowledge easily accessible and adaptable to individual needs.

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### **Managing A Downsized Team Forbes (12/10/09) Goudreau, Jenna**

Managing a downsized team following layoffs is an extremely challenging task for employees. Remaining employees can carry a variety of emotional issues, including fear, anxiety, uncertainty, grief, guilt, and mistrust. Following layoffs many workers disengage and productivity can drop, which is particularly

difficult for employers because this disengagement comes at a time when the company needs more from remaining employees. "Over time, working in an office during layoffs is like having a vitamin deficiency--the anxiety piles up," says Sharon Birkman Fink, the chief executive of corporate consultancy firm Birkman International. "To deal with that stress, employees need to know the company cares and is listening to them." Providing caring leadership is critical to keeping a company on track following layoffs. Immediately following layoffs, leaders should dispel rumors and anxiety by sitting down with employees and explaining what is happening in the company as a whole, and in their specific department. Employees appreciate leaders who do not dodge questions but is will to provide as much information as possible. Leaders should plan to continue these meetings every few days so employees are able to openly share their thoughts and frustrations. Hopefully, managers know employees well enough to tailor ma message to each one, letting them know why they were kept and confirming that they are a valued part of the company. These meetings should also serve to remind employees of the company's goals and objectives, and how they can be achieved. Do not haphazardly assign new tasks to employees to cover extra work. Think carefully about each persons skills and strengths, and assign work that fits with their present workload.

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### **One Way to Get a Raise: Take a Course Purchasing.com (12/17/09) Stundza, Tom**

There are plenty of resources available for improving the materials procurement and supplier management skills of purchasing professionals. Corporations are now offering continuing education programs to provide their purchasing staff with the skills and expertise needed to improve the performance of their supply chain. According to Terry Nulty, senior executive at Accenture, which helps companies develop global online courses, there is no silver bullet for a successful training program. Management-consulting firms often use a blended e-learning approach that includes an instructor-led component, simulation, classroom workshops, webcasts and online self-study. "One thing that is common among many companies that are involved in procurement training has been the need to develop curriculum that teaches or re-teaches core competencies about purchasing," says Nulty, also global lead for the firm's online Supply Chain Academy. All of the companies "have had to build curriculum that starts with a basic framework that is then individualized and customized by the individual companies to meet their specific corporate goals." Also, buyers who obtain more education should earn more money, as Purchasing's latest salary survey shows a college degree boosts pay by about \$35,000 a year and a master's degree offers an additional increase of \$22,000.

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### **The Gifts Employees Really Need Are Intangible New Brunswick Business Journal (12/26/09) Newman, Jennifer ; Grigg, Darryl**

Rather than coffee mugs or key chains, employees actually seek intangible gifts like acknowledgment, appreciation, or credit for a job well done. Other important intangibles include the desire for autonomy and control, doing something meaningful, belonging, and contributing. In contrast, most employees dislike micromanagement. They need to be able to make certain independent decisions about setting priorities, completing work, and schedules. This does not indicate that all choices made by management should be made by consensus. Rather, this means identifying areas where worker control would be beneficial, necessary, and efficient for the overall goals of the company. It can also be advantageous to assist employees in connecting their role to the organization's mission or mandate. This could involve discussing strategy with employees and helping them understand why the firm makes the decisions it does. To ensure that new employees feel like they belong to the company, managers should be make an effort to fully introduce the new individuals, talk about their role, and express approval of their participation. The holiday season can be a good time to discuss what employees would like to see happen next year, which could lead to more satisfied workers and improved performance.

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**Will 2010 Be the Year E-Learning Blossoms?  
Training Journal (12/09) Kornacki, Martin**

A report by Learning Light, an e-learning company, says the United Kingdom's e-learning sector is expanding, and could grow at a rate of up to 8 percent in 2010. The report also cites Sheffield as becoming the United Kingdom's e-learning hub in 2010. The report relied on financial modeling and third party research to estimate the current yearly size of the e-learning market at between 300 million British Pounds and 450 million British Pounds. It also predicted growth rates of between 6.7 percent and 8 percent for the market in 2010. David Patterson, one of the report's authors, said the trend is being steered by organic growth as more companies use e-learning, as well as "the role of marketing departments in commissioning learning materials to support customers." Furthermore, the U.K. e-learning industry is implementing new media for delivering learning, such as gaming and immersive learning scenarios, according to researchers. The report also observed that the existing recession placed more pressure on developers and vendors to reduce costs. Smaller training budgets a decline in public sector project have also had a detrimental effect on the sector, the report said.

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**CWLP Employees Learn to Deal With Diversity  
Illinois Times (12/17/09) Yeagle, Patrick**

City Water, Light and Power (CWLP), a municipal utility that serves Springfield, Ill., is requiring its employees to take diversity awareness training after two nooses were reported in July 2009. CWLP spokeswoman Amber Sabin said all city workers will eventually take the course. The 3 1/2 hour course is led by Kim White, chief administrator for training and development at the Illinois Department of Human Resources (IDHR). She says the interactive course is high-impact and is intended to show that in today's global economy, "diversity is not a trend; it's a reality." White further explained that, "We try to focus on getting participants to look for common ground and talk about cultural differences. We open a dialogue of communication that is constructive and respectful." The course does not avoid addressing stereotypes, but rather instructs people on how to deal with stereotypes, she said. One technique used in the course is called "ouch," said White. If a person hears someone say something hurtful, he or she can say "ouch" and back away. This helps avoid a direct confrontation while letting that person know that their talk is perceived as objectionable, she said. The class size is kept small to promote interaction, and the subject matter also addresses such things as gender, disabilities, and age differences. White noted that many workplaces have employees from four generations. Roughly 20,000 people from private companies, government agencies, and other organizations have taken diversity and other types of training courses from IDHR since 2006, according to White. The training is currently free, but IDHR intends to introduce small training fees in the near future, she said.

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