Worldwide Training Industry News (Nov 12)

Executive Education, But Not for Business
New York Times (11/19/12) Tanikawa, Miki

While business schools have long offered executive education programs for corporations, many graduate schools in other arenas - like international relations, public affairs, law and even journalism - have begun developing similar courses in niche areas that are not covered by traditional business schools. Some large corporations that send managers for additional education "basically are not satisfied with the degree to which business schools address matters at an international level," said Professor Cedric Dupont, one of the proprietary faculty of the Graduate Institute, Geneva. Some public policy considerations are not addressed properly by business schools, academics add. The Kennedy School of Government at Harvard offers classes with titles commonly found in business schools, but the way topics are address are different, said Debra Iles, associate dean at the Kennedy School.
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The Picture Is Bigger Than It Appears
Chief Learning Officer (11/19/12) Kamikow, Norm

When faced with challenging circumstances, a useful organizational approach is systems thinking, which encourages people to step back and look at the broader picture rather than concentrate only on its parts. Pat Crull, group vice president and chief learning officer at Time Warner Cable, is an example of this type of leadership. She is the recipient of the 2012 CLO of the Year award from Chief Learning Officer magazine, and served as a past chair of the ASTD board of directors. After joining the Time Warner Cable in 2006, she developed its corporate learning and development function from scratch. Crull took ownership of the firm's organizational-effectiveness initiatives, which includes diversity and inclusion practices, and also identifies high-potential individuals for focused leadership development. Time Warner Cable's size has now more than doubled and the firm has become a publicly traded company that is fully independent from the parent organization. Crull and her team implemented a systematic and planned approach to providing learning and development solutions for all of the company's 51,000 employees and 15,000 vendor/partners. The resulting culture change has led to an interdependent and collaborative enterprise that can support established as well as emerging businesses. This flexibility has become a competitive advantage for the organization, enabling it to skillfully deal with the fast pace of technical change in the industry while making the most of new opportunities.
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Executive Training With a Twist in a Changing World
Toronto Globe & Mail (Canada) (11/05/12) Lewington, Jennifer

Dalhousie University's faculty management offers executive training programs that include dance breaks. This kind of creativity, coupled with corporate training from business schools is what an increasing number of companies are seeking. Last year, Dalhousie's advanced management center introduced a new executive leadership education certificate program, with up to 20 modules on managerial issues such as service quality and enterprise risk managers. "Employers, whether in the public sector or business, are being much more strategic in their selection of the kind of continuing education options they choose," said center director Martine Durier-Copp. "They want more options." Instead of the once-popular exclusive arrangements with specific business schools, companies are developing multiple relationships with various graduate schools to provide flexible arrangements for executive learning. This highlights the evolution in corporate thinking on how to capture and retain talent. The part-time Dalhousie program, for example, is a mix of online and in-class residency over four years," giving high-potential employees the flexibility they require.
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The Secrets to a Healthy Company Culture (Hint: Get it Right From the Start)
Huffington Post (10/15/12) Brownridge, Chelsea

Organizational development consultant Chelsea Brownridge in this article shares five key things a company should be doing now to establish and promulgate a healthy culture. First, it is important to take

the time to spell out the company's mission, values, and vision, and to ensure the team is on the same page and can share this mission with others outside the organization. This step can involve considering questions such as: How will the world be a better place because our organization exists?, and; Who will our organization serve? Second, create a team charter with co-founders or other leadership members that outlines the "ways of being", which includes: roles and responsibilities; a code of conduct; how the team will manage conflict; how they will communicate with each other; and any other behavioral norms that will be needed to preserve team harmony. Third, determine the company's hiring criteria. Fourth, create corporate rituals. "As you grow your organization, new employees will see these rituals" -- which can include team happy hours, new hire Q&A sessions, or even a team mascot -- "as signs of community, cohesion and camaraderie," Brownridge says. Finally, learn how to tell the company's story, which is important not only when pitching potential funders and partners, but becomes invaluable when seeking new hires and defining the company's culture.
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How to Maximize Employee Training
Successful Meetings (10/12) Alderton, Matt

Billions of dollars are spent every year by companies on training their employees, but Inc.com columnist Geoffrey James says that unless companies make sure to follow a number of basic principles, then they stand a good chance of wasting their training budgets. For James, the most basic of these principles is that training needs to be about teaching "skills" not "traits." James for instance uses the example of an introverted field engineer being trained to go out on customer calls. Training designed to make this engineer more "outgoing" or "personable", is likely to be much less effective than training that focuses on teaching very specific skills, such as active listening and use of understandable terminology. Once the focus is on teaching concrete skills, James says the next step is determining what specific skills specific workers need to learn, rather than taking a one-size-fits all approach that may waste the time of both the trainer and the worker by teaching unnecessary or redundant skills. Next, James says skills need to be reinforced so they become a habit, rather than slipping away shortly after training. Finally, to measure the effectiveness of training, James suggests the use of skill-based metrics, both as a way to measure the success of training and a way to reinforce the importance of the skills taught in that training.
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Higher Education Needed for Most Future Jobs: SHRM Study
SHRM Online (10/10/12) Leonard, Bill

Higher education and technical training are more important for job seekers than ever, according to a new report by the Society for Human Resource Management and Achieve, a nonprofit education advocacy group. "Education requirements are climbing for jobs across the board," says Jennifer Schramm, GPHR, manager of workplace trends and forecasting for SHRM. Sixty percent of respondents said that over the next three to five years there will be growth in jobs that require specific technical skills, and 50% said a higher level education will be required for most jobs. The health care, manufacturing, construction, finance, and high-tech industries will likely see increased demand for job applicants with at least a bachelor's degree.
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Nigeria: Talent Management and Successive Plan in Organizations
allAfrica.com (10/01/12)

Some of the most revered executives of recent decades, Microsoft's Bill Gates and GE's Jack Welsh were well known for spending much of their time finding and fostering their organizations' next generation of managers and executives; in short, engaging in talent management. "Talent management is about making sure that you have the right people in the right places for both themselves and the organization ... it is one of the best legacies that you can leave any organization," says Career Anchor Limited Managing Director Ada Duggan. Indeed, failure to make use of good talent management strategies can be dangerous in its own right, with a recent Association of Chartered Certified Accountants find that almost a third of small business closures were caused by poor succession planning. Such planning is an integral part of talent management, which takes a holistic approach encompassing a number basic ideas. These include the establishment of a clear corporate identity and then using recruitment and selection to find individuals who will exemplify an organizations values and strive toward its goals. These individuals are

then developed through a combination of training, coaching, or mentoring, along with performance management and assessments, and, of course, appropriate compensation and benefits.
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Talent Management in Clusters
Organizational Dynamics (Fall 2012) Vol. 41, No. 4, P. 327 Chabault, Denis; Hulin, Annabelle; Soparnot, Richard

Since the mid 1990s, the number of cluster policies developing around the world have been increasing. In Europe, Spain was one of the first countries to adopt the practice, and seen often seen as an example of how this strategy can succeed. While countries like Sweden, Denmark, Germany, and France have also taken up cluster policies, but so have emerging countries like India, Brazil, and China. The growth of cluster policies has been shown to positively impact employment, organizational performance, regional economic growth, and competitive advantage globally between country states. Clusters are important in reinforcing links between business entities and universities in producing incremental innovation with a global impact. Companies like Intel, Google, Apple, Facebook, and others in Silicon Valley have benefited from the "cluster effect" and been able to develop synergies connected to high performing ecosystems, which have allowed them to prosper within a competitive environment. Within cluster environments, completely organizational approaches to talent management highlight the importance of workplace structure and atmosphere. Collaborative creation of talent heavily depends on the mobilization of distinctive personal resources of an individual and his or her ability to make an impact. Several studies have demonstrated that industries characterized by permanent innovation, as a result of the scale of technological advancement, are ripe territory when it comes to the development of talent.

How a Seller of Employee Engagement Dealt With Its Own Disaffected Staff
The Globe and Mail (11/16/12) Reuber, Becky

Razor Suleman, founder the Toronto-based employee engagement company Achievers, ironically suffered his own dilemma in employee engagement in 2006 when he lost 40 percent of his staff, causing him to rethink his business structure. His own analysis found employees in his company were fragmented, communication throughout the company was poor, and employees did not feel recognized or valued. To turn this around, Suleman focused most of his efforts on communication to better inform employees about the company's goals and achievements. This focus birthed short daily company meetings where employees get to share their daily successes, and led to the implementation of a democratic recognition system whereby employees vote on who in the company represents certain admired values. The system then rewards that paragon employee with points that can be put towards travel, merchandise, or gift cards. "When you empower people by giving them a vote, they take it seriously," said Suleman. "For example, if you're in sales and it's the last day of the month and someone in accounting stays late to process your order so you get credit for it this month, you want to recognize them for it. You want to say 'I like what you did and I'd love you to do it again.'" Such communication initiatives have led to the growth of Achievers from 12 employees in 2006 to 200 employees currently, with offices in San Francisco and Boston, and a client list that includes several global companies with more than 1,000 employees.
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Diminishing Shelf Life of Learning
Chief Learning Officer (11/12/12) Mosher, Bob

There was a time when training curricula seemed to have a very long shelf-life. Trainers would teach the same foundational skills using the same techniques for years, or even decades. However, in the modern media environment Chief Learning Officer's Bob Mosher argues that shelf-life has shrunk or even disappeared, and training needs to adopt a more dynamic model. Mosher points out that in the old model, information was scarce and learners had to seek out trainers with the specialized knowledge and skills they needed. Today, there is an information surplus, and Mosher argues that, "the modern classroom needs to be less about information dissemination and more about information aggregation." Trainers should focus on sifting and curating the wealth of information available to learners so that they can provide learners with "the right information for a specific moment of need." This will mean rethinking content maintenance, using social media and collaboration tools, such as editing and feedback capabilities embedded in learning systems, to better assess the effectiveness and quality of the wealth of

information available. Mosher says this will likely require major organizational restructuring and renegotiation of relationships with stakeholders, learners, product owners, customers, and leaders.
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Change Management Is Not Optional
Computerworld (11/05/12) Perkins, Bart

Change management is largely ignored at many enterprises and usually only invoked when problems crop up, writes Leverage Partners managing partner Bart Perkins. "Many good project teams naively assume that if they just design a better approach, people will automatically embrace the new system," he observes. Other reasons underlying the frequent neglect of change management include a lack of complete analysis, as project teams may not see the need for change management if they do not fully understand job content and interactions. Limitations on resources are another obstacle Perkins mentions. "Change management requires time and money and might be deemed wasteful," he notes. There also can be political forces inhibiting change management, especially if it involves challenges to deeply entrenched interests. Perkins points to other factors that can make change management less effective, even when it is utilized. He cites as an example regional grocery store managers who were basically crew schedulers whose performance metrics required optimal staff scheduling. The upgrade of the position to include responsibility for P&L prompted retention of the same metrics and compensation plan, forcing the project team to jettison a major element of the change management effort. The ultimate outcome was the maintenance of optimal schedules coupled with dropping profits. Perkins recommends the mandatory inclusion of a change management analysis and plan within high-impact projects. "Otherwise, you risk impacting your project's acceptance, business benefits, and ultimate success," he concludes.
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No Substitute for Face-to-Face Training
Australian Financial Review (09/26/12) Nickless, Rachel

Susan Peters is a vice-president at GE who oversees its leadership development worldwide. She says organizations should not completely stop using face-to-face training. "It's tempting to go virtual because it's less expensive by a lot, but learning from each other is as significant as learning from the content," she says. Even when the global financial crisis hit, GE's global training budget remained comparatively stable at approximately US$1 billion annually, Peters says. GE recently hired a historian, a physicist, an entrepreneur in his 20s, and other external individuals to determine what leadership skills are needed in amid today's globalization and financial instability. Additionally, 30 of the company's leading executives visited roughly 100 different institutions to learn about leadership qualities, including the Chinese Communist Party school, the Boston Celtics basketball team, and the US Air Force Academy. The findings were incorporated into new ways of training, such as an increased focus on "intact teams," where teams that work normally work together take part in week-long training sessions. This could include a general manager and the international team that reports to them, including sales, marketing, human resources and legal professionals, says Peters. GE also is encouraging the increased use of left and right brain thinking via creative workshops involving things like cooking, performing, or painting, she says. Managers who assess attendees before and after training say results have been positive, Peters says, adding that "after they do the creative workshop they learn to respect the skills or perspectives of people in the group."
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5 Ways to Double Your Odds of Inspiring Culture Change
GreenBiz.com (09/19/12) Holiday, Scot

Initiating and following through with change in the workplace can be an arduous task, but Scot Holliday, a Partner at East Meets West Solutions, LLC, offers a few tips to streamline and facilitate the process. First, companies looking to initiate change throughout the workplace need to keep in communication with all of their workers and offer objectives that are worker-specific. It is best if these objectives are delivered by the managers the employees directly report to, as it is these managers that they most trust. Constant communication with employees is also essential; companies cannot assume people will change because it is part of a new business strategy and required by the company. Communication includes not just issuing new orders, but also listening to and responding to employee feedback. When initiating organizational change, companies should establish trusted leaders to constantly promote the changes

through all levels of the organization -- from CEOs to lower-level managers. Companies should also keep in contact with outside shareholders in order to better see how a potential change in strategy could affect business. One way of doing this is through making advisory panels that regularly meet to discuss a company's upcoming business strategy. Holliday concludes that companies cannot simply rely on the fact that change is required, and they must take active steps to institute the alterations. Humans are inherently averse to change, even positive change that is for the better of an organization.
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Coaching for Organizational Success
Healthcare Executive (10/12) Vol. 27, No. 5, P. 64 Taylor-Smith, Michelle A.

Personal and executive coaching are critical to a successful career, and leader coaching services are available within one's organization or through an organizational development expert, writes Hospital System University Medical Center chief nursing officer Michelle A. Taylor-Smith. "Coaching facilitates clear communication of the organization's mission, vision, and goals; the cascading of goals throughout the organization; and clarity of leader expectations," Taylor-Smith notes. She describes leadership development as "an evidence-based process of intentionally building individual and team skillsets" so that all stakeholders in the organization's vision and strategy can connect the dots. Taylor-Smith offers four evidence-based coaching approaches designed to refine leadership skills, starting with the leader clarifying the organization's vision and goal expectations and disseminating the subsequent organizational goals to individual leaders across the organization. The second coaching strategy involves the organization investing in leader performance and assessment tools such as performance-based merit structures and performance scorecards. The third approach is the organization's deployment of formal leader development training, and in the fourth the organization offers executive coaching with a concentration on foundational skills for succession planning. Taylor-Smith lists three levels—individual, team, and organizational—where coaching can transpire. "Organizational coaching helps individuals throughout the organization develop consistent strategies and behaviors that create and/or sustain a culture that meets and exceeds the performance outcomes," she notes.
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Career Coaches: When Are They Worth Their Salt?
CNNMoney.com (11/06/12) Lewis, Katherine

Career coaches are becoming increasingly prevalent in the corporate world, but the credentials of such guides might not be up to snuff given that the profession lacks the same regulation as psychology or social work. Those pursuing a career coach must make sure they are doing it for the right reasons and must choose a coach who will actually offer substantive advice. Career coaches offer advice on how to ascend a career ladder or jump over to another job choice. When seeking a coach out an advise-seeker must be sure they know what what it is they want to change, and they must be sure that change is falls within the career coach's job description. Mental imbalances or severe stress because of familial situations are best left to therapists, and they will impede a coach's efforts. Choosing a coach who is the right match is a matter of knowing what type of guidance the advise-seeker requires. Someone looking to build their emotional intelligence might seek out a coach with a psychological background, while someone looking to present more effectively might seek out a coach with a communications background. Any coach worth the investment will have clearly-established ground rules to follow, including payment expectations and a timeframe during which the coaching will take place. The ideal coach will draft a contract stipulating the intricacies of the arrangement, and they will check to make sure the advise-seeker is understands those intricacies. Ultimately, those seeking guidance must be willing to put in the effort to make changes in their attitude and skill-set. Career coaches are only copilots in the self-improvement process.
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Call for Improved Apprentice Training
Financial Times (11/06/12) Cook, Chris

In a recent report on the U.K.'s government-funded apprentice training program, Parliament's Business Department Select Committee urged officials to focus on improving the quality and return on investment of the training it provides and less on increasing the program's participation numbers. In the U.K., paid apprentices receive government subsidized training to help them achieve recognized vocational

qualifications. This training is usually provided by third-party training and education firms that are in turn paid by the government. The apprentice training program has boomed in recent years, with some 457,200 apprentices entering the program in 2010-2011, a 64 percent increase over 2009-2010. The agencies in charge of administering the program have touted these numbers as signs of the program's success, but the select committee report raises concerns that this rapid expansion has left the program prone to abuse. "We heard evidence of ... government paying out too much money far too easily and a lack of genuine value for money being provided by apprenticeship schemes," said committee member and Skills Minister Matthew Hancock. The report suggests that the program be "urgently reformed," in part through laying down clear definitions of apprenticeship and criteria for training programs. The report also suggested that U.K. schools declare the numbers of their students that go on to be awarded apprenticeships, as a way to better promote the programs as a legitimate career path alternative to "'A' levels and university."
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Who Owns People Development? Not HR
HR Magazine (11/12) Millington, Quentin

The true success of a company's human resources department lies with the employees in the company, who must take initiative to constantly seek out training to better themselves. HR staff often do not have the necessary weight within an organization to force mandatory attendance to job skills learning sessions, and employees often make excuses that they are too busy with clients or other job tasks to take the time to attend. The end result is HR departments are viewed as ineffective, or out of touch with and irrelevant to the workforce. Employees need to understand and act upon their own learning and developmental needs, while HR staff must establish enough personal and business credibility to be able to effectively talk with managers and teams throughout the company. Should employees and HR professionals in an organization begin to take charge of their respective learning and teaching responsibilities, the business might need to undergo a cultural shift to support the new behaviors. This shift includes having leaders endorse learning initiatives, having managers allow employees to split their time between their job task and learning, and having leaders be sympathetic to employees whose performance slides while they are learning and taking on new tasks.
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Learn With Intensity
Chief Learning Officer (10/29/12) Masie, Elliott

When considering the deployment of a learning activity, it is important to consider the plan's intensity. When gauging appropriateness, factors that should be considered include:

• Interaction: Will the learner watch or read the content and then have to interact, either with structured questions or in a classroom engagement?

• Content struggle: How difficult is the content for the learner? Is this a mild upgrade of current skills, or will the learner have to work intensely to master the new material and mental framework?

• Evaluation and assessment: How tough is the assessment for this program? What percentage of learners pass or fail the first time through?

• Transfer: Will learners be ready to actually implement the outcomes as soon as they return to the work setting?

• Learning brand: When learners complete this program, will they have a sense that they survived or mastered this activity the way some refer to a difficult statistical course or a high ropes, outward-bound leadership activity? Or will they see it as just another module or video segment they experienced?
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Leadership Development and Succession Planning: Critical New Wisdom
Business2Community (10/06/12) Petrilli, Lisa

Bussiness2Community contributor Lisa Petrilli recommends Dan McCarthy's new eBook, "The Great

Leadership Development and Succession Planning Kit" to companies looking to make leadership development and succession planning a serious priority for their organization. Petrilli views these two activities as among the best investments an organization can make in itself and shares her three favorite bits of wisdom from McCarthy's new eBook. First, is beginning leadership development strategies by articulating a vision of the goals leadership development will meet and the effects it will have on the organization. Having this sort of long-term, well-thought out vision will help protect such programs in lean quarters, when it may be tempting to cut development projects. Secondly, McCarthy argues that before such a plan can be formulated, one must know what skills and competencies the organization's ideal leaders should have, so that programs can focus on developing those specific traits. Finally, Petrilli points to McCarthy's instruction to seek out constructive feedback from coworkers and employees in order to get a clearer picture of how well leadership development and succession planning programs are performing, and what adjustments may need to be made.
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5 Tips for Managing a Healthy Work-Life Balance
U.S. News & World Report (09/24/12) Barrett-Poindexter, Jacqui

This U.S. News & World Report money column offers five tips for maintaining a healthy work-life balance. First, if your job does not require you to be on-call 24/7, then take time away from mobile devices and set and keep clear virtual boundaries. Second, if sitting at a desk all day, try to stand up for five or 10 minutes every hour to get muscles working and clear your mind. Third, make social plans outside of work -- neglecting to do so can leave one drained and unmotivated. Fourth, a great way to clear intellectual and emotional cobwebs is to stay physically active, so make time throughout the week to exercise. And finally, while it may sound counter-intuitive to work harder when feeling burned out, genuinely ingratiate yourself with your boss by offering to help on certain projects where he or she may need help.
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Culture That Keeps Strategy Off the Menu
Information Management (09/26/12) Petty, Art

Chicago-based management consultant, Art Petty offers several suggestions to move an organization forward without letting company culture get in the way of change. Petty maintains that, when moving a company forward, leaders must be respectful of the past and not appear overly critical of previous or current practices. Leaders should also first test their message on management to see how it will be received by employees before giving it to the entire organization. Employee education when adopting a new growth strategy is important, as is not mixing messages when educating workers about that strategy. Leaders must be careful to explain why the business needs to move forward as well as why growth and change is important even if a company is financially sound. Leaders should not actively separate their workforce and have only certain, perhaps more talented, employees work on the newer projects that come about as part of growth. Such a strategy, Petty warns, runs the risk of alienating part of the employee base and causing a rift to form among coworkers. When exploring new growth opportunities, leaders should be sure to evolve their company strategy as they begin to develop new areas of the business. This strategy update, Petty explains, should apply to legacy areas of the business as well. While much of the growth plan will be designed inside of the conference room, he concludes, leaders should pull input and insight from every level of the organization.
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How to Train Your Customers
Chief Learning Officer (11/02/12) Perry, Bill

Companies such as Apple, Werner, Drivefleet and Franklin Templeton have established initiatives to "train" their customers, and they're not alone. A 2010 Aberdeen Group study of nearly 400 organizations found 51 percent of employers trained customers, and another 41 percent trained business partners such as distributors, advisers and vendors. Companies take different approaches to training customers or business partners, but Leh said employers looking to train external audiences generally have one of four goals: trimming the time or cost for launching products, reducing dependence on help desks, building brand awareness and generating revenue.
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So Much Training, So Little to Show for It
Wall Street Journal (10/26/12) Silverman, Rachel Emma

U.S. companies spent approximately $156 billion on employee learning in 2011, according to the most recent data available from the American Society for Training and Development. But roughly 90 percent of new skills may be lost within a year if not reinforced by practical follow-ups or assessments, some research suggests. Eduardo Salas, a professor of organizational psychology at the University of Central Florida, says what happens before and after a training session is as crucial as the actual learning. He adds that very few organizations rely on the science of learning, training, and development. For instance, most assume that if an unskilled worker undergoes training, he or she will immediately be transformed into an improved, skilled worker. But the reality is that training is more complex, Salas asserts. Most organizations also do not take the time to assess their training needs in order to identify who needs training and what kind it should be. Many organizations also do not sufficiently evaluate whether employees retain what they learn, or rely solely on technology. Training should comprise clear, precise learning goals, clear feedback, an assessment tool, and regular opportunities to practice and obtain feedback, says Salas. Furthermore, organizations need to be ready to receive the training and establish the conditions to implement the newly learned skills, which includes emphasizing the importance of the training and putting it into practice.
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Mental Health: A Manager's Toughest Talk
Globe and Mail (10/30/12) Gerstel, Judy

Despite reluctance between both managers and employees when discussing mental health issues, managers have become increasingly expected to take a more active role addressing the issue among their workforce. It is estimated one out of every five employees experience some sort of mental imbalance, whether it is depression, alcohol addiction, or simply a workplace meltdown. Managers have over the years seen their duties expand when it comes to employee mental health, oftentimes being required recognize symptoms of an imbalance, talk with the employee about it, guide the employee to an assistance program, oversee their progress in that program during their leave of absence from their job, and facilitate their return to work once the program is complete. In some cases, accommodating an employee with a mental disability might require special treatment, including clear communication, more structure or more flexibility, and enhancing the ability to focus by minimizing distractions including conflict, multitasking and pressure. Making the effort to accommodate an employee with a mental instability could allow them to remain performing at 100 percent when it comes to completing the tasks assigned to them, rather than having them take lengthy periods of time off to deal with their situation. "If someone was qualified and capable to do a task before depression or anxiety-related disorders became a problem . . . in a majority of cases, [they] can do the task even when [they're] not well, with the right kinds of support," said Mary Ann Baynton, a consultant on mental health in the workplace.
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For Top CEOs, Culture Drives Value Creation
Forbes (10/10/12) Reiss, Robert

CEOs hold varying perspectives on developing an organization's culture. Dan Mead, CEO of Verizon Wireless, says his company has a credo describing who and what the company is comprised of, as well as emphasizing the importance of team work. "We invest about 6 million hours a year in training to keep our employees knowledgeable and confident in explaining our products and helping customers choose what best meets their wireless needs. As we add breadth to our business, and as the mobile lifestyle expands, that's going to continue to be our focus." He adds that he spends time talking with customers, sales teams, and store managers, and that executives are instructed to spend approximately 70 percent of their time out of the headquarters building and the firm's 1,900 stores and call centers. Curt Anastasio, CEO of NuStar Energy, says he conducts "employee roundtables which are not just to explain our strategy and to promote our culture but also to get feedback. I talk with employees at all of our locations without their supervisors present to mainly to hear what's on their mind." Anastasio says the ideas he gets help resolve problems and improve the company, helps connect everyone, and underscores the idea that employees come first. Moreover, he says he NuStar has an all-employee bonus under which he cannot

get a bonus unless everyone in the company gets a bonus. He adds that the company has "a long list of employee programs."
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Organizational Development: The Role of L&D
Training Zone (UK) (10/01/12) Caul, Rob

Learning and talent development (L&D) has a central role to play in organizational development programs by developing the capability to enhance performance, writes Kallidus CEO Rob Caul. "At the heart of any OD strategy are an organization's people—people with the right skills, in the right roles, at the right time, working together effectively to ensure optimum business success," he notes. The engagement of the L&D function at the strategic level requires the establishment of clear comprehension of the business' short and longer term objectives, as well as gaining insight into how the organizational structure must change to fulfill business needs and how this refines the organization's people requirements now and in the future. "One of L&D's key roles in OD is to help the organization prepare for the future by developing capability—this means ensuring the organization is 'people-ready' and can continuously adapt to changing market conditions in order to meet the business goals," Caul says. "Aligning development activities with long-term business goals, ensuring that key skills are developed, particularly leadership talent, and closing skills gaps are all imperative." Questions to be answered by L&D professionals include what skills the business requires, both currently and in the short- and long-term; whether a sufficient effort is being made to ensure that future leaders are being nurtured from within the organization; whether the company has recognized high potential talent and has a strong talent funnel in place; and whether L&D resources and training spend are focused on the right individuals.
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Ten Reasons People Resist Change
Harvard Business Review (09/25/12) Kanter, Rosabeth Moss

The first step leaders should follow in overcoming opposition to change is understanding common and predictable reasons underlying such resistance, one of which is the perceived loss of control and autonomy. The solution to this problem is for leaders to give those affected by change the latitude to make choices by inviting them into the change planning process. Too much uncertainty also can spark opposition, and leaders must cultivate certainty of process to overcome such resistance. Opposition borne from too many divergences from routine can be avoided by leaders who seek to minimize the number of unrelated differences introduced by a core change, with an emphasis on keeping things familiar whenever possible. Sudden change announcements also should be avoided, with leaders instead focusing on planting hints of change well in advance. To make the prospects of more work as an inevitable result of change more palatable, leaders should allow some people to concentrate on it solely, or add extra incentives for participants such as rewards and recognition. Another source of resistance is the fear that people who led the past organizational direction will lose face, which can be countered by leaders who help them keep their dignity by honoring those elements of the past that are worth celebrating. People also resist change if it makes them feel less competent, so leaders ought to excessively invest in structural reassurance, offering copious information, education, training, mentors, and support systems. In addition, practicing honesty, transparency, and fairness is essential for leaders when the changes they are after pose substantial threat in the form of job or price cuts.
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UAE Shows the Way to Workplace Gender Balance
Gulf News (United Arab Emirates) (09/16/12) Barakat, Noorhan

A recent study from the Boston Consulting Group (BCG) shows that most company executives in the United Arab Emirates (UAE) feel that a greater amount of gender diversity in the workplace, especially among management, leads to a more successful and profitable organization. Yet despite this, a glass ceiling still exists at many corporations in the country. Some 85 percent of survey respondents said they viewed gender diversity as a top priority, but only one in five companies have recruiting strategies that aim to draw in female talent to higher positions. And while 35 percent of companies encourage gender diversity in their managers' agreements, only one in five offered managers financial incentive for meeting gender diversity goals. "[Countries] like the UAE could play a leading global role in the full integration of women in the workplace," said Sven-Olaf Vathje of BCG. "It is BCG's experience that companies that

successfully advance qualified women into leadership positions benefit from an overall increased attractiveness as an employer. Also, such companies typically outperform their industry peers -- diversity pays off commercially." Despite this general recognition of the benefits of diversity, many women still find themselves unable to achieve management positions. Vathje said this is because businesses have a hard time identifying where their own glass ceiling sits.
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Leadership and Individual Differences: At the Cusp of a Renaissance
The Leadership Quarterly (09/12) Vol. 23, No. 4, P. 643 Antonakis, John; Day, David V.; Schyns, Birgit

The concept of individual differences in leadership is not a new idea. The idea of quantifying individual differences to predict leadership outcomes started in the 20th century. The ability to measure individual leadership differences is needed if they are to be used to predict leadership abilities. A key issue of leadership personality identification is that we tend to manifest all trait levels in everyday behavior. However, to think that an extrovert will always be social and outgoing, for example, is a misnomer. We need to do a better job of connecting theory and research outcomes with more dynamic notions of traits as well as to context, which can trigger or inhibit leader prototypes and, consequently, trait-induced behaviors. Research into proactivity as an individual difference motivational construct has potential, particularly for leadership research. There is also limited research on how leader moral developments should be measured, and to what extent it matters for leadership outcomes, and how leader moral orientation can effect follower moral orientation. The importance of moral development not only applies to whether power is exercised in a positive way, but is also core to some leadership theories, and has important implications for organizational studies. Additionally, some theorize that leaders, particularly transformational leaders, have a kind of alchemic ability to transform individuals' values. Recently, there has been an effort to integrate leadership theories into process-type models. Such models aim to identify the mediating mechanisms of a proximal variable, such as behaviors or attitudes, intervening between a distal determinant, and leader outcomes.
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