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SUMMER 2017 VOLUME 15, No. 3



Nathaly Pinchuk
RPR, CMP
Executive Director

Saluting the Stars of IPM Associations

Our 2017 Honour Roll

We've now completed our 2017 IPM Annual Conferences in five major centres across Canada with excellent reviews and feedback. We are most grateful to our conference presenters for their contribution to the great success of these one day events. We are also thankful to all the IPM Association members, Workplace Today Journal subscribers and our corporate guests for continuing to support these PD events year after year.

While the IPM National Office looks after the planning, preparation, marketing and logistics for these events, our regional volunteers play a major role in not only planning the program but also promoting the events to extensive networks of their own as well as help run the events. Our regional volunteers are truly dedicated, focused and spend much time and effort in planning and promoting in addition to advising on member services issues. They are the greatest team of "IPM Ambassadors" and deserve to be recognized by their networks and colleagues.

We've all heard the expression that a company is nothing without its people. The same holds true for every organization, association or network. We now pay tribute to this very dedicated group of HR and management professionals who have helped us run our professional associations.

EDMONTON

Connie Olson, Jackie Appelt and Mary Ann McCann

CALGARY

Cindy Ziobrowski, Dmetri Berko, Kristin Krause Reed, Edna Howdle and Sheri Dolomont

TORONTO

Linda Kellett, Reeshma Jassani, Shawn Nesseth, Brenda Wootten, Lucie Rodrigues, Mia Manson, Patty Ruggia and Dianne Naiman

OTTAWA

Jaime Moore, Diane Johnson, Miria Visentin, Brianne Carlson and Lynia Vincent

HALIFAX

Laura Tait, Patricia McKay, Brandi Babando, Doug Sheridan, Kathy Follett-Lloyd, Shirley Miller, Joanne Lovett and Ruth MacDonald

IPM Associations also thanks their organizations for having supported them to contribute to the success of their regional chapters.

While we are in the midst of planning the 2018 events, we also wanted to let you know that we're expanding our regional teams.

If you're interested in contributing to the success of your chapter, gaining valuable experience, networking with HR and management professionals and sharing some insights, you can email me at nat@workplace.ca. Our chapters are growing. We invite you to come join our winning teams!

Nathaly Pinchuk is Executive Director of IPM [Institute of Professional Management].

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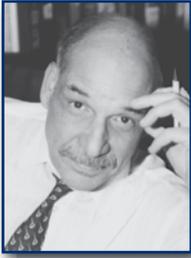
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Perspective





Brian W. Pascal
RPR, CMP, RPT
President

President's Message

Skills Every Modern Manager Must Have

How to stay ahead of the pack

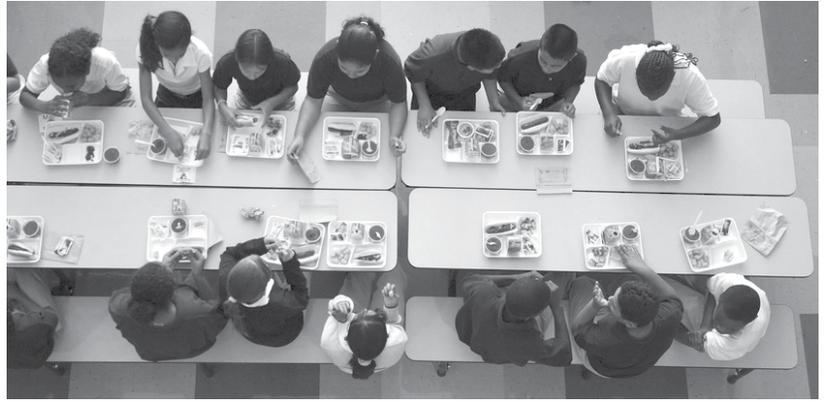
There are lots of management gurus who profess to have the secret to managerial success in today's workplace. Some of them have a list of ten or twelve basic skills they consider as a prerequisite for rising to the top. For me personally, there are just three essential skills that you need in order to make it in your industry or career.

These skills are the ability to communicate, negotiate and educate.

What separates the great from the good in the modern workplace is having good communication skills. This is not just the ability to make a good presentation. The trick to mastering communications is to balance the output with input. You do that by listening, first to learn from others on how to do things. Then you must listen more carefully for signs that things may be going wrong and know how to correct them.

The best managers in the world make great speeches and can motivate people from the front of the room. You will not find them sitting in their office very much. They are out amongst the people – their employees, customers and stakeholders. They are busy listening and learning. Some people think they can get by on their charm and they can for a while. But the best communicators not only arrive, they stay a long time.

The ability to negotiate is often undervalued and underappreciated in the modern workplace. It is true that some people have an innate ability to negotiate. Those are the kids in your elementary school class who were trading their apples for cookies. However, negotiation can also be learned. If you



“Surround yourself with the best people you can find, delegate authority and don't interfere.”

want to be a great manager, you better learn quickly. The fact is that almost everything we do at work is at least part negotiation. If we figure out how to do it well, we'll have a better chance of getting ahead in the rat race.

The best negotiators are those who practice win-win strategies, ones where everybody gets something out of the transaction. Watch the master negotiators at work in your office. They are the ones who exchange old accounts or projects for ones that they have a better chance of succeeding at without taking anything away from anyone else. You will notice that they sometimes take risks, but that's part of negotiating too. If you haven't been paying attention, you may want to look a little closer so that you can see how well these risk takers are actually doing.

Finally, the ability to educate yourself and others is crucial to your managerial success. If you stop learning, you stop growing. If you are not able to teach others, you will never be able to delegate anything. How much fun would that be?

Continuous learning is a positive attribute of the most successful people in the new working world. They find ways to learn new skills and new techniques or to expose themselves to new ideas and great thinkers on a regular basis. If you want to achieve your full potential, you need to add ongoing education, both formal and informal, to your business repertoire. You also need to practice teaching, skill transferring, coaching and mentoring so that you can train not only the next generation, but your cadre of helpers, assistant managers and supervisors.

After giving you all this advice most of which you have heard many times before, I will leave you with sager advice from the king of managerial delegation, Ronald Reagan. He said “Surround yourself with the best people you can find, delegate authority and don't interfere.”

Brian Pascal is President of IPM [Institute of Professional Management].

BRENDA WOOTTEN CMP, RPR, RPT



Toronto/GTA Chapter

IPM Associations extend special thanks to Brenda Wootten, CMP, RPR, RPT for her exceptional contribution to the Toronto Regional Chapter. Brenda is Director, Employee Relations at the Salvation Army – Toronto Housing & Homeless Supports. She has been an active member of the Canadian Management Professionals Association, the Association of Professional Recruiters of Canada and the Canadian Professional Trainers Association since 1999. Brenda volunteered as a member of the Toronto Regional Executive in 2015. She has been working diligently with her team to help plan and promote regional conferences and advise on member services. Brenda is also an outstanding supporter of IPM events. She started bringing only a few colleagues to the Toronto Regional Conference in 2011 and now brings the entire management team for Salvation Army Toronto to the annual event as part of their professional development program. Her energy, insights and enthusiasm are truly admirable.

IPM Associations congratulate Brenda for her efforts and contribution to the Toronto Regional Chapter's success. We also thank the Salvation Army – Toronto Housing and Homeless Supports for supporting Brenda on her initiative as a valued member of IPM Associations Toronto Chapter as well as being a major supporter of IPM Conferences.

SPOTLIGHT ON CHAPTERS



MARITIMES CHAPTER

We are pleased to announce that the Maritimes Chapter has won the "IPM Associations Chapter of the Year" Award for 2017. The **Maritimes Chapter** (based in Nova Scotia) is one of the largest growing chapters in Canada. The attendance for IPM Conferences from both members and corporate guests has been the highest across Canada for the past few years.

The Regional Executive includes **Laura Tait**, RPR (Regional Director) from Pinchin LeBlanc Environmental, **Patricia McKay**, RPR (Regional Co-Chair) from Nova Scotia Community College, **Brandi Babando**, RPR from Bell, **Doug Sheridan** from Halifax Regional Municipality, **Kathy Follett-Lloyd**, RPR, CMP from TC Media, **Joanne Lovett**, RPR from Nova Scotia Community College, **Ruth MacDonald** from Vemco and **Shirley Miller**, CMP.

IPM Associations express their sincere gratitude to this team of dedicated volunteers for their tremendous efforts and support as well as their organizations for supporting them on these initiatives.



Michelle Henry
J.D.
Partner,
Borden Ladner Gervais
LLP

The 2017 Federal Budget: What Employers Need to Know

Amendments to the Canada Labour Code and Employment Insurance Act

On March 22, 2017, the Trudeau Liberal Government tabled the Government's 2017 Federal Budget ("2017 Budget"). While the 2017 Budget is primarily focused on building a strong middle class through key areas such as innovation, skills training and investments in communities, there are a number of notable proposed amendments which, if passed, will significantly impact employers, and, in particular, federally regulated employers.

The 2017 Budget proposes various amendments to the *Canada Labour Code* which include the following:

- Provisions which will give federally regulated employees the right to request more flexible work arrangements from their employer, such as flexible start and finish times and the ability to work from home.
- New unpaid parental leaves for family responsibilities, to participate in traditional Indigenous practices, to seek care if they are victims of family violence and to make bereavement leave more flexible.
- The elimination of unpaid internships in federally regulated sectors where the internships are not part of a formal educational program; and various measures to ensure that unpaid interns who are part of an educational program are entitled to various statutory protections such as maximum hours of work, weekly days of rest and general holidays.

"... there are a number of notable proposed amendments which, if passed, will significantly impact employers, and, in particular, federally regulated employers."

- An increase of \$13 million over five years, starting in 2017, and \$2.5 million per year thereafter to strengthen compliance and enforcement mechanisms.

Various changes to employment insurance ("EI") benefits are also proposed, including:

- The creation of a new EI caregiving benefit of up to fifteen (15) weeks. The new benefit will cover a broader range of situations where individuals are providing care to an adult family member who requires significant support in order to recover from a critical illness or injury. Parents of critically ill children will continue to have access to up to 35 weeks of benefits, with additional flexibility to share these benefits with more family members.
- Changes to EI parental benefit to allow parents to choose to receive EI parental benefits over an extended period of up to eighteen (18) months at a lower benefit rate of 33 percent of average, or at the existing benefit rate of 55 percent over a period of up to twelve (12) months.
- Changes to allow women to claim EI maternity benefits up to twelve (12) weeks before their due date. This represents an increase from the current standard of eight (8) weeks.

- Changes to the EI program to allow claimants to pursue self-funded training and still maintain their EI status. For unemployed workers in receipt of EI, this will mean that they can return to school to obtain training without losing their EI benefits.

To implement these measures, the 2017 Budget proposes to amend the *Canada Labour Code* to ensure that workers in federally regulated sectors have the job protection they need while they are receiving these caregiving, parental or maternity benefits. Various changes to the *Employment Insurance Act* are also proposed.

Even if passed, the changes to the *Employment Insurance Act* and the additional benefits provided will not translate into job protected leave for provincially regulated employees unless concurrent changes are made to provincial employment standards legislation. No doubt, if these changes are passed and offer these additional benefits for federally regulated employees, we can expect that there will be added pressure on provincial governments to pass similar amendments and provide similar job protections.

Michelle Henry is a Partner at the Toronto office of Borden Ladner Gervais LLP. Michelle can be reached at mhenry@blg.com.

Feature



Kyle MacIsaac
LL.B.
Associate,
McInnes Cooper



Caroline Spindler
J.D.
Associate,
McInnes Cooper

Feature

Footing the Bill: Employee Benefits Plans and Medical Marijuana

Denied coverage for medical marijuana deemed discriminatory

Employee benefit plans provide employees with health coverage including prescription drugs. When we think of prescription drugs, the first thing that comes to mind generally isn't medical marijuana. Very recently, a Nova Scotia Human Rights Commission Board of Inquiry found that an employee's health plan that denied coverage for medical marijuana was discriminatory.

In *Skinner v Board of Trustees of the Canadian Elevator Industry Welfare Trust Fund*, 2017 CanLII 3240 (NS HRC), the complainant, Gordon "Wayne" Skinner was employed by ThyssenKrupp Elevator Canada as an elevator mechanic when he was involved in an on-the-job motor vehicle accident. Mr. Skinner suffered both physical and mental disabilities including chronic pain, anxiety and depression as a result of the accident. Following the accident, Mr. Skinner was treating his pain with narcotics and other conventional drugs with little success and adverse impact on his quality of life. Shortly thereafter, Mr. Skinner began using medical marijuana prescribed by his physician with significant improvement. Mr. Skinner's medical marijuana was covered by his employer's motor vehicle insurer until it reached the maximum coverage amount, at which time he applied for coverage under his employee benefits plan. The Board of Trustees of the Canadian Elevator Industry Welfare Trust Fund ("Trustees") were responsible for the management of the plan. Mr. Skinner sought coverage from the Trustees on three occasions, providing them with extensive medical documentation in support of his claim. The Trustees considered Mr. Skinner's claim but ultimately denied



coverage on the basis that medical marijuana was not an approved drug under the terms of the plan. Further, the Trustees determined that since Mr. Skinner's disabilities were the result of a compensable workplace accident, any related medical expenses should be covered by the provincial medicare plan and thereby excluded under the employee plan.

Mr. Skinner filed a complaint with the Nova Scotia Human Rights Commission alleging discrimination in the provision of services on the basis of physical and mental disabilities pursuant to the *Human Rights Act* (the "Act").

First, the Board examined the impact of the medical marijuana on Mr. Skinner, concluding that medical marijuana was medically necessary and was the most effective medication for treating Mr. Skinner's chronic pain.

The Board then went on to review the test for discrimination, noting that the complainant must first establish prima facie discrimination on a balance of probabilities, and then the onus shifts to the respondent to prove on a balance of probabilities that either an exemption applies under the *Act* or that a

non-discriminatory justification for its policy exists, and that it took reasonable steps to accommodate the complainant to the point of undue hardship.

The Board concluded that the plan's exclusion of medical marijuana was not designed to intentionally treat certain beneficiaries differently than others, however the exclusion had the substantive effect of treating the complainant differently. The Board determined that because the plan allowed for some beneficiaries to receive coverage for medically-necessary, prescription drugs by special request, and that Mr. Skinner's special request was excluded because medical marijuana was not formally approved by Health Canada (despite the fact that it can be legally prescribed) resulted in a distinction under the *Act*.

The Board then found that the exclusion of coverage resulted in a disadvantage to Mr. Skinner because he was denied coverage for something that the Board found as medically necessary. Finally, the Board concluded that the disadvantage was related to a protected

continued next page...

Footing the Bill: Medical Marijuana

... concluded from page 6

ground, as the Trustees had received documentation regarding Mr. Skinner's disabilities and the effect of the medical marijuana.

Ultimately, the Board determined that *prima facie* discrimination had been established and moved onto consider whether any exemptions under the Act applied. After concluding that the exemptions were inapplicable, the Board considered whether the Trustee's had provided non-discrimination justification for the exclusion. The Trustee's argued that undue hardship could be presumed from the case law. The Board rejected this argument noting that no information was provided regarding the cost of coverage, impact of the extension of coverage on premiums,

or the financial sustainability of the plan.

The Board concluded that the Trustees violated the Act when it denied Mr. Skinner coverage for medical marijuana and ordered that coverage be provided.

This decision may have a significant impact on employee benefits plans, but it is important to remember that whether or not coverage is required will always be determined on a case-by-case basis.

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This **Members Quarterly** is available online for those members and readers who find it convenient.

You'll also find the most current information here on IPM programs, conferences, associations and other events.

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Social Media Recruiting: Here to Stay

The plus outweighs the minus

If you aren't using social media for recruiting, you may possibly have an antenna on your roof to get your TV signal and a rotary dial phone on your desk. In other words, you and your organization are digital dinosaurs soon to be extinct. Exact numbers are not readily available for this country, but only 8 percent of American companies do not use social media for recruitment.

Some employers still use local newspapers and advertising agencies to recruit employees but they are usually reserved for very senior or highly technical positions that need some added attention. In fact, those methods are actually becoming obsolete as more employers and individuals turn to social networks for their hiring needs and more candidates seek work online.

The most popular social media platforms for these purposes seem to be LinkedIn, Facebook and Twitter. Of these, LinkedIn is the clear front-runner for both employers and job seekers, maybe because it also bills itself as a professional networking and development site. Some estimates suggest that up to 90 percent of companies are using or have used their services. That is up from less than 70 percent just a few years ago. Facebook numbers

are around 66 percent and Twitter, the new kid on the social media recruiting list, has about 50 percent participation from employers.

It's not just the percentage of users that is remarkable. It's that these platforms actually work and at a fraction of the cost of the more traditional staffing and recruitment activities. Cost is not the only factor driving this growth in social media recruiting. In one study, almost half of the companies surveyed said that the quality of the candidates coming through these streams were better than in the past, and 20 percent said that it took less time to hire using social recruiting.

One of the most well-known experts in the HR field, Dr. John Sullivan, a prolific author with over 900 articles and 10 books covering all areas of talent management, has also written a number of business case analyses on social media recruiting. In his view, there are a number of tangible, measurable and very real benefits for organizations to continue to use this approach. They include improved candidate quality, cost per hire, enhanced company and

corporate branding and the ability to reach a wider, more diverse and sometimes hidden pool of talent.

On the quality of candidates, Sullivan notes that part of the reason for this increase might be that people who use LinkedIn are already on top of their game in seeking out new contacts and new opportunities to grow. Some call these people 'early adapters', that elusive group of employees who are quick to learn and adapt to new ideas and concepts and often come up with the best new products or services. In other words, they are technically savvy innovators and what organization wouldn't want a few more of those employees?

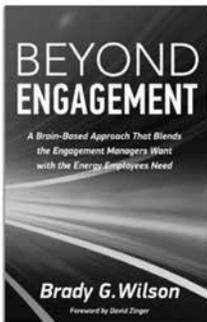
The cost per hire for social media recruiting is also a major factor in the switch to social media recruiting. This is one point that is fairly easy to test and prove. First of all, there are fewer physical upfront costs with this recruiting method versus newspaper advertising or using the services of a headhunter or outside placement service. Secondly, when people are attracted to you through social media or directed by a referral from one of your existing employees, the studies show they are more likely to commit faster and stay longer with your organization. In addition, you are out there recruiting when you didn't even know you were recruiting. Prospective employees find you and check you out without you even realizing it.

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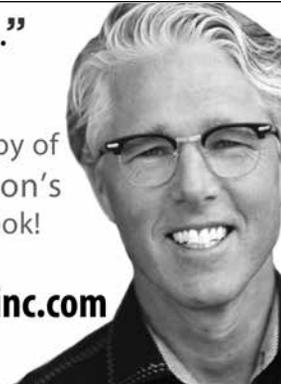
Feature

"Hits the nail on the head..."



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Social Media Recruiting: Here to Stay

... concluded from page 8

Now what is the downside of social media recruiting? All of us have heard and seen the problems that people have created for themselves because of their social media postings. Now that companies take social media recruiting seriously, they also take what people post on-line seriously as well. Recruiting platform Jobvite surveyed hiring managers and found that 93% of hiring managers are now reviewing a candidate's social profile before making a hiring decision. And they're not just looking. 55% have reconsidered a candidate based on what they found and most of those reviews have been negative.

For employers, there are a number of possible negative impacts to consider and manage when it comes to social media recruiting. At the top of this list

It's not just the percentage of users that is remarkable. It's that these platforms actually work and at a fraction of the cost of the more traditional staffing and recruitment activities.

you may consider privacy and confidentiality issues. Add to that the possibility that both the corporate brand and reputation could potentially be at risk when both a large group of employees and potential employees may be able to access and post on the organization's social media platforms. You need a concrete plan and policy to control these risks and limit the damage which they may cause. However, in some ways, they are the same problems you

were managing in the past. The difference is that now they are happening at the speed of a mouse click or finger point.

The bottom line on social media recruiting is that the potential benefits far outweigh any possible downside effects. It is the way and the wave of the future in recruiting and it is definitely here to stay.

Members Quarterly Staff Writer



Mark your calendar now for

IPM's 2018 Annual Regional Conferences



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TORONTO May 2, 2018

EDMONTON ... May 3, 2018

More details to follow...



Judith Richardson
CEO and Principal,
PONO Consultants
International

Is Every Good Manager a Good Problem Solver?

The meaningful impact on behaviour approach

We can't imagine how exhausting it is to be the one expected to have all the answers! Many business owners and managers pride themselves on being good problem solvers. In fact, finding solutions has been the key to their success, excelling in every role they've played along their career path and often defines what they see as a manager's purpose – to see problems and fix them.

In the late 80's and early 90's, the person who came to the board table with the most problems won. As energy flows where attention goes, we framed our value to the organization by the number of problems in our departments. In the new paradigm of business where we work to cultivate productive behaviour meeting deliverables, solving problems for everyone is not going to get you where you want to go. The new paradigm calls for managers to *draw out or lead out* the best in employees and to be more collaborative in their leadership leading to more robust decisions. In a global economy, the thinking of multiple minds is essential. We can't have all the answers so the right questions become more important. If we are always the problem solver or the "answer person," there is an assumption that we HAVE all the answers and the temptation to think that we do – acting from a place of false confidence, panic or anxiety rather than from our center.

In our work training mediators and executive coaches, it has been proven that good problem solvers often solve other people's problems thereby creating a dependency. Many managers tell us they spend so much time "managing"; there is

no time to "lead". The more you solve other people's problems, the easier it is for them to pass the burden of those problems to you. They begin to expect to use Monkey Up Delegation (MUD) – placing the monkey on your back and the MUD on your face!

Having meaningful impact on behaviour invites managers as leaders to support their employees, to create partnerships with their colleagues to gain mutually beneficial results. Managers become active listeners empowering their workforce to develop solutions, increase insights and awareness of the bigger picture in problem resolution. Performance reviews become team approaches to success.

Knowledge emerges in response to compelling questions. Powerful questions attract collective energy, insight and action as they move through a system. Working with productive behaviours in this way puts the monkey back where it belongs. This approach assists in seeing the monkey as the playful, inquisitive creature that it is. It also taps into ideas and methods that you may not have

thought of yet (hard as that may be to admit at times). We begin to see change (the monkey) as opportunity, not as a threat.

Ultimately, it means giving up some control and reframing your contribution from something other than your ability to solve problems. How about getting that feeling from unleashing someone's potential or discovering your own system for high performance? If you don't know the best in yourself, how can you lead or encourage the best in others?

In a world where success requires everyone's potential to be tapped, learning a meaningful impact on behaviour approach to managing is the new strategic imperative.

Judith Richardson is CEO and Principal of PONO Consultants International. She is a recognized Organizational Strategist and Executive Coach. Judith presented on Meaningful Impact on Performance at IPM's Halifax 2016 Annual Conference. She can be reached via email at judith@ponoconsultants.com.



"I'll be honest with you. I'm only hiring you because I need someone new to abuse."

Feature



Jacqueline Throop-Robinson
CEO, Spark Engagement

Leaders Help Others Aspire to Something

Take your employees' passion pulse and fire them up!

Through meaningful conversation, you can help each team member — and your team as a whole — discover what matters most. Once people face their deepest desires, they will naturally move toward them, especially with your support and guidance. So what will that do? Fire them up, of course!

Exploring your employees' aspirations is an important first step to deeper, more meaningful leadership conversations, as aspirations function as the North Star for many other issues, opportunities and decisions. As I have seen in the past, these conversations led to dramatic changes on the team. Many team members left but I also gained many talented and passionate people. It was a true win-win.

Learning about your team's aspirations is key to fostering purposeful engagement. When people understand how today helps create tomorrow, they are naturally motivated to give fully of themselves. Knowing that you, as their leader, understand the connection and will support them in building further connections is also powerful. Our most meaningful goals take time to execute, so when your leader supports your journey, it uplifts and encourages your heart.

Disconnection from aspiration

Once you know what people aspire to, you can help them form links between their personal sense of purpose and their work goals and/or opportunities. A word of caution: When you start to have such conversations, don't be surprised if people are unclear about their long-term goals. Sadly, many of us are completely disconnected from our own aspirations. In my



experience, there are three common reasons for the gap: falling into, giving up and overspending.

Falling into

People fall into jobs, get on a particular track and become comfortable with the status quo. Soon, it's easier to stay than to leave. In fact, many people don't explicitly choose to either leave or stay. They simply saunter down the easiest path largely oblivious to the fact that they've left their dreams and aspirations behind in the dust. Then, when they revisit their deepest desires, they believe they can no longer achieve them. Challenging that kind of assumption can lead to fruitful discussions.

Giving up

People give up on their truest aspiration because they decide it's not realistic. They do not see how they can make it happen. Because they do not know what steps to take to get to their end goal, they settle for their current situation. Leaders can help people see new paths forward.

Overspending

People overspend, acquire debt and then feel stuck. Making a change that requires a

temporary or even permanent reduction in income becomes too overwhelming so people feel they cannot make a move toward their aspirations. Living within one's means and leaving room for choice enables one to live a more fulfilling life. Once people see alternatives, they can make healthy financial choices.

Helping employees who are disconnected

What can you do as a leader to empower an employee to make choices rather than feel like a victim of circumstance? How can you help your employees reconnect to their aspirations?

Asking the right questions at the right time helps. Here's the sequence I have found works best.

Step 1: Get the picture

Always begin by helping the individual paint a picture of his or her desired future. Sometimes this is pretty straightforward. Ask variations of the following: "If you had no limitations, what would you most like to be doing in 10 years?" (Retirement is not an option.)

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Feature



Anita Sampson Binder, RPR

Vice President,
Recruitment Strategy
and Delivery,
ARES Staffing Solutions

Feature

An Employer's Guide to Looking Good Out There: Respect the Candidate

Step up your recruitment process

We all know that recruitment can't be conducted in a bubble.

Attracting, sourcing, recruiting and securing a great candidate require everyone's involvement. Hiring managers, recruiters, sales professionals – we all play a key role and we need to partner together for the best possible result.

To that end, here's an important tip: **Respect the Candidate!**

One of the greatest challenges of recruitment professionals is to get feedback from hiring managers after submitting qualified candidate profiles or after candidate interviews. The hiring manager was originally in a rush to hire, the recruiter has worked hard to put great candidates across the plate and now the process has stalled. It's the 'hurry up and wait' syndrome. The recruiter is stuck 'keeping the candidate warm' until the hiring manager makes a decision while this qualified candidate is interviewing with other companies. Hiring managers, you are on the clock! You are literally creating a space of time for other organizations to court, sell and hire your candidates.

At the same time, organizations spend excessive amounts on branding to promote their products and services and at least partly to attract a stellar workforce. I wonder if these organizations consider the damage that 'not making hiring decisions,' 'keeping candidates hanging,' and 'not following up' with candidates can cause in the marketplace. Facilitating a positive candidate experience can distinguish an organization as an 'Employer of Choice'. Getting back to candidates

quickly to provide them with meaningful feedback minimizes the time and cost to hire.

Can your organization make decisions? It doesn't look that way to job seekers when you take a month to make a decision. You would be surprised to see how quickly the word spreads in the job market if you take too long to react after interviews or if you never get back to the candidate. It's a major turnoff. Whether they realize it or not, organizations really 'wear' their bad behaviour during the recruitment process and candidates never forget when they've been treated disrespectfully. Great candidates are hard to find – don't keep them hanging!

Another issue is the amount of 'hoops' that organizations insist that candidates jump through. Three, four or even five interviews should not be the norm. If you were a candidate, would you not find it challenging to get away from work to travel and interview multiple times? It used to be that organizations used a high-volume interview approach to demonstrate how 'sought after' a position was. "Not so," say candidates in droves. Candidates wish that hiring managers and organizations would make decisions and act quickly. Lack of communication and follow-up can determine if candidates accept the position in the end. Beyond that, how they are treated during the recruitment process can impact employee retention.

As 'The War on Talent' heats up, recruitment professionals and hiring managers will need to step up their game to

enhance the candidate experience while minimizing the 'hoops' that candidates must jump through. If you haven't already done so, you should start now. From your online application, to recruiter pre-screens and prepping of candidates, to closing candidates, your recruitment process should be as candidate-centric and relationship-focused as you can make it. Your online process should have the least amount of fields and 'clicks,' while gathering the information that recruiters absolutely must have. Organizations should get their major decision-makers together to execute the minimum amount of interviews possible – ideally one interview and never more than two.

Recruiters can help by managing hiring manager expectations up front in the first conversation or intake session with hiring managers. As trusted advisors, we can help our valued clients to understand beneficial timelines and 'best practices.' We must make every opportunity to educate them on what the best possible recruitment process looks like with the least 'time to hire.'

So hiring managers, know that in order to look good out there, you must look good during the recruitment process!

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Cracking the Code to Behavioural Change

The art of being humble

People are sent to a “soft skills” course and their managers hope they come back “changed”. When the behavioural change doesn’t happen, or at least not to the degree desired, the course and/or the instructor are often to blame. This is the scourge of the training industry. And it all starts with expectations.

If you send someone on a computer course, you **expect** them to use the skills. Typically, when these skills are needed to perform the job (technically), they get used right away and are often enhanced with progressive success. Furthermore, the result of the work done creates immediate accountability. If the person makes a mistake, there will be real time corrections from the person’s boss or peers. So the problem with soft skills training is that leadership does not set out the same expectations for things like sales skills, leadership skills, communication skills, etc. Instead, it becomes a “check the box” mentality and the learner forgets most of what was covered. Alternately, they return saying, “Good course, but I know all that.” The question should not be “Do you know that?” It should be “How good are you at that?”

Unlike technical training where people expect immediate and progressive results, soft skills training becomes less tangible and the horizon for behavioural change becomes lost. People are less likely to point out shortcomings of others in these behaviours usually because there is a lack of vulnerability based trust and therefore there will be no accountability to change.

So what can be done? I believe it has to start with the individual. In his most recent book, “The Ideal Team Player,” Patrick Lencioni suggests there are three virtues that an individual needs to master in order to be a high contributor to any team. These virtues are Humble, Hungry and Smart. Of the three, Humble is the most important and is also the most lacking, especially in leadership roles. In order to be “coachable,” one needs to be humble. Otherwise, there will be no acknowledgement of the behavioural changes required to become a better leader, salesperson or any other role that requires dealing with people.

Being humble will greatly affect how coachable a person is. I borrow from a blog written by Sal Sylvester (Founder of Coachmetrix): “If your participants aren’t coachable, there’s no point in including them in a program. Our pucker-factor red flag goes off when companies come to us to “fix” their employees. That’s not what coaching is about and it’s likely that both the manager and the employee aren’t coachable. How do we define coachability? Well, when

we looked this one up on Merriam-Webster, nothing showed up. So, here’s our definition. Coachability is a dimension that describes whether a participant is **open** to feedback and **willing** to change. The participant has to be both open and willing in order to be coachable, and if they aren’t coachable, there’s no sense in coaching them.”

Beyond the individual, it also takes support and commitment from others, including the person’s leader. Any skill development takes repetition, repetition, repetition. While this is happening, it can be greatly enhanced by lots of feedback from the support group which also requires complete honesty.

So, cracking the code to behavioural change requires that a person is humble and vulnerable with those who can help. In addition, leaders need to **expect** this of themselves and others.

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Feature

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Managing Gossip in Workplace

Stop the ongoing epidemic

Gossip is widespread in the workplace. At times, it appears as if employees have nothing better to do than gossip about each other. They chat about their organization, their coworkers and their bosses. They often take a half truth and flip it into an entire hypothetical reality. Speculating on the team's future, who will let go, who is seeing who and what employees are doing in their personal lives.

Employees are capable of gossiping about everything and they do in a workplace that fails to bring about a stop to the chatting employees.

A certain amount of gossip is likely to occur in any workplace. Employees are curious to know what is going on and like to chat about work matters. The essential point is to determine when the gossip is inappropriate. If the gossip is inappropriate and not addressed, it may lead to low employee morale or a toxic work environment.

As a manager, the need to stop the gossiping occurs when it becomes disruptive to the workplace and the business of work, it is hurting employees' feelings, it is damaging interpersonal relationships or injuring employee motivation and morale.

Since research shows that gossip is disruptive in the workplace, what can we do to address it? Let us look at a few different approaches as a team and as an individual to addressing gossip in the workplace.

When you deal with gossip as a team, consider putting a ban on gossiping. Some workplaces have adopted an official ban on workplace gossip by having employees sign a pledge. Although extreme it may be effective. To discourage

gossiping, encourage employees to speak to each other about issues that are causing them problems before they bring it to their supervisors or other parties' attention.

In the age of social media, it becomes easier to spread rumours and gossip about others. This can cause tremendous harm to the culture of the workplace. Organizations today need to deal with social media and keep an eye on emails, personal blogs and Facebook discussions among employees. Finally, confront rumours promptly. Providing factual information about layoffs, problematic situations or surplus of employees serve them better than to leave them speculating on their own. It is important to discuss the impact that gossip may have in the workplace. Discuss openly the differences between active communication and gossip. In today's workplace, verbal harassment has legal ramifications. Employers have a duty to take action against verbal harassment when they become aware of it.

In dealing with gossip as an individual, always share information.

Be generous with the non-confidential material. This has proven to put a check on the gossip mill. Interestingly closed doors can set off alarms even if the intent is innocent.

Let people know that you may be interrupted at any time unless in a private meeting. Be sensitive about appearances.

Often rumours and gossip form around cliques in the workplace. Try to avoid forming groups and reach out to new people to keep the loop open. If all else fails, walk away. Gossip loses its momentum when there is no audience.



Find a way to tactfully suggest a more efficient channel for complaining or remove yourself from the discussion. If you start to focus on the positive qualities of your colleagues, you will automatically have nice things to say about each other.

Workplaces that have the highest levels of gossip seem to be the ones where employees are not engaging in work duties. Stay busy. If your day is full of tasks which you find thought-provoking and rewarding, you will be less likely to get distracted by trivial activities.

We spend long hours at our job. Make a point of cultivating relationships and activities outside your workplace. Having strong relationships outside the office often provides sources of emotional support and objective advice.

Unfortunately lurking at the extreme end of the gossip spectrum is workplace bullying. What may seem as harmless rumors to some, may amount to intimidation and harassment for the targeted employees. Complications of physical and mental health issues arise and need to be addressed in the proper forum.

Finally, become a role model. Do not indulge in any gossip yourself. Become a leader in this area. Do not feel the need to chat in order to feel connected, liked or to be informed about your team. Taking a stand to prevent random gossiping creates a better work environment for everyone.

Monika Jensen is Principal of the Aviary Group and can be contacted by email at mjensen@aviarygroup.ca.

Feature

Leaders Help Others Aspire to Something

... concluded from page 11

Asking questions to flesh out these goals is equally important. You want the employee to paint a full picture so you can really get a sense of it. The more detail, the better. Ask more questions.

Step 2: Find the motivators

Once people have tapped into an aspiration, the next question is "Why?" so you can get a sense of the underlying motivations and the extent to which this long-term picture speaks to authentic desire. For example, why does the person truly want to create this life?

Step 3: Offer support

Once people paint you a picture of their long-term goals

and connect to authentic desires, then you as a leader can offer clear support. You can be one of their champions along the road, supporting them in various ways. The best question at this point is, "How can I best help?"

Once your employees know you are supportive of their long-term goals, they will trust you even more. They will also support you in your goals and objectives. People do not want to let down those who help them. It becomes a mutually supportive work environment through which personal and corporate goals move forward.

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