

Sponsor's Message



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HR Connections Evolve

The mindset of the working world has changed. Money, while essential, is no longer the primary motivator. The age old equation of hours for dollars simply does not serve those businesses and organizations seeking to realize their employees' potential and boost their bottom line. Intrinsically, people are looking for more: a shared purpose.

For those in HR, engagement is a mandate. How engagement is enabled varies from organization to generation to individual. While no magic formula exists to activate engagement, we strive to connect, inform and promote excellence in such areas.

In April, we celebrate the 50th Anniversary BC HRMA Conference and Tradeshow. Our focus is "Founding the Future" and the underlying subtext of 'People, Passion, Profit' speaks directly to engagement and the impact of HR.

I invite you to join us, together with Dr. David Rock, Tony Hsieh, Linda Nazareth, Jeremy Gutsche, and special pre-conference speaker, Rick Mercer (www.bchrma.org/conf2012).

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Guiding principals

Leadership seen as the ability to empower people to achieve goals

By Brenda Young

From dealing with HR challenges to generating bold ideas, today's business leaders must be nimble, innovative and responsive to stay competitive.

Metagnosis change management consultant **Belinda Spear** works with companies ranging from utilities to retail.

She cites that "technology, desire for greater efficiency and new government policies are change drivers which require strong, credible leaders to engage people for success."

While change is uncertain, it can be a good thing. **BCGI Benefits** president **Brian Cole** has leveraged a more robust technology trend to bring added value to his customers.

He's broken new ground in the health and dental insurance industry to offer small businesses alternative solutions not normally available through traditional insurers.

"I look for ways to manage costs effectively, see beyond the system and return those benefits to my customers," Cole said.

"It goes against what's generally accepted in the Canadian marketplace. When you innovate, you're standing alone or among very few. Eventually, people start to follow."

Cole, a **Rotary Club** president and community advocate, said to lead people, you need to listen, care and find out what's important to them.

Recently asked to train 550 Rotary elects for leadership roles from as far away as Russia, Cole said that the key is to have people

see the value they bring to the table.

Invictus owner **Brad Caton** makes it his business to know people's values. He's developed a Master Maintenance mentorship program for his property maintenance company to turn his talent into budding entrepreneurs.

"Change happens, but society has been built on entrepreneurs. Why wouldn't we want to teach our people how to fish, instead of feeding them for one day?" Caton asked. "I want people to feel like they can grow as individuals, not only employees."

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— Ricardo Manmohan,
leadership development
consultant,
Your Next Wave

His company's core values model is a vortex of practical, inspiring leadership tools, including the challenge "to embrace the opportunity to become a life enhancer." He asks every interviewee, "What's your big dream?"

"You have to have a big dream. Anyone who doesn't will have a tough time leading someone. You have to see the big picture and work on it, write it down, speak it, and remind yourself daily. Leaders use their skills, thinking

and speaking to their advantage," Caton said.

When he met leadership development consultant **Ricardo Manmohan** of **Your Next Wave**, Caton knew he had found his company's business coach.

A graduate of the **Royal Roads University** executive coaching program with extensive experience as a military reserve officer, Manmohan facilitates management coaching programs and trains leaders one-on-one.

"Organizations today have managers, but they need leaders," Manmohan said. "Management is a reproducible science that you move from one business to another, but leadership is the art behind that. It's the ability to empower and motivate your people to achieve the goals that you set out."

Manmohan believes that as a good leader, you don't need to know everything, but you do need to know how to use your team most effectively.

"Once you know the skills, attributes and knowledge of your team, you can leverage each of them effectively. It's not positional. You can influence and lead from wherever you stand."

He added that a leader's vision sometimes means helping others through the dark. "That's where real leadership comes in. You can see the potential, because you have the vision. Your people may not."

Vision is a subject that **Home Force** general manager **Ray Szabada** can speak to. He sees it as a pendulum that goes to market and returns with feedback, a balance needing to be continuously adjusted to meet



Brian Cole, president, BCGI Benefits: it boils down to "caring about the success of others"

objectives.

Szabada's vision of leadership extends from in-house to his customers. His goal is to empower community members with critical information in the highly unregulated home renovations industry where estimates can be dodgy, and all-too-common construction disasters occur.

"I encourage my team

to approach each project as a partnership," he said. "We're as much a stakeholder as our customers. We're not about hard sell and a lot of pressure tactics."

"We're building relationships, bringing value to the client, and delivering peace of mind. To me, that's what leadership is, being responsible and credible." ■

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SALES CALLS

ROB MALEC

How to eliminate poor performance

Your sales team has underperformed, and its sales results are several months underwater, too. You want to keep the team intact, but it's chronically underperforming. What needs to be done is obvious. Doing it is the tough part.

When sales results are below plan, sales leaders focus on significant sales activities. These are the tasks that, when the reps perform them, result in sales. Do enough of the right things long enough and your sales troubles will be over.

Some of these activities are not fun to do (cold calls, for instance) and are consequently the first things to stop when things get busy. Your team's reasons for non-performance might appear valid: it's too busy; the economy is tough out there; whatever.

This leads to (several) coaching conversations. You hear that these vital tasks are tops on the priority list. As the weeks go by,

however, the audio (what the reps say they'll do) just doesn't match the video (what you see them do in the end).

You refresh them on what needs doing. They agree to do it. In the following weeks, some of the activities are done. But the activity levels don't hold and soon things are back to the way they were.

You think, "If I could just get them fired up, I could get them out of this rut." This is a mistake, and can lead to a long, frustrating journey for all involved.

In his book *Good to Great*, **Jim Collins** lays out an elegant blueprint for business success. To go from good to great, he observed that the best companies get the right people on the bus. Who are your right people? To make this determination, measure each team member on these three criteria:

Initiative: a component of motivation. Your best people have it in spades

The Coach Approach

Five leadership tips to put into practice

Know your objective

If you don't know your direction, how do you set your compass then risk moving forward?
"A ship in the harbour is safe, but it's not what ships are built for." —*Shi Shedo*

Lead by example

Do the things you expect your people to do. Take responsibility. Ask yourself how you contribute to a situation. How can you change your perception?

Assume your people have the solution

Helping your leaders find the answer that works for them empowers them to do it again, and creates buy-in because it's their solution.

Allow them to lead

We all approach things differently and come up with alternate solutions. There's tremendous value in stepping back and letting your people shine.

Be replaceable

Let go of your need to be needed. Train your people to think for themselves. It's an empowering place. Trust that they're giving their best.

Source: Ricardo Manmohan, leadership development consultant, Your Next Wave