

SPRING 2006

CELEBRATE 100 YEARS OF HR EXCELLENCE WITH IPMA-CANADA!

Take a smattering of everything. Enjoy life and do what interests you.

Charlotte Keen, geophysicist Source: Claiming the Future; the inspiring lives of twelve Canadian women scientists and scholars. Markham, ON : Pembroke Publishers, 1991 pg. 19

100 YEARS OF HUMAN RESOURCES EXCELLENCE WITH IPMA-CANADA!

The International Personnel Management Association - Canada (formerly the Canadian Public Personnel Management Association, CPPMA) was founded by the National Assembly of Civil Service Commissions who first met on May 16-17, 1906. This was a group of visionary individuals who could see the benefits of sharing knowledge beyond the Canadian provincial boundaries and a century later the legacy lives on. IPMA-Canada is "Celebrating 100 Years" of providing human resource excellence in the public and private sectors in 2006. Karen Petit, President of IPMA-Canada states, "We are really excited to have served the Canadian human resource community for 100 years. This will be a year of celebration for IPMA-Canada - with our members, employers, academic institutions, sponsors, partners, and everyone else who has contributed to the success of the association over the last century. I take great pride in representing the National Executive Council to share information on our international human resource certification program, prestigious awards of excellence and global connections to 27 chapters of IPMA worldwide." Each of the eight chapters across Canada will be holding professional development events throughout the year to recognize those who have contributed towards the success of IPMA-Canada. A special celebration will take place at the IPMA-Canada National Training Conference being held in Halifax, Nova Scotia from May 28-31, 2006. This year's theme is "**Challenge to Change**" and begins with keynote speaker Dr. Linda Duxbury on Managing the New Workforce: Accommodating Generations. The conference is an opportunity for human resource professionals and management with

responsibility for human resources to learn from experts and leaders in the field. This is the national human resource conference of the year, so register early at www.ipma-aigp.ca!

IPMA-Canada... National presence, national voice, international connections

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The International Personnel Management Association (IPMA)-Canada is a National Human Resource Association with members in every province. Our mission is to promote excellence in the practice of human resource management. We provide service in both official languages and offer an international HR certification program. Internationally, IPMA-Canada has chapters in 27 countries worldwide. For further information logon to www.ipma-aigp.ca

PRESIDENT'S MESSAGE

Greetings!!

It's a year of celebration for IPMA-Canada! Our association is "Celebrating 100 Years" in 2006 and all members should be proud of the accomplishments they have made in their personal and professional lives by promoting excellence in human resource management.

Plans are continuing to be made to deliver program and professional development opportunities designed to broaden your perspective as an HR Professional and a Leader and to celebrate IPMA-Canada 100th Anniversary. Watch for announcements for a May Professional Development Event and a Lunch and Learn event being held in conjunction with it, as well as the Annual General Meeting and Lunch and Learn being planned for mid June.

Other events include, the National 2006 IPMA-Canada Conference hosted by the Nova Scotia Chapter during IPMA-Canada's 100th Anniversary year. The theme this year is "**Challenge to Change**", May 28th to 31st in Halifax, Nova Scotia. HR Professionals and Leaders from across Canada will be going to Halifax to participate in this spectacular event. We look forward to seeing you there too.

Saskatchewan Chapter is currently seeking chapter members who are interested in serving on the Saskatchewan Chapter Executive. Chapter Executive positions are a two-year term and involve a time commitment of monthly meetings, one or two half day planning sessions and variable portfolio time requirements to complete activities.

The following Director positions will be available starting in June 2006:

- Director of Programs
- Secretary
- Student Liaison

If you are interested in gaining experience on an executive team, helping to sustain and improve local IPMA-Canada support for chapter members, and networking with HR professionals and managers from other organizations than we encourage you to join our executive team.

For more information or to put your name forward for one of our executive positions, please contact Diane Gurski, IPMA-CP at 787-5485, or by email at dgurski@justice.gov.sk.ca.

We are always interested in improving our services to members and in what you have to say. Please contact an executive member listed below if you would like to contribute to the newsletter, share your HR or leadership knowledge, or if you have great ideas for presenters. We look forward to our continued support of Human Resource Professionals and Leaders.

Diane Gurski, IPMA-CP
IPMA-Canada Saskatchewan Chapter President
Celebrating 100 Years
1906-2006

[IPMA-Canada National President's Message](#)

Everything is BIG in Texas!

The IPMA-HR International Training Conference took place October 15-19, 2005 in Dallas, Texas (having been relocated from New Orleans due to the aftermath of Hurricane Katrina) and it was BIG! To kick things off, keynote speaker Eric Weißenmayer in his opening presentation "Touch the Top of the World" put out a challenge to everyone – to dream big and take action. Eric is a blind, mountain climber who has reached the highest mountain peak in each of the seven continents. He knows the adrenaline rush of taking

calculated risks and the wonderful feeling you experience after having accomplished the unthinkable. Eric was inspiring and shared the dream he had which became a reality. There were peaks and valleys along the way but his inner strength prevailed. We all have dreams and they can come true with perseverance and the will to act. To quote Eric's perspective on leadership, "You are a leader or you are helping someone to be one". This is your role in the world as HR professionals and leaders in your organization.

The conference concurrent sessions on E-learning, Respectful Workplaces, Employee Orientation, Legal Updates, Succession Planning, HR Scorecard and Spontaneous Leadership (to name just a few) were well presented and provided everyone with something to take back to their workplace. Many of the presentations are available on the IPMA-HR website at <http://www.ipma-hr.org/index.cfm?navid=69>. The social program included dancing at Gilley's (a western theme location with a BIG buffet with all the fixings) and a wonderful gala banquet where a framed print from the IPMA-Canada 2005 Conference was presented to Lynda von Barga, IPMA-HR President, by Karen Pettit, IPMA-Canada President. It was true Texan style hospitality!

The networking with HR colleagues from the United States, Trinidad and Tobago, South Africa and many other countries was simply excellent. We are all facing similar issues and the world is definitely getting smaller.

But in Texas, everything was BIG!

Upcoming 2006 IPMA-Canada and IPMA-HR Conferences:

*IPMA-Canada National Conference, "Challenge to Change"
Halifax, Nova Scotia, May 28-31, 2006*

*IPMA-HR International Conference, "Solving the Generational Puzzle"
Las Vegas, Nevada, October 7-11, 2006*

Registration details are available online. Mark your calendars now and see you there!

Karen Pettit
National President
IPMA-Canada
Celebrating 100 Years
1906-2006

Without knowledge the world is bereft of culture. And so we must be educators and students both.

Roberta Bondar - Canada's first woman in space. Source <http://www.robertabondar.ca>

**NOT AFRAID OF THE DARK.....
EXECUTIVE COACHING IN TROUBLED TIMES**

By Carollyne Conlinn, M.B.A. M.P.H., MCC

Just as individuals over the course of a lifetime can experience the dark night of the soul, so do organizations. Like the underbelly of an iceberg, the dark side lurks, and actually holds up the visible expression of the organization. For many spirited accomplishments, such as increase in market share, or innovation, there is a potential counterpoint and soulful response.

Many eloquent writers have explored the subject of the dark underbelly of organizations, and have provided useful lenses for analyzing and making sense of it. Peter Senge, in *The Fifth Discipline*, describes them as organizational disabilities- those blind spots that are talked about in organizations as if they were a reality, when in fact they may be a figment of the leaders' imaginations. Some paraphrased examples from Senge include:

	REALITY	BLIND SPOT
1	Title is a substitute for meaningful responsibility	Leaders think it is a compassionate way to move a poor performer out of the way, but everyone else knows why it is occurring, and it demoralizes both the individual and the organization
2	Scapegoats for errors are identified somewhere within or outside the organization	Leaders avoid taking responsibility for their part in the error, and lose credibility with their peers, subordinates and clients.
3	"Do it because I said so" is the underlying reason for decisions that are forced on organizations.	Leaders think that they are being decisive and strong, when in fact their failure to prepare the organization leads to unproductive stress and results that miss the mark because the initiative is poorly thought through.
4	Focus on short term results	Leaders sacrifice the long term viability of the organization in favour of immediate gains that seriously compromise financial and/or human resources.

5	Silence in the face of significant events	Leaders who remain silent because they don't have the "right" answer compromise their credibility with subordinates who are looking to them for wisdom and direction.
6	Repeating, ignoring, or punishing mistakes	Leaders miss the opportunity to strengthen the organization by learning from mistakes and building capacity for future challenges.
7	Naming dysfunctional work groups "teams"	Leaders fail to provide the training and environment that supports teams to work effectively by simply re-naming work groups with the "team" label.

The role of an executive coach is to address those blind spots and transform them from organizational disabilities or liabilities into organizational assets. The place to begin is with the leaders, meaning those individuals who have positional power and /or significant influence on the minds and hearts of the workforce.

What qualifies a coach to tread in such troubled waters? First and foremost is the coach's willingness to learn from their own experience in organizations. This is different from their formal training in organizational development, human resources, or executive coaching. It is different from a consultant or mentor who uses their experience as a roadmap for how their client should do things.

The most powerful coaches are individuals who may have some or all of the above credentials, and who have taken the trouble to learn from their own painful experiences in organizations. More than being self aware, these coaches have transformed the challenging experiences into a source of wisdom and compassion for their clients.

Personal Example from an Executive Coach

I spent 30 years in the same company, eventually retiring as a Vice President. Early in my career, I made several grave mistakes for which I should have been fired-

like embarrassing the CEO in a public meeting by referring to his ethnic origin in a disparaging way; or interrogating a division leader about his personal commitment to living a balanced life while being interviewed for a VP position (which I didn't get); or writing a scathing comparison between two men who were in senior positions. These corporate faux-pas were fuelled by an uncontrollable rage that seethed inside me when men in positions of power did not behave in the way I thought they should.

Only as I began to learn about family systems through the work of John Bradshaw, and faced the pain of my father's death when I was 14, did I begin to make the connection between my behaviour at work and my inner world. As I took the time and paid attention to healing my grief and sadness, I noticed that my raging reaction to the men in my company faded.

Thankfully, as I made the family systems connections with the organizational system in which I lived, my relationship with those same men transformed into compassionate and powerful alliances, that resulted in my joining the executive ranks and making a meaningful contribution to my colleagues and the clients we served.

How do masterful coaches work with soulful issues? They begin with leaders who are self aware and willing to venture into the dark. The coach's role is to hold the lantern. This can mean providing assessment tools that clarify where the blind spots are. It certainly means establishing an environment of trust in which the leader can say whatever is on his or her mind, knowing that what comes back will be thought provoking, insightful, and serve to clarify the next best step to take.

What are some of the results that coaching offers organizations? The most significant results may not be readily apparent, nor trackable directly to the bottom line. They **do** transform organizational disabilities into assets that may look like this:

1. **Sponsoring meaningful work:** Coaching focuses consistent attention on providing people with the opportunity to experience meaningful work, regardless of title or position. Leaders more than anyone are hungry for meaning beyond meeting shareholder or bottom line targets. Leaders are interested in living a legacy that will make a positive difference in their world. Coaches pay attention to these questions and provide a sounding board for leaders to explore the issues and find solutions that make sense to them. Leaders who grapple with these

questions create an environment for others to do the same, and eventually the organization's culture transforms.

2. **Looking in the mirror:** Coaching allows leaders to be self-reflective at the most difficult times. By exploring the leader's part in the complexity of issues such as employee turnover, diminishing market share, or lack of investor confidence, the coach assists the leader to reclaim their personal power through their own vulnerability. The leader's own journey into the dark then becomes a beacon for others in the organization who are experiencing the external pressure, and who would otherwise have nowhere to express it.
3. **Implementing wise decision-making:** Coaching takes strategic decision making up a notch by inviting leaders to consider *all* the implications, rather than focusing on the urgent or expedient. While this may appear to be a slower process, it actually results in decisions that have more positive long term effects, and thus require less re-work or re-consideration.
4. **Focusing on long term viability:** Lessons from the dot com explosion apply equally to other organizations, and coaching can assist leaders to avoid the same pitfalls by using a clearly articulated long term vision as a touchstone for ongoing initiatives. The coach approach to strategic planning makes room for the people factor that ultimately determines the success or failure of an organization.
5. **Initiating courageous communication:** Coaches model telling the truth in a way that makes room for new learning. The impact of global conditions since 9/11 and the current war in Iraq is an increased need for the truth to be expressed by everyone in the workplace. Leaders are being called on to model truth-telling, and working with a coach gives them a place to practice for the higher risk environment outside their office doors.
6. **Taking the best from the worst:** An organization's stories are its lifeblood. Coaching draws story from the most damaging situations and assists leaders to first see the gold for themselves, and then to share that learning with the organization.
7. **Practicing what is preached:** People take their cues from what leaders *do* more than from what they say. For an organization to create a team-based culture, the leadership must model what a high functioning team looks like. To break through habits of silo thinking and shift from reward systems that focus on individual achievement to collective achievement requires skill and dedication. Coaching provides

feedback to executive teams that bring dysfunctional interactions to light and co-creates strategies for breaking habits that no longer serve the organization.

People are dying at their desks because they are afraid of the darkness that hides under the desk. Coaches earn the right to be companions on the journey into the dark places- where leaders and people at all levels of organizations find themselves- because of their commitment to face their own darkness. Coaches and their clients come out the other side with courageous life long learning marked by lasting concrete results.

Carollyne Conlinn is Associate Faculty in the Graduate Certificate in Executive Coaching at Royal Roads University. She created the Excelerator Coaching Program™ to introduce the best of professional coaching to leaders and their organizations.

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10 Point Productivity & Perspective Tune Up

by Patricia Katz, MCE CHRP

New initiatives. Fresh starts. Growth spurts. - Your success rides on the right combination of focused attention, disciplined action, and healthy relationships. Are you getting the best possible return on your investment of time and energy? Run through this ten point checklist to see whether your productivity engine is purring along at top speed or in danger of seizing up.

1. Focus on value.

Invest chunks of time in important projects that aren't yet urgent. It's the best way to keep those projects from cropping up as crises further down the road. Not sure what adds value? Then your first step is to tackle some serious strategizing about work and life in general. Figure out where you are headed and why.

2. Triage the work.

Make time at the beginning of each month, week and day to prioritize. Refer to your lists as you start working. Use them to refocus your attention after the inevitable interruptions. Keep your priority lists visible. Share them with colleagues so others can help you stay on track and coordinate their work with your priorities.

3. Guard your prime time.

Protect it from time-wasting people and piddling, low priority projects. Devote your best time to your highest level priorities. Disappear for an hour or two and work elsewhere if that's the only way you can create that interrupted reflection or action time to spend on key activities. One hour of prime time is worth two hours of low energy time. Make it count.

4. Delegate strategically.

Share tasks – not just to get things done – but to build capacity and confidence in members of your team. Think earlier rather than later about what might be done by others. Don't dump at the last moment, delegate with sound intent, clear instructions, and healthy lead time. You have no team? Start building one now.

5. Invest in key relationships.

Not only are they personally rewarding, but connections that are well maintained are more viable and resilient in crunch times. This is true for family, friends, clients and colleagues. Relationships are either appreciating or depreciating in value and worth. Be sure yours are headed in the right direction. Make the investment and reap the rewards.

6. Become a groupie.

Group errands, meetings, phone calls and your questions for others. Group tasks to create high value trips in the office (to files, fax machines and photocopiers) and outside the office (to suppliers, clients, and service providers). Set aside regular times to check signals with key contacts. Encourage them to anticipate what they'll need to know and hold their questions for those key confabs.

7. Say no.

Decline requests and tasks that are: a) outside your priorities; b) easily done by someone else; or c) likely to drive you into overload. Don't be driven by guilt or resentment. When you are tempted to say yes or no (against your better judgment), step back and search for middle ground. Base your choices on purpose and intention – not knee jerk reactions and muddled emotions.

8. Clear the decks.

Dejunk and unclutter your main workspace and living areas. Trash the duplicates. Toss the distractions. File according to next action required. Don't let indecision paralyze you or your environment. Move the mounds so you are in a better position to move mountains.

9. Filter your e-mail.

This is the electronic equivalent of having an administrative assistant prioritize your messages and trash the junk before it hits your In Box. If you don't know how to do this, find out. Every email software package will let you create rules or filters to dispose of useless messages and group valued messages for effective action.

10. Take your breaks. If you're skipping time out, you're just delaying disaster. Whether you realize it or not, your productivity is taking a nose dive and you're headed for a crash landing. Take a few seconds between tasks to stretch your back and rest your eyes. Allow yourself a few minutes between appointments to catch a breath of fresh air and clear your mind. Enjoy a half hour away from your desk to lunch without thinking or talking about work. Each investment pays off as you restore the rhythm of renewal to your life and your work.

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Interested In More Articles? Check Out These Series Work Wise Series: Success & Survival Strategies For The Non-Stop Workplace

The article you just read is one of a series of twelve, authored by Patricia Katz of Optimus Consulting, which offers fresh insights on productivity challenges in the non-stop workplace. From time use to technology choices to workplace learning, you will be challenged to rethink your habits and fine tune your practice.

Second Thoughts Series: Make Friends - Not War - With Time

A second series of twelve articles is geared to those feeling swamped by the crazymaking fallout of a 'haste at all costs' approach to life and work. Patricia Katz beams a spotlight at the roots of our love-hate relationship with the clock and offers strategies for building a more satisfying relationship with time. Both series of articles make superb inserts in employee or client newsletters and add great value to company or industry magazines. The articles are available in print or electronic format.

To order either or both series, contact Patricia Katz, Optimus Consulting. Post: 315 O'Brien Pl, Saskatoon, SK, S7K 6S9. Phone: (877)-728-5289 E: info@patkatz.com. Web: www.patkatz.com - www.pauseworks.com



Patricia Katz is a speaker, author and consultant who specializes in perspective and productivity. Her programs and publications on worklife balance, stress, time and organization help groups and individuals restore the rhythm of renewal to work and life. To bring Patricia's expertise to your organization, call toll free (877-728-5289) or connect through the web (www.patkatz.com).

Please submit any information, stories, articles, book reviews, word of wisdom, lessons you have learned so that we may all benefit to:

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