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**Greg Morton**  
Chief Executive Officer  
NCHRA  
415.291.1992  
@GregJMorton

## TO ALL THE HR PROFESSIONALS AND INFLUENCERS IN THE NCHRA COMMUNITY, I WISH YOU A HAPPY NEW YEAR!

2016 was a very busy year for our association as we launched a brand new event franchise, **HR TechXpo**, and took our famed **HR West** conference on the road to Seattle. We added a new blog partner, **Human Resources Today**, a new social platform (**Social Link**) for our members to communicate, and a new innovative way for our members to earn recertification credit via our virtual book club from our new partner, **PBC Guru**. Finally, we also held a large in-person gathering of our membership to ask for their vote of support (which we received) to amend our articles of incorporation in a manner that will allow us to better serve our membership and the needs of our organization in the future.

As a result of what we accomplished in 2016, I expect 2017 to be an even more exciting year for us. We'll be hosting our 24<sup>th</sup> HR West conference, as well as a great line up of 1-day conferences and regional programming throughout the year.

It's hard to believe that we are less than two months away from our annual HR West conference, but we are. Whether you are a past attendee or attending for the first time, you will not want to miss this year's event. This year our Title Sponsor is no less than **SAP SuccessFactors!** We are proud and honored that they have chosen to partner with us to bring you the best HR conference in the West.

This year's conference has a fantastic and diverse line up of keynotes and session speakers our community of HR professionals has come to expect. Each year, attendees share with us their appreciation of the unparalleled ability to earn continuing education credit towards a variety of certifications. They also share with us how much they value the conference's networking opportunities. Whether it's making a new connection or re-connecting with a colleague, the three days offer ample opportunity to grow and maintain your professional network. One thing to note is that this year, unlike years past, we will be kicking off the conference in the morning. This is set to provide momentum and fuel our first day together.

This year's sponsorship and exhibit opportunities sold out in record time and as a result, you will have an opportunity to visit and learn from a strong list of high-quality service providers. We are proud that our conference attracts the best service providers and that their presence and involvement with attendees is an appreciated part of our conference's value.

If you haven't gotten around to signing up for this year's HR West conference, don't delay. With the holidays behind us and another full year ahead, it's time to start thinking about learning and trying new things, like participating in our #HRInnovators social media contest and being inspired with "HR in the most innovative place on earth!" HR

A handwritten signature in black ink, appearing to read 'Greg Morton', written over a light-colored background.

**Greg Morton**  
Chief Executive Officer, NCHRA

# Q&A



## Shu Yeung

Founder of GetHRSmart LLC  
MEMBER SINCE 2013

### What led you to Human Resources as a profession?

After receiving my Bachelor's degree, I had an interview with the Head of Human Resources at American International Group (AIG). During that meeting, he said to me, "I've got a project for you!" The project was designing, implementing and providing training on an HRIS system for all US based HR managers and directors. It was a great learning experience for me since it exposed me to all areas within HR. After I received my M.B.A. and had a short stint in management consulting, I decided to pursue my career in Human Resources partly because of the Head of HR at AIG, who was very supportive of me and had confidence in my abilities in Human Resources.

### What is the biggest change you've seen in the industry over the years?

When I started off in Human Resources, I remember the entire first floor of the building being dedicated to the Benefits department. If an employee had a benefits question or had to complete an enrollment or change form, he/she would sit down with one of the Benefits administrators. Today, you do not typically see that in companies. Most of the administrative and basic operational HR support has now been outsourced or automated. Employees now have direct online access to view their pay statements and employee information or to make changes. Companies that provide outsourced payroll and benefits services are quite in demand. With these aspects of the HR role no longer done or held in-house, there is a continuous opportunity and space for HR to provide value as a strategic partner.

### In your opinion, what is the future of HR?

As we live and work in a more interdependent and diverse society, I believe that the skill sets needed to be successful in Human Resources are the intangible soft skills. HR professionals can provide significant value by demonstrating these skills in handling delicate employee relations issues or influencing a senior leader. The skills that I think are important for the future of the HR profession are coaching, listening, influencing, cross cultural understanding, and organizational savviness, among others.

### What do you find is the greatest reward working in HR?

It is very rewarding to be able to influence major decisions in an organization that will have an impact on the culture, future, and bottom line of an organization. I enjoy reading the works of Professor Edgar Schein, Professor Jeffrey Pfeffer, and Dr. Harry Levinson among others on the topic of organizational behavior. Translating those theories and ideas into every day application is exciting to me. This could include developing long-term programs that align with the business or just handling day-to-day issues with employees and managers.

### What role has NCHRA played in your career?

NCHRA is a place for me to connect and network with fellow HR professionals. I have made lasting connections that have not only been professional but also personal. NCHRA provides a one-stop shop for HR resources and an HR community: access to ThinkHR, legal updates, webinars, seminars and networking

socials. The webinars and seminars are up-to-date with the topics that HR professionals encounter and need to know. The socials and seminars are a great place for HR professionals to connect and exchange ideas.

### What would you recommend to someone just starting out in HR?

I would recommend following what you want to do and not what is expected of you. I believe that you will find happiness and success if you follow your interests. Most of the classmates from my undergraduate and graduate studies pursued careers as stockbrokers, financial advisors or management consultants. This was expected of us when we graduated with our degrees. I chose to go into Human Resources and I do not regret it. I love helping organizations become successful through their people. **HR**

## ABOUT SHU

Shu Yeung is founder of GetHRSmart LLC, a consultancy that provides on-demand HR support to organizations. Prior to this, she worked for 17 years in-house, mostly as a global HR Business Partner working in the US, Europe, and Asia. Shu holds a B.A. in Economics from Cornell University and an International M.B.A. from the University of South Carolina and is a trained life coach. Everyday, she loves spending time with her 7-year old daughter, Sophia.



# Work Smarter, Not Harder – The Future of the Agile Workforce

*By Bianca E. McCann, VP HR, Cloud HR Expert Network, HR West Title Sponsor - SAP SuccessFactors*

**W**hat if I told you that your employees don't think you're very smart? The Future Workforce Study 2016, conducted by Dell and Intel, which surveyed 4,000 full-time employees across ten countries, found that 44 percent of employees worldwide feel that their workspace isn't smart enough, and 40 percent of Millennials surveyed are willing to quit a job that doesn't meet their technology expectations. In our digital dog-eat-dog world employees tethered to laptops and landlines are a bit concerning, and frankly, the heat is on as almost 60 percent of employees worldwide expect to work in a smart office within the next five years.

Smart devices like the iPhone changed everything about how we exchange, consume, decide and engage. We are used to intuitive and simple technology that can push relevant information directly to us. Our devices can provide us with health analytics and even recommend a pair of jeans we might like from our favorite brand. We live in a world where smart watches, sensor driven washing machines, intelligent thermostats, and someday maybe even self-driving big rigs full of beer are commonplace. We have Alexa in our kitchen to help us perfectly time our pot roasts and order up new oven mitts. For less than 20 bucks we can buy Google Cardboard and be transported from our living room couch, to flying a helicopter in less than 5 seconds.

According to the Future Workforce Study, employees today are more excited to get their hands on high tech perks, such as artificial intelligence and virtual reality, than they are to consume the ho hum low tech perks of free lunch and foosball tables. Handing out smartphones and promoting work-from-home Wednesdays simply won't cut it anymore.

This connected world seamlessly and effortlessly improves our lives each day, and has led to an expectation of a smarter workplace. It's no wonder that employees are demanding cutting-edge, integrated, SIMPLE technology and workplace solutions that can keep them connected and productive wherever they are. And it pays to be a



digital leader as we learned in the recent Leaders 2020 research conducted by Oxford Economics and supported by SAP.

With cloud computing, collaborative technologies and mobile at our fingertips we are all tech resilient and can adopt and respond to technology changes quickly. Enterprises competing in a smart world have the stability required for agility to thrive, but they must work to shed the cumbersome wrapper of legacy technologies and outdated mindsets. Emerging organizations competing in a smart world have the agile attitudes needed to innovate and deliver quickly, but they must focus on providing a stable, adaptable platform of engagement. All organizations must be prepared to embrace the break-neck

development speeds of today's cloud offerings, seize powerful integration opportunities, and get excited about providing immersive omnipresent experiences.

Smart, agile workplaces have an unwavering focus on providing constant unification between people, information and processes. Today's success depends on connectedness and collaboration and that is not new. In an IBM study from over five years ago, we were alerted to the fact that industry outperformers had extensive smart workplace practices in place. But what have we been doing with this knowledge since then? Is it still a trend if it's been so long? It is time to catch up and deliver the experience that employees have been asking for: Simple, Smart, Stretchy.

The increasingly complex demands of the marketplace, churning with cycles of interruption and disruption, and the need to be agile in responding to this environment, is creating an imperative for simplicity. The call for "simple" can be felt at the organizational, team and individual level. It shows up in every aspect of the workplace. From how we solve pressing problems, how we structure the organization to get work done, to the tools and processes that we provide to individual employees to support their daily work. Technology enables speed and information flow. More agile companies will get and keep the best talent, will generate the most powerful innovations (and learn from the iterative process), and will capture the market share their competitors hunger over.

Organizations who stop with the digital buzzwords, and start with active transformation, are ringing in profitability over those who don't. An agile workforce shows up as flexible, collaborative, innovative, information forward, competent and they come to work with a growth mindset. These attributes are nurtured by digitally proficient leaders, a learning culture rooted in development and innovation focused HR systems.

How are you showing up? How are you differentiating and providing a smart experience that employees can't get anywhere else? There are some dos and don'ts that could help here:

- Don't do it all at once. Go after 'stretchy' cloud technology solutions that you can grow in to at the pace of your business. Ensure video, mobile and social capabilities are embedded into a collaborative platform.
- Don't shove solutions at issues you haven't identified clearly. Designing for employees is the key to success, and their needs may vary. Choose solutions that allow users multiple entry points to engage, communicate and collaborate with people as well as key processes.
- Don't discount the pace of innovation. It's time HR starts thinking like a product team. Focus on smart solutions that can snap into other smart solutions. Flexibility and integration are the keys to preparing for the unknown.
- Do consider both culture change as well as process change when crafting your smart workplace strategy. Couple needed operational changes with scalable and employee centered technology offerings.
- Do make things simple. The business of people is not a simple task, but your technology should be. Get the most out of your technology investments by focusing on solutions that invite innovation and do the heavy lifting for you. No more force fitting processes into the technology – when you move your technology should move with you.
- Do recognize that the future of work continues to evolve with interesting ideas springing up like bimodal people management, a new reliance on employee mindsets and learning cultures, and conversations about your next robo-boss.

Don't get left behind. **HR**

## SAP SuccessFactors



*Want more? Hear Bianca speak at HR West 2017!*

*Bianca McCann, MHRIR is an HR leader who prides herself on producing game changing innovations and results by connecting people, programs, and processes into something larger than themselves. She is a VP HR, HR Expert Network- Cloud HCM with SAP Global Human Resources.*



# Why We Struggle To Set Aside Time For Personal Growth Work

By Poornima Vijayashanker, HR West 2017 Keynote Speaker

## We spend most of the year "doing" because we've got deadlines to meet.

As a result, it gets easy to stay heads down and busy.

But if you're only focused on doing, when do you have time for growth work?

### When I say growth work, I mean things like:

- Getting cross-trained by our fellow teammates to avoid the bus factor
- Setting aside time to develop a new skill or going deeper into an existing one
- Exploring new frameworks, tools, or ideas
- Reading books that will challenge our thinking and our everyday approaches

We know that learning is important. It will help us grow personally. New knowledge helps us solve problems and increases our productivity.

Despite a flood of reasons, we struggle to do it. Time is treated as the scapegoat. Let's talk about why it's the scapegoat, what else gets in our way, and how would we benefit if we were to invest in learning consistently.

### Why training time is seen as a luxury

People want to hire folks who are ready to go and just assume they will become up to speed as they do things. Recruiters and hiring managers pile on the skills they are looking for, which results in job descriptions that seem impossible to fulfill. Some prospective candidates end up feeling like they don't qualify and therefore don't apply.

There are a few that feel confident enough to apply and end up getting hired. While those hired might be a quick study, they still need to be onboarded, but onboarding takes time away from productive employees. It's this sentiment that results in pretty much all departments; marketing, engineering, and sales, neglecting to onboard employees.

What people don't understand is that having an onboarding program can be the difference between someone ramping up within a matter of weeks versus months.

The less time we invest also has a direct correlation to employee morale. New hires feel stuck, like they're not making an immediate contribution, and they may fear making mistakes because they don't understand decisions that were made before them. But

## "We knowingly accept grunt work because we're afraid of pushing back or delegating the task to someone else."

again and again, I see companies don't invest, that needed time.

And it's not just companies that are to blame. Employees also have excuses as to why they don't want to participate, which basically boils down to their fear of delegating work because they think new people won't be as efficient or they want to maintain control and job security. What they fail to realize is that it holds them back from advancing to new roles and responsibilities. They are in essence keeping themselves stuck in a position.

Onboarding doesn't have to be a big production. One simple way to onboard new employees is to start by creating an employee handbook. Companies, both large and small, can set up one per department through a Wiki or a simple Google doc that can be revised and edited. It's important to keep the handbook up-to-date, as new hires perform tasks according to the handbook, they can revise the tasks that are unclear or outdated.

Finally, even if your team doesn't have new hires, it can be valuable to cross-train each other. This helps distribute the knowledge, making it easier for people to take time off and rely on each other when there is a tight deadline that needs to be met.

I realize it can be incredibly challenging to set up onboarding in some companies. Some bosses and managers just don't get it, and it can leave you feeling like you need to ask for permission to advance.

On the flipside, there are a lot of bosses and managers who may feel the same way, but don't know how to take the first step. So bring it up and see how they respond. They may be more amenable to it than you think.

### Why it's easier to accept grunt work than growth work

Every job has some amount of grunt work, but it's up to us to determine whether that's 20 percent or 100 percent.

We knowingly accept grunt work because we're afraid of pushing back or delegating the task to someone else, like the previous scenario mentioned, there really is no one else around to do it, we might not have the skills to automate it, or automation may require an initial investment in terms of setup time. Hence, the easy alternative is to just do it. Plus, each item we cross off our to-do list makes us feel like we've been productive at the end of the day, even if we didn't actually produce anything.

But over time, doing the same thing day in and day out can leave us feeling unfulfilled, and it eventually causes us to get bored and burn out. We need to learn how to balance grunt work with growth work, but growth work isn't easy.

It can take a while to see a breakthrough and as a result, feels pretty slow going, so it becomes comfortable to go back and keep doing what we've been doing, even though it might be mind numbing.

There are a couple ways to get over the hump. The first is to get help, especially when you know you're stuck. Seeking the guidance of a mentor or a coach can be tremendously valuable. The best do a good job of listening and understanding why you're stuck and can suggest ways to move past it.

Peer groups are also great. The key is to find one where people hold each other accountable and are open to sharing what has and hasn't

worked for them. These two approaches alone have saved me months of frustration.

The second way is coming to terms with a steep learning curve. It's easy to look ahead and lose our motivation once we realize we have more to learn. But that's because we're not taking the time to acknowledge our accomplishments. This has been my go-to for staying motivated.

### Awareness is the first step, so start by auditing your personal productivity

Most of us just aren't aware of how we're spending our days. Just like businesses get audited by the IRS, it may be time for you to audit how you're spending your time.

Many people have sworn by Rescue Time to help them figure out how much time they're spending surfing the web and on activities such as email. If you are going to do an audit, it's better to do it for future activities rather than ones that have passed.

The reason I recommend focusing on the future is because we tend to overestimate or underestimate how much time we've truly spent in the past. When we focus on recording future activities, we'll have a more accurate picture of how we spend our time. I recommend doing the audit for at least two weeks. Once you've done it, tally up the time you spend on tasks, and consider coming up with a NOT to do list. Then consider just one area you'd like to grow. **HR**



Poornima Vijayashanker is an entrepreneur, engineer, author, and speaker who has made her mark on the tech world. A graduate of Duke University, Poornima was the founding engineer at Mint. Hear more

from Poornima at HR West 2017 and find her on her Femgineer blog.

Pulled from: <http://femgineer.com/2016/11/struggle-set-aside-time-personal-growth-work/>



# 7 Tips to Get Your Best ROI on Attending HR West

Contributed by Jenna Watson

**You've registered, finalized your travel plans and packed your bags...now what? How are you going to make sure you don't forget any of the great presentations or project examples in your sessions? How are you going to bring back these lessons to the office and show meaningful use of your time away from the team?**

There are a few strategies to making sure you get the most out of your conference experience and show ROI on your conference registration and time away.

Before you kick off your conference experience, you can **prepare yourself digitally**. This includes making sure your LinkedIn, Twitter, and other media accounts are ship-shape and ready to connect with new contacts. **Event hashtags are a great way to join the conversation** or catch up on new ideas and takeaways from other attendees. Sharing your experience on the hashtag may even enter you to win cool prizes or special recognition. Our event hashtag for this year's conference is #HRWest17.

Social media platforms are engaging, measurable methods for sharing your excitement and what you may be looking forward to. **Taking a proactive approach by posting or tweeting** is sure to give your company or

personal brand exposure and connect you with other attendees...maybe even potential partners or clients. I personally love reading and seeing sound bites, photos, stats, etc. from other speakers or sessions I may have missed.

Before jumping into concurrent sessions, it's a great idea to **divide and conquer** with your team if there's more than one of you attending. That way, you all get a uniquely different experience and can share key takeaways when you're back together. Information sharing is the smartest way to optimize your time. No team? You can share information and learned lessons over lunch, during break, or at the reception, with others in attendance.

You'll be able to keep your priorities in check by **creating an action plan** or cheat sheet. Writing down a few quick notes about pain points on your team in your current projects will keep you focused throughout your time at the conference. The exhibitors are a great source of knowledge when it comes to HR solutions – many of them are solely centered around your HR issues and needs. Don't hesitate to **bring your questions** to them.

Creating an action plan not only assures you make it to the best concurrent sessions suited for you and your team, but also make the most out of networking opportunities. For example, table topics will be available during lunchtime on Tuesday for discussing various areas of interest. This will be a great opportunity to hone in on topics that you want to know more about

– connect with those who are on the same search or who have been in your shoes before.

Still want more? HR West 2017 has an **exclusive app** just for attendees that will include all concurrent session presentations and handouts! Make sure to download the handouts and materials ahead of time to bring with you for your selected concurrent sessions. You'll have a treasure trove of content at your fingertips! You'll be able to use high-quality, in-depth materials from industry-leading experts.

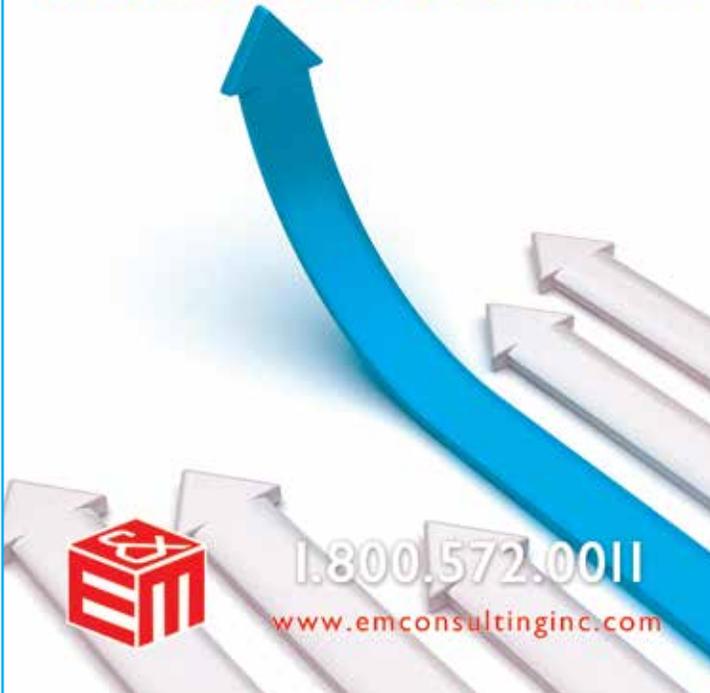
To bring it home and show the value of your experience, you should consider presenting what you learned at your next team meeting. How did you hear these ideas and solutions getting implemented and how can you apply them to your team and staff? Get the creative planning process going and you'll be set for a successful year, equipped with the latest research, trends and strategies in the HR industry!

PS: Don't forget to follow up with your new contacts and friends with an email or friendly tweet! It always helps to keep expanding your network and keep the information sharing going. See you at HR West 2017! **HR**



Jenna Watson is a Communications Associate and HR West magazine editor at Northern California Human Resources Association (NCHRA). Find her on Twitter @jenna\_watson and live tweeting during HR West 2017.

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- The Power of Listening
- Should You Be Using Chat-Based Messaging to Engage with Top Talent?
- 10 Secrets Your Employees Aren't Telling You
- The Secret to Attracting Millennial Talent (Hint: It's Not a Ping-Pong Table)

### TRACKS

Design your own experience!

Many sessions fall under multiple tracks.

- Compensation & Benefits
- Business Management & Strategy
- Employee & Labor Relations
- Employment Law & Legislation
- Talent Acquisition & Retention
- General HR
- Leadership

- Technology
- High-level content, significant experience with subject recommended.



## Business Management & Strategy

- Applying Agile Team Management   
- Navigating the Effects of the Overtime Rule Change  
- HR M&A Due Diligence: Getting in Front of People Issues 
- Business Considerations for Scaling Talent Overseas 
- Devising Your Digital Strategy for Competitive Advantage   
- The Future of Work: Finding Your Sweet Spot 
- Busting the Myth of Self-Organizing Structures   
- Leveraging Core Values to Accelerate Your Business Strategy   
- Making the Case for HR  
- Build Your Brand (No Jargon!)  



## Employee & Labor Relations

- Employing the Absent Employee  
- Four Steps to Solving Workplace Bullying   
- Documentation on Trial 
- From Conflict to Collaboration  
- The Investigative Snapshot: Getting It Right   
- Global Diversity & Inclusion Benchmarks: We've Learned What Works!  
- Avoiding Retaliation and Whistleblower Claims  
- Accommodating and Managing Employees with Disabilities  



## General HR

- Close Critical Skills Gaps with Targeted E-Learning Modules 
- The Brain of a Leader: What Is Your Emotional Intelligence?  
- Strategies for Implementing HR Technology 
- A Primer on Organization Design: More Than Moving the Boxes on the Org Chart
- HR Metrics Makeover: Tips for Effective Data Visualization
- Time for a 360 on HR  
- 12 Steps to the Aligned Workplace  
- The Great Miscommunication: What Millennials Really Bring to the Workplace  
- Thanks for the Feedback, Now What?  
- Confronting and Disarming Organizational Bias  
- "There's Your Desk" Is Not Onboarding! Try This Instead 
- Marketing HR: The New Spin
- Creating and Building Effective Organizational Partnerships 
- Executive Presence and Managing Up: Building Your Brand  
- Conscious Communication in Conflict 
- Whew! Harassment Investigation Completed. Or, Is It?  
- Is Your Workplace Future Ready?   
- Beyond Awareness: 7 Overlooked Keys for Getting Unstuck  
- HR's PR Problem and What You Can Do About It



## Leadership

- Genderless Leadership: Creating Balanced Leaders in Your Organization 
- Change Leadership to Succeed at Change Management  
- The Respectful Leader: 7 Ways to Influence Without Intimidation  
- Growing Leaders During Chaotic Times  
- Leadership Agility Through Music: Orchestrate, Collaborate, and Improvise!  
- Gender and Strategic Capability: Breaking the Mold 
- Connect, Then Lead 



See full session descriptions at [hrwest.org](http://hrwest.org)

# MEET YOUR KEYNOTE SPEAKERS



## JACOB MORGAN

FUTURIST, AUTHOR AND CO-FOUNDER OF "THE FUTURE OF WORK COMMUNITY"

### **Keynote Session: Experiential Organizations**

**Presenting on Monday, March 6 at 9:20am**

Why is it that some organizations around the world are able to consistently outperform others when their access to resources including capital and people is virtually identical? The answer is employee experience. In his book, *The Employee Experience Advantage*, Jacob analyzed 252 of the world's leading organizations to find out what separates the best from the rest. In this keynote Jacob will share never before seen research which explains what experience actually is, how to design an organization that creates great experiences, and what the impact of investing in employee experience really is.



## POORNIMA VIJAYASHANKER

FOUNDER OF FEMGINEER, AUTHOR AND AVID PUBLIC SPEAKER

### **Keynote Session: Speak Up for HR**

**Presenting on Tuesday, March 7 at 9:00am**

As an HR professional, you understand the importance of communication. You invest time into mastering it. However, getting others on your team to prioritize it in their everyday interactions with colleagues is a challenge and impedes the speed at which you can effectively help your organization progress. In this keynote, Poornima Vijayashanker will share strategies for encouraging leaders and individual contributors to up their communication skills by speaking up and sharing their expertise to help you accomplish the organization's goals around recruiting, retaining, and promoting employees.



## LEILA JANAH

FOUNDER AND CEO OF SAMA AND LXMI SOCIAL JUSTICE NONPROFITS

### **Keynote Session: Deeper Business**

**Presenting on Wednesday, March 8 at 2:00pm**

Leila Janah believes that giving work is the most effective way to reduce global poverty. In this keynote she outlines the ways that traditional charities have failed, the need to re-frame the way we think about social good, and how we can harness the power of technology to create social change. During this session you will develop a critical lens for thinking about social impact. You will also grow your sense of empathy with people from around the globe as well as learn how business can be an agent for social change.



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Approximate \$400 value – no cash value other than for reimbursement if hotel accommodations have been previously purchased.

**2<sup>nd</sup> PLACE – \$200 gift card**

**3<sup>rd</sup> PLACE – Valet Parking at the conference (\$100 value)**

**Make sure to use #HRWest17 and #HRInnovators when sharing about your experience.**

## About HR West®

**HR West is the #1 place** for HR professionals looking to step up their game. Located in the heart of innovation – the San Francisco Bay Area – you'll learn success strategies from leading-edge companies and inspiring thought leaders. Drawing more than 1,000 participants for three days of exceptional learning and unparalleled networking, HR West is the best of the west!

## Schedule

Monday 9am-6pm • Tuesday 9am-6pm  
• Wednesday 9am-3:15pm

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## Tracks

Sessions are organized in seven tracks – covering essential HR knowledge. **Compensation & Benefits • Employment Law & Legislation • Talent Acquisition & Retention**  
• **Employee & Labor Relations • General HR**  
• **Business Management & Strategy • Leadership.**

## Travel

The Oakland Convention Center and City Center Marriott offers conference, hotel and parking all under one roof. Conveniently located near public transportation and just a short hop from the Oakland International Airport. NCHRA has negotiated discounted rooms for attendees. **PLEASE BOOK ONLINE** at [www.hrwest.org](http://www.hrwest.org) or call (877) 901-6632.

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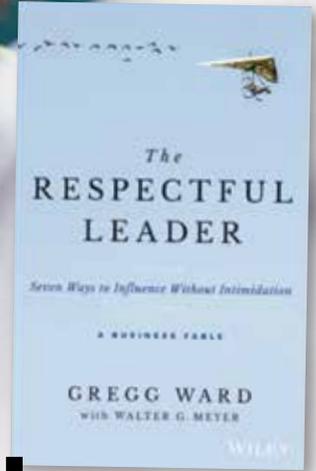
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EXCERPT FROM...

# The Respectful Leader: Seven Ways to Influence Without Intimidation

By Gregg Ward with Walter G. Meyer – Published August 1, 2016 by John Wiley & Sons

If you think about it for just a moment, you'll realize that everyone – every single person, no matter who they are – wants respect. Don't you?

People want to be treated politely, with courtesy, consideration and genuine regard everywhere they go, in any situation. At work, people want to be treated with common courtesy and to be respected for their skills and experience. They want their personal and life choices not to be judged, denigrated or criticized. They want to be treated fairly and honestly by their bosses; and when they make a mistake, they want to be told about it respectfully, in private. In short, everyone wants to be treated respectfully.

I've never met or heard of anyone who has claimed that they wanted to be disrespected, ignored, denigrated, micro-managed and treated rudely by their boss or colleagues in

public or in private. Have you? No one – and I mean no one - wants to be disrespected.

And yet, as you've probably realized from your own experience that disrespectful behavior in the workplace is all too common. Recent studies by Georgetown University and Arizona State University show that 96% of all American employees have been treated disrespectfully or with incivility in the last 12 months by their bosses, colleagues and/or customers; and one quarter of them are expecting to be treated disrespectfully in the next 48 hours!

Part of the problem results from the negative impact of an outdated and yet common management and leadership style called "Command-and-Control," which roughly translates into, "do as I tell you, because I'm your boss." Managers and supervisors who use the Command-and-Control style prefer to tell subordinates what to do and how to

do it, sometimes in minute detail, and then closely supervise to ensure their orders are carried out.

A slightly subtler derivative of Command-and-Control is the practice of using the "carrot and stick" technique to drive performance. In other words, "you'll be rewarded if you do your job as commanded, and punished if you don't." Maybe you have, or had a boss or colleague who operates using the Command-and-Control/Carrot-and-Stick approach, or maybe you practice it yourself.

Here's the fundamental problem with this management style: decades of research and study, along with millions of employee surveys, and mountains of anecdotal evidence from all over the world make it abundantly clear that the clear majority of human beings who are on the receiving end of this approach simply don't like it. Most people resent being bossed around,

told exactly what to do and micro-managed by their boss. And, they feel the carrot-and-stick approach is demeaning and ignores the possibility that they might want to do a good job out of personal pride, or because they genuinely care about doing the right thing and creating good outcomes – and not just because they're being rewarded and punished.

Now, don't get me wrong, I'm fully aware that Command-and-Control management can be a very useful and effective technique in certain types of organizations, for example the military or emergency services. If we're in the middle of a firefight or trying to stop a house from burning down, we don't have time for a respectful discussion about how we're going to respond. Someone's got to be in charge and say "You, do this," and "You, go there." There's nothing inherently wrong with the Command-and-Control style when it comes to effectively responding to life-and-death situations. But, when no one's life is on the line, then most people consider it disrespectful.

As for Command-and-Control's direct offspring, Carrot-and-Stick, this too is usually considered disrespectful by those subjected to it. Studies tell us that when faced with a choice between a higher wage job working for a manager who consistently uses the Carrot-and-Stick approach, and the same job but at a lower wage under a manager who practices Respectful Leadership, most employees will choose the latter if they have the option.

In the final analysis, the Command-and-Control/Carrot-and-Stick management style foments fear and stress in the workplace because it is disrespectful, demotivating, intimidating, and occasionally humiliating. If subjected to it repeatedly, the odds are good that rather than continue to put up with it, most employees will eventually either rebel, shut down, or move on. In this context, the old saying, "people quit their boss, not their job," has a powerful ring of truth to it, doesn't it?

So, what's the point? I'm convinced that there really are only two management styles in use in the (non-military) world of work: 1. Command-and-Control/Carrot-and-Stick and 2. Respectful Leadership. The first is considered disrespectful by most people; the second isn't. The first is also considered by organizational experts to be unsustainable, demeaning and a waste of human creativity, generosity and potential; the second isn't. Unfortunately, the first is very common; while the second is relatively rare.

Respectful Leadership is defined as giving others – regardless of their (or your) rank or status – the same kind of genuine regard and consideration that you want them to give to you. If you boil it down, being a Respectful Leader is about following the Golden Rule: "Do unto others as you would have them do unto you." It's also about following the Platinum Rule: "Do unto others as they would have you do unto them." I would simply add that all of this 'doing unto' needs to be done as respectfully as possible.

Respectful Leadership is not a new management style, in fact, it's as old as Command-and-Control/Carrot-and-Stick. It just takes a bit more intentionality, emotional intelligence and conscious, consistent effort to do it sincerely and effectively.

Respectful Leadership is also sometimes known as "Servant Leadership," which is the practice of a leader serving as a steward, or caretaker, of their organization and the people who work there. To me, the term Respectful Leadership seems more expansive than 'Servant Leadership,' because being respectful is something you can practice all of the time – at work, at home, anywhere - and because using the word 'servant' itself may be considered disrespectful by many.

Now, it may not come as a surprise to learn that practicing Respectful Leadership

is personally uplifting, motivating, and ennobling. There's something very satisfying that comes from treating others with respect and being respected in return. Leaders who practice Respectful Leadership also find that they are more at peace with themselves, and feel more self-confident and resilient in times of crisis. They are better able, as the old saying goes, to keep their heads while all others around them are losing theirs.

Respectful Leadership is also contagious. It appears that when one leader starts treating their employees with respect, and receives good results in return, others pick up on the trend and start emulating the behaviors. Managers start treating employees more respectfully; employees start treating each other, and customers, more respectfully, and soon, a cultural shift occurs. My colleagues and I are convinced that once a majority of people (roughly 60%) within a particular organization practice Respectful Leadership consistently with integrity, then most others will follow suit, or self-select out. So, it's entirely possible, with concerted and intentional effort, for a few leaders to eventually turn a disrespectful culture into a respectful one, with positive and sustainable outcomes.

Bottom line: Respectful Leadership may be an old and relatively simple leadership style. But, it's also a tried-and-true, highly effective management tool. If you want to be respected and gain personal satisfaction from being respectful, and to successfully influence the people you lead without micro-managing them, or using intimidation or humiliation, and get positive, measurable and sustainable business results, then Respectful Leadership is for you. **HR**



*Gregg Ward is CEO of The Gregg Ward Group and an author, speaker, consultant and executive coach focusing on Respect, Emotional Intelligence and Executive Presence.*



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- 4/28:** PHR/SPHR 4-day condensed class – Santa Clara
- 6/15:** PHR/SPHR 3-day Review – San Francisco and Santa Clara

### SHRM CERTIFICATION

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- 2/7:** SHRM-CP/SCP 12-week classes – East Bay and Santa Clara
- 2/9:** SHRM-CP/SCP 12-week class – San Francisco
- 3/31:** SHRM-CP/SCP 4-day condensed class – San Francisco
- 5/11:** SHRM CP/SCP 3-day review – San Francisco
- 5/18:** SHRM CP/SCP 3-day review – Santa Clara



# Why It's Risky to Call Yourself a “Generalist” and What to Do Instead

By Susan Bernstein, MBA, PhD, *The Sensational Shift* blog

Teri, a 40-something senior HR rep at a Fortune 100, nearly whispered as she confided in me. I heard the deep exasperation in her voice. “Dr. Susan, **I’m a generalist**. I don’t really have one specific skill set. That makes it hard for me to attract the right roles. I’m in a pretty senior role for my age and experience. So it’s difficult to find my niche!”

Teri had fallen under the spell of artificial job titles. I invited Teri to think about her comment from the employer’s point of view: What are you conveying when you call yourself a “generalist?”

**In my experience working with hiring managers and recruiters, they perceive the “generalist” label as wishy-washy.** It doesn’t say much. It’s unclear. The “generalist” label skirts the question of, “What can you do for this organization?”

Rather than essentially replying, “I can do a bunch of things for you,” you could demonstrate the ways you have been most helpful to an organization.

You see, the factors that make someone a “generalist” or a “specialist” are all relative. At one company, your breadth of experience may seem broad based on where the

company is in its business life cycle. Younger companies, especially startups, tend to give people a greater range of activities to accomplish. They’ve got fewer people wearing bigger hats than in an older, more established organization. Those kinds of companies employ more people, so each person can play a narrower role.

**So first off, if you find your skills are labeled as “generalist” by your organization,** and you want to continue using a broad scope of activities, consider moving to a younger, more nimble company, who will value the full scope of all you can do. That’s what I suggested for Teri. She’s now running

HR for a fast-growing five year old company, where they love having her wear many hats.

**Second, if your experience is more diffuse than what you're seeing in the overall job market,** you can shift from being labeled as a “generalist” to a “specialist” by getting more specific about your contribution to the overall organization.

In other words, you can position yourself in a way that makes you stand out, by asking yourself: **How does my work make a difference?**

To help you hone in on your differentiation, think about this:

**All organizations face four main problems:**

- how do we boost profitability?
- how do we increase productivity?
- how do we speed time-to-market?
- how do we increase customer satisfaction?

When you take the time to consider the impact of your work, you likely focus on one of these more than the others. Even if you don't directly address these issues, the ultimate result of your efforts falls into one of these categories.

Let's take organizational issues one by one, so you can consider where you have made the greatest impact:

### **BOOSTING PROFITABILITY**

*How has your work contributed to the bottom line?* When you think of the simple equation that profit equals revenue minus cost, that can give you an important clue. Bring to mind your work experiences. Then get strategic: *How has your work contributed — directly or indirectly — to greater revenues?* Have you helped make a product or service more valuable, warranting a price increase that shows up in the bottom line? *How about how you've helped to lower costs?*

My client, Paul, had been a programmer. When we brainstormed together, he realized that although his three most recent projects involved him coding over a million lines, the real reason for his work was to help create a new product to beat out the competition.

So instead of framing his experience as coding as a “generalist,” he started saying that he created “revenue enhancing products,” by wisely coding features that would beat the competition. Management moved him along faster, because Paul positioned himself as a profitability booster.

### **INCREASING PRODUCTIVITY**

How has your work made operations more efficient? Have you helped to remove bottlenecks? Do you look for ways to do things faster? Or with fewer resources?

When I was working with Lori, she was a “Special Projects Manager” for a financial services company. This was a polite way of saying “generalist,” or “Jill of all trades.” That title wasn't doing her well in terms of her promotability, and when she was interviewing with other companies, people often scratched their heads.

Lori and I looked at her experiences and discovered that most of her projects had helped to make the banks in her manager's portfolio more efficient. In one project, she helped transform a paper-based process into an automated one, taking the process from 7 days on average to 1 day. That's just one example.

When Lori started seeing herself as a “productivity booster,” she sought out projects that used her expertise. And she ultimately moved on to a new role at another financial services company where they put her in charge of a team of people who addressed productivity issues. No longer did she feel saddled with the murky “generalist” label. She narrowed in on her expertise, and while she

handled a wide array of productivity issues, she could address more specific issues.

### **SPEEDING TIME-TO-MARKET**

*Are you the kind of person who's always dreaming up ideas for products or services, and then speedily getting them ready to sell?* Do you feel unsatisfied unless you're making products or services come to life? If so, you might classify your experience as “speeding time to market.”

My client, Matthew, had a diverse role where he wore many hats at the small real estate software company where he worked. He did some business development, some marketing, some product development, and some operations. Because he met with customers frequently, he was constantly seeing opportunities to build new products to meet their needs.

Matthew loved interfacing with clients, listening to their problems, transforming those problems into solutions, and assembling teams to create new offerings. Together, we repositioned him as a “Market Accelerator,” and he landed a role at a company that was all too happy to have his diverse experience quickly translating customer needs into products.

If you also know how to commercialize products, or streamline their manufacturing or production, you might recast your experience as “reducing time to market,” which is also a highly valuable skill, as it speeds up an organization's revenue stream.

### **INCREASING CUSTOMER SATISFACTION**

*Do you love looking out for customers or clients so you can make them happier—* whether on your own, or as part of a team? If that's the case, see if “increasing customer satisfaction” is your calling card.

Have you received excellent feedback from customers? What campaigns have you run to improve how customers view your

organization and its products or services — and what kinds of metrics are demonstrating the positive changes you've secured for them? What are you doing to create ways for customers to offer feedback — and then what do you do with their input?

Jen, another woman I helped in her career transition, worked for a major hotel chain. She'd been transferred to 12 different properties in 8 years, and wanted to work in a more stable corporate role for them instead. But she'd been in an extended rotation program, and had played lots of roles, including hotel manager, finance manager, operations manager, and banquets manager. She felt she was unfairly miscast as a "generalist."

We figured out how to reposition Jen by looking at her contribution. After listening to stories of

her key accomplishments, we noticed that she was constantly on the lookout for how to delight customers. She also proactively set in place a scorecard to enhance the experience of corporate clients who booked banquets and events. As a result, in a six month period, banquet bookings jumped 15%.

#### YOUR PRESCRIPTION FOR ESCAPING THE "GENERALIST" LABEL

If you're unhappy being known as a "generalist," ask yourself these questions:

- Which one of these four problems do I resonate with the most?
- What stories can I use to demonstrate the core business problems I solve and the kinds of results I get?

- If you could design your own title to capture the core business results you tend to achieve, what would it be?
- How can you incorporate this new title into your LinkedIn profile? Your resume? How you introduce yourself? The kinds of projects you seek out?

Want more? Hear Susan at HR West 2017! [HR](#)



*Dr. Susan Bernstein is an executive and leadership coach who specializes in supporting professional women to harness all of their strengths, including their emotions, so they navigate conflict more easily in their careers and maximize their*

*positive impact in the world.*



## KEYNOTE SPEAKER

### Meet Keynote Speaker Leila Janah

Leila Janah is the Founder and CEO of Sama and LXMI, two companies that share a common social mission to end global poverty by giving work to people in need. She is also a co-author of *America's Moment: Creating Opportunity in the Connected Age*, a book by Rework America: A Markle Initiative.

Prior, Janah was a Visiting Scholar with the Stanford Program on Global Justice and Australian National University's Center for Applied Philosophy and Public Ethics, as well as founding Director of Incentives for Global Health, and a management consultant at Katzenbach Partners (now Booz & Co.).

She is the youngest person to have won a Heinz Award in 2014, and received the Secretary's Innovation Award for the Empowerment of Women and Girls from Hillary Clinton in 2012.

In 2015, she was named as one of The New York Times T Magazine's "Five Visionary Tech Entrepreneurs Who Are Changing the World," and was profiled as one of Fortune's "Most Promising Entrepreneurs" in 2013.

Janah has appeared on national and international news outlets and also addressed influential audiences at premier events including Aspen Ideas Festival, Fast Company Innovation Uncensored, Fortune Brainstorm Tech, SXSW, TEDx, Techonomy and Quartz Next Billion.

Previously introduced keynote speakers in past editions:

- Jacob Morgan
- Poornima Vijayashanker



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## Continuing Education Calendar

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*(Below event list subject to change)*

### FEBRUARY

- 2/23/17 Micro-Learning Using Motion Graphics Videos (Webinar)
- 2/6/17 SHRM-CP/SCP 12-week Class (Online)
- 2/7/17 SHRM-CP/SCP 12-week Class (East Bay)
- 2/7/17 SHRM-CP/SCP 12-week Class (Santa Clara)
- 2/9/17 SHRM-CP/SCP 12-week Class (San Francisco)
- 2/9/17 Find. Keep. Repeat – Hire and Retain “A Players” (Onsite Seminar)
- 2/10/17 Legal Brief 2017
- 2/13/17 Online eProgram: Cultural Intrapreneurship: Crafting a Culture of Purpose & Ownership (3 Sessions)
- 2/16/17 Rising Above the Noise - HR Business Leader Regional Meeting (Santa Clara)
- 2/23/17 Creativity in the Workplace - HR Business Leader Regional Meeting (North Bay)
- 2/24/17 PHR/SPHR 4-day Condensed Class (San Francisco)

### MARCH

- 3/1/17 The Future of Work - HR Business Leader Regional Meeting (Marin)
- 3/6-3/8 **HR West 2017**
- 3/21/17 PHR/SPHR 12-week Class (Online)
- 3/21/17 PHR/SPHR 12-week Class (Santa Clara)
- 3/22/17 2-Day HR Essentials
- 3/22/17 PHR/SPHR 12-week Class (San Francisco)
- 3/23/17 PHR/SPHR 12-week Class (East Bay)
- 3/24/17 Lean Into Hard Conversations (Webinar)
- 3/31/17 SHRM-CP/SCP 4-Day Condensed Class (San Francisco)

### APRIL

- 4/20/17 HR Business Leader Regional Meeting (Santa Clara)
- 4/28/17 PHR/SPHR 4-day Condensed Class (Santa Clara)

### MAY

- 5/3/17 Online eProgram: HR in CA: Advanced Time Off (4 Sessions)
- 5/11/17 SHRM CP/SCP 3-day Review (San Francisco)
- 5/18/17 SHRM CP/SCP 3-day Review (Santa Clara)
- 5/18/17 Women's Leadership Conference

### JUNE

- 6/8/17 HR as a Strategic Business Partner - How to get a seat at the table? (Onsite Seminar)
- 6/15/17 HR Business Leader Regional Meeting (Santa Clara)
- 6/15/17 PHR/SPHR 3-Day Review (Santa Clara)
- 6/15/17 PHR/SPHR 3-Day Review (San Francisco)
- 6/22/17 Compensation Conference

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# Welcome New Members!

NCHRA would like to welcome the following new members who joined in October-December, 2016. As our numbers grow, we become stronger in our ability to support the profession. Thank you and welcome!

Luis Aguayo	Eden Comfort	Linda Huynh	Anupama Nedunuri	Marcos Solis
Alana Ainsworth	Kris Coombs	Jillian Jensen	Peter Nelson	Chen Song
Shad Aldrich	Korrie Courneen	Aimee Jones	Thuy Nguyen	Walter Stella
Jamila Ali	Rosa Cuevas	Valentina Kaiser	Annie Nguyen	Elizabeth Stork
Priscilla Ambriz	Christina Dahlberg	Tracey Katayama	Kathleen Nichols	Haja Suleman
Albert Aragon	Della Dalton	Christine Kelichner	Michele O'Brion	SuzAnne Sullivan
Yolanda Arias	Brandy Dalzell	Sam Keone	Vanessa Padilla	Allison Sutton
Ashwini Balan	Victoria Decker	Gretchen King	Eugenia Paw	Marie Szuts
Bart Ballinger	Victoria Decker	Nancy Koscher	Jessica Peinado	Sherry Tang
Angelita Banez	Eugene DeJacimo	Jenny Krall	Chris Perreira	Maritza Tejeda
Jessica Barry	Jennifer Doan	Randy Kyle	Breeann Pletikosic	Julie Thayer
Liza Bass	Laurene Drewry	Laurangelica Lechon	Frances Pulido	Lisa Thompson
Stacy Bell	Diana Egeler-Reinemer	Grace Lee	Vardhini Rajaram	Shelbie Tieman
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