

**LAUNCHING OUT OF TOUGH ECONOMIC TIMES**  
**ADL Associates 14<sup>th</sup> Annual HR Executive Forum**  
**May 19 – 20, 2010**  
**Philadelphia, PA**

The 2010 Forum was a highly engaging experience with presentations focused on how we can continue to excel, even when *Launching Out of Tough Economic Times!* Each presentation concluded with a lively discussion that included intriguing questions and additional best practices.

Some highlights of those presentations are noted below:

May 19, 2010:

*“Launching Out of Tough Economic Times: What Should HR be Measuring?”*

*Brian Gareau, Manager, Organizational Effectiveness & Engagement, Caterpillar Inc.*

- ✚ We must continue to focus on employee engagement during layoffs and a down economy
- ✚ Ensure we are collecting the right data
- ✚ Focus on correlation as opposed to causation for measurement purposes
- ✚ Employee the CCT method
  - Care (about them)
  - Credibility (you have to be a credible source of information)
  - Trust (willingness to give the benefit of the doubt when mistakes are made)

**Group Discussion Question: *What Should HR Measure?***

- ✓ Accountability
- ✓ Engagement
- ✓ Supervisor/EE Relations
- ✓ Are people playing to their strengths? Align strengths and organizational needs.
- ✓ Measurement is a recipe
- ✓ Effective processes depend on 2-way communication

*“A Strategic Approach to Talent ... in Tough Economic Times”*

*Jackie Hilton, BAE Systems Land and Armaments, Compliance*

- ✚ Target (identify your audience)
- ✚ Engage (define your message)
- ✚ Attract (access the right people)
- ✚ Maximize (optimize your process)

**Group Discussion Questions: *Where is your organization with regard to taking a strategic approach to talent? How will you leverage strategic strategies discussed to stay ahead of the talent wave?***

- ✓ Pre-employment assessment with “potential” scale; identify those with aptitude/ability for growth
- ✓ Use website to tell your story to think about cultural fit
  - ✘ Questionnaire re: cultural fit
  - ✘ Build brand
  - ✘ Self-selection (in or out) important
- ✓ Manage brand with internals and externals

- ✓ Provide realistic job preview
- ✓ Do you work for the company you advertise?
- ✓ Leverage seasonal workers, retirees and “newbies” to manage costs
- ✓ Peak time employment – leverage part-time employees to meet demand

May 20, 2010:

*“Trends in Learning and Development in Response to the Economic Downturn and the forthcoming UP turn!”*

*Peter Psychogios, CEO, Celebrity Service Institute*

- ✚ Effective electronic training and development techniques can be cost effective
- ✚ Barrel Filling: training participants get the content, knowledge and awareness of organizational competencies
- ✚ Barrel Emptying: contextualization and application of the learning
- ✚ Interaction, contextualization and follow up are key to driving results

**Group Discussion Question: *How might organizations benefit from re-purposing or re-packaging content to reach a distributed population?***

- ✓ Provides a heightened focus on new ways to teach and enable
- ✓ Look for ways to collapse time to competency
- ✓ The speed of change is linked to the speed of learning
- ✓ Leading organizations want to share best practices and maintain an emotionally charged learning component

*“Managing Culture in Tough Economic Times”*

*Pat Jannausch, VP of Culture and Training*

*Con-way Inc.*

- ✚ In tough economic times, you need to pay **more** attention to
  - The tone from the top
  - Recognition
  - Engagement
  - Celebration
  - Talent management

**Group Discussion Question: *How will you keep the employee culture engaged?***

- ✓ Include engagement as a component in the annual strategic plan
- ✓ Annual celebration of culture and values
- ✓ Roll-out values/norms and corporate constitution (vision, mission, values)
- ✓ Launch recognition program based on values

*“Own It! Accountability in Tough Economic Times”*

*Nancy Powell Bartlett, President, The Bartlett Alliance, Inc.*

- ✚ Accountability is a two-way street: are you abdicating accountability?
- ✚ Clarity is key
- ✚ Fuzzy communication = fuzzy results
- ✚ It’s about performance, not fear or stress

Participants were also provided with the article, *“The Accountability Thing: What’s So Hard About It?”* Due to time restraints, only a portion of this presentation was presented at the Forum. To get maximum value of this topic, you are encouraged to contact me (Nancy) directly for more in-depth information.

**Group Discussion Question: *What are three things organizations can do – on a practical level – to enhance their accountability culture?***

- ✓ Positive recognition on a regular basis; positive discipline - “reminders” of accountability culture
- ✓ Open and honest communication about accountability
- ✓ Provide options
- ✓ Utilize teams to identify solutions to accountability issues
- ✓ Clear plans/responsibilities must be laid out for all
- ✓ *Everyone* must be held accountable ... those we like and those we may not like quite so much ... all the way up and down the chain

**EXTRAS!**

In addition to the five presentations above, Forum participant Stephen Wardrop, Executive Vice-President of the Labor Relations Institute, Inc., shared a White Paper, *Best Practices for Proactive Companies in a Changing Labor Environment* with Forum participants.

Certainly one of the 2010 highlights was a tour of Philadelphia in a Limo Bus! Not only was that a fabulous way to tour, but it provided additional networking and great fun for participants. Please check out the event photographs on the ADL website.

The ADL HR Executive Forums always provide **great** take-aways, in addition to the presentations and discussions. This year, some of those included a number of pamphlets/books for every participant:

- 📖 “Get What You Want” by Lynda Byars Swindling
- 📖 “Passionate Performance” by Lee Colan
- 📖 “The Street Savvy Leader” by Al Lucia
- 📖 “Getting Good at Communicating” by BJ Gallagher
- 📖 “The Nature of Excellence” by David Cottrell and Lee Colan
- 📖 “The Best of Safety Stuff” by Richard Hawk

REMINDER! REMINDER! REMINDER!

Be sure to access the **ADL Associates HR Q&A Service**. This Executive Group service is a free, moderated, email discussion group provided by ADL Associates to encourage and facilitate communication and the exchange of ideas among the members of the HR Executive Group.

The Executive Group includes Human Resource Executives from a wide variety of industries who are dedicated to building employee commitment and developing a culture that maximizes the employment experience and bottom line results of their organizations. Members of the group openly share best practices and good ideas.