

PHILADELPHIA SHRM NEWS

Official Publication of the Philadelphia SHRM Chapter

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Authentic Leadership: Intentional, Diverse and Inclusive

Keynote Speaker: Paulette A. Gabriel, President, Key Leadership Initiatives



Leadership has always been more difficult in challenging times, but the challenges facing today's organizations

act as a call for action and a focus on finding and developing premier leadership talent. As professionals, we must get beyond a programmatic view of effective leadership to recognize and facilitate a new breed of leaders that is at ease with spearheading change in our organizations. In some cases, a new paradigm for leadership is emerging right under our feet in our very own organizations. Something about these particular leaders enables them to transform organizations and move people to much higher levels of satisfaction, commitment

and ultimately performance. Of particular interest for this (upcoming) meeting is that these transformational leaders seem able to navigate the paradox of diversity and inclusion to become the most effective leaders in their companies. How?

Authentic leadership is a leadership approach whose time has come. Mutations in transformational leaders have caused people like you and I to mistrust the intentions of our top leaders. As a result, authentic leadership is emerging as type of leadership that focuses on restoring confidence, hope and optimism, developing resilience in people and in organizations, renewing a sense of connection by helping people in their search for self awareness and by genuinely relating to a broader constituency.

Continued on page 3
Authentic Leadership: Intentional, Diverse, and Inclusive

UPCOMING EVENTS

MAY & JUNE

DELAWARE VALLEY HR PERSON OF THE YEAR AWARDS DINNER

Wednesday, May 8, 5:00-9:00pm
Radison Hotel, Valley Forge
\$100 per person

WEBCAST - Walking in the Worksite Wellness Footsteps of the Best and the Brightest!

Friday, May 9, 12:00-1:00pm
Members Only (free)

PROFESSIONAL DEVELOPMENT SERIES - DIVERSE WORKFORCE

Monday, May 12, 7:30 - 11:30 am
Loews Philadelphia Hotel, 1200 Market Street, Philadelphia
Members \$75/ Nonmembers \$95

PARTNER PROGRAM - Disney Keys To Excellence

Friday, May 9, 8:00 am - 4:30pm
Drexel University, LeBow College of Business

NETWORKING EVENT - Expanding Your Sphere: Connect. Identify. Learn.

Wednesday, June 11, 5:30pm-7:30pm
Children's Hospital of Philadelphia
Members \$20; Non-members \$35

WEBCAST - Breaking The Silver Ceiling: A New Generation Redefines Work

Friday, June 13, 12:00pm-1:00pm
Members Only (free)

CAREER MANAGEMENT FORUM Mentoring For Career Success

Wednesday, June 18, 5:30pm-7:00pm
Aramark Tower, 1101 Market Street, 16th Floor, Philadelphia
Cost: Free

To register, log on to
<http://www.phillyshrm.org>

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The President's Corner

I recently attended a retirement celebration for Dr. John Thinnes who is leaving Saint Joseph's University after 20 years as leader of the Training and Organizational Development program I graduated from in 1999. The theme in my newsletter notes this year has been "reinventing" and as I thanked John on a Wednesday night in April, I realized how much he taught me about that subject. Many of the points he focused on within the program *connect* with the three aspects of reinventing: self, others and the business. Below are the three key learnings from John that are tattooed in my mind forever. I share them with you as a salute to his service to the Philadelphia T&OD community.

Give up control to get control.

Read this twice before you judge as the message here is not avoiding micromanagement to a point that leads to chaos, but rather the point is engaging others in the decision making process to achieve consensus and move a team forward. *Connection – you can't do it all through self, you must also do it through others or you will limit yourself, others and the business.*

Impact = Knowledge x Environment.

If you want to drive progress, neither learning nor information will do it alone; you must look at the organizational processes, culture and other aspects of the environment. Go into every situation thinking like a general manager (not like a generalist) and you will recognize more broadly the implications of what you are looking to accomplish.

Connection – reinventing the business is not as clean as hard data and the bottom line...there are a variety of hard and soft factors that influence success.

Authentic leadership.

As several alumni and students from John's program told our favorite John stories that night, we recognized that the core of who John is had not changed one bit in all that time. He broke us down to build us up and did it in ways I still don't understand...but it worked. *Connection – reinventing others or the business must always start with a true understanding of self.*

As I finish up my term as Philadelphia SHRM President and look back on my involvement with Philadelphia SHRM, I realized the success we achieved as a team came about through connecting and reinventing. With that being said there are a few people I would like to thank for their support along the way and helping me have a true understanding of myself, others and the "business" of PSHRM.

Thank you to:

- Marcia Zaruba-O'Connor for introducing me to PSHRM nine years ago.
- Mike Zaccagni, my predecessor, for rebuilding the board around a collaborative partnership.
- Charisse Lillie, Suzanne Keenan, Martha Soehren and Brian Mossor at Comcast for sponsoring my involvement with the PSHRM Board.
- Ashley Tappan, the next president of PSHRM, for being such a strong and creative leader.
- Connie Pearson-Bernard, our Executive Director, for your initiative to always exceed expectations.
- The entire PSHRM Board for always being so progressive, results-oriented and having fun along the way.
- And lastly, thank you to the now 1,500+ members of PSHRM that present the Board with the ongoing opportunity to serve the HR Community and create new opportunities to reinvent. *Connection – together we are all building a better tomorrow for our employees and for Philadelphia.*

Dan Gallagher
Philadelphia SHRM
President 2007-09

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Authentic Leadership: Intentional, Diverse and Inclusive

Continued from page 1

How do we define authentic leaders? For one thing, transformational leaders in the classic sense are authentic leaders; they are deeply aware of how they think and behave; others see them as being aware of their own and the others values and moral perspectives, knowledge and strengths – they are and look for “originals, not copies”*. For those of us concerned with fundamental aspects of diversity, this translates to understanding, having respect for and enabling each of us “come out” – to present our uniqueness to the world as an asset. Authentic leaders are confident, hopeful and resilient. They lead from their own convictions, values and personal point of view and they have high ethical standards for themselves, for others and for their organizations. So while authentic leaders value and preserve diversity, they enable a community of people that share a mindset of high minded intention and action.

However, a couple of questions come to mind: Is this type of leadership about what leaders do or who they are? Also, how do these leaders come to know who they are? I have recently completed a 4 year research study that speaks to these concerns and, I hope, answers these questions. Here are several key findings from my study:

Diversity is fuel for leadership development in early experiences. We all have personal frameworks derived from our experiences and our history. We've all faced that critical — and disorienting — moment when we suddenly realize our network of beliefs is may be irrelevant. Those illustrative moments provide the opportunity for deeply personal leaning experiences. My research indicates that how we develop as leaders is directly related to the way we learn from these kind of experiences. It's how we work through these life-changing points in time that shapes how we emerge as leaders, with a new, more self aware — and very personal — way of looking at the world.

Different experiences, and different ways of learning, create diverse leadership frameworks. The lessons we learn in our youth, in those first jobs, and early in our careers all converge to form the “architecture” on which our future leadership is built. The lessons we draw from those early experiences act as fuel for our development as leaders, and give a personal meaning to how we enact that leadership. More than half the leaders in my study described a challenge in their early careers that was either a resolved or unresolved pillar of their current leadership.

Leaders have frameworks. Surprisingly, 80% of the leaders in my study had a theory of leadership that was uniquely theirs. The frameworks were distinct, ranging from “The Big Voila,” to “The School of Fish,” to “The Three Knots.” No matter the catchy phrase or name, the frameworks had two things in common — they all were a way for leaders to say who they were, what they cared about, and how they lead. And all were derived from a creative compilation of the leaders’ lifetime of experiences.

Who leaders are — and what they do — are both important. A key finding in the study is that authentic leadership is a fundamental characteristic for transformational leaders. Being an authentic leader means being credible, open, inclusive, broad minded, trusted, and trusting. It also means “walking the talk” — being able to articulate who you are and then acting on it. Transformational leaders are not obtuse: they make complex things clear, so that employees can easily understand and act on these visions and directions. Their effective communication creates a mutual exchange of information, influence, respect, and trust. They continually build trust among employees — both on a personal level and through organizational actions.

Good leaders understand the paradox of diversity and inclusiveness. The paradox we discussed earlier comes into play here. According to my study, good leaders understand the importance of leveraging and blending the diversity people bring to their organizations, and they also recognize the need to respect the individual. As one leader said, “It isn't salad, with its individual parts. It's more like soup.” In truth it is both soup and salad; leaders are often good at the salad part but knowing how to make great soup means building communities that nourish the positive spirit in a diverse set of employees and still maintain a shared focus.

The new paradigm for leadership is authenticity. Transformational leaders are comfortable with who they are and how they lead. In my study, a remarkable number of leaders differentiate themselves by articulating their leadership frameworks. At some point in their growth, their personal and leadership frameworks merged, giving them a deeper level of leadership. And it is this deeper level of leadership that makes them authentic leaders.

It's a new day for leadership, with leaders who lead with principles that are rooted in deep and personal meaning, and in ways that reflect acting on their beliefs and understanding what to do to enact transformational change. This is the new paradigm for organizational leadership — one that is emerging right before us in our organizations.

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WHARTON!MPACT LABOR FORCE

Wharton Center for Human Resources

Founded as the Industrial Research Department, the Center has had long-reaching effects on labor and workforce issues.

BY MEGHAN LASKA

THE CENTER FOR HUMAN RESOURCES was the first research center of its kind among business schools, producing relevant research used by businesses and policymakers in government at a time when other business-school research centers were engaged in the writing of case studies.

Its impact has been far-reaching and impossible to extricate from 20th Century economic history, as well as current business practices. The outcomes of its research have affected virtually all labor issues ranging from the nation's definition of unemployment to the establishment of affirmative action to changes in employee benefits. Today, the Center for Human Resources remains the home of cutting-edge research under the direction of Professor Peter Cappelli, the George W. Taylor Professor of Management.

Founded in 1921 as the Industrial Research Department (IRD), its mission was to "study the economic and social problems of business." Under the direction of Joseph H. Willits, a Wharton dean who worked with Herbert Hoover advocating for national employment service, and Anne Bezanson, the first female member of the standing faculty of Penn's Graduate School of Arts and Sciences, the group gained an international reputation for pioneering research. Employer associations, government agencies, and international organizations looked to the IRD for timely and practical knowledge.

From the time of its founding, the center had many women on its team, whose research into the economic status of workers showed disparities in salaries and promotions for women and minorities. Female research associates working under Willits and Bezanson included Gladys L. Palmer, Eleanor L. Dulles, Marion Elderton, and Miriam Hussey. Future department chair and "father of American arbitration," George W. Taylor, also was a notable member of this early team.

However, this workhorse of a group entered into a period of dormancy in the late 1950s and early 1960s due to budgetary problems and the illness or death of its leaders. Had it not been for an attentive secretary, it might have gone down in history as an interesting blip on the School's timeline.

Connections to Industry and Policy

In 1921, Bezanson's article on promotion practices became the first product of the IRD, which Willits had founded in March of that year at the University of Pennsylvania. Bezanson continued her practical research in the early 1920s, writing a series on personnel issues, focusing on turnover, worker amenities, and accident prevention.

During the 1920s, about half of the country's leading business schools had created "bureaus of business research," according to *The Pragmatic Imagination*, a history of the Wharton School written by Stephen Sass (University of Pennsylvania Press, 1982). However, most were much smaller than the IRD and were limited to collecting case studies for classroom use.

At a meeting of business educators in 1926, Willits "frankly accused these bureaus of engaging in 'kinds of fact-gathering which are hardly to be called research at all.'" He suggested that Wharton's peer schools create research groups such as the IRD, as he said the "solution of the fundamental problems of business lay in 'group thinking.'"

As the Great Depression took hold of the country, the IRD shifted its research focus to major studies on unemployment. The group conducted studies measuring the social and economic characteristics of unemployment in Philadelphia, including joblessness, transferability of skills, what jobs existed, and how workers found them. Professor Taylor's re-



search on unions and labor conditions in the hosiery trade in Philadelphia led him to become actively involved in the collective bargaining process during a bloody strike, one of more than 2,000 that he helped end, earning him the title “the father of American arbitration.” According to *The Pragmatic Imagination*, research associate Gladys Palmer, a 1924 Wharton PhD, became particularly known for her expertise in gathering and analyzing labor statistics during this era, leading government agencies such as the Bureau of Census and Bureau of Budget to seek out her work.

Bernard Anderson, now Whitney Young Term Professor and Practice Professor of Management, says that this early work by the IRD had a tremendous impact, as it defined the term “labor force” for the country. Anderson, who belonged to the IRU’s research team as a graduate student in the late 1960s and as a professor in the 1970s, explains that “the way we measure the unemployment rate today is very different from the way it was measured at the time of the Great Depression. The research leading to the new measure — which has since been modified — was done by Gladys Palmer and her associates.”

After World War II, budget issues caused the department to become a unit of Wharton’s Department of Industry (now called the Management Department). Palmer was appointed director of the IRD, which changed its name to the Industrial Research Unit. With a grant from the Rockefeller Foundation, Palmer pursued her ground-breaking labor mobility studies, and other researchers continued work on local industries, pricing, and productivity.

A Close Call with Obscurity

However, by the late 1950s, the stream of research was slowing. There was no successor for Palmer, who was incapacitated by illnesses prior to her retirement in 1965. The unit’s

offices were demolished to build the new Dietrich Library and much of the group’s research library was scattered. The work of decades was nearly lost forever.

In 1964, Herbert B. Northrup succeeded George Taylor as chair of the Department of Industry. The early research was boxed up, waiting to be thrown into a dumpster when Margaret (Peg) Doyle, who had been Palmer’s secretary and office manager within the group, brought it to the attention of the incoming department chair. Northrup saw the value of the unit’s research, beginning its revival.

After reviewing the research, a decision was made with the approval of the Wharton dean to revive the unit. A home was found for it in an old brownstone building on Spruce Street (former home of WXPB), the library was re-established, and former members of the research staff were brought back into the fold. Many in the center credit Doyle with saving the Center’s exhaustive data sets, which are now an invaluable resource to economists and historians of mid-20th Century United States.

By 1968, under the leadership of Northrup and his colleague Professor Richard L. Rowan, the Industrial Research Unit had “become an active, vital organization again, contributing knowledge in its traditional fields of competence: industrial relations, labor market, manpower and industry studies,” according to a history of the center. It also became known as a prolific self-publisher on labor relations issues. In addition to contributing articles to professional journals around the world, the team also completed several book series that would have great impact.

Influential Empirical Research on Status of Black Workers

Anderson recalls working on one of those book series as a member of the research team led by Northrup and Rowan in the late 1960s when he was in the PhD program at Wharton. Northrup — who was well known for researching controversial issues of his time — received a major grant from the Ford Foundation to conduct a series of studies on the status of black workers industry by industry, which turned into a multi-industry series called “Negro Employment in American Industry.” Anderson led the study on public utilities, which became his dissertation.

Anderson explains that after the Civil Rights Act of 1964 was passed, Title VII of that Act prohibited employment discrimination and created the Equal Opportunity Commission. “This opened up a vast change in the allowable policies and practices of this country with respect to race, but no one knew what the situation was with respect to employment in various industries because no one had studied employment of minorities in American industry,” he said. So when Northrup received the grant, the series was born.



PETER CAPPELLI



Anderson says that this became the “definitive work on the status of black people in American industry. It had a profound effect on our understanding of race in industry and provided the background and foundation for the formulation of enforcement policy that was relied upon by the EEOC and later the Department of Labor in crafting their enforcement mechanisms.”

He says that the series even had an impact on the creation of affirmative action policy. Anderson explains, “Assistant Secretary of Labor for Wage and Work Standards Arthur Fletcher, now known as the father of affirmative action, used the research done at Wharton as the basis for formulating the Philadelphia Plan for the construction industry, which later became the standard methodology for establishing goals and timetables which are the bedrock of affirmative action employment policy in this country today.”

The Negro Reports established for the first time the empirical basis for determining the underutilization of members of the African-American race, says Anderson, who later held the same position as Arthur Fletcher as assistant secretary of labor for employment standards during the Clinton administration. Anderson credits Northrup with gaining the trust of so many companies. “He had been a vice president at General Electric before he came to Wharton. Northrup had excellent contacts and was highly regarded in the private sector. He had the trust and confidence of people in the corporate sector who were prepared to give him and his team of researchers information on their employment and we could not have gotten that information otherwise.”

That series of studies had enormous impact on government policy, employment policy and litigation. They started in 1966 and ran through the late 1970s, constituting a major research effort of the Industrial Research Unit.

By the mid-1970s, another labor issue was moving into the public eye — the persistently high rate of unemployment among minority youth, particularly in urban areas. Anderson

JIM ROESE



BERNARD ANDERSON

were in various cities. We published a book that became a classic on the impact of manpower programs with reference to minorities and women, which became another major series of work,” says Anderson.

Anderson notes that some of the federal government’s approach to the formulation of policy designed to advance the problem of unemployed youth was influenced by that study.

Continuing the Legacy in a Changing Workforce

In 1990, the Industrial Research Unit was renamed the Center for Human Resources. Peter Cappelli and Rowan were co-directors of the Center until Rowan’s retirement in 1997, when



RICHARD ROWAN



MARGARET DOYLE



HERBERT NORTHRUP

says that the government was devoting additional funding to this issue through manpower programs intended to improve employment opportunities for minority youth. So the Industrial Research Unit — then co-directed by Northrup and Rowan — shifted its focus to research the impact of those government manpower programs.

“We looked at all the literature, critically evaluated what was known about impact and looked at what the conditions

Cappelli assumed the directorship. He explains that the name changed to signal that the group’s interests were broader than just labor relations. “We are interested in contemporary developments in the workplace and how employment has changed.”

Under Cappelli’s leadership, the center has continued its legacy of hands-on practical research. He points to a five-year research program with the U.S. Department of Education, called the National Center on Educational Quality for the



Workforce. “We were instrumental in advancing the idea of improving the connection between school and work and looking more generally at employer training initiatives and high-performance workplace initiatives.”

He says that the center also did some of the first research on how the restructuring of U.S. businesses from the 1980s through the 1990s has shifted much of the business risk onto employees. The project, called Change at Work, was in collaboration with the National Planning Association. “Our research became part of a collective voice on how things have changed. There is a lot of interest in the concept of having employees adopt more risk, but we were the first to document it,” says Cappelli, noting that the center also has published a book on the relationship between employer management practices and business strategies.

Perhaps one of Cappelli’s best known works, a book titled *The New Deal at Work*, was a continuation of those earlier projects. The book focuses on how the relationship between employers and employees has changed. “There is more of a market-based relationship now and less of a psychological contract. The model of people staying at the same company for an entire career where the company managed your career for you and pointed you in the right direction has changed,” he says. That book has since been translated into Japanese, Chinese, and Spanish.

In addition, Cappelli notes that the center has been doing recent research on employee issues associated with temporary work. And the group continues its work on a series of studies on career management issues. One of those studies, which appeared in *Harvard Business Review* this year, looked at the attributes of people running Fortune 100 companies now versus 20 years ago. Another study analyzed data from search firms about executive turnover.

In addition to research projects, the center is an active organizer of conferences on topics such as leadership, retirement, and careers. In June, it held a multidisciplinary conference looking at how careers have changed and what new factors are determining career choices.

The center also comprises four major groups for research and information services: the Council on Employee Relations (founded in 1946 as the Labor Relations Council), the Research Advisory Group, the Multinational Research Advisory Group (founded in 1974), the Financial Employee Relations Study Group.

“We get employers involved through these conferences and groups because things are changing more frequently than research can keep up with — the changes are way ahead of what people are studying. So we bring people together because it is the only way to let the academic community know what is going on,” says Cappelli.

He adds that “the center has always been concerned about the applied workplace problems from the early studies in the 1920s about wages and unemployment, which were absolutely new at the time. We hope to continue that type of cutting-edge research in years to come.” ♦

From the latest issue of the *Creating Futures* newsletter

Serving an Ace for Wharton



When, John H. Shaw III, ’69, decided to apply to Wharton’s MBA program to prepare for a career in business, he was worried that a lack of funds would prevent him from attending. “I was ecstatic to learn that, not only was I admitted, but that Wharton would also offer me a generous fellowship and loan package.”

After graduating in 1969, John joined Exxon and embarked on a career in financial and operational controls, working around the world. He met his wife of thirty years, Joanna, in Malaysia. Now retired, John and Joanna lead active lives in Houston and especially enjoy fast-paced games of tennis.

Helping Future Students

The Shaws are great believers in the power of education and have financed the college educations of two nieces and a nephew at universities in the U.S. and New Zealand. Their generosity will also extend to Wharton through a substantial bequest that will one day create the John Hill Shaw III Endowed Fellowship Fund. “Wharton provided me with the financial aid necessary to attend,” John said. “I was helped when I was young, and I want to reciprocate by helping future students. This is the best way I know to thank Wharton for giving me such a fine education and a good life.”

FOR MORE INFORMATION,
PLEASE CALL OR WRITE:

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To find out how you can receive the latest issue of *Creating Futures*, please contact the Gift Planning Office.



Philadelphia SHRM Networking Event

**Expanding Your Sphere:
Connect, Identify, Learn**

**Wednesday, June 11, 2008
5:30pm-7:30pm**

Children's Hospital of Philadelphia | 34th Street and Civic Center Blvd
Abramson Research Building Lobby | Philadelphia, PA

Join us as we give you the opportunity to expand your network of contacts and wrap-up the year with an enjoyable evening of meeting new professionals and re-connecting with friends without a set agenda at our biannual networking event. Be prepared to hand out your business cards and bring home a ton of new contacts.

BRING BOOKS FOR CHILDREN | RECEIVE CHANCES TO WIN

The Philadelphia SHRM takes pride in supporting local organizations that continue to support their chapter; therefore, we want to donate tons of books to the children of CHOP to assist in the effort of reaching out to read. For every child's book you bring to this event aged birth to 12 years, new or slightly used, the Philadelphia SHRM team will give you chances to walk home with some great prizes

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Your Rewards Recognition Program May Be Working Against You

By **Martha I. Finney**

Bio: Martha Finney is a management consultant specializing in employee engagement. This article is based on the principles in her new book, [The Truth About Getting the Best From People](#) (Financial Times, 2008). She can be contacted at Martha@marthafinney.com.

When I was fresh out of college I had a job that anyone would consider very cool, even today. I worked for a celebrity – better yet a celebrity with a cause. Even better, a celebrity with an environmental and animal rights cause! In exchange for the cool factor, here was the deal: I would have to acknowledge the fact that the money coming into this celebrity’s “society” was best spent saving the planet and all the itty bitty critters who reside thereupon. In other words: the pay was way crappy.



Being new to this working-girl business, I wasn’t expecting any holiday cheer that year. Until one day I came to work and found sitting on my desk was one big honking crock of mustard, French no less – presumably a nod to my celebrity boss’s nation of origin, but most likely picked up on the fly at the local supermarket.

As I stood there staring at it, wondering how to take the red wax seal off the jar without damaging one of my two table knives, in swept the executive director of this organization. All of us coworkers in this room looked up from our identical jars of mustard and gaped at her.

“Look! Look what Monsieur Celeb gave me!” she crowed as she twirled in her full-length fur coat. “Next year I hope it’s a seal coat!”

The workplace is a gold mine for hurt-so-good stories, isn’t it? This is one of my favorites as an example of a really stupid management trick that caused at least one person to quit pretty much on the spot – well, at least in her heart.

Your rewards and incentives should absolutely mirror the values of your organization. So if you want employees to put original thought and creativity into their work, put original thought and creativity into the way you thank them for the work they do! Here are some ideas from my new book [The Truth About Getting the Best From People](#).

Lavish the recognition; spare the rewards. When it comes to intangible forms of recognition, what really drives people everywhere is the knowledge that they’re being noticed for investing their individual efforts to the big picture mission. Know your direct reports – and preferably their direct reports – by name. Know a little bit about who they are, what brings them to your team, and what their dreams are. And let them know you know.

Make those rewards specific to the person or to the accomplishment that’s being celebrated. Make sure the reward relates to something that gives them joy in life. Even if they love coffee, try to steer clear of the coffee mug solution. Get them a gift certificate to their favorite coffee store instead. Or if they’re readers, a gift card that’s sufficient to pay for one full-price hardcover book will tell them that you pay attention to who they are in addition to what they’re doing for you.

Give them a gift certificate to their future. Send them to a key industry conference, for instance. Or offer to pay for a college course of their choice.

Give them the chance to benefit the future of others. So many big winners of annual employee competitions go off-site to luxurious resorts where they party and listen to motivational speakers to pump them up for the next year. Since you’ve got all this great passion gathered in one place, give them the platform instead. Get someone to interview them about their secrets of success and gather their collective wisdom and insights to share with the rest of the company as an internal training program.

It really is the thought that counts. So when you want to recognize your employees in a way that’s meaningful to them, put some thought behind it!

(And hold the mustard.)



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**Philadelphia SHRM
Professional Development Series**

**Diverse Workforce
Monday, May 12, 2008
7:30am-11:30am**

Loews Philadelphia Hotel
1200 Market Street
Philadelphia, PA

Learn from Incredible Speakers:

Keynote Speaker: Paulette Gabriel, President, Key Leadership Initiatives

Panelists:

Linda C. Wingate, Principal, Wingate Consulting
Kelli Cottom, Manager Corporate Services, INROADS
Jane Kim-Hall, Sr. Immigration Specialist at The Children's Hospital of Philadelphia
Elizabeth Surin, Esq. is a partner at the immigration law firm of Morley, Surin & Griffin, P.C.
Patience Lehrman is director of programs for the Welcoming Center for new Pennsylvanians.

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LOCAL CLASSES START LATE AUGUST/EARLY SEPTEMBER 2008

Philadelphia SHRM is once again partnering with Villanova University in offering the 13-week Villanova/SHRM Learning System Course for the Fall 2008 semester. If you've been planning to earn your Professional Human Resources (PHR®) or Senior Professional in Human Resources (SPHR®) designation, now is the time to enroll in Villanova's updated and expanded HRCI exam preparation course based on the SHRM Learning System®. This program is also ideal for certified HR professionals seeking PHR/SPHR recertification credits or individuals wanting professional development.

Villanova University is a National leader in providing the SHRM Learning System course within an instructor-led and on-line environment. The Certificate in Professional Human Resource Management program is offered in full partnership with SHRM, and it covers all six functional areas, responsibilities and associated knowledge defined by the Human Resource Certification Institute (HRCI). The curriculum is designed by subject-matter experts and includes application exercises that develop specific competencies and decision-making skills.

Philadelphia SHRM is once again partnering with Villanova University in offering the 13-week Villanova/SHRM Learning System Course for the Fall 2008 semester. If you've been planning to earn your Professional Human Resources (PHR®) or Senior Professional in Human Resources (SPHR®) designation, now is the time to enroll in Villanova's updated and expanded HRCI exam preparation course based on the SHRM Learning System®. This program is also ideal for certified HR professionals seeking PHR/SPHR recertification credits or individuals wanting professional development.

Villanova University is a National leader in providing the SHRM Learning System course within an instructor-led and on-line environment. The Certificate in Professional Human Resource Management program is offered in full partnership with SHRM, and it covers all six functional areas, responsibilities and associated knowledge defined by the Human Resource Certification Institute (HRCI). The curriculum is designed by subject-matter experts and includes application exercises that develop specific competencies and decision-making skills.

CLASS LOCATION AND INFORMATION:

KPMG, LLP -- 1601 Market Street, 36th Floor, Philadelphia, PA

Monday evenings, August 25, 2008 – November 24, 2008, 6:00 p.m. - 9:00 p.m.

Instructor: Stephen W. Oliver, MA, Training and Organizational Development Consultant; Instructor – The Wharton School and Widener University

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Villanova Conference Center -- 601 County Line Road, Radnor, PA

Tuesday evenings, September 2, 2008 – November 25, 2008, 6:00 p.m. - 9:00 p.m.

Instructor: James Kane, MS, SPHR, Associate Director of Human Resources, Villanova University

Towers Perrin -- Centre Square East, 26th Floor, 1500 Market Street, Philadelphia, PA

Wednesday evenings, September 3, 2008 – November 26, 2008, 6:00 p.m. - 9:00 p.m.

Instructor: Douglas H. Allen, MS, SPHR, Vice President, Human Resources, Cooper University Hospital

Villanova Conference Center -- 601 County Line Road, Radnor, PA

Wednesday evenings, September 3, 2008 – November 26, 2008, 6:00 p.m. - 9:00 p.m.

This class is geared for the experienced HR professional preparing for the SPHR exam.

Instructor: James P. McHale, MBA, SPHR, President, Strategic Source, Inc.;

Instructor – Gwynedd-Mercy College

Villanova Conference Center -- 601 County Line Road, Radnor, PA

Alternate Saturdays – Classes will meet September 13, 27; October 11, 25; and November 8, 22. 8:30 a.m. - 4:00 p.m.

Instructors: Brian Costello, MS, SPHR, Director of Human Resource Operations, Thomas Jefferson University; Susan Warner, JD, SPHR, President/General Counsel, Human Resource Trouble Shooters

There's never been a better time to pursue your PHR or SPHR designation. With Villanova's blended approach, you will learn from printed workbooks, software, on-line tools and a dynamic classroom experience. Each student will receive the 2008 SHRM Learning System and CD ROM, and have access to the on-line HRM Learning Resource Center for one year. Upon successful completion of the course, participants will receive the Certificate in Professional Human Resource Management from Villanova University as well as 3.9 Continuing Education Units (CEU's). For those taking the course for recertification purposes, successful completion will result in the awarding of 39 HRCI credit hours.

Fall 2008 classes will also be offered in West Chester; Malvern; Langhorne; Dresher; Pottstown; Harrisburg; and Newark, DE. The Wednesday night class at the Villanova Conference Center is designed for the experienced HR professional preparing for the SPHR examination. Register today by contacting the Department of Continuing Studies at 610-519-4310. You can also visit www.constudies.villanova.edu for more information, and to complete your registration process on-line.

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- Jodi Krawitz, World Imports LTD
- Melissa McNamara, Eastern National
- Christopher Nirschel, Mercer
- Stephaine Cupo, Charming Shoppes
- D. McNair, Mercy Health System
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- Alanna Mahone, IKON Office Solutions
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- Joyce Trotman-Clarke, Gaudenzia DRC, Inc.
- Christopher Solecki, Founders Service Corporation
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Have a wonderful summer!

Look for our next newsletter in the Fall 2008

*Thank you for supporting us
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