

JUNE 28-JULY 1, 2009 • NEW ORLEANS • MORIAL CONVENTION CENTER

BEST of SHOW

A CAN'T-MISS KICK-OFF

IT DOESN'T matter if you partied all Saturday night at Tipitina's. You must be at the Morial Convention Center early Sunday to get a good spot for the conference's kick-off speaker, former GE chief executive Jack Welch (2:30 p.m.).



Welch

HR has a surfeit of critics, but not nearly enough high-powered champions from outside the profession. In a 2006 column, Welch and his wife, former *Harvard Business Review* editor Suzy Welch, said this about company leaders and the role they should let HR play—beyond the usual lip service of “people are our most important asset,” blah, blah blah: “Leaders need to put their money where their mouths are and let HR do its real job: elevating people management to the same level of professionalism and integrity as financial management. Since people are the whole game, what could be more important?” It's Sunday—the perfect day to get some of Jack Welch's HR religion.

BEYOND WIN/LOSE

YOU SAY you have tough workplace problems to negotiate: There's the run-them-over superstar salesman who doesn't think the rules apply to him. There's a power-mad union rep who never met a management team she didn't want to take down. Perhaps the issue is your CEO, who dreams up new ways to freak out your best employees, leaving you to do damage control. But if Daniel Shapiro could teach conflict-resolution techniques in Croatia and Serbia during the Bosnian war, surely he can teach you something about effective negotiation skills to tame your own set of raging bulls. Shapiro is an author, teacher and director of the Harvard International Negotiation Initiative. He travels extensively teaching negotiation to government officials, corporate leaders, attorneys, psychologists and dispute-resolution professionals. He's the Masters Series speaker at 1:45 p.m. Monday.



Shapiro

continued on page 3



RICK BELL

2008 SHRM conference show floor, McCormick Place, Chicago

Conference to reflect tough economic time

By Ed Fraenheim

NOW IS NOT the time to be meek in human resources, consultant Margaret Morford says. Morford, who will lead a session about management courage at the 61st annual SHRM conference in New Orleans, says HR leaders must champion honesty in their organizations amid these tough economic times even if it means sticking their necks out.



Morford

“You can't play it safe and be a strategic player at the table,” she says. “I'm not talking about being foolish. But I do think we need to step up.”

Morford is just one of many presenters at the June 28-July 1 event who will speak about navigating today's tricky economic climate. Beyond formal sessions, the SHRM conference promises other ways to pick up tips for managing the downturn, including

networking opportunities. And, in a new SHRM conference feature, attendees can arrange meetings with outplacement professionals from Lee Hecht Harrison.

The Career Transition Pavilion, where those encounters will take place, is designed to help both HR folks who've lost jobs and practitioners who have to tell others they've lost jobs, says China Gorman, SHRM's chief operating officer.

Gorman says the outplacement addition is part of a broader push to make sure this year's show is relevant to HR professionals, who in many cases are struggling with day-to-day cost-cutting tasks even as they try to preserve the long-term health of their workforce.

“We expect the attendees to come away with practical, tactical and strategic help,” she says.

continued on page 3

crain
Crain Communications Inc

FOR DAILY ONLINE
CONFERENCE COVERAGE, VISIT:
www.workforce.com

INSIDE: SHRM SEES CRISIS AS HR OPPORTUNITY >>> 11

BALANCING SHOW, ALLURE OF CRESCENT CITY >>> 14

WHEN THE ECONOMY REBOUNDS, WILL YOU BE READY?

NOW IS THE TIME TO BUILD A SCALABLE, COST-EFFECTIVE RECRUITMENT MODEL.

Business today requires the ability to respond to changing strategic needs. Does your talent acquisition strategy give you the flexibility needed to scale up and down – with the ability to control recruiting costs? It should.

The RightThing – the most credible, most trusted, most proven recruitment process outsourcing provider.



866.788.4464 | www.rightthinginc.com

INTELLIGENT RECRUITING SOLUTIONS FROM THE #1 RPO PROVIDER



Visit Booth 1436 for your chance to **WIN A SMART CAR!**

CONTINUED FROM THE COVER

CUSTOM-FIT CULTURE

MANY COMPANIES are struggling just to keep the doors open these days. Most in that position are not mulling over employment branding, developing their employee value proposition or fine-tuning their corporate culture. It's safe to say that "going green" is way down on the agenda—unless that green is the spendable variety. But as President Barack Obama's chief of staff has said, "Never allow a crisis to go to waste." And so now might be the perfect time to develop a plan for how you're going to retain employees now, and get the right new ones in the future. Author and consultant Lizz Pellet is at the conference to help you do just that. Pellet is CEO of Emerge International, a Huntington Beach, California, company that helps clients "create healthy and productive work environments," develop an employment brand that reflects the company's culture and, in the process, attract and retain the right employees and "repel the ones that just won't fit." During the show, Pellet will be signing her new book, *The Cultural "Fit" Factor*, which is being published by SHRM. Check the SHRM Store on site for the signing's date and time.



Pellet

SMALL IS BEAUTIFUL

THE RightThing, a recruitment process outsourcing company, is latching on to the less-is-more mood of the country and will be giving away a Smart Fortwo car at the show, using the "smart" name to tie into its branding: "intelligent recruiting solutions." Some lucky show-goer will win the 106-inch-long, 1,800-pound car that has a bunch of safety features and gets 41 mpg on the highway, working off a bitty 10-gallon gas tank. Since we're all downsizing—headcount, salaries, benefits—the Smart Fortwo car should fit right in. You can find The RightThing at Booth 1436.



OFF THE TOURIST TRACK

ONCE YOU'VE done the tourist stuff in New Orleans, go where the locals go. Our story on all the recommendations by hometown expert Tonya Armbruster is on page 12. But here's one from her don't-miss list: Check out the music at the Maple Leaf, 8316 Oak St. As a reviewer at music publication Offbeat.com put it, the club is "the place to go if you're craving funky New Orleans music (brass bands, blues and funk, usually) that sometimes doesn't cease until sunrise." Catch Papa Grows Funk or the Rebirth Brass Band if you can—both play regular gigs there. The club is a cab ride from convention hotels, and it is a real hole in the wall, by all accounts. But it's close to Tulane and Loyola universities, draws a diverse crowd and "rocks," fans say. And isn't that really why you came to New Orleans?

Downturn colors '09 show

CONTINUED FROM THE COVER

SMALLER CROWDS

SHRM's annual conference is the biggest regular gathering of human resources professionals. Last year's event in Chicago drew about 13,600 paid attendees. SHRM officials, though, expect paid attendance to be less than 10,000 at this year's show, which takes place at the Morial Convention Center in New Orleans.

The lower expectations have something to do with the deteriorating economy. Strapped organizations and individuals are less eager to pay for the show, which can cost \$1,250 or more for a full conference registration.

At the same time, the recession is forcing HR professionals to wrestle with a host of challenges, including layoffs, salary freezes, cutbacks in their own departments and demoralized employees.

The speakers and sessions for the 2009 conference were largely set by the end of August before the economy fell into a severe tailspin. But SHRM officials have asked speakers to update their talks to account for the troubled times. Gorman says 90 percent of the show's concurrent sessions have been retooled.

Sessions that tackle recession-related issues include a Monday presentation on "Hope in the Workplace: Kicking Financial Stress Out of Your Office," led by personal money management advisor Dave Ramsey.

Attendees whose organizations have laid off workers may want to check out a Tuesday session titled "Using Emotional Intelligence to Overcome Survivor Guilt, Retain Your Top Talent and Maximize Performance," by Travis Bradberry of training firm TalentSmart.

Conference-goers who attend a Monday session led by consultant Diane Stegmeier will hear about a silver lining in the economic gloom for HR professionals. The rapid, dramatic changes in the workforce give HR officials a chance "to take a leadership role in ensuring the organization creates a balance between cost-cutting and supporting the employees who are expected to help the organization survive critical times—and thrive following economic recovery," she says.

Communications advisor Alison Davis will tell participants at her Monday session that soft-pedaling bad news will only backfire in today's economic climate. "Straight talk is really essential," she says. "People have no more tolerance for sugarcoating."

On the other hand, Davis says organizations should announce layoffs and the like in a "just-in-time" manner. A warning about

possible trouble in the future can "be like kindling to the anxiety," Davis says.

Although Morford will call on HR officials to show courage amid the tough times, she also says compassion is vital for professionals in the field. Morford, a former HR executive who has laid off employees and been laid off herself, said a day of handing out pink slips should leave one blue. "Part of feeling awful tells me I'm doing it right," she says.

HR officials upset about downsizing should find plenty of shoulders to lean on at the conference. Options for socializing include tours of the New Orleans area and a Global Networking Lounge for attendees



2008 SHRM conference attendees, McCormick Place, Chicago

RICK BELL

from outside the U.S. and those interested in international HR.

Fred Foulkes, professor of management at Boston University, says one of the best features of the annual SHRM show is the ability to connect with other HR pros. He also recommends checking out the exposition floor. This year, more than 700 vendors are expected to show off their wares.

"You can get a lot out of the conference beyond what's on the program," Foulkes says.

One official program event that conference-goers wrestling with the recession will want to attend is the keynote speech Sunday, June 28, by Jack Welch. The former chief executive of General Electric, Welch is a leading—if controversial—thinker on people management. SHRM officials snagged Welch as a replacement for newsman Tom Brokaw, who canceled his appearance.

With Welch, the professional networking, the outplacement counseling service and the updated sessions, SHRM conference attendees should find valuable lessons for managing the downturn at hand.

They can use help, given pressures they face.

"HR matters enormously in the good times," Welch and his wife, Suzy, wrote recently. "It defines you in the bad." **wfm**

Insider's Guide

Sunday, June 28, 2009

With hundreds of concurrent conference sessions and a floor-ful of exhibiting companies, you might need some help deciding how to use your time during your four days in New Orleans. The Insider's Guide is your personal conference assistant, offering tips on how to make the most of the show. But you're on your own when it comes to getting coffee.

PRE-SHRM: So, Saturday night you caught—or perhaps tossed—your share of beads along Bourbon Street. Now it's Sunday, and the opening of SHRM's 61st annual gathering at the Morial Convention Center is still hours away. A leisurely stroll through Jackson Square in the heart of the French Quarter might be in order. With the Mississippi River flanking one side of the square and the historic St. Louis Cathedral on the other, artisans, musicians, psychics and mimes surround the five-acre park's pedestrian mall. Yet a Jackson Square visit wouldn't be complete without crossing Decatur Street and stopping by the world-renowned Café Du Monde for some beignets and chicory coffee. Savoring Jackson Square's old-world charm—as well as several beignets—may be the precise introduction to SHRM's theme in 2009: "New Ideas. New Orleans." Judging by previous Sundays at SHRM, there's plenty to do before the conference opens. One is the "voluntourism" community service project from 8:30 a.m. to 1 p.m. in neighborhoods still recovering from 2005's Hurricane Katrina.

AT THE HALL: SHRM is a great place to meet like-minded people, and the Global Networking Lounge brings the HR world a little closer together. The lounge is open Sunday from 7 a.m. to 5 p.m. The SHRM Store does a brisk business on Sundays. In the wake of the stimulus package's passage, it's likely that compliance books such as *Mandated Health Benefits—the COBRA Guide* and *HIPAA Privacy Source Book* will be hot sellers, along with such accessories as a blue latte mug with the SHRM logo and "I Love HR" T-shirts and visors.

SESSIONS: Though the conference doesn't officially open until 2:30 p.m., several sessions run Sunday from 8 a.m. to noon, including "Privacy Rights: A Workplace Oxymoron?" The Super Sunday Sessions follow at 12:30 p.m. and cover a range of topics. One is "Cruisin' Through Life at 35 MPH," described as a personal motivation talk by Brian Blasko to provide fuel for the internal gas tank. SHRM's General Session kicks off at 2:30 p.m. with former General Electric CEO Jack Welch. The expo hall opens immediately after his speech.

VENDORS: In and among the roller bags, squeeze balls and embossed pens being doled out, ATS vendor iCIMS will be unveiling a new product, says marketing manager Susan Vitale. "We'll be debuting our new employee management capabilities included within our core Talent Platform for the small and medium businesses market," Vitale says. Visit iCIMS at Booth 2120.

KEYNOTE

True HR believer jump-starts show

Here's a question you may want to ponder: How important is Sunday's SHRM conference general session speaker, former General Electric CEO Jack Welch?

Answer: He's probably the most relevant and topical HR thinker to address the conference in at least the last five years—maybe the most relevant one ever.

Here's just one example, from the *BusinessWeek* column he writes along with his wife, Suzy Welch: "HR should be every company's 'killer app.' What could possibly be more important than who gets hired, developed, promoted, or moved out the door? Business is a game, and as with all games, the team that puts the best people on the field and gets them playing together wins. It's that simple."

Or this, also from a recent *BusinessWeek* column: "Look, we've written before about HR and the game-changing



CEO, GE's market capitalization rose from \$13 billion to \$400 billion, while revenue grew from \$27 billion to \$125 billion and earnings grew to almost \$14 billion. Welch became a management superstar along the way. In 2000, he was named "Manager of the Century" by *Fortune*. The irony here is that he's a pinch-hitter at the conference, stepping in for former NBC news anchor Tom Brokaw, who was originally scheduled to speak.

A 2005 "Last Word" column in *Workforce Management* put it this way, and it's still true today: "In Jack Welch's world, HR is not only a key part of the business, but HR people in the organization need to have special qualities to help the managers throughout the organization build leaders and careers."

Some might disagree with this assessment, because Welch is also known for creating the infamous 20-70-10 employee assessment plan (known by its critics as "rank and yank"), where the top 20 percent of GE's workforce each year got big raises, while the bottom 10 percent were shown the door.

In fact, Welch was frequently critical of human resources, according to former General Electric HR chief Bill Conaty.

But as critical as he can be, Welch also appreciates what HR means to a high-performing organization. Welch has said that HR leaders should not be "kingmakers or cops, but big-leaguers, men and women with real stature and credibility." He will undoubtedly have a message on Sunday that SHRM conference attendees really need to hear.

—John Hollon

"Every CEO should elevate his head of HR to the same stature as the CFO. HR matters enormously in good times. It defines you in the bad. ... If there was ever a time to underscore the importance of HR, it has arrived."

—Jack Welch, in *BusinessWeek*

role we believe it can—and should—play as the engine of an organization's hiring, appraisal, and development processes. We've asserted that too many companies relegate HR to the mundane busy-work of newsletters, picnics, and benefits, and we've made the case that every CEO should elevate his head of HR to the same stature as the CFO. HR matters enormously in good times. It defines you in the bad. ... If there was ever a time to underscore the importance of HR, it has arrived."

Welch began his career with General Electric in 1960, and he worked his way up through the ranks to become the company's chairman and CEO in 1981. During his 20-plus years as



It's Your Move.

Your people are your greatest asset. Don't get caught with the wrong move. Are you hiring the best-of-the best? Do you develop them to their fullest potential? **Assess Systems** helps you *Select* and *Develop* to achieve your competitive strategies. Give us a call and let our experts help you plan your next move.

1.800.283.6055

www.assess-systems.com

 **Assess Systems**
Talent Selection. People Development.

Insider's Guide

Monday, June 29, 2009

SESSIONS: Doing more with less is one subject-matter thread that runs through Monday's concurrent sessions. You might as well tackle tough times first thing in the morning with "Managing Change in Turbulent Times: The Critical Influence Approach." This 7 a.m. session is presented by Diane Stegmeier of the Stegmeier Consulting Group in Cleveland. Stegmeier promises to reveal 15 factors that need to align to maximize employee performance so your business can emerge from the recession with a strong workforce. Can online recruiters learn something from travel Web sites such as Expedia and Travelocity? Yes, says Joe Rotella, chief technical officer of Delphia Consulting in Columbus, Ohio. During the 10:45 a.m. sessions, Rotella is presenting "10 Ways to Jazz Your Recruiting and Employee Self-Service Web Sites: Learn from Top Tourism Sites." He shares how design concepts from tourism sites can be used in recruiting to offer rich, interactive and personalized experiences.

During the 2 p.m. concurrent sessions, make sure to catch "Get More Work From Fewer People: Without Making Them Hate You or Quit," presented by Laura Stack, president and CEO of the Productivity Pro Inc. of Highlands Ranch, Colorado. Stack's session is designed to equip you with tools to boost productivity while avoiding employee burnout and turnover. Of course, tough times are stressful. Author and radio show host Dave Ramsey's 10:45 a.m. session, "Hope in the Workplace: Kicking Financial Stress Out of Your Office," will introduce you to principles that will change the lives of your team members, hopefully for the better.

VENDORS: On the show floor, Profiles International (Booths 2646-2648) brings new insights to New Orleans via its assessment tools for hiring, coaching, performance management, leadership development and integrated talent management products. Check out the company's PERFORM—Profiles Employee Review for Organizational Readiness and Mission—a tool that identifies the dollar value of employee engagement and disengagement. Profiles recently published a study, "Selection Strategies for Reorganization, Redeployment and Recovery," that it says shows what your boss is thinking. Copies of the report are free and are available at Profiles' booth.

M. Lee Smith Publishers is introducing three all-new products and services at SHRM, including two new Web sites and a DVD-based training system. TrainingToday.com provides on-demand Internet-based employment law training for managers and supervisors. HRLaws.com is a new subscription-based online resource for HR managers in need of guidance when creating or updating a policy, making critical personnel decisions and advising top management on the legal issues involved with a particular workforce strategy. First Line of Defense is Smith's new DVD-based system for HR managers who need to train groups of supervisors and managers on avoiding employment law pitfalls.

MASTERSERIES

Negotiation expert knows way to Yes

Daniel Shapiro is one of the nation's best-known experts on the art and science of negotiation.

Shapiro is the founder and director of the Harvard International Negotiation Initiative and associate director of the Harvard Negotiation Project, the organization that created the best-selling book *Getting to Yes*.

Shapiro is on the faculty of Harvard Law School and the psychiatry department at Harvard Medical School/McLean Hospital. He is co-author, with Roger Fisher of the Harvard Law School, of the best-seller *Beyond Reason: Using Emotions as You Negotiate*.

Shapiro was recently named chair of the World Economic Forum's Council on Negotiation and Conflict Resolution, which works with a wide variety of leaders. The group gives advice on how to deal with people in high-stakes situations.

In addition to teaching at Harvard, Shapiro travels extensively teaching negotiation to government officials, corporate leaders, attorneys, psycholo-



gists and dispute resolution professionals. His clients include Starbucks, Microsoft, the Environmental Protection Agency and the San Antonio School System.

His international experience includes training Chinese officials, members of the Serbian parliament, Middle Eastern negotiators and Macedonian politicians. He conducted conflict management training in Croatia and Serbia during the Bosnian war.

Shapiro advises the International Criminal Court and, with funding from the Soros Foundation, created a conflict management program that is now in use in more than 30 countries.

KEYNOTE

Bolstering black-owned businesses

Born and raised in New York City, Earl G. Graves Sr. is the founder and publisher of *Black Enterprise* magazine and an authority on black business development.

A 1958 alumnus of Morgan State University, Graves was an administrative assistant to Sen. Robert F. Kennedy from 1965 to 1968. After the assassination of Martin Luther King Jr. in Memphis, Tennessee, Kennedy asked Graves to oversee the arrangements to bring King's body home.

Today he is chairman of Earl G. Graves Ltd., a multimedia firm that publishes *Black Enterprise* and includes television, radio, events and digital media operations.

He is a trustee of Howard University and has served as a member of the board

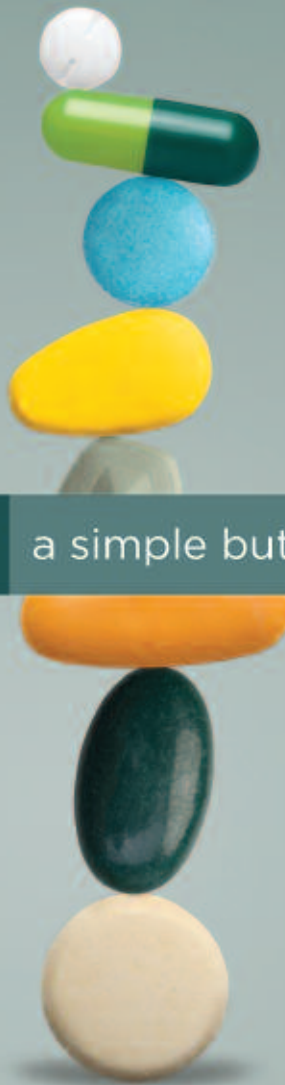


of directors of several corporations.

Graves is the former chairman and CEO of the Pepsi-Cola franchise of Washington, D.C. He received the 84th NAACP Spingarn Medal in 1999.

In 2002, Graves was named as one of the 50 most powerful and influential African-Americans in corporate America by *Fortune* magazine. He received a lifetime achievement award in 2006 from the National Association of Black Journalists.

In 2007, Graves was inducted into the U.S. Business Hall of Fame. He also wrote the book *How to Succeed in Business Without Being White*, which details his strategies for success.



PERFECT BALANCE: a simple but powerful concept



**“Highest in
Customer
Satisfaction
with Mail Order
Pharmacies”***

LEADERSHIP. VISION. LEVERAGE. COLLABORATION.

Prescription Solutions, a leading Tier 1 PBM, is recognized nationally for providing a focused, balanced approach to pharmacy benefit management. In collaboration with our clients, we leverage our deep healthcare knowledge and visionary industry insights to create solutions that go beyond the status quo. Our clinical expertise provides the best possible outcomes for our members through the use of appropriate medications, including generic drugs. Discover the perfect balance between savings and member satisfaction. Call Prescription Solutions today.

www.PrescriptionSolutions.com

*Prescription Solutions pharmacies received the highest numerical score among mail order pharmacies in the proprietary J.D. Power and Associates 2008 National Pharmacy Study.SM Study based on 15,164 total responses, and measures 9 mail order pharmacies. Proprietary study results are based on experiences and perceptions of consumers surveyed June-August 2008. Your experiences may vary. Visit jdpower.com

PrescriptionSolutions[®]

Improving Care. Maximizing Value.



A UnitedHealth Group Company

2300 Main Street Irvine, CA 92614 **1.877.309.5345** pbmsales@PrescriptionSolutions.com

Insider's Guide**Tuesday, June 30, 2009**

SESSIONS: Get a jump on the day—and the not-so-loyal opposition—with the 7 a.m. session “A Peek Into the Enemy Camp: What Plaintiff’s Lawyers Don’t Want You to Know.” It offers real-life tips on what you do that makes you a fat, tasty target for an employment lawsuit. Camouflage wear is optional. At 10:45 a.m., the place to be is in the church of recruiting high priest Gerry Crispin, whose session is titled “Your Company’s Web Site Is the Soul of Your Recruiting Process: Sinners Repent!” Penance is probably mandatory. *Workforce Management* has written extensively about how companies like Accenture manage a widely dispersed global workforce. Another 10:45 a.m. session, “Going Global? 10 Things HR Absolutely Must Do,” will give you some insights into what it takes to play in the global arena. At 2:15 p.m., you can see the possible future of your legal problems by attending “California: The Golden State for Lawyers,” presented by Jackson Lewis attorneys Michael J. Lotito and Jonathan Siegel. Lots of legal trends begin in California and spread from there, so learn what may be in store for you—like vacation days that carry over from the previous year.

VENDORS: Do you remember 1984? It marked the no-Soviet Olympics in Los Angeles, *Miami Vice* making fashion waves on TV, and Apple’s groundbreaking Macintosh commercial, which used the image of a hammer-wielding revolutionary smashing a screen image of Big Brother to evoke the idea of radical change. 1984 also was the year that Spectrum Human Resource Systems Corp. was founded. The company is showing off the latest version of its HRIS product, iVantage 5.2. Spectrum will be at Booth 1231 with games for attendees and TV monitors for demos. None of those monitors, we hope, will be shattered by scruffy, screaming anarchists, as in the Mac commercial. Over at Booths 519 and 521, meanwhile, employeescreenIQ will be releasing its predictions for the top 10 trends in background checking for 2010. It will be raffling off a flat-screen LCD television too. Also on hand to tell you everything you ever wanted to know about their products are myStaffingPro, which will be releasing its new Recruitment Process Outsourcing edition at Booth 2146, and Peopleclick, which is showcasing its Peopleclick Interview Scheduling solution—the company says it has been a big hit with McDonald’s UK—at Booth 937. Just don’t ask to be supersized.

AFTER HOURS: At 8 p.m., Sheryl Crow performs. “First Cut Is the Deepest” takes on new meaning in the era of layoffs, doesn’t it?

MASTERS SERIES

Marketing HR's critical role in business success

The marketing professor students call Dr. B might not be a household name in HR, but he certainly is when it comes to such fields as “customer-centric” innovation, personal branding and “the pros and cons of vertical integration into downstream retailing,” as a 2004 marketing class syllabus put it.

But what does all of that have to do with HR? Plenty.

In sessions that Sridhar Balasubramanian presented last year for SHRM India, he taught attendees in Bangalore, Mumbai and Hyderabad about the marketing and business concepts that HR professionals can use to become oriented to a mind-set that focuses on customers and markets (instead of, perhaps, internal HR minutiae), and he’ll do the same in today’s session.

Some of the concepts Dr. B shared with his Indian audiences included macro-marketing analysis of potential



employees and how to enhance the company’s image to them; micro-marketing to understand and influence employee behavior at the individual level; and a critical third element: the internal marketing of HR, or how to build image and influence of HR in organizations and build HR as a world-class service provider.

Balasubramanian teaches at the Kenan-Flagler Business School at the University of North Carolina, Chapel Hill.

KEYNOTE

A leading authority on leadership

A lot of academics write about leadership and management. But you have to give it to John Kotter for bringing such lofty topics down to earth. In a recent podcast, he talked about trying to motivate complacent tenured faculty members: “You might as well try finding Jimmy Hoffa’s body—it’s a real trick.”

The Harvard Business School professor emeritus has written 17 books, ranging from an “illuminating” 1997 biography of Matsushita Electric Co. founder Konosuke Matsushita, *Matsushita Leadership*, to his 2008 book, *A Sense of Urgency*.

The latter builds on an eight-step change framework that Kotter set out



in another book, *Leading Change*. In this book, according to the publisher, “Kotter shines the spotlight on the crucial first step: creating a sense of urgency by getting people to actually see and feel the need for change. Why focus on urgency? Without it, any change effort is doomed.”

Kotter is a graduate of MIT and Harvard. He joined the Harvard Business School faculty in 1972. In 1980, at age 33, he was given tenure and a full professorship. In 2001, *BusinessWeek* rated Kotter as the No. 1 leadership guru in America.



What HR leaders are reading.

If you're driving the transformation of HR, you're focused on using workforce management to create business value. You're managing change at a fast pace. Which means that you need information you won't find in traditional HR magazines. You need **Workforce Management**, a business magazine with a high-level view of what's working and what isn't. Get the news you can use to stay ahead. It's a stimulating read, with award-winning, high-level content. Subscribe today. For channels about specific topics, breaking news, access to HR community forums and more, go to workforce.com



Insider's Guide

Wednesday, July 1, 2009

It's the final day of SHRM's 61st annual gathering, you've had your fill of beignets, but there's plenty to do before heading back to the office armed with new insights and a suitcase full of swag. The Global Networking Lounge remains open until noon, and there's time for one last trip to the SHRMStore.

SESSIONS: Lawsuits for negligent hiring are one of the fastest-growing areas of litigation. In this 10 a.m. session, presented by Lester S. Rosen, an attorney with Employment Screening Resources of Novato, California, you act as a juror in a negligent hiring mock trial, which features opening statements, cross-examination of an HR professional, closing arguments, jury instructions and a jury verdict. If the mock trial isn't your cup of tea, you can attend "Embrace Your Freakness: Perform at Your Best and Accelerate Your Success," presented by Frank Keck, director of Frankly Speaking of Shawnee, Kansas. This 10 a.m. session will help you and/or your team discover what makes you remarkable, memorable and valuable. Learn what your "freakness" is, how to maximize it and how to help others develop their "freakness."

Tired of Mickey Mousing around? Then you might want to catch the 10 a.m. Mega Session, "Organizational Creativity, Disney Style." Scott Milligan, SPHR and business program consultant, Disney Institute of Lake Buena Vista, Florida, will discuss the key components to nurturing a culture where it's possible to openly express new ideas and problem-solving options. Learn about how the Walt Disney World organization's structural systems support the creative process and explore how establishing organizational identity helps keep creative energy focused. Also during the 10 a.m. hour, Sandy Asch, MAOM and principal of the Alliance for Organizational Excellence in San Diego, presents "Become a Talent Magnet: How to Entice, Endear and Engage Top Talent." During this session, Asch will offer creative methods to engage top talent without breaking the bank. Asch's presentation will give you tools and ideas to entice the best candidates to choose your company. You'll learn how to craft job postings that get results, develop an attractive career Web page and produce a recruitment video that immediately hooks prospects.

Join Collegerecruiter.com founder Steven Rothberg at 11:30 a.m. for an interactive, humorous and informative discussion about the future of online recruiting. Rothberg's session, "The Future of Online Recruiting: Why Job Boards and Facebook Are Only Gateways to What Is Ahead," is designed to help staffing leaders plan for marketing their employment opportunities by looking at how today's and tomorrow's media can and should be used. Rothberg will compare the history of consumer marketing with the marketing of employment opportunities and then provide attendees with a vision for what lies ahead.

MASTERSERIES

Global view from a noted strategist

Anil K. Gupta, Ph.D., is one of the world's foremost experts on strategy and globalization.

Gupta is the Ralph J. Tyser Professor of Strategy and Organization at the Smith School of Business at the University of Maryland. He has also worked as a visiting professor at Stanford University, Dartmouth College, the Bocconi Business School in Milan, the Helsinki School of Economics and Business Administration, and IPMI in Jakarta, Indonesia.

Gupta is the author of more than 70 papers and four books, including *Smart Globalization* and *Global Strategy and Organization*. His latest book, *Getting China and India Right*, was published in February. As a researcher, Gupta's papers have appeared in scholarly and trade journals such as *Strategic Management Journal*, *Academy of Management Journal*, *Academy of Management Review*, *MIT Sloan Management Review*, *Journal of Business Strategy*, *Human Resource Management* and *Business Horizons*.

Dr. ANIL GUPTA

Wednesday's Masters Series
10 a.m.

He has also consulted on strategy and globalization with some of the world's leading corporations, including IBM, National Semiconductor, Marriott, First Data, Monsanto, ABB, Lockheed Martin, Indian Oil, McCormick, Metso, Raisio, Finnair, Cemex, Penoles and the IRI Group.

BusinessWeek recognized Gupta as an outstanding faculty member in its *Guide to the Best B-Schools*. He was inducted into the *Academy of Management Journal's* Hall of Fame and was ranked by *Management International Review* as one of the "Top 20 North American Superstars" for his research in strategy and organization.

KEYNOTE

A family's life altered In an Instant

Life changed in an instant for Lee Woodruff when her husband, Bob Woodruff, co-anchor of ABC's *World News Tonight*, had the left side of his skull shattered by a roadside bomb explosion in January 2006 while he was covering the war in Iraq.

Despite receiving a serious head wound that included shrapnel lodged in his brain, Bob Woodruff was back on the air reporting for ABC barely a year after he was injured.

His wife, Lee, a writer and public relations expert, co-authored a book, *In an Instant: A Family's Journey of Love and Healing*, about Bob's recovery and the effect his injury had on their family. Since the publication of the book in February 2007, the Woodruffs have helped publicize the issue of traumatic

LEE WOODRUFF

Wednesday's Keynote Speaker
8:30 a.m.

brain injuries among Iraq war veterans, as well as the millions of Americans living with this life-changing affliction. Together they founded the Bob Woodruff Family Fund for Traumatic Brain Injury to assist wounded service members. Lee Woodruff is also a contributing editor for ABC's *Good Morning America*.

In addition to writing, Woodruff ran her own public relations and marketing consulting business for 16 years. Before that, she was senior vice president of public relations firm Porter Novelli and spent a year in Beijing working for communications firm Hill & Knowlton.

"This is the most dramatic shift in global economic history. Now is our time."

—Laurence O'Neil,
president and CEO, SHRM



SHRM looks to turn crisis into opportunity

By Mark Schoeff Jr.

AN ECONOMIC CRISIS is creating an opportunity for the Society for Human Resource Management.

As companies slash payrolls and tighten their belts in other ways that squeeze employees, the association is trying to make itself indispensable to HR professionals who have to cope with some of the worst realities of the downturn.

"This is the most dramatic shift in global economic history," SHRM president and CEO Laurence "Lon" O'Neil told an audience at the Newseum in Washington in early March. "Now is our time."

He addressed a reception at the opening of the SHRM Employment Law and Legislative Conference. It was a debut of sorts for O'Neil, who had been on the job several months at the time he spoke.

The former senior vice president and chief human resources officer at Kaiser Permanente, a \$40-billion not-for-profit health care organization, O'Neil drove home the point that HR—and by extension SHRM—can be pivotal in addressing the recession.

He cited retirement security, pension and health care reform, leadership development, diversity, recruiting, training and workforce planning as areas that SHRM has worked on for decades.

"The issues that SHRM is positioned to affect are the most important issues on the president's and Congress' agenda," O'Neil said later in an interview. "They are the most important issues [for] the boards of directors of every major company in this country and every other country."

That theme is being articulated in SHRM's substantial advertising campaign that started during election coverage on cable networks and National Public Radio and in *BusinessWeek* and Capitol Hill

publications. It is continuing to run.

When describing SHRM's role, O'Neil ended his thought with a line from the ad. "And I'm doing this on purpose: Meeting the challenges of a changing world," he said.

SHRM will not disclose how much money it is spending on the advertising, but it is likely a multi-million-dollar effort. And it has started to define the organization.

O'Neil related a story to the Newseum audience about a friend who told him that the SHRM ads made him proud to work in the profession.

"There aren't a lot of times HR people have said that in the past," O'Neil said.

It's difficult to assess the efficiency of the ad campaign. But other moves the organization has made seem to be resonating with its 252,000 members, a number that keeps growing rapidly.

SHRM has redesigned its Web site to make it easier to navigate reams of information.

"They're very good about educating us as members about what's available," said Alison Beppler, HR director at Multnomah Athletic Club in Portland, Oregon.

SHRM chapters across the country can provide support for HR professionals besieged by the recession.

"People see the need for the professional development and, especially at the local level, the networking," said Judith Burgard, an HR specialist at the Community Partnership of Southern Arizona and a leader of SHRM of Greater Tucson.

Most important, they commiserate with and learn from colleagues who are facing the same challenges.

"That's what we're all about," Burgard said. **wfm**

Festivities aren't limited to the convention center

By Rick Bell

THIS PROBABLY comes as no surprise, but the people of New Orleans really love to show off their city.

And Tonya Armbruster is among those who bubble over with pride when touting New Orleans to visitors. As vice president of human resources and adult development for the Girl Scouts Louisiana East, Armbruster normally spins her city's epicurean and cultural qualities to visiting friends and family.

But as public relations director for the SHRM-affiliated HRMA New Orleans Chapter 0063 and a true Crescent City insider, she gladly lays out for all the HR practitioners descending on her city what to see and do while in town for the 61st annual SHRM convention.

"Our chapter's been excited about SHRM coming to town for the past year and a half," says Armbruster, who was born in Mississippi and moved to New Orleans when she was 6. "We have a lot to show off here."

And she begins her tour with the obvious.

"Food and music, food and music, food and music," she says. "Anything from barbecue to haute cuisine, jazz to reggaeton, you can find it here."

For value, Armbruster says, there's Angeli's and Port of Call in the French Quarter. NOLA, an Emeril Lagasse restaurant also in the Quarter, is pricey, but she adds, "It's not just a meal, it's an experience."

But the best restaurant no one knows about?

"One of my new favorite restaurants that is still relatively undiscovered is Boucherie," says Armbruster, who's in her second year as the SHRM chapter's PR director. "It's located uptown in a renovated home and serves everything from grit fries to roasted duck breast. It's tiny, but fabulous and reasonably priced."

For live music, Armbruster recommends going past the French Quarter to the Faubourg Marigny neighborhood, where live music of all types flows from numerous venues.

"You can walk down the street and hear everything—folk, jazz, blues, Latin—and people are playing in the street too," says Armbruster, a seven-year member of SHRM. "Closer to the hotels, there's Tipitina's and Howlin' Wolf, and the Maple Leaf is in the Garden District."

There's also culture beyond restaurants and nightclubs, she says.

"One thing visitors don't realize about our city is the volume and quality of our arts and culture," she says. "We have a large artists' community of painters, sculptors, writers and actors. Not many people know this, but New Orleans is home to the oldest continuously operating community theater in America—Le Petit Theater du Vieux Carre."

There's also the National World War II Museum and the Audubon Nature Institute that includes the Aquarium of the Americas, Audubon Park, Audubon Zoo and the Audubon Insectarium, she adds.

"We're more than just a party town," she says.

Armbruster admits that after four years, the city's still trying to regain its pre-Hurricane Katrina atmosphere.

"Is the city back to the way it was? No, and I don't think it ever will be," she says. "But the vibe is still there, certainly. The special *je ne sais quoi* that makes New Orleans so unique really never left."

With that in mind, Armbruster says her HR colleagues will enjoy their visit.

"We'll put on a good show," Armbruster says, slipping into her best Crescent City drawl. "After all, it's N'awlins, dahlin'." **wfm**



Tonya Armbruster

RICK BELL

Tonya Armbruster's TOP 5 RESTAURANTS

- 1 **NOLA:** Grand, fine dining. It's not just a meal, it's an experience. (French Quarter)
- 2 **WOLFE'S:** World cuisine with a French flair. (French Quarter)
- 3 **RIO MAR:** Latin seafood. (Warehouse District)
- 4 **ANGELI'S:** Lighter food, pizza, casual. (French Quarter)
- 5 **DEANIE'S SEAFOOD:** Seafood, seafood and seafood—and casual. (French Quarter)



Tonya Armbruster's TOP 5 CAN'T-MISS THINGS TO DO OR VISIT IN NEW ORLEANS

- 1 **FRENCH MARKET:** In the French Quarter near the river, it has everything from produce to jewelry to stained glass.
- 2 **ROYAL STREET:** Full of art and antique galleries. Make sure to take note of the exquisite architecture.
- 3 **FAUBOURG MARIGNY (AKA THE MARIGNY):** On the edge of the Quarter, this neighborhood's Esplanade Avenue is full of jazz, blues, folk and Latin music.
- 4 **AUDUBON ZOO CRUISE:** There is a package available that allows you to tour the aquarium, then travel via paddleboat upriver, where you can disembark and tour the zoo. Three treats in one!
- 5 **ST. CHARLES STREETCAR:** It begins on Canal Street and will take you through the Garden District and Uptown area of New Orleans. It's true Southern architecture and foliage. "I've lived here most of my life, and it still takes my breath away," Armbruster says.



**THE RIGHTTHING—
#1 RPO PROVIDER**

The RightThing is the number one recruitment process outsourcing (RPO) provider.

Harnessing the power of proprietary technology, The RightThing leads the industry with innovative, scalable solutions that help clients find, recruit, hire and retain top talent.

The RightThing is also parent company to AIRS, the leading provider of recruitment training.

Visit booth #1436 for a chance to win a SMART Car!

Visit us at booth #1436

The RightThing
3401 Technology Drive
Findlay, Ohio 45840
(866) 788-4464
www.rightthinginc.com
sales@rightthinginc.com



**ASSESSMENTS LINKED
TO JOB COMPETENCIES**

We are an innovative software and consulting firm providing Talent Selection and People Development solutions.

Selection: Individual assessments, pre-employment testing tools, and hiring processes including standard & competency-based assessments.

Development: Executive coaching & onboarding, succession planning, developmental workshops, customized programs including competency-based feedback, full and “mini” 360’s, and performance development appraisal.

For over 25 years, we have assessed millions of people spanning 42 countries and supporting 16 languages.

Visit us at booth #2731

Assess Systems
12750 Merit Drive, Suite 300
Dallas, Texas 75251
(800) 283-6055
www.assess-systems.com



**ALL THE WORKFORCE
SOLUTIONS YOU NEED—
RIGHT IN BOOTH 613**

Adecco Group North America is much more than a staffing firm. We’re the authority on workforce solutions.

We provide everything from contingent staffing to RPO, MSP to career transition.

To learn how you can get the most out of your workforce, visit adeccogroupna.com, follow us at twitter.com/adeccogroup or come see us at the SHRM Conference in booth #613.

Visit us at booth #613

Adecco Group North America
175 Broadhollow Road
Melville, NY 11747
877.8.adecco
www.adeccousa.com

► **New Orleans is a great town no matter why you're there. The key to coping is the ability to juggle the decadent side of the city along with the practical things you will want to get out of the conference.**

An Easy-goin' game plan

THE LAST WORD | By John Hollon

IT'S ALWAYS TOUGH to get attendees focused when an event is taking place in a party town like New Orleans, but this year's SHRM annual conference has a bigger issue to hurdle: getting recession-weary HR people to even spend the money to show up for the event.

Who would have thought that keeping SHRM attendees off Bourbon Street would be the least of the worries in 2009?

Yes, the Society for Human Resource Management's 61st Annual Conference & Exposition is expecting a lot fewer attendees this year—less than 10,000 in New Orleans, compared with 13,600 last June in Chicago—but that only means everything will just be a little less crowded for those who do actually make it to the Big Easy for this year's event.

And, New Orleans is a great town no matter why you're there. The key to coping is the ability to juggle the decadent side of the city along with the practical things you will want to get out of the conference. Since I'm a veteran SHRM conference attendee and longtime New Orleans visitor, here are a few tips that may help you get through:

► Make sure you hear what the new guy has to say. Sunday's opening General Session is worth sitting through for two reasons: 1) It's the first time new SHRM president and CEO Laurence "Lon" O'Neil will address the SHRM faithful en masse, and 2) former General Electric CEO Jack Welch will follow O'Neil with some pithy and pragmatic management advice gleaned from all those years at the helm of GE. If there is a General Session worth attending at SHRM New Orleans, this is it.

► Attend at least one off-the-wall session. SHRM always seems to have a few nutty, off-the-wall-titled sessions each year, and you owe it to yourself to attend one and see if it is actually as silly as the title suggests. A couple of good choices this year are "Align Your Hamsters and Honeymooners: Practical Steps to Increasing Workforce Engagement," with Wendy Fenel of BlessingWhite (Monday, 4 p.m.), and "Embrace

Your Freakness: Perform at Your Best and Accelerate Success," with Frank Keck of Frankly Speaking (Wednesday, 10 a.m.). My guess is that these sessions aren't nearly as goofy as they may sound, but then again, you won't know unless you go.

► Get out on the town or live to regret it.

New Orleans is a city you have to soak up and experience. Yes, Bourbon Street and the French Quarter are worth seeing (you gotta get a cup of café au lait and some beignets at Café du Monde, the original 24-hour French Market coffee stand), but the Garden District, Lower Canal Street and the Warehouse (arts) District all have plenty to see and do as well. You need to make sure you make time to get out of your SHRM mode and take it all in.

► You haven't lived until you hear some zydeco. Everybody likes to focus on New Orleans jazz, but when I'm in the Big Easy, it's the Cajun zydeco music that I just can't get enough of. There are a lot of places to hear zydeco, but none better than Mulate's Original Cajun Restaurant and Dance Hall on Julia Street just two blocks from the Morial Convention Center. There's generally a line of people coming out the door, but it's worth the wait for the music (every night except Tuesday) and some authentic Louisiana Cajun fare like grilled frog legs or red beans and rice.

► Staying until the bitter end? If so, then be sure to get your social media fix. Although it seems like a terribly mis-scheduled afterthought to me, there's an interesting session at the very end of the conference on "HR Bloggers: Who Are These People and Why Should I Care?" at 11:30 a.m. Wednesday. I wasn't invited to take part, but *Workforce Management* blogger Kris Dunn was, and he will undoubtedly have some interesting insights to share.

I say this every year, and it's always true: There is a lot of great information at SHRM that you can take home and use with your workforce immediately. Despite the lure of Cajun food, zydeco and the decadence of the Big Easy, that's the real reason you should be attending in New Orleans. **wfm**

Workforce[®] MANAGEMENT

SHRM 2009 CONFERENCE
PLANNING GUIDE

PUBLISHER
Todd Johnson

EDITORIAL

EDITOR
John Hollon

EXECUTIVE EDITOR
Carroll Lachnit

SENIOR EDITORS
Rick Bell, Robert Scally

COPY EDITOR
Toby Hill

ONLINE COPY EDITOR
Barbara Chuck

REPORTERS
Ed Frauenheim, Jessica Marquez,
Mark Schoeff Jr., Jeremy Smerd

ART DIRECTOR
David Blum

EDITORIAL RESEARCHER
Datwa Maria Morales

Visit us at
Booths 1947 and 1949

SALES & MARKETING

ADVERTISING SALES DIRECTOR
Jason Asch

SALES STAFF
Daniella Weinberg, Kari Carlson,
Cheryl Barr, Linda Hutton, Rob Meagher

NATIONAL DIRECT RESPONSE SALES
Linda Hutton

MARKETING DIRECTOR
Bridget Kavanaugh

**ASSISTANT AUDIENCE
DEVELOPMENT MANAGER**
Craig Bowman

Reprints
Laura Picariello
Crain Communications Inc.
711 Third Ave.
New York, NY 10017-4036
(212) 210-0762

Subscriptions/Customer Service
U.S.: (888) 446-1422
Outside U.S.: (313) 446-0450
customerservice@workforce.com

Entire contents Copyright 2009 Crain Communications Inc.
All rights reserved.

ONLINE EDITION

Get the complete edition online.



www.workforce.com/2009shrmpreview

Workforce Management is busy **blogging....**

After you read the print issue of *Workforce Management*, log on to www.workforce.com/blogs for the latest in workforce management commentary, analysis and insight.



The Business of Management

Workforce Management editor John Hollon analyzes and comments on business, management and the art of leading a workforce.

Workforce Washington

Washington staff writer Mark Schoeff, Jr. provides an insider's insights to the workings of our nation's capital from the workforce management perspective.

Global Work Watch

Staff writer Ed Frauenheim blogs about how companies worldwide marshal and manage their workers.

Books@Work

Includes reviews and previews new books that are of interest to workforce management professionals.



Plus, don't miss these featured blogs:

The HR Capitalist by Kris Dunn

The Human Capitalist by Jason Corsello

New Learning Playbook by Jeanne Meister

Compensation Force by Ann Bares

Fistful of Talent by a team of recruiting all-stars.

Find them all at:

www.workforce.com/blogs

Workforce
MANAGEMENT

Win a Kindle.™

From the people who wrote
the book on workforce solutions.

Come see us at booth 613 at SHRM
and enter our drawing to win a Kindle!

As an HR professional, you know this economy is working against you. That's why you need an experienced, stable and strategic workplace advisor working for you.

Adecco Group is more than a staffing firm — we provide everything from contingent staffing to RPO to MSP to career transition.

To learn more about how we can help you get the most out of your workforce, visit adeccogroupna.com or follow us at twitter.com/adeccogroup.



adeccogroupna.com

©2009 Adecco