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*People,
Productivity,
Prosperity*



In This Issue:

TECHNOLOGY

- 2010 National Conference Registration Form
- Memorial Profiles: Mel Lerman & Rob Passmore
- Computing on a Cloud
- Savvy Communication
- **Tech Tool takes Guess Work out of Key Staffing Decisions**
- Banking on Expansion to the U.S.

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Contents

Volume 35, Number 1, Spring 2010

CIM News

Message from the National President	2
In Memoriam: Rob Passmore	6
In Memoriam: Mel Lerman	7
Professional Designations Granted	12
New Certificates of Completion Awarded	12
SAGM News	13
2010 CIM Annual General Meeting and Conference	14-15
New Members	20

Expert Advice

Savvy Communication for Virtual Leadership	4
– Nancy Mercurio	
Computing on a Cloud	9
– Neil Howie	
Why Ambitious Leaders Derail	11
– Glain Roberts-McCabe	
Taking Action on Diversity	17
– Patsy Marshall	
Enterprise 2.0	19
– Andrew McAfee	
Tech Tool Takes Guess Work Out of Key Staffing Decisions	21
– David Lahey	
Banking on Expansion to the U.S.	24
– Chris Kania	

La voix des francophiles

Message du président national	2
Communication efficace pour la gestion virtuelle	4
– Nancy Mercurio	

White Paper Preface

“D-I-Y” expense fraud	23
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Research

Globalization – Knowledge, Workers and the Expanding European Union: A Lesson for North America?	26
– Dr. Matthew Jelavic, F.CIM and Dr. Kristie Ogilvie	

Managers' Resources

Get Connected	28
– Starr Hall and Chadd Rosenberg	
Enterprise 2.0	29
– Andrew McAfee	

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2. Be regarded as the Authority on Canadian Management developments
3. Increase the awareness of Management as a Profession
4. Develop and maintain Educational and other programs consistent with the aspirations of its Membership

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initiative, l'ICG offre aux membres du CCTT une formation professionnelle afin de mieux les outiller à oeuvrer dans des postes de supervision et de cadre.

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Glain Roberts-McCabe is the President of the Executive Roundtable (www.theexecutiveroundtable.ca). She has spent the last 18 years fast-tracking through executive ranks in both the private and not for profit sectors and - at each change in scope - found herself thinking "Where can I find a mentor?" After ten years in management consulting and working as an executive coach to ambitious leaders, she heard the same question echoed by her clients. And so, the Executive Roundtable was born. Known for her passion and contagious enthusiasm, Glain believes that leadership is a journey, not a destination.



David Lahey

Tech Tool Takes Guess Work Out of Key Staffing Decisions

Many Canadian businesses may be reflecting on their experiences in 2009 and wondering what 2010 will bring. Whatever our thoughts about an economic recovery, the pressure remains to find new ways to drive profit and reduce costs. Tough to do, particularly when many companies are still reeling from the misery and distraction of downsizing and pay cuts, and employee morale may be at an all-time low.

Ironically, it's at times like these - when employees may be anxious, overworked and even disengaged - that businesses depend on them most to help turn things around. So how do you get the most from your people at such a critical time and make the best possible staffing decisions when there's so little room for error? With so much at stake, businesses are looking beyond traditional HR management practices and exploring more scientific, data-driven, technological solutions - such as custom personality assessments.

Personality tests have actually been around for quite some time. Decades ago, corporations used them mainly to identify the characteristics of their most industrious workers, with the intent of replication through hiring or emulation. Today's tests have evolved considerably - as have the expectations of their users - and, in general, they now focus on understanding you better and determine what motivates you at work. They help organizations put the right people in the right places so natural abilities and inclinations flourish and their best contribution comes easily. Increasingly, they're accepted by businesses of all sizes and in all industries as a powerful management tool, with numerous applications. In fact, The Aberdeen Group, in its 2009 study by Saba, Martiz and Madden, showed 61 percent of the better-managed companies were using at least one level of data personality assessment, such as reference checks, intelligence tests or personality tests - and often more than three. It simply stands to reason that the better you understand the individuals who work for you, the better you can deploy them.

Mississauga-based Flynn Canada Ltd., named one of Canada's 50 Best-Managed Companies since 1999, is the country's largest contractor for combined roofing, glazing and curtain wall services. It has been using the Predictive

Index® (PI) personality test and its companion tool, JobPRO, to optimize the deployment of its workforce of 3,000 through strong internal job fit. Flynn strives to promote from within and used the tools to benchmark key elements of numerous job functions and to more accurately assess its people. Now, when an employee is up for redeployment or promotion, the company can make faster, smarter staffing decisions by comparing the individual's PI to the behavioural requirements of the job, prior to placement. Recently, several employees from the finance department were assigned roles where their PIs indicated they could be more effective. The changes have been a great success, for both the individuals and the organization.

So, what exactly is "personality" and how do you test it? Personality is determined by traits within an individual that explain why he or she tends to behave in characteristic ways. Traits are relatively stable over time, are partly inherited and genetically determined, and can be described and measured accurately. Personality traits have a direct and substantial impact on job performance. PI Worldwide research indicates that between 20 to 25 per cent of an individual employee's effectiveness on the job is attributable to his or her personality.

The purpose of any good personality test is to provide objective, reliable, information that's not achievable through one's own experience or gut feelings - both of which are risky influencers in the decision-making process when relied upon as a sole source.

The PI measures extroversion, dominance, patience, formality, judgmental thinking, energy and morale by asking individuals to describe themselves and the way others see them by checking off a series of adjectives. Sophisticated software then calculates and analyses the results. Data derived from personality tests can enable a fresh understanding of the individual needs and drives that make people work - and provide the insight to enable them to work better. Just think of the implications for building stronger teams, developing better leaders, properly incenting and developing salespeople and so on.

There's no doubt that personality assessments are extremely useful when it comes to hiring, especially now,

when the talent pool is so large. It's easy to be impressed by the interview performance of a slick "professional job hunter" that conceals a lack of substance only discovered once on the job. Bringing on the wrong person is a costly mistake for a company in terms of productivity, morale and lost opportunity. By incorporating a personality assessment tool into the recruitment process, you can be much more confident of hiring an individual who truly fits the needs of the job and the culture of your company.

Great West Life has been using the PI tool for almost two years. "It's helped with recruitment, particularly in sales," says Ray Adamson, National Director, Practice Development. "One of our offices is raving about two new hires. Their PIs helped make the hiring decision and now both individuals are actually exceeding expectations."

Another benefit of testing of this nature is that the results can be used to promote a healthy dialogue between managers and their reports when it comes to performance reviews. "It takes the emotion and

subjectivity out of the conversation," says Adamson. "For example, you can simply say 'now let's take a look at the findings from your PI and see what we need to do to help the situation.'"

Undoubtedly, personality tests provide a practical, reliable indicator of workplace behaviour. They help you make sound decisions for the company. Importantly, they enable companies to out-think and out-execute the competition, because new Predictive Success research reveals a clear link between business performance and the use of analytics to drive, fact-based decision making. Bottom line, if you're not using a personality assessment tool in your workplace, shouldn't you be?

David S. Lahey is President, Predictive Success Corporation, (www.predictivesuccess.com), the Canadian licensee of international management consulting firm PI Worldwide®. He is a guest lecturer at Ryerson and Queen's Universities and a speaker at HR associations across Canada. He has authored two best-selling books. David has an MBA from Queen's University.

Password: Password

After the theft of 32 million passwords from the social advertising network Rockyou.com, a study conducted by data security firm Imperva showed that the top three passwords were consecutive numbers. The most common? 123456. In third place came the ingeniously thought out 'password'.

According to Imperva's CTO, Amichai Shulman, employees using the same passwords on Facebook that they use in the workplace bring the risk of compromising workplace systems, particularly if they are using easy to crack passwords like the ones above.

Something to consider for your next staff meeting agenda, perhaps.

Sheila Sproule

