



November 2008

The Path to the C-Suite

What does it take to achieve the rank of Chief Human Resources Officer (CHRO)? In an effort to answer this question, the Human Resources Center of Expertise of Korn/Ferry International conducted an analysis of CHRO appointments publicly announced by Fortune 1000 companies in 2007.

The key findings included: Promotion appears to be the most common route to the C-Suite for HR professionals. More than half of those achieving the highest rank arrived there via promotion.

Existing CHROs and senior HR generalists were by far the largest group of professionals to be hired for or promoted to CHRO.

These findings are instructive, particularly for mid-career HR professionals who aspire to become CHROs. If promotion improves your chances of attaining that goal, it is important to assess the career ladder of your current organization and act accordingly. If the probability of advancement appears remote, it may be wise to seek a position in a more promising organization.

As for the dominance of senior HR generalists among newly minted CHROs, several factors may influence this result. In our practice, we have

seen HR specialists, such as experts in compensation and benefits, diversity, organizational development, etc.; successfully achieve CHRO status. Because organizations have different position titles, it is possible that these specialties are represented among those holding the generalist title in the public announcements used to prepare our study. Best-in-class HR departments often rotate personnel among the various HR specialties while maintaining the generalist title.

It is also possible that because a CHRO may take part in corporate strategy development, CEOs and boards of directors are predisposed to individuals with broad backgrounds.

This analysis is a snapshot of CHRO appointments by Fortune 1000 companies in 2007. It is based on

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UPCOMING EVENTS OCTOBER NOVEMBER DECEMBER

PROFESSIONAL DEVELOPMENT SERIES
Emerging HR Issues and HR Research
 Wednesday, 11/05/08
 7:30am-11:30am
 Loews Philadelphia Hotel
 1200 Market Street
 Philadelphia, PA 19107

PARTNER PROGRAM
Delaware Valley HR Department of the Year Awards Dinner and Presentation
 Thursday, 11/13/08
 5:30pm-9:00pm
 The Crystal Tea Room
 The Wanamaker Building
 100 Penn Square East
 Philadelphia, PA 19107

WEBCAST
Legal Updates
 Friday, 11/21/08, 12:00pm-1:00pm
 Microsoft Live Meeting

CAREER MANAGEMENT
Human Resource Consulting as a Career
 Wednesday, 12/03/08
 5:30pm-7:30pm
 Comcast, One Comcast Center,
 1701 JFK Boulevard, 41st Floor,
 Philadelphia, PA 19103

WEBCAST
Total Rewards
 Friday, 12/19/08, 12:00pm-1:00pm
 Microsoft Live Meeting

WEBCAST
HR Technology
 Friday, 01/16/09, 12:00pm-1:00pm
 Microsoft Live Meeting

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



**The
PRESIDENT'S CORNER**



Recently, I have often heard colleagues commiserate on how crazy things are in the world. Indeed, there is much challenge and complexity going on in the global economy, political arena, relations among nations, higher costs, increasing consolidation of businesses, job loss and lets not forget the Presidential race!

At the micro level, everyone is experiencing increasing pressures to do more with less and do it faster and simultaneously change initiatives, organizational restructuring, talent acquisition, business imperatives. Tremendous expectations are on us all.

These can feel like overwhelming and challenging times!

And yet...it truly is a time of opportunity to PROVIDE VALUE and BE A LEADER. Yes, we could keep our heads down and lay low. After all, HR professionals are extremely busy dealing with the fall out and demands of the issues and circumstances listed above. So what ELSE can the HR professional do to provide value? Be a leader by always looking from this question: "Where can I provide value in this moment?" As I observe my colleagues and what my internal and external customers are responding to these days, I have some suggestions for what being a leader who is providing value could look like:

1. EXECUTE with EXCELLENCE: I've been reading a book called "Execution" by Ram Charan and Larry Bossidy. It's a few years old (2002) but as relevant as the day it came out. The concept of bringing great execution skills to an organization resonates in times like we are experiencing now. It takes discipline to keep your eye on the ball and keep executing during these dramatic times; but if you do, it will make a huge difference.

2. ASK if there is ANYTHING YOU CAN PROVIDE: Sometimes just asking makes a difference for people to know that you notice and care and are available. It shows compassion, determination and that you are ready to keep causing the business!

3. BRING SOLUTIONS: Proactively think of solutions you see are needed and offer your ideas and support.

4. BE CREATIVE ABOUT CONTINUING THE DEVELOPMENT OF PEOPLE: This is a critical time right now for leadership and causing value for our colleagues and our customers. It is not a time to back off but rather a time to invest in people and create a foundation that when the dust settles, companies will have an elevated competency to create competitive advantage. This is a strategy used by successful companies like Apple Computer.

There is much HR professionals have to contribute in times like these. Keep asking yourself: "Where can I provide value in this moment?" Be confident in your ability to make a difference in the business. And then, make that difference!

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The Path to the C-Suite

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information provided to the news media by those companies. It is, therefore, not a complete picture, but it offers a valid glimpse of the CHRO marketplace.

The path to the C-suite for HR professionals appears to have distinct markers. Although our research and analysis is limited, the trends they reveal are worth considering:

The majority of CHROs arrive at their jobs via promotion.

CHROs of corporate divisions are four times more likely to be offered the corporate-wide CHRO spot than to be hired by another firm for such a position.

For those HR executives seeking to boost their careers outside of their current employment, healthcare/life sciences and technology companies appear to be more open to hiring CHROs from outside the organization.

HR generalists appear to have an advantage in competing for the CHRO post, be it through promotion or hiring. This is particularly true in the healthcare/life sciences, consumer/retail, and industrial sectors.

For HR specialists seeking the CHRO post, healthcare/life sciences and technology companies seem to offer more opportunity.

Career paths are never straight and narrow, and we need to be agile in order to respond to opportunity. But, we also can take steps to ensure that we move in the right direction. We are hopeful that these trends we have identified in our first CHRO study will help HR professionals make choices that will help further their careers.

Methodology

This analysis of CHRO appointments is based on the information contained in 669 public announcements issued by Fortune 1000 companies in 2007. Because published reports are not uniform, not every announcement contained the same type of information. For this reason, the number of individuals included in the data breakdowns varies.

Acknowledgements

Korn/Ferry is grateful to Joe Johnston, knowledge manager of the Human Resources Center of Expertise, for his research contribution to this report.



Emile Petrone of Korn/Ferry will be the keynote speaker at Philadelphia SHRM Professional Development Series on November 5th.

Stop Picking on Gen Y: They Are the Leaders of Our Future

By Kim A. Huggins

Enough is enough. The Gen Y's are really getting a bad rap. I'm sure you've heard it or maybe you've even said it: "they have no work ethic." "they expect to come in and be promoted right away even though they have no experience." "they want to wear their yoga pants and flip flops to work." The truth is that there are many misconceptions about this generation and it's time to understand and engage them rather than dismiss them as young, inexperienced brats.

Who is Gen Y?

This generation was born between the years of 1982-2000 and are currently ages 7-26. Today they represent about 15% of the workforce. In the next three years that number will more than double. They have experienced school shootings, September 11th, Clinton/Lewinsky and the Go Green movement. They are the most technologically savvy of all generations and have multi-tasking skills that many of us can only dream of. They volunteer in the community, work part-time and start their own businesses as early as age 10.

Why then is there so much animosity around this generation? To understand, let's explore 5 misconceptions often associated with Gen Y.

1. They have no work ethic

This is the comment that I hear most often. Many employers and managers feel that Gen Y's do not want to work over a set number of hours a day or put in the time necessary to get the job done. Ask a Gen Y and they will tell you that they do

have a strong work ethic as long as the work they are doing is something they consider important. They are attracted to a work environment where they are viewed as a value added, contributing member. They prefer not to have to do menial work or engage in work processes that are outdated and inefficient. They are committed to getting the job done but it will most likely be done in a different way than the other generations.

Tip: Be clear and set expectations up front with Gen Y's and they will produce. Make sure that they understand the why behind what they are being asked to do.

2. They are disrespectful

Gen Y's have grown up in a world where relationships are very different. The family unit has changed significantly. One-third of Gen Y's were born to single, unwed moms. Many others were raised in families with mixed ethnic or racial backgrounds, grandparents or relatives playing a key role in their upbringing, same-sex parents. That's not to say that Gen Y's don't feel the love because they certainly do. They are an integral part of their family, participate in major family decisions and share a mutual level of respect with the adults around them. They challenge decisions, ask a lot of questions and offer dissenting opinions. This type of behavior has been condoned and encouraged.

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Stop Picking on Gen Y

Continued from page 3

It's when they enter the work environment that this becomes an obstacle. Gen Y's approach to authority is much more informal. They have no problem questioning a decision or suggesting alternative ways of doing things. They take the concept of "open door policy" literally. This often gets interpreted as being rude or disrespectful of the organizational hierarchy.

Tip: Create an environment of mutual respect with your Gen Y employees and assume their intentions are good. If their behavior is not conducive to the work environment, help them understand what they can do differently. They thrive on receiving feedback, being mentored and developed.

3. They lack communication skills

Think about the primary modes of communication for this generation – text messaging and instant messaging. While they all have cell phones, they rarely use them to talk live rather they use them to send text messages. In doing this they create short, direct and concise messages. My Gen Y nephew explained the way they communicate like this "In your childhood, you probably called one or two close friends to have long talks each night. Now we have social networking websites, like Facebook, where we can have hundreds of "friends" with whom we communicate simultaneously. We find it easier to stay in touch via new technology, but don't think that we are communication deficient."

They also have created a whole new world of acronyms. A few months ago, my teenage son asked me to review a paper he had written. As I went through it, I noticed that he had used the letter "U" for the word "you." I pointed out to him his "typos" to which he replied "Oh mom, what is wrong with the English language? Who spells out the word "you" when you can simply use one letter?" It will certainly be interesting to see how their new language influences our world over the next several years.

Gen Y's don't lack communication skills. They communicate more frequently than most of us. It's just that they do so in different ways.

Tip: Acknowledge this difference and find ways to leverage their modes of communication while assisting them in determining how to balance verbal and technological communication.

4. Their focus is on money and promotions

This is true to a certain extent. A survey conducted by Pew Research Center indicates that 81% of 18- to 25-year olds surveyed feel that getting rich is their generation's most important or second most important life goal. Let's put this in perspective though. In an article posted in USA today, economist Robert Frank of Cornell University explains that "young people today may earn more in dollars than their parents did, but their money buys less." Costs for basics such as: housing, health insurance and education have significantly increased while income growth for middle class has slowed. The US dollar today does not go as far as it used

to so the concept of "getting rich" becomes more of a priority for Gen Y.

One Gen Y afforded me the following perspective "There is a large emphasis on monetary gain in our society. The do-work-for-a-tangible reward system has been the basis of our hard scholastic work since kindergarten (when we were taught to strive for the A or the "good job" sticker rather than for the sake of self-improvement). The educational system is very much based in rewarding hard work immediately, which leads many Gen Y's to expect that in the real world."

Good pay is important to Gen Y, there is no question about that. However, other aspects of employment are also very important.

Tip: Gen Y's place a huge emphasis on development, feedback and learning opportunities. They look for creative, challenging projects and colleagues that are willing and able to share knowledge. When determining whether to stay with an employer or leave, Gen Y's will typically focus on the opportunities that exist for growth and development and not so much on what they are getting paid.

5. They are self-centered and spoiled

For many Gen Y's, life has revolved around them. They've been afforded many opportunities. They have been involved in various extracurricular activities. They have been raised under the notion of "you can do anything or be anything you want to be." Their parents and families have been heavily involved in their lives. Therefore, they have high expectations for themselves and their employers. This isn't such a bad thing. In fact, other generations have benefited already and will continue to benefit from demands made by this generation. Flexible work hours, more casual business dress and making work "fun" have been influenced by Gen Y. Yes, they know what they want, they are willing to ask for it and they challenge the status quo. At the same time they are globally and environmentally conscious. They value diversity and pride themselves on being inclusive. They truly want to make the world a better place. There's really no shame in that.

Tip: Find ways to engage Gen Y's on a variety of projects and utilize their strengths. When possible, offer options in regard to work schedules, benefits and training opportunities. Seek to understand by building awareness and initiating conversations about generational differences in your organization.

The bottom line is that Gen Y will lead our world someday and that day is not too far off. They have many, many positive attributes to bring to the workplace. I hope that those of us from other generations will learn to show them the respect they deserve and leverage what they have to offer.

Kim Huggins is the President of K HR Solutions, LLC based in Harleysville, PA. Her company offers services in the areas of organizational effectiveness, leadership development and team dynamics. Kim is a nationally recognized trainer and speaker on the topic of Generational Differences. www.khrsolutions.com

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CLASS LOCATION AND INFORMATION:

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

Monday evenings, January 26, 2009 – April 20, 2009, 6:00 p.m. - 9:00 p.m.

Instructor: Stephen W. Oliver, MA, Learning and Organizational Development Consultant;
Instructor - Villanova University, The Wharton School and Widener University

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

Tuesday evenings, January 27, 2009 – April 21, 2009, 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

Tuesday evenings, January 27, 2009 – April 21, 2009, 6:00 p.m. - 9:00 p.m.

Instructor: James Kane, MS, SPHR, Director of Continuing Studies, Villanova University

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

Wednesday evenings, January 28, 2009 – April 22, 2009, 6:00 p.m. - 9:00 p.m.

Instructor: James P. McHale, MBA, SPHR, President, Strategic Source, Inc.; Instructor - Gwynedd-Mercy College
This class is geared for the experienced HR professional preparing for the SPHR exam.

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

Alternate Saturdays – Classes will meet February 7, 21; March 7, 21; and April 4, 18, 2009. 8:30 a.m. - 4:00 p.m.

Instructors: Brian Costello, MS, SPHR, Director of Human Resource Operations, Thomas Jefferson University

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Register now. Classes fill quickly and space is limited. Isn't it time you prepare for the PHR or SPHR certification exam? These valuable credentials will set you apart from other HR professionals and open the door to new career opportunities. Don't miss our upcoming session. Take our preparatory course, earn your certification by passing the HR Certification Institute exam, and be ready for career advancement.

Spring 2009 classes will also be offered in West Chester; Malvern; Langhorne; Dresher; Northeast Philadelphia; Chambersburg; York; 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 Office of Continuing Studies at 610-519-4310. You can also visit www.continuingstudies.villanova.edu for more information, and to complete your registration process on-line.

Perpetual Career Management

By Ford R. Myers, President, Career Potential, LLC

Are you putting all your time and energy into “doing your job,” as opposed to “managing your career?”

It's no surprise that people who are in career transition focus a lot of their time and energy on updating their résumé, networking, improving their interviewing skills, and so on. They know they need to be prepared to “be at the top of their game” if they hope to land another good position.

But what about those of us who are currently working – in jobs that may even seem quite stable? If you're like most people, these activities get little or no attention – that is, until you get laid-off, fired, or just unhappy enough to make a proactive change. It's human nature to become “career complacent” when you have a steady job, focusing all your energy on “doing a good job!” But in today's work world, this approach just “won't cut it.” Not any more. The workplace is too unpredictable and jobs are too readily changed or eliminated.

What does this mean for you? It means that you should consider adopting a different approach, which we call “Perpetual Career Management.” Instead of being focused completely on your job, your main focus should be on managing your career – at all times, regardless of your work circumstances!

Think of your job as a subset, or as one component of your entire career. In practical terms, “Perpetual Career Management” means engaging continually in a host of activities that you thought were necessary only for job seekers. Why should you do this? So you'll always be prepared, no matter what happens in your company or your job. This way, if something happens to your job, you won't be caught “flat footed.” Instead of feeling devastated, stuck or powerless, you'll always have career choices and a sense of control.

To become a “Perpetual Career Manager,” here are 10 things you should always be doing – regardless of your employment situation:

1. Keep all your career documents up to date, such as your résumé, list of references, letters of recommendation, accomplishment stories, etc. By keeping these documents in a current file, you will be ready to leverage them at any point of transition (reviews, promotions, etc.) – whether these events are planned or unplanned!
2. Make time for networking to maintain established relationships and develop new ones – both inside and outside the company where you work. You should always be positioned to leverage your professional and personal contacts when the need arises.

3. Take leadership roles in appropriate associations and trade organizations. This will boost your visibility and enhance your credibility in your industry.

4. Write articles or do presentations focused on your area of expertise in any venue – association meetings, business conferences, publications, etc. This type of exposure demonstrates your level of “trade skill” and expertise – and people will take notice!

5. Continue your professional development and maintain your industry credentials through seminars, academic classes, lectures, professional events, conferences, new certifications/degrees and the like. No one wants to work with a colleague whose knowledge base is outdated.

6. Research and be aware of the business landscape, whether it be information about other departments in your company, other companies or other professionals in your industry. Always know who “the players” are and what they're doing.

7. Offer to help people in your network even though they may not be in a position to “help you back” at this time. These people will remember your good will – and as they say, “what goes around comes around.” So, be sure to “go the extra mile!”

8. Investigate new opportunities even if you're happy in your current position and are not job-hunting. This will help you to know the market, gauge various aspects of your current position, and stay “plugged-in.”

9. Always ask yourself, “how can I contribute more?” Doing a good job isn't good enough. The people who land the best assignments and move up in the organization are the ones who clearly demonstrate their value to the organization in measurable ways – every day, every week, every month.

10. Practice your interviewing, negotiating and related skills on a regular basis. Don't wait until a career crisis arises to polish your job-seeking skills. You never know what's going to happen. While you can expect the best at work, you should be prepared for the worst.

Remember: Never get complacent, and don't ever assume you're “100% secure” in any job. The only real “job security” is in developing and maintaining your own knowledge and competitiveness in the marketplace. By adopting the “Perpetual Career Management” strategies outlined above, and integrating these behaviors in a consistent manner, you will always be in top form and have plenty of career options!

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Philadelphia SHRM Networking Event.

Having a Mentor, Being a Mentor



Misti and Rebecca have now ended their formal mentoring program through Philadelphia SHRM but their professional bond and friendship continue on.

Misti Harris, Training Coordinator, Employee Education Services at Comcast, applied for the PSHRM mentoring program after completing her MBA in Organization Development and finding herself a new resident to Philadelphia. She was hoping to find someone who could not only help her make decisions about her career path, but who could also help her grow her professional skills and navigate the challenges of a new job. The mentoring committee matched her with Rebecca Bottorff, a twenty year human resources management veteran and President of Venture Savvy Consulting Group. Rebecca mentored Misti, providing friendship, guidance, coaching and advice. Misti benefits from Rebecca's wisdom that only experience can provide. And Rebecca gets a fresh perspective from Misti and, as a result, has strengthened her own coaching and leadership skills. The mentoring partners meet formally on a weekly basis. Misti works on specific career and professional development goals that she sets for herself with Rebecca challenging and guiding her within the context of current work issues. Additionally, they regularly celebrate successes and achievement of milestones. As their bond grew, they would not hesitate to call each other with a quick question or challenge.

Learning must be a lifelong process. Challenging ourselves to develop our gifts, identifying opportunities for our own growth and assisting in the development of others are important facets of this process.

As humans we live in social groups, form values, learn by example and coach each other. In a recent interview, Misti Harris shares her personal experience and insights as a Mentee in the Philadelphia SHRM Mentoring Program. "It is important to connect with a Mentor that shares similar goals and aspirations. Experience, skills and a desire to help are valuable assets in a mentoring relationship. Open communication and trust of both parties is essential."

Misti said of her experience in the Mentoring Program: "Rebecca has taught me so much about how to be a good leader. She has changed my life, and perspective and I have grown so much this past year. I have defined my career path through this experience." Misti says she now has a real opportunity to advance in her current position. Her supervisors have seen the change and a greater confidence in her as a result of this relationship. Rebecca says this is the greatest reward for the mentor: "to know you have been a part of helping another achieve their goals, overcome their challenges and most importantly, to see them develop confidence in themselves and their capabilities".

Misti's advice for Mentors and Mentees – "be open, communicate, ask anything and be available for each other."

BE A MENTOR!

As Human Resources professionals, we see how important role models and mentors can be for a career. Mentors are important at every stage of our professional and personal lives. For the past few years, members of Philadelphia SHRM have been able to make an impact on future HR leaders by being a mentor.

The Philadelphia SHRM Mentoring Committee connects seasoned professionals with young professionals, people who relocated, or those making

a career transition. You don't have to be a senior executive to be a mentor. Becoming a mentor is easy and it is only a 6 month commitment. It is a great way to get involved, network and meet people while giving back to the HR profession. Consider being a mentor this year!

To find out more information visit http://www.phillyshrm.org/career_center/mentor_application.htm to fill out a mentor application.



Philadelphia SHRM Professional Development Series

Emerging HR Issues and Research Wednesday, November 5th 7:30 am – 11:30 AM

Loews Philadelphia Hotel
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Join our two expert panels and keynote speaker as they engage you in discussions conducted on the professional capabilities and suite of skills required to progress to a HR leadership role within an organization. You will also walk away with more knowledge around the academic research being conducted around the delivery of Human Resource strategies for multiple functional HR areas as well as learn how firms are changing and applying performance management programs and systems within their organizations.

Keynote Speaker:
Emille Petrone, Senior Client Partner from the HR Practice Group at Korn/Ferry International

Register online at www.phillyshrm.org

Outside-in[®] Organizations should first be Upside-Down[®] Organizations

By David Bush

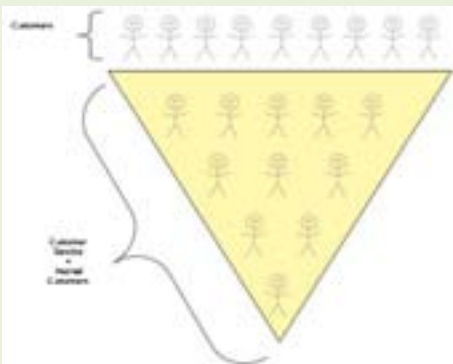
A traditional hierarchical pyramid that was originated by Alexander the Great is incompatible with the Outside-in[®] Customer-centric organization. The pyramid has a leader at the top and the leader or a group of leaders formulate strategy and pass down orders. Those occupying the base of the pyramid are to follow the commands of the leader as they are passed through the layers in the "chain of command". Alexander was not interested in innovation or creativity; he wanted his orders to be executed precisely. What should we call those with whom his foot soldiers interacted? Are they customers? Were they given a needs assessment? No, many had no choices and many perished. It is almost as difficult to think of the citizens who deal with the IRS as being customers. Who will argue that the IRS is an Outside-In[®] organization?

Exhibit 1: The Original Organizational Pyramid



The upside-down organization, in contrast, is an inverted pyramid with customers in a row above the base of the inverted pyramid. All of the people in the organization are in the levels of the pyramid. All have heads indicating that they are encouraged to think and innovate and to treat customer service as their top priority. Jan Carlson, president and CEO of Scandinavian Airline Systems (SAS), is credited with popularizing the term "moment of truth." Taken from the lexicon of bull fighting, it refers to any episode in which a passenger (or prospective passenger) comes into contact with an SAS employee. For example, moments of truth include the points at which a passenger makes a reservation, checks into the airport, boards the plane, retrieves luggage, or makes contact with an SAS employee during the flight.

Exhibit 2: The Upside-Down Organization



As Carlson explains, "Nothing is more fragile than the fleeting contact between a customer in the marketplace and an employee on the front lines. When you establish contact, that's when you establish SAS."

Carlson was building an Outside-In[®] organization and he was one of the first to describe the upside down organization. He was definitely an advocate of customer-centric.

Outside-In[®] Management has a core value of being customer-centric. Unlike Inside-out Management which starts with characteristics and needs of the organization, the Outside-In[®] approach starts with the customer and the business environment and the employees. The customer, either external or internal, provides the needs that must be satisfied for a sales transaction to be completed. The concept, if not the term, seems to have originated with Deming in his late '40s post WWII lectures to the Japanese. Recent writers have also noted that the importance of customers was noted by Drucker in a 1954 management book. The phrase Outside-In[®] is a trade mark of CBI Group, but it is an important set of practices that lead to important outcomes for a company that develops customer-centric capabilities.

How does a company move from being Inside-out to Outside-In[®]? The transformation begins with learning to measure the pulse of the customer. To do that, we must treat the customer's concerns as a top priority. A good way to start is to place the people who have the most customer contact in settings that are most appropriate for treating the customer as important. A typical corporation gives the offices with windows to the senior officers and places those who have the most customer contact in the core of the building which consists of smaller spaces and no windows. Let's turn it around and give the windows to those with the greatest amount of customer contact. If this appears upside down to you, it is upside down and outside-in in exactly the sense we are discussing here. We are placing the external customer and the internal customer in the position of importance.

How will changing to Outside-In[®] and Upside-Down[®] impact talent acquisition and retention? Ask yourself, "Where would I rather work?" Also ask the external customer where he or she would prefer to make a buying decision. The senior leaders of the company should be facilitating the work of the talented producers who have important relationships with those external customers and they should be asking themselves "How can I help my junior talent be more effective in the future?" Outside-In[®] and Upside-Down[®] combine to develop talent through ongoing learning and coaching. But the novel office assignments, like nonverbal messages usually do, speak louder than words about how much the organization values these talented individuals.

Work space can foster productivity or damage it as has been shown in such organizations as WL Gore and Associates and Subaru of North America. The kind of culture that leads to effective talent management listens and appreciates the contributions of employees and external customers alike, for it is often that those people give us the greatest insights for product development and improvement and for how we should engage the customer in the buying process.

As the economy tightens can we afford to pursue Outside-In[®] and Upside-Down[®] approaches to management? Isn't this the perfect time to change to Outside-In[®] and Upside-Down[®] in order to gain a much needed competitive advantage? A down economy is exactly when we need to retain our top talent so that we can survive and forge ahead when the turnaround occurs in a year or whenever the smoke clears. In his book, *The Goal*, Eli Goldratt answers the question about the goal of a business as "to make money and stay in business" and these approaches to working more effectively with internal and external customers will help us attain our goal.

Outside-In[®] Management is a registered trade mark of the CBI Group headquartered in Newark, DE.

David Bush is the Chair of the SHRM Research Committee for the Philadelphia Mega Chapter. He is former chapter president, former member of the board of the SHRM Foundation and of the SHRM National Health, Safety and Security Committee. He is a executive speaker for Vistage International, and is affiliated with Bush Associates LLC, The Solutions Network and Assessment-Metrics International. He is also Director of Graduate Programs in HRD at Villanova University.

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Above: Ashley Tappan, PSHRM President, Lyn Kremer, Publisher and Kevin Pitts, VP Advertising and Circulation Philadelphia Business Journal at the Best Places to Work Awards Dinner in Philadelphia. Right: Philadelphia SHRM President, Ashley Tappan, announces the winners of the Best Places to Work in Philadelphia.