

PHILADELPHIA SHRM NEWS

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Targeting Talent to Startup Strategy

Does Talent Drive Change and Success in an Entrepreneurial Firm?

By David F. Bush¹ and
Nicholas D. Larson²



Talent may be a more important issue for start-up and entrepreneurial firms than for those giant organizations that dominate the global economy like General Eclectic and Big Blue. While the latter have celebrated the selection and nurturing of talent, it is in the smaller more agile organization without deep pockets where targeted talent assignment becomes the source of a strategic talent advantage. The fiscal limitation of the smaller firm, however, makes readily apparent the difficulty of applying Brad Smart's³ emphasis on hiring "A" level performers. The notable

conclusion of the recent article in HBR by Huselid, Beatty and Becker³ was that most companies simply cannot afford to assign "A" level talent to every job, but can instead leverage them to those jobs that are strategically important. The analytic chess game becomes the difficult job of allowing the strategy to show us which jobs have the highest potential value.

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Save the date! Upcoming SHRM Events

January & February

WEBCAST QUICKSAND

How gaps in your hiring process are sinking your results and what you can do to close them.

Friday, January 11, 2008
12:00pm – 1:00pm
Members Only (Free)

PROFESSIONAL DEVELOPMENT SERIES - TALENT RETENTION

Breakout Session I: Getting in Sync with Your Employees - What Do THEY Require?
Breakout Session II: Innovation Creates Staying Power!

Thursday, January 24, 2008
7:30am – 11:30am
Loews Philadelphia Hotel
Members \$75 / Non-Members \$95

HR WEBCAST

Topic TBD
Friday, February 15, 2008
12:00pm – 1:00pm
Members Only (Free)

CAREER MANAGEMENT FORUM

Performance Reviews -
What Works, What Doesn't
Wednesday, February 20, 2008
5:00pm – 7:00pm
Location TBD
Free

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

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The President's Corner



In the last newsletter I presented a model on **reinventing that focused on self, others and the business.** The article presented the model in whole and then committed to diving deeper on each of the three elements. As the HR community looks to position themselves more as business partners, I have selected the “reinvent the

business” element to address first. **Reinvent the business** starts with the question: How do you define success? In asking businesses and business units this question in the past (both for profit and non profit) I have learned one thing – people very easily agree on the target but many have different definitions on what the bull’s eye is in terms of success. In this competitive world that we live in both for consumer dollars and talent, all leaders must have a comprehensive perspective in how they measure their own success as well as hold others accountable.

The Four Buckets

This model is a spin-off of the balanced scorecard and it came out of an exercise I once ran with 35 executives in an 8000 person business. I asked them to individually define success for their company on a postcard and then over the next forty minutes had them compress their postcards, pair by pair, until they had one common definition. It was awkward and surfaced some turf wars but the outcome was significant; for this (or any business) to succeed, every leader must focus on the profits, products, service and employees. What specifically you focus on in each of those four buckets and how you hold people accountable will differentiate you from your competitors...and all of us have competitors.

The Four Buckets in Action

Since many of us are visual learners, let’s share an example for each of the four buckets that exemplifies how one can reinvent the business:

Profits: Random example but what about Restaurant Week in Philadelphia and not charging for metered parking those nights? Very creative.

Products: How many of you pay \$4 for a latte when your parents paid a quarter for a cup of Joe? That’s not all inflation...that’s Starbucks reinventing the coffee experience.

Service: I used this in my last newsletter but it works great – Wawa not charging ATM fees is a brilliant move to increase store traffic.

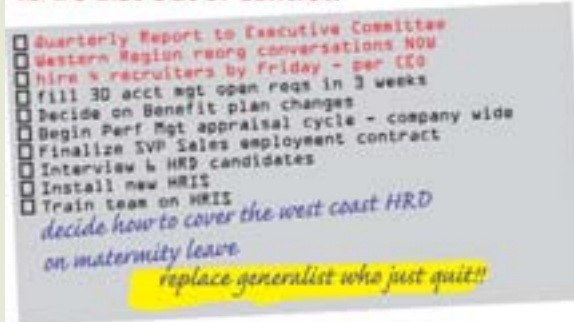
Employees: There are hundreds of companies that do Philadelphia Cares projects to build relationships with their employees (in addition to the community). How about you?

As we start the 2008 New Year, challenge yourself to reinvent your business by first remembering that HR is overhead. You must find ways to do things faster, better or cheaper as this works much better than asking for a seat at the table! If PSHRM can be a resource for you networking with people or best practices, just drop us a line.

On behalf of the entire PSHRM Board, I would like to wish you and your families a peaceful and joyous holiday season no matter how you choose to celebrate it. Here’s to great things for each of you in 2008!

Dan Gallagher
Philadelphia SHRM
President 2007-09

To-Do List Out of Control?



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Targeting Talent to Startup Strategy

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As Bird and associates³ recently argued, we need to put the true leaders “where they count.” Another way to phrase the concept is to match the “right leaders with the right jobs.” Mark Huselid, Dick Beatty and Brian Becker differentiate among three types of positions based on their comparative impact. Strategic positions have a direct strategic impact on performance and support positions have an indirect strategic impact by sustaining strategic positions and by cushioning downside risk. Surplus positions may be required for the firm to function, but have little strategic impact. One way to distinguish these positions is to compare the scope of authority. Strategic positions are characterized by autonomous decision making. Support positions by more specific processes and procedures and surplus positions by little discursion. Similarly, there is a compensation contrast, with the compensation of strategic positions being based on performance, while the support positions are paid according to job levels and the surplus positions according to market price.

If picking the right talent is so critical, there must be consequences of mistakes by the employee and errors in selecting the wrong person. For the strategic position, the consequences are huge with significant lost revenues and revenue opportunities as well as a squander of training investment. While mistakes by support people can be costly, they can be fairly easily remedied by hiring a better replacement. The mistakes by surplus workers create little cost and are easily remedied by hiring of replacements. Clearly when New Jersey Governor Jon Corzine crashed at 91 mph, the skill of the surgeon was strategic and hiring the right doctor produced the needed outcomes.

When VCs are examining a new firm before deciding to invest the next two million dollars, they may wish to give close scrutiny to the talent being assigned to the strategic positions. Business Plan Pro is a software package that facilitated the preparation of business plans. However, it does not help the entrepreneur cope with the targeted talent problem. VCs might consider placing a major weight on the way in which the business plan manages the leadership assignments for the company under review.

This brings another key issue to the table in measurement. Metrics enhance the quality of performance through business models such as the balanced scorecard. Gumbus and Lussier³ suggest that small businesses are ideal for the use of balanced scorecards as competence and knowledge as well as, innovation is critical to performance in smaller, more volatile firms. Given the emphasis on performance measurement models, it would make sense that aligning an organization’s best talent with its most influential positions through metrics would be a top priority.

As retention becomes a central workforce issue, strategic positioning of talent becomes more critical. The benefits from working for large organizations such as; job security, abundance of resources, and higher compensation among others have fallen out of favor for many “A” players as the upside potential of startups and the opportunities for innovation and flexibility that are stymied by bureaucratic policies and procedures in larger organizations, have rendered smaller, fast-growing organizations an attractive alternative for high performers. This level of empowerment for innovation and creativity is not so apparent in large and developed organizations.

If an “A” player wants to make a significant impact, he or she may be more successful in doing so at a startup. This movement of top talent to entrepreneurial startups and the war for talent has facilitated an entourage of research pertaining to strategic positioning of human capital. This newfound emphasis on people is important as organizations try to solve the talent dilemma and start-up and entrepreneurial firms seek a competitive advantage over larger firms who have more resources readily available.

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³Bird, A., Buchanan, R., Rogers, P., & Blenko, M. (2004). Putting your leaders where it counts. *Handbook of Business Strategy*, 5, 59-64.

Gumbus, A. & Lussier, R. (2006). Entrepreneurs Use a Balanced Scorecard to Translate Strategy into Performance Measures. *Journal of Small Business Management*, 44, 407-425.

Huselid, M., Beatty, R., & Becker, B. (2005). A players or A positions: The strategic logic of workforce management. *Harvard Business Review*, 83, 110-117.

Smart, B. (2005). *Topgrading: How Leading Companies Win By Hiring, Coaching, and Keeping the Best People*. New York: Penguin Group (USA), Inc., 251, 254, 255, 540.

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Loews Philadelphia Hotel
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BREAKOUT SESSION I

Getting in Sync with Your Employees - What Do THEY Require?

BREAKOUT SESSION II

Retention Roundtable Express - Where Innovation Creates Staying Power!

KEYNOTE SPEAKER SESSION

Talent Retention - How to Identify, Engage and Keep Your Best Talent.

Visit www.phillyshrm.org to register.

Mentoring – One Team’s Experience

By Susan Marker Levin



The Mentor:

Gloria Sinclair Miller, an HR Manager, with over 15 years of experience with for-profit organizations, became interested with mentoring through Philadelphia SHRM as a means to become active with the organization. Gloria had been mentored previously in work situations and had positive experiences each time.

The Process:

The process was simple. Gloria submitted a completed application to the Mentor Committee headed by Amy Silvinski. The committee reviewed the application and then looked to match a person with similar interests and/or background, for example if someone wants to be an HR Specialist he/she is matched with someone who already is a Specialist.

In some cases, based on the application, people are matched to someone with different backgrounds if the mentee requested exposure in a new area.

The Mentee:

This was the case for Tiffany Sanford-Adams, a HR professional with 7-year history working with a non-profit organization. Tiffany was looking for someone who had experience that she had not yet encountered to help her to grow professionally. She had recently joined Philly SHRM and wanted to be more active. She thought this interaction with a Mentor would be a good opportunity to help her grow within her profession.

Most helpful was Gloria’s openness, warmth, and responsiveness; the two women established a plan as to how often they would interact and that Gloria would provide guidance to help Tiffany grow professionally and to give feedback.

Very early in the relationship, Gloria and Tiffany set up a plan to meet every two weeks by phone and to do a face-to-face meeting monthly, often using the Philly SHRM meeting as the opportunity to touch base. Gloria was open to reviewing materials that Tiffany was working on at her employer, such as a succession plan or documents for her personal growth like her updated resume. Additionally, Gloria helped with mock interviewing to assist Tiffany with professional networking once they identified what direction Tiffany’s career path would be taking.

Gloria is appreciative that the work she was doing with Tiffany had an added benefit of giving her the “nudge” she needed, that is, to do more informal networking and relationship building within her current role including building stronger relationships with the leadership teams at her company.

Soon, the one-year mentor/mentee commitment will end but both women were clear that they were looking forward to their professional, now friendship, relationship continuing.

*Want to Learn More
about Mentoring?*

On the Philadelphia SHRM website, click on the “site map” and under Career Center go to the Mentoring. You will find much information as well as applications there. Also, HRCI credits are available for Mentors. Information on those credits is available at the HRCI web site.

Philadelphia SHRM
Launches it's First

Annual Leadership Series

*Empowering HR Leaders for
Business Growth in 2008*

The Philadelphia Chapter of the Society for Human Resource Management (SHRM) is proud to announce the launch of its first Annual Leadership Series, *Empowering HR Leaders for Business Growth in 2008*, and would like to invite you to reserve one of the 35 seats!

Successful organizations rely on the performance of *their people* to achieve positive results. HR professionals must play a key leadership role in attaining those results by assuring the best people are attracted, retained, and developed. This program was designed for companies who want to immerse their Human Resource high potentials in a transformational experience that transcends the acquisition of knowledge, skills and tools, and fosters business knowledge, action learning, and their own commitment to on-going professional development.

This leadership series consists of five one-day modules, scheduled from January to June 2008. Participants will learn from top Business Practitioners and Professional Consultants who will share their views on real-world business issues and the Human Resource perspective on such issues. These modules were developed to challenge professionals to grow as leaders, learn how to turn powerful ideas into decisive action plans, and think and manage powerfully in a changing business world.

The five module sessions will be themed around the following:

- Creating Innovative Cultures
- Power and Politics
- Developing People
- Executing on a Vision
- Critical Thinking for Driving Change

These highly interactive discussions on HR trends, issues, and solutions will empower people to walk away from the series with a better understanding of what's expected of them as business leaders within their organizations as well as feel equipped with concrete tools to communicate, manage conflict and drive change at their organizations.

Visit www.phillyshrm.org/leadershipseries for more information and to register today!

Five one-day
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modules, or send
a different
employee to each
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**COST FOR
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*Registration cost is for the entire
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Have you been promoted recently, changed jobs and/or work for a new company? Have you garnered an award that you would like to announce? Please email your announcements to: andrea.williams26@earthlink.net

We look forward to hearing from you!

Welcome New Members!

- Nancy Adams, NutriSystem, Inc
- Carolyn Ashburn
- Bryan Barts, Philadelphia University
- Denise Bettwy, Asher & Company, Ltd.
- Rebecca Bottorff, Venture Savvy Consulting
- Linda Buffington, Fidelity National Title
- Thomas EComber Jr., SEPTA
- Alyssa Cooke, The Philadelphia Orchestra
- Tom Davis, Sovereign Bank
- Dan Ebbert, Strategic Research Solutions
- Will Farkouh, Wyeth Pharmaceuticals
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- Jacqueline Gallagher, Obermayer Rebmann Maxwell & Hippel
- Matthew Garey, The Sherwin-Williams Company
- Karen Holly, PMHCC, Inc.
- Patricia King, Health Business Systems, an SXC Company
- Debra Klaczkiwicz, URI/Mutual Pharmaceutical Company
- Robert Mancuso, AstraZeneca
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