

## RESOURCES FOR HR PRACTITIONERS

As HR practitioners, investment in your own learning is an important aspect in your career growth.

The following literature is intended as a 'taster' for your own exploration of the world of successfully managing careers. The list is by no means exhaustive and you are encouraged to discover for yourself bodies of work that have meaning for you and your organization.

The articles are divided into the following categories:

- About Careers
- About Future Workforce Trends
- About Generational Diversity
- About Coaching
- Corporate Leadership Council Articles

Further resource material on retirement issues, aging and managing a mature workforce can be found at the links section of Late Careers in the Career Management Portal.



\*Note: In order to access the Centre for Creative Leadership articles, you must join first. Membership is free for the referenced articles.

## **RESOURCES ABOUT CAREERS**

[\*\*Canada Career Consortium\*\*](#), is an organization of career practitioner organizations and government agencies that provides information on career resources and career prospects.

[\*\*Canadian Career Development Foundation\*\*](#), is an organization that works to advance the practice of career development.

[\*\*Career Development and Public Policy: The role of values, theory and research\*\*](#), Mark L Savickas, Behavioural Sciences Department Northeastern Ohio Universities College of Medicine, Canadian Career Development Foundation, International Symposium, 1999  
The prime focus of the paper is to influence public policy and it provides an excellent background on the changing language of careers, knowing how the world of work is organized, work-family connections and individual differences among aging workers.

[\*\*Career Development in Canada: A changing landscape\*\*](#), Dr Ralph Kellett, Canadian Career Development Foundation, International Symposium, 1999  
A very good reference paper that considers the Canadian concept of 'career' and advocates a coherent approach to career development. The article has a distinctly Canadian flavor especially in the outlining of the key issues for the future.

[\*\*Career Management Skills: Keys to a great career and a great life\*\*](#), Phillip Jarvis, National Work/Life Centre  
An excerpt of a larger paper, Jarvis discusses paradigm shifts in modern careers. The new *career management paradigm* is not about making *the* right occupational choice. It's about equipping people with the competencies (skills, knowledge and attitudes) to make the *myriad* choices with which adults are confronted continuously, in all aspects of their lives, lifelong. "While technical and job-specific skills have sufficed in the past, it is increasingly being accepted that the worker of the future will need a more comprehensive set of *meta-competencies* that are not occupation-specific and are transferable across all facets of life and work.

[\*\*Career Pandemonium: Realigning organizations and individuals\*\*](#), Kenneth R Brousseau, Michael J Driver, Kristina Eneroth and Rikard Larsson, *Academy of Management Executive*, 1996, Vol. 10, No. 4

This article notes the shift to individuals taking personal control over their career by becoming more versatile in their skills, accepting of change, and proactive in shaping their life at work. There are also pieces on the decline of hierarchy, generation X and changing workforce attitudes and different patterns of career experience.

### [Career Planning](#)

Federal Government HRSDC offers information on Career Identification, Occupations, Industries, and Skills Development:

[Government of Canada: HR for employers](#) provides resources on a range of issues relating to jobs, training and careers.

[Managing Life, Learning and Work in the 21<sup>st</sup> Century: Issues informing the design of an Australian Blueprint for Career Development](#) synthesizes the theoretical, policy and practice perspectives that will help to inform actions. It also provides a useful, concise and informative resource for those with an interest in assisting people to effectively manage their lives, learning and work in the 21<sup>st</sup> century.

[Planning for Serendipity? Career Management for Changing Times](#), Roberta Neault, Simon Fraser University, British Columbia. This short article addresses the changing world of work, considers emerging directions for career development theory and highlights better practice aspects of career management.

### [The National Consultation on Career Development](#)

This website offers a range of articles and papers presented at the annual conference on career development.

**Toward a Career Resilient Workforce**, Robert Waterman, Judith Waterman and Betsy Collard, Harvard Business Review, July – August 1994

The article proposes that self-reliant workers stand ready to reinvent themselves in order to keep pace with change. The authors articulate how entering into a new covenant under which the employer and the employee share responsibility for maintaining – even enhancing – the individual employability inside and outside the company.

[Training for Employment: Social inclusion, productivity and youth employment](#), is an article by the International Labour Organization that outlines the development of new skills and competencies required to meet globalization and technological changes, the gradual shift towards a knowledge and skills-based society and the implications for the labour market.

## **RESOURCES ABOUT FUTURE TRENDS**

### **[Achieving Life Balance: Myths, realities, and developmental perspectives](#)**,

Spencer G Niles, Edwin L Herr, Penn State University, and Paul J Hartung, Northeastern Ohio Universities College of Medicine

This paper draws on other influences when considering development options for staff. The chapter on ‘Work: A critical and evolving role in contemporary society’ illustrates the emerging changes in work and workers, changing demographics and factors driving the emerging trends in work.

### **[Building the 21<sup>st</sup> century workforce](#)**, Paul Proctor, Boeing Frontiers

An interesting case study look at Boeing who offer a myriad of training, educational and career broadening opportunities to help employees stay employable over a lifetime.

### **[Career Management Paradigm Shift: Prosperity for Citizens, Windfall for Governments](#)**, Phillip Jarvis

This article suggests that Canada is on the verge of a workforce crisis from which, paradoxically, it could emerge with citizens enjoying a higher standard of living, and governments and corporations enjoying both increased revenues and reduced expenditures.

### **[Herman Trend Alert: Increasing Attention to Trends](#)**

A number of trends are converging to heighten sensitivity to the future. Perhaps the most significant trend is a noticeable tendency for people to take back control of the management of their careers. People also want more control over other aspects of their lives and we see signs that consumers are becoming more demanding. As individuals step back into the driver’s seat, corporations will be forced to become more responsive to both employees and customers.

### **[Key Trends in Human Capital: A global perspective – 2006](#)**

This work is based on data collected from more than 15,000 organizations across Europe and the US, representing industry sectors including banking, financial services, manufacturing, telecommunications, chemicals, IT, utilities and retail. Whilst only a small selection of public service operators was sampled for this report, its relevance to those in the public services arena still stands. The data is organized under a range of categories and provides valuable information on financial performance, added-value, productivity, remuneration and human capital behaviour. It also analyses the structure and role of the HR function.

**National Human Resources Development and Training Policies which Facilitate Lifelong Learning and Employability – Canada**, International Labour Office, Geneva

A seminal body of work that looks at lifelong learning and employability best practice and issues across Canada. The foundations of the document are built around ‘Where we are now’, ‘What we are doing now’, ‘What we need to do’ and ‘How the Government of Canada could contribute’.

**The State of Teams**, Centre for Creative Leadership Research Report

As the concept of teams has evolved, it has entered our society with the implicit assumption that we will enjoy increased knowledge acquisition, deeper commitment, higher performance, and greater innovation with increasingly less need for formal leadership (Katzenback and Smith, 1993). Though few will argue against this assumption, the complexities of the group dynamic and the puzzle of how to ensure high performance remain a constant struggle for researchers and practitioners alike. In the age of lean organizations, one could assert that most work groups in existence today are being pushed to evolve (formally and informally) toward a team philosophy as the span of control of management widens and pressures to outperform competition increase. To better understand the state of teams in today’s organizations, CCL has begun researching this area. The fundamental question guiding this research is: “What role will teams play in organizations of the future?”

**Top Ten Workplace Trends**, HRN Management Group

Every two years, national SHRM releases a workplace forecast. Based on a survey of HR professionals, research and interviews with experts, the report is intended to assist HR professionals in strategic planning. The top ten trends identified in this year’s report are listed in this short summary.

**Workforce 2020: Work and Workers in the 21<sup>st</sup> Century**, Richard W Judy and Carol D’Amico, Hudson Institute Indianapolis, Indiana

Ten years ago Hudson Institute’s landmark study Workforce 2000 set the agenda for a new understanding of workforce issues. Described by the New York Times as “one of the most influential studies ever produced by a think tank,” this groundbreaking report set the terms for much of the policy discussion at the government and corporate levels on these issues. This article is an executive summary of the follow-up book. Like its predecessor, the new book examines the trends that shape the economy and workforce, and combines them into a unique and fresh body of analysis.

## **RESOURCES ABOUT GENERATIONAL DIVERSITY**

### **[Ceridian Encourages Employers to Address the Needs and Differences of All Generations in the Workplace](#)**, HR.com

According to Ceridian's research on generational competence strategies, members of each generation bring distinct sets of values, attitudes and behaviors to the workplace, largely as a result of the era in which they grew up. The four generations in the workplace today come to work with different expectations, assumptions, priorities, and approaches to work and communication. If these differences are ignored, they can grow into a source of misunderstanding and conflict, but when appropriately addressed, they create opportunities for collaboration and synergy among the different generations of workers.

### **[Diversity and Generations](#)**, Claire Raines

*Generations*: a diversity issue. The generation we belong to is one of the many differences we may have with our coworkers. Those differences can cause stress, discomfort, conflict, and frustration. They can also become a source for creativity and productivity.

### **[Generations at Work](#)**, Ron Zemke

The workplace today is awash with the conflicting voices, views, and learning styles of the most age- and value-diverse work force this country has known since our great-great-grandparents abandoned field and farm for factory and office. Ron Zemke, co-author of *Generations at Work* examines the "generational divide" and what that means for your association in terms of membership and workplace.

### **[Managing Millenials](#)**, Claire Raines

The Millennials are just entering the workforce, and, as they do, employers are scrambling to find out everything they can about them. Are they Gen-Xers on steroids? Or are they a new breed entirely? How do they choose a career? And why? How will they change the workplace as we know it today? What are they looking for when they post their resumes on monster.com? What is their work ethic? What is unique about them? How do the best and brightest managers communicate with and motivate them?

### **[Retiring the Generation Gap 10 Principles for Working Across Generations,](#)**

Centre for Creative Leadership

"You can work with — or manage — people from all generations effectively without selling your soul on eBay or pulling your hair out on a daily basis," says CCL's Jennifer Deal. Look past the stereotypes and learn these ten truths about generational conflicts at work, gleaned from a seven-year CCL study.

### **[Retiring the Generation Gap Generational Conflict: A Matter of Clout,](#)**

Centre for Creative Leadership

Friction, discomfort and outright conflict make for a tough — and ineffective — work environment. With five generations mixing it up in the workplace, many leaders and HR pros assume the generation gap is a key cause of trouble. The article explores what this means.

### **[The ABCs of working with Generations X & Y,](#)** Susan Annunzio

One of the biggest challenges we face in business today is talent management. How do we recruit and retain the best and brightest in a world that's going faster every day?

### **[The Boomers and the Xers,](#)** Claire Raines

For the next three decades, the Boomers and the Xers will find themselves side-by-side in the workplace—and often not with the Boomer in charge. The old order has crumbled: organizations are throwing away the hierarchy, technology is mixing things up, and the information age and service economy are pushing people into nonlinear positions. No longer are executives the oldest, mid-managers the middle-aged, and front-line workers the youngest. The Xers' technological acuity and business savvy have put hordes of them working side-by-side with their older counterparts.

### **[The Road Ahead: Recruitment and Retention Challenges for the Public Service,](#)** Government of Canada

When the Public Service emerged from hiring freezes and departure incentives in the late 1990s, it faced a dramatically changed labour market. To attract the best and the brightest, private sector employers were offering incentives such as signing bonuses, stock options and opportunities to work with leading-edge technologies. Both recruitment and retention were strategic issues as competitors were escalating the value of job offers and raiding top talent from each other.

## **RESOURCES ABOUT COACHING**

### **[A Deeper Look at Coaching: Meeting Your Challenges A Coach's Dilemma: Resistance to Feedback](#)**, Centre for Creative Leadership

Feedback, given effectively, is a gift that will help your coachee develop and succeed in your organization. But feedback can also pack an emotional punch. It can be difficult or confusing to hear. The coachee may deny or resist or argue. As a leader coach, you can't control your coachee's response and feelings, but you can be prepared to handle them. This is a short article that explores this issue of resistance to feedback.

### **[A Deeper Look at Coaching: Meeting Your Challenges The Confident Coach: Facing Your Challenges](#)**, Centre for Creative Leadership

The most common challenges faced by leader coaches, according to a recent CCL poll, are "juggling the coaching role with other roles as a manager" and "cultivating candor, trust and dialogue with the coachee." Here are tips for addressing each.

### **[A Deeper Look at Coaching: Meeting Your Challenges Getting on Board: Creating a Coaching Culture](#)**, Centre for Creative Leadership

What can organizations do to support the coaching efforts of leaders? How can organizational practices ease the specific challenges coaches face? Apply the "three C's" suggests CCL's Douglas Riddle: *create* a coaching mindset, *champion* a standard of excellence for coaching and *campaign* for coaching communities.

### **[Build Your Own Field of Dreams: Lessons for Managers on Coaching](#)**, Cathy Earley

This organization has studied what makes for coaching success - and what doesn't. They have also talked to managers in various organizations who've made coaching work. They've discovered that when coaching isn't effective, it's often because well-meaning managers operate on misguided assumptions. The five top coaching mistakes that get in the way of coaching effectiveness and employee success are described in detail.

**Coaching Through Effective Feedback**, Paul Jerome, Jossey-Bass Publishers, 1994. How do you openly work with a "poor team player"? Positively handle a "negative attitude"? Objectively deal with a "bad judgment"? Sensitively criticize your boss (and keep your job)? And, how do you praise others to capitalize on your team's strengths? The Feedback Planner--a powerful and professional coaching tool shared in this guidebook--shows you how. Now you can offer ideas for improvement and build your working relationships through successful communication!

**Coaching for Peak Employee Performance: A Practical Guide to Supporting Employee Development**, Bill Foster, Karen R. Seeker

Managers and supervisors need to sharpen their coaching skills if they want their employees to achieve high performance. This guidebook details what those in charge can do to develop their staff and help them meet, and even exceed, organizational expectations.

**Coaching with Spirit: Allowing Success to Emerge**, Teri-E Belf

This book helps readers increase their awareness and personal responsibility using a process that defines both spiritual growth and self-discovery through coaching. As the author explains, coaching with Spirit is an integrative, intuitive, creative, and trustful connection and those that coach with Spirit are better able to serve their clients by helping them obtain desired results and increase well-being. Teri is named as one of the ten most influential coaches by readers of Professional Coach magazine. The book includes myriad exercises, activities, points for reflection, assessments, tools, and techniques for learning to coach with Spirit.

**[One On One Coaching](#)**, Workforce Management Research Centre

This is a simple 1 page article that outlines an 8 step coaching process.

**[What is Coaching?](#)**, The Coaching Manager

This is an easy to read 3 page article the gives uncomplicated and simple ideas around what coaching involved and how it can be used in the workplace.

**[What is the difference between coaching and mentoring?](#)** Workforce Management Research Centre

There is often a lot of confusion between coaching and mentoring. This article describes the key differences and proposes that combining mentoring and coaching provides more rewards than using one or the other strategy alone.

## **Corporate Leadership Council Articles**

<https://www.clc.executiveboard.com/Members/Default.aspx>

- Building an Internal Coaching Capability
- Calculating the Cost of Employee Turnover
- Career Pathing Strategies – Literature Review
- Career Self Assessments for Employees
- Career Self Reliance on the Web
- Compelling Careers: Workforce Management Structures of the new Employers of Choice
- Core Competence Forecasting
- Designing Formal Career Guidance Discussions
- Developing In House Coaching Skills
- Establishing a Development Mindset
- Generation X and Y Employees
- HR Considerations for Engaging Generation Y Employees
- Implementing Career Development Initiatives
- Land's End: Rehiring Retirees as Seasonal Workers
- Strategic Turnover Tracking and Analysis
- Supporting Career Development
- The Compelling Offer Revisited: Changes in Employee Preferences Across Time
- The Compelling Offer: A Quantitative Analysis of Career Preferences and Decisions of High Value Employees
- Transitioning Corporate Culture from Old Economy to New Economy
- Workforce Turnover and Firm Performance: The New Business Case for Employee Retention Initiatives