



WorldLink

Linking people management professionals around the globe

Global Megatrends Will Transform Work and the HR Profession

By Henry G. Jackson

In business today, we face a convergence of several profound global megatrends that will dramatically transform how and where work gets done, as well as the very structure of the workplace. These shifts will continue to rush forward, even as the world economy continues to create uncertainty for our nations and organizations.

One megatrend is the sheer pace of globalization. Today, employers and talent are less burdened by borders. This is challenging us to broaden our thinking on where work gets done and on cultural interactions in the workplace—whether they occur with the co-worker sitting next to us or the colleague on the other side of the globe.

A second megatrend is the shifting demographics of the workplace. We are now charged with transitioning highly engaged, skilled, long-term employees to retirement and replacing them with a new generation of employees who have vastly different objectives and expectations of an employer.

These two megatrends are overlaid and intensified by rapidly changing technology, which is upending old ways of doing business and creating new



HR Leaders from 28 Nations Gather in Santiago

Forty-eight heads and representatives of HR associations and federations from 28 countries across six continents gathered in Santiago, Chile, on October 14 in advance of the World Federation of People Management Associations' (WFPMA's) 15th World Congress of Human Resources for the biennial Heads of Nations meeting. This exceptional networking opportunity was anchored by the presentation of findings from the 2014-2015 Creating People Advantage survey, which was produced by the WFPMA and The Boston Consulting Group.

Respondents reported this year that leadership, talent management and behavior are top HR challenges. The report also showed that HR functions in high-performing companies share the same components—engaging all stakeholders, producing and using strong analytics, constantly improving the HR operating model, building functional and leadership talent pipelines, and shaping behavior and engagement.

Coverage of the World Congress begins on page 8 of this issue of *WorldLink*.

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ones, as well as demanding higher job skills for almost every business function.

These and other trends lead me to agree with a statement in the Development Dimensions International/Conference Board 2014–2015 Global Leadership Forecast: “The role of human capital management will change more in the next 5 years than it has in the past 30.”

There is no Google map to guide us through this change and its impact on the HR profession. However, there are signs for what lies ahead. Three numbers illustrate this point.

The first number is **1**. At the world’s current population growth rate, one new city of a million people is created every five days. This growth will surely create new economic opportunity for businesses and people. Yet it will also put tremendous strain on resources and dictate how governments and businesses operate globally. We will all be challenged to educate and train workers, provide current and future benefits, and develop human capital plans in this rapidly growing, resource-constrained environment.

The second number transforming work and our profession is **25**. According to a study conducted by The Boston Consulting Group, only 25 percent of talent in emerging markets is employable by truly global enterprises—and businesses the world over are furiously competing for these same workers. Moreover, in many geographic regions there is a mismatch between where jobs are located and where skilled talent is available. This skills gap will require innovative recruitment tactics, modern immigration policies and other people management strategies to ensure that nations and businesses have the talent needed to compete.



A third number capturing the dramatic shift in work and its effect on the HR profession is **2 billion**. This is the number of jobs worldwide—about half of all jobs on the planet—that one prominent futurist predicts will disappear due to innovation by the year 2030. Technology and automation will only continue to advance; this will empower us and our businesses to do more, faster and with greater ease. Still, this is a sweeping transformation for which people, businesses and even nations are not fully prepared.

As HR professionals, we must look at these challenges as opportunities. CEOs and other leaders need human capital solutions, and we must deliver. The North American Human Resource Management Association (NAHRMA) and its member countries—Canada, the United States and Mexico—are preparing HR professionals for this responsibility.

At the Society for Human Resource Management (SHRM) in the United States, we developed the SHRM Body of Competency and Knowledge, which reflects the modern and current skills critical

in business today, such as technology, cultural awareness, business acumen, big data and employee engagement. We also launched a new competency-based certification for the HR profession—the SHRM Certified Professional and SHRM Senior Certified Professional. (For more information, see “The ‘It’ Factor: Diving Deeper into Competency” on page 6.)

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The Canadian Council of Human Resources Associations has taken on similar efforts, upgrading its Competency Framework for the Certified Human Resources Professional designation, in recognition of the increased contributions HR is expected to make to drive business outcomes. (For more information, see “HRPA’s New Competency-Based Certification Model Sets Benchmark for HR Professionalization” on page 5.)

And to advance the knowledge and skills of HR professionals, HR associations in Mexico are offering human resource certificate programs and preparation programs for internationally recognized HR certifications.

Business is changing, and employers are demanding that HR professionals adapt to that change, putting us in the midst of an exciting and pivotal time in the history of our profession. It is my privilege to serve as president of NAHRMA at a time such as this, and to collaborate with my colleagues in North America and across the globe to help our members meet the new, higher expectations of the vital HR profession. [WL](#)

Henry G. (Hank) Jackson is President of the North American Human Resource Management Association and President and CEO of the Society for Human Resource Management.

A promotional graphic for the 16th World Congress on Human Resource Management. The top section features the word "istanbul" in a stylized font, with "2016" below it. To the right is the logo for WFPMA (World Federation of People Management Associations). Below this is the logo for ÇPERYÖN (People Management Association of Turkey). The main text reads "16th WORLD CONGRESS on HUMAN RESOURCE MANAGEMENT" and "19-21 October 2016 Istanbul, Turkey". A circular stamp on the right says "ISTANBUL 19-21 October 2016 Turkey". The background is a blue and purple abstract design.

Compassionate Care Policies Make Good Business Sense

By Bill Greenhalgh

Like all Western nations, Canada is facing the effects of a rapidly aging population. By 2031, almost one-quarter (23 percent) of Canadians will be age 65 or older. This has many workplace implications, including developing plans for leadership succession, replacing older skilled tradespeople and accommodating older workers.

An additional consequence that is attracting a lot of attention is the need for compassionate care leave for workers providing end-of-life care for loved ones.

By 2020, the Canadian death rate is expected to rise 20 percent to 300,000 annually. And in Canada, hospices typically are not places but rather services offered in the home. According to the Canadian Hospice Palliative Care Association (CHPCA), more than half of palliative care clients are cared for primarily by their spouses or partners and almost one-third by their children or children-in-law.

Obviously, this has an impact on workplaces, through not only prolonged absences but also increased stresses on workers providing end-of-life care to loved ones. Although both the Canadian federal and provincial governments provide employment legislation guaranteeing job-protected compassionate care leave for workers, many organizations are going a step further by implementing compassionate care leave policies that provide comfort to employees while boosting engagement and retention at work.

A recent survey by Canada's Human Resources Professionals Association (HRPA), in partnership with the CHPCA, found that 59 percent of 692 organizations polled had formal compassionate care leave policies that recognize and accommodate employees' family and dependent care responsibilities for providing end-of-life care to loved ones.

Business Benefits and Legal Implications

While providing compassionate care benefits "speaks volumes about your culture"—as one survey respondent said—it's also good business practice, according to the survey results. A majority of respondents reported experiencing clear business benefits as a result of providing these policies, including increased employee engagement (61 percent) and retention (56 percent). And almost half (49 percent) said having such a policy makes it easier for employees to return to work and reintegrate after caring for a loved one.

Employers need to recognize that grieving is not a time-limited, linear process, and that an employee may still be in a fragile state a year after returning to work.

Companies may also face legal risks when compassionate care accommodation is not given. A recent decision by the Ontario Human Rights Tribunal (*Devaney v. ZRV Holdings Ltd.*) concerned an employee who had been terminated after continued absences from work to care for his terminally ill mother. The tribunal rejected the employer's claims that Mr. Devaney's absences were having a negative effect on the performance of his team, and found that the employer could have accommodated the employee's needs without undue hardship. Devaney was awarded \$15,000, and his former employer was ordered to develop a workplace human rights policy and related training.



Best Practices

Many organizations that do not have compassionate care leave policies offer accommodation on a case-by-case basis. However, a formal policy ensures both consistency across the organization and the good will that accrues from being known as a compassionate employer.

Besides leave provisions, a compassionate care policy should include provisions for flexible work hours or alternatives such as working from home. In some situations, a caregiver may be able to keep in touch with colleagues online or via smartphone. Expecting a normal level of output might be unrealistic, but keeping the employee engaged is probably more beneficial than losing him or her altogether.

When a bereaved employee returns to work, his or her privacy must be respected, although it may be appropriate to ask if the employee has spoken with co-workers about the loss. Employers can provide the individual's colleagues with information about how to support a grieving co-worker, which is often available in pamphlet form from local funeral directors. Employers also need to recognize that grieving is not a time-limited, linear process, and that an employee may still be in a fragile state a year after returning to work.

Ultimately, compassionate care policies demonstrate to employees that the organization is there for them and that they don't have to choose between keeping their job and providing end-of-life care to a loved one.

Providing compassionate care accommodation is one way to reduce caregiver stress and avoid employee burnout. Workers who are supported through situations like this are more loyal and more likely to stay with the company. [WL](#)

Bill Greenhalgh is Chief Executive Officer of the Human Resources Professionals Association. In 2012, he was awarded the Diamond Jubilee Medal by Queen Elizabeth II for his contribution to palliative care programs in Canada.

PepsiCo Mexico Pursues Excellence in Inclusion

By Eduardo de la Garza

At PepsiCo, we have a very strong corporate culture based on a business strategy called “Performance with Purpose.” This platform aims to create sustainable value in the expansion of our Food & Beverage portfolio by finding innovative ways of minimizing our environmental impact and providing a safe and inclusive workplace while investing in the local communities in which we operate.

We believe that a workplace that values different perspectives helps build a culture of inclusion and employee engagement, fosters creativity, and fuels innovation. We strive to place the very best people in the right positions at the right moment to maximize their potential and to grow the company from within. Over the past decade, we have seen sustained improvement in employee commitment.



Women are joining the traditionally male-dominated production line at PepsiCo's Vallejo Biscuit Plant through the company's Pink Line Project.

In the 1990s, we created the Diversity & Inclusion (D&I) program in order to include differently abled employees and individuals over age 50 in our operations. Today, we employ 703 seniors in our “Golden Years” program and 775 differently abled employees—including those with visual, motor, intellectual and hearing/speaking disabilities. We continuously improve our facilities to provide a safer and more accessible place to work.

Gender Equity

We also strive to increase the number of female leaders within PepsiCo Mexico through recruiting and development initiatives. Our teams are stronger whenever and wherever women are present, so we have made significant efforts to advance female and gender equity. More than 40 percent of our front-line operations associates are women, 33 percent of our managerial-level employees are women, and women hold 22 percent of our executive positions.

We have been successful in harvesting talent in all areas through particular programs. For example, in 2004 we created the Female Executive Council to develop female leaders and launched the Women's Inclusion Network, which empowers our female employees to make a difference for themselves, our business and our community. The “Vive Mujer” program provides women with a forum for personal/professional development, and the Pink Line Project aims to prepare women to occupy operational roles and positions that were once held only by men.

Pink Line Project

PepsiCo's Vallejo Biscuit Plant has seven co-packaging lines with crews consisting mainly of male operators. The vision is to deliver a model of commitment to attain an equal number of men and women in key positions at the plant as a way to promote prosperity and well-being for all.

The Pink Line Project has generated a space at the plant for developing new female talent. The Pink Line today is made up of 60 packaging positions, four operators and eight palletizers. The first steps were to define the positions and to create job profiles compliant with safety, HR, production and occupational health standards. One of the biggest challenges we faced was the recruitment of women who wanted to occupy the position of palletizer, since these positions had been occupied only by men.

Every Pink Line palletizer and machine operator wears a pink vest to highlight her remarkable female talent. The line has met compliance requirements for all our manufacturing key performance indicators, such as safety, quality, volume, fill rate, productivity and maintenance.

The line has also created a female-ownership sentiment and has delivered incredible results, such as zero quality complaints, a 98.5 fill rate and a 76-ton weekly average. Based on this increase in productivity, the project will be expanded to other plants in Mexico. The project has demonstrated that women are capable of performing any task when they are given the proper training and empowerment.

Improving the pipeline of diverse talent—gender, ethnicity, cultural/educational background—is possible. We have already raised awareness about having a diverse work environment and a gender-balanced culture, which invariably drives better business outcomes from our teams, whether we're working on new products, sales or manufacturing processes.

We have already raised awareness about having a diverse work environment and a gender-balanced culture, which invariably drives better business outcomes from our teams, whether we're working on new products, sales or manufacturing processes.

Our journey is not complete. We must continuously advance in our talent sustainability agenda, providing support to our minority groups by enhancing our D&I metrics and HR developmental tools to improve our work environment. **WL**

Eduardo de la Garza is Senior Vice President and Chief HR Officer at PepsiCo Mexico Foods.

HRPA's New Competency-Based Certification Model Sets Benchmark for HR Professionalization

By Bill Greenhalgh

In October 2014, Canada's Human Resources Professionals Association (HRPA) introduced an updated HR certification framework that recognizes the growing professionalism of the human resources function. It is expected to act as a gold standard for HR certification organizations around the world.

HRPA's competency-based certification framework tests not only state-of-the-art HR knowledge but also the ability to apply that knowledge. This approach is similar to that of other top-tier professions, including law, medicine and engineering. It certifies competency at three levels of practice (Entry, Professional and Executive) and issues three new designations that correspond with each level: Certified Human Resources Professional (CHRP), Certified Human Resources Leader (CHRL) and Certified Human Resources Executive (CHRE).

The decision to move to this ladder, three-designation model recognizes the broad scope of HR practice—from entry-level or administrative roles, to professional-level specialists/generalists with responsibilities for managing and implementing projects and programs, to HR executives charged with leading the HR function across large organizations.

Why Change?

The underlying context for these changes is the continued professionalization of HR. The world of work has advanced dramatically over the last 20 years, and organizations demand more than ever from HR professionals. Certification must now incorporate both knowledge and competence around things like strategy, demographics, workplace accommodation, business acumen, diversity, employment law and analytics.

In addition, passage by Parliament of the Registered Human Resources Professionals Act, 2013, sanctioned our profession to self-regulate in the public interest, joining medicine, law, nursing and accountancy as a top-tier profession. The move recognized HRPA as the responsible regulator of the profession within the jurisdiction.

This change was a major advance in the professionalization of HR and a catalyst for an internal review of our competency framework and designations to better meet the needs of employers and our members and, consequently, to increase the value of our professional designations.

Steps to Implementation

Our first step was to update our competency framework to consider the full spectrum of HR practice. Three levels emerged—Entry, Professional and Executive—and we set about creating designations that certify competence at each level.

The next step was to design certification processes to award these designations. We began by examining certification processes used by other top-tier professions and found a strong correlation between the “rigorousness” of a certification process and the “seriousness” of a profession. Invariably, the more complex the work of a profession, the higher the level of competence required, and the greater the consequences of incompetence, the more thorough the certification process was.

We concluded that the certification process we were using was closer to those of “semi-professions” than those of other top-tier professions and was one key reason HR sometimes struggled to be regarded in the same light as lawyers, engineers and accountants. To fix this, we needed to go back to basics and rebuild from the foundations.

One of the gaps we identified is that existing certification processes assessed HR knowledge but not HR competence—specifically, the ability to apply HR knowledge. So we introduced a number of new elements.

The first was a post-degree Professional program that runs concurrently with an entry-level (CHRP) individual's first HR job. The Professional program aims to manage the transition from academic knowledge to professional competencies by focusing on skills like critical thinking, business acumen, project management and negotiation.

Parallel to the Professional program is a supervised experience requirement—similar to the work required of legal, accounting and medical students prior to the award of their designations. In this program, “supervisors” (the individual's line manager or a mentor) help candidates navigate the same transition as the Professional program but use real-work experience as the starting point. When supervision is complete, supervisors attest to the readiness for autonomous professional practice of their supervisees. Finally, all candidates must write a case-based performance exam, where everything learned in school, the Professional program and the supervised experience comes together.

The certification processes for the Entry and Executive levels follow the same architecture but have been adapted for their respective levels.

What began as a simple updating of the competency framework turned into a thorough redesign of our designation structure and our certification processes. The various elements will be phased in over the next three years, and the result will be a suite of designations recognized and valued by all stakeholders—not only employers and those who hire HR professionals but also employees, other professionals and the public at large. In turn, this new designation framework will enhance the careers of our members.

Ultimately, HRPA's new competency framework and designations reflect the evolution of the HR profession—in Canada and around the world. With its focus on competencies and its updated knowledge base that incorporates what's now expected of modern HR practice—including strategy, analytics, social media and business acumen—we feel this framework is a world leader in validating the capability of HR professionals.

This month HRPA signed a memorandum of understanding with the Australian Human Resources Institute and the Human Resources Institute of New Zealand initiating a closer working relationship between the three organizations, including a potential mutual recognition of professional HR designations. We hope that in time, it will stimulate similar work and collaboration with other countries to create a unified body of HR knowledge that could be a solid foundation for the true professionalization of people management.

To learn more about HRPA's new certification framework, please visit [www.hrdesignations.ca](http://hrdesignations.ca). The full framework is now available at <http://hrdesignations.ca/HRPA-Professional-HR-Competency-Framework.pdf>. 



Bill Greenhalgh is CEO of the Human Resources Professionals Association.

The 'It' Factor: Diving Deeper into Competency

By Henry G. Jackson

Who is the most successful HR professional you know—boss, mentor or other colleague? What qualities do they possess? What makes them stand out?

The person you have in mind is business-savvy and well-respected across the organization. He or she has meaningful relationships with people on every rung of the corporate ladder. This person has acquired the leadership mantle so many in the HR profession are seeking. He or she is also seen as a trusted advisor to the CEO and senior executives. In sum, your HR hero has the “it” factor.

But what is “it”? And, most important, how do more HR professionals get “it”? At the Society for Human Resource Management (SHRM) in the U.S., we call “it” competency. When we set out to develop the SHRM Competency Model more than three years ago, we surveyed business leaders, educators and more than 30,000 HR professionals and found that there are nine critical behavioral and technical competencies every HR professional needs to succeed and grow. These competencies include relationship management, ethical practice, HR expertise (knowledge), business acumen, critical evaluation, global and cultural effectiveness, leadership and navigation, consultation, and communication.

These competencies are relevant at every career stage, across all industries and around the world. They are the behaviors businesses have been asking for—nearly demanding—from HR professionals for the past several years. They are also the competencies demonstrated by the most successful members of the HR profession.

And let’s face it: In today’s complex global economy, businesses expect more of all HR professionals. We have to be ready to meet these new, higher expectations.

This is why SHRM is launching two new competency-based certifications for the HR profession in 2015: the SHRM Certified

Professional (SHRM-CP) and the SHRM Senior Certified Professional (SHRM-SCP). The SHRM-SCP was designed for HR professionals at a senior level who operate primarily in a strategic role, while the SHRM-CP was created for HR practitioners who are engaged primarily in operational functions.

Our profession is no longer just about what we know—employment law, benefits and compensation, and other HR essentials. Our profession is about what we do with what we know. Yet most HR certification exams are knowledge-based. SHRM’s new certifications more closely measure an individual’s HR knowledge and how well it is applied on the job.

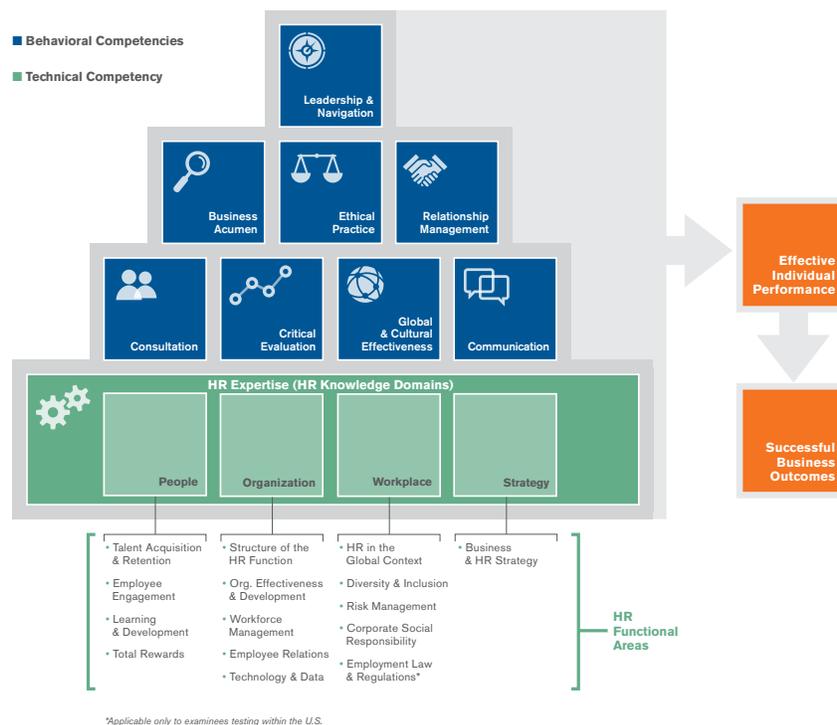
Beginning January 5, 2015, HR professionals who currently have HR generalist certification will be eligible to earn the new SHRM-CP or SHRM-SCP through a free, three-step process, which includes:

- Documenting that your current certification is in good standing.
- Signing the SHRM Code of Ethics.
- Completing a brief online tutorial on HR competencies.

HR professionals who are not yet certified but interested in pursuing the SHRM-CP or SHRM-SCP can prepare using the SHRM Learning System (available in December 2014) and may register in January 2015 to take the Spring-Summer 2015 exam.

To learn more about how SHRM certification is setting a new standard for HR professionals, visit www.shrmcertification.org.

SHRM Body of Competency & Knowledge™



Henry G. (Hank) Jackson is President of the North American Human Resource Management Association and President and CEO of the Society for Human Resource Management.

Attracting and Engaging Young Talent

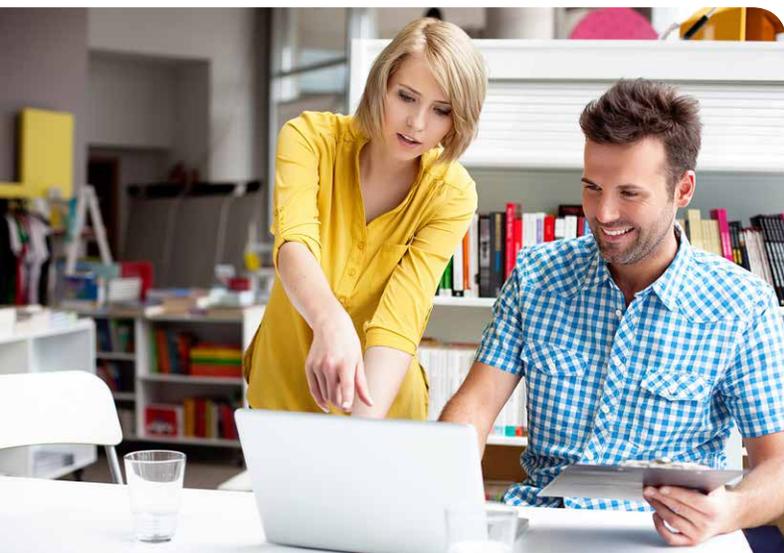
By Antonio Sancho Maldonado

Market globalization, growing competition, technological advancements and demographic changes have been emerging over the past few years and have modified the conditions for organizational success and competitive advantage. They have forced organizations to revise their strategies, their structures and the way they operate their business models.

These changes increase the complexity of human capital management, driving companies to redesign HR policies and practices to attract skilled staff and to foster motivation and commitment among talented and knowledgeable employees who will have an increasing influence on organizational performance.

In recent years, one of the main topics in human capital management has been generational diversity in the labor market. For the first time in history, as many as four generations can be found working together at the same time and place.

“Generation” has been defined by researchers as “an age group that shares, throughout their history, a set of formative experiences distinguishing them from their predecessors.” Today’s generations can be roughly divided into “Traditional,” born before 1946; “Baby Boomers,” born between 1946 and 1964; “Generation X,” born between 1965 and 1980; and “Generation Y”—also known by some as the “Net Generation” or “Millennials”—born after 1980.



Labor Market Restrictions

The recent behavior of economies around the world has transformed the reality of the labor market and, therefore, employment opportunities for the youngest of the generations. The weakening of the global economic recovery in 2012 and 2013 aggravated the youth employment downturn, and it is getting worse—to the point that many young people have quit looking for jobs.

According to the International Labor Organization (ILO), there were more than 73 million unemployed young people in 2013—3 million more than in 2007. By 2012, more than 6 million had given up their job search. An estimated 200 million young people who are working make less than \$2 a day.

Informal employment among young people is growing. The ILO confirms that in developing economies especially, labor market institutions—and the social protections they offer—are so weak that large numbers of young people face a future of casual, informal and uncertain employment. Another problem is that juvenile workers often receive below-average wages and have either more or fewer competencies than those required for the position they’re in.

What Young People Want

It seems that in the face of the current economic downturn, which has modified the relationship between labor supply and demand, a change has arisen in the perspective and expectations of this new generation. A 2013 Manpower study of people ages 18 to 30 shows that nowadays young workers are looking for a company offering continuous learning, work security, and a fair and competitive salary. The study participants indicated that to engage with and stay at an organization, they would need learning opportunities, a constant salary and a good working environment. The chart below shows the hierarchy of these desired benefits.

| Important Aspects for Young Workers | Important Aspects for Organizations | Young People Will Engage with the Organization if They Receive | Young People Would Stay Five Years in the Organization if They Received |
|---|-------------------------------------|--|---|
| Continuous learning | Continuous learning | Continuous learning | Salary |
| Job security | Good working environment | Wages | Continuous learning |
| Wages | Job security | Good working environment | Good working environment |
| Good working environment | Professional challenges | Job security | Fringe and other benefits: insurance, transportation aid, etc. |
| Opportunities to be trained for the labor world | Professional prestige | Opportunities to be trained for the labor world | Professional challenges |

Source: Manpower (2013).

In light of the geopolitical realities of today, and considering the expectations of young people who face an environment of uncertainty and risk, firms should consider the following recommendations in order to attract and engage young talent.

To make the organization more attractive to young people, companies should focus on providing learning opportunities as well as growth and development programs. In addition, they must strive to generate an organizational culture focused on a good working environment, with strong values and social responsibility, and they should offer practices aimed at promoting fair and competitive compensation.

Young people would rather work in companies where experience and skills are not the only elements valued. Therefore, the challenge is to create an integrative education and competence management model, imbued with a humanism addressing the needs of the new generation.

Finally, the organization must focus on its compensation strategies comprehensively—competitive fixed salary, benefits, development opportunities, learning environment, etc.—to attract the best young candidates. [wL](#)

Antonio Sancho Maldonado is Professor and Academic Director of Human Resources Management at IPADE Business School. The school was founded in Mexico City, in 1967, by a group of management leaders in partnership with Harvard Business School and IESE Business School in Barcelona.

WFPMA World Congress Recap: Bringing It Back to People

By Martha Frase

The World Federation of People Management Associations (WFPMA) held its 15th World Congress of Human Resources October 15-17 in Santiago, Chile. More than 1,500 global HR leaders, including dozens of CEOs of national HR organizations, gathered for the premier international event of the people management profession to explore the theme “Returning to Our Origins: The Person.”

The World Congress kicked off with a unique workshop in which participants working in groups of eight to 10 broke into bags of Legos and began testing their creativity. The session, “Building an Identity,” was facilitated by Lego Serious Play consultants Robert Rasmussen and Lucio Margulis, who guided participants through several Lego-building challenges.



World Congress participants tested their teamwork skills and stretched their imaginations with Lego challenges.

Leaning Forward

The problem with meetings, Rasmussen said, is that people tend to be disengaged—“leaning back.” People are distracted; they are thinking about what to say or glancing at their phones. The result is lack of participation, insight and interest in the decision-making process. The goal should be to get everyone “leaning forward,” 100 percent engaged and committed to the outcome. Indeed, participants leaned forward as they built Lego structures, individually and in teams, to express ideas about the current and future state of HR in three-dimensional form.

World Congress hosts Peter Haen, president of the WFPMA, and Miguel Ropert, who leads Chile’s Human Resources Executive Circle, then

officially opened the event. Pulitzer Prize–winning journalist, newspaper editor and author Andres Oppenheimer followed with a presentation about innovation. The Argentine-American’s new book, *Create or Die* (Vintage Espanol, 2014), explores what cutting-edge management will look like in the next five to 10 years.

“Mental work is taking over manual work,” he asserted, noting that more than 40 percent of the jobs today won’t even exist in a few years. Innovations like 3-D printers, self-driving cars, the “Internet of Things” and other innovations we haven’t even thought of will have a revolutionary impact on how we live and work. Companies and countries that don’t embrace—and proactively pursue—cutting-edge management techniques are simply going to fail, he noted.

Oppenheimer spelled out the common denominators of countries and companies that will be successful in this brave new world. First, innovation flourishes in cultures that glorify inventors and entrepreneurs as much as athletes and rock stars: “Kids want to be the next Messi. But they should also want to be Steve Jobs or Bill Gates or Sal Khan,” he said.

Second, creativity and innovation grow in cultures that respect failure. “In Latin America, we crucify people who fail, but it is really just a step on the ladder of success,” he noted. All great innovators have failed many times before: Jobs was fired from Apple at age 30, but the next day he was meeting with venture capitalists, true to the irrepressible culture of Silicon Valley.

Finally, innovation flourishes where the creative people are. “Everything goes back to people and their talent,” Oppenheimer said. The best companies go out looking for creative people, even moving their physical operations to the cities where young, hungry talent is also likely to move. “In this new era, prosperity will mean inventing and reinventing constantly,” he remarked.

The Fast-Changing World of Work

Day two opened with Jean-Michel Caye, senior partner and managing director at The Boston Consulting Group (BCG), presenting findings from the latest WFPMA/BCG Creating People Advantage survey. He was followed by organizational behavior guru Jeffrey Pfeffer of Stanford University, whose upcoming book, *Leadership BS*, focuses on fixing “the hideously broken leadership industry.”

Pfeffer began by asking the audience, “Are you killing people in the workplaces you are overseeing?” He went on to explain that companies are failing to pay attention to human health and well-being when this should be an employer’s “sacred responsibility.”

What makes employees get sick, and even die, according to Pfeffer? Organizational decisions—like not offering health insurance, poor job design, long hours and shift work, lack of social support in the workplace, poor work/life balance, creating a climate of perceived unfairness and injustice, and—the big one—layoffs and job insecurity. For healthy people, Pfeffer said, losing a job increases the chance of developing a new health condition by 83 percent. The health effects of job loss do not dissipate even after the person finds a new job.

The best companies go out looking for creative people, even moving their physical operations to the cities where young, hungry talent is also likely to move.

Pfeffer pointed to research showing that layoffs do not improve a company’s economic performance, profitability, productivity, innovation or stock market price, inferring that they are often unnecessary. But bad HR management practices that ignore employee health are costly in terms of lives and profits, he asserted, citing 120,000 excess deaths per year and \$180 billion in turnover, absenteeism and medical costs as well as lost productivity. “When people go to work, they are trusting their lives and well-being to their employers,” he explained. “We must find ways to measure employee health and hold leaders accountable,” just as they are held accountable for safety and environmental impact.

The plenary was followed by a panel discussion on “Work without Borders” featuring Antonio Prado of the Economic Commission for Latin America and the Caribbean, Patrick de Maeseneire of ADECCO, Lucas Van Wees of Dutch airline KLM and Roberto Jana of ORACLE Chile, who gave their unique perspectives on the challenges of running a global business in a culturally fragmented world.

They were followed by Alessandro Carlucci, CEO of Brazilian cosmetics company Natura, who drew parallels between environmental sustainability and employee retention. When studies show that 60 percent of people are not happy in their jobs, “‘Retention’ is the wrong strategy,” he said. “People want to go, and you are not going to be able to use a program to keep them. You have to make them want to be there every day.”

The key is connecting them to their work, he stressed. Our lives today are characterized by alienation and fragmentation of our daily roles. Work is separate from play, family, nature and other parts of life. “But everything in life is connected. What we do in this room today is having an impact in China,” he noted. “We may never know how, but we can be assured that it is.”

Natura’s motto is “Bien estar, estar bien.” Harkening back to Pfeffer’s theme, Carlucci noted that the motto speaks to the idea that being well enables people to do well.

After breaking for lunch, attendees spent the afternoon in their choice of a dozen small workshops, with topics ranging from Generation Y to using poetry to inspire leadership.

Turning Innovation into Results

Ontological coach Rafael Echeverria of Newfield Consulting opened the morning sessions on day three with guided reflections on how language shapes the ways individuals understand themselves and how they approach life. He noted that organizations are “conversational systems” bound together by language. And language is what allows us to learn, take action and “build new realities.” Conversational skills are keys to entrepreneurship, creativity and organizational leadership, he said.

Instead of waiting for the best people to rise to the top over the course of their careers, pick out people with potential—they can be found throughout the operation—and give them special fast-tracked opportunities to learn leadership competencies and excel in the organization.

Rita Günther McGrath of Columbia Business School presented a “new playbook for strategy” that takes into account the rapid transformations of technology and the relatively short lifespan of the “next new thing.” Again, it all comes down to being innovative and having the mechanisms in place to deliver on transformative ideas. She observed that even though everyone talks about it, innovation crusades are often short-lived in the bottom-line-driven company culture. Management may pay lip service to innovation, “but this is usually the first budget to be cut,” she noted.

To be successful at innovation requires a different kind of “leadership mindset” than most companies are used to, McGrath observed. “Average organizations put their best people on solving problems. Excellent organizations put their best people on opportunities,” she noted. In other words, instead of focusing only on today’s problems, leaders must be looking at opportunities to unite the team to innovate for the future.



The 15th WFPMA Georges Petitpas Award honored Lynda Gratton, British organizational theorist, consultant and professor of management practice at London Business School (center, with WFPMA Immediate Past President Pieter Haen and Susannah Clements, deputy chief executive of the U.K.’s Chartered Institute of Personnel and Development). The award is given biennially to an individual who embodies the spirit of, and dedication to, the HR management profession.

To do this, managers have to be candid about their departmental weaknesses. “You can’t manage a secret,” McGrath said, quoting Ford CEO Alan Mulally, who is credited with turning the troubled automaker around in two years at the height of the global recession—in part by compelling executives to reveal the shrouded shortcomings of their departments in front of each other. That new leadership mindset led to shared problem-solving and more-targeted solutions, McGrath reflected.

William C. Byham of Development Dimensions International presented his latest thinking on leadership development, stressing the importance of identifying and nurturing “leadership acceleration pools.” Instead of waiting for the best people to rise to the top over the course of their careers, pick out people with potential—they can be found throughout the operation—and give them special fast-tracked opportunities to learn leadership competencies and excel in the organization, he advised.

Afternoon brought the presentation everyone was waiting for: Mario Sepulveda, a survivor of the 2010 San Jose mine collapse, held the audience’s complete attention as he told his story—from being raised poor as one of 33 children to his 70 days underground. Amid the fear, boredom, stress, comradeship and stubborn refusal to give up hope, he and his fellow workers came out of the ordeal with a new sense of pride in being a “simple, humble worker.”

He urged the audience of HR professionals to continue to develop and champion the worker at the highest and lowest levels of the organization. “We don’t want your jobs; we just want people like you to listen to us, respect us and make us part of your decision-making,” he said.

Sepulveda closed his talk by acknowledging and shaking hands with the Turkish delegation, recognizing the loss of their 301 miners in the Soma accident last May. “We have to keep working, because this is what we do,” he said, as the audience stood in ovation.

The next World Congress takes place October 19-21, 2016, in Istanbul, with the theme “Connecting People, Connecting the World.” [WL](#)

Martha Frase is Managing Editor of *WorldLink*.

WFPMA Rising

At the 2014 World Congress, the World Federation of People Management Associations (WFPMA) inaugurated its new Board and officers, which will be led by President Jorge Jauregui of the North American Human Resource Management Association (NAHRMA) and Secretary General/Treasurer Peter Wilson of the Asia Pacific Federation of Human Resource Management (APFHRM). Pieter Haen of the European Association for People Management (EAPM) has become immediate past president.



The new WFPMA Board for 2014-2016 was inaugurated in Santiago, Chile, on October 17. New and former officers pictured are, from left, Fernando Ariceta, Aida Josefina Puello, Izy Behar, Filippo Abramo, Bill Greenhalgh, Jorge Jauregui, Hicham Zouanat, Jeannette Karamañites, Miguel Ropert, Horacio E. Quirós, Pieter Haen, Ernesto Espinosa and Peter Wilson. Not pictured: Musharrof Hossain, Henry G. (Hank) Jackson, and Rajroshan Seeparsad.

In his inaugural address, Jauregui outlined the primary dynamic changes facing the world and, by extension, the people management profession: diversity and inclusion in its broader terms; unemployment, particularly for youth; sustainability; insecurity; unequal access to cutting-edge technology; the impact of robotics; and talent scarcity existing simultaneously with high unemployment rates in most countries.

These issues demand a clear and effective response from organizations, and from those who lead the human capital within them, he noted. This obliges us to redesign traditional concepts and to set up new strategies to really transform the way we operate HR functions today and in the future, according to Jauregui.

In this context, the WFPMA has a relevant role to fulfill, he said. “The vision, mission and values of our World Federation are the best framework for us to deal with the current challenges we are facing.”

Jauregui previewed the strategic plan he intends to submit for discussion to WFPMA Board members. It is based on four strategic platforms:

- To reinforce the expansion of the WFPMA through the Continental Federations.
- To promote the development of global standards related to HR.
- To be a more global organization recognized by its research in human capital.
- To increasingly be a reliable source for the exchange of high-impact best practices.

He added, “When we refer to ‘human resources,’ we are not talking about the arithmetic result of the list of names within a payroll, but to the multiplication of the resources that we all have as human beings—such as the experience, the creativity, the will to improve and many others—that each person voluntarily decides to apply in their work. Our job as HR leaders and professionals means impacting the lives of many people on a day-to-day basis. This is a huge responsibility and requires a great deal of commitment.”

Around the Region

Canada Eyeing new opportunities



With expectations for an improving economy, many Canadian workers are thinking of looking for new jobs next year, according to the Kelly Global Workforce Index. Forty percent of Canadian workers surveyed said they frequently think about quitting their jobs, compared with 32 percent in the Americas and 39 percent globally. More than 80 percent of all 230,000 North American respondents cited salary, benefits and other financial incentives as important drivers to change jobs, while approximately two-thirds mentioned work/life balance, opportunities for advancement and training/development programs as key factors.

Mexico Certificate partnership



The Mexican Association of Human Resources Management (AMEDIRH) teamed up with the U.S.’s Society for Human Resource Management (SHRM) earlier this year to create a professional certificate program exclusive to Mexico. AMEDIRH, Mexico’s largest HR organization, represents more than 12,500 HR executives. The two organizations are co-creating a 128-hour, nine-module certificate program that will focus on helping practitioners develop strategic and business expertise in the industry. The partnership agreement is the first of its kind for SHRM. The new program is not a preparation course for certification, but, according to AMEDIRH President Alberto de Armas, “It’s so fundamentally sound that people who go through it can eventually sit in on the certification process.”

United States Protections for undocumented immigrants



In a controversial move, President Barack Obama used a unilateral executive order to impose sweeping immigration reforms, easing the threat of deportation for up to 5 million undocumented residents. The order allows parents of U.S. citizens and legal permanent residents to remain in the United States and apply legally for jobs. They will not be eligible to vote and will not qualify for insurance under the nation’s new health care law. The measure would apply to those who have been in the United States for at least five years. They must pass a background check and pay taxes. The president urged Congress to make permanent and long-range changes to U.S. immigration law by passing a comprehensive bipartisan bill.

Sources: *Canadian HR Reporter*, *shrm.org*, Reuters.

Jauregui urged World Congress participants “to continuously aim to be better persons, in order to have better organizations and to aspire to live in an increasingly better world.”

Other board members for 2014-2016 include Hicham Zouanat, president of the African Human Resource Confederation (AHRC); Rajroshan Seeparsad, president of the Institute of Personnel Management, South Africa; Ernesto G. Espinosa, immediate past president of the APFHRM; Musharrof Hossain, president of the APFHRM; Izy Behar, president of the EAPM; Filippo Abramo, past president of the EAPM; Jeannette Karamañites, president of FIDAGH; Aida Josefina Puello, vice president of the Centro-Caribbean Region, FIDAGH; Henry G. (Hank) Jackson, president of the NAHRMA and president and CEO of the Society for Human Resource Management, U.S.; Anthony Ariganello, CEO, British Columbia HRM Association; and Sevilay Pezek Yangin, chair of the World Congress 2016. [wvl](#)

WorldLink Calendar

May 13-15, 2015

Interamerican Human Resources Management Congress (CIGEH 2015)

Centro de Convenciones, Barranquilla, Colombia

E-mail: dirección@acripnacional.org
Phone: +57 1 540 2020, ext 108 and 109

June 16-17, 2015

2015 National HR Conference IPM Sri Lanka **Bandaranaike Memorial International Conference Hall, Colombo, Sri Lanka**

Website: www.ipmlk.org/inhrc2015

June 28-July 1, 2015

SHRM Annual Conference & Exposition

Las Vegas Convention Center, United States

E-mail: globaldel@shrm.org
Website: www.annual.shrm.org

September 9-10, 2015

AMEDIRH 50th Human Resources International Congress

World Trade Center, Mexico City

E-mail: contacto@amedirh.com.mx
Website: www.amedirh.com.mx

October 19-21, 2016

WFPMA 16th World Congress on Human Resource Management **Istanbul, Turkey**

Website: www.wfpma2016istanbul.org

World Federation of People Management Associations (WFPMA)

WFPMA BOARD OF DIRECTORS 2014 – 2016

President Jorge Jauregui, Mexico

Secretary General/Treasurer Peter Wilson, Australia

Immediate Past President Pieter Haem, The Netherlands

Members **AHRC:** Hicham Zouanat, Rajroshan Seeparsad

APFHRM: Musharrof Hossain, Ernesto G. Espinosa

EAPM: Izy Behar, Filippo Abramo

FIDAGH: Jeannette Karamañites, Aida Josefina

Puello

NAHRMA: Henry G. (Hank) Jackson, Anthony

Ariganello

WFPMA 2016 World Congress Chair Sevilyay Pezek Yangin

MEMBER ORGANIZATIONS OF THE WORLD FEDERATION

AHRC (28)

AFRICAN HUMAN RESOURCES CONFEDERATION

Algeria, Angola, Benin, Botswana, Burkina Faso, Cameroon, Chad, Ethiopia, Kenya, Malawi, Mali, Mauritania, Mauritius, Morocco, Namibia, Niger, Nigeria, Rwanda, Senegal, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

President: Hicham Zouanat, Morocco

APFHRM (16)

ASIA PACIFIC FEDERATION OF HRM

Australia, Bangladesh, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Papua New Guinea, Philippines, Saudi Arabia, Singapore, Sri Lanka, Taiwan, Thailand, Vietnam

President: Musharrof Hossain, Bangladesh

EAPM (29)

EUROPEAN ASSOCIATION FOR PEOPLE MANAGEMENT

Austria, Belgium, Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia, Malta, Netherlands, Norway, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom

President: Izy Behar, France

FIDAGH (15)

INTERAMERICAN FEDERATION OF PEOPLE MANAGEMENT ASSOCIATIONS

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Nicaragua, Panama, Paraguay, Perú, Uruguay, Venezuela

President: Jeannette Karamañites, Panama

NAHRMA (3)

NORTH AMERICAN HRM ASSOCIATION

Canada, Mexico, United States

President: Henry G. (Hank) Jackson, United States

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WorldLink is the newsletter of the World Federation of People Management Associations (WFPMA). It is published by the Society for Human Resource Management, which is the Secretariat for the Federation. For further information, contact Peter Wilson at peter.wilson@ahri.com.au or the WFPMA Secretariat at WFPMA.Secretariat@shrm.org.

WORLDLINK

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

Martha J. Frase

Editor, *WorldLink* **E-mail:** Martha@frasecommunications.com

NEXT ISSUE

The next issue of *WorldLink* will be published in March 2015 and will feature the European Association for People Management (EAPM) and HR news from Europe.

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Design and Production by the Society for Human Resource Management, Alexandria, Virginia, USA