

# BEST PRACTICES *in HR*™

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## What Does Healthcare Reform Mean for Your Company?

Whether or not you favored healthcare reform, the legislation signed into law this March has important implications for employers.

The legislation “will impact every workplace and every employee,” said Mike Aitken, director of government affairs for the Society for Human Resource Management (SHRM), which has posted numerous related resources on its website ([www.shrm.org](http://www.shrm.org)). “The new law is complex with some aspects of the new law taking effect quickly and others unfolding over the next several years. HR professionals will need to keep ahead of the curve to ensure their organizations comply with the new and changing legislation.”

Here is an overview of key components of the new law:

- **Employer responsibilities.** Starting in 2014, an employer with more than 50 full-time employees must pay \$2,000 per employee if the employer fails to offer health coverage and has at least one full-time employee receiving a premium assistance tax credit or cost-sharing reduction created by the legislation. However, the first 30 employees are excluded from the calculation of the penalty.
- **Dependent coverage.** Beginning 6 months from enactment of the law, health plans that provide dependent coverage will be required to provide it up to age 26.

*(continued on page 2)*

## Coaching Builds on Strengths, Addresses Weaknesses of Newly Promoted Managers

The skills that make an employee a star in your organization are not necessarily the same skills that will help him or her excel if promoted to a management position. That’s why it is important to provide coaching to newly promoted managers, says Erroin A. Martin.

### Benefits of Coaching

A coach can help new managers build on their existing strengths, identify and address their weaknesses, develop new skills they need to be successful, cut through cultural barriers, and adjust more quickly to their new role, says Martin, business advocate, Von Gehr Consulting Group LLC ([www.vongehrconsulting.com](http://www.vongehrconsulting.com)).

Coaching can accomplish those types of results in ways that mentoring and

traditional training cannot, according to Martin. For example, when an informal mentoring relationship exists, mentors might avoid addressing certain issues because they feel that it is a supervisor’s responsibility to do so, he says. And trainers might not have the resources to follow up with each individual or to customize training to his or her particular needs.

Business coaches, however, create a specific plan tailored to the individual and hold him or her accountable for achieving identified goals within a certain time frame, Martin explains, adding that coaches address any potential shortfalls on a proactive—rather than a reactive—basis. They help the newly promoted manager “tackle the

*(continued on page 2)*

## Reform (continued from page 1)

- **Ban on lifetime limits.** Also starting on September 23, 2010, insurers will no longer be able to impose lifetime limits on benefits.
  - **Ban on annual limits.** The use of annual limits will be banned for new plans in the individual market and all employer plans starting in 2014.
  - **Ban on discrimination based on pay.** Effective September 23, new group health plans are prohibited from establishing any eligibility rules for healthcare coverage that have the effect of discriminating in favor of higher wage employees.
  - **Breaks for breastfeeding.** The legislation amends the Fair Labor Standards Act to require employers to provide unpaid breaks and a private location for employees to express breast milk.
  - **Tax on “Cadillac” plans.** Starting in 2018, there will be a 40 percent excise tax on any “excess benefit” of employer-sponsored coverage.
- An “excess benefit” is defined as one that exceeds \$10,200 for annual individual coverage and \$27,500 for family coverage. The thresholds will be indexed to inflation.
  - **Automatic enrollment.** Employers with more than 200 employees will be required to automatically enroll full-time employees in health coverage.
  - **Insurance exchanges.** States will create insurance exchanges that will be operational by 2014. The exchanges will be open to eligible individuals and to some employers (i.e., those with 100 or fewer employees before 2017 and larger employers beginning that year).
  - **Tax credits for small employers.** Starting in 2010, tax credits of up to 35 percent of premiums will be available to small businesses that choose to offer healthcare coverage to employees. The full credit will be available to businesses with 10 or fewer employees with average annual wages of \$25,000, while larger small employers will

see smaller tax credits. In 2014, the smallest employers will be eligible for a 50 percent tax credit.

In an analysis of the legislation, The ERISA Industry Committee (ERIC) highlighted several other key provisions, including:

- No preexisting condition exclusions,
- No cost-sharing for certain preventive services,
- A \$2,500 annual limit on contributions to health flexible spending accounts,
- Required annual reporting of the value of employer-provided health benefits on an employee’s Form W-2,
- An increase in the penalty for non-medical withdrawals from health savings accounts, *and*
- Elimination of the deduction for the Medicare Part D drug subsidy for employers who maintain prescription drug plans for Part D-eligible retirees.

## Coaching (continued from page 1)

most glaring weaknesses first” and facilitate an easier transition by mapping out goals to be accomplished within the first 30, 60, and 90 days, for example.

### Three Key Elements

Before any coaching experience can be successful, however, Martin says three key elements must exist:

1. **An openness to coaching.** Individuals being coached must “recognize that they’re ready to be coached,” he says. Otherwise, an adversarial relationship will develop.
2. **A good match.** “The personalities of the coach and coachee have to match,” he says.

3. **A shared goal.** “They have to commit to an agreed-upon plan,” Martin explains.

Ideally, coaching for newly promoted managers should begin before the promotion takes effect, or at least within the first 90 days, explains Martin. The first of 10 to 15 1-hour coaching sessions typically takes place in person, and the coaching relationship usually lasts “a little under 7 months,” depending on the individual and his or her particular situation. In his experience, about 65 percent of coaching sessions are face-to-face, while 20 percent take place over the phone, and 15 percent are held via Web conferencing, he says.

### Selecting a Coach

When selecting a coach, HR professionals (or employees who are hiring

a coach on their own) need to understand what the coach can—and cannot—do for them or the company, according to Martin.

He recommends inquiring about the coach’s background and experience and looking for a coach who has been certified through the International Coach Federation ([www.coachfederation.org](http://www.coachfederation.org)) or other reputable organization.

However, he cautions against making a selection based on certification alone. Although certification is important, Martin says a coach also needs to understand the company’s business model and market.

Robert L. Brady, J.D., *Publisher and Editor in Chief*; Chris Ceplenski, *Managing Editor*; Elaine Quayle, *Editor*; Karen Barretta, Kelly Griffin, *Contributing Editors*; Rebecca MacLachlan, *Graphic Designer*; Sherry Newcomb, *Layout Production*; Agnes D. Franks, *Marketing Manager*. *Best Practices in HR* is issued by BUSINESS & LEGAL REPORTS, INC. Editorial and business offices are located at 141 Mill Rock Road East, P.O. Box 6001, Old Saybrook, CT 06475-6001. ©2010 Business & Legal Reports, Inc.

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## Mentoring Promotes Diversity Among Leadership Ranks

The Spirit of Mentoring program is a win-win for Sodexo, Inc. and its employees. Since its launch in 2004, the program has helped increase the representation of women and minorities in leadership ranks and has enabled managers to “fulfill their potential” and develop “a strong bond with the company,” says Jodi Davidson, director of Diversity Initiatives for the Gaithersburg, Maryland-based company.

### ‘Premier’ Program Has IMPACT

The Spirit of Mentoring program includes three mentoring programs for exempt managers. “We are leveraging mentoring to create an inclusive culture and develop a diversity pipeline in the organization for leadership,” she says.

Sodexo’s “premier” mentoring program, the IMPACT program, started in 2005 with 45 partnerships between managers and has grown to 125 partnerships, according to Davidson. The year-long program includes an extensive selection process in which up-and-coming managers are paired with more senior managers—often of different races and/or gender.

Each January, participating mentees and mentors from around the country attend a 1-day kickoff event. In separate morning sessions, mentees and mentors learn about their respective roles and responsibilities in the mentoring relationship, she says.

After the company announces which mentors the mentees have been paired with and why, they spend the afternoon getting to know each other and solidifying their goals for the coming year, Davidson explains.

Sodexo ([www.sodexousa.com](http://www.sodexousa.com)) recommends that mentors and mentees meet at least monthly, she says. “Most of the relationships are virtual.”

Two months into the partnership, Sodexo checks in with mentors and mentees to make sure that each is comfortable with the match and that they are progressing toward goals. During months 4 and 8, IMPACT

participants take part in virtual webinars. At the end of the year-long program, they meet in person for a closing session, according to Davidson. “Officially, the relationship is one year, but most of our partners stay connected for years thereafter.”

In a recent study, Sodexo found that its return on investment (ROI) was 2 to 1 for IMPACT (i.e., the company saves \$2 for every \$1 spent). Davidson explains that this savings is predominantly tied to increased employee retention, as well as productivity and employee and customer satisfaction.

In addition, IMPACT participants have accelerated their development for job growth, and they report increased confidence and self-esteem levels and a strong sense of connection to the organization. With 120,000 employees, “the sheer size of the organization can sometimes lead to a sense of isolation.”

IMPACT is also beneficial to mentors, who say that the experience enhances their communication and active listening skills and helps them “better understand what it’s like to be in the trenches,” Davidson says.

### Informal Programs Offered

Sodexo also launched two informal mentoring programs for exempt managers, because “there were so many other people that we wanted to have access to mentoring if they so desired,” Davidson says.

The Peer2Peer program is managed by Sodexo’s eight employee Network Groups, and an employee must be a member of one of the groups to participate in the program. Although the groups charge a small membership fee, mentoring opportunities are one of the voluntary benefits that add value to members, according to Davidson.

Bridge, Sodexo’s other informal mentoring program, is geared toward newly hired, frontline, and other managers, she says. Those who want a mentor are encouraged to submit an online profile outlining their

**Who:** Sodexo, Inc.  
**What:** Offers mentoring programs for managers.  
**Results:** The number of minority managers has increased 15 percent in the past 5 years, and female representation in management has grown 8 percent since 2004. Its formal mentoring program has a ROI of \$2 for every \$1 spent.

development needs and to search a database of available mentors.

Meanwhile, all senior-level managers are required to submit a profile, describing their expertise and explaining why they want to *be* a mentor. Although participation is not mandatory for managers below that level, “people step up because they want to,” she says. Through word of mouth, “individuals hear the value that the mentoring experience is bringing not only to the mentee but also to the mentor.”

After deciding which prospective mentor they want to work with, mentees click on an “invite” button. The mentor can accept the invitation or contact the person to check that they are a good fit.

Sodexo received accolades for Spirit of Mentoring when the company was ranked number one on the 2010 DiversityInc Top 50 Companies for Diversity® list. Sodexo’s minority management population has increased 15 percent in the past 5 years, and female representation in management has grown 8 percent since 2004.

### Advice to Consider

Employers can leverage the benefits of mentoring with careful thought and planning. First, “be sure to align mentoring with the overall business and talent strategy,” Davidson suggests.

Second, “engage senior leaders in the process early on” and develop clear objectives for the program, she says.

Finally, Davidson recommends measuring the success of the program, which will help demonstrate that it is sustainable.



# From the Courthouse

## Terminated Police Chief Wants ADA Protection After Alcohol-Related Accident

The police chief for a forest preserve district in Illinois was terminated after he was arrested, and his license was revoked, following an off-duty motor vehicle accident in which his blood-alcohol content was nearly three times the state's legal limit. He claimed that his former employer violated the Americans with Disabilities Act (ADA) by discriminating against him on the basis of his disability: alcoholism.

**What happened.** "Ryan," the police chief for the Kane County Forest Preserve District, allegedly had four or five glasses of wine at the Moose Lodge before driving home. His car rear-ended another vehicle, and both the driver and passenger sustained injuries that required medical attention at a hospital. Ryan's blood alcohol level was .23.

His immediate supervisor, who was also the district's executive director, initially placed Ryan on paid administrative leave, but later terminated him even though he had not yet been convicted of driving under the influence.

In the termination letter, Ryan was told that the decision was based on "a number of factors all of which independently would justify your termination.

"Those factors include a pattern of errors in judgment on your part, your inability to perform your duties as director of Public Safety due to the suspension of your driving privileges, and engaging in conduct that is below the standard expected for this position."

Ryan responded by suing his former employer, arguing that the district had discriminated against him because of his alcohol problem, failed to accommodate his alcoholism, and retaliated against him for requesting a reasonable accommodation.

The district court granted summary judgment to his employer, concluding that Ryan had been terminated for misconduct—not because of a

disability. Even assuming that Ryan was disabled due to alcoholism, the district court said he was not a "qualified individual with a disability" for purposes of the ADA because he had violated clearly established work rules.

It noted that Ryan had violated the district's Standard Operating Procedure, which states that "all employees and members of the Department ... may be made subject of [sic] disciplinary action" if they violate "any federal, state, county, or municipal law."

The ADA "neither prevents employers from holding persons suffering from alcoholism ... [to] reasonable rules of conduct, nor protects alcoholics from the consequences of their own conduct," according to the district court.

Ryan appealed the decision to the U.S. Court of Appeals for the 7th Circuit, which covers Illinois, Indiana, and Wisconsin.

**What the court said.** The appeals court affirmed, saying that Ryan did not establish that he is a "qualified individual with a disability" (i.e., "someone who (1) satisfies the requisite skill, experience, education, and other job-related requirements of his employment position, and (2) can perform the essential functions of the position held or desired, with or without reasonable accommodation").

The appeals court said that, as a result of his misconduct, Ryan "failed to comply with universal workplace rules" and "could not perform an essential job function in that he was unable to operate a motor vehicle due to his suspended driver's license."

## THE LAW

Current use of illegal drugs is not a protected disability under the federal Americans with Disabilities Act (ADA) or the Federal Rehabilitation Act of 1973. An employer is therefore free to refuse to hire an applicant or to discharge an employee because that individual is currently using illegal drugs.

Alcoholism is considered a disability, but federal law provides that an employer may hold an alcoholic employee to the same qualifications and job performance standards as other employees, even if unsatisfactory performance is caused by the alcoholism.

While federal law does not protect alcoholics who cannot perform their job duties or current users of illegal drugs, some state laws do protect these individuals as "disabled."

Citing another case, the appeals court explained that: "Violation of a workplace rule, even if it is caused by a disability, is no defense to discipline up to and including termination ... Where the misconduct at issue involves a plaintiff's off-duty criminal behavior, an employer is not required to wait for the outcome of a criminal adjudication and/or have proof beyond a reasonable doubt before it can impose discipline."

The court concluded that Ryan's claims for failure to accommodate and retaliation also lack merit. *Budde v. Kane County Forest Preserve*, U.S. Court of Appeals for the 7th Circuit, No. 09-2040 (3/4/10).

## WHAT TO REMEMBER

When making decisions about adverse employment actions, employers should consider whether (1) the person has a current problem or if the matter is currently under

control, (2) the duties of the job present a potential hazard to customers or co-workers, and (3) the individual can perform the essential functions of the job.

## EEOC Commissioner Ishimaru Testifies To Senate on Paycheck Fairness Act

Stuart Ishimaru, a commissioner of the U.S. Equal Employment Opportunity Commission (EEOC), testified before the Senate Health, Education, Labor and Pensions Committee on March 11, 2010, in support of the Paycheck Fairness Act (HR 12) passed by the U.S. House of Representatives on January 9, 2009. The Act is awaiting action by the U.S. Senate.

In his testimony, Commissioner Ishimaru provided a brief history of the Act and continuing gender-based pay inequities. “In 1963, Congress passed the Equal Pay Act (EPA), amending the Fair Labor Standards Act to address pay inequities based on sex.

“At that time, Congress denounced sex-based wage discrimination as contributing to depressed wages, underutilization of the labor force, obstruction of commerce, and unfair competition.

“While the passage of the EPA and subsequent year’s passage of the Civil Rights Act of 1964 have done much to equalize pay for men and women in this country, in 2010 the pay gap continues to perpetuate the very same problems the Equal Pay Act (EPA) and Title VII were intended to combat.

“Much work remains to close the gap, to end gender pay inequity, and to deliver on the promise of equal pay for equal work,” he said.

He also noted that the gender wage gap persists with full-time, year-round female workers making 77 cents for every dollar earned by a male counterpart, citing statistics from *The Shriver Report: A Woman’s Nation Changes Everything* (2009). (A PDF of the report is available at [www.americanprogress.org](http://www.americanprogress.org).) The gap is even worse for women of color and people with disabilities, he added.

Ishimaru commented that gender-based wage discrimination is especially untenable now, as more families rely on the income brought in by women workers to pay their bills.

“Recent studies show that the current economic downturn is resulting in more women serving as the primary breadwinners for their families. This is because men are losing jobs at a much higher rate than women.

“You don’t have to be a mathematician to figure out that where women make 77 cents on the dollar versus their male counterparts, where a father’s wages are lost, an average family can lose over 50 percent of its income. If there was a time to act to remedy the gender pay gap, it is now,” he stated.

### Wage Discrimination Charges

EEOC has experienced a 30 percent increase in gender-based wage discrimination from Fiscal Year (FY) 2006 through FY 2009 with 2,252 sex-based pay discrimination charges out of a total of 93,277 total charges and 944 charges specific to the violations of the EPA.

“Through our administrative enforcement process alone in 2009, EEOC obtained almost \$19 million in monetary benefits for victims of wage discrimination,” Ishimaru noted.

The filed charges may just be the tip of the iceberg of gender-based wage discrimination. “Many workers operate under strict instructions not to discuss their pay with their co-workers, and fear retaliation if they go against those instructions,” explained Ishimaru.

“For this reason, many people earn less for potentially discriminatory reasons for many years without knowing it. These policies that prevent workers from discussing pay

create a serious barrier to charge filing under our equal pay laws.”

Ishimaru stressed that the Paycheck Fairness Act provides practical tools that should assist the United States in realizing the promise of equal pay, making it easier to establish violations of the EPA, with one of the tools being the refinement of the establishment requirement to comply with commonsense notions of how employers set wages.

Ishimaru’s entire testimony may be accessed at <http://tiny.cc/ed86s>.

You may want to continue to track the progress of the Paycheck Fairness Act as it awaits action by the Senate. If and when the Act is signed into law, it could have a significant impact on many employers.

In the meantime, a comprehensive review of current compensation policies and practices in your organization may save you considerable legal problems down the road.

To that end, Business & Legal Resources offers Compensation .BLR.com®, an online compensation resource that makes compliance easier by explaining state and federal compensation laws.

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Learn more at [www.blr.com/Compensation](http://www.blr.com/Compensation).

# Tips & Tactics

## Collaboration, Community Can Be Achieved in a ‘Circle,’ Says Author

Teamwork is probably more essential now than ever before as organizations struggle to accomplish the work tasks at hand with fewer people, and therefore, increased stress.

Christina Baldwin, coauthor of the recently published *The Circle Way: A Leader in Every Chair* (Berrett-Koehler, 2010), explains that the circle process can help. The book describes the circle as, “A group process that calls on an infrastructure of collaborative leadership functions where people establish a social safety network and take time to make authentic, thoughtful contributions toward fulfilling their intention for gathering. As a universal archetype, the circle symbolizes wholeness, inclusion, openness, and boundary.”

Baldwin explains further: “The essential elements [of the process] are that it takes a group of people and it puts them in a place where you can see everyone present.” This is similar to the type of gatherings that different cultures have held since the beginning of time to support one another and make decisions that impact the entire community.

### A Paradigm Shift

The process is face-to-face communication in a circle structure so no one person is more important than another.

“It’s a huge paradigm shift,” says Baldwin. “The circle process may be the biggest revolution coming into HR. It invites people into a collaborative conversation in which we say ‘here’s the problem; here’s the challenge.’ How do we best use the people we have remaining [after a reduction in force]? How do we invite them into a conversation so we can understand where the stress is shifting and begin to help with it?”

Human Resources often has to rearrange staff to work on new projects or rearrange teams or departments to make better use of employees. HR executives and other senior leaders may not recognize the stress that builds up in people until the absenteeism rate goes way up or someone who has been a good leader is suddenly screaming at their staff, for example, comments Baldwin.

It would be better for the department leadership [with HR facilitating] to sit down in a circle formation with everyone else and say, for example, “I’m hosting this meeting to discuss what we need to do next as a department,” she explains. The common task is placed on a piece of paper in the middle of the circle on a table.

“What the circle does is say: ‘here are the conditions that we’re all living with in one way or another. Let’s set up a conversation where we put the work in the middle and we’re the edges of the pie,’” Baldwin explains. “How do we divide this up in ways that best use the capacities of everyone involved? Let’s lean in and tell everyone how it’s really going [right now] and then do something with that information. This process doesn’t single out high producers or low producers. It just says that this is the task that needs to get done. How do we all contribute to it?”

Baldwin explains that instead of finger-pointing at people who aren’t getting the work done or highlighting the employees that may be overworked, the circle process can build a sense of community and collaboration, the sense that we’re all in this together and we can make it work.

The circle process can be used at any level of an organization and within any department or work unit, notes

Baldwin. She explains that the wisdom comes from all of the people in the room within a structure [the circle] that encourages a dialogue, an organized response to a clear question or issue.

She suggests that putting a symbol of the common shared purpose in the middle of the circle allows people to put down their emotions, opinions, concerns, and differences in the middle [figuratively speaking] and hear what each person is saying.

### Circle Process Components

Here are some of the main components of the circle process, according to Baldwin’s “Basic Circle Guidelines for Calling a Circle” fact sheet:

- **Intention**—The determination of who will attend, the time length of the circle, and types of outcomes expected. The caller of the circle invites participants.
- **Welcome or start-point**—The gesture that begins the circle—moment of silence, a brief inspirational reading, etc.
- **Establishing the center**—The center becomes a hub that all energies pass through and it holds the rim (circle of chairs and people) together. In the center is placed a symbol(s), objects that represent the intention of the circle. For example, for a healthcare-based group, it might be a photo of a patient with a nurse or a doctor with a patient or a stethoscope.
- **Setting circle agreements**—Establishing agreements allows members to have a free, open, profound exchange of ideas—respect, compassion, and confidentiality, for example.

The fact sheet and other resources are free to download at [www.peerspirit.com](http://www.peerspirit.com). The resources are listed in the left menu under “Downloadable Gifts.”

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[twitter.com/BLR\\_HR](https://twitter.com/BLR_HR)

## CBIZ Uses Performance Feedback Customized to Its Needs, Employees

Providing feedback to employees for ongoing career development is not only important for staff, but for senior executives and management as well. Sunny Claggett, vice president of Talent Management and Organizational Development for CBIZ, Inc., explains that the company uses the 360-degree feedback process for its senior executive management team, the CEO, business unit presidents, and directors.

CBIZ, with headquarters in Cleveland, Ohio ([www.cbiz.com](http://www.cbiz.com)), has three main divisions (financial services, employee services, and medical management) and approximately 6,000 employees.

The 360-degree feedback process is generally described as a leadership-development tool that consolidates survey data collected from various constituencies such as peers, superiors, and direct reports regarding specific competencies and the leader's performance in those competencies.

Some competency categories, as listed in the white paper, "The 360-Degree Feedback Process De-Brief Study Guide," by Marcie Levine, CEO and president of Survey Connect, Inc., might include communication, change, integrity, efficiency/productivity, and management.

### The CBIZ Feedback Process

Claggett explains that CBIZ uses the Active View 360 from Survey Connect ([www.surveyconnect.com](http://www.surveyconnect.com)), customized for their needs. "We work within each practice and each strata to determine the core competencies to be successful."

The raters for the 360-degree feedback are chosen by the leader being rated, with approval and input from that person's supervisor, says Claggett. The leader sees the aggregate report that includes comments, but not individual raters' feedback.

In most cases, Claggett says that leaders welcome the 360-degree feedback

process. She explains that one CBIZ leader commented to her that direct reports aren't necessarily going to provide open feedback to him even when asked for it. Staff may not feel comfortable telling a supervisor that he or she doesn't always communicate well, for example.

Claggett explains that "there's still a need for calibration of what I [as a leader] should be doing better and also to appreciate what seems to be working in order to continue [that behavior]. At this level, leaders are like sponges. They want to know what they can do to be better in their jobs."

"People [raters] tell their truths within their answers, and there's balance. They give a lot of credit where credit is due," explains Levine. For leaders, "it's not just what you have to fix; it's also what you should keep doing too."

Educating raters upfront about how to give feedback is necessary and helps them give balanced information to the leader being rated, says Claggett.

She explains that the 360-feedback process is completed in 3-year cycles at CBIZ. The first year is the developmental year, with only the person being rated and the coach (often an HR professional) seeing the report. "The report provides a baseline to see where you stand and what you need to work on [over the year]."

"The second year, after another 360-degree survey has been completed by the raters to determine how the leader is progressing, the report is given to the coach, leader, and leader's supervisor. The coach and leader's supervisor meet to discuss issues on which the leader needs to be coached, the supervisor and leader review results together, and the coach and leader discuss further plans for skill development up through the third year.

"The sense of accomplishment is visible when you sit with a person after

**Who:** CBIZ, Inc.

**What:** Uses a 360-degree feedback process that includes coaching for leaders and senior management.

**Results:** Senior leaders welcome feedback from direct reports and peers in order to provide the best possible business performance.

12 to 15 months and see that [the raters] have recognized your efforts" to make changes in behaviors, states Claggett.

For example, a leader who has been cited for micromanagement tendencies and not providing visionary leadership might make changes during that time frame, such as pulling the next level of leaders together for a summit to discuss his or her vision for the direction the organization needs to take and to receive input and thoughts from direct reports.

### Debriefing Is Critical

Claggett stresses that the most important part of 360-degree feedback is a good coaching debrief process. She says that leaders should never be left to review and understand the data on their own or to try to develop an action on their own to address their development needs based on the feedback they have received. "The HR function can be helpful with this," she suggests.

"Training for the debriefing can be done for one coach [HR professional] at a time or for a group," adds Levine. "Training gives everyone the same way to look at the data so you have some consistency with the feedback. It's essential for the success of the whole process."

Claggett says, "The other critical component to 360-degree feedback is that the senior leadership really has to buy into the process and say, 'I value this; I expect this to happen. I expect this to be a part of our culture.' Then the leader has to demonstrate this by implementing it for his or her own team and incorporating it into the culture."

# HR Tool Box

## 7 Basic Rules for New Supervisors

*Before you are a leader, success is all about growing yourself.  
When you become a leader, success is all about growing others.*

—Jack Welch, former CEO of General Electric

New leaders will develop their own style over time, but there are seven basic techniques that will help new supervisors lead successfully: empowerment, motivation, delegation, accountability, participation, feedback, and reliance on credibility and trust.

**1. Don't "Boss" Employees, Empower Them.**

Lead employees to feel they "own" their jobs and are responsible for their performance. Encourage initiative, provide training, and promote teamwork and cooperation.

**2. Use Motivation to Fuel Achievement.**

Have high expectations for employees, set reasonable goals, and maintain consistent standards. Provide clear direction, create a vision of success, and use personal motivators for each individual you supervise.

**3. Don't Be Afraid to Delegate.**

Decide what you need to delegate, define the task, outline what needs to be done step-by-step, and select the right employee for the job.

**4. Hold Employees Accountable For Results.**

Make sure employees understand your expectations and how to achieve departmental objectives. Monitor performance and provide support and assistance as needed. Explain what needs improvement and how to make it happen.

**5. Encourage Participation.**

Interact with employees daily in groups and one-on-one. Welcome employee input and encourage workers to share ideas and make suggestions. Involve employees in decision making and problem solving.

**6. Use Feedback to Promote Superior Performance.**

Be specific and base feedback on specific events, behaviors, or actions. Give feedback as soon as possible after the observed action or event. Identify what was done well or poorly and give constructive advice. Listen to what the employee has to say.

**7. Rely More on Credibility and Trust than on Your Power.**

Always set a good example, keep commitments, and never promise more than you know you can deliver. Always tell the truth, but always understand the importance of discretion. Be fair and provide equal opportunities for all employees.

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# HR

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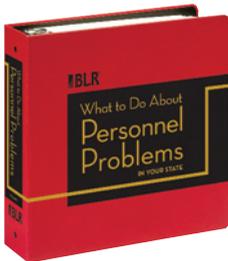
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