# A Guide for Business Leaders



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# **Prepare for the Future Today**

www.tomorrowsworkplace.net



# THIS GUIDE IS DEDICATED TO THE MEMORY OF WILLIAM ARTHUR (ART) HADFIELD 1924 – 2010

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# A MESSAGE FROM THE SURREY BOARD OF TRADE

The Surrey Board of Trade is proud to be a part of the Tomorrow's Workplace project in partnership with S.U.C.C.E.S.S. This project represents a chance to work collaboratively to ensure that our businesses are ready for the future.

By 2020 businesses will need different ways to find staff. Canada's workforce is aging as the baby boom generation slides into retirement. The economic fallout of shortages in IT, skilled labour, and health care could be devastating. We need to prepare our businesses – small or large, now!

The Tomorrow's Workplace Guide will make it easier for business to create solutions, to identify the workforce they need, to anticipate change, and to have a diverse workforce. The project is unique because it brings the community together to show how business and employment service provider organizations can work together to benefit their workplaces and the community.

The Surrey Board of Trade is a not-for-profit, member-based business organization, in operation since 1918. It currently represents more than 3,600 business contacts, and provides advocacy for business with all levels of government, networking opportunities, cost-saving benefits, access to international markets, and professional development.

I encourage all businesses, Boards of Trade, Chambers of Commerce, and employment service provider organizations to use this guide. In partnership with S.U.C.C.E.S.S. the Surrey Board of Trade thanks the project team, the business participants, the employment service provider organizations, and, of course, our funders: Ministry of Housing and Social Development, Western Economic Diversification Canada, and Coast Capital Savings.

Anita Huberman

Chief Executive Officer Surrey Board of Trade



# A MESSAGE FROM S.U.C.C.E.S.S.

S.U.C.C.E.S.S. is honoured to be part of the Tomorrow's Workplace project. This innovative concept grew from discussions at Vibrant Surrey. For the S.U.C.C.E.S.S. Business and Economic Development Division, the concept was simple: can highly focused and expert work, done in a collaborative and supportive environment, have a positive impact on the performance of local small and medium business?

S.U.C.C.E.S.S. is an organization devoted to community and service. Tomorrow's Workplace reflects our Mission and Vision. We hope to achieve the Vision of multicultural harmony by building bridges, leveraging diversity, and fostering integration through service and advocacy. Tomorrow's Workplace is unique in its work to leverage the diversity of Surrey by working with small business owners and staff to address factors needed for success. The enthusiasm and expertise of our fellow employment service provider organizations in Surrey helped make this a reality.

The project team discovered that effective small business workforce development can only be achieved by first meeting basic business needs. This has created a new paradigm for both business and community. There is a very real business case for diversity, but it is most productive only when the fundamental elements of business success are in place. We must work together as partners in business. When these needs are met, the benefits of inclusion are clear and natural.

S.U.C.C.E.S.S. applauds all those who helped make Tomorrow's Workplace a groundbreaking project. We look forward to moving ahead with the Surrey Board of Trade and our other community partners to make Surrey Canada's foremost business community in diverse workforce development.

I encourage all Boards of Trade and Chambers of Commerce to look closely at the guide and ask questions. I believe this dialogue will make us all stronger.

Tung Chan

Chief Executive Officer S.U.C.C.E.S.S.



# SECURING YOUR BUSINESS IN THE WORLD OF TOMORROW

Small business owners, by their very nature, are resilient, determined and tough-minded. But what got your business to this point may not be enough for you to prosper over the long term.

The *Tomorrow's Workplace Guide* adapts big business tools to small business issues: It is driven by the needs of business owners, addresses priorities identified by businesses, and reveals the importance of leveraging workforce diversity. It is for business owners and managers, Chambers of Commerce, Boards of Trade, business consultants, and human resources practitioners.

# This Guide is for you if:

You want to keep business efforts focused on what will make a difference
You want a proven strategic approach to improving business performance
You want to support members in building a diverse workforce and inclusive workplaces
You want to help clients align business processes and practices
You want to leverage your diverse workforce or community as a competitive advantage

The stories of *Tomorrow's Workplace* provide important practical information for small and medium businesses wondering "How do I adapt and thrive in the midst of a continually changing, dynamic business environment?" Here you'll find:

- ➤ How to identify key issues, barriers, and gaps to growth
- A strategic approach to help take your business to the next level
- ➤ How to leverage what you're already good at
- Practical solutions and personal stories from small businesses
- Links and references to other resources

This project has created a valuable community-based resource for any business, organization, or community dealing with issues of *small business performance and changing demographics*. Our *Guide* provides a systematic, holistic, and multi-dimensional approach for success.

#### A Bit of Background

The *Tomorrow's Workplace* project had its genesis in Canada's need for resilient and high-performing small businesses. We identified a number of performance barriers keeping businesses and communities from attaining their full potential:

- Ongoing small business time pressures: The sentiment that there is only enough time to focus on meeting immediate business commitments and that investing resources in becoming a higher performing business is impractical for economic and financial reasons.
- A disconnect among community partners: There is a lack of knowledge regarding services present in the community as well as knowledge about what the services offer



• The impact of skill shortages: The recognition that skill shortages will result in competition for employees, but uncertainty about how to approach this as a small business owner.

#### The Solution

This Guide answers these questions:

- What would happen if small businesses in Surrey were offered professional assistance to improve how they do business, ultimately leading to a multidimensional workforce with diverse skill levels and backgrounds?
- What if that assistance were grounded within their business association, the Surrey Board of Trade?
- What if other business organizations in Canada could benefit from Surrey's experience?

#### **Lessons Learned**

After eighteen months and thousands of hours of work, these lessons emerged from the project:

- 1. Your business culture is valuable and important, and it is the starting point for meaningful growth and change.
- 2. Small businesses, and the communities in which they work, have the same overarching goal: strong businesses mean strong communities.
- 3. Diversity in the workplace is a business issue.
- 4. Partnering with an external business consultant or group, such as a Chamber of Commerce or Board of Trade, helps you become better at what you are already good at.
- 5. Preparing for the future involves embracing new information and a willingness to change.



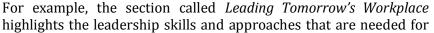
Prepare for the Future *Today* 



#### HOW TO USE THIS GUIDE

# **HAVE A QUICK LOOK AROUND**

The previous sections ask questions to help you determine how the Guide will benefit you. Some of you will follow the Guide section by section front-to-back, while others may want to jump around: either way, have a quick skim through the Guide to get an idea of the depth and breadth of the resources available at your fingertips.





the long term health of small and medium business. We have included a section on leadership skills because they help you set priorities, use productive problem solving, and execute plans effectively.

The Guide also provides a 360 Assessment framework to help you discover resources to improve your business. Each of the four modules deals with an element of the 360 Assessment, outlines what the area is about, why it is important, and how it works. Each module provides suggestions that will help you lead its activities, and what to expect from doing these activities. The module will also direct you to resources, and tell you how to get started.

Appendix 1 provides a blank 360 Assessment table for your use, and Appendix 2 provides a copy of the Employee Survey we used with five businesses. Appendix 3, "The Case Study", gives you a real life example of a small business and shows you what their 360 Assessment document looks like.

#### WHERE ARE THE DETAILED INSTRUCTIONS?



We recommend that you begin by conducting a complete 360 Assessment, determine your priorities to give you more scope for analysis, and step back to see the elements of your business in relation to the whole.

We recommend working with an external consultant to facilitate the process, or at the very least, with members of your executive team and staff. And don't be afraid to ask for help.



# BEHIND THE SCENES: HOW WE DEVELOPED THE GUIDE

When we started the project we were aware of the many existing resources available to small business owners. So why another Guide? Unlike other toolkits and how-to manuals, this Guide helps you develop a solid and strategic roadmap to the future.

We think it will help your business get to the next level because it:

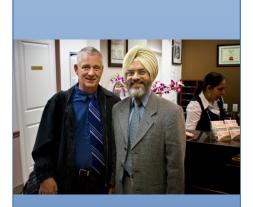
- Focuses on business results
- Takes a systems approach
- Adds value to day-to-day operations and business culture
- Shows how to engage a more diverse workforce that has a greater desire for meaningful work and opportunities to contribute
- Demonstrates the benefits of partnering with employment service provider organizations and local businesses.

#### What we did

The Guide, in large part, is based on in-depth work we conducted recently with small businesses in the Surrey region of Greater Vancouver. The first challenge was finding businesses that met all of the following criteria:

- 1. had up to 100 employees
- 2. wanted to improve business performance and were already operating on a sound basis
- 3. had an interest in exploring diversity

In the end, we worked with five businesses in the Surrey community over 10 month period.



#### Team Structure

#### Core team:

- ✓ 2 Business Analysts
- ✓ 1 Human Resources
  Specialist
- ✓ 1 Internet/
  Communications
  Specialist
- ✓ 1 Project Manager

# Valuing team:

- ✓ First Lead for

  Determining Project

  Value (oversight and guidance)
- ✓ Second Lead for

  Determining Project

  Value (assessor)

#### Associate team members:

- ✓ 6 Surrey Board of Trade staff
- ✓ 1 Film/Documentary

  Specialists
- ✓ 1 Researcher/
  Technical Writes



#### The 360 Assessment: The Heart of the Process

#### Conducting the Assessment

We developed a 360 Assessment using elements of the Balanced Scorecard model (Appendix 1 contains a sample instrument). Our application of the 360 Assessment provides a comprehensive snapshot of:

- Business Systems (Section A see pages 42 and 53 54)
- Culture (Section B see pages 43 and 55 56)
- Human Resources (Section C see pages 44 and 57 61)
- Community (Section D see pages 45 and 62)

#### Reporting Back

Once the results of the Assessment were compiled, we met with the business owner(s) to review the results. In addition to the Assessment results, we provided:

- a profile of their business
- a summary of key our findings
- a suggested timeline for our work with them
- an industry sector financial comparison
- supplemental information on the models we used
- results from an employee survey

#### **Setting Priorities**

Within 10 days we met with the business owners to review Assessment results and help them set priorities. Each item was evaluated and given a number from 1 to 5 (1 being the most important, 5 being the least relevant).

Priorities for each business were unique.

For information on

Strategic Planning see

Mapping the Journey to

Tomorrow's Workplace

(p. 16)

For information on Mission, Vision, and Values see Building the Culture of Tomorrow's Workplace (p. 19)

For information on
Finance, Operations,
Customers, and
Marketing and Sales see
Living in Tomorrow's
Workplace (p. 25)

For information on Human Resources,
Organizational Structure,
and Interpersonal
Processes see Human
Resources in Living in
Tomorrow's Workplace
(p. 25)



Each business then worked with a Business Analyst to focus on one or two of the following areas under *Business Systems* (See Section A):

- financial management
- strategic and succession planning
- internal processes
- customer service
- marketing, sales, and public relations

#### *Mission, Vision, Values* (Under Culture, Section B)

Clarifying each business' Mission, Vision, and Values was an important starting point for everyone. Once these concepts were clear we asked them to look for stories from their day-to-day experiences that captured Mission, Vision, and Values in action.

#### **Diversity** (Under Culture, Section B)

As other business needs were met, we were able to address diversity in the workplace. Three of five businesses were able to attend a three-hour *Dialogue on Diversity* session that provided an overview of diversity issues for businesses today.

As a follow-up, a four-hour skill-building session, *Diversity in Our Workplace: Building Stronger Teams*, was held for one business. This session was attended by business owners, managers, and half the workforce.

A two-hour session for another business provided the opportunity to explore the results of the five diversity focused questions on the employee survey (see Questions 13 – 17, Appendix 2) and focused on generational issues.

Cultural Assessment Elements, such as "Mission, Vision, Values" and "Diversity", are described in Section B.

#### **Human Resources** (See Section C)

Each business had the opportunity to work with the HR Specialist to address prioritized segments of human resources as outlined in Section C.

#### **Community** (See Section D)

While working with business participants, we also brought together employment service provider organizations (ESPs) whose clients are looking for work. We explored how ESPs can approach small businesses through a series of facilitated meetings. A project-sponsored conference and the *Tomorrow's Workplace Guide* launch event brought businesses and ESPs together.

A more detailed description of Community Assessment Elements can be found in Section D.



#### Concluding Our Work with Businesses

Before we finished working with each business, we met to review project work and our final report, provided a summary of the outcomes, and suggested next steps.

# Making this Guide Work for You: Three Critical Factors

- 1. Partner with an external business consultant or group, such as a Chamber of Commerce or Board of Trade is recommended
- 2. Be open to new information and willing to change
- 3. Use resources that have a research or evidence base to guide the process, such as *Good to Great* (Jim Collins) and the *Balanced Scorecard* (Kaplan and Norton)

# What to expect

We understand the time commitment required to complete this Guide. Yet we firmly believe it contains all the elements you need to follow to take your business to the next level. Here's what you can expect:

- For business owners: a different perspective on your business and how it works, and information, direction, and steps for succeeding in tomorrow's workplace
- For Chambers of Commerce and Boards of Trade: a way to provide value for and engage your small and medium business members, while helping build more inclusive workplaces that recognize the common goals of both businesses and ESPs
- For external and internal consultants, and HR Managers: a process and resources to support moving from "business as usual" to tomorrow's inclusive, resilient, and diverse workplace of the future

#### Resources

*The Balanced Scorecard: Translating Strategy into Action* by Robert Kaplan and David Norton, 1996, Harvard College

*Good to Great* by Jim Collins, 2001, Harper Collins Publishers Inc.

First Break All the Rules: What the World's Great Managers Do Differently by Marcus Buckingham and Curt Coffman, 1999, Simon & Schuster: Provides a short 12 question employee survey that will help you measure employee engagement and help you decide where you are as an organization. Questions 1-12 were used as the first part of our employee survey. We developed and added questions (13-17 on the Employee Survey – Appendix 2) to source feedback on culture and diversity.

*Performance Architecture: The Art and Science of Improving Organizations* by Roger Addison, Carol Haig and Lynn Kearny, 2009, Pfeiffer Publishers: A handbook for improving organizational performance written for anyone inside or outside the organization who takes on a performance consulting role.



# LEADING TOMORROW'S WORKPLACE

# **Leadership: The Key to Success**

Leadership affects all aspects of business including productivity, employee satisfaction, and retention.

Leadership involves ...

- Defining direction
- Communicating the direction
- Motivating, inspiring, and empowering contributions to business success



# Why do this?

Without leadership you cannot achieve success.

The 360 Assessment reveals the extent to which constructive leadership behaviours are present in the business. Leadership requires being strategically focused, applying behavioural techniques to build commitment, and supporting your people in achieving the best possible work. We have drawn on Kouzes and Posner's *Leadership Practices Inventory* to group the attributes of effective leadership that we identified during the project:

#### **Model the Way**

- Positive attitude, reliability, and pro-activeness
- Honesty and openness with the team

#### **Inspire a Shared Vision**

- Clear vision of business goals
- Ability to effectively communicate the business vision
- Focus on setting a clear direction
- Ability to engage with the views and needs of team members; listen first

#### Challenge the Process

- Strategic thinking: planning and developing strategies
- Commitment to innovation, risk-taking, and leading change

#### Enable Others to Act

- Firm commitment to meeting defined goals
- Ability to inspire team members to meet goals

#### Encourage the Heart

- Commitment to the team and the business
- Commitment to the happiness and wellbeing of the team



# Three things that will help you lead Tomorrow's Workplace

- 1. Conduct a self-assessment of your own leadership skills, and those of other key staff\*
- 2. Be open to feedback
- 3. Acknowledge and respond to input and feedback

#### Resources

University of Western Sydney, Australia <u>www.smexcellence.com.au/sme/module/leadership/8/62.html</u>: A structured e-learning site.

*Good to Great* by Jim Collins, 2001, Harper Collins Publishers Inc.

\*Leadership Practices Inventory by Kouzes and Posner, 2007, Jossey-Bass Publishers.

# **NOTES:**



# **MODULES**

# 1. MAPPING THE JOURNEY TO TOMORROW'S WORKPLACE

# **STRATEGIC PLANNING**

#### What is Strategic Planning?

Strategic Planning is the formal consideration of a business' future course. All strategic planning deals with at least one of three key questions:

- 1. What do we do?
- 2. For whom do we do it?
- 3. How do we excel?

# Why do this?

Planning allows us to consider options, potential challenges, unforeseen opportunities, knowledge gaps, identify resources required to move forward, and promote the successful implementation of new initiatives.



#### **How it works**

We used the *Planning* element from the Business Systems Section in the 360 Assessment. Strategic planning has two phases: **Long Term Planning**, which helps quantify long-term business objectives, and identifies the mechanisms and resources for achieving them; and **Short Term Planning**, which focuses on the next year. We found that most participant businesses had not formalized a long-term plan.

The chart on the next page illustrates a simplified strategic planning process.



# **The Simplified Strategic Planning Process**

# 1. Establish Mission, Vision, Values, and Objectives

- Financial objectives: sales targets and contribution to profit
- Strategic objectives: market share, reputation, and business position

# 2. Perform an Environmental Scan

- Internal analysis to identify strengths and weaknesses
- External analysis to identify opportunities and threats
- Industry analysis to identify entry barriers, suppliers, customers, substitute products, and industry rivalry

# 3. Develop Strategy

- Match business strengths to identified opportunities
- Address weaknesses and external threats
- Develop competitive advantage

# 4. Implement the Plan

- Set budgets, programmes, and procedures
- Organize resources to support the plan
- Empower staff to achieve objectives
- Define performance measures
- Define targets
- Evaluate results
- Make adjustments as needed

# 5. Monitor and Adjust the Plan



# Three things that will help you lead these activities

- 1. Clear Mission, Vision, and Values (see Module 2)
- 2. Complete 360 Assessment (see Appendix 1)
- 3. Willingness to source information needed to complete the plan

# What to expect

- Identification of new opportunities
- Anticipation and avoidance of future problems or setbacks
- A roadmap for continued success

# How to get started

- 1. Decide on a timeframe for your plan
- 2. Select an external facilitator
- 3. Commit to a series of strategic planning meetings to develop your plan

#### Resources

The Centre for Simplified Strategic Planning www.cssp.com: Offers seminars and book recommendations, a free five minute planning assessment, as well as tools for a fee.

Strategic and Business Planning Resource Centre (work911.com/planningmaster): Provides articles and tools for personal and business planning.

Strategic Planning Information Resources

www.business.com/directory/management/strategic\_planning/r eference: Provides a list of links to several resources.



"I highly recommend that anybody that has the opportunity to be involved with Tomorrow's Workplace do it! It brings your business focus into line. It forces you to do things that you've put off... Also, do it for your staff, that's where it really pays dividends." – Full Line



# 2. BUILDING THE CULTURE OF TOMORROW'S WORKPLACE

# MISSION, VISION, VALUES, AND STORIES

#### What is Mission, Vision, Values, and Stories?

Mission, Vision, Values work is the practice of discovering the core purpose of your business, the values you want to cultivate, and the overarching goal that can inspire you for the next decade or longer. In this context, *business stories* focus on how a true story about your business communicates company culture to employees, customers, clients, and other stakeholders.

# Why do this?

Every business owner and manager needs to know what he or she is trying to accomplish beyond routine day-to-day tasks. It is important to consider your business' reputation in terms of character and behaviour, and to have an inspiring vision that will keep efforts focused on the Mission. Business stories pass on your business culture, and allow Mission, Vision, and Values to come alive.

#### How it works

We used *Mission Statement, Vision Statement, Values Statements, and Stories* from the Culture Section in the 360 Assessment.

We combined material from Jim Collins' books, *Good to Great* and *Built to Last*, free resources on his website, and visual resources from VisualsSpeak.com. We used these resources to create sessions that invited business owners to involve employees in determining the business' purpose, values, "Hedgehog Concept," and "Big Hairy Audacious Goal." Using pictures helped spark stories and freed thinking.

We conducted several three to four hour sessions that focused on Mission, Vision, Values, and Stories. We used the stories of successful businesses and entrepreneurs to illustrate the way stories can make messages come alive.

Your HEDGEHOG CONCEPT is about understanding how your business passion, what you're best at, and your economic engine intersect – Collins

Your BIG HAIRY AUDACIOUS GOAL makes you feel compelled to try to create greatness -Collins



These sessions were a great opportunity to invite employees to share:

- their experience of the business
- ideas about what makes the business product or service unique
- their understanding of how things work
- how to do well
- ideas of where effort is misguided

# Three things that will help you lead these activities

- 1. Sharing without dominating or pulling rank
- 2. Creating a climate of inclusion (recognizing differences while ensuring that all have an opportunity to participate)
- 3. Acknowledging that your business culture is defined by the stories people tell

# What to expect

- Decisionmaking based on Mission and Values
- A new understanding of the way day-to-day operations align with the business' deeper aspirations
- Stakeholders retain the story when they have forgotten "the facts"

# How to get started

- 1. Identify reasons for being in business beyond profit
- 2. Decide what your business could be best at
- 3. Ask customers, employees, and suppliers why they think your business is different

"The Mission, Vision, Values process was right on the money" – Bedcetera



"Tomorrow's Workplace has helped us to further streamline our mission and our visions, where we want to be and where we want to go" – Full Line





#### **Resources**

Jim Collin's books provide a foundation for this work. You can find guidance for session formats on his website <a href="www.jimcollins.com">www.jimcollins.com</a> under tools: "Vision Framework".

*Made to Stick: Why Some Ideas Survive and Others Die* by Chip Heath and Dan Heath, 2008, Random House Publishers: Demonstrates how to make ideas "sticky".

The Heath brothers' blog <u>www.heathbrothers.com</u>: Keeps you up-to-date on the way the ideas are being used and has free resources.

The Story Factor: Inspiration, Influence and Persuasion Through the Art of Storytelling by Annette Simmons, 2007, Perseus Publishing: Explains the six stories you need to know how to tell and outlines "Story Thinking as a Skill."

Nicky Fried Consulting <u>www.nickyfried.com/Services.html</u>: Specializes in storytelling in a business. The four questions for a developing a story come from her work.



#### **DIVERSITY**

# What is Diversity?

The word Diversity is used when different perspectives and experiences are represented. Often understood as referring to ethnic and racial differences, it also includes a broad range of qualities and characteristics such as age, gender, sexual orientation, religion, disability, family, country of origin, language, and level of education.

# Why do this?

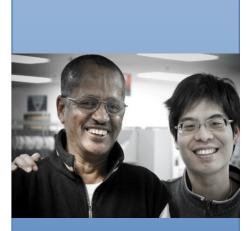
The baby boomer generation is reaching retirement while the birth rate has declined. This means the workforce will only grow through immigration and the inclusion of groups that were under-represented in the past, such as people with disabilities. As the boomers retire, business will need to recruit from groups that may not have filled these roles before. Understanding the role diversity plays in relation to your customers, stakeholders, and markets will broaden business opportunities.

#### How it works

We used the *Diversity* element from the Culture Section in the 360 Assessment.

We looked at workforce demographics to determine the current levels of diversity within the organization in relation to the community profile. We then evaluated responses to Questions 13 – 17 on the staff survey (see Appendix 2) to determine the presence of characteristics of an inclusive workplace. We asked employees to tell us how strongly they agreed or disagreed with the following statements which describe some key characteristics of an inclusive workplace:

- I feel free to contribute my opinions and state my beliefs.
- Differences are acknowledged.
- We are able to talk about internal and external diversity issues.
- Management is committed to working with people of diverse backgrounds.
- Company leaders stress the importance of diversity to the organization.



"We're engaging key people in every aspect in the organization that we probably would never have done otherwise. So you get a complete vision that's easy to get buy-in from everybody in the company from the entry-level assembler on up to our VPs." – Analytic Systems



We shared the results with business leaders and employees and provided information about how to make the business case for diversity in their organization.

# Three things that will help you lead these activities

- 1. A commitment to fairness
- 2. A willingness to learn about differences
- 3. Recognition that the intent and the impact of your actions may be different

# What to expect

- An increased awareness of the different needs and experience of individuals
- A better understanding of the opportunities and challenges that diversity brings
- A more engaged workforce

# How to get started

- 1. Recognize diversity within your business: customers, staff, and other stakeholders
- 2. Build your business case for diversity
- 3. Communicate your business case for diversity

"Organizations with greater staff diversity will generate more innovative ideas" – Wilson; Tsui & Guter

"The project made inroads into linking broader diversity issues to overall business performance" – Lead for Determining Project Value

"Organizations with greater staff diversity will be able to tap into new markets more effectively" – Wilson; Tsui & Guter





#### Resources

Hiring and Retaining Skilled Immigrants: A Cultural Competence Guide www.bchrma.org/pdf/itiguide.pdf : Designed for employers, and is the result of a BC Human Resources Management Association project funded by the federal and provincial governments.

S.U.C.C.E.S.S. SEED (Supporting Employers Embracing Diversity) Guide www.embracingdiversity.ca : The result of a SUCCESS project funded by the provincial and federal government. The focus is on resources for employers working with diversity.

The Return on Investment Virtual Guide of Resources [http://www.embracingdiversity.ca/ROItoolkit/index.cfm] is also helpful.

AccessWORKS [www.accessworks.ca/accommodationsOverview.php]: A consortium of experts in employment support and service, social enterprise and co-op operators, technical and adaptive support service providers, and advocacy and resource organizations focused on providing services for those with disabilities, employers, and organizations. The website has information, links to resources, and inspiring success stories.

Aboriginal Human Resource Council (www.aboriginalHR.com)



# 3. LIVING IN TOMORROW'S WORKPLACE

#### **HUMAN RESOURCES**

#### What is Human Resources?

Human Resources (HR) is a disciplined effort to link individual employees, teams, workplace communities, and internal expertise to the strategic needs and objectives of the business. It is also a source of "business memory." It retains the procedures and systems that help a business adapt and maintain high levels of service.

#### Why do this?

Your employees power your business. When the workday ends, your greatest asset exits your premises. All that remains is a building and equipment. People are the only dynamic asset of an organization and nothing happens without people. They hold the intellectual capital of your business, and they represent the knowledge, relationships, and skills your business requires.

#### How it works

We used the *Human Resources Section* from the 360 Assessment.

The assessment gave us an idea of how individual HR activities were aligned with business objectives. We identified gaps and provided recommendations.

The following items were used to determine HR priorities:

- 1. Key business objectives
- 2. The fundamental elements of HR:
  - Ensuring compliance with HR regulatory requirements such as employment standards, human rights, and workplace safety
  - Ensuring employees understand what is expected of them (job descriptions and performance goals)
  - > Employee development and skill building
  - ➤ Employee engagement tactics and sharing information about the core business

"The project helped us ensure our employees are happy" – Full Line



"It's easy to grow the business when people want to come to work for you, when you're identified as a workplace where people will be fulfilled." – Analytic Systems



3. The business' HR material (policies, procedures, compensation structures, performance plans, etc.)

We found that although HR programs prepare people to perform, HR was the least understood element of the business.

For example, one business owner said, "We don't have any HR concerns or issues." He asked that we focus on his business issues, including strategic planning, business development, and marketing. After one hour of discussion, he commented: "it seems that many of our issues are within our HR."

# Three things that will help you lead these activities

- 1. Understand the value employees bring to your bottom line and how this affects productivity. Ensure this is demonstrated day-to-day.
- 2. Believe that employees have the potential to achieve outstanding results and demonstrate this by taking a personal interest in their success. Communicate with your employees and seek their ideas and input on a regular basis.
- 3. Offer employees more than 'just a job': give them control and authority over some sector of work people need to belong and feel they contribute to business success.

#### What to expect

- More interest, input, and ideas for business improvement from employees
- A framework of people practices that ensures employees will be treated fairly
- The ability to source potential employees through referrals from your current staff who view the business as a great place to work

# How to get started

- 1. Determine which fundamental elements of HR are in place
- 2. Identify gaps in fundamental HR practices
- 3. Develop action plans to fill identified gaps



"HR managers should focus on developing a workplace culture that views diversity as a positive" – Kristensen & Markey





#### Resources

The Conference Board of Canada <u>www.conferenceboard.ca</u>: Access current information on Canadian HR research, strategies, and practices.

HR Council for Voluntary and Non-Profit Sector <u>www.hrcouncil.ca</u>: Check out their HR Resource Centre for the HR Management Standards, as well as other tools and resources.

Keeping the People who Keep you in Business by Leigh Branham, 2001, Library of Congress Cataloguing-in-Publication Data: A practical, straightforward resource for every people manager and HR professional. Branham combines research and practices on the critical business imperative – how to really motivate and keep your best people. This book includes checklists, questionnaires, and sample action plans.

#### **NOTES:**



#### **FINANCE**

#### What is Finance?

Finance is more than a financial accounting model. For small and medium business, finance means the people, technology, policies, and processes that determine tasks and provide information for decisions related to the financial resources of the business.

# Why do this?

Financial performance is a way for a business to measure an aspect of its sustainability, both in the short and long term. It deals with the interrelatedness of time, money, and risk. There are many measures of effective financial management, such as profit, return on assets, and inventory turns – the key is to determine which financial measures are most relevant for a specific business or industry, and then to monitor these on a regular basis.

#### How it works

We used the *Financial Management* element from the Business Systems Section in the 360 Assessment. This included an assessment of each business:

- Balance sheet
- Income statement
- Cash flow statement

We conducted a comprehensive comparison of the business' financial performance with industry standards and ratios, so that they could see how well they were doing in relation to their competitors. Key priorities for action by each company were identified and presented to management.

# Three things that will help you lead these activities

- 1. Attention to detail
- 2. Ability to set specific goals and measurement criteria
- 3. Understanding how time, money, and risk affect each other in your business

"Financial objectives can differ considerably at each stage of a business life cycle" – Kaplan & Norton



The drivers in the financial perspective will be customized to the individual, the company environment, and the strategy of the business unit" – Kaplan & Norton



# What to expect

- An industry context for your finances
- Identification of financial targets
- Improved chances for long term financial health

# How to get started

- 1. Obtain industry standards and ratios
- 2. Conduct a financial review
- 3. Consider the appropriateness of your current financial systems\*



#### Resources

University of Western Sydney, Australia <u>www.smexcellence.com.au/sme/module/financial/8/61.html</u> A structured e-learning site that provides in-depth information on small business management.

Canada One <u>www.canadaone.com/tools</u>: Includes an online magazine, a Canadian business directory, Canadian specific business resources, a technology centre, and several other promotional tools designed to help Canadians grow their businesses.

\*Industry Canada [www.ic.gc.ca/eic/site/ic1.nsf/eng/h 00140.html]: A Federal government department website that contains useful information and tools for business success. Of note is the North American Industry Classification System (NAICS) database that contains financial performance indicators by type of business.



#### **OPERATIONS**

# What is Operations?

Operations management focuses on the internal processes, systems, and controls that are used to manage and monitor the day-to-day activities of the business. Operations involve enhancing work and information flow to improve your ability to deliver products and/or services to your customers.

# Why do this?

To improve business performance.

#### How it works

We used the *Internal Processes* element from the Business Systems Section in the 360 Assessment. For the project, this included an assessment of each business':

- Policy and procedure manuals
- Operational controls and tools
- Roles and tasks of owners and employees
- Organizational chart

These elements varied tremendously among the businesses we worked with. For example, one business had established a Lean Manufacturing System for its operations while another had no written procedures. There are many tools that can be used to perform an operations review. These include: Six Sigma Principles, Lean, Process Reengineering, Performance Technology, etc.

# Three things that will help you lead these activities

- 1. Thorough knowledge of your business' operations
- 2. Ability to engage team members in investigating the best ways to deliver services
- 3. Fostering commitment to quality

"The project provided the needed catalyst for the business process" – Bedcetera



"Management
perspective was really
lacking. None of us are
management trained. We
are all technical people,
so the project provided a
really valuable and
different perspective" –
HY Engineering

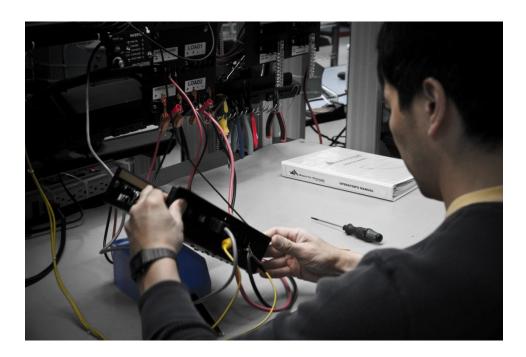


# What to expect

- Reduced costs of producing products and services
- Increased efficiency
- Potential innovation based on operations skills and knowledge

# How to get started

- 1. Review current business operations addressing all three levels: the work, the worker, and the workplace
- 2. Establish desired performance, assess current performance, and identify gaps
- 3. Identify root causes of gaps



# **Resources**

New South Wales, Australia, Department of Industry and Investment <u>www.smallbiz.nsw.gov.au</u>: An extensive e-learning site that covers many aspects of small business management.

University of Western Sydney, Australia: <a href="www.smexcellence.com.au/">www.smexcellence.com.au/</a>: A structured e-learning site that provides in-depth information on small business management.

Six Sigma: Continual Improvement for Business by William Truscott, 2003, Butterworth-Heinemann Publishers



# **CUSTOMERS, MARKETING, AND SALES**

# What are Customers, Marketing, and Sales?

For Tomorrow's Workplace, *Customer* includes: customer satisfaction, retention, acquisition, and profitability. *Marketing* includes all strategies for reaching and retaining customers. *Sales* reflect customer response to your goods or services.

# Why do this?

Customers drive your business; marketing attracts customers; and sales measure customer satisfaction and market reach. Being open to and staying up-to-date with fast changing trends, such as social media, will provide the best return on investment.

#### How it works

We used the *Customer Service* and *Marketing & PR* elements from the Business Systems Section in the 360 Assessment. This involved a review of the marketing and sales processes used in each business and any other customer-focussed activities.

The businesses we worked with spanned different sectors and had many diverse customers. Each way of marketing was unique to its situation.

Many businesses struggle with securing resources for adequate marketing and customer support. Still, every business needs a marketing plan to identify key markets, products, distribution channels, sales, and customer service strategies.

Key questions for developing a marketing plan include:

- What do customers experience when they come through the door?
- What are they looking for?
- What do they leave with?
- How does the experience compare with that at a competing business?
- What is the **wow** factor that will make the customer come back?



"The customer perspective enables companies to align their core customer outcome measures – satisfaction, loyalty, retention, acquisition, and profitability – to targeted customer and market segments" – Kaplan & Norton



# Three things that help you lead these activities

- 1. Ask staff with established relationships with customers what customers want
- 2. Build a sense of ownership for satisfying customers
- 3. Make customer experience top of mind

# What to expect

- A better understanding of the customer experience
- Improved customer retention and repeat business
- Increased sales

# How to get started

- 1. Identify your customer segments
- 2. Conduct focus groups with customers
- 3. Commit resources to the development of a marketing plan



#### Resources

University of Western Sydney, Australia <u>www.smexcellence.com.au/</u>: A structured e-learning site that provides in-depth information on small business management.

Canada One <u>www.canadaone.com/tools</u>: Includes an online magazine, a Canadian business directory, Canadian specific business resources, a technology centre, and several other promotional tools designed to help Canadians grow their businesses.

#### **NOTES:**



# 4. PARTNERS FOR TOMORROW'S WORKPLACE

#### COMMUNITY

#### What is Community?

Every business is located in a community, is affected by what happens in the community, and has an impact on the community. Employment service provider organizations (ESPs) within the community serve a variety of clients seeking employment and provide a mix of services for clients and businesses.

# Why do this?

Businesses that establish connections within their communities operate with more understanding of their social impact, and recognize that the health of the community profoundly influences their wellbeing. Increasingly, customers expect businesses to be sensitive to local community issues and needs, and want business to be involved in helping develop the community. Businesses are often unaware of the services and resources that community organizations can offer them.

#### How it works

We used the *Community Section* of the 360 Assessment. When we worked on the Mission, Vision, and Values we asked the business to identify their stakeholders. We discovered that most small businesses hadn't really thought about all the organizations and aspects of the community that had a stake in their success.

We found that community involvement is often tied to a special event, such as a holiday gift collection for charity. Most businesses had not thought about developing a partnership with an organization that fit with their Mission and Values, and were unaware of the resources available to them with the exception of co-op programs through local schools, colleges, and universities.

Thinking of Tomorrow's Workplace and skills shortages, the project focused on bringing together businesses and their community ESPs. We brought together Surrey's ESPs to determine their role in the community and their connections to local business, using the following methods:



"To make a difference in our community, we must begin by naming existing context and evolving to a way of thinking that leads to new conversations that produce a new context. It is the shift in conversations that increase social capital. Every time we gather becomes a model of the future we want to create."
- Block



- Focus groups that identified successes, challenges, and barriers to partnering with businesses
- Facilitated meetings
- An innovation workshop
- A professional development workshop

ESPs provide a free service to business, by sourcing and aligning skill set requirements, and facilitating placement of skilled, job-ready individuals within the business community.

# Three things that will help you lead these activities

- 1. Facilitation skills and an approach that empowers ESPs to discover their strengths and develop their own solutions to common problems
- 2. A series of events or forums on subjects of interest to both business and ESPs that will allow them to meet and partner around common objectives
- 3. Identify champions within ESPs and the business community

# What to expect

- Though small and medium businesses and ESPs have common goals, they live in different worlds and speak a different language. Their organizational cultures are different.
- Both small and medium businesses and ESPs need some preparatory work to allow their interactions to be fruitful.
- Businesses tend to focus on their immediate needs and do not take the coming demographic changes into account, and so may be unaware of the need to connect with ESPs.

# How to get started

- 1. Identify community stakeholders
- 2. Identify community resources that offer services that would benefit your business or your employees
- 3. Familiarize yourself with these community resources

"We can act only in time and space, we can act only from who we are. This apparent limitation is actually our greatest strength. In connecting to the world, even in the smallest wavs, we engage its complexity and we begin to shift the pattern around us. As we ourselves begin to shift, social innovation begins where the individual and the system meet. It takes courage to engage and stay engaged; it takes courage to act in the absence of certainty and clarity. But to not engage, to not connect does not mean that we protect ourselves from uncertainty." - Westley, Zimmerman & Patton





#### Resources

*Community: the Structure of Belonging* by Peter Block, 2008, Berrett-Koehler Publishers, Inc: Addresses the fragmentation of our communities and the way we can transform them through the power of small groups.

*Getting to Maybe: How the World is Changed* by Frances Westley, Brenda Zimmerman and Michael Quinn Patton, 2008 Vintage Canada Publishers: "About the art, the science and the experience of possibility" and uncovering ways we can change the world.

*The Power of Appreciative Inquiry: a Practical Guide to Positive Change* by Diana Whitney & Amanda Trosten-Bloom, 2003, Berrett-Koehler Publishers, Inc: Provides the information you need to begin with and build on what is working.

#### **NOTES:**



## CONCLUSION

#### THE IMPACT OF TOMORROW'S WORKPLACE: KEY FINDINGS

## I. The Leadership paradigm for effectiveness in Business and Community

Both business owners and employment service provider organizations (ESPs) consistently valued a specific leadership approach: a combination of personal humility and professional will. This combination promotes higher levels of personal and organizational effectiveness and permeates all workplace activity. According to a professional facilitator working with the ESPs, the most effective networking style is to "treat networking meetings as a place to give, not to get. By taking the high ground in your relationships, you plant far more seeds for growth than you ever will through behaviours typical of the networking mongrel."



The model most consistent with developing effective business and community relationships is often characterized as *Servant Leadership*<sup>1</sup>. This style implies cultivating the capacity to listen first, and then act out of deep seated conviction and concern, rather than personal ego.

#### **II. Business**

#### Tomorrow's Workplace Professionalism

Unanimously and repeatedly, interviewees stressed the professionalism of the Tomorrow's Workplace consultant team. The team delivered a thorough and "eye opening" process to business participants. Businesses felt that the consultant team facilitated a comfortable process (particularly given the intense time demands) and delivered quality feedback.

Unintended benefits were generated. For example, participation in Tomorrow's Workplace also elevated the issue of succession planning from a technocratic, legal issue to practical planning around the business legacy.



It takes more than a written guide to succeed in moving a small business "to the next level". Having the right people available ensures time is used well and that business owners can be confident in their change process.

<sup>&</sup>lt;sup>1</sup> Robert Greenleaf, 2004



#### **Business Knowledge**

Unanimously, business owners and staff stressed that their knowledge of business systems and practices were weak. They got into business with a particular skill or product in mind and their knowledge of business management and standards was low. This is a particular challenge for small and medium business because a majority of the owners' energy is invested in operations.

Business owners and staff relayed how the project's business systems and standards information will enable their businesses to grow, be more productive, and have a stronger legacy. The knowledge also enhanced their business confidence and translated into direct positive impacts on staff. Through increased business knowledge, participating businesses moved towards a more strategic and holistic approach.



To affect workplace composition and promote diversity, business infrastructure must be addressed first. When those needs are met, workplace diversity follows as a natural part of business development. Diversity cannot be effectively promoted in isolation.

# Diversity of Diversity

Participating companies felt strongly that their businesses were already diverse from an ethno/cultural perspective (i.e. high level of cultural diversity already present). Participation in Tomorrow's Workplace did help businesses make links to broader diversity issues affecting overall business performance. This *diversity of diversity* developed as each business found relevant information about diversity issues reflected in their operations (including future employee development, marketing, succession, and generational differences).

Diversity is a highly contextualized issue. This speaks to the value of having individually targeted diversity workshops. Distributing generalized information will not provide tangible outcomes.



Business change around workforce diversity can only be developed through individualized interaction. The use of generalized seminars, while informative, tends to be ineffective in achieving change.

#### **III.** Business and Community

An emergent theme in evaluative interviews was a high level of appreciation for the existence of the project. Businesses valued the involvement of the Surrey Board of Trade and recognized the broader value of having an intervention aimed at enhancing the quality and sustainability of businesses in a community. This was particularly true for small and medium businesses, who have limited resources available to address business development issues and/or hire external consultants. The community economic dimensions of these processes – enhanced business performance and business sustainability – were recognized and valued by project participants.





Community is important in developing small and medium businesses. To be effective, the community must listen to and support the owners in addressing issues they identify as important. Dynamic business organizations like the Surrey Board of Trade play a pivotal role in achieving this.

## Building Community Capacity in Support of Small and Medium Business

One of the objectives of Tomorrow's Workplace is to demonstrate to businesses the value of an important local asset: community based ESPs. The original goal was to connect and integrate ESP staff with participating businesses. This proved to be impractical because these groups had no existing partnerships. We decided to refocus our efforts on communication and capacity building among these groups. As a result, our goal shifted to: *Prepare ESPs in Surrey to interact with employers and foster a productive partnership with businesses.* 

Both Tomorrow's Workplace and ESP staff felt that in order to build effective and productive relationships with business, group coordination and skill building were necessary. This was achieved through a series of meetings and seminars, culminating in an interactive workshop that focused on building strong, enduring working relationships with business. This workshop prepared the group for employer interaction at the *Guide for Business Leaders* launch event.



It is critically important to take a partner-driven approach to community-based and business-focused partnerships. While this requires flexible goals and timetables, the result is a much stronger developmental base for future relationship development.

#### **Employment Service Provider Organizations (ESPs)**

Service providers with employer focus are highly motivated to participate in Tomorrow's Workplace.



"Business is my ultimate client. I have to be effective to stay in business myself."

"It's an intrinsic part of what we do."

Motivation is not enough: building inter-agency collaboration required assistance.



"Because of the Tomorrow's Workplace focus on employer needs (rather than our own), it altered our perspective: we realized the need for interorganizational cooperation and development. Creation of the Surrey Job Developers' Network was a direct result of the Tomorrow's Workplace project. It created a place for us to know one another and appreciate the value of meeting monthly."



Achieving real change takes time: there is much work left to do.



"Now we feel prepared to work with local businesses as true partners, and look forward to developing new relationships."

"We are talking about achieving a major culture shift in Surrey's employment service provider group."

## IV. Replicating Tomorrow's Workplace

#### Time and Urgency take Precedence over Learning and Change

When Tomorrow's Workplace began, the Project Team made the assumption that small and medium business would embrace the project to take advantage of the significant level of consulting service available at no cost. Ultimately, team resources required to recruit participating businesses was far greater than anticipated. For example, over fifty businesses were approached to participate in Phase Two of the project. Forty-eight ultimately declined to participate primarily due to time constraints. This had the effect of shortening the time available to work with businesses and diverted consulting resources to business recruitment.

All businesses mentioned that the project required a considerable time commitment (often exceeding initial expectations), but ultimately thought the process was well worth the effort. This feedback provides guidance around how to manage expectations for future efforts, pointing to the need to properly prepare business participants about the steps and value of the process.



To develop diverse workplaces, the process of developing business owner understanding and appreciation of its importance requires an individual business focus, skilled preparation work, and significant time and resources.

#### Story Telling: Value in Context

A significant amount of the project resources were invested in a video project to tell the story of Tomorrow's Workplace. Ultimately, businesses found the greatest value in a video clip approach. Short, high impact clips profiling the business story are valuable to business owners in marketing their business as socially and culturally responsible.



Storytelling must be highly focused and broken into short video segments. These digital stories are of intrinsic value to business owners.



# TOMORROW'S WORKPLACE: FUTURE VALUE

This project has created a community based resource of value to any community dealing with issues of small business performance and changing demographics. Our Guide provides a systematic, multi-dimensional approach for business success.

The Guide is a collection of learnings for which we provide context. This information is the first step in your learning journey. We suggest you continue by contacting the Tomorrow's Workplace Team through the Surrey Board of Trade.

The Tomorrow's Workplace website will continue to be maintained by the Surrey Board of Trade, and S.U.C.C.E.S.S. will provide coordination for follow up with other interested businesses.





# **APPENDIX 1: 360 ASSESSMENT**

Instructions for using the assessment template:

- 1. Determine best practices, metrics and measures appropriate for the business for each assessment element.
- 2. Determine the current status of each element for the business (actions might include reviewing documents, observing work, or conducting interviews with business stakeholders owners, managers, employees, suppliers, customers or others).
- 3. Determine the gap (if any) between the metric/measure or best practice and the current status of the assessment element in the business.
- 4. Decide on the business goal for each assessment element.
- 5. Briefly identify potential key improvements/actions items for the element.
- 6. Set priorities for action (1 to 5 with 1 as the as the highest priority and 5 the lowest priority).
- 7. Set time-based targets for accomplishing the action plan for top priority items.
- 8. Determine action items for top priority items.
- 9. Develop action plan for action items.

	Business Systems (Section A)							
Assessment Element	Best Practice, Metric, or Measure	Current Status	Our Business Goal	Improvement Needed/Action Item	Priority (5=high, 1 = low)			
Financial Management								
Planning								
Internal Processes								
Customer Service								
Marketing & PR								



	Culture (Section B)						
Assessment Element	Best Practice, Metric, or Measure	Current Status	Our Business Goal	Improvement Needed/Action Item	Priority (5=high, 1 = low)		
Mission Statement							
Vision Statement							
Values Statements							
Stories							
Diversity							
Decision Making Processes							
What is Rewarded							
Conflict Style							
Stakeholder Relations							



Human Resources (Section C)						
Assessment Element	Best Practice, Metric, or Measure	Current Status	Our Business Goal	Improvement Needed/Action Item	Priority (5=high, 1 = low)	
Policies and Procedures						
Managing Communication: Employee Relations, Employee Participation, Distribution of Information						
Performance Management: Job Descriptions, Goals, Measures						
Recruitment						
Retention						
Orientation, Welcome and Integration						
Developing People: Training Critical Skills						
Rewards: Pay Philosophy, Benefits, Recognition						
Employee Engagement						
Succession						
Legal Compliance: Employment Standards, Human Rights, Worker's Compensation, Privacy, Common Law						



Community (Section D)							
Assessment Element	Best Practice, Metric, or Measure	Current Status	Our Business Goal	Improvement Needed/Action Item	Priority (5=high, 1 = low)		
Community Stakeholders							
Community Involvement							
Community Resources							



# APPENDIX 2: TOMORROW'S WORKPLACE STAFF SURVEY

This brief survey is designed to let us know how things are going for you. It will take less than 15 minutes and will give us an idea of where we are meeting your needs and where there's room for improvement. Be candid; the survey is anonymous. Results will be compiled by Tomorrow's Workplace consultants. To keep it confidential, just enclose your finished survey in the envelope provided and deposit it in the designated collection spot. Thanks for taking part!

Tell us the extent of your agreement with each of the statements below by checking the box that matches your feelings about the statement.

		Strongly Agree	Agree	Can't decide	Disagree	Strongly Disagree
1.	I know what is expected of me at work.					
2.	I have the equipment and materials I need to do my work right.					
3.	At work, I have the opportunity to do what I do best every day.					
4.	In the last seven days, I have received recognition or praise for doing good work.					
5.	My supervisor, or someone at work, seems to care about me as a person					
6.	There is someone at work who encourages my development					
7.	At work, my opinions seem to count.					
8.	The mission/purpose of my company makes me feel that my job is important.					
9.	My co-workers are committed to doing quality work.					
10.	I have a best friend at work.					
11.	In the last six months someone at work has talked to me about my progress.					
	In the last year I have had opportunities at work to learn and grow.					
13.	I feel free to contribute my opinions and state my beliefs.					
14.	Differences are acknowledged.					
15.	We are able to talk about internal and external diversity issues.					
16.	Management is committed to working with people of diverse backgrounds.					
17.	Company leaders stress the importance of diversity to the organization.					

Thank you for taking the time to complete the survey



# **APPENDIX 3: CASE STUDY**

# SHARING A TOMORROW'S WORKPLACE JOURNEY: VALUED BUSINESS INC.

### **Purpose**

This case study is provided to give you an idea of how the project process worked in practice.

# Scope

The case study draws on our work with businesses that participated in Tomorrow's Workplace. Experience has been compiled in order to provide a generalized example. The project consultants' objective was to help businesses move from "good to great"; however this was only accomplished by working in close partnership with business owners. Business owners are the champions and leaders and without their willingness to explore new perspectives, lead change, and support employees, the story would have remained unwritten.

## **Your Story**

Every business is unique. When you embark on the journey to improve your business using the Tomorrow's Workplace model, your priorities and deliverables will depend on your business culture, your business objectives, and current gaps as determined through the 360 Assessment.

#### **About Valued Business Inc.**

This company is owner-operated, has over fifty employees, and has been in operation for twelve years.

The Tomorrow's Workplace consultants selected this business because it was established, was connected to the community, and was open and willing to look at new ways of moving the business forward.

An owner of Valued Business Inc. shares his views:

"Although we were pretty happy with the way things were going with the business, the concept of having people come into the business to do a global assessment of our business and give us feedback on how we could do it better, was very interesting to us. We weren't really sure what we were getting into at the outset."

Valued Business Inc. already had a successful business model, an engaged leadership team, and dedicated staff, many of whom had been with the business for years. They had a vision of business growth for the near future, and decided to take the time to work with us to get ready for that future.

## 360 Assessment

Our team of consultants built collaborative relationships with Valued Business Inc. leaders and employees, and earned credibility and trust through their approach. Building this values-based partnership allowed the business to feel confident in sharing business information with project consultants, and confident in allowing consultants to engage directly with their staff. Trust was



paramount to source and compile information for the 360 because we needed access to internal business information. We used the following information gathering methods:

- individual interviews with each of the leaders and managers of departments
- review and discussion of information: financial data, website content, HR policies and procedures
- information gathering meetings with other employees selected to provide consultants with both a broad understanding of business activities and information about all levels of the organization
- employee survey

#### **Recommended Solutions**

The 360 Assessment report was reviewed in detail with the owners, who then discussed details with their leaders and managers. With a focus on key business objectives, and the 360 view of the whole business, business owners were able to determine priorities for action during the project.

While businesses are always in development and looking to improve, selecting priorities that will have the biggest impact on the business can be a challenge. Discussions with the leadership team revealed differing views, and allowed a focused approach to addressing gaps between the current state and desired state.

#### Mission, Vision, and Values

Once the priorities had been established, we were ready to conduct the Mission, Vision, and Values workshop. Valued Business Inc. committed to have half its workforce attend the first session. Through facilitated exploration, the group developed draft mission statement ideas; decided on and prioritized day-to-day values that support the business; and discussed the importance of vision. This was the first workshop the business had held where staff from every area of the company contributed to a successful outcome.

Two more Mission, Vision, and Values meetings were held. The first meeting was with a smaller group of employees and managers to review the workshop outcomes and the objective was to bring statements to final draft. A second meeting was held with the leadership team where the final draft statements were reviewed, refined as needed, and adopted as the Mission, Vision, and Values of the business.

# **Recommended Solutions and Implementation**

#### Develop a Strategic Plan

Once Mission, Vision, and Values were established, the consultants began the strategic planning process. The business leaders already met annually to review the previous year's accomplishments, and plan for the year ahead. Like many businesses, they lacked a structured three to five year strategic plan, inclusive of their Mission, Vision, and Values. Tomorrow's Workplace begins with a solid business plan; this was achieved through the strategic planning process. A formal process that



referenced Mission, Vision, and Values for decisions about the future helped create a more comprehensive plan.

#### **Human Resources Initiatives**

The business had some of the basics in place, but also had some gaps.

Compliance: Although the intention to comply was there, some areas of compliance were not well understood. This caused information gaps in compliance systems and the inconsistent administration of potential risk areas, such as leaves of absence. On the other hand, workplace safety programs were excellent and well understood by everyone in the company.

Outcome: The consultants provided information that helped clarify the intention of legislation which led to a review of the systems that monitored compliance. By making some small changes in procedures the business became compliant.

A selection process for recruiting, role descriptions, and a performance appraisal process: The 360 Assessment revealed that these elements did not reflect the Mission, Vision, and Values and were inconsistently used by every department in the organization.

Outcome: Working with key staff, we developed an overall recruitment strategy plan, and prioritized initiatives that would best support sourcing and hiring the best candidates. The selection process was also revised to include Mission, Vision, and Values, ensuring that "culture fit" was incorporated as a key segment for candidate selection.

Job descriptions: Valued Business Inc. selected compensation design as a priority. Job descriptions were not available for every position, and there were varying formats for existing descriptions. The organization chart and the existing job descriptions did not always correspond.

Outcome: A job description review and organizational structure analysis were a part of this process that captured the key accountabilities for each role. The compensation work was undertaken in order to ensure the company would remain competitive as an employer. This included developing the compensation philosophy, employee policy, sourcing external salary information for jobs, and setting the path for ranges, and movement between ranges.

Individual focus: Employee development and skill building was not tied to strategic business objectives and the basis for company support of employee education was based on the individual.

Outcome: Through this work and through the strategic planning process the owners realized the importance of a more focused employee development and skill building for both succession and employee engagement. The organization then initiated a process that sourced the current skills, experiences, strengths, and interests of all employees. They want to ensure that, as the company grows, their valued internal staff are considered for the new opportunities.

Information dissemination: Meetings and bulletins were used to inform employees of company news. However the information tended to flow from the business owners to employees with few mechanisms for information flowing from employees to owners.



Outcome: As a result of the Mission, Vision, and Values sessions the owners realized that employees shared the vision and values of the company and had many ideas to contribute to achieving the mission. This led to a consideration not only of new ways to keep employees informed, but also how business information could be shared with more staff.

The owner commented that all small and medium businesses should jump at an opportunity to go through the Tomorrow's Workplace process:

"They're going to learn an awful lot about themselves and their business, and what it takes to remain competitive. In order to keep your business competitive, you have to have good people. It doesn't really matter what business you're in, business comes down to the people you employ, and they walk out the door at 4 o'clock every day. You want them to come back to work the next morning. Often that has little to do with money and everything to do with quality of life and vocational challenge. Tomorrow's Workplace really helped us to identify how we can build on and improve on those areas. It's easy to grow the business when people want to come to work for you, when you're identified as a workplace where people will be fulfilled.

Labour is going to be in short supply and this recession isn't going to last forever. We will see things turn back to when it's a buyer's market for the labour supply, and getting and holding good employees becomes difficult again. Preparing for that, I feel is the underlying theme of Tomorrow's Workplace, how to differentiate your workplace from the one next door."

#### Workforce Diversity

Diversity of many types was well represented in Valued Business Inc.'s workforce. Diversity existed at all levels and in all departments. Staff came from virtually every continent on the planet. In the summer, many of the staff headed oversees to visit with families in countries such as Romania, Fiji, and India.

A workshop that focused on understanding what diversity means in day-to-day interactions and how to recognize and utilize the rich perspectives a diverse workforce brings helped the awareness of the whole staff and allowed issues to surface in a constructive context.

#### Results

Valued Business Inc. is well positioned to fulfill their strategic growth plan.

The owner's views:

"Tomorrow's Workplace has been a very good program, it was also very challenging: everything from reworking our mission statement, our values, and our vision, to the nuts and bolts of how we become a twenty-first century employer.

We thought that the project would give us a vision across the business for how we can grow that is accepted by everybody. One of the key points is, rather than developing the vision at the top and flowing it down, the Tomorrow's Workplace consultants helped us build the vision from the shop floor up. We engaged key people in every aspect of the organization that we probably would never have done otherwise. So you get a complete vision that's easy to get buyin from everybody in the company from the entry level on up to our VPs."



# The Tomorrow's Workplace Project process with Valued Business Inc.

	Activity	Why	Outcomes
1	Conducted the 360 Assessment	To assess the current state of all segments of the business.	A snapshot of the whole business to compare best practices and identify gaps.
2	Compiled 360 Report of Findings for Owners	To discuss findings and source owner's input to determine if our findings were accurate	With a common understanding of the current state of the business, the TW team, and the owners were 'on the same page'. This allowed for discussion of 'what's next'.
3	Determined 360 Priorities	To select key priorities that will have the greatest impact on the business. This sets the path for action.	Key priorities became the action plan to move forward. We then determined what would be possible within our timelines, and developed each deliverable within that scope.
4	Facilitated a "Mission, Vision, Values" (MVV) Workshop	To engage employees and managers in exploring the core business purpose, the values held by the business, and to gain clarity of the future vision.	Half of the staff attended the session, and through a facilitated process, explored the values and mission of the organization. Staff at all levels, roles, and departments attended to ensure an inclusive perspective.
5	Conducted 2 follow up MVV sessions with a select group of employees and managers	The MVV staff workshop was the starting point for staff input. Further time and input was required to move forward, ensuring the core workshop findings were intact.	Met with a select group of employees, and then conducted a third session with the leadership team to finalize the statements.
6	Change and Improvement Plan	To identify 'what's changing here' so the leadership team would have an aligned, collaborative view going forward.	We facilitated a half-day session with the management team to explore the scope of what would be changing. Views on changes to approach and leadership were discussed and the group achieved consensus on the principles for leading change at the company.
7	HR Planning	To develop plans for the selected HR priorities.	Initiatives were developed for: compensation design, recruitment and internal promotions, and an assessment of employee skills.
8	Strategic Planning	To plan the business's future course for the next 3 years.	A 2-day strategic planning session enabled the leadership team to formalize a detailed, structured, 3-year plan. Leaders were then charged with cascading new initiatives to meet the agreed-upon plans.



9	Compensation Planning	To develop a clear compensation philosophy and processes.	The business updated their role descriptions in order to match jobs with the marketplace; participated in market surveys and have set details of their compensation philosophy and processes.
10	Diversity – Building Stronger Teams	To engage employees in exploring and enhancing their diverse teams.	A workshop was facilitated for employees to explore a broad scope of diversity, and how an understanding of differences builds inclusivity.
11	Final Report	To document the progress and accomplishments made during our work together, and provide recommendations for the future (based on the 360).	Covering our process and next steps. Provide HR resources, links, and tools.



# 360 ASSESSMENT FOR VALUED BUSINESS INC.

\* Note: Not all best practices, metrics or measures are used with each business, and not all possible examples are included. Choose the best metric, measure or best practice for your business.

	Business Systems (Section A)							
Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)			
Financial Management	Profit/profit margin Return on Investment Operating net/gross Cash Flow Costs Solvency Cost of Goods Sold Salary and General Administration Costs Sales per person Hire/replacement costs	Financials are above average for industry in every area	Meet or exceed budget targets	On track, no project action needed	5			
Planning	Planning process for short and long term	Planning is done yearly	Develop a three year plan	2-day strategic planning session; monitor plan progress each quarter	1			



Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Internal Processes	Quality Process Time Costs Coordination Volume Safety % order complete Cycle time # defective Product Innovative Product Functionality New product/ services to market  # of process improvements Value-added activities Rework/waste IT cost of ownership Work in progress Inventory	Quality process in place; excellent safety record; process improvements regularly reported, inventory appropriate, sufficient work-in-progress	Continue quality program work; focus more energy on R & D in the next year, reduce waste by 5%;	This is a strength; on track, no project action needed	5
Customer Service	Cycle time Order Fulfillment Returns # complaints # complaints resolved Net profit per customer Proactive/helpful Knowledgeable # thanks given	Customers happy. Cycle time, order fulfillment are excellent; no complaints in months	Analyze profit per customer data for ideas	On track, no project action needed	5
Marketing & PR	Size of market segment Market Share New Customers Current Customers Repeat Customers Marketing Plan Emergency Response Plans Giving Criteria	Currently small market share, but large market; new customers referred regularly; customers usually repeat; no marketing plan; emergency plans in place; no giving criteria	Prepare marketing plan; giving criteria	Prepare marketing plan	4



	Culture (Section B)							
Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)			
Mission Statement	Is it inspiring? Will it be valid many years from now? Does it help you decide what activities to do or stop? Is it more than words on paper? Is it lived? Are you proud of it?	Have one but not excited; don't find it memorable; staff unable to say what it means	Refine Mission Statement	Mission, Vision, Values Session	1			
Vision Statement	Does it express passion? Will you & others want to be part of making this happen? Is it exciting? Is it easy to grasp? Will you be able to tell you've achieved it?	Do not have	Develop Vision Statement	Mission, Vision, Values Session	1			
Values Statements	Are they real in terms of your business? Would you change jobs before giving up this value? Would you still apply this value if you didn't have to work?	Do not have	Develop Value Statements	Mission, Vision, Values Session	1			
Stories	Do the stories told within the company and about the company reflect mission, vision, and values? Are they memorable?	Have many good stories but they have not been collected and are not used	Learn more about stories and their use	Mission, Vision, Values Session	1			



Assessment Element	Best Practice, Metric, or Measure	Current Status	<b>Business Goal</b>	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Diversity	Results of questions 13 to 17 on employee survey Comparison of community demographics to company demographics (staff & customers)	Very diverse workforce, some tension between ethnic groups and language groups	Cultivate an inclusive work environment	Diversity knowledge and skill building workshop	3
Decision Making Processes	Demonstrated understanding of when different decisions styles are useful; process for including employee participation, input and feedback as appropriate; team charters	Understand when consensus is needed at senior level; many decisions still made by owners; limited delegation to management team	Build management strength through judicious delegation; explore options for including others in process	Decision-making workshop	5
What is Rewarded	Reward & recognition processes support mission, values, and vision; criteria are used for rewards	Rewards and recognition are ad hoc	Align rewards & recognition with Mission, Vision, and Values	Review current practices and ask for input from senior staff	4
Conflict Style	Leaders and managers are aware of their own default conflict styles and are able to use basic conflict resolution skills	Interactions are professional; differences of opinion are often unexpressed in meetings or with managers	Learn to surface differences of opinion as positive; leaders learn more about their styles and how this impacts communication	Communicating in Difficult Circumstances and Conflict Resolution Training	3
Stakeholder Relations	Stakeholders have been identified; mechanisms are in place to maintain and build relationships	Customers, Suppliers, and Employees have been identified, but others have not.	Identify other stakeholders	Begin to cultivate relationships	5



Human Resources (Section C)							
Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)		
Policies and Procedures	Policies reflect the mission and values and are in place to support decision making; policies are in place for all legislated requirements; procedures are helpful and do not create barriers	Policy documents reflect the spirit of the company however Mission, Vision, Values ties are not explicit; some core policies missing or not in compliance with legislation; HR procedures need to be standardized	Complete review and revision of HR policies and procedures by year-end	Ensure policy documents are complete and in compliance; add Mission, Vision, Values to existing policies where appropriate; standardize HR procedures	3		
Managing Communication: Employee Relations, Employee Participation, Distribution of Information	Mechanisms are in place for distribution of information to all levels of the business; meetings are productive; areas where employee participation will be useful have been identified and mechanisms for participation established; a means of checking the results of communication has been established; employees know who to go when they have a concern or a complaint; a complaint/investigation process is in place	Regular management meetings and team meetings are productive; monthly newsletter; messaging on staff bulletin boards, senior management team walks the building and the floor on a regular basis to chat with employees and find out how things are going; a senior team member is the designated person for any workplace issues or concerns and staff know they can approach their immediate supervisor; no formal investigation or complaint process	Ensure a consistent "due process" system is in place for handling complaints, especially any that require a more formal investigation	Establish more formal investigation and complaint process	4		



Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Performance Management: Job Descriptions, Goals, Measures	Job descriptions are accurate and up-to-date and include requirements for the position; performance planning and career development is inactive, performance standards or measures are in place, a performance appraisal/feedback process is in place	Position descriptions for the senior team are outdated; positions added in the last two years have no descriptions; no formal performance plans; appraisal system is not tied to strategic plan or to Mission, Vision, Values; performance standards are not documented; position requirements are determined as positions are posted.	Develop a compensation plan that provides a competitive advantage and recognizes good performance	Develop position descriptions and validate them. Benchmark key positions and develop a wage and salary administration process that is part of a total compensation program; develop a simple appraisal process that is tied to performance goals and standards	1
Recruitment	A selection process (application form, applicant screening process, interview guide, offer guide) is in place; recruitment channels are appropriate, time to fill openings	Craigslist, college, and university postings	Positions are filled with qualified candidates so that the business is not adversely affected by vacancies	Review use of alternative media and publications; consult with a specialist recruiter for specialist positions; develop your employer brand; develop a recruiting strategy tied to the strategic plan and succession needs	3



Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Retention	Turnover/Retention	Turnover is better than industry average; No exit interviews; turnover is not tracked	Reduce turnover by 5% in the coming year	Develop turnover stats for previous year; establish retention rate; develop exit interview; begin to track turnover and retention rates	3
Orientation, Welcome, and Integration	Hire paperwork process; first day orientation, on-the-job training, support process for first 3 to 9 months	New hire paperwork is complete and compliant; first day orientation process in place; some departments have informal on-the-job training while others have developed a structured program for the on-the-job training; no formal buddy system	Ensure every new hire has the information and training they need to succeed	Survey employees hired in the past 9 months to determine what's working or not working; interview managers to determine current gaps in training; observe on-the-job training; re- interview mangers to determine what new hires need to know during their first thirty shifts (orientation outline); determine supports for learning the next steps	4



Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Developing People: Training Critical Skills	Key skills have been identified; training needs have been assessed; training programs have been identified and a process for ensuring skills are kept updated is in place	No formal skill assessment or training programs except in areas where a quality program is in place; however workers are trained and there are no problems arising from untrained workers	Well trained workers; development of a learning culture	Identify key skills and assess the need for training of those skills	4
Rewards: Pay Philosophy, Benefits, Recognition	The pay philosophy is known, benefits are appropriate, a wage/salary administration process is in place; recognition programs support Mission, Vision, Values	No pay philosophy; benefits have not been tailored to workforce; recognition programs are geared to length of service and birthdays	Align pay philosophy, benefits and recognition programs with Mission, Vision, Values and strategy	Once job descriptions have been validated and benchmarks pay rates established, work with a compensation specialist to develop pay guidelines and administration process	4
Employee Engagement	A research based employee engagement survey is utilized; results of questions 1- 12 on the employee survey	No recent employee survey; however have applied for best employer program	Establish benchmark data for employee engagement and monitor going forward	Use best employer survey results to establish benchmark data if selected for program; if not use Q12	3
Succession	Key roles have been identified; probably length of stay of those currently in the role has been estimated and a plan is in place to replace all key business roles	No formal plan is in place; key roles have not been identified, plans of people in key roles have not been determined	Know how the business will replace key roles	Provide information on succession planning process and coach senior team member responsible for the plan	1



Assessment Element	Best Practice, Metric, or Measure	Current Status	Business Goal	Improvement Needed/ Action Item	Priority (5=high, 1 = low)
Legal Compliance: Employment Standards, Human Rights, Worker's Compensation, Privacy, Common Law	Regulatory compliance # ESA complaints # Internal investigations # days without accident \$ claims costs # privacy complaints # legal actions # employee relations complaints	Compliant in most areas; leaves of absences policies and procedures need revision to be compliant	Ensure compliance	Provide information on legislation and review policies and procedures as revised by Valued Business staff. Provide compliance audit process	1

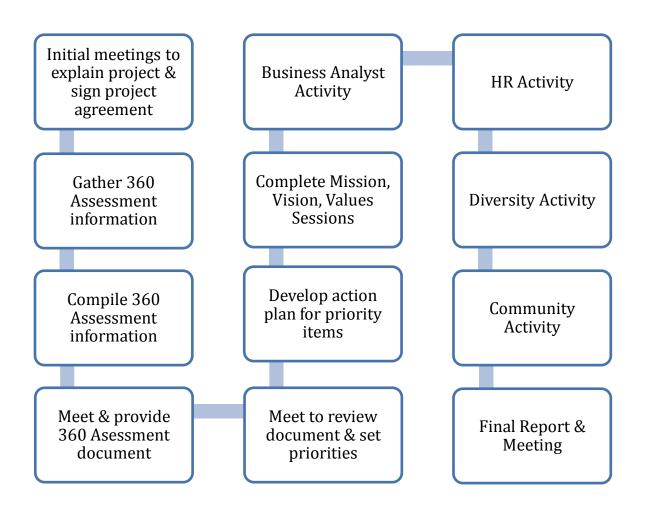


Community (Section D)						
Assessment Element	Best Practice, Metric, or Measure	Current Status	<b>Business Goal</b>	Improvement Needed/ Action Item	Priority (5=high, 1 = low)	
Community Stakeholders	Stakeholders have been identified; mechanisms for maintaining relations have been established; stakeholders tell others about the benefits the community received through business.	Suppliers and employees identified as stakeholders; others not identified	Enjoy strong, mutually beneficial relationships with community stakeholders	Identify stakeholders and build relationship	5	
Community Involvement	Business is involved in community through participation activities beyond making donations	Co-op programs with college; fund- raising event for junior hockey annually	Develop one community partnership this year that relates to our mission	Review community organizations for mutually beneficial partnership opportunities	5	
Community Resources	Business is aware of the resources offered by employment service provider organizations and other community group offerings for business and for employees	Unaware of employment service provider organizations, however the business is diverse and already employees people who would fall into some employment service provider organization client groups	Continue to offer opportunities to people who may have challenges finding employment when they have the skills we require or the skills can be developed on-the-job	Find out more about community employment service provider organizations	5	



# TOMORROW'S WORKPLACE PROJECT PROCESS

Time required for each part of the process with each business varies according to the circumstances of the business. In our case, overall consultant time with each business was budgeted at 300 hours. This meant that consultants could actively address 5 to 7 elements in the 360 Assessment during the course of the project. This estimate is for one business. Project management, team meetings, evaluation, and work with employment service providers takes additional time.





# **APPENDIX 4: PROJECT VALUE**

# What is the Tomorrow's Workplace Evaluation Approach?

We adapted a system called Utilization Focused Evaluation (U-FE). Since Tomorrow's Workplace focuses on creating activities of specific value, we used the term Utilization Focused Valuing (U-FV), rather than Utilization Focused Evaluation (U-FE). U-FV considers how the findings will be used and who is going to use them. It also establishes value by working with clearly identified recipients who determine what part of the evaluation process is most valuable to them, and then take action based on these findings.

# Why do this?

Recognizing the true value of your work adds a key element of performance improvement. The process for determining project value (discussed above) was integral to the success of the Tomorrow's Workplace project.

#### How it works

The practice of identifying value was embedded in the project from the beginning. The process was guided by a commitment to both project funders and the Surrey business community. Coast Capital Savings Credit Union, one of our funders, acknowledged the importance of recognizing project value and provided the Leads for Determining Project Value with significant financial support.

U-FV does not advocate any particular evaluation content, model, method, theory, or use. It is designed to help recipients select the most appropriate content, model, methods, theory, and uses for their situation. U-FV can include any kind of:

- Evaluative purpose (formative, summative, developmental)
- Data (quantitative, qualitative, mixed)
- Design (i.e. naturalistic, experimental)
- Focus (processes, outcomes, impacts, costs, and cost-benefit, among many possibilities).

"U-FV works to enhance and refine team performance, rather than just provide a critique" – Lead for Determining Project Value

"The evaluation process was a critical part of Tomorrow's Workplace. It provided a place for us to monitor the quality of our work and make important process corrections. This included identifying gaps in activities that could have prevented us from achieving important project goals." – Lead for Determining Project Value



#### Valuing Team Roles

The Valuing process was essential to the success of the Tomorrow's Workplace project. The two Leads for Determining Project Value adopted different roles in response to project needs, resulting in a highly atypical model. This model will be useful to other organizations considering undertaking similar work.

The first Lead for Determining Project Value was the Project Champion, and served an important **oversight** function. This role helped to maintain overall project focus and served as a point of continuity (and project memory). Project Champion guidance ensured project activities and decision making were congruent with the guiding principles.

The second Lead for Determining Project Value was an **assessor** of project outcomes. The assessor weighed in at specific points throughout the project (mid-term and near project completion) to provide an external, distanced perspective on fulfillment of project mandate and the outcomes and impacts of project activities.

## Valuing Methods and Impact

The valuing methods developed for the Tomorrow's Workplace project were used in community and employment service provider organizations and were applied in a small business context.

The Leads for Determining Project Value used the following methods for gathering information:

#### 1. Individual Interviews

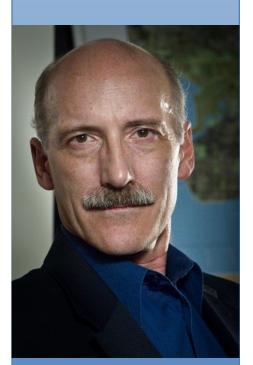
Evaluation interviews were guided conversations aimed at identifying core benefits and their context. These conversations generate involvement by evaluation users and

staff teams, giving comments visibility and promoting guided change.

2. "Most Significant Change" (MSC)

There are three essential phases to MSC:

- 1. Decide what changes need to be monitored to ensure that benefit is the focus.
- 2. Collect, review, and select stories, and then feedback information from the stories to verify benefit.
- 3. Compile selected stories, analyze information provided, verify, and continue to monitor the process.



"The evaluation process was easily understood by participants and provided good direction for the team" – Leads for Determining Project Value



# APPENDIX 5: KEY SOURCES

#### LITERATURE

A Life of Servant Leadership by Robert Greenleaf, 2004, Berrett-Koehler Publishers, Inc.

The Balanced Scorecard: Translating Strategy into Action by Robert Kaplan and David Norton, 1996, Harvard College

*Changing Labor Markets: A Systems Approach to Reform* by Marlene Seltzer, Judith Combes Taylor, and Peter Plastrik, 2003, published by Annie E. Casey Foundation.

Community: the Structure of Belonging by Peter Block, 2008, Berrett-Koehler Publishers, Inc.

*Demographic Differences in organizations: Current research and future directions* by A.S. Tsui & B.A. Gutek, 1999, published by Lexington Books

*Diversity at work: The business case for diversity* by T. Wilson, 1997, published by John Wiley & Sons

The Framework for Labor Market Systems Reform for Jobs Initiative Sites by Marlene Seltzer, Judith Combes Taylor, and Peter Plastrik, 2001, published by Annie E. Casey Foundation. *Good to Great* by Jim Collins, 2001, Harper Collins Publishers Inc.

The Free Management Library [http://managementhelp.org/plan\_dec/str\_plan/str\_plan.htm]

*Getting to Maybe: How the world is changed* by Frances Westley, Brenda Zimmerman and Michael Quinn Patton, 2007, published by Vintage Canada

Good to Great by Jim Collins, 2001, Harper Collins Publishers Inc.

*Leadership Practices Inventory* by James Kouzes and Barry Posner, 2007, Jossey-Bass Publishers.

The Most Significant Change (MSC) Technique

http://keenhosting.net/unicef/communication\_tools/pdf/Tool3.pdf

New South Wales, Australia: Department of Industry and Investment.

http://toolkit.smallbiz.nsw.gov.au/dsrd/

*Understanding Tomorrow's Workplace: Resources Available on Diversity in the Workplace* by Freya Kristensen & Dr. Sean Markey, 2009, a study published by the Tomorrow's Workplace Project

Utilization Focused Evaluation (4th Ed) by Michael Quinn Patton, 2008, SAGE Publications Inc.

#### **CANADIAN RESOURCES**

The Canadian Federation of Independent Business (CFIB) Website <a href="http://www.cfib-fcei.ca/english/about\_us.html">http://www.cfib-fcei.ca/english/about\_us.html</a>

Government of Canada Services for Entrepreneurs (http://www.canadabusiness.ca/eng/



**PROVINCIAL RESOURCES** 

Small Business B.C. <a href="http://www.smallbusinessbc.ca/">http://www.smallbusinessbc.ca/</a>

Alberta's Economic Development Website for Business (http://www.alberta-canada.com/ab-

<u>business/alberta-business-resources.html</u>

Saskatchewan Business Resources [http://www.enterprisesaskatchewan.ca/Business-Resources]

Programs and Services for Business in Manitoba (http://www.manitoba.ca/business/

The Open Ontario Plan for Businesses <a href="http://www.ontario.ca/en/business/index.htm">http://www.ontario.ca/en/business/index.htm</a>

Info Entrepreneurs pour les compagnies québecoise <a href="http://www.infoentrepreneurs.org/">http://www.infoentrepreneurs.org/</a>

**Business New Brunswick** 

http://www.gnb.ca/0398/investment/AboutNB/BusinessStartup/index-e.asp

Nova Scotia Business Inc. (NSBI)

http://www.novascotiabusiness.com/en/home/Grow/resourcesforbusiness.aspx

Prince Edward Island Business Resources (<a href="http://www.gov.pe.ca/index.php3?number=81114">http://www.gov.pe.ca/index.php3?number=81114</a>)

Newfoundland Business Resources [http://www.nlbusiness.ca/

Yukon Business Resources (http://www.gov.yk.ca/services/business resources.html)

Northwest Territories Business Resources [http://www.gov.nt.ca/agendas/business/index.html]

**Nunavut Business Information** 

http://www.nunavuteda.com/english/resources/business files/start business E.pdf

#### **IMAGES**

Bill Beatty: pages 10, 23, 25, 26, 32, 33, 26, 44

Don Ray: page 18

iStockphoto: pages 9 (# 0000001537535), 14 (# 0000078327125), 28 (# 0000102150935)

Tony Hoare: pages 9, 16, 20

Tyson Hepburn: pages 21, 22, 27, 29, 30, 31, 34, 38



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