

Each issue of *PeopleTalk* draws upon the HR expertise of our Advisory Council and the editorial acumen of thought-leading professionals. It is our pleasure to introduce some of those furthering innovation within this issue:



Nancy Painter
Challenge of Change Inspires Innovation p. 28

Nancy Painter, ABC, is an internationally accredited, award-winning writer and communications consultant. Her business, Paint A Story Communications, is based in Surrey,

BC. She has worked as a communicator in real estate development, post-secondary education, health care, a crown corporation and other industries. She is currently the VP, professional standards, for the BC chapter of the International Association of Business Communicators.



Michael Palmer
Rethinking Recruitment: Redefining the Candidate Experience p. 18

Michael Palmer leads Dynamic Achievement Group's recruitment and selection practice, helping organizations align and optimize their

talent acquisition processes with their overarching business objectives. His career has been focused on recruiting and staffing in challenging, high demand environments where his passion and accomplishments have established him as a thought leader. Prior milestones include founding Hire inSite, as well as creating Ceridian's talent acquisition practice and leading their recruitment services and technology solutions globally.



Doug Turner
Leading the Mindset Shift: From Scarcity to Abundance p. 37

Over the course of Doug Turner's, MSc., MBA professional life, spanning 30 years in procurement and contract management, mentoring and tutoring have always been his hallmark.

Credentialed by the International Coach Federation, in 2003 he started True Balance Coaching to help people of all ages discover that it is indeed possible to achieve their desired level of success, and well beyond. Doug is an active volunteer with Junior Achievement and is a mentor with the Leaders of Tomorrow program at the Vancouver Board of Trade.

"A key ingredient in innovation is the ability to challenge authority and break rules."—Vivek Wadhwa



Isabelle St-Jean
Mentoring Engages All Generations p. 24

Speaker, author, life and business coach Isabelle St-Jean brings over 20 years of communication, leadership and personal effectiveness experience to her audiences, readers and clients.

Through her work, she integrates leading edge ideas and tools from the fields of psychology, philosophy, neuroscience and human potential development. She is the co-author of the award-winning anthology, *Einstein's Business: Engaging Soul, Imagination and Excellence in the Workplace*, and her own book, *Living Forward, Giving Back: A Practical Guide to Fulfillment in Midlife and Beyond*.



Bernadette Smith
Millennial Leaders: Are Organizations Ready? p. 34

As VP, talent development solutions with the Canadian Management Centre (CMC), Bernadette Smith understands the value of investing in people to create an engaged, high-performance team that achieves results. Her passion and drive for results has created a culture that encourages collaboration and inspires creativity and innovation. Prior to joining CMC, her professional experience involved holding senior level marketing leadership positions in Canadian divisions of global organizations in a variety of industries including Bayer Consumer Care, Mattel, and Telemedia.

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Garry Priam
HR Key to Project Management Success p. 49

Garry Priam, B Sc. Computer Science, Advanced Project Management, is an Italian author, former professional basketball player, project manager, corporate trainer and keynote speaker.

As the founder and president of Mossa International Incorporated, Garry has over 20 years of experience in project management, consulting, education and training and leadership development. He assists companies in constructing positive work environments, thereby enhancing employee relationships and cultivating a commitment to providing exceptional customer care.

"When we are no longer able to change a situation, we are challenged to change ourselves."—Victor Frankl

HR Key to Project Management Success

By **Garry Priam**

BY THEIR VERY NATURE, SPECIAL PROJECTS PLAY A KEY ROLE IN igniting the innovative potential within any organization. As temporary endeavours undertaken to achieve unique goals and results, projects serve as both a catalyst and an end unto themselves. Inevitably, they also call upon the unique skill set of today's HR professional.

Without question, HR plays a pivotal role in projects succeeding in today's organizations, as every project is driven by human capital—people—at its core. While they also have requisite deadlines and supply needs, a big part of any project manager's responsibilities includes acquiring, developing, managing and coordinating a project's human resources.

As such, an organization's internal HR professionals are driven to develop innovative systems and solutions to answer a project's needs. From building core teams to sourcing additional talent to resolving disputes among project shareholders, HR's role is dynamic and ongoing; as both a pipeline of talent and internal facilitator, HR enables the desired results.

HR Provides Critical Insight

While the types of projects undertaken can range from implementing a new HRIS to overhauling a company's learning management system, their goal is fairly singular. Projects are done because a change (read, innovation) is deemed necessary to make the company stronger.

"When individuals are put together to form a team, it's a great idea to work with HR to ensure the right members are selected, similar to a really great recipe," says Hootsuite's talent manager, Agata Zasada, MBA, CHRP. "HR members typically are aware of who brings what to the table. Like a recipe, the outcome is greater, and tastier, than the ingredients in themselves, just like innovation."

For most companies, the ability to innovate is the single most important predictor of future growth. Interestingly, investment decisions have a strong tendency to be correlated to how focused companies are on transformational innovation. While technology plays a vital role in such transformations, it is neither the truest measure, nor the most important. Instead, studies strongly show that the most successful corporate innovation strategies are the ones that primarily focus on human capital.

Culture Champion, Change Catalyst

Culture has become the key to the new economy, and HR has become the linchpin to sustainable innovation. Herein, HR helps to develop and sustain the kind of positive culture required for organizations to step into their innovative potential, as well as successfully navigate the demands and opportunities of project-driven work.

As a project manager who has stepped into a range of work environments, those that truly thrive benefit from dynamic HR leadership. The fact is that HR has access to more of those 'transformational levers' or talent touch points, than any other department.

In short, regardless of industry or size of business, no one knows people quite like HR—and people, in all their complexity, are key to the innovation equation in any workplace.

When looking at human capital today, it is essential to acknowledge the different generations working side-by-side and consider how to effectively utilize their skills and mindsets on projects.

This is both an opportunity and a challenge: the opportunity to involve a mix of people with unique experiences and skills and the challenge of dealing with the generational differences. It is also par for the course for a project manager; for example, project teams can have 22-year-old Millennials and 57-year-old Baby Boomers reporting to a 45-year-old Gen Xer—or vice versa in any order depending on the goal.



Generational Work Styles: Struggles & Solutions

As a project manager, you are challenged with four different, and often conflicting, approaches to working with the four generations in the workplace. While people are people, everybody carries their "generational ideals" with them wherever they go, including to work. These differing viewpoints, grounded in varied life experiences, can impact the ability for team members to work well with one another.

For example, when a Traditionalist's respect for authority and directive management meets a Gen Xer's relaxed attitude toward authority and informal work style, conflicts can occur. When generational approaches to work clash, the outcomes are reduced team engagement and diminished project results and possibly increased turnover.

On the flip side, the generational mix adds depth and due diligence to any project while revealing the very real benefits of diversity, be they demographic or cultural. It is here that smart HR goes to work to everyone's benefit, by ensuring employees understand the strategic relevance of a project and building a blend of talent that will surpass what frictions emerge.

Understanding how each generation works, while leaving room for those moulds to be broken daily, can make project team selection and leading a multigenerational team easier. Again, it is HR which holds this knowledge closest to heart within an organization, and this provides a tremendous assist to any project manager being dropped in to generate specific results.

HR serving organizations

HR's role on projects provides immense potential for enabling innovation. HR has a unique opportunity to be a key driver of the innovation agenda, delivering sustainable competitive advantage, and becoming a true strategic partner. **▶**

Garry Priam is a professional speaker, corporate trainer, project manager, Italian author and owner of Mossa International Incorporated, a business consulting company. (mossa-intl.com)