

Sustaining Workforce Viability In Difficult Economic Times

2009
N. H. R. M. A.
CONFERENCE

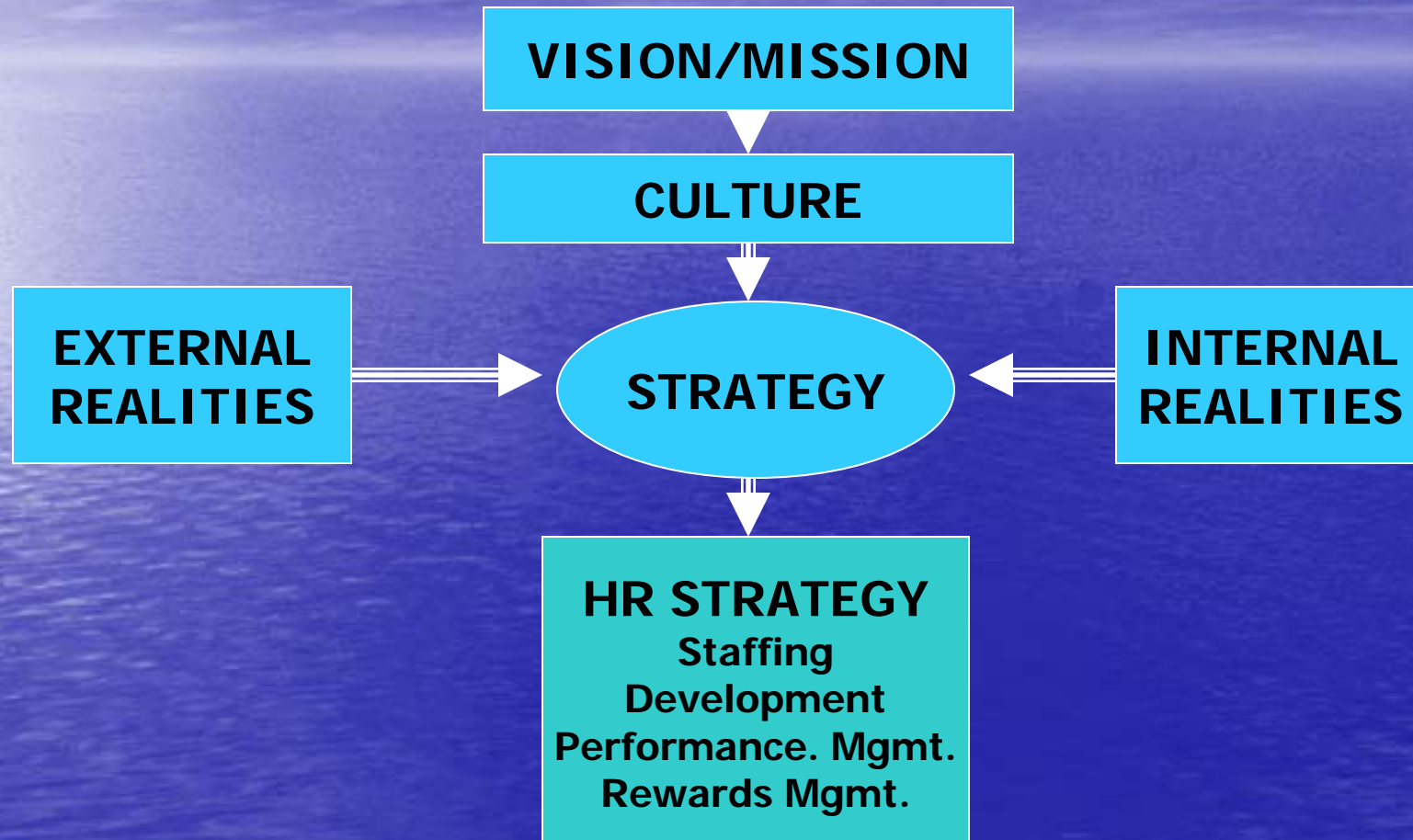


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There Are No **Acceptable** Alternatives

- Sustaining the viability of your workforce is not optional... it is essential
- The environment is dynamic; people are dynamic; stuff happens
- All these changes alter what constitutes a “competent” workforce
- Responding to altered workforce requirements cannot be done overnight... it requires planning

Deriving HR Strategy From Organizational Context



Vision/Mission

- Already defined?
- Need more definition/revisions?

Culture

- Some of the values may have been defined
- But what else is needed to define to describe the culture (invisible rules)?

Current Realities: Example: City Utility

● INTERNAL

- Aging workforce
- Tied to city pay plan
- Union must buy change
- Ramp up in staffing mandated in short term
- Strong sense of entitlement

● EXTERNAL

- Tight labor market for some critical skills
- Rate payer resistance to increasing revenue
- Consent decree: you will do this and do it now

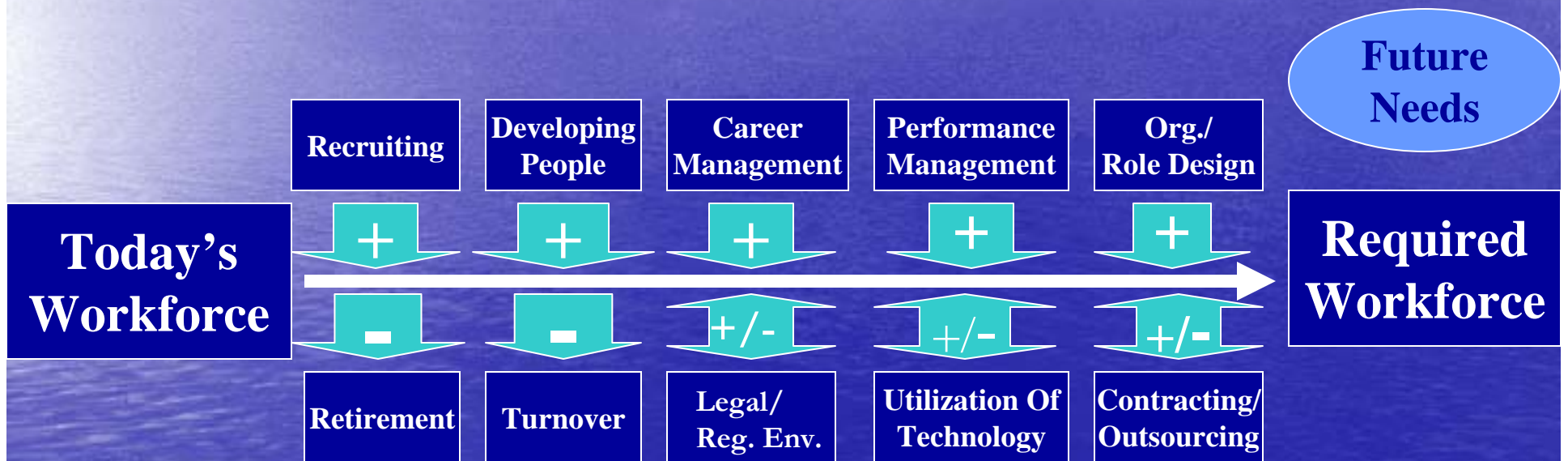
Workforce Planning Process

- Identify critical roles/occupations
- Review current responsibilities/qualifications
- Assess current incumbent competence
- Determine time required to go from “qualified to enter role” to “qualified to perform in role”
- Assess requirements: short and long-term
- Determine sources of potential loss/gain
- Decide how future requirements will be met (strategy and tactics) to sustain the viability of the workforce

Maintaining Viability Requires Several Types Of Planning

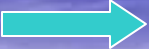

- **Replacement Planning:** specifying qualified/ most likely replacements for specific individuals
- **Succession Planning:** focused on developing an adequate supply of candidates in specific occupations in the foreseeable future
- **Workforce Planning:** developing strategies for maintaining the type of workforce that will sustain organizational viability in the long run

Assessing Workforce Viability: Today & Vs. Future Requirements



Identify sources of supply and leaks and then determine net gain or loss and whether net human capital will be adequate

Identifying Critical Skills

<p>NATURE OF WORK</p> <p style="text-align: right;"></p> <p>SKILL/KNOWLEDGE REQUIRED</p> <p style="text-align: right;"></p>	<p>INTERDEPENDENT WORK; LARGE PAYBACK FROM CONTINUED EMPLOYMENT</p>	<p>WORK DEFINED IN DISCRETE TASKS; LITTLE PAYBACK FROM CONTINUED EMPLOYMENT</p>
<p>EXTENSIVE EDUCATION AND EXPERIENCE; SPECIALIZED SKILLS</p>	<p>CAREER PROFESSIONAL</p>	<p>PROJECT PROFESSIONAL</p>
<p>LIMITED SKILLS: GENRAL IN NATURE</p>	<p>CAREER SUPPORT WORKER</p>	<p>PROJECT WORKER</p>

Assessment Model

<i>Critical Skill</i>	Supply Today	Demand Today	Demand in 1 yr; 2 yrs; 5 yrs	How long to develop?	Gaps: Supply/Demand	Strategy For Closing Gaps
			1yr: 2yrs: 5yrs:	< 1 yr 1-2 yrs 2-5 yrs	1yr: 2yrs: 5yrs:	
			1yr: 2yrs: 5yrs:	< 1 yr 1-2 yrs 2-5 yrs	1yr: 2yrs: 5yrs:	
			1yr: 2yrs: 5yrs:	< 1 yr 1-2 yrs 2-5 yrs	1yr: 2yrs: 5yrs:	
			1yr: 2yrs: 5yrs:	< 1 yr 1-2 yrs 2-5 yrs	1yr: 2yrs: 5yrs:	

Workforce Flow Analysis

Control Room Operators

	Entry Level	Journey Level	Senior/Lead
Current Staff	4	6	10
Current Demand	2	12	6
Current Gaps	-2	6	-4
Demand: 1 year out	3	12	6
Losses projected: next year	1	-1	4
Gaps: 1 year out	0	7	4
Demand: 3 years out	3	14	8
Losses projected: next three years	4	5	10
Gaps: 3 years out	6	16	23
ADDED SUPPLY NEEDED: Current	0	6	0
ADDED SUPPLY NEEDED: 1 yr out	0	7	4
ADDED SUPPLY NEEDED: 3 yrs out	6	16	23

Verify Workforce Plans With Executive & Line Management

- Integrate workforce planning into annual plans
- Integrate workforce planning into strategic plans
- Partner with line managers to ensure their assessments are continuously updated and are reflected in annual business plans/budgets
- Partner with executive management to ensure modifications to strategy are reflected in strategic workforce plans

Evaluate Current Workforce Adequacy

- Develop competency models for critical roles
- Assess current staff against competency models
- Identify gaps
- Develop plans to close gaps in short term
 - Skill specific training
 - Internal movements
 - Outside hires

Determining Future Workforce Requirements

- Where work must be/can be located
- Skill mix (type and level) needed
- Technology that will be/can be utilized
- Supply/demand conditions in markets
- Assess cost of workforce required, given requirements and market conditions
- Size of workforce needed

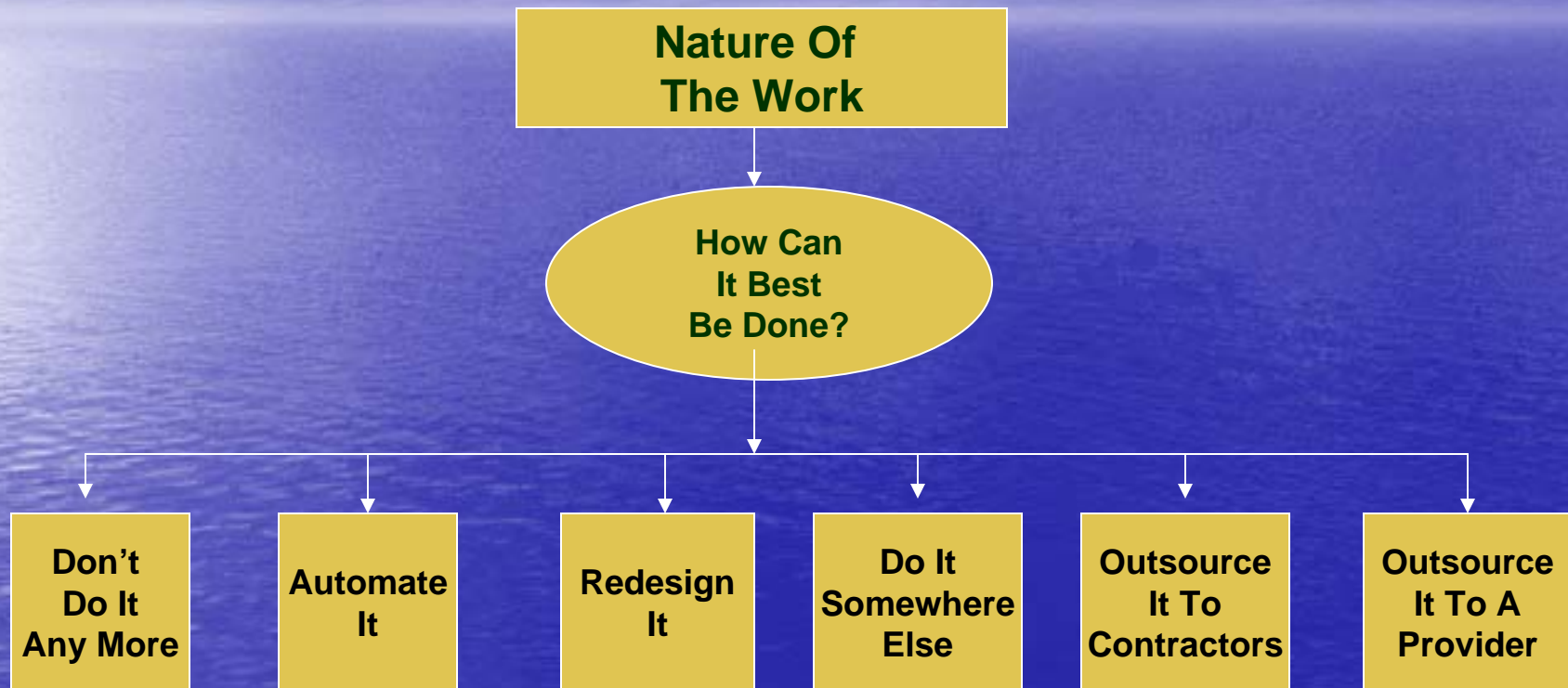
Workforce Mix vs. Work Mix

- Staffing and development strategies should be guided by a requirements model
 - Determine mix of work (complexity and level of skill required)
 - Develop requirements model that reflects optimal/ideal mix of knowledge/skills
 - Manage selection and development to work towards ideal mix

Is Restructuring A Viable Alternative?

- Is it possible to increase productivity
 - by doing the work differently?
 - by changing structure/role definitions?
 - by improving motivation?
 - by improving career management?
 - by ensuring lost people leave critical knowledge?

Evaluating Strategies For Performing Work



Egads, Not Re-engineering Again?

Maybe... if done correctly

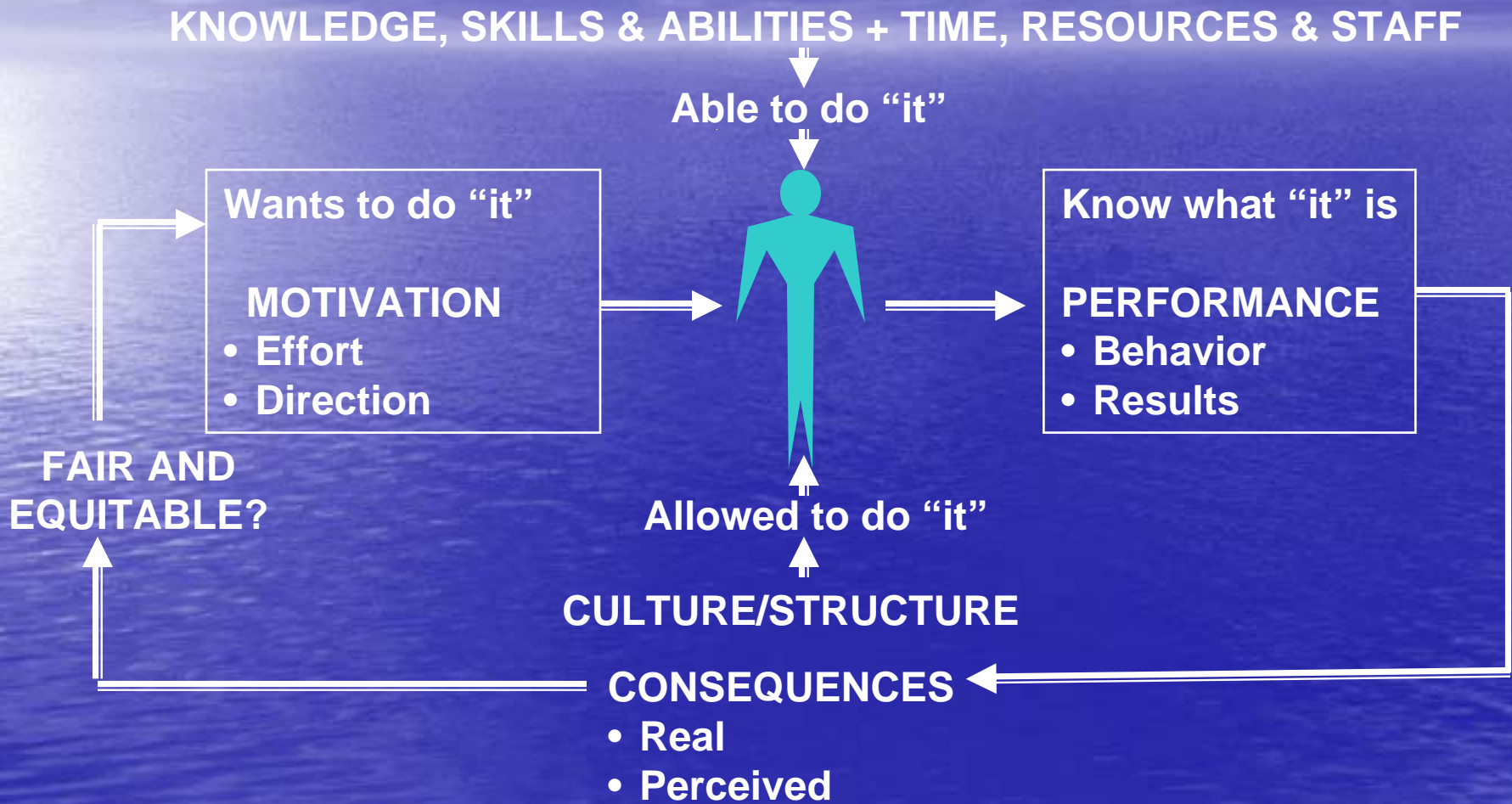
Nothing wrong with the concept

Suffered from too much hype

Unnecessary work not eliminated

**Structures and employee roles not
redesigned to fit the processes**

Maximizing Motivation



How About Teaching Your Employees Your Business?

If they know what makes it tick, how it is doing and what will have a positive impact:

They will trust your diagnosis of current conditions more

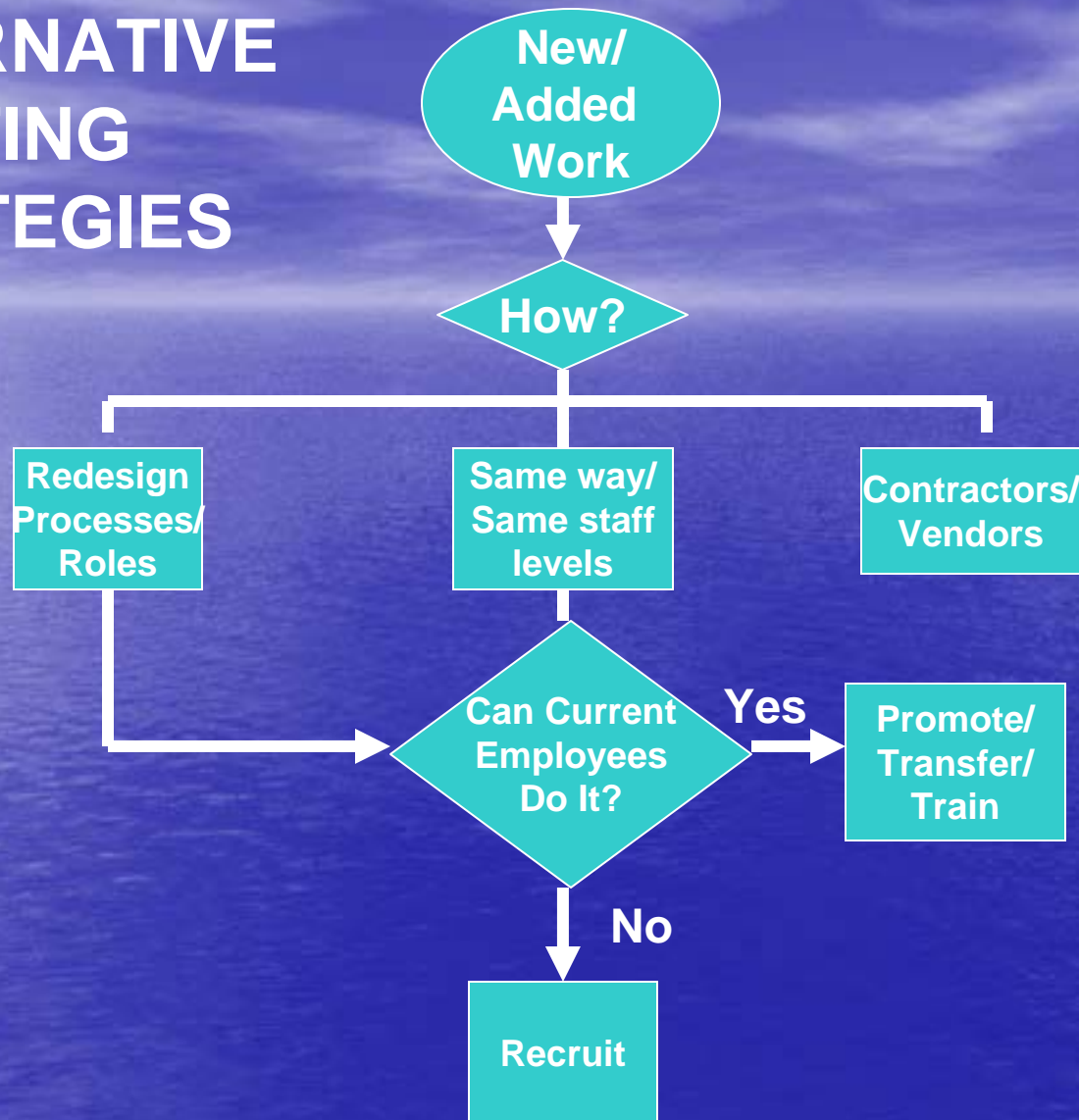
They will be more likely to do what it will take to do better

They just might sign up for sacrificing more easily

Staffing Alternatives

- *Select for* (internal or external)... find “job ready” person
- *Develop for*... select people who are capable of being developed and qualify them
- *Design for*... re-define the role to fit the available talent
- *Outsource/contract out*

ALTERNATIVE STAFFING STRATEGIES



Align Workforce With Organization Strategy

- Operational excellence
- Product leadership
- Customer intimacy
- *Source: Treacy & Wiersema*

Strategy Alternatives: *Operational Excellence*

- Deliver combination of price, quality, dependability and ease of purchase competitors cannot match
- Characteristics:
 - Abhor waste/revere efficiency
 - Reliable execution/compliance with norms
 - Standardized operations
- *Q: What types of employees do we hire, how do we train/develop and what do we reward for?*

Strategy Alternatives: *Product Leadership*

- Offer the best/newest products first; import/adopt technologies early
- Characteristics:
 - Focus on innovation and early to market
 - Culture encourages imagination
 - Structure ad hoc and loosely organized
 - Experimentation not punished
- *Q: What types of employees do we hire, how do we train/develop and what do we reward for?*

Strategy Alternatives: *Customer Intimacy*

- Build bonds with chosen customers – know needs and meet to build loyalty
- Characteristics:
 - Culture encourages deep customer bonds
 - Systems focused on key customers
 - Decisions in hands of those close to customer
 - Obsession with solution development
- *Q: What types of employees do we hire, how do we train/develop and what do we reward for?*

Measure Effectiveness Of HR Strategy

- Attract the right people
 - Brand the organization correctly (absence of clear brand makes you a commodity... thereby competing on price)
 - Develop competency models and then use them to select candidates (type and skill level)
 - Ensure candidates receive realistic job preview (including culture)
 - Develop effective on-boarding process and use it

Is This The Way To Start?

- “I have a job offer for you... it is the job of your dreams... and this is how it begins
 - You will be on probation for three months and at the end of that time we will decide whether you receive a permanent offer
 - Can’t tell you exactly what your job will be... you will spend three months being given challenges... then we will decide on a role
 - You will spend the first three months in training, learning our way of doing things... we have a step by step approach that must be followed carefully”
- Question: When does this work? When not?

First Step: Develop The “*Brand*”

- Realistic employment preview: tell the whole truth and nothing but the truth... about the job and the organization
 - This gets the right people in the door
 - Avoids selling the wrong people a bill of goods... and having them exit within 18 mos
- Starts the relationship honestly and inoculates candidates against the negatives

Employer Brand: *Sample From Public Utility*

- Advantages of being employed at XYZ
- Important work
- Job security
- Competitive pay
- Great benefits
- Equal opportunity
- Fair practices
- Career opportunity
- Community image
- Concern for environment
- Work-Life balance
- Potential issues for those who may not fit culture
- Limited opportunity for dramatic innovation in some roles – work prescribed
- Must be concerned about how work is done and its impact on others
- Civil service constraints
- Necessity for structure
- Shift and “on call” work
- Some changes take time

Ensure Effectiveness Of HR Strategy (cont.)

- Develop the right people in the right way to do the right things in the right way
 - Create career management structures with clear paths/ plans
 - Consider both vertical and horizontal moves
 - Make developmental opportunities broadly available
 - Celebrate/reward those who develop the critical skills/knowledge needed by the organization

Ensure Effectiveness Of HR Strategy (cont.)

- Maximize the external supply
 - Create own supply channels (website; open houses; job fairs; referrals; create schools)
 - Create alliances with educational institutions
 - Aggressively reach out to non-traditional sources
 - Educate the public about career opportunities and the organization
 - Outsource activities or use joint ventures/alliances
 - Utilize alumni networks and have leavers exit on favorable terms so they consider re-entry

Ensure Effectiveness Of HR Strategy (cont.)

- Maximize individual productivity and performance of all units and all individuals
 - Make objectives clear and relevant to all parties
 - Provide necessary resources; make everyone capable of succeeding
 - Recognize and reward contribution
 - Create work/process improvement programs
 - Ensure performance management system is sound

Performance Management: Global Principles

- Performance defined at individual, group **and** organization-wide levels
- Model developed that integrates objectives vertically and horizontally
- Criteria and standards for measuring performance defined up front and understood
- Continuous measurement and feedback
- Consequences appropriate and fair



Winning Idea

- Ensure the performance criteria and standards reflect the importance of:
 - Contributing to the effectiveness of others
 - Contributing to the effectiveness of the unit
 - Codifying critical knowledge
 - Making critical knowledge accessible to those who need in now/in the future

Ensure Effectiveness Of HR Strategy (cont.)

- Transfer/leverage knowledge better
 - Invest in training/mentoring; “yellow pages” for locating knowledgeable people
 - Support “communities of practice” with resources and encouragement; provide recognition
 - Improve documentation/process definition; make tacit knowledge explicit and accessible
 - Recognize and reward making others more effective/developing them (through Performance Management system)

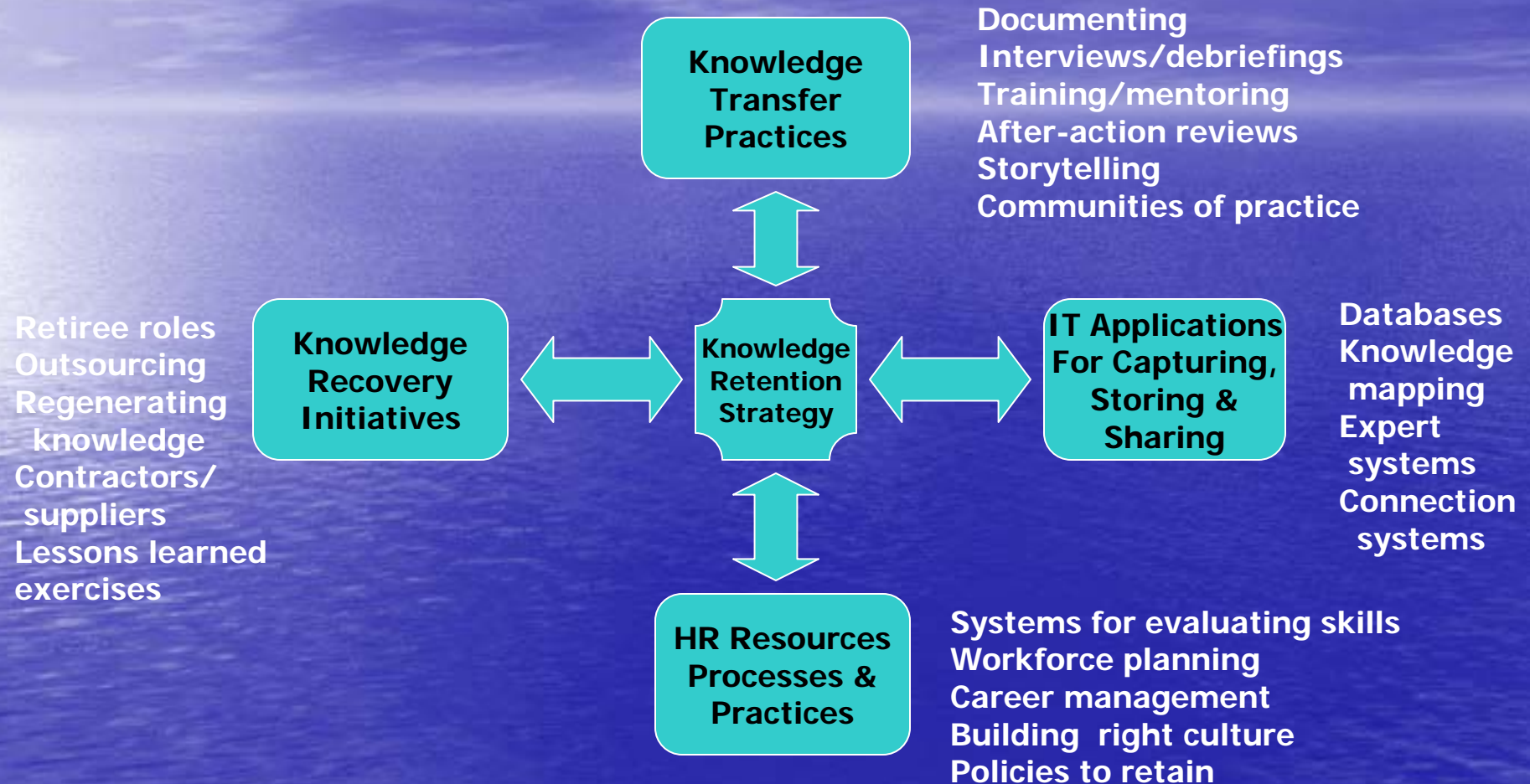
Types Of Knowledge Transfer

TRANSFER FROM  TO 	EXPLICIT KNOWLEDGE	TACIT KNOWLEDGE
EXPLICIT KNOWLEDGE	Document	Self-study; repetitive practice; action learning
TACIT KNOWLEDGE	Codify; train	Expert/learner interaction (mentor; coach)

Evaluating Criticality Of Knowledge

- Questions to ask
 - What is the relative *importance*?
 - What is the relative *immediacy*?
 - What is the *cost* and *feasibility* of recovering if lost?
 - How difficult is it to *transfer*?
 - What are the *consequences* of loss?

Knowledge Retention Strategy



Processes For Transferring Knowledge

- Communities of practice/networks
 - Acknowledge and support informal groups of people with similar skills/interests
- After Action Reviews
 - Define what was supposed to happen; what did happen; what the gaps were; what caused them; what can be learned/done differently
- IT Capabilities
 - Databases; knowledge “yellow pages”; expert systems; community bulletin boards

Barriers To Knowledge Transfer

- Lack of established relationship between the “have” and the “need” parties
- Source and/or recipient do not know what the other knows/needs to know
- Culture that does not encourage sharing and making others more effective; performance and rewards systems that do not recognize/reward
- Resources/processes for transfer not known to parties, not available or not easy to use

Ensure Effectiveness Of HR Strategy (cont.)

- Operate effectively in the legal/regulatory/ tax environment, consistent with values
 - Anticipate new laws/regulations and incorporate into strategy (e.g.: minimum wage; parental leave; overtime pay)
 - Consider varying state requirements in making staffing/locational decisions
 - Seek advantages and utilize them

Ensure Effectiveness Of HR Strategy (cont.)

- Utilize technology appropriately
 - Use technology to improve employee/team effectiveness
 - Replace human effort with automation where performance improved; redesign bad jobs
 - Manage the interface between people and technology, to maximize effectiveness
 - Reward the effective use of technology to improve performance

Ensure Effectiveness Of HR Strategy (cont.)

- Design roles and relationships that produce highest performance
 - Use teams where they fit
 - Provide appropriate autonomy
 - Vertically and horizontally load jobs to increase satisfaction and to fit the available workforce
 - Specialize roles where supply of skills/knowledge of broader roles is scarce

Designing “Good” Roles For Employees

**CORE JOB
DIMENSIONS**

**PSYCHOLOGICAL
STATES**

**DESIRED
OUTCOMES**

**Skill Variety
Task Identity
Significance**

**Meaningfulness
Of Work**

Autonomy

**Assume
Responsibility
For Outcomes**

Feedback

**Knowledge Of
Results**

Motivation

Performance

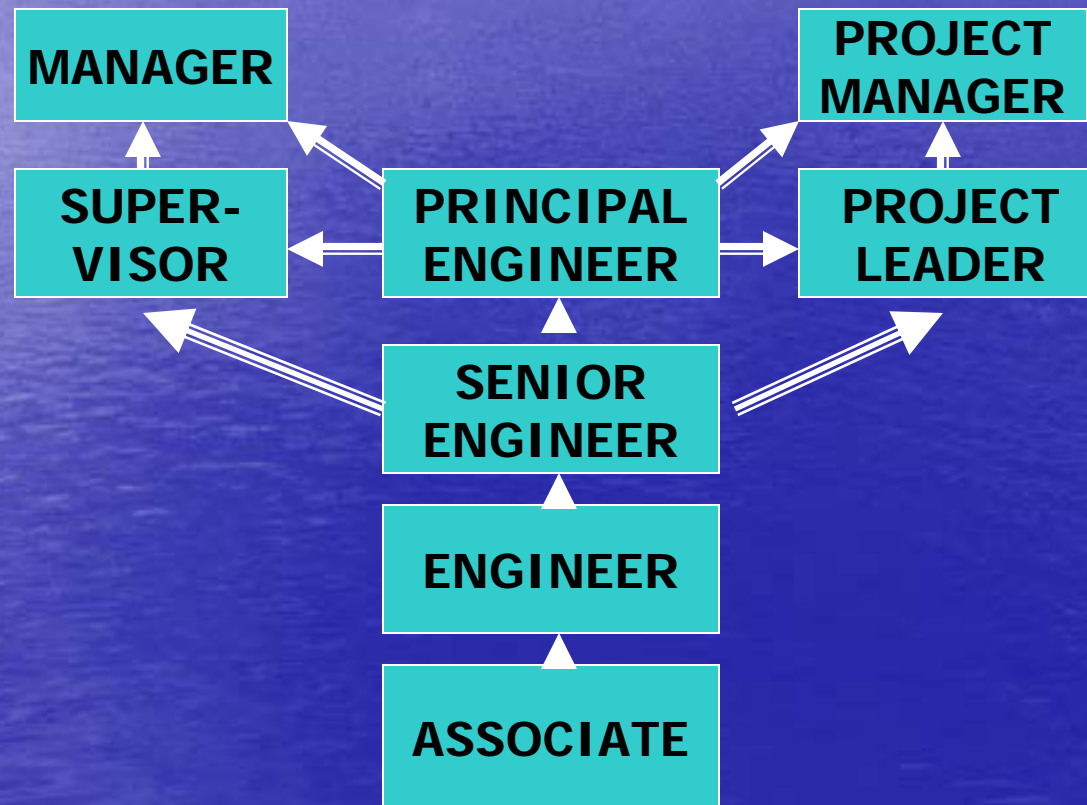
Satisfaction

Low Turnover

Ensure Effectiveness Of HR Strategy (cont.)

- Effectively manage promotions/transfers
 - Create career management structures and paths
 - Move people to encourage development
 - Move people to broaden skills/knowledge (developmental assignments)
 - Create “skunk works” when processes need to be rethought and insulate from cultural constraints
 - Co-locate people when it produces better results (avoid dark side of “virtual”)

Career Management Structure: Engineering



Ensure Effectiveness Of HR Strategy (cont.)

- Manage losses through retirement
 - Ensure retirement plans do not motivate wrong behavior relative to exiting organization
 - Consider layered incentives for those with critical skills and/or individuals who are the top contributors to stay as long as needed
 - Design post-retirement roles that enable those with critical skills to transmit them/supplement workforce (e.g., contractor status)

Ensure Effectiveness Of HR Strategy (cont.)

- Manage losses through turnover
 - Know what the attitudes of critical people are at all times and why negatives exist
 - Take initiative to ensure critical people know they are valued
 - Insulate organization against loss of tacit knowledge through turnover (e.g., cross-train)
 - Measure and manage employee engagement

Employee Engagement Is...

- Simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and others, facilitate physical/cognitive/emotional presence and result in achieving full performances (W. A. Kahn)
- Measured as vigor, dedication, absorption (Salanova)

Why The Organization Cares: Engagement's Effects

Individual:

Higher job satisfaction, lower absenteeism, lower turnover, higher performance, higher commitment

Group/Team:

Morale; cohesion; rapport; service climate

Customer: Loyalty

Company: Productivity; profitability

(Sources: Salanova; Harter)

Creating Engagement (Helping People Be Fully Present)

- Add critical resources
 - Training; autonomy; enabling technology
- Remove obstacles
 - Physical stressors (long hours; travel; lack of exercise; poor diet)
 - Psychological (inauthentic conduct; conflict; imbalance between work & life)

Engagement Measured By Responses To Questions Like:

- Do you recommend X as a good place to work?
- Are you proud to tell others you work at X?
- Does your job provide you with a sense of accomplishment?
- Are you willing to put in a great deal of effort beyond what is expected to help X succeed?
- Do you understand how your role is related to X's objectives and direction?
- Do you understand how your unit/function contributes to X's success?

Empowerment Is Important To Building Engagement

- Empowerment index measured through responses to questions like:
 - How do you rate your supervisor on encouraging people to take initiative?
 - How does the company empower employees to make decisions that are in the best interests of customers and the organization?
 - Are you provided with opportunities to learn new things and to develop personally?
 - Are you given the appropriate amount of autonomy?
 - Are employees supported in taking appropriate work-related risks?

Employee Involvement (E. E. Lawler)

- Factors contributing to effective EI
 - *Knowledge*: everyone knows what they need to know
 - *Information*: information flows freely (up; down; across)... e.g., best practices
 - *Power*: people given appropriate control
 - *Rewards*: right things rewarded in right way

Workforce Satisfaction & Effectiveness (Gallup)

1. Knowing what is expected
2. Having resources to do it right
3. Having opportunity to do what I do best
4. Receiving recognition for good work
5. Having supervisor who cares about me
6. Having someone encourage my development
7. Having opinions count
8. Having work that is important to company mission
9. Having co-workers committed to quality
10. Having a best friend at work
11. Having someone talk to me about my progress
12. Having opportunities to learn and grow

The Sears Experience: A Business Case For Engagement

- Executive management began an initiative to make Sears a
 - Compelling place to invest
 - Compelling place to shop
 - Compelling place to work
- Their research established that a 5 point improvement in employee attitudes led to a 1.3 point improvement in customer satisfaction, which led to a 0.5% improvement in revenue growth

The Sears Experience *(Cont.)*

- The factors leading to improvement in employee attitudes were:
 - Quality of supervision
 - Quality of job/workplace design
 - Quality of employee training
 - Quality of teamwork
 - Quality of work context (pay & benefits; promotion opportunity; fair treatment)

Ensure Effectiveness Of HR Strategy (cont.)

- Respond to competition for people
 - Create control points and premium “shadow pay ranges” to stay at market
 - Increase marketing of advantages provided to employees (other than pay)
 - Honestly tell people when they are being “bought” by other organizations and discuss what they will face down the road (e.g., Y2K)

Ensure Effectiveness Of HR Strategy (cont.)

- Periodically reassess current status & future requirements
- Develop disaster recovery strategies (e.g., pandemics or natural events)
- Regularly assess effectiveness of strategies and programs
- Make necessary modifications to ensure continued success and to abandon failures

Ensure Effectiveness Of HR Strategy (cont.)

- Expand programs that address work-life balance, reflecting organization's belief in the value of employees/concern for them
 - Telecommuting
 - Restructured work week
 - On-site personal services
 - Subsidized family services

Planning For Sustaining Viability...

Example Of A Strategy To Deal With Workforce Demographics

- Differentiate jobs by criticality to mission
- Profile workforce by key demographics
- Identify critical needs
- Develop strategies for meeting needs

Differentiate Jobs By Criticality

- Categorize all jobs as one of the following:
 - A - mission critical
 - B - significant impact on performance
 - C - not critical/impactful
- For both A and B jobs do demographic profile:
 - 1 - Eligible to retire with full benefits now
 - 2 - Eligible to retire in 1 - 5 years
 - 3 - Not eligible to retire in 5 or more years

Develop Plan To Deal With Losses & Identify Vulnerability

- For A-1 and B-1 jobs
 - Identify replacement(s)
 - If none, create plan immediately
- For A-2 and B-2 jobs
 - Assess pool of replacement candidates
 - If inadequate create development plan
- For C jobs
 - Assess ability to outsource/redesign roles

Managing Critical Knowledge

- For A-1 and B-1 jobs
 - Initiate communication about their plans and the organization's needs
 - Evaluate “post-retirement roles” as ways to utilize retirees as trainers/mentors
 - Consider “early hiring” of replacements to allow for OJT over 6-12 month period to convey critical knowledge
 - Initiate project to render tacit knowledge explicit through documentation and process redesign
 - Use incumbents as recruiting resources, as well as onboarding participants
 - Prepare proposal with benefits and costs

Do The Current Economic Conditions Warrant Different Strategies?

- It depends on how current conditions impact you
- It depends on what is likely to happen in the future and when
- It depends on what your competitors do
- It depends on your capacity to respond and to implement change

Economy's Impact On You?

- Magnitude of revenue decline
- Cost of debt/restrictions on credit line
- Adequacy of cash flow
- Increased pressure from shareholders
- Increased anxiety among employees
- Increased pension funding costs
- Social pressure (no layoffs, closings or off-shoring) or regulatory constraints
- Supply-demand balance for critical skills

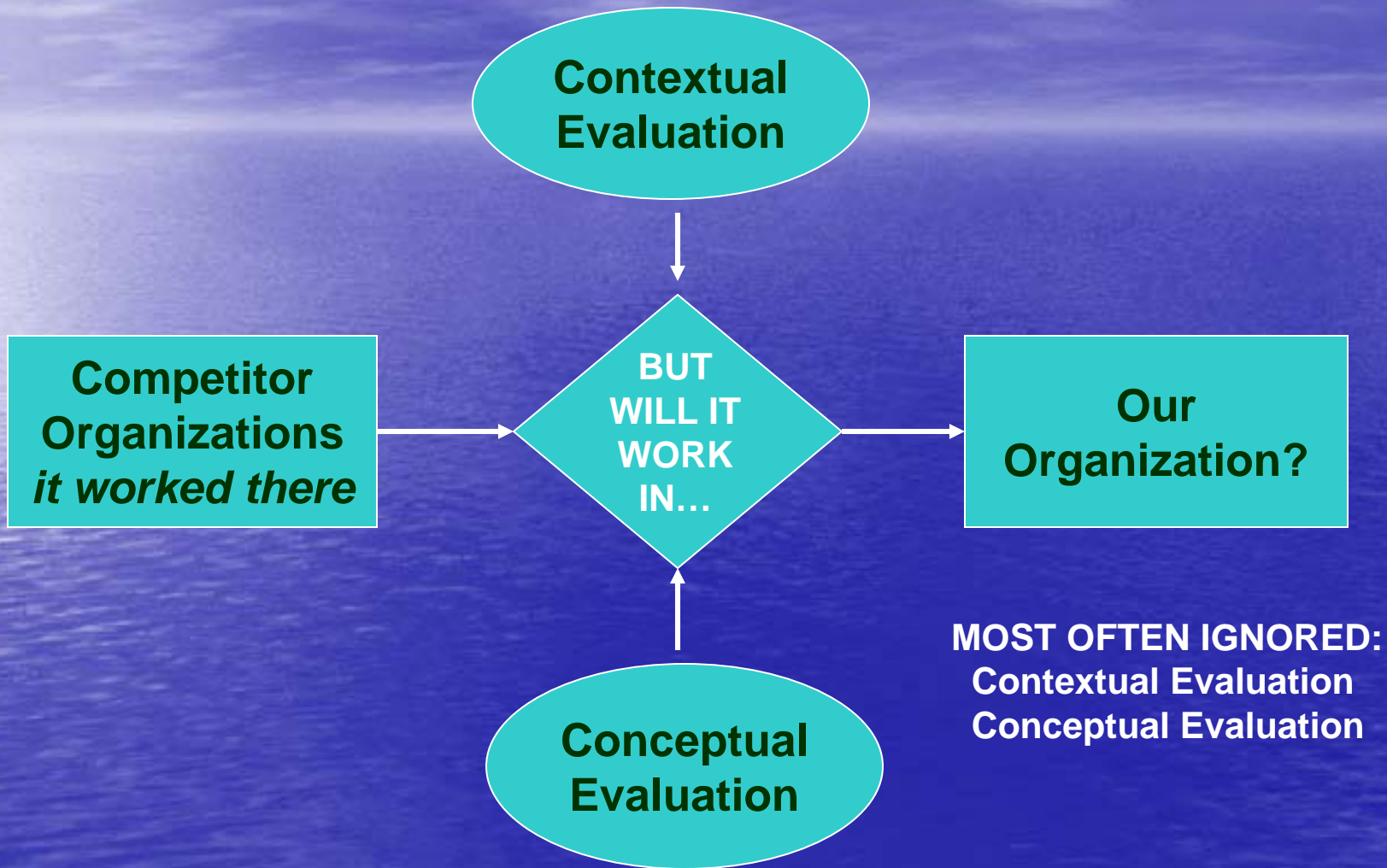
Define Possible Futures

- If you built future scenarios they would be...
 - Pessimistic
 - Long, deep recession
 - Weak recovery
 - Optimistic
 - Government intervention right thing to do
 - Consumer and investor optimism returns
 - Sharp recovery within two years

Competitor Actions

- Is getting/keeping talent a big problem now?
- Do actions by others provide “air cover” for layoffs?
- Do actions by others provide justification for pay freezes?
- Are others increasing supply of talent by downsizing?
- Are competitors using tools you do not have available?
- How visible is your talent pool to them?

Benchmarking



Transporting Practices Into Your Organization

- They worked there - but will they work here - without modification?
- Adjust in some way for context?
- Analyze why they worked/did not work elsewhere and use that as guidance?
- Utilize cross-section of employees and functional representatives to evaluate?

Emulation

• ADVANTAGES

- Experience of others can help predict how something will work
- Gives you air cover if it blows up
- Helps ensure best practices are used internally
- Helps ensure you are in line with competitors for people

• DISADVANTAGES

- Difficult to predict how practices will work in a different context
- Does not set you apart
- Lack of experience may present administrative challenges
- Less compelling for getting recognition for organization

Invention

- ADVANTAGES

- Enables you to stand out when attracting and retaining talent
- Allows you to create something that fits your context
- Gives you something to write an article about
- Other?

- DISADVANTAGES

- No experiential evidence that innovation will work
- Leaves you standing out there alone
- Uncertainty may not appeal to employees
- Other?

What Are You Capable Of Doing?

- Have your employees had quite enough change?
Receptive to more?
- Is management willing to take on major interventions?
Have a clue as to direction to be taken?
- Is the fix apt to take only after what is being fixed has
changed yet again?
- Do collective bargaining agreements limit actions you
can take?

What Evidence Should Be Used In Formulating A Strategy?



What Should You Do?

Downsize

Freeze/
Cut Pay

Change
Programs

Status
Quo



Downsizing: The Right Choice?

- Will you need the people back when the economy turns back up?
- Will they be available?
- What will headcount cuts save you?
 - Calculate real reduction in cash outflow
 - Deduct cost of severance pay
 - Deduct cost of paying out on vested benefits
 - Deduct added unemployment tax costs
- Will you break even in time for upturn?

Research on 2000-02 downturn (*Responsible Restructuring, Cascio*)

Downsizing organizations

- * less profitable in that year
- * did not recover ROA until 2yrs
- * stock price no better over 3 yrs

Direct Costs

Severance
Accrued time off
Unemployment benefits
Outplacement
Vested pension/benefits
Administrative costs
Costs of rehiring

Indirect Costs

Costs of new hires
Low morale/loss of trust
Risk adverse employees
Short staff during rebound
Loss of knowledge/memory
Heightened insecurity
Potential legal liability

If Downsizing Is The Strategy Consider Present/Future Impact

FUTURE

P
R
E
S
E
N
T

<i>Impact</i>	MAJOR	MINOR
MAJOR	<i>Software Programmers</i>	<i>Financial Analysts</i>
MINOR	<i>R & D Personnel</i>	<i>Distribution Center Staff</i>

Alternative Rewards Strategies: Existing Workforce

- Base pay
- Variable compensation
- Benefits
- Work environment
- Career opportunity

Helpful Advice

If you find yourself in a hole
the first thing to do is to
stop digging!

Example... if your fixed payroll costs
are already too high, *don't*
increase them!

Change Direct Compensation Mix

- Replace fixed cost base pay with variable pay opportunity
 - Reduce base pay levels; add incentives
 - Freeze base pay levels; add incentives
 - Split budget for pay adjustments into base pay increases and cash awards

Distributing Incentive Funds



Organization Performance



Outstanding Contribution Award Fund



Based On Performance

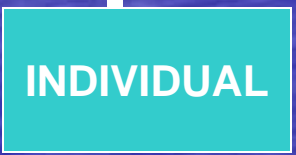
Based On Performance



Egalitarian

Egalitarian

Based On Performance



Variable Compensation: *Form Of Reward*

Cash >>> Equity?

Options

Restricted Stock

Mandated Ownership Levels

Equity delivered how?

Based on performance

With longer vesting

One Strategy Or Many?

- Execs and Sales personnel probably have different programs already
- What other categories of employees should be “different”?
- Key to deciding: start at the bottom and work up... decide optimal package for each group and then decide if groups will be combined under same strategy

Change Indirect Compensation Strategy

- Reduce costs of benefits programs
 - Increase employee share of health care
 - Implement consumer directed health care
 - Reduce level of benefits provided
 - Provide flexible benefits
 - Rethink paid time philosophy
 - Vacation carryover
 - Specified number of sick days
 - Separating different types of time off

Changing Strategy

- *Sustainability* should be a major consideration
- Yet continuous evaluation & refinement are necessary in turbulent environment
 - *What works is what fits - now!*
- But continuous change is challenging
 - Employees cool to frequent change
 - Administrative resources probably limited

Status Quo

- If you do what you have always done... you will get what you always got
- Insanity can be defined as...
“repeating the same actions and expecting different results”

But change has its costs... can you afford them...
afford the status quo?

If You Could Do One Thing... Any Thing...

- What one thing do you believe would be the best action to take... now?
- What stands in the way of doing it?
- Can you remove the obstacles? How?

If You Want More Detail On Alternative Rewards Strategies

- Join me tomorrow at a workshop

- 10:30 – Noon

- **THANKS FOR ATTENDING!**