

# WorldatWork Member Resources



## The New Skills: Hope, Confidence, Loyalty

Martin Luther King, Jr., had a *dream*, not a “five-year plan.”

It was King’s dream that attracted, motivated and kept people committed to his cause. So when it comes to business strategy, international bestselling author Jonas Ridderstråle, Ph.D., says organizations need the same inspiration and must communicate a “dream” to employees.

Ridderstråle, author of *Karaoke Capitalism: Management for Mankind* and *Funky Business: Talent Makes Capital Dance* and keynote speaker at the 2008 WorldatWork Total Rewards Conference & Exhibition in Philadelphia, May 20-23, describes the challenge of hiring top talent as the “science of scarce resources.”

“What has been scarce changes over time. Once upon a time, it was physical labor that was rare,” Ridderstråle said. “Now

it’s intellectual capital. But even that is changing.” It’s not enough to have knowledge, according to Ridderstråle; knowledge needs to be articulated or expressed in a way that’s meaningful to others—employees, customers or the masses.

Today, top intellectual capital isn’t as scarce because it isn’t contained only by the United States or Western Europe. Also, the lifespan of knowledge is always decreasing as new technologies are introduced, making the skills of a person hired a year ago practically obsolete. Today, a company needs talent that exudes hope, confidence and loyalty toward the organization.

“Competition will be intellectual for sure, but also psychological and emotional,” Ridderstråle said. “You want to be proud of the place you work. That is critical. People won’t snap to attention just because you’re their boss. Maybe you can force them to do it, but their heart won’t be in it. Peak performance is about skill and will working together.” And if an employee’s skill and will are dedicated to a particular company, Ridderstråle says that’s the kind of talent that can make capital dance.

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—Jonas Ridderstråle, Ph.D.  
Keynote Speaker  
2008 Total Rewards  
Conference & Exhibition

**TOTAL 2008**  
**REWARDS**  
WorldatWork Conference & Exhibition



### See Ridderstråle in Philadelphia

Ridderstråle’s research will influence his keynote speech at the 2008 Total Rewards Conference & Exhibition, May 20-23 in Philadelphia. “We have proof that what you can do when you have a crowd in front of you for an hour in terms of intellectual capital is quite limited,” he said. “But you can add more to their psychological capital—make them more confident, more hopeful.”

To learn more about Ridderstråle and his keynote address, visit [www.worldatwork.org/philadelphia2008](http://www.worldatwork.org/philadelphia2008).



## Positive Deviance

Because the sense of pride in a workplace changes from employee to employee, Ridderstråle says there is no one right talent for all organizations. "First you ask who you are as an organization—what's right for you probably doesn't have too much to do with intellectual talent. It's more a question of attitude," said the Swedish academic. He named Southwest Airlines as an example. A positive person can be trained to be the best pilot. But the best pilot, but with a bad attitude, won't be the right fit for the airline.

"It's much easier to change the skill level of people than to change attitude," Ridderstråle said, continuing that companies can put up with deficiencies in skills but usually fire employees for problems in attitude.

If a business wants an employee who is innovative, Ridderstråle's thought-provoking

research would point to changing the organizational culture toward acceptance of deviance ... positive deviance.

Ridderstråle, a top business-school professor who holds a master's degree in business administration and a doctorate, said sociology classes usually teach and research negative deviance, but should also include instruction on positive deviance, or when a society (or organization) does something amazing. In business, this can be as simple as asking employees to write down a "motivation description" rather than a "job description."

"Management, as we've defined it for 100 years, has been about stamping out deviance," he said. "That was efficient. Then, businesses that were cheaper or faster were successful. Those that could perfect the known better than anyone else would win. But now, business is

focused on the creation of the unknown. It's about innovation."

Ridderstråle recalls that billionaire CEO Bill Gates once said that if 20 people left Microsoft, the business would go under. "That's because the difference between top talent and average talent is so vast. We've come a long way from Henry Ford's assembly line. That's why we need total rewards," he said. "Talent is so important in these organizations." And because most people don't live to work, Ridderstråle recommends positive deviance in the rewards packages. "Lots of employees would rather have a couple of extra days off instead of a nicer company car or bigger office. Leaders need to listen to the employees and accept that fact."

When it comes to mistakes in the pursuit for top talent, Ridderstråle says a lot of

## Introducing the New Board of Directors

The following members were elected by the membership to the full WorldatWork Board of Directors for a term of two years, beginning in January 2008:



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**WorldatWork**  
The Total Rewards Association

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## Volunteering

is a great way to give back to your profession, work with your peers, engage in strategic dialogue about the profession, drive association strategy and strengthen your leadership skills. WorldatWork is always looking for outstanding leaders. Applications can be found on the WorldatWork Web site via the "Find a Form" link listed under "About Us" on the home page. You can find the applications listed under the Serve WorldatWork section.

[www.worldatwork.org](http://www.worldatwork.org)

organizations are afraid to be distinct. He says it's much more important to re-dream and re-energize as opposed to restructuring.

He explains it with the example of the organization as a host of a party. "If you play a compilation album of the best songs of the year, everyone will drop by when they hear the song they liked, but they'll leave when they hear the next song," he said. "If you put on a niche album, not as many people will come, but those who come will stay all night. Unless you're very clear about your values and who you are, you will be doomed to recruit the wrong people."

## Green Initiative Sprouts at Total Rewards Conference

Did you know that each year, the average office worker goes through about 500 disposable cups? According to the Clean Air Council, Americans throw away 2.5 million plastic bottles every hour and trash enough office paper to build a 12-foot wall from Los Angeles to New York City.

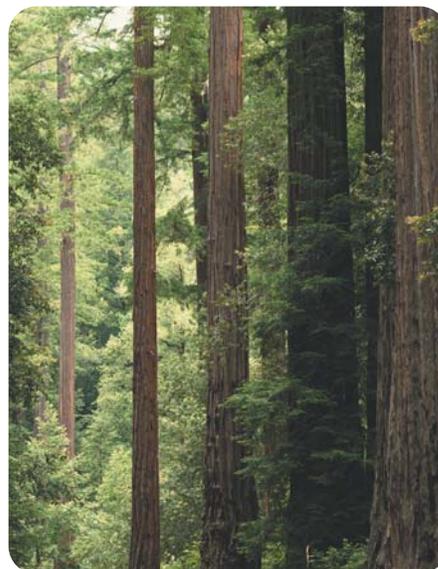
Beginning with the Total Rewards Conference & Exhibition 2008, May 20-23, WorldatWork has made a commitment to moderate the impact we make on the environment. From reduced printing on recycled paper to reusable, eco-friendly signage and structures, WorldatWork is finding easy solutions that make a significant difference.

Conference attendees in Philadelphia will find the following changes on site:

- Instead of printed workshop handouts piled in the back of each room, attendees can find workshop material online before, during and after the conference. Bring your laptop and access the documents during your

sessions. Attendees who wish to carry printed copies to the workshops are encouraged to print the pages (using both sides of the paper) before arriving at the conference.

- Structures and conference signage will be made of recycled and reusable materials for future events.
- Preconference brochures and the on-site Conference Program Guide are printed on recycled paper.
- To reduce plastic waste, individual bottled water will be replaced with a reusable water bottle for all attendees, with several water stations located throughout the Pennsylvania Convention Center. *Attendee water bottles were made possible through the support of Softscape.*
- Recycle bins for paper, aluminum and plastic will line the Pennsylvania Convention Center.



# TOTAL 2008 REWARDS

WorldatWork Conference & Exhibition

[www.worldatwork.org/philadelphia2008](http://www.worldatwork.org/philadelphia2008)

## Membership Benefits—

Stay on top of issues with these WorldatWork membership benefits.

**Issue Tracker:** Stay up to date on all the issues in the news affecting the HR profession.

**Newsline:** Read the latest news from around the world, with headlines on benefits, compensation, work-life and more.

**workspan magazine:** Keep on top of hot issues and trends in the total rewards profession as well as association news.

**Surveys & Polls:** Follow trends and the pulse of the industry with surveys, quick questions and thought-provoking results.

**Government Affairs:** Track the latest information on bills and regulations affecting compensation, benefits and total rewards.

**Ethics:** Search through case studies, questions and best practices to promote ethical business behavior and find answers to your own ethical dilemmas.

**WorldatWork Journal:** Get the latest data and insight into the profession with research-based articles packed inside this quarterly magazine. 

### ABOUT THE AUTHOR

Erin Ryan is a contributing editor to *workspan's* Member Resources and can be reached at [eryan@worldatwork.org](mailto:eryan@worldatwork.org) or 480/348-7224.

## Featured Events

Mark your calendar for these upcoming WorldatWork professional-development opportunities. Visit [www.worldatwork.org](http://www.worldatwork.org) and select "Education" to register for any of these events or call us toll-free at 877/951-9191. Please note that this is a partial listing of WorldatWork professional-development programs. Visit our Web site to see a complete list of offerings.

### March 2008

GR1: Total Rewards Management	Mar. 3-5	Singapore
Exemption Tests in Practice	Mar. 4	Washington, DC
T2: Accounting and Finance for the Human Resources Professional	Mar. 4-13	CourseCast
Sales Compensation for Complex Selling Models	Mar. 5	Boston, MA
Writing Effective Job Descriptions	Mar. 5	Phoenix, AZ
B2: Retirement Plans—Design and Management	Mar. 5-7	Tulsa, OK
T11: Fundamentals of Equity-Based Rewards	Mar. 5-7	Philadelphia, PA
B1: Fundamentals of Employee Benefits Programs	Mar. 5-7	Las Vegas, NV
T9: International Remuneration: An Overview of Global Rewards	Mar. 10-12	New York, NY
C5: Elements of Sales Compensation	Mar. 11-13	Toronto, Ontario
C1: Regulatory Environments for Compensation Programs	Mar. 12-14	Bellevue, WA
T1: Total Rewards Management	Mar. 25-27	Madison, WI
Competitive Market Pay: Pricing Critical Skills and Unique Positions	Mar. 26	West Des Moines, IA
T6: Mergers & Acquisitions: Benefits, Compensation and Other HR Issues	Mar. 26-28	Boston, MA
B5: Managing Flexible Benefits	Mar. 31-Apr. 2	Austin, TX

### April 2008

C17: Market Pricing—Conducting a Competitive Pay Analysis	Apr. 2-4	Tulsa, OK
B1: Fundamentals of Employee Benefits Programs	Apr. 2-4	Chicago, IL
C4: Base Pay Management	Apr. 7-9	Overland Park, KS
T3: Quantitative Methods	Apr. 9-11	Memphis, TN
T4: Strategic Communication in Total Rewards	Apr. 14-16	Atlanta, GA
B3: Health Care and Insurance Plans—Design and Management	Apr. 16-18	Phoenix, AZ
GR2: Quantitative Methods	Apr. 17-19	Shanghai, China
B5: Managing Flexible Benefits	Apr. 21-23	Denver, CO
C6: Principles of Executive Rewards	Apr. 21-23	Lake Buena Vista, FL
C2: Job Analysis, Documentation and Evaluation	Apr. 21-23	Calgary, Alberta
T2: Accounting and Finance for the Human Resources Professional	Apr. 23-25	Salt Lake City, UT
GR3: Job Analysis, Documentation and Evaluation	Apr. 23-25	Madrid, Spain
C15: Global Compensation—Strategy in Practice	Apr. 23-25	Washington, DC
T12: Outsourcing and Managing HR Service Partners	Apr. 23-25	St. Louis, MO
CF: Compensation Fundamentals	Apr. 24	Dallas, TX
C11: Performance Management—Strategy, Design and Implementation	Apr. 28-30	Charlotte, NC
W3: Health and Wellness Programs	Apr. 28-30	New York, NY
C12: Variable Pay—Incentives, Recognition and Bonuses	Apr. 14-16	Ottawa, Ontario