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# Special Report for HR Professionals

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## NATIONAL ILG MEETING IN NEW ORLEANS

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In her keynote speech at the National Industry Liaison Group (ILG) conference in New Orleans on July 27, 2011, Patricia Shiu, National Director of the Office of Federal Contract Compliance Programs (OFCCP) made it very clear that “good faith efforts are no longer good enough.” Even though the agency’s regulations specify Good Faith Efforts are the measure by which federal contractors will be evaluated, Ms. Shiu says she expects contractors to demonstrate numerical achievements, particularly for placement of veterans and disabled job candidates.

She reinforced the proposals that have already been placed into regulations for veterans by saying that numeric placement goals will be an expectation of her agency from now on. Contractors generally opposed the regulatory changes, holding that getting valid data from a voluntary identification system was an unrealistic expectation. Without valid data, requiring the setting and achievement of numerical goals seems to be wishful thinking. Nonetheless, contractors are now saddled with these requirements and had better start paying attention to them.

Similar expectations are being expressed in proposals for new regulations related to employment of disabled persons. Attorneys who spoke at the conference generally said that employers, through their silence in the rule-making process, are going to suffer the consequences. Federal contractors will be expected to do things they may find objectionable and only through expressing valid opposition arguments can they hope to see the regulatory proposals altered before implementation. A common area for disagreement between contractors and government enforcers is the estimate of burden regulators suggest will fall upon employers subject to the new rules. The OFCCP suggested it would cost a few hundred dollars for contractors to comply with the new veterans recordkeeping requirements each year. Some large contractors have estimated it will cost closer to \$50,000 or more. Clearly, there is a major gap in the government vs. contractor view of financial investment required to meet the new requirements. John Fox, managing partner of Fox, Wang & Morgan, P.C. in San Jose, California (<http://www.foxwangmorgan.com/>) said just this single area of estimating difference can result in major expenses to the contractor community.

The OFCCP is continuing its rapid advance in making and implementing new regulations...perhaps the greatest volume and speed of processing in its history.

**The DOL announced a delay in accepting VETS-100 & VETS-100A reports for 2011. Technical difficulties are to blame. Expect to be able to begin your input about 10/1/2011 and be sure to complete it by 11/30/2011. For more information go to**

**[www.dol.gov/vets/programs/fcp/main.htm](http://www.dol.gov/vets/programs/fcp/main.htm)**

## MASTERING INNOVATIVE LEADERSHIP

By Alexander Hiam

**PART #2**

[This is an article in three parts. This part continues from the July 15<sup>th</sup> Issue of *Special Reports for HR Professionals*.]

The innovation-oriented leader is a natural when it comes to finding the next great idea and working on it, but begins to lose focus and get bored just when the innovation's kinks are finally ironed out and it's time to profit by using it efficiently.

Which is your strength: innovating or maintaining? Whichever it is, know your strongest and weakest qualities and make a point of hiring people who can help you with both. I'm a natural innovator myself, but my business partner, Stephanie, has a maintenance orientation. She's really good at making things hum along efficiently, and she keeps a close eye on plans and budgets, which means I can spend most of my time imagining. Some months she takes the lead, when her orientation fits the strategic phase we're in. Other times, I step forward (for example, with a new product I've designed) and take the lead as we change our product lineup or try a new business model. If it works, I then turn the reins over to her to fine-tune it and make it run profitably.

I've found I'm so strongly oriented toward innovation that it's hard for me to change my own approach and be a good maintainer, so I rely on someone else to help me cover the other orientation. However, most people are less extreme in their orientation and can teach themselves to switch from one orientation to the other more easily than I can. It's up to you to decide whether you can cover both basic leadership orientations yourself or you need a partner to help you.

### **Pumping Up Your Enthusiasm**

Enthusiasm is a great quality that open-minded innovators bring to any leadership role. Face it; it takes a lot more energy to create something new than to keep moving ahead on the same track. That means you need to recharge your own battery often and fully, by making sure you have a healthy, energizing lifestyle outside of work. Take a moment to assess your sources of energy:

- Does your family or personal life support and energize you every day?
- Do you get eight hours of sleep a night on average?
- Do you get a moderate amount of exercise and manage your physical well being?
- Do you have a varied, interesting diet?
- Do you try new things at home, such as new hobbies, travel, or friendships?
- Do you learn new things every week that stimulate your imagination?

Yes, this is another mini-assessment. Count the number of yes answers. A perfect six would be great, but if you're not there yet, this list gives you some practical ideas about ways to make your personal life more energizing and less wearing. It takes enthusiasm to energize others!

Alexander Hiam is a leading innovation expert and the author of more than 20 books on innovation, marketing and creativity, including *Business Innovation for Dummies* (Wiley, June 2010)

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## Breakthrough Technical Recruiting

Are you trying to position your business for “out of the gate” readiness when the market turns around? If part of that effort involves technical recruiting, this resource is one you must have on your desk top.

<http://www.management-advantage.com/products/Breakthrough.htm>

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### Turn Toward the Positive

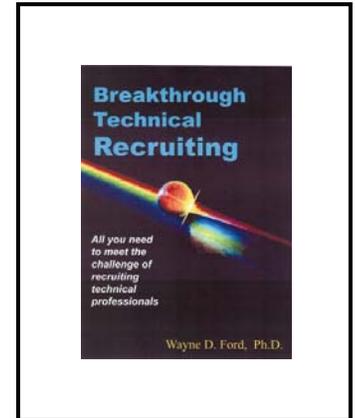
There's one thing you can do that I guarantee will make up for a lot of errors or missteps in every other aspect of your leadership. Leaders who maintain a strongly optimistic and positive frame of mind are able to build and maintain innovative momentum, even when things go wrong. It turns out that a realistic optimist is far better at stimulating creative behavior or at leading a team through a tough implementation than any other kind of leader.

There's a lot of research supporting the importance of optimism at work. It's actually one of the few things that most experts agree on. Optimists are more creative and innovative, more motivated, and more satisfied with their work. They also live longer, healthier, happier, and more successful lives. Entrepreneurs need to be reasonably optimistic to succeed. However, keep in mind that optimism can be taken too far. At its extreme, optimism can produce overconfidence and a lack of realism. Your goal should be to be realistically optimistic, with a positive, can-do attitude but also a willingness to admit a strategy isn't working and change directions if need be!

### Tempering Your Enthusiasm with Practicality

It's important to aim for a positive attitude that supports innovation, so you may want to think about what that means for you. A pragmatic approach to optimism may be your best bet. Don't just say, “Oh, it's okay, we don't have to do anything, things will get better on their own.” That's an unrealistically optimistic view and goes along with feelings of personal lack or responsibility and even helplessness. A pragmatic optimist says, “Things don't look so good right now, but I bet we can figure out a good way to deal with this problem, and even find some hidden opportunities in it.”

When you're in a positive (optimistic and hopeful) frame of mind, you tend to spread that positive attitude to others. It spreads quite naturally, both through what you say and through the way you act.



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Continued in Next Issue

## OSHA NOW OFFERS RECORDKEEPING ADVISOR ON LINE

The Occupational Safety and Health Administration (OSHA) has announced a new service on its web site called Recordkeeping Advisor. This new offering helps employers determine if an accident or illness is reportable under the increasingly complex rules OSHA has in place. Determining whether or not something is reportable is critical to complying with those rules.

OSHA Recordkeeping Advisor offers a simple question and answer format, taking you from one answer to the next question so that you can define the specific situation you face. In the end, the Advisor will tell you if you must include the illness or injury in your annual report and if it must be reported to OSHA immediately. This is quite helpful if you have someone hurt on their way to work, or while traveling on business. If there are exceptions that might apply to your situation, this program will alert you to those.

Even experienced safety experts may find this service helpful. Surely, those new to monitoring and reporting requirements will find great guidance for their every day application.

[www.dol.gov/elaws/OSHARecordkeeping.htm](http://www.dol.gov/elaws/OSHARecordkeeping.htm)

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