

Putting the Human into HR

Putting the **Human**
into Human
Resources

Putting the Human into HR

Takeaway thoughts

Putting the Human into HR

**Human
Asset
Disruption
Empowerment**

Putting the Human into HR

**Human Resources
fills many roles**

Putting the Human into HR

Why did you
enter the field?

Putting the Human into HR



Putting the Human into HR

Working with people

Helping others

Making a positive impact

Be part of a great company

Potential for growth

Putting the Human into HR

Realities of HR

Putting the Human into HR

FMILA

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Family and Medical Leave Act

Putting the Human into HR

New rules proposed in Federal
Register 29 CFR Part 825
February 11, 2008

Comment period until
April 11, 2008

Putting the Human into HR

RE-
ENROLLMENT

Putting the Human into HR

SOX

Putting the Human into HR

**Human Resources
fills many roles**

Putting the Human into HR

**Primarily for
your bosses**

Putting the Human into HR

**Your bosses have a
major priority**

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They want to improve
financial performance



Putting the Human into HR

**So, they engage
their employees**



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Putting the Human into HR

They build strong
corporate cultures



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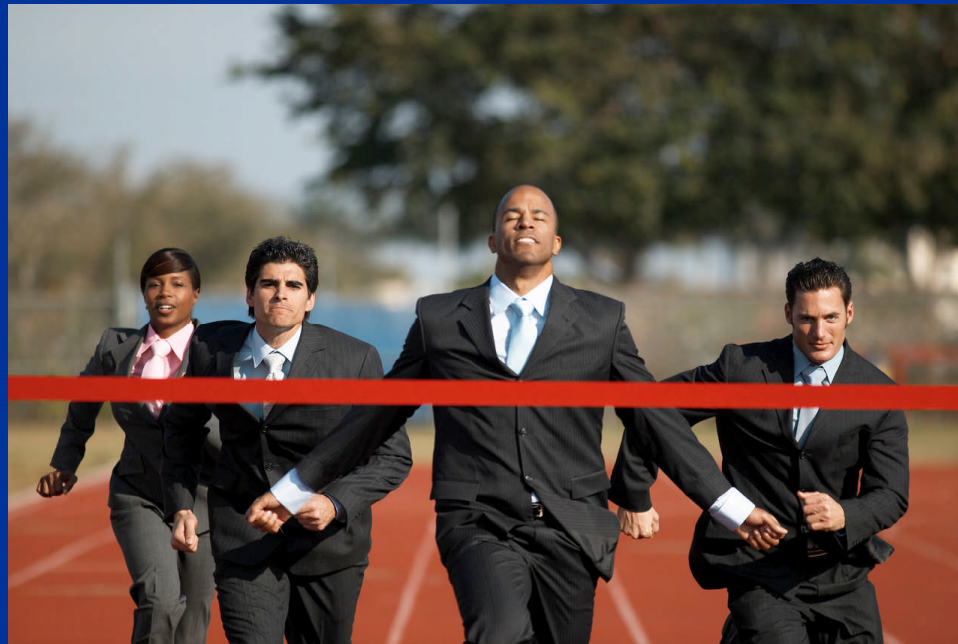
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They satisfy
customers



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They want to
sustain their success



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Putting the Human into HR

They look for ways to
achieve these goals



Putting the Human into HR

They create
financial plans



Putting the Human into HR

They offer incentives
to engage employees



Putting the Human into HR

They devise ways to
retain their clients



Putting the Human into HR

Their bosses **expect**
them to figure it out



Putting the Human into HR

They **ask** their
directors to help



Putting the Human into HR

Directors **ask** their
managers to help



Putting the Human into HR

Managers **ask** their
workers to help

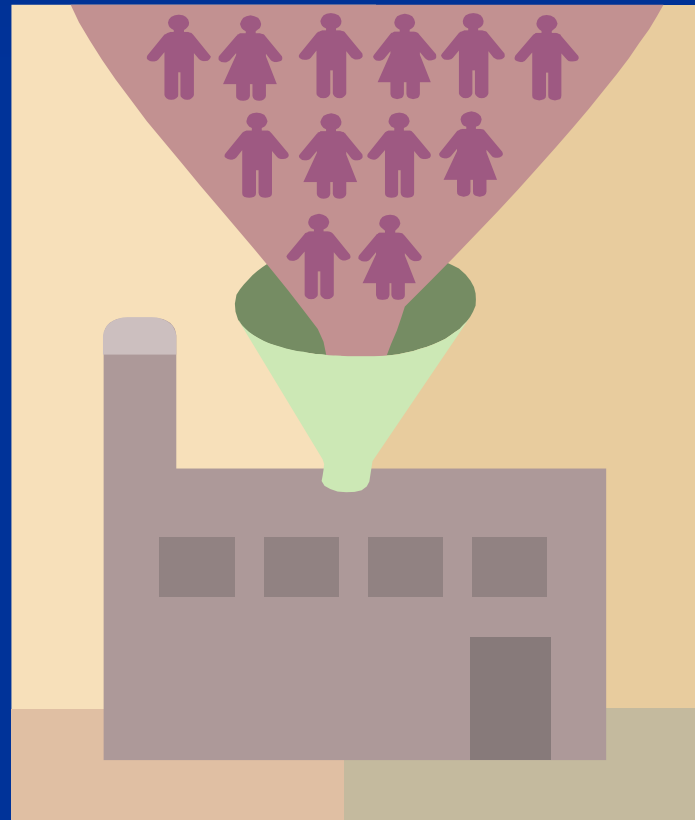


Putting the Human into HR

Human Resource managers...

Putting the Human into HR

...are **told** to do it...



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Putting the Human into HR

...without any
additional funding



Putting the Human into HR

YESTERDAY!



Putting the Human into HR
Empowering Human Resources

**You (HR) are
empowered
without any power**

Putting the Human into HR
Empowering Human Resources

So the question is not,

“Am I human”?

Putting the Human into HR

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The question is,
“Am I empowered”?

Empowering Human Resources

What can **you**, as an
HR professional, do
to be empowered?

Empowering Human Resources

Eight Ideas

Empowering Human Resources

1. Think like a CEO/CFO
2. Know that you are an asset
3. Support programs that reduce employee turnover
4. Select the most talented candidates
5. Identity outstanding employees

Empowering Human Resources

6. Reassign or terminate sub-par employees

7. Attract top-tier clients

8. Take the mission statement off the wall and make it part of the daily operation of the entire organization

Empowering Human Resources

First

**Think like a
CEO / CFO**

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They know the business

- What factors drive revenue?
- What's our market share?
- What are EPS doing? Why?

Empowering Human Resources

They're aware of what's
around the corner

- 65,000 engineers from US universities. 325,000 from China
- 40% of workforce to retire by 2010
- Not all potential retirees will leave

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They stay attuned

- Effect on interest rate on sales
- Effect of foreign exchange rate
- Recession/inflation?
- Federal reserve announcements
- Carbon Footprint

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**Building
Leadership
Talent**

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76% of CFOs identified
this as the most
important capability-
building challenge

IBM Global Human Capital Study 2008

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**Declining
Consumer
Spending**

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"Most employees' paychecks are not going to increase at the same rate that fuel and fuel-related spending are"

Michael Herbert, CFO of
Delta Dental Kansas

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“Consumers have to make decisions about where they're going to spend their shrinking dollars”

<http://www.cfo.com/article.cfm/10596933?f=alerts>

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They prepare for
the changes

- \$200 per barrel of oil?
- Avian flu epidemic?
- Natural/man made disasters?
- BRIC country growth?

Empowering Human Resources

To think like a CEO, consider
the HR implications

- Employees staying for 3+ years
- Succession plans for key positions
- Shortage of new managers
- **Generational differences**

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Lying, cheating,
plagiarism, violent
behavior is sometimes
necessary, say US teens

HR Magazine Feb 2008 Page 26

Empowering Human Resources

These are some issues
CEOs think about

Thinking like a CEO
will make you an asset

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What else can **you**, as
an HR professional,
do to be empowered?

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Second

Know that you're an
asset, not a liability
to the bottom line

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HR pros walk a **fine line**
between delivering orders and
leading the organization



Empowering Human Resources

HR **assets** disrupt
the norm

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**Some assets that
have created
disruption:**

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- Aircraft
- Telephone
- Radio and TV
- Cell phone
- Internet
- Inflatable homeless shelters

The Interventionists: Users' Manual for the Creative Disruption of Everyday Life

Joseph Thompson, Nato Thompson, Gregory Sholette 2006

Empowering Human Resources

Real life example

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Health plan reenrollment

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What do you say and
feel about it?

Two scenarios

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First:

Normal delivery

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“Here we go again”

“Same old, same old”

“More \$, less benefits”

“Pain in the a- -”

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Second:

Asset delivery

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“We’re all in this together”

“It’s a pleasure to have...”

“Let me explain how much the company pays for this plan”

“I know how you **feel**. I **felt** the same way. But I **found**...”

Empowering Human Resources

Assets create
disruption for the
betterment of the
organization

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They respond
unconventionally

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Do you create
disruption?

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Are you an asset?

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What else can **you**, as
an HR professional,
do to be empowered?

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Third

Influence decision makers
through money saving
programs that **reduce**
employee turnover

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Why do most employees
leave their companies?

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**The number 1
reason:**

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**They dislike
their boss**

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As an HR professional
you know the
departments with
the highest turnover

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You know where the
bad managers are

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What have you done to
disrupt the cycle of
bad managers and
high turnover?

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Listen

To the employees

Talk

To your boss

Ask your boss to talk

To the manager's boss

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Reprehensible managers
need **disruptive changes**
to improve their
performance

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Have someone else do
it if you can't

You're still creating disruption
and empowering yourself

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Turnover will be reduced

And you'll be a great asset

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What else can **you**, as
an HR professional,
do to be empowered?

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Fourth

Influence decision makers by
selecting the most talented
candidates through
provocative interviews

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The interview is the
first step to ensure
your employees
will want to stay
with the company

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Tell the candidate the exclusive goal of the interview is to learn about his/her talents

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**Explain to the candidate
this interview will be
different from other
interviews**

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Some provocative questions

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STAR method

Tell me about a Specific time

Tell me what you were Thinking

Tell me what Action you took

Tell me what the Results were

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Some more questions

1. How closely do you think people should be supervised?
2. What do you enjoy most about (selling, marketing, testing, manufacturing, etc)?

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3. Tell me about a time when you overcame resistance to your ideas.

*Listen for a specific answer,
e.g. “Last Monday I...”*

It's not Rocket Science

4. What kinds of roles have you been able to learn quickly?
5. What activities come easily to you now?

It's not Rocket Science

6. What is your greatest personal satisfaction?
7. What kinds of situations give you strength?
8. What do you find fulfilling?

It's not Rocket Science

9. How do you feel when someone doubts what you have to say?

*(Salespeople are upset,
teachers are pleased)*

It's not Rocket Science

**Listen to the responses
of the candidate and
compare them to the
company's values**

They must be parallel

Empowering Human Resources

What else can **you**, as
an HR professional,
do to be empowered?

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Fifth

Influence decision
makers by **identifying**
outstanding employees

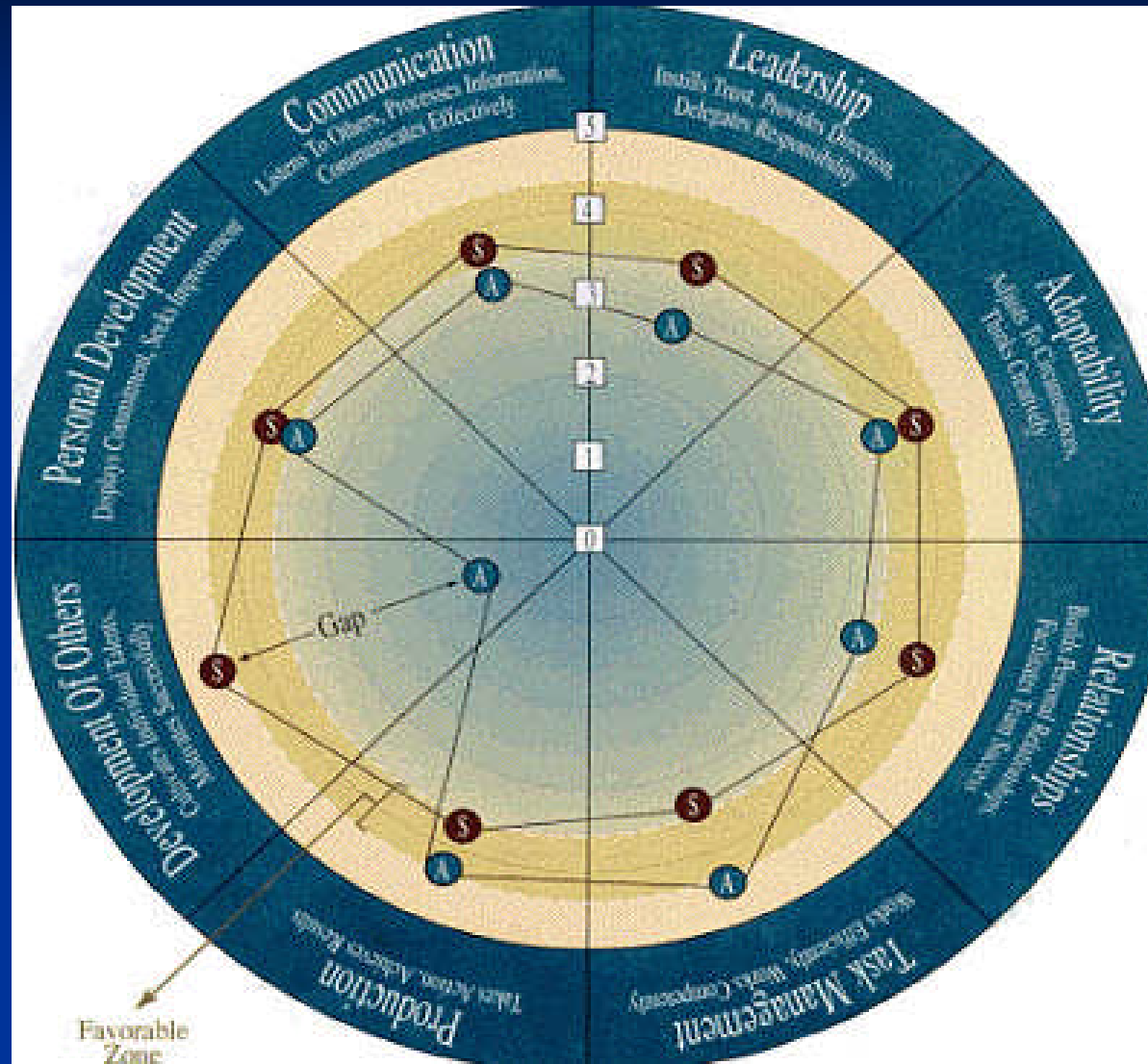
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Ask provocative
questions designed
to create disruption

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360 Evaluations?

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Give me a break!

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**Who in their right
mind would actually
want to do this?**

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A better way to ask
provocative questions
is to simply ask them

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Do you know what you are
expected to do at work?

Do you have the right materials
and equipment to do your work?

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Do you have the opportunity to do what you do **best** every day?

In the last seven days, have you received recognition or praise for doing good work?

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Does your supervisor, or someone at work, seem to care about you as a person?

Is there someone at work who encourages your development?

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At work, do your opinions
seem to count?

Does the mission/purpose of
the company make you feel
your job is important?

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**Are your co-workers
committed to doing
quality work?**

**Do you have a best
friend at work?**

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In the last six months, has
someone at work asked
you about your progress?

This last year, have you had
opportunities at work
to learn and grow?

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Employees must answer

“Yes”

to all the questions
to be fully engaged

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Do you know the
ones who are
engaged?

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If you do, you also
know who will be
outstanding

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**Outstanding
employees **first**
need to be
engaged**

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Create some
disruption

Report outstanding
employees to
decision makers

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What else can **you**, as
an HR professional,
do to be empowered?

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Sixth

Influence decision makers
through **reassignment**
or termination of
sub-par employees

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Poor performers can
adversely affect an
organization

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Their peers start to wonder, “If John is productive for only 25 hours a week, why am I working a full 40 hours?”

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“I’m not getting a great raise”

“I’m getting the same bonus”

“I’m getting pretty pi- -ed off”

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Listen to the talk

You'll find out who
are the laggards

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Be disruptive and
talk to decision
makers about them

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Your input can be
critical in changing
their behaviors or
precipitating their
reassignment or dismissal

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What else can **you**, as
an HR professional,
do to be empowered?

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Seventh

**Influence decision
makers by attracting
top-tier clients**

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What are top-tier
clients?

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**Those who pay top
dollar for your
products and
services**

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80/20 Rule

80% of business
comes from 20%
of top-tier clients

Empowering Human Resources

80/20 Rule

80% of profits comes
from 20% of
top-tier clients

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80/20 Rule

Top-tier clients are the
most satisfied

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80/20 Rule

Top-tier clients are loyal
to your company

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80/20 Rule

Top-tier clients expect
superior performance
from your company

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80/20 Rule

Top-tier clients
pay on time

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**This makes your
boss happy**



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What can **you** do to
attract top-tier clients?

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**Be creatively
disruptive**

Ask your boss

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**Boss, who are our
best clients?**

(Only ask if you don't know)

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**Boss, why are
they the best?**

(Carefully listen to the answer)

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Boss, since they (generate the most profits, pay on time, don't give us headaches, etc) what can **I** do in my role to enhance these relationships and build new ones?

(**Carefully** listen to the answer)

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Here's where the
rubber hits the road

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The boss will either love
your involvement or feel
it's inappropriate

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If she loves it, find
out how you can
best help

(Listen carefully to the answer)

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If she hates it, leave the door opened and let her know that you are ready to help when the time is appropriate

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Either way, you are
being disruptive and
empowering yourself

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This takes courage

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It takes careful
planning

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**It takes
Common Sense**

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**It takes
Hard Work**

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It takes time

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Sometimes it
takes a pair of
eyes from the
outside

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But it places you
in an influential
position

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If this is where you
want to be it's the
best way of
getting there

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What else can **you**, as
an HR professional,
do to be empowered?

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Eighth

Influence decision makers by taking the mission statement **off the wall** and making it part of the daily operation of the entire organization

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The mission statement is
there to, well, state the
mission of the
organization

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Many times it's
simply a showpiece

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It makes the
executive team
feel good

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It makes everyone
else feel like s- -t

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However, in many cases the founder developed it because it reflected her/his beliefs

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What's your
company's mission
statement?

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**What's your own
personal mission
statement?**

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Mission statements
can be a rallying
cry for everyone
in the company

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**But someone has to
carry the torch**

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Why not you?

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Cause some
disruption

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**Ask your boss about
the mission
statement**

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Your boss may feel
uncomfortable since
she/he may not
know what it says

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If you have a good
boss, he or she will
rise to the occasion

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As long as you keep
him/her informed
of your intentions of
championing it

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As long as she/he
benefits from
your enthusiasm

Empowering Human Resources

Why not carry
the torch?

Empowering Human Resources

Take the mission off
the wall and make it
a rallying cry

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Summary

Empowering Human Resources

You can put the
human into Human
Resources

Empowering Human Resources

By empowering
yourself

Empowering Human Resources

1. Think like a CEO

Be a true partner

Disrupt the norm

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2. Become an asset

Cause some more
disruption

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3. Disrupt employee turnover

Retain great employees by finding out where the bad managers are and taking action

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4. Disrupt the hiring process

Ask provocative questions designed to find out the true character of a candidate

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5. Disrupt the norm

Single out
outstanding employees

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6. Disrupt the status quo

Reassign or terminate
adverse employees

Empowering Human Resources

7. Disrupt your boss

Help attract
top-tier clients

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8. Disrupt the boring

Champion the
mission statement

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**Empowerment means
stepping out of a
comfort zone into a
zone of disruption**

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Is it worth it?

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**Only you can answer
this question**

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You can do it!

If you want to

Putting the Human into HR

Takeaway thoughts

Putting the Human into HR

**Human
Asset
Disruption
Empowerment**

Empowering Human Resources

Thank you

Frank Settineri

Veracorp LLC

www.veracorp.biz

fsett1@veracorp.biz

973-729-8171

Empowering Human Resources

QUESTIONS?

Empowering Human Resources

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