



## Using Webinars to Engage Employees and Drive Productivity

by Tom Bunzel

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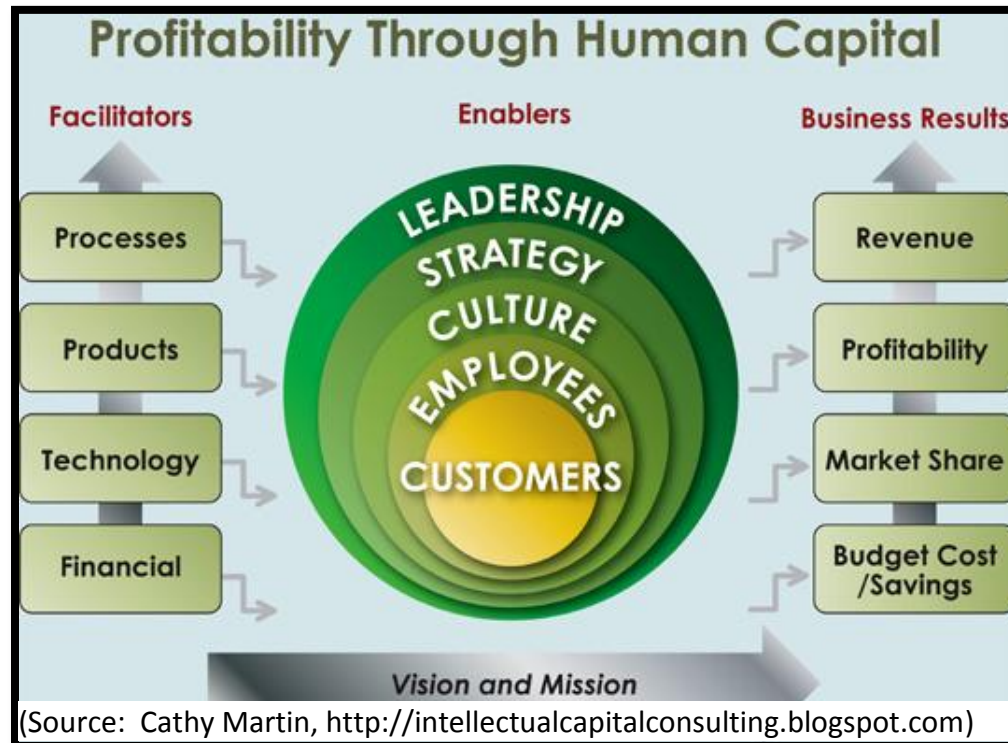
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**Objective:** This eBook describes how to use Webinars for Strategic Human Relations – to align Human Resources with a company’s strategy and vision – and thereby increase profitability, internal cohesiveness and promote corporate responsibility.

## Introduction

At a recent conference of the Society for Human Resource Management (SHRM), 377 HR professionals in a master session were surveyed on “the competencies they believed required the most focus and development to prepare HR to meet future challenges and uncertainties.” The number one response: **Strategic Thinking**. (Source: SHRM.Org, 2015: *Scenarios for the Future of Human Resource Management* at <http://bit.ly/3sFjiew>)



In his book *HR Champions*, Dave Ulrich of the University of Michigan was quite candid about the importance of strategic vision; he wrote that the alternative was for HR to become “automated, outsourced and streamlined” (Harvard Business Press, 1997).

How can Human Resources best support the objectives set forth in a corporate vision? HR can become a profitability factor through a proactive policy of *engagement and effective communication*.

Furthermore, Ulrich points out that while 20% of executives say that they currently use the HR department as “active and innovative business

solution partners ... 60% of the executives are starting to expect the HR department to partner with other departments to improve the company’s core competencies and competitive advantages. And, more HR people are stepping up to the plate and delivering the goods.” (Source: “*The Human Resources Department as a Profitability Factor*,” HR Issues and Practices at <http://bit.ly/2SxFgS>)

The most effective way to connect directly and effectively with employees--without the cost and logistics of traditional educational efforts--is through Webinars.

It is important to realize that today’s employees are not only driven by economic concerns, but also by the quality of their workplace and the company’s involvement in their well-being and the health of their communities. Effective management of a company’s human capital means engaging them emotionally and making them partners in all aspects of attaining corporate objectives, from profitability to diversity and social responsibility.

One needs only to look at current trends in social media to understand how powerful the need is among employees to understand and participate in shaping corporate policies and goals. At Best Buy, for example, an internal social network (Blue Shirt Nation) facilitates the active sharing of information and innovative concepts, revitalizing customer service and eventually fostering partnership and participation of all departments. (Also see my eBook *The Best of Both Worlds: Effectively Leverage Social Media Relationships with Real Time Collaboration Tools* at <http://tinyurl.com/lha9so>).

Traditional Forms of Engagement	Technology-Based Engagement - Webinars
<ul style="list-style-type: none"> <li><b>Newsletters</b></li> <li><b>Email broadcast</b></li> <li><b>Hands on meetings/seminars</b></li> <li><b>Corporate communications – broadcast bulletins</b></li> <li><b>Surveys – suggestion boxes</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Registration of participants with databases</b></li> <li><b>Promotion and engagement with blogs and email surveys</b></li> <li><b>Real-time interaction across time zones</b></li> <li><b>Graphics, applications, PowerPoint</b></li> <li><b>Conversation, Q&amp;A, polling, chat</b></li> <li><b>Social media follow-up and continued conversation</b></li> </ul>

**How can HR most effectively communicate with and engage all tiers of an organization?** HR training sessions generally require time away at a set location—while a focused Webinar can have high impact in one hour without employees leaving their desks. By fostering stronger connections between top, middle management and staff, strategic HR online initiatives can add significant value by effectively communicating and facilitating the organization’s strategic plans to achieve its vision and goals.

## Benefits of Webinars in Support of Strategic Objectives:

- Increase knowledge of employees in company operations and how it affects workers' benefits. Staff thus become stakeholders in attaining company's sales targets and financial goals—leading to subsequent increases in productivity and revenue.
- Ensure that new employees are properly oriented, know their roles and co-workers, and are highly motivated—engaged employees enhances loyalty in the organization, raises the value of knowledge workers and technical experts, and results in a higher level of performance that will positively impact profits.
- Engage employees by communication and dialogue and offering critical information on company operations. This escalates the worker's sense of participation in the overall mission of the enterprise, thus increasing motivation.
- Enhance the leadership and communication skills of executives and managers—greater teamwork and cohesiveness in the organization leads to increased efficiency and profit. Partnering among departments results in synergy, streamlines operations and decreases costs while also improving customer service. For example, partnerships between finance and customer service can increase awareness of billing cycles and cash flow issues to decrease lag time of accounts payable and delinquencies, resulting in enhanced cash flow and a better bottom line.

### Strategic HR Formula

**(Traditional HR)**

**Training & Skill Building**

**Compliance & Enforcement**

**Benefit Plans**

**Recruitment, Discipline, Standards and Practices**

**+**

**Better Communication and Understanding  
(Interactive Webinars)**

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**Commitment/Buy-In + Higher Performance**

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**Attain and Align with Organizational Goals:  
Tangible: Bottom Line – Meet Projections  
Intangible: Diversity and Social Responsibility**

- Effective compliance with Sarbanes-Oxley (Sarbox) requirements and success with audits.
- HR can share ownership of new hire evaluation with other departments. Enhanced HR recruiting and hiring efforts can lead to world-class customer service. In business-to-business relationships, the company can become the vendor of choice for its customers.

### **Scenario—A Strategy to Align with Corporate Vision**

Joyce Farmer is a rare breed, having worked her way through school as a software trainer for Orbital Satellite Communications. With her new MBA, she wants to advance within the company.

While she's in line for a management position, at this point, she has also attained the position of systems training manager in the HR department.

During her interview for an executive position she mentions her ideas for how HR can be taught to "*think like management*" — and more importantly, educate and motivate all departments to align with strategic goals.

Farmer suggests that the key to making HR a profit driver is engagement and communication, and her interviewer, CFO Alan Powers, initially scoffs, saying that the company already has initiatives with blogs, email and newsletters to keep employees informed of what's going on.

Farmer replies that her younger colleagues in particular don't feel engaged or given the chance to be active participants in any decisions with these "broadcast" communications.

She suggests that some real-time online events – Webinars – would energize participation through the interactivity of Q&A, chat, polling and other means to let those who attend feel that they're being heard while also gaining the benefit of being included in the profit-generating activities of other departments, like marketing, operations, finance and customer service.

She adds that using the training skills of HR to produce such informational and motivational Webinars would lead to partnerships and shared goals among various departments and higher levels of productivity and efficiency by the rank and file.

Powers asks Farmer for specific recommendations for the kinds of initiatives that would benefit from Webinars, involving HR more strategically in the attainment of management goals and gives her the go-ahead to assemble a small team.

At first there is some resistance from the sitting manager of HR, Karen Mitchell, but over lunch Farmer makes Mitchell realize that this is a chance to revitalize HR at Orbital Satellite in a new and exciting way, and convinces her of the benefits.

### **Planning Engagement Through Webinars**

Farmer gathers her HR team and gives them an overview of the initiatives she envisions. On a high level she wants to engage the employees of Orbital Satellite by:

- Acknowledging that today's worker is not driven only by money and often operates with a different set of expectations.
- Showing responsiveness to employee needs to participate, understand, communicate, learn and feel engaged. Become active stakeholders, whether it affects 401K, income or just general working conditions and satisfaction and morale.
- Effectively staying connected and in touch through technology, more specifically by using Webinars that allow for real-time give-and-take that cannot be achieved with email, newsletters and blogs – Webinars also save the travel and logistical planning required by traditional training events.

Treat employees more as human and less as resources.

The team decides that for its first Webinar it will concentrate on a key issue affecting all employees, offering a financial symposium that details how the company's achievement of its profitability goals directly impacts contributions to the employees' 401K plans.

Through CFO Alan Powers, Farmer connects with James Wong, President of Gibraltar Financial, which handles the company's benefit plans, and she asks when he might be available to participate in a Webinar panel discussion titled, *Learn How You Earn: Profitability Factors Affecting Benefit Plan Contributions*.

## Producing the First Webinar

Wong agrees to a date, and the Webinar team assembles a panel with him, CFO Powers, and Mitchell, the HR manager, who also oversees the company's incentive plans. The team is introduced on the Webinar schedule page with a promise of a "lively interactive session that explains and answers your questions about how benefit plan contributions are calculated and distributed among the departments." It promises attendees that they will learn how to get personally involved in seeing their own contributions grow.

Farmer also persuades HR Managers in various departments and regional offices to help promote the first program and grant employees the hour to participate, suggesting that its success will lead to a great role for them and HR in the future.

The team uses their Webinar tool to create branded email invitations, registration forms and a waiting room. Emails are sent to all employees with a link to log in to the Webinar at the scheduled time. Links to the registration page are also promoted in the company newsletter, Web pages and blogs that the company uses to communicate to its rank and file.

Farmer also persuades Powers to send out an email blast invitation to attend, mentioning his participation and promising attendees a clearer understanding on how their own efforts impact the company bottom line and consequently the growth of their individual retirement plans.

Before the event, the team uses custom questions on their registration page to measure the knowledge of the employees about various financial matters and how their retirement plans actually work. There is also significant activity on various blogs and social networks as well as on Facebook and Twitter feeds by Farmer's team to build buzz about the event.

"Strategic human resources can serve the role of the doctor, giving the cells the medicine they need to fight the infection. It is our role to tie into the business by helping to build the cells, focus them together to fight the infection and plan for the future. Creativity, change, diversity, engagement, attraction and retention, etc. are all just components to ensure that the living organization can stay healthy, even when times are bad."

-- Michael Rosenberg  
(humanresourcesiq.com - <http://bit.ly/2F1if1>)

## Presenting the Webinar

When the event starts, Farmer introduces the panel and shares some of the results from the preliminary surveys—highlighting the lack of knowledge among most employees of how issues like company cash flow, billing cycles and collection of revenue impact



quarterly profit. CFO Powers delivers a short PowerPoint slide show explaining how the executive team sets goals for the company and how performance is measured, and he provides a brief overview of quarterly and annual reports.

Wong of Gibraltar Financial details how profits are calculated and distributed in the benefits packages, how they are invested in the individual accounts, and how returns are calculated. Mitchell then provides a summary of how the departments, including Operations, Finance, Customer Service, Sales and Marketing, Human Resources and IT – Systems Management, participate in the benefit plan, while Powers reviews how they each contribute to quarterly results.

A polling question is presented asking which department is most directly responsible for profit or loss, and Sales and Marketing is the overwhelming winner. Mitchell provides a different perspective, however, giving startling figures on how poor customer service can result in lost accounts, and Powers reveals how sales is not enough—if the Finance department is not collecting revenue properly that profit for a quarter may not make expectations, and everyone suffers.

On the Webinar dashboard, Farmer’s team sees that the icons representing attentiveness. Engagement by attendees is spiking when concrete and useful information is being provided and their own issues are being addressed by the panel. As the formal presentations conclude, Farmer suggests that those with questions begin submitting them through chat.

Three more polling questions are presented following up on the survey results, and this time the employees do much better in their understanding of how meeting the company’s financial goals directly affects the balances of their retirement portfolios.

The first question forwarded by Farmer’s moderator in Q&A goes to Wong about asset allocation in a retirement plan, and he provides a quick overview. Farmer puts up a quick poll to find out whether attendees would like a webinar devoted to how to manage their retirement accounts and the response is overwhelming—a future Webinar is promised.

There are other questions about how decisions were made with respect to the plans offered by Gibraltar Financial; a few comments from chat suggest dissatisfaction that friends in competitors’ plans get better benefits. CFO Powers has prepared slides from the Sales and Marketing department that explain how the benefits distributed directly affect market share and pricing. He is able to convince some of the disgruntled questioners that the current mix maximizes profits and consequently their benefits.

During a Webinar, a dashboard lets the moderator check attendance patterns and monitor attentiveness. Moderators can also see the number of open questions and hands raised -- Q&A, chat and polling questions stimulate interactivity and add energy to the event.

Many questions focus on how the performance of one department, for example IT, affects the ability of another like Sales or Operations to meet its goals. Members of both departments suggest that they could better contribute to efficiency and profitability but for the lack of communication with the other.

Farmer promises that in a follow up to the Webinar her team will compile and coordinate employee suggestions for how departments can partner and communicate better and she will put together Webinar panels to address these topics. From the registration forms, her team has compiled a complete database of those who attended by department to help target and plan these follow ups.

In her closing remarks, she asks a final polling question about how much more clearly the attendees now understand their respective roles in hitting the company's profit targets and a hefty 88% reply "significantly better" than before the Webinar was presented.

She provides a special Web site and blog for any more suggestions on partnering or other potential topics and reminds everyone that an archived video of the Webinar will be available for anyone who missed it.

## Webinar Results

As soon as the archived version of the event is posted, even more employees register and watch the video, expanding the database of Farmer's new team and leading to increased activity on the Web site.

Several departmental initiatives are begun informally among employees who are now charged up and want to "hit their numbers." In the Finance department, for example, there is heightened awareness of the billing cycle and how it affects revenue collection and how that impacts benefit plan contributions. Mitchell is excited by the Webinar's energy and wants to use future events to present changes in the employee manual; rather than use PowerPoint, however, she intends to go through the actual document and use the highlighter in the Webinar console to make key points stand out—and get feedback and discussion from the attendees. An attorney from the legal staff in HR wants to do smaller meetings on compliance issues with the managers of departments and highlight key new statutes, including compliance with Sarbanes-Oxley and local workers' compensation regulations.

Over 70% of employers who survey employees believe gathering their opinion has a positive impact on employee engagement levels.  
--Drewberry, Ltd.  
<http://bit.ly/4shsH7>

Powers is impressed by the new energy in his Finance department and by the feedback; 76% indicate they want to participate in future sessions on a variety of topics. Contributing to profitability for personal gain remains a very popular topic, but corporate responsibility issues including community outreach, diversity efforts and ethics discussions also become prominent choices for future Webinars.

Powers' boss, CEO Eileen Montgomery, also hears about the energy created by the Webinar from her assistant, who volunteers to coordinate a future Webinar, and the CEO herself agrees to participate.

Six months down the road Webinars have improved the partnership efforts among departments through better communication and mutual understanding—by bringing panelists face-to-face and letting the rank and file contribute their own experiences and questions to the programs. Smaller leadership education Webinars across departments have identified bottlenecks in productivity and problems in employee communication and training that are now being addressed.

Respondents to the Webinar evaluations have reported that they feel more involved in company issues and that, because their voices are being heard through these panels and subsequent emails, blogs and Web efforts, they are more motivated.

Further, since employees now understand how their efforts directly impact their compensation and work environment, they work harder and smarter. The ability to interact directly and see and hear key managers and executives along with voicing their own concerns make the Webinars a more effective way to communicate than ordinary email or corporate channels.

### **Achieving Employee Engagement**

Towers Perrin is a global professional services firm that helps organizations improve performance through effective management of people, risk and finances. The firm defines engagement as “the level of connection employees feel with their employer as demonstrated by their willingness and ability to help their company succeed.”

The Towers Perrin Web site reports that their 2007-2008 Global Workforce Study found that only about a fifth of a typical company's workforce is fully engaged. Put another way, four out of five workers are not delivering their full potential to help their organization succeed. Most of those in the workforce (41%) are 'enrolled,' meaning that they are capable and care and are ready to be engaged. But they're not motivated to deliver discretionary effort. The rest are either disenchanted (30%) or disengaged (8%).”

The company concludes by stating that other studies shows a distinct connection between employee engagement and performance, making it a significant aspect of any strategic approach to human resources. (Source: Towers Perrin - <http://bit.ly/u1ky2>)

### **5 Keys to Employee Engagement**

**Know Them.** Be as familiar with employees as you are with customers. Use that knowledge to shape workplace programs that win people's hearts and minds.

**Grow Them.** Challenge and develop the workforce. People want to learn and excel in their jobs, and they commit to companies that help them.

**Inspire Them.** Establish an emotional connection. When people's work has meaning, they are more inclined to do whatever it takes to ensure success.

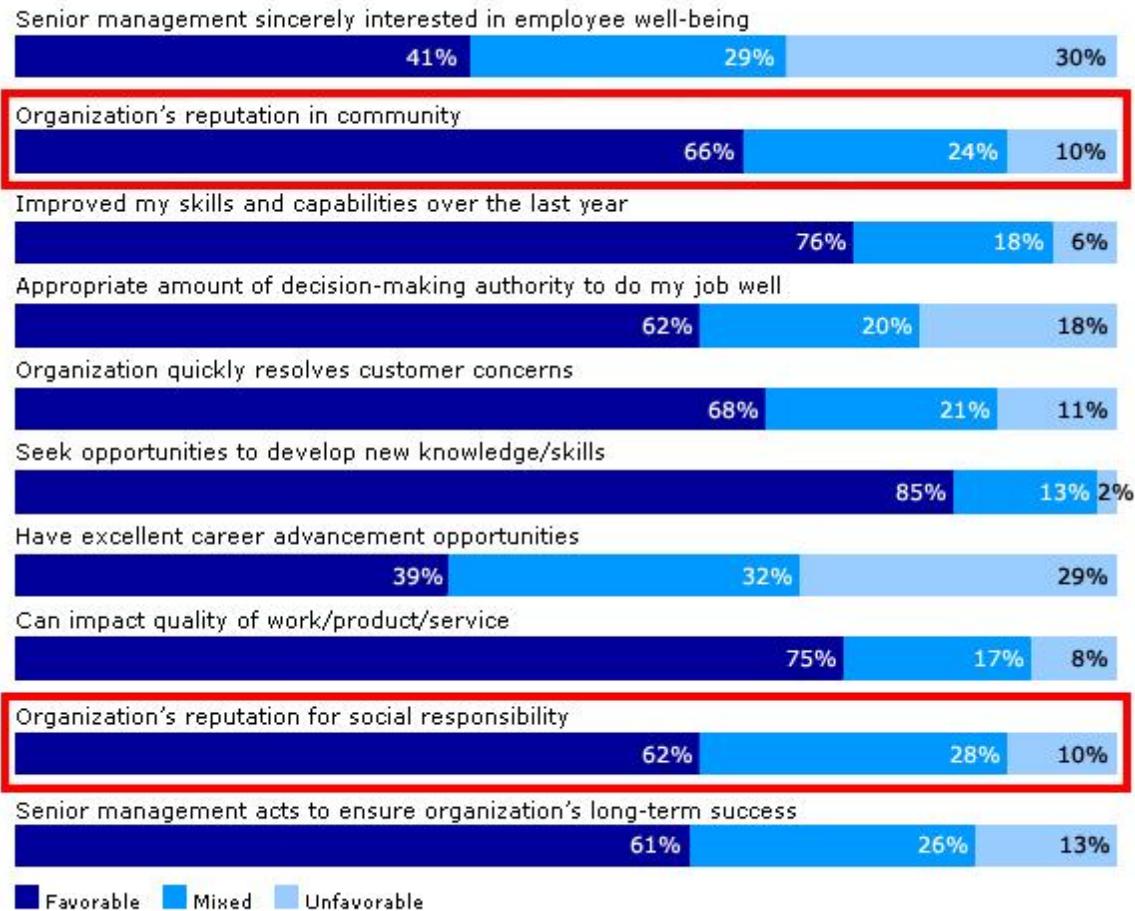
**Involve Them.** Communicate clearly with employees, gather their input, and let them act. Knowledgeable, valued workers add more value.

**Reward Them.** Deliver a "deal" that is fair and meaningful. When people believe they are treated right and appreciated, they give more of their time and creative energy.

(Source: <http://www.towersperrin.com/gap/keys.htm> - *Closing the Engagement Gap: How Great Companies Unlock Employee Potential for Superior Results* by Julie Gebauer and Don Lowman - <http://www.towersperrin.com/gap/keys.htm>)

The Towers Perrin Global Workforce Study found that corporate social responsibility is an important part of employee engagement, and the third most important component overall. ("Corporate Social Responsibility: It's No Longer an Option," <http://bit.ly/1eU1RZ>)

### Drivers of Employee Engagement Shown in Descending Order of Importance

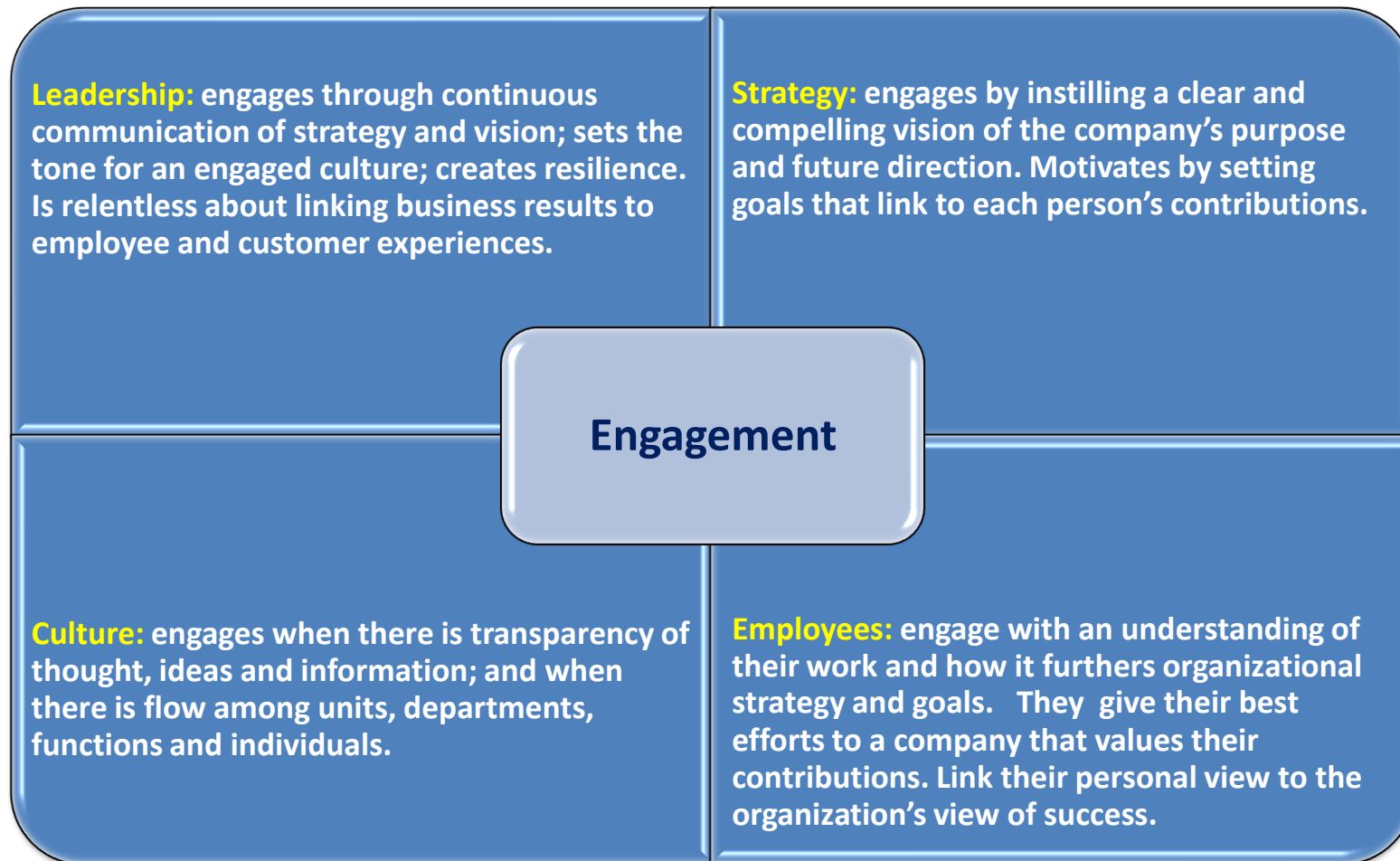


Source: Towers Perrin 2007 *Global Workforce Study* – United States

(“Corporate Social Responsibility: It's No Longer an Option,” <http://bit.ly/1eU1RZ>)

According to Drewberry, Ltd., a British consulting firm specializing in employee engagement and research, the three tiers of employee engagement are to understand, to reward, and **to communicate**. ([www.drewberryltd.com](http://www.drewberryltd.com)).

Intellectual Capital Consulting on its blog, *Profitability Through Human Capital*, proposes the following model for internal engagement:



(Source: Cathy Martin, <http://intellectualcapitalconsulting.blogspot.com/>)

Webinars, properly planned and implemented, can greatly enhance the levels of trust and communication to positively impact the organization's reputation in the community and its standing among employees for a commitment to social issues.

### **Strategies for Successful Internal Partnerships**

In *Building Business Acumen for Trainers: Skills to Empower the Learning Function* Pfeiffer (2006), Terrence L. Gargiulo, Ajay M. Pangarkar, Teresa Kirkwood and Tom Bunzel, list "Ten Strategies for Building Successful Internal Partnerships" (pp. 191-200).

Key components include "Getting to the Executive Table," which is obviously a significant part of any strategic HR initiative to get a sense of the corporate vision from the top, and "Support Partner Activities." We have already seen how Webinars can facilitate the interactive communication and participation by management and also team members from online panels. That interaction can help bridge the differences and improve relationships among departments.

Webinars can also be used to "Establish Liaison Roles, Celebrate Successes and Reinvent the Partnership," all offered by the authors as important ways to get all stakeholders to work together to achieve corporate goals.

Another key component of a partnering strategy is to "Align Training and Development [HR] with Corporate Communications." As a HR professional, this might be your key connection because it can be a bridge to the executive table and a means for delivering the corporate vision effectively, both in promoting and delivering a Webinar series to achieve your goals. In addition, Corporate Communications may already be using Webinar technology for external partnerships and other outreach programs, perhaps with Sales and Marketing, which could enhance these partnerships and also provide technical and content know-how for promotion and delivery.

Partnering and improved communications among departments are key benefits that a strategic HR initiative can provide, and because the different "silos" in an organization have their own schedules and frequently are located in different offices or even continents, the corporation can bridge these geographic and logistical issues by using Webinars to implement and sustain partnerships that improve efficiency and profitability.

## Effective HR Roles for Strategic Webinars

Lance Haun, Vice President of Outreach for MeritBuilder, a company helping organizations recognize and drive company culture and employee engagement, offers **three specific functions HR can deliver to meet strategic objectives:**

**1. “Workplace Process and Productivity Expert** – I would want someone that could look at a workplace process and figure out all of the issues negatively impacting productivity. While some would put this under supply chain management, I would want a person that could incorporate supply chain principles with organizational development to give a wide perspective.”

A Webinar on productivity could use the social media concept of “crowdsourcing” to first compile employee feedback from the various departments impacting output or operations through internal email, blogs and surveys and as part of the promotion and registration process. During the Webinar itself, the expert could facilitate a greater understanding among stakeholders to streamline workplace processes by giving their opinions a voice and addressing their concerns, resulting in greater efficiency.

**2. “Functional and Effective Internal Ombudsman** – This would be a person that becomes the next generation of employee relations. Someone who would be comfortable (and be given the authority) to call out management and employees on their detrimental actions and be compensated based on solving issues. An internal ombudsman will command respect (but not necessarily agree) because their recommendations and results will be explained and made public to all employees. Hard to wiggle out of that.”

The process of explaining the ombudsman’s recommendations and getting them accepted by the rank and file would be greatly enhanced by Webinar facilitation sessions in which employee relations issues are discussed and interactively addressed. Laun emphasizes “explanations” and having recommendations “made public.” By using the Q&A, chat and polling features of a Webinar, employees would have a voice and be more likely to accept steps taken to resolve employee relations issues.

**3. “Employee Life Cycle Manager** – This person would be the guru on how to best integrate new people into an organization, develop careers internally and anticipate and plan exits for any number of reasons. As part of their internal career management, this person would also be in charge of all internal and externally coordinated training and development activities. If you thought of your company’s employees like a giant factory with thousands of moving pieces, this person would know where each piece is at and will be in any given minute.”



Career management is a key motivational factor in today's competitive workplace because it directly affects compensation and job satisfaction; having the right people in the right jobs for the right reasons is a critical profitability factor, impacting everything from customer service (providing "world-class efforts") to sales and marketing (meeting targets). Getting employees excited about their career potential and giving a voice to their issues and concerns regarding obstacles to personal goals could be achieved with Webinars in which the specific needs of the organization and those of workers seeking advancement are discussed with clarity and transparency, so that everyone has a reasonable expectation of advancement and a secure and fulfilling future.

(Source: Lance Haun, *Rehaul Blog*, <http://rehaul.com/is-human-resources-fatally-flawed/> - <http://bit.ly/2GVqIF>)

### **Issues to Consider in Planning HR Initiatives:**

Farmer and her team have now accumulated a wealth of information and also enjoy a commitment from management to plan future events. In their efforts to launch new HR initiatives to align with strategic goals, they begin to address issues such as:

- What skills, insights and tools must HR possess in order to strategically impact the organization's success?
- What increased value can HR bring to the company in terms of achieving its broad business objectives?
- Identifying and articulating the common themes behind the success of plans and strategies
- Identifying fundamental underlying issues which must be addressed for optimum motivation, commitment to excellence and efficiency
- What enhanced value can HR bring to the customer (through hiring and training in line with company values)?
- Maintaining the "human element" – getting skilled people in the right positions with the proper attitude. Overcoming recruiting and retention hurdles
- Ensuring legal compliance and driving diversity
- How can HR empower all levels of management and employees to increase productivity and motivation?
- Understanding employee needs and managing performance

## Closing Thoughts

With the benefits of Webinars clearly established in their pilot program, Joyce Farmer and her team at Orbital Satellite began to contact other departments for partnerships to help them to engage and communicate more effectively. More programs were designed to align with company's main value proposition by educating everyone on how the organization makes money (for example, customer service's impact on retail sales) and providing guidance to all areas on how to impact the bottom line.

The success of their first Webinar on finance and benefits has led to a regular session entitled *Overview of Quarterly/Annual Reports*. This recurring Webinar makes these complex issues understandable to the rank and file, aligning the workforce with the company's goals for the quarter or year.

Then, when new partnerships are forged and reinforced in other online sessions, programs are planned, promoted and delivered on:

- Explaining and gathering feedback on the company's methods and philosophy of employee evaluation – providing insight for managers in all departments on how to improve their performance review practices
- Communicating more clearly in the event of cutbacks or retrenchment – supporting retraining and placement practices
- Increasing competence and acumen in all departments and promoting a commitment to skill building – providing ongoing career development courses to produce the best, brightest, most tech savvy and dedicated employees
- Knowledge management, digitizing documents and using databases to increase efficiency
- Applying acumen and insight to the implementation of significant changes in policy or practices – the effect of compliance with local and federal laws, e.g. Sarbanes-Oxley (use Webinars to facilitate change management)
- Supporting the core values of diversity, ethics and social responsibility in line with the company's mission statement
- Providing targeted leadership skills training to help managers solve problems and provide direction in accordance with organizational goals – becoming better leaders to energize their departments
- Supporting “onboarding” and other orientation initiatives with direct participation from other departments to ease transition of new employees
- Presenting and implementing effective emergency preparedness plans to ease fears and provide important information

As Farmer had promised, her colleague Mitchell saw her HR department revitalized in its use as a catalyst for these initiatives, and Mitchell eventually took over as the producer of the HR Webinar series when Farmer was promoted to the executive position she had applied for.

Broadcasting messages to one's workers via email, newsletters or even in blogs or social networks is no longer a viable way to engage them and bring them in line with the corporate mission, whether financial or social—and yet that alignment is such a key element to the success of any organization. Engagement means listening, interacting and responding in a meaningful way, and this is best achieved in a space where the exchange of information and opinions can happen most effectively and efficiently across continents and beyond logistical obstacles – online in a Webinar.

## Resources and References

### Human Resource Management Strategy (from [www.strategic-human-resource.com](http://www.strategic-human-resource.com))

To ensure a high probability of success in the implementation of strategic human resources management, a number of things are necessary:

- Strategic recruitment where the right person is selected to fill the right job and according to organizational needs
- Using the right mix of incentives to motivate and engage employees who then can concentrate on improving their performance
- Appointment of the right HR head to provide the necessary leadership in making HR a strategic partner
- An HR mission statement with well-defined HR objectives drawn up in alignment with the overall organizational goals
- Provision of the right set of training and development programs on an on-going basis to every level of employees
- Implementation of a performance management system to identify high-performing employees for the purpose of giving rewards befitting their performance, work quality and output
- Giving recognition and implementing a fair rewards system to retain quality employees

### The top ten Human Resources bloggers (with scores) according to Rehaul.com:

1. [Cheezhead](#) (Power Index Rating – 96 | 1st Place Votes – 1 | v. 2.0 ranking – #1)
2. [Your HR Guy](#) (Power Index Rating – 72 | 1st Place Votes – 2 | v. 2.0 ranking– #6)
3. [HR Bartender](#) (Power Index Rating – 68 | 1st Place Votes – 1 | v. 2.0 ranking – #17)
4. [Compensation Force](#) (Power Index Rating – 66 | 1st Place Votes – 1 | v. 2.0 ranking – #4)

5. [Seth Godin](#) (Power Index Rating – 57 | v. 2.0 ranking – #20)
6. [Punk Rock HR](#) (power index rating – 51 | 1st place votes – 1 | v. 2.0 ranking – tied #22)
7. [Renegade HR](#) (power index rating – 49 | v. 2.0 ranking – N/A)
8. [TalentedApps](#) (power index rating – 48 | v. 2.0 ranking – #24 + v. 4.0 winner!)
9. [The Recruiter Guy](#) (power index rating – 47 | 1st Place Votes – 1 | v. 2.0 ranking – #2)
10. [All Things Workplace](#) (power index rating – 45 | v. 2.0 ranking – #8)

*Closing the Engagement Gap: How Great Companies Unlock Employee Potential for Superior Results* by Julie Gebauer and Don Lowman (Portfolio Hardcover, December 26, 2008).

*Building Business Acumen for Trainers: Skills to Empower the Learning Function* by Terrence L. Gargiulo, Ajay M. Pangarkar, Teresa Kirkwood and Tom Bunzel (Pfeiffer, October 6, 2006).

*Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Dave Ulrich (Harvard Business School Press, 1997).



#### **About the Author**

Tom Bunzel specializes in knowing what presenters need and how to make technology work. He has appeared on Tech TV's Call for Help as "Professor PowerPoint" and has been a featured speaker at InfoComm and PowerPoint LIVE, as well as working as a "technology coach" for corporations including Iomega, MTA Films, Nurses in Partnership and the Neuroscience Education Institute. He has taught regularly at Learning Tree International, West LA College Extension and privately around Southern California and does presentation and video consulting in Southern California.

Among his books was "Master Visually Microsoft Office 2007" and he wrote a weekly column as the Office Reference Guide for InformIT.com. Published in 2006, "Solving the PowerPoint Predicament: Using Digital Media for Effective Communication" is a detailed, project-oriented approach to creating effective multimedia presentations. His new eBook, "Do Your Own Ning Thing: A Step-By-Step Guide to Launching an Effective Social Network," available through his Web site: [www.professorppt.com](http://www.professorppt.com) or his blog: [tbunzel.blogspot.com](http://tbunzel.blogspot.com).

