



EMA QUEST

A newsletter published by EMA Partners International Ltd.



A downturn reveals personnel and other weaknesses in organisations. So we have seen many of our clients re-assessing their executive teams and making changes, says James Douglas

CREDIT CRISIS: WHAT DO WE DO NOW?

Inside

Smooth Succession Ed Mruk	2
Employee Engagement Slade Partners EMA Research	3
The Baby Boomers Jean Raymond	4
Driving Sustainable Growth EMA Partners-Monitor Group Study	6
Is there a Strategy Behind Layoffs? Knowledge@Wharton	7
EMA Partners Spreads Its Wings	8

That we are all experiencing strange times is to just state the obvious. So much so that I don't believe there is one person, expert or otherwise, who can answer the question above. We have expanded our vocabularies with expressions such as "trillion" and "quantitative easing". Is it any surprise that there is so much contradiction in the economic and political landscape?

But we can offer some observations, based on having experienced previous economic downturns in the early '90s and the beginning of the New Millennium. We can also highlight actions that can be taken to protect all our businesses, and the people who have committed themselves to make the businesses work.

In the UK, the Recession of the early '90s was very tough and had wide-reaching effects. However, although many other countries suffered economic downturn, the levels of such downturns varied greatly. Since then, the world's economies have become a lot more interdependent. So when problems occur in a major economy, the effects spread rapidly, as has happened now.

Based on historic data and direct experience, one prediction can be made with certainty: just as day follows night, an economic upturn will follow the current downturn. The question is when?

Regrettably, we do not have a clear answer to that question. But the current feeling amongst our clients and colleagues is that perhaps we have seen the worst of this downturn – most of the bad news is probably now out in the open.

It is now time to take stock of our situation and plan for the upturn. The crisis has led to many talented professionals across the board becoming available for employment. There is a window of opportunity to strengthen management teams with strong performers who otherwise might not consider career changes.

A downturn reveals personnel and other weaknesses in organisations. As the

It is now time to take stock of our situation and plan for the upturn. There is a window of opportunity to strengthen management teams with strong performers.

American investor Warren Buffett remarked in the early '90s, "Only when the tide goes out, do we discover who has been swimming naked." So we have seen many of our clients re-assessing their executive teams and making changes, despite the uncertain times.

However, a recent survey in the UK revealed that less than 20% of the UK's FTSE 100 companies had an effective talent management strategy in place. It also seems that the same situation applies in other countries. So we are stressing to our clients that despite the uncertainty around us and the pressures to contain costs, now is the time review the state of your talent management.

In the recession of the early '90s, we saw that many companies downsized too quickly and too deeply. As a result, they were

greatly hampered when the subsequent economic upturn came. The expression "War for Talent" is heard less often now than it was three or four years ago. But we will inevitably be engaged again in such a conflict.

In the meantime, we may also see how this crisis highlights the talents of current management. As the Roman poet Horace wrote "Adversity has the effect of eliciting talents, which in prosperous circumstances would have lain dormant."

As always, finding and attracting the best talent for our clients is crucial to the success of their businesses. In fact, at the time of writing, several of our offices are currently engaged in searches that are global in nature, and the pool of available candidates is relatively small and highly sought after.

My colleagues and I hope that you and yours will find this edition of *Quest* interesting, and that some of the articles may provide food for thought. For further information about EMA Partners International, please feel free to contact me or any of the Regional VPs, whose details are shown on page 8.

j.douglas@ema-partners.com

OPPORTUNITIES

James Douglas,
Vice-Chairman,
EMA Partners
International



Smooth succession

A careful and considered succession plan can minimize disruption within an organisation when a leader moves on, says Ed Mruk



How can you be ready to continue your mission without interruption, after losing a strong and effective leader in your organisation?

Answers to these questions can guide you in managing the transition. First, analyse what has made the organisation successful. Does that past success rely on skills or knowledge of the leader that could leave? Next, look at the future of the organisation. Where is it going, and what skills will it need? Is that talent currently in your leadership team?

Other key factors include: current and future markets, management structure, and technology and other infrastructure.

Recent research shows that organisations find more effective leaders by developing from their internal talent. A careful and considered plan of succession can minimize the disruption to the organisation's mission and efficiency.

Succession planning plays a vital role when a leader or other key employee is unwilling to continue the same role, considering a new role outside the organisation, or looking at an internal transfer that could be either long- or short-term.

Succession planning is a process of determining critical roles within the organisation, identifying and assessing possible successors, and providing them with appropriate skills and experience for present and future opportunities.

It impacts three main areas:

- Recruitment and staffing – Recruiting superior employees for current positions
- Training and development – Developing employee knowledge, skills and abilities

- Performance management – Preparing employees for more challenging roles

An explicit part of the process is in identifying gaps – roles or skills that are either not being filled at present, or whose lack could become an issue in the future.

Done well, it requires a focus by management on employees as individuals, in addressing developmental needs, reviewing current and future career paths, assessing progress against developmental goals, and ensuring that they continue to be engaged and retained.

Succession planning should be firmly anchored to the objectives of the organisation by addressing long-term and short-term goals, coverage of key roles, time lines to hire or train, knowledge retention and contingency planning.

There are three main models of succession planning: Short-term Planning/Emergency Replacement, Long-term Planning/Talent Management, or combining both approaches. Organisations should take a close look at their goals and levels of commitment before choosing a model.

Short-term/Emergency Replacement is the most common model of succession planning and is a crucial time for all types of organisations. It focuses on an urgent need caused by a sudden development within the organisation, such as a key management or technical employee leaving the organisation, or a major change in activities or functions.

Knowledge retention is especially critical if the organisation is about to lose specialised knowledge, or does not have a logical successor with that knowledge. Emergencies can also arise when significant talent gaps are discovered.

Talent management focuses on the future needs of the organisation. Working within the strategic framework for the organisation's future goals, senior management identifies the positions necessary for growth and the best candidates to fill those roles. Some organisations invite all employees to take part in an assessment process, while others have managers identify leadership candidates.

If organisations wish to grow leaders from within their existing talent pool and have the time and resources to develop a useful program, effective talent management will become a key component of its long-term human capital strategy.

Advantages of the Talent Management model include:

- Identification of leadership and specialised talent pools
- Definition and building of future skills required for success of the organisation
- Motivation and retention of employees by involvement in their career growth

Some disadvantages are that talent management can be expensive and time-consuming. Also, when the existing employee base does not have the required skills and experience for key positions, outside hiring can lead to resentment, unless there is a proactive communications plan.

Combining the long- and short-term approaches allows management to both plan for long-term growth and to prepare for emergency replacements. It can also address contingencies, such as ensuring the business is not affected by knowledge loss when key employees depart, in a more proactive manner.

*Ed Mruk is Managing Director, Mruk & Assocs./EMA Partners, New York
new.york@ema-partners.com*

Employee Engagement

Far from being a luxury, Employee Engagement is a key tool for navigating through the current economic turbulence, according to a white paper commissioned in Australia by Slade Partners EMA Executive Search



Is employee engagement a necessity or a luxury in these turbulent times? That's the question researchers posed to senior executives from thirteen organisations facing diverse commercial and human capital challenges in Australia.

Researchers discovered that while most organisations would take another look at the financial resources available, they did not believe there was reason to reduce focus on employee engagement. "The increased business success likely to follow from increasing engagement is typically summarised as increased productivity and performance", they reported.

Since 2000, when the term 'Employee Engagement' came into common usage, organisations have had a term that encapsulates the work they do to attract and retain quality employees.

Through 2008, with close to full employment and a shrinking pool of top talent available, most organisations set aside budgetary spend for employee engagement and have put considerable thought into it. Those organisations' values often underpin employee engagement strategies and practices, enabling employees to make a connection between the organisation and their own values, motivations and philosophies.

From a business perspective, this comes at some expense: investing in innovative employee benefit schemes, embedding employee engagement into cultural norms, and deploying those who don't share the organisation's values. This can be at variance with the challenges of the current

cost reduction focus – whereas employee engagement may, in fact, bring significant longer-term and sustainable benefits.

In the current difficult times, factors such as organisational restructures, redundancies and changes in management have an impact on organisations' ability to drive and improve employee engagement. At these times costly activities aimed at improving employee engagement might take a back seat. However, understanding employees and their personal motivations was cited as important, and activities such as mentoring and education were favoured over those requiring high spend.

*"When everybody is singing from the same hymn sheet... they understand the company's strategies, purpose, vision... and values."
CEO of a publicly-held agribusiness*

While every organisation interviewed supports employee engagement, it takes different forms. Some have it embedded in every aspect of 'how we do things around here' i.e. 'broadly speaking it is totally at the heart of the mission and values of our organisation', whereas others see it as one of several organisational objectives. Many believe a practical approach has far more benefit than an abstract or academic definition. While documented strategies may reside with HR, the responsibility for implementation is often at the business unit level.

Typically an internal survey provides a measure of employee engagement. These are variously called an engagement survey, a staff survey, a

culture survey or HR surveying instrument. Interestingly, the report discovered, more than one organisation notes the danger of focusing too closely on the measurement. There is concern that this focus can actually detract from the action to improve employee engagement.

The white paper also observed that some organisations have clearly linked specific activity to employee engagement. Other respondents felt they do not need to work on their employee engagement, having introduced improved communication systems, flexible working, extended holiday leave, preventative health checks and regular guest speakers.

One path to enhancing employee engagement is the ability to offer employees a clear career/development path. This was found to be an important factor across all economic sectors.

Geographic spread presents a challenge for organisations to tailor relevant activities to support employee engagement. A number of organisations noted that in addition to losing intimacy in understanding their people at diverse geographic locations, the triggers to engaging their people varied according to location and size of regional centres.

Most believed that the expected benefits of high employee engagement were clear and visible. However, a few organisations did not see the gains they were hoping for, and are now aiming at more granular data to tailor employee engagement more specifically at a local level. This did not, however, impact their belief in the value of employee engagement.

This paper originally set out to ask a relatively straightforward question: Is employee engagement a luxury or necessity in turbulent times? However, researchers found something more fundamental taking place. The consensus of attitudes overwhelmingly points toward a wholesale shift in mentality that now embraces the concept of employee engagement as a permanent feature of the workplace landscape.

Far from being a luxury, employee engagement is seen as a key tool for navigating through the current economic turbulence.

Slade Partners EMA Executive Search is the Australian member firm of EMA Partners International, with offices in Melbourne, Sydney and Brisbane.

melbourne@ema-partners.com



The Baby Boomers

Each generation brings a different perspective to the workplace and understanding these is important for better communication, says Jean Raymond

Did you know that seventy-six million American children were born between 1946 and 1964?

That Canada has the largest baby-boom cohort in the world? Or that the baby boomers represent a third of the Canadian population?

I've been a head-hunter for nearly 30 years. While this business has given me great satisfaction, I expect to get even more over the next 10 years. Why am I excited, when we hear how difficult the labour market is and the challenges people are facing? Well, I'm excited because all this requires change and I love a challenge.

The conflicts and communication difficulties between generations have been around for many years. Each generation within the work place has its own values, vision, communication style, and expectations. These differences can be explained, in broad strokes, by the social, political and economical context where each generation grew up in. Understanding these contexts will facilitate communications and the synergy among members of each generation, even though each person is still an individual, after all.

According to sociologists, the four most recent generations can be labelled: the Traditionalist, the Baby Boomers, the X and the Y.

Traditionalists have the characteristics:

- They are born between 1920 and 1945.
- The key word is loyalty.
- They worked hard and they made a lot of sacrifices to relaunch the economy following the great depression of the '30s. They trust institutions. They favour a certain military management style where information is transmitted on a need to know basis.
- The vision they have of their career is one of a lifetime, with the same employer, or at

least in the same sector. Their desire to build a legacy is significant. They follow a path that implies service, loyalty and desire to give back.

- **Work-life balance:** They are used to a military model that requires to be on the job when you have to be on the job. However, they also realise the younger generations have discovered many ways to ask for and obtain a better balance. This is a source of potential conflicts and resentment.
- **Feedback and reward models:** The satisfaction of work well done. Job security and a good retirement plan; the recognition of their services, small gestures are sufficient; the possibility to maintain their job if they desire so, but on a more flexible basis which will allow them to travel or take care of their grandchildren.

Baby boomers have these characteristics:

- They are born between 1946 and 1964.



- The key word is optimism.
- The post-war flourishing economy gave the impression that everything was possible. Idealistic, they had the scale in numbers and the faith into their capacity to improve society. However, they had to really work hard to stand out from the crowd and be noticed. Generally speaking, they are workaholics. They respect authority but prefer to be treated as equals.
- The vision they have of their career: job

security. They want to excel. Several of them are not guided so much by their biological clock but their career clock; they realise there is much less time on their hands, much less time to excel in their career and they want to maximise whatever time they have left.

- **Work-life balance:** For them, to reconcile the meaning and the value of their work will be more important as they get closer to their retirement. Because they have sacrificed so much for their work, they are now looking for a better balanced life.
- **Feedback and reward models:** Money, title, recognition and the corner office. Everything that will demonstrate to them but more important what will demonstrate to others how good they are at what they are doing. They are highly motivated by what they can accomplish. They want to go far and fast, and accomplish great/significant things.

The baby boomers' cohort characteristics also include higher education than previous generations and assumptions of lifelong prosperity and entitlement developed during their childhood in the 1950s. The baby boomers were the first group to be raised with televisions, and it has been identified as "the institution that solidified the sense of generational identity more than any other." Starting in the 1950s, people in diverse geographic locations could watch the same shows, listen to the same news, and laugh at the same jokes. Transistor radios were also personal devices that allowed teenagers to listen to The Beatles and The Motown Sound. As of 1998, it was reported that as a generation, 'boomers had tended to avoid discussions and planning for their demise and avoided much long-term planning. However, beginning at least as early as that year, there has been a growing dialogue on aging and end-of-life issues.

continued on page 5

Journalist Jeff Chang wrote in his book *Can't Stop Won't Stop: A History of the Hip-Hop Generation*, "Boomers seem to have had great difficulty imagining what could come after themselves." One book, written by Colorado doctor Terry Grossman, titled *The Baby Boomers' Guide to Living Forever*, proposes how baby boomers might avoid death. On page 3 of the book, Grossman writes, unironically, "As an official member of the baby boomer generation, I really and truly do not believe that it was intended for us to die. Death, if and when it occurs, clearly will represent a mistake of some kind."

Boomers also are often associated with the civil rights movement, the feminist cause, gay and handicapped rights, and right to privacy.

The X Generation has these characteristics:

- They are born between 1965 and 1980.
- The key word is scepticism.
- Stability symbols have disintegrated in front of their eyes and they had to learn to believe in themselves rather than institutions. They are independent and resourceful. To carve their niche into the workplace was not an easy task for them. They are often identified as the lost generation.
- They don't believe in job security. They will build skills and experiences that will allow them to get back on their feet if a catastrophe happens. In that context, changing jobs is a survival strategy.
- **Work-life balance:** They are looking for balance now, not at retirement.
- **The ultimate reward is liberty.** Having grown up in an uncertain world, but where feedback is easy and readily available, they want the same at work. They carefully monitor how results are reached and they adapt their approach to be successful.

The Y Generation has these characteristics:

- They are born between 1981 and 1999.
- The key word is realism.
- The world is small for those networking individuals. Pragmatic, they breathe change, they live for and within change, and they look for challenges and stimulation. They are often depicted as "spoiled kids". This generation has an interesting blend/mix of common sense and social awareness, which promises an interesting re-ordering of the work place. They want to contribute to society and they are determined to live a fulfilling and satisfying life.
- **The vision they have of their career:**

Parallel careers. Their programmed life made them capable of accomplishing several tasks, to occupy more than one job, and do it well, at the same time. It is predicted they will experiment with close to 10 careers.

- **Work-life balance:** They need flexibility to engage in all their activities.
- **Feedback, reward models:** Rewards must be tangible and non-tangible. For example, the possibility to learn and to experiment. They want their work to make a difference and expect feedback immediately.

The difference between the generations can be a source of conflicts, which could translate into lack of understanding, resentment, scepticism, lack of loyalty; yet, those differences, if understood and used constructively, can also result in a strong synergy, producing excellent teamwork drawing strength from different generations.



My reading of this situation as I see workplace dynamics evolving, is that the younger generations' frustration with baby boomers will probably increase.

Let's consider today's workplace. After reading this article so far, one could conclude that the baby boomers will all retire at the same time. There should at least be a massive exodus from the work place, after all, they were successful, they changed the world, they accomplished so much, they have a lot of money, aren't they the ones who created the leisure society and the Freedom 55 ideal?

But this is not actually happening.

Of course, a significant chunk of them are financially well off, but they don't want to leave the work place. Why not? To start with, they have a false sense of invincibility. They want to continue to contribute to the society that they have created. Many of them are arrogant and believe they are an essential part of society—almost irreplaceable. Baby boomers tend to work hard and they can't see themselves stopping, as their parents did. Don't forget, they also want to pass along their knowledge.

There is, however, another baby boomers' group that is not able to retire yet because they can't afford it. I've been in this business since 1982, and this is my third recession! So, while many people talk about the leisure society, there are many baby boomers who don't fit into this category, especially in light of the recent trends in the financial marketplace.

Boomers often have difficulty managing their time and money as they face an issue that other generations have not had to deal with. Because their parents are living longer, their children are seeking more education, and they themselves are having children later in life, the boomers have become "sandwiched" between generations. The "sandwich generation", coined in the 1980s, refers to baby boomers who must care for both elderly parents and young children at the same time.

One thing seems obvious; we have to learn both to think and to do things differently. So, what can we do in the meantime?

Let me propose this option. Considering the baby boomers' characteristics, the fact that they have less time at their disposal, and that they can't afford to retire, why would the generation that follows the baby boomers not become allies? If a younger person, a prospective manager would offer the baby boomers the opportunity to take some of his / her responsibilities, tasks in his / her portfolio, and offer trust and complicity, I would think that the generations could meet in the middle here.

On the one hand, the baby boomers would have more time at their disposal, would be able to transmit their knowledge and feel worthwhile. The younger manager would gain both first-hand experience and maturity at a faster pace. Most likely there would need for there to be financial adjustments but the perspective of staying in the workforce yet with more time for to care for aging parents and to have the opportunity to work with and train a young person could be quite attractive for many baby boomers.

What I am proposing is not filling positions but rather to restructure organisations and job descriptions to be in sync with the larger demographic forces in the market. This may be slightly outside the box thinking, but I think that's what good recruiters need to do. We need to educate our clients so that they see beyond the day-to-day of the position they are filling and think more about where their organisation will be ten years down the road—when they themselves are either retired or well on the way there.

References: Wikipedia, *Ordre des CRHA et CRIA du Québec*, *Echo, Boom, Bust*, David K. Foot and Daniel Stoffman

montreal@ema-partners.com



DRIVING SUSTAINABLE GROWTH

The challenge for business leaders today is to recognise that paths to success are increasingly complex and ambiguous

Re-engineering. Cost-cutting. Automation. Mergers. Acquisitions. Successful corporate strategies all – at least at one time. But what worked in the past is less likely to work in today’s (and tomorrow’s) fast-changing business climate. The challenge for business leaders – across all industries – is to recognise and accept a new reality in which easy answers, quick fixes and magic bullets are harder to find. The reality is that paths to success are increasingly complex and ambiguous.

Monitor Group’s ongoing research in this area shows that building a compelling and differentiated strategy for growth, driving with powerful market and competitive insights, delivering on the strategic promise through superb execution, and sustaining it all in the face of continually changing conditions is a daunting challenge in any industry. Yet these are the four paths that leaders are following to drive success.

Sustainable innovation and growth start with—and cannot survive without—top-level strategic leadership. Successful leaders focus strategies around organic growth and accelerated innovation; building portfolios of compelling and differentiated offerings for well-understood customer and market segments; powerful innovation platforms supported by a rich pipeline of products and services; and a more robust network of sources and partners who can deliver superior value across the extended enterprise.

Ask these key questions: How well do we articulate and drive growth strategies that make sense to all of our stakeholders; shareholders, partners, customers, and associates, and how compelling and differentiated are these?

Successful innovators know the marketplace well and can effectively take action on their intelligence. They combine a wide range of insights (customer and consumer, technology convergence and standards, value chain and competitors), a multitude of idea “sources” and “deposits,” and a robust “concept to customer” innovation process. Ask these key questions: How deep are our

insights about ourselves, our customers, environment, stakeholders and partners? And how well-positioned are we to act on those insights?

In the evolving arena of innovation, successful leaders focus their attention on pipelines: This includes the accelerated development and enhanced deployment of new products, services, businesses, channels, standards and delivery mechanisms. Where innovation is concerned, “fast to failure” is often as important as “fast to success,” and a batting average of .400 can lead the league. To better manage pipelines, we must:

Growth in an Uncertain World

How are Indian CEOs gearing up in these volatile times? The “2009 CEO Agenda” report, an EMA Partners–Monitor Group study with 100 CEOs in India, helps identify the key priorities for India Inc.

The study concluded that companies have clear opportunities to increase executive development’s contribution to their performance, and this could take various forms. The one absolute is that a cookie-cutter approach to executive development is unlikely to make a difference. A best practice for one company may be a waste of resources for another.

- Move beyond stage-gate project management to equally disciplined but more flexible and nimble pipeline management, with multiple paths to success from R&D all the way to end users (a stream Monitor calls “concept to customer”);
- Move beyond hierarchical command-and-control structures to more networked and collaborative organisational systems that can drive growth and innovation across business units, functional silos and the entire value chain; and

- Move beyond narrow definitions of capacity utilisation and efficiency to broader goals around leveraging and boosting productivity of both tangible and intangible assets across the entire enterprise.

Ask yourself this key question: How effectively do we align and manage our resources and processes with our growth strategy?

Metrics matter, but the right metrics matter even more. Recent research shows that too many companies assess what’s easy to measure, rather than what’s important to measure. In order to be effective, metrics must gauge team as well as individual performance, and must serve as the basis for team performance-based recognition-and reward systems. Because in the end, the most important scorecard is that which helps a company become the brand to buy, the place to work, the partner of choice, the company to invest in. In the same way, innovation-savvy firms will sometimes throw out the old rules about corporate behavior and culture and create new ones of their own, on the fly. Ask yourself this key question: How well have we built our organisational capabilities and behavior to support sustainable growth and innovation? How clear and compelling is our strategic vision?

Is there risk involved in committing to these paths of high-performance leadership and sustainable growth and innovation? Unquestionably. But when properly conceived and managed, driving organic growth innovation yields rewards that repay the risk many times over. Moreover, in today’s hyper-competitive business climate, not taking active steps to build sustainable growth and innovation may be the biggest risk of all.

Excerpted from the “2009 CEO Agenda” report, an EMA Partners–Monitor Group study with 100 CEOs in India, which helps identify the key priorities for India Inc. in 2009 and beyond.

mumbai@ema-partners.com

IS THERE A STRATEGY BEHIND LAYOFFS?

Job cuts have become a major news story around the world. In one week alone, almost 100,000 jobs were eliminated. Unfortunately, more cuts are probably on the way, according to economists.

Beyond the individual trauma of lost jobs and wages amid a global economic crisis, the cuts are notable for their depth and breadth. Almost every sector has been affected. For many firms that have announced or will announce cuts, it is a dramatic turn of events given that they were doing relatively well just a short time ago.

Experts at Wharton Business School and elsewhere argue that what companies are experiencing now is neither an indication of a transformation nor a blanket prognosis for the rest of the economy. Instead, they say, the job announcements highlight operational weaknesses and strategic issues that have been lurking under the surface for years. Now, the downturn has brought them to the forefront.

Peter Cappelli, director of the Center for Human Resources at Wharton, says the problem is that the crisis is forcing many managers to focus only on the short term. "At least in the U.S., companies don't seem to be thinking about much beside the immediate impact. To some extent, this could be because of the pressure to manage operations to conform to quarterly performance expectations. It could also result from the fact that the negative effects of layoffs—such as the long-term costs associated with hiring again in upturns; delays in getting performance back up; and morale [issues]—are

hard to track. It also may result from the implicit assumption that the workforce is really a just-in-time resource—that it will be easy to bring in new workers when business picks up."

"Virtually all studies show a decline in performance associated with layoffs," Cappelli notes. "But the caveat is that layoffs are a proxy for the fact that companies which decide to do them are already in trouble. It is hard to sort the effect of the layoffs, per se, from the proxy effect."



This means that, for many of the companies which have announced or will soon announce layoffs, the current economic crisis is not necessarily the cause of their problems; it is simply what has exposed them. As counter-intuitive as that argument may be, experts say that managers within the companies as well as analysts, investors and policymakers outside the business risk putting too much, or even all, of the blame on the current economic crisis, instead of looking at deeper causes...

Job cuts, in fact, are trailing indicators, not just for the economy as a whole but also for the specific businesses involved. It takes time for them to be announced and hit the headlines because they are usually among the last steps companies want to take.

For all the companies that have announced job cuts, operations will become significantly harder to manage, as they work through the process of notifying workers, supporting them and, not the least, finding ways to compensate for staffing changes through existing or new business processes. All of this comes when companies can least afford distraction.

Wharton's Cappelli says, "The key is to consider and pursue alternative arrangements first. It is difficult to believe that any company is really good at this process if they aren't also doing some other creative arrangements for cutting labour costs (wage cuts, job sharing, sabbaticals, mandatory vacations, etc.)," he notes. The reason is, it would be remarkable if, after careful analysis, the only option that made sense across a company was layoffs."

Jay Anand, professor of management and human resources at Ohio State University, says it is critical to maintain perspective. Specifically, he suggests that companies focus on the current crisis but also be prepared for a rebound... The upturn could come sooner than some expect.

Excerpted from 'Half a million job cuts: Is there a strategy behind layoffs?', a February 2009 article by Knowledge@Wharton

◀ Nice to Know ▶

Language Translation in Three Clicks

When faced with a word, message or website in a language that you're not fluent in, there's a convenient, web-based solution, says Ed Wooller



- Go to www.google.com.
- Look to the right of the box where you input search terms.
- Click on Language Tools.
- Select 'translate text' or 'translate web page' depending on what you need.

- Select the languages you're translating from and to, for example, Portuguese > English.
- Click the Translate box, then
- Wait for the translated passage to come up on your screen.

However, bear in mind that this will usually be an automated, approximate translation, rather than an exact, perfect one.

*Ed Wooller, Managing Member, EMA Partners, Atlanta
e.wooller@ema-partners.com*

EMA Partners Spreads Its Wings



EMA Partners International extends its global reach with new offices in Bulgaria, Canada, Saudi Arabia and Turkey

EMA Partners International has welcomed several new partners to extend its global reach, as well as deepening its local and regional expertise.



*Irina Ivanova,
Managing Partner,
EMA Partners, Bulgaria
sofia@ema-partners.com*

"We're delighted to welcome Irina Ivanova, Jean Raymond, Bleihid Al Bleihid, Aylin Coskunoglu Nazliaka and their teams. They bring a wealth of experience in key markets," said Bill Yacullo, Chairman of EMA Partners International.



*Jean Raymond,
Managing Partner,
EMA Partners, Montreal
montreal@ema-partners.com*

"We look forward to leveraging their local and regional expertise for the benefit of our global clients," he added.



*Bleihid N.A. Bleihid,
Managing Director,
EMA Partners, Saudi Arabia
riyadh@ema-partners.com*

"Each of them is already working closely with our colleagues on several continents to better serve our clients," he noted.



*Aylin Coskunoglu Nazliaka,
Managing Partner,
EMA Partners, Turkey
ankara@ema-partners.com*

EMA Partners Management Team

William Yacullo
Chairman
chicago@ema-partners.com

James Douglas
Vice Chairman
london@ema-partners.com

Josefina Stoopan
Regional Vice President - Latin America
mexico@ema-partners.com

Dick Sbarbaro
Regional Vice President - North America
chicago@ema-partners.com

Chris Hardy
Regional Vice President - EMEA
london@ema-partners.com

K. Sudarshan
Regional Vice President - Asia Pacific
mumbai@ema-partners.com

Editorial :
Source Strategic Communication
Pvt Ltd
mail@editsource.com

*Published on behalf of EMA Partners
International Ltd by The Source*

Feedback: emaquest@ema-partners.com

www.ema-partners.com

◀ Etcetera ▶

True Enough

"Managing others without using humour is like being the guy who cuts the grass at the cemetery: You have a lot of people underneath you, but no one is paying any attention"

(Jeff Justice, Humor Resources Director at www.jeffjustice.com)

Get lucky

"We must believe in luck. For how else can we explain the success of those we don't like?"

(Jean Cocteau, 20th Century French author)

atlanta@ema-partners.com