



Step in Quickly when an MVP Goes Off Track

By Margaret Butteriss and William Roiter

Not only do your most valuable players (MVPs) thrive in a favorable work environment, they're very sensitive to any deterioration in that environment. So, think of your MVPs as canaries in the mine shaft that react to a gas leak before the miners do. They're your early warning that trouble is brewing. And it's your job to figure out just what kind of trouble you're dealing with and what action to take. What do you do when your MVP begins exhibiting less-than-stellar performance? Start with these three tips:

- MVPs, by nature, question the status quo. They are constantly looking for ways to improve products, processes and people. Is a current disruption in performance due to colleagues who feel threatened by the MVP's questions or behavior? If the MVP is facing resistance in the face of improvement, tell the MVP about any

problems being encountered and work with him to overcome resistance. If it is the MVP's behaviors that are disruptive and causing problems, let the MVP know as soon as possible. Then work with the MVP to take responsibility for the problems and find a way to resolve any open issues.

- Is there a prior history to the problems and any resolution? If so, you'll be able to talk with the MVP about the linkage and discuss what was learned previously. If you're a relatively new manager of this MVP, seek out institutional memory by checking with HR to learn what they know and recommend, talking with the previous manager or consulting your boss if she previously worked with the MVP.

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Message From The President

Danny Garrick, SPHR



2004 has been a great year for our chapter. In reflecting on this year I am very proud, and somewhat amazed, by all that we were able to accomplish. Together we made the Tennessee State Conference an outstanding event. We have experienced continued financial growth and improved program content for our meetings and workshops. However, none of these things could have been accomplished without our dedicated leadership team and volunteers, nor without the support of our membership.

"Serve the HR Professional and Advance the Profession" was our theme for this year. A focus on our members has been at the center of all our decision-making processes and we have focused our attention on increasing the value of membership, and the membership experience, throughout the year. Our relationships with our student chapters have continued to grow, and we have had another great

year in our community outreach programs. We have forged new relationships with the Regional Chamber and through vendor sponsorships for our meetings

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Step in Quickly when an MVP Goes Off Track (cont)

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•Has something dramatic changed for the MVP at work or outside of work? To successfully manage an MVP over time, a manager knows what an MVP does to succeed and also knows who the MVP is as a person. MVPs value personal connections with their cohorts, and these connections can be the foundation of a thoughtful MVP “catch.”

When you're ready to talk to your MVP, be sure to discuss observed behaviors, not opinions. If you make a comment such as “You're pretty angry at Paul,” the MVP can simply respond, “No I'm not. I'm happy with Paul.” Opinions can lead to fruitless arguments. Instead, focus on behavior. For example, you could say, “In our morning meeting, you told Paul that he was undermining your authority with your people and he had better stop it. I don't know if you saw this, but Paul and his direct report looked surprised and confused by this. Later, I took Paul aside and he told me that he had been responding to questions from your people.” It's difficult to argue with this recitation of an observed behavior. And, at that point, you could remind the MVP that meetings are not the place to air a grievance and ask why the MVP's people are going to others for answers.

Also be sure to assess what's going on with the MVP. Has business alignment changed to self-interest? Has opportunity morphed into entitlement? Has developing others solidified into exaggerated self-importance? In other words, has the person lost the MVP's characteristics? If so, he needs to know that what once made him indispensable has slipped away and that you want to work with him to regain that effective edge.

You'll also want to be aware of any problems that the MVP is experiencing. The MVPs we interviewed identified four problems that could sour them on a good business:

•**They are in the wrong job.** One MVP who was a great salesperson had been asked to take over the sales manager job. Everyone thought she was doing her usual terrific job, except for her. She maintained high standards for herself and felt she wasn't meeting her standards. She was new to feeling like a failure and didn't like it one bit. She spoke up, and her manager listened to her. She was successfully moved to manage account executives and took over sales training.

•**They get no respect.** Something changes, and MVPs no longer feel they are important to the business. Their

ideas aren't welcomed, and they don't feel they're a part of the decision-making process in their area of expertise. Don't confuse the MVP's need to be involved with a belief of entitlement. It is simply a feeling that their current contributions are no longer valued. The No. 1 reason MVPs leave a company or fail is a boss who has poor management skills and who does not value the MVP.

•**They disagree with the company's vision.** A change in strategy or direction is made that sidelines the MVP's goals, and no one has taken the time to talk with the MVP about new opportunities.

•**The MVP has changed, and the business has not.** Development plans may have been sidelined or abandoned. MVPs desire challenge; they want to contribute to the organization's success.

Our research about fallen MVPs also led us to another conclusion: If an MVP's performance falls, it is best to fix it quickly or, if it can't be fixed, come down hard on the MVP. The reasoning? It's just as important to demonstrate how to manage negative examples as it is to manage positive ones. One company president went so far as to say that he comes down harder on his best people because he and the other employees look to the MVP for leadership.

The biggest mistake you can make? Avoiding the problem and hoping it will go away. These employees have proven their value and their commitment to the business, and they have earned the opportunity to improve. While it may cost you and your company both time and money, with a little effort you should be able to recover one of your most valuable assets.

Margaret Butteriss is an organizational effectiveness and leadership development consultant and former vice president of human resources at Fidelity. William Roiter, Ph.D., is founder and managing partner of Executive Performance Group, a business consulting and executive coaching firm in Newton, Mass. He can be reached at wroiter@executiveperformance.net. Butteriss and Roiter co-authored Corporate MVPs: Managing Your Company's Most Valuable Performers (Wiley, 2004).



Career Corner

Click on the link below to view job opportunities available.

Memphis
www.shrm-memphis.org/hr_jobs.htm

Message From The President *(cont)*

(Continued from page 1)

and seminars, all in an effort to continue to improve our programs for you - the membership.

When I agreed to become President, I was told that this would be the easiest year that I would have on the Board. They were right and I would like to thank the Board and all the volunteers who have contributed their time and talents to make this year so successful. As I told a group of new members at orientation last week, you will get so much more out of your membership in SHRM if you get involved. Not only from a professional standpoint, but also from a personal side. New friendships develop and are enhanced by your participation. Those friendships are what is special and what I will always treasure from this year.

For those of you who have not yet become involved in the chapter, I invite you to jump in today! We are building the team now to take us into 2005 and beyond and we don't want to leave you out. There are so many ways to participate: serve on a committee, volunteer for a community project, or write an article for the newsletter. All you need to do is contact a Board member and they will make sure you get connected to the right people.

Community Outreach



COMMUNITY AFFAIRS NEWS

By Chris Van Hekken

Our Christmas project, The Angel Tree Collection for the Salvation Army, was a huge success.

Many

of our members displayed their generosity as they purchased bikes, clothing, shoes, coats and toys for needy children and senior citizens in our community. A special thank you to everyone who participated, and a very Happy Holiday to all.

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As you all know, the State Conference was held here in Memphis last September. Time certainly has gone by quickly. The conference was a huge success – drawing more attendees than we have ever had before. The conference committee worked very hard over the past year preparing for the event. Without a doubt, this was the best committee I've ever had the opportunity to work with. They had the drive and passion to make it the best conference in history.

I want to thank Susan Meisinger, our President and CEO of SHRM, as well as the other great speakers who spoke at the conference. I would also like to thank each of the more than 420 attendees for participating in this year's conference. A special thank you goes to our Sponsors and Exhibitors for their continued support of our profession. We had originally planned on having only 90 exhibitors, but due to the demand we ended up with over 100. Finally, I would like to thank the many volunteers who helped make this conference run smoothly.

In closing, I hope this conference, The "Soul of HR", provided you with the necessary tools to make a positive impact within your organization. Again, I would like to thank those who helped make this year's conference a success. I look forward to the coming conference in Nashville in October 2005.

Don Ray
President-Elect SHRM Memphis

A Special Thank You to: *By Mario Musarra, SPHR, CCP*

The Conference Committee of the 2004 Tennessee State Human Resource Conference and Legal/Legislative Seminar would like to express their appreciation to the following list of sponsors of conference door prizes, and to the hard working volunteers who obtained the prizes. Due to the efforts of the volunteers, and the overwhelming response from our door prize sponsors, there were too many door prizes to be distributed during the conference! Therefore, at the SHRM-Memphis Holiday Social on December 14th, the remaining door prizes from the State Conference will be raffled away!

A Special Thank You To:

Adecco Technical Services	Allpoints Business Resources	Armstrong Relocation
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New Horizons	Oak Hall	
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Southwest Tennessee Community College	St. Jude Children's Research Hospital	
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Membership Meetings

January 18, 2005

Worker's Comp Overview
Vickie Cortese, VP HR & Risk Management,
Federal Compress & Warehouse Co., Inc.
Jill Stem, Sr. VP & General Manager,
Lee Hecht Harrison

February, 2005

HR Issues
University of Memphis Student Chapter
University of Memphis Holiday Inn

March, 2005

Joint Meeting with Mid-South
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U of M Provides HR Professional Development Opportunities *By Bill Burtch 2005 Professional Development Chairperson*

The University of Memphis' Professional Training Department, a division of the Continuing Education Department, is offering a number of programs of interest to HR professionals during the winter/spring semester of . Each of these programs can be submitted for recertification credits.

In addition, there are some additional courses that may help support HR professionals in meeting the professional development needs of their organization. Check out all of the courses at www.ProTraining.memphis.edu. Costs of the programs vary.

Courses of particular interest:

- How to Prevent Sexual Harassment Tues. 3/1 6-9 pm
- A Supervisor's Guide to Successful Hiring and Firing Mon. & Wed. 2/7 & 2/9 6-9 pm
- Understanding FMLA Tues. 2/22 6-9 pm
- The Essentials of HR Management Thurs. & Fri. 3/10 & 3/11 9 am - 4 pm

Also, they will be providing the Human Resource Certification Preparation Course once again. This course will help prepare HR professionals for the PHR or SPHR certification test. To find out more about the certification process go to www.hrci.org. The prep course will take place on every other Saturday beginning on February 17th and running through May 7th, from 8:30 am to 4:30 pm. The cost is \$950 for SHRM Members and \$990 for non-members. The fees include the study materials you will need. This class is always VERY popular and has limited space, so register early. If you register and then find out you're unable to attend, please contact the Continuing Education office at 678 -6000 so someone else can be offered the opportunity to attend.

Again, you can register and find more information on the professional development programs offered through the University of Memphis at www.ProTraining.memphis.edu.



Welcome To Our Newest Members!

Brenda Alnemy, St. Jude Children's Research Hospital
Mark Arrington, Williams-Sonoma, Inc.
Jerry Cox, Jerry Cox & Associates, Inc.
Jacqueline Doyle, American Red Cross
Yolanda Draine, St. Jude Children's Research Hospital
Ronald Griffin, FedEx Express
Jonathan Hancock, Glankler Brown, PLLC
Darlene Johnson, Casco Products
Wanda Jones, International Paper
Chelle Lentz, Harrah's Entertainment, Inc.
Pat Mosby, Memphis City Schools
Terrence Smidt, Northwest Airlines
Tina Williams, Parkwood Behavioral Health System

Austin Baker III, E-Serv, LLC
Lauren Bogard, Bethel College
Kelly Dobbins, Mid-South Drug Testing
Pearline Jordan, SAIC
Scott Seeger
Janice Grubbs, CL Swanson
Ann Hanson, Diagnostic Imaging, PC
Coy Aa'Ron Jones, The University of Memphis
Debbie Kaeser, Church Health Center
Liz McGavock, Semmes Murphey Clinic
Cynthia Scoggins-Raburn
Melissa Smithmier

Board Member Spotlight

Don Ray, President-Elect

I would like to introduce to you Don Ray, the 2005 Chapter President of SHRM-Memphis. As President, Don is responsible for providing leadership to the chapter consistent with state, regional, and SHRM policy, strategies and objectives. The role of President also includes the following responsibilities:



- Conduct the business of the chapter in accordance with the chapter bylaws and serve as chairperson of the chapter's Board of Directors.
- Preside over the activities of all officers and directors, as well as standing committees, to ensure the accomplishment of chapter goals, objectives, and strategies.
- Monitor the use, accounting, and handling of the chapter funds.
- Chair all meetings of chapter officers and members.
- Participate in the development and implementation of short-term and long-term strategy planning for the chapter.
- Represent the chapter in the Human Resources community.
- Attend State Council meetings and actively participate in State Council matters. Provide information to State Council as an elected representative of the chapter. Appoint proxy to attend State Council meetings when unable to attend.
- Maintain a current, active SHRM membership.
- Maintain communication with the State Council Director and the SHRM Regional Team.
- Communicate state, regional and/or SHRM's goals, policies, and programs to chapter members. Represent the State Council to local chapter leaders and the membership.

If you volunteered for the 2004 Tennessee State HR Conference, you had the pleasure of meeting and working with Don. As President-Elect in 2004 he was responsible for organizing the State Conference. As all of us who worked on the conference can attest to, Don was not only wonderful and fun to work with, but he also was the driving force that made the conference such a tremendous success. Don has served on the Board of SHRM-Memphis for many years serving as Job Posting Chair and Treasurer, prior to becoming President-Elect in 2004.

Don is the Vice President of Human Resources at Thompson and Company. He is a native Memphian, but he earned his BS in Marketing from the University of Tennessee at Chattanooga. He and his wife August are the proud parents of Austin, Ashland and Aiden. Don is very active in his church and enjoys coaching his son's basketball team. His hobbies include bass fishing and playing golf---when he can find some spare time!



We are currently selling advertising space for the next newsletter. Only HR-related products/services will be accepted.

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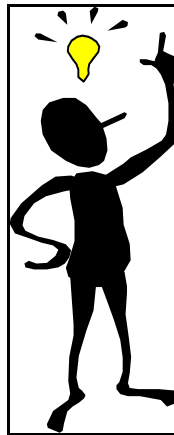
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Have a Safe Holiday
Season from SHRM—
Memphis

Letter from the Editor *By Mary Jo Arnold*

What a privilege it has been for me to serve as your Newsletter Editor for 2003 and 2004! When I took over the newsletter in 2003, the goals that my committee and I set out to accomplish were to ensure that this publication provided you with pertinent articles targeting current practices and trends in the Human Resources field, informed you of chapter projects, activities, and programs, and educated you on the valuable resources available to you as a SHRM member. All of these goals had one common objective, to aid you in the development of your careers as HR professionals. I believe all of the above goals were achieved, as we created many regular features such as "Know The Law" which addresses the current legal issues that we all face in the Human Resources field, "Career Corner" which provides you direct access to job opportunities posted on the SHRM-Memphis website, "The Board Member Spotlight" which helps you become better acquainted with your board members and explains the duties associated with the various board positions, "Welcome New Members" which introduces new members to the organization and officially welcomes them to our chapter, and "Let SHRM Work For You" which highlights the many resources that are available to you as a member of SHRM. "The Marketplace" was introduced to aid you in your search for HR related vendors, and to generate ad money for the chapter in order to upgrade your programs and activities.

Of course, none of these achievements would have been possible without the dedication and hard work of my newsletter staff. To all of you, Danny, Ashlie, Pam, Brandy, Derek, Kimberli and Keith, thank you so much for making my job such a pleasure! Thank you also for your friendships, which I hope to continue throughout the years.

The newsletter will continue to evolve as Brandy Lindsay takes over as the Newsletter Editor in 2005. I know all of you will give her, and her team, the tremendous support that you gave me.



BULLETIN BOARD NEWS!

LUNCHEON SPONSORSHIP OPPORTUNITIES

There are still opportunities for HR Vendors to sponsor the monthly luncheons in January and February 2005. If you'd like more information on this program or an application please contact Bill Burtch at bburtch@harmonycc.net or 901-272-7390.

CHARGE IT!

You can now pay for your lunch meeting with your MasterCard, Visa, American Express, JCB or Diner's Club Credit Cards on our SHRM-Memphis website. Go to the Meeting Info Menu, and when you register to reserve your seat for the next meeting, simply check the box that you wish to pay online for the meeting. You will be transferred to a secure website with Secure Socket Layer (SSL) prior to entering any credit card information. It is so easy and convenient!

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It is quick and easy to update your address, phone number or email address online. Click on the following link: https://commerce.shrm.org/TnetTPRO/timssnet/login/tnt_login.cfm, enter your SHRM membership ID number and make the necessary changes. Name changes must be made by a SHRM Customer Service Representative at 1-800-283-SHRM, 703-548-3440 or shrm@shrm.org. You may also go to the SHRM-Memphis website and access Member Pages, Membership Directory, and it will provide you with a direct link to the national website.

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Suggestions/comments are welcomed and may be emailed directly to the editor by clicking on her name above.

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SHRM Foundation

Your Foundation at Work: HR Measurement Techniques By Tracy Avery

How do you demonstrate the value of your human resource department to the CEO, in language he or she can understand? The answer is HR metrics. Created with a grant from the SHRM Foundation, the book *Effective HR Measurement Techniques* shows you how to demonstrate, in bottom-line terms, the value of minimizing turnover, investing in training, evaluating team performance and much more. Learn how to measure the impact of your HR programs and watch your effectiveness soar. Visit www.shrm.org/shrmstore to order a copy of *Effective HR Measurement Techniques*.

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