

# Facilitator Guide to Milton Public Library's Chamber-Library Information Cohort



**CLIC: Staffing for Success  
Chamber Library Information Cohort**

**Content for E-Newsletter:**

Small business owners: without HR expertise on hand, selecting, hiring, disciplining, training, and just staffing in general can be a minefield to handle on your own. Join with other Milton small business owners in CLIC, a new joint initiative of the Milton Chamber of Commerce and Milton Public Library to enhance your skills in this themed learning cohort opportunity. In this pilot project, participants will meet monthly (barring the summer) to discuss a pre-circulated article. The 2017 theme for this cohort will focus on HR related items.

The first brown bag lunch will take place at the Chamber Board Room on **Tuesday, May 2<sup>nd</sup> at noon**. [CLICk here](#) for more information. And [CLICk here](#) to register. Registration is limited, so CLIC soon.

**Content for Static Webpage:**

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In this pilot project participants will have the opportunity to provide feedback and set the direction for course content. An initial curriculum is provided below. Members of the inaugural cohort will help to establish this program as a regular part of the Milton Chamber of Commerce year.

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**2017 CLIC Program**

<b>An Introduction to the 2017 CLIC Program: Staffing for Success</b> Tuesday, May 2 <sup>nd</sup> , 12:00 noon Milton Chamber of Commerce Board Room	What does staff success look like in small businesses? Meet like-minded business owners in the Milton community to launch this valuable learning opportunity.
<b>Know Your Rights and Responsibilities</b> June Milton Chamber of Commerce Board Room	Take away a better understanding of the rights and responsibilities of an employer.
<b>Choose the Best Person for the Job</b> September Milton Chamber of Commerce Board Room	Learn how to develop and deliver effective interviews, in order to choose the right person for the job. Cohort members will have the

	opportunity to share best practises and local resources for recruiting employees.
<b>Unlock the Potential of your New Hires</b> October Milton Chamber of Commerce Board Room	Take your staff training to the next level through reading about best practises and sharing ideas with your cohort.
<b>Build an Effective Team</b> November Milton Chamber of Commerce Board Room	Find out what it takes to build a great team and how to apply strategies from the world's most innovative companies.
<b>Inspire Exceptional Performance</b> December Milton Chamber of Commerce Board Room	Performance management doesn't have to be intimidating. Identify new strategies for addressing employee performance, and share strategies and tips for boosting and maintaining staff morale.

#### **EDITED DESCRIPTIONS AFTER SURVEYMONKEY RESULTS:**

##### **Improve Workplace Communication**

November

Effective and efficient communication is critical to the productivity of any team. Share strategies with other local business owners to improve communication in your workplace.

##### **Personal Leadership**

December

What makes a great leader? Learn about the skill sets and behaviours that each of us can demonstrate today to inspire success in any organization.

##### **Inspire Exceptional Performance**

January

Performance management doesn't have to be intimidating. Identify new strategies for addressing employee performance, and share strategies and tips for boosting and maintaining staff morale.

**CLIC: Chamber-Library Information Cohort  
2017 program**

How about a new take on the traditional book club? One that allows busy businesspeople to learn and interact, but doesn't require as much time and commitment. CLIC, a new joint initiative of the Milton Chamber of Commerce and Milton Public Library, is that fresh approach. We'll read a pre-circulated article on a business topic and then meet to discuss and learn from one another. It's informal and easy.

CLIC will meet on the first Tuesday of each month, except July and August, for a brown bag lunch in the Chamber Boardroom. For the first season of CLIC, we have chosen an **HR theme** since many small business owners struggle without HR expertise in-house...so, selecting, hiring, disciplining, training, and just staffing in general can be a minefield to handle. This continuum of learning will help CLICers develop their skills. As CLIC unfolds, we can learn from participants in terms of articles or topics of importance. The Library's Information Services team will then work their research magic to find interesting articles.

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**Chamber-Library Information Cohort – CLIC**

**May 2, 2017**

**12:00 noon**

**An Introduction to the 2017 CLIC Program: Staffing for Success**

What does staff success look like in small businesses? Meet like-minded business owners in the Milton community to launch this valuable learning opportunity.

**This month's content:**

**WATCH:** Start With Why

Watch the 18-minute TED Talk by Simon Sinek, *Start With Why*:

<https://www.youtube.com/watch?v=sioZd3AxmE>

Or read a synopsis:

"An Inspiring Discussion With Simon Sinek About Learning Your 'Why'":

<http://www.entrepreneur.com/article/284791>

**READ:** HR's Competitive Advantage: A Big Difference for Small Business

<http://smallbusinessbc.ca/article/hrs-competitive-advantage-a-big-difference-for-small-business/>

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**Agenda:**

- 1. Welcome to CLIC**
- 2. Roundtable introductions:** What is one thing you'd like to take away from the CLIC program?
- 3. Staffing for Success**
  - a. What does success look like?
  - b. Reflections on this month's content: *Start With Why* and "HR's Competitive Advantage"
- 4. Overview of the proposed CLIC curriculum:** Feedback welcome!
- 5. Library resource: Instantly downloadable e-books via HOOPLA**
- 6. Wrap-up**

Next meeting:

Tuesday, June 6

12:00 noon

Chamber of Commerce Boardroom

## Chamber-Library Information Cohort – CLIC

June 6, 2017

12:00 noon

### CLIC Session Two: Diversity in the Workplace

A diverse workforce brings tremendous strength to an organization, but ensuring an inclusive workplace requires both commitment and work from managers and leaders. How can we ensure our organizations reflect the changing demographics of Milton? What makes an inclusive workplace, and what are the benefits?

### THIS MONTH'S CLIC CONTENT:

**WATCH:** The Surprising Solution to Workplace Diversity, Arwa Mahdawi, TEDxHamburg

*"How do we go from talking about diversity to actually making it happen?"*

<https://www.youtube.com/watch?v=mtUIRYXJ0vI>

**SKIM:** Milton Community Profile, 2013

*"Like many other rapidly growing areas in the western Greater Toronto Area, Milton's ethnic origin is increasingly shifting from its more traditional Eurocentric roots to a more globally diverse community composition."*

<https://www.milton.ca/MeetingDocuments/Council/agendas2013/rpts2013/COMS-026-13%20Milton%20Community%20Profile%5B1%5D.pdf>

**SKIM:** Milton Census Data, Statistics Canada, 2016

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?B1=All&Code1=3524009&Code2=35&Data=Count&Geo1=CSD&Geo2=PR&Lang=E&SearchPR=01&SearchText=Milton&SearchType=Begins&TABID=1>

**REVIEW:** HR Toolkit, Diversity at Work

*"Recent statistics indicate that diverse employees are three times more likely to leave an organization than non-diverse workers."*

<http://hrcouncil.ca/hr-toolkit/diversity-at-work.cfm>

### ADDITIONAL CONTENT (for your interest, not required for CLIC session):

**E-BOOK:** *The Diversity Code*, Michelle T. Johnson (Available immediately for downloading with a valid MPL card): <https://www.hoopladigital.com/title/11643760>

**Chamber-Library Information Cohort – CLIC**  
**June 6, 2017**  
**12:00 noon**

**AGENDA**

- 1. Roundtable:** Share a success from the last month!
- 2. Diversity in the Workplace**
  - What are the strengths of an inclusive workplace? What challenges do you face in building an inclusive workplace?
  - Are our workplaces keeping pace with Milton's changing demographics?
  - How do we improve retention of diverse employees?
- 3. Supporting a Diverse Workforce**

Guest: Alex Harchenko, Settlement Information and Community Outreach Special, The Centre for Skills Development and Training
- 4. Additional comments / thoughts on this month's content**
- 5. Keeping in touch over the summer**
  - Would a summer reading list be welcome?
- 6. Content for Fall sessions**

Possible options:

  - Know Your Rights and Responsibilities
  - Choose the Best Person for the Job
  - Unlock the Potential of Your New Hires
  - Build an Effective Team
  - Inspire Exceptional Performance
  - The Multi-Generational Workforce
- 7. Wrap-up**

Next meeting: Tuesday, September 5, 2017  
Chamber Boardroom

## QUICK CLIC!

### Hi CLICk-ers!

To keep the gears turning over the summer months – here's a couple of interesting articles following from some of the discussion we had around Simon Sinek's [Start With Why](#) (available to download instantly from your local Milton Public Library!).

**WATCH:** TED Talk, Dan Pink, The Puzzle of Motivation

*"I want to make a hardheaded, evidence-based case for rethinking how we run our businesses."*

[https://www.ted.com/playlists/171/the\\_most\\_popular\\_talks\\_of\\_all?gclid=CjwKCAjw2NvLBRAjEiwAF98GMVTlenYa8ZBTV3rX7EHXCPpDLrcauPJlvWiDZmFnTV0gH5FPbQGvUhoCtTUQAvD\\_BwE](https://www.ted.com/playlists/171/the_most_popular_talks_of_all?gclid=CjwKCAjw2NvLBRAjEiwAF98GMVTlenYa8ZBTV3rX7EHXCPpDLrcauPJlvWiDZmFnTV0gH5FPbQGvUhoCtTUQAvD_BwE)

**READ:** How Company Culture Shapes Employee Motivation

*Why we work determines how well we work.*

<https://hbr.org/2015/11/how-company-culture-shapes-employee-motivation>

**PREVIEW:** A tongue-in-cheek preview of September's discussion re: Managing a Multi-Generational Workforce; "Forget Millennials and Boomers. Gen X Will Save the Workplace"

[http://www.huffingtonpost.ca/mary-donohue/generation-x-workplace\\_b\\_16271164.html](http://www.huffingtonpost.ca/mary-donohue/generation-x-workplace_b_16271164.html)

If you're interested in more of what Milton Public Library has to offer – don't hesitate to email: [anne.osullivan@mpl.on.ca](mailto:anne.osullivan@mpl.on.ca).

Have a great July! Another QUICK CLIC will be coming in August.



**Chamber-Library Information Cohort – CLIC**  
**September 12, 2017**  
**12:00 noon, Chamber of Commerce Boardroom**

**CLIC Session Three: Managing a Multi-Generational Workforce**

Today's workforce may have as many as four generations (Millennials, Gen X, Baby Boomers, and the Greatest Generation) side-by-side on the job. How can supervisors and managers keep all staff engaged? Is there value in a generational approach? Come prepared to jump in to this hot-button debate!

**THIS MONTH'S CLIC CONTENT:**

**CONTEXT (if needed):** "The Generations Defined", Pew Research

[http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/ft\\_15-05-11\\_millennialsdefined/](http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/ft_15-05-11_millennialsdefined/)

**READ:** "Working Beyond Five Generations In the Workplace"

<https://www.forbes.com/sites/rawnshah/2015/02/23/working-beyond-five-generations-in-the-workplace/#34f08ab6296e>

**READ:** "Generations United", Gretchen Gavett, Harvard Business Review

<https://hbr.org/2016/01/generations-united>

**READ:** "Get Ready for Generation Z", Maclean's

<http://www.macleans.ca/society/life/get-ready-for-generation-z/>

**WATCH:** "How is Generation Y Changing the Way We Work?", London Business School

<https://www.youtube.com/watch?v=PZYWVp4Ar0Y>

**ADDITIONAL CONTENT** (for your interest, not required for CLIC session):

**LIBRARY RESOURCES**

**E-BOOK:** *Generations At Work* (free to download instantly with your library card)

<https://www.hoopladigital.com/title/11647026>

**AUDIOBOOK:** *The 2020 Workplace* (free to download instantly with your library card)

<https://www.hoopladigital.com/title/11586466>

**JUST FOR FUN**

**QUIZ:** "How Millennial Are You?", Pew Research

<http://www.pewresearch.org/quiz/how-millennial-are-you/>

**READ:** "Forget Millennials and Boomers. Gen X Will Save the Workplace"

[http://www.huffingtonpost.ca/mary-donohue/generation-x-workplace\\_b\\_16271164.html](http://www.huffingtonpost.ca/mary-donohue/generation-x-workplace_b_16271164.html)

**Chamber-Library Information Cohort – CLIC**  
**September 12, 2017**  
**12:00 noon**

**AGENDA**

- 1. Roundtable / Icebreaker:** Did you ever have a mentor in the workplace? Have you been a mentor? What impact did generational differences have in these relationships?
- 2. Defining Generations**
  - a. What are the characteristics of each generation? Write down one example on each generation's page.
  - b. Is there value in defining unique characteristics of each generation?
    - i. What is the impact of technology and our changing workplaces?
    - ii. What is the impact of changing economic climates?
- 3. Managing a Multi-Generational Workforce**
  - a. How do we effectively communicate with individuals from as many as 5 generations?
  - b. Are you ready for Generation Z?
- 4. Additional comments / thoughts on this month's content**
- 5. Content for Fall sessions**

Possible options:

  - Know Your Rights and Responsibilities as an Employer
  - Choose the Best Person for the Job // Effective Interview Strategies // Recruitment
  - Unlock the Potential of Your New Hires // Training
  - Build an Effective Team
  - Inspire Exceptional Performance
  - Communication in the workplace
- 6. Wrap-up**

Next meeting: Tuesday, October 3, 2017  
Chamber Boardroom

**Chamber-Library Information Cohort – CLIC**  
**October 3, 2017**  
**12:00 noon, Chamber of Commerce Boardroom**

**CLIC Session Four: Choose the Best Person for the Job**

Learn how to develop and deliver effective interviews, in order to choose the right person for the job. Cohort members will have the opportunity to share best practises and local resources for recruiting employees.

**THIS MONTH'S CLIC CONTENT:**

**SCAN THROUGH:** "How to Conduct an Effective Interview", "Preparing and Conducting an Interview", "Interview for Attitude", go2hr:

<https://www.go2hr.ca/articles/how-conduct-effective-interview>

<https://www.go2hr.ca/articles/preparing-conducting-interviews>

<https://www.go2hr.ca/articles/interviewing-attitude>

**SCAN THROUGH:** "Interviewing", Human Resources Management, University of Minnesota

<http://open.lib.umn.edu/humanresourcemanagement/chapter/5-3-interviewing/>

**READ:** "Don't Be a Victim of Interview Bias"

<https://www.aol.com/2010/06/15/interview-bias/>

**READ:** "How to Hire the Right Person", Adam Bryant, New York Times

<https://www.nytimes.com/guides/business/how-to-hire-the-right-person>

**WATCH:** "Why The Best Hire Might Not Have the Perfect Resume", TED Talk, Regina Hartley

<https://www.youtube.com/watch?v=jiDQDLnEXdA>

**ADDITIONAL CONTENT** (for your interest, not required for CLIC session):

**WATCH:** "The Best Recruiter at Google" (35 min video)

<https://www.youtube.com/watch?v=hvebAGerh88&t=4s>

**LIBRARY RESOURCES** (for further reading, not required for CLIC session):

**E-BOOK:** *Be A Recruiting Superstar* (free to download instantly with your library card)

<https://www.hoopladigital.com/title/11647968>

**ONLINE COURSE:** *Employment Law Fundamentals* (free, instructor-led course, next session starts October 18, available with your library card):

[https://education.gale.com/l-ko\\_pl\\_mpl/online-courses/employment-law-fundamentals?tab=detail](https://education.gale.com/l-ko_pl_mpl/online-courses/employment-law-fundamentals?tab=detail)

**Chamber-Library Information Cohort – CLIC**  
**October 3, 2017**  
**12:00 noon**

**AGENDA**

**1. Roundtable + Introductions: Recruiting in Milton**

- What are the challenges? What are the opportunities?

**2. Effective Interviews**

- a. In-person? By phone? Skype?
- b. Questions: **behavioural** (tell me about a time you handled a difficult situation), **situational** (tell me how you would deal with an angry customer), **skill tests** (typing test, demonstrate a skill, etc). What are benefits and drawbacks to each?
- c. Suggestions from the NYT: Be creative, allow colleagues to help develop questions, get away from your desk (example, share a meal), throw curveballs, assign homework

**3. Removing bias from interviews**

How do we remove bias?

- Biases include: Halo Effect, Negative Emphasis bias, Contrast bias, Gut Feeling bias, Sterotyping bias, Cultural bias, Non-verbal bias, Recency and similar-to-me bias

Are there strategies we can employ? For example, blind screening? Is software a help or a hindrance?

**4. Additional comments / thoughts on this month's content**

**5. Content for Fall / early Winter sessions**

Possible options:

- Know Your Rights and Responsibilities
- Unlock the Potential of Your New Hires / training
- Build an Effective Team
- Inspire Exceptional Performance
- Communication
- Interest in guest speakers?

**6. Wrap-up**

Next meeting: Tuesday, November 7, 2017  
Chamber Boardroom

**Chamber-Library Information Cohort – CLIC**  
**November 7, 2017**  
**12:00 noon**

**CLIC Session Five: Improve Workplace Communication**

Effective and efficient communication is critical to the productivity of any team. Share strategies with other local business owners to improve communication in your workplace.

**THIS MONTH'S CLIC CONTENT:**

**BRAINSTORM:** Please **think about your most effective communication strategy** and be prepared to share it with the group. For example, perhaps you [banned Powerpoint!](#) 😊

**READ:** "Here's How to Speak So That People Want to Listen"

*"Great minds discuss ideas; average minds discuss events; small minds discuss people."*

<https://www.inc.com/justin-bariso/heres-how-to-speak-so-that-others-want-to-listen.html>

**WATCH:** 10 Ways to Have a Better Conversation

*"Many of you have already heard a lot of advice on this, things like look the person in the eye, think of interesting topics to discuss in advance, look, nod and smile to show that you're paying attention, repeat back what you just heard or summarize it. So I want you to forget all of that. It is crap."*

[https://www.ted.com/talks/celeste\\_headlee\\_10\\_ways\\_to\\_have\\_a\\_better\\_conversation](https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation)

**READ:** 9 Ways to Improve Communication at Work

*"You're working with humans, not robots."*

<https://www.officevibe.com/blog/improve-communication-at-work>

**ADDITIONAL CONTENT** (for your interest, not required for CLIC session):

**PRINT BOOK:** [Death by Meeting](#) by Patrick Lencioni (available to borrow from Main Library)

*"Bad meetings, and what they indicate and provoke in an organization, generate real human suffering in the form of anger, lethargy, and cynicism."*

**DOWNLOADABLE AUDIOBOOK:** [Happiness at Work](#), Jon Kjaer Nelson (FREE, available to download instantly on HOOPLA with your library card)

*"From the moment you begin each work day, you contribute to its culture. With your behavior, communications and attitude, you can impact your overall happiness and that of your co-workers in the workplace."*

**DOWNLOADABLE E-BOOK:** [Powerful Phrases for Dealing with Difficult People](#), by Renee Evenson (FREE, available to download instantly on HOOPLA with your library card)

*"This book's pithy, powerful communication tips will make [your working hours] far more harmonious and productive."*

**Chamber-Library Information Cohort – CLIC**  
**November 7, 2017**  
**12:00 noon**

**AGENDA**

- 1. Introductions + Roundtable:** Please share your most effective communication strategy.
- 2. Communication Tools**
  - What tools do you find help you the most?
  - How do you keep email effective? Follow-up: How do you keep email from taking over your life?
- 3. Effective Meetings**
  - Just for fun: What's the worst meeting you ever went to?
  - What strategy do you use to keep meetings effective?
- 4. Difficult Conversations**
  - How do you approach difficult conversations? i.e., conversations about poor performance or behaviour?
- 5. Additional comments / thoughts on this month's content + opportunity to pose a question to the group** – Do you have any HR problems which you would like suggestions / feedback on?
- 6. Next CLIC sessions:**
  - Personal Leadership**  
December 5, 2017  
What makes a great leader? Learn about the skill sets and behaviours that each of us can demonstrate today to inspire success in any organization.
    - **Speaker suggestions?**
  - Inspire Exceptional Performance**  
January 9, 2017  
Performance management doesn't have to be intimidating. Identify new strategies for addressing employee performance, and share strategies and tips for boosting and maintaining staff morale.
- 7. Wrap-up**

Next meeting: Tuesday, December 5, 2017  
Chamber Boardroom

**Chamber-Library Information Cohort – CLIC**  
**December 2, 2017**  
**12:00 noon**  
**Chamber Boardroom**

**CLIC Session Five: Personal Leadership**

What makes a great leader? Join Leadership Development Coach Wayne Fowler to discuss the skill sets and behaviours that each of us can activate to inspire greater success in any organization or team.

**THIS MONTH'S CLIC CONTENT:**

**BRAINSTORM:** Ahead of the session, think about a person in your life who embodies leadership. Why do you consider this person a leader? Be prepared to share this example with the group.

**READ: “10 Unique Perspectives On What Makes A Great Leader”,** Brent Gleeson (2:00 mins)

**READ: “Successful Leaders know Themselves”,** George Ambler (4:30 mins)

**WATCH: TED talk,** Dr. Lara Boyd, PhD Brain Researcher, UBC & Chair of Canadian Stroke behavioural sciences: **“How neuroplasticity gives you the power to shape the brain you want”**: <https://www.youtube.com/watch?v=LNHBMFCzznE> (14:24 mins)

**WATCH:** Dr. David Eagleman, PhD Neuroscientist (World leader and behavioural expert); **“Changing Lanes”**: <https://www.youtube.com/watch?v=COzjJaY4GZc> (1:04 mins)

**ADDITIONAL CONTENT** (for your interest, not required for CLIC session):

**PRINT BOOK:** *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*, by Simon Sinek (alternately – a quick summary is available instantly to download on HOOPLA: <https://www.hoopladigital.com/title/11706083>)  
*“Why do only a few people get to say ‘I love my job?’”*

**DOWNLOADABLE AUDIOBOOK:** [\*On Leadership\*](#), by Stephen R. Covey (FREE, available to download instantly on HOOPLA with your library card)  
*“Great organizations are created by great leaders-leaders who can unleash the highest and best contributions of their teams toward their organizations' most critical strategic priorities.”*

**DOWNLOADABLE E-BOOK:** [\*The Transforming Leader\*](#), by Carol S. Pearson (FREE, available to download instantly on HOOPLA with your library card)  
*“The Transforming Leader. . .reframes the challenge of leading in today's interdependent, unpredictable world.”*

**Chamber-Library Information Cohort – CLIC**  
**December 2, 2017**  
**12:00 noon**  
**Chamber Board Room**

**AGENDA**

- 1. Introductions + Roundtable:** Please share an example of a person in your life who embodies leadership.
- 2. Welcome to Leadership Development Coach, Wayne Fowler**
- 3. Facilitated discussion**  
Themes to think about:
  - One of the readings commented on ***personal values***, and how having clear values means that you are consistent in your actions. Why is consistency so important in a leader?
  - Brian Gleeson writes: “I believe that ***the best leaders are passionate about developing the emerging leaders around them***”. How can we make sure that our own egos – our own desire for recognition, etc. – don’t get in the way of developing leaders?
  - Joel Farar comments “***Great leaders make the hard choice and self-sacrifice*** to enhance the lives of others around them”. This theme – sometimes called servant leadership - frequently comes up; a recent example is Simon Sinek’s *Leaders Eat Last*.
    - As leaders, how do we balance self-sacrifice with our own needs, to ensure our job doesn’t take an undue emotional toll on us?
  - In the TedX video with Dr. Lara Boyd, she comments that: “The first lesson is that the primary driver of change in your brain is behaviour.” What ***leadership behaviours*** should we be practising?
- 4. Additional comments / thoughts on this month’s content + opportunity to pose a question to the group**
- 5. Next CLIC sessions:**  
**Inspire Exceptional Performance**  
January 9, 2017  
Performance management doesn’t have to be intimidating. Identify new strategies for addressing employee performance, and share strategies and tips for boosting and maintaining staff morale.
- 6. Wrap-up**

Next meeting: Tuesday, January 9, 2017, 12:00 noon  
Chamber Boardroom



**Chamber-Library Information Cohort – CLIC**  
**Chamber of Commerce Boardroom**  
**January 9, 2018, 12:00 noon**

**CLIC Session Seven: Inspire Exceptional Performance**

Performance management doesn't have to be intimidating. Identify new strategies for addressing employee performance, and share strategies and tips for boosting and maintaining staff morale.

**THIS MONTH'S CLIC CONTENT:**

**READ: [How Effective Is Your Performance Management System?](https://www.theglobeandmail.com/report-on-business/careers/leadership-lab/how-effective-is-your-performance-management-system/article34215692/), Globe and Mail**

*There appears to be a growing trend of large organizations that are looking to drop the traditional performance appraisal single-score approach.*

<https://www.theglobeandmail.com/report-on-business/careers/leadership-lab/how-effective-is-your-performance-management-system/article34215692/>

**READ: [The Ideal Praise-to-Criticism Ratio](https://hbr.org/2013/03/the-ideal-praise-to-criticism), Harvard Business Review**

*The factor that made the greatest difference between the most and least successful teams...was the ratio of positive comments to negative comments*

<https://hbr.org/2013/03/the-ideal-praise-to-criticism>

**WATCH: [What Makes Us Feel Good About Our Work](https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work/), TED Talk, Daniel Ariely**

*The bad news is that ignoring the performance of people is almost as bad as shredding their effort in front of their eyes. . . The good news is that by simply looking at something that somebody has done, scanning it and saying "Uh huh," that seems to be quite sufficient to dramatically improve people's motivations.*

[https://www.ted.com/talks/dan\\_ariely\\_what\\_makes\\_us\\_feel\\_good\\_about\\_our\\_work/](https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work/)

**ADDITIONAL CONTENT (for your interest, not required for CLIC session):**

**PRINT BOOK: [The Three Laws of Performance](#), Steve Zaffron and Dave Logan**

**DOWNLOADABLE AUDIOBOOK: [Communicate Like a Leader](#), Dianna Booher**

**DOWNLOADABLE E-BOOK: [The Weekly Coaching Conversation](#), Brian Souza (Download for FREE with your library card)**

**DOWNLOADABLE E-BOOK: [How Performance Management is Killing Performance, And What To Do About It](#), M. Tamra Chandler (Download for FREE with your library card)**

## **Chamber-Library Information Cohort – CLIC**

**January 9, 2018**

**12:00 noon**

### **AGENDA**

#### **1. Introductions**

#### **2. Large group brainstorm: What makes you feel good about your work?**

- How can we translate that into managing staff?
- Was Daniel Ariely right in his TED Talk when he says that in the knowledge economy, meaning is more important than efficiency? But how does this translate to jobs that may be primarily composed of rote tasks?

#### **3. Performance management**

- **Debate: Should we get rid of the traditional performance review?**
- How can we make the traditional performance review work better?
- Suggestions from participants: What tips and tricks can you share with the group about making performance management effective?

#### **4. Star performers!**

- How do we recognize their work and ensure they don't burn out?

#### **5. Not-so-star performers**

- How do we get staff to improve their performance? How do we mitigate the impact on other employees?

#### **6. Creating a Culture of Excellence**

- How do we foster a culture where employees are committed and motivated?

#### **7. Additional comments / thoughts on this month's content**

#### **8. Next session: Making Time for What Matters**

Share tips and tricks for increasing the productivity of your team, and build your own effective time management habits.

#### **9. Wrap-up**

Next meeting: Tuesday, November 7, 2017

Chamber Boardroom

**Chamber-Library Information Cohort – CLIC**  
**Chamber of Commerce Boardroom**  
**February 6, 2018, 12:00 noon**

**CLIC Session Eight: Hack your Productivity**

Do you dream of Inbox Zero? Share tips and tricks with Richard Bolton of Centricity360 on how to make email work for you. Learn how to improve your own personal productivity, as well as new skills that will help you effectively project manage a team.

**THIS MONTH'S CLIC CONTENT:**

**READ:** [Improve Your Productivity with Inbox Zero](#), Entrepreneur Magazine

*"If an email requires an action that will take a few minutes, just do it right now. Do not copy it to a to-do list. Do not keep it in your inbox. Just do it."*

**WATCH:** [The Science of Productivity](#), AsapSCIENCE

*"Your willpower is simply not enough."*

**READ:** [Too Many Interruptions at Work?](#), Business Journal

*"...the average amount of time that people spent on any single event before being interrupted or before switching was about three minutes."*

**READ:** [The Four Phases of Project Management](#), Harvard Business Review

*"Don't let bells and whistles get in the way of mission-critical activities."*

**ADDITIONAL CONTENT** (for your interest, not required for CLIC session):

**PRINT BOOK:** [The Productivity Project: Accomplishing More by Managing Your Time, Attention, and Energy Better](#) by Chris Bailey

**DOWNLOADABLE AUDIOBOOK:** [Extreme Productivity](#) by Robert C. Pozen (Download for FREE with your library card)

**STREAMING VIDEO:** [Time Management Tune-Up](#), Skillpath Seminars (Stream for FREE with your library card)

**ONLINE COURSE (starts Feb 14):** [Project Management Fundamentals](#) OR [High Speed Project Management](#) (instructor-led, free 6-week courses, log in with your Milton Public Library card)

**Chamber-Library Information Cohort – CLIC**  
**February 6, 2018**  
**12:00 noon**

**AGENDA**

- 1. Introductions + Roundtable:** Share your top productivity trick.
- 2. Personal Productivity**
  - **Inbox Zero:** Is it possible? Richard Bolton of Centricity360 says yes.
  - **Multi-Tasking vs. Mono-Tasking**
  - **Managing an Open-Door Policy:** How do you ensure staff come to you with issues...but maybe not every issue?
- 3. Effective project management**
  - Question to the group: What does project management look like in your organization?
  - Software solutions? Ex. Asana?
- 4. Next session: Coaching Conversations**

Learn how to build employee engagement in your organization through effective coaching strategies. Find out how to provide effective feedback, improve collaboration, and motivate your team members.
- 5. Effective project management**
- 6. Wrap-up**

Next meeting: Tuesday, November 7, 2017  
Chamber Boardroom

## **FUTURE CLIC TOPICS:**

### **Coaching Conversations**

Learn how to build employee engagement in your organization through effective coaching strategies. Find out how to provide effective feedback, improve collaboration, and motivate your team members.

### **Grow a Culture of Innovation**

Leverage the strengths of your staff teams to become a more efficient, creative organization. Take away ideas for how to develop new processes or products so that your organization can flourish.

### **Accelerating Team Performance**

Join Gail Green of Emergenetics to learn how to optimize your team performance by evaluating and assessing each team member's innate preferences and work styles in order to align them with your organization's goals. Gain access to tools and practices that enable greater collaboration with departmental and cross-functional teams.

### **Driving Change**

Share best practises with other local entrepreneurs and business owners of how to manage change in your organization. Learn how to build a change management framework that will work for any size of initiative.