



NEWSLETTER

AUGUST 2016 ISSUE

Inside this Issue

2016 Board Members	1
President's Address	1/2
Upcoming Events	2
Blue Hair and a Beanie	3/4
4 Leadership Types	5/6/7
Interesting Facts About HR	5
25 Strange Interview Questions	7

President's Address

I believe we are now in the 'dog days of summer'.....and it's been a HOT one so far!

This month we have our annual NUHRA Golf Tournament. Please join us at Wolf Creek in Eden, UT on August 8th. It is a beautiful venue and tons of fun! All proceeds go to the scholarships for the HR students who are members of the Weber State University Chapter – sponsored by NUHRA. Check out the website for more information:

<http://www.planmygolfevent.com/29537-CopyofNUHRAGolf2016>

We had a great speaker for our July meeting – Matt Garner – who filled us in on some tips for public speaking. He had some great stories and interesting information to share.

We will not meet as a group again until October 20th at Jeremiah's. After the Golf Tournament in August I hope to see everyone at the Crossroads Conference which will be held at the Davis Conference Center in Layton, UT. There are a lot of great speakers and many credits to be had! There are a couple of new things this year, a Networking

2016 Board Members

- President | Veronica Akers
- President Elect | Alison Evans
- Secretary | Ronda Bateman
- Treasurer | Darrel May
- VP Membership | Steven Maughan
- Communications | Trisha Clark
- Programs | Shauna Greer
- Certification | Kevin Smith
- Hospitality | Ashley Wendt
- Workforce Readiness | Tia Larsen
- Diversity | Christina London
- Legislative Representative | Jesse Oakeson
- Public relations | Kathy Hammerle
- Foundation Liaison | Stacey Comeau
- Student Liaison | Pat Wheeler
- Student President | Curtis Waite
- Golf Committee Chair | Shawn Choate
- Past President | Crista Sanchez

AFFILIATE OF



SOCIETY FOR HUMAN RESOURCE MANAGEMENT



Upcoming Events

August 2016 Golf Tournament

August 8th
3900 N Wolf Creek Dr.
Eden, UT 84310

This event raises scholarship money for Weber State University students.
Check the NUHRA website for registration info
.....

Utah Crossroads Conference

September 27-28
Davis Conference Center
1651 N 700 W
Layton, UT 84041
<http://utahcrossroadsconference.org>
.....

October Luncheon

October 20th @ 11:30 a.m.
Jeremiah's Restaurant
1307 W 1200 S, Ogden

Social Media: Building a Sustainable & Strategic Presence
Presenter | Scott Ferrin

For more information on upcoming events
visit www.nuhra.org

President's Address cont.

Event Tuesday evening, and a Pre-Conference Workshop on Monday, September 26th. Please go to www.utahcrossroadsconference.org to see the agenda and all details. It's going to be a great time for all!

I hope everyone is having a fun, safe summer so far. Fall is right around the corner, believe it or not!

Veronica Akers
NUHRA President



Blue Hair Topped by a Beanie?

Both Now OK at Starbucks

By Dana Wilkie

Dana has been an Online Manager/Editor for SHRM since 2013. Prior to that she worked in Bloomberg News' D.C. bureau, where she was a reporter and editor.

Starbucks' decision this month to let its 150,000 U.S. and Canadian workers sport any hair color they like—whether brown, blond, purple or green—illustrates how the company is balancing the dress code demands of employees with the organization's brand and reputation. Summer Smith, a Starbucks supervisor in San Diego, said in an e-mail that she's grateful for her employer's new policy about dyed hair. But she also recognizes that the coffee giant may not have made the change until it was convinced that customers wouldn't be offended by someone with bright orange locks--which Smith had before joining Starbucks--handling their cappuccinos and croissants.

"I do think that some people may be turned off by [workers] with colorful hair or visible tattoos and piercings," wrote Summer, who was among more than 14,000 people—Starbucks employees and others—who called for the change by signing a petition on Coworker.org, an online platform where people can launch and join campaigns on workplace issues. "I think some people associate a 'rebellious' look with drug use or lack of care for hygiene, which is funny because it's quite the opposite. Bright hair and fresh tattoos and piercings require a lot of maintenance, care and commitment."

Unnatural hair colors on Starbucks workers—who are called "partners"—are now allowed at the coffee chain as long as the color is permanent or semi-permanent, for food safety reasons. Temporary dyes or sprays, glitters, or chalks aren't allowed because they can flake off and get into

drinks and food. Also new in [Starbucks' dress code policy announced July 25](#) is the provision that employees can wear dark-wash jeans; shirts in muted colors other than black or white; and fedoras, beanies and "other suitable hats" in muted colors—although not berets or bucket hats. "There was a certain presentation we wanted to bring forward," said Starbucks corporate communications manager Reggie Borges, explaining the reason for the original dress code. "We wanted to be conscious about the way we represented the Starbucks brand to customers," Borges said, noting that Starbucks in 2014 decided to allow workers to sport visible tattoos (except on the face and throat) after more than 800 workers said in an internal survey that this was important to them. "What we learned ... is that expanding the dress code to allow them to be more themselves and show off their personality was important." Starbucks in 2014 also decided to allow "small" nose studs and ear gauging—larger piercings of the earlobe.

When Employees Drive a Company's Brand

Honoring worker preferences about dress codes depends, in part, on whether employees are considered part of the company's brand, said Mila Grigg, CEO of MODA Image and Brand Consulting, based in Nashville.

"Certain companies have built a brand based upon the attitude of the people who work for them, which is very important," Grigg said. "What you are seeing is a cultural change at Starbucks within the brand of the leadership of the company. In this

Blue Hair Topped by a Beanie cont.

case, they are allowing the [employee] culture to dictate the brand.”

She cautioned that “there are times when it is not advisable to bend to employee demands ... if they go against the very brand message of a company.” In that case, she said, “bending to demands may in fact take the company to a place where it cannot survive.”

“One has to be careful of not alienating the masses for the benefit of the few,” she said. “Good leaders can discern the difference.”

Dress codes that allow brightly colored hair, tattoos and face piercings may also depend on where a company is located and the type of customers or clients it serves, said Margaret Fiester, SHRM-SCP, a knowledge advisor at the Society for Human Resource Management. “In more conservative areas of the country it could be a concern for some,” she said. “In larger, urban areas, probably not as much. In organizations or industries that have a very conservative client base, such as corporate law or banking, it perhaps would not be advisable. Less conservative workplaces—the tech industry, organizations catering to a less conservative clientele, retailers catering to a younger clientele, organizations where there is less direct contact with clients—might be well-suited to being more liberal in their appearance code.” In addition, Fiester cautioned, “good workers are hard to find, times are changing and I would hate for organizations to lose out on good workers simply because of how they look.”



Tamara Devitt, a partner in the Silicon Valley office of Haynes and Boone, said that any dress code policy should:

- Provide specific guidelines so employees understand what is expected.
- Give the employer discretion to determine what is or isn't appropriate.
- Allow the employer to take disciplinary action where appropriate.
- Provide accommodations for a worker's religion or disability.

“Without a clear policy, an employer's decisions may be viewed as ad hoc and, thus, the employer may be more vulnerable to claims that it was acting unfairly or discriminating,” Devitt said.

Interesting Facts About Job Seekers and Resumes

76% of resumes are discarded for an unprofessional email address
(Source: business2community.com)

427,000 resumes are posted on Monster each week
(Source: business2community.com)

18% of job seekers search for jobs from a **RESTROOM**
(Source: Auditor)

Recruiters spend on average **5-7 seconds** looking at a resume
(Source: business2community.com)

Of all job applications, **54% contain inaccurate information**



The 4 Leadership Styles, and How to Identify Yours

By Bill Taylor, cofounder of Fast Company magazine, article via Harvard Business Magazine

We all want to be part of a great success story. To run, start, or play a senior role in a company that wins big or changes the course of its industry. To launch a brand that dazzles customers and dominates its markets. To be the kind of executive or entrepreneur who creates jobs, generates wealth, and builds an organization bursting with energy and creativity.

Which means that all of us, no matter where we are in our career, have to wrestle with the big questions of leadership: What is our personal definition of success? What does it mean to make a difference and have an impact? What is the best way to rally colleagues to our cause, to handle problems and obstacles that inevitably arise, to revise plans in the face of setbacks or to stand pat no matter the odds? How much do we rely on our own ideas and experiences, and how widely do we seek the advice and support of those around us? If we hope to succeed, we need to understand how we lead.

Over the last three decades — first as a young editor at *Harvard Business Review*, then as cofounder of *Fast Company* magazine, now as a book author — I've spent time with truly remarkable leaders in a vast range of fields. All of

The 4 Leadership Styles cont.

them have achieved tremendous success and impact, and none of them has done it in precisely the same way. But I've been able to identify four styles that capture their different approaches to the whys and how's of leadership. Each of us has to figure out which style of leadership fits who we are and what we are trying to achieve.

What are those four styles of leadership?

The Classic Entrepreneur. As legendary investor John Doerr likes to say, classic entrepreneurs do "more than anyone thinks possible with less than anyone thinks possible." Leadership is about the thrill of competition and the quest for success. No-nonsense variables, such as costs, quality, profit margins, and savvy deals, are the metrics that matter. Sure, these leaders care about the values their company stands for, but it's the dollars-and-cents value proposition that matters most. They love to build killer products and butt-kicking companies. They are, in Doerr's words, and he doesn't mean this critically, "opportunistic" — they revel in "the pitch" and "the deal." When faced with decisions about launching a new product, or dealing with a disgruntled customer, or selling the company to an eager suitor, they focus on tough-minded calculations and no-nonsense financial returns.

The Modern Missionary. These leaders aim for more than mere business success; they aspire to success and significance. Winning is less about beating the competition than it is about building something original and meaningful. Success is less about making money than it is about making a difference and having an impact. Sure, economic value is important, but human values are what drive their passion to succeed. So these



leaders may take risks that classic entrepreneurs won't, even if the short-term returns aren't obvious, or they may turn down deals that others might accept, because the financial payoffs aren't as important as the broader impact they hope to make. These leaders don't just want to run companies; they aim to turn their companies into a cause.

The Problem Solver. They worry less about dramatic impact than about concrete results. They believe in the power of expertise and the value of experience. Disruptive technologies and blank-sheet-of-paper business models may be reshaping markets and industries, but past success is a good predictor of future impact. So as they rise through the ranks or lead organizations they've built, problem solvers are the first to confront difficulties and identify new opportunities. Yes, they rely on the advice of colleagues, but ultimately they fall back on everything they've learned and seen to guide the organization into the future. These top-down, take-charge, the-buck-stops-here executives may be the most recognizable sorts of leaders, in terms of the image we carry around of what it takes to get things done.

The Solution Finder. This style is about incremental results and concrete solutions, but these leaders believe that the most powerful contributions often come from the most unexpected places — the hidden genius of their colleagues, the collective genius that surrounds their organization. They are committed to making sure that what they know doesn't limit what they can

The 4 Leadership Styles cont.

imagine. They're ultimately responsible for business results, but they believe that achieving those results is everybody's business. These modest, humble, self-effacing leaders don't make headlines, but that doesn't mean they're not ambitious. They believe that humility in the service of ambition is the right mindset to do big things in a world of huge unknowns.

Why is it important to gain clarity about the leadership style that fits each of us best? Because the more we understand about ourselves — what we truly care

about, how we make decisions, why we do what we do — the more effective we will be at marshaling the support of others for what we hope to achieve. In a time of wrenching disruptions and exhilarating advances, of unrelenting turmoil and unlimited promise, there have never been more roads to success — or more opportunities to fail

..... just for FUN...

Strange Interview Questions

Some companies love throwing curveball questions to candidates during interviews — and these are the weirdest ones we've ever seen.

The jury's still out on whether or not bizarre interview questions accomplish much during the interview process.

But one thing is clear: Some of the most successful companies in the world — Apple, Zappos, Dell, Yahoo, and more — aren't afraid to lay a tough, weird question on a candidate.

In fact, Glassdoor has compiled its annual list of the strangest interview questions that companies ask. They include:

- "If you could throw a **parade** of any caliber through the Zappos office, what type of parade would it be?" – The Zappos Family
- "If you were a pizza deliveryman, how would you benefit from scissors?" – Apple
- "If you were on an island and could only bring three things, what would you bring?" – Yahoo
- "If you were a **box of cereal**, what would you be and why?" – Bed Bath & Beyond
- "Do you believe in Big Foot?" – Norwegian Cruise Line
- "Why is a tennis ball fuzzy?" – Xerox
- "How would you use Yelp to find the number of businesses in the US?" – Factual
- "How many square feet of pizza is eaten in the US each year?" – Goldman Sachs
- "Can you instruct someone how to make an origami "cootie catcher" with just words?" – LivingSocial
- "You're a new addition to the crayon box, what color would you be and why?" – Urban Outfitters
- "How does the internet work?" – Akamai
- "What's the color of money?" – American Heart Association
- "What was the last gift you gave someone?" – Gallup
- "How many **snow shovels** were sold in the US last year?" – TASER
- "It's Thursday, we're staffing you on a telecommunications project in Calgary, Canada on Monday. Your flight and hotel are booked; your visa is ready. What are the top five things you do before you leave?" – ThoughtWorks