



Summer is here and with the change in season often comes the need for transformation. At Arlyn Recruiting we know businesses constantly evolve with changing goals and resources, as do job candidates facing a bend in their career pathways. Whether you're a leader interested in creating a dynamic work environment able to attract new talent — including the millennials now comprising nearly 40 per cent of the workforce — or you're a part of the younger demographic in search of a career with meaning, we're here to ease the transition. Changes of all magnitudes start with simple steps, actions you can take today to maintain a healthy lifestyle along the way.

“How can you know what you're capable of if you don't embrace the unknown?” - Esmeralda Santiago

Embracing change: transform your workplace by fostering autonomy, creativity & innovation

Most leaders and employees want the same thing: a productive work environment where staff members are trusted, given minimal supervision and produce great work. Micro-managed employees are less motivated and flexibility on the job improves productivity. It's simple. **But just how easy is it to move beyond long-held views of workplace roles?**

Experts agree that leaders who want to design an environment of innovation and creativity must honour autonomy and flexibility over dated beliefs on management. Liz Sebag-Montefiore, co-founder and Director of 10Eighty, offered a rundown of practical advice aimed at employers for *The Undercover Recruiter*.

A key component, Montefiore says: **encourage staff to explore.**

Some large companies allow employees to spend time working on projects outside of their assigned role, a move that breeds innovation and attracts high-quality applicants. She looks to 3M Corporation, now empowering employees with 15 per cent of their time allotted for developing their own ideas. Beyond boosting creativity and innovation, the autonomy is aimed at improving morale and increasing output.

The freedom to **choose and manage projects** builds employee accountability and time management skills that benefit the company. Dubbed “daylighting,” the side-work during working hours is an investment in well-rounded employees, Montefiore says, but not at the cost of company objectives. Another commandment of change:

embrace failure. Demonstrate that the goal of this work is the work itself; there is no expectation of an outcome. More curiosity spells more experimentation and a broader definition of success.

If transforming company culture has some employers wondering exactly where to begin, start simple: be more flexible. **Reassessing desk time and office hours** is an easy first step to designing an innovative work environment. Montefiore backs her advice with a 2014 *Economist* article arguing that since knowledge workers have few metrics for output, time spent at a desk is seen as a sign of productivity and loyalty.

Aisha Gani, columnist for *The Guardian*, perfectly sums up the millennial view of desk time and the need for flexibility.

“Presenteeism doesn't make sense to people used to working on the move,” Gani writes.

“Why be anchored to your desk for eight hours when you can reply to those emails and start drafting notes during your commute into work, or even in a café? That's not laziness, that's just working smarter, as millennials may see it.”

Resources: www.theundercoverrecruiter.com/creative-freedom-engagement/ and www.theguardian.com/world/2016/mar/15/millennials-work-five-stereotypes-generation-y-jobs

Take 4 steps today for tomorrow's dream job

Advice from Arlyn's career coach Diane Cronk

Knowledge and perspective are two of the most powerful tools for positioning yourself within the marketplace. Make the most out of your current skills and set yourself up to gain the rest with these simple initial steps.

Do your research

What is the typical professional development path for someone in your industry? Talk to people in the field. The more knowledge you have, the clearer your path forward will become.

Read job descriptions

Read job descriptions in your field to understand different positions and the skills required. Even if you may be a few developmental stages away from your dream job, it's still valuable to understand what skills you need.

Build a network

Write a list of friends, family or professional contacts that might be able to help or provide networking leads. Your network doesn't have to be big to connect you with opportunities. Start with social media, and specifically, LinkedIn.

Ask questions

Demonstrate your passion and interest in your field by asking great questions. As you gain knowledge, you'll be able to speak confidently about your field and articulate your plans for growth.



Need a plan? We offer coaching services with Senior HR Advisor Diane Cronk, a certified coach

currently completing a master's in counselling.

OLD THINKING	NEW THINKING
EMPLOYEES ARE BIGGEST RISK	EMPLOYEES ARE BIGGEST ASSET
TOP-DOWN COMMUNICATION	OPEN COMMUNICATION
SKILL OVER BEHAVIOR	BEHAVIOR OVER SKILL
MANAGE TIME	EMPOWER RESULTS
RIGID WORKING SCHEDULE	FLEXIBLE WORKING SCHEDULE
AT YOUR DESK	MOBILE
WORK FOR THE WEEKEND	DO SOMETHING YOU LOVE
CORPORATE JARGON	GENUINE HONESTY
DOUBLE STANDARD	ONE STANDARD
FEAR OF FAILURE	FAIL OFTEN AND FAST
ENRICH SHAREHOLDERS	ENRICH LIVES

SA CUNAS THE ART OF BUSINESS



What to consider when you're considering firing an employee: tips for smooth transitions through tough times

No matter how fantastic their hiring track record may be, there will come a time for most employers when they'll need to fire a member of their team. It's not the cheeriest topic, but one managers and HR professionals need to be well-acquainted with if they want to be successful leaders.

We looked to three expert managers for advice on how to best dismiss an employee from their role when they're no longer the best fit for it.

Before the decision is final

Have you given the employee all the support they need? Were they aware of the issues the company was having with them and were they given tools or resources to rectify the problem?

HR expert Susan M. Heathfield, in an article for *The Balance*, suggests providing progressively more intense feedback to ensure the employee is well-aware they're failing before they're shown the door. Make sure that the communication is going both ways, and that you're keeping a record as a legal safeguard. Ultimately, it's up to the employee to take the advice to heart, Heathfield says, and to change — or not.

"[Performance Improvement Plan]s should only be used if you genuinely believe that the employee has the capability to improve," she says. "Anything else is torture for the employee and a time-consumer for managers and HR staff."

When coaching is no longer an option and confidence is lost, it may be time to end the relationship.

Logistics of letting someone go

Know why

For Volen Vulkov, co-founder & Harmonizer-in-chief of Enhancy.com, the termination meeting isn't the time to get into all the details behind the decision, but they must be clearly defined for management before that time comes. The decision-makers, he says, don't need to be in agreement, but should all have a clear answer to why the staffing choice was made and the next steps moving forward.



Clearly explaining staffing changes without making any negative comments about the former employee is an integral part of keeping office morale high and gossip low.

The time is now

When is the best time to terminate an employee? Friday afternoon? Monday morning? Vulkov suggests forgetting the old standards and letting an employee go the moment that the decision is finalized to avoid potential awkwardness between the time the choice is made until the termination meeting is held.

"Remember, the only thing worse than having doubts about whether to fire a bad employee, is to postpone the decision, creating an environment of animosity, and allowing things to get worse," Vulkov says.

Plot your plan

To avoid chaos after losing a team member, Vulkov says, make sure you have a thorough plan for how the company will move forward in everything from day-to-day duties to staff meetings.

The outgoing employee will also need to know all of the details of their final pay and benefits.

Explain yourself

One of the biggest mistakes you can make as an employer, Vulkov says, is not informing the staff of the termination, opening up the possibility of employees gossiping about what had transpired.

"Down the road, this could lead to them questioning your motives and hurting morale."

Final thoughts

On her employment and human rights-focused website, Lisa Stam, founder of Spring Law, a virtual law firm advising exclusively on workplace legal issues, advises working with IT professionals when letting go of an employee. Capture the company's data, Stam says, including the outgoing employee's emails, since they may act unpredictably.

Stam also reminds employers to collect any equipment (laptops, smartphones, etc.) and have the employee sign off on a release in exchange for any severance beyond what's required by the Employment Standards Act, Stam adds.

Lots of mindfulness, less stress

Mental health professionals agree that mindfulness is one surefire way to reduce stress and gain focus, critical abilities for navigating difficult situations. Paying attention to automatic thoughts and feelings provides us with the opportunity to choose how we react. The more present we are, the more choice we have.

Introduce tech-free times: The average adult checks their phone 35-75 times per day, interrupting thought processes, diminishing focus and falling out of touch with real emotions.

Reduce mind clutter: Schedule a break to stare at the sky or slow down and pay attention to simple sensory pleasures throughout the day.

Make meals mindful: Try focusing on your food. At work, take your lunch away from your desk and devote your meal time to eating.

List for later: Keep a notebook by your workspace and use it to jot down any ideas that pop up and sidetrack you throughout the day.



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Boost your mood: big Impact, little actions

Sometimes the thought of taking large steps towards our goals can overshadow the daily tweaks that yield immediate improvements to quality of life.

Check out some favourites from *The Entrepreneur's* list of tiny changes to instantly make your life 10 times more enjoyable.

Reprogram for positivity

Try keeping a gratitude journal, repeating positive affirmations, surrounding yourself with positive people and exercising.

Get up a half-hour earlier

Take time for yourself to be with family, exercise or simply start the day stress-free.

Clean up after yourself

Tidy people tend to be happier and more successful. Remove clutter and replace it with a feeling of accomplishment.

Don't over-commit

Avoid stress by setting small goals and working your way up, whether that means starting to meditate just five minutes every day or beginning to run with an initial jog around the block.

Break your routine

Get out of your comfort zone and gain a different perspective by trying a new restaurant or activity once a week.

Stop procrastinating

Unfinished tasks carry a heavy weight. Prioritize, then complete a task you've been putting off.

Stop comparing yourself

Keep sight of your own goals and what success means to you — not to anyone else.

Resource: www.entrepreneur.com/article/293252

Career advice to millennials, from millennials: our resident Gen Y-ers weigh-in

Millennials, often labeled as lazy and entitled, are of a generation driven more than their predecessors towards meaningful employment with a positive impact. In today's competitive job market, many younger members of Generation Y are struggling to establish a career path on new terrain, where opportunities look much different from those of generations past.

Daniella Kullman, HR Coordinator with Arlyn Recruiting and mid-generation millennial, has seen a number of trends emerge within Gen Y job candidates since joining the company in 2015.

"Their résumés are scattered," Kullman says. "They're working many jobs and they're not staying within their positions for long periods of time, whereas the older generations are more loyal to their employers and they feel the need to stay in those positions."

Her initial advice to young candidates hoping to build a more cohesive work history: **ensure the job you're applying for is inline with your longer-term goals.**

"You don't just want to jump into a position and then immediately want to go into another role, or your résumé's going to be really choppy. You want to stay in a position for at least a year and a half or two years."

Next, **narrow down your search.** "The older generations tend to be more focused on their applications whereas the younger generations tend to send out spam applications. I find errors on their cover letters and emails, basically identifying different job titles. You're probably not going to get a call back."

Do your research. Use several job search sites — not just one. Become educated in what's out there. **Network,** digitally and in person. Kullman suggests connecting with potential employers or colleagues over LinkedIn. Ask them out for a coffee — or at least meet via email.

"That way you can learn more about the position — and also more about yourself."

Julie van Leeuwen spent years in the service industry before joining Arlyn Recruiting in early 2017. The flexibility of the hours as a server, as well as the decent wage that comes along with the role, van Leeuwen says, remains a roadblock for millennials joining "the quote-unquote adult workforce."

Step 1, according to van Leeuwen: **you have to want a career.**

And once they're ready to give up some of that flexibility? Millennials often lack the ability to **present** themselves **professionally** — both in person and in print. Van Leeuwen sees job candidates arrive for interviews in track suits with poorly written résumés.

"They're not up to date and they're not researching on their own," van Leeuwen says. "Then they're using that as an excuse: they don't have a résumé so they can't apply. But they're not taking the initiative to figure out how to write one."

Van Leeuwen forgoes interview fashion tips, but she does suggest **taking some résumé guidance** from arlynrecruiting.com. And if she could turn back the clock and follow her own career advice, she would **take full advantage of university career prep programs.**

Sara Minchenko, fellow HR Assistant on the Arlyn team echoes the sentiment with regards to **exploring volunteer opportunities** while at university.

"So many people come out of university with no experience," Minchenko says. "Volunteering is a great way to figure out what you want to do and gain some experience."

In retrospect, Minchenko would also have had **more confidence** in her skillset earlier on to have sought **more opportunities for growth** within previous roles.

"In one of my previous jobs, after working there for two years, I finally said I was interested in learning the management part and they said: 'we were waiting for you to ask.'"

Instead of jumping from company to company in search of their dream jobs, Minchenko suggests millennials **look for new ways to contribute and grow within their current positions.** "It can start with you as a person, instead of looking for a position that has everything that you want. The minute you already have an exit strategy, you're not really caring about your job anymore."

The trio agrees: millennials are motivated by feeling what they're doing matters, and that's not a bad hallmark of a generation.

"Millennials are the people who are going to shape the workforce, so you have to ask them what they want in a career, what they see in their company and pay attention to their trends, because they're going to help the companies adapt and move forward," Minchenko adds.



Daniella Kullman, HR Coordinator



Julie van Leeuwen, HR Assistant



Sara Minchenko, HR Assistant

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