



CFR expands into Australia CFR Consulting Group meets in Oslo

NEW MEMBER

Launched 35 years ago in Perth - Western Australia, Beilby currently employs 50 staff across 5 office locations – Melbourne (Victoria), Brisbane (Queensland), Perth as well as Sydney and Newcastle, New South Wales. www.beilby.com.au also has facilities to interview and appraise candidates in many other locations throughout Australia and New Zealand.

Using methods embracing Executive Search, Advertised Selection, AdSearch, and Executive Contracting, Beilby recruits Middle and Senior Managers as well as Experienced Professionals across the following areas:

- Accounting & Finance
- Sales & Marketing
- Human Resources
- Healthcare
- Government
- Technical & Operations
(including Manufacturing, Engineering, Mining & Resources, Oil & Gas, and Construction professionals)...

❖ Please read on: www.cfr-group.com/newsletter.htm

CFR Expands into the US

DSML Executive Search, based in Chicago, Illinois has become CFR's 1st member in the United States. Prior to the conception of www.dsml-executivesearch.com in 2007, Doug Seville & Myriam Le Cannellier were independently working within their individual consulting practices. Both Doug and Myriam had previously obtained significant experience within the Executive Search industry in different countries, Doug in Canada, from where he originates and Myriam, a French national, in the executive search market in Argentina.

Recognizing that cultural differences often make it difficult for businesses from other countries to recruit in the United States, Doug and Myriam created DSML Executive Search to recruit within the "niche market" of "Recruiting for European firms doing business in the United States". They work with both "incoming companies" who are setting-up their US based operation as well as established firms. They are also able to connect clients with a wide range of business resources, which is a significant value to Newcomers to the US market.

DSML Executive Search operates across..

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CFR CONFERENCE

With snow still on the ground, in April 46 CFR Members from 23 countries met for our 6-monthly meeting. Norwegian Member BackerSkeie, www.backerskeie.com kindly hosted the event.



We focused on how to give a better service to our Clients by means of greater inter-member collaboration on assignments and greater global reach.

During the meeting we admitted 2 New Members into the CFR network.

Beilby - Australia represented by CEO Barry Vienet. Beilby has offices in Perth, Melbourne, Brisbane, Newcastle and Sydney, (www.beilby.com.au).

DSML Executive Search – Chicago represented by Myriam Le Cannellier and Doug Seville, (www.dsml-executivesearch.com).

We now boast 33 members from 32 countries!

We also elected a new CEO - Christine Van Velthoven – MD of CFR's Belgian operations and who has significant Business and HR Management experience.

The highlight of the Oslo meeting was the decision to reorganize the Group structure. CFR will act more as a corporate body in a matrix organization with Functional Directors to include CFO and Head of Best Practice as well as 3 Regional Directors for Europe, the Middle East and Asia/Pacific and the Americas. The Regional Directors will be in charge of ensuring added-value service to our Clients by means of greater and more efficient inter-country cooperation.

We also agreed to focus on identifying additional Quality Partners in the US and China.

We look forward to meeting again in Bangkok in October as guests of Peter Feeney – Managing Director of our Thai Member company - TopTalentAsia www.toptalentasia.com

Are Skeie - Partner - as@backerskeie.com
BackerSkeie Executive Search & Selection - www.backerskeie.com

❖ For more information please go to: www.cfr-group.com/newsletter.htm

Saying “no” with poise

How to refuse Employee requests for More Money

HOT RECRUITMENT TOPICS

Check any employment-related job site and you are bound to find information on how to ask employers for more money. But if you are the employer and more money is not an option, how do you say “no” and maintain some sense of staff loyalty and morale?

The answers to many management questions can usually be found online. But try Googling “How do I say no when an employee asks for a pay increase?” and the top responses are all concerned with how to ask for a pay rise, or why your employees may deserve more.

That’s all well and good – maybe they do. But if a pay rise today means a significant risk to end of month profits, the reasons are irrelevant.

Perhaps the best way to address it is to understand some of the motivators that lead to employee satisfaction. While reward makes most top 10 lists, surprisingly, it is at the lower end.

A 2010 Harvard Business Review article by researchers Teresa M. Amabile and Steven J. Kramer focussed on five workplace factors commonly considered significant:

- Recognition
- Incentives
- Interpersonal support
- Support for making progress
- Clear goals

More than 600 managers across dozens of organisations were asked to rank the importance of the five motivators to workers. Recognition topped their list. They were wrong.

Amabile and Kramer studied workers over a number of years tracking activities, emotions and motivation levels. They found that the most positive influence on increased motivation was progress. Recognition and incentives were at the bottom of the list. Interestingly, the bulk of managers ranked the five in complete reverse order to what the study found.

The articles states: “On days when workers have the sense they’re making headway in their jobs, or when they receive support that helps them overcome obstacles, their emotions are most positive and their drive to succeed is at its peak. On days when they feel they are spinning their wheels or encountering roadblocks to meaningful accomplishment, their moods and motivation are lowest.”

As early as 1981, the findings were similar. University of Southern California Emeritus Professor Barry Boehm published his Top Ten Motivational Factors for Software Developers...

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Gender Gap in the European Workplace

To what extent does it continue to exist in 2011?

HOT RECRUITMENT TOPICS

According to recent EU research, women hold only 10% of the board positions in Major Organizations and just 3% are CEOs.

The main reasons causing a company to avoid hiring a woman in positions of responsibility relate to their availability in the coming years.

In many European countries, family obligations are still not evenly distributed between the sexes and having a child may cause long absence from work for ladies. Society makes greater demands on women as opposed to men in the raising of children.

In multinational companies, there is often a demand for flexibility amongst Senior Executives, e.g. it is not uncommon to undertake international assignments. In our experience, it is unusual to hear of men sacrificing their careers to follow their female partner abroad, yet much more common to hear of the reverse.

Additionally, outdated stereotypes around certain types of roles continue to exist, with some roles being viewed as more appropriate for men than others.

Today every major company talks increasingly about accepting and promoting diversity and striving for inclusion. Some companies have official compulsory quotas and the presence of a specific number of women in management positions. However, it is still unclear whether imposing legal quotas really helps to reduce discrimination against women in the workplace.

In 2006 Norway introduced a law requiring public companies to have 40% female representation on their Boards or risk penalties. As a direct consequence of this legislation, no less than 100 companies became privately-owned in order to avoid potential fines.

EU research shows the existence of a gender pay gap ranging from 4% in Italy to 31% in Estonia with an average of 17.5%. Greece has a gap of 22%. The gap is defined as the difference in average gross hourly wages for men and women in the overall economy of each country. This is affected by whether a country has a larger number of women working part-time or how high or low the percentage of women labor really is.

The experience of CFR Athens is that this does not seem to apply in management positions in Greece, particularly in large multinationals where compensation and benefits are contained within specific brackets and are not easy to circumvent or modify based on the gender. This experience is shared by other CFR Members across Europe.

What is perhaps more important is whether women have the same chances for development and promotion as their male counterparts.

Here, there are indeed differences. The term “glass ceiling”, was developed in order to describe the “invisible” ceiling that exists for women in their professional development. Reasons range from job segregation, lack of networking, trying to succeed in a highly male-dominated environment, not being invited to informal after-work get-togethers, direct sex discrimination and even sexual harassment. In environments with frequent cases of sexual harassment, women feel frustrated and often choose not to continue their professional development.

Last but not least another reason relates to women’s “self discrimination”. This has been noted by CFR Russian partner Avenir and is based on in-house HR research. By that we mean that many women have a strong inferiority complex negatively affecting pay, power and career. The complex derives from the fact that they are convinced from childhood that women are the home-makers, men the bread-winners and that both sexes should perform their assigned duties.

If the gender gap exists in your own organization, please contact your local CFR representative with your views and comments on the measures it is taking to address this.

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