

H R FOCUS

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March, 2011



Ellen Hagan's **WINNING** Strategy

IN THIS EDITION:

Mrs. Ellen Hagan
CEO of L'AINE Services

Mr. Samuel Allotey
HR Manager of Stanbic Bank

Mr. Kofi Ampong
CEO of Broll Ghana

Catherine Krobo-Edusei
MD of Eden Tree Ltd.

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In today's business environment, communicating and constantly upholding the corporate culture to build a cohesive team is an important enabler for driving growth. In this issue, we have tried to scope out the genetics of HR by defining what CORPORATE CULTURE is in the context of the HR function as it stands today and ways in which we can brand it to improve organizational success.

While the buzz about innovation, leadership and entrepreneurship has been growing across corporate Ghana, it is only recently that we have seen the issue of strong corporate culture crop up within the business community. We've spoken to a few extraordinary HR leaders across industry sectors to understand what it takes to be a true HR leader in this ever-changing business climate and how important corporate culture is within their respective organizations. These HR leaders have made the transition from good to great and are more than messengers of corporate culture; they have transformed themselves into evangelists who promote the ethos of the organization with a religious zeal.

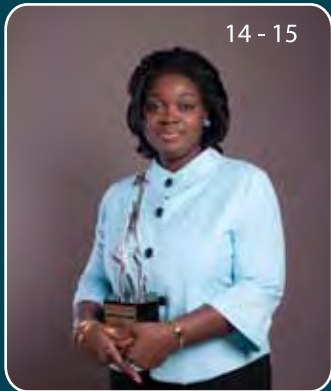
Other interesting columns in this issue are "5 Initiatives for 2011", our new HR Technology Column, HR Décor (which shows how our office space can make us more productive) and our FUN Corner where we share a few jokes and useful tidbits.

As you may be aware, the CEO of L'AINE Services Ltd. has been awarded "The Strategic Leadership Award" at the Global HR Excellence 2011 Awards. This is a proud moment for us, and you will find in this issue a page honouring a lady who has led Ghana's premier Human Resource Development Organization for the past seventeen years. We would also here like to express our gratitude to the stalwarts in the HR and business community who gave us their unflinching support at our recent launch. Our heartfelt thanks also go to you our readers, without whom the entire exercise of publishing this magazine would accomplish absolutely nothing. As we move closer to achieving greater heights, your support gives us even more impetus to strive harder and add more value to the community.

Enjoy this edition.

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NEWS



By Revina Acheampong

NEW TRAVEL EXPERIENCE ON LUFTHANSA

Lufthansa, one of Europe's leading airlines, is installing some 32,000 new seats on more than 180 aircrafts in its short and medium-haul fleet within the space of one year.

This, as disclosed in a news letter, is to create a new travel experience and ensure greater passenger comfort.

"With our new, more comfortable seats, completely revamped cabin and enhanced in-flight service, we are setting new standards on European routes. The slimmer seats will also enable us to increase the seating capacity of our short and medium-haul fleet and thus ensure that we remain competitive in future," said Thierry Antinori, member of the Lufthansa German Airlines Board, while presenting the new cabin in Frankfurt.

Lufthansa is investing about 170 million Euros in its new cabin as part of a comprehensive programme to revamp the airline's in-flight product.

The Group fleet currently consists of more than 720 aircrafts and on order are another 146, valued at a total of 13 billion Euros at list price and scheduled for delivery between 2010 and 2016.

In addition, the Lufthansa Group is pioneering the use of lighter, chrome-free and thus more environmentally friendly leather for the seat upholstery. The perforation in the interior of the backrest ensures high breathability and also boosts seating comfort.

The Lufthansa Group dedicated to quality and innovation, safety and reliability is also making innovations in its in-flight service, and passengers will notice a tangible difference. The new cabin on European



routes will, thus, not only raise levels of passenger comfort but also make a substantial contribution towards improving cost efficiency, it added.

Headquartered in Germany, the Group operates in five business segments; passenger transportation, logistics, Maintenance, Repair and Overhaul (MRO), catering and IT services.

FIRST EVER ONLINE TRADE FAIR IN GHANA

The Ghana Association of Home Based Entrepreneurs (GAHBE) will organise the first ever online trade fair in Ghana from February 25 to March 25, 2011 to enable entrepreneurs expose their products and services to Ghanaians in this most innovative way.

The fair is to eliminate the logistical issues associated with regular trade exhibitions in most fairs.

Briefing the press in Accra, Mr. Abel Duncan, Chief Executive Officer of GAHBE said "the exposition would in addition, help service providers to know their prospective clients and sell their services and products to them".

He noted that Internet usage had grown more in Africa than in developed countries and its operations shifted from the streets.

Mr. Duncan said, available statistics indicated that Internet usage in Ghana had increased from 30,000 users in 2000 to 1,297,000 in 2010, about 4,223 per cent growth.

"The growth in Internet usage is based on the fact that it is the most convenient source of answers to questions; the source of solutions to problems. A lot of people are online the world over looking for solutions to problems associated with their businesses", he added.

Mr. Duncan explained that such a strategy would put the businesses of about 1.3 million people daily on the local scene and 1.9 billion on the global scene.

He explained that with the

offline expositions, exhibitors often encountered the problem of moving equipment, personnels, goods and sometimes incurred high costs to reconstruct pavilions, "but with an online trade exposition like this, you will get the chance to showcase your products and services without any physical movements". Mr. Duncan noted that generating business clients and contacts online was quite different from the offline exposition and explained that it demanded a specific process that had to happen in order to take the millions of clients from any part of the world.

He said such exposition would enable service providers to have maximum exposure and contacts to millions of clients and also build a credible relationship to prepare the grounds for their contacts.

"This will herald the beginning of a long profitable growth in your business," he added.

He indicated that the fair fee ranged from GH¢490 to GH¢930 for the month-long period and interested applicants should visit www.ghanatradeexpo.com for registration.

Source: GNA

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Google NEWS

Waptrick, a free Wap site claims the number one spot on the list of fastest rising searches in Ghana for 2010, outranking Ghana's passion for football.

The Google search results show the impact that mobile phones have had on Ghanaians.

Mobile technology has given the everyday Ghanaian the ability to access the Internet, providing more people with easier and quicker access to local and global information. With Internet tools such as Waptrick.com, a mother in Sunyani in the central region of Ghana, without access to a computer is able to download information; from hip-life music and weather forecasts, to interactive games on their mobiles, just as easily as a technology expert in Silicon Valley in San Francisco.

Ghanaians have joined a worldwide trend of using the Internet as a tool to communicate with and stay connected to friends and loved ones, and as a social development

tool, allowing them to stay connected to the rest of the world.

Google reveals the Internet "Zeitgeist" (German for "the spirit of the times") through an exploration of the billions of search queries that are received each year. Top search terms from over fifty countries appear on Google Zeitgeist webpage, from news searches for Haiti and the oil

spill, the new heroes of the World Cup, to searches for the latest technologies like the Ipad and social networking sites like Facebook.

Google Zeitgeist tools cannot be used to identify individual users because it relies on anonymity, aggregated counts of how often certain search queries occur over time.

These tools are available year-round for everyone to play with, explore, and learn from. For more information about Google Zeitgeist across the globe,

visit : <http://www.google.com/intl/en/press/zeitgeist2010/>

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THE SPINAL CLINIC HONOURED

The Spinal Clinic was on the 18th of December 2010 honoured with the Ghana Customer Service Award (GCSA) at the Spinal Clinic company's head office at Nyaniba Estates in Accra. The award was in

recognition of Leadership in Customer Service for the year 2010. Receiving the award on behalf of all staff of The Spinal Clinic, the CEO of the clinic, Dr. Bryan Cox, said "customer service is the bane of any business enterprise, especially one where health issues are prevalent". He acknowledged those who had contributed to the success of The Spinal Clinic in various ways and promised to keep delivering the best customer service available to clients and patients. The Spinal Clinic is the only chiropractic facility in Ghana to have been bestowed an honour for excellent customer service.



Dr. Bryan Cox Holding the Spinal Clinic Award With staff.



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RENUMERATION & EMPLOYEE RETENTION

by: Mr. Edward Kwapong



A couple of months ago, I was invited by an Accra based FM Station to contribute to a panel discussion on ways to stem excessive staff attrition in companies in Ghana. My key position on the matter, during my contribution was that staff motivation and retention, in the long run, is a function of transparent and reliable HR Management Systems and practices rather than compensation (salary and related allowances) per se. Subsequently, I received several calls from fellow HR practitioners, management staff and students of Management questioning the practicality of my position in the current Ghanaian situation.

In effect, they expressed their discomfort about the notion that there could be a better way of motivating and retaining staff than salary and associated benefits (material rewards). Coincidentally, at a recent HR summit in South Africa, my position on the matter was corroborated by a reputable HR Consulting and Research firm (21st Century Limited).

In this write up, I intend to restate my position and to highlight the fact that research over the years has emphasized the overarching importance of non-financial rewards and systems (job content,

recognition, organizational core values, transparency and effective leadership) over employee salary.

I will then seek to analyze the research findings and its relevance for HR Management in Ghana. Yes, we need to offer a good pay package to attract talents (ticket to the playing field), especially critical and scarce talents, but retaining such talents goes beyond pay per se.

Dr. Eberl's 'Drivers of Employee Productivity Model' like Maslow's hierarchy of needs model ranks motivational factors as follows:

- | | | |
|--|---|------------------------|
| <ul style="list-style-type: none"> • Assurance – Certain about the future • Challenge – From routine to a new challenge • Connection – Meaningful relationship with others | } | Hygiene Factors |
| <ul style="list-style-type: none"> • Significance – A sense of being needed or making a difference • Growth – Grow personally and professionally • Contribution – To help others and contribute overall goals • Higher Association – Be part of a higher purpose | } | Motivators |

In the end, he concludes that real motivators are the last 3, emphasizing growth, contribution to strategy and overall organizational growth and being part of a higher purpose (member of the Executive Team or the Board) are the real motivators in the work situation. From the foregoing, it would be seen that, in the final analysis, it is job content and recognition rather than material rewards per se (salary) that ultimately motivate employees to stay on and be engaged.

At this juncture, I would want to discuss the contents and research findings of the 21st Century Limited to throw more light on what really retains and motivates employees once they join company. The findings are summed up in the table below:

Reward Category	Attract	Retain	Motivate
Guaranteed Salary	73.5%	19.7%	9.8%
Variable Pay	5.4%	22.1%	29.7%
Benefits	3.1%	7.0%	1.8%
Performance & Career Mgt.	8.9%	27.0%	34.3%
Work Environment	1.8%	3.3%	6.2%
Work/ Home Integration	7.3%	20.9%	18.1%
	100%	100%	100%

Comments on the Research Findings

The table clearly shows that Guaranteed Salary is the number 1 (73.5%) factor in attracting talents into an organization, followed by Systems like Performance Management and Career Planning and Management (7.3%).

However, once a talent is attracted, the number 1 reward category for retention is Performance Management/Career Management (27.0%) followed by Variable Pay (22.1%). Again, when it comes to Motivation, the number 1 factor is Performance Management (34.3%) followed by Variable Pay (29.7%).

The conclusion to draw from the research finding is that, in this part of the world, the main factor for the attraction of talents is Guaranteed Salary. When that need is satisfied, the next is transparent and workable HR Management Systems, particularly Performance Management and Career/Succession Plans and thereafter, Variable Pay (Overtime, bonus, work-related allowances etc.). In other words Salary can serve to attract staff but going

further, non-material rewards/awards based on strong Management Systems, reflecting the Corporate Culture and Leadership Style are the main factors for staff retention.

Conclusion

To stem the current high rate of attrition in industry therefore, companies cannot just keep increasing pay as this may reach a saturation point where it will no longer serve to retain and motivate staff. Like any competitive environment, companies may price themselves out of the market because of the high cost of labor and eventually the price of our goods and services. In the meantime however, the real factors for employee retention and motivation are strong management systems and effective leadership. I will, therefore, urge HR practitioners to advise management to institute systems that assure employees of equity and fairness in compensation as well as clear ladders of progression to the top based on accountability and performance.

This conclusion is supported not only by the research findings detailed above but also time-tested theories of motivation. In drawing this conclusion I am not unmindful of the influence of generational characteristics of staff (Generation X and Y vis-à-vis the Baby Boomers).

HR Perspective is a Management and Training Consulting firm that provides HR SOLUTIONS in the following areas:

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- Training

The Managing Consultant, Edward Kwapong, is a proud recipient of the 'HR Leadership Award' (2010/2011) under the Global HR Excellence Awards organized by the World HRD Congress

By applying our knowledge of people and work culture, they help our clients build an efficient and effective organization that engages leadership, energizes employees and aligns their objectives with the corporate objectives and vision in order to drive performance throughout the business.

Branding our CORPORATE Culture

By Emma Adjei-Otchwemah

Picture this:

You're sitting in a posh office overlooking the Airport City skyline, making a deal over the phone with a top executive across the Atlantic. You forget you are 24 years old. All that's in your mind is to bag a deal with a prospective advertiser. A few minutes onward, you seal it and rush to go on a snack break and meet your CEO, chatting enthusiastically with fellow colleagues in the hallway. You pass another office where your colleagues are glued to the computer, discussing minute adjustments to the company website to highlight the latest discount on one of the company's services. Over free hot Milo and pastries, they talk excitedly about the latest software they're installing and strategies to be deployed. You smile as you listen to them. The atmosphere is serious, yet informal....it's almost invisible, it is hard to define, but you know it when you see it.

At its most basic, CORPORATE CULTURE describes the personality of an organization, or simply as "how things are done around here." It guides how employees think, act, and feel and includes such elements as core values and beliefs, corporate ethics and rules of behaviour. Corporate culture can be expressed in the company's mission statement and other communications, in the architectural style or interior decor of offices, by what people wear to work, by how people address each

other and in the titles given to various employees.

In Ghana, a few local and multinational organizations have become successful because, they allowed their corporate culture drive their mission and vision. The opposite is true of a majority of organizations that are struggling to make it out of the woods.

In order to find ways of identifying the culture that exists in our organizations, as well as ways in which we can brand it and leverage on organizational success, we have picked the brain of a few HR Managers. They

include, Ms. Emma Wenani, (HR Manager for Global Media Alliance); Mr. Frank Owusu Nti, (HR Manager for Origin 8 Saatchi and Saatchi); Mrs. Stella Appiah Nkansah, (HR Manager for Vodafone), Mrs. Florence Hutchful, a seasoned HR Practitioner and Mr. James Laar, (COO of L'AINÉ Services Ltd).

Florence Hutchful says "culture is like nature; always evolving into something new and different. The practices and beliefs of the individuals in the organization just develop, become entrenched and are passed on from one group to another." James Laar also believes that "strong, adaptive culture can



foster innovation, productivity and a sense of ownership among employees and customers.

It also outlasts any individual charismatic leader." Mrs. Stella Appiah Nkansah at Vodafone (Ghana) says "Culture is a way of life; there is no bias against race, creed, religion or gender; when you build a culture of fear, initiative is stifled. At Vodafone, the culture is defined and different; we're not too formal in dressing, you can hardly tell differences in hierarchy and the company doesn't have a paper culture."

Culture should never be compromised, not even to please a potential client. Mrs. Appiah-Nkansah affirms that "at Vodafone, the health and safety culture is never compromised for clients' needs." Mr. Laar agrees and shares a situation when his organization turned down so many "juicy business proposals and personal arrangements" which were not in line with one of L'AINÉ's corporate values (integrity). He admits that "just last year (2010), we had to terminate a ten thousand Ghana Cedi contract because we came to realize the client was not operating in line with our corporate culture. Corporate culture must be part of the services we provide and therefore becomes every employee's responsibility to devise strategies of pleasing all clients and yet not compromising on the culture".

Work-life balance has been a frequently talked about problem and often presents itself as an issue of retention as well as productivity and many organizations struggle with this when it comes to branding organizational culture.

Mr. Laar says "there should be fun in every workplace" but Ms. Wenani argues also that work-life balance does not mean equal balance of time between the times spent working and time spent on the other aspects of life. Trying to schedule equal hours is unrealistic. Therefore she lives on the two philosophies of Achieve and Enjoy. "As long as I am achieving while enjoying in my time spent at work, time with my family, time with my friends and time with myself, then I have my work-life balance aspects taken care of." Mrs. Appiah Nkansah also asserts that "employers need to understand that employees are not only members of a support team but individuals as well and thus, the company must learn to incorporate their needs into organizational objectives and mission."

Different companies put in various measures to ensure personal growth and development. Mr. James Laar says "At L'AINÉ we practice something we call Partners For High Performance (PFHP) which ensures the alignment of employee's aspirations with the company's objectives through continuous and open discussions and reassigning roles to match future aspirations of the individuals with their current roles. This style ensures that employees enjoy doing what they do for the company because it helps build healthy relationships with their managers as well as developing their personal careers."

Mrs. Hutchful concurs and explains that holding periodic discussions with her team members on their career aspirations helps her in identifying competency gaps and thereafter remedying each individual gap with the appropriate developmental interventions. At GMA, "the footprints of employees are the future of the company."

As such, goals are set frequently for the employees to strive to better themselves on short-term and long-term perspectives. In addition, much support and guidance is given to the team members to feel comfortable.

So what is the way forward?

How do we brand our culture to ensure employee retention as well as organizational success?

Mr. Owusu Nti suggests this 4-tier solution:

Employee/Organization Match; Life-long Behaviour; Inseparability and Dynamism (culture should be relevant at all times to both the employees and employers). Ms. Wenani believes that fashioning out a good brand doesn't take place overnight. She asserts that "it is a process that takes some time to form.

It is important that everyone understands why things happen the

way they do. There are certain elements that have to be in place for it to work: setting clear direction and communication. Communication does go hand in hand with setting a clear direction, but the emphasis here on communication is being able to say it "when" it needs to be said and to say it "how" it needs to be said."

Mrs. Appiah-Nkansah also is a strong proponent of employee empowerment; improving communication and breaking away from hierarchical cultures. Mrs. Hutchful adds that, "sharing information and putting in place feedback loops so that there is a two way flow of information within the organization" also help in fashioning out a good culture. Mr. Laar also makes a strong case for leadership and adds that, remuneration and employee rewards systems contribute to the success of organizational culture.

The bottom line is that, as an employee you are going to spend a lot of time in the work environment -- and to be happy, successful, and productive, you'll want to be in a place where you fit the culture. A place where you can have a voice, be respected, and have opportunities for growth. ■

CAN CORPORATE CODES OF ETHICS INFLUENCE EMPLOYEE BEHAVIOUR?

By Akua Ofori Boateng
(Sabine Solutions)

Answering the question

"Can Corporate Codes of Ethics Influence Employee Behaviour?" must begin with the definition of a Code of Ethics. A Code of Ethics is a set of written principles that a company desires employees to follow. It is a means of promoting certain standards of behaviour that strengthen the moral standing of those who adopt them. Ethical codes often flow from the top down in businesses and social organizations. Strong, viable codes create a durable organization, while organizations that adopt slipshod ethics often collapse amid greed and scandal.

It is important to recognise that writing an ethical code, in and of itself, does not typically impact employee behaviour. Owners, directors and managers, must apply the code to their strategies, goals and business practices to experience an impact.

Employees must be made aware of and familiar with the code; the code should be circulated among all employees via email or hard copy and they should be allowed a few days to absorb its contents. It is a good idea to ask for feedback describing ways in which it can be adjusted or improved. Establishing a mailbox or email account where employees can send their suggestions gives them a sense of involvement in the establishment and continuous improvement of the code and therefore increases the likelihood that they shall abide by it.

The code should be included in annual reports and made available to the press if the organization has a public face. This clarifies the company's position on ethical matters and makes sure the larger world understands the values that the organization adheres to.

Providing periodic training on the code further establishes it in the minds of employees, for instance, using ethical situations in short videos, encourages employees to think about how they would handle a given situation. This promotes the

application of ethical principles in the work environment as employees compare fictional situations to life.

Stipulations regarding the code should be included in any agreements or hiring contracts the organization uses. New members or employees are thus made aware of the code and sign on to it when they agree to join the organization.

The effectiveness of a Code of Ethics depends on the extent to which management supports it with sanctions and rewards. Establishing consequences for violating the code such as fines, garnished wages and the like is one way of the ways of enforcing the code. However it is vital that all possible consequences are clear, written up and attached to the code itself.

The Code of Ethics links to and gives rise to the employee Code of Conduct. This is a set of rules or a protocol that explains how employees should conduct themselves. A Code of Conduct often consists of things to do in certain situations and requires certain behaviours.

A Code of Conduct can include any responsibilities or practices that the organization feels necessary for its mission. For example, the Red Cross includes this notion as part of its Code of Conduct: "Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone."

A Code of Conduct can also include commands for behaviour, such as the Vodafone Code of Conduct, which includes "We will act with honesty, integrity and



fairness in our dealings both internally and externally. We will not tolerate any form of bribery, including improper offers of payments or gifts to or from employees," as part of its code.

The Code of Ethics can and indeed does influence the behaviour of employees especially when implemented properly.

I would like to suggest however that beyond proper implementation and the associated punishment when breached, companies should strive to hire employees whose personal ethics is already in-line with the company's ethics.

Ethical hiring lowers the possibility of hiring people with serious conflicts of interest not only by being careful about the selection process, but also by sending a clear message that conflicts are serious business and must be disclosed even before a person is hired.

Using the right hiring processes and avenues including staffing agencies, criminal background checks, diagnostic aptitude, personality testing and personal interviews discourage unethical people from applying because they find the hiring process and the thought of working for people who would put them through it, unacceptable. ■

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THE WINNING STRATEGY



Mrs.

Ellen Hagan

(Chief Executive of L'AINÉ Services Ltd)

Mrs. Ellen M. Hagan is a strategic leader par excellence. Her vision, determination and commitment to change and towards excellence were celebrated on the 11th of February, 2011 when she received the highest award in HRM, the Strategic Leadership Award 2011 at the Global HR Excellence Awards ceremony in Mumbai, India.

For 17 years, Mrs. Hagan has played a key role in raising the standards of HR in Ghana with tailor-made services she has introduced through her company L'AINE Services Limited.

Considering the continual changes in the world of work, she has always structured and suited the needs of employers, employees and job-seekers. She has been evolving, by researching and providing services which bring best results in the world of work, perhaps a reason why some have chosen to attribute to L'AINE "everything HR", "HR specialists" and so forth.

When asked about her leadership style, Mrs. Hagan admits to none in particular, but rather says she favours situational leadership. The L'AINE team she says, "has been empowered through organisational values. Our values are used as a basis for all strategic planning and decisions. This helps us align personal values with company values. Top performance is distinguished not only by knowledge or skills but especially by behaviour and values, without which establishing a common direction is difficult. Values driven from above create organisational practices. Values supported by training and reward systems emphasize the importance of people management.

L'AINE's success story has been founded on these same organisational values that Mrs. Hagan cherishes so dearly. Values are the organisation's navigational tool deployed in guiding strategy and business direction and create a compelling place to work. Through individuals' physical energy, values and thoughts, ideas, talents and

competencies, the right L'AINE staff is identified, nurtured and groomed to become a part of the team.

Innovation is also important to Mrs. Hagan's strategy. She believes that "we must always strive to find out what our customers need and deliver it in as unique a manner as possible as well as constantly exploring new ways of doing things in a better way".

Her work mantra is captured in the acronym, EBNE! (Excellent, But Not Enough.) She explains that "the room for improvement" is still the biggest room so we should always strive to do better and not rest on our laurels and that people are watching you even in your small corner that you are trying to brighten."

So what does this award mean and what is her outlook on future?

"I'm inspired" she says "but my outlook for the future has not changed - guided by Ephesians 2:10. Even though it is more difficult to swim against the current, we will do so to the glory of God. We will continue to strive for excellence and make a difference in the world of work, daring to do right and be different, to say NO to bad practices that are accepted as the norm in business."

With this inspiration, Mrs. Ellen Hagan's resolve to introduce the HR Excellence Awards to reward and recognize HR practitioners in Ghana for their meritorious contribution to the world of work has been further cemented.

She also added, "Much as I love the recognition given by this award, the ones I cherish the most are the 'best wife' and 'best mum' awards that I have received.

HR Focus Magazine congratulates our mother, our mentor and our esteemed leader for all the wonderful work she has done and we believe there are many more awards to come in the years ahead.



Communicating Corporate Identity Through Branding

by: Revina & Claudette

Imagine walking into an office where everybody does what he or she feels is the best at the moment. Imagine a company that cannot be identified for a specific purpose. Corporate identity in simple terms is what a particular entity or company shows to the outside world. What comes into a client's mind or the individual's mind when the company is mentioned? What is the company known for, what does it stand for?

Corporate identity comes in various forms and may depend on a company's values, culture or the actual work that is done within the walls of the company. So how do you communicate such that you would be identified by the specific thing that you do which makes you unique?

For effective communication of corporate identity, there should be a target group. This may include; employees, who form what we call the primary publics. It is important to acknowledge this type of publics because they play an instrumental role in communicating details to the outside world. It begins with the clothes they wear, how they talk and receive clients and most importantly, what they say about the company when they meet with other people when they are out of the office.

There is a second group of people; the secondary publics. These are the people who you serve on a daily basis, the very people who are more or less interested in what you do. What do these people say about your business? In what light have you portrayed yourself in the execution of your business? Communication can be both verbal and non-verbal. It must therefore be done in the context which seems fit to an organisation. Good verbal communication is an inseparable part of business communication. In a business, you come across people of various ages, from various cultures and races and these people must be appealed to through effective communication.

With all these factors in mind, corporate identity can be summarized as; a combination of enduring factors of an organisation. That is an organisation's vision and mission statement, its values and culture and also, its people and the extent to which



they epitomise them. It is the message communicated to internal colleagues and external clients that sticks to the mind and with which they associate and identify an organisation any time they see or hear that organisation's name. Since an identity is usually intangible but enduring, besides the verbal and written communication of an organisation, it is necessary to translate this visibly and tangibly so that it becomes a realistic identity which is always synonymous and unique to an organisation. Branding then becomes the way through which an organisation becomes evident to the public.

Branding is usually associated with giant billboards and electronic advertisements. It must be emphasised that, branding can start with a simple "you are welcome" and this can be something unique that an organisation can be identified with. While advertising creates awareness about an organisation or a product, branding creates an image for the company and places it favourably in the minds of its clients. The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers. The word 'brand' has continued to evolve to encompass identity; it affects the personality of a product, company or service. Brand awareness communicates corporate identity through the recognition of a product, service or an organisation anytime anywhere, about a logo or a particular service category. Without a brand, the identity of an organisation is difficult to know. People engaged in branding create the impression that a brand associated with a product or service has

certain characteristics that make it special. Branding therefore is both the experiential and psychological identity of a product, service or an organisation. It is the means through which an organisation relates to its customers, clients, staff, partners, investors and the general public.

Communicating corporate identity brings out attributes such as, quality, performance, trust and reliability. A subsidiary, department, service, organisation etc can stand for a trait or phrase with which it can be identified. It is the outward expression of an organisation through its name, trademark, visual appearance and services; through its brand. With this, it makes sense to understand that, branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problem. Maintaining an identity has to do with effective brand management. Careful Brand management seeks to make the product or service relevant to its target audience.

The issue of feedback comes into play when a brand is built to a point where it enjoys positive sentiments among its publics without the actual name of the company being present. For example, Coca Cola has been successful with branding with their particular script font. Clients and consumers may look on branding as an important value added aspect of product or services as it serves to denote a certain attractive quality. Where two products resemble each other, or where we have a company that provides similar services, people may often select the more expensive branded product on the basis of quality of the brand or the reputation of the brand owner. A branded service or product is easier to recall under different conditions making it very important in an organisation's quest to be seen in the public's eye.

Branding as such becomes a major part in communicating corporate identity because, not only does it make the company known, it also has other benefits like; laying the foundation for future extensions worldwide, quicker identification and integration of innovations, preempting international competitors from entering domestic markets or locking you out of other geographic markets among others.



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A portrait of Mr. Kofi Ampong, CEO of Broll Ghana, sitting outdoors in a garden. He is wearing a red and white striped polo shirt and glasses, resting his chin on his hand. The background shows green foliage and a grey rock.

His Leadership

MR. KOFI AMPONG

CEO, BROLL GHANA

The HR Focus Team caught up with the Chief Executive Officer of Broll Ghana, Mr. Kofi Ampong at his residence where he was treating himself to a relaxing moment in his garden, reading a John Grisham novel.

HRF: Thank you for taking time out to talk to us. Please tell us about yourself. Who is Mr. Kofi Ampong?

KA: I am pleasantly thankful for this opportunity. I am the third child of eight children and the first boy of my parents, Mr. Daniel Ampong (deceased) and Madam Mabel Acquah. I am of Fante parentage. I had a very chequered primary education before entering Mfanstipim School for my 'O' and 'A' Level Education. I later continued at University of Science and Technology, Kumasi to pursue a BSc.(Hons) Degree Course in Land Economy. After my graduation, I pursued and attended other courses and seminars, prominent being: Strategic Planning for Local Development and Urban Revitalization - Harvard University, Massachusetts; Structuring of Real Estate Finance

- Euromoney, London; Housing Finance Management - Centre for Housing Finance - Bombay and some others in Ghana. I did my National Service at SIC and Ministry of Local Government before joining Social Security & National Insurance Trust where I worked from 1982 to 2006. At SSNIT, I held various positions, which included Head of Investment Department, Head of Estates Maintenance Department and Head of Properties Management Department. Currently I am working with Broll Ghana Limited as the Chief Executive Officer. I am a qualified Valuer, Estate Manager and a Member of Ghana Institution of Surveyors.

HRF: When Mr. Ampong is not working, what does he do for leisure?

KA: Interestingly I spend all my time in the office. I start work at 6:30 am and close around 6:00 pm. As a keen sportsman during my secondary school and university days, I still enjoy watching cricket, football, and hockey on television. I enjoy reading story books especially those authored by Dan Brown.

HRF: Did you have any role models whilst you were growing up and do you have any now?

KA: Yes, I have one; that is my father. He was honesty personified and a workaholic. I did not want to look "outside the box" as I have not been privy to all the information concerning other people. As a young man, I set myself the target of achieving what my father could not do in life and by the grace of God I have been able to do that.

HRF: What experiences have shaped your life?

KA: As a staunch Methodist, the last two lines of the sixth stanza from the MHB 427 that state "Make His service your delight and He would make your wants His care" have greatly shaped my life. One testimony readily comes to mind: In the early Nineties, by the recommendation of the church elders (during the time of the late Rt. Rev. Prof Kwesi Dickson), I was appointed the North Accra Circuit Property Inspector. By this position, I was more or less in charge of the properties of some Methodist societies. I was directly involved with the acquisition of lands/plots (in some cases) and the construction of manse and church buildings. By devoting my time and energies to God's work, I was blessed with accelerated promotions at my work place. It is one experience I always remember and give glory to my Maker. God is truly faithful, dependable, and reliable.

HRF: What traits or values drive your personality?

KA: Prudence, temperance, fortitude, and justice. As an individual, I allow prudence to direct me, temperance to chasten me, fortitude to support me, and justice to be the guide of all my actions. Fact is, I strive to dedicate myself to such pursuits that would enable me to be respectable in life, useful to mankind and above all an ornament to my society.

HRF: What are some of the challenges you face on a daily basis?

KA: Meeting the needs and aspirations of tenants in the buildings Broll Ghana Ltd

manages. As a professional property manager, I am always confronted with some mechanical or electrical installation problems. Like a boys scout, I am always prepared for such daily occurrences.

HRF: What will you say are your motivators?

KA: To rise to eminence by merit, live respected and die regretted.

HRF: What would you do differently if you are given the chance to re-live?

KA: I am a passionate property manager and would always love to be one because, every Tom, Dick and Harry aspires to own a property (be it residential, commercial, industrial, or Special purpose) that needs professional management.

HRF: What makes you unique as an individual?

KA: Perceptively, everybody is unique in their own right with their own strengths and weaknesses. I am a member of a society that has taught me that humility and docility are sure indications of merit. So I will leave that to the society I live in to pass "judgment."

HRF: Can you please tell us about some of your personal achievements and future aspirations?

KA: By the grace of God I have made some personal achievements judging from my family background. But the greatest of all is being able to put a roof over my mother's head in Takoradi. She truly did challenge me before I entered Secondary School, that I should build a house for her upon completion of my educational pursuits.

HRF: Tell us briefly about Broll.

KA: Broll Ghana is into all property related services. It was principally set up in response to the upward surge in investments in commercial property development, especially in high rise office buildings, retail shops, residential apartments and more importantly, lack of professional property management firms to manage them. Broll Ghana is registered to provide the following services; property management, facilities management, stadium management, corporate real estate, sales and valuation

of landed properties. We act as advisors, consultants, managers, and operators on all matters relating to property for individuals/private property investors and corporate bodies.

HRF: How has Broll survived over the years in this industry and how does the future look like?

KA: Admittedly selling a new service like property/facilities management in Ghana has been rough and tough. For example, prospects approach us, request for proposals, and at a certain stage we take them through our methodology only for them to repackage the information given to either compete with us during procurement or use it to manage their properties. Broll Ghana has managed to survive in this turbulent sea of property management it pioneered barely five years due to the following reasons: We continue to innovate, bring on board new service lines and above all, we undertake self improvement in our service provision. Our fees are very moderate and they conform to the scale of fees and conditions of service of Ghana Institution of Surveyors. We undertake Client Perception Survey yearly to ascertain if clients' needs and aspirations are being met. Like the parent company, we are aiming to be ISO certified this year. In spite of the tortuous road, the future looks good as investors continue to invest in commercial and residential properties.

HRF: What should people expect in the next five years from Broll Ghana?

KA: For the next five (5) years Broll Ghana Limited has three major objectives in view. First of all, champion the management of the four football stadia plus the hockey stadium so that they do not run into physical and economic obsolescence. Secondly, facilitate the construction of more shopping malls in Accra, Kumasi and Takoradi. Currently, we are in consultation with some investors to construct two malls in Kumasi and some grade "A" offices in Accra. Also, from the property management point of view, we would like to lead in the formation of Property Owners Association in Ghana. Membership would include, property owners/developers, property managers/brokers, property investors and property consultants. Finally, we will work towards the elimination of unprofessional and/or quack estate agents in Ghana.■

The Official Launch of the **HR FOCUS** MAGAZINE

L' AINE Services Limited, the premier Human Resource Consultancy in Ghana, launched the HR Focus Magazine at the Fiesta Royale Hotel in Accra on Wednesday, 8th December, 2010.

The venue was filled to capacity with dignitaries including heads and CEOs of various financial institutions and corporations, entrepreneurs, HR practitioners and professionals.

The grand event was chaired by Rev. Dr. Joyce Aryee, Chief Executive Officer of The Ghana Chamber of Mines. Other speakers were Mrs. Florence Hutchful, a seasoned Human Resource Practitioner and Mrs. Ellen Hagan, CEO of L' AINE Services. Mr. Henry Baye (Head of Consumer Banking, Merchant Bank) was the Master of Ceremony. Also seated on the high table, were the Board Members of L' AINE Services Ltd.

Rev. Joyce Aryee opened the ceremony with a speech that applauded the hard work and initiative behind the HR Focus Magazine. She called on entrepreneurs and business organizations alike to be part of this pacesetting enterprise.

Mrs. Hutchful said the HR Focus Magazine is comparable in content to "People Management", the magazine of the Chartered Institute of Personnel and Development (CIPD) which is produced in the UK, and in terms of quality of print, she said, she reckoned the HR Focus Magazine is far more superior.

She observed that, the magazine is not only targeted at the HR professional/practitioner, but one that is addressing broader issues of management and leadership that are pertinent to a broad spectrum of individuals in positions of authority in their organizations.

Mrs. Ellen Hagan shared the past, present and future of the HR Focus Magazine, indicating that L' AINE has yet again chalked another "first"; first in the provision of human resource support, handling outsourcing in such magnitude with so much success, first in the production of management training videos using Ghanaians to cut across cultural barriers in training seminars, and first in the production of the only human resource magazine in Ghana. She announced that

among others, one of the things HR Focus will champion in the near future will be an HR excellence award to recognise the achievements of human resource practitioners in Ghana. She took the opportunity to express her appreciation to all individuals and corporate bodies that have been instrumental in the success of the magazine.

The 2010 final edition of the magazine was unveiled with the help of the following eminent guests; Mr. Alhassan Andani (Stanbic Bank), Mr. C.C. Bruce (ELAC), Mr. Coby Cato (Little Flower Sch.), Mr. Asare-Bediako (IHRMP), Ms. Fali Dzobo (Airtel), Mrs. Stella Appiah-Nkansah (Vodafone), Opanyin Obeng Fosu (Labour Comm.), Mr. Carl Ashie (Airtel), Mrs. Evelyn Quansah (Fiesta Royale Hotel) and Mr. Edward Kwarpong (GCB). The magazine was officially launched by Rev. Dr. Joyce Aryee shortly after the unveiling.

The HR Focus magazine began as a newsletter, first published in 2006 by L' AINE Services and in October 2009, it officially became the first and only HR Magazine in Ghana. The HR Focus Magazine is produced quarterly and is distributed free of charge to the corporate community of Ghana.





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A portrait of Mr. Samuel Allotey, a middle-aged Black man with short hair and glasses, wearing a dark suit, white shirt, and patterned tie. He is looking directly at the camera with a slight smile. The background is a blurred indoor setting with a ceiling light fixture visible.

Mr. Samuel ALLOTEY

(HR Manager, Stanbic Bank)

Transformational Leadership: The Science of Managing People

Wing Commander (Rtd.) Samuel John Adotey Allotey is one of the most versatile and inspiring HR Practitioners in Ghana. He had a distinguished military career in the Ghana Air Force; whilst there he held various leadership roles as Avionics Engineer. He is a graduate of the Air Command and Staff College of the Air University, Alabama (USA) where he received the Top Scholar and Research Excellence Awards. He holds a postgraduate certificate in Aeronautical Engineering from COFIDA, Varese, Italy, and a Master's Degree in Human Resources Management from Troy State University. He is currently Head of Human Resources of Stanbic Bank, Ghana and is also pursuing an LLB Degree with the University of London International System. Mr. Allotey has a passion for public speaking, research and mentoring and is a musician. He is one individual who has succeeded in anchoring his dreams, talents and strategies into a reality that generates a desire to change and move forward. In my very first interview, this is what I unearthed...

HRF: How did you get involved with the military?

SA: When I was in the Cadet Corps at my alma mater, GSTS (Takoradi), I developed an attraction for the discipline of the military. I was always fascinated by their ceremonies and parades so I decided to join the service, after my first degree in Mathematics from KNUST. After a year of National Service at GSTS, I saw the advert from the Ghana Armed Forces requesting people with my background to be trained for the engineering branch and, with hindsight, I am delighted that my application was successful. Secondly, I have always been fascinated with aircrafts and the technology that keeps them in the air. It was this curiosity that took me to the Engineering Branch of the Ghana Air Force, where I worked after I was commissioned, from 1984 till I left in 2001. As an avionics engineer, I worked mainly on telecommunications and electronic equipment. I

also had some training in airfield navigational equipment in Egypt.

HRF: When did HR take centre-stage?

SA: I took the Master of Science in HRM when I went for my Professional Military Education training at the Air Command and Staff College, Maxwell Air Force Base, USA. I realized from my early years in the military and throughout my military career, that I had a way of dealing with and influencing people. I felt these qualities had placed me in a good position to take up people management and so, as a second career option, I felt human resource management was the best fit. I also believe it is always good to use what you have as a stepping stone to achieve your objectives or else you will have to start everything from scratch. If I had decided to pursue further training in avionics, my options would have been limited to the airline industry. My decision to do the MSHRM was a very strategic and rewarding step. On my return from the USA, I applied to join EMPRETEC as a human resources/physical security consultant, which combines both my military training and human resource expertise. In 2001, I took a decision to voluntarily retire from the Ghana Air Force and joined Africa Online Ghana as Head of Human Resources. In 2002, I took up the appointment of Corporate Sales Manager, because of my engineering background, when the Sales and Marketing Manager resigned. I later took up the position of Client Services Manager of Africa Online in 2004 for a brief period before going to Uganda as the General Manager of Africa Online. I was invited by the CEO of African Lakes Corporation to join the Group Executives as the Group Head of Human Resources for Africa Online Holdings, Kenya. I had to resign after a year, when it was not practical to move my family to Kenya, and returned to Ghana in June 2006 to join Ghana International Airlines. That unfortunately did not work out so I established an HR consultancy.

HRF: Tell us a bit about your childhood. What was it like growing up?

SA: I was born in Adabraka, within the central business district of Accra, on 22nd July, 1960. My mother worked for the Ministry of Foreign Affairs in the catering department and my father worked with the Ghana Education Service, where he later became a director in charge of special education. They are both deceased. I grew up mainly with my aunt who worked with the Department of Social Welfare. My primary education was a bit erratic at the beginning, depending on which aunt I was living with, but I eventually settled at the Osu Presbyterian cluster of primary schools and went on to the Osu Presbyterian Boys' Middle School (Salem). My early roots in discipline were established here under the strict vigilance of the then Headmaster. The 'Presbyterian discipline' taught me a lot of lessons in personal responsibility, accountability and leadership. Leaving for the secondary school, GSTS Takoradi, was like breaking free; but I now look back with pride at what I learned in those twelve months in Salem. In GSTS, I took to the quieter aspects of extra-curricular activities: music, drama, and the arts. When I was young, I was quite restless; my grandmother worried a lot about me and whether my restlessness would ever stop. Guess what? I became rather quiet after the Presbyterian discipline. I also realized that 'a restless body can hide a peaceful soul' as was said in an old ABBA song entitled "Move On". I am now a mediator with strong Christian principles. I owe it all to the courageous women who shaped my life: my maternal grandmother, of blessed memory; my aunties Mrs. Aba Keli Akita and her sisters; my mother Madam Kakra Asante for her resilience and love; and my wife, Mrs. Gifty Allotey, who has always been supportive.

HRF: How would you describe yourself?

SA: I would say I'm someone who is focused, results-oriented and wants to leave the world a better place than I found it. My wife thinks I'm still restless because I am always on some academic programme or planting business ideas or in a business advisory role; but I think it's because I enjoy multi-tasking. I cherish ethical principles and values and strive to work hard. I do not seek short-cuts to riches and I am not materialistic.

HRF: What's your typical day like?

SA: I come in very early, between 6.30 and 7.00am to afford myself a quiet time, and then I check my mails and check my

to-do-list for the day. I then go about my activities in the office, which involve a lot of HR consultations with business and meetings. I sometimes step out to network with my colleagues in the other banks and for work-related seminars. I always make time for one-on-one sessions with my team. After work, if I do not have evening school, I go to the Air Force Officers' Mess to use the gym or socialize with my buddies until the traffic on my route becomes reasonable for me to leave town. My role as Head of HR at Stanbic Bank is to advise on issues pertaining to the employees' life-cycle and our value proposition to staff. This includes, resourcing the business and developing human capital development initiatives in terms of capacity and competence building. I cascade the group human resource initiatives and programmes into country and serve on the Executive Committee in formulating and implementing our corporate strategies, especially the HR aspects. I also lead the management negotiating team in negotiations with the Union and undertake initiatives to give the bank a competitive edge, with the objective of positioning Stanbic Bank as the employer of choice in the industry.

HRF: Which is easier to manage, people or resources?

SA: It's easier to manage technical resources because you're talking about quantitative things that can be measured, programmed and evaluated. But when it comes to people you're dealing with more qualitative issues and these come with a surprise element every now and then. Human behaviour is not static; people change all the time and we thus work with broad parameters and principles when establishing norms and conventions. It is impossible to scope every situation so it is advisable to set guidelines that can be easily understood and followed.

HRF: How challenging is the HR environment?

SA: I find HR quite challenging and interesting. HR is essentially about employee relations: it can be on a very good note or you can adopt one or two policies that will mess it all up. I consider it an art but at the same time, there is a paradox, which makes it a 'complicated science'. HR is also about a series of integrated activities about the employment relationship. These relate to the policies and procedures that govern the relationship, which oftentimes determines the standards and culture of the organization. If there are counter-cultures

which upset these standards and norms, then you have to be up-and-doing and work towards making employees know and take ownership of the values and tenets that would drive the desired culture. Sometimes, in recruiting externally, you may bring in critical mass of new hires from a particular bank, which could bring in a sub-culture. These may not be necessarily bad, but must be adapted through an assimilation process of what is acceptable and what is not. The end result is to create the most conducive culture for organizational performance and the achievement of the business objectives. Culture creation requires all-on-board.

HRF: How would you describe the culture at Stanbic?

SA: Stanbic strives to maintain very cordial relations between the management and general staff. We work continuously in shaping a culture that would enhance our productivity and output: we strive to balance the concern for people and concern for productivity. We always seek an optimal and sustainable balance. If you skew the concern too much to people to the detriment of production, you will have a 'country club' environment or a 'laissez-faire' culture with not much work being done, but a good dose of 'buddy-feeling'. On the other hand, if you skew it towards the extreme of productivity, you may turn the organization into a 'regiment' with high compliance and little empowerment. People need to feel empowered, valued, recognized and rewarded. Productivity is the ultimate objective but the approach to high levels of performance is also equally important. We create this balance through leadership; and through the vision and values of the organization which includes: serving our customers, being proactive, teamwork, guarding against arrogance, respect for each other, upholding the highest levels of integrity, delivering to our shareholders, and growing our people. These are the core principles that guide our everyday activities and we always encourage each and every member of staff to live by these tenets.

HRF: How important is culture to you?

SA: It is of utmost importance. Culture really defines a people. The beliefs and values they share serve as the navigational tools that guide them as they go about achieving their organizational objectives. For me, culture is dynamic, but is quintessentially the DNA of a company, which is key in building a good corporate brand. ■

Why we need to get more connected with the ONLINE WORLD

by : Africa Practice

There are now more than one billion people with access to the Internet - all creating, sharing and searching for information. Everyday, hundreds of millions of people look for restaurants, holidays, news, books, and much more-comparing prices and products, checking to see whether a flight is delayed, or communicating with their friends in far-flung places. Traffic over the web is reaching mind-boggling volumes - over 80 billion emails are sent and 3.7 million photos are uploaded everyday; and the blogosphere is over 100 times bigger than it was just three years ago and doubling every 200 days.

For many, life before the Internet is hard to imagine. It's easy to understand why - getting online has offered us unprecedented opportunities to discover, learn, connect, and simplify many of the tasks that need to happen to run our daily lives. This level of access to information has brought freedom, power and choice to people in a way that has rarely been seen in recent modern history.

However, this explosion of engagement with the worldwide web has not spread evenly across the globe. In some regions, there remains a huge (currently missed) opportunity to revolutionize the way business is done, facilitate communication or simply get access to tools that make the most mundane tasks quicker, easier and more efficient.

Internet penetration in Africa currently stands at around 10%. There are roughly 110 million online users out of a population of over 1 billion. In Ghana, penetration is only at 4.2% although usage is rapidly increasing. According to experts, there is very little African content on the internet, and even less in African languages. This presents a problem in terms of access to information for African web users; if the content is not available then there is less incentive for people to get online. Consequently, if fewer people are online, the

amount of local content produced remains low.

At its very basic level, the Internet satisfies a fundamental human thirst for knowledge, communication and self-expression. Let's take knowledge as a starting point. The Internet has no borders - it facilitates a constant flow of information in multiple languages, on multiple subject matters from people from multiple countries. This ability to search across so many sources of information in more than 110 languages has put a myriad of subject matters at the fingertips of people who couldn't otherwise have expected to get access to it. A student in Ghana writing a research paper on the Incas of Latin America, for example, no longer needs to rely on the local library stocking ancient texts. The wealth of material available online - and the ability to automatically translate it into your own language - has democratized learning in an unprecedented way. From an exploration of rainforest damage in the Amazon on Google Earth, to the musings of a professor of marine biology, web search offers an increasing amount of helpful, specialist, informative content.

Then there's communication. Your day likely involves working with others to perform personal and work-related tasks. In the past, that meant a great deal of paper shifting, calendar juggling, and phone calling. Today, a concept we call 'cloud computing' is making it much easier to get things done. Cloud computing moves all of our computer-based activities - searching, emailing, watching videos, creating documents, uploading photos, and more - to a virtual space on the Internet referred to as 'the cloud'. The fact that this data is stored securely on the web means you can access the information you need from any device with an Internet connection - including mobile and hand held devices - from wherever you may be. This is a significant change for anyone without Internet access at home and for an increasingly mobile workforce. It also makes collaboration even

easier than before. In the old world order, we would have sent text or picture attachments round on email to organise an event or ask for feedback on a document. The cloud eradicates the need for this, which for businesses large and small in particular represents a huge opportunity to cut costs and boost efficiency. An accountant in India chats with her colleague in Egypt as they work on the same spreadsheet. A team of designers around the world meet on a single, online document to plan their next product - all made possible simply by getting online.

Finally, the Internet has also created enormous opportunities for millions of people worldwide to express themselves: the freedom to create and communicate, to organise and influence, to speak and be heard. It's clear that people are fascinated by connecting with others, and the Internet has brought unprecedented access to communities in multiple geographies, languages and time zones. Video sharing sites, blogs, social networks, the ability to create your own website - all have offered a platform on which individuals, politicians, non-profit groups, and others can make themselves heard by a worldwide audience.

When all is said and done, few can deny that the Internet opens up access to information in a way that is crucial for the evolution of the modern world. Google is committed to ensuring that Africa takes full advantage of the potential of the Web. By making products such as web search available in Twi and other African languages such as Swahili, Amharic, Luganda and Zulu, building local partnerships, for example to provide Gmail SMS in Ghana, and localizing products, Google aims to play its part in increasing the amount of relevant content online for African local users, businesses and the region as a whole. Everyone has their part to play of course - be it starting up your own blog or creating a simple website, the smallest contribution will help to make the Internet as useful a tool to African users as is currently is to people all around the world.



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A portrait of Catherine Krobo-Edusei, a smiling woman with short dark hair, wearing a brown short-sleeved shirt and gold jewelry. She is seated and looking towards the camera. The background is a solid light orange color.

Entrepreneur-HER

Catherine Krobo-Edusei

(MD of Eden Tree Limited)

It started 14 years ago after she made an agreement with her husband that she was not going back to office work. The initial idea of growing Aloe Vera in large quantities for export was transformed when she was sent literature on growing vegetables and fresh herbs. Driven by the passion and quest for healthier living, the philosophy of excellence at all cost, the vision to introduce the most advanced technology in production and packaging of vegetables, fruits and herbs, she has not only carved a niche for herself in the industry, but has also set a pace to be emulated.

She began with two people; her househelps, to start a business she had very little knowledge about. Currently with a staff strength of 80, a restaurant which serves both local and continental dishes, a huge clientele base, a Revolving Loan Fund (RLF) which seeks to boost the productivity of out-growers, and a farm that produces 40% of Eden Tree's raw material, Mrs. Catherine Krobo-Edusei Benson, Managing Director of Eden Tree Ghana Limited says, "it was worth the decision". HR Focus digs deeper.

HRF: Please tell us about your beginnings

CKE: I was born in Accra. I grew up partly in Accra and partly in Kumasi. I had my 'O' and 'A' level education in Wesley Grammar school and Accra High School respectively. On completion,

I travelled to the United Kingdom, worked for a while and enrolled at the Cambridge College where I pursued a course in administration.

I joined a bank called the Saudi American Bank and worked with them for seven years. Whilst working, I gave birth to my first baby and second baby within a very short interval so I was confronted with the challenge where I felt I couldn't leave the two babies to a nanny. I therefore decided to quit working, stay at home and take care of my babies. After staying at home for three years and then my husband losing his job, I realized I had had enough so I came back home to Ghana.

HRF: What ignited the spark in you to start a new business venture? How did the idea for your business come about?

CKE: Back in the United Kingdom, I had always loved to use herbs; basil, dill, etc in the preparation of my food, so when I came to Ghana, I expected to find some here but I realized that we didn't have many herbs, moreover, most of the ones we had had not been properly organised or given a sophisticated touch in the country, besides they were all dried. So I thought to myself; what can I do? Now that I am jobless, feeling bored and with a promise not to go back to the office, maybe I can start with a garden on a small scale. I spoke to a few friends who said it wouldn't work because of our climate but this didn't discourage me because I knew herbs thrived in the Mediterranean. I therefore called my sister to send me some literature on herbs from the UK. She sent me one on vegetables and herbs. I am someone who prays a lot before I take any decision so when this came, I discerned it was God directing me again to what He thinks would be best for me. Though it was small, I found myself waking up as early as 3:00 am to check if the seeds had germinated. I did this with anticipation and joy which is indescribable. "It was a different world that opened up".

HRF: Describe/outline your typical day?

CKE: Because I have employees that have

relieved me off some of my duties, I don't wake up as early as I used to some years back. At first I had to wake up very early because I had to go and look at the herbs, but that has changed. Now, when I wake up, I meditate on the Word of God and ask God to direct me through the day. I listen to the news, drink my cup of coffee and set off to work. I usually go to the garden on Mondays and Thursdays, come back to the office to do my paper work, which entails a lot and then go to Nsawam to check the vegetable farm between 1:00pm and 2:00pm.

HRF: What would you say are the top three skills needed to be a successful entrepreneur?

CKE: Integrity, diligence, hard work.

HRF: What motivates you?

CKE: The fear of failure.

HRF: How do you manage this fear?

CKE: Impossible is not in my dictionary, my staff will tell you. If we meet a road block, we sit and brainstorm how we can surmount it. I strive for excellence.

HRF: How do you define success?

CKE: I measure success by the amount and number of people I have impacted on. I call the children who were born whilst their parents work here "Eden Tree babies" and I have taken it upon myself to help with their school fees. I believe I am impacting their lives and moving them from not so high a level to a much higher level. The same is with my children; one is in college now and one will be finishing off secondary school soon. I try to put them through the best schools and in this case, I say I have been successful because what I give them now will help them in the future.

HRF: In one word, characterize your life as an entrepreneur.

CKE: DELIGENT

HRF: What sacrifices have you had to make to be a successful entrepreneur?

CKE: I had to sacrifice a lot of my marriage. My husband didn't want to come down to Ghana, and I had started something that

was growing so I didn't want to go back to

the UK. But I prayed a lot and God helped me. Also what helped me was that, I created a balance between work and the children. I never compromised sending my kids to school. At first, I was both taking and picking them up from school. When I got a driver who could do it, I decided I will take them in the mornings so that he picks them up from school. This gives me the opportunity to chat and spend time with them. This is something I don't wish to stop.

HRF: If you had the chance to start your career over again, what would you do differently?

CKE: Maybe I would have studied Agricultural Science in school, but then again, God might have had a different plan for me.

HRF: Where do you see yourself and your business in 10 years?

CKE: As I said earlier, we started with growing herbs and a staff of two, we moved on to vegetables, now we have a restaurant and a scheme or a loan facility that enables our out growers to produce more vegetables. We have realized that most of the waste we derive from the vegetables and herbs are dumped, so we have decided to collect the wet waste, turn it into compost which we would sell to farmers. Ghana imports a lot of chemical fertilizers so we intend to move in that direction, providing farmers with natural fertilizers. We also plan on having an Eden Tree House which will be both offices and a warehouse which would have cold storage facilities to preserve the produce of farmers and raw materials.

HRF: What three pieces of advice would you give to an entrepreneur starting out today?

CKE: I actually have seven ingredients for successful business:

- DILIGENCE
- COMMITMENT
- HONESTY
- KINDNESS (GIVING)
- INTEGRITY
- HARDWORK
- ATTENTION TO SMALL DETAILS.

Paying attention to small details will save a lot of waste and in giving, we receive blessings from God. ■

EMBRACING DIVERSITY IN THE WORKPLACE



through race, gender, age, disability, religion, physical appearance, sexual orientation, nationality, multi-culturism, competency, training, experience, personal habits, profession, education, parental status, geographic location etc. It is often interpreted to include dimensions which influence the identities and perspectives that people bring.

How many times have you entered an office and you could immediately tell whether the owner of the business was from a particular tribe or a part of the country or have you wondered whether the HR manager deliberately picks a certain type of people? Is it true that leaders attract their like?

I once worked in an environment which, whether by conscious design or not, mainly attracted choleric persons with very competitive tendencies, who multi-tasked: - combined academic work with hectic extra-mural activities when they were in school.

My question is, is it good to have like minds always grouped together? After all, the Good Book asks at a point that "do two walk together unless they be in agreement"? Does this concept always work?

Probably not! If that were so, the best soccer team in the world should have been Real Madrid, sometimes referred to as the Galacticos because of their ability to assemble most of the world's best footballers into a team at any point in time. It reinforces the axiom "the strongest chains always have weak links". It gives credence to the fact that positive and negative forces combine to generate energy or power and that having a diverse assembly of talent is better than anything else.

Workplace diversity is a people issue, focused on the differences and similarities that people bring to an organization. The scope of diversity is very broad, cutting

Diversity is; about learning from others who are not the same, about dignity and respect for all, and about creating workplace environments and practices that encourage learning from others and capture the advantage of diverse perspectives. In many ways, diversity initiatives create the workplace environment and organizational culture for making differences work.

In this New Year, the battle for supremacy can be won with diversity. Those who are able to embrace the power of diversity shall mount as eagles with wings to soar the heights of competition.

The assembly of diverse skills and experiences, abilities and disabilities will ensure that a variety of capabilities and competencies abound to meet and address the diverse needs of the ever-sophisticated customer bases in a global environment.

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experiences, abilities and disabilities will ensure that a variety of capabilities and competencies abound to meet and address the diverse needs of the ever-sophisticated customer bases in a global environment.

There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The "we've always done it this way" mentality silences new ideas and inhibits progress. These people must be identified, isolated and managed. Co-optation of such people ahead of time has proven useful in many a change management programme. More importantly, for better outcomes, every employee should be involved in formulating and executing diversity initiatives in your workplace.

Leading by example and walking the talk is a sure way to reinforce behaviour. Start with promoting diversity in leadership positions. Ensure a mixed demography in leadership by balancing gender, age and religion. This practice provides visibility and realizes the benefits of diversity in the workplace. I however maintain a conservative stance on sexual diversity. Homosexuality and lesbianism are outlawed in this God-given land of Ghana and should not under any circumstance be encouraged under the guise of any diversity programme!

As the economy becomes increasingly global and our workforce becomes increasingly diverse, organizational success and competitiveness will depend on our ability to manage diversity in the workplace effectively. Evaluate your organization's diversity policies and plan for the future, starting today!



by: Kobina Ata Bedu

THE LABOUR ACT 2003 & CORPORATE CULTURE

by: Cilinnie Ngo-Pondi



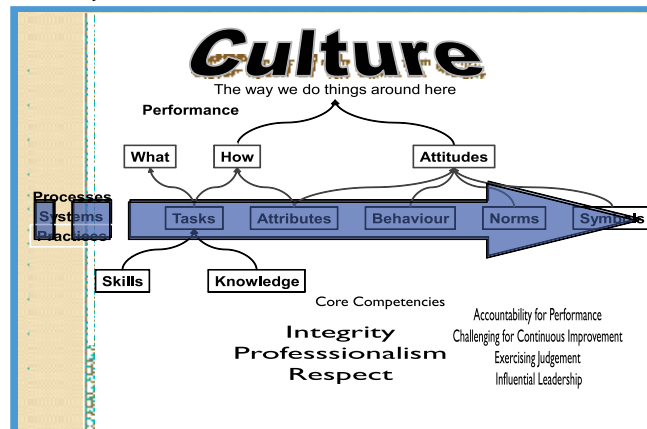
There are many scholarly notions and big Organisational Development ideas about corporate culture. Let's simplify it a bit. Corporate Culture is simply **"THE WAY WE DO THINGS AROUND HERE"**. I have tried to illustrate the building blocks of corporate culture in the diagram below.

The **VALUES** of an organisation dictate the **CORE COMPETENCIES** required of its human capital. Core Competencies are basically the **Skills** and **Knowledge** required for doing a job. Aspects of corporate values are bound by legislation. For example, the 1992 Constitution requires fairness in the employment relationship by virtue of Articles 23 and 296; non-discrimination in Article 17. The Labour Regulations 2006 (L.I 1822) require Good Faith in collective bargaining, whilst S9 (d) of The Labour Act 2003 demands that Employers continuously Capacity Build their employees. You recruit according to your values and embed **Attributes**, **Behaviour** and **Norms** through Performance Management. Performance Management continuously reinforces corporate culture by capacity building and directing employees towards **WHAT** you do in your business and **HOW** you do it. The entire paradigm is driven by **Processes**, **Systems** and **Practices** that are closely regulated by Law.

Hypothetical Example of Bad Values (maybe!)

Person Specification: A Bank requires that all front-line employees Must be females between

18-25, with legs up to their armpits. Uniform is a suit with a skirt about 5 inches above the knee, and low cut blouse. Must have the capacity to spend 8 hours a day on 9 inch-heels. Must be prepared to do what it takes to sign up new customers. Must be prepared to work unsociable hours in a non-work environment. Non adherence to these (unwritten) directives will result in no promotions, no pay rise and possible loss of job.



Building Corporate Culture the right way

One of the most significant efforts of government to positively influence corporate culture is the Ghana Business Code – Doing Business Right! (GHBC). GHBC is compatible with our legal and regulatory framework and provides a series of guidelines based on the UN Global Compact on human rights, labour standards, the environment and transparency in business operations. This effort is spearheaded by the Ghana Investment Promotion Center (GIPC) and available from the website www.ghanabusinesscode.com. It is an excellent first step in crafting the architecture of your corporate culture.

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...Seeing is believing

FINANCIAL MANAGEMENT FOR EMPLOYEES

by: Justice Lartey

If you are worried about how to manage your personal finances and have no idea what to do, this article is for you.

Adapting some or all of the strategies below will leave you ahead of the game.

1. Insure yourself against financial ruin

There are a lot of health insurance packages around these days yet many people are uninsured. If you are uninsured you need to get yourself some cover. And even if you are insured through your job, you must make smart choices. The right health insurance protects you in case you have a serious accident or illness and guarantees that you don't bankrupt yourself or your family if you are beset with major medical problems. For this reason health insurance should be your number one priority. If you work for a company that offers employees health insurance find out what is exactly covered under your scheme. Participating in your employer's group plan will almost always cost you much less than buying a policy on your own. You must also inquire about the procedures for seeing specialists and find out what happens if you want to visit a doctor who doesn't participate in the plan. If the company you work for does not offer health insurance, you will have to purchase one: Do not only consider the price but the extent of the coverage.

2. Pay off your debt the smart way

A smart financial move is to use your savings to pay off your high interest rate loans. The reason is simple: You can "earn" more by paying off a loan than you can by saving and investing. Paying off a loan at 25% interest rate is equivalent to earning a return after tax of 25% on an investment. If you have several loans, pay back the loan with the highest interest rate first. One other strategy you might consider is to ask for a lower rate loan (e.g staff loan) and use that to pay off your higher rate loans. Another option will be to ask the providers of your low interest loans to stretch the repayment term. This will give you some extra finance to pay back the loan with higher interest rates. You can also take steps to find out from your lender how you can reduce the interest rate on your loan (may be by making higher monthly payments therefore paying off early).

The only time it doesn't make sense to kill a loan is when you are investing the loan amount in a fund or venture with an interest

rate higher than the borrowing rate.

3. Start contributing to a tax exempt retirement/provident fund

If you are in your twenties or thirties, you might think retirement is so far away but saving money in a retirement plan is one of the smartest things you can do. If you are lucky enough to work for a company that offers a retirement savings plan, then, take advantage of it.

Under the Pension Act 766, your contributions together with your employer's contribution qualify for tax relief. This simply means that you do not pay tax on the portion of your income that is placed in a retirement saving scheme. The Act however limits the allowable contribution to not more than 16.5% of basic. In addition to that, the Act allows you to use your retirement savings as a mortgage for your first house.

4. Build an emergency cushion using an automatic savings plan

Once you have gained your health insurance and taken care of Strategy 2 and 3 you must begin to build a salary buffer equivalent to three months living expenses. If you find it difficult to save money, ask your bank to place a direct debit on your salary account. You can also invest this saving into money market instruments such as treasury bills.

5. Consider investing in stock and bond funds

Having your three month savings cushion in place, you can continue putting money in savings accounts or choose to get more aggressive with your investments. The advantage of stocks is that; they generally provide higher return than money market instruments but they are riskier: You might lose on your investment.

If you decide to put some of your money in stocks, do so by investing in the stocks of mutual funds. Mutual funds are investment vehicles which allow the pooling of resources of various, often small, investors who are not necessarily, known to each other for investment in certain assets. An individual may personally have very limited resources for investment which in turn limits his possibilities of having a diversified portfolio. Typical examples of these funds are; EPACK Investment Fund, NTHC Horizon Fund, SAS Fortune Fund, Gold Fund, Databank M-Fund s etc. Avoid investing in funds that charge a commission each time you put money in or take money out.

6. Think about buying a house or an apartment

When you feel it is time to purchase a home, you might consider taking a home loan or mortgage. One of the toughest obstacles with mortgage is to come up with the down payment. This generally approximates 20% of the purchase price. In addition to this cash, you need to prove that your salary is high enough to make the monthly mortgage payment. Remember you can use your provident fund investment as collateral for your first home.

7. Get Smart about your income taxes

Reducing your income tax is one other sure way of increasing your income. If you are eligible for a personal relief, then take advantage of it; do not say it is too small. Below is the list of personal tax reliefs:

Reliefs decription	Relief amounts per annum (GH¢)	Proposed Relief per annum
Marriage/Dependant (Dependant spouse or two children)	35.00	100.00
Child education (Maximum 3 children)	30.00/Child	100.00
Older age relief (60 years and above)	35.00	100.00
Aged (60+) dependant relatives (Maximum 2 persons)	25.00/person	50.00
Training and development	100.00	200.00
Disability relief	25% of assessable income	
Social Security	(As contributed)	
Voluntary Pension Contribution (Tier 3)	35% of salary Tier 1&2 contributions(16.5%)	

CREATING A CULTURE OF OPTIMAL HEALTH *in your Organization*

Dr. Bryan Cox
(Founder of Chiropractic Around the World and CEO of The Spinal Clinic)

Increasingly, it is recognized that the workplace itself has a powerful effect on people's health. When people are satisfied with their job, they are more productive and tend to be healthier. When employees feel that the environment at work is negative, they feel stressed. Stress has a large impact on employees' mental and physical health, and in turn, on productivity.

To hire and keep the best workers in today's hot job market, employers need to be aware of their employees' work environment. Rising health-care costs have prompted employers to design effective workplace health and wellness programs. Ergonomics is a key factor in an organization's health and safety program. Through training, workers can take responsibility for their own injury prevention. Simply stated, ergonomics involves fitting the task to the worker. An effective ergonomics program in the workplace benefits the worker by:

- Increasing comfort and job satisfaction
- Improving productivity and morale

An ergonomics program benefits the employer by:

- Improving injury prevention
- Promoting early returns to work
- Reducing absenteeism
- Decreasing costs

Companies today who want to attract and keep good workers have leaders who understand the connection between employee satisfaction and employee health and believe that optimal health in the workplace is a business strategy, which benefits both employers and employees.

There are effective ergonomics programs to educate workers about their jobs and help identify risk factors that could lead to spinal injury and also to offer treatment to workers who have spinal problems. Effective optimal health education programmes may include:

Health-related workplace policies: Healthier staff will often take fewer sick days per year, are generally happier at work, and may more likely to provide better customer service or show improved work performance.

Training workers to enhance their knowledge of the importance of the spine, its effect on the human anatomy and healthy habits and practices that would prevent and reduce their chances of having spinal problems now and later in life.

Offering information to employees about healthy, active living.

Taking Active Breaks at Work:

This is easy to do, and it is good for you. Active break can be as simple as taking a ten-minute walk outside during your lunch or coffee break. Or it could involve regular exercise, such as visits to a fitness facility at your workplace or nearby. Studies have shown that even ten minutes of physical activity is good for you.

Prolonged sitting:

Prolonged sitting is not good for our health. In fact, being inactive is associated with increases in chronic diseases like type 2 diabetes, heart disease, osteoporosis, arthritis and some cancers.

Setting a Healthy Pace at Work:

By planning your work tasks, taking active breaks, eating healthy foods and paying attention to your body and mind, you can be healthy and productive at a pace that works for you and your employer. Pacing yourself at work can help to prevent or reduce: physical fatigue and strain; mental fatigue and stress; and workplace injuries, such as strain injuries or overexertion injuries.

Sitting at the Office

If you are a computer user, you are



susceptible to numerous musculoskeletal injuries, aches and pains. Repetitive strains can result from prolonged sitting, staring, typing, mousing and other computer-related activities. These activities and the physical problems that result from them have become the bane of employers and employees worldwide.

Utilize these few tips for a pain free working day:

- Adopting a user-friendly workstation by adjusting the office chair, computer and desk positioning
- Modifying sitting posture in an office chair. Many people sit towards the front of their chair and end up hunching forward to look at their computer screen. The better-seated posture is to sit back in the office chair and utilize the chair's lumbar support to keep the head and neck erect.
- Taking stretch breaks and walking breaks if sitting in an office chair for long periods of time.
- If you experience pain that lasts more than two or three days, or you desire to live healthy,

call the Spinal Clinic at

+233 (0)244837317

E-mail: thespinalclinic@yahoo.com,
www.thespinalclinic.com

JOB Listing

PIPE YARD COORDINATOR- TAKORADI

DUTIES:

- Safe management, efficient monitoring and coordination of all company owned and rented Cargo Carriage Units (CCU), including tote tanks.
- Liaise with Warehouse and Pipe Yard Superintendent for all CCU needs, and to make sure all CCUs are kept up to date at all times.
- Assist rig drilling materials coordinators for all their needs for shipping to rigs.
- Keep all reports and documentations up to date. Also, all repairs and paintings should be monitored and logged.
- Make sure all CCUs are kept clean and cleaned on return from offshore before use.
- Work alongside the crane and lifting specialists, to learn all duties for CCU checking.
- Manage all certification documentation on an independent database. This database would be continuously updated and monitored by the CCU coordinator.
- Ensure all cargo units crossing the quay are in safe and certified condition.

QUALIFICATION:

- ONC in Mechanical Engineering or equivalent desirable
- Port and quayside experience in Cargo handling.
- Rigger qualification
- Sound managerial skills and project management experience.
- Computer literate

EXECUTIVE ASSISTANT

DUTIES

- Be responsible for managing the office of the C.E.O. including but not limited to calendar management.
- Assist the C.E.O. with preparation of proposals and presentation materials.
- Screens incoming correspondence and reports.
- Supervise staff and activities in the C.E.O's secretariat.

QUALIFICATIONS:

- Must hold a degree.
- Minimum of 10 years work experience in administration, ideally in a consultancy or service industry.
- Good managerial skills and project management experience may be an added advantage.
- Computer literate: Microsoft excel, Microsoft word, Internet Knowledge.

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How Office Space Can Affect Productivity

The office space that we work in can have a profound effect on the standard of work produced.

In 1955, Henry Landsberger carried out a famous study into office productivity. It was found that by improving light conditions, keeping work stations tidy, having a clear floor plan and relocating work stations, employee productivity was significantly increased. This signifies that, what may be seemingly small environmental factors to some, could actually have a great effect on your business and overall profitability. (ezinearticles.com)

Well thought out office design can not only positively affect profitability and employee productivity, but also potential and current clients. An office should signify the company's values, beliefs and identity whilst still providing a comfortable and practical working environment.

Although office design can often seem costly, there are many options available to allow you create the perfect office space for your company and employees at affordable prices.

When you consider how much time you and your employees spend in an office environment, it isn't a wonder the amount of experts who make a living from advising employers how to design their work environment to promote employee happiness and productivity.

Many studies and surveys have been carried out into a lot of areas, and all these have highlighted the importance of having a well designed work environment that incorporates numerous aspects; from office plants and greenery with the use of colour to accentuate brand identity, to open plan and other areas to name but a few.

Incorporating these aspects into your work space, as well as using an innovative and well thought out office space design, will not only make your employees feel happier in their work environment, but also, you will have a greater sense of pride in your highly valuable business asset.

What makes the perfect work place?

Office spaces should be communication friendly, allowing for a flow of creativity and the testing of ideas, in a less formal manner between employees.

This openness will promote good employee relationships, allowing your workers to not only talk to their co-workers but also develop worthwhile relationships. This will leave them feeling more fulfilled and happier in their working environment.

Another key aspect that will make any work place feel more vibrant and fresh is greenery, whether you are lucky enough to have nice views and natural greenery, or you can incorporate this into your office space using potted plants and flowers. Even if your work environment is located in a busy and bustling city centre, it is still possible to achieve this through large windows without curtains or blinds and good lighting, giving a sunny feel and reducing the use of energy during the day.

When you look at the aspects that we now think promote workplace productivity and efficiency, such as the few that have been mentioned, you will notice the stark contrast to the offices of the past. From the archetypal 'cubicles' seen in many older films, to the overpowering boss shrouded in their private office, this move towards office space that works on a flat hierarchal design seems to not only foster productivity and in turn business success but also the happiness of your employees as individuals. (ezinearticles.com)



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5 INITIATIVES FOR 2011

Monique Atta
Director, Sales & Marketing
Robert & Sons Ltd, Optical
Services

To create awareness about proper eye care practices through our outreach and development programs. To provide the general public with comprehensive eye care and high quality optical products and services.

Ebenezer Ashison
General Manager
Miklin Hotel

If life's game ended today, would you be a winner? -- One of my passions in life is to learn. As such, I have begun the year by reading and going after books or Magazines like HR Focus which features articles on the contemporary leader and leadership.

Peggy Dzodzomenyo
Accra Branch Chief Manager
Bank of Ghana

As a leader managing a good number of people (about 60), my conviction is to manage my own character, values and actions to chart a positive path worthy of emulation, that will impact positively on organisational culture, image and above all mission. I intend to build stronger teams to enhance customer service and productivity. I will also pay attention to informal groups and individuals.

Blossom Osman
Project Coordinator
LAINE Services Limited

I intend to pray without ceasing, meditate on God's word day and night and love 'me' more.

Edward Kwapong
GM
Ghana Commercial Bank

Create awareness among Line Managers and HR Practitioners, that, the HR function is the most critical in strategy development and implementation such that HR should be represented at the highest level possible (Board/Executive) in Management. This way, HR will migrate from the back bench to the very center of action in Management. Indeed without the human factor/mind, none of the factors of production can be organized in a meaningful way to create or add value. Seek to grow organizational capital through the growth of human capital strengths and weaknesses as well.

Credit: comedy-zone.net

JOKES ABOUT HR & TIT- BITS

THE YOUNG BUSINESSMAN

A young businessman had just started his own firm. He rented a beautiful office and had it furnished with antiques. Sitting there, he saw a man come into the outer office. Wishing to appear the hot shot, the businessman picked up the phone and started to pretend he had a big deal working. He threw huge figures around and made giant commitments. Finally he hung up and asked the visitor, "Can I help you?" The man said, "Yeah, I've come to activate your phone lines.

REJECTION LETTER RESPONSE TEMPLATE

The next time you get a rejection letter from a hoped-for employer, just send them the following:

Dear [name of the person who signed the rejection letter],
Thank you for your letter of [date of the rejection letter]. After careful consideration, I regret to inform you that I am unable to accept your refusal to offer me [employment with your firm]. This year I have been particularly fortunate in receiving an unusually large number of rejection letters. With such a varied and promising field of candidates, it is impossible for me to accept all refusals. Despite [name of the company or agency that sent you this letter]'s outstanding qualifications and previous experience in

rejecting [applicants], I find that your rejection does not meet with my needs at this time. Therefore, I will initiate [employment] with your firm immediately following [graduation/job change, etc. - get creative here].
I look forward to working with you.
Best of luck in rejecting future [candidates].
Sincerely,
[your name].

WHAT MAKES A SUCCESSFUL BUSINESS PERSON

I have a theory on doing business. If my business is good, it's not because of the weather, the time of year or the economy. It's because of me. I'm doing something right.

If my business is bad, it's not because of the weather, the time of the year or the economy. It's because of me. I'm doing something wrong. Somebody is always buying something from somebody, so how can I make them buy from me?

First of all, you need confidence in yourself and your merchandise with clear goals and knowledge of the products you are selling. Only then can you inspire dedication from your staff and a willingness to buy from customers. Successful business people, no matter what their industry, have been found to share similar traits.

Today's world is no longer satisfied with simple success - we want to know how the successful get to the top. The Russians developed a concept called "anthropomaximology," in which they try to answer the question of why some individuals outperform others. Through the years I've done some anthropomaximology of my own and found there are certain qualities that describe successful business people. Here are a few:

They constantly set higher goals. Successful business people are mountain climbers who, having climbed one peak, look beyond to the next highest. They are the retailers who send 1,500 mailers to their customers and yield a good turnout of 100. But instead of being satisfied with 100, they ask how they can increase that number to 150 the next time.

Successful Business People:

Constantly set higher goals, Avoid "comfort zones", Driven by accomplishments, not money, Solve problems rather than place blame, Look at the worst possible scenario, Rehearse the future as they see it.

Credit: <http://findarticles.com>



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