

Footprints...a Newsletter to Help You Stay On Your HR Track...December, 2011

Wolf Gugler & Associates, Limited—Executive Search & Outplacement

Seasons Greetings

In lieu of cards and client lunches and on behalf of our clients, we've made a donation to the Salvation Army to help those less fortunate than us. We wish you all the best for a safe and happy holiday and 2012!

What do We Do?

We're specialists in the field of retainer based executive search and recruitment, and outplacement services for retailers and their suppliers. With staff in Canada and the U.S., we're able to utilize our years of experience and extensive network of contacts to assist you in building your winning team.

Likewise, if the need arises to downsize or release an employee, we can assist in their new career transition by providing either in-person or virtual services. We're accustomed to working with FORTUNE 500 companies and smaller entrepreneurial firms alike and treat both with equal importance. We spell integrity with a capital "I" and references are abundant. Please feel free to contact us for more information via [email](#) or phone at: 888-848-3006.

Bullying can be defined as "Repeated and persistent attempts by one person to torment, wear down, frustrate, or get a reaction from another. It is treatment which persistently provokes, pressures, frightens, intimidates or otherwise discomforts a person" – Dr. Carroll Brodsky.

Workplace bullying is much more commonplace than we might think. A recent national survey commissioned by the Workplace Bullying Institute uncovered the following:

35% of the U.S. workforce (an est. 53.5 million Americans) report being bullied at work

An additional 15% witness it.

Half of all Americans have directly experienced it.



Simultaneously, 50% report neither experiencing nor witnessing bullying. Hence, a "silent epidemic."

Ms. Sagehorn obtained her J.D. and has since practiced employment law and then moved on to serve as the Director of Equal Opportunity and Affirmative Action at a mid-sized university. Jamie has given hundreds of training sessions to various groups of employees. She also trained supervisors, developed programs and policies, and ensured continuing compliance with an array of employment laws.

She recently presented an informative submission on this topic; excerpts are as follows:

(cont on page 2)

Shawnee, Oklahoma...a Good Place To Locate Your Business!

Are you considering relocating a business or expanding distribution to the south and in need of a good place to be? Consider [Shawnee](#), Oklahoma; the home of our U.S. office. We recently visited with Tim Burg, Executive

Director of the Shawnee Economic Development Foundation. Here are just a few of the compelling reasons: Right in the middle of the U.S = distribution of products hits more major US cities faster (Dallas, San Antonio, Wich-

ita, Denver, Kansas City, etc). Oklahoma's Freeport incentives makes it lucrative to have warehousing and distribution here. Interstates 35, 50 and 44, truly America's crossroads are here. (continued on page 2)

Considering a confidential staff change or team addition? [Contact](#) us do discuss your specific situation and receive our no-charge, cost-effective and timely recruitment solution. All inquiries will be held in strict confidence.

Workplace Bullying (continued)

Why should we care?

\$300 billion price tag, PER YEAR

-Turnover (including costs associated with recruitment, interviewing, hiring)

- Absenteeism/lost productivity

- Workers' compensation

- Disability insurance

Much like sexual harassment at work was first identified as an unacceptable problem and then codified into law, it looks like

bullying is on a similar path

Bullying behaviors are difficult to change

When a company can show they've provided anti-bullying training, they may be able to decrease their liability in a harassment or discrimination lawsuit!

Typical displays can include any of the following; verbal abuse, threatening public behaviors/actions, abuse of authority, interference with work performance

and destruction of workplace relationships.

Typical "Boss bullying" behaviours may include:

Deceit: lying, giving false or misleading information through acts of omission or commission;

Constraint: restricting subordinates' activities in domains outside of work

Read and/or download the rest of the article on our web site [insert link here..](#)

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Hardlines Conference Follow Up

We both sponsored and attended the 16th annual Hardlines Conference in Toronto recently. Record attendance, great keynote speakers from retail organizations such as Lowe's Canada, Castle Building Centres, Ace U.S. and top notch economists made it a must-attend for both DIY retailers and their suppliers. Mississauga's one and only

Mayor Hazel McCallion amazed us all as well with her tenacity, energy and ability to inspire...at the tender young age of 90. Industry panels and breakout sessions rounded out the two-day program.

Executives from leading trade associations such as the Western Retail Lumberman's Association and Canadian Hardware &

Housewares Manufacturers Association were also in attendance.

If you'd like to know more about the conference highlights, feel free to contact [Wolf Gugler](#) or to inquire about the 2013 conference, please visit the [Hardlines](#) web site.

PAID BOARD OPPORTUNITY

Are you a retired home improvement industry executive with time and knowledge to share? Our client is considering adding a board member to their current team. For a confidential exchange of information, please contact Wolf Gugler via [email](#) or by phone at (888)

Why Shawnee, OK? (cont'd)



A great state to live, work and play!

The Burlington Northern Sante Fe and Union Pacific Railroads serve us as well. Soon the KC Southern will also have Shawnee access. Low cost power, natural gas and lots of IT pipes. Inexpensive land and low operational costs. Incentives tied to job creation and skills creation. Already have Irish, German, Japanese and Canadian owned

businesses here.

And, the pre-eminent executive recruitment firm to locate your new talent is based right here as well (that would be us!).

Need more info? Visit [www.sedf.biz](#); you'll find extensive information there or contact [Tim Burg](#) at the Shawnee Economic Development Foundation; (405) 273-7490.

"In this world, man must be an anvil or a hammer."
Henry Wadsworth Longfellow