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Meet Nancy Gray



In a diverse legal career that has spanned over three decades, attorney Nancy Gray has represented hundreds of clients in a variety of civil matters, including labor and employment (management/employee); sexual harassment, discrimination, wrongful termination; commercial, contract and business issues.

Among other highlights, Ms. Gray served as Assistant District Attorney in New York, spent seven years with a national law firm working on complex pharmaceutical and

Wasted Effort: 2 HR Strategies That Are Unsupported by Science or Good Evidence



Whether you are running Human Resources at a large California company or teeing up an employee-employer conference at your office, you may be operating under some assumptions that surprisingly lack much scientific support. Here are two:

Faulty Assumption #1: Metaphorically speaking, you can force a round peg into a square hole if you try hard enough and create the right package of incentives.

Perhaps you have a brilliant employee, Joe, who has a lot of promise as a tactician and creative development executive. You and other successful

medical device cases, and successfully litigated and coordinated cases around the country. She has a unique expertise in matters pertaining to the adulteration of extra virgin olive oil.

Ms. Gray has also lectured and written on a variety of topics, including expert testimony, drug and medical device regulation, sexual harassment, employment practices and child performer issues.

In 1997, she started her own firm, based in Los Angeles.

Having been raised in New York City, Nancy enjoys dramatic, musical and comedy theater as well as pro sports. She is a PADI-certified scuba diver. Among her favorite reading material is Bon Appetit and anything pertaining to criminal behavior and behavioral profiling.

members of your company believe in promptness, courtesy and a "low drama" approach, but Joe's personality is just the opposite. He is an incendiary figure prone to making bold, sometimes offensive statements, and he often falls behind on his workload. Your intuition is that, with training and cajoling, you could "fix" Joe to make him a good fit for the company.

In general, this strategy does not work and you would benefit from resisting temptation. Your culture and Joe's personality are in conflict. This says nothing about Joe's value as an employee or worth as a person, but he may never be right for the organization.

Faulty Assumption #2: Paying more money to employees will make them work harder, be more productive and be more likely to stay.

Research conducted by world-renowned motivation expert, Daniel Pink, shows that money is not nearly the motivating force that most HR professionals intuitively believe. If you radically underpay someone, he or she may be de-motivated. But someone who already receives a fair wage will not necessarily be more productive or happier after a raise. Instead, seek to motivate by providing your best employees more autonomy, more purposeful work, and more opportunities to grow and master skills.

For help understanding your California employment law questions, or to solve a harassment or discrimination issues, contact [Attorney Nancy Gray and her experienced team](#) immediately for a free consultation.

■ One Major Faulty Assumption Employees Make About Their Employers

Employees also hold strange and faulty beliefs about what their employers "owe" them.

Perhaps the biggest faulty assumption is that a job defines you and gives you purpose. A job can provide stability, good pay and camaraderie. While it is enviable to work for a company whose vision jives with your own, the onus is on you to figure out what a happy, fulfilling career should look like. Without that insight, employees often struggle to find good work (and good companies) to support their dreams.



About Gray & Associates P.C.

Attorney Nancy Gray of Gray & Associates, P.C. has more than 30 years of experience providing personalized attention and creative solutions to her clients' legal issues. Whether you need a strong litigator, a labor and employment advocate, or a savvy business law attorney, you can rely on Gray & Associates to provide you with excellent legal representation. Click [here](#) to read more.

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