

HR MATTERS

PEOPLE LEADING BUSINESS

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Issue 26 April 2014

PP 14525/06/2013(032679)

RECRUITING AT THE SPEED OF A CLICK



TRULY PLANNING FOR SUCCESS!

THE IDEA BEHIND THE SUCCESSION PLAN IS TO
BE PREPARED, NOT TO GUARANTEE

THE POWER OF MENTORING

FOUR WAYS IN WHICH MENTORING TYPICALLY GOES WRONG

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This is a digital quarterly magazine. It is published at the end of January, April, July and October. Subscriptions are USD8 per year (international) / RM27 per year (local subscribers).

SUBMISSIONS

We encourage readers to submit suitable ideas or features for consideration. All correspondence of this nature should be directed to the Editor by email or post. Flipside accepts no liability for loss or damage of unsolicited material.

PUBLISHER

HR Matters Magazine is a publication of Flipside Sdn Bhd.
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Looking back on this Issue, mindfulness appears to be an important theme for April, given the fact that there's a number of articles that touch on it.

Mindfulness, presence, awareness - if we can indeed take stock of our situation, reflect and perhaps even pause, we may hit on something truly useful and life changing. Everything is clamouring for our attention and our time, our days appear frenzied and there's a general feeling of overwhelm both professionally and personally. This will not go away on its own accord until we define the challenge and address

it, tweaking our responses and behaviour, as we go.

In this issue :-

- **Sulynn Choong** highlights, in *Being Mindful When It Hurts*, that we can sometimes go into 'loop-ing', where we relive the anguish over and over, ultimately driving ourselves to despair;
- Three HR leaders and one organisational consultant share in *Get Busy or Get Productive*, how they differentiate between being busy vs being productive;
- **Craig Saphin**, in *Desperate or Willing to Take Any Job?* calls for more focus on matching our background with the job opening we seek - that we should not just blast resumes off to inappropriate jobs as it shows desperation and a lack of strategic thinking;
- **Robert W Wendover** discusses, in *Squirrel! Fostering Situational Awareness in A Distracting World*, the need for situational awareness when faced with so much distraction;
- **Professor Chris Roebuck**, gives us insight into his latest book, *Lead to Succeed*, about how a lot of average leadership could be better with a little extra help, which help will prove significant not just to the leaders themselves, but to the organisation as a whole and society in general;
- **Doug Lawrence** outlines four ways in which mentoring typically goes wrong but why, indeed, mentoring provides such value; and much, much more.

Please write to us with feedback, on what you've read and what you'd like to read about, in future issues. As always, hope this gets you inspired. Happy reading!

Rowena Morais
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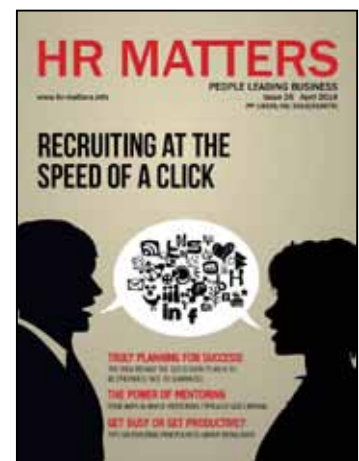
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This Issue



On the Cover : Social Medias

April



John Torrance-Nesbitt, MBA, is an accomplished and award-winning global talent professional with more than 10 years of experience in building staffing and diversity programmes. He led the Talent Acquisition function at several global

Fortune 500 companies including University Recruiting, Employment Branding and Diversity Recruiting, for domestic and global markets. John is, among others, a social media digital writer/strategist for SmartRecruiters.com.



Sulynn Choong is a positive change consultant and coach working with organisations to energise their workforce for outstanding performance. Combining practical corporate experience with evidence-based research in positive psychology, she assists CEOs in evaluating their organisations' existing and proposed change initiatives for coherence, congruence, relevance and positive impact.



Robert Wendover has been researching and writing about workforce trends for over 20 years. Managing Director of the Center for Generational Studies, he is author of nine books and a regular contributor to electronic and print media. Bob has served as a special advisor to the American Productivity and Quality Council (APQC) and served on the management faculty of the University of Phoenix.



John Baldino is an HR industry veteran who has served in hospitality, retail, distribution, non-profit, education and finance industries. Named the 2012 Philadelphia Metropolitan Area Human Resources Person of the Year, he has developed sales, technical and soft skills training curriculum for large companies and small businesses. SPHR certified, John is able to look to the bottom line performance indicators and guides clients to make corrective adjustments that promote profit and health. John has been involved in start-ups, mergers & acquisitions and expansion.



Daniel Russell has 20 years' experience assisting clients to design and implement high impact HR programmes. He has worked with several large employers such as Aon Risk Services, BAE Systems, Bank of America, CGI, CVS/Caremark, Life Office Management Association (LOMA), McDonald's Corporation, Verizon, Philip Morris USA. His most recent assignments include Talent Management Strategy, Leadership Assessment and Development, Talent Acquisition Process Design & Implementation and Change Management.



Judy Lindenberger is President of The Lindenberger Group, an award-winning human resources consulting firm. She is an HR coach, trainer and thought leader who facilitates personal growth and professional development. Her specialties include expert HR advice and outsourcing, 360-degree assessment, HR audits and e-learning in 25+ areas.



Chris Roebuck has held senior HR roles in a number of global organisations and is Visiting Professor of Transformational Leadership at Cass Business School. In 2013, he was voted one of the top 15 Most Influential HR Thinkers. He works providing HR and senior leaders with a road map

for success to transform performance via Mach 2 Leadership - from US investment banks to the Myanmar Red Cross and from London law firms to the Chinese Space programme. His new book, *Lead to Succeed*, consolidates this into a new 'must have' guide for the HR professional.



Professor Sattar Bawany is the CEO & C-Suite Master Executive Coach of the Centre for Executive Education (CEE Global), a premier network for established human resource development and consulting firms around the globe. He has more than 25 years' international business management experience, including 15 years in executive coaching, group facilitation and leadership development and training with global management consulting firms.



Vijayam Nadarajah has worked in insurance companies and banks for more than 18 years. Her extensive experience in operations, internal audit, investigation and risk coupled with leadership, drive and passion for good governance, control and corporate behaviours has seen her through a series of commendable achievements in the appointments that she has held.



Tim Baker is an international leadership and change management consultant, executive coach and organisational psychologist. He assists managers to develop productive workplace cultures. He has conducted major consulting assignments in Saudi Arabia, Finland, Canada, Singapore and New Zealand to name a few. Clients include small, medium and large multinational corporations such as Boeing, Monetary Authority of Singapore, SAP and Nokia.



Doug Lawrence has more than 30 years of mentoring and leadership experience in both federal and provincial environments as well as the private sector. Doug is a member of the Advisory Board for HR.com, Futures Institute Inc. and the Employer Advisory Committee for Ignite Adult Learning Corporation. A Certified Mentor Practitioner and a Certified Mentor Facilitator, Doug also created an International Certification for Mentors; the curriculum and the designation are accredited by a 3rd party and are ISO compliant.



Corrina Kane is Principal and co-founder of Unleash, helping organisations execute strategy by changing how they think, behave and act. Working across the globe building new businesses and developing new products in the healthcare, pharmaceutical and technology industries, her passion lies in guiding individuals, teams and organisations out of their comfort zone to make things happen.

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This is a digital quarterly magazine. It is published at the end of January, April, July and October. Subscriptions are USD8 per year (international) /RM27 per year (local subscribers). For more information, please contact us.

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NEWS

CISCO ANNUAL SECURITY REPORT DOCUMENTS UNPRECEDENTED GROWTH OF ADVANCED ATTACKS AND MALICIOUS TRAFFIC

Report indicates shortage of more than 1 million security professionals globally

KUALA LUMPUR | The Cisco 2014 Annual Security Report, released on 3 April 2014 reveals that threats designed to take advantage of users' trust in systems, applications and personal networks have reached startling levels. According to the report, a worldwide shortage of nearly a million skilled security professionals is impacting organisations' abilities to monitor and secure networks, while overall vulnerabilities and threats reached their highest levels since 2000. The report's findings offer a vivid picture of rapidly evolving security challenges facing businesses, IT departments and individuals. Attacker methods include socially engineered theft of passwords and credentials, hide-in-plain-sight infiltrations, and exploitation of the trust required for economic transactions, government services and social interactions.

Report Highlights

- Increased sophistication and proliferation of the threat landscape;

- Increased complexity of threats and solutions due to rapid growth in intelligent mobile device adoption and cloud computing provide a greater attack surface than ever before; and
- Cybercriminals have learned that harnessing the power of Internet infrastructure yields far more benefits than simply gaining access to individual computers or devices.

Key Findings

- The report indicates a shortage of more than a million security professionals across the globe in 2014. The sophistication of the technology and tactics used by online criminals—and their nonstop attempts to breach networks and steal data—have outpaced the ability of IT and security professionals to address these threats.
- One-hundred percent of a sample of 30 of the world's largest multinational company networks generated visitor traffic to Web sites that host malware. Ninety-six percent of networks

reviewed communicated traffic to hijacked servers.

- Multipurpose Trojans counted as the most frequently encountered web-delivered malware, at 27 percent of total encounters in 2013. Malicious scripts, such as exploits and iframes, formed the second most frequently encountered category at 23 percent.
- Specific business sectors, such as the pharmaceutical and chemical industry and the electronics manufacturing industry, have historically had high malware encounter rates. In 2012 and 2013, there was remarkable growth in malware encounters for the agriculture and mining industry—formerly a relatively low-risk sector. Malware encounters also continued to rise in the energy, oil and gas sectors.

The 2014 Cisco Annual Security Report highlights the most important security trends of the year and provides tips and guidance to keep enterprise technology environments more secure.

IN BRIEF

LINKEDIN CROSSES THE 300 MILLION MEMBER MARK

Global footprint provides elements to build world's first Economic Graph

KUALA LUMPUR | LinkedIn has over 50 million members in Asia Pacific, and nine countries in the region already have more than a million members each – India (24+ million), Australia (5+ million), China (4+ million), Indonesia and the Philippines (2+ million

each), Japan, Singapore, Malaysia, and New Zealand (1+ million each).

This global footprint provides LinkedIn with the necessary elements to build the world's first Economic Graph – a valuable map of the connections between people, companies, jobs, skills, educational institutions and professional knowledge in the global economy. For more details, read the blog post.



NEWS

RANDSTAD RESPONDS TO MOM REDUNDANCY AND RE-ENTRY INTO EMPLOYMENT, 2013 REPORT

The Redundancy and Re-Entry into Employment 2013 Report goes beyond quarterly reporting to provide additional analysis on the incidence of redundancy and the shift in industry among those who re-entered employment.

SINGAPORE | Randstad Country Director - Singapore, Michael Smith, commented on MOM's (Ministry of Manpower) Redundancy and Re-Entry into Employment 2013 report, released on 24 April 2014.

On PMETs taking longer to secure re-entry into employment

"With stiff competition from global talent and technology-savvy graduates who command lower salaries, professionals, managers, executives and technicians (PMETs) need to keep an open mind and remain adaptable as they seek alternative employment opportunities. The report found that PMET workers take longer to secure re-entry into employment as they spend more time seeking jobs that match their specific skills, qualifications and salary expectations. This indicates that retrenched PMETs may need to be more flexible about the roles they seek, and step outside of their comfort zone and manage

their salary expectations. Employees need to demonstrate a willingness to adapt to new environments and be prepared to learn new skills, which might not fit within their existing expertise. This is important not only for employees who are seeking to re-enter the workforce, but right across the board," commented Michael Smith.

The Redundancy and Re-Entry into Employment 2013 report is available online at the Ministry of Manpower's Statistics and Publications website. It goes beyond the quarterly reporting in the Labour Market Reports to provide additional analysis on the incidence of redundancy, reasons for redundancy, profile of establishments with redundancy, time taken to secure re-entry into employment and the shift in industry among those who re-entered employment.

SOCIAL INTELLIGENCE QUOTIENT (SQ) EMERGES AS NEWEST MEASUREMENT FOR ORGANISATIONAL WORKFORCE READINESS

Malaysian SMEs rank amongst highest in terms of being a Socially Intelligent Organisation (SIO) as Gen-Ys are identified as the most socially intelligent of all workforce generations.

KUALA LUMPUR | The 'Social Intelligence Quotient' (SQ) has emerged strongly as the latest quotient for organisational workforce dynamism, competitiveness and growth of businesses around the world. The finding comes from KellyOCG's most recent Executive Outlook Survey 2014 that unveiled some significant findings centred on the SQ measurements, and its effect on SIOs.

KellyOCG's Vice President in Asia Pacific, Anthony Raja Devadoss shared that SQ has joined the equation to measure organisations' human resource (HR) readiness to support business growth.



"This aggregated measure (SQ) comprises self and social awareness, evolved social beliefs, and interaction styles of the workforce – of how these contribute to the organisation's ranking in terms of being a Socially Intelligent Organisation (SIO)," he says.

KellyOCG's survey also highlighted another interesting finding that Malaysian SMEs perceived their organisations to be a more likely SIO when compared to the majority of ASEAN countries.

The KellyOCG Executive Outlook Survey 2014 was conducted with 326 leaders and executives of organisations globally covering a wide range of organisational types, sectors, sizes and locations. The size of organisations participating ranges from those with fewer than 25 employees to those with more than 10,000, with an average of 4,300 employees.



Being mindful when it hurts

By **SULYNN CHOONG**

Tossing between two topics, 'concrete steps to becoming mindful' and 'getting back up after failure/loss/trauma', I had an epiphany. Perhaps if we were more mindful during times of great distress and stress, we would cope better and more readily regain momentum in daily living.

In life, we know there will be ups and downs. When you think about it, you find that quite often we do not expect the down's to happen to us. Whether we lost a job, a sentimental keepsake, beloved friend or kin, or a dream, the hurt and pain hit us hard, really hard. No one quite understands the depth of our suffering and devastation as we all perceive the value of someone or something quite differently in a very personal way. Some are stoic; others are human emotional wrecks.

Back to my Aha! moment. Getting back up after emotional devastation is tough. It is normal that we respond with grieving and moaning. Our minds and emotions go through the washing machine, spinning and churning, all sensibilities and reason sent keeling, helter-skelter. I have found it helpful to pause and retreat mindfully in moment-by-moment deliberate consciousness of my current state to gain awareness of my internal and external states. Thus I find my bearings, and am better able to cope, by responding to the situation calmly and more effectively.

How? Take ten long and deep breaths to quell the surging emotions and fight-or-flight physical reactions (wildly beating heart, raised blood pressure, urge to run away or slap the offender, etc). Consider:

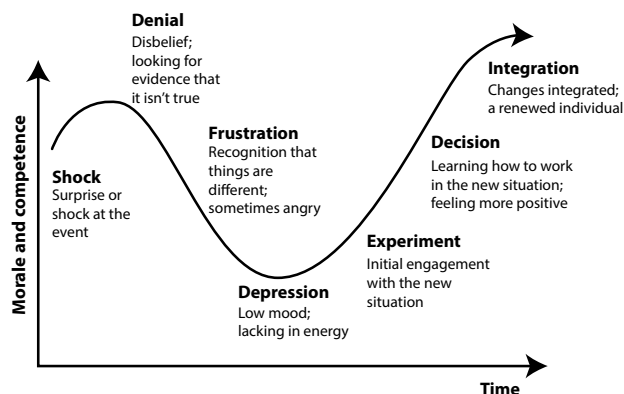
What is happening? What am I feeling? What makes me feel like this?
What am I afraid of? What do I want at the end of this experience?
What is my next move to get me closer to my outcome?

You are probably thinking that I am talking through my hat. How can anyone who is going through a stressful situation hold time still, and think? I can. And you can. I know because I have been there – flood, fire, divorce, near-death, project disaster, medical emergencies, suicidal friends, motor accidents, ... the works! Mindfulness is critical during those first moments and throughout the days, weeks, months or even years that follow. It does not mean things get better. It does mean that you don't fall apart and make things worse.

Kubler-Ross described how stressful change affects us in a shock – denial - frustration –anger – depression - experiment – decision – integration cycle (see diagram on page 12).

At the onset, we are caught offguard and go into shock and disbelief, stunned and numb. We are at once distraught, stressed, anxious, fearful, upset, frustrated, angry ... all at once. Even if we were expecting a staff retrenchment exercise, we often thought (or hoped) we would not be picked; what more when we had no inkling that something was going to go wrong? Some get derailed and go around

The Kübler-Ross change curve



in a daze whereas others resolutely get on with life as if nothing has changed (denial). When forced to face the fact of loss, we enter into an indignant angry state of blame (who is at fault? who did this? surely someone made a mistake, who...?); rage and hysterics; guilt (I should have ..., if only I'd known ...); resentment (you don't understand ..., what do you know.. ?); loss of faith (why me ...? why this ...?); bitterness and hostility (I demand ...! how dare ...? do you think I am that dumb ...?).

awareness and action. A typical get-over-it talk-to-self conversation goes like this:

Self-absorbed Me (SAme): *I am upset. This is not fair. Why is this happening to me? This is someone's fault and wrongdoing, etc.*

Go-Forward Me (GFme): I know you are upset. How much effect do you think that all your ranting and crying will have on reverting the situation to the pre-loss state? You can cry and rant till the end of days; and all you end up with is a pudgy face and swollen eyes. You cannot change the Past, right? How long do you intend to carry on loop-ing through pain, blame, anger and misery?

SAme: *This shouldn't have happened. Everything was fine until this. Someone is at fault. I want an apology, restitution, compensation, vengeance, punishment, etc.*

GFme: See! That is loop-ing! FOCUS! You have a CHOICE: move forward or stand still and keep loop-ing. Loop-ing keeps you rooted - stuck here at this worst possible moment in your life. You want to become fossilised in time - embalmed in perpetual pain, anger and despair?

SAme: *No.*

Mindfulness is critical during those first moments and throughout the days, weeks, months or even years that follow. It does not mean things get better. It does mean that you don't fall apart and make things worse.

Sometimes we get stuck here. We go into 'loop-ing' – reliving the anguish over and over, re-telling the stories, venting our frustration and angry outbursts repeatedly, and unrelentingly ruminating on our hurts, feelings of betrayal or sabotage, broken hearts and promises; ultimately driving ourselves to despair and depression. Now we go into the depths of suffering, believing in our helplessness which mushrooms into hopelessness (I might as well die ...).

Mindfulness: Much as I understand that it is natural to mourn and grieve, my common sense and strong will to flourish typically kicks in, in my personal loss-trauma drama situations. I think *'Ok enough! Move forward; get out of this rant-cry-want-to-die loop'*. So I start asking myself questions instead of cornering or blaming others. Yes, I talk to myself a lot; I ask myself questions that trigger self-

GFme: Good. Now much as you hate to, accept that things have changed and you need to change your plans too. Let go of that unspoken unrealistic hope/wish that it had not happened. It did. It's a done deal. Past. What matters to you now? How would you go forward towards your dreams despite your setback?

SAme: *Yea. If only this had not happened ...*

GFme: Watch the loop-ing! Think of how you can move forward. Say 'Because this has happened, I will now ...'

► **BEING MINDFUL WHEN IT HURTS**
[continued on page 14]

FEATURED
BLOG

Women of HR



WHO

A multi-contributor blog dedicated to the development of women in Human Resources and business. Who's behind it? They include:-

- Lisa Rosendhal, leader in the HR community with more than 20 years hands-on industry experience in public, private and federal sector;
- Trish McFarlane, author of the HR Ringleader blog and VP of HR Practice/ Principal Analyst for the Brandon Hall Group;
- Shauna Moerke, an HR professional who blogs at hrminion.com; and
- Jennifer Payne, seasoned HR professional

with 13+ years of HR experience, specifically in the retail corporate office environment.

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*Pn. Ashana Anwar,
Senior Manager HR & Admin,
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► **BEING MINDFUL WHEN IT HURTS**

[continued from page 12]

SAME: *Because this has happened, I will now have to go it alone. Because this has happened, I will have to look for a new job / new partner/ build a new *whatever*. Because this has happened, I will have to work harder. Sigh! This would not be necessary if xxx had not happened ...*

GFme: Loop-ing! Focus on moving forward. It has happened. Look up and ahead! What is the smallest step you can take now to move forward? (Experiment)

SAME: *I should get out of bed. I could start reading the classifieds or google for leads. My kids are hurting too; I should pay attention*

Some useful aids to self-recovery and develop mindfulness :

- The runaway best companion is a journal or private blog where you spill your thoughts and feelings out, and then work through the tangled threads. Write often and as much as it relieves you. Sometimes it drains you. Let it all out. Reading your early entries later on also fortifies your confidence and resilience to see how far you have moved forward despite your doubts, fears and the odds against you.
- Work with a good coach who supports your discovery and clarification of your goals, values, strengths and strategies for moving forward.
- Remember to relax your body and mind too. Meditation and prayer is powerful yet calming and revitalising. Find your own medium. Tension, fatigue and weariness in your physical body is a clear indication of an overworked mind and an uneasy heart. We may

We go into 'loop-ing' – reliving the anguish over and over, re-telling the stories, venting our frustration and angry outbursts repeatedly, and unrelentingly ruminating on our hurts, feelings of betrayal or sabotage, broken hearts and promises; ultimately driving ourselves to despair and depression.

to their needs. I should start answering some of the calls that keep ringing. I could find out what alternative actions are available...

Often, this gets me moving forward, one step at a time and then several steps. Then, just when I think everything will be alright, my mind goes loop-ing again. Sometimes, it is because something reminded me of my loss. Other times, inexplicably, my heart would feel empty or heavy, and the old anger and hurt re-surfaces. I know too, from experience and the literature, that this is normal and over time, the loop-ing becomes less frequent. I stay mindful of my thoughts. I pay attention to what I think, feel, say and do. I count the positives around me. I am grateful that I have moved forward and strive to keep going further on my new-forged strength, wisdom and accomplishments (integration).

Life goes on, no matter what happens. Some things just happen. Be mindful that you have a choice to either rob yourself of the joys of living or engage in the struggle of the human spirit in the quest for hope, meaning and accomplishment.

speak of mind, body and soul separately but we are one integrated system of being.

- Quick and handy: Take ten deep long slow breaths. Breathe in PEACE, Breathe out Stress. Breathe in LOVE, Breathe out Heartache. Breathe in ENERGY, Breathe Out Strength. Breathe in HOPE, Breathe Out Peace. With each breath, change the energy within and send out positive vibes. Other people matter. They take their cue from you.
- Email me: sulynn@cappasia.com or sulynn@hcp2.com.my for more suggestions. ■

Sulynn Choong is a positive change consultant and coach working with organisations to energise their workforce for outstanding performance. Combining practical corporate experience with evidence-based research in positive psychology, she assists CEOs in evaluating their organisations' existing and proposed change initiatives for coherence, congruence, relevance and positive impact.

website snapshot

A quick look at posts this April!

ALIGNMENT

Kristin Kaufman



LEADERSHIP

Professor Saffar Bawany



HR EFFECTIVENESS

Daniel Russell



INTEGRITY - WHAT IT IS AND WHAT IT ISN'T

Much has been written about integrity. In fact, in the hundreds of team meetings and board retreats I have facilitated, integrity is, seldom, NOT a team value... [more]

BUILDING HIGH PERFORMANCE TEAMS USING SCORE

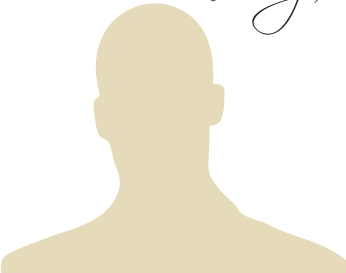
Many of us find ourselves working on teams these days, and are probably quite familiar with the advantages and frustrations of this type of work... [more]

MEASURING BUSINESS IMPACT IN HR

Many business and human resources leaders readily agree that it is their employees who give them a competitive edge in the marketplace... [more]

RESOURCING & REWARDS

Chris Rowley



CONVERSATIONS THAT STICK

Rob Rave



ROI OF HR

Laura McAdam



EMPLOYEE RESOURCING AND FEMALE MANAGERS IN ASIA

Post-2008 Global Financial Crisis, several business and management shibboleths have seemingly come crashing down... [more]

WHY SOLUTION FOCUSED CHANGE IS THE WAY FORWARD FOR COACHING

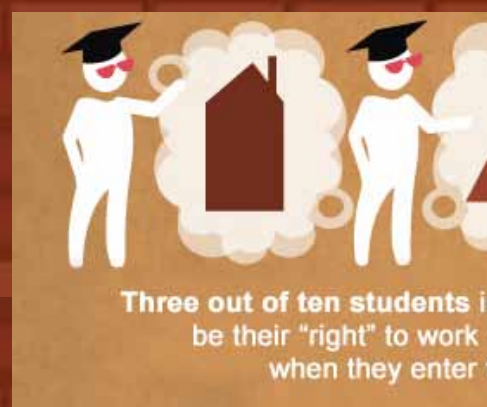
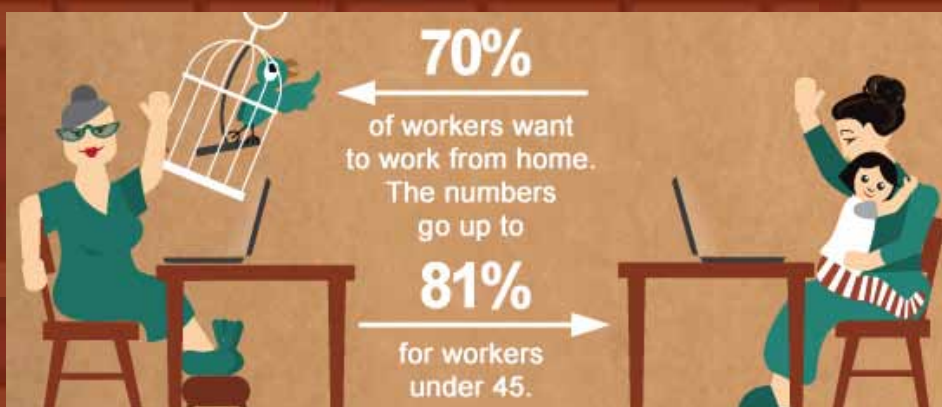
Solution-focused change as a management development tool is definitely here to stay. With its early origins in sports in the 1970's, it has now evolved into a multi-flavoured approach... [more]

THE IMPORTANCE OF INTERNAL CONTROLS

Businesses safeguard their assets by ensuring they have strong internal controls, policies and procedures in place. Assets present on the balance sheet; cash, accounts receivable and inventory, need to be monitored and protected... [more]

WORKING FROM HOME

Is It the Future?



WORKING FROM HOME IS CONTROVERSIAL

The fact that tools like Skype are letting people work better at a distance, that is a wonderful thing.

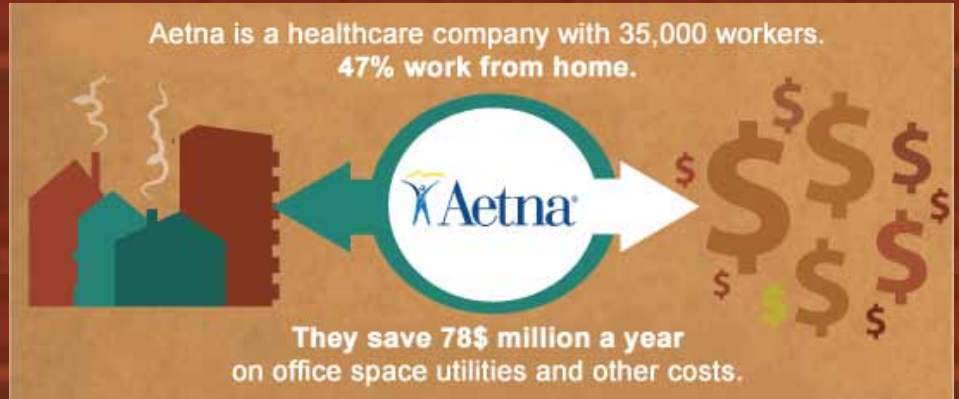
Give people the freedom of where to work.

RICHARD BRANSON

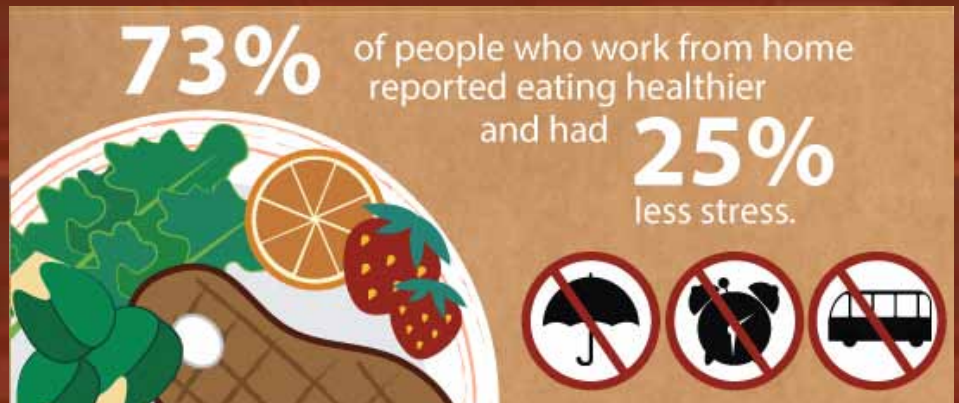
BILL GATES



Workers work from home (percentage of the time).



In the UK believe it should have flexibility from home to the workforce.



MICHAEL
BLOOMBERG

MARISSA MAYER

Telecommuting is one of the dumber ideas I've ever heard.

Speed and quality are often sacrificed when we work from home.

References

Forbes, Stanford, Inc, Scott Berkun, Telegraph, Reuters, Business Insider, Softpedia, Capital New York, SHRM

Created by

Staff.com

Author



Rob Rawson is a co-founder of Staff.com, a global recruitment platform.

SQUIRREL!

FOSTERING SITUATIONAL AWARENESS IN A DISTRACTING WORLD

With more demands on your time and attention, are you
stepping back to take stock?

By **ROBERT W WENDOVER**

They crash into walls. They stop abruptly in front of you. They sit at green traffic lights. They are what I call screen junkies. One more text. One more tweet. One more post. Some of these antics are amusing. Some are maddening. Some of them are dangerous.

More and more, people appear to be oblivious to their surroundings. But this behaviour is not confined to staring at screens. With all the distractions and temptations, it has become increasingly difficult to maintain situational awareness when all the world is yelling “squirrel!” The key to functioning productively in any environment is remaining aware of your surroundings and what’s going on. Yet, with all the tasks on everyone’s plates, it’s tempting to focus on just your immediate question or problem without paying attention to the bigger picture.

Most of us don’t bump into people because of focusing on screens. But the world seems to be more and more lost in its thoughts and immediate challenges. I used to think some people were consciously ignoring me. Now I just know that their attention is elsewhere. Sadly, this ‘self-focus out of survival’

discourages the atmosphere of civility we used to enjoy, even with strangers.

Of course, all of this behaviour has found its way into the workplace. With the tremendous demands on task and time, ‘keeping your head’ in the midst of bedlam is all the more difficult. Economic times may be getting better, but the pressure to do more with less remains.

So how do you deal with this behaviour in the workplace? After all, people don’t leave these proclivities at home. If you’re a supervisor, how do you manage this tendency to hyper focus without regard to surroundings and context? Here are five strategies you can integrate into daily activities without adding to your burden:

Keep your head up – I know, that sounds like silly advice. But look around at how

many people appear buried in their screens, regardless of the setting. Some of this is habit. Some of this is a desire to remain stimulated at all times. Some of this is turning out to be fear of interacting with others. No one can say for sure, but research is beginning to reveal some of the communication impairments being caused by this digital wizardry.

We have all had the experience of waiting for someone to answer the phone, read a text or giggle at a tweet while conversing with us. This behaviour may be left to interpretation outside of work. Allowing it on the job, however, impairs situational

realise that many reading this may already have this orientation. How about those you supervise? How can you encourage them to do the same?)

Ask before acting – Even if you're sure of the solution, the step to take, the decision to make, ask the person you're dealing with for clarification. We all seem to be in a rush these days to make a choice, provide an answer, or do something, anything, just to dispatch the task. Of course this results in mistakes and 'do-overs', not to mention extra work and sometimes, embarrassment. When was the last time you asked a clerk

insights that she can use as she matures as a leader. While this exercise only took a minute or two, that's enough to embed these ideas in her memory. Cogitating on what you have experienced is an essential part of building situational awareness. It only takes a minute here and a minute there. Grasp those opportunities.

Finally, set the tone – We supervisors tend to assume that those around us will anticipate the needs of others. After all, that helped get us promoted. But today, this is not necessarily the case. Encouraging situational awareness has always been a

Cogitating on what you have experienced is an essential part of building situational awareness.

awareness and makes for impulsive and shallow decision making. These habits will not change overnight, of course. But gentle persistence will get those you supervise to become more conscious of their surroundings, interactions and choices.

Take a step back – The question I ask when facing a decision is, "What does success look like?" The other day, for instance, a prospective client called me about a speaking engagement and wanted an immediate answer about fee. Since I knew nothing about what I might be getting myself into, I explained that I was in the middle of 'another commitment' and would need to call him back in about 30 minutes. Did I run the risk of losing the opportunity? Perhaps, but that was a calculated risk based on experience. The half-hour gave me a chance to research the organisation, consider the questions I needed to ask, and develop a vision of what a successful engagement would look like for both of us. This ensured a productive conversation about details and fee. Maintaining your situational awareness provides the presence of mind to make better decisions and nurture relationships. (I

about an item on the shelf and got a stock answer before you even finished asking the question? Perhaps, like me, you said, "The heck with it," and left the store in frustration. Of course you didn't get what you wanted and the store missed out on a sale, all because of a lack of situational awareness. The next time you see this behaviour in your workplace, take a few seconds to discuss it with the offender. What doesn't get mentioned doesn't get improved.

Cogitate – I like the word cogitate because it is memorable. Cogitate means to reflect. Situational awareness requires reflection. In our rush to get things done, we rarely stop to consider what we've learned from the decisions we've made and the interactions we've had. My daughter, for instance, took on the responsibility of running a campus-wide scavenger hunt for the college she attends. After the event, she related story after story of how people tried to game the competition, manipulate the rules or downright cheat, all in an effort to win some inconsequential prize. Amid her laughs and frustrations, I asked her, "What did you learn?" She rattled off a number of

part of the management spectrum. But in the haste of things, you have to maintain the situational awareness to encourage . . . situational awareness. I have always found the best way to do so is through illustration. Telling stories about missed opportunities, oversights and, of course, successes, helps those around you to understand the importance of keeping your head up, taking a step back, asking before acting and cogitating on what happens. Now, get out there and look around! ■



Robert Wendover is Director of the Center for Generational Studies and author of *Figure It Out! Making Smart Decisions in a Dumb-Down*

World. Contact him at robert.wendover@generationaldiversity.com

Succession Planning **Truly Planning for Success!**

By **JOHN BALDINO**, MSHRD SPHR

Succession planning is a great term. It sounds very much like a professional concept. It can give the lustre of depth and strategy. It can sound great in a presentation to senior leadership or add shimmer to an action plan or mission. However, it is often poorly implemented due to a crude understanding of the concept.

Talent management is an art. It requires an understanding of talent – what they can do, how that impacts a company and how it matters to others around him/her. And just as an artist painting a picture has to add layers to bring depth and life to the canvas, the human resources

succession planning should be forged in practicality.

Plans for talent should be proactive in development opportunities and knowledge sharing. Managing the knowledge effectively will save an organisation from extended loss gaps. When someone leaves an organisation, it should not be at that moment that we realise what has been lost. When we think proactively, we can make strides in keeping that knowledge in-house through developmental opportunities. What would it mean for a particular employee to leave the organisation? How would the organisation deal with such

One has to know what one has in hand before one can know what is still needed; this is a mantra that should be repeated often by HR professionals in most business planning efforts, especially in succession planning.

professional has to exercise artistry in placing talent correctly to paint the right picture. Thoughtful engaging leadership is needed to make such an impact within an organisation. One has to know what one has in hand before one can know what is still needed; this is a mantra that should be repeated often by HR professionals in most business planning efforts, especially in succession planning.

With the likely movement of talent whether from separation, retirement or transition of role, it's vital that the HR professional has a plan upon which to act. Obviously, one cannot be completely prepared for every possible scenario, but preparing for common turnover situations is prudent. Our companies are dependent on the HR professional to equip the organisation with talent plans and with skill set awareness. As a subset of talent management, the concept of

a departure? What wouldn't we know until it's too late?

The first step would be to create a skills inventory warehouse. Assess an organisation's talent and log what those skills are. There are a few online resources for skills housing and testing. If this task seems too daunting, then start smaller. Take job descriptions and match them up to the people in those roles. Are they doing the role well? If their performance is acceptable, then it's fair to assume that they have the skills sets mentioned in the job descriptions. If there aren't job descriptions, then that must be step one. Besides a variety of other reasons, when it comes to succession planning, one would have to know what is needed in order to develop talent into those roles.

Secondly, an HR professional can then line up talent based upon those skills inventories into other possible role fulfillment. This is not about filling open roles, but rather deciding what roles an employee would have the skills to fill, or at least the basic building blocks for development into those narrowly defined skills. Where can you see this person excelling besides the role he/she is in? By allowing this to be based upon skill-related criteria, it removes any favouritism or purely personality-based influences.

And **thirdly, share the planned possible next steps** with the candidate. Be clear to express the path that 'could be' without guaranteeing it coming to fruition. Circumstances might still play into it, such as the person in the role currently remains for another ten years. Apart from the addition of another role which would come with business growth, it might not be that this person can be put into that role. The idea behind the succession plan is to be prepared, not to guarantee.

to share knowledge with another employee fears he/she is being replaced.

The grooming effort has to be setup well. While there are a few ways to approach succession planning with such an employee, allowing there to be decision-input dialogue proves the most beneficial. Decision-input dialogue consists of sitting with a knowledgeable employee and asking him/her about the role. Ask questions such as:

- How does your role work?
- What seem to be the issues?
- Where does success lie?

By beginning with these items, an employee can understand why having another person prepped would save the organisation resources and time in the future. The critical nature of the position is protected and the current employee understands his/her broader responsibility to the company. Allow the employee to even suggest another employee that has the skills necessary. Perhaps he/she has

The idea behind the succession plan is to be prepared, not to guarantee.

The employee being shown another way to be involved with the organisation will recognise a commitment from the company as well as allow the employee to see that his/her skills are noticed and appreciated. The buy-in for the succession plan is not based upon coercion, but opportunity. That's why sharing the plan means so much to the employee's willingness and mindset.

Often, the reactive approach is what the HR professional works from in succession. It's not about being thoughtful, but about filling an open need. It's much more difficult to convince an employee that he/she is the best choice to move up and into an open role based upon the skills displayed. When the need is obvious, an employee can easily think that the company just needs to fill a hole. That is not a very inspiring position and the message, however true it might be, will be clouded by the fact that someone has to do this job. It's about the role, not the person, which is the exact opposite of what healthy succession planning ought to be.

Competencies should be evaluated and shared. Simply, a succession plan makes sense when it is based upon measurement, fact and implementation. The first two components have been described, but the implementation component takes some finesse. Employees would have to understand that most roles need to have knowledge sharing and skill transference training happening on an on-going basis. A pitfall in implementation is fear. The employee who begins

seen a different level of engagement with some co-workers and can shed valuable light on skill development opportunities.

The organisation being served through succession planning is able to truly work in light of planning for success – the ultimate intention. How can talent best be managed so as to set a path for future growth and profitability by not allowing turnover to overly impact the organisation? The answer to this question should lead the HR professional to develop succession plans promoting health and stability for a company. ■



John Baldino is a 23 year human resources industry veteran with deep experience in recruitment and on-boarding, performance management, employment law, compliance, leadership development, succession planning and sales training. He has served in the hospitality, retail, distribution, non-profit, education and finance/banking industries. John founded

Humareso to strategise with companies to develop plans to manage talent, recruit for skills gaps based on employee inventories, assess markets for growth, develop long-range succession plans and influence a culture of enthusiastic buy-in. He is involved with SHRM and facilitates HRCI certification programmes for other human resources professionals.

Chris Roebuck: The ripple effects go much further than we think

In discussing his latest book, *Lead to Succeed*, Professor Roebuck explains that his book presents an effective roadmap to help HR prove their significance to organisational success. Ignore it at your peril.

By **ROWENA MORAIS**

The book, *Lead to Succeed*, which will be published on 10 May 2014, has already made an impact not only with HR folk but also with CEOs, board directors, marketing and finance leaders. It is as relevant and applicable to the SME market and not-for-profits as it is to the public sector or large corporations. We spoke with Chris in mid April to find out why the book was written and what its key messages are.



Chris, why did you write this book?

Chris : It's been clear to me over the past 30 years, as a former leader in major organisations and as an advisor to a wide variety of organisations about developing leaders that there's good leadership, bad leadership and above all, a lot of average leadership that could be much better with a little extra help. This lack of help has significant effect on the leaders, on the people they lead as well as the organisation and society in general. Most times, when we think about leadership and its impact, we tend to think of it in terms of the individual leader and their leadership. But it's far more than that. It is about their development as well as their ability to enhance the working lives of people who work for them. It has an impact on their private lives, their families and consequently, the organisations they work at. Developing leaders creates ripple effects that go much further than we think. What I wanted to do here was to pull my



CHRIS ROEBUCK

experiences from the last 30 years together and provide a simple, practical guide that combines the development of individual leaders and the development of leadership within the organisation, which most books do not do.

The CEO needs both individual and organisational leadership support. There are people who are leaders and there are those who lead leaders. So, you need to understand how to do both. Failure to do so and assuming this applies only to senior leaders will mean that those below board level will have no idea about what the organisation is doing at a more strategic level nor understand things beyond their own role. That severely restricts their

contribution to the organisation.

There's a lot of resources that people put into developing strategic leaders but most books tend to forget that for an organisation to work smoothly, every leader, especially leaders who are leading other leaders, need to understand the holistic picture. This is driven by the fact that organisations are more slimmed down than ever before. There are fewer people doing more of the work. If you are doing more than what your job description sets out, you are under tremendous pressure, physically and mentally. If the organisations of the future are going to continue to expect people to do more, they need to consider how they can help their people deliver this .



What are the key messages from it for leaders?

Chris : Build a community. Maximise the effort of your people. Make sure that everyone is focused on what really matters. There's pressure to do everything possible but often we could very easily be doing the wrong thing simply because we are misinformed or we have misunderstood the gameplan. Help individuals meet their aspirations as they enable the organisation deliver its objectives.

The organisation wants things done but people have their own needs and aspirations. The more that you can get an alignment between the two, the better the



Title : Lead to Succeed.
Engaging, entrepreneurial,
ethical and effective leadership

By : Chris Roebuck

Published by : Wordscapes Ltd

Year of publication : 2014

ISBN 978-0-9576945-6-9

Details : Paperback 259 pages

Available on :

www.theonlyleadershipbook.com

"Truly great book"

- Markus Kramer, former

Marketing Director,

Aston Martin

Lead to Succeed

This book is a call to action. It articulates the reason for why we need to operate differently in a 'new world of work' and shows you how to maximise your own, your people's and your organisation's performance. Professor Chris Roebuck, Visiting Professor of Transformational Leadership at Cass Business School in London, has seen what works and what doesn't in leadership over a period of over 35 years - not just from the outside looking in but as a leader himself, in the British Army, UBS, HSBC, KPMG, the London Underground and in government.

"An excellent insight and a new route to great leadership"

- Sir Nick Young, CEO British Red Cross

Professor Roebuck explains in a simple way, the critical, practical action you need to take:-

1. as an individual to be effective in your work;
2. as a leader to get maximum effort from your team;
3. as an organisation to get maximum effort from your people;
4. as a leader to then focus that maximum effort on to what is critical for the success of the organisation;
5. as an organisation, to align the effort of all your leaders and people onto maximising the organisation's performance; and
6. as a leader who can deliver all of the above.

The book is built around the idea of Mach 1 and Mach 2 leadership, drawing reference to Mach 1 being travel at the speed of sound and Mach 2 being travel at twice that speed. Mach 1 applied is about maximising the effort while Mach 2 is about applying effort to what needs to be done and nothing else.

The book comprises eight chapters which introduce the idea of why leadership matters so much more to your people and your organisation, what Mach 1 and Mach 2 are about, including a step-by-step approach to Mach 1 and a real world example of Mach 1 and Mach 2 delivering success.

organisation performs. This is the heart of leadership. In my view, in most organisations, it has become more complicated than it needs be. The systems and processes we often create block what we are really trying to do.



People have a tendency to believe that their situation is unique, that the forces they face, the technological upheaval they confront and their work environment is indeed different compared to those before or after them. What makes you believe that we are, indeed, in a new world of work?

Chris : We know, from research and from personal experience, that

there are things people like and don't like in life. We like to be treated decently, to be told what's happening, to be asked for our ideas. As for the things we don't like, while you may not realise it, it will trigger subconscious responses that make you resist even if you don't want it to.

There are certain basic things you can do regardless of location or culture to get extra effort from people. It is then a question of tweaking and refining for culture. Take individualism in the US - you tone it up in the US but you tone it down in Asia. When you look at organisations which have now slimmed down considerably, you notice that fewer people are doing more work and this is driving a need to collaborate

that's twice as important now than it was five years ago. There's more to process, more involved in decision making, more outsourcing etc. Consequently, you are looking for people who are better, who see the big picture, who can collaborate better, who are focused on not only the inside but also outside of organisations. These are things we must look for not just in our senior leaders but in middle and junior leaders as well.

line manager. There are 17 - 20 things that come up every time, of what people want from their boss, in order for them to give maximum effort. Some of them include :

- they develop me as a professional in my field;
- they accept and treat me with respect;
- they tell me what's going on;
- they help me develop my skills;
- they act with honesty, integrity and fairness;
- they set challenging targets; and

Q In an interview with us two years ago, discussing the meaning of personal responsibility for HR, you said, "To be blunt, business doesn't care if it's best practice or not or whether it's leading edge or not. What leaders do want is something that can either solve a current problem or make something better in their current situation". Looking at where leadership intersects with HR, do you believe HR is as business oriented as organisations think it should be?

Chris : No, but it's not just an issue with HR. It is an issue with all support functions, eg finance as well. I don't

So what's the big idea?
Mach 1 - maximise the effort.
Mach 2 - apply it to what needs to be done and nothing else.

Q In your book, you talk about Mach 1 and Mach 2 Leadership. What do you mean by this and why do you believe that it is a critical issue to HR?

Chris : There are so many models of leadership out there and I wanted to create one that is really simple to understand. Mach 1 is related to the speed of sound. Mach 2 is twice the speed of sound. Most aircraft fly under Mach 1. The Concorde was the only civilian aircraft that flew under Mach 2 which goes to show that when you get things right, you can be at the leading edge. That is the ethos of Concorde, which ultimately was capable of flying faster, than most military jets, as a civilian plane. So Mach 2 is about being at the leading edge of leadership.

Mach 1 is about putting in place, the right leadership, to maximise your own performance and through that your people giving you maximum effort. Mach 2 is about ensuring that once you have that effort, that it's applied to only the things that make the real difference in terms of driving performance.

How does that come about? By getting the concept out there to every level of the organisation. To every single leader and

- they understand I make genuine mistakes.

It's not complicated. If you know what your people want and give it to them, they will start reciprocating.

But then you need Mach 2 to follow. Focusing on what the organisation thinks is critical ie it's a simple form of prioritisation. However, the reason it doesn't work most times is because you can only do it well when the communication is effective at all levels. Everyone needs to know what's important and what's right and often this is where things break down. This leads people to either not do what they should have done or to do something they should not have done. This has been the cause of most major disasters in the past 50 years.

In many organisations, leaders simply do not communicate sufficient information to allow for optimal decisions especially if things go wrong. So, others involved do not get the big picture - they understand things only in relation to their role. The point of Mach 2 is about an aligned community of effort and collaboration – which deals with this issue as everyone does know what to do and wants to do it.

think that leaders have higher expectations of HR - they just want the functions to support the organisation better. The additional role HR possesses, of facilitating the development of people, simply means a wider responsibility. This book is aimed at giving HR a roadmap to help them prove that they can help deliver success. The fact is the book is now out there, the roadmap is public - if HR does not take that step, and is ignored, it can only be their fault.

Having spent five years in the Army some time ago, I embrace the military mindset that you need to keep things as simple as possible and inspire everyone. Every time you add a step, you increase the chance for mistakes. Communication must be utterly clear so everyone involved knows what needs to be done and inspirational, not just logical. After all, we are human beings and not machines! ■

Chris Roebuck's new book is already in demand globally with great reviews from USA, Europe and Asia. Harvard Business Review will be publishing an interview with Chris in June/July. Visit www.theonlyleadershipbook.com for more information on Lead to Succeed.

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How Social Media is upending Talent Acquisition and the Recruiting function

ROWENA MORAIS talks to Johnny Torrance-Nesbitt about recruiting at the speed of a click.

Johnny Torrance-Nesbitt, MBA, has seen how recruitment has undergone such transformative change over the years, from a time when recruiting was driven by print advertisements in the late 1990s to where a job opening can now be globally circulated and distributed across such a breadth of platforms at dizzying speeds.

The former long-standing Director of Employment Branding and University Recruiting (with global reach) and Diversity Trainer at Monsanto global corporate headquarters, is an award-winning global Talent Acquisition/HR professional across several industries, most notably at several leading global Fortune 500 businesses such as Lockheed Martin and Monsanto and several rapidly growing start-up firms including the noted MBA eLearning technology firm, Unext.com/Cardean Learning Group LLC in Chicago and London, England.

Johnny built the Employment Branding and Recruitment Marketing function at the agriculture-biotechnology company, Monsanto, from the ground up (beginning in 2002) and the “Employer of Choice” efforts—which resulted in raising Monsanto’s employer profile and recruiting reputation as well as making (back-to-back consecutive awards) Fortune Magazine’s “100 Best Companies To Work For”® lists plus several other notable Employer of Choice awards. He talks with us about how social media is dramatically changing the face of and processes of talent acquisition.



In what way do you think social media is changing things in talent acquisition?

Johnny : The rapid rise of social media is changing the face of hiring. Social media is now being used to automate, publicise, distribute and circulate job openings around the globe at the speed of a click. Nowadays, all employees have access to your openings (via the web) and can readily take to many social media platforms to help you recruit as well as publicise your firm’s favourable work environment, benefits, culture, work-life balance, etc. Speed and your use of social media as a recruiting vehicle (for securing top talent in the upcoming ‘war for talent’) are the new currencies, not to mention your firm’s reputation and image amongst your employees—who are active on social media. Social media can and will dramatically alter the recruiting life cycle—from job postings to job offers through induction.

Think about the recent ‘old days’ of the very late 1990s when I first began leading a corporate Staffing function with a recent MBA degree. Applicants, at that time, were developed from and hiring was driven by print advertisements in newspapers, magazines and industry periodicals. Applicants found out about corporate job openings from newspapers and magazines. These ads were not only expensive (depending on the location of the City and the prestige of the newspaper or magazine) but they had a limited reach, just covering the immediate target circulation area of the publication. They also had a limited shelf life. Composing exciting job ads and compelling

ad copy as well as submitting all the edits and re-writes back and forth with your designated advertising firm was very time consuming; additionally, you also were faced with hard deadlines (and unalterable press deadlines) from the newspapers for their Sunday editions or their job section editions. In the US, for example, if you wanted your job ad to reach a national audience, you needed the distribution and circulation power of a national news organ, such as the Wall Street Journal (an expensive choice in those days by the way).

Applicants, then, only found out about openings, if you subscribed to a specific newspaper in a specific city or you had friends or relatives who lived in a particular city, and they told you about a job opening.

Access to information was restricted. Employees of your firm (that is, non-Recruiters) could not easily have access to your job openings, and hence, were limited in their ability to refer candidates—thus leveraging your recruiting efforts. Employees were also limited in their ability to publicise your firm’s favourable work environment attributes, thereby constricting your reach and leverage.

Social media has changed all of this. You now have an unlimited horizon for your Talent Acquisition and Recruiting strategies. When a Recruiter now designs a recruiting strategy for filling a given position, they have a vast array of choices and channels to post, tweet, list, circulate and distribute job openings. Also, employees can be used to help leverage the recruiting reach. For

Diversity as A Driver of Your Employment Brand

By **JOHNNY TORRANCE-NESBITT, MBA**

I noticed, while during my work in Employment Branding and Diversity over the years, that unique synergies could arise from the coupling of Diversity & Employment Branding. I think that Diversity can improve a firm's Employment Brand.

Many companies today are incorporating Diversity into their core business practices:

- Creating Diversity statements;
- Diversity Training for Senior Management and employees;
- Diversity Recruiting efforts;
- Diversity Supplier programmes; and
- Employee Affinity Groups, etc.

Surprising, most companies have not considered incorporating Diversity into the development of their Employment Brand or their EVP (Employee Value Proposition).

The desired goal of a Diversity effort is to create an environment that allows each employee to contribute whatever he or she is capable of contributing. The desired goal of an Employment Brand is to create an image (and perception) that makes people want to work for the firm because it is a well-managed firm where workers are continually learning and growing. Once the image is set, it generally results in a steady flow of applicants¹.

The desired goal of both of these is for the firm to become an 'Employer of Choice/Best Place to Work'. Here is how I think Diversity can aid the building of a company's Employment Brand:

- Diversity can help to create an image and perception of a company where diverse candidates (and employees who are diverse) would want to work and stay;
- Diversity can improve your employee engagement;
- Diversity leads to Diverse perspectives which leads to problem solving innovation;
- Workforce Diversity engenders an inherent understanding of the unique requirements of different markets;
- Diversity can help define your culture and in turn benefit the Employment Brand;
- Diversity can create (and reinforce) a message of the firm as a Diversity-driven Employer and a 'great place to work' for Diverse candidates;
- Diversity can be mentioned in the firm's EVP. You can state how your firm values Diversity and People of difference in your firm's EVP; and
- If your Employees experience exactly how your firm would

like to be represented in the area of Diversity, then you will have a ready pool of Employment Brand Ambassadors.

Let's now define what we mean by 'Diversity'. In my Diversity training and facilitator work at Monsanto, Diversity² was defined along various dimensions.

- Primary Dimension: Age, Race, Gender, Ethnicity, Physical Ability & Sexual Orientation;
- Secondary Dimension: Geographic Location, Income, Personal Habits, Recreational Habits, Religion, Educational Background, Work Experience, Appearance, Parental Status, Marital Status;
- Organisational Dimension: Management Status, Functional Level/Classification, Work Content Field, Divisional/Department Unit/Group, Seniority, Work Location, Union Affiliation, Management Status.

Naturally, when a firm begins a Diversity effort, it will need some metrics. These metrics should be used to evaluate how well the organisation is doing on their diversity and inclusion programme. These proposed metrics are for the US only.

Keep in mind, rolling out a global metrics programme is challenging, given regional variations in the demographics of the populace in other countries. For example, metrics typically around race and ethnicity tend to be much used in the United States. Here are some metrics (to name a few) supplied by Marc Brenman, Diversity Metrics, Measurement and Evaluation, Workforce Diversity Network:

- Increase in minority representation overall;
- Percentage of minorities, EEO (Equal Employment Opportunity) targets;
- Increased representation of minorities at different levels of firm;
- Employee satisfaction surveys;
- Better relationships among diverse staff members;
- Fewer discrimination grievances and complaints;
- Fewer findings of discrimination by adjudicators and government agencies;
- Improved labour relations;
- Awards from special interest and advocacy groups;
- Inclusion of diversity in corporate social responsibility efforts;
- Reductions in absenteeism for underrepresented affinity groups when effort is put into fostering an inclusive culture for everyone;
- Engagement ratings for employees from different affinity

- groups in annual engagement surveys; and
- Fulfillment of an affirmative action plan, if any.

And here are some ROI metrics for an Employer Brand Strategy:

- Employee Engagement;
- Quality of Hire;
- Cost Per Hire;
- Number of Completed Applications;
- Higher percentage of Acceptances on job offers;
- More Press Coverage; and
- Retention Rate/Turnover.

At Monsanto, we observed that our Employment Brand Strategy resulted in :-

- 56 percent and 54 percent increases (respectively over a two year period) in total completed applications via the Career website;
- increased positive press coverage—in Agriculture industry publications, local and Mid-West publications and national news outlets, as well as University and Agriculture related organisations and associations; and
- greater employee engagement as measured by internal surveys.

A Diversity Brand review (as I have coined it) can be undertaken to assess how 'Diversity friendly' your firm is. Ask yourself the following:

- Is your firm a Diversity Champion?
- Has your firm created a work experience for Employees revolving around Diversity and its concepts?
- Does your Firm have a set of messages and actions which convey a set of behaviour patterns to Employees and Applicants on Diversity?
- Is your Employer Brand communicating everything you want it to around Diversity? Are you sending a consistent picture of your firm as a Diversity-driven place to work?
- Are your diverse Employees enthusiastic about recommending your firm as a 'great place to work' for all?
- Are you sending a consistent picture of your firm as a Diversity-driven place to work?

When expertly managed, your 'Diversity Employment Brand' will give you the tools to communicate with Employees and Applicants at every turn. So in closing, with the workplace, customer markets and our country becoming more diverse every day, firms should embrace the synergy provided by the coupling of Diversity and Employment Branding.

Appreciations to the following for their insights and comments and suggestions:

Dr. David Ulrich, Dr. Nancy DiTomaso and Dr. John Sullivan.

¹ Dr. John Sullivan, "Building an Employment Brand", July 1999

² Scendis & Monsanto: Diversity and High Performance Relationships Workshops Module 8: Diversity Layers

instance, your employees who are on Twitter and Facebook can inform followers and members of their networks about your openings.

Additionally, employees can share (for better or worse, hopefully better) their opinions and attitudes about your firm, and whether or not, it is a desirable place for candidates to apply to join. Lastly, several well known vendors have designed new software which automates the sharing and posting of your jobs to numerous social media sites while interfacing with your Applicant Tracking System ('ATS')—again at the click of a button. And some of these new platforms have mobile capabilities with Social Media sites.

In a word, social media can increase your Talent Acquisition efficiency and effectiveness, providing you with an unlimited reach for worldwide candidates (24/7 and 365 days a year). It is also more cost effective on a per candidate / cost per hire basis.

Remember those expensive ads I used to run in the Tuesday job section of the Wall Street Journal with a limited reach and limited shelf life? Now consider how inexpensive it is today to publicise, by just tweeting out, a new job opening from your company's Twitter page and driving all interested people to your career website and your ATS.

In sum, if you are not using the power and influence of Social Media to run your Talent Acquisition and Recruiting function, you will lose the upcoming war for talent. ■



Johnny Torrance-Nesbitt is an ex-Corporate Finance/Capital Markets Associate turned Recruiter, who has experience across several industries, achieving outstanding success in leadership roles in Global Talent Acquisition, Global University Relations, Global Employment Branding, and Diversity Recruiting most notably at several leading Global Fortune 500 businesses throughout the US. An award-winning Human Resource professional, Johnny is a published author (in print and on-line) of numerous articles on Talent Acquisition, Employment Branding, Diversity and University Recruiting. Follow him on Twitter @JohnnyTorrNesbi.

HR Strategies For the 21st Century

By **VIJAYAM NADARAJAH**

Corporate boards, around the world, want Human Resource (HR) directors to assess if HR strategies in the 21st century are effective enough to support businesses : are corporate talent programmes working well and able to cope with global economic growth, cross border businesses, technology and seamless transactions, and business expansions?

Boards ask HR directors hard questions on capability development and whether HR strategies in building and sustaining the desired level of talent and leadership (which are critical for corporate growth and recovery and business sustainability) are showing results. HR directors, therefore, have to apprise boards on critical trends shaping human capital, predict talent requirements and outline programmes to ensure HR readiness in meeting new levels of competition for people, how they propose to engage the 21st century workforce and nurture leadership.

Deloitte, in its report, *Global Human Capital Trends 2014*, reckoned that organisations will see a new workforce, one that's younger, more demanding, and more dynamic than ever. They recommended several key actions after surveying companies of various geography, industry and size such as:

- Lead and develop, by closing the gap between hype and readiness for leaders at all levels, redefine corporate learning so as to prepare for a revolution, replace rank and performance management with coaching and development and create a global skills supply chain to meet the quest for workforce capability;
- Attract and engage, by deploying new approaches for talent acquisition, and simplify the work environment;
- Transform and reinvent, by reskilling HR professionals into business consultants, move from talking to delivering on big data, integrate talent, HR and business technologies and balance scale and agility in global and local HR function.

The financial sector in Malaysia is currently offering an array of learning programmes for business HR skills for leaders at all levels – this is in tandem with industry demand, future business prospects and to up-skill talent.

To successfully implement these programmes and produce results, I believe the logical course of action, would therefore be a redesign of appraisal and evaluation programmes so as to focus on coaching,

development, continuous goal alignment and staff recognition. I anticipate, as a result, there would be a shift in HR focus from the traditional 'stacked ranking' to engaging people and helping them to perform at extraordinary levels.

Understanding the work environment by partnering businesses is crucial for HR to make work life conducive for people at all levels, and build passion, purpose and retention rates. HR may partner with universities, establish apprentice and senior development programmes and focus on continuous learning to attract the best talent and build for the future.

HR should convince boards that an investment on talent analytics, data quality and integration tools can improve recruitment, promote internal talent mobility, check costs and others. In this way, HR not only deals with people in a holistic manner but delivers value to organisations.

The new HR agenda should include :

1. lining up plans to improve diversity in the workforce by increasing the number of women in the workplace;
2. concentrating on focused capability interventions that are tightly tied to business outcomes;
3. moving down the pyramid with leadership skills by starting training from mid-management and up; and
4. filling key positions with employees who are ready for not just today's jobs but tomorrow's responsibilities.

Companies should also invest enough in developing and training their bench instead of looking at external hires. Innovative measures, for example, by sourcing and locating operations around the world to find the skills they need, identify local and foreign talent ratio and improvise talent strategy to build global businesses are amongst the new initiatives for HR. The right people mix is critical to sustain regional competitiveness and steer organisational success. ■



Vijayam Nadarajah is a freelance analyst on corporate governance and financial matters. In this role, she assists companies to embrace best corporate practices and highlights weaknesses in governance, internal audit and risk management practices. Vijayam is a Past President of the Institute of Internal Auditors Malaysia.

DIARY



These are events of interest to the HR community. Event listings are complimentary. If you have an event that you think will be of interest, send details at least two weeks before month of magazine issue for inclusion in the print edition. Details can be emailed to editor@hr-matters.info

1 15th International Conference on HR Development Research and Practice across Europe

Dates : 04- 06 June 2014

Venue : Edinburgh, Scotland

Info : Conference details

2 SHRM 2014 Annual Conference & Exposition

Dates : 22 - 25 June 2014

Venue : Orlando, Florida, USA

Info : Conference details

3 Asia Pacific HRM Congress

Dates : 11 - 12 September 2014

Venue : Vivanta by Taj, Bangalore, India

Info : Conference details

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Training, Professional Development and Learning: Strategies to Increase Knowledge Transfer

BY **DANIEL RUSSELL**

We've all been through a variety of training programmes, typically called professional development or adult learning. The global training industry is nearly US\$300 billion and growing. Yet, some estimate that less than 10 percent of this expenditure translates into improved organisational performance. Over the past few decades, researchers have discovered many ways to improve training transfer and effectiveness. Unfortunately, few of these findings have been put into practice and training hasn't improved much since 1952.

Based on our success with creating sustainable learning and culture change projects, there are ten key principles to follow when developing and implementing



DANIEL RUSSELL

training programme. However, *leadership participation* is quite different from leadership support. Leadership participation requires leaders to do more than send an email or give a speech. Instead, we require leaders to participate in the programme as facilitators and joint learners with delegates. Leaders who are involved in every stage of development are more likely to ensure the success of the programme.

3. Peer Support

We often overlook the importance of peer support in favour of leadership support. We have found that both types of support are necessary. Creating 'critical mass' among peers is vital to drive momentum and sustain

It is common knowledge that measuring a behaviour often causes it to occur.

these programmes. We've organised these into four main focus areas: Context, Design, Implementation and Transition.

CONTEXT

1. Tie to Strategy

It's important to ensure that the content of training programmes is relevant to the business. Yet, simply explaining the learning objectives of the training fails to engage the delegates or transform behaviour. We've found that it's important, at the outset of any training, to create a 'healthy tension' within the delegate so that each understands what

is lacking today, what needs to be changed in the future, and what positive outcomes will emerge if the change happens.

Case Example: Delegates are asked a series of 'what if' and 'how' questions that include pieces of the company's strategic plan. By working in groups to debate these questions, delegates begin to see a better alternative to the current state and look for ways to attain it.

2. Leadership Participation

We're all familiar with the importance of gaining leadership support for any

behaviour change. The object here is to establish a 'new normal' within workgroups. Also, leaders and team members using new vocabulary, tools and methods generate interest among those who are not yet 'in the know'.

4. Systems Alignment

We've learned that it's crucial to anticipate potential systems and process conflicts and align them before training begins. Initially, you must conduct a thorough stakeholder analysis to understand who and what may be impacted by the behaviour changes.

We want to make sure that sales, finance, operations, HR and compliance can operate even more effectively after the training. These stakeholders are invited into the design and implementation process to ensure that existing systems are supported by the new behaviours or that the systems are changed to support the new behaviours.

DESIGN

5. Competency Based

Adults are pragmatic learners and strongly prefer to understand how they can immediately apply new knowledge. Delegates become bored when programmes are designed around teaching basic knowledge without applying it to actual work problems. Therefore, we say that the training curriculum should be competency based where skill and knowledge areas are taught together as a group.

6. Experiential Learning

Research consistently demonstrates that adults learn best through experiential techniques such as discussion, case studies and role plays. We recommend leveraging these techniques sequentially so they build upon one another as competencies are learned. The sequence should be completed with a 'capstone' exercise which brings all the concepts together and is based on a real life case study. We further recommend creating a high fidelity, customised case study simulation based on an amalgam of historical situations. Such a case study highlights the focal competencies in a way that is realistic and believable for delegates.

IMPLEMENTATION

7. Safe Environment

We also know from research and practice that it is imperative to create a safe learning environment where failing is allowed. The safe environment allows delegates to apply new behaviours among fellow learners while immediately benefitting from constructive feedback and encouragement without fear of negative repercussions. If delegates believe their training performance will be used by managers to make job decisions,

they will not fully participate in the training.

8. Feedback Culture

Establishing a feedback culture at the outset of the programme is vital to guarantee maximal learning. Typically, receiving feedback is uncomfortable for delegates because it is more often critical and based on opinions rather than facts. Giving feedback is also difficult because it may discourage the recipient or cause hurt feelings. To remedy these problems, we recommend using a simple model based on behavioural observation and facts. This type of feedback is easier to give, receive and it's more impactful. It's also imperative to remind all delegates and leaders to provide a balance of positive encouragement and constructive feedback.

TRANSITION

9. Bridge the Learning

While all of these strategies are focused on successful learning transfer, that goal is most explicit in these last two. During the programme, delegates have discussed and practised new behaviours in a realistic 'true to life' situation, but it is still a simulation and not real life. Once delegates become comfortable in the simulated environment, it is important to quickly transition and begin to show how the new behaviours apply to the real world. At this stage, we strongly recommend asking delegates to apply the new behaviours and techniques to a real life situation *before leaving the training venue*. Case Example: Before the training, all delegates were asked to complete a form requesting basic information about a real current customer. After working through the simulated case study, delegates were asked to role play 'the next meeting' with the real customer using the information they prepared before the programme.

10. After the Programme

There are multiple strategies to keep the momentum and continue to apply the new behaviours after the programme ends. Below are just a few of these strategies:

- Alumni groups: We have found that creating positive peer pressure to use

the new behaviours is a key factor to ensure their application on the job. We recommend establishing alumni groups where delegates can continue to discuss how the new behaviours impact their daily work.

- Facilitation support: Once delegates have been through the programme, they become some of your greatest advocates for the programme. We strongly recommend capturing their enthusiasm and asking them to return to 'teach' in subsequent sessions.
- Track results: It is common knowledge that measuring a behaviour often causes it to occur. Thus, measurement reminds alumni that the behaviours are important enough to warrant tracking after the programme.

We hope that you've been able to take away some ideas to improve the success of your future training efforts. Implementing these strategies will help create a sustainable behaviour change programme within your organisation. We would encourage you not to dismiss a strategy because 'they would never go for it' or because it looks logistically challenging. In our experience, we have found that pushing on these issues actually improves acceptance of the programme because they bring structure and rigour. ■

***Daniel Russell**, Managing Principal of Link Consulting, has 20 years' experience assisting clients to design and implement high impact HR programmes. He was most recently a Partner at Aon Hewitt leading the Selection & Assessment Service Line for North America. He has written white papers and book chapters on leading innovation, training & development, talent acquisition, HR technology and employee engagement. Daniel has been quoted in the Washington Post, New York Times, Chicago Tribune, Houston Chronicle, Management Consultant International and CNNMoney.com. He contributes a monthly column to HR Matters on HR Effectiveness.*

GET BUSY OR GET PRODUCTIVE?

Tips on how you can ensure a more mindful approach to your life.

By **PETER RAJ**

HOW DO I ENSURE MINDFULNESS ABOUT BEING BUSY VS BEING PRODUCTIVE?



All the questions have to do with **being clear on priorities**. My To Do list will keep me busy for 500 years, plus or minus a couple!

In order not to be overwhelmed, I periodically invite my associates to assist me in establishing priorities.

From that point on, until priorities again become murky and need reassessing, I can let go of the other 499 years' worth of work and focus on current priorities with no angst about what's lying fallow.

This process, of course, assumes that I can define 'productivity' as focusing on what is most important and urgent to me and those close to me.

Dr Pierce Howard



Mindfulness is being present and conscious of new things as well as the process along the way. It's what gives us the self-discipline to do all the things that make

us happy.

What makes me happy? Checking things off my 'to-do' list. I am one of those people who will write something down on my list that wasn't there originally if I end up doing it, because I get a great sense of accomplishment checking off all that I've done as well as seeing a full list of completed tasks at the end of the day. In other words, being mindful allows me to feel productive.

I've also realised that when I put off the project I dread the most, it either doesn't happen or I make myself miserable thinking about it all day.

Now, I like to **'get the elephant out of the room.'** I do the dreaded project first. I get it out of the way and then I'm so relieved, I actually look forward to the remaining items I need to complete.

Sheri A. Caldwell



It can be very easy to get caught up in small 'busy' tasks throughout the day. There are a couple of things I do to try to combat this:

1. I determine the key tasks I need to accomplish based on my available capacity. All tasks are not created equal, so it is important to identify how long each task will take to complete.
2. I manage my interruptions. For example, I work for an hour without responding to emails and work from home or in a private office instead of my open workstation.
3. The reality is that in HR important interruptions are going to happen, so the final thing I do is **embrace these moments not as interruptions, but as times when I can make a difference** in my organisation.

Sarah Noll Wilson



In today's hectic world it is very difficult not to get caught up with massive e-mails, different projects and your day to day responsibilities + constant demand from the business to be 'strategic'. To me, being productive means I am **able to deliver what matters most to the business** and as an HR Professional, to the people. So everyday, I make a list of the things I need to do that will have an impact on both business and people and I make sure I have enough time to tackle at least two major activities.

Sonia Bento



The answers to the three questions dovetail together... Meet frequently with SMEs chosen to execute ongoing projects to ensure staying on task and not being distracted by related but less important tactical tasks... focus on core areas of strength and outsource where possible to maximise (outsourcing can also occur within the organisation).

***Keith Bogen** is the Chief Networking Officer of Whine & Dine Networking. As a Human Capital Expert, he has been delivering HR Director, Manager, Generalist and Consultant services, as a full-time employee and as a consultant, to organisations of all sizes and in many industries for the past 15 years.*

HOW AM I DEALING WITH THE STRESS OF INCREASING AMOUNTS OF DATA TO MANAGE THROUGH?



When do we get our best ideas? I don't know about you, but I get mine in the shower. Why? I'm relaxed and not thinking about anything else... it's my time. So, when I'm getting ready to start a major project at work or even at home, I like to do the same thing...get relaxed and not be worried about anything else. If I think the project is going to take two hours, I'll schedule three. That way, I can slowly get into the groove, and I won't be rushed.

If I need to collaborate with someone, I'll go to their office instead of having them come to mine. That way, I'm in control of how long I stay. I learned this tip from Laura Stack, a respected author and speaker on time-management.

I try to use the same concept with my calendar. I will block out some 'me time.' If I set aside time to actually work on my e-mail, I find I'm more productive during the day. Otherwise, I'm checking e-mails and losing focus in my other meetings or wherever my mind is supposed to be. This allows me to live now and be present in each meaningful moment enjoying the journey and avoiding the constant need to multi-task or what I call the 'spinning head syndrome.'

I also keep one calendar, one phone.

Sheri A. Caldwell



When I am in flow, I know no stress. As Mihaly Csikszentmihalyi proposed, flow occurs when my personal resources have a reasonable chance of succeeding at the task at hand. To have inadequate resources (skill, budget, help, experience, etc.) for a task is to be frustrated and stressed. To have excessive resources is to be bored. When you are frustrated, you must increase your resources or decrease the demands of the task. When you are bored, you must find a way to increase the challenge and/or handicap yourself. If I manage my priorities along with managing my resources, I will be in flow with the task of the moment.

Dr Pierce Howard



Analysis paralysis is a growing affliction in today's offices. Data is an amazing gift to organisations and can provide insight or connections in ways we never could before. But every day, the data we can gather and need to analyse grows exponentially. It can be very easy to experience analysis paralysis by getting caught in the data trying to find the answers only to discover more questions.

When I find myself in this mode, there are two things I need to do:

1. Walk away, clear my head or work on something different; and
2. Bring in reinforcements. Bring in a new set of eyes to look at the data with you to provide a different perspective.

Sarah Noll Wilson



By being conscious that it is just not possible to know everything, and that not everything is really worth all of your attention. So I ask myself what difference that knowing this information will make towards my goal? How will this change my current reality? If the answer is 'none', then I move on.

Sonia Bento

HOW DO I KEEP CENTERED AND NOT FEEL OVERWHELMED?



I am mindful about what makes me, me. I know when the best time of day for me is. I tend to work later in the day, and I have several functions in the evenings, so if I don't get up early, my workout doesn't get done. I value my sleep, but I also know me and my schedule. When I don't work out in the morning, it doesn't happen. I get upset

with myself and then I regret everything else I did that day. Instead, after learning this by mistake, I just get up one hour earlier each day, and I can fit in a run or a spin class.

Many of my friends tell me they're just too busy to work out. I say it's about priorities. It's just something I have to do, so I put it on my schedule, and I make it happen. As David Allen reminds us **"You can do anything but not everything."**

There's a good book about slowing down as a way to multitask. It's called: *The Power of Slow: 101 Ways to Save Time in Our 24/7 World* by Christine Louise Hohlbaum.

Sheri A. Caldwell



It is actually a combination of the other answers. I remind myself everyday of what is important, what will make a difference, what is under my control and what I cannot change.

I also look at the big picture. How is what I am doing or what I believe I should do connected to my larger purpose? Sometimes, you can get discouraged by lots of factors that may or may not be within your control. If it's within your control, think about how you would like that situation to be and what you can do to make that happen. If it's not within your control, what could you learn from it and make the experience as good as it can be?

Sonia Bento

Sheri A. Caldwell, Ph.D., SPHR, CEQC, CIR is the HR Director for the Grain Division at The Andersons. Dr Caldwell taught undergraduate through Ph.D. level HR courses and is currently teaching at Lourdes and Sullivan University. She is a co-author of the best-selling SHRM publication, *Got A Minute – The 9 Lessons Every HR Professional Must Learn to be Successful* with Dr. Dale Dwyer.

Pierce Howard, Ph.D., an organisational consultant for 50 years, is the co-Founder and Managing Director of Research & Development at the Center for Applied Cognitive Studies (CentACS) and is the author of, among others, *The Owner's Manual for the Brain* (2014, 4th edition). He teaches Research and Assessment at the McColl School of Business at Queens University.



One way of looking at the brain is to understand two kinds of consciousness: Gerald Adelman calls them primary (or basic) and secondary (or higher) consciousness. The first orients one to their position in the world (what time it is, where one is, what the temperature is), while the second shuts out the outside world and focuses on the

task at hand.

This second kind of consciousness is, I believe, the same thing as flow. One keeps centered by managing one's environment in such a way that higher consciousness is sustained for long periods.

Dr Pierce Howard



When in the moment of anxiety or feeling overwhelmed, I always try to take a moment to pause and reflect. Depending on the situation, my solution might be as simple as making a list of what I have to do, prioritise and then focus on one step at a time. I have to remind myself that it's a marathon, not a sprint.

Most times I work to redirect my focus – either by mindfully breathing or mindfully walking if I need to move.

When I find myself feeling overwhelmed, I know it is how I am reacting to the situation and not the event itself. There is usually an imbalance in my physical, mental and spiritual well being. It is amazing to me how much these areas impact how we feel, how we respond and how we recover in situations. I try to be intentional about how I take care of my whole self, although some days are easier than others. I stay centered and grounded by:

1. taking care of my body - sleeping and eating well and exercising;
2. regular mindfulness meditation;
3. making time to refuel my energy tank. For example, meeting a friend over lunch or spending time learning something I am really passionate about.

Sarah Noll Wilson

Sarah Noll Wilson, MS, is the Talent Development Business Partner at ARAG, a top performing legal insurance provider. She has more than ten years of experience in talent development and organisational performance. Sarah speaks regularly at conferences and teaches classes on improvisation and leadership development for Drake University's graduate programme.

Sonia Bento is the Senior Talent Management Manager for DHL Express US. Sonia has more than 20 years' experience in HR both as a Generalist and in Learning and Development. She is a Certified Professional Co-Active Coach, Myers Briggs Practitioner and Certified as a Senior HR Professional.

BUILDING

High Performance Teams

Using 'S.C.O.R.E' Framework

By **PROFESSOR SATTAR BAWANY**

INTRODUCTION

"Every company faces specific performance challenges for which teams are the most practical and powerful vehicle at top management's disposal."

**- Jon R. Katzenbach
and Douglas K. Smith
(The Discipline of Teams, Harvard
Business Review, 1993)**

Many of us find ourselves working on teams these days, and are probably quite familiar with the advantages and frustrations of this type of work. In many ways, working on teams can be a positive and productive experience. It provides opportunities for collaboration, the synergy of diverse skills, and collegial support. However, team work also raises issues of less autonomy, accountability to colleagues, the requirement of frequent communication, and group problem solving. A consistent challenge is getting individuals to work together effectively on teams when individual members have differences in communication styles, project management priorities, time management, information gathering and decision making.

From the Centre for Executive Education (CEE Global) consulting experience, in Developing High Performance Teams in both regional and global corporations, we found that most, if not all, of their senior leadership teams advocate teamwork. And they should. Teamwork represents

a set of values that encourage listening and responding constructively to views expressed by others, giving others the benefit of the doubt, providing support, and recognising the interests and achievements of others. Such values help teams perform, and they also promote individual performance as well as the performance of an entire organisation. But teamwork values by themselves are not exclusive to teams, nor are they enough to ensure team performance.

LEADING TEAMS TO SUCCESS

Jon Katzenbach and Douglas Smith, in their groundbreaking 1993 HBR article, *The Discipline of Teams*, define a team as "a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable." That definition lays down the discipline that teams must share to be effective.

Katzenbach and Smith discuss the four elements -- common commitment and purpose, performance goals, complementary skills, and mutual accountability -- that make teams function. They also classify teams into three varieties -- teams that recommend things, teams that make or do things, and teams that run things -- and describe how each type faces different challenges.

Groups don't become teams just because that is what someone calls them. Nor do teamwork values alone ensure team

performance. So what is a team? How can managers know when the team option makes sense, and what can they do to ensure team success? Katzenbach and Smith answer these questions and outline the discipline that defines a real team.

The essence of a team is shared commitment. Without it, groups perform as individuals; with it, they become a powerful unit of collective performance. The best teams invest a tremendous amount of time shaping a purpose that they can own. They also translate their purpose into specific performance goals. And members of successful teams pitch in and become accountable with and to their teammates.

The fundamental distinction between teams and other forms of working groups turns on performance. A working group relies on the individual contributions of its members for collective performance. But a team strives for something greater than its members could achieve individually: An effective team is always worth more than the sum of its parts.

The authors identify three kinds of teams: those that recommend things—task forces or project groups; those that make or do things—manufacturing, operations, or marketing groups; and those that run things—groups that oversee some significant functional activity. For managers, the key is knowing where in the organisation these teams should be encouraged. Managers who can foster team development in the right place at the right time prime their organisations for top performance.

CEE 'S.C.O.R.E.' FRAMEWORK FOR DEVELOPING HIGH PERFORMANCE TEAMS

Teams have become a principal building block of the strategy of successful organisations. With teams at the core of corporate strategy, your success as an organisation can often depend on how well you and other team members operate together.

In today's highly networked business environment, teams are critically important to getting work done. Yet not all teams are created equal. Some fail to perform, or they perform below expectations. Some start out well but later lose their focus and energy. Teams are extremely valuable if they are working well. They are very costly if they are not. It is critical for managers and team leaders to find ways to ensure their teams are working effectively and are achieving their results.

In most teams, the energies of individual members work at cross-purposes. Individuals may work extraordinarily hard, but their efforts do not translate into team effort, and this results in wasted energy. By contrast, when a team becomes more aligned, a commonality of direction emerges, and individual energies harmonise. You have a shared vision and an understanding of how to complement each other's efforts. As jazz musicians say, "You are in the groove."

From experience gathered through team effectiveness consulting engagements, it is found that a high-performing team demonstrates a high level of synergism – the simultaneous actions of separate entities that together have a greater effect than the sum of their individual efforts. It is possible, for example, for a team's efforts to exemplify an equation such as $2 + 2 = 5!$

High-performing teams require a complementary set of characteristics known collectively as '**S.C.O.R.E.**' (See Figure 1):

- 1) Cohesive **S**trategy and shared purpose,
- 2) **C**learly defined roles and responsibilities,
- 3) **O**pen and transparent communication,
- 4) **R**apid response in adapting to a changing environment, and
- 5) **E**xemplary and effective team leadership.

FIGURE 1: CHARACTERISTICS OF HIGH-PERFORMING TEAMS



The characteristics of each element of 'S.C.O.R.E.' are outlined in **Table 1** below.

Table 1

| Characteristics | Description |
|--|---|
| S: Strategy and Purpose | High-performing teams with a cohesive strategy and team purpose will demonstrate why they are in existence by articulating a strong, uniting purpose that is common to all team members. They will describe how they work together by defining team values and ground rules or team charter. Finally, they will be clear about what they do by defining key result areas. |
| C: Clear Roles and Responsibilities | Successful teams determine overall team competencies and then clearly define individual member roles and responsibilities. High-performing teams realistically examine each individual's responsibilities in terms of personality, interest and ability, resulting in an accurate understanding of each member's accountability and contribution to the team. |
| O: Open Communication | Communication is the key component in facilitating successful team performance; its lack limits team success. Effective communication relies on the proper use of communication channels such as e-mail and voicemail. |
| R: Rapid Response | A high-performing team needs to be adaptable and respond quickly, as necessary, to changes in the environment, using creativity and 'outside the box' thinking. When faced with a problem, these teams brainstorm possible solutions and create innovative resolutions. |
| E: Exemplary and Effective Leadership | An effective team leader is able to adjust his or her style, as necessary, depending on the task at hand and the skill level of each team member performing that task. The team leader also plays a critical role in raising morale by providing positive feedback and coaching team members to improve performance. |

CASE STUDY – TURNAROUND OF A HIGHLY DYSFUNCTIONAL TEAM

CEE Client, a leading Fortune 500 Information Technology company dispatched a team of highly qualified and experienced IT engineers to deliver a large-scale strategic project for one of their clients in the mobile telecommunication industry. Sustaining market leadership for this client is critical for the success of this firm. However, high employee turnover, especially amongst the mission critical talents, had created misalignment in what was once a strong performing team. Moreover, as competitors encroached, relationship management was critical with this strategic account. All this transcended the sound technical expertise of the IT engineers whose demonstrated primary form of communication was email. There was a lack of direction and clarity on the respective project team members' role and responsibilities, which was compounded by the relatively ineffective team communication which resulted in poor performance and results.

We introduced the CEE 'S.C.O.R.E.' Framework through facilitation of a series of team effectiveness meetings and workshops. The project team achieved breakthrough results in customer satisfaction, company, employee, and operational value. Thanks to the team's shortened response times and improved communication, project delivery was achieved within budget and on time.

Relationship management became second nature as team members became more expansive leading to the early exploration of new business opportunities. A post customer satisfaction survey confirmed acknowledgement of the value that our Client provided to their customer.

Finally, our Client preserved its strategic account and strengthened the customer relationship thereby sustaining market leadership. The project team's ultimate proof of transformation was its unanimous decision to distribute among all team members annual performance bonuses previously assigned to a select few. This presents evidence that high performance teams not only impact the organisation and marketplace but above all, the gratified individuals that constitute them.

CONCLUSION

The success of a team should be measured at regular intervals so that team spirit can be encouraged, either through celebrating achievements or through sharing problems. In terms of measuring success, it is perhaps easier to gauge the progress of a sports team than it is to rate the performance of work-based teams. For example, the performance of a sports team can usually be tracked by league tables.

Working as part of a successful team makes work enjoyable. It provides employees with a supportive work environment and enables them to address any conflict that might arise in a constructive way.

In high-performing teams, leadership shifts during the stages of team development based on team needs. Unlike organisational leadership, which remains somewhat constant, team leadership can shift from very directing, when the team is being formed, to more

Groups don't become teams just because that is what someone calls them. Nor do teamwork values alone ensure team performance.

delegating, when the team is functioning effectively. To transform into a high performance team, an easily implementable framework such as 'S.C.O.R.E.' would assist towards achieving that end goal. ■

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Prof Sattar Bawany is the CEO & C-Suite Master Executive Coach of the Centre for Executive Education (CEE Global). CEE is a premier network for established human resource development and consulting firms around the globe which partners with our client to design solutions for leaders at all levels who will navigate the firm through tomorrow's business challenges. Visit www.cee-global.com for more details.

The Power of Mentoring

Four ways in which mentoring typically goes wrong but... why mentoring provides value.

By **ROWENA MORAIS**

Old style leadership methods simply do not work as effectively as they have in the past. If we agree that we need to respect each person for what they bring and that you need to provide each person with a work environment in which they can grow in, both personally and professionally, then it stands to reason that leadership models which emulate mentoring techniques provide a better fit.

“Transformational leadership and servant leadership are two models that emulate mentoring techniques. What these two styles focus on is the building of relationships with your employees. They are your greatest investors in the organisation. If you have a good relationship with your employees, you will be able to know what sets them apart from others and what their contributions to the organisation can be, from a personal and professional perspective,” argues Doug Lawrence.

Doug was instrumental in launching the first Provincial Human Resources mentoring programme in Saskatchewan and has been working with HRMAM (the Human Resource Management Association of Manitoba) to launch their Human Resources Mentoring Programme. As someone with more than 30 years of mentoring and leadership experience in both federal and provincial environments as well as the private sector, Doug believes that mentoring needs to be part of the solution organisations consider, in dealing with the challenges they face today. Doug shares with us, why mentoring is relevant, the kind of critical skills mentors need to possess and the impact of our choice of words in communication.



DOUG LAWRENCE

Great leaders are great mentors. They motivate and encourage. They provide praise and recognition when the event happens. They create engaged, empowered and accountable employees enabled through the power of mentoring.

Q

What is the most relevant benefit you can attribute to the practice of mentoring?

Doug: There are a lot of benefits. I look at this from a number of different perspectives. From a personal growth perspective, it is a way for a person to enhance their confidence and self-esteem. We all suffer from self-esteem deficiency from time to time. Some of us are in a deficiency most of our lives unless we find someone that believes in us and helps us believe in ourselves. I have seen such positive growth in people that have regained their self-esteem and self-confidence through the mentoring process. Whether you are a mentor or a mentee, you can also learn effective communication skills as well as relationship building skills. These are transferable skills that can be used in the workplace but also in your personal life. Mentors are also able to work with people to develop or enhance their critical thinking skills. We seem to have lost the art of effective communication, relationship building and critical thinking and through the mentoring process, we can regain those skills and

become more proficient.

From an organisational perspective, there are a number of benefits to mentoring. Research has shown that it aids in the recruitment, attraction and retention of employees. It also plays a huge role in leadership development programmes as it provides the opportunity for continuous learning. If done through a mentoring culture, it will create a learning and development environment.



Where do you believe mentoring goes wrong in most organisations?

Doug: Mentoring will fail in an organisation for four main reasons:

- 1) lack of corporate support;
- 2) lack of structure;
- 3) lack of training; and
- 4) the culture in the organisation does not support mentoring.

Any one or combination thereof will result in your mentoring efforts failing. I see, all too often, that the implementation of a mentoring programme is done as it is the 'flavour of the month'. I also see that organisations implement a programme and then think that they are done: the programme will run on its own. That is most definitely not the case.

A mentoring programme or a mentoring culture requires care and feeding. It needs to be nurtured and it needs to be reviewed on an ongoing basis. I established an HR Mentoring Programme for two Provincial HR Associations and in each programme, what we do on an annual basis, is have the mentors and mentees evaluate the programme : what worked well, what didn't, what we need to do differently and

the take away's from the programme that each realised.

I just returned from the International Mentoring Association conference, and in almost every discussion or presentation, the requirement for training of mentors and mentees was stressed. Selection of mentors is a critical element to be considered. The matching process, whether done manually or through a software solution, needs to ensure that people being selected as mentors are going to be good at what they do. I hear too many bad stories of mentoring relationships gone bad which then turns people off of mentoring. That just saddens me as it can be prevented.



One of the complaints about mentor programmes is the lack of adequate training given to prepare the mentor for the role. Is there a structured approach to this training and what should organisations focus on when carrying out mentor programmes?

Doug: Obviously a structured approach is the best path to follow when you are looking at training. Depending on what you are looking to accomplish, you can look at two hour, four hour workshops or a more formal approach, that can result in a certification as a professional mentor. You do need to choose wisely though as there are service providers who will claim to be accredited. The question that you need to ask is who they are accredited by. If accreditation is not an issue for you, then you have to make sure that they are addressing your outcomes. I have done a lot of research on this and obviously have some strong opinions on self-accreditation.

When you are implementing a mentoring programme, you need to make sure that training is part of that implementation

and part of the ongoing maintenance of that programme. What we recommend is that everyone in the organisation needs some training to understand the concepts and the fundamentals of mentoring. That can be accomplished through the two or four hour workshops or you may wish to provide them with a full day of training. You need to identify champions/advocates within the organisation and provide these employees with advanced training. They could be employees that you invest in and have certified as professional mentors.

I would recommend that the mentor programme, especially at the advanced level, be a combination of academic and practical experience. In the programmes that we offer, a consistent comment that we hear, is that "we did not realise there was this much to mentoring."



Two things you touch on when discussing mentoring is Active Listening and Mental imagery/Visualisation. Are these critical skills and can you tell us more about what it entails?

Doug: What I have found in being a successful mentor is the ability to use my Active Listening skills in any conversation that I am having. This is a skill that will serve you well in your personal and professional life. Active listening consists of two parts: listening to what the other person is saying and actually hearing what they are saying. All too often, people listen but they are already formulating their response or allow their mind to side-track them and then only catch bits and pieces of the conversation. This is a skill that requires a lot of work. There are a small minority of people that can actually manage multiple conversations at once. What we teach in our mentor

training programme is active listening which includes listening for trigger words in the conversation. Those trigger words will lay the foundation for where you need to take the conversation next. You need to listen for deflections away from a topic – perhaps the mentee is not quite ready to talk about that particular situation at that moment. It could be that you have not developed a strong enough trusted relationship for them to want to share or it could still be an open wound that they cannot talk about freely.

One of the things that I did when I was in a leadership role was to prepare my team for meetings using mental imagery/visualisation. I had some very intelligent young professionals who would be meeting with some very senior people and that can be somewhat intimidating. It doesn't have to be though as long as you go to the meeting prepared. I would have them visualise the meeting taking place, what some of the conversations might be and what their response would be. I had them imagine as many different angles to the conversation as they could and to prepare responses for those situations. What this did was teach them the art of thinking on their feet. People that I worked with became very adept at thinking on their feet – it was an acquired skill. It is a skill that serves us well when we are mentoring someone.

Active listening and the use of mental imagery/visualisation are skills that a successful mentor must have. There is a great book that demonstrates this in the business world by Thomas Stirr – it is called *Miller's Bolt* and is well worth the read.

Q | Language, and in particular, our choice of words can make or break communication and this is especially easy to see when we use 'We' as opposed to 'You' and 'I' in discussions with our mentee. It is an excellent way of positioning yourself as

to think of the outcomes. I am challenging them to use their critical thinking skills. I have also used the 'we' context. If we were to say, "what do we need to do to resolve this?" and then build on that statement with additional questions, driven by our mentee's response, we are creating a safe

Some of us are in a deficiency most of our lives unless we find someone that believes in us and helps us believe in ourselves.

mentor, preventing the mentee from going on the defensive and focusing on solving the issue at hand. Do you agree?

Doug: I would agree. Anytime that you can position a conversation in a collaborative manner you avoid creating a conflict situation. I work with an organisation that creates opportunities for at risk youth to complete their education and to become meaningful contributors to society. They have an awesome mentor programme and I, along with some other wonderful people, assist them in mentoring these inspiring young people. One of the things that I could see in conversations with them is that if I framed our discussions, posing questions using 'we' or 'us', it seemed to put them more at ease than if I were to frame those same statements in a 'you' or 'I' context. If you use the 'I' context, you assume accountability for the outcome and that is not the desired outcome in a mentoring relationship.

We recommend the use of the Socratic Method where you frame things in the context of a question. For example, "What would happen if we were to do XXXX?" In this situation, I have provided a possible answer to a problem and now I want them

environment for them to think and we are not providing the answers. The Socratic Method is a transferable skill that can be used in the workplace and in your personal life. ■

Doug Lawrence is the founder of TalentC®, a Human Resources solution provider. Doug was a member of the Board of Directors for the Saskatchewan Association of Human Resource Professionals. Doug assisted the University of Regina in the launch of the Hill School of Business Mentor Programme. A member of the Advisory Board for HR.com, Doug was also instrumental in developing a curriculum to train people on how to become effective mentors which has been accredited by a third party. TalentC was recently ranked 4th in HR.com's Leadership 500 Awards in the Leadership Partners and Providers – International category.

There is a strong correlation between a successful company and effective goal setting

KAREN CARISS outlines how people have a natural desire to set goals and how effective organisations tap into this, in order to succeed.

With research showing that only 14 percent of employees understand their company's strategy and direction, Asian organisations are clearly faced with a challenge in aligning their people with their business goals.

Goals put business plans into action. They translate the vision and direction of the organisation into meaningful activities and outcomes that every employee can relate to and make their own. Failing to do this, effectively, severely compromises an organisation's ability to succeed.

A FEW WORDS ABOUT GOALS AND GOAL-SETTING

Goals and goal-setting are not just activities pursued by organisations – as individuals, we set and reset goals constantly. We have goals for things we want and need to achieve each day, from determining tonight's dinner to planning the weekend's activities to studying for a qualification or saving for a holiday. People are naturally inclined toward goal-setting.

We like setting goals because it gives us focus on what to pursue, as well as a sense of achievement when it is completed. This releases 'feel-good' chemicals in the brain that motivate us to pursue and achieve even more goals. So goals are a natural, powerful and rewarding phenomena.

ALIGNING STRATEGIC ORGANISATIONAL GOALS

Effective organisations tap into our natural drive toward goal-setting and present their vision and plans as specific, measurable actions that individuals, teams and departments can implement. The organisation must begin with the over-arching business strategy, segment and

cascade it throughout all levels and ensure it is consistent, clearly communicated, understood and reinforced.

Talent management represents all the activities an organisation undertakes to ensure alignment between its employees and its desired business outcomes. In our own recent research into the talent management practices in Southeast Asia, we found numerous examples of how great companies align their people with their business goals.

MAYBANK IS DEVELOPING CROSS-BORDER CAPABILITIES

Ranked amongst the strongest banks in the world by Bloomberg, Malaysia's Maybank is in the throes of building out its regional and global business expansion plans. Key to achieving this goal is aligning leadership capabilities required to pursue an international agenda. The strategic goal of business growth requires leaders with a global mindset and capabilities and this requires focus and investment in the development of Maybank's current and future leaders.

MERALCO FOCUSES ON ITS CONTRIBUTION TO THE FUTURE PHILIPPINES

The Philippines largest energy distributor, Meralco, has aligned its business goals to the broader national goals of building an ever-better Philippines. Meralco's strategic goals are communicated through its business plan and employees are actively engaged in its delivery. In this way, Meralco has developed an employment value proposition that is highly attractive to talented current and prospective employees.

SONY UNIVERSITY (SINGAPORE) CREATES AND DEVELOPS LEADERS

Since opening in 2012, hundreds of current and high potential leaders have benefited from dedicated programmes at Sony University. This significant learning and development investment is a strategic lever for Sony to ensure that the capabilities required to deliver its regional business plans are developed and implemented.

There is a strong correlation between a successful company and effective goal setting. Strategically minded organisations have deeper strategic insight into their employees and use that information to put the right talent in the right place, allowing them to effectively utilise their staff while creating a workforce of people who are highly productive, skilled and committed to the organisation. ■

As told to Peter Raj.



Karen Cariss, Chief Executive Officer of PageUp People, is also one of its founders. PageUp People helps multinational employers strategically

align their talent resources to executive corporate strategy across borders, business units, cultures and languages. Karen was listed as 28th on BRW's Top 50 Female Entrepreneurs in June 2006 and won the Ernst and Young 'Young Entrepreneur of the Year' for 2008. Karen has also used her knowledge of business practices to assist the judging of the 2006 Telstra Business Awards and 2005 AIMIA iAwards.



CRAIG SAPHIN

Desperate or willing to take any job?

Craig Saphin shares why you need to exhibit both strategic thinking and common sense in how you send out job applications, the kind of changes wrought by social media now and what you can do to be more effective in presenting and controlling your image online.

By **ISABELLA CHAN**

Q

With the proliferation of social media in the business environment and the pace at which companies have embraced this platform in order to connect, recruit and do business, what do you see as the biggest change this has brought about for employers today?

Craig : The physical world is being replicated in the digital world through digital communities, businesses and assets, fundamentally changing the way consumers engage with businesses and each other. However, especially for the recruitment process, it will be difficult to find a real A-player in a two dimensional world such as social media or virtual forums.

What we are doing now is maximising social media to find high potential people, engage them and then meet face to face to understand his/her insights. The digital platforms allow us to access people easily but the real challenge is how we find the best person from that pool. Cultural fit, depth of relevant experience, language capability and a consistent track record are some areas which are difficult to assess just from a social media aspect. Companies that are serious about business growth, meeting mid and long term business plans, are also serious about A-players and the time they invest in the process.

Q

What do you believe characterises the talent that makes up today's workforce? What motivates him and how should an organisation respond to his needs effectively?

Craig : Companies around the world are cutting back their financial incentive programmes, but few have used other ways of inspiring talent. I think they should. For people with satisfactory salaries, some non-financial motivators are more effective than extra cash in building long-term employee engagement in most sectors, job

functions and business contexts. Many financial rewards mainly generate short-term boosts of energy, which can have damaging unintended consequences. Indeed, the economic crisis, with its imperative to reduce costs and to balance short and long-term performance effectively, gave business leaders a great opportunity to reassess the combination of financial and non-financial incentives that will serve their companies best through and beyond the downturn.

To motivate their employees, organisations can use different kinds of non-cash motivators such as praise from immediate managers, leadership attention (for example, one-on-one conversations or coaching), training, a clear career path and a chance to lead projects or task forces. These can be just as effective, or even more effective motivators, than the financial incentives such as cash bonuses, increased base pay and stock or stock options. The non-financial motivators play a critical role in making employees feel that their company values them, takes their well-being seriously, and strives to create opportunities for their career growth. These themes recur constantly in most studies on ways to motivate and engage employees.

Q

In this technological era, jobseekers may find it either easier or more difficult to make themselves attractive to employers. For one thing, many platforms have opened up and made the process of branding oneself that much easier. These platforms also work for you around the clock and on a global basis. On the other hand however, your digital footprint may serve for or against you depending on how closely you monitor what you or others say of you online. How do you believe jobseekers can plan to be more effective in presenting and controlling their image online?

Craig : I believe jobseekers can more effectively present and control

their image online by paying attention to the following:

1. **Misleading information across networks:** Whatever you do, do not try to fake it on social networks. Employers and recruiters are very wise to the different tactics that job seekers use to try to paint themselves in a better light. The best course of action is to create an authentic brand for you. This includes highlighting your skills, achievements and credentials. Be truthful and never, ever, lie to look better.
2. **Bashing current employer's colleagues or clients:** This will reflect on both of you. There is no recruiter or employer out there who wants to see negative comments or complaints about a current or past employer. We all have bad days at work, but leave it off social feeds. This is especially true when writing anything negative about clients. Avoid this at all costs.
3. **Show you can network professionally:** Another mistake that job seekers continually make with their social network profiles is to avoid networking with other professionals in the industry. To a hiring manager, this looks like either a candidate is inexperienced or not entirely serious about their job search. Reach out and connect with colleagues to build your networks.



What are three of the biggest mistakes jobseekers make when searching for a new position?

Craig: Firstly, the **reasons for searching for a new job are unclear:** Write down your ideal professional goals and decide if any move will assist you in obtaining those goals. Sometimes, a 'sideways move' within your existing organisation can be more advantageous than applying for a more 'prestigious' position with another organisation, or a position which appears to be a stepping stone to achieving your professional goals. Sometimes, these big moves sound good but may actually be a 'step-too-far' at the current stage in your career. Be clear about why you are changing and its context in your longer career plan.

Secondly, **too desperate/willing to take anything:** You should be focused on finding a quality match for your background and expertise (or even a career advancement!). Blasting off resumes to inappropriate job openings shows desperation and a lack of both strategic thinking and common sense. If you're going to apply for a position below your level, or out of your field, be prepared to work on your resume to reflect skills related to the job opening – so you look like an ideal match when recruiters review it. Also, make a sincere effort to describe why you are genuinely interested in such a role.

Thirdly, **lack of research:** Find out not only the specific job description you wish to apply for but also more about these companies: its top management, branding, products and/or services, its vision, mission, major clients, current and past news, and any upcoming (or publicly announced prospective) projects. Such information can easily be obtained from the websites of the respective organisations. You can also get a lot of information through business directory resources available online.



What do you see that employers are looking for, in today's market?

Craig: Here are the key things that employers are looking for when they review job applicants:

1. **Do you seem like you can put up with the negatives of the job?**
Every job has downsides, whether it's a difficult boss or a long commute or an office culture that makes it hard for new ideas to blossom. Employers want to make sure that you're going to have at least a reasonable 'immunity' level to the more difficult elements of the job.
2. **Will you fit in with the company culture?** Do you seem like you'd easily embrace the culture, or do you seem like you'd struggle to assimilate? Company culture matters because it's the invisible force that controls 'how we do things here.'
3. **How enthusiastic are you about the job?** Is this just one job of hundreds you're applying to, or do you have a special interest in this one? Employers would rather hire someone who will be excited to come to work than someone who sees it as 'just a job.'
4. **Do you have a truthful record of success?** What is your definition of success? Does it match with the employer?
5. **What mistakes have you made and what lessons were learned?**
Failure is a stepping stone to success. Everyone makes mistakes but employers want to know how you recover and what you learnt from it. ■

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A New Approach to *Appraising Employee Performance*

Traditional performance appraisals are an artifact of the 20th Century
By **DR TIM BAKER**

It's 9am Monday and Bob is sitting across the desk from Terry in Terry's large office; the early morning sun is streaming through the half closed louvers and casting some shadows across Terry's big black shiny desk. It's annual performance review time around the office. Everyone is on their best behaviour. There is a degree of tension and apprehension around the office. Sitting in the chair opposite Terry, Bob looks like he is sitting in the airport lounge, having just been told that his flight has been delayed an hour and it is already 10:30 at night.

Terry - Bob's boss - isn't feeling the best either. He is a little apprehensive about appraising Bob's performance. As Terry is reading through Bob's self-appraisal behind his large, imposing desk, Bob sits with a look of disinterest on his face, chewing a piece of gum, arms folded and staring straight ahead into the distance.

With some variation, this familiar scene is being played out in every office, production area, and worksite all over the world.

So familiar are we with this scene, the UK BBC sitcom *The Office* has a hilarious parody on the annual appraisal on 'Keith' in David's office. This particular scene is readily available through *You Tube*; check it out if you haven't already seen it, it is very funny. Like most good comedy, it has more than a glimmer of truth to it.

Although the satire is somewhat exaggerated, disengagement in the annual performance review process is happening across the world in every industry for a high percentage of employees and managers.

When I mention the term *performance appraisal* or *performance review*, what immediately comes to mind? Of course, I don't know what you think, but I am pretty confident that the thoughts you have are not necessarily favourable.

Incidentally, I will use the terms *appraisal* and *review* interchangeably

throughout this article.

Most managers are locked into the belief that they need to conduct annual or bi-annual performance appraisals with their staff. Yet they acknowledge that the system is not working. HR managers are caught in the middle of all this.

Performance management is increasingly being spoken of in articles, blogs and management books and is a dominant topic of conversation at HR conferences all over the world. Most of the commentary is critical of the *status quo*; human resource professionals - with increasing impatience - are seeking answers to the perennial challenges of getting the best from people in their role at work.

A new approach I refer to as *The Five Conversations Framework* attempts to respond to this disillusionment, particularly in relation to offering a comprehensible alternative to the old performance appraisal regime. As we appreciate the value of human capital in the modern workplace more and more, I hope you agree: fresh insights and new approaches to developing people at work are worth considering.

The conventional appraisal system is faulty on several accounts. My assumptions were confirmed after interviewing 1,200 managers and HR professionals over the past few years across 21 industries in Australia and New Zealand. I simply asked them to identify what - if any - shortcomings they had about their current appraisal approach. Responses varied, as you might expect, but essentially, I identified eight themes from my research. The eight shortcomings in summary are:

- Appraisals are a costly exercise;
- Appraisals can be destructive;
- Appraisals are often a monologue rather than a dialogue;
- The formality of the appraisal stifles discussion;
- Appraisals are too infrequent;
- Appraisals are an exercise in form-filling;
- Appraisals are rarely followed up; and
- Most people find appraisals stressful.

These results confirmed to me that a completely new approach is needed.

I am not against performance feedback. In fact, I believe it is one of the most important things a manager should be doing. Organisational psychologists tell us, time and time again, about the importance of feedback and its link to performance improvement and motivation. You would be hard pressed to find a book on management and leadership that doesn't extol the virtues of timely, tactful and specific feedback on performance. Performance management is fundamentally important.

But the appraisal process is not working.

Essentially, The Five Conversations Framework is based on five conversations every six months between the manager and his or her employees.

THE FIVE CONVERSATIONS FRAMEWORK

| Date | Topic | Content | Key Questions |
|---------|-------------------------------------|--|---|
| Month 1 | Climate Review | Job satisfaction, morale & communication | <ul style="list-style-type: none"> How would you rate your current job satisfaction? How would you rate morale? How would you rate communication? |
| Month 2 | Strengths & Talents | More effectively deploying strengths & interests | <ul style="list-style-type: none"> What are your strengths & talents? How can these strengths & talents be used in your current & future roles in the organisation? |
| Month 3 | Opportunities for Growth | Improving performance & standards | <ul style="list-style-type: none"> What are some opportunities for improved performance? How can I assist you to do this? |
| Month 4 | Learning & Development | Support & growth | <ul style="list-style-type: none"> What are some skills you would like to learn? What learning opportunities would you like to undertake? |
| Month 5 | Innovation & Continuous Improvement | Ways & means to improve the efficiencies & effectiveness of the business | <ul style="list-style-type: none"> What's one way that you could improve your own working efficiencies? What's one way we can improve our team's operations? |

Let's look at each conversation briefly.

CLIMATE REVIEW CONVERSATION

A climate review is about determining the current atmosphere in a particular workplace. It is mainly concerned with employees' job satisfaction, morale and communication. Although people's opinion about these matters can - and often do - fluctuate over the course of a year, it can be useful to take a snapshot of the business occasionally. By having a conversation with direct reports about the state of the current climate, managers have a handle on the current state of the business, and what needs to be done to improve the fundamentals of satisfaction, morale and communication. Listening and responding to this feedback is a good place to start.

STRENGTHS AND TALENTS CONVERSATION

Most appraisals are fixated with what is going wrong; in other words, they focus on weaknesses and by-pass strengths and talents. Tom Rath in the # 1 *Wall Street Journal* bestseller: *Strengths Finder 2.0* underscores the value of a conversation on this subject:

Society's relentless focus on people's shortcomings has turned into a global obsession. What's more, we have discovered that people have several times more potential for growth when they invest energy in developing their strengths instead of correcting their deficiencies¹.

Apart from being an edifying place to start discussing performance after the organisational climate, this conversation capitalises on people's innate talents. As the positive psychology movement has preached for two decades: Building upon strengths has a higher payoff than working on overcoming weaknesses.

OPPORTUNITIES FOR GROWTH CONVERSATION

This conversation invites an opportunity for employees to consider how they can improve their own work performance in key result areas. By doing so, the potential for both to gain a common perspective on areas for improved performance is possible. A dual understanding of current and expected standards performance is an important first step. The second step is to discuss and agree upon some tangible ways and means of improving the employee's performance to match expectations. Thirdly and finally, this conversation is important in aligning performance expectations with the strategic direction of the business. Some opportunities identified can be put into practice straight away. And others can be adopted with more L & D support later.

LEARNING AND DEVELOPMENT CONVERSATION

Conversations about learning and development capitalise on the previous two conversations. The core question here is: What learning experiences can assist in building upon strengths and lifting performance in critical areas? Learning experiences can be either technical, personal development or problem-based. All three dimensions are important for an eclectic approach to human resource development.

INNOVATION AND CONTINUOUS IMPROVEMENT CONVERSATION

This conversation is about practical ways and means of improving both the employee's own efficiency and effectiveness and the business in general. 'What can I, and what can we, do to improve?' is the focus here. Imagine for a moment the power of this conversation occurring across an organisation during a particular month. Some of the ideas that surface will undoubtedly be too costly or impractical. But some would also be worth considering. Each of these five conversations ought to take about 15 minutes. Some go longer. Being thematically-based, they are focused and therefore need not take a considerable amount of time. Being more relaxed and conversational compared with the rigid appraisal regime, this new approach minimises the power dynamic of the manager-employee relationship. The manager still asks questions to guide the conversation. But in this framework, the manager's role is converser and facilitator, not appraiser and assessor.

IMPLICATIONS FOR HR

One of the criticisms of the traditional appraisal system is the mountain of associated paperwork it generates. I think the truth is this: Documentation is as much about compliance as anything else. Each of the five conversations are recorded online, but with simplified templates. These completed templates can guide and inform immediate and long-term opportunities for HR. More specifically, the climate review report is a useful snapshot of the organisation-at-large. These data can then be dissected to determine pressure points in the operation. Growth opportunities to enhance job satisfaction and morale and improved communication can then be addressed by HR interventions.

Information from the innovation and continuous improvement conversation is aggregated highlighting some of the inevitable good ideas and improvements generated across the organisation. Once these fresh concepts are captured, they open up great opportunities for involving HR across the organisation.

The conversation on strengths and talents is the catalyst for shifting the reliance of learning and development to meet base-line organisational competencies to building potential by capitalising on people's innate talents. In other words, this new approach means the role of HR is primarily one of organisational development rather than organisational compliance.

There is considerable chatter in the blogosphere about whether the performance appraisal should be abolished or refined. And if it is eradicated, what replaces it? If managers are giving consistent,

As the positive psychology movement has preached for two decades: Building upon strengths has a higher payoff than working on overcoming weaknesses.

regular, clear and constructive feedback to their charges, then the old review process becomes less relevant, if relevant at all. This is more the case if we assume that the primary purpose of the review is a developmental tool for performance enhancement.

Several organisations have replaced their old appraisal system with the *Five Conversations Framework*. In applying the framework, each manager in these enterprises is committing to ten conversations with each of his or her direct reports every year. This is probably more dialogue than most managers are currently committing to most organisational settings. And in these circumstances: Why continue with the standard appraisal approach?

This alternative approach has worked successfully across many industry groups from manufacturing to professional services firms. Feedback from both managers and employees has been generally very positive. It also opens up fresh opportunities for HR.

Managing performance is a complex issue. By and large, appraisals are not efficient or effective. We need to be prepared to try different approaches and remove processes that don't work. If we don't, we diminish our relevance and fail to meet our potential as HR professionals. ■

¹ Rath, T. (2007). *Strengths Finder 2.0*. New York, Gallup.



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Employee Engagement: How to Make Work More Like Gaming

By **CORRINA KANE**

Only 13 percent of employees are engaged at work, 63 percent are not engaged, and 24 percent are actively disengaged¹. A disengaged workforce brings productivity losses and threatens effective collaboration, innovation and people management. The consequences of a disengaged organisation are grave and we need to do something about it. So what is employee engagement and how can we foster it in our organisations?

WHAT IS EMPLOYEE ENGAGEMENT?

We've all felt it. Being so wrapped up in a task that time flies by, you forget to eat, and when finished you emerge blinking into the sunlight content, and slightly dizzy. In psychology this is known as 'flow', the mental state in which you are fully immersed in a feeling of energised focus and full involvement. Flow can occur in many types of activity, from gaming to reading a good book and marathon DVD box-set sessions to creating a Balance Sheet. Although intense, it's satisfying.

Employee engagement has been described in any manner of ways. In a nutshell, we can think of it as a drive for the long-term success of your company that comes from motivation, pride, job satisfaction and 'flow'. Engaged employees go above and beyond the call of duty, because they care. Engaged employees add value to the company because they know how to focus their energy in the right direction. Engaged employees achieve great results as they are supported by an environment and culture of autonomy and feeling valued.

WHY DOES ENGAGEMENT MATTER?

If you're the type of person that goes by experience and instinct, you'll know yourself the huge difference in outcome and results you get when you're fully engaged in a job or with a task compared to when you only do enough to scrape by. If you like data, there's plenty. According to Gallup's 'State of the Global

Workplace Report 2013', in the UK alone, disengaged workers cost businesses between £52 billion and £70 billion every year². A survey by Towers

Xbox Controller (no logo) image courtesy of j_castro@stock.xcimg



Perrin in 2005, of over 85,000 employees working for large and mid-sized organisations in 16 countries, found that companies with high employee engagement levels also experienced a higher operating margin (up to 19 percent), net profit margin, revenue growth and earnings per share (up to 28 percent) than companies with low employee engagement³. The data is clear: engagement hits the top and bottom line. So what is special about companies with high engagement levels?

WHAT CAUSES ENGAGEMENT?

The causes of engagement may not be what you think. Engaging employees is not something a company needs to spend huge sums of money on, through costly incentives, benefits, assessment and

Nowhere above do we mention pay, benefits, bonuses and job security - traditional methods of driving motivation. This is because these are what is known as 'hygiene' factors according to Herzberg's 'Two Factor Theory'⁴. Put simply, these are factors that don't cause satisfaction, but cause dissatisfaction if they are missing. Once you reach a level where people's basic needs are satisfied, anything additional is a nice-to-have. As the story goes: 'pay people enough so they don't have to think about money, and can concentrate on the job'.

High levels of employee engagement benefit everyone. Employees are happy, energised and satisfied. Employers get results. Engagement is an outcome of having a clear company mission,

Surveys and assessments are useful to make sure you're on track. Neither causes engagement.

consulting workshops or fancy events. Bonuses and parties are nice. Surveys and assessments are useful to make sure you're on track. Neither causes engagement.

SO HOW DO WE CULTIVATE ENGAGEMENT?

- **Purpose.** Feeling that your work has meaning and that you are part of something great. Having a clear mission and vision, a strategy for how you are going to achieve that mission, and clearly communicate to each person what that strategy is and how they fit in it.
- **Autonomy.** Feeling that you are the master of your own destiny. You are accountable for your areas of responsibility. Your voice is heard. You have freedom to achieve results in your own way. Having a clear idea of what you need to achieve but not details of exactly how you have to do it.
- **Mastery.** Feeling that you are good at what you do and you like doing it. Being the 'go-to' person for your expertise. Having enough challenging work to develop and grow whilst retaining the feeling of accomplishment.
- **Culture and values.** Whether implicit or explicit. The way people think, behave and work together. It means you have to be clear on what your company culture and values are, so you can hire people who are the right fit.

vision and strategy. You have to hire employees who care about your vision and have the same values, and create a working environment for them of autonomy, mastery and purpose. It's not easy, but it's well worth the effort. ■

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WORKPLACE BULLYING: A New Trend or an Old Problem Gaining Attention?

By **JUDY LINDENBERGER** and **TRAVIS JOHNSON**

"My relationship with the office bully is strained and unproductive. Whenever we interact I get a knot in my stomach." If you have experienced something similar, you're not alone. In 2013, The Workplace Bullying Institute (WBI) reported that "35% of the US workforce has experienced workplace bullying."

Bullies yell, spread rumours, roll their eyes or 'forget' to invite you to meetings. According to WBI, workplace bullying is "repeated, health-harming mistreatment of one or more persons, by one or more perpetrators, in the form of verbal abuse, offensive conduct/behaviour and work interference."

Rakesh Malhotra, founder of Five Global Values, writes "most bullies portray themselves ... as polite and respectful, as

for months because I did not want to see the bully."

To learn more about workplace bullying, The Lindenberg Group, a New Jersey-based, award-winning human resources firm, conducted written surveys and interviews in 2012. 121 people participated, from age 20 – 65, from companies with 50 – 5,000 + employees, and from a variety of industries. Over 80% of respondents believe that bullying is a serious problem but fewer than 25% of companies do anything about it.

Bullying includes swearing, shouting, humiliation, and unwarranted criticism and blame. One victim reports, "I had to make a bank deposit so I left the office and locked the door. When the bully could not get in, she called me, screamed, and threatened to have me fired. The next day another

(60.3%) or get ahead (52.4%). One victim states, "Our office bully needs to listen and manage her temper. She needs to stop throwing people under the bus."

Over 90% think that discipline is the best course of action, 88.8% favour policies, 86.4% want to know how to report bullying, and 84.8% favour training. Says one executive, "It's important to take complaints seriously and handle things quickly."

The course of action for human resource professionals is clear: develop policies, provide training, let employees know how to report bullying, offer coaching and create exit strategies. The course of action for managers is also clear – take complaints seriously and follow through with disciplinary action. Leaders must create a culture to prevent workplace bullying. And if that doesn't happen, remember Ralphie from *A Christmas Story*? His best line in the movie? "Say Uncle. Say it!" ■

Over 80% of respondents believe that bullying is a serious problem but fewer than 25% of companies do anything about it.

they are charming in public ..." Gretchen, from the movie, *Mean Girls*, says: "I'm sorry that people are so jealous of me ... but I can't help it that I'm popular." Bullies often see themselves as the victim and don't get or care how they make others feel. Says one bully, "The biggest problem I have at work is that I don't get respect from others." When bullies run amok in the workplace, they can cause emotional and psychological turmoil. Dr. Gary Namie, who is leading a campaign to enact the Healthy Workplace Bill in the US, which requires employers to implement policies and procedures to prevent workplace bullying, says victims can have 'hypertension, auto-immune disorders, depression, anxiety and ... have their work and career disrupted.' One victim reports, "I did not go to the satellite office

employee showed her the office key on her key chain. She never apologised. Her response was just 'Oh, silly me.'"

In our study, over 50% witnessed or were victims of bullying in their current workplace (60% at a previous company).

Over 95% of victims report increased stress and 90% report lower job satisfaction.

Men are bullies more often (55%) and women are victims most of the time (77.1%). Most victims (59.3%) and bullies (68.6%) are ages 41 – 60 which leads to an interesting question: ... will Millennials (born 1977 – 1992), reputed to 'play well with others', be less prone to bully?

Most believe that bullies have psychological issues (88.1%) while others see bullying as career-driven: to weed out competition



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This article was first published in TLNT.com on 6 February 2013.



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