



HC Newsletter

February, 2012

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INSIDE THIS ISSUE

At HC we always strive to base our services on latest research findings. Over the last few years we have amassed one of the largest databases of online exit interview results in the country. In this edition, we are excited to unveil the first of a series of in-house research studies that interrogates that database. This month's research study explores gender differences in exit interview result and we hope it wets your appetite for the large range of research that we plan on publishing in future editions of the newsletter.

Most of us in corporate life have at one time or another come across the concept of coaching. It's a practice that is becoming increasingly popular with employees at all levels. This month we have included two separate articles which explore coaching and provide some specific guidance that will be of assistance to most people who are entering into or considering a coaching relationship.



Our newsletter then takes a change of pace to discuss a less glamorous, but still critical aspect of people management; managing employee tardiness. In this article, Darren Nelson, a regular contributor to the HC newsletter, has provided a number of simple steps to help navigate this managerial challenge with ease.



Finally, we cap off the newsletter by launching two brand new reporting formats that are now available for our 360 degree assessment tool. We also announce the arrival of two new HC family members. We're ecstatic to have these two capable professionals join our ranks

Outgoing Employees

Gender differences have long been a hot topic in many organisations. However, only recently have employers begun exploring the differences between male and female attitudes when resigning. Analysing exit interview results for such differences is even a formal recommendation from the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA).

Given many of our clients are beginning to write their EOWA compliance reports for another year, Caroline (one of our best Consultants) thought that she would delve into the issue in a bit more detail to assist them. She did this by analysing three years worth of exit interview results and exploring how male and female attitudes differ based on their responses in past exit interviews.



Caroline's first finding was that, on average, Female exit interview responses were more critical than male responses. This was initially surprising to us but when we sat and talked about it for a while it began to make some sense. Maybe this is evidence that women feel disadvantaged relative to their male counterparts? There is a range of evidence suggesting that women encounter additional challenges in the workplace that are simply not an issue for men. So why wouldn't they be a tad more critical about their workplaces?

Caroline then explored the specific areas in exit interviews where women were significantly

- More likely to feel that they were discriminated against.
- Less likely to ever work for the organisation again once they leave.
- Less likely to believe that safety equipment and personal protective equipment is provided in a timely fashion.
- Less likely to believe that morale within their division is high.
- Less likely to believe that the organisation takes responsibility and values initiative.
- Less likely to believe that their manager is committed to the business' customers.
- Less likely to feel recognised when they do a good job.

Although women were more critical of the organisations that they were departing on average, there was one encouraging insight that was gleaned from this research. Women were more likely on average to believe that the organisation could have taken action that would have prevented their resignation. What this means is that more resignations by talented women are avoidable than we think. The downside of this research? Once they leave, those women are significantly less likely to consider ever working for your organisation again!

NEW 360 Degree Assessment Options

Over the last few months we've been overwhelmed with the number of orders for our new 360 degree assessment tool. We've been flattered to hear from a range of clients right across the country that this instrument has filled a real gap in the market which has underpinned demand for the tool.

Given the increasing popularity of the instrument we've recently put our mind to broadening some of the report formats available for our regular users. Firstly, we have two alternate formats for individual 360 assessments available now (one of which is brand new). Secondly, we have also launched a fantastic new "Team Report" format. From our perspective it's all about giving our clients as much choice as possible at an affordable rate.

The purpose of the Team Report format is to help identify the collective strengths and weaknesses of a group of individuals that has each gone through the 360 degree assessment process. It is especially useful when you want to use the 360 degree assessment process to challenge the way that a leadership team works together. The report shows both the spread of results across a team, along with aggregated strengths and weaknesses. Although the report format makes clear the range of results achieved for each given team, it does not do so in a way that breaches the anonymity of any one team member. That way, this new report format enables facilitators to really challenge the way a team operates as a collective, without singling out and embarrassing any one individual. Our Team Report can be obtained for just \$500 plus GST which makes it one of the most affordable leadership development investments you will ever make. If you are interested in our 360 Team Report, just drop us a line at info@henricksconsulting.com and we will send you out a copy of the sample report template.

Beyond administration of our generic tools, we have also been busy with a number of large-scale tailoring projects for clients. Development of a tailored 360 degree assessment tool can be critical for those clients who have already invested heavily in their own capability framework. That is because generic tools often lack the precise wording required to map results back against those unique frameworks. Many people assume that their organisation couldn't possibly afford to tailor its very own 360 degree assessment tools. However, you might be surprised at how affordable this is with HC! Why not drop a line to one of our consultants via info@henricksconsulting.com and ask for a quote to tailor your company's very own 360 degree assessment tool?

OVERALL SUMMARY: MANAGING OTHERS

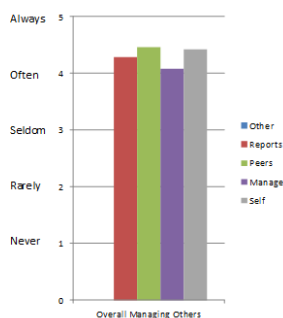
This section relates to how you interact with those around you. This includes how well you communicate with others, the motivation and support you offer, and your ability to delegate and provide feedback. Use this section to diagnose specific development needs.

Highest Scoring Items:

- Dignity (Q8)
- Positive Role Model (Q2)
- Sharing Knowledge (Q12)
- Motivation (Q4)
- External Relationships (Q7)
- Mentoring (Q6)

Lowest Scoring Items:

- Empathy (Q11)
- Communication (Q3)
- Influencing Skills (Q10)
- Delegation (Q1)
- Conflict Resolution (Q5)
- Responding to stakeholders (Q9)



NEW
ALTERNATE
FORMAT

ORIGINAL FORMAT

SUMMARY: MANAGING OTHERS

This section relates to how the team interacts with those around them. This includes how well they communicate with others, the motivation and support they offer, and their ability to delegate and provide feedback.



TEAM
REPORT

Role Balance

Role balance and Congruence scores are another way to look at overall results. This section highlights the following:

1. Identifies where someone's focus is in their role.
2. Identifies whether there is any misalignment between where they focus and where others think they should be focussing.



Interpreting Role Balance Scores		
0-4	5-7	7-10
On average people do not feel that the person being assessed is performing in this category.	On average respondents are undecided.	On average people clearly believe this person is performing in this category.

The Iron Lady



I recently saw the film "The Iron Lady" starring Meryl Streep as Margaret Thatcher and felt compelled to write this article. Although Thatcher is certainly a historic and polarising figure, it was NOT the subject of this movie that inspired me, but a single quote from the movie.

The specific quote that challenged me was as follows:

Margaret Thatcher: Watch your thoughts for they become words. Watch your words for they become actions. Watch your actions for they become...habits. Watch your habits, for they become your character. And watch your character, for it becomes your destiny! What we think we become. My father always said that... and I think I am fine.

In the movie, this quote serves as a reminder that Thatcher, though carrying a disabling condition, still had a sharp and agile mind. This was not what I was particularly interested in. I was especially struck by how useful such a paradigm could be in the modern workplace.

If you have ever experienced coaching in the workplace, chances are you have experienced Thatcher's logic first hand. Without explicitly saying so, many Coaches utilise a Cognitive Behavioural approach. This is essentially where we recognise that people are more than just the sum of our unconsciously learned behavioural patterns. We are also capable of becoming aware of, and consciously adapting, those habits and thinking patterns when we recognise the need to change. This approach, although well ingrained in modern interventions, was only in its infancy in the late 1970s and 1980s when Thatcher became the Prime Minister of the United Kingdom.

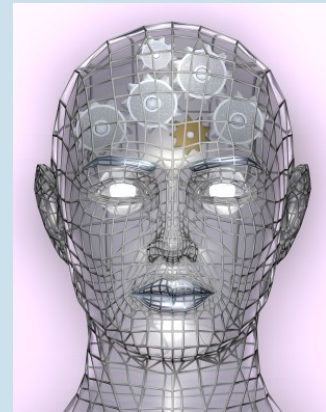
More recently, Thatcher's logic is becoming increasingly supported by research into Emotional Intelligence (commonly referred to as EQ). Simply put, EQ is an individual's ability to monitor, utilise and manage their own emotions and the emotions of others. Proponents of EQ argue that this ability varies dramatically from person to person and that it is responsible for a range of both individual and organisational outcomes in the workplace.

Wondering how you might learn to be more Emotionally Intelligent? One way that we can practice our emotional intelligence is by spending some time reflecting on Margaret Thatcher's quote above. First, take some time to contemplate what you spend the most time thinking about (both at work and at home). Are any of these pre-occupations limiting or counterproductive? Are they responsible for emotional outbursts or habitual responses that you would prefer to change? If you answered "yes" to either of these questions, then CONGRATULATIONS you have just taken the first step towards becoming more emotionally intelligent! Of course achieving fundamental personal change can often be a difficult long-term journey, however awareness is the first step!



Can we take this too far? The answer is "absolutely"! If you spend ALL your time sitting around over-analysing your own thinking, the BEST outcome you can hope for is to get nothing done. At worst, you might end up convincing yourself that you have problems that do not really exist. As with most things in life, moderation is key and balance is critical.

"Watch your thoughts for they become words. Watch your words for they become actions. Watch your actions for they become...habits. Watch your habits, for they become your character. And watch your character, for it becomes your destiny! What we think we become. My father always said that... and I think I am fine."



Coaching for Change

In thirty years of working as an Organisational Psychologist, the majority of my work has been helping clients with two similar needs; coping with a change imposed upon them or creating a desired change.

Over this time I have gained some key insights into what is required for successful change.

The first is that it does not matter so much what you as a leader, manager or coach do, what matters is what the person you are trying to influence thinks and feels. We always try to be "client focused" but too often we focus on our own actions not on the impact we have on others.

What is required for change to occur can be simply expressed as:

$$\frac{\text{Knowledge} \times \text{Motivation}}{\text{Resistance}} = \text{Change}$$

If we focus on just one element of the "change equation" our efforts will probably be blocked by another element. To succeed you need to address the full range of influences on the person's thoughts and feelings about the change. Logic and facts alone will not succeed in persuading someone to change, particularly if there is a fear of the process or consequences of change. Negative emotions need to be minimised and positive emotions, such as hope and desire, need to be engaged.

Combining these insights with the change literature, I have developed an integrated model of change that combines elements from sources such as *GROW*, *Kotter's 8 Stage Process* and *Armenakis's 5 Sources of Change Resistance*. My clients and I have found it a useful tool to help us in understanding the change process, what we need to know about them and their environment, their own change strengths and blockages, as well as what has to be done for them to achieve their desired change.

There are five elements of the Coaching for Change model:

1. The **Need** for change
2. Their **Vision** of the future
3. Their **Plan** to carry out the change
4. Their **Capability** to succeed in carrying out their change plan
5. The **Support** they believe they have from others

Coaching for Change



To briefly address each area:

1. **Need.** People need to believe that the current situation is no longer viable and that they need to move away from it. Change agents can raise awareness of the undesirable aspects of the current situation. Kotter refers to this as creating a "burning deck".
2. **Vision.** There needs to be a desirable and viable alternative to the current situation. This can be done by creating a vision of a highly valued future life and career, which the person is inherently motivated to pursue.
3. **Plan.** For this motivation to be transformed into action, a credible plan of action needs to be produced, usually involving goals and action steps. This is similar to the "Way Forward" in the *GROW* model. The critical factor is that the person believes the plan will be effective in moving them from where they are now towards their desired vision.
4. **Capability.** The best predictor of someone's performance is not their actual skill level but, rather, their confidence or belief in their capability to succeed. If people expect to fail, they will not participate. Boosting confidence in regards to succeeding in the change is a vital step.
5. **Support.** People are too often considered only as individuals, while their social and organisational environment is usually neglected, especially in coaching. If people feel they are supported by their manager, peers and organisation, they are more likely to participate fully in change.

Coaching for Change is a simple, effective and credible model for helping people make the changes they need to achieve the lives and careers they want. It constitutes an advance from earlier models such as *GROW* whilst remaining simple enough to be easily applied in practice. I have used it in executive coaching, in teaching trainee coaches how to conceptualise the coaching process, and with leaders to help them understand what they need to do to drive change amongst their followers. I would be very happy to discuss Coaching for Change in more depth than is possible in this short outline.



This article was written by a special guest contributor, David Heap. David Heap is an Organisational and Coaching Psychologist working in Sydney, as well as National Convenor of the Coaching Psychology Interest Group within the Australian Psychological Society.

He is an associate of Henricks Consulting and also runs his own boutique consulting firm.

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Practical Ways to Address Employee Tardiness

Although managing employee tardiness is a relatively simple affair, if mishandled it can become complex quickly. We've asked one of our regular contributors, Darren Nelson, to provide his thoughts on the subject. Darren's response is listed below.

When one of your employees begins arriving late to work on a regular basis, your first thought may be to act and discipline them immediately. Although addressing the situation at an early stage will go a long way towards eliminating the problem, there may be an underlying reason for the change in their behaviour and you should take steps to understand why they've started coming to work late and deal properly with their tardiness. As with all situations such as this, a consistent and fair approach is required and while each company will often adopt a unique approach, below are some simple practical tips that should assist irrespective of the specific company, industry or location that you work at.



Practical Tips:

1. Make sure you keep a record of the number of times the employee arrives late.
2. Meet with the employee to discuss their tardiness. Be sure to re-enforce performance expectations. Remember to keep written records of all the meetings.
3. Explain to the employee how their lateness is affecting their performance and productivity, as well as any effects it has on their team, internal and external clients.
4. Discuss any external factors that may be impacting on the employee and causing their tardiness. Agree on a time-frame for the employee's return to satisfactory performance.
5. Consider, with the employee, whether there is anything you could reasonably do to help them meet their job requirements.
6. If at the conclusion of the meeting a formal warning is required, provide the warning in clear terms. This may need to be in writing.
7. If the situation continues you may need to consider more serious disciplinary action. Such disciplinary action should always be determined in consultation with a Human Resources Professional and / or Employment Lawyer.
8. When addressing employee tardiness, ensure that you are following a transparent process. This will give you a long term solution and allow you to deal with all instances of employee lateness in a consistent manner.



This article was written by a special guest contributor, Darren Nelson. Darren is an Associate of Henricks Consulting and the Managing Director of Global People Solutions P/L

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Team News

HC Welcomes Rowena to the Team

HC has recently welcomed Rowena Mabbot to the team. With 15 years experience in both Human Resources and other Senior Management positions, Rowena will bring a wealth of knowledge and skill to the team. Being one of his early mentors, Matt is especially thrilled to have her onboard.

Rowena will initially be working one day a week in order to balance her family commitments. She will primarily be contributing as a project team member in complex consultancy assignments.

HC Welcomes Verity to the Team

HC has recently welcomed another new team member. Verity Hampshire joined HC in January and has already been in contact with a number of our clients. Verity is no stranger to the team as she undertook a university internship with us late last year and it was a pleasure to be able to offer her a paid position.

Verity has recently graduated from Macquarie University and is currently studying her Masters in Applied Statistics at the same university. When we found out what she was studying we just had to bring her on-board!





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