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Leading change effectively

With government spending cuts starting to bite, many public and private organisations are experiencing further pressure to improve productivity and reduce costs as ever tougher demands are being placed on them.

These pressures will cause organisations to fundamentally rethink how they operate and as a consequence their leaders, managers and staff need to think and act very differently from before.

However, no matter how clear the imperative for change might be, for it to be successful leaders must ensure that there are a number of prerequisites in place.

Leaders need to provide a clear vision for change and everyone must be able to understand what it means for them personally. Personal change may be minor in terms of a few

tweaks to individual roles and responsibilities but it may be major if the role an individual currently performs doesn't exist after the change.

Leaders must continually demonstrate their commitment to the change by regularly 'walking the talk'.

Managers and staff need to understand what is expected of them and are clear about what they need to deliver, for example changes to working practice, increased productivity etc.

The way that managers and staff are measured and managed has to be in line and congruent with the planned changes.

Leaders must involve their managers and staff as much as possible with the planned changes so that they can help shape the outcomes within their areas of responsibility.

Leaders must ensure that there are regular two way communications, individuals are listened to and their expectations are managed effectively.

Managers must have the skills, capability and confidence to manage the reaction to the change both in themselves and their team.

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Must a good leader be liked?

In the workplace every day, we meet a whole range of different people. It is inevitable, therefore, that some of these people we will like, and some we will not get along with so easily. Of course, some of these people are going to be leaders - is it imperative that a good leader must be one of likeable character, or is it possible for a leader to be equally effective without the luxury of being liked by those they lead?

Good leaders must be many things in varying quantities – for example :

- Trustworthy
- Enthusiastic
- Confident
- Purposeful
- Tolerant and calm
- Committed to excellence
- Respected

They must also be able to motivate and trust their workforce, communicate their ideas well, work effectively and practically, encourage and inspire their staff, and above all, lead by example. They must have drive, passion and enthusiasm, not only for what they do, but for the people who they are

responsible for.

BUT is it necessary that they are liked, or even likeable?

Or is it purely an added bonus if this is the case?

There is an old saying that if you take care of your troops, they will take care of you. Another element to a good leader, therefore, is taking care of those they lead.

Employees who feel good about their workplace and the way they are led will contribute far more above the bare minimum required, and will generate high productivity for a relatively low turnover.

So it is imperative that a good leader must be respected and able to get results, as well as also being able to find out what motivates each member of their team personally – and this care for people is something that cannot be faked, or brought to the working environment by someone who could be defined as unlikeable or unliked. Having said that, part of being a good leader is also going to be making difficult decisions which may not be popular, and it is important that a good leader does not value being liked above making a sound business decision. What role does Leadership Development play in all of this?

Is it possible to learn all the qualities of a good leader, and thus for a person to transform themselves from having less likeable qualities to being really liked?

Leadership skills can of course be learned, but leadership also

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Must a good leader be liked? Continued.

Comes from within – leadership can bring about a transformation within those being led, but the leader must have both the right tools and the right attitude and disposition to see that transformation begin to happen, and therefore reap the benefits of followship. A good follower will be able to develop their skills such as taking responsibility, demonstrating

initiative, working collaboratively and managing themselves effectively. Good leadership is more important than ever in times of uncertainty and organisations who continue to invest in their people and develop their leaders will optimise business growth.

Leading change effectively Continued.

Leaders must encourage everyone to behave in line with the changes and take consequential actions with anyone who does not. Leaders have to ensure that their staff have the personal capacity to implement the changes as well as doing their 'day job'.

To address these issues, it is vital that leaders identify and plan the key interventions that are needed to ensure the implementation of planned change is successful.

A key aspect of this that is often overlooked is the ability of leaders and managers to lead change, and staff to absorb it. Leaders, managers and staff need to be given the appropriate leadership development and training to enable them to develop their confidence, skills and behaviour and adapt to their new roles, ensuring the changes required by the organisation are successfully delivered and maintained.

Leading by example

There is the boss who tells everyone that Health and Safety is of paramount importance to the company, but doesn't turn up to the Health and Safety meetings because they are "too busy". There is the Financial Director, who recommends cost cutting during the recession, but then takes delivery of a new BMW. There is the Team Leader who barks at people for poor housekeeping, who whose own work area is a disgrace.

Are you one of these people?

All leaders need followers. Leaders need followers who are motivated, committed and engaged in the direction that the organisation, function or team is headed, to be successful.

Followers will look to the actions of their leader as a sign of what their leader truly believes. When they see a lack of Integrity, double standards, and a "do as I say not as I do" approach, then they lose faith, confidence and trust in that person. Why should anyone trust a leader who talks about one thing but does another?

Leading by example is a fundamental pre-cursor to successful leadership. As someone once said, people will forget what you said, people may forget what you do, but people will never forget how you made them feel. Make sure that your leadership behaviour makes your staff feel engaged, inspired, motivated and committed – they will never forget you!

Board evaluations using best practice diagnostic tools

When asked to do an evaluation of a board of director's performance, I will do so IF there is already a board evaluation policy and procedure in place (and it has been in place for at least one full year). If not, I decline and instead offer to do a governance audit. The primary goal is to give the board a clear understanding of how the board governs using the Securities Commission's Corporate Governance (SCCG) in New Zealand Principles for Corporate Governance:

- Directors should observe and foster high ethical standards.
- There should be a balance of independence, skills, knowledge, experience, and perspectives among directors so that the board works effectively.
- The board should use committees where this would enhance its effectiveness in key areas while retaining board responsibility.
- The board should demand integrity both in financial reporting and in the timeliness and balance of disclosures on entity affairs.
- The remuneration of directors and executives should be transparent, fair, and reasonable.
- The board should regularly verify that the entity has appropriate processes that identify and manage potential and relevant risks.
- The board should ensure the quality and independence of the external audit process.
- The board should foster constructive relationships with shareholders that encourage them to engage with the entity.
- The board should respect the interests of stakeholders within the context of the entity's ownership type and its fundamental purpose.

Board evaluations using best practice diagnostic tools

Audits against the SCCG Principles give boards tangible tasks to improve their infrastructure and readiness for board evaluation.

For example, under the first principle on Ethics, the first requirement states:

The board of every entity should adopt a written code of ethics for the entity that sets out explicit expectations for ethical decision making and personal behaviour in respect of:

- conflicts of interest, including any circumstances where a director may participate in board discussion and voting on matters in which he or she has a personal interest;
- proper use of an entity's property and/or information; including safeguards against insider trading in the entity's securities;
- fair dealing with customers, clients, employees, suppliers, competitors, and other stakeholders;
- giving and receiving gifts, facilitation payments, and bribes;
- compliance with laws and regulations; and reporting of unethical decision making and/or behaviour.

Using the SCCG Principles provides specific practices (not fictitious 'best practices' which have no basis in fact as there are no studies of 'best performing boards' to give 'best practice' data) which every board should comply with or explain in their published annual report why they are justified in not doing so.

If a board isn't addressing the fundamentals (which are addressed in the SCCG Principles) then assessing its task and relationship issues (what a board assessment is meant to evaluate) is like putting lipstick on a bulldog (thank you Rosabeth Moss Kanter for that image) – it does not improve the fundamental structure.

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HR and Business Consultancy Services Offered

<p>Employment and Industrial Relations Provide support and advice on workplace relations and the relevant legislation that affects the employer-employee relationship. Development of employment agreements and documentation that best suits your relationship and situation with your employee.</p>	<p>Change Management A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. Change is a part of every project we undertake, encompassing a number of techniques to achieve sustained improvement through change management.</p>	<p>Psychometric Assessments The strength and productivity of successful organisations lies with people. We use a range of assessment tools to accurately identify an individual's talents, strengths and weaknesses, and to diagnose organisational problems.</p>
<p>Performance Management Designed to be future-focused, support pay for performance programs, monitor milestones of goal achievement, and systematically improve the measured results of your employees and organisation. We facilitate the development of core organizational competencies, influence SMART goal setting, and clearly articulate expectations in order to have a measurable results-oriented tool for effective implementation.</p>	<p>Project Management Training, and resources to help organisations improve performance and deliver critical projects successfully. Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints.</p>	<p>Process and Systems Development Professional human resource advice, policy solutions and job description writing and evaluation services. Development of employment policies and procedures and employee handbook. Provide practical guidance on administration of policies and pre-employment or post-employment duties required of the company.</p>
<p>Talent Management Developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation.</p>	<p>Health and Safety Offering both practicable and achievable health, safety and environmental sustainability solutions to suit your organisation. from a wide range of experience in health, safety, quality, environmental and sustainability (HSQE) management.</p>	<p>Professional Supervision and Mentoring A customised programme for Managers and Team Leaders to provide practical hands-on guidance as well as theoretical knowledge in relation to all aspects of management including leadership, performance management, delegation, communication & effective time management.</p>
<p>Career Transition/Outplacement and redundancy Managing change and redundancy in a fair and procedurally correct manner. Management Coaching through restructure and redundancy; Managing Change Workshops; Internal and external Job Search, CV Preparation and Interview Coaching; Budgeting and Financial Planning; On site consultation and redundancy support; Identifying the 'at risk' employee.</p>	<p>Investigations We investigate and report on the facts of a case to the person or body charged with making a decision, under the procedure relevant to the case and to the member of staff concerned. Any serious allegations or formal complaints require investigation to attempt to determine as objectively as possible the relevant facts on which decisions can be based. Ensuring that the investigation process is completed correctly enables you to make the right decision with continued support thou ought the process to reduce the risk to your company.</p>	<p>HR Audits Comprehensive report of the audit findings with recommendations prioritized, actionable work plan. Improves compliance, reviews ROI with Human Capital. Targets the organisational development and human resource practices including: Staffing and Hiring; Benefits Administration; HR Administration; Employment Practices; Education and Training; Time Off and Leaves; Health and Safety; Performance Management; Compensation; Terminations.</p>