

July 05

Volume 1

Issue 4

Content

Would You Like To Be Lead By You?	1
Directors' Message	2
Dare To Care	2
HR Specialists Lend A Hand	3

Focus

CSR
Business-Community Partnerships
Values Based Leadership
EQ Development
Building Coaching Cultures
Work Life Balance
Corporate Volunteering
Life Coaching

Contact

Juno Consulting Pty Ltd
ABN: 84 088 728 876

(03) 9867 1788
info@junoconsulting.com.au
www.junoconsulting.com.au

Would You Like To Be Lead By You?

At a Global Leadership Conference in New York I met a number of women like myself, who had left the corporate sector because of a mismatch of values and because of what we saw as poor and inflexible management and leadership styles. According to the National Foundation of Women Business Owners in the US a woman leaves corporate America every 11 seconds.

Over the last 10 years, I have seen many outstanding women walk away from jobs in corporate Australia too. Many of Gen Y also drift in and out of the corporate world ; faced with Baby Boomer managers ignorant of their needs and values.

Many managers and leaders in corporations have yet to realise that using only one leadership style (often directive) is no longer sufficient to successfully lead a diverse workforce in rapidly changing circumstances.

Leadership research by Daniel Goleman and Hay Group published in Harvard Business Review established that there are six distinct leadership styles and that it is the ability of leaders to change style in response to different people and circumstances that determines the effectiveness of leadership.

The research also established that the two most common leadership styles - directive and pace setting - have a negative long-term impact on corporate climate. It further highlighted that underlying each leadership style are distinct emotional competencies.

Today, leadership development is a multi-billion dollar industry around the world. It has been a topic of management research and corporate rhetoric for many years. So why is it that we haven't made much real progress even when survey after survey links poor individual performance to poor leadership and management?

Unfortunately, the focus seems to have been on intellectualising leadership, much of it discussed in

training workshops. The problem with this approach is that you can't teach leadership, it can only be learnt.

Now I can hear many of you saying 'there you are then - I learnt it on the job'. But the fact is that this is too narrow a focus. No matter how complex the problems you face in the typical workplace, in the overall scope of things, they are still quite narrow. On top of that most companies are very good at managing task and dollar based performance, but very poor at tracking

performance in interpersonal and leadership skills.

To continually develop and stretch your leadership competencies you need to regularly step out of your comfort zone, intellectually, physically, emotional and spiritually. When you do this no matter what the situation, the context or the person, you are more likely to have developed the flexibility of responses and behaviours that are the hallmarks of admired leaders.

The shift to comprehensively examine the human factors in leadership is relatively recent and has not quite permeated corporate thinking yet. The realisation that leadership can be learned over time, using coaching, feedback and using contexts external to the company is too alien a concept for many senior executives and L&D managers. In their drive for growth and shareholder value many still fail to acknowledge or simply pay lip service to the link between soft skills and the bottom line.

In the previously mentioned research, which examined different leadership styles, the authors clearly showed that it takes three ingredients to develop emotional competencies:

- ◆ Motivation (or leverage)
- ◆ Extended practice (>3 months) and
- ◆ Consistent feedback (ideally in the form of coaching)



Continued on page 4

Directors' Message



Lynn Johnson, Ph.D., Director
m: 0418 124 660
e: ljohnson@junoconsulting.com.au



Peter Lanius, Ph.D., Director
m: 0405 213 264
e: planius@junoconsulting.com.au

For those who see Corporate Social Responsibility (CSR) as philanthropy (there are still a lot of you out there!) we would like to introduce a company-community partnership tackling a very 'real' business and social issue.

We recently supported Good Shepherd Youth & Family Service and the National Australia Bank develop and deliver a *Financial Difficulty Awareness Training* programme.

The aim of the programme is to enable Collections Centre Operators identify customers experiencing genuine financial difficulty earlier and so ensure they have access to all possible options to help them sooner.

The special insights of the financial counsellors

working with Good Sheppard was used in creating the programme. By identifying a number of attitudinal, communicational and situational indicators associated with financial difficulty NAB employees now have some extra tools to help customers in need.



This is a great example of the tight alignment between **real** CSR and the business operations. The community and environmental impact of your business operations should always be the first consideration in CSR initiatives, not your desire 'to help'.

If we have more businesses going down that path, we will have less scandals such as James Hardie's asbestos liabilities in the future.

Lynn & Peter

Dare To Care

A 2004 Access Economics study, commissioned by the Office for the Status of Women, estimated that the total annual cost of domestic violence to the Australian economy in the year 2002-2003 was **\$8.1 Billion**. Included in this is that domestic violence costs employers in the region of \$175 Million per year.

In 2002-2003 it was estimated that the total number of Australian victims of domestic violence was of the order of 408,100 (87% being women). It was also estimated that there was a similar number of perpetrators (98% being male.) In the same year it was estimated around 263,800 children live with victims of domestic violence and 181,200 children witnessed domestic violence.

For employers some of the \$175 Million cost associated with domestic violence comes from lost productivity and absenteeism of the victims, perpetrators and other family members. In addition employers face the recruitment and training costs of replacing lost employees.

For many victims the trauma of escaping their abuse is exacerbated by often having to leave the family home, their possessions and their job. In the time it takes to restabilise accommodation and the family often they have lost their confidence to re-enter the workplace.



Become a Mentor

Juno Consulting and Good Shepherd Youth & Family Service are developing a new mentoring programme to offer victims of domestic violence some of the support they need to quickly return to the workplace and to ensure their ongoing financial security.

We are looking for 15 to 20 business-women (ideally from the same Melbourne company) to become mentors to support women as they job-search and re-enter the workplace. This pilot programme lasts for 6 months and both mentors and their protégés will go through foundation training and have weekly support throughout. If this business-community partnership is of interest to you, please contact Lynn on 0418 124 660.

HR Specialists Lend A Hand

HR specialists from some of our top companies joined forces and donated their time to help the long-term unemployed learn how to jump the interview hurdle. For many long-term unemployed people some aspects of successful job search can be learnt in the training room. However, the only way to improve at interviews is to have interviews.

As the period of unemployment lengthens, the job seeker's confidence drops. Similarly, as the number of rejections increases, the pace of the job search slows and interview opportunities dry up. For many, a pattern of self-isolation sets in and the ability to sell yourself in a professional setting gets increasingly stressful. Our observation of many long-term unemployed people is that their biggest hurdle in getting a job is their inability to perform well at interview.

Marina, one of the participants in a recent programme, admitted that the last interview she was offered prior to starting the programme, she was so anxious that she just didn't go. "...meeting someone for the first time and worrying about making a good impression.....I worry about remembering the answers to questions.." she said.

So imagine the benefits of been able to practice interview skills with HR specialists from some of our top companies. During our *Passport to Work* programme, which matches corporate mentors/coaches with long-term unemployed people, we organise several half-day sessions where HR specialists volunteer their time to help programme participants hone and refine their interview skills.



Over a 3-hour period participants go from mock interview to mock interview, having up to 6 before they are finished. Each interview offers a new insight and some practical advice. This could include:

- Feedback on greetings, handshake, eye contact, tone of voice and body language
- Suggestions on how to improve the resume
- Help coming up with good examples to back up your claims/strengths
- Ideas on the types of industries who might be interested in the participants skills/experience



- Tips on how to access the 'hidden' job market
- Advice on the types of vocational training that could help.

The experience is powerful, rewarding and exhausting for both the interviewers and the interviewees. The feedback from the HR specialists demonstrates how good it feels to help.

"I really enjoyed this session. I was overwhelmed by the incredibly positive attitudes, obvious talent and potential of everyone I met."

Adrian Scott, Associate Partner, Accenture

"It was so amazing to watch how after overcoming initial nerves the participants were able to communicate effectively and sell themselves as outstanding candidates."

Anna Wagner, HR, Macquarie Bank

"The people that I met were very interesting and I enjoyed hearing about their backgrounds and experiences. I managed to learn as much if not more from these people as they did from me."

**Danielle Finnimore , HR,
Clayton Utz**

For the HR specialists, this process can also be very challenging. In a recent programme in Maribymong, many of the participants were recent arrivals from the Sudan, who had spend up to 10 years in refugee camps there .



Continued on page 4

HR Specialists Lend A Hand

They had often worked on welfare programmes, looking after orphans, supporting rape victims. Several of the HR specialists were overwhelmed by their stories and their courage. Working with the participants to identify their transferable skills and where they are needed in more mainstream work was emotionally challenging.

It's not often this traumatic, it is mainly about dealing with people who are feeling very vulnerable and insecure. These feelings may stem from continual knock backs, but may be displayed in a number of ways: false bravado, an arrogant front, acting smart & cocky, being in denial, being loud and obnoxious, non-communicative & non-responsive, sullen & non-cooperative. We have observed all of these behaviours over the years of running these programmes.

As the HR specialist challenge participants, while at the same time looking beyond this exterior, a shift in the participant occurs. For many people who have been unemployed for an extended period they begin to think that no one cares.



For them, seeing all these *employed* people give their time, interest and expertise, as an interviewer or as a mentor, this gives them a confidence boost and the self-respect to re-ignite their job search.

They start to believe again that they have something to offer.



For HR specialists who would like to get involved we have some places left at our next event (details below).

Future Interviewing Event

We are looking for 20 HR specialists to donate 4 hours of their time to participate in formal 'mock' interviews.

CBD Melbourne: Wed 27 July 2005, 9:30am - 1:30pm
City of Bendigo: Fri 12 August 2005, 9:30am - 1:30pm
City of Hume: Wed 24 August 2005, 9:30am - 1:30pm

If you are interested, please contact Lynn Johnson on:
m: 0418 124 660
e: ljohnson@junoconsulting.com.au

Would You Like To Be Lead By You?

Continued from page 1

Because the changes need to take place in your limbic brain - where our emotional responses are located - a process of intellectually processing information will simply not lead to the behavioural changes that we are looking for. Only by going out of your emotional comfort zone and practicing new ways of interacting with people, usually very different from yourself, can you stretch your emotional competencies and acquire more flexibility in leadership and communication.

It is from this perspective that we created our model of getting employees from corporations to mentor long-term unemployed job seekers for 3 or 4 months. Whilst the goal for the protégé is easy - finding a job - the mentors have to practice coaching skills, relating to people with different values and beliefs and operating from a position of tough empathy.

Long-term unemployed people will most likely have associated life issues, such as health, debt or depression, that stop them from getting into or staying in work, which means the mentors have to stretch themselves emotionally to relate to them as a whole person, not just a 'business persona'. The mentors also reflect extensively on themselves and their life in this process.

These leadership development programmes are facilitated by us on an ongoing basis with weekly group coaching sessions and all

mentors receive 2 days foundation training (the job seekers receive 5 days foundation training). We also provide individual coaching to mentors when they encounter situations that they don't know how to handle.

We encourage mentors to keep a journal, so they are able to reflect on their own progress, not just the progress of their protégé. We also provide group workshops for mentors to relate the new learnings to issues they are facing in the workplace.

Apart from the ~60% success rate of long-term unemployed protégés getting into work, mentors report higher levels of self awareness, better coaching skills, better conflict resolution skills and more flexibility in working effectively with people who are different from themselves.

Providing a safe, yet challenging, context outside the workplace encourages more risk taking in dealing with people and gives employees the chance to practice 'Off Broadway' before trying out their new skills in the workplace. It also encourages a more holistic approach to problem solving, taking into account the broader issues that people may be facing and that heavily influence their behaviours and choices.