

The Second Edition - 2007

PSD

The PSD newsletter for
Human Resource Professionals

HR in Focus



LESLEY REYNOLDS
Divisional Managing Director
PSD Group

Welcome to the Second Edition of HR in Focus for 2007 which is compiled and published by the PSD Group.

The role of the independent business coach and the perception of coaching within a corporate environment are both covered in this issue, and we have articles on other topics such as Leadership from a perspective of 'leading from the heart' and of 'SQ' (spiritual intelligence). From a legislative stand point, after the implications of ageism last year, we address the environmentally friendly smoking ban and its implications for employees, articulately argued by a leading lawyer. And finally we have the challenge of creating an employee brand in a new market sector. Whatever aspect of the HR function you are involved with, I hope these articles will provide you with some ideas and stimulate thought.

We are extremely grateful to all our contributors, who have written these articles in their own time, and for their effort and readiness to share their experiences with us.

Understanding what it really means to coach: Getting managers to get past 'tell'
Ros Toynbee

Management comes from a book, Leadership comes from the Heart
Andrew Miller

No Butts
Kate Brearley

Executive coaching; trendy accessory or meaningful personal development?
Tim Savage

Attracting talent – The new multi-sector
Beth Aarons

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PSD
London

28 Essex Street
London
WC2R 3AT

+44 (0)20 7970 9700
london@
psdgroup.com

PSD
Birmingham

85-89 Colmore Row
Birmingham
B3 2BB

+44 (0)121 212 0099
birmingham@
psdgroup.com

PSD
Manchester

2nd Floor
Abbey House
74 Mosley Street
Manchester
M2 3LW

+44 (0)161 234 0300
manchester@
psdgroup.com

PSD
Haywards Heath

7 Perrymount Road
Haywards Heath
West Sussex
RH16 3TN

+44 (0)1293 802000
haywardsheath@
psdgroup.com

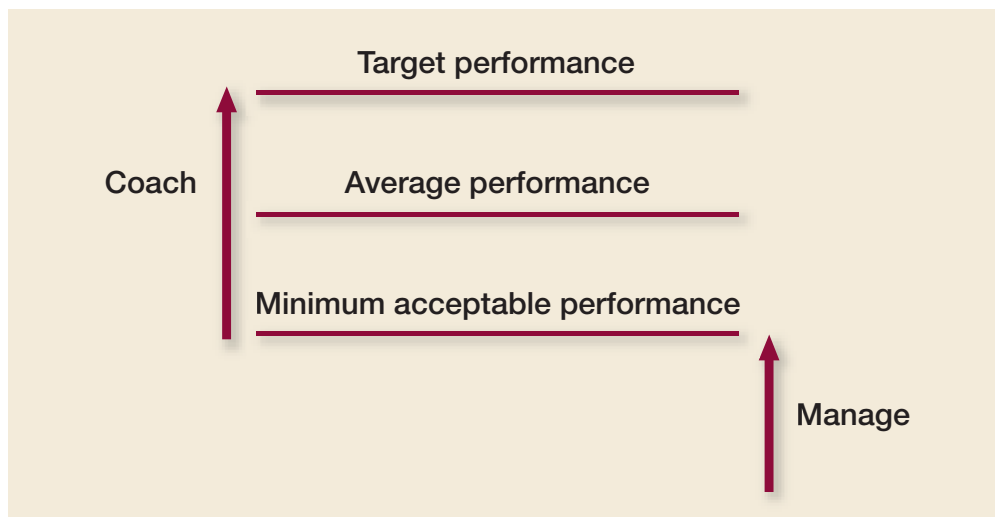
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Understanding what it really means to coach: Getting managers to get past 'tell'

When managers think they coach (but don't): Changing the perception of coaching at GE.



It hit me three months into my new job. Our Finance Director had just approved the department's Training Plan for the year. When I shared the happy news with one middle manager that he was getting leadership coaching this year, his reaction was one of gloom. "But why? What have I done wrong?" This remedial view of coaching was a far cry from the view of coaching at the BBC where I'd come from. There a Coaching Service had run for five years, and coaching was embedded at every level of the organisation. If your manager had applied for coaching for you with a Leadership Coach, you could take it as a sign you were a rising star and worth the investment!

Then there were the managers who thought they coached, but in actual fact what they were

calling 'coaching' was feedback or instruction by another name. Let's be clear, all three have their value in developing teams. All will raise awareness of what the team member is to do or not do. But in coaching it's the quality of the team member's thinking and their ownership of the solution which will generate higher performance and engagement in the longer term. It's about becoming conscious of which tool is the right one at the right time.

Little surprise then that one of the key priorities for the L&D Team at GE Money Home Lending was to begin to change the way the organisation viewed coaching. We're doing this in a number of ways, but we've started by introducing a new Management Essentials Programme which goes back to the basics. Active listening. Powerful

questioning. The GROW model. And a reminder of whose agenda this really is...

Participants are assigned their own Learning & Development coach to then help them implement their action plans from the course and to give feedback on how they coach their team. In this way they experience what it's like to be coached by an experienced coach, and the powerful thinking and results it creates. That inspires them when they come back for their second week, to learn all they can about how they too can become better coaches. Doug Scott, who co-trains with me, tells them he's been coaching for ten years and he's still learning...

As for that 'coaching is remedial' perception, that's covered in our 'when to manage, when to coach' session. We tell them managing is for those performing below agreed acceptable standards, and coaching is for those above. When they're asked who do you spend most of your time with, they'll admit it's with their less effective people. The very ones with the least potential.

That's their eureka moment. Time to manage up or out the ones that are failing. Time to turn their attention to the ones who day-in-day-out perform well and coach them to realise that untapped potential and generate even higher performance from their team.

Engagement levels leap too. And when there's a war on talent, that's a competitive edge not to be ignored.

Ros Toynbee
Learning & Development Leader
GE Money Home Lending UK Ltd



Management comes from a book, Leadership comes from the Heart

Apparently on Amazon there are over 7,000 books on how to become a better leader. Carry out a Google search on 'leadership development' and you will get back 1,300,000 hits in the UK alone. So it is safe to assume that leadership and leadership development is BIG business. (On a global search for 'Leadership Development' I found 163,000,000 articles!)

In a nutshell Leadership Development has evolved over the past few years, and has been given a range of titles e.g:

- Transactional Leadership
 - Transformational Leadership
 - Inspirational Leadership
 - Charismatic Leadership
 - Post Heroic Leadership
 - Authentic Leadership
 - Principle Centred Leadership
 - Courageous Leadership
- ...the list is almost endless

All stem from a myriad of research on the subject. Recent authors include Noel Tichy, *The Leadership Engine* (1997), John Kotter, *On What Leaders Really Do* (1999), and articles written in the *Journal of Leadership Studies* by Dong Jung, Walter Einstein and John Humphreys (2001), Kouzes & Posner, *The Leadership Challenge* (2005) to name a few.

What they all seem to have in common is that to be a great leader you need to have a set of pretty defined competencies.

It is long associated that to be a leader within a commercially focused organisation you do need to have a certain amount of intellectual capacity to succeed. We can define this as Intelligence (IQ).

With the introduction of Emotional Intelligence (EQ) into the main stream by Daniel Goleman people are much more aware of their interpersonal and intrapersonal skills and how these skills (or lack of them) can have a major impact on the people around them.

However what we seem to be seeing is a move away from the stereotypical Alpha Male dominated style (leading by sheer force of will or hierarchical authority) to a softer gentler approach (leading by consensus and example). As pointed out in *Fortune* magazine last year (July 24th edition) it is now becoming the norm for high IQ and EQ executives to move from 'Admire my Might' to 'Admire my Soul.' The rules have changed somewhat.

And this leads me onto the last area of leadership, Spiritual Intelligence, or SQ. This was introduced into the commercial world by Danah Zohar and Ian Marshall and their books on the subject; *SQ: Connecting With Our Spiritual Intelligence* (2001) and *Spiritual Capital, Wealth we can live by* (2004).

SQ is first and foremost about YOU. SQ is essentially about the ability to be creative, change the rules, alter situations and question why we are here. Computers can have high IQ's and indeed many animals especially domesticated animals can have high EQ's, but only humans have all three.



What I am getting at here is a simple amalgamation of all three Qs – IQ, EQ and SQ.

Leaders need to have Intellectual Capacity (IQ) to understand how the modern world works and to be able to take in the huge capacity of information and translate that into a workable strategy.

Leaders need to have emotional awareness to be able to pick up on your emotional sensitivity and the sensitivity of others around you

so that they feel part of the team and actively want to follow you.

Spiritual intelligence is about you, your inner self, your inner purpose, your heart. It is about having courage, integrity and having the strength and conviction to stick to your values regardless of those around you. Be yourself. Lead from your heart.

Andrew Miller
Group L&D Manager
Serco Group

“Whilst there is no obligation on employers to help employees give up smoking, there is nothing to stop you providing support to staff who do wish to give up and any such support is very likely to be appreciated.”

No Butts

What does the smoking ban mean for employers?

The smoking ban came into force in England on 1st July 2007. Virtually all enclosed or ‘substantially enclosed’ (i.e. with a ceiling/roof and an opening in the walls which is less than half the total area of the walls) public places and workplaces in England became smoke-free. However, the obligations on employers go beyond simply banning smoking in the workplace. This article explains what obligations employers have and what you should be doing.

What signs will I have to display?

The new law requires no-smoking signs of at least A5 size to be displayed in a prominent position at every public entrance to smoke-free premises. Smaller signs must be displayed in premises which are only accessed by staff and are not open to the public. The signs must display the international ‘no smoking’ symbol and must contain the words “No smoking. It is against the law to smoke in these premises.” Signs can be branded and can include your company’s logo.

What other obligations do I have?

Employers must take steps to ensure that staff and visitors are aware that the premises are legally required to be smoke-free. Displaying signs as required will go some of the way to satisfying this. You should also consider displaying further signs in individual offices and meeting rooms. Remove ashtrays from your premises. In addition, send a communication to all employees explaining the new law and what you will be doing to comply.

Do I need to amend the staff handbook?

Staff handbooks will need to be reviewed to ensure that there are no provisions which contravene the new legislation. References to areas within the premises where smoking is permitted should be removed.

You may wish to consider developing a smoke-free policy to ensure employees are fully informed.

Can we still have a smoking room provided the rest of the premises is smoke-free?

No. All enclosed workplaces must be smoke-free.

What about an outdoor smoking shelter?

You can provide an outdoor smoking shelter for employees who do wish to smoke. There is no obligation on you to do so and you must ensure that it is not ‘enclosed’ or ‘substantially enclosed’ as defined by the new law. You will also need



to bear in mind other issues such as planning permission, noise and litter.

Can employees smoke on the street outside the office?

There is nothing in the legislation which prevents this as the street is not an enclosed space. However, you should consider the image this may create for your business, particularly if clients or customers have to pass smokers on the street. In addition, you will need to consider issues such as noise and litter. You could designate a space for smoking out of sight of visitors and provide an ashtray to minimise litter.

Do I have to offer employees assistance with giving up smoking?

Although the percentage of people who smoke has been steadily declining since 1999 (as shown in the table below), there are still around 10 million adult smokers in the UK. 70% of those smokers say they want to stop smoking, and the new smoke-free law is likely to provide extra motivation for them to do so.

Whilst there is no obligation on employers to help employees give up smoking, there is nothing to stop you providing support to staff who do wish to give up and any such support is very likely to be appreciated.

What if smokers want to take frequent cigarette breaks?

This is a delicate issue as it can cause resentment amongst non-smoking employees. You should make it clear that any time taken for a cigarette break must be made up at another time (for example during lunchtime) and that smokers must ensure that any cigarette breaks are taken at a time which does not disrupt business. This could be included in a written smoke-free policy.

What are the penalties for failure to comply?

Failure to display the required no smoking sign carries a fine of between £200 and £1,000. An individual who smokes in a prohibited location is liable to fixed on-the-spot fine of £50, with a maximum of £1,000 on conviction in the magistrates court.

However, the major concern for employers is the offence of failing to prevent smoking in a smoke-free place. This is punishable by a maximum fine of £2,500 for each offence, which means that every time an employee or visitor lights a cigarette on your premises you could be liable.

Should staff who smoke on the premises be subject to disciplinary action?

Yes. Failure to comply with the legislation could give rise to financial penalties for you and the employee concerned. You should make it clear that you take compliance with the law seriously and that any breaches will result in disciplinary action in accordance with your internal disciplinary procedures. This could be included in a written smoke-free policy.

Kate Brearley
Head of Employment
Stephenson Harwood

		Percentage of UK population who smoke								
		1974	1978	1982	1986	1990	1994	1998	2002	2005
Men		51	45	38	35	31	28	28	27	25
Women		41	37	33	31	29	26	26	25	23
All		45	40	35	33	30	27	27	26	24



“Whilst it often seems like an unaffordable luxury, one needs regularly to take the opportunity to step back and away from the, at times, all consuming hurly burly of everyday commercial life and reflect on where you have come from. Take the best forward and leave the negatives behind.”

Executive coaching: Trendy accessory or meaningful personal development?

My insights from working with leadership talent across a number of industry sectors have highlighted a number of similar themes:

- The modern organisation seems to reflect an undiminishing expectation that gifted ‘all rounders’ can effectively manage every and any challenge that comes their way.
- These all rounders should know how to do the right things as leaders and do them right every time.
- Leading change and managing uncertainty has become a key business need.
- There has been an enormous increase in the speed and volume of communication through the growth of email communication which can consume up to half of the executive daily working time available.
- There is insufficient investment in constructive performance feedback and management development.
- Lack of recognition that time is a fixed budget item and not a moveable feast with the consequent increase in executive stress and imbalance in work and personal life.
- As a result often insufficient time for personal reflection and adjustment.

The provision of one to one coaching for extremely busy yet not always effective executives provides tangible benefits for the individual themselves and the organisation.

Where the coaching can involve the team as well – the positive benefits start to multiply and really begin to demonstrate value added in terms of collectively doing things differently. Team coaching opportunities and their linkage to the needs of the leader can be readily identified and addressed through the commitment to regular team development and process review activities.

A short case study highlights a senior executive who received a lot of negative feedback about the quality of his relationships with his boss and his peer group – criticisms of a lack of judgement in his communication skills and self control in dealing with emotive issues. A process of data gathering was recommended which involved initially self-evaluation through the completion of a behavioural preference diagnostic, followed by a network analysis/stakeholder map and the use of a time log.

This evaluation process, which the coachee had total control over enabled him to look beyond the obvious behavioural symptoms into the causes themselves. He appreciated that he had no therapeutic outlet to help manage the negative energy and frustration caused by a series of organisational ‘roadblocks’ and barriers. As a result, it spilled over and caused the poor relations and a lose/lose impasse. Through his own

recognition of the need to do things differently, he altered his work process and improved his time management to free up important personal time for reflection and regular daily exercise. As a result, the negative symptoms quickly disappeared allowing him to rebuild relationships, improve his personal credibility and be in the right place to accept a new and bigger challenge and work in a more controlled and meaningful way.

The coaching process has given me an opportunity to critically examine my approach to management in a number of areas. Specifically, it has:

- Provided tools and methodologies to assess aspects of my capability and performance
- Brought balance and objectivity to emotive issues in the workplace (for instance, helping to assess difficult relationships with colleagues)
- Challenged my assumptions regarding my own strengths and weaknesses (for instance highlighting issues around effective delegation)

My coach develops an effective dialogue, balancing reflection with some sound advice based on his experience in corporate roles. He is good at pulling threads together from different conversations and engagements in order to facilitate the development of a coherent solution.

The opportunity for an unconstrained, confidential, continuing discussion, without the structure of the business, is perhaps the greatest single benefit of the coaching process.

With his help, I have been able to become a master of my time and agenda, instead of being lead by it. The confidence as a result is very powerful. I have found that I am much better at managing the challenges at work by applying an equally sensible and more controlled approach to the needs of my life outside of work.

Tim Savage spent 20 years as a Senior People Person for a number of the leading brands in the International Hospitality Industry before starting up an independent Organisational Development practice in 2001.

Tim Savage
Consultant
T Solutions



Attracting Talent

The new Multi-Sector

After having spent 15 years in hotels, joining MWB Business Exchange in spring this year has brought with it some new and interesting challenges from an HR professional's perspective.

The hotel industry is global, well-known and established and fits neatly into a box labelled 'hospitality sector.' For me, recruiting and knowing where to find good people has had a reasonably simple formula. But which box does 'serviced office space' fit into?

We sell contemporary office space in the place of bedrooms, we provide state of the art meeting and conference facilities, and pulling it altogether, the service and standards have got to be impeccable. Our clients don't just stay for one night and therefore sub-standard service delivery cannot be glossed over; no, our clients are with us months and in some cases years. Each day they expect the highest standards of consistently delivered service, not just for them but also for their clients visiting our centres. So here's the challenge for HR; what does a Business Exchange person look like? How do we become known so that candidates naturally consider us as an employer of choice? Which industry sector will these people come from and where do we advertise to attract the best?

I've now come to realise that there are very few industries that allow such a huge degree of flexibility as serviced offices. We fortunately do not fit in any one box, so we can draw on a variety of sectors for our pool of future talent. Hospitality is one, conference venues another, business services another and let's not forget retail. This is just the start. How many companies are fortunate enough to be able to call themselves 'multi-sectors'? Our talent strategy is evolving quickly and developing numerous strands. The opportunities we are being given to find and retain the best are virtually limitless. Working in the multi-sector can be challenging, but it also allows for creative and innovative talent strategies.

Beth Aarons
Talent Development Director
MWB Business Exchange

The PSD HR Team

As 2007 has progressed market activity has intensified for PSD HR. Interim requirements have been at an all time high with key activity in the Generalist and Recruitment functions.

Key partnerships are continuing to grow with leading Financial Services organisations and Banks. Relationships within the Business Services arena are also expanding and developing. Main areas of growth include buoyancy in the Facilities Management, Outsourcing and Logistics areas as well as strengthening relationships within the Energy and Utilities markets.

Recent key appointments include:

Recruitment Manager
Leading Retail Bank

HR Manager
International Facilities Management Organisation

Training Manager
Property Services Organisation

HR Manager
Investment Bank

Head of HR
Global Logistics Company

Global Reward Manager
Global Investment Bank

Graduate Recruitment Manager
Management Consultancy

HR Manager
IT Solutions Organisation

Training Manager
Insurance & Financial Services Organisation

HR Consultant
Property Services Organisation

HRD
Business Services Company



Lesley Reynolds



Kathryn Harrison



Janine Dalley



Brian Doyle

Lesley Reynolds
MD, HR
PSD Group
lesley.reynolds@portfoliointl.com
020 7108 1008

Kathryn Harrison
Principal Consultant, HR
PSD Group
kathryn.harrison@psdgroup.com
020 7970 9613

www.psdgroup.com/hr