

Corporate Advice

LEADERSHIP

THRIVE - Have an Affair to Remember with your Business!



Caryn Walsh

At the Fiji Human Resources Institute's Conference held in October, I had the pleasure of meeting many wonderful people.

This was while delivering two different presentations on Human Resources issues and the impactful role- plays in organisational success.

One of my presentations focussed on steps HR Practitioners need to follow, in order to become successful in everything they do, to help effectively drive forward their department and ultimately their or-

ganisation.

This article outlines that speech and can be adapted to help any team or organisational leader thrive.

The 12 habits

To become passionate about our team or organisation, there are 12 habits necessary to keep the 'flame alive', so that every day our working lives are productive, successful and drive our passion.

The 12 habits were designed after working with, and consulting to, different organisations for over 25 years.

People at all organisational levels and in all types of organisations around the globe are able to use these 12 habits.

They can even be adapted to running successful societies, communities and nations.

Conclusion

These 12 habits have been carefully constructed over many years. Once implemented by any team or organisation, regardless of size, you will have created a highly performing and profitable unit that will take you into the future in a po-

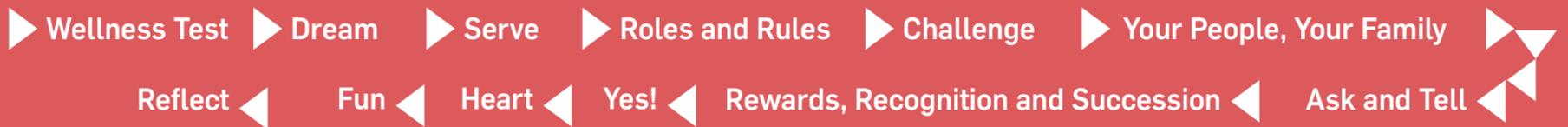
sition of strength and competitive advantage.

We recommend you practise all of these steps on an ongoing basis, with a particular focus on ensuring you make time each January and July (twice a year) for Habit 12 – to review what you are doing.

You will then be able to make the necessary changes in order to increase high performance where necessary.

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OVERVIEW OF HABITS



WORKPLACE WELLNESS TEST

Before implementing any change programme within your team or organisation, assess where the team is up to. How is it going? Where are the strengths and where are the areas for improvement? What works and where does your team/organisation struggle?

Activity: Keep it simple. Complete a SWOT Analysis (Strengths, Weaknesses, Threats and Opportunities) with your team and together assess what needs to be changed and improved. You will get maximum outcome from this exercise if you involve your people in the process. Then design an Action Plan, outlining who does what, when and how to increase performance. Repeat the SWOT Analysis every six months.

DREAM

What is your Organisational Vision? How do the goals of your team help achieve those of the organisation? Does everybody in the organisation know what the Vision is? Is the whole company rowing the same boat, in the same direction? From cleaner to CEO, everybody in the company must be united in achieving the Vision. Make every goal and action count.

Activity: Review your Vision. The vision needs to be short and clearly describes what you do. Ours is 'Grow People, Transform Organisations', this succinctly describes what we do. We are all about helping people at all organisational levels grow, so that the organisation for which they work thrives. Is your Vision too long? Does it state what you do?

SERVE

To lead well, you have to serve others well. To be an outstanding leader, you have to be an exceptional servant. The days of the 'fat cat' CEO are over. Highly performing, dedicated leaders regularly spend time with their people down the line, providing them with resources to help grow their skills to ensure they do their jobs optimally. This includes ongoing learning and development so that they are able to grow both professionally and personally.

According to Robert Greenleaf 'Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organisations and ultimately creates a more just and caring world. The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.' (Source: <https://greenleaf.org/what-is-servant-leadership>)

ROLES AND RULES

Unclear workplace roles and uncertainty about the rules are the two greatest areas of organisational conflict, which affect productivity and profitability.

Roles: Whose role is it to do a specific task and how is it measured? Does everybody have a clear understanding of exactly what their role entails? Are there key measurement indicators in place, according to which their performance is assessed? If not, you are inviting ongoing conflict and resentment to occur.

Activity: Ensure each role has a clear position description and clearly articulated measurement indicators. Be committed to letting each person in every role know what these are.

CHALLENGE – WHY FIX WHAT AIN'T BROKE?

Complacency is one of the greatest threats to any business. 'Half good' will never be good enough! The 'just enough, is good enough' attitude will, over time, slowly eat away at the fabric of your team's performance.

Highly performing teams and organisations constantly look for ways to perform their roles smarter, not harder, including keeping up with technology and innovative business practices.

Activity: Assess how often you spend time reviewing the quality of your systems, services, processes and people growth? Is it enough? Are there other things you can do to consistently review, improve and increase your efficiency as a team or organisation?

YOUR PEOPLE, YOUR FAMILY

Work-based relationships are as equally important, as the tasks that need to be done. In highly performing organisations, there is equal focus on both, as it is through collaborative and supportive relationships, that business outcomes are consistently achieved.

Your people need to feel heard and that they are valued. Without this, you will experience ongoing staff issues.

According to Dr. Nelson, a clinical psychologist and business consultant 'companies that effectively appreciate employee value, enjoy a return on equity & assets, more than triple that experienced by firms that don't. (Source: Forbes)

Activity: Regarding your people and how you relate with them, consider these questions: Do you treat your people well? Are you kind and compassionate, showing interest in them and helping them overcome professional and personal adversity? Do you consistently provide them with the resources they need to thrive? Do you make growing them through strategic learning and development opportunities a focus?

ASK AND TELL

Effective communication is an ongoing challenge in teams and organisations. The life-blood of any company is communication, which is usually rated as 'poor' by employees in most organisations surveyed. Often it is left 'to chance' or is so ineffective that the workplace 'grape-vine' becomes the most usual source of employee communication. This is a dangerous position in which to be. Communication needs to be a key strategic tool to enhance the performance of any organisation.

According to recent research, a typical Manager spends 2 days each week dealing with workplace conflict – amounting to a whopping 3 months of each year in management time.

As author Rose Johnson explains: 'Understanding the benefits of effective communication helps companies place a focus on developing a workforce that is able to communicate within the firm and with customers, vendors and international business partners. Employees appreciate good communication coming from management. It produces a healthy work environment. When employees are satisfied with their jobs, they are able to efficiently perform their duties with a positive attitude. Failing to communicate effectively in a workplace, leads to frustration and confusion among employees.'

(Source: <http://smallbusiness.chron.com/benefits-effective-communication-workplace>)

Activity: Assess the workplace communication processes you have. List them (an example is team meetings.) Are they effective? Do you have a monthly cascading of information that goes out to all staff (and that does NOT include an email?) Is ongoing and effective communication a key strategy within your company? If not, what can you do to improve communication organisation-wide moving forward?

RECOGNISE, REWARD AND SUCCESSION

Recognising and rewarding good performance needs to be part of the organisation's psyche if you want to retain and grow performers. In addition, a succession plan needs to be in place to ensure that as they grow, high performers are carefully developed, to be able to grow into strategic positions within the organisation.

Activity: Answer these questions: Do you have a well-developed reward and recognition scheme where high performers are regularly rewarded? Would you regard your organisational culture as one where people are supportive and encouraging of each other, or would you see it as one where praise only happens occasionally? Is there a clear business succession plan in place, where high performers are grown and developed to fill key strategic positions within the organisation?

YES!

It is particularly difficult to work alongside people who see the glass as 'half empty' – they constantly see why initiatives will never work, or are negative about new ideas or proposals. If this type of culture perpetuates, you will lose star performers, who will leave to join more positive and supportive organisations, your opposition!

Activity: Be the consistently positive leader people look up to, who creates a 'can do' culture of support and encouragement, throughout the company Excite staff with a sense of 'yes' and enable any person or team, to implement any (well researched) strategy or technique. Give things 'a go.' Praise high performers and create a sense of 'we can do it' in your team and organisation.

HEART

Statistics indicate a powerful link between productivity and leadership.

Compassionate leaders give 49% more recognition and acknowledgement to employees

Compassionate leaders foster 18% more involvement, co-operation and loyalty amongst employees

Compassionate leaders are 59% more likely to communicate a clear vision and goals for the future

Compassionate leaders are 26.5 higher in innovation and encouragement of their staff to think about problems in new ways

Historically people have been discouraged from bringing their personal problems to work, but modern-day organisations (Google is an example) realise that you cannot separate the problem from the person. Compassionate leaders know that by helping their people get through life's difficulties, not only does it improve the bottom line, but it also creates a productive, loyal bond between the two.

FUN

Would you describe your organisation as a fun and an enjoyable place to work? It is not surprising that recent research indicates that people who enjoy going to work, enjoy what they do and the relationships around them are more productive. Fun environments make people happy! Happy people add to the organisation's bottom line!

Activity: Ask four people in your team or organisation to describe the 'feel' of the team/organisation in one word. Give one person in the organisation the task of creating a cross-functional team to build five fun events into your Company Calendar for 2016. Review at the end of 2016

REFLECT

Make ongoing reflective practise a daily part of what your organisation does. Make time to regularly reflect on your business. Involve your people in thinking about what they have done well and key areas for improvement. There are many benefits of reflection, including improved profits. Create a culture of learning in your team and organisation by encouraging ongoing learning at all levels.