

A detailed illustration of the Nativity scene. The Virgin Mary is seated in the center, holding the infant Jesus on her lap. They are surrounded by Joseph, the three wise men, and shepherds with their sheep. The scene is set in a stable with a star visible in the sky above the manger.

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WHAT TYPE OF MANAGER OR LEADER ARE YOU?

This is an important question to ask, because many people are placed in a position of management or leadership, without any knowledge of the different styles of management or leadership that they could utilise. Because of this lack of knowledge and the lack of

understanding of others, you may lose good people purely because of your own lack of skills and an inability to overcome personality conflicts.

SUCCESSFUL LEADERS

Let's take a look at some prominent members of both latter-day and current members of society, for examples of leadership, and discuss what characterises a successful leader:

Jesus Christ
Mahatma Gandhi
Mother Teresa

Richard Branson
Bill Gates
Political Leaders

WHAT CHARACTERISTICS OR VALUES UNDERPIN THESE SUCCESSFUL PEOPLE?

Most people will agree on the following list. Of course, there are many more:

Acceptance
Caring/sharing
Challenging

Confident
Congruent
Decisive

Creative	Intelligent
Empathic	Intuitive
Fun / Humour	Motivating
Goal-setter	Openness
Self-responsibility	Passionate
Good communicator	Proactive
Happy	Real
Peaceful	Reliable
Sense of humour	Resourceful
High Self-Esteem	Risk-taker
Honest	Supportive
Inspiring	Trustworthy
Integrity	Visionary

In examining these characteristics it is difficult to come up with behaviours that demonstrate these characteristics. However, you do seem to know when they are missing. When these qualities or core values are missing from leaders and managers it will cause staff turnover more than any other reason.

REASONS FOR STAFF TURNOVER

We know the other reasons for staff turnover, geographical relocation, spouse relocation, family commitments, health complaints unrelated to stress, better pay and so on. This workshop was focussed on the hidden reason for leaving, which you usually don't reveal in an exit interview.

At the New Zealand Organisation for Quality Conference, October 2008, there was an informal survey of the room (about forty people were present), and of these, approximately fifty per cent of the room agreed that they had

left a job because of the person they worked for or with. In other words, their values were not aligned with that of a manager, a leader or supervisor or business owner or there had been a breach of trust due to the disparity in values.

The sums were then calculated and the cost of staff turnover for those twenty people amounted to a conservative \$8 million. \$8million in lost revenue, productivity, time, recruitment and training costs, when calculated at a conservative \$50,000 annual salary per person. Suffice to say that people were amazed at this cost for this small number of people, and to be informed that Australia in 2004 lost \$30 billion to \$89 billion in staff turnover costs, helps to put it into perspective when you look at the nation-wide costs¹.

When taking into account staff turnover costs, there are many hidden costs to consider, and those that follow are a small sample. You must also include the cost to staff that are taking up the slack for the person who has resigned, or is disengaged and looking for another job. There is the additional stress or sick leave that can be incurred as well as the loss of morale, the lost sales, the lost productivity or efficiency, and the direct costs of time or agency recruitment, law suits if there has been a particularly acrimonious job loss, training of new staff member, and the lost productivity for the first three months when someone new is on the job.

In general, it is considered that when you take an annual salary and times that by 4 to 6, you will get a figure close to what it is costing you every time you have staff turnover whether it is because of management or natural attrition.

The delegates also discussed the kinds of leaders and

leadership styles they have encountered, but space does not permit a look at this right now:

- Authoritarian or Control driven
- Laissez Faire
- Democratic

BREACH OF TRUST

For those attending, the main reason for leaving a job was due to a person and the misalignment of values between them both. This conflict in values came down to a breach of trust and trust is demonstrated by core values of openness, acceptance, reliability and congruence.

To be **open**, is to be able to share information and be open to receive it, without shooting the messenger. It means that you are honest and real in dealing with others.

Acceptance means that you accept others, and different points of view, and also accept yourself, that you are not perfect, and neither are they. That everyone is doing the best they can at the time, with the knowledge and resources they have at the time.

Reliability means that you follow through with what you say you are going to do, and this marries in with congruence, that ability to walk your talk and match your words and actions together².

When you have these qualities and demonstrate them you will embody core leadership and management values that make you honest and trustworthy. In order to do this effectively, you must understand what is inside yourself and others that drives you to perform.

UNDERSTANDING HUMAN DRIVERS

Principles of Consciousness³

95% of the population is unconscious, 95% of the time. Think about it: you wake in the morning, go to the toilet, put the jug on, have a cup of coffee, take a shower, get dressed, go to work. Suddenly you realise on the way to work that you haven't a clue where you are! Have you passed the turn, missed your driveway or parking station, or missed getting off at your stop when on the bus or the train?

At work, you complete your job – much of it on autopilot and then do it all in reverse on the way home. When did you have to have a conscious thought? Most of what you do every day is done automatically and therefore subconsciously. So, who is driving the car, who is answering the phone or completing the budget, or calculating the figures when you are on autopilot?

Your subconscious mind, that's who, and in this philosophical model of consciousness, there is a **High Self**, this is your link with the divine, your spiritual connection. Below the High Self, is your **Conscious Self**, this is the conscious seat of reason and intellect, and the seat of will. There is unlimited intellect and reasoning ability for you to tap into and to run with the ideas that the subconscious floats up to you.

Subconscious

Lastly, there is your Subconscious, who is the often sorely neglected emotional part of you that taps directly into the behaviour you exhibit, for the values that you hold dear. It is near impossible to recognise values until they are demonstrated by behaviours because each of us is like an iceberg. We only demonstrate our behaviours and coping styles at the tip of the iceberg, and underneath the water is the larger body of the iceberg that contains all these other aspects of ourself, including our conscious thoughts, and our subconscious inner child.

Your subconscious is a little child, who is highly creative, cannot tell real from imaginary and therefore responds to the thoughts you give him or her, and needs your love, guidance and attention to feel good. Your subconscious runs or demonstrates the following attributes in the physical body:

1. **Desires:** Think of the five senses and how they kick start your desires.
2. **Emotions:** Your subconscious is in charge of your emotions and all the positively and negatively impacting emotions you experience.
3. **Automatic patterns** that become habits, for example: thoughts going round and round in your head as though on autopilot, emotions that kick in because of a certain tone of voice or look on someone's face, behaviours like driving, writing, computing, walking, shaking hands and so on. These are all autopilot habits that can run us, instead of you being conscious and deciding consciously what is the best course of action.
4. **Health:** In sickness or good health, your subconscious is running the show and responding to the messages you give yourself.
5. **Long term Memory:** Your subconscious is the seat of long term memory, and when you are stressed, emotional or freaking out, your conscious mind is flooded with emotion so you cannot think straight. This is why it is so frustrating for intelligent people who have problems because they cannot accept that their subconscious – a little child, can be so powerful and

override their intelligence emotionally. Remember this, emotional distress up, intelligence quotient down!

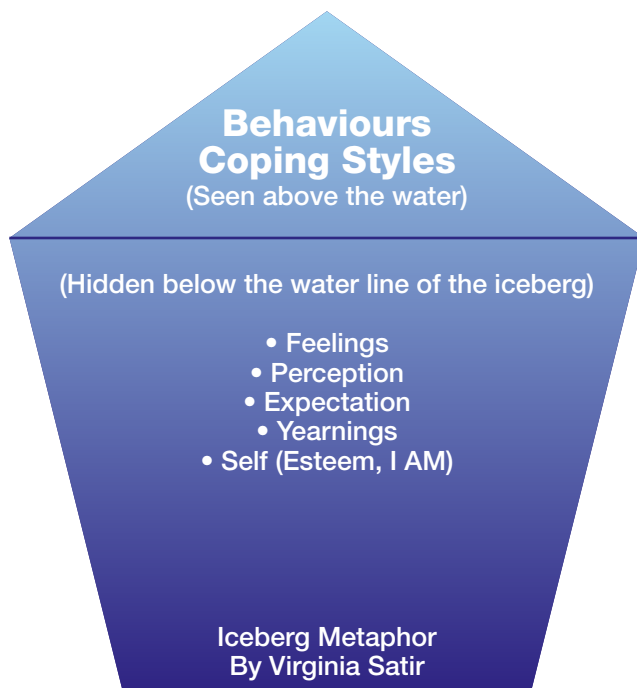
6. **Lower psychic intuition:** Your subconscious is like a 24 hour video camera that never turns off. It records everything on what could be said to be an energy bandwidth for the body. Imagine that the body is like the core of an apple, and energy radiates in a circle up and through the centre of the body and our down and around the body, to come back up and through the centre again and again. Believe it or not, quantum physicists have measured the energy of the body at fifteen feet out from the body, and it is quite possible that this energy continues out to infinity. This would explain why we can think of someone who is on the other side of the world, put our hand out to pick up the phone and it rings and is the person you were thinking of. Spiritual? Not at all! Lower psychic yes, because it is to do with the physical world.
7. **Limited intellectual ability:** Your subconscious only goes up to the age of seven. This is the age of the likes of Jesus and Buddha. That leaves the rest of us mere mortals at about 3 or 3.5 years of age. Your subconscious likes to make life easy, so it adopts all those automatic patterns and habits in order to 'cruise'. If you have ever seen someone throw a temper tantrum, then you will know when you see an adult with a child inside that is out of control and you will get a better look at the age of the subconscious.

Every person does the best they can with the knowledge they have, and the internal resources they have at the time. Those resources include your subconscious and if your subconscious is running the show, which means that you are predominantly on autopilot, then you must learn to guide, advise and love your inner child and provide decisive discipline in order to get back on track. This will demonstrate emotional maturity to others, or emotional intelligence. It is emotional awareness, emotional control and being able to manage the emotions of others around you that indicates emotional intelligence.

THE ICEBERG METAPHOR

Every person does not immediately show these qualities, because according to the Iceberg Metaphor (Virginia Satir⁴), you can only see behaviours and coping styles.

What is behind the behaviour that helps you to identify whether or not you trust someone? Most of the time, you get a feel for it.... And you experience the emotion of it.



Who has to change first? I do.

I cannot change someone else, because change is the scariest thing of all for our subconscious who likes to run on automatic. Change yourself first, and it's quite amazing to see others change around you.

DiSC BEHAVIOURAL PROFILING⁵

DiSC Behavioural Profiling offers an easy assessment tool that also permits you to understand yourself and others. Dr William Marsten came up with his theory of behaviour (as distinct from personality) and stated that people would respond to their environment as either favourable or unfavourable, according to how they see themselves in that environment, either powerful or comfortable or not powerful and uncomfortable. For example, you may be happy and comfortable at work, talking to a group of work colleagues, but don't ask you to give a speech to a group of work colleagues, but don't ask you to give a speech to a group of work colleagues, but don't ask you to give a speech to a group of work colleagues where heads of parliament and high powered dignitaries will be in front of you.

To take a look at DiSC at the Conference, the delegates were asked to move from their seats to divide the room in half with those who were either extroverted or introverted. Think of extroverts as talkative, outgoing, love big groups, bright, bubbly types as compared to introverted souls who

are quiet, thinking is done on the inside, and more withdrawn types.

Then these two groups were broken down into those who preferred to be task focussed as compared to those who preferred to be people focussed, and we then had four quadrants in the room that looked like this:

Delegates were then asked to discuss what it was like to be that kind of person, for the quadrant they stood in, and report back.

Dominant

Dominant or direct types love to get results and hate to lose control. As managers and leaders they can be impatient or even arrogant as they are quick thinkers, want things done yesterday, and don't appear to care. These types will do well to hand over some control and let go of the need to control everything. This group quickly decided they needed to be in charge and were done discussing what they were like in about 5 minutes, and wanted to go and take charge of the other three groups.

Influencer

Influencer types are the gasbags! They love to come up with ideas and talk to each other about them. Meetings are their strong point but this can prove their downfall, as they don't always get down to do anything! They are big picture thinkers and details will overwhelm them, and they are very frightened of social rejection. This group could have talked all day!

Steady

Steady types are just that – they are rooted in stability and security and loathe conflict and will avoid it whenever possible. Nor do they like to be in the spotlight, whether for recognition or critical feedback. They prefer a harmonious team approach and like to be guided and directed with courtesy and politeness. This group contained only three delegates and they weren't sure if they were in the right group and kept looking for guidance.

Conscientious

Guess where most of the Quality Control Managers and OHS Managers were to be found? This group didn't want to talk to anyone even in their own group, and especially did not want to discuss what makes them tick. They were frightened of being asked their innermost thoughts and especially feelings. Just give them the facts and figures and keep all those people

away. It was this group that wanted to improve the flow of food in the buffet areas at the conference, and who were critical of the way things were set up. Conscientious types fear criticism and particularly because criticism could indicate their imperfections.

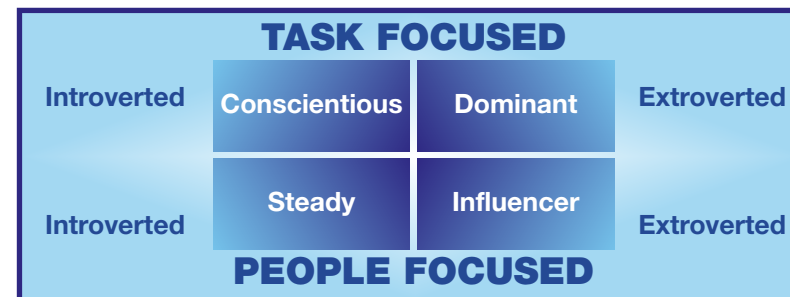
This exercise was a lot of fun for most people, and clearly demonstrated that if you have too many of one type in your team or department then areas of work can suffer, as it becomes overloaded sometimes with too many chiefs and not enough Indians. This can also create an 'us versus them' mentality instead of a united team for the best outcomes. Also, it is good to recognise that you should not hire more people who are just like you because it will leave gaps in your business that no-one wants to fill. Finally, it is very important to recognize that everyone is different and an equal and necessary part of the work wheel.

The other point to make is that the groupings of four by four, will give you 16 predominant behavioural profiles which provide a great deal of insight on how to manage others, and how to manage yourself, for relationships, sales and your particular environment. The only way to truly know what type you are is to take a DiSC profile which provides you with an understanding of behaviours that can be adapted or changed, and information on how to manage your team, rather than requesting someone change their personality. Most people do not want to change their personality but may be willing to change behaviour.

LACE

And lastly, we finished off with some communication tips. It is necessary in the dance of communication to use a little lace. Remember that lace is usually soft yet can also be firm and your tone of voice needs to be soft and indicate caring, and in some situations, also firmness without being harsh.

- **Listen to learn, not to fix.**
 - o When you listen properly to someone, they feel you understand. Don't ask "why" questions, as this will



intimidate the other person, and probably put them on the defensive. The more you listen to understand where someone is coming from, the more you can empathise. It isn't necessarily up to you to fix things. Many times, it is not about fixing something, it is about letting this person move forward from where they are stuck.

- **Acknowledge**

- Acknowledge what the other person is saying. Let him or her know that you are listening and acknowledging with minimal prompts what you think you have heard.

- **Check you have heard correctly**

- “So if I understand you correctly, you’re feeling.... because of... is that right?”

- **Explore**

- When you explore the conversation, you might ask questions such as “What happened then?” and “What happened then?”, or “What do you think should happen now?” This encourages the person to come up with his or her own answers, thus providing empowerment, rather than you taking control.

You may very well come up with the exact same things, but they will feel better because it is their idea. If you

need to enhance their contribution, acknowledge their ideas first, and then say, “What do you think of doing this as well?” and lay out what else is needed.

Good communication does not come naturally, and it is a skill that can be learnt, as can the skills of rapport.

ANCHORING⁶

It is also important to deliver consistent messages from a consistent place and space. If you want to deliver positive feedback, then do it at your desk or their desk, but always on the same side of the person. If you need to deliver feedback that will have a negative impact, then do it on the opposite side. If you mix this up, then the person will never really accept your praise because it feels in conflict inside. What's more they won't know why and neither will you. Anchoring occurs very easily through repetition, as the audience found out in our own little experiment.

SUMMARY

To be an attractive Leader or Manager requires understanding of yourself first and foremost, understanding of others, good communication, and strong values that

underlie our beliefs, and a set of behaviours that others can see and trust.

The more that we take charge of ourself, the more that we can achieve. Then, we shall lead ourself with love and affection, self-discipline and action and take care of our inner child, (our subconscious) with a nutritious diet, exercise, meditation and self-praise. Through this self-responsibility, we are more likely to demonstrate and embody the values of good leadership and management so that our staff will stay with us for the long haul.

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- **Contract Renewals**
- **Energy Conservation Audit Courses in conjunction with AOQ-QLD™**
- **Communications Audits**



PREFERRED SUPPLIER

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ENERGY CONSERVATION AUDIT



Sharing knowledge, experience and promoting best practice in business continuity and disaster recovery planning

We are an active network of organisations that share an interest in seeing that their business continuity and disaster recovery plans are resilient and continually reviewed.

Our goals:

- Provide a forum for discussion on business continuity and disaster recovery
- Educate and inform members and the business continuity community
- Encourage development and implementation of business continuity plans

Our members:

A variety of blue-chip companies from:

- Banking and Finance
- Government
- Security
- Transport
- Utilities
- IT and Telecommunications
- Manufacturing
- Retail

Member benefits:

- Member and specialist meetings in Australia and New Zealand
- Conferences and Training
- Surveys and Benchmarking
- Resources and Member Support

***** Business Continuity Conference: 5 November 2008, Wellington *****

Visit our website www.continuity.net.au for more information or email support@continuity.net.au to be added to our email alert list.