

Mar 05
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Issue 2

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Corporate Volunteering
Life Coaching

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A Humbling Experience

Can you learn Emotional Intelligence? If so, can you learn it in the workplace training room? We could ask the same questions about leadership, trust, ethics or empathy. In recent years we have seen an explosion in training programmes covering these topics. Often in response to businesses realising that employees with a high EQ have the potential to more quickly pick up and solve problems connected to people and productivity; spot opportunities and influence others to translate them into action. Given this, we asked ourselves: *Can emotional intelligence be 'trained' in a course room setting?*

Emotional intelligence and leadership are complex concepts and closely related in the 21st century workplace practice, including tackling the erosion of trust, governance and ethics. They comprise a mix of personal traits, skills and values. EQ and leadership require a good dose of self-awareness, which is why 360 degree feedback has become so popular.

In Daniel Goleman's book *Emotional Intelligence* about a third of the 26 elements of EQ he identifies are values, such as conscientiousness, commitment, trustworthiness and optimism. Given that you'd be hard pressed to find anyone to claim that you can train, or even learn, values, it is not surprising that HR professionals struggle with enacting 'change'.

Similarly, many companies are looking at values development, values based leadership, values alignments, values audits etc, as a way to tap into the potential driving force of an alignment between personal and organisational values. **So, what REALLY causes people's values to change?**

For many, a major values shift is the result of intense personal trauma: a death in the family, a life-threatening illness or accident or a serious relationship breakdown. These can trigger periods of profound self-reflection and subsequent values changes. Often the resulting value shifts tend to be away from areas such as wealth and achievement.

People in such circumstances talk about wanting more meaning, stronger connections and intimacy. These changing needs lead us to reflect



"Its just your 360 feedback, you can't hide from it forever."

on our ability to communicate and challenge our narrow focus, which often leads to much higher levels of engagement and a greater willingness to take personal responsibility - hence higher EQ.

In our business we assist companies in being more socially responsible. To facilitate this we prefer to work with the people in the company, not just the institution. This work is about a values shift – from pure self-interest to more communal values – and if we want to make an impact we have to find a way to facilitate such a shift. Of course it is not appropriate to engineer a personal trauma, but **what about a humbling experience?**

PilotLight Australia pioneered the 'meet the people, feel the issues' concept that brought corporate executives into (brief) contact with highly disadvantaged people or groups. They achieved great results in better recognition of the realities of disadvantage and in getting people 'to want to do something'. The emotional encounter triggers empathy in the moment, coupled with a desire to problem solve - a response we are conditioned for by our education.

We decided to combine training on values, emotional intelligence, self-awareness and communication skills with an 'extended encounter' with disadvantaged groups - running more than 30 programmes in which employees

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Directors' Message



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Firstly, thank you to everyone who downloaded our first edition and for all the great emails we have received telling us how much you enjoyed it and that some of you forwarded it to friends. If you want us to cover a particular topic in a future edition, we would love to hear from you.

In the light of some recent high-profile reports on CSR, we thought that we should point out that we are seeing a trend from CSR to what we have termed **GRCP (Governance, Risk management, Compliance and Philanthropy)**. A number of recent surveys among CEO's and analysts have found a clear indication that the 'too complex' concept of CSR is being rationalised to the more easily defined areas of good corporate governance, compliance with laws and effective risk management.

The advantage of this shift in approach to CSR is that it fits neatly into the current business model and institutional framework, but on the other hand, the spirit of CSR, of caring about community and environment and the whole issue of business sustainability may end up taking a back seat.

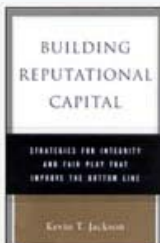
We are sure that the last words on this have not been spoken yet and may return to this topic in a future issue.

Finally, IBM Australia CEO Philip Bullock is giving a talk titled "Being a Good Corporate Citizen Makes Good Business Sense", Friday 18th March – Melbourne Museum. For more information contact Bridgeworks on (03) 9585 7990.

Lynn & Peter

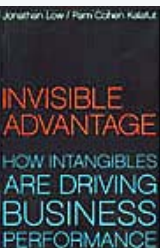
The Value of Reputation

CSR is closely linked to the concept of reputation and the loss of reputation has profound effects on market valuation and even the survival of a company - as demonstrated by Enron, Arthur Andersen, WorldCom, HIH etc.



If you lose dollars for the firm, I will be understanding. If you lose reputation for the firm, I will be ruthless.
Warren Buffett

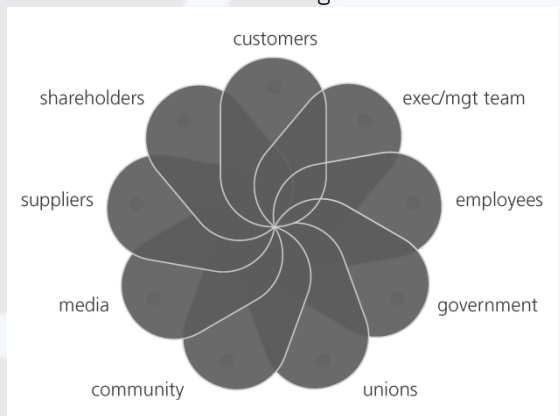
We have highlighted two books on the left that we believe provide a good introduction to reputation and other intangible assets.



Reputation moves beyond brand - which is a carefully crafted, one way message, created via marketing and PR; it is rigorously controlled and primarily aimed at customers.

Reputation is a complex dialogue with different stakeholders. It is measured by actions, not words and requires authenticity. It is a product of many-to-many communication and 'public opinion' and is created (and potentially lost) through every interaction with every stakeholder group.

Our [Circle of Stakeholder Influence](#) model provides a structured approach to 'home in' on to tangible actions and measurable outcomes to help to strengthen reputation. This is done by identifying the issues, challenges and opportunities you face with each of the main stakeholders who contribute to your reputation.



The next stage puts into place the actions needed to overcome the challenges and to develop the opportunities. This model provides a pragmatic way to address the challenges of CSR, reputation and corporate identity.

For more information on Juno Consulting please go to our website at www.junoconsulting.com.au, call us on (03) 9867 1788 or you can email us on info@junoconsulting.com.au

Think BIGGER - CSR Initiative Supports Indigenous Australians

Companies often ask us how to create CSR initiatives that go beyond the obvious and have the potential to create real change. Similarly, companies are also searching for projects which create meaningful staff engagement, as more and more employees want to offer their expertise to the community; and not only be involved in gardening and painting projects.

A fantastic example that Juno Consulting has been involved in is Ford Australia's Indigenous Employment Strategy. The groundwork for the project was laid by Gail Rodgers, Corporate Citizenship Manager at Ford Australia. 'Over the years we have established strong links with Indigenous communities. Working with them we identified a major area of need in helping the long-term unemployed' she said.



Gail approached us about using our *Employability for Life* (EFL) pre-employment initiative, developed for the long-term unemployed. Ford partnered the pilot programme, which we ran for Hume City Council in 2002, as a business-community partnership model to help local unemployed people. 60% of the participants found work and 23% went back into full-time education.

Ford and the Department of Employment and Workplace Relations (DEWR) formed a partnership to run EFL inside Ford, with participants referred via the Job Network agencies.

Prior to EFL being rolled out, over 200 Ford staff, including all top-level executives, plant managers, key HR staff and shop stewards underwent cross-cultural communication training. Juno Consulting also trained 50 Ford employees who volunteered to mentor the programme participants for 3 months, with a focus on supporting their job search, role modelling workplace behaviour and aiding the transition in to the Ford workplace.

In the EFL model, long-term unemployed job seekers receive 9 weeks of training, 'hands-on' work experience - tackling 'real' workplace projects - and supervised job search.



The programme is based on a 40 hour week over the 9 weeks and focuses on the attitudes and behaviours expected in the workplace, as well as more general problem solving, team building, communication and life skills.



From week 2 the participants are allocated their Ford mentor. Ford also hired an Indigenous employment consultant, Mr. Reg Blow (pictured here with Gail Rodgers), to assist with cultural issues, both internally and with programme participants; and to support the retention process.

From September 2003, we took 50 Aboriginals and Torres Strait Islanders through the EFL programme. Ford did not offer employment guarantees, rather an interview guarantee. With participants working in the plants for a total of 24 days during the programme, they saw first hand what Ford was looking for from an employee. As vacancies arose participants were put forward for interview with the general pool of applicants. If successful, they knew that they had got the job on merit - there was no preferential treatment for EFL participants. Ford ended up hiring 24 as assembly line workers and 1 apprentice. 10 participants found work with other companies.

Mick Bligh (pictured with his mentor David Evens) has spent much of his working life in seasonal jobs and heavy work, including line maintenance with QLD railways. At 58 and never before having a resume Mick joined the programme hoping there might be an opportunity for him to get full-time employment to help him build assets to support him when he retires. Mick was delighted when he was offered a position. 'The programme was spot on' he said 'it clarified everything'. Mick is now on Door Line and his work involves quality control. 'The job is great. They have no chance of kicking me out!' Not that it is likely to happen. Recently an HR representative approached Mick to thank him for being a great role model. He has also been nominated for a DEWR Award. When I congratulated Mick



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Think BIGGER

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on his nomination, he responded 'That's just what I have been taught to do - help people.'

Rodney Augustine moved from Broome to Melbourne to find work. 'The (EFL) programme made me more positive and that's why I kept coming' he said. 'Even if I hadn't found work with Ford, it gave me the confidence to get other interviews - but this is my dream job, working with cars'.

In working with the participants it was clear what they wanted in their life, in descending order 1) Security, 2) Security and 3) Security. I don't think I have heard the word security used so much over such a short time frame. Several of the participants who found work started expressing the possibility of their children going to university

– they would be the first in their family. 'It's great to have stable employment and security for me and my family' said Mr Augustine (pictured here with Tom Gorman, Ford Australia President).



Ultimately, the success of the programme has to be the retention rate. Of the 25 people Ford hired, 4 have left. 3 of

these to return to regional Victoria, 1 having a full-time, teaching job to go back to. Over this time period Ford has hired more Aboriginal people, including family members of the EFL programme participants; and has increased its employment of indigenous people to a total of 32.



Ford's commitment has resulted in much recognition. It won the 2004 Diversity@Work Award for Employment and Inclusion of Indigenous Australians and Gail Rodgers was recognised as an Individual Champion (pictured with Jock Noble, CEO of Diversity@Work). They were a finalist in the 2004 Wurreker Awards and are now a finalist in 3 categories of the DEWR, Corporate Leaders for Indigenous Employment Awards - Outstanding Organisation, Outstanding Manager (Gail Rodgers) and Outstanding Individual (Mick Bligh). The results will be announced late March.

'We believed it was an area in which we could make a real difference to the lives of indigenous people while, at the same time, reinforcing our values to employees as a diverse and tolerant organisation.' Mr Gorman said. It certainly worked. The employment results speak for themselves and Mr Evens, one of the mentors said 'One of the things I like about Ford are its business ethics and this programme was just another example.'

A Humbling Experience

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from large companies mentor long-term unemployed job seekers, Indigenous Australians or young women overcoming eating disorders for a minimum of 3 months. The extended contact makes a huge difference in the protégé's life and has a chance of initiating or furthering a values shift in the mentor.

Without the mentors always realizing it, this 'humbling experience' can trigger serious self-reflection. Many mentors talk about their improved people and leadership skills, they are more compassionate and empathetic and feel confident to have difficult conversations in an appropriate way.

In one of our recent programmes with IBM a mentor wrote in his evaluation: 'The benefits to me personally are too numerous to mention here. This programme has allowed me to gain perspective on my own background and career. We take for granted the skills we are fortunate to possess – skills we simply assume others also possess in our daily business dealings. Meeting my protégé has required me to put aside any pre-conceived ideas or opinions and get outside my usual comfort zone'. We also have had mentors who recognised that they were in the wrong job or company and changed accordingly.

Because all the mentors volunteer, most are community minded or feel that they have reached a point in their lives where they want to give back.

Nevertheless, we estimate that 10-20% of mentors in each programme do have a profound experience that prompts them to re-assess themselves, their basic assumptions about life and their values.



"I see you survived your review!"

Such a programme is also an ideal 'sandbox' for testing new communication skills, rebuilding trust, evaluating what is ethical behaviour; and 'homing in' on and developing emerging leaders. Because the encounters are outside work – yet facilitated and linked back to business – participants are clearly much more willing to experiment and test new skills than they would be within their workplace.

In this sense, these community mentoring programmes have proven very successful in taking the learning of emotional intelligence to a level beyond classic training. They have shown a clear impact on interpersonal skills development and on personal values in a significant number of participants.