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Issue 3

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EQ Development
Leadership Coaching
Corporate Social Responsibility
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Contact

Juno Consulting Pty Ltd
ABN: 84 088 728 876

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

Good News on the Job Market?

Following up from the changes in the job market discussed in our last newsletter, the good news has kept coming and the national unemployment rate is down to 4.8%. So is it all good news on the job front?

First, it's good to remember that a person is counted as employed, in the unemployment surveys that are used to extrapolate the jobless rate, if they work for **more than 1 hour per week**. So it is important to bear in mind that we still have a category of job seekers who are underemployed, but not unemployed.

More importantly, though, this really low unemployment rate has had a big impact on the corporate-community mentoring programs that we run. Mentoring long-term unemployed job seekers is as rewarding as it is a great learning experience for aspiring leaders.

We started working on these types of programs in 1998 and over the last 2 years we have observed a clear shift in the barriers that the long-term unemployed protégés are facing. In the years between 1998 and 2004, in the main those barriers were low self-esteem, outdated skills and lack of local experience (for overseas immigrants).

For the last 18-24 months we have seen a trend to job seekers with much more severe issues that act as barriers to employment today. The most significant issue for us is mental illness.

We have always recruited most of the long-term unemployed participants through the Job Network and have consistently asked for candidates who have been unemployed 12 months or more; and who are 'hard to place'. With the booming economy this loosely defined group has undergone significant change.

First, the average age has shot upwards and we now routinely have protégés who are in their sixties (this mature aged group is 80% male).

Second, we have had more and more job seekers with diagnosed or undiagnosed severe mental illness, including schizophrenia, bipolar disorder, paranoia and clinical depression.

For us, this is the downside of the buoyant job market. We now see exposed a group of



unemployed people who were 'hidden' behind a group of more employable, but still long-term unemployed, job seekers. This slightly more employable group who used to make up the vast majority of protégés in our programs is now generally employed.

We still have people with low self-esteem, emotional issues (e.g. marriage break-up), outdated skills or candidates with no local experience. But we now also have up to 25% of protégés with a range of severe mental health issues.

To us, this is a clear failure of the mental health support system in Australia. Much has been written about the inadequate level of care for sufferers of mental illness, including the heart wrenching 'Not For Service' [report](#) published by the Mental Health Council in 2005.

Since that report the federal government has committed new money to mental health, but few of the states have followed suit. And so we find people who are clearly not job ready - but in need of mental healthcare - in the Job Network and on the Newstart Allowance.

Clearly, neither the Job Network nor Centrelink are adequately equipped to deal with the level of mental illness we have seen. In many cases neither agency was even aware of the mental health issues!

The case managers in the Job Network agencies we speak to acknowledge how much their client group has changed, but they don't know what to do about it. The whole Job Network has been set

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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

Once again we would like to introduce a new member of the Juno team, **Sallyanne Miller**.

Sallyanne has been working with us since late last year and is now assisting us on our leadership development programs. We have started to jointly design new programs, such as the Leadership Clinic, see below.



Sallyanne holds a Masters degree in Organisation Change and Development and is a qualified Somatic Therapist. For more than 15 years the focus of her work has been on developing leadership capability in the workplace. She has considerable experience in organisation development, leadership development, and management education.

Sallyanne held roles as Change Manager and Organisation Development Manager in Westpac, leading major change programs. From there she moved to the University sector and spent a decade directing a Master of Business program in Organisation Change & Consulting at RMIT. This program offered an alternative to mainstream management programs focusing on building the skills of leadership and change management through the development of emotional capability.

We are delighted to have Sallyanne on board and excited about the expanded Juno product portfolio. The focus of our collaboration is going to be leadership development through professional supervision and group coaching.

Lynn & Peter

The Leadership Clinic

Most senior leadership groups never learn to work effectively together.

Whilst much has been made of the power of teamwork at the lower levels of the corporate hierarchy, very few senior leadership teams have harnessed the power of collaboration.

Productive engagement arises out of leaders recognising the need to collaborate in order to get their work done. True collaboration requires a sound level of emotional capability in order to make choices in the interests of the whole organisation and not just self-interest.

Juno Consulting's Leadership Clinic helps an intact leadership group (peers) to develop and practice the full power of teamwork at this level. Whether you want to grow as a group or you are currently experiencing conflict in the team or similar issues – the Leadership Clinic is an effective tool for growing your leaders and enhancing collaboration.

Your leaders will gain much greater insight into themselves and each other – creating trust, understanding and the desire to grow as a group.

Simply put, leadership growth will occur through professional supervision and facilitated group coaching.

Leaders are less likely to receive honest feedback, and many executives are honestly unaware of how their behaviour impacts on those around them and their organisation. Improving the leadership skills of your executive team requires a better understanding of the team members, the team dynamics and the constraints set by process, structures, incentives and rewards.

The Leadership Clinic begins with 2 days of group work around the Global Executive Leadership Inventory. This diagnostic tool combines self-assessment with 360 degree feedback on actions and behaviours within 12 leadership areas. It was developed by Prof. Kets de Vries, head of Leadership at INSEAD, Europe's most prestigious MBA School, and is considered one of the most comprehensive leadership assessment tools for senior and executive managers.

With the help of 2-3 Juno facilitators your leadership team will explore and discuss their individual assessments. These two workshops will allow us to identify the most significant opportunities for the team and the individuals to grow. We will also be able to identify existing conflicts in the team. Individuals and the team will jointly acknowledge these growth opportunities and conflicts.

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2006 Women of Achievement Awards

Brain Foundation Victoria will host the 2006 Women of Achievement Award and Luncheon on Tuesday 3rd October 2006, at the Savoy Ballroom of the Grand Hyatt, | Melbourne. The event is held to celebrate and congratulate the many women who work tirelessly for the community.

This is the tenth year of Women of Achievement. Over time it has gained considerable prestige amongst women in management, the scientific and medical world, the arts and women who hold multi-dimensional roles in the community.

Winners have become great ambassadors for the Brain Foundation of Victoria. As a result many Victorians, whose lives have suddenly been turned upside down, due to a brain disorder, have been supported with information of choices for rehabilitation, access to services, planning and knowledge on day to day care.

The event offers a unique opportunity to acknowledge the outstanding contributions women make in shaping their communities. Similarly, The Women of Achievement Awards and Luncheon raises funds to support victims of brain disorders and their families.

Brain Foundation of Victoria is dedicated to improving the quality of life of people affected by conditions of the brain and providing support to families. It specialises in supporting those affected by stroke, head injuries and brain tumour; people with progressive neurological diseases, such as Parkinson's disease, Multiple Sclerosis, or Muscular Dystrophy; headache and migraine sufferers.

The Keynote speaker at the event is Professor David de Kretser, AC, Governor of Victoria. Tickets are \$95 and can be obtained by calling Brain Foundation Victoria on (03) 9845 2950. Juno Consulting is proud to be able to support this important event and looks forward to seeing you there.

To nominate: Assessment Criteria

Multi Dimensional

The Brain Foundation's Woman of Achievement can demonstrate significant achievement in multiple aspects of her life. She will have developed strong talents across many areas encompassing business, community family and friends. She will have strength, warmth, humility and will communicate well.

Commitment & Achievement

This woman has shown her commitment to see a project through, achieving the goals set out or going beyond themselves. The commitment may be in the face of difficulties and obstacles which could have been through government, personal or business.

Contribution to Community

The Woman of Achievement will have made a significant contribution to the Victorian or broader Australian community. This will have had an advantageous effect on a group who, without the assistance, would not have been able to achieve their goals. Commercial consequences may be a result of her endeavours, but would not have been the main motivation for the achievement.

Creativity/Innovation

As a result of her endeavours, the woman has achieved something new and different, possibly because of her strong motivation to make a difference. She has shown some creativity in her thinking or an innovative approach to an issue or problem.

Mentor

Others look to her for guidance, advice and inspiration. She makes a contribution to others' wellbeing and leadership development, whether in a professional sense or through community and home life.

Victorian Based

The person demonstrates that she has achieved something new—that she has perhaps taken risks because of her strong motivation to 'make a difference'. Awards recipients will provide evidence that she meets all of the above criteria. Throughout the year the recipient will be expected to promote the Award and the Brain Foundation Victoria publicly to help increase public awareness of the organisation and its award

Nominations Close: 8 September 2006

To nominate, visit

www.lloydmorgan.com.au

Good News on the Job Market?

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up with skills training in mind, not with helping people to overcome emotional or mental health issues.

This is where Australia differs strongly in its approach from countries such as Denmark or the Netherlands, who are seen as leading the field in dealing with the long-term unemployed, including people in need of retraining or mental health and disability support.

To illustrate this point, let's compare how much Australia and Denmark invest on active measures to help the jobless. According to OECD figures, in 2003-4, Australia spent 0.39% of GDP on helping the unemployed to get training and find work. On the same measure, Denmark invested 1.74% of GDP, more than 4 times as much as Australia! And this despite the fact that Denmark's GDP growth has been half of that in Australia in recent years.

The consequences are obvious in the current job market. Australia is facing skill shortages in a number of industries, but still has a large pool of unemployed and underemployed job seekers

who could be retrained with the right combination of mental health support and comprehensive skills retraining.

If you have an image in mind that it is 'too late' to retrain many of these job seekers, think again. In Australia 12% of men in the prime of their career (aged 25-44) are without a job (either unemployed or on a disability pension).

We believe that it is time that Australia invested heavily into mental health and that these new mental health services become accessible through the Job Network.

The government has gone to great lengths recently to revamp the punitive conditions attached to receiving unemployment benefits and made some changes to mutual obligation (Work for the Dole). Whilst some of these changes are useful, the changes in the Job Network contract did not offer anything new to the very long-term unemployed (defined as over 2.5 years).

By the time someone has been unemployed for over 2.5 years, we usually find a combination of mental and physical health issues that need to be addressed to assist the person in getting back into employment. So let's make sure this issue gets the ongoing attention and funding it deserves.

The Leadership Clinic

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At the end of the second workshop individual leaders will commit to making changes in their practice and individual action plans will be put in place. The group and individual leaders will be assisted by Juno Consulting in two ways:

- ♦ Through individual coaching as identified during the group workshops
- ♦ Through bi-weekly group coaching sessions of 1.5 hours over a period of 4-6 months

Leadership growth does not occur overnight. At the root of leadership and teamwork lie emotional competencies and relationship skills. Both have been demonstrated to need at least 3 months to develop – provided there is ongoing feedback and coaching.

Depending on your particular situation and existing issues in the leadership team, we may also use additional diagnostic tools that focus on organisational aspects and culture.

For the Leadership Clinic, it does not matter whether your senior leadership team has been together for 3 months or 3 years. What we need is a willingness to participate in the process and the ability to facilitate change that may impact individual roles, responsibilities or structures.

Compared to many other leadership development programs in the market, the Leadership Clinic has been specifically designed for senior and executive leadership groups. It goes way beyond what can be achieved in short-term programs that typically last 2-3 days and are build around activities.

The depth of feedback collected from ~10 peers and subordinates and the reflective nature of the Leadership Clinic sets a high standard for leadership expected at this level. Leaders will be confronted with uncomfortable insights about themselves and other members of the group. The result of this facilitated process is increased flexibility and resilience, a much deeper understanding of self and the ability to work with the other members of the team based on a newfound mutual understanding.

Juno Consulting has been working with leaders from diverse industries for over 5 years. One of us (Sallyanne Miller) has more than 15 years experience in professional supervision and group coaching for leaders. All our facilitators have the ability to quickly identify root causes of conflict, non-productive teams or ineffective leadership. We normally work with 2 or 3 facilitators, depending on the size of your leadership team.

For more information please contact Peter Lanius on 0405 213 264 or planius@junoconsulting.com.au