

Welcome to the latest edition of the microskills™ network for participants of microskills™ training around the world.

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Australian Future of Work

The Australian Human Resources Institute (www.ahri.com.au) has recently published its white paper, People@Work/2020. It references work conducted in other westernised countries but highlights particular issues confronting Australia, specifically demography, immigration, skills shortages, technology and sustainability.

Generation Y

We have been reviewing the PwC study: “Millennials @ Work” which considers Gen Y (typically born after 1990) attitudes.

A large international sample base produced the following key statistical results:

- 68% of Gen Ys believe Russia, India and China will be more significant than the US and Europe by 2020
- 98% of Gen Ys want access to strong mentors
- 86% of Gen Ys say CSR (Corporate and Social Responsibility) reputation materially impacts employer choice
- 91% of Gen Ys believe that they will work across geographic borders
- 95% of Gen Ys are active social networkers

- 61% of CEOs have great difficulty attracting and retaining Gen Ys
- the majority of Gen Ys believe loyalty is a 2-way street and expect to have between 2 and 5 employers in their career
- Gen Ys see training as the most important job benefit
- the majority of Gen Ys are pessimistic about post-GFC (Great Financial Crisis) recovery and see their greatest career risks as ‘promotions, bonuses and increments’ – i.e. they don’t see not having a job as a material risk.

There are many common themes with other studies and, as the baby boomers (born after 1945) either want or are forced to work more years before retirement, companies will have to introduce menus of employment policies that cater for different needs and yet are still fair to all staff.

Handling sensitive issues in the workplace

We are shortly to launch a new training service to help line managers and HR staff to handle sensitive issues with their colleagues at work. It will cover the policies and skills and the practical and emotional steps to take with both the victim and the perpetrator

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It will also include the legal obligations and limitations in each country or state.

If you have any suggestions for topics to include, we'd be delighted to hear from you. So far we will be covering:

- serious illnesses of staff and their families
- bereavements
- sexual and health issues
- accidents
- harassment and bullying
- discrimination
- personal hygiene
- unacceptable behaviour by staff and customers
- violence
- drink and drugs

Meaningful more than measurable

We have long railed against the excesses of Key Performance Indicators (KPIs) that sacrifice the meaningful part of a person's job if it cannot be converted into measurable and quantifiable standards. So it is encouraging to see organisations beginning to redefine their corporate visions and values.

The following two pieces are worth noting:

Standard Chartered Bank slogan

The bank has encapsulated the movement against the measurable in favour of the meaningful by adapting the Albert Einstein quotation in its new marketing slogan, 'What counts can't always be counted'. StanChart's own new mantra is 'Here for Good'.

Bottom up management

An increasing number of organisations are claiming that they use a bottom up management style with the senior management being in post to support the front line staff in their work. HCL, a major Indian IT company, led by Shiv Nadar, conducts a 360 degree appraisal on its 3,000 most senior staff with the feedback being from the 70,000 junior staff and published for all to see.

Hewitt has rated HCL as the best employer in India and their website with video describing the school they have established suggests why (<http://www.hcl.in/hcl-coverage.asp>).

It's a pity that not all Western school kids appreciate the value of a good education!

Corporate and Social Responsibility

CSR and ethics are bubbling again and we hope it is not just another fad. The last time it was high on the agenda was in the late 1980s following the stock market crash, huge unregulated financial scandals and a movie called Wall Street. We saw the sequel, Wall Street – Money Never Sleeps, recently!

Malcolm Gladwell

After the recommendation in the last newsletter of Gladwell's latest book, our Australian licensee, David Neyle, has sent this link to a Gladwell TV interview.

(http://www.ted.com/talks/lang/eng/malcolm_gladwell_on_spaghetti_sauce.html)

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Experiences, comments and questions

We always like to hear from readers with views and experiences they have either for publication or for reply off-line.

microskills™, problem ownership™ and Supportive Manager™ are part of a stable of methods used by the Tim Russell Group for consultancy and training of staff around the world in organisational change and interpersonal skills. User

organisations come from finance, travel, hospitality, retail, manufacturing, government, education, health services and telecoms. Applications range from customer service to management development, team-building to support skills, negotiations to managing meetings, interviewing to selling.

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