



CUTTINGS

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Compiled and edited by Geof Cox

EMPLOYEE WELL-BEING

The psychological contract between employer and employee is a key determinant of performance. Research has shown that a positive psychological contract delivers good performance outcomes.

A new research report by the CIPD in the UK outlines the state of the psychological contract on the main dimensions of trust, satisfaction and commitment. Findings suggest that organisations are now more successful in delivering on their promises than they were in earlier years. But levels of feelings of fairness and trust have been decreasing over the last two years.

What is a good employer?

A cluster of practices like progressive HR practices, flexible family-friendly practices, effective supervisory leadership and the delivery on promises define a good employer. The findings of this, and previous surveys confirm that these practices deliver higher levels of worker satisfaction, commitment and excitement at work, as well as higher levels of motivation, positive behaviour at work and a lower

intention to leave the job, bringing benefits to the organisation as well as workers.

Effective leadership

Line managers have emerged from earlier surveys of employee attitudes as being trusted more than the organisation as a whole. This year the survey finds a majority of line managers failing in many or most of the basic elements of good management – including providing regular feedback or offering to help improve individuals' employment.

Workplace stress

Stress has been moving steadily up the workplace agenda in recent years and this year's survey shows respondents reporting stress levels exceeding the Health and Safety Executive standards on stress management.

Contemporary career preferences

Finally the survey identified three distinct groups of employees in terms of their attitude towards their career:

Traditional – working longer hours than most, displaying high commitment and motivation. Usually younger

workers they want long-term tenure and upward mobility.

Disengaged – these tend to be older, long-tenure, low-income workers, displaying low levels of motivation and a reluctance to do anything extra. Work is not a central life interest, and they want no emotional ties to the organisation.

Independent – low commitment and satisfaction. They want career success, but on their own terms and without being tied to any one organisation. They tend to be graduates on high incomes and with a short tenure. They report lower organisation commitment, lower satisfaction, a poorer psychological contract and a higher intention to quit.

Report card

So a B+ overall but showing a worrying trend. British managers must do more to control stress, build trust and a feeling of fairness in order to deliver on their side of the psychological contract.

Employee well-being and the psychological contract. Research report. CIPD (2004)

A LEADERSHIP STORY

Imagine police officers who confidently deviate from official procedure without clearing their actions with their supervisor first. Then imagine that they not only find a successful new method for catching car thieves and burglars, but they convince others in the department to follow suit.

If you are in Carrollton, Texas, you are not imagining.

Here they have been using problem-oriented policing (POP) and servant-leadership for a decade as a model for engaging the knowledge and wisdom of employees throughout the organisation.

In traditional command-and-control police departments, officers typically react to what their supervisors tell them to do. As the private sector has discovered, this style doesn't work well anymore, particularly when you require people to have a degree to even walk through the door, (85 percent of the department have bachelor's degrees). As their Assistant Police Chief says: "We used to hire the best and brightest and then treat them like robots."

Part of the challenge was to address the traditional silo mentality of police work. Each of the three bureaus: Operations (patrol), Services, and

Investigative (detectives), is headed by an assistant chief. In the past, they rarely collaborated and officers had to escalate problems up the chain of command within their own bureau and wait sometimes months for a response.

Now the officers are empowered to creatively solve problems, especially stubborn cases, and work with their peers from other bureaus and city departments, rather than waiting for input from their superiors.

*Leverage Points, Pegasus Communications
www.pegasus.com/levpoints/tristanint.html*

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Snippets

A collection of thought provokers and quotations ...

- ✂ "A conclusion is the place where you got tired of thinking." *Steven Wright*
- ✂ "It's hard to know when to respond to the seductiveness of the world and when to respond to its challenge. If the world were merely seductive, that would be easy. If it were merely challenging, that would be no problem. But I arise in the morning torn between the desire to improve the world and a desire to enjoy the world. This makes it hard to plan the day." *E. B. White*
- ✂ "Courage is the price that life exacts for granting peace." *Amelia Earhart*
- ✂ "When I meet another being and truly desire that he exist, it is necessary that I withdraw, so to speak, from the space that I occupy and leave a space for him to occupy in the way that he wishes. For instance, when he tells me his emotion or his suffering, I need to strive to empty myself of my own emotion or suffering, to welcome his as he expresses them through his word. If I am unable to do so, I reduce his experience to my experience, his desires to my desires, his meanings to mine. I occupy all the space of these forms of existence and leave him no space to translate his originality and unique character. A relationship that is not based on this withdrawal is founded on violence and negation of the personality and liberty of the other." *Armand Abécassis*
- ✂ "Vision is the capacity to believe in what the heart sees, what others can't see. Vision is seeing positive possibilities where others see only negative probabilities." *Carl A. Hammerschlag*
- ✂ "A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more." *Rosabeth Moss Kanter*
- ✂ "The very essence of change demands coming into contact with the unknown." *Frederick Matthias Alexander*
- ✂ "The beginning is half of everything" *Greek saying*

- ✂ Hogg Robinson plc have joined the group who are banning email. Email free Fridays encourage staff to pick up the phone or walk across the office to talk to one another. *David Radcliffe CEO*
- ✂ Ritz Carlton bellboys can spend up to \$2000 to fix a customer complaint
- ✂ Customers are a business's scariest resource. *Don Peppers*
- ✂ Nothing is more dangerous than an idea when it is the only one you have *Emile Chartier*
- ✂ For the beginner there are many possibilities. For the expert there are none. *Buddhist saying*
- ✂ I have no particular talent; I am merely extremely inquisitive. *Albert Einstein*
- ✂ We should think of learning as the expansion of one's capacity – to create, to produce results. *Peter Senge*
- ✂ The continual stream of great products and services from highly visionary companies stems from them being outstanding organisations, not the other way around. *James Collins & Jim Porras*
- ✂ An American study found that most doctors sued for malpractice didn't give their patients any lower quality medical information, but on average spent three minutes less with them and spoke in a domineering tone.

Getting more than 100 percent

This little mathematical formula has been around for a number of years, but I have never put it into Cuttings. It's positive message is worth sharing:

If we allocate numbers to letters of the alphabet in sequence so A B C D X Y Z becomes 1 2 3 4 24 25 26. Then: H-A-R-D-W-O-R-K is 98: (8+1+18+4+23+15+18+11 = 98), K-N-O-W-L-E-D-G-E adds up to 96: (11+ 14+15+23+ 12+5+4+7+5 = 96), and A-T-T-I-T-U-D-E gives you 100: (1+20+20+9+20+21+4+5 = 100). But P-O-S-I-T-I-V-E delivers 115: (16+15+19+9+20+9+22+5 = 115).

So, if we want to discover what delivers 100 percent in life, we can conclude with mathematical certainty that while hard work and knowledge will get you close, and attitude will get you there, but it's the POSITIVE that will put you over the top.

Non-style of Leadership

Ben Johnson wishes to thank all those who participated in the survey on the "non-style" of leadership. The most recent results confirm the original findings that this "non-style" is indeed recognised by employees. On average it is used by the manager 19.8% of the time, but employees only want it to be used 0.7% of the time.

You can still participate in the survey at www.hintsltd.com/surveys, with immediate feedback of your results.

2005 Public Programmes

Focus on Influence –developing interpersonal skills, reflection and insight, assuming responsibility, personal commitment, enhancing flexibility and achieving goals together with others. Netherlands: 11-14 October (English)
Information and booking:
 Learning Consortium
www.learningconsortium.net

Managing Technical Professionals –for anyone moving from a technical job into management or in a role that entails managing technical professionals.
 London, UK: 24-25 November

Internal Consulting Skills –focusing on consulting and interpersonal skills for people working as internal consultants in an organisation.
 London, UK: 17-18 November
Information and booking:
 Frost & Sullivan +44 (0)20 7915 7878
www.training.frost.com
 Or call me direct (contact numbers below).

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Geof Cox
 New Directions Ltd,
 26a Downleaze, Bristol BS9 1LZ, UK
 phone: +44 (0)117 968 1451
 fax: +44 (0)117 968 1625
 web: www.newdirections.uk.com
 email: geofcox@newdirections.uk.com