



# CUTTINGS

Number 107 October 2013

Compiled and edited by Geof Cox

## Engaging with your Organisation

**I**t's not (just) about the money, money, money.....!

An HBR article in 2009 talks about a 'rewards remix' that some organisations seemed to have missed. Surveys are not the answer. Time and time again organisations spend a significant amount of investment as well as resources on surveys which produce tons of data and have very little impact. Surveys are an important phase on an engagement journey, however the emphasis should be on using the survey to make real changes in HR at work. A sense of purpose, and best value from their benefits package. There are too many packages. There are too many investment should be on using the survey to make real changes in HR at work. A sense of purpose, and still measured by inputs and not practices throughout the knowing that what you do is making outputs. As Generation Y moves into organisation. Research confirms that a difference, is one of the greatest their 30s, with the increasing likelihood of having two full time workers in the family, flexibility when they run a survey without becoming paramount. And the visible action afterwards.

demand is for total flexibility, not just **What to do:**

the ability to buy-back holiday or opt for a nine day fortnight. HR policy makers have not caught up with this reality yet.

Engagement for any worker who is doing cognitive work, according to Dan Pink's research, demands

autonomy and purpose as well as mastery over what they are doing. Organisational changes, However, many managers lack the skills, confidence and/or technology to effectively manage the even local or world events. You can't take sabbaticals and looking for work based opportunities to 'give something back'.

Mary Ann Masarech of BlessingWhite even estimates that engaged is not the same as being even 50% of her readers of their regular eNews are not fully engaged where they are responsible for the policies of their organisations, and are more likely to be engaged than the workforce at large.

Also recognise that engagement is also not all-or-nothing. Not being engaged is not the same as being disengaged. It's a continuum where the goal is always to move staff up to themselves. Many of these will experience the highest levels of working in HR leadership roles, contribution and satisfaction.

Someone who is not engaged is still contribution and satisfaction. Someone who is not engaged is still policies of their organisations in this area, and are more likely to be value to the organisation by moving engaged than the workforce at large. to a higher level.

Surveys alone don't change anything.

BlessingWhite webinar programme 10/2013

4 Steps to Improve Your Engagement, BlessingWhite eNews 9/2013

Talent retention requires ever more innovative benefits packages, Lucinda Carney, HRZone 9/2013

How Gen Y & Boomers will reshape your HR Agenda, HBR 7/2009

CUTTINGS is edited and published by Geof Cox of New Directions Ltd.. The contents are the property of the publisher but may be used if the publisher is identified and if copies of such use are sent to the publisher.

*A collection of thought provokers and quotations...*

- ✖ "A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops." *John J. Pershing*
- ✖ "Sometimes your joy is the source of your smile, but sometimes your smile can be the source of your joy." *Thich Nhat Hanh*
- ✖ "To be upset over what you don't have is to waste what you do have." *Ken Keyes, Jr.*
- ✖ "If you are not willing to learn, no one can help you. If you are determined to learn, no one can stop you" *Author Unknown*
- ✖ "If one tells the truth, one is sure sooner or later to be found out." *Oscar Wilde*
- ✖ "Generosity is giving more than you can, and pride is taking less than you need." *Kahlil Gibran*
- ✖ "Genius is the ability to reduce the complicated to the simple." *C.W. Ceram*
- ✖ "The pursuit of happiness is the greatest feat man has to accomplish." *Robert Henri*
- ✖ "Give what you have. To some it may be better than you dare think." *Henry Wadsworth Longfellow*
- ✖ "It is wisdom to believe the heart." *George Santayana*
- ✖ "When you reach the heart of life you shall find beauty in all things, even in the eyes that are blind to beauty." *Khalil Gibran*
- ✖ "The man with insight enough to admit his limitations comes nearest to perfection." *Johann von Goethe*
- ✖ "True wisdom lies in gathering the precious things out of each day as it goes by." *E.S. Bouton*
- ✖ "How wonderful it is that nobody need wait a single moment before starting to improve the world." *Anne Frank*
- ✖ "The world is not yet exhausted: let me see something tomorrow which I never saw before." *Samuel Johnson*
- ✖ "There is no great genius without a mixture of madness." *Aristotle*

## BOOK REVIEW

### Conversational Intelligence

By Judith E. Glazer

ISBN 978-1937134679

The subtitle to Judith Glazer's new book is: "How Great Leaders Build TRUST and Get Extraordinary Results", and like all good titles it tells you exactly what you are about to get inside.

I have always appreciated the 'a-ha' moment in understanding the 'how and why' behind something that we know works in practice - I don't want to know the whole theory and evidence, just the explanation. This book provides that 'a-ha' moment in explaining why some conversations and interactions work better than others.

The secret, Judith explains, lies in our growing knowledge of neuroscience. Conversations (even those one sided or time-disrupted conversations such as presentations and email exchanges) contain triggers that either engage the lower, more primitive brain (amygdala) which is prone to distrust and paranoia, or activate higher-level intelligences (prefrontal cortex) such as trust, integrity, empathy, strategic thinking and good judgment.

Judith not only makes the links between our conversational clues and the neuroscience to explain why some conversations are more productive than others, she provides a guide to how we can harness this knowledge that can elevate conversations to the highest level. She does this with examples, exercises and tools.

We are often disappointed at the outcome of our conversations, especially at work, when we get mere compliance rather than the commitment we hope for. By understanding why this happens and what we can do about it, we have a clear guide to more productive conversations and - as a result - better and more productive organisations.

This book is an essential for all business leaders, executives, coaches and anyone who wants a good outcome to a conversation.

*To read more and access Judith's other work at the Creating WE Institute, go to [www.conversationalintelligence.com](http://www.conversationalintelligence.com) and [www.creatingwe.com](http://www.creatingwe.com)*

## Public courses

Coming up in the next months:

### Getting Results Without Authority

A two day course in positive influencing skills aimed at people working in project or matrix structures where they need to get results without having any formal authority

5-6 December (London)

### Focus on Influence

A 3.5 day residential programme that engages participants in exploring how they interact with others and develop their skills in different situations. (Run through partners Learning Consortium)

21-24 October (Belgium / English)  
18-21 November (Belgium / Dutch)

### Human Competency and Capability Development

A four day programme aimed at HR and L&D professionals (in particular in the Oil and Gas sector) which explores the processes and strategies for developing people. (Run with partners Strategies for Training and petroEDGE)

22-25 October (Kuala Lumpur)

### International Oil & Gas Executive Development Programme

A five day programme on strategic business skills covering financial management and leadership topics. (Run with partners Strategies for Training and petroEDGE)

28 Oct. - 1 Nov. (Kuala Lumpur)

\*\*\*call for more information\*\*\*

**Cuttings** has been published continuously for the past 20 years by New Directions, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

On our website you will find copies of all past issues of **Cuttings**, articles and information on all our services.

To discuss any ideas please call me:

**Geof Cox**

New Directions Ltd,

26a Downleaze, Bristol BS9 1LZ, UK

phone: +44 (0)117 968 1451

mobile: +44 (0)7753 626284

email: [geofcox@newdirections.uk.com](mailto:geofcox@newdirections.uk.com)

web: [www.newdirections.uk.com](http://www.newdirections.uk.com)

[www.learningconsortium.eu](http://www.learningconsortium.eu)

[www.gettingresultswithoutauthority.com](http://www.gettingresultswithoutauthority.com)