



# Positive Change Consulting

*Improving performance through people.*

## Newsletter November 2004

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What are the key attributes of leadership?  
*"A leader should take responsibility for everything they do and lift the spirits of those around them"* General Peter Cosgrove.

*"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."*  
 Dr Stephen Covey

*"Authentic leadership is centrally concerned with values, ethics and morality and with deciding what is significant, what is right, and what is worthwhile".*  
 Prof. Patrick Duignan.  
 ACEL Travelling Scholar  
 2004

### What's happening in workplaces?

Read the research reports below and you could almost be forgiven for declaring the world is far too difficult to work in. We've highlighted these issues because we believe they are far too important to disregard. Leaders need to be reminded how people can be affected by their decisions; how they respond to the way they are treated.

At a seminar sponsored by the Australian Council of Educational Leaders (Nov 10<sup>th</sup>), Patrick Duignan argued that the key challenges facing leaders today and the ethical dilemmas they face always have to do with people. And there are no easy answers. Leadership is about influencing, which means having a relationship with people, caring about them, respecting them and valuing them for their contributions.

#### We're Overworked

A study on excessive work hours in industrialised countries by The International Labour Organisation, (The Australian Nov.1<sup>st</sup>), reports that:

- Employees in Australia (20%), US (20%), New Zealand (21.3%) and Japan (28.1%) work at least 50 hours a week.
- Australian employees work twice as hard as Europeans - European (10%), UK (15%) put in such long hours; in Germany, France, Spain and Italy, less than 6 per cent of workers put in a 50-hour working week.

The ILO attributes the trend to the de-regulation of the labour market combined with intense competition, partly driven by globalisation and technology.

#### Resulting (?) in Mental Health problems

Mental health problems cost Australia \$13 billion per year (6 million work days lost, 12 million days of reduced productivity) according to the Mental Health Council of Australia. [Human Resources, Issue 64 – 8 Sept 2004]

#### Desk Rage

"Desk rage" is described as people having temper tantrums,, being rude, yelling, verbally abusing others, attacking office equipment. Staff surveys (US) attribute it to increased work stress over layoffs, greater workloads, increased productivity demands and longer hours. No it's not necessarily workplace violence, just people who have been stretched too far. [L.Stack. Human Resources Issue 66 - 5 Oct, 2004]

#### Staff leaving you?

2 out of 5 employees are actively considering leaving their current employer within the next 12 months Why? - lack of career development, promotion prospects & opportunity to be creative , plus poor working relationship with manager. [Watson Wyatt -research survey of more than 220 large private sector employers incl. nearly 3,000 employees. [The statistics are similar for small/medium business.] More information [here](#).

#### Restoring Work/Life Balance

While economic and political decisions may have to provide the longer-term answers to these issues, for the immediate future

- Individuals must learn to manage stress, to build their own confidence and self-esteem so to ride out the pressures.
- How do leaders lead? How can they consistently lead with integrity? How can they ensure they have followers? As a leader, set aside some time and reflect: **"Why do people see me as a leader?" and "How do I make a difference in the lives of others?"**

#### Coaching for Leadership

Jennifer has been invited to join a team of coaches to work with School Principals over the next three years, in a pilot project led by the Australian Principals Association – *"Coaching for Experienced Principals"*, which gives recognition to the value of coaching in developing leadership skills. For information about our coaching services [Click here](#)

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We'd love to hear your feedback.

**Jennifer McCoy & Tony Austin**

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- a client
- we've swapped business cards
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Coaching of course does not need to be confined to the most senior leaders. Team Leaders also benefit from learning some of the basic skills and tools of coaching so they in turn can use them in working with their own staff. For information on our program **Leader as Coach** see the December newsletter.

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**The purpose of this Newsletter**

Positive Change Consulting shows people how to build great leadership, manage change, develop people for business productivity – and restore balance to your life.

In this newsletter we aim to alert you to the latest research into leadership, report people-related workplace news, suggest ways for encouraging staff involvement to improve your business and alert you to the things we are doing and the services we can offer you.

**We welcome  
Contributions**

Please contact us if you would like to contribute to this newsletter. Just email or phone to share any experiences.

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