



**Denise Hartley-Wilkins**  
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- Professionally qualified HR specialist
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## What makes a business great?

- Moving from 'Good to Great'

I was in a discussion group recently when this question was asked. It got me thinking.

Marcus Buckingham, ex. the Gallup Organisation, suggests '*you don't have great organisations, you have great workplaces*'. Along with having a great product and a customer base, I think this sits at the heart of business success.

### So what makes up a 'great workplace'?

Great people, a great leadership & management footprint; a performance focused culture where people feel they are valued, have a future, know how they contribute to business success, and, importantly, where poor performance is addressed. Where there is a clear vision, values & business goals that are built from the ground up and communicated consistently; where staff have the tools and resources to do their job.

A focus on employee **and** customer engagement is also a key driver of business excellence. However at a time when many

organisations are talking about the need to **meet** expectations, great organisations focus on **exceeding** expectations. It's the difference between an 'ok' experience and a 'wow' experience. Here's an example.

I had to replace my outdated, but nevertheless cherished Barbie pink cellphone – it had finally turned up its toes ☹ After doing a load of research about what bells & whistles I needed in a replacement phone I settled on the model. A trawl of the main retailers followed.

In one store I could view the model but that was it. It wasn't powered up and the sales assistant wasn't willing to do that for me. Down the street the sales assistant pointed out the same model then went into the back of the store, got one out, assembled it, powered it up with a battery & let me play ☺ Wow, sale made! Same model, same price, different customer experience.

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Helping your people, your workplace and your business to ...

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## From 'Good to Great'

Having the right people in the right seats is also critical. Jim Collins in his book 'Good to Great' turns traditional thinking of setting direction first, followed by hire the team to deliver the strategy on its' head. His research into those organisations that make the leap from 'good to great' identifies 'disciplined people' at the heart of the business strategy. It goes like this....

### "Disciplined people: "Who" before "what"

You are a bus driver. The bus, your company, is at a standstill, and it's your job to get it going. You have to decide where you're going, how you're going to get there, and who's going with you.

Most people assume that great bus drivers (read: business leaders) immediately start the journey by announcing to the people on the bus where they're going—by setting a new direction or by articulating a fresh corporate vision.

In fact, leaders of companies that go from good to great start not with "where" but with "who." They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. " (source: [www.jimcollins.com](http://www.jimcollins.com) )

Seems to make a lot of sense, doesn't it?

A suggestion in the discussion group was put forward that having the right people can be stymied by the hand you're dealt, or what turns up at interview. I agree, but if you're not attracting the talent you need or are losing your best talent you need to ask yourself why, and what you need to do differently to turn things around. High potentials are not attracted by the mediocre. They are attracted and retained by excellence, performance, opportunity and innovation. These aspects need to sit at the heart of the business and people capability strategy.



## What is Employee Engagement?

*"A positive emotional connection to an employee's work".*

*"Additional effort over and above requirements of a job description..... The difference between how well people **actually** perform and how well they are **capable** of performing" (Source: CIPD)*

Engaged staff work more effectively, connect better with customers and are willing to go the extra mile to deliver superior business results. In these tough times a focus on employee engagement is critical to business productivity and profitability.

Engaged staff:

- Are 18% more productive
- Have 27% fewer unscheduled absences
- Result in engaged customers; they are more loyal and spend more

**How engaged are your staff?** In New Zealand research shows that **54%** of staff are **not engaged**, and, worryingly, **17%** are **actively disengaged**.

### 6 Top Ways to drive employee engagement

1. **Tell employees what you expect from them**
2. **Make sure they have the right materials and equipment**
3. **Give people the opportunity to do what they do best**
4. **Don't forget recognition or praise**
5. **Let your employees know you care about them**
6. **Keep encouraging their development**

*(Source: Human Resources magazine (Aug/Sept 2009))*

**More on employee engagement in the next newsletter!**



## How Shine People Consulting can help you. Services offered:

- Business improvement using the international Investors in People framework
- In house or outsourced Human Resources support
- Recruitment and selection support
- Change management support – change planning & communications; upskilling your people leaders to lead and manage change; *Working with Change* workshops to help transition your staff from A to B
- Employer of Choice strategies – transform your business into one with a strong employer brand, enabling you to attract, recruit, engage & retain high performers that deliver on your business goals
- Employee engagement strategies – how to get the best out of your people resulting in improved productivity and business results
- Helping you resolve those tricky people problems that keep you awake at night!
- Project management –from project inception and design to execution and review
- Strategic and operational planning – from facilitation of, to writing of plans and development of reporting frameworks
- Management skills training (change management, managing diversity, recruitment & selection, appraisal, managing performance)
- Staff development – from training needs analysis to personal development plans and development frameworks
- Coaching and mentoring (inc. leadership, performance management, delegation, communication, time management, career and interview skills)
- Employment policy, procedures, process and systems development and implementation – including staff handbook, job descriptions, performance management frameworks and practical guidance on their application in the workplace.
- Internal communication strategies and planning

# Getting the right people in the right seats...

article by Gitte Helle-Nielsen, Profiles International NZ

The market for Talent Management Assessment Tools is growing rapidly in New Zealand, as it is throughout the world.

Organisations of all types are seeking to increase their performance, productivity and profit through improving

- The effectiveness of their selection process. Wrong selection costs companies millions of dollars per year!
- The appropriate training and development of their staff (Talent Management)
- Their staff retention
- The success of their promotion and succession planning decisions

Companies today need the right tools at the right price to **empower** their people. Following years of cost cutting, companies are realising that the best way to improve productivity and expand revenue is to *get the most from their employees*.

## Will an end to the recession = a return to the 'War for Talent'?

Employers need to stay connected to their employees in order to stop them from jumping ship once the job market rebounds.

A recent workplace study by the Adecco Group, a global recruitment firm, found that more than half (54%) of employed adults report they are likely to look for new jobs once the economy turns around. This should be warning to employers that they risk losing their top performers if employee engagement and job satisfaction does not remain a priority.

## Why jump ship?

The recession has meant longer hours and increased stress for those employees who are being asked to take on more with less by their employer. This leads to low morale, decreasing engagement and job dissatisfaction - all factors that cause employees to look for greener pastures elsewhere. The last thing employers want are their top performers leaving for a competitor when the job market picks up and the "war on talent" resumes.

If there is one thing employers need to know...It's that retaining employees after the recession means staying connected to them during the recession when times are tough. Some employees may not feel comfortable speaking to their managers about their frustrations and lack of motivation in fear it will increase their chances of being let go, should the company need to make cuts. This is where HR specialists can step in to help managers and the organisation as a whole stay connected to their employees.

## How can employers stay connected?

Have regular conversations. Open the lines of communication by ensuring managers meet with employees on a one-on-one basis to talk about their role in the organisation. Executives must also communicate the company's plans for the future to the company in order to keep everyone informed and aligned to current corporate objectives. When employees know what is going on they will focus on getting the most important things done.

Provide the resources employees need. Employees are not always prepared or trained for the new responsibilities or tasks that are thrust upon them by their managers. A lack of training leads to frustration and resentment as employees struggle to adapt to the changed environment. This is where line managers and HR specialists enter to help employees identify their development needs and put in place the opportunities to upskill staff to perform their new tasks.

To ensure they get the individual's needs assessed right, companies are increasingly turning to the use of Talent Management tools. Profiles International NZ provides Talent Management Assessment tools which help the employer recruit, retain and develop a high performance workforce and to integrate the tools into their existing HR systems.

If you would like to hear more about Profiles International NZ, please contact their local Regional Manager in Nelson, Marlborough & West Coast, Gitte Helle-Nielsen on 03 548 6028 or email [gitte@profilesinternational.co.nz](mailto:gitte@profilesinternational.co.nz)

"Whenever you see a successful business,  
someone once made a courageous  
decision"

- Peter Drucker



# New Zealand Ergonomics Society Conference 2010

## Preventing Work-related Musculoskeletal Disorders

Thursday 18<sup>th</sup> & Friday 19<sup>th</sup> November 2010  
Grand Mercure, Monaco, Nelson

The New Zealand Ergonomics Society's Conference NZES2010 is being held on 18<sup>th</sup> and 19<sup>th</sup> November 2010 at the Grand Mercure Monaco Apartments in Nelson.

There is a stimulating programme based around the theme of "Preventing Work-related Musculoskeletal Disorders – Present and Future Challenges" with keynote speakers Professor Michael Quinlan from Australia and Professor Tim Bentley from Auckland, New Zealand.

The NZ Ergonomics Society is renowned for its friendly conferences with content that is applicable to many professionals across a wide range of industries. They welcome registrations from ergonomists and other professions that apply or use ergonomics or human factors knowledge. Conference delegates come from a wide range of backgrounds; ergonomists, human factors specialists, human resource specialists, occupational therapists, occupational health nurses, physiotherapists, occupational health specialists, psychologists, researchers, managers, injury prevention consultants, health and safety personnel, interior designers, architects and engineers.

For more information go to <http://www.ergonomics.org.nz/ConferenceNZES2010.aspx>, or contact Marion Edwin of Optimise Ltd. on 03 526 8867 / 027 626 1300 or email [marion@optimiseltd.co.nz](mailto:marion@optimiseltd.co.nz)

## HRINZ Nelson Branch : August Networking event

### Nelson Leaders talk about Leadership

25 August 2010, 5.30pm – 7.00pm

A panel of local leaders, including Gillian Wratt from the Cawthron Institute, Lees Seymour from Nelson Forests, and John Peters from Nelson Marlborough District Health Board, will be sharing their perspectives on leadership.

For more information go to <http://www.hrinz.org.nz/tools/events/details.aspx?SECT=Nelson&ID=6363> or contact Denise Hartley-Wilkins direct, details below.

**"The way to get things done is not to mind who gets the credit for doing them"**

- Benjamin Jowett

#### CONTACT

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