

Getting beyond the “hot potato” syndrome: Supporting line managers to be emotionally intelligent

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CCH Australia:

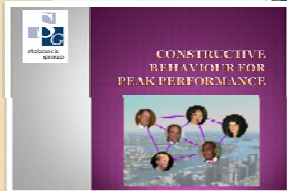
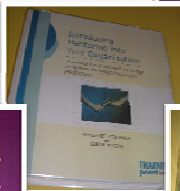
- Managing Training and Development (1998 – present)
- Human Resources Management (2 vol) (3 yrs)
- Hands on Guide: HR Manager (current)
- Hands on Guide: Employers' Legal Guide (current)
- The Management Manual (3 years)



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Training kits

- Coaching skills for managers
- Introducing mentoring into your organisation
- HR skills for managers
- Constructive behaviour for peak performance (on emotional intelligence)



Books/Chapters

Chapters on training, coaching and mentoring in CCH's Australian Master HR Guide

Author of:



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People management functions

Mostly the responsibility of HR:

- Industrial relations 82%
- Workers compensation 78%
- HR planning 76%
- Remuneration & benefits 74%
- Equal opportunity 71%
- Diversity management 71%
- Leadership development 65%

Mostly the responsibility of line managers:

- Recruitment & selection 59%
- Career planning & development 62%
- Termination decisions 62%
- Job design 64%
- Disciplinary action 68%
- Coaching 79%
- Performance management 81%
- Promotion decisions 89%

Kulik & Bainbridge, HR and the line, 2005

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Both line managers and HR want to do less of.....

- Culture
 - Leadership development*
 - Succession planning*
 - Workers compensation
 - Performance management
 - Coaching*
 - Career planning & development*
- (* These rate low in effectiveness now)

Kulik & Bainbridge, HR and the line, 2005

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Line managers and interviewing

Research by SHL

Line managers are not sufficiently involved in the interview process. This is despite HR professionals agreeing that this is important to ensure candidates have a good fit with the job requirements and culture of the company.

- Almost half of all line managers are not involved in interviewing
- Almost two thirds (61%) of line managers would like more involvement
- Line managers need more support to interview effectively

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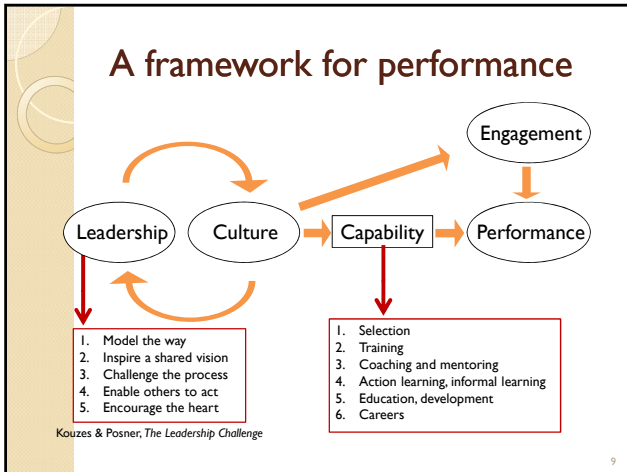
Hay Group and Fortune: World's Most Admired Companies

In the Most Admired Companies:

- 41% say that line managers in their organisation create a positive work climate, whereas only 21% of peer companies respond similarly.



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- ### Elements of engagement
- Communication, feedback
 - Self-awareness, openness
 - Mutual respect
 - Supporting systems (remuneration, recognition)
- ➔ Emotional intelligence**

Management skills for line managers

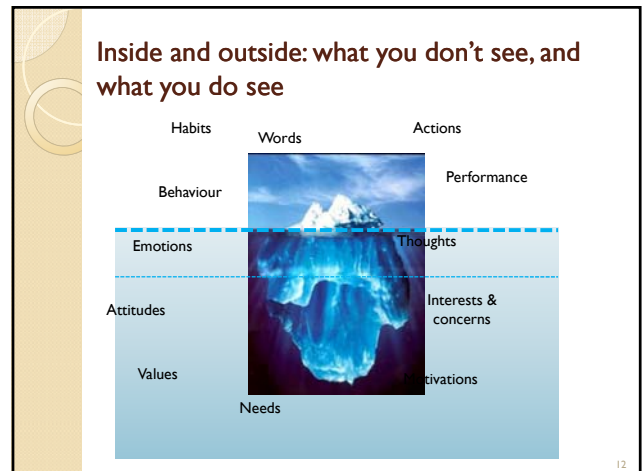
Communication skills

“Communication is one of my greatest strengths”
Managers: >50%

“Would like my boss to communicate more effectively” Staff: 78%

“Poor communication is cause of poor productivity”

- Managers: 82%
- Staff: 87%

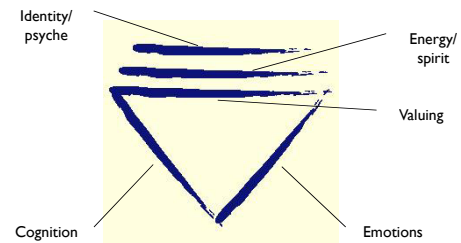


Five dimensions of the self (and leaders)

Cognition:	Logical reasoning, strategy, planning, innovation
Emotions:	Awareness and understanding of feelings, empathy with others, intrapersonal and interpersonal competencies (EQ)
Values:	Clarity about values, ethics, fairness, justice, respect, dignity
Spirit:	Ability to generate enthusiasm, commitment, engagement, fun, creativity, sense of community
Identity:	Awareness of meaning, purpose – self & others & environment

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Five dimensions of the self



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Five core human values

Cognition:	Truth, integrity, honesty
Emotions:	Peace, harmony, discipline
Valuing:	Right action, fairness, justice
Spirit/energy:	Love, enthusiasm, community
Identity:	Insight, awareness, meaning, purpose

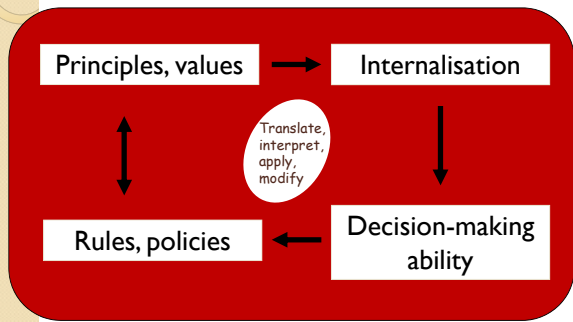
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Values inquiry

- What values in this dimension does my role allow to come into play?
- Am I satisfied with this?
- What can I change about (a) myself, (b) the situation, to bring myself more into alignment with my values in this dimension?

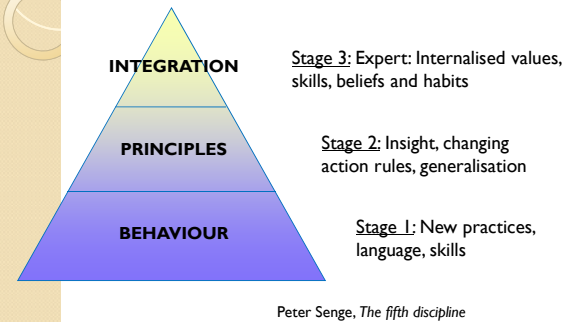
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The developmental possibilities of the tension between rhetoric and reality



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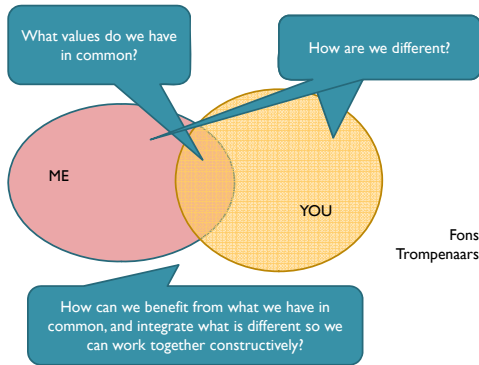
Stages of development of expertise



Peter Senge, *The fifth discipline*

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Common ground theory



Fons Trompenaars

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Implementing change

- Training courses → concepts, exercises – social element of learning
- Workplace projects → observation, individual reflection and inquiry, journalling
- Coaching and mentoring
- Group workplace projects – business-based
- Integrating work and learning – developing self, developing others
- Other organisational development initiatives – climate surveys, 360-degree feedback, values choices, goals and strategies, systems

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Materials available

www.glennmartin.com.au

- Article on the presentation
- Slides
- Case study: Sanofi Aventis

Click on "human resources"
in the picture



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World café

What is the best way for HR to foster line managers' skills and confidence to handle "people management" issues themselves?



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