

# CORP CATCH UP

SEPTEMBER 2016

## Management Coaching

This coaching may be covered under your Employee Assistance Program, it can assist you with:

- Organisational and Business Planning
- Improving workplace culture
- Team Development
- Dealing with difficult or challenging individuals
- Improving workplace communication
- Applying HR systems and strategies
- Addressing workplace performance issues
- Effective upwards management
- Recruiting and retaining staff
- Strategies to address issues in the workplace
- Identifying the style and approach of key stakeholders and individuals
- Goal Setting and Behaviour Change programs
- Addressing issues of bullying and harassment in the workplace
- Dealing with work stress and pressure.



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**This months edition**

- Management Coaching
- Leaders should be Managers not Minders
- Public Workshop Calendars

# Leaders should be Managers not Minders

Organisations too often foster a culture where leaders become 'babysitters' of dependent staff, causing productivity to suffer as a result, a business coach says.

Advanced Business Ability's Mike Irving says babysitting a group of kids means constantly focusing attention on the children to ensure they're not doing damage to themselves or their surroundings, and that managing people at work can be very similar.

"If you... are constantly putting your attention on your people to make sure they're not causing problems or they're not upset, you are babysitting."

The trend of employees bringing problems to work and expecting solutions is on the rise, he says.

"Many workers are bringing issues at home to work – unloading to their colleagues about relationship breakdowns, financial debt and family fights, interrupting work and forcing the boss to intervene."

Some would argue that employees spend so much time at work they *should* be able to find support there when they have problems, whether they are work-related or not, and that helping employees to be happier and healthier in, and out, of the workplace, will help them to be more productive workers.

"I would say that I agree with that – particularly when the person who we're discussing is, 90 per cent of the time, really productive and solves their problems on their own," Irving says. In that case, it is "absolutely vital" that the business provides support.

"But the reality is, unfortunately, the percentages are inverted, so there are lots of people... looking for people to solve their problems for them... Those are the people you want to make sure you do not hire," he says.

The key is to look for problem-solvers, not the opposite.

In some cases, problem-makers might easily escape notice. An average performer, for example, might bicker a little, and talk about some of the other team members behind their back or to their boss.

This might be at the lower end of the scale, but it's still an issue, Irving says.

"What they're doing is, they're very subtly giving you a problem to solve that's not your problem." It might not even be a legitimate problem – "it's just been raised by this person, so they've put your attention on it". Solving it will waste the manager's time, and encourage future dependency.

A more extreme example is a poor performer who focuses the entire team's attention on problems, sometimes with "malicious intent", he says.

## Warning signs

To avoid either scenario, leaders should, first of all, look for "warning signs" during recruitment. Candidates who are likely to require a degree of "babysitting", he warns, are those who are:

- **Critical** – they're quick to find fault in others and let the rest of the workforce know about it;
- **Negative** – they see problems rather than solutions;
- **Quick to lay blame** – nothing is their fault even if it happened on their watch;
- **Dishonest** – they will happily lie about a decision or a discussion to cover their tracks; and



**unsupportive** – they're more interested in looking after themselves than supporting the boss or following the company's agenda.

Pre-employment behavioural tests and behavioural-based interview questions can be used to help managers identify these traits and steer clear of them. Employers can also look for positive traits such as whether the person keeps promises or agreements.

"It's as simple as: do they do what they're saying they're going to do? Because people that do what they say they're going to do are going to be productive," Irving says.

"So in your hiring process, put in a series of steps that are just there for them to demonstrate that they say what they're going to do. It doesn't really matter what those steps are, but it's an important thing to assess: do they keep their agreements? Do they do the things they say they're going to do?

"The alternative is that they don't, and they give you a bunch of excuses, which would indicate that their 'lay blame' trait is high, or that their dishonesty trait is high."

### **Clear performance goals**

When employees who need babysitting have already been hired, clear performance criteria are crucial, Irving says.

"If you have someone who is reporting to you, it's really important that you're clear on what are the things that person is to produce, and then it's really important to ensure that they produce those things. If not, then you manage them via those numbers.

"There's lots of times when it's not clear to the person in the role of supervisor, it's not clear to them what it is their reports are to produce. This makes it 'really easy' for them to underperform," he says.

It's also important that leaders avoid fostering dependency from day one, and get out of bad habits that encourage it.

"From the moment the person starts, you go through a training process to educate them to be able to think... and you're constantly checking their understanding, and you tell them from the start... 'this is to ensure you are able to do this on your own'," Irving says.

"As the supervisor, part of your role is to ensure you're not solving problems for them – you're there as a guide, you're there to support and help them, and the biggest role in being a guide is when they come to you with a problem, the first thing you do is ask them: 'okay, what do you see as the potential solutions?'"

Employees should be hired to solve problems, not create them, so leaders shouldn't solve problems for them – and they should be prepared to upset them occasionally, he says.

"It's not that your intention is to be mean... I'm not talking about a massive huge upset where they're crying and want to quit, I'm talking about where you ask them something or point out to them that they're not doing something very well, and they get a bit huffy.

"It's really important that you're totally willing to experience that. If you're not willing to experience that, then the moment they behave that way, now *you've* got the problem," Irving says.

Leaders should also allow people to make mistakes, he adds. "That's how we learn – it's okay to make a mistake as long as you learn from it."

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Empower your Organisation through a coaching approach and pre-employment screening to inform you of the selection of staff – contact CORP 8941 5661

# Public Workshop Calendar Darwin July– Dec 2016



Weds 6 <sup>th</sup> July	Resilience and the Art of Bouncing Back	Half Day
Tues 12 <sup>th</sup> July	Emotional Intelligence-What is your EQ?	Full Day
Thurs 21 <sup>st</sup> July	The Neuroscience of Leadership – <i>CORP Talk!</i>	One Hour
Weds 27 <sup>th</sup> July	Motivating Staff through Excellence in Coaching and Mentoring	Full Day
Weds 10 <sup>th</sup> August	Fixed vs Learning Mindset– <i>CORP Talk!</i>	One Hour
Weds 17 <sup>th</sup> August	Customer Service	Half Day
Fri 19 <sup>th</sup> August	2 Young 2 Retire – Part 1 – <i>with special Guest Trainer</i>	Half Day
Tues 30 <sup>th</sup> August	Appropriate Workplace Behaviours for Staff	Half Day
Tues 2 <sup>nd</sup> Sept	2 Young 2 Retire – Part 2 – <i>with special Guest Trainer</i>	Half Day
Thurs 8 <sup>th</sup> Sept	Support for HR– <i>CORP Talk!</i>	One Hour
9-13 <sup>th</sup> Sept	Resilient Leadership Retreat – <b>BALI *** contact CORP for details</b>	5 Days
Fri 16 <sup>th</sup> Sept	2 Young 2 Retire – Part 3 – <i>with special Guest Trainer</i>	Half Day
Thurs 29 <sup>th</sup> Sept	Time Management and Delegation Skills	Full Day
Tues 4 <sup>th</sup> Oct	Getting your Message Across: Key communication skills	Full Day
Weds 12 <sup>th</sup> Oct	Basic Counselling Skills	Half Day
Weds 19 <sup>th</sup> Oct	Mediation Skills for Managers	Full Day
Thurs 27 <sup>th</sup> Oct	Anxiety and Coping with negative emotions – <i>CORP Talk!</i>	One Hour
Thurs 3 <sup>rd</sup> Nov	Advanced Communication- for Managers	Full Day
Weds 16 <sup>th</sup> Nov	Story telling-now a crucial Leadership Skill– <i>CORP Talk!</i>	One Hour
Tues 22 <sup>nd</sup> Nov	Mindfulness and Managing Stress- <b>1 Day Retreat</b>	Full Day
Weds 30 <sup>th</sup> Nov	Goal Setting for 2017	Half Day
Tues 6 <sup>th</sup> Dec	What drug is that?	Full Day

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## Full Day Work-shops

8:30am – 4:00pm  
(1 day) Lunch provided  
\$265

## Half Day Work-shops

8:30am – 12:00pm  
\$140

**CORP Talks !**  
\$39 –Darwin



# Public Workshop Calendar

## Alice Springs

### Feb-Nov 2016



Date	Workshop	Duration
Thur 4 <sup>th</sup> Feb	Appropriate Workplace Behaviours for Staff- Bullying and Harassment- <b>now includes Cyber Bullying in the Workplace!</b>	Half Day
Tues 26 <sup>th</sup> April	Mindfulness and Managing Stress- 1 Day Retreat	Full Day
Tues 10 <sup>th</sup> May	Building a Great Customer Service Team	Half Day
Thur 16 <sup>th</sup> June	Mediation and Conflict Skills for Managers	Full Day
Tue 16 <sup>th</sup> August	Emotional Intelligence- <i>What's your EQ?</i>	Half Day
Tue 18 <sup>th</sup> Oct	Getting your Message Across- Key Communication Skills	Full Day
Tue 15 <sup>th</sup> Nov	Mindful Leadership- Having those Difficult Conversations	Half Day

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Please note that CORP can also offer training programs in the below topics and they can be tailored to meet your specific workplace needs.

- Time Management
- Resume Writing
- Customer Service
- Communication for Management
- Motivational Interviewing
- Dealing with Aggressive Clients
- The Neuroscience of Leadership
- Difference and Diversity- working in a mixed team effectively
- Workplace Culture and Change
- Family and Domestic Violence
- Mediation Skills for Managers
- Critical Incident and Trauma response for Managers
- Giving and Receiving Feedback
- Resiliency

#### Full Day Workshops

8:30am – 4:00pm  
(1 day) Lunch provided  
\$265

#### Half Day Workshops

8:30am –  
12:00pm  
\$140

#### Locations:

Jock Nelson  
Building  
10/16 Hartley  
(numbers dependant)

# Public Workshop Calendar

## Katherine

### Feb-Nov 2016



Date	Workshop	Duration
Tues 9 <sup>th</sup> Feb	Resiliency and the Brain on Change	Half Day
Tues 12 <sup>th</sup> April	Goal Setting	Half Day
Tues 24 <sup>th</sup> May	Getting your Message Across: Key Communication Skills	Full Day
Weds 20 <sup>th</sup> July	Dealing with Dysfunctional People in the Workplace	Half Day
Tues 16 <sup>th</sup> Aug	Mindfulness and Managing Stress – <b>1 Day Retreat</b>	Full Day
Weds 14 <sup>th</sup> Sept	Conflict Resolution	Half Day
Weds 19 <sup>th</sup> Oct	Increase your Tolerance- Keep Calm and Carry on! – <i>CORP Talk!</i>	One Hour
Weds 9 <sup>th</sup> Nov	Work Life Balance	Half Day

All Public Workshops in Katherine require a minimum of 10 participants in order to be confirmed.

CORP has a 72 hour cancellation policy. Please contact us as soon as possible if you are unable to attend a workshop you are enrolled in, or charges may apply.

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#### Full Day Work-shops

8:30am –  
4:00pm  
(1 day) Lunch  
provided  
\$285

#### Half Day Work-shops

8:30am –  
12:00pm  
\$175

**CORP Talk:**  
\$45

#### Location:

The Katherine  
Regional Train-  
ing Centre, 19  
Second Street

