

December 2006

Thinking Leadership

A quarterly newsletter from Leader's Edge

Leader's Edge—we develop the interpersonal skills of leaders in organisations.



How well do you recognise and reward your people?

This newsletter is short and sweet so that it is an easy read for you as you run up to the end of year.

In it you'll find a **book review** to help you polish up how you reward and recognise your team.

And a second item about the **vital few leadership competencies** to whet your appetite because next year I'll

provide a fuller description.

Plus there's some last minute breaking news about an international conference where I'll be running a workshop in April 2007.

Firstly, here's the book review:

The 1001 Rewards & Recognition Fieldbook

If you're like me you'll know that fieldbooks are invaluable for practitioners because they provide the pragmatic link between theory and practice. I believe this fieldbook is a must for every HR practitioner and leader.

Because it's a fieldbook you'll find plenty of practical, hands on tips and techniques, supported by sound behavioural science. There are topics like:

- ☆ Recognition fundamentals
- ☆ Individual, team and organisational recognition systems
- ☆ The recognition cycle
- ☆ How to design a successful organisational recognition system
- ☆ Issues and challenges
- ☆ Recognition tools - planning checklists, worksheets and training designs
- ☆ Recognition technique reminder

cards

Authors are **Bob Nelson** and **Dean Spitzer**, and companion books to this topic are: 1001 Ways to Recognise and Reward People; 1001 Ways to Energize Employees; 1001 Ways to Take Initiative at Work.

As a small taste-tester, here are their guidelines for **effective praise**:

- ☆ **Soon** - soon after the event
- ☆ **Sincere** - done with true appreciation
- ☆ **Specific** - describes the action
- ☆ **Personal** - focus on one person
- ☆ **Positive** - only the good stuff
- ☆ **Proactive** - praise progress

Praise is particularly important at this time of year as we traditionally thank and recognise people for their contributions during the year - hopefully you will find



this information useful.

The book is jam-packed with no-cost and low-cost ideas, as well as some 'wreckognition' factors to avoid.

Please note, this is **not** about remuneration. It is about other forms of reward and recognition.

If you would like me to help you or leaders in your organisation improve rewards and recognition, give me a call on 09 427 9598 or e-mail gail@leadersedge.co.nz. ☆

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Speaking personally

It simply remains for me to hang up my Christmas stocking and wish you all the best for the holiday season. The way the weather is shaping up we'll all be putting those Christmas stockings on our feet to keep warm!

Have a safe and relaxing holiday time, whether you're spending it with family, friends or on your own. I'll be back in touch again in the new year, so until then ...

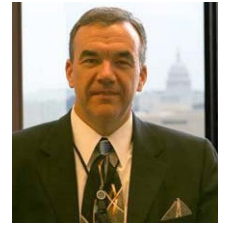
... have a sensational summer season.

Gail Reichert

Gail Reichert
Director, Leader's Edge Ltd[★]

The vital few leadership competencies

Dr Jim Trinka (pictured) recently ran a seminar for the **HRINZ Leadership SIG** in Auckland entitled 'Leadership: From exhausted to effective'.



In the seminar he described three major pieces of research which link leadership competencies to business results, and identified three key competencies that are statistically relevant. They are:

1. Developing others - creates an environment and strategy to support continuous on-the-job learning
2. Performance management - (results driven performance) - clarifies performance expectations and gives timely, constructive feedback on tasks and assignments
3. Communication - strategically uses communication to produce enthusiasm and foster an atmosphere of open exchange and support

He links employee engagement (Gallup) and leadership effectiveness (a 360 assessment using a scientifically sound tool) to the above three competencies. Because both engagement and leadership effectiveness have been positively related to business results in many studies - ta dah! The vital few leadership competencies. So keeping it simple could be the answer. There's lots more to Jim's work and I'll be describing it in more detail in the next newsletter.

Jim is currently Director, ATO Training with the Federal Aviation Administration in the US, and locally is a mentor to HortResearch in their leadership development programme. ★

Breaking News— Conference Presentation

I was advised late last week by the **International Society for Performance Improvement (ISPI)** that Kathy Dooley, Principal, Mt Richmond Special School, and I have been accepted to present a workshop at the [April 2007 ISPI Conference](#) in San Francisco.

Our topic is 'If we can do it in education, we can do it in business: systematically improving teacher skill levels with human performance technology'.

The workshop is based on Kathy's work in implementing a task-based performance management system that has significantly changed the way teachers at Mt Richmond approach their work, how management bring new teachers up to speed and particularly how the management team provides leadership and guidance for classroom teachers.

It is an honour to be accepted to present at this important conference. This year is the first being run in conjunction with the IFTDO - International Federation of Training & Development Organisations, and has a theme of Performance Beyond Borders..

The website for the conference is: <http://www.ispi.org/ac2007/> ★

