

## Leading light

By Sean Mills, Client Director, CHPD

**I'm a senior manager and manage a number of other people in my team, who in turn have line management responsibility for others. I'm a really driven person and I like to get things done. I get really frustrated by people who don't seem to share my sense of urgency. I've read about the dangers of having people around you who are all like you – 'recruiting in your own image' – but is that really a bad thing if it means we get things done?**

In terms of our leadership model, it sounds as if you are very strong in the 'achieving' cluster of behaviours. You know what you want and how to achieve it and you are very focussed on the results. That's a great quality and I'm sure your bosses know they can rely on you to get the job done. The danger you face is that with such a strong focus on achievement, you may find that you don't stop to think deeply about the challenge you face. That may mean that while you can come up with and implement a solution to a problem, it may not be the best possible solution that could have been found.

The great thing about diverse teams is that they can bring a range of strengths and limitations to bear on a challenge and, working well together, will achieve a better result than one person alone.

The first step for you is to look at your team and understand their leadership styles as well as your own. Look in two areas:

1. Preferences – what are their preferences and motivations, do they like leading others? Watch your team in action and look for subtle body language clues which might indicate that they are uncomfortable in a certain situation; this will give you a deeper and more accurate picture of their true preferences

2. Behaviour – how do they work, how do they involve others in their work, how do they treat their staff, do they inspire and engage others, do they get on with things, do they come up with new ideas which can stand the test of time?

Secondly, sit down with your team members and talk about how they like to work. This should not be a discussion about what needs to be done, but

how you can work together to bring out the best in each other and reduce conflict. You are likely to find this hard as it is not in line with your natural desire for action, but if you spend some time agreeing a way of working, you really will see the benefits in terms of your team's results. You might find it helpful at this stage for you both to have gone through some kind of psychometric assessment on leadership styles to inform the discussion.

A good psychometric assessment can do much of the identification of leadership styles for you. It is critical that people taking part in an assessment are committed to it and we often find that

using proven, validated methods of assessments ensures you get a quicker buy-in.

For more information visit [www.chpd.com](http://www.chpd.com)



### News

## Managers care less about stress

**Despite stress being a major contributor to employee absence, bosses still aren't recognising the effect it has on employees and productivity.**

A survey from health insurance firm Healthsure revealed that a shocking 48% of employees believe that their boss doesn't care how stressed they are at work, despite it accounting for more than one third of all new cases of ill health. If employers don't recognise how best to deal with



stress, it will continue to have detrimental effects on business, warns Healthsure Member Services Director, James Glover: "Dealing with stress in the workplace is a difficult issue for employers who can sometimes be genuinely unsure about what to do for the best. Nonetheless, it is very worrying to see such that a high percentage of employees don't think that their employer cares about how stressed they are."

A recent survey on stress by Ceridian, the HR services provider, revealed that the responsibility for dealing with stress doesn't lie squarely with the employer - 58% of office workers stated that they would not complain to their manager about colleagues annoying habits, despite them being a major cause of stress. So what can an employer do if they are kept in the dark about tensions around the workplace?

"It would appear many employees are suffering in silence, with their managers and HR departments unaware of internal stress triggers," said Doug Sawers, Managing Director of Ceridian. "Today's employers must be aware of potential stressors within the workplace and the impact of these on their employees. The CBI estimates the cost to British business of lost productivity through mental illness and stress to be £5bn, so this is a problem that ultimately affects the bottom line. Managers need to be properly trained to identify and correct negative behaviours to avoid undue stress and potential confrontation in the workplace."