

Human.Net



Κυπριακός Σύνδεσμος
Διεύθυνσης
Ανθρώπινου Δυναμικού
Cyprus
Human Resource
Management Association

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Keeping up to date with the latest news on Human Resource issues and developments as well as Association news.

Contents

1. Welcome Note
2. HR in black & white
3. Bright Ideas
4. Book Review
5. HR On Screen
6. Forthcoming Events
7. Makes you think
8. Editorial Team (for feedback)

Interesting Quotes

As a leader, your word is only as good as your last promise kept...or broken.

Barbara 'BJ' Gallagher

1. Welcome Note

The holidays are over and it is back to the daily routine for all of us. We do hope you have had a very pleasant summer. As we see in the latest HR news – in *Black & White* – things seem to be looking up for Cyprus as it moves to a leading position in the reduction of unemployment. Leadership is very important, but is not easy as can be seen from some useful tips and information we have collected for you, which we hope will help develop the leader in you. Talking of Development, the CyHRMA has a range of new courses to help you in your continued development (in Forthcoming Events), and a list of interesting International Conferences by partner Associations. We wish you an enjoyable Autumn!

From the Editor

2. HR in Black & White

Employment rate:

Cyprus gained one of the top places in the European Union for the high rate of Employment in the country last year. (According to Eurostat data, employment rate for persons aged 15-64 in Cyprus stood at 71% in 2007 against 65.4% of the EU average. Compared with 2006, the employment rate has increased, since then it stood at 69.6%. The rate of men stood at 80% while that of women at 62.4%.

Unemployment:

The economic crisis in the market brought good results for unemployment. Based on the information kept by the regional Employment Offices the number of unemployed at the beginning of June shows a decrease of 14.3% in relation to 2007, or in numbers, 9253 individuals in 2008 as opposed to 10802 in 2007. The reduction was mainly focused in the hotel and restaurant industry as well as the government.

Youth unemployment:

Cyprus maintains a low unemployment rate for the younger generation in comparison to the European Union 27. Eurostat results, which were recently published show that Cyprus has an 8.1% unemployment rate for the lower age group, well below the average for the 27 EU countries (14.8%). The results are also an improvement on 2007 numbers which stood at 10.9%.

Government and Banking Employees:

In accordance with the agreement signed by the previous government with the Government Employees Union, the government has proceeded with pay raises which should amount to a total of €94million for government employees for the period of 2008-2009. More specifically, the raises will amount to 2% for 2008 and 1.5% for 2009. In the meantime, the banking employees voted with 99% the collective agreement with the Banking Union which includes pay raises of 2% per year until 2010 as well as increases in the grades.

Careers of the future for Cyprus:

A new analytical survey conducted by the Human Resource Development Authority on the topic of the Forecasts Employment Needs at professional level positions in the next decade, the top ten professions with the largest average demand will be :

1. Secondary School Teachers
2. Qualified nurses and midwives
3. Primary School Teachers
4. Lawyers
5. Accountants
6. Specialist in Financial and Commercial topics
7. Doctors
8. Writers, Editors, Journalists, Critics, Advertisers and Copywriters
9. IT Specialists
10. Pre-school Teachers

3. Bright Ideas

LEADERSHIP: The seven deadly sins

1) NOT HAVING INTEGRITY

Before you can be a half-decent leader, you have to be a perfectly decent person -honest, open and upright.

2) NOT HAVING A VISION

If you don't have ambitious goals, you may be a good manager, but you're not much of a leader. You sell yourself and your organization short by compromising your objectives before you start.

3) NOT BEING CLEAR

You can only be an effective leader if your followers know what you're on about. They have to know what you want to achieve as a team. They have to know what part they're to play in that. They need to know how well (or not) they're playing that part. They need to know what you expect and what they can expect from you.

4) NOT DEVELOPING OTHERS

A talented team will consistently outperform a talented individual. So the best thing a leader can do is to develop the people around themselves to be the best they can be even if they turn out to be better than the leader.

5) NOT LISTENING

If you're not listening to the people around you, chances are you've crossed the line from confidence and optimism into excessive pride and a belief in your own infallibility. This is the most obvious manifestation of a fundamental problem that underlies a whole raft of leadership sins - arrogance.

6) NOT BEING DECISIVE

The difference between the person in the mailroom and the one in the boardroom is not the kind of decisions they make, but the impact of those decisions.

7) NOT BEING FLEXIBLE

Situations change. If leaders don't, they'll have to be replaced.

Contributed by: Taleen Tchalikian

4. Book Review

The Leadership Challenge - Review

Kouzes & Posner's Modern Management Classic on Learning How to Lead



The 4th edition of The Leadership Challenge by Kouzes and Posner presents an inspiring and convincing argument that leadership can be learned.

In the latest edition of their well-regarded work on leadership, James Kouzes and Barry Posner present a wealth of stories from around the world showing what successful leaders have in common.

Can Leadership Be Learned?

What makes a leader? If leadership is something a person is born with - or not - then is there any hope for the rest of us? For more than 25 years, James M. Kouzes and Barry Z. Posner have been collecting evidence about good leaders. Their book, *The Leadership Challenge*, now in its 4th edition, presents their results in a readable and persuasive form.

Kouzes and Posner believe that leadership can be learned. Not only that, but anyone can be a leader if they can learn the skills and practice them with commitment.

Who Are Kouzes and Posner?

As described on the dust jacket of *The Leadership Challenge*:

- James M. Kouzes is Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University
- Barry Z. Posner, Ph. D. is Dean of the Leavey School of Business at Santa Clara University.

Together, Kouzes and Posner have studied and written about leadership and have expanded their work to include leadership development training and leadership assessment. One of their flagship products is the Leadership Practices Inventory based upon the practices described in their books.

The Leadership Challenge, 4th Edition Is Rich in Stories

The Leadership Challenge uses storytelling extensively. Every lesson is tied to a named individual working in a real job. The people in the stories are by no means all CEOs and powerful politicians. Nor are they all middle-aged North American men. Most readers should be able to identify with many of the people discussed.

Leadership Is Available to Anyone

The concept that leadership is not the same as charisma, authority, or power derived from a job title underlies Kouzes and Posner's teaching.

They present leadership as knowing what the right thing to do is, and creating the conditions where others also recognize and want to do that thing.

The Leadership Challenge assumes, for the most part, that the reader holds a management position. It is not necessary to have such a position to benefit from the book. Understanding and practicing the principles of leadership should make a reader a better management candidate.

The Difference Between The Leadership Challenge and Typical "Guru" Books

Modern management literature is full of books promising The Way. Many of them have good lessons, but there is a risk that the lessons might come from one or two people's personal opinions, based on circumstances that don't apply to everyone.

In contrast, Kouzes and Posner have used very large samples of people, in-depth questionnaires tested for reliability, and have made the summary statistics from their 2004 data set (8,500 cases for much of the analysis) available on their website. They frequently describe their findings as "evidence-based".

Most reviewers comment on how readable *The Leadership Challenge* is. The book flows easily from start to end. There are footnotes providing references for deeper study.

This book is clear and logical, and very inspiring. There is a strong message of hope and optimism with a large measure of plain-spoken instruction. It is already a management classic.

The Leadership Challenge, 4th Edition, by James M. Kouzes and Barry Z. Posner. Published by Jossey-Bass, A Wiley Imprint, San Francisco, California, 2007. ISBN 978-0-7879-8491-5.

**Contributed by:
Olympia Fantis**

5. HR On Screen



APOLLO 13

The true life story of the astronauts aboard the ill-fated Apollo 13. Apollo 13 was the third manned lunar-landing mission, part of Project Apollo under NASA in the United States. It launched on April 11, 1970. Two days after the launch, the Apollo spacecraft was crippled by an explosion, caused by a fault in an oxygen tank. The explosion damaged the Service Module, resulting in a loss of oxygen and electrical power. The crew used the Lunar Module as a "lifeboat" in space. The command module remained fully functional on its internal batteries, but they were needed for re-entry and landing so it was shut down shortly after the accident.

Summary

During the crisis, the astronauts and ground personnel in Ron Howard's space opera provide levelheaded, creative leadership. Gene Kranz (Ed Harris), in charge of flight operations in Houston, and Jim Lovell (Tom Hanks), commander of the 1970 Apollo lunar mission, share leadership duties when there is an explosion on Lovell's craft. These are not guys with big dreams and inspirational personalities; they are guys with an urgent problem that can be solved only through teamwork, ingenuity, and clear headed direction. They supply these attributes in spades. Kranz drives his team of wired, bleary-eyed technicians to ever greater lengths of inventiveness ('I suggest you gentlemen invent a way to put a square peg in a round hole, rapidly'), and Lovell oversees the implementation of the ground crew's ideas by men under the most horrific stress imaginable.

Despite great hardship caused by severe constraints on power, cabin heat, and potable water, the crew successfully return to Earth. The mission was thus called a 'Successful Failure'.

Since then the signature line 'failure is not an option' has worked its way into at least half the mission statements in many companies around the world.

Contributed by: Olympia Fantis

6. HR Forthcoming Events

CYPRUS

Ενδυνάμωση Ικανοτήτων Χειρισμού Δύσκολων Ανθρώπων

16 Οκτωβρίου 2008, 08:30 to 18:30
Εκπαιδευτικό Κέντρο Τράπεζας Κύπρου, Λατσία
κος Νίκος Πασχάλης, Paschalis Consulting

Human Resources for Line Managers

5th November 2008, 08:30 to 18:30
Bank of Cyprus Training Centre, Limassol
Mrs. Rita McGee, CIPD

Human Resources for Line Managers

6th November 2008, 08:30 to 18:30
Bank of Cyprus Training Centre, Latsia
Mrs. Rita McGee, CIPD

Leadership - με Βιωματική Προσέγγιση

27 Νοεμβρίου 2008, 08:30 - 18:30
Εκπαιδευτικό Κέντρο Τράπεζας
Κύπρου, Λατσία
κος Δημήτρης Βιντζηλαίος, MMC

INTERNATIONAL

CIPD Annual Conference

15 to 18 September 2008
Harrogate, UK.
www.cipd.co.uk

3rd HR Swiss Conference

24 to 25 September 2008
Berne, Switzerland
www.hr-swiss.congress.ch

XXIV EAPM Congress

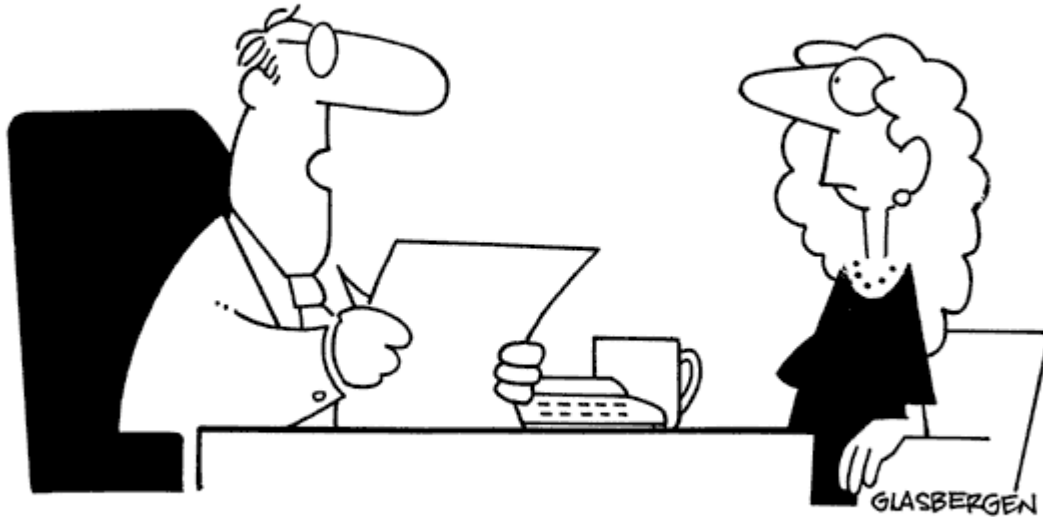
11 to 13 June 2009
The Hague, The Netherlands
www.nvp-plaza.nl

IIRA World Congress 2009

24 to 27 August 2009
Sydney, Australia
www.iceaustralia.com/IIRA2009/

7. Makes you think!

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“You take 30 minutes for lunch and you go home at 5:00 every afternoon. At this rate, you’re going to use up all of your vacation time!”

8. EDITORIAL TEAM

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