

# Human.Net

Issue 41 – March 2015

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

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## Interesting Quotes

*“Everyone thinks of changing the world, but no-one thinks of changing themselves”*

— *Leo Tolstoy’s Pamphlets 1900*

## 1. Welcome Note from the Editor

Dear Readers,

Welcome to our 41<sup>st</sup> edition of Human.Net!

The beginning of the New Year is the right time to set our goals and objectives for the year. The words of Leo Tolstoy reminds us that we also need to search deep into our actions, behaviors, beliefs and set smart goals by making small changes starting from ourselves that can lead to high value outcomes for the whole!

The biggest challenge facing every business especially in today’s turbulent times is change! Change confronts and challenges our ability to create value for our businesses and remain competitive. Thus, it is imperative that we, as HR professionals ensure that our team members are lead, motivated and engaged in collaborating around change as the only constant is change. Read below under HR Screen how Nelson Mandela has managed to achieve his target by bringing change in his Country’s’ Rugby team.

Constructive feedback is also essential in bringing change for everyone in the workplace. We’ve all given it, received it, and possibly even loathed it. It lets people know where they are and where to go next in terms of expectations and goals. The main objective in giving constructive feedback is to provide guidance by supplying information that either supports effective behavior or guides someone back on track toward successful performance. It goes without saying that, it is absolutely crucial to know when and how to give the most effective feedback we can. Below under Brief Ideas you can find useful ways of getting candid feedback.

Finally, don’t miss reading the Book review on the Industrial Relations Officers’ Handbook Series which the Cyprus Employers & Industrialists Federation (OEB) recently published and important information under Black & White on the Reform of the Civil Service.

Enjoy reading this issue of Human.Net and be brave to bring change!

*Marianna Efstathiou*

## 2. Bright Idea

### Ways to Get a Constructive Feedback

A lot has been written about how to give feedback but not much about how to get useful feedback from others. It can be hard to draw out the truth from the people around you - people who may be too nice to share the full picture or too intimidated to be honest.

Here’s how to increase your chances of hearing the truth:

1. Be clear that you want honest feedback. Let people know they’re doing you a favor by being truthful. “Don’t be nice,” you can tell them. “Be helpful.” Explain that you want to get the most out of the conversation, and it won’t work if they hold back.
2. Focus on the future. Ask what you can do better going forward as opposed to what you did wrong in the past. When you ask people what you can do to be more effective in the future, they tend to be more honest.
3. Probe more deeply. Don’t just ask once. Give people multiple opportunities to give you real feedback, to increase the chances they’ll feel comfortable doing so. It can be helpful to ask about specific situations — for example, what could you have done better in a particular meeting?
4. Listen without judgment. Try not to judge any feedback you receive, whether it’s positive or negative. Thank people for being honest with you and let them know that you find their observations and opinions helpful. If they think that you really want the truth and you won’t react poorly to negative feedback, they’ll be more willing to be completely honest. If you get defensive about anything, they’ll stop and be polite.
5. Write down what they say. This tactic accomplishes two things. A little silence communicates that you’re taking feedback seriously and it gives those offering it time to think about what else they might say. Often they’ll volunteer a second — and very important — thought while waiting for you to finish writing.

It may be hard to hear the truth, but, in the long run, it’s even harder not to.

*The Bright Idea was adopted from “[How to Ask for Feedback That Will Actually Help You](#)”  
by Peter Bregman, Harvard Business Review*

### 3. HR in Black & White

#### The Reform of the Civil Service

Cyprus has been undergoing a major strategic shift in terms of its Civil Service as a means of the assessment of the current HRM policies, institutions and based upon practical criteria.

On the 4th of February 2015, two different teams of experts and qualified teams from the World Bank and National School of Government International presented their findings on the researched understanding the issues of HRM in the Civil Service.

The World Bank Group, primary goal was to assess the effectiveness and efficiency of the Civil Service as an affordable service to deliver support and emerging growth. The key issues of improvements were needed on the value for money in the current salary structure, the boundaries between the public service and political parties. Also, other issues that arisen were the relationship between performances and wage and the limited influenced the HRM system had in the work environment. The solutions given by World Bank Group was to either compress each combined salary scales or fully eliminate the current existing combined salary scales. The WBG mainly focused on strengthening the HRM system in decision making in performance and promotion.

The National School of Government International, addressed the need of significant change in the performance appraisal and promotions systems. It was clearly understood that the appetite for reform was necessary in the current system. The proposed underpinning design was to encourage the constructive feedback given and producing two annual feedbacks addressing the progression development in the middle of the year and the overall performance at the year end. The idea of the new system was for promotional aspect to be divided into three principles such as openness, fairness and merit-based.

Taking everything into consideration, promoting the right person with the right skills, qualifications and relevant experience into the right job will contribute to the overall success of improving the performance of the Cyprus Public Service. It is everyone's interest for the public Service to become a stronger team-building to maximize the public value and income to deliver a high quality and first class Civil Service.

Source: <http://www.reform.gov.cy/crcs/crcs.nsf/All/3B33229DF740BC45C2257DE300466C2E?OpenDocument>

*Contributed by Nastasia Michael*

### 4. Makes You Think!



## 5. HR on Screen



### Invictus

**Release Date:** December 11, 2009

**Genre:** Biography, Drama, History

**Director:** Clint Eastwood

**Distributor:** Warner Bros. Pictures

[Watch the Trailer Here](#)

The latin word “Invictus” or in english translation “Undefeated” or “Unconquered” is the title of a biographical sports drama film (2009) of the famous and well known actor Clint Eastwood, in his 30th directorial attempt, with Morgan Freeman (Nelson Mandela) and Matt Damon (Francois Pienaar), featuring in the main roles. The movie is based on real facts of Nelson Mandela’s life, a great leader and one of the best role models of the whole humanity that is worth to remember and imitate! Eastwood was stimulated by the book, “Playing the Enemy: Nelson Mandela and the game that made a nation” written by John Carlin.

The story is “unfolded” in South Africa in 1995 (just after the end of the apartheid era), where the Rugby World Cup takes place. When

Mandela got elected as the first black President of South Africa (1994) and during his service, he visited the stadium where a rugby match was taking place, between Springbocks (South Africa) and England. At that match, Nelson Mandela got disappointed as he realised that blacks were cheering for England and most of white fans of Springbocks were predisposed negatively. So, he agrees to meet with the captain of the nation’s rugby team (Springbocks), Francois Pienaar. The two of them join forces and set as a goal the victory of Springbocks at the final match of the World Rugby Cup in 1995.

Mandela’s and Pienaar’s target was to bring change. The second starts training his team players and makes efforts to challenge them. Both Mandela and Pienaar count on the team spirit, engagement, commitment and motivation. (A similar situation is observed in Organisations when employees get disengaged and become less dedicated towards their work. It is Management’s duty to bring out the best of them). Players become motivated and begin to communicate effectively with their fans. The whole nation finally supports Springbocks.

During the last game of Rugby World Cup (South Africa Vs New Zealand), the whole nation cheers for South Africa. The game finished with score 15-12 for Springbocks and Mandela along with Pienaar celebrated the victory of their team.

*Contributed by Maria Christofi*

## 6. Book Review



### Industrial Relations Officers' Handbook Series

The Cyprus Employers & Industrialists Federation (OEB) recently published a series of seven handbooks as part of the “Sound Industrial Relations, Contemporary Enterprises” project which is co-funded by the Republic of Cyprus and the European Social Fund of the European Union. The handbooks (which are available in Greek) are addressed to business people, industrial relations and HR practitioners and they explain in a simplified manner national labour legislation and practice, labour dispute resolution, the promotion and implementation of equality in the workplace as well as good general practices. In specific, the guides cover the following areas:

- Termination of Employment
- Basic Labour Law
- Health and Safety at the Workplace

- Social Insurance
- Equality in Employment and the prevention of Sexual Harassment
- Labour Dispute Resolution, the Industrial Relations Code, Essential Services and Mediation
- Labour Policies and Good Practices

Nearly every aspect of labour law pertaining to employment is covered in the series, including: termination of employment (including redundancies), part-time and fixed-term work, all sorts of leaves (maternity, annual, parental and force majeure leave), health and safety, working hours and minimum wage. The series also include an employment contract template, policy samples (i.e. sick leave policy) as well as disciplinary code, employee handbook and sexual harassment policy samples.

Labour law is a highly specialised legal field and although it is expected that HR practitioners are familiar with its basic provisions, mastering it is a daunting task. The guides aim to inform and assist professionals in complying with the law, help them implement some tried and tested good practices and also to dispel myths and misconceptions.

**The series are available as a box set and are provided free of charge. A limited number of boxsets are available from OEB’s headquarters in Nicosia, or you can obtain them online at [www.slr.com.cy/handbook](http://www.slr.com.cy/handbook).**

*Contributed by Theodoros Giovanni*

## 7. Career Pathways of CyHRMA Members



**Name:** Kyriacos Andreou

**Previous Title & Workplace:** HR Manager, Tryfon Tseriotis & Diapo Ltd

**New Title & Workplace:** Manager | Human Capital Services | Consulting, Deloitte Limited

**Biography:** Kyriacos Andreou holds a BSc in Banking and Finance from University of Piraeus and MSc in Human Resource Management and Organizational Behaviour from Cyprus International Institute of Management (CIIM). He joined Tseriotis Group in 2007, as a Human Resource Officer, where he was promoted in 2008 to Human Resources Manager for the consumer goods division. During his professional career with Tseriotis Group, he had the opportunity to deal with an extensive range of HR challenges such as recruitment, training and development, compensation and benefit schemes, rewarding strategies and employment relations. In 2012 he led the merger between Tryfon Distributors (1988) Ltd and Tseriotis Consumer Goods Ltd, in terms of restructuring and rightsizing the new companies. Later, he became the HR Manager for both Tryfon Tseriotis, one of leading food trading companies in the island and Diapo Ltd, a 3rd party Logistics provider, mainly for FMCG products. Since January 2015, Kyriacos is working at Deloitte as a Manager (Human Capital Services, Consulting). He is an active member of CyHRMA since 2008.



**Name:** Nastasia Michael

**Previous Title & Workplace:** Career Development Trainee, Cyprus International Institute of Management (CIIM)

**New Title & Workplace:** Human Resources Officer, Windsor Brokers Ltd

**Biography:** Nastasia graduated from a BA (Honors) in Accounting & Finance at Lancaster University and a MSc Management at Surrey University. She furthered her studies in HRM at CIIM. She is a Qualified Associate Member both in the UK CIPD and the CyHRMA Professional Bodies. She is highly motivated and passionate in the Human Resources field, she is ready to gain a lifelong learning experience that would liaise with her work environment. As a Human Resource Officer, she wants to build a good environment that can have a significant impact in any organization. Implementing and developing a code of conduct that can benefit her coworkers to work in a suitable environment and adding value into the organization.

## 8. Forthcoming Events

### CYPRUS

**26/3/2015**

Team Working Seminar (University of Cyprus)

**30/3/2015**

CyHRMA Extraordinary General Meeting

**March or April 2015**

Presentation & Discussion on "Current HRM Developments and Challenges in Cyprus"

**May 2015**

CyHRMA Business Breakfast: "Psychometric Tools & Tests: Their Importance in Employee Selection and Personnel Development" (Nicosia & Limassol)

### INTERNATIONAL

**24/8/2015 – 27/8/2015**

44th IFTDO World Conference - Kuala Lumpur (Malaysia)

**7/9/2015 – 11/9/2015**

17th ILERA World Congress 2015

## 9. Editorial Team of this issue

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