

NEWSLETTER

Issue 47 – September 2016

Interesting Quote

“Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma – which is living with the results of other people’s thinking. Don’t let the noise of others’ opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.”

– Steve Jobs

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Welcome Note

Dear Readers,

We are delighted to bring you another issue of the Human.Net!

In this issue you can get insights on how employee alignment brings progress towards goals and increases employee engagement and efficiency. Also, in this issue you will find vital information on current employment issues and a unique article on how Brexit may affect HRM. Moreover, under International News we present an optimistic article regarding bright prospects of employment opportunities of HR Professionals in South Arabia in the foreseeable future!

In HR on Screen we present “12 Angry Men”, a film that shows going against the stream and not being part of the crowd are not an easy path to walk. However, there are times that you have to take a stand. To do that it is necessary to follow your instinct, listen to your heart and last but not least use your mind and intelligence to support your arguments.

Additionally, the book “The Art of Possibility: Transforming Professional and Personal Life” will inspire you to broaden the scope of thought. The quality of our thoughts defines the quality of the life we live and how constructive our actions can be both in personal and social aspects of our existence. We all have the possibility to achieve happiness and harmony.

Enjoy reading this issue of the Human.Net that was put together once more with the purpose to enlighten and inspire all of us!

Demetris Vassilakkas

Bright Idea

How Employee Alignment Boosts the Bottom Line

Indeed, studies have shown that progress toward a meaningful goal is the top motivator for employees. If the company’s aim is to double revenue in the coming year, then the metrics used to measure progress will vary according to position, ranging from boosting average deal size to increasing the “win” rate. Employees need visibility into how those goals are set—whether by historical data, for instance, or industry benchmarks. By communicating frequently about progress, managers may learn that, for example, a new product is sufficiently complex to increase deal size more than expected, although it may appeal to fewer prospective customers, reducing the win rate. The interactions require give and take on both sides. For top managers, the biggest challenge to implementing such a system may be their own lack of follow-up. In The Hackett Group study, two-thirds of respondents say they use technology to record goals. But a significant portion of survey-takers lack follow through. Only 42 percent—by far the lowest percentage of respondents—who rated six different dimensions of performance management on their application of technology track progress toward goals.

CONCLUSION Once goals are set, management is responsible for making sure there’s a way to measure, and update, employee performance against those targets. Companies need to apply the same vigilance to making sure the employee goals don’t fall into misalignment. “Measures can wear out in terms of usefulness, which means they have to change,” warns Russell who is co-founder of the Alliance for Municipal Performance, which advises municipalities on using the Balanced Scorecard, a strategy implementation tool. “But over time what shouldn’t change is management’s credibility and seriousness about performance monitoring. Ultimately, management and employees will learn their way to a much more aligned approach.”

The Bright Idea was adopted from [“How Employee Alignment Boosts the Bottom Line”](#), Harvard Business Review

HR in Black & White

Amendment to the Termination of Employment Law (N. 24/1967)

The amendment relates to the notice given by employers to terminate the employment of employees absent due to incapacity. Following the amendment to the law, if an employee is absent from work for a period of up to 12 months due to incapacity, an employer cannot dismiss the employee (cannot give notice of termination of employment) during a specific period of time. This period of time commences on the first day of the absence and ends on the last day of the absence with a period of time equal to one quarter of the total period of absence time added. The law previously prohibited employers giving notice of termination to employees for a period of up to 6 months from the first day of absence.

Source: [Cyprus Government Gazette](#)

Statistical Service's Survey Results: Gender Gap in Wages

The Structure of Earnings Survey (SES) 2014 is part of a series of surveys, conducted under relevant European legislation, every four years. In Cyprus, the SES was conducted during 2015 for the fourth time, with 2014 as the reference year. According to the survey results, the mean hourly earnings of employees were €10, 46 for full-time employees and €7, 06 for part-time employees. Full-time male employees received on average €11, 06 while female employees received €9, 78. The corresponding figures for part-time employees were €7, 28 for males and €6, and 94 for females. Based on the hourly earnings of all employees, for the total of the economic activities and occupations covered by the survey, the gender pay gap as a percentage of the earnings of males was 12, 7%. The mean total monthly earnings of full-time employees were €1.747 on average (males €1.880 and females €1.596). These earnings include overtime and shift work payments. The mean total annual earnings of full-time employees were €22.613 on average (males €24.381 and females €20.615). These earnings include annual irregular bonuses and overtime earnings.

Source: www.cyprus.gov.cy

HRDA Programme "Training Plan for Long-term Unemployed in Companies and Organizations"

The Human Resources Development Authority of Cyprus has announced new recruitment incentives aimed specifically at the long-term unemployed. The programme entitled "Training plan for long-term unemployed in companies and organizations" was put into operation in July 2016 and will continue until the end of the year. The programme is geared to give potential employers the possibility to design, create and implement programmes for training and gaining work experience in posts that will be available to the long-term unemployed. The length of the programme is six months, with the first four months being subsidised by the government. The employer will receive an 80% subsidy of expenses after the completion of the sixth months, but the subsidy will not exceed €1.000 per month. The programme covers permanent and full time employment only and the remuneration package should be as set by relative labour agreements. If a labour agreement does not exist at a specific business, then the remuneration shall not be lower than the minimum wage which has been set at €870 per month.

Source: www.in-cyprus.com

Contributed by Elena Hanna

Makes you think!

Topic: Diversity



"Diversity is a big thing here.
We even have one guy who likes his job!"

News from European Union

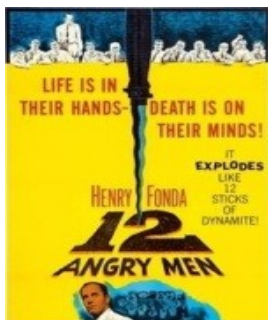
Brexit and HRM: Possible Implications

In June 2016, the British people voted to leave the EU in the so-called Brexit referendum. Even though the United Kingdom has not invoked Article 50 of the Lisbon Treaty of the EU, which would trigger the official negotiations for the UK to leave the union, firms and workers alike are deeply concerned about the impact Brexit will have on their lives. In terms of HRM, we can speculate that Brexit will have the following implications:

1. Employment Law in the UK will be subject to amendments. This, in turn, could have a direct impact on the way workers are managed thus causing HR departments to re-visit and amend their own internal processes and procedures. However, the extent to which these changes will significantly alter the face of HRM in the UK remains unclear. For example, the European Work Councils Directive might not be applicable but national information and consultation legislation, as well as ILO conventions, will still be enforceable even after Brexit.
2. Moreover, it is not expected that Brexit will have a significant impact on Industrial Relations and Trade Unions since the British model varied significantly from other EU countries and trade union density and coverage in the UK has decreased drastically in recent decades, unlike Germany or Denmark for example. However, this could further prompt a decline in welfare and protection rights for people working in the UK.
3. Brexit will most likely affect the supply and demand of workforce for firms especially. Various sectors, from construction to healthcare, rely heavily on EU workers and possible barriers to staffing from the EU could lead to skills shortage. Moreover, HR departments and specialists will be faced with a challenging and time-consuming process to retain some of their key staff and talent, should current EU workers require a working visa after Brexit. It should be noted though, that workers from Commonwealth countries, like Cyprus or Malta, might not be significantly affected by Brexit.
4. Similarly, there are concerns for a 'brain drain' since there are increasing fears that knowledge-intensive workers will opt to move to another country and possible move outside of the EU to countries like the USA, Australia and Singapore. Not only that, but with the decline of the value of the British Sterling against the Euro, firms and HR specialists will need to reconsider and adjust pay and benefits in order to attract talented EU workforce.

Contributed by Anastasia Kynighou

Movie Review



12 Angry Men

Release Date	April 13, 1957
Genre	Crime, Drama
Director	Sidney Lumet
Distributor	United Artists

[Watch the Movie Here](#)

ers have to deal with aggressive bosses who push them to take decisions to suit their needs. But a leader's job is to do the right thing and not what others want. The movie identifies the value of diversity. Each juror gave his own different perspective on the matter which proved to be very important in the case. Imagine if the jury thought alike! A wrong verdict might be taken. Fonda's (Juror 8) leadership style displays the capacity of emotional intelligence which is a way to share a common vision and invite people to discover the best way to a problem/case. The movie shows that emotions are the vital reason to insist on your decision. Furthermore, this movie guides individuals in leadership or management. There are so many line managers who are not able to lead the team because they might not have the skills or the knowledge. Someone appointed them as managers but nobody showed them by training and example how to act and to react with people. The context of the movie can also be related to team building and various phases the team goes through before they start working in cohesion. Employees normally work in teams and in case the Company's vision or the mission is not clear then people don't know how to proceed, what is their target and how can help the Company grow.

The "12 Angry Men" movie starts with the end of a trial in New York. A boy is accused for the death of his father and 11 Jurors have decided that he is guilty. However, only one of the twelve jurors questions his guilt. The kid's life is in the hands of 12 men as a guilty verdict will be accompanied by a mandatory death sentence.

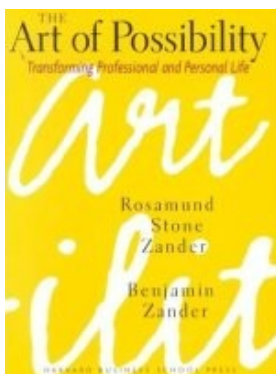
The film focuses on the jury's difficulty in reaching a unanimous verdict. However, Juror 8 (Henry Fonda), who is the only "not guilty" vote, investigates in depth all the available evidence, identifies the weaknesses of the arguments, the gaps in the story, and other possibilities that prove that the boy was perhaps not guilty. After presenting his findings all jurors finally voted for the boy "not guilty".

HR Lessons Learned:

To disagree with eleven people that most of them are aggressive requires a lot of courage. Lead-

Contributed by Maria Pavlou

Book Review



The Art of Possibility: Transforming Professional and Personal Life

Author	Rosamund Stone Zander & Benjamin Zander
Publisher	Harvard Business School Press
ASIN:	B00FKYT35O
Pages	224

This is a book I personally loved. Written by the conductor of Boston Philharmonic Orchestra and professor at the New England Conservatory of Music, Benjamin Zander and psychotherapist and landscape painter Rosamund Stone Zander, the book offers insight and inspiration for new possibilities at work and life, through stories drawn from the worlds of art, psychology, business and politics. Mr. Zander gives presentations to managers and executives around the world and Ms. Zander conducts workshops for organizations on practicing the art of possibility. Here is what they advocate:

1. It's all invented.

When you're looking at a problem, all the assumptions you make about it are in your mind. The frames our minds create define – and confine – what we perceive to be possible. By enlarging the box, or creating another frame around the data, problems vanish, while new opportunities appear.

2. Stepping into a Universe of Possibility

If you have an attitude of abundance instead of a mentality of scarcity, you're more likely to find new business, new opportunities and new possibilities. If you participate joyfully in tasks and projects, you're more likely to be successful. If you are inclusive and passionate in your life, you're likely to see greater abundance.

3. Giving an A

This is about automatically assuming the best with people. An A radiates possibility through community or workplace, gaining strength, bringing joy and expression and a flow-ering of talent and productivity. This A is not an expectation to live up to, but a possibility to live into.

4. Being a Contribution

Declaring yourself to be a contribution, takes you from self-concern to making a difference for others.

5. Leading from any Chair

The conductor is not the only leader of an orchestra. Anyone can lead.

As a leader, you "can invite information and expression; speak to their passion; can look for an opportunity to hand them the baton."

6. Rule Number 6

This is a reminder to lighten up and not take yourself so seriously!

7. The Way Things Are

Being with the way things are, calls for an expansion of ourselves. We accept without resisting the current situation, encompassing contradictions and painful feelings and appreciating the beauty of the longer run.

8. Giving Way to Passion

Letting energy connect you to all beyond structure and limitations.

9. Lighting a Spark

This practice talks about inspiring others to pursue passion. What is 'the life force for humankind' is the passionate energy to connect, express and communicate, the Zanders suggest.

10. Being the Board

"Being the Board" means questioning your assumptions, perspective or outlook about the situation at hand and embarking you on a journey of initiatives in relationships, making them effective partnerships.

11. Creating Frameworks for Possibility

Don't go with the flow toward an idea or concept that's spiraling downward to the abyss, the Zanders say. Come up with bold, visionary missions and ideas that stand confidently in the world. Stand out and advocate for your bold ideas.

12. Telling the WE Story

The WE Story is about going from a place of division, conflict and hostility, competition and struggle to a place of enthusiasm and togetherness. A place of **cooperation**.

The Zanders invite us all to become passionate communicators, leaders, and performers whose lives radiate possibility into the world. This is a book to read again and again.

Contributed by Andria Antoniadou

International News

Saudi Arabia needs 250,000 HR professionals to realise its Vision 2030

Planned expansion of private sector will lead to shake-up of human capital, with consultancy firm calling for greater professional accreditation of HR

Saudi Arabia needs 250,000 world-class HR professionals to help it realise its extraordinary Vision 2030, according to analysis by Oxford Strategic Consulting (OSC).

In a bid to boost its economy and reduce its reliance on oil, the kingdom has resolved to employ 4.1 million Saudi nationals in the private sector by 2030.

Currently, there are only 1.6 million working in the private sector.

There are also plans to slash the number of public sector jobs from the current 4.2 million, to 3.4 million. To meet the challenge of facilitating this massive influx into the private sector, and to ensure that employees are placed into suitable roles, HR departments must be well prepared.

Boosting the number and expertise of KSA's HR professionals could contribute \$6.44bn to the country's economy, say experts at OSC. They recommend that: "HR in Saudi Arabia should be an accredited profession, and anyone working in HR should be accredited by a globally recognised awarding body; there should be a Saudi-specific professional body for HR that is supported by government; and certain aspects of HR practice should be simplified and automated with easy-to-use apps and other technological assistance".

"HR must be treated as a critical business function and not simply considered an administrative burden," said Julian Snell, managing consultant at OSC.

"Senior private-sector managers and owners also need to be educated as to the benefits of HR so that they are able to lead by example and implement the HR changes that will be needed over the next 15 years and beyond."

One challenge is for employers to create attractive, rewarding and economically sustainable working environments for Saudis. "Achieving this requires altering perceptions of different careers as well as changing how employers recruit, manage, develop and retain their Saudi staff," said Scott Druck, CEO of OSC. "Our Saudi Employment Report 2016 found that Saudis considered banking and finance, tourism and hospitality, media, chemical/pharmaceutical and industrial as their top five least-favoured industries – yet these are some of the key growth areas for Saudi Vision 2030."

HR departments are vital in communicating the benefits of careers in less popular or newer industries, such as tourism or information and communication technology (ICT). "There is no point attracting Saudis only for them to leave the organisation quickly," said Druck. "Retaining top Saudi talent is a common problem for companies, although maybe a bit less with the recent oil price drop. Nevertheless, Vision 2030 will only accelerate demand for top Saudi talent."

There will also be a shift from imports to more self-reliance for products and services, and businesses will be encouraged to be less reliant on migrant labour, in favour of developing national human capital. For this to succeed, KSA needs around one million leaders and eight million talented professionals. "Our research shows that effectiveness in a role can be built very quickly by using advances in technology to minimise the need for 'learning' by providing 'instant access' to practical support for 'knowing' and 'doing'," said Professor William Scott-Jackson, chairman of OSC and visiting academic at Oxford University. The need to 'learn' loads of 'knowledge' is removed and the need to 'learn' how to do everything is reduced. Instead, learning can focus on the soft attitudes and interpersonal skills needed for effective performance, while apps and other technologies take care of knowing and doing."

Article titled "[Saudi Arabia needs 250,000 HR professionals to realise its Vision 2030](#)" by Kirsty Tuxford, People Management/CIPD — 31 August 2016

Forthcoming Events

INTERNATIONAL EVENTS

20/10/2016—21/10/2016

WFPMA 16th World Congress

09/11/2016—10/11/2016

CIPD Annual Conference & Exhibition

04/04/2017—06/04/2017

46th IFTDO World Conference & Exhibition

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