



'PEOPLE LEAVE MANAGERS NOT COMPANIES'

A chilling discovery from a piece of research that extended to 1,000,000 employees and 80,000 managers. When Marcus Buckingham was at Gallup he developed an incisive group of questions that probed deep into the hearts and souls of over 2,500 business units to explore two discussion areas: 1) What is it that great managers do to attract and retain the very best talent? 2) What key ingredients provide engagement, focus, meaning and motivation to create a 'strong, vibrant workplace'? In partnership with Curt



Coffman, Marcus found that the best managers – i.e. the ones achieving the best results in terms of profitability - were powerful 'catalysts' in the

development of their very best performers. 12 key questions were created as a yardstick for employee engagement and motivation - see "Coaching Tools" for the 12 questions; data and quotes produced with very kind permission of The Marcus Buckingham Company

ACCIDENTS WILL HAPPEN

The issue of 'personal data' is certainly one of the hottest potatoes in the business cauldron at the moment. The question 'do you know where your data is?' is a good starting point for an audit that would cover data security, protection, privacy and deletion. 'Data theft' is rare, 'accidental data loss' is the real threat: sending a private document about a member of staff to the wrong printer; sending a confidential data file to yourself at home to work on and then leaving a copy on your desktop; placing a client presentation on a data stick and leaving it on the train; excessive 'forwarding' of personal data files so as to lose track of their whereabouts; are to name a few.

GORDON BROWN & LORD DARZI

When Gordon Brown set Lord Darzi the goal of reviewing and reforming the NHS, he may have inadvertently sparked a coaching revolution in the health sector. The Darzi Report had focussed on



leadership & management as the keys to moving the NHS forward via 'meaningful conversations' - so it's no surprise that hospitals across the country are beginning to embrace coaching – by employing f/t staff or by hiring external coaches.

MANAGEMENT CUTS: sound-bites from Mark Fritz

"Questions have more power than answers"
"The why needs to be greater than the how"
"People really don't fail, they just stop taking action"
"You can't see the picture when you are in the frame"
"It's not about getting things done, it's about success"
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COACHING TOOLS - 12 questions to measure employee engagement (Buckingham/Coffman)

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel like my work is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn & grow?