



Cardinal Talent

Talent Newsletter November '08

Welcome to Cardinal's November Newsletter which we hope you'll enjoy and find helpful.

This month we have a guest article by Julia Simpson of Clear Message on using the media wisely in leaner times - this is best practise and a sound discipline which can become part of our routine, whether times are lean or plentiful.

Our featured article Changing Your Mind focuses on how personal ways of thinking and viewing the world impact change. The great thing is the model can be used in all walks of life and at all times.

This month's Talent roundup offers a select and strong mix of professionals. If you're looking to strengthen your team and any of November's profiles or indeed any now on our website www.cardinaltalent.com from previous months interest you, note the reference and call me on +44(0)1484 687 587 or +44(0)7831 476818, or drop me a line to mel@cardinaltalent.com

Thank you for all your feedback so far. Please do keep it coming and let us know if you do not wish to receive this communication in future. Thank you for reading and may we wish you a happy and productive approach to Christmas!

Best wishes

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Changing Our Minds

Sadly there has been much discussion of child protection recently, following the case of Baby P. Just as sad is the realisation that **unless something changes**, it's quite likely we'll be **repeating this discussion** as another helpless soul is abused by those it ought to be able to trust and abandoned by the State.

"'Clear evidence' of mistakes made by child protection workers in the Baby P case will not be published.", reported one current news article on an announcement made to MPs by the Children's secretary. The report continued, "Releasing the details of how they failed to follow statutory procedures runs the risk of identifying those responsible, government lawyers have ruled. There are fears those who made the errors may refuse to co-operate with future serious case reviews."

At face value this admission is shameful, almost as shameful as the crimes that were committed against the toddler in question. By thinking this way, we are surley perpetuating the risk of further cases of this kind arising in future? What a shocking prospect!

But hold on, let's **stop and think** for a moment. What's going on here?

Can it really be that the risk of exposing those held responsible is less desirable than the risk of another case of child abuse? If so, what is the concern associated with identifying those child protection workers who did not follow statutory procedures?

One can only speculate amongst a range of possibilities, but my money is on this one. Those deemed responsible will be judged, hounded and pilloried by the media, who will, in all probability, claim this behaviour as being "in the public interest". As well as having to live with consequences of their mistakes, these child protection workers and their families too, perhaps, will be humiliated and labelled for years, if not for ever.

Hardly a recipe for re-building public confidence or improving child protection. So **what's to be done?**

Quite simply this. We're all responsible in some small way for cases like Baby P. Some will be outraged or horrified by such a suggestion. May I persuade you to carry on reading as I explain my assertion?

By baying for blood and apportioning blame we are not only condemning those involved to a life of misery and guilt, we are

preventing a culture change and therefore perpetuating the system which let Baby P down and possibly his parents before him, too.

A **culture change** is needed whereby a **trusting environment** is created in which **open discussions** can take place with **no fear of reprisal**. This is not advocating that professionals responsible should emerge unscathed as a result of their actions; rather they face disciplinary procedures, *and nothing more*, and receive **help and support** not to make the same mistakes again.

To do this we have to **change our minds**, literally. We need to **stop making judgements and condemning others**. Instead we must enable the creation of cultures where people can **speak openly and be listened to**, where their concerns can be aired, where their **contributions appreciated** and where **collaborative problem solving** is as natural as making or fetching cups of tea and coffee for work colleagues!

What we're considering here are the lessons of **openness and learning** verses judgement and condemnation. The two approaches stem from very different mindsets and, not surprisingly, produce very different outcomes.

The mindset which **judges and condemns**, is **intolerant of mistakes** and thus **limits achievement**. Rather than producing allies in learning, this mindset confers permanent states on others e.g. "you're not clever enough to be promoted" or "you're not the right shape to be a good swimmer". It's *fixed* in its outlook and perhaps worst of all the **fixed mindset** shuns effort, considering itself to be smart and talented and in no need, therefore, to exert to accomplish.

The mindset which favours **openness and learning** recognises **development and growth**, sets **high standards** and asks for **full commitment and effort**. The growth mindset focuses on processes, for example strategies, effort and choices and gives constructive criticism or feedback that helps others to understand how to problem solve. Above all, the **growth mindset** has the capability to help people to find the way to things of value through effort and attainment.

So if we **close down the opportunity to discuss** problems and have open debate in an environment of learning and trust, by allowing **non-disclosure** to continue, then we run the risk of **compounding errors** and will miss the chance to improve the lot of all concerned and the processes in which they are involved.

All of us are involved in relationships whether they are parental, marital, managerial, work or volunteer-based, so we need to be aware of the mindset we project and live by. It's vitally important for the future health of society that we give our children the right kind of **feedback**. In the case of Baby P, the **influence of the growth mindset approach** may well have **changed the outcome** of his life.

To learn more about the growth and fixed mindsets and how you can use this model to affect your life, you can arrange a coaching session with Mel or read Carol S. Dweck's *Mindset* published by Ballantine Books, ISBN 978-0-345-47232-8.

Talent roundup

A **senior manufacturing professional**, with a track record of success at Site Director level, delivering major business strategies and improved operational performance in challenging and safety critical environments. Degree qualified in Mechanical Engineering, a lean thinker, problem solver and implementer, employing an enthusiastic & engaging team-based approach that can meet any business challenge. Now looking to develop an interim management career and willing to travel.

Ref: SMP1108

A commercially astute **international sales and marketing manager** with extensive experience of polymers at end user, converter and producer levels. A proven track record of sales and profitability growth either in collaboration with customers or in the development of internal strategy and planning. Experienced in managing cross-functional virtual teams in value-added projects, within a highly cost competitive environment. Determined and goal-orientated with a bias for action, rapidly establishes business relationships based on trust. Looking to further career in an international sales management position, preferably in a large scale industrial organisation.

Media Matters

By Julia Simpson, Clear Message

In a time of **economic downturn** you cannot afford to stop publicising your company – but with belts being tightened all over the place you may not want to splash out on advertising or flashy new brochures. **In difficult times** you need to 'ca canny', as the Scots say. **Think laterally**.

So the smart move is to look at alternative ways to get coverage. Keep the **advertising bills down** and concentrate instead in getting **editorial coverage** in the media.

Editorial has major advantages. Not only is it **free**, it also carries far **more impact** than any advert ever will. People **trust editorial** in a way that advertising can never match.

If you feel uncertain about what would make a **tasty piece** of editorial check out the following categories and see where your business, product or service might be able to gain '**brownie points**' with a world weary journalist.

Does your story or your press release contain anything that fits into the categories below? Don't worry; your story doesn't need to qualify in all of them. Goal to **tick 2 or 3 boxes** if possible.

Ref: ISMM1108

A **results driven senior executive** with over 25 years experience in operational and manufacturing management. A proven track record in continuous improvement and change management programmes across a variety of industries including manufacturing, warehousing and supply to the printing and healthcare sectors. Qualified in Manufacturing Management and Six Sigma, this pragmatic leader is a **lean thinker** and an excellent communicator and has the ability to influence and inspire others. Looking for a change management or continuous improvement role.

Ref: RSDE1108

A highly motivated and resourceful **LEAN manufacturing professional** with a proven track record of continuous improvement and organisational change. Functional experience includes manufacturing management, production and quality engineering of both volume and project based products and processes. Sector experience includes manufacturing, engineering and medical within global organisations. A highly effective communicator capable of promoting a high performance culture through team development and coaching. Degree and Masters qualified Engineer, educated to postgraduate level in manufacturing management holding Incorporated Engineer professional status.

Ref:LMP1108



Topical: To be 'newsworthy' it should fit around a current news story or theme in your industry – something that is a **subject of interest or a talking point**.

Relevant: You must make sure it means something to the people you're talking to - whether they're aircraft manufacturers or sheep farmers. Make sure it's **relevant to your audience** and remember the reader/listener/viewer is not an expert and neither, frankly, is the journalist in some cases.

Unusual: This means your story has something out of the ordinary about it: the biggest, the first, the worst etc. Is there a **'fancy that' factor** in your story?

Trouble: Journalists have a tendency to create disagreement or dispute if it isn't already in the story. It's not an ad, after all. Think about the **possible negatives** *before* you do your interview or submit your article.

Human interest: Absolutely *all* stories come down to this in the end. How things affect real people is what actually matters most. And showing **how you can help** is one of the strongest sales pitches you can make.

Take some time and think about how you could use these ideas to help you come up with a news story or general interest item. Perhaps you have something to contribute to an existing debate within your sector. Whatever it is, it's worth trying to get some media coverage.

Editorial is the best advert. It's strategic, attention grabbing and it's free!

In next month's issue:

December's **Talent roundup**

Mel Armstrong is a coach & recruiter of business leaders. A degree qualified metallurgist and Chartered Engineer, with a post graduate Fellowship in Manufacturing Management, her main areas of interest are developing self awareness in business leaders and manufacturing and business improvement. She works closely with a number of private clients providing business support through recruitment, transition coaching, outplacement, psychometric assessment and career development.

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