

Cardinal Talent

Talent Newsletter October '08

We hope this second edition of Cardinal's newsletter finds you in optimistic mood and enjoying life, in spite of the constant upheavals the global economy faces.

It hardly seems possible that a month has passed since we sat down to write our first newsletter and here we are distributing our second edition! If you missed our first edition, you'll find our major feature **Securing Success** & our selection of featured candidates in **Talent roundup** on Cardinal's website www.cardinaltalent.com

If you are leading or facing major changes in the workplace, then we hope you'll find **Coaching for Transition** supportive and helpful. Change can be extremely worrying for many whether it be prompted by positive or negative events, so being aware of and knowing how to spot and cope with initial warning signs is useful. Research shows that increased anxiety levels lead to low self-esteem and low levels of learning and retention.

For those of you leading or managing businesses, we do offer packages including coaching and outplacement to support you and your organisation and for individuals we can offer help with job hunting campaigns, including CV, cover letter and interview practise.

Perhaps you may be looking to strengthen your team and I can assure you that even the hardest hit businesses are doing this right now. October's **Talent roundup** offers career interims and those looking for permanent roles in finance and operations. If so, please note our reference and call me on +44(0)1484 687 587 or +44(0)7831 476 818. Or drop me a line on mel@cardinaltalent.com

Feedback is the oxygen of improvement! We look forward to hearing from you on any of the above, with any general feedback or if you do not wish to receive this communication in future. Thank you for reading and very good fortune over the next month.

Best wishes

Cardinal Talent Ltd

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Talent roundup

An **accomplished finance and IT professional** and proactive **interim manager** with extensive and proven **consultancy experience** in an impressive array of sectors including aerospace, government, education, outsourcing, medical, IT, pharmaceuticals, media and finance. With key skills in turnaround accounting, IFRS, establishing management controls in ERP systems, systems implementation and integration, testing and training, this highly motivated executive is degree educated in Biochemistry and is a Fellow of the Institute of Chartered Accountants.

Ref:AFIP1008

A **successful lean manager** with a proven track record in new business sales, team management and process improvements. Sector experience includes Electronic Consumer Goods, Task & Facilities Management and Corporate Clothing Manufacture. Educated to degree level in Marketing and currently undertaking postgraduate study in Manufacturing Management, this candidate is an effective communicator and team player. Looking to use transferable skills in a process improvement role.

Ref:SLM1008

A **professional and committed engineer** with over 30 years experience in a variety of **lean manufacturing**

Coaching for Transition

Change is with us all the time. It is part of life. Without it, evolution would stop and the human race would fizzle out. With change comes conflict, discomfort, fear, anger, despondancy, and yet also moments of soaring joy, fun, enjoyment, fulfillment and great peace. **Threat and opportunity in the same breath!**

Change comes in all kinds of guises. Sometimes we bring it about, sometimes it's unexpected and out of our control, sometimes we see it approaching and perhaps have time for preparation and yet when it comes it's still a shock to our systems. We experience all kinds of feelings we do not expect, quite often in rapid succession over short spaces of time.

Then we shoot into denial, experiencing a high before plunging down what seems an endless slope into the pit of despair at the bottom where we wallow around in a repetitive cycle of OK and not so OK feelings or as we often say **"on" and "off" days**.

Sounds familiar? I hope you're saying yes, which may seem a heard and heartless message! If you're saying no then I'm concerned on several fronts.

Firstly because the process described is the start of something called **transition**, which like it or not, accompanies every change we experience. It's our human reaction and is a way of coping with the buffeting life gives us, whether it be changing job, moving house, having a baby, being made redundant, being ill, or even simply changing a routine

disciplines and first tier automotive companies including Webasto, Tinsley Bridge Spring Works and Aeroquip. With a proven track record in P&L control, leadership, production, delivery, quality and lean disciplines, this highly motivated and focussed **change agent** has excellent communication skills and is currently seeking Consultancy or Operational leadership roles.

Ref:PCE1008

A committed and focused professional with 20 years manufacturing management and engineering experience at executive level. With a proven track record in operations, manufacturing and deployment of major manufacturing initiatives using lean techniques, this tenacious **change leader** inspires others to higher levels of performance. An effective communicator with a practical edge. Sector experience includes building materials manufacture. MEng qualified and Fellow of Manufacturing Management with extensive and recognised continuing professional development.

Ref:CFP1008

An interim Operational Improvement Practitioner experienced in the deployment of Lean tools and techniques to optimise company performance and deliver savings. With a Mechanical and Production Engineering background, broad sector experience in engineering, reprocessing, fabrication and construction is backed by extensive manufacturing systems knowledge. An effective leader, capable of swift interventions with sound communication skills, currently seeking a challenging assignment and willing to travel.

Ref: IOIP1008

A highly experienced and energetic Production Manager, capable of operating to first tier automotive supplier standards with ISO TS16949 certification. Customers have included Nissan, Toyota, Peugeot, General Motors and Ford, as well as Sun Microsystems, Rank Xerox and Black & Decker. Employing a committed approach to change, excels in the practical application of Lean approaches, such as VSM, JIT, KANBAN and SMED. Working with multidisciplinary teams including first line supervisors, engineers and operatives achieving improvements in quality, delivery, productivity and costs through a logical and inclusive approach. Preferring a role based in the North West or Yorkshire.

Ref: EPM1008

Going with the Flow?

Did you know that "being in the groove", "on the ball", and "in the pipe" all describe the mental state where we experience the feeling of being fully immersed in a task or activity? The process is known as **Flow** and comes about when we feel full involvement and focus through which we experience success, which then builds to further success, and gives an effortless feeling.

During the process time distorts, we "lose" ourselves and forget all feelings of self-consciousness, as action merges with awareness. In this way, we can achieve mastery of the activity in question, as described by Timothy Gallway in his excellent "The Inner Game of..." series of books.

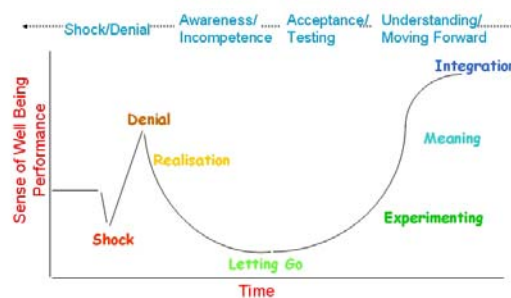
Although Flow was first proposed by positive psychologist Mihály Csikszentmihályi, practitioners of Eastern religions such as Hinduism, Buddhism and Taoism have honed the

at work or having a holiday! Most of us have several transitions running simultaneously most of the time.

Secondly **transition** is one of the processes through which we learn. This is where change offers us opportunity, the opportunity to experience new thoughts, new feelings, to experiment with different behaviour albeit often through a painful process.

Hence my concern. **If we don't undergo transition then we are not changing and, most importantly, not learning so we're back to stagnation and extinction.**

Transition is often a lengthy process and although all human beings are surely very familiar with shock and the immediate aftermath, the rest of the process is not so well recognised. Severe change, such as loss of a loved one, can cause transitions which run a year or more. Often called the Transition Curve, and based on the Kubler-Ross Model (after Elizabeth Kubler-Ross) which described the 5 stages of grief (1969), the model shown below can be applied to all aspects of our lives.



In the climate we are experiencing now economic upheaval can cause sudden and severe changes, and most of us will be affected in some way or other. Although change cannot be avoided, we need to be vigilant for signs of transition in others. Transition can be made worse for an individual through a number of simultaneous triggering events causing the curves to coalesce, deepening and lengthening the experience.

So how can coaching help and what should we watch for in both ourselves and others?

As the model shows, our self esteem and thus performance varies with the stage we have reached in the process. So, after the initial stages of shock and denial, self-esteem plunges and we will become more withdrawn than usual, showing less enthusiasm and being less communicative.

Work performance is likely to suffer with mistakes being made, deadlines missed and possibly temporary memory loss. Our energy levels will fall so we may appear listless and disinterested to others.

We cannot short-circuit transition, but what we can do is **offer support** in these very early stages. In the realisation stage, characteristically a choppy and disconcerting period, there are two important ways we can help others:

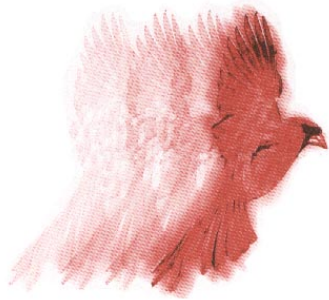
- **encouraging an individual to talk** if they wish to and offering a safe space in which to do so
- **keeping a person occupied** with simple tasks helps build a coping routine within.

Beyond realisation different approaches become necessary, as we work through the **"letting go"** stage and move on to **experimentation**.

Coaching and supporting individuals through difficult times in the workplace is **positive and beneficial** to both the organisation and the workforce. So, using coaching through a major change, such as an

discipline of overcoming the duality of self and object as a central feature of spiritual development.

improvement programme or a **redundancy exercise**, can help people understand the process of transition by **relieving anxiety** and **facilitating openness** and **learning**.



Coaching is a process that will help you and your organisation embrace change!

In next month's issue:

Learning Mindset

November'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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