



Welcome to the August edition of RossNews. This edition examines the consequences of workplace harassment & how to minimise any potential disruption. We also look at the "Human Climate" - The Power of Emotional Intelligence (EQ).

I hope that you enjoy the articles and welcome any feedback you may have about Ross at marketing@rosshumandirections.com.

Julia Ross

→ macro economic update

by Chris McFadden, CFO

Global economic activity has held up well in the face of more normal monetary conditions and prospects remain positive. It is anticipated that global growth will remain above trend with the developing economies increasingly contributing more to global demand. It is likely that the third quarter of 2006 will see a consistent cycle of interest rate rises across the major developed economies. The driver for these increases is continued solid global economic activity with resultant tight labour markets giving consumers sufficient confidence to spend in the face of elevated commodity prices and higher interest rates.

US economic growth is moderating with rising inflation and a slowdown in the housing sector, which combined with a weakening in the labour market, will put increasing pressure on US households which have long been the driving force of both US and global growth. Europe has seen a strengthening in economic activity as households respond to an improving labour market and rising business confidence despite building inflationary pressures. In Asia, Japan's business activity remains robust, with a watching brief on the pending end of the zero interest rate policy and Koizumi's successor, and the impact these will have on the significant public sector debt burden. The China boom continues unabated, pushed on by rapid credit growth driven by local governments and their financiers keen to attract investment and employment to their regions. This strong growth and associated demand should continue to cushion the rest of Asia as growth in their domestic economies tempers into 2007.

Closer to home, NZ managed somewhat of a comeback with a first quarter 2006 economic rebound following a flat second half of 2005 avoiding the dreaded recession scenario, although growth is again slowing so caution is required.

On Australia, the consensus view is that the current situation may be about as good as it gets, with a decrease in business spending caused by capacity constraints, peaking commodity prices, reduced construction activity flowing from interest rate increases and continued inflationary pressure.

→ asia in focus

A key part of the Ross growth strategy over the next couple of years is to further deepen our penetration of the Asian market. Already servicing Hong Kong, Singapore and Malaysia, one of the next obvious steps is China - specifically Shanghai.

With a population of around 20 million, the City of Shanghai (but with status as a Province) is the most westernised of the provinces and has been a focus for foreign operations of many organisations to date.

Reporting GDP of 13% in 2004, Shanghai is one of the fastest growing provinces in China and has a central coastal location in relation to Beijing in the north and Hong Kong in the south.

With a population of only 1.3% of the national total, Shanghai contributes 5.3% of the nation's GDP and 8% of the total industrial output value. More than 50% of Shanghai's GDP is contributed by tertiary Service Industries, the key ones being:

- financial services
- retail and wholesale
- real estate
- transport
- warehousing and post
- information technology/computer services/software
- hospitality

Shanghai has China's largest container port and is designated to host World Expo in 2010.

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- spotlight on ralph shreeve
- your personal coach

If you require any further information on the articles in this issue, email the Marketing Dept, marketing@rosshumandirections.com

→ training tips

by Mary Strain,
National Training Manager

Workplace training is beneficial to an organisation for many reasons. In our Training Tips section, we provide you with an array of ways to ensure your training is effective and appropriate for the audience.

"Planning Your Topic"

Planning your topic involves gathering a range of supporting material that is relevant. You will want to get all sorts of information and your audience must be kept awake and interested, so dig out a lot of facts, in a variety of forms. Consider the possibilities!

- Facts to support the point.
- Statistics to prove the point.
- Quotations that back your viewpoint.
- Comparisons that relate the topic to the audience's background.
- Narratives (funny or serious) about people and events.
- Questions that the audience will answer or you will answer for them – and the answer.

As you select a method of presentation, keep these four points in mind:

1. main points should include all material needed to reach the objective;
2. main points should be numbered in the order in which they will be presented;
3. each point must be in the form of a sentence, and the sentences must be of the same type – statements, commands, or questions, and
4. the best lectures have no more than four main points.

Source: "Delivering Effective Training Sessions" McArdel, Geri

by Greg Coolahan, Commercial & Legal Director and Michele Jones, IR Manager

Workplace Harassment

This unwelcome type of activity is also known as “bullying” and can cause significant problems for those who witness, or are involved in it at the worksite. Many may not be aware that such harassment can include the following behaviour:

- deliberately withholding information or deliberately supplying incorrect information
- maliciously excluding and isolating a person from workplace activities
- spreading malicious gossip or rumours about a person

as well as the more obvious examples of raising your voice or humiliating someone, especially in the presence of others. Furthermore, sexual or racial harassment may be a cause of such behaviour, leading to equal opportunity matters being raised.

When workplace harassment involves agency employees, recruitment companies have a duty of care to work with the client and the employees concerned to resolve the issue. The consequences of ignoring signs of harassment include:

- lost productivity;
- low morale;
- legal claims such as discrimination, constructive dismissal and common law damages, and
- workers compensation claims for stress and associated health problems.

Ross Human Directions has comprehensive policies on all types of harassment to cover its staff located at client sites, in addition to ongoing training and temp/contractor care programs that minimise any potential disruption and legal risk to the client.

For further information on this issue, please contact michele.jones@rosshumandirections.com

The information discussed here is a general explanation of the law, and is not intended to serve as legal advice. Readers requiring specific legal advice regarding a particular situation should consult an appropriately qualified lawyer.

by Diane Armstrong, People & Performance

The “Human Climate” The Power of Emotional Intelligence (EQ)

How Hot Is Yours?

Most organisations today are seeking to maximise the return on their investment in human capital. And yet, as the inevitable waves of change continue to occur, organisations recognise that in order to achieve their strategic objectives, employee skills, attributes, knowledge and attitudes must align with, reflect and enhance corporate values and mission.

Why do some service delivery and sales teams deliver exceptional results and some deliver to the minimum requirements to get over the line?

New results suggest, that overall, the climate - how people feel about working at a company - can account for 20 to 30 percent of business performance. Historically data connecting the 2 has been sparse and so, in practice, leaders/managers could easily ignore their personal style and its effects on the people they lead, focusing instead on “harder” business objectives.

If climate drives business results what drives climate? Leadership.

Daniel Goleman is the foremost researcher into the field of what’s become known as Emotional Intelligence - put simply, the ability to manage your own emotions and perceive those of others. In his book “The New Leaders” Goleman found that roughly 50 - 70 percent of how employees perceive their organisations climate can be traced to the actions of one person: their leader/manager.

More than anyone else the leader(s)/managers and boss create the conditions that directly determine people’s ability to work well.

The Challenge

Identifying, engaging and developing leaders and managers with skills, abilities and EQ that are aligned with corporate vision, values and branding.

Get this right, and the results have been found to be a culture and environment conducive to the organisation achieving its strategic objectives through the high calibre people it has been able to attract and retain.



Ralph Shreeve is the Global MD, Verossity, Ross Calibre, Ross Logic, Ross Navigate and Firstwater.

I joined Ross Human Directions earlier this year to take on the role of Global Managing Director for Verossity, Ross Calibre, Ross Logic, Ross Navigate and Firstwater.

I aim to see Ross Human Directions recognised as the market leader in every market it serves. We will achieve this by having the best people, providing the best solutions and placements whilst delivering the highest standard of customer service. Financial success will follow and benefit all of our stakeholders.

Born in Germany, of a German mother and English father, I spent my early childhood on a variety of army bases scattered across the world, before finally moving to England as a 9 year old.

I started my career by following my father into the British Army. My commercial career began in leadership development running a series of action-oriented development programs based on Outward Bound experiences. From there I progressed through corporate advisory and line management roles in the energy industry. I came to Australia in 1994 and worked for Morgan & Banks where I was responsible for a number of major profit centres and geographic regions before becoming the Managing Partner of the Asia Pacific operation of Sibson & Company, a leading strategy, corporate advisory and human capital consulting firm.

Between 2001 and 2005, I was the CEO/ Managing Director of IPN Ltd, Australia’s largest primary healthcare company, and led this listed company through a high profile turnaround.

Immediately before joining Ross Human Directions, I was a partner with the world’s leading executive search firm where I headed up the Healthcare, Energy, Infrastructure and Asia Pacific Leadership Consulting practices.

As a former Rugby Union forward, I now live up to the old adage “those who can do, those who can’t teach” and I’m actively involved in youth rugby in NSW as a coach of the Mosman Whales Junior Rugby Club.

I am enjoying working across diverse areas of the company and look forward to the coming years.

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