

Breakthrough

HANEX
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Hanover Executive Team Newsletter

"Realising the potential
of leaders, teams
& organisations"

Summer 2009

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Leadership in Complexity Seminar 15-16 October 2009

Revitalising the Self and Creating Outstanding Organisations

Hanover Executive is pleased to announce a two day advanced leadership development seminar in Zurich on the 15-16 October 2009. Participants will be invited to share experiences and learning through mini presentations and group discussions led by Dr. Jeffrey Satinover, John O'Brien and Gwendolyn Parkin. Presentations and discussions will be based on the latest topical research findings of Dr. Jeffrey Satinover from the Swiss Federal Institute of Technology.

The seminar has been developed for leaders of complex organisations who wish to:

- Gain new insight into risk and opportunity in the current conditions.
- Learn from each other in a multidisciplinary, international group.
- Understand how to re-energise organisations in challenging times.
- Explore leadership dilemmas in confidential one to one expert consultations

Stimulus for discussion will be provided by mini presentations and group discussions of Jeffrey's current scientific research at the Swiss Federal Institute of Technology on the stock market crash, using studies of complex and agent-based systems theory (econophysics, minority game) to discern the "illusion of control" in these real world markets. This research is critical to leaders of major organisations. It asks searching questions about the management of opportunity and risk, and emphasises the critical importance of leadership self awareness. Jeffrey's previous areas of physics research are in fundamental quantum theory and in its application to quantum information processing and computation. He is a mathematician, physicist,

psychiatrist and analytical psychologist.

Individual consultation time with one of the faculty; Jeffrey, John or Gwendolyn, will be planned in to the two day event.

Dr. Jeffrey Satinover

Jeffrey won a National Merit Scholarship to Massachusetts Institute of Technology where he obtained a B.S. in 1971. He subsequently gained an Ed.M in Clinical Psychology and Public Practice from Harvard University and his M.D. at the University of Texas and later an M.S in physics at Yale University. He completed psychoanalytic training at the C. G. Jung Institute of Zürich, their youngest-ever graduate. In 2008 he completed a Ph.D. in physics (summa cum laude) at the University of Nice, France. He is a former fellow (resident) in psychiatry and child Psychiatry at Yale where he was twice awarded the department of psychiatry's Seymour Lustman Residency Research Prize., and an invited lecturer at Princeton.

John O'Brien.

John is one of the pioneers of applied individual and systemic depth psychology in leadership coaching and organisational development. His consulting and coaching career followed 16 years prior experience in innovative individual, family group and systems work as a psychotherapist, psychosocial caseworker, and senior manager. He is professionally qualified in Education, Psychotherapy, Careers Guidance and Psychosocial Casework and holds post graduate degrees of Master of Business Administration and Master of Arts, Psychology of Therapy and Counseling.

Since the early 1990s, John has been instrumental in helping global financial services institutions, pharmaceutical companies and energy generators to achieve outstanding business results through innovative leadership development and culture transformation programmes. He has

worked at all levels, from board members and CEOs to front line leaders in the world's leading financial services, pharmaceutical and energy companies. John will focus on how conscious and "below the surface" mental processes can be utilised for superior decision making and measurably enhanced organisational performance.

Gwendolyn Parkin

Gwendolyn Parkin is half English, half German and a German speaker. After a successful leadership career at People Express in the United States and Germany she graduated from Harvard with a Master of Business Administration, and subsequently from Regent's College London with a Master's in Psychotherapy. She is a depth psychologist and provides individual based leadership, career and personal guidance to Executives around the world. Gwendolyn consults to leaders of financial services and pharmaceutical industries and is a specialist in career development and personal growth.

Participants will be senior industry figures from around the world, and time will be allocated for free discussion of topical issues. A single fee of GBP 2,000 will be payable to include accommodation and seminars.

To register for this event please email your details to:
tina.hughes@hanex.com
For further information call John O'Brien on 0207 796 1566



Lake Zurich, Switzerland

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Hanover Website Relaunch

Following an extensive period of consultation, planning and development, we are pleased to announce that we have recently published an updated version of the Hanover Executive website.

Our new website incorporates a number of significant enhancements and updates, providing timely, concise information to our global coach and client base.

Mindful of our clients' needs in the current economic and market conditions, we have redefined our main service offerings, with clearer labels and increased relevance to rapidly changing objectives and contexts.

We are a global executive coaching and leadership development firm, working with the world's leading businesses. We help our client to address critical people challenges that may affect their earnings, reputation or ability to achieve their strategic ambitions.

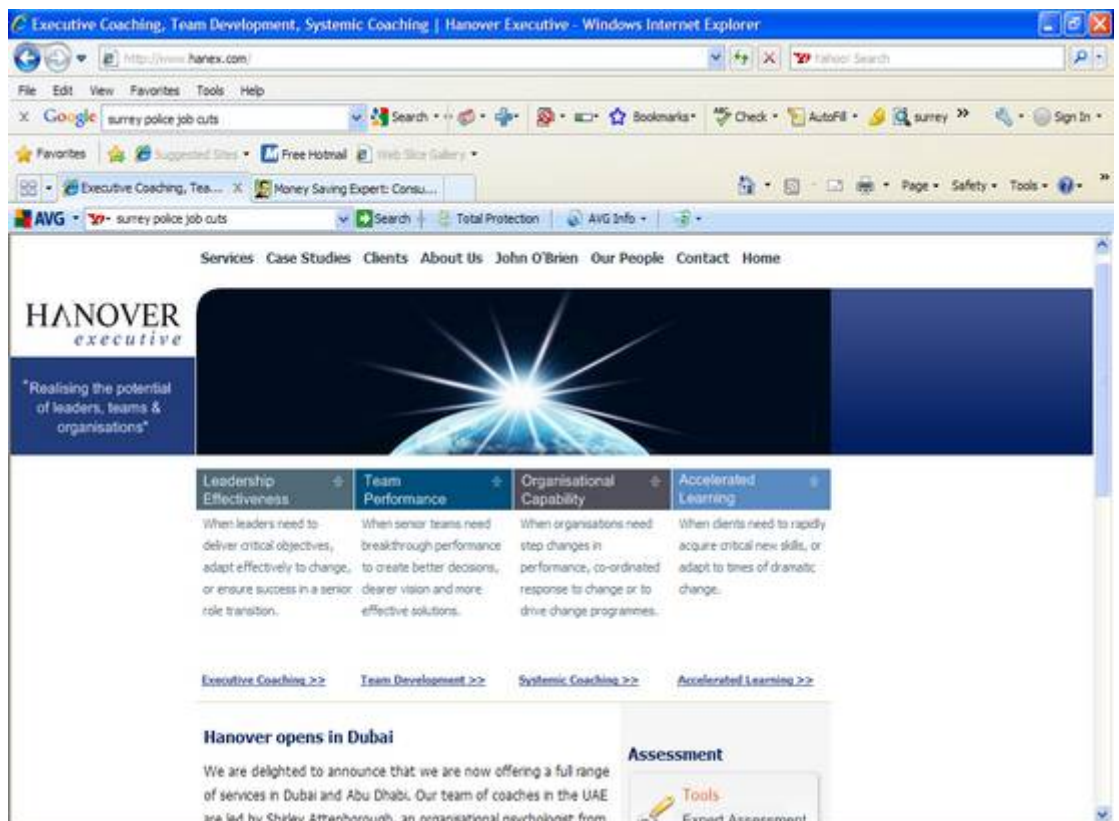
'Executive coaching' and 'team development' remain as key Hanover products, but are now complemented by our pioneering systemic approach to improving 'organisational capability' and our innovative and flexible 'accelerated learning' offering which we are delivering successfully to several key clients in varying tailor made delivery formats. We continue to offer 'expert assessment' and '360 degree feedback' using our state of the art diagnostic instruments, either as part of the coaching process or as a stand alone service delivered by expert practitioners.

We have also included a collection of recent case studies to highlight the aims and methodology of our work. Hanover brings together the best specialists, working as one firm, dedicated to the delivery of specific and measurable outcomes. We have an unparalleled depth of both psychological understanding and industry

expertise which we use to help leaders to make profound and lasting improvements to the performance of their organisations.

Hanover pioneered executive coaching in Europe and has been one of the most innovative and influential companies in the field for twenty years. We are passionate about tackling the challenges that face our global client base, by transforming individual, functional and organisational capabilities. Our new website shows our ever expanding global footprint which now includes over 60 coaches across 22 countries and continues to develop at a rapid pace.

Over the next few weeks we will continue to improve the website, with more updates and additions and easier navigation based on the needs of users. We invite you to visit it often to view the latest developments at www.hanex.com. As always we welcome any feedback or questions that you may have.



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Performance under Pressure

For many of us, from time to time in our lives, the challenges that we face cause an increase in the level of pressure that we feel. This increase in pressure if not too excessive or prolonged actually improves our performance. However if pressure becomes too excessive or prolonged it can lead to stress which can negatively affect our work, our health and our general well being. The Health and Safety Executive defines stress as "the adverse reaction people have to excessive pressures or other types of demand placed on them."

Stress can reduce our performance at work, our effectiveness as managers; disrupt relationships, cause health problems and absenteeism. Stress can be very costly to both the employee and the employer. Some statistics have shown that stress in the workplace accounts for over a third of all new incidences of ill health and between 60-90% of visits to doctors are stress related (Perkins, 1994)

According to the Advisory, Conciliation and Attribution Service (ACAS) work-related stress at 1995/96 prices had cost the society about £3.7 billion pounds every year. Moreover every employee who had suffered from stress-related symptoms had on average taken 29 days off work. In 2004/05 this equated to roughly "12.9 million working days lost to stress, depression and anxiety" (ACAS, 2006).

What causes stress?

Selye in 1936 first described how a physiological response, called the general adaptation syndrome, could be caused by external stimuli. These physical symptoms were caused not by a medical disease but by what is now known as stress. He stated that the individual goes through three stages

- i) the alarm reaction,
- ii) adaptation and finally

iii) exhaustion when the body runs out of defences to cope with the stimuli.

Selye (1974) believed that stress was a generic response to any stressor and associated with specific physiological actions and 'good stress' needed to be distinguished from 'distress' as 'good stress' can increase performance whereas 'distress' can cause exhaustion and ill health.

For Selye stress was a physiological phenomenon and models such as Canon's Fight or Flight response, the Relaxation response and the role of the Autonomic Nervous System and the hypothalamic-pituitary-adrenal axis are just a few to explain the stress response in physiological terms. It was not till much later that Cox & Mackay redefined stress as a psychological phenomenon (Cox & Mackay, 1976). In our modern society psychological stressors, such as loss of financial security or the loss of a loved one are the most common stressors.

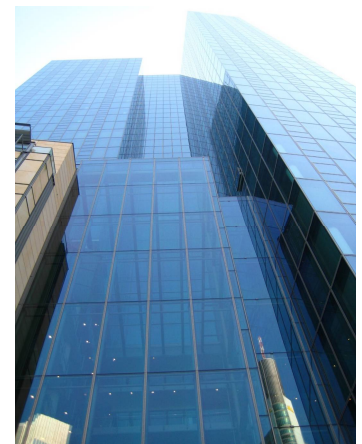
A perceived threat whether real or imagined leads to an internal psychological imbalance. Threats can be social, physical or financial. If the individual is unable to predict a threat or the outcome of a threat, does not feel in control of the situation and hence cannot reduce it and cannot meet his/her internal commitments (cognitive dissonance) then the person feels stressed.

Not every individual reacts to external or internal stressors in the same manner and the reaction can also vary at different times of our lives. Intrinsic factors, such as genetic make up and personality, together with the quality and quantity of external stressors play an intricate role in shaping our responses to stress. Moreover an individual can feel stressed about unresolved issues in the past, chronic issues in the present or anticipatory about issues in the future.

Stress in the work-place

The HSE has identified a number of stressors at the workplace. These include:

- The demands at work – workload, environment and patterns
- Control – how much "say" a person has.
- Support – the support a person receives from managers and colleagues
- Relationship – conflicts, negative relationships at work
- Role – lack of clarity of one's role in the organisation
- Change – how it is communicated and managed
- A "blame culture".



When the pressure amounts to a level that causes internal imbalance the person becomes less productive, he/she becomes less effective, may be unable to take important decisions and eventually may become ill. Some of the signs of a stressed individual can become obvious to managers and colleagues. These include:

- Performance that is inconsistent or poor
- Indecisiveness
- Prone to making mistakes
- Poor judgment
- Loss of motivation
- Moodiness and irritability – clashes with colleagues
- Prone to withdrawal
- Late arrival for work, more time off work

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Performance under Pressure (continued)

Other signs may be less obvious initially as the individual tries to hide them from colleagues. These include anxiety, panic attacks, bouts of crying; poor sleep patterns, excessive use of alcohol or drugs and eventually depression leading to increased absenteeism.

Measures can be taken to reduce the amount of stress in the workplace. Managers of organisations with the help of a Business/Executive coach and a psychological therapist can examine the following:

- Are there unrealistic deadlines or insufficient workloads? At one extreme the individual may feel under too much pressure and unable to cope whereas at the other extreme the individual may feel undervalued and underused.
- Is the individual being supervised and supported? Or does he feel isolated and overwhelmed?
- Does the individual feel powerless and isolated from the team?
- Is he/she trying to perform at a position that he/she has very little experience and training in?
- Has a promotion caused tension and a change in relationship with colleagues?
- Is he/she finding it difficult to adapt to the change of a promotion?
- Is there a blame culture leading to individuals fearing making and admitting to mistakes?
- Has any one complained of being bullied or harassed? Are there policies regarding bullying and harassment?
- What are the lines of communication? Are employees informed about changes?
- Do employees feel uncertain or threatened about their future employment?
- How effective is the management structure? Weak management and over-management can cause employees to feel either directionless or undervalued affecting their confidence and self-esteem.
- Are there too many lines of reporting? Employees can feel stressed and overwhelmed if too many managers are asking for 'their' work to take priority over others.
- The work environment also plays a major role in making employees feel valued and looked after.

Conclusions

In summary pressure is part of our lives and can enhance our performance and effectiveness at work. However, too much pressure can cause stress and have a negative effect on performance and health. The best strategy is prevention.

'Stress is often a symptom of poor employment relations and can seriously affect productivity. Organisations who talk regularly with their employees and have sound systems and procedures in place for dealing with issues like absence and discipline are much more likely to avoid work-related stress and to be able to deal with potentially stressful situations when they arise.' (HSE, 2008)

Every employer has a legal duty to ensure that policies and tools to assess risk are in place to minimise and deal with stress in the work place (HSE, 2008).

Based on an article by:
Dr Kamran Ghaffari Tabrizi
Principal Associate
Hanover Executive
Switzerland

Dr Kamran Ghaffari Tabrizi

Dr Kamran Ghaffari Tabrizi, the lead coach in Switzerland for Hanover Executive, is a Consultant Psychiatrist who has worked in the field of psychotherapy and psychological therapy in Europe for over 30 years.

He is trained in both psychoanalytic and cognitive therapy and uses this background, together with his experience as a senior leader in the public and private health sector, in his work as an executive coach developing senior executives in Global Investment Banks.

Dr Ghaffari has a wide variety of teaching and supervision experience within the NHS including working as a tutor; trainer; assessor and examiner. In addition he has extensive management experience within the private health sector including: CPD; risk management; clinical governance; protocol for audit and risk management and negotiating funding.

Based in Zurich, and fluent in English, Italian and Farsi, he has produced a large body of published material including books, research and contributions to leading medical

journals and lectures widely on topics in Psychiatry and Psychotherapy.



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Leading in a downturn

It is no surprise that the severe downturn in financial and associated markets has coincided with high levels of uncertainty in professional business markets, difficult management challenges and an increase in the reported incidence of high levels of stress, worry and anxiety at work. The challenge for leaders is how to maintain their commercial focus and the focus of their teams whilst simultaneously adapting to the new conditions.

Change is always unsettling and right now many of the familiar certainties have been swept away. The culture of high financial reward and short term profit has been replaced with a significant degree of uncertainty and worry. These changes are putting individuals under extreme pressure as businesses get used to a new set of conditions. Some people are experiencing greater challenges than others.

We are witnessing unprecedented redundancy levels within professional markets. Naturally people are anxious, as the implications for individuals and their families are huge. We want to look after them as well as we can while we keep our focus both on the day to day events we have to respond to and on the changing horizon unfolding ahead of us. In recent years we have become used to a sense of certainty but as we are being harshly reminded now; in reality we always operate within uncertain conditions. Leaders have to take hold of a new set of challenges and become better able to operate within uncertain conditions.

Flexibility and adaptability are key attributes for today's

leaders. At Hanover Executive we observe a critical dynamic relationship between adaptability and levels of morale. In outline, the higher morale is; the more adaptable individuals and teams tend to be. And the more adaptable people are; the higher their morale levels tend to be. One of the key challenges for leaders now is to help individuals handle and absorb the stress and worry while encouraging adaptability within their teams.

Where we felt free to be highly commercial we now have to get used to new regulatory practices, to cuts within headcount and to the loss of many of the business practices that we took for granted. Now more than ever it is vital that we can bring stability to our roles, our teams and our clients. New opportunities are going to emerge from the current downturn and those who have been able to maintain perspective and focus are going to be best placed to take advantage of the new financial landscape and find ways to return value to investors and stakeholders.

The future will belong to the leaders who were able to adapt to the new business landscape. Leaders who are able to work through their anxiety without becoming caught up in it, leaders who are able to maintain their perspective and to help their teams to do likewise.

Leaders always feel isolated to a degree, but current conditions exacerbate this feeling and can lead to extreme levels of anxiety. This can feel very uncomfortable and there may be a tendency to ignore it. Yet this just makes problems more severe. Often the chance to

work through the sense of anxiety can be enough to help leaders reestablish themselves.

At Hanover Executive we find that equipping leaders to manage this new and rapidly changing business landscape is vital. We have always been in tune with principles of uncertainty and we bring stability to teams and individuals through helping them to adapt to the new face of their business markets.

We need to remember that although it is important for companies to batten down the hatches in these challenging times, it is essential that we support leaders so that they do not become paralysed by the downturn. It is vital that we help leaders and their teams develop the skills to handle uncertainty. It is vital that we keep our wits about us. If we do, the fact that many familiar business practices are being swept away will mean that we do not stagnate. Now more than ever it is vital that we help business leaders keep cool heads, process the new business intelligence and work our way through these uncertain times.



Based on an article by:
Toby Ingham
Principal Associate
Hanover Executive
United Kingdom

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Global Coaching Network

Hanover Executive is a global executive coaching and leadership consulting firm with twenty years of experience, a portfolio of innovative services and a global network of top consultants throughout the UK, Europe, the USA, Asia, the Middle East and Africa.

We provide our global client base with first class local coaches and consultants, supported by core

methodologies and tried and tested approaches. Our coaches have an in-depth knowledge of national cultures and languages, an understanding of international standards and best in class practice. They have expertise in cross-cultural issues and diversity and through this network we are able to deliver global projects and leverage cross-border synergies.

Global Footprint

Europe: France, Germany, Italy, Poland, Portugal, Romania, Russia, Sweden, Switzerland, UK

North America: USA

Asia: Australia, China, Hong Kong, India, Japan, Malaysia, Singapore

The Middle East: UAE, Israel, the Lebanon

Africa: Morocco

Andrea Vitullo
Principal Associate
Italy



I'm based in Milan and fluent in Italian and English. My coaching focuses on inspiring people, helping them formulate better questions rather than only looking for answers. I was a manager for 18 years, and as a coach for 9 years I work across different sectors including finance, consumer goods, consultancy and communication. I use a reflective approach in individual, team and Organisational coaching, specialising in change and leadership projects.

Lynda Aurora
Principal Associate
Hong Kong



I have been coaching in Asia Pacific since 1997, partnering with senior executives who lead diverse teams in a culturally complex environment, where exponential business results are expected by corporate HQ's. I was an FD and board member of Hong Kong's largest insurance intermediary and hold masters degrees in business administration and HR. I am passionate about coaching and helping clients achieve their desired outcomes.

Klaus Nienhaus
Principal Associate
Singapore



I work for Hanex in Singapore with senior executives. My focus and expertise is developing leaders in an 'east meets west' cultural and business environment. I am Singapore's first German Executive Coach, a trained economist, and have worked for 20 years as a banker. I speak both English and German.

Margaret Mann
Principal Associate
Portugal



I am a master certified coach whose first career was as a trial attorney in the US and Europe. I have been a facilitator and coach since 1995, helping international executives be effective leaders and manage their 'energy budgets'. I have lived in Europe since 1994 and am currently based in Portugal, where I conduct leadership programmes for a range of prominent organisations.

Roland Nagel
Principal Associate
Australia



I work for Hanex in Sydney, Australia and specialise in executive coaching and leadership development across the Asia-Pacific Region. My main interests are in identifying and developing leadership talent, organisational culture issues and solutions focused coaching. I am a registered psychologist and have certifications in executive coaching, emotional intelligence and 360 feedback facilitation.

Margaret Rose
Principal Associate
Dubai



I am a Chartered Organisational Psychologist and Accredited Coach working with Senior Executives from a variety of professions and cultural backgrounds throughout the Middle East. I also have extensive experience in Neuropsychology and use these skills when assessing and coaching leaders to improve their performance and reach their full potential.

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Reducing work related stress

Today's business world is characterised by constant change, new challenges and increasing uncertainty. While mergers, acquisitions, downsizing and business process reengineering are not new, the global economic crisis has added a new dimension to these stressors at work. As a result, morale and productivity suffer, employee turnover increases and both job and health-related complaints are on the increase.

What is Workplace Stress?

Workplace stress is the result of work related conditions that negatively affect an individual's performance as well as their personal wellbeing. Whilst it is true that some level of stress at work has a positive influence and helps people perform better; such as when under some pressure (referred to as 'eustress'), too much stress is counter-productive (referred to as 'distress').

What are the Signs of Workplace Stress?

While this varies between individuals, the following are typical indicators of a person suffering from stress at work:

- Increase in errors or omissions on the job
- Poor interpersonal relationships
- Absenteeism
- Unable to concentrate
- More coffee breaks
- Fatigue due to inability to sleep
- Loss of appetite or an increased craving for 'junk foods'
- Becoming angry and frustrated more frequently
- Increase in office politics and the rumour mill
- More aches and pains, stomach and back problems

All the above typically result in a loss of productivity and performance for the organisation and low morale, job dissatisfaction and poor health for the employee.

How Might You as an Individual Cause Workplace Stress?

You might be the cause of your stress at work if you exhibit any of the following behaviours:

- You are too perfectionistic and impose too many demands and unrealistic deadlines on yourself
- You expect others to perform to your own standards
- You fail to delegate because of your high standards and you do

not believe anyone else can do it as well

- You find it difficult to say 'no' to others
- You take complaints and criticisms too personally
- You do not take time out when appropriate – both for short breaks and longer holidays
- You are intolerant if you believe others do not 'catch on' as quickly as you do
- You believe you are 'super human' and can handle pressure better than others
- You do not have family or social support, or hobbies and interests outside of the work situation

How does Management Contribute to Causing Workplace Stress?

Often management is the cause for workplace stress – even unwittingly. This is likely to occur if management:

- Unfairly transfers the demands and pressures imposed on them to their staff
- Does not provide staff with the opportunity to communicate or express their feelings with confidence on relevant issues
- Imposes unreasonable deadlines and output demands
- Does not involve staff in the decision making and problem solving processes
- Does not provide adequate working conditions

All the above are exacerbated when there is greater pressure to perform due to the economy, increased competition and greater demands from company boards and shareholders.

How can Workplace Stress be Reduced?

Roland Nagel is an executive coach who has worked for Hanover Executive in Australia for 5 years. He has 30 years of experience as a coach and consultant with particular expertise in human performance development and productivity improvement. Roland lists a number of factors which can help to reduce workplace stress:

- One of the key ways of reducing workplace stress is to accept it's inevitable, 'make peace' with it and learn to adapt. This is possible by learning new technologies, better ways of communicating and handling interpersonal relationships and

responding more appropriately – both mentally and physically.

- Respect your time in order to refresh, re-energise and remotivate yourself. This includes having quality time with your family, developing genuine social relationships outside of the work situation and finding time for hobbies, sporting activities and other interests
- Develop positive attitudes toward stressful situations and assess how you can learn to be a better person after each such experience
- Develop a sense of humour and know when to use it as a stress breaker
- Minimise or avoid your alcohol, smoking, caffeine and medication intakes
- Allocate time to celebrating successes – both yours and those of others
- Invest in developing your communication, emotional intelligence and interpersonal skills
- If financial issues are the cause of stress, identify and discuss ways to lighten this burden.

Just as organisations allocate time for business planning including developing mission and vision statement, corporate values, goals and objectives, this should also be carried out on a personal level. Individuals should formulate their own personal values and behaviours as well as goals – from the perspectives of their own career, family, friends, mental and physical wellbeing - as well as considering ways to achieve more meaningful lives. By setting such a focus and working towards their achievement, they will be in better control of their lives and be able to manage the constants of change and challenge in a more confident and less stressful manner.



Based on an article by:
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