

14 November 2023

Volunteering WA State Conference

THE 7 Q's OF LEADERSHIP FOR ENGAGING VOLUNTEERS

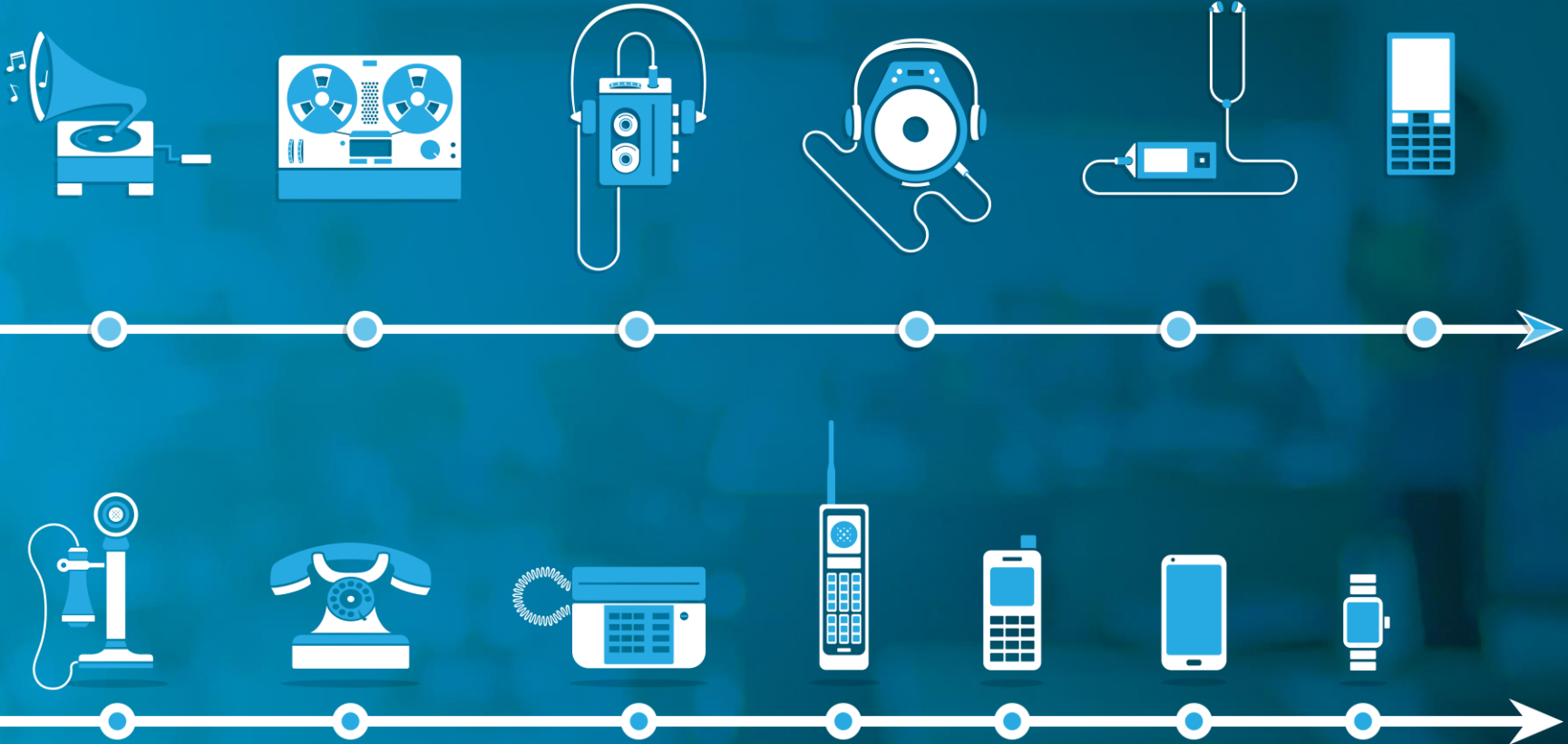
Professor Gary Martin FAIM FACE
Chief Executive Officer
Australian Institute of Management WA

<https://www.linkedin.com/in/professorgarymartin/>



Australian
Institute of
Management
WESTERN AUSTRALIA

We must lead the evolution of our organisations or risk being architects of decay.







“I was a real visionary. I was a web designer before there was an Internet.”

But what leadership qualities (Q's) are needed to set us
on a path to growth?



Introducing – or reintroducing seven leadership Q's – qualities or if you like, quotients ... that drive evolution.

First came IQ...

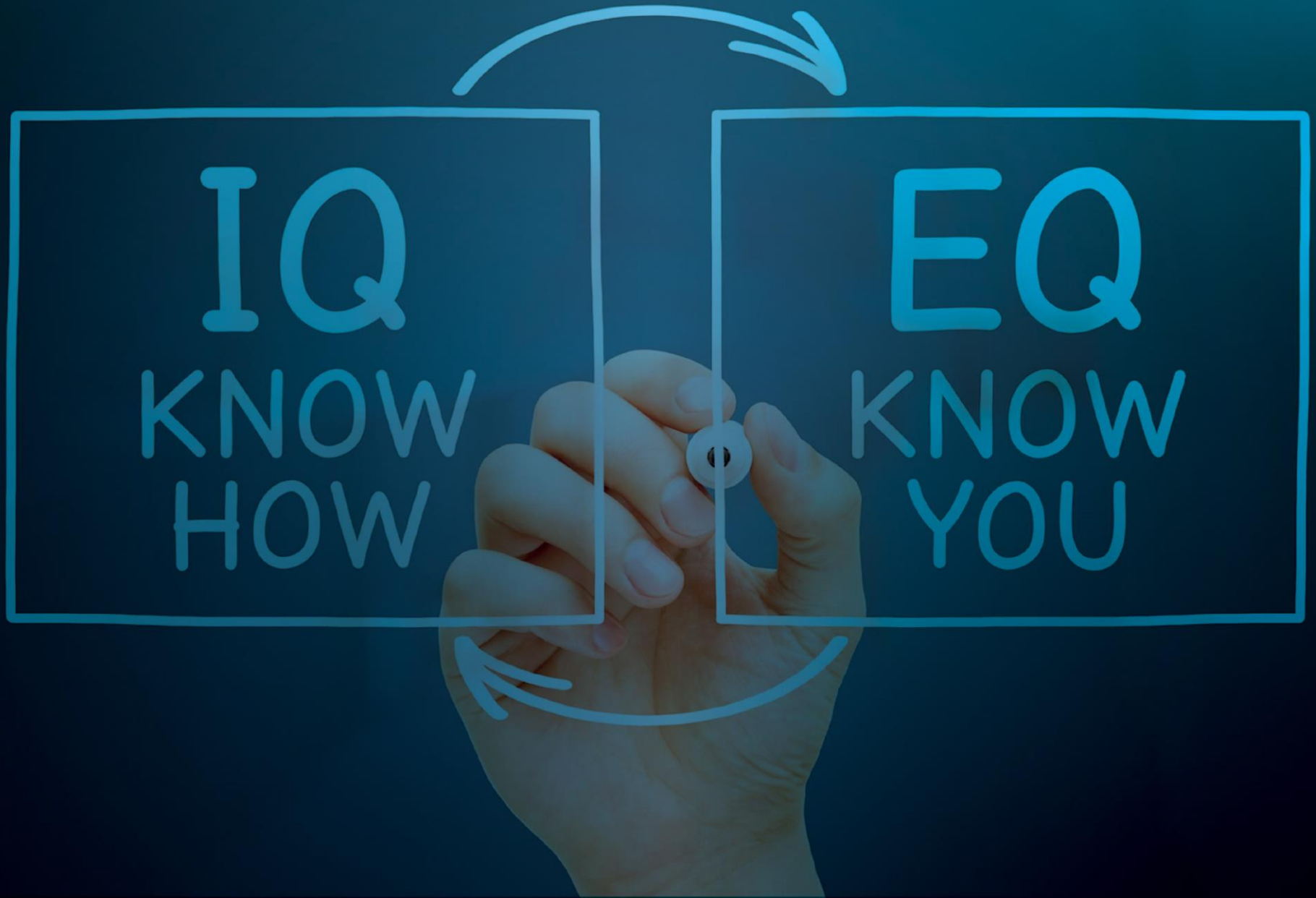


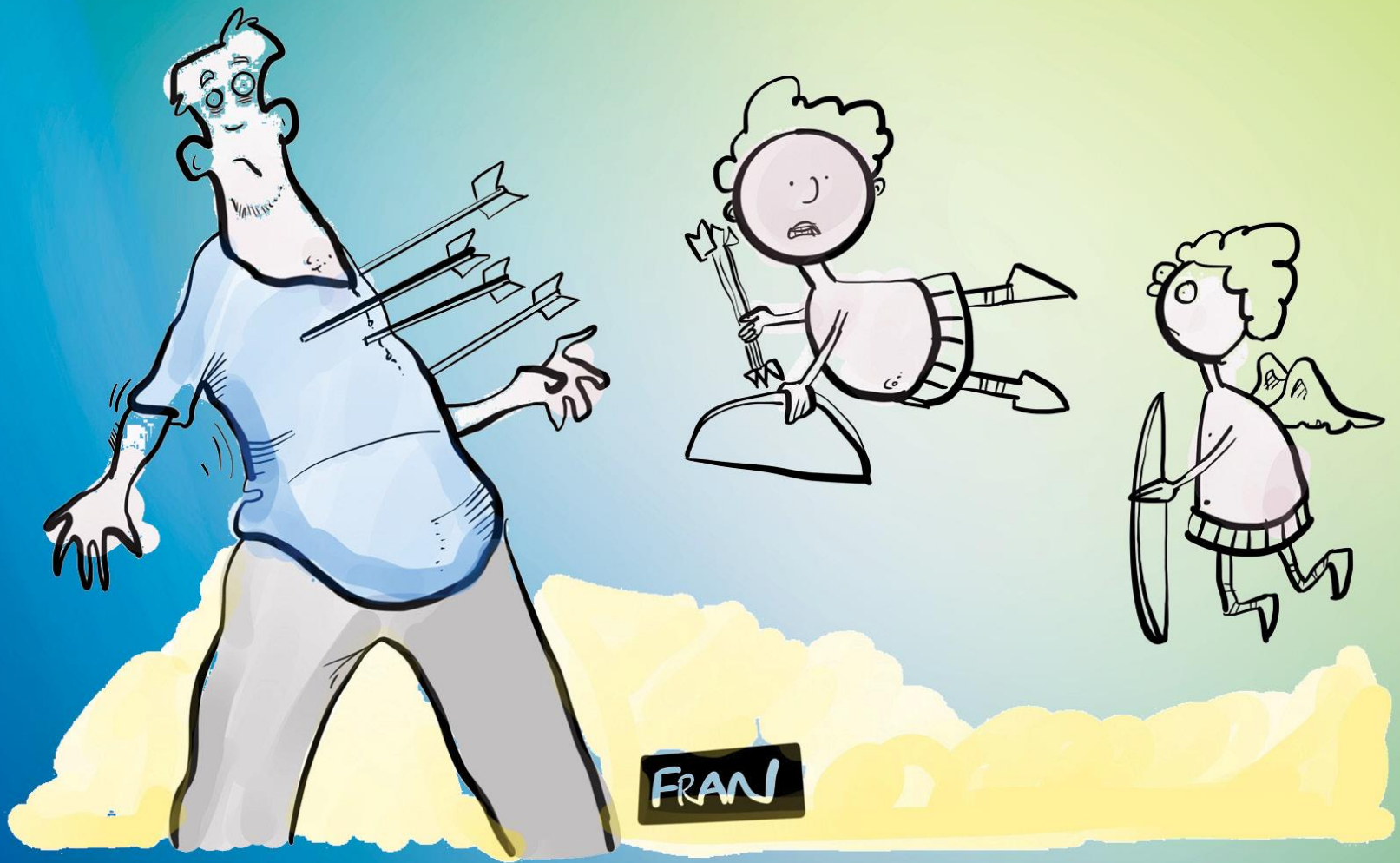
EQ

Then came EQ...



EQ highlighted the importance of “knowing **you**”...





He finds it difficult to get in touch with his emotions.

“He’s not good at reading body language”



Understanding
Emotions

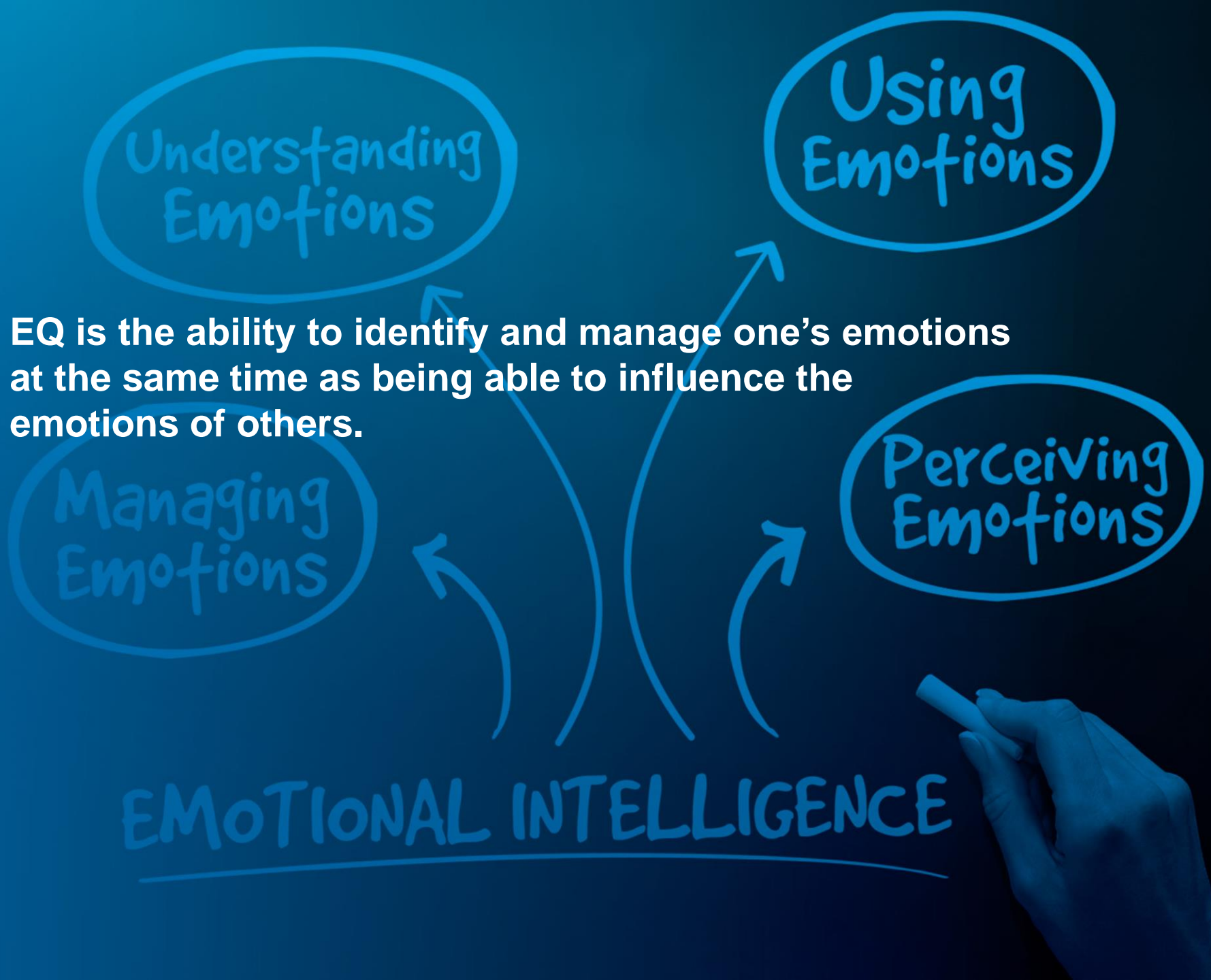
Using
Emotions

EQ is the ability to identify and manage one's emotions at the same time as being able to influence the emotions of others.

Managing
Emotions

Perceiving
Emotions

EMOTIONAL INTELLIGENCE



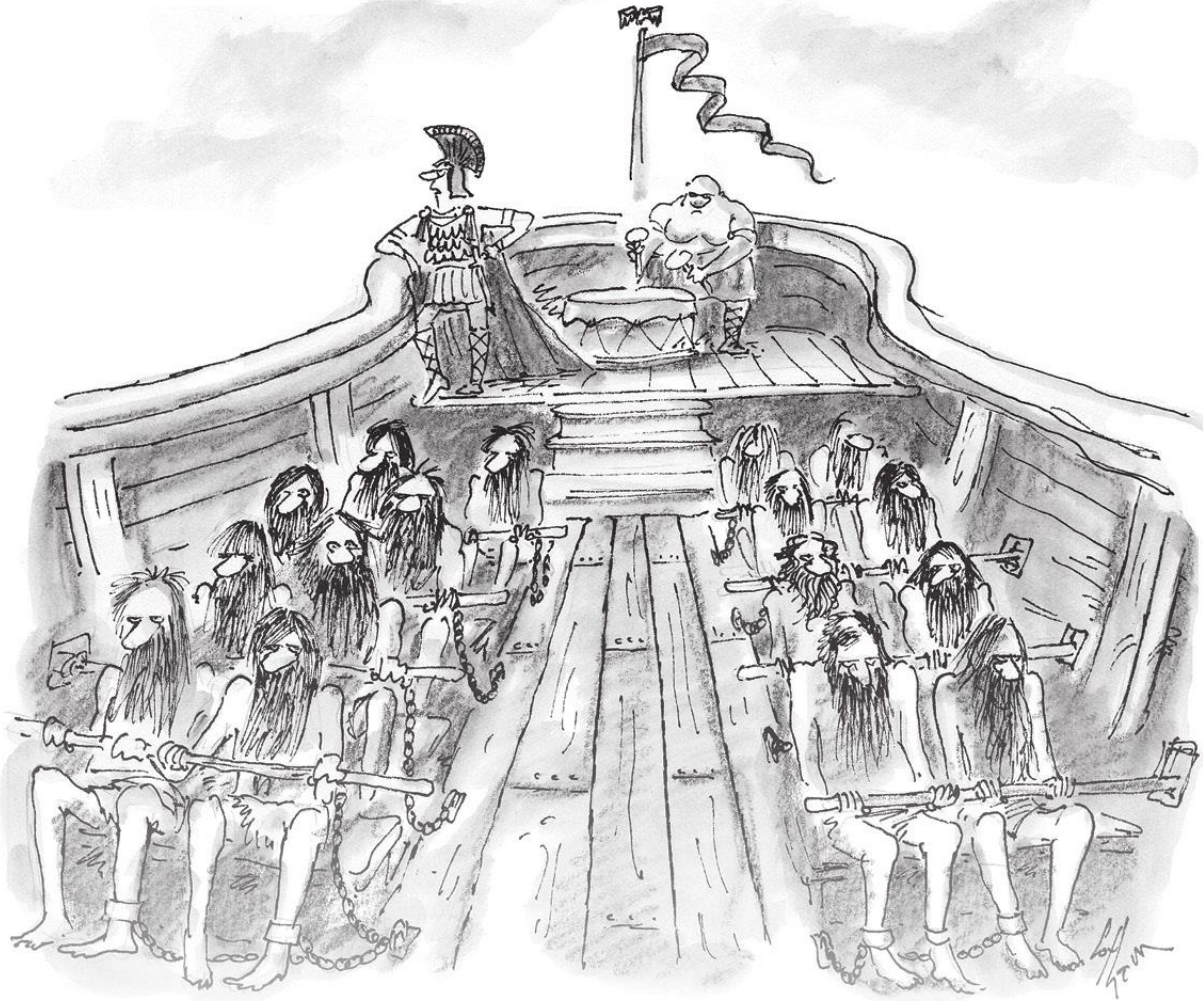
But with growing complexity, before long IQ and EQ were not considered enough....

TQ AQ CQ
MQ BQ

BQ

Body Quotient or BQ arrived on the scene soon enough ...





“My first concern is the well being of my crew”



“

**If you don't make time
for your wellness you
will be forced to make
time for your illness.**

(Source unknown)

”



©STEINBERG-DRAWSCARTOONS

CartoonStock.com

BQ is about how you manage your body or the ability to notice body sensations, listen to them and respond in a way that respects the body's needs.



It involves the capacity to monitor things such as heartbeat, breathing and digestion -and trying to take on board those signals by responding in an appropriate way.





For example, when a wave of tiredness hits you after dinner, do you push through or accept your body's signal and pursue some sleep?

When a particular type of food causes you discomfort, do you ignore those signs and continue eating the source of discomfort or do you adjust your diet, recognising and actioning the messages that your body has passed on to you?



AQ



“Change of plans. *You* grab the money
– *I’ll* bury it.”

AQ, or adaptability quotient, refers to our ability to adapt and thrive in a fast-changing environment.





Underpinning the need for high levels of AQ is the fact we live in a period of the fastest technologically driven change ever, which threatens to leave many of us in its wake.

Not surprisingly, AQ can make the difference between excellence and extinction.



cq

CULTURAL INTELLIGENCE:

An outsider's seemingly natural ability to interpret someone's unfamiliar and ambiguous gesture the way that a person's compatriots would.

Source: Harvard Business News





Cultural knowledge

Cultural mindset

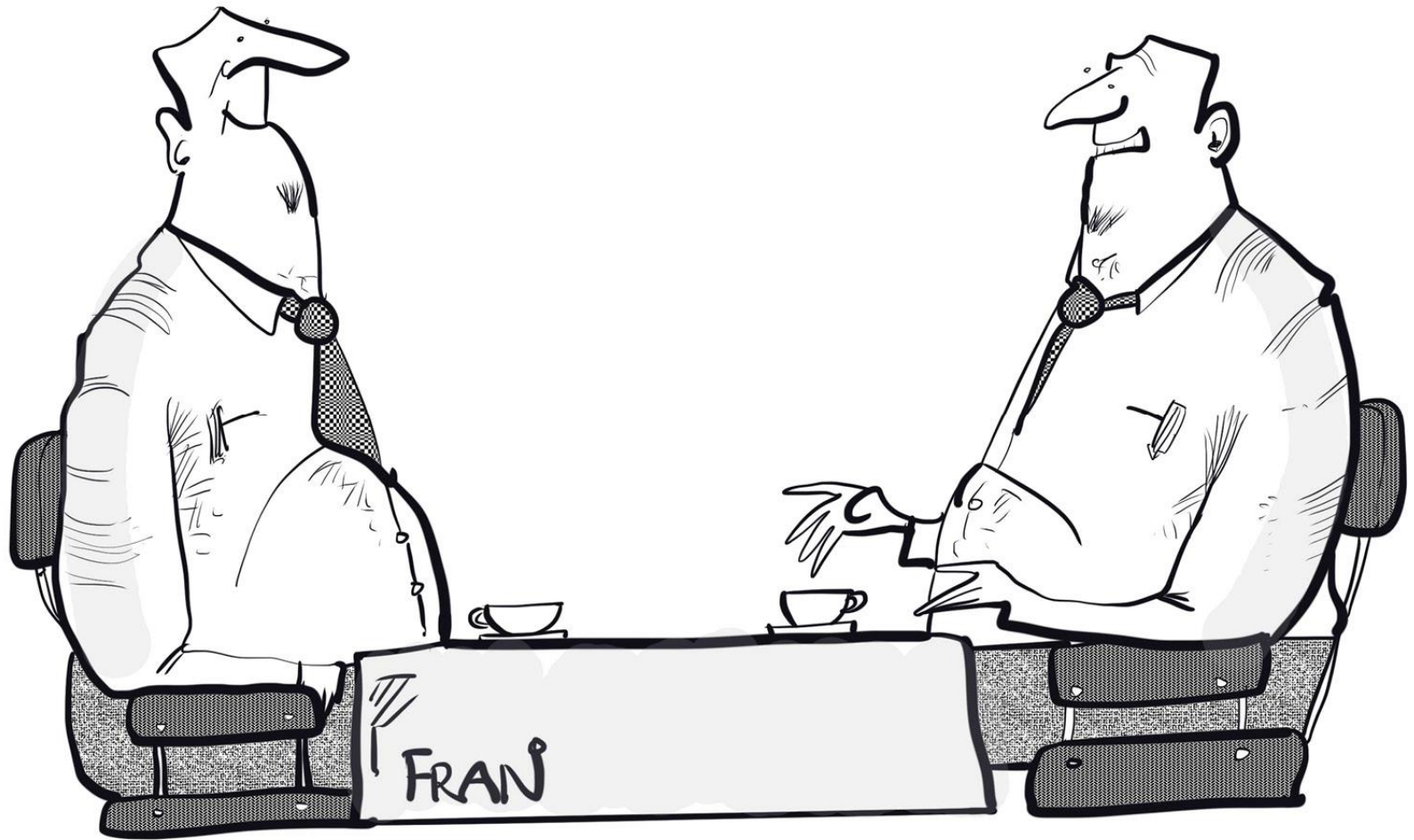
Cross-cultural skills

“

At a time when there are calls for workplaces to become more diverse in their composition, many experts believe our obsession with hiring for a cultural fit is the enemy of diversity.

”





There's just something about you that makes me think you'd be a **PERFECT** fit for the job!

When hiring for cultural fit is the wrong fit

It is fashionable across workplaces of all shapes and sizes to talk up the importance of cultural fit when recruiting.

It is a preoccupation based on the idea that having new employees who mesh well with existing staff will make a workplace more inviting.

The only problem is, not everyone is invited.

At a time when there are calls for workplaces to become more diverse in their composition, many experts believe our obsession with hiring for a cultural fit is the enemy of diversity.

There is a growing school of thought that cultural fit has become less about whether an

WORKPLACE MATTERS

GARY MARTIN



individual is an organisational fit — aligned with the purpose and values of an organisation — and more about whether they are a personal fit. This means recruiting only those who are so similar with the existing cohort that an immediate sense of comfort and familiarity with others is achieved.

Disturbingly, the term cultural fit has been weaponised to eliminate those who may stand

out like a sore thumb in a sea of workplace sameness — those who do not fit the existing workplace mould.

Hiring for a cultural fit has become a recruitment practice riddled with biases and limitations in the way we view job applicants who come across as being different.

When someone is told they are not the right fit, it is usually because of their gender, race, ethnicity, ability, age, sexual orientation and gender identity, along with socio-economic status, personality, and even life experiences.

So strong is our current delusion with hiring for the right cul-

tural fit that it has become a powerful oppositional force in our efforts to build true diversity in our workplaces. Yet achieving a difference in the composition

“Building a workplace culture that is diverse and inclusive rarely happens without a plan.

of a workforce is regularly lauded as the key to more effective problem solving, enhanced productivity and a much greater capacity to innovate.

We blindly hire for a cultural fit because of something called the “looking-glass merit” that sees interviewers look for attributes and experiences in candidates that make them feel good about themselves.

Instead of finding a new recruit who fits nicely within our existing culture, we should look to those in the job market who may add to the culture, instead of reinforcing the status quo.

Cultural add paves the way for organisations to engage candidates from varying backgrounds and with different experiences.

Hiring staff who add to cul-

ture rather than simply fit in can help to eradicate blind spots in a business and assist with pushing boundaries and expanding horizons.

Building a workplace culture that is diverse and inclusive rarely happens without a plan.

While removing the need for new hires to demonstrate a cultural fit and replacing it with the more inclusive concept of cultural add will not automatically create a workplace with a difference, it is a step in the right diversity direction.

Professor Gary Martin is chief executive at the Australian Institute of Management WA

How the in-crowd can leave you out of touch

MOST of us think when we leave high school we also leave behind the cliques that were so prominent during our secondary education experience.

But we often discover them breeding like rabbits in our workplaces.

It is relatively easy for cliques to form at work and when they do, they have the potential to wreak havoc and create a toxic environment that affects the bottom line.

The rise of cliques, which promote exclusion over inclusion, is a worrying workplace trend that threatens at least a decade's worth of effort to

WORKPLACE MATTERS

GARY MARTIN



harness the many benefits of diversity.

Diversity involves taking steps to employ people from a wide range of backgrounds who can bring a range of skills and perspectives to the workplace.

Those varying attributes may be based on gender, race, ethnicity, ability, age, sexual orientation and gender identity, and sit alongside socio-economic

status, personality and even life experiences.

Yet while we are increasingly attracting diversity to our workplaces to make the statistics look good, we often fail to deliver the inclusion part — the sense of acceptance, belonging and safety for the newcomers.

Inclusion is the primary means through which diverse perspectives are brought to life.

Workplace cliques are characterised by “excessive togetherness”, with members bonded by similar attitudes, opinions, backgrounds and interests. Multiple cliques can take hold of a workplace at any one time.

Employees who are “different” and not part of a clique can quickly feel left out, isolated, lonely and treated unfairly.

Those in cliques can make outsiders feel less important and often use their apparent power to squash the views of others.

They rarely socialise outside their group and use exclusion as a weapon against colleagues they dislike.

In some cases, they make those outside the clique feel unsafe through bullying and cyberbullying, as well as gossiping, backstabbing and rumour spreading.

Not surprisingly, workers

drawn from diverse backgrounds often hesitate to offer alternative or dissenting views.

Yet it is those diverse views that are an elixir of progress in making a workplace more responsive to the needs of a diverse community. And when it comes to the fear of being ridiculed or intimidated, they will hide their religious views or sexual orientation and avoid sharing their hobbies.

Others will become so disillusioned with their roles and upset at the exclusion that they will seek a job elsewhere.

The rise of cliques in any workplace is a serious symptom of a failed diversity and

inclusion strategy. If left unchecked, cliques can destroy the personality of a workplace and lead to poor morale and low productivity.

Most alarmingly, cliques can render an organisation less effective in responding to the needs of a diverse community.

Still unconvinced? Many experts interchange “clique” with the words “pack”, “band”, “mob”, “ring” and even “gang” — all of which reek of exclusivity and perhaps unethical behaviour.

Professor Gary Martin is chief executive at the Australian Institute of Management WA

'Quiet quitting' the new threat to workplace productivity

With the Great Resignation beginning to fade into the background, a new kerfuffle is brewing and threatening workplace productivity.

Rather than moving on to another employer, some workers are choosing to stay put and "quietly quit" — putting in minimum effort on the job so work does not take over their life. While quiet quitting might offer relief to beleaguered bosses whose workplaces have become revolving doors, those who have decided to power down will deliver a new set of challenges.

Quiet quitting might conjure up images of a worker shooting off a quick resignation email and silently slipping out the door

**GARY
MARTIN**



without actually leaving. Quiet quitters have made the conscious decision to dampen their enthusiasm for the job and instead take a bare-bones approach to getting their work done. While some are quick to accuse quiet quitters of being slack, those adopting a minimalist approach to their work argue they attend dutifully to all agreed tasks associated with their role.

What is missing are their attempts to excel, be innovative or be extra helpful

popularity is part of the broader pandemic fallout, with many now wanting to live to work and no longer work to live.

Quiet quitters are united by the belief that being too dedicated to work means they will miss out on other important things in their lives. Many have become acutely aware that despite working long hours or overachieving, going above and beyond is not necessarily recognised or rewarded.

Some workers have already run themselves into the ground, so being less committed forms part of their rehabilitation.

Others have scaled back as a preventive strike against looming burnout.

To some bosses, having a

commitment on display. Others in charge recognise that quiet quitting will bring with it a raft of new challenges including high levels of job dissatisfaction, disengaged staff, uneven workloads across employees and declining productivity.

Those seeking to quietly quit should be aware that a move towards a better work-life balance will not go unnoticed, particularly if they are seen to be in a downward spiral after previously overextending themselves. In that situation, quiet quitting might be viewed as the onset of serious laziness, disengagement or an extreme lack of commitment.

This is not to say every worker should feel compelled to go

But the key to executing a successful quiet quitting manoeuvre is communication.

A discussion with the boss about the reasons for taking a back-seat role might end up being the difference between keeping a job and being shown the door, particularly down the track when the employment market frees up again.

As for those who prefer to avoid those types of conversations, it might be a sign they would be better off quitting.

After all, once you start a new job it is much easier to set up expectation from the get-go, removing any need to quietly quit down the track.

Professor Gary Martin is CEO

MQ

And then Moral Quotient or
MQ arrived too...





P. BYRNES.

"On the one hand, we'll burn in hell; on the other, that's a lot of money."



As we hear more and more about corruption, people being treated badly and disputes going unresolved, moral code, or moral intelligence (MQ), is an essential ingredient to succeed - not just in business but in our lives in general.

Acting with integrity or with honesty and showing respect, acceptance, tolerance and understanding of others are all important components of an individual's MQ.

So, too, are transparent communications and being dependable and reliable.



DRIVERS OF CORRUPTION, CHEATING & UNETHICAL BEHAVIOUR

Hierarchical attitudes

Lack of access to
information

Leadership arrogance
– hubris syndrome

Pressure to meet targets
and overambitious targets

Lack of diversity

Misaligned incentives

It was made to
sound reasonable

Tolerance of minor code of
conduct, regulatory breach



"Remember, when in doubt,
follow your inner GPS."

TQ

Four years jail for bank invoice plot

STEVE ZEMEK

A high-ranking bank employee who was lavished with millions of dollars worth of extravagant gifts for a kickback



\$100K J

It's not a bad starting sa

'Port rorts' case pushes back to May

SHANNON HAMPTON



Crown gets Perth D-Day

PETER LAW

Crown Resorts faces D-day in a fortnight when WA's gambling regulator considers a bombshell report that found the company is unfit to run its Sydney casino because it "facilitated" money laundering at its Perth and Melbourne casinos.

Commissioner Patricia Bergin, in her report to the NSW gaming

ble to hold the valuable licence to run its Barangaroo casino.

Ms Bergin also found Crown partnered with junket operators with links to triads and other organised crime groups and its aggressive sales policies put staff at risk of detention in China.

Billionaire and major shareholder James Packer escaped the worst of the report's criticism.

WA Greens senator Rachel Siewert called for Crown's Perth Melbourne and Sydney licences to

Can we trust pollies not to hide the truth

SHOCK &

Hospital vows to
rebuild trust
after baby
tragedy



WHEN TRUST GOES BUST



Elijah Taylor
playing for the
Kiwis in the 2017
World Cup. He
was having a
terrific year on
the field amid
dealing with the
pain of being
ripped off by his
conman manager.
Picture: AAP

By the end
wife manag
bank staten
church to S
some evide
transferring
though Tay
convinced.
"I basic
Poko was t
said. "I did
the though
doing anyth

But grim
a bang on I
At his wif
Taylors m
banker at W
hours, they
the extent o
priation.

"I could
was readin
"There we
thousands o

There w
ised transac
pac accoun
than AAP

*I don't trust
words,
I trust
ACTIONS.*

TRUST IS LIKE A PAPER,
ONCE IT'S CRUMPLED
IT CAN'T BE PERFECT AGAIN!

People Buy
from People They Trust



"Finally we have something in common...mutual distrust."



It's the degree to which you can predict someone or something.

Applies equally to an individual or organisation.

Will they do what they say they will do? Will they keep your secrets? Will they tell you the truth?



Trust is the pinnacle of effective leadership.

When trust is present people have a shared sense of purpose.

When there's little trust the culture can become toxic and the rot sets in.

STEPS TO BUILD TRUST

Doing what you say you will do.

Words and actions must match
– all of the time.

Being approachable and friendly.

Being consistent.

Trust others – it's not one way.

Take time to see results.



WHEN TRUST TAKES A BACK SEAT – HUBRIS SYNDROME



An intoxication of power fuelled by a dangerous cocktail of overconfidence, over-ambition, arrogance and pride.

It's about how power changes the personality of power-holders, not just those in politics but also in every realm of our community including the corporate, not-for-profit and community sectors.

Symptoms of the hubris appear only gradually — usually as a person's power grows — the condition is often diagnosed too late and only after the creation of a trail of destruction.

HUBRIS SYNDROME: THE SYMPTOMS

Those with hubris syndrome:

- appear to have lost touch with reality,
- grossly overestimate their own competence and capabilities,
- will be predisposed to demoralising and disempowering those around them,
- ignore relevant warning signals,
- progressively isolate themselves as their condition evolves and escalates,
- will almost always blame others when things go wrong,
- take offence when someone disagrees with their viewpoint,
- have a disproportionate concern with their image,
- display a tendency to speak of themselves in the third person or use the royal “we”, and,
- show an extreme overconfidence that distorts their decision-making capabilities and leads to risky, impulsive and often reckless decisions.

THE CASE FOR HUMBITION

It's a leadership quality
which is a unique blend
of humility and ambition.



It's a state of mind of not thinking that you are better than other people combined with a drive to achieve goals for the good of the community or a business.



Humble leaders focus on the work and not on themselves, never rest on their laurels, and take nothing for granted – they build TRUST.



QUESTIONS

THANK YOU

2023 volunteering^{WA} STATE CONFERENCE

14 & 15 November, Optus Stadium

