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### How Successful Are You?

In the book 'What Got You Here Won't Get You There – How Successful People Become Even More Successful!' Marshall Goldsmith, a much admired executive coach, says that we all obey natural law. He continues:

*“the only natural law I have witnessed in three decades of observing successful people’s efforts to become more successful is this: People will do something – including change their behaviour – only if it can be demonstrated that doing so is in their own best interests as defined by their own values”.*

Marshall doesn't want us to feel bad or selfish about this, because in his view it is simply how the world works.

Various business commentators in 2009 have suggested that in the wake of economic turbulence some of the old measures of success aren't going to serve us very well in the future – profit at any cost, rich reward for high risk, short term compromise for short term gain. So if large bonus, early retirement and golden handshakes will no longer be readily available as yard sticks to hold against our lives what shall we do instead?

In the face of uncertainty one of the big things that we like to be able to feel is that there is a point to what we do, that our work and our existence has meaning. Many people derive their anchor from a strong faith or philosophy which is great. Many others look, at least in part, to their organisation.

In October 2009 the Chartered Institute of Personnel and Development published an interesting research report as part of their *Shaping the Future* study. Essentially the authors put forward a case that employees are most engaged in organisations where there is a great sense of shared purpose which benefits both the individual and the organisation:

“A shared sense of purpose is an integrating force that enables people to work collaboratively to achieve the organisation’s goals, rather than developing their own position at the expense of colleagues. This sense of community can be expressed through the articulation and application of shared values and principles – which in turn further heightens the shared sense of purpose.”

Download the full report from

<http://www.cipd.co.uk/subjects/corpstrtg/ shared purpose organisation performance.htm?lsSrchRes=1>

I suggest if that if we only do one thing different in 2010 being more mindful of our priority values at home and at work will set us on a path to successful New Year in the most meaningful of ways.

### Trust – key to organisational success?

In case you find yourself short on reading material over the holidays you may also be interested in this research report: The Index of Leadership Trust based on work carried out by the Institute of Leadership and Management (ILM) and published this Autumn.

<http://www.i-l-m.com/research-and-comment/6615.aspx>

It compares the trust in leaders and managers across the sectors in terms of six key drivers of trust. For anyone thinking about refreshing leadership competencies in their organisation or wanting to design a new 360 degree feedback instrument, possibly with a values component, there is a lot of good material in this easy to read report that will give you something robust to go on.

### Are You Using LinkedIn?

I will readily confess to not being an early adopter of new media. I did try Facebook for a while but became very irritated very quickly and I have never yet even looked at Twitter let alone Tweeted about anything. So I have been surprised by actually quite liking LinkedIn (if you are already part of it you can reach my profile on [http://www.linkedin.com/profile?viewProfile=&key=40377212&locale=en\\_US&trk=tab\\_pro](http://www.linkedin.com/profile?viewProfile=&key=40377212&locale=en_US&trk=tab_pro) )

LinkedIn has a facility for individual members to pose questions which are open to answer by anyone that feels interested. In November I asked for opinions on connecting with the values of individuals at work. Perhaps unsurprisingly opinions were divided and ranged from “getting inside peoples head is generally a bad idea” to rather more around the importance of alignment and the impact of clearly stated values/purpose and mission upon culture, reputation and brands. On balance

responders were in favour of connection but warned against the pitfalls of doing it simply as an exercise or to shore up poor morale – make your values work meaningful and authentic and will bring rewards.

### And finally...

Thank you for your continued interest in values and in the activity of Magma Effect. We have had an interesting year; covered a range of projects with a number of clients from increasingly diverse backgrounds.

We have welcomed another licenced AVI practitioner to our circle – Louise Yates of Clear Perspectives <http://www.clear-perspectives.co.uk/> and we have continued to play our part as a member of the Minessence group which will evolve in 2010 into an International Co-operative to provide a long term home for the AVI values profiling tool and for the ongoing development of values based processes and technologies.

Best wishes for the holiday season to you and all that you hold dear.

Jackie

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.....creating insight for meaning and motivation.....