

STRIVE

THE EMPLOYMENT AND PROFESSIONAL DEVELOPMENT MAGAZINE OF LINK RECRUITMENT.



RESILIENCE
EXPERT MICHAEL
LICENBLAT ON
HOW TO BUILD
MENTAL, PHYSICAL
AND EMOTIONAL
RESILIENCE

2009 HERALDS A NEW
BATTLE FOR AUSTRALIAN
BUSINESS. IS YOUR
WORKFORCE
COMBAT-READY?

DOWNTURN SIGNALS
THE PERFECT TIME TO
RECRUIT TOP TALENT

CUTTING STAFF COSTS
AND CREATING
NEW BEGINNINGS

MEET AUTHOR, SPORTS
PSYCHOLOGIST AND
LEADERSHIP CONSULTANT,
GAVIN FREEMAN

AUTUMN / WINTER 09

 **LINK** RECRUITMENT
specialists finding specialists



CONSTRUCTION AND PROPERTY

The current economic turmoil has certainly impacted the Australian construction & property market. According to the latest Australian Industry Group-Housing Association Performance of Construction Index (PCI)e, the sector contracted for the eighth consecutive month in October 2008 and the poor economic outlook has led to a scaling down of new projects.

The report noted that both activity and new orders fell - albeit at a slower rate than in previous months. Commercial construction activity did improve slightly and the housing sector is predicted to pick up in light of critical undersupply, consecutive interest rate cuts and the federal government's recent boost to the first home owner grant.

The property sector is likely to see increased demand for analytical candidates as companies seek more in depth information before making critical investment choices. This is illustrated by a recent increase in opportunities for experienced commercial valuers. Economic conditions will no doubt have a major impact on the buoyancy of this sector. However, it is comforting to remember

that assets still need to be managed and maintained, ensuring a steady flow of opportunities for the right candidates. In addition, those responsible for staffing significant national rail infrastructure projects will be heartened to learn that the current economic climate in the UK/Europe has resulted in a steady flow of high quality international rail candidates seeking permanent employment in Australia.

Civil engineering and infrastructure initiatives are expected to provide jobs growth into 2009 with major projects in most states either underway or in the final planning stages. As a result, opportunities for engineering candidates and project or site managers remain plentiful. With over \$1 billion dollars worth of scheduled work across electrical and civil projects for Queensland Rail, Connex and TIDC, contractors and consultants in New South Wales, Victoria and Queensland will still be recruiting skilled candidates well into 2009.

ENGINEERING

As 2009 gets underway, the mix of industries employing civil and technical/specialist engineering professionals makes the outlook for employment growth strong, even in difficult economic times. With state and federal governments fast-tracking a host of infrastructure spending to stimulate the Australian economy, projects - from roads, railways and ports, as well as large investments in water infrastructure - are underway in most states.

Senior Economist, Adrian Hart, from leading industry analyst and forecaster, BIS Shrapnel, believes higher levels of investment in infrastructure are required to correct years of under-funding and meet steadily rising domestic demand. It will also boost competitiveness and trade, meet drought and greenhouse challenges, and harness new technologies in sectors ranging from electricity generation, water and sewerage, and telecommunications.

SUPPLY CHAIN

The supply chain industry is used to change, driven in recent years by rapidly emerging technologies, price pressures from commodity inflation and the complexities of offshoring and outsourcing of supply chain management. Globalisation created more competition, and with it, a greater need for cost-efficiency. All of this has maintained demand for skilled professionals in strategic sourcing, vendor management, production and capacity planning.

In 2009, companies will be under pressure to cut operational costs. While businesses may find it hard to grow top line revenue, they will look to lower costs and improve the bottom line through supply chain efficiencies. This combined with planning for Australia's carbon trading scheme and new investments in infrastructure, will create further demand for strategic procurement, supply chain analysts and business improvement managers.

TRANSPORT & LOGISTICS

According to a new report on workforce participation from the Australian Logistics Council, 1 in 7 Australian workers (or 1.25 million people) participate in the transport and logistics workforce - equivalent to 13.9 percent of the national workforce. 3 in 4 are male and 1 in 2 are over 45 years old. Of these, 9 in 10 participants are employed in freight related services. The report aims to inform industry and government initiatives to attract new skilled talent to the rapidly growing sector and promote female participation.

As supply chains adapt to the economic downturn, fuel prices lower, and governments unlock capacity through road, rail and port improvements, we expect to see consistent demand for professional staff in areas such as transport, logistics, warehouse, distribution and fleet management.



TONI MASELLI
NATIONAL PRACTICE
MANAGER

"OUR SPECIALIST APPROACH HAS BEEN A MAJOR PART OF OUR SUCCESS FOR OVER 20 YEARS. NOW WE CAN HELP YOU RECRUIT TALENTED PROFESSIONALS FOR MORE INDUSTRY SECTORS THAN EVER BEFORE"

Toni coordinates a team of national Practice Leaders to ensure specialist knowledge is shared across our network of offices, giving clients the confidence to rely on our extensive knowledge of candidate trends in each sector.

RECRUITMENT NEWS

EVEN AS TOUGH TIMES BEGIN TO BITE, INDUSTRY SNAPSHOTS FROM LINK PRACTICE LEADERS SHOW, THERE ARE STILL BRIGHT SPOTS ON THE HORIZON FOR EMPLOYMENT.

LEGAL

Legal firms have been significantly impacted by economic uncertainty, but many are responding with innovative cost reduction strategies, that retain top talent. In some firms, staff in quiet practice areas have been given the opportunity to take extended leave and receive a percentage of their salary for that period. We have also seen examples of graduates agreeing to defer their commencement date and receiving a lump sum compensation payment.

Counter-cyclical growth is occurring in commercial litigation, reconstruction and insolvency. Employment law practices are also fairing well as new industrial relations policies take effect, and employers seek advice about restructuring. A shortage of candidates with three to six years post qualification experience has created demand for quality lawyers in these growing practice areas.

TECHNOLOGY

In 2008 many organisations targeted efficiency gains and ROI from previous ICT investments, increasing demand for skills in Business Process Improvement (Six Sigma); Service Improvement (ITIL), CRM and Analytics. Outsourcing and off-shoring dampened some local segments, but foreign-owned companies also invested heavily in Australia, creating competition for top talent.

Looking ahead, demand for skills will be driven by the emergence of highly integrated enterprise management platforms, growth in 'green tech' solutions and rising corporate demand for gaming and social networking technologies. The increasing need for network virtualisation services and the telecommunications impacts of the National Broadband Network will also create new jobs.

SALES & MARKETING

Demand for sales and marketing staff has declined across Australia, though New South Wales has felt the worst effects, with job ads for sales, marketing and retail roles dropping by 37.5% since mid 2008. The agency sector has experienced a sharper fall than in-house roles, with vacancies down 17%. This is likely to continue, as the traditional drivers of marketing investment, the manufacturing, banking, finance, and retail sectors, continue to slow.

Education, government, health, transport and infrastructure are still buoyant. Sales roles may be recession-proof, but cuts are expected in middle management roles not directly generating revenue. Companies are under pressure to reduce marketing headcount and it will be more important than ever to champion the long term value of strategic marketing initiatives and demonstrate return on investment.

FINANCE & ACCOUNTING

The global financial crisis has sent shockwaves through the financial services sector worldwide. Personal finance is contracting rapidly with personal loans, investment banking, credit services and private banking most affected. Many companies have already implemented redundancies or hiring freezes. Funds managers, stock brokers and financial planners have all experienced declining revenue, as equity prices have almost halved over the last year.

Internet jobs ads have fallen 48% from record highs in early 2008. New South Wales and Victoria have been worst hit, with job ads falling by almost 50%. Interestingly, smaller markets such as Queensland, Tasmania and South Australia are bucking the trend with an increase in roles advertised.

On the upside, mandatory employer funded Superannuation and recent substantial deregulation, means that the Superannuation sector looks set to remain stable or even grow. The insurance sector is also reasonably buoyant as businesses seek to mitigate risk and limit losses. Among our larger clients, we are witnessing a strong

desire to manage organisational change professionally, creating demand for skilled HR professionals with change management experience.

Accounting has always been a cornerstone of our recruitment capability. Our strong client and candidate networks built over 20 years in the sector, make us well placed to help businesses and professionals ride out the slowdown. Finance remains a fundamental corporate function, and while it won't escape the impact of a downturn, we anticipate consistent demand for quality candidates. The profession has slowed, with the exception of risk, insolvency and forensic accountants, who are actually in demand because of the financial crisis. They are needed to help organisations re-define risk management structures, achieve better cash management, sell assets, optimise costs, restructure debt, and improve the transparency of financial reporting. The transition from Generally Accepted Accounting Principles to International Financial Reporting Standards (IFRS) is also driving demand for accountants with knowledge in this area.

GEO MARKET NEWS

NEW SOUTH WALES

Unemployment hit 5.4% in New South Wales in January, as financial services firms cut back staff and the effects of weakened consumer and business confidence spread to manufacturing, retail, hospitality and construction. Recent government stimulus packages aim to boost these sectors, but the results won't be apparent for some time.

On the upside, energy, healthcare, education and transport are expected to remain resilient, and we anticipate strong demand for revenue generating sales professionals and project managers, as well as finance specialists in debt collection and insolvency. Company restructuring, and recent changes to Industrial Relations legislation, is also set to drive demand for experienced HR professionals.

Even where targeted redundancies are taking place, workforce rationalisation is presenting managers with the best opportunity in a decade to attract top talent to mission critical roles. In a recent example, we introduced a high calibre candidate made redundant from a finance company, to a client in another sector, where his commercial skills were seen as a real asset. We're likely to see more of this cross-sector movement as organisations look to stabilise without unduly reducing headcount.

The availability of quality talent is improving in many sectors. In addition to experienced expats returning from the recession-racked northern hemisphere, more candidates are replying to job advertisements. While the obvious reason may be fewer jobs being advertised, we are also seeing candidates who've been recently retrenched, and others looking to make a pre-emptive move from vulnerable sectors.

Clients seem to have heeded the lessons from previous downturns and are endeavouring to retain their best people to capitalise when markets recover. They are looking at who they need in critical roles, and moving staff to part time work, extended leave, or even sabbaticals, to help ride out the storm. They are also utilising contract and temporary workers to progress key projects without adding to permanent headcount.

It will certainly take a steady hand to navigate the labour market in 2009. My advice is to review your workforce from a strategic perspective and take this rare opportunity to attract some of the best talent in town, as wages in most sectors are likely to moderate.



ANDREW WILLIAMS,
GENERAL MANAGER, NSW



1 Ben Cass,
General Manager, VIC

2 Kristen Mangelsdorf,
General Manager, QLD

3 Sam Brown,
Business Manager, SA



VICTORIA

In tough times, the focus is on retaining top talent, managing the impact of job cuts, and motivating teams. LINK supports some of Australia's leading companies where HR and change management professionals are in demand, driven by restructuring across financial sectors.

New infrastructure spending in Melbourne will fuel demand in engineering, construction, supply chain and procurement. Corporate finance and accounting is still strong, though the accounting and legal profession have slowed significantly.

Candidate referrals and ad response have risen as a result of recent job losses, but many top candidates are reluctant to move now, and salary expectations have not fully adjusted, as the impact of the slow down is yet to bite in some sectors.

As markets slow further, expectations will reset, with job security the main priority for most job seekers, for this reason, the complex outlook will make the recruitment process more difficult to manage, so this is not the time for organisations to go it alone.

QUEENSLAND

The mining and resources sector has suffered from falling commodity prices and reduced demand, with downsizing now occurring across the sector. Recruitment levels are solid, though reduced, in government, health, insurance and not-for-profit sectors. Immediate drivers are new infrastructure spending and disaster relief for the Queensland floods. The FMCG sector is also holding up as consumers continue to spend on food and basic household items.

Many clients are managing uncertainty by hiring candidates on a temporary or contract basis, until ongoing requirements are fully established. We have noticed this trend among engineering firms, perhaps the first sign that government infrastructure projects are having the desired effect.

In January we saw an increase of almost 20% in candidate applications from the same time last year. Good talent is coming onto the market, but the picture is mixed, so it's more important than ever to screen, assess and interview candidates effectively.

SOUTH AUSTRALIA

South Australia now has the highest unemployment rate in the nation, rising to 5.6% in January. As the candidate pool grows, the selection process can become a minefield, making trusted recruitment partners and proven assessment techniques essential.

Specialist engineers are highly sought after, driven by investment in Adelaide's hospitals and rail network. Skilled debt collection, credit and insolvency staff are also in demand. Banking and finance have taken the biggest hit with companies shedding staff and halting non-essential recruitment. Temporary staffing is giving companies the flexibility to scale up and down as needed to manage costs.

Staff morale is now a key concern for clients, who fear further job cuts ahead. While there will always be demand for top talent, unemployment tipped to reach 6% will be worrying for the state's professional workforce, many of whom are carrying larger household debt levels than at any time in the past 100 years.



LONDON STILL CALLING?

JASON CARTWRIGHT
GENERAL MANAGER,
CLIENT SERVICES

Every year thousands of professionals leave Australia to live and work in London. But, as the UK moves deeper into recession and British companies announce a seemingly constant stream of redundancies, is London still calling to Australia's best and brightest?

Jason Cartwright, General Manager, Client Services, says that there are still opportunities for candidates with the right skills. "Ironically, the spectacular collapse of the banking sector has created demand for auditors, risk analysts, compliance and regulatory accountants. And, unsurprisingly, insolvency and forensic accountants are also in great demand. However, investment banking and hedge funds, along with residential property, construction and retail sectors, are all experiencing sharp declines in jobs growth."

Feverish consolidation activity is also heralding the rise of the interim manager, so human resources and finance professionals with corporate restructuring experience will find good opportunities.

In sales and marketing, there is still demand for professionals with experience in branded consumer goods, as FMCG companies look for an edge to retain/gain market share. We have placed a number of brand and category managers at UK household goods giant, Reckitt Benckiser, whose share price has been bucking the trend in recent months," said Jason.

So, what does all this mean for the candidate market?

According to Jason, certain pockets remain hot, while others are completely cold and overpopulated with predators.

"Over the last six months companies have discretely let poor performers go in preparation for leaner times. Now clients are concerned about an influx of b-grade talent on the market. That's why it's vital to work with a recruitment partner who knows your market and uses thorough, best-practice candidate assessment techniques.

My advice is 'don't burn the furniture to heat the house this winter'. We often see companies cut staff too deeply, in critical areas, and then have to compensate with contractors, ultimately costing more than the original permanent team, but without the company knowledge or loyalty. It's a fine balancing act that British businesses will have to perform this year and well into 2010.



THE BOTTOM LINE

"Outsourcing recruitment has never been more crucial. As the candidate pool grows, short listing and selection becomes more complex. Going it alone will only increase your workload, taking the focus away from other priorities. This is a great time to source the top talent so elusive in recent years, and using temporary or contract staff for key projects will reduce costs and increase flexibility. Develop a strong relationship with a recruitment consultant in your region. They are still best placed to find the right person for the job, and may also be able to help you as a job seeker, if the need arises."

CAROLYN TARRANT,
GENERAL MANAGER,
VIC REGIONS/SA



BRIEN KEEGAN
BUSINESS MANAGER

exports and the outlook for jobs growth was worrying. More recently, HSBC Chief Economist, John Edwards, pointed out that total employment is now higher than when the recession began, because employers are trying to hold on to staff. In February, Prime Minister John Key, announced a new government package to create and protect jobs. As 97% of businesses employ less than 20 staff, a key plank of the package was a set of reforms to reduce the tax burden for small business. A series of fast-tracked government building projects was also announced.

Brien Keegan, Business Manager, Auckland, says "that while many clients are still

NEW ZEALAND IN BRIEF

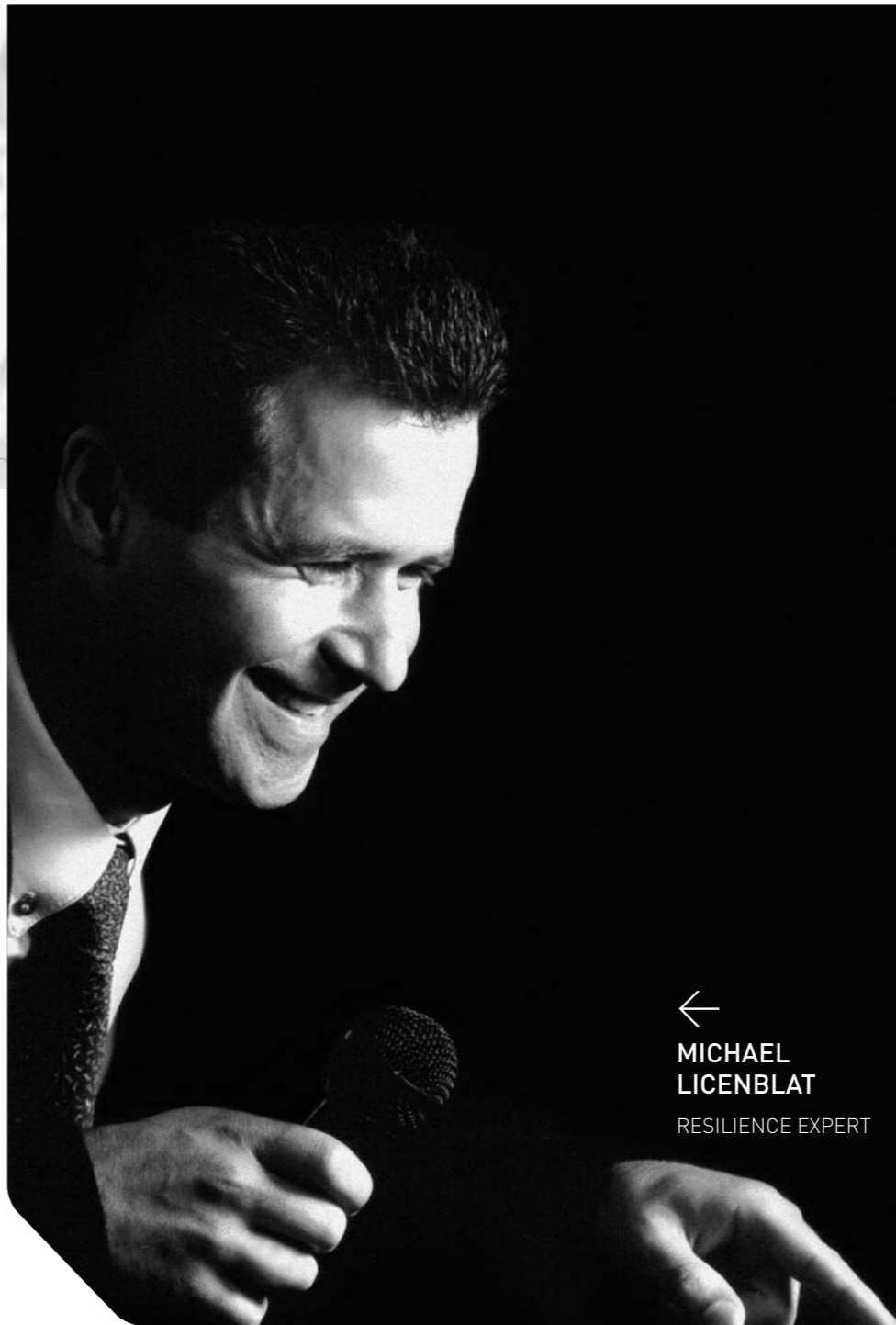
As 2009 got underway, New Zealand had a new government, a growing fiscal deficit, falling interest rates, reduced demand for its primary

concerned about a lack of confidence, we are already seeing jobs growth as a result of government investment. We recently placed a new position within Veolia Transport, Auckland's main rail operator. They have experienced increased passenger demand due to the comparatively lower cost of public transport. Veolia, and others in the passenger rail sector, are further poised to grow in light of upcoming projects, including the electrification of trains and integrated ticketing for Auckland's rail network."

On the supply side, Brien says the candidate pool has increased somewhat due to residents returning home from the UK, and a decrease in those departing overseas. "While candidate numbers may be on the increase, the reality is that the best people are either staying put to ride out the current conditions or looking to make a strategic career move. This year it will be more important than ever to work with a recruitment partner you know and trust to help you tap into New Zealand's top talent."

2009 HERALDS A NEW BATTLE FOR AUSTRALIAN BUSINESS

IS YOUR WORKFORCE COMBAT-READY?



←
MICHAEL LICENBLAT
RESILIENCE EXPERT



WHEN A SPINTER TRAINS, HE DOESN'T JUST SPRINT. HE WALKS, THEN HE RUNS, THEN HE SPRINTS. MANAGERS CAN DEVELOP WORK SCHEDULES, MEETINGS AND TEAM BUILDING EXERCISES TO HELP STAFF PUNCTUATE THEIR PACE IN THE SAME WAY.

As Australian organisations prepare to do battle against the first economic downturn in a decade, HR professionals and hiring managers will again face the challenge of implementing workforce rationalisation. Difficult discussions with employees about redundancies, salary reductions and hiring freezes will be back on the agenda. Inevitably, those who survive the cost cutting will be asked to do more with less and front line, customer facing teams will find themselves dealing with more emotionally charged people and problems. So how can you ensure your workforce has the resilience to survive and prosper?

According to resilience expert, Michael Licenblat, it is important that managers lead by example in times of adversity. "If staff cuts are unavoidable, communication is king! Communicate early, frequently and honestly and don't sugar coat the business realities. Nobody will thank you for offering reassurance, if you have to dismantle it a week later. It's also important to offer reduced teams as much support as possible so they know they're not alone in trying to cope with the pressure of change and extra work. Utilise the experience and advice of external partners and get them focussed on your mission. In boom times they might just be another supplier, but in difficult times they can become a life boat for stretched internal teams."

"When you're asking people to step up and do more, to work harder and produce better results, it's important that you take the time to provide recognition for that effort in tough times. To create the emotional bond that 'we're all in this together'. Encourage staff to take regular breaks, help them prioritise increased responsibilities, and mix up the style of work as much as possible. This is important for sustaining high performance. When a sprinter trains, he doesn't just sprint. He walks, then he runs, then he sprints. Managers can develop work schedules, meetings and team building exercises to help staff punctuate their pace in the same way."

15 years ago Michael was running his own natural therapies practice, The Shiatsu Centre of Melbourne, when he realised he was treating thousands of professional workers for similar stress-related ailments. During this time he learned a lot about pressure and the way it physically affects how we function, and he started to see a pattern of behaviour emerge. Michael knew that if he could help people read those pressure patterns in themselves and others, he could also help them build self awareness and resilience to face life's challenges. That's when he decided to start the Bounce Back Fast program, a series of training tools and techniques to help professionals pressure-proof their lives.

"I treated a lot of corporate managers who worked long hours under constant pressure and somehow they just expected their bodies to bounce back," said Michael. When people are under pressure, they tend to hold it all in and just try to 'get through' difficult times. While the body is naturally resilient, it can begin to crack if that pressure isn't released. Resilience isn't just about how fast you can recover, but how well you can do it effortlessly and frequently."

It's not surprising that Michael's practice was so busy. The link between poor health and reduced productivity is well understood, with absenteeism and presenteeism, estimated to cost Australian employers \$7.0 billion per annum and \$25.7 billion per annum respectively¹. The single highest number (20%) of worker's compensation claims for people working in an office environment in 2007 were for injuries to the psychological system, defined as stress/anxiety from work pressure, exposure to traumatic events and occupational violence or bullying². Stress is defined as the reaction people may have when presented with demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope".

Occupational Health and Safety legislation stipulates that all Australian organisations have a duty of care to manage the risks associated with psychosocial or physical hazards that may lead to stress related illness in their workplace. But, just as importantly, stressed out staff can also have a dire effect on productivity, quality, employee turnover and client satisfaction levels.

Michael explains why "When your body and mind reacts in a pressured way if effects your engagement level – your ability to build rapport with people, your ability to focus and maintain professional longevity." While some people are tuned in to the link between mental and emotional resilience, and physical health, Michael believes that many ignore the early warning signs.

"Generally the realisation occurs when people start experiencing physical symptoms. Headaches and body aches are building, they're not sleeping well, and they're getting to sleep with the help of medication or red wine. They will often say, 'I don't feel sick, but I don't feel well.' Unfortunately, it's usually this limbo state where productivity is most affected. They are still engaged, still doing what they have to do, but it comes at a higher cost. There's less motivation to follow-up clients because they don't have enough energy. There's less drive to achieve more. It becomes about just making it through the day."

The body sends you whispers when things aren't right. Unfortunately, it's pretty easy to ignore whispers, but these are the early warning signs of stress that people need to recognise. So how do you spot the mental, physical, emotional and lifestyle whispers? "Often it starts with signs that you're becoming more intense about small things. You're getting worked up more quickly, it's harder to calm down and harder to disconnect" says Michael. You become very focussed on problems and lose the enjoyment in what you're doing. This often leads to getting very

upset about other people's actions, which means you're spending time thinking about things you can't control. And this is where things go downhill. This is where you begin to lose perspective.

The physical whispers will also start to set in. Headaches, tension in your neck and shoulders, and fatigue. The 10.00am and 2.00pm energy dips where you might go for a coffee or something sweet may start to happen more frequently, a sure sign that your body is not able to maintain a good energy level.

Emotional whispers include taking things personally and feeling very intense about mistakes. Lifestyle whispers are all about not being able to switch off when you're away from work. You're a slave to the Blackberry, you're rushing off to answer emails or waking up in

the middle of the night realising that you forgot to return a phone call.

"People tend to quiet the whispers with painkillers, lozenges, antibiotics or alcohol and just keep going until they become a shout" says Michael. "When the body shouts it will actually stop when you don't want it to. Some people still try to ignore the shouts, but in my experience the symptoms will keep building and force you to stop one way or another."

Michael will be partnering with LINK Recruitment to host a keynote lunch series on building workforce resilience around Australia throughout March and April.

Places are extremely limited, so please contact your consultant to reserve a place.

KEYNOTE LUNCH SERIES

- MELBOURNE
Monday 30th March
- SYDNEY
Tuesday 31st March
- BRISBANE
Wednesday 1st April
- ADELAIDE
Thursday 2nd April

1 Why Health is Everybody's Business, Business Council of Australia, 2008

2 WorkSafe Injury Hotspot statistics for office work, based on 2673 claims between January-December 2007.

OPTIMISING PEOPLE

HOW COST CUTTING CREATES NEW BEGINNINGS

THE PROGRAM HELPS EMPLOYEES DEAL WITH CHANGE, EMOTIONALLY AND PRACTICALLY, SUPPORTING AND COACHING THEM THROUGH THE TRANSITION.

January's better than expected job figures indicate that Australian businesses remember the pain of attracting talented people over the last decade and are reluctant to part with them. While it's encouraging to see employers doing their best to hold on to staff for the long-term, there's no doubt we will see more redundancies as 2009 unfolds. The good news is, it is possible to cut costs and create new beginnings.

While no one relishes the idea of making staff redundant, economic downturns can provide the opportunity to realign your workforce with core business goals. While unsettling and difficult, workforce rationalisation can be a constructive process of reflection and regeneration, for both companies and staff. Even those who suffer the sudden shock of being made redundant, can find it an unexpected trigger for a positive new beginning.

Organisations planning workforce rationalisation have many legal, administrative and HR issues to consider, but June Parker from LINK HR Consulting, says there's one thing they shouldn't forget. "When the painful process is over companies will have to engage and motivate remaining employees. People will accept that job cuts were unavoidable, but they expect to see the situation handled with compassion and respect. How you go about implementing redundancies will make all the difference to the morale of your team and your long-term employer brand," says June.

A HR leadership consultant with 20 years experience in recruitment, training and management, June oversees LINK's Outplacement and Career Transition Program. The program assists people to transition from one organisation or career to another, following a redundancy or merger. It helps employees deal with change, emotionally and practically, supporting and coaching them through the transition.

"We offer one-on-one and group workshops supported by on-going coaching covering CV preparation, skills assessment and personality profiling, as well as detailed tactical advice on how to conduct a job search, develop networks and tap in to hidden job opportunities. Often people in long-term roles haven't reassessed their skills or goals for some time, or have forgotten how to navigate the job market," says June. "When people first hear their role has been made redundant, they can be shocked and disoriented. Our program helps them deal with the initial shock, accept change, create a vision for the future, and start taking the necessary actions to get there.

"We recently worked with a client made redundant after ten years as a production manager in a sales and marketing company. His self esteem really took a hit. He was worried that he'd never find another job. We helped him reassess his skills and behaviours to match them to suitable roles, then worked on his CV and interviewing techniques. Within a few weeks, he was in a new job, that was more suitable and closer to home. It's really satisfying to see people create something positive from change," says June.

The program also offers much needed support and practical advice to managers responsible for communicating redundancies, by

coaching them through the unique and daunting process. "Making someone redundant may be one of the hardest things a manager will face in their career," says June. When it comes to delivering the news she has this advice. "Be direct, honest and empathetic, and expect a wide range of reactions." Being prepared for every eventuality is about thorough planning of the process. While large companies will use outplacement services as a matter of course to protect themselves legally and manage reputation, according to June, it's something that doesn't always happen in smaller organisations.

"The process of implementing redundancies can happen very quickly in a small to medium sized business, once a decision is reached at the top. Before you know it managers and staff are in the throws of change with no real plan, and without the support of experienced advisors. This is where things can get very unpleasant, very quickly, with the consequences of poor morale and damaged reputation haunting the organisation for years to come. It's such a shame, because it doesn't have to be that way," says June.

Outplacement services scale in cost and size, from workshops covering the basics to complete end-to-end solutions, so every business can afford to cut costs and help employees create new beginnings. The question small to medium enterprises need to ask themselves is: Can they afford not to?

For more information about outplacement and career transition services contact LINK HR consulting on 03 83191264 or email info@linkhrconsulting.com.au



←
JUNE PARKER
GENERAL MANAGER
LINK HR CONSULTING

WHY LINK HR CONSULTING?

- Single point of contact from start to finish
- Flexible program options and delivery
- Experienced outplacement consultants
- Group outplacement services available
- One-on-one outplacement starting from \$2000

PROFESSIONAL DEVELOPMENT CALENDAR

LINK HR CONSULTING BRINGS YOU A COMPREHENSIVE SERIES OF LEADERSHIP, RECRUITMENT AND MANAGEMENT TRAINING TO HELP YOU OPTIMISE YOUR PEOPLE.

MANAGING EMPLOYEES IN TODAY'S ENVIRONMENT: PERFORMANCE & EXIT

A half-day workshop designed to assist managers, HR professionals and recruiters to improve their management of employees in today's environment. This workshop focuses on how to manage employees' performance and departure. The session provides practical tools to ensure that your organisation is able to manage the performance and exit of employees in today's uncertain environment.

Location	Day	Date	Time
Melbourne	THUR	05-Mar-09	1:30pm to 5pm
Sydney	WED	11-Mar-09	1:30pm to 5pm
Adelaide	WED	18-Mar-09	1:30pm to 5pm
Brisbane	WED	25-Mar-09	1:30pm to 5pm
Melbourne	WED	17-Jun-09	1:30pm to 5pm

DEVELOPING COACHING SKILLS

Managers who develop their coaching skills to motivate and lead staff, achieve better outcomes. This introductory coaching course provides the foundation skills for coaching. Managers today are under more pressure than ever to achieve results. In addition, staff expect and even demand more guidance from their managers, but managers are often promoted without adequate training on how to provide that support.

Location	Date	Time
Melbourne	16-Mar-09	1:30pm to 5pm
Adelaide	19-Mar-09	9am to 12:30pm
Parramatta	30-Apr-09	9am to 12:30pm
Brisbane	04-May-09	1:30pm to 5pm
Melbourne	25-May-09	1:30pm to 5pm

DEVELOPING EMOTIONAL RESILIENCE & STRESS MANAGEMENT STRATEGIES

A half-day workshop for managers and employees to learn how to develop emotional resilience and effectively manage pressure and stress to achieve better performance.

Location	Day	Date	Time
Brisbane	TUES	03-Mar-09	1:30pm to 5pm
Sydney	THUR	12-Mar-09	1:30pm to 5pm
Melbourne	TUES	17-Mar-09	1:30pm to 5pm
Adelaide	FRI	05-Jun-09	1:30pm to 5pm
Melbourne	THURS	25-Jun-09	1:30pm to 5pm
Sydney	MON	29-Jun-09	1:30pm to 5pm

MANAGING CHALLENGING BEHAVIOUR

This half-day workshop is designed to equip all employees with the skills to deal with difficult behaviour and conflict in the workplace. In this workshop we acknowledge that conflict is part of organisational life and we aim to provide you with the knowledge to better manage yourself and others in a productive way.

Location	Date	Time
Brisbane	04-Mar-09	9am to 12:30pm
Melbourne	06-Mar-09	9am to 12:30pm
Adelaide	19-Mar-09	1:30pm to 5pm
Sydney	23-Mar-09	1:30pm to 5pm
Box Hill	01-Apr-09	9am to 12:30pm
Sydney	08-Apr-09	9am to 12:30pm
Adelaide	21-Apr-09	1:30pm to 5pm
Parramatta	30-Apr-09	1:30pm to 5pm
Brisbane	10-Jun-09	9am to 12:30pm
Melbourne	22-Jun-09	9am to 12:30pm

This calendar features just a handful of our most popular training workshops. Visit www.linkhrconsulting.com.au to view the full calendar.

"Great course"
MARGARET FENNELL, PARTNERONE

"Very informative, very useful content"
CHRISTINE WIGG, PITCHER PARTNERS

"Excellent presentation"
SCOTT KILGOUR, TRYSOFT

"I really enjoyed the session and the open discussion"
SARUON KHUON, WAYSS LTD



IN PURSUIT OF HAPPINESS.

HEALTH AND WELLBEING



PERSONAL TIME FOR PERSONAL TRAINING

Have you ever noticed a friend or work colleague start a new fitness program and quickly achieve amazing results, never seen in all their previous attempts at healthy living and exercise? Chances are there's a personal fitness trainer involved.

Qualified Personal Trainer, Pat Rae, says the top three reasons people work with him are to achieve greater accountability, motivation and results. Pat sees the role of a personal trainer as helping people develop the right mind-set to achieve their goals. "I am in one of the few professions where you're legally allowed to hurt people" he says. And they pay me for it!"

He goes on to explain that we are all born with a range of primal movements – the ability to squat, lunge, push, pull, bend, twist and gait – but that as we grow, we learn bad habits from our parents and peers. At the end of the day, personal training is all about relearning good

habits and teaching people to eat well, get moving and be healthy.

But, says Pat, "a lot of people just can't push themselves hard enough to get the results they want without some help and encouragement. It's all about setting goals and working towards them. As well as being a personal trainer, rugby referee and father of three, I'm also a freestyle cycle instructor, and my goal is to still be teaching when I'm 65." That may be a long-term goal, but the fitness actions I take now will determine my ability to achieve it.

So how do you go about finding a personal trainer who's right for you?

Check out Pat's Top Tips For Selecting a Personal Trainer

1. All Personal Trainers must hold registration with Fitness Australia or an equivalent body, along with Public and Professional Indemnity

Insurance and Senior First Aid. Ask to see their qualifications.

2. Check for references from your Personal Trainer. Ask what sort of results have they achieved with other people and be sure to contact those people to confirm this.

3. Your first session should be an assessment of some form or another. A trainer who does not assess is simply guessing.

4. How do you pay for your sessions? Is there a minimum commitment? Be sure to work these details out before getting started.

5. If your Personal Trainer can't produce any qualifications or references, charges you from the outset and does no form of assessment or consultation, start looking for another trainer.

To find out more about selecting a personal trainer contact Pat Rae on **03-9222-2112** or email collinsstptc@fitnessfirst.com.au



The full range of Les Mills choreographed classes are on offer, from Body Pump, which combines weights with music, to aerobics and dance with Body Attack and Body Jam. Then there's RPM Spin Cycle, where participants exercise to pumping music on a stationary bike in the dark, and Body Combat - which includes movements like kicking, punching, ducking and weaving. These classes are a fantastic way to release tension at the end of a long working day and 45 minute lunch time sessions are popular with professionals trying to fit regular fitness into busy lives. Instructors cater for all fitness levels by teaching variations in intensity for each set of movements, so anyone can join in a scheduled class.

To find out more about corporate programs at Fitness First, contact Tania Lenkic on **03 9222 2115** or email tanielenkic@fitnessfirst.com.au

FOOD FOR THOUGHT



ONE STUDY EVEN FOUND THAT JUST THE SCENT OF ROSEMARY IMPROVED THE MEMORIES OF OFFICE WORKERS.

We all know that eating a healthy, balanced diet is good for our health and wellbeing, but research continues to find links between particular foods and improved memory, concentration and thought function in the brain, as well as the ability to reduce the risk of diseases that effect the brain.

So what are the best foods for your brain?

Fatty Fish

Fish like salmon and sardines are high in Omega-3 fatty acids which are important for brain development and function.

Spinach

Spinach contains vital nutrients and enzymes the brain needs to strengthen synapses and produce healthy levels of neurotransmitters. Spinach is high in Folic Acid, and low levels of Folic Acid have been linked to memory decline and heart disease.

Eggs & Skim Milk

Some studies in humans have found that boosting choline intake in adulthood can improve memory. Egg yolks and skim milk are among the richest natural sources of choline.

Blueberries and Chocolate

Both of these foods are delicious and jam packed with Antioxidants (naturally occurring chemicals in foods) that help to counter the detrimental effects of oxygen free radicals, linked to cancer and heart disease. Blueberries also contain anthocyanin, a known memory-boosting phytochemical.

Eggplant

Eggplant is a great source of anthocyanin. It also contains nasunin, an antioxidant that protects the lipids in brain cell membranes.

Rosemary

Researchers have found that the Carnosic Acid in rosemary is neuroprotective and may play a role in the prevention of Alzheimer's disease and other neurodegenerative brain disorders. One study even found that just the scent of rosemary improved the memories of office workers.



HOW I DID IT



MONICA DEEHAN
SENIOR
RECRUITMENT
CONSULTANT,
OFFICE SUPPORT

→ IT WASN'T JUST ANOTHER DAY AT THE OFFICE, WHEN SENIOR RECRUITMENT CONSULTANT MONICA DEEHAN ARRIVED FOR WORK ON MONDAY 9TH FEBRUARY. VICTORIA'S DEVASTATING BUSHFIRES HAD STRUCK WITH AMAZING FEROCITY OVER THE WEEKEND.

ONE OF HER CLIENTS, THE REGIONAL 13 BRANCH OF THE CFA, WAS IN THE MIDDLE OF THE BIGGEST DISASTER RESPONSE EFFORT IN VICTORIAN HISTORY. IT WAS TO BE THE MOST CHALLENGING AND HUMBLING WEEK OF MONICA'S CAREER.

How did you first react when you heard about the bushfires?

Like everyone else in Australia, my first reaction was sadness for the victims and shock at the scale of the tragedy. But we have been recruiting office support staff for the regional 13 branch of the CFA for last two years, and I guess it's different when you know and work with people on the front line of any situation. I couldn't help but think of how awful it was for my client, our temporary staff and everyone else working there. I knew their world was about to be turned upside down.

When the CFA contacted you on Monday morning, what was their requirement?

When I spoke to my client first thing Monday morning they already needed 50 emergency shifts filled for inbound phone operators immediately. They needed mature, focussed people to take initial call centre enquiries and distribute them to the relevant departments. By the end of the first week we had filled 150 shifts, with a team of approximately 40 temporary staff, working around the clock at three different CFA locations.

How did you go about meeting this huge and urgent requirement?

It was really a team effort from the whole Box Hill office. We pooled our knowledge of the most appropriate temporary staff who may be available, and colleagues jumped on the phone to help me source and brief them. Others dropped what they were doing to go out to the CFA sites, donating their time to cover the immediate needs, while the rest of us worked to source staff for the next set of shifts. We were then on call to support the CFA's ongoing staffing needs.

What extra steps did you take to source appropriate candidates?

From the outset we were looking for candidates whose work or life experience would make them suitable to handle a crisis situation. We were talking to nurses, mums and teachers, looking for mature, focussed and robust candidates. We knew that temporary telephone operators would be taking enquiries from some very distraught callers, so it was critical to be both specific, and honest, when detailing the nature of the work to prospective candidates.

How did LINK temporary staff respond to the call to action?

Due to the tight timelines we only approached top temporary staff LINK already had a relationship with, and they certainly reminded us what high calibre people they are. Awareness of the bushfires was high, and everyone was keen to help in any way they could. Even though most of the assignments lasted longer than expected, candidates were totally reliable and committed. They coped really well, given some of the harrowing stories they heard. As well as supporting our client, we had an important duty of care to candidates. We checked in with them regularly and trauma counsellors were also on hand at the CFA sites, should they have needed emotional support.

What challenges did you have to overcome?

The biggest challenge was dealing with such an emotionally fraught and rapidly changing situation with so many variables. We were under pressure to supply a large volume of appropriate staff at short notice, but everyone pulled together to do what we had to do.

What have you taken away from the experience?

With eight years experience placing staff, I am used to working to tight timelines, under pressure and dealing with different client challenges. But even in these dire circumstances, everyone I worked with – my colleagues, our temporary staff and the team at the CFA – were helpful, considerate and appreciative. You often hear about a crisis bringing out the best in people. I had the privilege of experiencing it first hand.



TEN MINUTES WITH...

**AUTHOR, SPORTS PSYCHOLOGIST
AND LEADERSHIP CONSULTANT,
GAVIN FREEMAN**

What can sports psychology teach us about developing our own peak performance?

Many sports psychology principals are relevant in the business world, but ultimately it's all about being able to perform consistently under pressure. My book, *The Business Olympian*, shows professionals how to apply those principals to improve individual and team performance.

There's a lot of doom and gloom in markets right now. How can we expect staff and clients to react?

How people react in tough times boils down to what motivates them. If they are focussed on avoiding failure, you will see defensive behaviours like deflection and mediocrity. They may feel that the problem is 'bigger than them' and that their efforts are futile. On the other hand, those who are focussed on success will be looking for opportunities to shine. Imagine this scene in the AFL Grand Final. It's two minutes until the final siren and the star full forward is coming off the field injured. Look along the players bench and you'll see two distinct reactions. Those who want to avoid failure will be looking at the ground, praying they don't get called up. The players who want that opportunity to succeed will be warming up, ready to go.

How can we break a pattern of worry or negative thinking in trying times?

I don't subscribe to the notion that negative thinking must be replaced with positive affirmations. If you are concerned about your professional performance, simply telling yourself to 'be positive' won't have much impact. What you can learn from elite athletes is to keep a 'training diary'. A simple record of successes and how you achieve them.

Next time you're up against it, you can go back and reflect on how you dealt with similar obstacles in the past. Often we have the experience and knowledge we need to tackle challenges, but it's difficult to access under pressure. A good coach you will help you tap into your training history, in sport or business.

How can professionals maintain perspective under pressure?

It's amazing how absorbed we can become by our day to day challenges. To gain perspective, we really need to look outside those parameters. I call it 'checking the catastrophe scale.'

Incidents like Victoria's recent bushfires are a devastating reminder of what a real catastrophe looks like. If you put this on a scale alongside losing a client to a competitor, suddenly you realise, losing that client is not so bad. The next step is to put it behind you, remind yourself of your training history and focus your skills and energy on getting the next client.

What does it take to create high performing teams?

One of the techniques we can mirror from successful sports teams is the development of an effective team work model. It doesn't just take care of itself. Coaches put a lot of time, skill and effort into making it happen. The model will include a range of roles and responsibilities assigned to both the leader and the team members, but the most crucial component is accountability – what each team member will have to account for at the end of the game. In an elite sports team, everyone is accountable for an element of the performance. In business, we often assign accountability to the leader, but not necessarily the team members. Improving accountability is the starting point for creating a high performance team.

→ IT'S AMAZING HOW ABSORBED WE CAN BECOME BY OUR DAY TO DAY CHALLENGES. TO GAIN PERSPECTIVE, WE REALLY NEED TO LOOK OUTSIDE THOSE PARAMETERS. I CALL IT 'CHECKING THE CATASTROPHE SCALE.'

What's the most impressive sporting triumph you've been part of?

It would have to be Simon Fairweather taking out the gold medal for Archery in the Sydney Olympics in 2000. He hadn't won since 1991, when he won the World Championships. The sports media had written him off, but he never wavered from his training schedule, or the utter belief that he could win. In the end, that's exactly what happened.

Any other thoughts about doing business in 2009?

I think Warren Buffet's classic comment about investing 'Be cautious when others are greedy and greedy when others are cautious' is equally applicable to doing business in a downturn. What an opportunity to improve business processes, invest in your team and go out there and grab market share.

Gavin Freeman is the author of *The Business Olympian* and a psychologist with over ten years experience in both the sporting and corporate worlds. Gavin was the team psychologist for the Australian Winter Olympics Turin 2006, the 2000 Sydney Paralympic Games, and the Olympic archery team in the Sydney 2000 games. He has worked with elite athletes from some of the world's best sporting leagues including the NBA, WNBA and PGA.

Gavin consults to CEO's, managers and elite coaches on achieving peak performance through his *Business Olympian* professional development workshop series. For more information visit www.thebusinessolympian.com.au

YOUR SPECIALIST LINK

→ OUR CONSULTANTS TALK ABOUT THEIR FAVOURITE ONLINE BUSINESS RESOURCES

JON BARTON

PRACTICE LEADER,
CONSTRUCTION & PROPERTY

Favourite Online Business Resource:
bciaustralia.com.au

I regularly use the BCI (Building and Construction Interchange) Australia website to find out the latest news and information on national building projects within both the public and private sectors. From concept design and planning, documentation, tender and contract award to early construction, the website provides crucial information and links to a range of contractors and related organisations within the Australian construction industry. I like to think of BCI as a live map of what's going on in the construction market. It allows us to introduce candidates with specific experience to employers who have immediate or impending requirements. If you haven't used the site before, you'll find all kinds of interesting and useful tools, including research papers, an e-newsletter and detailed construction market outlooks by state and sector.

JOANNE GOLDIE

SENIOR RECRUITMENT CONSULTANT,
HUMAN RESOURCES

Favourite Online Business Resource:
BNET.com.au

BNET has always been a great resource for information and insights on global human resources and management issues, but now that they have launched an Australian version of the site at www.bnet.com.au it's even better. It's a great looking site, easy to navigate, with loads of useful and interesting free content for HR and line managers. At the time of writing, features on the site included a crash course in how to find your next CEO, working on the core emotions of others, and podcasts on everything from the rise of the 'Green Collar' job to managing advertising agencies in a downturn and dealing with the workplace bully. There's also great video footage, online profiling surveys and whitepapers on everything from strategic HR to career planning, management and productivity.



JOANNE GOLDIE

HITEN PARMAR

PRACTICE MANAGER, TECHNOLOGY

Favourite Online Business Resource:
Linkedin.com.au

You can't beat LinkedIn for targeted, professional networking made easy. The LinkedIn groups and forums are an invaluable tool for knowledge sharing, learning about new technologies, connecting with people who have common passions, and sharing ideas to resolve technical issues on IT projects. This is a great way to stay connected with people throughout your IT career, and solves the problem of trying to contact former colleagues using old email addresses. LinkedIn is very handy for tracking down referees when you're job-seeking, as well as finding unbiased information about prospective employers. It's also really easy to use. Just go to www.linkedin.com.au complete the professional profile and start networking. My clients and candidates love it. Finally, professional networking without ever leaving your computer!

SARAH WAPLING

PRACTICE LEADER, FINANCIAL SERVICES

Favourite Online Business Resource:
moneymangement.com.au

Everyone in the industry is familiar with Money Management, the financial planning magazine



JON BARTON



HITEN PARMAR



SARAH WAPLING

we all read from cover to cover each week to keep up with the latest industry news, but the affiliated website www.moneymanagement.com.au is also well worth a look. The site includes some of the editorial from Money Management, but also includes extra material from Super Review Magazine and an online copy of the Blue Book directory. You can even put your hands on an article you may have read ages ago, with a database of archived stories dating back to April 1999, fully searchable by company name, person, or keyword. There's also free whitepapers, opinion polls, events, and of course, the latest news on industry appointments.

LINK NEWS

LINK EXPANDS PRACTICE GROUPS TO SUPPORT GROWTH SECTORS

We are pleased to announce that we have expanded our specialist recruitment practices to support a range of growth industries including engineering, manufacturing & operations, mining & resources, procurement, supply chain, and transport & logistics. Though we have recruited technical and operations staff for some time, this further expansion of dedicated practice groups, reinforces our commitment to specialist recruitment.

We expect significant government expenditure in national infrastructure projects and preparation for Australia's Carbon Trading Scheme, to stimulate these sectors over the next five years. Many companies within these industries are already facing difficult skills shortages. Further growth will only increase the need to attract more skilled professionals. Candidates with relevant qualifications, skills and industry experience will be in high demand and a great deal of candidate movement and negotiation can be expected. A strong relationship with a recruitment consultant

who has knowledge and experience of these sectors will put employers one step ahead of the competition, when it comes to attracting quality staff.

As part of the expansion we welcome new consultant Leah Benning, who will specialise in transport and logistics recruitment based in our Mulgrave office and Christian Cunningham, specialising in engineering in our Melbourne office. Christian is a senior recruitment consultant with a substantial candidate network built over years recruiting engineering professionals.

In addition, companies involved in the many rail expansion projects already underway in most states, will benefit from the experience and highly specialist rail and infrastructure recruitment knowledge of Neil O'Donnell based in our Sydney office. Neil has recruited for key railway development projects such as the Clearways Project, SEQIP Alliance, Richmond Line Alliance (RLA) and SIA.

LINK STAFF REACH OUT FOR CHARITY

In 2008 the staff of LINK Recruitment voted to make their mark in a community that helps disadvantaged youths realise their career dreams. A partnership was formed with the Reach Foundation, a not-for-profit organisation with a vision that every young Australian has the support and self belief to fulfil their potential - and dare to dream.

The LINK team aims to raise \$40,000 annually to help Reach bring young people across the

country to participate in their Dream Catcher Program. The program supports young people between 16-25 years of age in the search for their life goals through the use of mentoring, skills sessions, coaching, financial backing, in-kind support or that one lucky break!

To find out more about the program visit www.reach.org.au

A VOTE OF CONFIDENCE FOR LINK CONSULTANTS

In November 2008, an independent survey asked 300 HR professionals responsible for recruitment to rate four recruitment market leaders (including LINK) on a range of consulting services attributes. One in three respondents chose LINK Recruitment when asked to name a preferred recruitment provider. When asked to state why they preferred LINK, respondents nominated

'professional responsive service, quality candidates, and the specialist market knowledge of LINK consultants' as the primary reasons.

→ "1 IN 3 RESPONDENTS PREFER LINK DUE TO PROFESSIONAL, RESPONSIVE SERVICE, QUALITY CANDIDATES AND SPECIALIST MARKET KNOWLEDGE."

WHAT OUR CLIENTS SAY

93%

of clients rate the responsiveness of LINK consultants as good or outstanding.

90%

of clients rate the specialist market knowledge of LINK consultants as good or outstanding.

96%

of clients would refer a friend or colleague to LINK Recruitment.

* Statistics aggregated from monthly Quality Questionnaires completed by a sample equivalent to 10% of LINK's active client base over a 12 month period from December 2007 to December 2008.

FROM THE DIRECTORS DESK



COMMIT TO WORKING HARDER AND SMARTER. NONE OF US IS INDISPENSIBLE, BUT WE CAN GET CLOSE. FIND WAYS TO MANAGE STRESS, DEVELOP MENTAL TOUGHNESS AND SEEK BALANCE IN WORK AND LIFE.

Sixteen years of unprecedented economic expansion has brought great prosperity to organisations in Australia and across the globe. But workplaces where continual growth and success have been the norm, may have lost focus on their core mission and the basic skills required to achieve it. 2009 will be a battle for business survival and getting teams to re-focus on the mission is the first priority.

The economy is shrinking, the market is more competitive, existing business is becoming harder to keep, and new business harder to find. A more proactive approach is required to gain and hold ground, and the troops must be armed with new skills for a new era. A team that is well selected, equipped, motivated and led will overcome most obstacles, but it will take tenacity to dig in against recessionary forces. Adapting quickly to change is essential.

Commit to working harder and smarter. None of us is indispensable, but we can get close. Find ways to manage stress, develop mental toughness and seek balance in work and life. Build a strong, resilient culture based on the principals of organisational empowerment - purpose, trust and accountability. Create a clear vision, set priorities, and strike a balance between risk taking and containment. Communicate honestly and often.

The pressure to perform is increasing on a daily basis and no industry is immune. Personal and professional resilience will be the difference between failure and success, or even success from failure. Strive for the belief that you can ultimately achieve your goals.

Chris Malin
Founding Director