

# 'Why do you frown, Daddy?'

Chris  
Whitecross

*A simple lesson in managing people*

*"Breathtaking in its ease  
and simplicity ..."*

Arrowdynamics 

## **‘Why do you frown, Daddy?’**

*A simple lesson in managing people*

Chris Whitecross is an experienced presenter, trainer and consultant specialising in leadership and management issues. His more than 30 years of management and senior executive experience combined with his own research, coaching and consulting assignments, has made him an authority on practical people management in the workplace.

His clients represent a wide range of industries, including small business, the law, accounting, public companies, financial services, the media, medical research, recruitment and employment, hospitality and government. Chris’s signature Foundations of Leadership™ Program has become standard training in a wide range of organisations.

Prior to establishing Arrowdynamics® Pty Ltd, Chris enjoyed a successful career as a Senior Executive in the finance industry both domestically and overseas in such positions as State Manager Human Resources and Deputy General Manager Tokyo, Japan, with a major Australian Bank.

Chris holds post-graduate qualifications in Human Resource Management and is a Fellow of the *Australian Institute of Management*, a Fellow of the *Financial Services Institute of Australia*, a Graduate of the *Australian Institute of Company Directors* and a Member of the *Australian Human Resource Institute*.

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Sovereign House  
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PO Box 889  
Paradise Point  
Gold Coast Qld 4216

[www.arrowdynamics.com.au](http://www.arrowdynamics.com.au)

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## **Don't talk about 'attitude'**

In a discussion about behaviour, it is best to avoid using any reference to someone's 'attitude'.

Examples of what NOT to say are:

'Tom, you have to improve your attitude around the office.'

or

'Mary, you are a nice person but from time to time you have a negative attitude which stops you being considered for promotion.'

Because the word 'attitude' is non-specific, statements like these are ineffective and in some cases can inflame a situation.

The problem is we all have different opinions about our attitude. Tom might think he is being very positive, whereas others might see him as aggressive and intimidating. Mary's sarcastic comments at meetings might be seen as evidence of her negative attitude, whereas she sees herself as being humorous and having a dry wit.

It can be difficult to find a common level of understanding about attitude and this can lead to conflict, a situation to be avoided.

If we break attitude down, it is just a collection of behaviours. A positive attitude is evidenced by behaviour such as a smiling face, the use of encouraging words, a willingness to help out and positive and constructive contributions at meetings and team activities – all things you can see and hear.

On the other hand, a negative attitude may be evidenced by abusive language, displays of anger, an unwillingness to assist others and the non-completion of tasks within the expected timeframe – again, all things you can see and hear.

The key is to ask yourself the question ‘What have I seen and heard that leads me to draw the conclusion that this person has a poor attitude?’ Then discuss these points with the person.

After all, it is the behaviour you wish to change. Change that and the perceived attitude will change as well.

*“David hated confrontation. He had not handled it well in the past. If he was honest with himself, he had to admit that although he was well-regarded by his staff as a person, they also thought he was a pushover. He knew he had to talk to Tom, but he lacked the confidence, the know-how and the resolve to do it ... He was scared and he hated himself for it. He felt sick.”*

Confronting poor behaviour can be one of the most difficult tasks a manager has to face. In a revealing conversation with his daughter, David learns a powerful lesson that allows him to overcome his fear of confrontation and become a more productive manager.

*Why do you frown, Daddy?* tackles head on one of the major issues that supervisors and managers face every day. The book's series of practical and easy-to-follow strategies are designed to build confidence, so that unacceptable behaviour in the workplace can be effectively dealt with.

*“Breathtaking in its ease and simplicity, Mr Whitecross sets out the problem and then solves it with such clarity one wonders why the rest of us have been so puzzled for so long.”*

– David Miller,

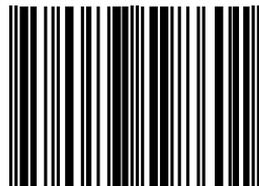
*Legal Counsel Queensland – Workplace Relations,  
Australian Industry Group*

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