

Centre for Organisation Development

Learning and  
Development Programs

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## **Section 1**

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# Relationship and Stakeholder Management

# Business Writing

## Duration: 1 day

Successful businesses are effective communicators – both verbally and in writing. How and what you write matters! Effective internal communication gets things done more efficiently. Effective external communication presents your organisation in the best possible light to your customers, suppliers and others, and helps get the results you want. Are you sending the right message about yourself and your organisation?

## Purpose

The program covers business correspondence and introduces participants to the elements of style and the conventions that apply to business documents. It is structured around practical work which includes case studies and critiques of samples documentation. Participants will produce written work during the workshop for evaluation and discussion.

# Communication Skills

## Duration: 1 day

It's not only what you say, but how you say it, when and where, and even the way you walk into the room and what you are thinking about.

This program is unique in that it combines several key communication strategies – creating empathy, body language and active listening. Why not make all your interactions easier? Learn how to use and combine multiple strategies to improve all your communications.

## Purpose

The purpose of this program is clearer communication. It will teach participants to identify core issues, separate the message from the way it's told and to have rational conversations, even in a charged atmosphere. This in turn will reduce

## Who should attend

Anyone who has to write letters to clients/customers, suppliers/contractors, legal firms, government bodies, or internal correspondence. No previous knowledge of business writing is assumed.

## What you will learn

This program will assist you to:

- Write letters and memos using the six principles of effective writing
- Apply a simple, effective technique for writing any piece of correspondence
- Decide what to do when confronted with the "blank page" syndrome
- Determine why the "active voice" is the writer's best friend.

misunderstandings and the escalation of issues and help to increase co-operation and speedy yet sustainable resolutions.

## Who should Attend

Everyone who works with others.

## Learning Outcomes

By the end of this training participants should be able to:

- Explain the importance of empathy
- Understand the diversity of communication styles
- Identify and use a range of visual body language cues to facilitate communication
- Use a variety of techniques to build empathy and rapport
- Demonstrate active listening
- Persuasively deliver their message.

# Building Workplace Relationships

## Duration: 2 days

Eighty per cent of the people who fail at work do so because they do not relate well to other people. Your productivity as a supervisor, manager or team member is greatly enhanced by your ability to communicate well. This program will assist you to develop the art of communication and to relate more effectively with people at work. You will explore ways of giving and receiving positive feedback, deal positively with conflict, develop techniques to deal with people you find difficult and manage your own emotional state.

## Purpose

The aim of this program is to promote a positive and healthy organisation culture by developing relationship skills to self and others at work and in personal life. This program focuses on the process of relating to and influencing others.

# Interpersonal Skills

## Duration: 1 day

Interpersonal Skills is a one day programme designed to assist participants to build relationships with their team and their internal and external customers and stakeholders.

We all achieve results more effectively through relationships with others. Through an experiential learning process participants will be guided through specific skill development in the areas of reflective listening, rapport building, developing self awareness and delighting in diversity.

## Purpose

This program will assist participants to develop effective communication skills that can be applied in a wide variety of contexts and situations. It will assist participants to build stronger relationships with staff and clients.

## Who should attend

Anyone concerned with the importance of workplace relationships.

## What you will learn

This program will assist you to:

- Get what you want from others
- Assert yourself respectfully
- Respond resourcefully to criticism
- Create resourceful emotional states at will
- Build better relationships within groups and with individuals based on trust and respect
- Reach agreement in difficult situations
- Relate differently to people
- Create compelling future relationships in a variety of contexts, including work
- Apply excellent interpersonal skills to building relationships in a range of business and personal contexts.

## Who Should Attend

All those who want to build relationships within their team and with their internal and external clients.

## What you will Learn

The program will give participants the skills to:

- Build rapport to generate trust
- Use reflective listening to ensure understanding of the key message
- Develop self awareness and the willingness to change behaviour
- View people as well intentioned
- Delight in diversity through understanding that people have different values
- Manage the emotions of self and others
- Set boundaries clearly and effectively

# Consulting Skills

## Duration: 2 days

If a Consultant is a professional who possesses skills that are valued and needed by clients, then a successful Consultant depends on their ability to motivate a client and to assist them in the achievement of identified goals. Most Consultants already have exceptional communication skills and are expert in their technical or professional area. Making the step from employee to Consultant in a commercial environment requires a new set of relationship skills. This program focuses on providing participants with the building blocks to becoming a more successful internal and external Consultant.

## Purpose

This program is designed to increase awareness of the role of a Consultant and to

provide participants with the fundamental skills to be a successful Consultant.

## Who should attend

Any internal or external Consultants or staff recently appointed to a consulting position.

## What you will learn

- Skills and qualities of an excellent Consultant
- Rapport – the key to better relationships
- Sensory-based language patterns
- Establishing clear outcomes
- Why people buy
- The sales cycle
- Sell the benefits
- Handle objections
- Gain commitment.

# Internal Consulting Skills

## Duration: 2 days

Internal consulting describes the day-to-day work done by an increasing number of workplace professionals.

Yet living and working as an internal consultant presents many challenges and obstacles, particularly around managing roles and boundaries.

Although internal and external consultants share many characteristics, life on the inside means internal consultants use their expertise, influence, and personal skills to serve their own organisations. They make a valuable contribution when they are able to balance their commitment and intimate knowledge from inside the organisation with an outsider's fresh perspective.

## Purpose

To provide participants with the fundamental skills to be a successful internal consultant.

## Who should attend

Any manager or staff member required to consult to internal client groups.

## Program Content

- Qualities and attributes of an internal consultant
- The role dilemma: defining and managing the boundaries
- Building and maintaining rapport and trust in the relationship
- Managing conflict and difficult situations
- The issue of confidentiality
- Dealing with obstacles and roadblocks
- Developing your best self: the challenges and opportunities.

# Consulting with the Community

## **Duration: 4 half day sessions**

The idea that organisations should consult the community is not new, but we all know that effective consultation is not easy to achieve. Consultation can be a powerful tool for improving the quality and cost effectiveness of services and for ensuring that decision-makers stay in touch with their community.

## **Purpose**

The purpose of this program of half-day modules is to help staff:

- Plan, carry out and evaluate community consultation more effectively
- Use community consultation in making policy and improving services.

## **Module 1 Strategic Consultation**

### **Content:**

- Introduction to consultation
- Consultation methods
- Current consultation practice
- Planning consultation - what, when who?
- Joint consultation
- Developing a strategic approach.

## **Module 2 Overcoming the Barriers to Effective Consultation**

### **Content:**

- Managing public expectations
- Managing vocal minorities
- Balancing the wants of the community with the needs of the community
- The cost of consulting
- Making consultation inclusive
- Involving senior management in the process
- Relating consultation to decisions.

## **Module 3 Techniques for Facilitating Community Consultation**

### **Content:**

- Consultation methodology and practice
- Chairing skills for public meetings
- Facilitation skills
- Interview techniques
- Presenting a positive image of your organisation.

## **Module 4 Evaluating the Effectiveness of the Consultation Process**

### **Content:**

- Using the results of the consultation
- Evaluating individual consultation exercises
- Evaluating the overall program
- Balancing conflicting results
- Providing feedback to consultees
- Other uses for consultation
- Revisiting the strategic direction.

# Facilitation Skills

## Duration: 2 day

Effective facilitation rarely come naturally and when practised well, can elicit the best from a group of people. It is the ability to manage, but not control in order to give people the opportunity to safely explore a range of ideas, while maintaining a focus towards achieving general commitment to an agreed solution. The facilitator's skill is to use techniques that will optimise both creative and analytical processes, while creating a sense of engagement and participation.

## Purpose

This program will assist participants to learn the skills to manage the multiple roles of a facilitator, and work with the complexity of group processes and structure.

## Who should attend

Anyone who needs to facilitate groups.

# Presentation Skill

## Duration: 1 day

You can deliver fear-free, compelling and memorable presentations. The new competitive environment means that the quality and impact of your presentations may mean the difference between a successful business and failure to compete. Giving presentations or speaking in public has always been an important skill in an organisation professional. You can now learn the skills and techniques of the masters and apply them for greater personal and business success.

## Purpose

The main aim of this program is to enable participants to deliver successful presentations and to speak with confidence and style on any occasion.

## What you will learn

The program covers all aspects of effective facilitation, including how to:

- Create an environment for open discussion and decision-making
- Manage but not control the facilitation process
- Understand group dynamics and motivation
- Build rapport with individuals and the group
- Use problem-solving and decision making techniques
- Deal with difficult situations and people
- Draw ideas together, showing their relationship to the purpose of the meeting
- Record the major findings of the group.

## Who should attend

Managers, coordinators, supervisors, team leaders and staff who have, or want to have a public relations, promotion or marketing role, or anyone interested in learning presentation skills.

## What you will learn

This program will assist you to:

- Plan and prepare a presentation with a clear message, using plain language
- Build rapport with the audience and create a stage presence
- Use your voice and gestures for maximum impact
- Maintain a resourceful emotional state
- Master the magic of metaphors to create a memorable presentation
- Deal effectively with questions and feedback.

# Negotiation Skills

## Duration: 1 Day

Negotiating is a fact of life and it's something most of us have been doing in one way or another since we were children. Whether at work, at home, in business or government, people reach decisions and conclusions through negotiating. However, many of our negotiations are adhoc - we often find ourselves in negotiating situations without having prepared for them; and without understanding of the phases and processes involved.

## Purpose

This program will introduce participants to the principles and practice of negotiation that ensures positive outcomes for both parties.

## Who should attend

Senior and middle managers, supervisors, team leaders, team members, representatives – anyone involved in negotiating in the workplace and anyone interested in improving their negotiation skills.

## What you will learn:

This program will assist you to:

- Identify when you're negotiating and when you're not
- Define a wise agreement
- Identify different negotiation styles and when to apply them
- Prepare a negotiation strategy and plan
- Practise bargaining skills
- Identify various tactics and know when to use them
- Practice how to respond to various tactics.

# Influencing With Integrity

## Duration: 1 Day

You can learn to influence results more easily and effortlessly to improve motivation and productivity in your organisation. In addition to developing communication skills beyond the ordinary you will be able to control situations rather than be controlled, liberate more time for priority jobs and have more confidence and more motivation to succeed. Discover how the language of thinking and doing affects outcomes to positively influence others.

## Purpose

The aim of this program is to enable participants to positively influence others with integrity by developing high-level communication skills.

## Who should attend

Managers, supervisors and staff who want to positively influence others with integrity.

## What you will learn

This program will assist you to:

- Take responsibility for your actions and behaviours
- Develop rapport
- Understand that communication occurs at a conscious and unconscious level
- Understand the relationship between internal emotional states and external behaviour
- Explore patterns of communication in self and others
- Affect motivation and decision-making strategies in others
- Use this information to influence with integrity.

# NLP: The Basics

## Duration: 1 day

Neuro Linguistic Programming (NLP) is more than personal development: it is the language of thinking and doing. NLP finds application in business, career advancement and personal development. Developed in the mid 70s by University of California Professor John Grinder and Richard Bandler, NLP shows you how to develop dynamic communication skills beyond the ordinary. Many Australian companies and government departments train their key communicators and managers in the art of NLP. Participation in an NLP program allows you to effectively influence results more easily and with less effort. This one-day introduction to NLP provides experiential training in a stimulating and relaxing environment.

## Who should attend

Anyone who would like to communicate with more precision.

## What you will learn

This program will assist you to:

- Achieve your best with minimal time and effort
- Control situations rather than be controlled
- Understand yourself better and have more confidence in the direction of your life
- Liberate more time to do the quality things in life
- Discover how the language of thinking affects your outcomes.

# Networking Skills

## Duration: 1 day

"It's not what you know, it's who you know". Networking is a skill which can be used effectively to build business relationships and create new market opportunities. Networking is a powerful way to establish strategic alliances for business in developing career opportunities.

## Purpose

The main aim of the program is to enable participants to network effectively, to develop useful business and professional relationships and to project a positive personal image.

## Who should attend

Managers, Coordinators, Supervisors, Team Leaders and Staff; internal and external consultants with responsibility for business development; anyone wanting to improve networking skills.

## What you will learn

This program will assist you to:

- Recognise opportunities for networking, e.g. meetings, seminars, associations and social functions
- Access the "hidden market"
- Identify a number of ways of networking, e.g. face- to-face, telephone or email
- Project a positive image for you, your organisation or business
- Initiate a conversation and build rapport elegantly
- Use and interpret non-verbal and verbal messages
- Build a relationship based on trust and mutual benefit
- Avoid being under obligation
- Avoid overdoing it!

# Presentation Skills

## Duration: 1 day

You can deliver fear-free, compelling and memorable presentations. The new competitive environment means that the quality and impact of your presentations may mean the difference between a successful business and failure to compete. Giving presentations or speaking in public has always been an important skill in an organisation professional. You can now learn the skills and techniques of the masters and apply them for greater personal and business success.

## Purpose

The main aim of this program is to enable participants to deliver successful presentations and to speak with confidence and style on any occasion.

# Assertiveness

## Duration: 1 day

Working and living with others demands a level of confidence in the way we deal with difficult situations. There is a need to be effective in dealing with confrontations so that we are comfortable with the outcome.

## Purpose

Participants will have the opportunity to discuss and work with assertiveness techniques that can improve their ability to manage the demands of work and personal relationships.

## Who should attend

Anyone who wishes to learn how to relate to people in an assertive manner at work and at home.

## Who should attend

Managers, coordinators, supervisors, team leaders and staff who have, or want to have a public relations, promotion or marketing role, or anyone interested in learning presentation skills.

## What you will learn

This program will assist you to:

- Plan and prepare a presentation with a clear message, using plain language
- Build rapport with the audience and create a stage presence
- Use your voice and gestures for maximum impact
- Maintain a resourceful emotional state
- Master the magic of metaphors to create a memorable presentation
- Deal effectively with questions and feedback.

## What you will learn

This program will assist you to:

- Determine your natural response style
- Identify behaviours that can enhance and improve your style
- Document current/past situations
- Develop a plan to handle the current situation or review the past situation, using assertiveness techniques
- Explore and describe the differences in behaviour that contribute to conflict situations.

# Conflict Management

## **Duration: 2 days**

Resolving conflict in your daily life is an important issue that can be handled in one of two ways—you can choose to ignore it and continue to live with unresolved problems, or you can choose to discover the source of conflict and take positive steps toward change.

## **Purpose**

This 2 day dynamic and interactive program provides a variety of learning opportunities for participants so they can identify potential conflict situations and resolve them in a constructive manner. By understanding the nature and causes of conflict, participants will learn how to improve their relationships with others.

## **Who should attend**

Anyone who would like to deal with conflict positively.

## **What you will learn**

This program will assist you to:

- Identify the nature and causes of conflict
- Differentiate between constructive and destructive conflict
- Examine why some people are difficult
- Use effective communication techniques to deal with destructive conflict
- Assert yourself respectfully
- Respond to people resourcefully
- Develop skills to deal with conflict in an appropriate manner.

# Managing Grievances & Disputes

## **Duration: 1 day**

From time to time, disputes erupt in the workplace. Conflict is natural and constructive, but can get out of hand when it is trivialised, ignored, or allowed to continue without resolution. Fair and timely intervention in person-to-person or group-to-group disputes in the workplace is vital to prevent escalation, union involvement and reduction in productivity.

## **Purpose**

This program will assist participants to recognise serious workplace grievances and disputes and develop appropriate intervention strategies.

## **Who should attend**

Senior and middle managers, supervisors, team leaders; anyone involved in solving workplace conflict and dispute; and anyone interested in developing skills in this area.

## **What you will learn:**

This program will assist you to:

- Accurately diagnose the cause of a dispute or grievance
- Translate the relevant grievance and dispute resolution policy
- Select an appropriate program of action
- Conduct a mediation session
- Assist the parties to solve the problem
- Identify when to refer to an outside authority.

# Dealing With Difficult Customers and Challenging Situations

## **Duration: 1 day**

From time to time, difficult and challenging situations erupt in the workplace. Conflict is natural and constructive, but can get out of hand when it is trivialised, ignored, or allowed to continue without resolution. The effectiveness of our customer service skills are often tested at these times.

## **Purpose**

This program will assist participants to more effectively handle difficult customers and challenging situations, to develop appropriate intervention strategies and to manage the situation.

# Customer Service

## **Duration: 1-3 days**

How well you deal with your organisation's customers (even the difficult ones) will impact on both you and your organisation's image and success. Research shows that organisations that provide a high level of customer service are well-regarded, profitable, grow in market share and inspire a lot of highly positive word-of-mouth commentary.

## **Purpose**

This program is specifically designed to focus on customer service standards and how to apply them. Participants will examine their current customer service skills to both internal and external customers. They will then identify how they can enhance their skills, knowledge and attributes to provide continuing excellent customer service.

## **Who should attend**

Anyone involved in dealing with difficult customers and challenging situations.

## **What you will learn**

This program will assist you to:

- Understand why people are difficult
- Distinguish between behaviour and intent
- Assert yourself respectfully
- Respond to people resourcefully
- Develop conflict management and resolution skills
- Maintain calm under fire.

## **Who should attend**

Anyone who provides customer service.

## **What you will learn**

This program will assist you to:

- Define effective customer service standards
- Identify the skills and qualities that define excellent service
- Identify customer needs and expectations
- Build rapport with your customers
- Present a positive image of your organisation to the public
- Deal with difficult customer situations and effectively handle customer complaints.

## Section 2

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# Managing Self

# Myers-Briggs Type Indicator

The Myers Briggs Type Indicator is a self-reporting questionnaire that has been developed after more than 50 years of research and development. It is the most widely used instrument for understanding normal personality differences. The MBTI is used for a variety of purposes including the following:

- Career development and exploration
- Organisation development
- Team building

- Management and leadership training
- Problem solving
- Relationship counselling
- Diversity and multi-cultural training
- Self awareness and personal development.

The MBTI is also used internationally and has been translated into more than 30 languages. We can design a MBTI workshop to meet your specific needs.

## MBTI Short Program

### **Duration: 1 day**

You will learn to understand differences in personality and thinking styles, decision making strategies, communication styles and management styles. You will gain a significantly greater insight into your own behaviour and appreciation of your colleagues and staff. You will also have the skills to vary your style to suit the motivation, likes and dislikes of others, giving you greater flexibility and precision when communicating.

This practical workshop will enable participants to gain an insight into their own personality type. You will also be able to determine, understand and complement the personality styles of others with new and exciting insights into the value of difference. Frustrating communication difficulties can be reframed and transformed into positive and enriching experiences. Exciting stuff!

### **Purpose**

The purpose of this session is to enable you to focus on developing a deeper understanding of self and others, using the Myers Briggs Typology Indicator.

### **Who should attend**

Teams, groups and individuals who want greater personal insight and strategies for appreciating and valuing difference.

### **What you will learn**

This program will assist you to:

- Increase self awareness and insight
- Maximise your communication opportunities
- Develop behavioural flexibility, and
- Appreciate difference.

The sessions are highly interactive and tailored to the specific outcomes of the group.

***MBTI Instruments are provided at cost***

# The DiSC Profile short program

## Duration: 1 day

The *DiSC Profile* has been used for more than 20 years to understanding the dynamics that influence productive communication and positive interpersonal relationships. It helps you understand yourself, understand others and realise the impact of your behaviour on the people around you.

Used in team building and management development programs, Disc helps participants gain an understanding of their own behaviour, the needs of others, and how to adapt in particular situations to build positive outcomes and relationships. This translates to improved moral and productivity, less conflict and stress and a stronger organisational culture.

## Purpose

- The aim of this program is to help participants:
- Identify behavioural tendencies and preferences
- Recognise how your behaviour affects others

- Discuss the value of individual differences
- Learn techniques to maximize your behavioural strengths and reduce conflict.

## Who should attend

Teams, groups and individuals who want greater personal insight and strategies for appreciating and valuing difference.

## What you will learn

- Understand their behaviour and how it affects others using the DiSC Model
- Examine their reactions to other people
- Sustain a positive attitude about themselves and others
- Maximize personal strengths
- Adapt their behaviour to create positive outcomes in particular situations.

***Disc Profile questionnaires are provided at cost***

## Other Licensed Programs and Instruments

We use range of methodologies in the design and delivery of workshops to ensure a dynamic and sustaining learning experience including accelerated learning, Psychodynamics, Neuro-Linguistic Programming, and Appreciative Inquiry. We also use a variety of instruments during the workshops including Team Management Systems® and Emotional Intelligence questionnaires.

# Time and Priority Management

## Duration: 1 day

Are you going to say on your deathbed as you review your life, “I wish I had spent more time at work”? It is easy to be a workaholic in today’s working environment. Balancing working and personal lives is a challenge and, for many of us, the scale is weighted more heavily on the work side.

Time in any given day is one of the few things given to us equally. Yet it feels totally different when we are using time in a way we choose for ourselves than it feels when our time seems to loom out of our control. We must ask the larger question of what is valuable in our lives, integrating personal and professional goals.

Without a strong desire to live out certain values, time management goes unused. A strong motivation to use one’s time to accomplish what one truly wants is necessary to bring about behavioural changes.

## Mind Mapping

### Duration: ½ or 1 day

The brain is the most powerful thinking machine known – it can hold more combinations than there are atoms in the universe! And yet most people have never been taught how to use it. Mind Maps will help you to more effectively think, learn and create. The provider is a qualified Buzan instructor and authorised to certify participants in the use of Mind Maps.

### Purpose:

To help you gain a more thorough analysis of complex issues, increase productivity, stimulate creativity, increase problem solving and goal setting, improve persuasion and negotiated outcomes, gain a greater sense of control and increase confidence.

### Who should attend

Managers, staff and anyone who needs to improve their priority management skills.

### Purpose

This program aims to help you sort out your priorities both at work and at home, so that you can get more out of life.

### What you will learn

This program will assist you to:

- Identify your values and how these guide your daily life
- Identify how you are balancing your time and your priorities
- Determine strategies for bringing activities under your control
- Stay focused on what you want to achieve
- Plan time by setting goals and developing action plans
- Identify time wasters and procrastination pattern.

### What you will learn

By the end of this training, participants will be able to:

- Discuss how the brain works and how to increase their ability to learn
- Explain pitfalls in everyday note-taking, note-making and learning methods
- Explain and apply the laws of mind-mapping
- Use mind-maps to take notes and prepare talks, reports and documents, undertake planning, reduce their stress levels and become more productive
- Use mind-mapping to improve memory recall
- Apply mind-maps to solve problems and make decisions
- Apply mind-mapping to at least one workplace issue.

# Email Effectiveness

## **Duration: ½ day + One-on-One Coaching Session**

One of the biggest issues facing managers and their staff are the increasing complaints about loss of productivity, feeling overwhelmed and stressed, and even staff burnout as a result of email overload.

The distribution and sharing of information by way of email and attachments has now overtaken verbal communications in most organisations. Even staff that are within walking and talking distance of each other often prefer to communicate by email. The time it takes to process these has a profound impact on staff performance and productivity at all levels.

### **Purpose:**

This program will provide participants with a range of ideas, strategies and

skills to use to achieve greater effectiveness and improved results when using email as a tool of communication.

### **What you will learn**

By the end of this training, participants will be able to:

- Apply a 'Best Practice' approach to processing and managing email
- Use the 5 Golden Rules for handling email effectively
- Keep their Inbox empty and under full control
- Significantly reduce the amount of time spent reading, writing and handling email communication
- Recognise when they should and should NOT look at the Inbox
- Reduce the constant stream of interruptions from email and their impact on concentration levels.

# Dealing with Workplace Stress

## **Duration: 1 day**

We all live with a certain amount of stress in our lives and work. Just how much stress is "normal" and when does stress become "distress"? Your ability to cope with stress and keep it to a manageable level will determine not only your effectiveness at work but also your personal well being.

### **Purpose**

To identify and understand your own stressors and stress levels. To develop and experience a range of techniques helping you to reduce stress and increase your effectiveness and well being.

### **Who should attend**

Everyone who has experienced any form of stress and is looking for a more balanced working environment

### **What you will learn**

This program will assist you to:

- Detect early signs of stress
- Relax while you work
- Turn stressful situations into more enjoyable experiences.

# Building Resilience

## **Duration: 1 day**

Can work and wellbeing co-exist? Can your workplace be happier *and* more productive? The evidence shows that not only is the answer yes but that engaged, innovative and professional workplaces are inextricably linked with wellbeing. However it does require us to take a new approach to the challenges we face every day. The good news is that everyone can learn these approaches and benefit in their professional and personal lives.

## **Purpose**

The aim of this program is to familiarise and equip participants with a range of techniques they can apply as they feel appropriate.

## **Who should attend?**

Anyone who wishes to improve their personal effectiveness and life balance.

## **Learning Objectives:**

These will vary depending on which modules are chosen, but by the end of this training, participants should be able to:

- Recognise the symptoms of stress and describe its effects on the individual and workplace
- Identify personal stressors and devise an action plan for dealing with them
- Understand, use and expand their circle of influence
- Understand the difference between primary, secondary and tertiary stress management strategies
- Explain and use physiological techniques such as meditation, relaxation and breathing
- Understand how to increase their use of appropriate humour in workplace situations
- Explain how thinking styles can affect stress levels and practise cognitive techniques for improving wellbeing
- Describe what makes people resilient and apply appropriate techniques in their own life
- Improve cooperation and team collaboration
- Better work-life balance
- Increase sense of personal empowerment and responsibility.

# Decision Making

**Duration: 1 day**

This program will show participants common errors and techniques to overcome them, and give a brief overview of decision-making. Participants will learn decision-making tools and have an opportunity to practise them on actual issues from their workplace. It is especially relevant to middle and senior management and those involved in making important decisions. The decision-making techniques will be chosen in conjunction with participants and/or the client organisation.

## Who should attend

This program is designed primarily for managers, team leaders and project staff, who need to think strategically.

## What you will learn

By the end of this training participants should be able to:

- Explain what makes a decision 'good'
- Identify common errors in decision-making and understand how to overcome them
- Use a variety of techniques to improve analysis and decision-making
- Describe the benefits of using decision-making tools and know when to use them
- Compare individual and group decision-making and choose appropriate times to use either
- Describe the benefits and drawbacks of group decision-making and apply practices that optimise group decisions
- Provide insight into their own and their organisations' decision-making styles and find ways to capitalise on them.

# Setting and Achieving Goals

**Duration: 1 day**

Successful organisations and people have a strong vision and focus on that vision continuously. Yet very few people stop to think about what it is they wish to achieve and what is important to them. This program introduces participants to the notion of goal setting and teaches them how to establish a personal vision and begin taking steps to achieve it. Participants will leave with a broad-ranging representation of their own personal vision and an initial action plan for achieving it. It can be applied to business or personal issues.

## Purpose

The aim of this program is to promote greater understanding of, and commitment to, priorities – both personal and workplace. It

will provide participants with an improved sense of direction, make them more efficient, reduce their stress and instill an increased sense of personal mastery.

## Who Should Attend

All those who want to maximize their time and efforts.

## Learning Outcomes

By the end of this training participants should be able to:

- Identify the different roles in their life and career
- Understand what motivates them
- Clearly articulate a desired vision of the future
- Understand how to set effective, positive and realistic goals and objectives
- Set long, medium and short-term goals
- Begin an action plan for achieving their vision.

## Section 3

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# Managing Others

# Myers-Briggs Type Indicator

The Myers Briggs Type Indicator is a self-reporting questionnaire that has been developed after more than 50 years of research and development. It is the most widely used instrument for understanding normal personality differences. The MBTI is used for a variety of purposes including the following:

- Career development and exploration
- Organisation development
- Team building.

- Management and leadership training
- Problem solving
- Relationship counselling
- Diversity and multi-cultural training
- Self awareness and personal development.

The MBTI is also used internationally and has been translated into more than 30 languages. We can design a MBTI workshop to meet your specific needs.

## MBTI Short Program

### **Duration: 1 day**

You will learn to understand differences in personality and thinking styles, decision making strategies, communication styles and management styles. You will gain a significantly greater insight into your own behaviour and appreciation of your colleagues and staff. You will also have the skills to vary your style to suit the motivation, likes and dislikes of others, giving you greater flexibility and precision when communicating.

This practical workshop will enable participants to gain an insight into their own personality type. You will also be able to determine, understand and complement the personality styles of others with new and exciting insights into the value of difference. Frustrating communication difficulties can be reframed and transformed into positive and enriching experiences. Exciting stuff!

### **Purpose**

The purpose of this session is to enable you to focus on developing a deeper

understanding of self and others, using the Myers Briggs Typology Indicator.

### **Who should attend**

Teams, groups and individuals who want greater personal insight and strategies for appreciating and valuing difference.

### **What you will learn**

This program will assist you to:

- Increase self awareness and insight
- Maximise your communication opportunities
- Develop behavioural flexibility, and
- Appreciate difference.

The sessions are highly interactive and tailored to the specific outcomes of the group.

***MBTI Instruments are provided at cost***

# The DiSC Profile short program

## Duration: 1 day

The *DiSC Profile* has been used for more than 20 years to understanding the dynamics that influence productive communication and positive interpersonal relationships. It helps you understand yourself, understand others and realise the impact of your behaviour on the people around you.

Used in team building and management development programs, Disc helps participants gain an understanding of their own behaviour, the needs of others, and how to adapt in particular situations to build positive outcomes and relationships. This translates to improved moral and productivity, less conflict and stress and a stronger organisational culture.

## Purpose

- The aim of this program is to help participants:
- Identify behavioural tendencies and preferences

- Recognise how your behaviour affects others
- Discuss the value of individual differences
- Learn techniques to maximize your behavioural strengths and reduce conflict.

## Who should attend

Teams, groups and individuals who want greater personal insight and strategies for appreciating and valuing difference

## What you will learn

- Understand their behaviour and how it affects others using the DiSC Model
- Examine their reactions to other people
- Sustain a positive attitude about themselves and others
- Maximize personal strengths
- Adapt their behaviour to create positive outcomes in particular situations.

***Disc Profile questionnaires are provided at cost.***

# Other Licensed Programs and Instruments

We use range of methodologies in the design and delivery of workshops to ensure a dynamic and sustaining learning experience including accelerated learning, Psychodynamics, Neuro-Linguistic Programming, and Appreciative Inquiry. We also use a variety of instruments during the workshops including Team Management Systems® and Emotional Intelligence questionnaires.

# Leading & Developing Teams

## **Duration: 2 days**

Effective teams are the foundations of effective organisations. What are the critical factors in managing a productive, successful, dynamic team in today's business environment? Those who understand what "makes a team tick" and can adapt as necessary to manage the various situations that arise within their team are critical to both the team and the organisation. The ability to lead and influence a team positively to achieve organisational goals has never been more important.

## **Purpose**

To provide participants with introductory knowledge, skills and attributes required by the frontline manager/coordinator in leading teams. This practical, yet highly interactive, program provides opportunities for supervisors to test tools and techniques in an environment geared to adult learning. The supervisor can develop a higher level of confidence to enable her or him to manage the important aspects of their changing role in the workplace.

## **Who should attend**

People who have been recently appointed, or about to be appointed to their first supervisory position.

## **What you will learn:**

This program will assist you to:

- Relate the impact of different behavioural styles on team communication, motivation and goals
- Identify and then integrate, effective key aspects of leadership into your personal style, modeling desired leadership behaviours
- Define the decision-making process as it applies to groups in the workplace, highlighting the advantages of team development
- Identify the skills for managing resources, people and time, including the use of self management and delegation techniques
- Identify critical aspects of team effectiveness
- Build trust, give feedback and manage differences more effectively.

# Managing for Performance

## **Duration: 2 days**

Becoming a Supervisor or Manager is often the most difficult transition one has to make in the workplace. The skills and knowledge that provide high performance in operational roles are significantly different to those required in a management role.

Managers rely primarily on others to achieve goals and objectives. In order to do this successfully, strong interpersonal skills need to be cultivated and developed. It is not unusual for the best Technician, Salesperson or Customer Service Consultant to be rewarded with promotion, only to struggle in the management role.

Human behaviour can appear complex, contradictory and at times very confusing. The good news is that there are many simple and easy to use tools and techniques, which make understanding and responding to this behaviour easier. Specific skills can be learned and practiced, with often dramatic improvements in the results managers get from their staff.

## **Who should attend**

Managers and supervisors who rely on others to achieve business goals and objectives.

## **What you will Learn**

In this program participants will learn how to:

- Set clear goals and expectations
- Communicate in a productive and non-threatening way
- Give effective personal feedback
- Recognise and deal with conflict situations
- Manage emotion constructively
- Delegate with clarity and purpose
- Adapt leadership style to suit different situations
- Uncover and address de motivation.

The following assessment tools are used:

### **Interpersonal Influence Inventory**

Telemetrics International

### **Supervisory Behaviour Analysis II**

**(Situational Leadership)**

Kenneth Blanchard Training and Development Inc

*This program was developed and is facilitated by Mark Moore and is provided in conjunction with Centre for Organisation Development.*

# The Performance Appraisal

## **Duration: 1 day**

Performance appraisals are often dreaded by both staff and managers and viewed as a waste of time. Yet the performance appraisal, when done well, can be one of the most useful management tools in motivating staff and achieving business goals.

## **Purpose**

This program will assist participants to conduct well designed, effective performance appraisals and to use performance appraisal as a strategic management tool.

## **Who should attend**

Senior and middle managers, frontline supervisors, team leaders - anyone involved

in, or interested in learning how to conducting performance appraisals.

## **What you will learn:**

This program will assist you to:

- Develop your own performance appraisal system
- Sell the value of performance appraisal to your staff
- Identify what often goes wrong and why
- Set performance criteria and objectives
- Rate performance
- Create employee development plans
- Conduct appraisal discussions
- Monitor performance year round.

# Dealing with Performance Problems

## **Duration: 1 day**

What do you do when an employee's performance is not up to scratch? Let's face it - sometimes an employee's performance drops for one reason or another. We all have "off" days. Sometimes employee performance remains consistently below standard and it's the manager's responsibility to work with employees to get performance back to agreed levels. Ongoing poor employee performance is, ultimately, the manager's responsibility.

## **Purpose**

This program will assist participants to identify and deal effectively with performance problems in the workplace.

## **Who should attend**

Senior and middle managers, supervisors, team leaders; anyone with responsibility for maintaining performance within a department or unit; anyone interested in developing skills in dealing with performance problems.

## **What you will learn:**

This program will assist you to

- Determine why people sometimes don't perform
- Analyse performance problems
- Give effective feedback
- Decide a program of action
- Conduct a performance-counselling interview
- Coach for performance improvement
- Decide when to use the disciplinary procedure
- Document performance problems.

# Managing Diversity

## Duration: 2 days

Australian organisations and businesses are often encouraged to become more aware of the potential in valuing and developing diversity in their workforce. What does this mean for businesses in terms of their customer base, their work teams and for individuals striving to manage themselves and others in a diverse workplace?

## Purpose

This workshop is designed to equip people with knowledge and tools to better manage themselves, their teams and the business by understanding the challenges facing a diverse workforce. In particular, participants are encouraged to become more aware of the associated issues and develop ideas for converting potential into productivity.

## Who should attend

Managers, team leaders, human resources specialists, supervisors and anyone who either works with teams characterised by diversity, or who would like to increase the degree of diversity in their business.

## What you will learn

- This workshop will assist you to:
- Identify the benefits of diversity
- Look at the influences of legislation and policy on the Australian labour force
- Use simple tools to conduct diversity-based assessments at organisation/business and workgroup level
- Identify the impacts of stereotyping, biases and prejudice in the workplace
- Develop an awareness of the deeply-held beliefs that influence your behaviour
- Recognise workplace and team behaviours that have positive and negative impacts
- Look at recruitment, induction and development strategies that facilitate the introduction of diversity to your organisation/business.

Recognise the common causes of resistance to diversity strategies and how to deal with them.

# Giving and Receiving Feedback – Courageous Conversations

**Duration: 2 x half days  
(approximate 2 week break between workshops)**

Giving effective feedback can be much harder than it seems. This program will help you have those courageous conversations and add value to your workplace relationships. You will learn and practice the skills required to give and get more meaningful feedback and to get the most out of your performance discussions.

You will be encouraged to share stories, (the good and the bad) about feedback and learn strategies and tools to build your skill-set.

## Purpose

This program provides:

- A deeper understanding of the principles and purpose of feedback
- Tools to plan and prepare for feedback
- Techniques for building trust
- A range of techniques and models for giving feedback
- Techniques for delivering difficult feedback
- Strategies to link feedback to your day-to-day way of working

- Techniques for giving and receiving feedback to various levels in the department
- Tools to recognise how your communication style is related to how you give and receive feedback.

## Who should attend

Manager, Supervisors and Team Leaders

## What You will Learn

Content includes:

- Feedback as a tool for growth and learning
- Comfort Zone
- Planning
- Trust
- Effective listening
- Willing & Able
- Competence = Attitude, Skills and Knowledge
- Feedback models
- Practise and reflection
- Feedback on your feedback.

Participants are challenged to test, try and enhance your new skills and reflect on how well (or not) they do between the two week break between workshops.

# Executive Coaching and Mentoring

CfOD's National Coaching Bench has a reputation for coaching excellence. It provides coaching solutions to some of Australia's largest organisations and numerous individual coaching clients. Our team of accredited coaches represents a wealth of experience and understanding. They come from diverse backgrounds, each with expertise in specific work environments and cultures.

There are few people who wouldn't benefit from a coaching relationship. It provides someone who takes time to listen and to guide you without any personal or political agenda other than your their organisation. Coaching will help you become aware of and realise your potential, providing a practical action plan for taking your performance to a higher level.

On an organisational level, coaching programs are often required at a time of

significant organisation growth or change. Companies that implement coaching programs are rewarded by a more effective, committed and focused workforce; their employees are more likely to feel supported and motivated and remain loyal to the organisation, which has a significant positive impact on the achievement of corporate and business outcomes.

In line with world's best practice, CfOD Coaching Bench benefits from the guidance of a Lead Coach (Mike Allen) who manages all aspects of our coaching programs. One of Mike's roles is the crucial matching of coachee to coach to achieve the 'right fit' and ensure that you get the maximum benefit from your coaching program.

To talk to Mike about your coaching needs, please ring Centre for Organisation Development on 03 9645 4466 or email [mike@cfod.com.au](mailto:mike@cfod.com.au)

## Manager as Coach

**Duration: 2 consecutive days and a 3<sup>rd</sup> day four weeks later**

Boost your effectiveness as a leader by inspiring and developing those around you. A "coaching style" is about understanding and applying influencing skills and is as useful for managers who manage projects as it is for managers who have direct reports.

### Purpose

The major focus of this program is to introduce managers to the theory and benefits of solution-focused coaching of their staff. The workshop activities enable participants to experience the benefits of this on the job coaching. The workshops will help you surface your tacit knowledge of and enhance your existing coaching skills.

### What you will learn

- Understand the difference between coaching and mentoring, training and counselling
- Understand the relationship between thoughts, feelings, behaviour and goal attainment
- Understand the role of values and self-belief in goal attainment and motivation
- Be able to set goals and develop realistic, personalised action plans
- Understand the difference between problem-focused and solution-focused approaches
- Be able to structure effective coaching sessions
- Use solution-focused techniques to enhance motivation
- Have practical experience of coaching through supervised role-plays.

## Section 4

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# Leadership

# CfOD Management and Leadership Strategies

The Centre for Organisation Development provides challenging and leading edge programs designed to build a sustainable leadership development model that translates the theory or the *knowing* of leadership into the demonstration or the *doing* of effective leadership.

It is well known that in order to operate successfully in a team environment, a strong sense of self and others is necessary. Through an understanding of personality differences and consequent differences in values, decision-making strategies, communication styles and management styles, participants will gain a significantly greater insight into their own behaviour and appreciation of their staff, managers and colleagues. They will also have the skills to vary their style to suit the motivation, likes and dislikes of each person they deal with giving greater flexibility and precision in their leadership and management practice.

To know oneself is a beginning, however, it is the ability to translate personal strengths into actions and integrate with broader corporate and community values which engenders a vibrant, fully functioning and leading edge organisation.

CfOD leadership and management programs:

- Capitalise on leadership talent and develop self mastery and insightful people management
- Encourage independent, systemic thinking towards innovative, leading edge practices across the department
- Create engagement through effective leadership
- Create a sense of pride and commitment for future leaders
- Create values alignment between individuals, departments and teams, the

organisation as a whole and the wider community in which it serves

- Move management thinking from silos and a focus on problems to sustainability, strategic thinking and a whole of organisation approach.

Whilst we tailor each leadership development program for the client organisation, working in unison with them to maximise the learning and development potential of participants, the following outline will give you an idea of the calibre of our leadership development strategies and training.

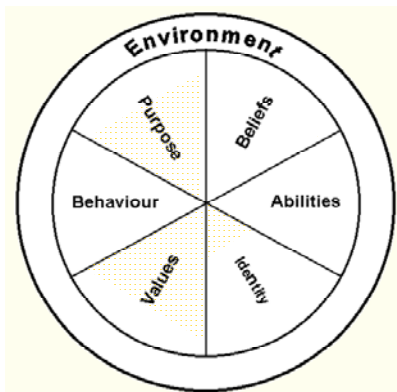
## CfOD Leadership Development Process

Below is a diagnostic process to illustrate ways to practise leadership skill development and take the leadership culture forward.

The value of this model is that it takes a whole of system view that can be used at the individual, team and organisational level. CfOD's Alignment Model includes the following broad elements:

- ↑ Environment
- ↑ Behaviours
- ↑ Capabilities and Skills
- ↑ Beliefs and Values
- ↑ Purpose
- ↑ Identity

These elements, whilst considered separately are intrinsically interdependent. The model is simple enough to be easily described and utilised by your managers to assess their own alignment to the corporate direction yet is complex enough to be helpful in the diagnosis of misalignment within parts of the system – such as a team.



Our experience shows that when a manager shifts their identity to encompass leadership, there is often a systemic change in behaviour, which highlights the need for skill development. When people see a need that fits their value system, change is inevitable. The paradox of this model is that it is both simple and complex – simple enough to be applied broadly and complex enough to address the most vexing issues.

### Effective Leadership Skill Development Training

Often senior level executives are promoted on the basis of their specialist expertise and not their people skills. Our programs introduce or re-introduce the relationship between self-mastery and effective leadership. Sessions explore ethical leadership based on an understanding of values and people skills.

We challenge individuals to think and act with foresight and encouraged to revise how they see the present and how they can create a preferred future for themselves, their teams and their organisation. They are encouraged to articulate a clear purpose for their own career and their teams. Values alignment at a personal, team and organisational level will be a focus while each person explores their leadership style and its impact on the work environment and the

people who work in it. There is also emphasis on the development of skills to evaluate, interpret and understand the complexities of the DOI environment within the wider community context. Sessions will draw from Systems Thinking, Behavioural Psychology, Mental Models, MBTI®, Spiral Dynamics® and Gestalt theory.

Participants also explore and focus on the capabilities required of a strategic leader in an environment where change is occurring at an ever-increasing rate. Vision, plus building a clear understanding of ones own values and achieving alignment with those of the organisation will enable participants to strike the balance between the drivers of change and the people involved and affected by it. We will explore various leadership archetypes and inform the content of these sessions with theory drawn from Jung, Bennis, Drucker, deVries, Covey and Wheatley – to name a few.

The programs provide an opportunity to explore the impact of personal values, how to forecast changes in deep values within the community and the organisation to predict and plan for future opportunities for DOI.

In any large-scale intervention such as this, there is the need to be acutely aware of small shifts in energy, attention and behaviour. As part of our methodology, we will support your strategic leaders to build the necessary calibration skills to enable them to notice these small shifts and then celebrate and embed them. This important skill will give you the ability to work with the natural flow of the emergent culture and consequently build on the resilience and sustainability of a high performing organisation.

The outcomes of this challenging and leading edge program includes building a sustainable leadership development model that translates the theory or the **knowing** of leadership into the demonstration or the **doing** of effective leadership.

# Effective Leadership Development

## **Duration: 2 consecutive days and a half-day one month later**

This highly practical and experiential program will introduce managers and leaders to the relationship between effective self management and effective people management. Sessions will explore ethical leadership and operational management based on an understanding of values and people skills. Participants will be challenged to think and act with foresight by encouraging them to rethink how they see the present and how they can create a preferred future for their teams and projects. There will also be emphasis on the development of skills to evaluate, interpret and understand the complexities of your work environment within the wider community context.

## **Purpose**

The outcomes of this challenging and leading edge program will include building a sustainable leadership development model that translates the theory or the knowing of leadership into the demonstration or the doing of effective leadership to being an authentic leader of people.

## **Who should attend**

This program is designed primarily for managers, team leaders and project managers who want to create a personal identity as a leader of people.

## **What you will learn:**

At the conclusion of this program it is expected that participants will be able to:

- Create a personal identity as a leader of people with a clear purpose and supportive belief systems
- Demonstrate strategic thinking in the development of systemic solutions and approaches to challenging situations
- Relate the impact of different leadership styles on team communication, customer service, staff motivation and organisational goals
- Identify the skills for managing resources, people and time, including the use of self management, delegation and feedback techniques
- Engage people in a team approach to change and innovate.
- Challenge their own and others' comfort zones with a view to assisting people to learn and make sustainable change
- Gain significant self awareness, skills for communicating with precision and behavioural flexibility in a range of contexts
- Experience values alignment – self, team, organisation and community
- Model appropriate leadership behaviour.

# Motivating Others

## **Duration: 2 consecutive days**

This session will bring together the learnings from E.I., M.B.T.I.® and learning styles and provide participants with both theory and experiential learning around motivating other and working in teams.

## **Purpose**

Participants will learn:

- The dynamics of group behaviour
- Group decision-making and communication
- Power and politics – the bases and sources of power
- Conflict, negotiation and mute group behaviour
- The coaching process and using G.R.O.W. model of coaching
- How to apply the learning from previous models to team building activities

- Managing self – personal mastery in the context of situational leadership
- Developing an identity as a leader who is also a follower.

## **Who Should Attend**

Leaders and Managers.

## **What you will Learn**

At the end of the module, participants will:

- Understand their own drivers
- Know how to influence with integrity
- Be comfortable handling conflict and negotiating sustainable outcomes
- Have had practice coaching using the G.R.O.W. model and setting S.M.A.R.T. goals
- Have the skills to create their own Personal Development Plan.

# Self Mastery through E.I.

## **Duration: 2 consecutive days**

To learn to lead others first we must learn to lead ourselves. Self-mastery is an ongoing process enabled by a series of strategies, techniques, concepts and models, using this lens of psychological type as the introduction to the mosaic of emotional intelligence.

The program will also explore the work done by Mayer and Salovey, the originators of the concept of E.I., through a series of experimental exercises and the completion of a self-assessment E.I. instrument.

This session will explore individual leadership style and identity and make appropriate links to the application of the concept of E.I. in the workplace.

## **Who should attend**

All those who want to understand their own leadership style and develop their strengths as a leader

## **What participants will learn**

- Mayer and Salovey E.I. instrument
- Mastering emotional skills
- The links between leadership and Emotional Intelligence
- MBTI® Self Assessment
- The four main ways of being in the world according to the world of type
- Understand what drives us an exploration of functions and temperaments
- Practical application of the concepts at work and at home.

*E.I and MBTI. Questionnaires are provided at cost.*

# Peer Learning Program

## What is Peer Learning?

A peer learning group is essentially a self-managed learning group, where participants are encouraged to work together in the first session to determine how they would like the group to operate.

Peer learning groups makes it possible for senior staff to learn more about managing and leading people through discussion with their peers in an safe, face-to-face small group environment, by:

- Sharing individual managing and leading experiences
- Reflecting on current and new approaches to managing and leading
- Networking and supporting each other in making effective change in managing and leading people
- Applying effective approaches and techniques for developing self and others in managing and leading people.

## How it works:

Department leaders and managers promote and encourage the peer learning facility internally and encourage all relevant staff to participate. Peer learning groups usually meet six times over a period of five or six months (i.e. every three to four weeks).

## Managers

- Participate in peer learning
- Encourage peer-learning as an on-the-job development option
- Support and assist staff to identify learning goals to take to peer learning sessions.

Each group elects a facilitator and a co-facilitator – who are provided with facilitation skills training.

## Facilitators

- Undertake 3 x half day training session in small group facilitation skills
- Ensure all participants have the opportunity to participate and contribute equally
- Assist participants to identify and define individual learning goals
- Encourage the group to self-manage discussions around agreed topics
- Research and provide information on agreed topics.

## OD and HR Staff

- Deal with logistics of inviting staff, coordinate meeting times, locations
- Debrief with Facilitators
- Monitor and evaluate the success of the program.

## CfOD's role in Peer Learning

- Provide 3 x half day facilitation skills training
- Debrief with Facilitators – usually half way through the program and at the end
- Assist to monitor and evaluate the success of the program.

As part of the process of building capability and supporting the facilitators and co-facilitators, a mid-program debriefing session and a wrap-up session at the end of the initial peer learning cycle (i.e. after 6 sessions) is included.

## Section 5

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# Strategic Thinking and Innovation

# Innovative Problem Solving

## **Duration: 1 day**

Solving problems in a creative manner can be the key to a more productive and satisfactory life for workers and managers in organisations. Problem solving is not easy for most people. It is like a journey into the unknown. It begins with a perception of a need for change or a sense that something is “not quite right” and moves through a series of thoughts, feelings, beliefs, interactions and solutions. Creative problem solving is as much an art form as it is a scientific process. It requires creativity, intuition and imagination. It also requires careful analysis, diagnosis and step-by-step action planning.

## **Purpose**

This program is designed to enable you to learn and apply concepts and techniques

related to an integrated approach to creative problem solving.

## **Who should attend**

Senior and middle managers, supervisors, staff - anyone wanting to improve their problem solving skills.

## **What you will learn**

This program will assist you to:

- Look at problems you face in new ways
- Identify an outcome for problem-solving efforts
- Acquire skills in developing novel solutions
- Identify how groups foster creative problem solving
- Develop an effective action plan for implementing creative solutions.

# Managing Complexity using Spiral Dynamics Integral (SDi®)

## Duration: 1 or 2 day

How do we lead in an increasingly complex environment? Intuitively, we know that solutions which have satisfied our life and work problems in the past are not working any more.

The emerging challenge for building resilience through sustainable teams and organisations is to see more – more patterns, interdependent parts, deeper solutions. A complexity approach can offer a new perspective to address our most vexing organisational questions.

Spiral Dynamics Integral (SDi)® is a framework for understanding the dynamic forces at work in human affairs. It provides a framework for exploring how our views of the world are developed and change over time and consequently how to manage change in a more dynamic and holistic way. SDi® offers a new perspective on:

- How do we organise, manage and lead to get the best performance?
- What are the emerging issues and trends that impact on the work we do?
- What is the nature of the people we lead and how does that impact on how we manage them?
- What change is required? and “Change from what to what?”

SDi® is a very practical and adaptive framework, used to manage the enormous complexity of transition in geo-politics as well as cultural change programs in major institutions, workplace development, counselling and coaching projects, and personal change programs.

## Who should attend

This program is designed for managers and executives who want to learn how to organise, manage and lead to get the best performance.

## What you will learn

- Understand what the emerging issues and trends are that impact on the work we do?
- Appreciate the nature of the people we lead and its impacts on how we manage them?
- Know what change is required and know “Change from what to what?”
- Understand complex adaptive systems and organisational culture
- Understand and use concepts and applications of Spiral Dynamics Integral - the theory and practice
- Apply the framework for strategic thinking, change and leadership
- Identify a system’s readiness for change (i.e. open, closed, arrested), and what to do about it.

This program is facilitated by Margaret Devlin, one of Australia’s most established SDi® practitioners. She is accredited to teach and apply the framework in organisations and has conducted workshops for over 1000 managers in government agencies and in some of the largest private companies in Australia.

*You can find more information on Spiral Dynamics and its applications under the Cultural Change section of the CfOD website at: <http://www.cfod.com.au>*

# Horizons for Growth (Appreciative Inquiry)

## **Duration: 2 consecutive days**

This session will be a two-day strategic visioning workshop that will use the process of Appreciative Inquiry to establish a range of growth strategies for participants.

Appreciative Inquiry (A.I.) assumes that every living system has untapped, rich and inspiring accounts of the positive. It holds that these stores, these experiences, when systematically explored and shared, release positive energy and insight into how a system functions. At that this kind of energy and insight is vastly superior to the kind of energy and insight achieved through negotiation, criticism, spiralling diagnosis associated with problems and deficit-based approaches to change.

Appreciative Inquiry is both a practical philosophy of being in the world at a day-to-day level and a highly adaptable process for engaging people to build the kinds of organisations and world that we want to live in.

As a practical philosophy, AI invites a person to choose to seek out and inquire into that which is generative and life-enriching in their own lives and in the lives of others and to explore the attendant hopes and dreams for the future. As a process for engaging people to build the kind of organisations and world that they want to live in, AI involves systemic discovery of what gives a system "life", when it is most effective and capable in economic, ecological and human terms and weaving that new knowledge into the fabric of the organisation's formal and informal infrastructure.

Appreciative Inquiry is the art and practice of asking questions that strengthen a system's capability in positive ways that enable the system to re-conceptualise its purpose, principles and design that enhance its most generative forces.

Participants will develop growth strategies at an individual, team and organisational level.

# Transformational Leadership

## **Duration: 2 consecutive days**

This module will explore the leadership implications of being a change agent.

Participants will be given an insight into and an opportunity to workshop case studies that explore:

- Forces for change
- Managing planned change
- What can change agents change?
- How successful are change programs?
- The myth of managing change
- Resistances
- Emotional response to change
- Approaches to change
- An Organisation Development approach to dealing with emergence.

## **What You Will Learn**

At the end of this module, participants will be able to:

- Describe forces that act as a stimulus for change
- Define planned change
- Deal with complexity and ambiguity
- Operationalise techniques to overcome resistance
- Deal with the four emotional stages people experience in response to change.

# Strategic Planning and Leadership

CfOD provides a range of facilitated strategic planning sessions, from half-day renewal sessions to fully coordinated weekend retreats.

These sessions allow managers and staff to review the current situation, analyse future opportunities and prioritise key strategies for the future. We encourage managers and staff to think strategically and beyond their own operational areas to:

- Create a shared and compelling vision for future
- Develop a meaningful mission statement and supporting values
- Do a reality check of the current situation (SWOT and PEST analyses)
- Identify key result areas
- Develop strategies and key performance indicators
- Think strategically and be aware of the 'weak signals' which may amplify and impact on the success of the team, department or organisation.

Facilitated Strategic Planning session also assist in:

- Team building
- Clarifying roles, responsibilities and role boundaries
- Developing processes to evaluate team performance
- Building collaboration, trust and mutual respect in the team
- Building strategies for future professional and team development
- Having a fun, enjoyable and meaningful experience.

The benefits of facilitated strategic planning sessions are many. They provide an opportunity to renew your focus, gain greater clarity and work more effectively towards fulfilling your organisation's vision, which will add value to your services, build a highly functioning team and a sustainable future for your organisation.