

ODSPOT

Centre for Organisation Development *Newsletter*

Summer 2003

**\$14MILLION
AT DOCKLANDS**

TO ACCELERATE LEARNING

LEADING INNOVATION AT TAFE

Automotive Centre of Excellence



The Bracks Government has invested \$14million in stage one of the state-of-the-art Automotive Centre of Excellence to be located in the heart of Melbourne's Docklands.

The planned training and industry facility, the first of its kind in the southern hemisphere, is a response to the significant changes in the automotive industry over the past decade.

At the announcement of stage one funding, Education and Training Minister, Lynne Kosky, said the centre would consolidate Victoria's leadership position in automotive industry training.

"Victoria is the home of Australia's automotive industry, accounting for more than 51 per cent of the jobs in the industry, 58 per cent of its production and more than 54 per cent of its exports."

"This centre will place Victoria at the forefront of automotive training in Australia and South East Asia," Lynne Kosky said.

The automotive industry is a key employer in the manufacturing industry in Victoria and Australia. Given the importance of the automotive industry to the local and national economy, and its strong links to the wider manufacturing sector, the benefits resulting from developing the innovation capabilities of the industry are significant.

"The Government has worked closely with major car manufacturers and the Victorian Automobile Chamber of Commerce to establish the facility, which will consolidate and expand automotive training currently delivered at Kangan Institute of TAFE," said Lynne Kosky.

Kangan Batman is the only TAFE provider that delivers all of the programs servicing the automotive industry. Currently training is spread over two campuses, in Coburg and Richmond.

CEO of Kangan Batman TAFE, John Parish said that this funding provides a way forward for the automotive industry in Australia.

"...we are excited that a way forward for the automotive industry has been identified."

"While a lot of capability is present in Victoria to support the development of the automotive industry and contribute to its knowledge base, much of this capability is fragmented"

Plans for the centre include the establishment of conference and meeting facilities for the industry. It will eventually provide a range of education, training and research and development activities, which respond to the changing needs of the automotive industry and manufacturing.

In the immediate future, Kangan Batman TAFE will establish a high-level industry-based management group to assist in the establishment of a business plan to oversee the operations of the non-TAFE aspects of the centre.

"The industry is becoming increasingly high tech. It already relies on and will continue to rely on a supply of well-trained and adaptable people able to work in innovative and world class workplaces," said Mr Parish.

Docklands new Automotive Centre of Excellence will provide the current and future skills and the technology needed as the industry grows and changes into the future. It will draw on expertise from leaders within the automotive industry to work with the government to deliver automotive training excellence. The project is expected to take two to three years to complete.

The Centre for Organisation Development is proud to have an ongoing relationship with Kangan Batman TAFE in the development of their leaders and in supporting the change process to reframe their future.

Contact Us

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- To enquire about our services
- To join our mailing list

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Was It Good For You? CfOD's Client Feedback Survey

Newest member of the CfOD team, Anne Stasiak, will be conducting our Client Feedback Survey over the next few weeks and will use the results to help determine future business development strategies for CfOD.

With qualifications in HR, career counselling and management, Anne has been able to marry the theoretical with the practical and has held a range of positions, including Department Manager, Project Manager, Program Co-coordinator, Learning and Development Consultant and HR Consultant.



A key interest of Anne's is in helping organisations embrace how vocational education and training can make a difference to their productivity and customer satisfaction. Anne says:

"In completing this survey, I will have the opportunity to learn more about CfOD and its client relationships. Getting an honest appraisal of what is working and what can be improved is very important in informing a sustainable business strategy."

Some of you will be hearing from Anne over the next few weeks and we would like to thank you in advance for your cooperation, frank feedback and time.

BOOK REVIEW

The Mentor's Guide: Facilitating Effective Learning Relationships

By Lois J Zachary

For those interested in exploring mentoring as an effective learning technique, Zachary's text would make a valuable addition to their library.

Thoughtful and rich with advice, the book explores the process of mentoring and presents practical tools for facilitating the process from beginning to end. Readers learn how to assess their own readiness to become a mentor and how to establish a mentoring relationship.

The book includes the 'how-tos' but is not merely a recipe book. The processes outlined are based on the author's own extensive experience as an adult educator and are solidly grounded experientially. Zachary's sensitivity to the need for mentor preparation avoids the common trap in many 'how-to' books, i.e. building an assumption in the unwary reader that if you follow the prescribed steps you will produce a quality outcome.

Zachary clearly reminds us that mentors are most effective when we are self-aware and present rather than focused on transferring our knowledge and insight through our filters. Our role is to give constructive feedback to the mentee, build the mentees competence, inspire confidence and deliver an enriched learning experience.

The 'Mentor's Guide' is a valuable and meaningful description, or reminder that mentoring is a learning relationship that focuses on learning goals, not a hierarchical student/master relationship.

The book contains numerous illustrations and examples, and managers, teachers and leaders from any profession or educational setting can successfully navigate the learning journey, by using hands-on worksheets and exercises.

Lois J Zachary is a specialist in adult development and learning and principal of Leadership Development Services, USA.

Name: The Mentor's Guide: Facilitating Effective Learning Relationships

Author: Lois J Zachary

Publisher: Jossey-Bass, July 2000

ISBN: 0-7879-4742-3

Also available to borrow at CfOD library

Choosing BUSINESS LEADERS with Integrity by Kenny Moore

Here is a humorous and engaging article that gives you five creative tests to determine if the executives you work with have integrity.

Before I came to work in corporate America, I spent 15 years in a monastic community as a Catholic priest. Actually, the work's proven to be quite similar, only the pay's now a lot better.

With all the recent scandals plaguing the business world, the question of integrity often arises: How can I tell if an executive is trustworthy? What are the signs to look for in promoting leaders in this new era of doubt and suspicion?

With 20 years in the workplace, here's my litmus test for gauging executive credibility and trust.

1 How do they treat waiters?

Character is revealed by how we treat those with no power. Watch how executives act around those who have a vulnerable stature in the community.

2 Can they pass the "Carl Sandburg test"?

Carl Sandburg, the Chicago poet was the champion of the common man and woman. Pay attention to how executives relate to the people who make up the rank-and-file of organisations. These are not your high potentials that are chauffeured away for Executive Development: they're the ones who do the chauffeuring or stay behind and get the work done. Corporate success resides in engaging their passion and commitment.

Look closely at how executives treat their staff. Do they talk with them and invite them to any of their employee meetings? It gives me hope when I see my leaders authentically relate to our entry-level workers. If it were up to me, Sandburg's *The People, Yes* would be required reading for climbing the corporate ladder. I believe most of the world would respond favourably to a CEO who could quote poetry.

3 What's their "interior" business conversation?

Part and parcel of business life is making decisions. Whenever I can, I listen for the hidden dialogue that's used in pondering and resolving ethical business issues. What goes into the executive's moral judgment-call? Is it only about profit, sales and career advancement? Is there any semblance of an 'interior life' that exists within this business leader? Is there some consideration of purpose, meaning or legacy? Was some thought given to corporate values, ethical principles or (God forbid!) employees' feelings?

4 Do they occasionally see themselves as part of the problem?

All man-made systems are flawed and full of mistakes. As long as organisations are comprised of people, they're not going to be infallible institutions. The revealing executive question is: "What is your contribution to the problem that you've come here to explain away?" If they see none, then we're in for trouble. Business leaders need to create the environment for surfacing flawed practices and taking decisive action.

5 Can they make the workplace friendly for artists?

My favourite definition of integrity is '... a firm adherence to moral and artistic values.' The moral part of this discussion is obvious. The artistic side often gets lost in business. Executives can't rely solely on accountants and engineers to safeguard the integrity of our corporate institutions. We need artists to complement their efforts. They are the ones who have the language, mythology and requisite skills for building the spiritual side of business. Just as we look to our internal 'adult' or moral direction, we should look to the poets, painters and mystics in our places of work to shore-up the frailty of the human condition in the marketplace.

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Kenny Moore is Corporate Ombudsman and Human Resources Director at KeySpan, a New York City based energy company with 13,000 employees.

The art of creating FOLLOWERSHIP

No leader can achieve their goals without the efforts of others. Unfortunately, many leaders, even the brightest, determine an outcome, tell people what they require for the desired results and then expect it to happen. The reality is that people will only do what their minds and emotions tell them to do, not necessarily, what the leader tells them.

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One of the most important principles of leadership is that the follower provides the motivation. No leader can motivate others: they

can only cause followers to motivate themselves. An individual's efforts are for personal satisfying reasons and the accomplished leader is adept at reading and feeding their followers' needs in a way that optimises the organisation's success.

Leadership skills, like management skills, can be learned and improved; however, learning the subtle technology of leadership requires dissatisfaction with the status quo, a belief that one's leadership could be better. Learning leadership means facing negative feedback, the discipline of trying new approaches and the awkwardness of new behaviours.

Yet, the rewards far outweigh the costs. Releasing the energy and motivation of your followers opens new opportunities to transcend internal conflicts and to form a team of aligned followers that are prepared to fight the big battles, opening new opportunities; inevitably resulting in bottom line improvements.

Take the time to find out what is in the follower's mind concerning their situation and how they perceive you. In particular, you must know what they perceives as negative, for this is your most valuable information. A person's criticisms can tell you more about their needs and goals, than it does about your performance as leader.

To be a powerful leader, you must present your 'leaderself' to others, rather than your natural self.

To be a powerful leader, you must present your 'leaderself' to others, rather than your natural self. Good leaders do not always do what comes as a natural expression of their personalities. They fit the leader role rather than make the role fit them. It is amazing how much poor leadership occurs because leaders do what comes naturally from their personalities rather than what is needed to be effective.

Leaders with perceptual agility see the world as others see it.

A true leader also needs perceptual agility. This is the skill of listening, thinking, and analysing outside of your own frame of reference.

Leaders with perceptual agility see the world as others see it. Operating from one's own frame of reference is a severe limitation to accurately reading follower's needs.

Once the information is flowing, and the leader has developed the perceptual agility to map the mental terrain, they must create need-goal alignment. Linking the follower's needs to a goal taps into the follower's own rich source of motivation and commitment.

As your organisation grows or changes, be entrepreneurial about developing your leadership skills so that they are deliberate, professional and based in self-awareness. Manage your leadership development. Don't take it for granted that what comes naturally or feels comfortable will always be good leadership. Remember, if people aren't following, you're not leading.

Adapted from Farr Institute's study on leadership/followership.

NEW CONTRACTING DIVISION FOR CfOD



CfOD has recently established a contracting division, adding to its suite of OD services.

The division, headed by **GIUSEPPE STRATI**, provides a range of expert contractors in areas such as process improvement, human resources, organisation development and project management.

Giuseppe has designed and implemented policies and procedures for major companies, here and overseas. He is currently on assignment for CfOD with the Country Fire Authority (CFA), to pilot the Investors in People Program at the Westernport Region.

"The Investors In People program is proving to be very positive for the CFA, which has in excess of 60,000 members, predominantly volunteers. The Westernport region alone is made up of 150 career staff and over 1500 active volunteers."

"The focus of the program is a strategic review of training and development practices, using world's best practice. The review focuses on the development of internal competencies and is driven by staff champions, to ensure the cohesive adoption of the implementation phase," said Giuseppe.

Ultimately Giuseppe aims to ensure, through his expert guidance, a greater level of commitment and ownership of the program tailored to the unique characteristics and cultural dynamics of the CFA.

6th Biennial Conference of the AUSTRALIAN ASSOCIATION FOR PSYCHOLOGICAL TYPE

by Andrew Macdonald

Delegates travelled from the USA, Canada, Finland, Sweden, New Zealand and across Australia to attend the 6th Biennial Conference of The Australian Association for Psychological Type (AusAPT) in Manly, NSW on 19 to 22 September.

Keynote speakers Linda Berens (USA), Marci Segal (Canada) and David Russell (Australia) spoke to the theme of 'Working Creatively with Type and Temperament', from their perspective of temperament, creativity and Jung, respectively. Joining them was the ever-popular Otto Kroger (USA); author of many leading 'type' publications.

The 2004 AusAPT National Conference will be held in Victoria, when Otto Kroger will return as a keynote speaker.

For more information, contact Andrew Macdonald at CfOD.



ARE YOU MAKING A DIFFERENCE?

by Margaret Devlin Managing Director Centre for Organisation Development

At a plenary session held recently at the International OD conference in Montreal, author, OD consultant and social reformer, Margaret (Meg) Wheatley posed these challenging questions to an audience of 500 OD professionals. You may find them thought provoking too:

- Who are you serving as an OD (or other) professional?
- What is happening to people's fear levels?
- What is the consequence of so much uncertainty?
- What wisdom are you able to steward?
- Can you claim the authority to speak about the things that are important to people?

"What would it feel like to be listening to each other again about what disturbs and troubles us? About what gives us energy and hope?"

Meg Wheatley

In light of current world and local events, it is easy to become overwhelmed by the complexity and scale of the issues and retire from involvement or input to possible solutions. The challenge for all of us holding leadership positions is to maintain focus on what we can do to make a difference and have a voice.

In organisations, I often see managers struggling to manage competing priorities and complex human issues, who find it easier to bury themselves in bureaucracy or technical matters. A common result of this avoidance strategy is that relationships and strategic thinking are relegated to a less

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important status.

As leaders in organisations, whether it is in OD or any area, a simple technique to 'make a difference' and have an impact, in fact to change the world is, according to Meg Wheatley, to start listening to one another again.

She says, "Simple, honest, human conversation. Not mediation, negotiation, problem-solving, debate, or public meetings. Simple, truthful conversation where we each have a chance to speak, we each feel heard, and we each listen well."

"Conversation is the natural way we humans think together. We may have forgotten this, or no longer have time for each other, but it is how good thinking grows into actions that create real change."

"What would it feel like to be listening to each other again about what disturbs and troubles us? About what gives us energy and hope, about our yearnings, our fears, our prayers, our children?"

One of the presuppositions of our leadership program is: 'for things to change first I must change.' Let's start really listening to each other. It's actually quite simple.

For more information about the work of Meg Wheatley see www.berkana.org

ODSpot is a forum for discussions and issues relating to Organisational Development. We will highlight your workplace initiatives, innovative programs, industry developments, academic research and practical tips.

ODSpot welcomes your feedback, ideas and contribution. Please send comments, letters and articles to fiona@cfod.com.au.

We look forward to hearing from you!

OD Group Meetings

CfOD has a specialist group that focuses on Organisation Development.

Meeting every six weeks at CfOD's offices at Pier 35, the OD Group provides a space for professionals to share ideas and experiences.

The group meetings take place in an informal but structured environment and offers facilitated discussions, academic presentations, workshops, professional development and a valuable support and career network.

If you are interested in learning more about the OD Group, or would like to receive information on upcoming events, please contact CfOD on 03 9645 4466 or email info@cfod.com.au.



Maria Sancio-Bell

Our next OD Group will be a conversation with Telstra's Group Manager of Leadership & Management Development, Maria Sancio-Bell, regarding Telstra's journey to developing a leaderful organisation.

We look forward to seeing you on 26 February.

A Leading Question...

What do a well-known national insurance company, several metropolitan municipalities, two large TAFE institutes and the largest public company in Australia, namely TELSTRA have in common?

They all have an active process and a partnership with CfOD for developing their leaders.

In the next edition of our newsletter we will continue to explore issues of leadership, leading, followership and following and their implications for the success and development of positive cultures in organisations.