

ODSPOT

Centre for Organisation Development **Newsletter**

Winter 2004

CfOD Assists with Department's Initiative

LODDON MURRAY YOUNG WORKING PEOPLE'S PROJECT



Many of you will be aware of the problem rural communities face in attracting and retaining young skilled working people. To find out what young people wanted and needed in order to stay in one rural area, the Loddon Murray region, the

Department of Primary Industries recently hosted six workshop forums, bringing together young working people from a wide range of industries and backgrounds from across the region.

Andrew Macdonald, Manager of Corporate Services at CfOD was asked to assist in the facilitation of the forums and was guest speaker, alongside Sue Mackie of the de Bono Institute of Melbourne, at a dinner to coincide with the launch of the Loddon Murray Community Leadership Program.

Andrew, who presented an overview of the findings of the forums during the event, said that whilst the project was designed and facilitated by the Department, ideas and activities discussed in the workshops were owned and led by community members.

'In the workshops, participants were encouraged to explore what things are good about their community, so that we could build on those aspects. Too often projects of this nature focus on what is wrong and needs to be fixed, rather than what is right and good,' he said.

'One of the major themes of discussion was relationships. The workshops brought up fundamental questions that I think we often consider too basic to explore. Questions like, "How do I meet friends?" or "How do I fit in here if I don't play sport?" It is by exploring these questions that we get to the essence of what needs must be fulfilled if we are to attract and retain young people in the rural communities.'

Other issues raised during the forums included the need for improved rental opportunities, improved childcare facilities and improved entertainment and fitness facilities.

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Andrew believes that the young people who participated in the forums have already increased their sense of belonging to their community by meeting new and likeminded people from their area, but there needs a change of mindset across the entire community to really tackle the issue.

'Many people comment that we need more people in the region, more diversity, but then don't look beyond established groups to see the people on the fringes who are trying to get in,' said Andrew.

'We can all choose to make a difference, to go up to someone we don't know, introduce ourselves, particularly if they are new to the area – for as the program demonstrated, big things happen from starting conversations.'

The Loddon Murray Young Working People's Project Forums is the initiative of the Department of Primary Industries. The DPI's Community Capacity Officer, Amity Latham, coordinated the project. Funding was provided by the Department of Innovation, Industry and Regional Development, along with support from Gannawarra Shire Council Drought Recovery Fund, The Northern Times and MIXX-FM radio.

If you would like to know more about youth-focused community building programs, please contact Andrew Macdonald at CfOD on [61 3] 9645 4466 or andrew@cfod.com.au



Contact Us

- To receive a copy of our new services guide
- To enquire about our services
- To join our mailing list

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info@cfod.com.au

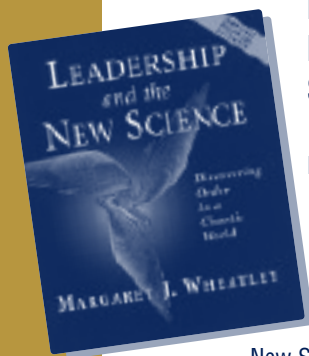
phone
[61 3] 9645 4466

fax
[61 3] 9645 4377

Centre for Organisation Development Pty Ltd
Pier 35, Lorimer Street
Port Melbourne 3207

www.cfod.com.au

BOOKS from the CfOD library...



LEADERSHIP AND THE NEW SCIENCE: Learning About Organization from an Orderly Universe

Second edition, Berrett-Koehler Publishers Inc. ISBN: 1-57675-119-8 (pbk)

Is there a simpler way to manage complex organisations in this turbulent business environment where chaos prevails? Dr. Margaret J. Wheatley is certain there is.

Her pioneering book, *Leadership and the New Science* looks at organisations through the lenses of biology, chemistry, chaos theory and quantum physics. It is a great introduction to an Organisational Development approach to business, with powerful insights for transforming how we design, lead, and manage organisation.

In the book, Wheatley explores the reasons for the apparent failure of many of today's managers to understand the nature of organisations. By drawing parallels with new science, she challenges the traditional assumptions of organisations and leaves the reader with alternatives. She explains how to share information to empower people and organise tasks; and how developing

relationships energise teams and helps achieve peak performance. This is all done through an exploration of ways of thinking rather than an instructional how-to-do approach.

When *Leadership and the New Science* was first published in 1992, it was hailed by critics as a groundbreaking work. Named at the time as "Best Management Book of the Year" by *Industry Week*, it was considered a must-read for progressive HR managers.

Popular as the first edition of the book was, many people felt intimidated by the scientific references and, in the revised edition, Wheatley has restructured some of the more challenging concepts with anecdotes, insights and explanatory material, to make them accessible to a broader readership.

Leadership and the New Science is available to borrowers from the CfOD library.

stories from the field

Inaugural OD Group Conference 2004

30 July 2004 Melbourne Exhibition and Convention Centre

We hope you enjoy our newsletter insert, giving you details of the OD Group Conference and our speakers.

We are delighted with the number of registrations we have received so far. If you haven't booked yet, we advise you to do so now, as there are a limited number of places still available.

Apart from an impressive array of inspiring speakers and representation from OD course providers RMIT and Swinburne universities, there will be a number of key organisations represented at the conference, including the Australian Centre for Educational Research.

ACER began in 1930 and has a long history as a provider of training and educational resources to professional practitioners and policy makers. Today, ACER is one of

Australia's leading educational research centres, committed to creating and distributing research-based knowledge, products and services to improve learning across the lifespan in both formal and informal settings.

ACER Press is keen to enlist new authors to expand its resources for OD professionals. They are particularly interested in manuscripts that put theory into practice, and help professionals to develop and implement their skills and knowledge. Anne Peterson, Publishing Manager at ACER, will be attending the OD Conference, to talk with potential authors.

To find out more about the Inaugural OD Group Conference, please refer to the brochure enclosed with this newsletter, telephone Edwina the CfOD office on [61 3] 9645 4466 or email edwina@cfod.com.au

Introducing MARK MOORE & TEAM MANAGEMENT SYSTEMS® (TMS)



Mark Moore, one of CfOD's most popular consultants, has 17 years experience helping

managers get the best out of their teams, and is an accredited practitioner of the internationally recognised Team Management Systems® (TMS).

'It's all about understanding people's work preferences,' said Mark. 'People tend to perform better in those areas that match their work preference. The instrument is tremendously versatile and helps individuals, teams and organisations enhance performance in many areas.'

TMS is considered by many to be the foremost integrated system of work-based assessments and feedback instruments in the world. It supports individuals, teams and organisations to effect positive, lasting change and achieve higher performance in the workplace. Written and designed in

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Australia by Charles Margerison and Dick McCann, it is used in 79 countries and has been translated in ten languages. The instrument is validated by an extraordinary amount of international research and data collection on over 151,000 managers from more than 119 countries.

As well as accreditation in TMS® Mark holds a Certificate IV in Workplace Training and Assessment and is an accredited administrator of the Myers Briggs Type Indicator® (MBTI®) and DiSC™. He also holds degrees in Economics and International Politics.

In addition to these formal qualifications and his consulting experience, Mark has worked in senior human resources positions, giving him the ability to personally relate to the challenges of both managers and staff in organisations.

Mark has designed and delivered many practical workshops for various metropolitan councils, the Department of Natural Resources and Environment, and companies such as Ansett Australia, Cable and Wireless Optus, Peregrine Adventure Tours, Jetset Travel, Westpac, Fosters, Carlton United Breweries and CSL.

Mark has a highly engaging style and a wonderful sense of humour. He has a real talent for making people feel at ease, making their learning experience relaxed, fun, outcome-focused, and worthwhile.

If you would like to know more about Team Management System®, please contact CfOD on [61 3] 9645 4466.

The Peer Support Program **is Live!**

After more than eighteen months of development and customisation, the Local Government Peer Support Program is now live online!

This online application contains all the elements of a traditional mentoring program but automates and streamlines the process. Features include automated matching of mentees and mentors, automated mentoring agreements, and a range standard forms and emails.

There are seven Charter Members Councils in the Local Government Peer Support Program: City of Port Phillip, City of Frankston, City of Greater Dandenong, City of Manningham, Cardinia Shire, City of Yarra and City of Greater Geelong.

Thirty-eight mentors are already enrolled. All mentors are given comprehensive training and support, and CfOD has now conducted mentor-training sessions for most of the Charter Member Councils.

The training sessions outlined the values and benefits of mentoring, how to establish the mentor/mentee relationship, developing a mentoring agreement, learning styles, setting goals and conflict resolution. Participants (mentors) have evaluated the training sessions very positively.

To find out further information about the Peer Support Program, visit the Local Government Peer Support Program section of our website – www.cfod.com.au and take a tour of the online program.

The Online Mentoring™ application that facilitates the Local Government Peer Support Program can be adapted for any sector or large organisation.

If you would like to find out how your organisation can build capability with an online mentoring program, please call CfOD on [61 3] 9645 4466 or email edwina@cfod.com.au



the issue of **COURAGE**

by **Margaret Devlin** Managing Director, Centre for Organisation Development

In spite of the myriad change models around, when implementing change, there are two constants – one is having a clear purpose or outcome and two is the courage to take action. In my discussions with organisational managers and leaders, the issue of courage always generates interest.

The question I ask to stimulate the conversation is, *'When have you demonstrated courage at work?'* Considering the question will arouse all kinds of memories, which invariably involve taking action in spite of the odds – taking a risk.

Stories are exchanged which tell of the courage to take charge, to stand up and make a tough decision, to challenge and engage in a risky conflict, and to champion change in spite of the limitations of authority. There are also the more heroic stories where people have taken a strong moral stand, which has involved taking a serious action that has marginalised them or even made it difficult to remain in the organisation at all.

It is at this point that many people, who would normally consider themselves quite ordinary, realise that they are in fact quite courageous – a term previously perceived to be reserved for stars and heroes. The insight shared is that courage is more easily seen after the fact. In other words people rarely consciously decide to be courageous.

I also see courage in those who will be true to themselves – open to the point of vulnerability. It is evident in those prepared to display their passion, promote a creative new idea, or follow a vision in the face of criticism. In some people, their courage is displayed in listening to others with humility,

initiating a challenging performance conversation or in acknowledging that they are wrong. It is also courageous to be willing and open to learn new ways of being in the world.

There is of course a corollary of courage and this question also raises interest and discussion amongst managers and leaders. Any virtue taken to an extreme and used in the wrong situation can become a vice, says Ira Challeff, author of *The Courageous Follower*. Courage used to excess becomes recklessness – a power game more focused on glory for the individual than any greater good. What then is the absence of courage? The obvious and easy answer is cowardice seen all too often in managers and leaders in their deliberate avoidance of dealing with the 'tough' issues. The more challenging answer is collusion.

If you know that something is wrong and do nothing then consider that you may in fact be colluding with it. If you work in a culture that quietly condones inappropriate behaviour, dishonest practices, irresponsibility, unnecessary censorship, blind obedience, or abuse of any kind, then consider the ethical consequences and your own moral health if you stand by and do nothing or worse, comfort yourself that you are doing something by quietly complaining. As Edmund Burke said, *"The only thing necessary for the triumph of evil is for good men to do nothing."*

Ultimately demonstrating courage at work may simply be calling inappropriate behaviour or putting the difficult issue on the agenda for open discussion. Courage does not always mean we have to solve the problem, just that we face it.

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 **Update**

The OD Group meeting on 31 March was an interactive discussion exploring the implications of people's capacity to deal with turbulence.

It was a stimulating and thought provoking group discussion, with a high level of engagement from all participants, who offered insights, comments and strategies for coping with turbulence.



There was also a wonderful response from participants to our 12 May meeting on

Talent Management, facilitated by CfOD Consultant Elaine Sowerby. It was interesting to discuss different understandings and parameters of Talent Management, where the focus stays firmly on the person doing the job, rather than the job itself.

The next OD Group meeting is on 23 June and is entitled 'What does Buddhism teach us about Leadership.' This will be a facilitated discussion around the revelations of Buddhist teaching.

The OD Membership Group was formed in 2001 to provide an

informal meeting space for people who have an interest in OD to share ideas, concepts and experiences in a collegiate environment. Annual membership gives access to the extensive CfOD OD library as well as discounts on public events, such as our upcoming OD Conference on 30 July.

Casual attendance is also encouraged for people who are unable to attend all sessions. To find out more about the OD Group please contact edwina@cfod.com.au or telephone our office on [61 3] 9645 4466.