

ODSPOT

Centre for Organisation Development *Newsletter*

Spring 2005

highlights

OD Professionals Conference 2005 Stories from the field Creating sustainable cultures in organisations

This year's OD Professionals conference, held on 5th August at the Carlton Crest Hotel, Melbourne was an outstanding success. For those of you unable to attend, here are some photos from the event.

The theme of this year's conference was 'creating sustainable cultures in organisations'. It brought together leading OD visionaries and practitioners in a series of lectures, workshops and discussions, to explain what has and can be done to make organisations more sustainable.

The conference brought the Australian OD community of practice together to discuss and debate emerging issues in organisational sustainability. Feedback indicates that everyone who attended enjoyed the opportunity to hear a variety of perspectives and argue their point of view.

Keynote speakers were **Christine Nixon**, APM, Chief Commissioner of Police for Victoria (pictured right) and **Dexter Dunphy**, Distinguished Professor, University of Technology, Sydney.



Christine Nixon gave an invigorating and inspiring opening presentation, telling the audience of the process of cultural change that has occurred within Victoria Police.

Dexter Dunphy gave a call to arms to all OD Professionals, saying they have the opportunity to lead a change towards the creation of sustainable cultures in organisations.



Other guest speakers included the irrepressibly entertaining **Warwick Heine** Public Policy Analyst and Management Consultant, who spoke about 'Human Capital in a Changing Environment'; and



Les Pickett, Chief Executive, Pacific Rim Consulting Group who talked about a global HR study and its findings on leadership qualities and effective leadership.

Dr Tony Stapledon, Research Director, Institute for Sustainable Futures, University of Technology Sydney, explained how to use the office as an intervention tool for sustainability; Steve McDonald from Transcendence Pty Ltd spoke on practical spirituality and integral OD; and Dr Gillian Kay, Manager, Organisation Development, City of Kingston talked about internal consulting at Kingston. Jacqueline King from ACTU kindly stepped in to talk about Rights at Work when Sharan Burrow had to cancel at the last minute.



Returning from last year's conference were popular pracademic, **John Batros**, Lecturer in Organisation Dynamics, Australian Graduate School of Entrepreneurship, Swinburne University who gave participants a Gestalt perspective on paradox and presence in sustaining change and **Roland Naufal**, CEO of Villa Maria Society who shared more insights about alternatives to management by measurement in human service organisations.



The Key Sponsor and an exhibitor at the event was DPA Australia. Other exhibitors included McGill's bookstore, Swinburne University Australian Graduate School of Entrepreneurship, API Leisure & Lifestyle and Wine by Design.

The OD Professionals meet every six weeks. Meeting are informal and give those working in the field the opportunity to share new ideas with peers and to discuss professional issues with those of similar interest and experience. To find out more about the group's calendar of events, please see the back page of ODspot.

To find out more about the group's calendar of events and to see more photos from the conference, please turn to the back page.

Contact Us

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BOOKS from the CfOD library...

PRESENCE: HUMAN PURPOSE AND THE FIELD OF THE FUTURE

By Peter Senge, C. Otto Scharmer, Joseph Jaworski and Betty Sue Flowers

Published by: Nicholas Brealey, United Kingdom ISBN: 1857883551

How would the world change if we learned to access, individually and collectively, our deepest capacity to sense and shape the future? This is just one of the questions posed by the authors of a book that combines unusual personal honesty with rigorous critical thinking.

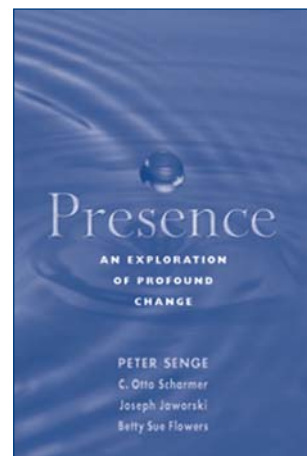
Presence: Human Purpose and the Field of the Future gives the reader an intimate look at the development of a new theory about change and learning and introduces the idea of "presence" a concept borrowed from the natural world that the whole is entirely present in any of its parts.

In wide-ranging conversations held over a year and a half, the coauthors explored their own experiences and those of one hundred and fifty scientists as well as social and business entrepreneurs in an effort to explain how profound collective change occurs. Drawing on the wisdom and experience of, amongst others, Brian Arthur, Rupert Sheldrake, Buckminster Fuller, Lao Tzu, and Carl Jung, *Presence* proposes that by encouraging deeper levels of learning, we create an awareness of the larger whole, leading to actions that can help to shape its evolution and our future.

This astonishing and completely original work goes on to define the capabilities that underlie our ability to see, sense, and realize new possibilities – in ourselves, in our institutions

and organisations, and in society itself – and is both revolutionary in its exploration and hopeful in its message.

Peter Senge is author of the widely acclaimed *Fifth Discipline* series and is globally recognised as one of today's most innovative thinkers in management and leadership. Otto Scharmer is a lecturer at the MIT Sloan School of Management. Joseph Jaworski is author of the critically acclaimed *Synchronicity: The Inner Path of Leadership*. Betty Sue Flowers is the director of the Johnson Presidential Library and Museum.



This book is available to OD Professionals members from the CfOD Library.

Have you read a book that you would like to review or recommend for review in ODSpot? If so, please contact fiona@cfod.com.au

Facilitation Skills

Effective facilitation rarely comes naturally

This 2-day program will assist you to learn the skills to manage the multiple roles of a facilitator and the complexity of group processes and structures. Sessions are highly experiential and include group work, practice facilitation and theoretical input.

Dates: October 10 and 11
November 14 and 15
December 8 and 9

Coaching for Results

Develop a 'coaching style' of management

A fast-paced, 1.5 day introductory course that will enhance your staff and client relationships and improve performance. The course provides participants with 'real' skills that can be immediately applied into the workplace and includes a free one-on-one coaching session.

Dates: 19 October and 16 November
2 November & 1 December

Places for both courses are limited. Book early on **03 9645 4466** or visit www.cfod.com.au for more information.

forum



The future of GOVERNANCE

Another successful event from this year's calendar was the Governance Forum held on Thursday 4 August 2005 at Carlton Crest Hotel, Melbourne.

The forum was the first in a series of one-day events to explore current governance issues and help identify emerging themes and actions for the future.



Here is a selection of photos from the Forum, which include our forum leaders: former Lord Mayor of Melbourne Professor Ivan Deveson; international governance expert Professor David Kimber; public policy analyst and management consultant Warwick Heine; founder of the corporate advisory and investment banking firm SLM Corporate Barry Lewin; and international recognised author, facilitator and trainer Jean Roberts.



Global Leadership - a SPIRAL DYNAMICS Integral Perspective

by Margaret Devlin Managing Director, Centre for Organisation Development

How do we lead in an increasingly complex environment? Intuitively as leaders we know solutions that have satisfied our existential problems in the past are not working any more. How many more restructures, consultative processes, mediated discussions, leadership challenges, terror attacks, battles and wars will there be before there is a paradigm shift in our thinking?

Einstein eloquently described the challenge as “... *the world we have created with the thinking we have done thus far creates problems that cannot be solved by the same level of thinking.*”

The current global challenges we face are being paralleled in our organisations and our personal lives So what is the ‘right formula’ to get the best results from people and meet ever changing organisational demands in an increasingly complex global context?

The key to this challenge, say theorists and business leaders is to develop a more adaptive way of thinking enabling us to see culture as an emergent, dynamic flow, dependent on the complexity of the environment and the way people experience their world.

A framework that I have found profoundly useful in meeting this challenge is Spiral Dynamics Integral. It equips leaders to identify the prevailing values, thinking and experience in the individual or organisational system so that they can rapidly create and adapt operations to match changing value priorities. The advantages are that by utilising this level

of motivational precision in leadership skills people will increase their performance, which translates into cultural health and business growth.

A Strategy for Meeting the Challenge

Spiral Dynamics Integral (SDi) developed by Dr Don Beck from the original, lifetime research of Professor Clare Graves is a framework based on the concept that human nature is not fixed. It assumes that we have adaptive intelligences, which respond to our life circumstances and challenges. It also presupposes that as our life conditions become more complex and as a new worldview (paradigm) emerges, the previous worldview does not disappear, but rather remains, subsumed in the total flow of our experience. In this way our personal values can be interpreted differentially, and can be reinterpreted if our circumstances change. (See fig. 1)

An important element of SDi is the integrative nature of our experience in that our worldview is emergent and unfolding in response to the complexity of the environment we experience. As leaders, we need to learn to recognise what worldviews are in operation in individuals, teams and whole cultures to assess how we appropriately language for those values in operation. For example, what a value such as trust is to an individual operating from a PURPLE worldview is very different from both RED and BLUE worldviews.

Leaders now have a framework to understand human nature in all its complexity. Successful leaders of the

future will be those who avoid looking for the right answer, but rather ask the right questions:

- How do we organise, manage and lead our organisation to get the best performance?
- What are the emerging issues and trends?
- What is the nature of the people we lead?”
- What change is required? and “Change from what to what?”

“It’s not that we need to form new organisations. It’s simply that we have to awaken new ways of thinking. I believe it makes no sense to spend a lot of time attacking the current realities. It is time to create new models that have in them the complexity that makes the older systems obsolete. And to the extent that we can do that, and do that quickly, I think we can provide what will be necessary for a major breakthrough for the future.” Dr Don Beck. (www.spiraldynamics.com)

Margaret Devlin, who has been using the SDi instrument since 1998, recently attended an international Spiral Dynamics event facilitated by Dr Don Beck which focused on global leadership. An unabridged version of this article, exploring wider leadership issues and SDi is available on the CfOD website at www.cfod.com.au

For more information on Spiral Dynamics and how it can support your leadership programs, please contact Margaret at Centre for Organisation Development on 03 9645 4466.

SPIRAL DYNAMICS integral

WORLD VIEW Levels of Existence	BASIC THEME	NATURAL WAYS OF ORGANISING
BEIGE/I Survive	Do what you must do just to stay alive	Packs
PURPLE/We are safe	Keep the spirits happy and the tribe’s nest warm and safe	Tribes
RED/I control	Be what you are and do what you want, regardless	Gangs
BLUE/We are saved	Life has meaning, direction, and purpose with predetermined outcomes	Hierarchies – Multi-layer divisional
ORANGE/I improve	Act in your own self-interest by playing the game to win	Enterprises – Task Forces
GREEN/We become	Seek peace within the inner self and explore, with others, the caring dimensions of community	Communities of interest
YELLOW/I learn	Live life fully and responsibly as what you are and learn to become	Integrals – hubs and webs
TURQUOISE/We experience	Experience the wholeness of existence through mind and spirit	Holons – amoebas to match conditions

“Each person has the right to be the way they are – it is leaders who must find ways to manage the differences.” Dr Clare Graves

more pictures from the OD Conference...



OD Professionals

The September OD Professionals meeting was facilitated by consultant and coach, Jennifer McCoy, who discussed 2-Way Feedback and how to build more effective staff relationships through a culture of constructive feedback. It proved a popular subject and the meeting was very well attended.

Our next OD Professionals meeting on Wednesday 26 October will explore the notion of Spiritual Capital.

Imagine an organisation where communication is authentic and transparent, where every action is treated as a learning opportunity, where everyone's personal 'truth' is acknowledged and respected, and where a kind of collective intelligence emerges to bring order from chaos. These are the symptoms of Spiritual Capital.

In this interactive session, consultant Steve McDonald will explore Spiritual Capital as the next frontier in personal and organisational performance.

Steve, who was a very popular speaker at our recent OD Professionals Conference, will discuss the link between spirituality and human performance, how our changing social and business environment is demanding that we change, and how we as OD professionals can explore and take advantage of this new frontier.

Our final meeting for the year, the Seafood and Champagne Feast, is on Wednesday 7 December and is a perfect opportunity to network and a share your stories from the field from over the past year.

Meanwhile, here are the OD Professionals meeting dates for the 2006. Please put these dates in your diary.

2006 Meeting Dates

Wed 8 February	Wed 2 August
Wed 22 March	Wed 13 September
Wed 3 May	Wed 25 October
Wed 14 June	Wed 6 December

If you are not yet a member of our OD Professionals Group and would like more information, please call the OD Professionals coordinator, **Edwina Collier** on [61-3] 9645 4466 or email edwina@cfod.com.au

OD Professionals Discount

There are many benefits to be an OD Professionals member and now all members will receive a 10% discount off Business and Technical books from McGills. Simply show your new OD membership card (which will be arriving by post in the next week or so). Please note that this offer excludes sale stock, and some overseas titles.

McGill's Technical Bookstore
187 Elizabeth Street
Melbourne
ph: 96025566



ODSpot is a forum for discussions and issues relating to Organisation 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 Professionals