



ODSPOT

Centre for Organisation Development *Newsletter*

Winter 2005

Coaching and Mentoring And sometimes the twain shall meet...

Coaching and Mentoring are widely recognised for their impact in leveraging personal and organisational development, but although they are often phrased together, there are significant differences between the two.

Coaching facilitates clients to become aware of and realise their own potential, providing a practical action plan for taking their performance and experience to a higher level. In coaching, the relationship is that of equals, partnered together to achieve agreed outcomes.

Mentoring is the transfer of knowledge, skills and insights from a more experienced person who guides their protégé by giving examples and advice, by sharing their own stories and by opening doors of opportunity. Mentors may or may not be more senior; they will always be more experienced. This relationship's strength lies in the mentor's specific knowledge and wisdom.

Despite these definitions, in practice most coaches and mentors agree that a good coach will sometimes mentor and vice versa – as appropriate to the situation and the relationship.

Individual Coaching and Mentoring

On an individual level, there are few people who wouldn't benefit from a coaching or mentoring relationship. It provides someone who takes time to listen and to guide you without any personal or political agenda other than the success of you and your organisation. The benefit of choosing a professional and experienced coach or mentor is that they have the added knowledge and experience of the craft and skills involved to maximise the relationship. It is very easy for the inexperienced coach to take over from their charges and for the mentor to talk so much about their own experience that the relationship becomes more about them than about their protégé.

Organisational Coaching Programs

On an organisational level, one-to-one 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.

Some forward-thinking organisations are now replacing hierarchical management structures with a coaching model, developing a team of 'managers as coaches'. This model affords greater input from individual employees, giving them a much clearer idea of organisational goals and developments. Managers who invest their teams with a coaching style of direction find that team members come up with fresh insights, ideas and solutions, making the job as manager far easier and with far-reaching benefits in terms of professional and organisational development.

Organisational Mentoring Programs

Organisation-wide mentoring seeks different benefits. Here the focus is not the development of the individual's strengths, but primarily concerned with the transfer of key skills and knowledge within the context of the company's culture and politics. Mentoring is a highly effective support tool at all levels of an organisation and is often seen with new or graduate recruits. Mentoring programs are particularly important in today's working environment, where people move freely from organisation to organisation, and companies need to retain and transfer the knowledge and skills of their more experienced employees, minimising the 'brain drain' when they leave or retire.

Contact Us

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

email
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

	COACH The Guide at your Side	MENTOR The Sage on the Stage
For the individual	<ul style="list-style-type: none"> • Develops the individual's own skills and potential • Focus on individual's performance • Specific agenda. 	<ul style="list-style-type: none"> • Transfers skills and knowledge from a more experienced individual • Focus on the individual's overall development • Discussion guide.
For organisations	<ul style="list-style-type: none"> • Coaching has potential to develop all individuals in the organisation • Some organisation train managers to coach. 	<ul style="list-style-type: none"> • Mentoring programs concerned with transfer and retention of knowledge for the organisation • Can be traditional or peer-to-peer.

BOOKS from the CfOD library...

ORGANISATIONS BEHAVING BADLY A Greek Tragedy of Corporate Pathology

By Leon Gettler, John Wiley & Sons

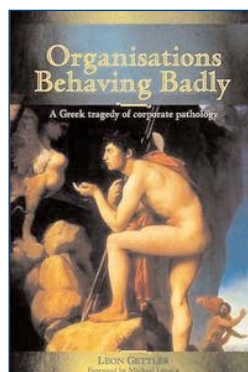
ISBN: 1740 311 205

Modern corporations, like the mythical hero Oedipus Rex, are afflicted by a refusal to acknowledge the truth. A strange power seems to draw directors and managers into a grotesque collusion of self-deception.

Why else would Arthur Andersen, the failed accounting firm whose integrity was an industry benchmark, happily approve the accounts associated with the biggest corporate disaster the world has ever seen? How was Hollinger International able to be looted of virtually US\$400 million over a seven-year period? Or closer to home, why was NAB able to write off \$4 billion in a failed offshore venture with barely a whimper from its owners, the shareholders?

In *Organisations Behaving Badly*, leading journalist Leon Gettler argues that the spirit of Oedipus still haunts the boardrooms of our biggest corporations and drifts through corridors of government power.

Combining the tragedies of Sophocles with the psychoanalytical insights of Freud and others, Gettler explores a litany of corporate disasters from 18th-century South Sea Bubble to a wealth of present-day scandals. He finds plenty of evidence that even the best intentions of modern corporations are undermined by hidden unconscious forces.



Can the myopic group learn to see through its own veil of half-truths? Can the depressive corporation transform itself to regain value and a sense of self-worth? In short, can dysfunctional organisations learn to stop behaving badly? *Organisations Behaving Badly* will challenge you to make up your own mind and yet retain a glimmer of optimism if you can. Or would you rather simply turn a blind eye?

Author Leon Gettler is a business journalist and columnist at The Age newspaper. He specialises in covering management issues including organisational behaviour, culture and pathology, and is one of the guest speakers at the 2005 OD Professionals' Conference.

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 or telephone [61 3] 9645 4466.

Coaching and Mentoring

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A popular form of mentoring is peer-support, where knowledge and expertise is transferred from a person working in the same or similar role. This is an excellent way to include and involve employees, helping them build relationships and gain essential skills and knowledge. A good working example of this is the Local Government Peer Support Program, CfOD's Open Mentoring program, designed to harness the skills and knowledge of all those working in Victorian Local Government.

CfOD's Coaching and Mentoring Solutions

CfOD provides Manager as Coach training for a number of major organisations, structuring and tailoring programs in consultation with management and human resource departments. Also available is a three-day public course for managers interested in adopting a coaching style of management. The CfOD coaching bench provides for structured one-to-one coaching for individuals with professional and experienced executive coaches.

We have matched a large number of mentors and mentees through our diverse network of client organisations — particularly CEOs and senior executives who needed to look outside their organisation for the skills and knowledge required to move their organisation forward. Our organisation-wide Open Mentoring programs are supported by a web-assisted application, making it inexpensive for large companies to provide mentoring or peer-support programs to their entire workforce.

If you would like to know more about coaching or mentoring for yourself or your organisation, please contact **Mike Allen** at CfOD on [61-3] 9645 4466 or visit our website for more details.

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

Friday 5 August 2005

Carlton Crest Hotel, Melbourne

Sustainable values contribute to organisational success and longevity by providing the basis for visions that mean something to people and motivate them to contribute, learn and grow over time — a far more natural, organic approach to business and community development than today's emphasis on strictly economic outcomes.

This is a perfect opportunity to learn about international trends and findings in organisation development and practical solutions towards achieving a sustainable culture in your organisation.

This conference is booking fast.

For further information, please visit cfod.com.au.

If you would like to attend, please contact **Edwina Coller** on [61 3] 9645 4466 or email edwina@cfod.com.au.

Please see the enclosed conference brochure for more details.



OD Professionals

The Organisation Development Challenge

Does your organisation provide the space for people to ask the question, not what is, but what could be?

Does your organisation have the emergent qualities necessary to adapt?

1. Do you build sustainable relationships with your people?

Organisations that prosper over the long term don't just offer best value they offer genuine affection for people and palpable devotion to their staff and customers.

2. Does your strategy indicate your unique contribution?

Behind the success of the leading edge organisations are strategic ideas that challenge the status quo in their sector. That's why so many organisations that are leaders today were once dismissed as mavericks, wild cards or insurgents. The acid test for sustainable success is the courage to lead.

"It's lonely getting to the future first."
Meg Wheatley 2005

3. Are you a fun place to work and a fun organisation to do business with?

The most productive organisations tend to be the most playful organisations. People are most committed to workplaces that don't feel like work – where they feel a part of something, where they are valued as people, where they can laugh as well as work very hard.

4. Can you weather turbulence and uncertainty?

Ongoing reshaping of your business strategy is the hallmark of success in turbulent, uncertain times. Leading organisations manage what emerges from turbulence whilst maintaining a strong focus on their sense of purpose and their vision.

5. Are you clear what your organisation stands for?

More and more, people are looking to work for and buy from organisations that have a clear set of values, which truly inform their practice and bring to life a noble vision for a better future.

6. Do you manage the paradox of innovation?

The ability to manage creativity in a disciplined way may seem like a contradiction in terms; however it is what successful, innovative organisations do. They remain focused on measuring current inputs and outputs, whilst leaving space for creative thinking and meaningful dreaming. The one supports the other, depends on the other, and informs the other.

7. Do you attract and keep the best in the talent pool?

It is widely accepted that if you want to fill your organisation with great ideas, you need to foster creative people – and if you want to keep your customers happy, you need people who are happy and willing to go the extra mile. Successful organisations understand both these principles, which is why they treat the human side of enterprise just as seriously, rigorously and creatively as they treat finance, production or marketing.

8. Do you realise that technology is enabling the new knowledge workers?

Many organisations have lost their zeal for technology driven transformation, but

those who have kept the faith believe that the Internet remains the most powerful enabler for global networks. It transforms how people work together, how companies interact with customers, and the economics of entire industries. It satisfies the need for speed and the explosive demand for lifelong learning, especially for busy people. It does not replace the human touch – it augments it.

9. Does your organisation have a hunger for change?

Change weariness will slow your growth and stunt innovation. Successful organisations understand the need for speed and the cost of hesitation and delay – whether it is responding to a customer complaint or launching a new product or service. Managing and supporting your people in order to maintain motivation and grow creative spirit is a critical factor in keeping ahead and maintaining your unique proposition.

10. Are you building a leaderful organisation?

More has been written about leadership in organisations than any other business topic. What all successful companies know is that you must have confident and committed leaders embedded deeply throughout the whole organisation. An organisation led by people at every level who are visionary, decisive, creative, courageous and authentic is very hard to beat.

Facilitation Skills Public Program

A two-day public program for people required to facilitate internal and external groups in a range of contexts...

We have had a tremendous response to this two-day public program since we introduced it at the beginning of the year. All of the programs dates up to the end of July are fully booked and we advise those interested in the program to book early to avoid disappointment.

Here are the dates for the second half of the year:

August	Wednesday 17 and Thursday 18
September	Thursday 22 and Friday 23
October	Monday 10 and Tuesday 11
November	Monday 14 and Tuesday 15
December	Thursday 8 and Friday 9

Training sessions are held at the CfOD offices and are facilitated by Andrew Macdonald. Sessions are highly experiential and include group work, practice facilitation and theoretical input.

Full details are available on the public programs section of our website at cfod.com.au or for bookings telephone **Edwina Collier** at CfOD on [61-3] 9645 4466 or email edwina@cfod.com.au

forum



The future of
GOVERNANCE

Thursday 4 August 2005, Carlton Crest Hotel, Melbourne

Tens of thousands of people contribute regularly as Board Members, Councillors, Committee Members, Governors and Trustees on a wide range of public, private, community and government organisations. Irrespective of how they become involved, all are responsible for the governance of the organisation they belong to.

We invite you to join us for the first in a series of one-day forums to explore current governance experiences and help identify common issues and actions for the future.

Places for the inaugural forum are limited. For further information cfod.com.au. To register your attendance, please contact **Edwina Collier** on [61-3] 9645 4466 or email edwina@cfod.com.au

Please see the enclosed forum brochure for more details.



The Engagement Paradigm

A Systems Thinking Approach to Sustainable Cultural Change

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

One of the major challenges leaders will face is whole-scale cultural change in a complex environment with multiple stakeholders. Typically the most common way we try to change our organisations is through strong leadership, clear vision, rewards, and training events designed to get the new message across. Many of us learn this top-down approach to managing change in the pursuit of academic qualifications, yet experience demonstrates that these techniques don't work. People say they want change and agree to the methodology quoted in the text books, but they behave as though they don't want it at all. In our experience it is useful to challenge some of the assumptions implicit in this kind of traditional thinking and introduce a systems thinking approach to cultural change.

Systems thinking acknowledges complexity, uncertainty, interdependence, paradox, ambiguity and chaos. It is about organisations as self organising emergent systems, where people engage to develop shared understanding of what's important and how to achieve it. It is about the notion of homeostasis, or, as Meg Wheatley said at a recent workshop at the City of Port Phillip, "Life seeks order, but uses messes to get there." Whilst systems thinking is part of all natural systems, it can feel counter-intuitive to everything we have learned as managers.

For example the documented structure of our organisations is a useful way to demonstrate to the outside world that we understand the need for hierarchy, formal relationships and chains of command. This may be useful to meet compliance

and annual reporting requirements, and reassure our stakeholders that we understand the need for control and order, but the reality of how our organisations really operate is a messy, unstructured and an informal web of relationships that enables each of us to do our jobs.

The success of these relationships requires a whole different set of requirements because if we are a part of a larger system, we are also at the centre of our own sub-system. This implies that all of us, regardless of our rank, position or title have a responsibility to actively make the connections we need and form relationships based on generously sharing information. It implies that if we are not involved in the conversations about co-creating the future, we will not know how to participate or be engaged in its success. We will not understand who or how we need to be in the cultural change.

Leadership, which is not necessarily linked to our formal position in the hierarchy, becomes critically important in the engagement paradigm for cultural change. Leaders, both formal and informal, create the space and make the connections for emergence of the appropriate cultural change to occur. The level of engagement for change is in the process where people can come to a clear sense of shared meaning, build strong, supportive relationships and have open access to the quality information necessary for having conversations. Whilst it may be counter-intuitive, this messy and organic, essentially human process is far more effective in engaging people to create the change they need to make; it is the natural way.

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

The OD Professionals 2005 season continues with a great series of events.

Our May meeting of OD Professionals introduced Gayle Antony, Human Resource Manager at the Ford Motor Company, who talked about The Ford People Development Framework – a global initiative designed to build a coaching culture in a manufacturing environment. Gayle outlined the OD approach the Ford H.R. community adopted to rollout the program, which resulted in notable increases in employee satisfaction and recognition that the Australian program is global best practice.

The June meeting was another exciting and empowering 'Story from the Field'. Annalise Jennings, Manager, Culture and Change, Operational Risk at ANZ Bank took us through her personal journey of transformational behavioural change that occurred when, as a business project manager, she took on the 'Breakout' challenge. The ANZ Bank

'Breakout' program began in 2000 with a mandate to transform the whole organisation. Five years on, the program has been delivered to 20,000 of the 30,000 employees, has been through leadership change, has presented its 'business case' many times, and is now moving into the phase of embedding its principles of sustainable transformation.

Both these sessions provoked stimulating and enlightening discussion and we had a lot of positive feedback from attendees about these event.

The next event is the OD Professionals' conference. You will find details enclosed with this newsletter. Please note that OD Professionals members receive a discount to the conference as well as other public events and professional development opportunities. If you would like to receive details, please call OD Professionals' coordinator, **Edwina Coller** on [61-3] 9645 4466 or email edwina@cfod.com.au



OD Professionals