

ODSPOT

Centre for Organisation Development *Newsletter*

No. 13 Autumn 2006

Energising Leaders *a recipe for success*

The City of Port Phillip has come up with an innovative program designed to bring out the best in its team leaders and coordinators. Called the *CoPP Energising Leaders Program*, it encourages middle managers to articulate a clear purpose for their own careers and their teams. The program also gives them an opportunity to explore their leadership style and its impact on the work environment and the people who work in it.

"We found, like a number of other organisations, that many of our 'leaders' are technically very competent but have had limited opportunities to develop their capability around the important skills of leading people. We also identified the need to offer some leadership development to the important team leader/ coordinator level where a lot of the 'energy' is," explained Danielle Rose, Manager of OD at City of Port Phillip.

As with all good leadership development initiatives, *CoPP's Energising Leaders Program* has unwavering support from the top of the organisation.

"The CEO [David Spokes], asked the participants to be brave, innovative and to try new things. His commitment was to support them, no matter what," Danielle said.

Danielle believes the benefits of the program are already starting to show, with participants demonstrating great enthusiasm. "A highlight for me was the open, honest and authentic sharing by the participants of their personal learning experiences," she said.

One of the participants in the program was Kelly Marshall, Editor of *Diversity* (the City of Port Phillip's community newsletter). Kelly said the thing she gained most from *Energising Leaders* was the opportunity to connect with people at Port Phillip who were outside her immediate circle.

"It reaffirmed for me what a great bunch of people we have working at CoPP," she said. "Because it was a powerful learning experience and we shared deep

A group of CoPP's energised leaders blend their ingredients for success



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BOOKS from the CfOD library...

A Whole New Mind: Moving from the Information Age to the Conceptual Age (Hardcover)

A Whole New Mind, Allen and Unwin

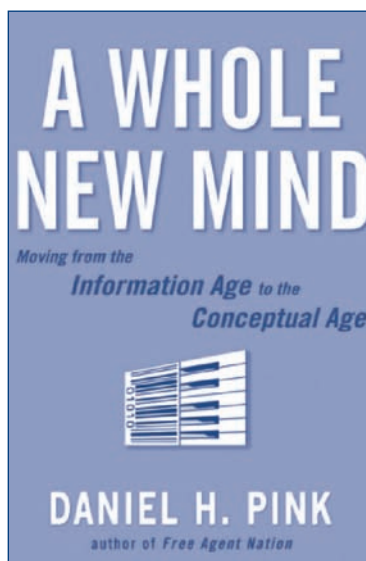
ISBN: 1741147387

Daniel Pink's *A Whole New Mind* has an interesting view on globalisation. In the book, Pink argues that the world is moving from the Informational Age to the Conceptual Age, with 'abundance, Asia and automation' identified as the three major forces that are changing and shaping our future.

This exceptional book, from the best-selling author of *Free Agent Nation* (2001) and former chief speechwriter for former USA vice-president Al Gore, provides powerful arguments and compelling prose.

In the first half of the book, Pink explores how certain skill sets can be harnessed effectively in the dawning of this Conceptual Age and provides a clue to the types of jobs that will no longer exist in Western society in the coming decades by asking three questions: Can someone overseas do it cheaper? Can a computer do it faster? Is what I'm offering in demand in an age of abundance?

The second half of the book details the six 'senses' Pink believes are crucial if we are to compete in the future job market: design, story, symphony, empathy, play and meaning. For each one of these senses, Pink describes how



they are currently being used in the business world and how they will be used in the future.

Eventually, Pink suggests, we will all have to find new jobs. The Agricultural Age and Industrial Age have fallen away, and the Information Age is fading fast. We're hurtling into the Conceptual Age, where the majority of jobs will be held by people that create something, or by people that are capable of empathising with others. Most of these jobs will require care, humour, imagination, ingenuity, instinct, joyfulness, personal rapport, or social dexterity.

This highly readable book, which is full of personal stories and insights, also includes a portfolio of exercises (further reading, tools, and websites) to stimulate your thinking and send you to the resources to continue your exploration.

A Whole New Mind: Moving from the Information Age to the Conceptual Age is available to borrowers from the OD Professionals' library.

Facilitation Skills

A two-day public program for all those who are required to facilitate groups or projects ...

When groups come together to generate solutions to complex problems involving multiple stakeholders and a range of interests, effective facilitation skills become critical to create the space for meaningful discussion and collaborative decision-making.

This popular two-day public program will give you the skills and strategies you need for successful facilitation. It will show you how to manage but not control the process, giving people the opportunity to safely explore a range of ideas while maintaining a focus towards achieving general commitment to an agreed solution.

The program is conducted by Peter Canny, a learning and development specialist whose warm sense of humour and extensive experience in the area of facilitation ensures that participants learn in a positive and sustainable way. Sessions are highly experiential and include group work, practice facilitation and theoretical input.

2006 Dates

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|----------|-------------------|
| February | Wed 22 & Thurs 23 |
| March | Wed 29 & Thurs 30 |
| April | Wed 26 & Thurs 27 |
| May | Wed 24 & Thurs 25 |
| June | Wed 21 & Thurs 22 |

Location

Pier 35, Lorimer Street Port Melbourne.

Costs

\$825.00 (inc GST) or

\$764.50 (inc GST) for OD Professional Group members.

Discounts also available for two or more people from the same organisation.

Costs include comprehensive workbook, lunch, refreshments and free parking.

To book, please telephone **Martine Dickie** at CfOD on **03 9645 4466** or email **martine@cfod.com.au** or go to **cfod.com.au** for more details.

Energising Leaders

continued from pg 1

personal feelings, it made the bonds stronger. I think we all went away with the feeling that we had grown through this program and formed new bonds, which would carry on beyond the training room.”

Kelly said the program also brought home to her how much she can contribute to the group and to the organisation.

“Sometimes you need to be reminded of the broader contribution you are making. The program really gave me a sense of my own value in the organisation and I was pleased to be able to add my 15 years of CoPP corporate knowledge to our group learning.”

The program was designed in phases to create a range of learning opportunities. The final stage was a Shared Learning Conversation with the CEO and senior managers, when the group designed a presentation using baking as a metaphor.

“It was a fantastic experience” said Margaret Devlin, who facilitated the program. “The metaphor allowed each participant to describe their experience by adding to the mixing bowl. Ingredients such as liquorice allsorts to represent diversity, champagne to represent the need to celebrate successes and chocolate to represent the value of building on our weaknesses as well as strengths were some of the wonderful insights people shared. The session finished with some challenges for Senior Management to personally commit to supporting the ongoing development the group’s leadership practice.”

The *CoPP Energising Leaders Program* involves a two-day Leadership Development workshop, a Reflections and Promising

Practices Exchange, where participants exchanged experiences of their action learning projects, and the Shared Learning Conversation with senior management.

The program is built around a sustainable leadership development model that translates the theory or the ‘knowing’ of leadership into the practical ‘doing’ effective leadership, and ultimately ‘being’ an authentic leader of people. “The program was carefully designed to reflect the organisational values and behaviours that underpin the culture of the web organisation at Port Phillip,” Margaret said.

“Leadership is a capacity of a human community to shape its future.” Dr Peter Senge

Another integral part of the program is involvement in the Peer Support Program – a CfOD administered mentoring facility with links to other councils. The PSP is seen as a way to ensure ongoing knowledge sharing, skill development, networking and sustainable organisational development.

“That’s the next step for me,” said Kelly Marshall. “I have been involved in a CoPP mentoring program before as a mentee, now I will put myself forward as a mentor and this program has given me the confidence and attitude I need for that role.”

If you would like to discuss ways in which you can invigorate and energise your team leaders and coordinators, please call **Margaret Devlin** at CfOD on **03 9645 4466**.

Recipe for Leadership

Like baking, leadership is a science and an art and ultimately only useful if it is a practice. Even though there is a defined process, you can’t always guarantee the results will be the same every time or that the same process will be interpreted the same way by different people. There are great chefs, good chefs and short order chefs, whose different commitment, experience and training impacts significantly on the results achieved. And at the end of the day, many of the refinements and artistry of mastery are learned by modelling others who excel and inspire you.

The best recipes often come from traditional sources, which are continuously improved and enhanced by each generation. Innovation and creativity is another hallmark of great cooks, where trial and error often results in wonderful outcomes and best practice – not without a fair sprinkling of frustration and risk though.

It is important to be aware that ingredients are often diverse and numerous but combine and bond together to create exciting outcomes. If one important ingredient is missing the recipe will often fail – but feel free to substitute ingredients if the suggested ones are not available or to your taste.

You must have the right tools and know how to use them. They are not enough in themselves, but will impact significantly on the final result if you use the wrong ones.

The method and sequence of activities in baking is vitally important; the ingredients must be added, stirred, blended, or gently folded to achieve best results. The chef like the leader will know which ingredients need to be carefully handled and which can be beaten, whipped or chopped quite roughly.

Our famous master chef, Stephanie Alexander said, “Encourage others to help stir and mix – it brings good fortune.”

Baking can also be full of surprises – some created from mistakes and accidents – after all there is no success in the kitchen without breaking a few eggs or spilling milk.

Ultimately, would we bother to bake at all if we couldn’t share the joy of eating and celebrating together in good company and with good conversation?

Note the trick to using a metaphor is not to be too literal, it should represent the ‘shape’ of what you are saying, not be rigidly applied





Here to be dragons!

by Margaret Devlin Managing Director, Centre for Organisation Development

Terra Incognita – *Unknown Territory* captures the spirit of exploration innate to the human spirit. Throughout our history, we have been challenged by wanting certainty about our environment and an answer to the ancient and ever present question of “Is anybody out there?” This ever expanding view of the world created by brave, intrepid explorers is recorded in the rich history of mapmaking. Early maps were artistic representations about what was known about the location and geography. They helped others find their way through unfamiliar or perilous territory – to avoid the dragon’s lair.

In spite of all that we know and all that has gone before, none of us have lived in the kind of world we live in today, and none of us have ever been to the future. As leaders, we are the modern day explorers inevitably stepping across the boundaries of the known and expanding ours and others’ view of the world. We leaders are the mapmakers, helping people to orient themselves and see the possibilities for new ways of being.

Complex adaptive systems and chaos theory has provided us with a description of the orderly yet complicated and unpredictable behaviour of nonlinear systems, which is the organic, evolving, emergent environment in which we live and work. It gives us the ability to see and map the world as an interconnected, interdependent whole, where our thoughts and actions influence and are influenced by many *unknowns*.

As leaders, explorers and mapmakers in this

complex environment, our maps are as difficult to draw as the staircase in Hogwarts (Harry Potter) and as easy to understand and share.

I haven't drawn [a floor plan of Hogwarts], because it would be difficult for the most skilled architect to draw, owing to the fact that the staircases and the rooms keep moving. However, I have a very vivid mental image of what it looks like. J.K. Rowling

Like Hogwarts’ staircase, at the heart of complexity is the reassurance that beneath what appears to be disorder there is order – a self organising pattern, shape and structure that emerges through the web of tangles, connections and inter-relationships in the system. It is not so much that we can or need to draw a map of what the system is, but rather we can appreciate the dynamic flow and ‘hows’ of the system.

First though, our maps need to be informed by exploration of *Terra Incognita* in the form of strategic thinking; an intuitive, visual, creative process that results in a synthesis of emerging themes, issues, patterns, connections and opportunities. The two major components of strategic thinking are insight about the present and foresight about the future. Only then can leaders map the pathways for those who follow because it is only after the exploration that the unknown is known, and those less adventurous souls will be confident to follow because they need not fear that “Here be Dragons”.

OD Professionals

Lobster and Laughter



We capped of another successful year for OD Professionals with our traditional seafood and champagne event – but this year was added a little extra sparkle!

We invited Cris Popp, one of only two laughter qualified active laughter trainers in Melbourne. He had the group in stitches as he took us through a laughter session that included Laughing-Elvis impersonations, singing Happy Birthday in chuckle and chortle and introduction by laughter.

Laughter, Cris explained, is a serious matter. An exponent of the world laughter movement founder, Dr Madan Kataria, Chris says that laughter is particularly important in the workplace, where it can reduce stress, promote team collaboration and communication and boost innovation and creativity. A good laughter session will have the same affect on the cardiovascular system as an aerobic workout; it will boost the immune system, reduces blood pressure and even provides pain relief.

We launched the OD Professionals 2006 calendar on Wednesday, 8 February, when Les Picket, one of the most experienced human resource practitioners in the Asia-Pacific, reviewed past and present roles of HR and offered some possible future scenarios and capabilities in what proved to be an inspiring and thought-provoking discussion.

The OD Professional is a networking and professional development membership group for OD and HR practitioners. Meeting every six weeks, the group provides a diverse range of interesting activities and learning experiences. Importantly, it also provides an environment where you can exchange ideas with fellow practitioners.

To find out more about the group, please visit our website or call OD Professionals coordinator, Edwina Coller on 03 9645 4466.

OD PROFESSIONALS CALANDER 2006

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|-------------|---------------------------------|
| 22 March | The Upside of Anger |
| 3 May | Integrity Systems |
| 14 June | Internal Consulting |
| 26 July | Working with Monsters |
| 6 September | Changing Face of HR |
| 25 October | The Ecology of Learning |
| 6 December | Seafood and Champagn Networking |

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!