



## Taking You from Front Line Manager to CEO

### Exponential Management

#### Introduction

Welcome to the 2010 *Exponential Management* program, provided by John Coxon & Associates. Our philosophy is to offer professional development to managers in the health sector and non-profit sector, in line with our experiences working with these organisations. As a consultancy we work with managers to develop leadership capacity and management capabilities through advice, coaching and professional development opportunities.

*Exponential Management* is facilitated by John Coxon. John is an experienced management consultant, management coach and project manager working within the health and not for profit sectors. As a consultant and management coach, John has coached more than 200 individual managers and worked with numerous management teams in hospitals, aged care facilities and funded service providers, helping develop management competencies at all levels. John brings this experience, and case studies relevant to the sector you work in, to this program.

This information kit provides you with details on the program, material covered, how the program will be delivered, dates, times and locations. You will be advised of the workshop venue upon receipt of your registration form.

This program has been designed to **shift you from being good to becoming exceptional** through helping you develop a range of management strategies and advanced competencies. The aim of this program is to prepare you for a role as an executive manager.

#### The emerging environment

It is estimated that over the next 20-30 years our non-profit institutions, excluding Government, in both Australia and New Zealand will require increasing numbers of people involved in management roles. Some of this is a result of generational change; much will be a result of sector growth to meet the needs of the community. This need will be in place during a period of sustained labour shortages. Managers will be required to take on greater responsibility, be more accountable and achieve more with less people while building sustainable organisations that serve our communities.

In order to be 'both professional and entrepreneurial' (Etherington, 2001) in growing and developing non-profit sector organisation, there is increasing emphasis on "leadership, drive and effectiveness" (Gormley, 2000) and for non-profits to become "more business-like". (*Jan Myers. Developing Managers: A View From The Not-For-Profit Sector. Nottingham Business School*)

Not for profit organisations face funding challenges as they strive constantly to fund new and innovative community programs. Government funding resources are limited and often insufficient to meet demand for services. The future will require managers able to think 'outside the square', offer a vision and develop relationships that lead to alternative funding options. A reliance on past strategies may see many not for profit organisations fail to survive. This will likely require new and different business models for many not for profit organisations and require managers with the ability to implement strategy while developing the potential of

P O Box 5083 Koroit Street  
Warrnambool, Victoria 3280  
Telephone +61 03 55612228  
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Website: [www.johncoxon.com.au](http://www.johncoxon.com.au)

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their people. Both financial management and risk management will become increasingly critical.

Not for profit organisations emerging from the global economic crisis continue to face a challenging future where change will be constant. The next generation of non profit managers will be required to take the lessons from the past and blend them with new and innovative business models. While these models may differ from the corporate model it is likely the future not for profit model will borrow from many of the corporate sector strategies, including from areas such as human resource management, lean processes, work and job design, quality assurance and customer service, to name a few.

Managers in the not for profit sector will become increasingly professional, on par with their corporate counterparts. No longer will passion alone be sufficient; also required will be high quality management strategies and skills.

### **The program**

This program borrows from a wide variety of management research and literature. The program has been adapted and borrows from material on the relationship between internal functions and the emerging environment (*Stafford Beer; The Brain of The Firm*) and Richard Hames (*The Five Literacies of Global Leadership*), *Lean Manufacturing Processes*, adapted for use in human service organisations, *Douglas McGregor; Managing the Human Side of The Enterprise*, writings by *Peter Drucker* on non-profit management, *Dr Marshall Goldsmith, Harvard Business School*, *David Brewster (Management Simplicity)* and *Deming: Total Quality Management*. Key components of this program are based upon the research and materials of *Donald Mitchell* in his book *The 2000% Solution: Freeing your organisation from stalled thinking to achieve exponential growth*.

### **Program methodology**

This program has been designed primarily for front line managers including supervisors and those in a Head of Department role. While you will benefit immensely as an individual you will benefit even more when two or more managers from your organisation participate; in this way you will be able to work together on a common issue and continue to work collaboratively following the workshop.

This program comprises two-days of intensive discussion and interaction. You will not be sitting in a chair looking at endless powerpoint slides; instead you will be rolling up your sleeves and becoming involved in a series of exercises designed to help you understand the building blocks of exceptional performance and creating action plans for moving forward. You will be working in small groups, moving from discussion to discussion, building layer upon layer of ideas, putting your ideas into visual maps of your own strengths and your workplace and then creating action plans for yourself and for your workplace.

The program facilitator will introduce various concepts and ideas and together with others in your group you will tease out the concept and apply it to your own experiences, then dissect those experiences before rebuilding the combined knowledge to help you move forward. Forget working alone, in this process several people will be directly involved in helping you develop your action plans. This is the place to bring a team of your people where they can work together to develop action plans for your organisation.

P O Box 5083 Koroit Street  
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This program is not a management 'how-to'. It is a management planning process where you are engaged in actively planning how you will improve your management and your outcomes.

### **Program delivery and outcomes**

*Exponential Management* is being held in four venues only during 2010 and each event will be restricted to a maximum of 30 people to ensure maximum benefit from the discussion process.

As you work through the development of your action plan you will develop strategies for a improving the effectiveness of your work group or team including:

- ✓ How to minimise the impact of personal weaknesses and negative behaviours
- ✓ How to overcome the seven common 'productivity stalls' that prevent managers from thinking through issues
- ✓ Develop strategies for countering 'complacency traps' that prevent managers from taking effective action
- ✓ Mapped out future relationships designed to improve effectiveness through collaboration
- ✓ Developed a personal management framework designed to provide you with an 'at a glance' reminder of effective management activities
- ✓ Identified those management behaviours in need of improvement
- ✓ Applying an 8-step process for 'busting' through stalls that impact on effectiveness

During 2010 *Exponential Management* will be held in Auckland (May 24/25), Melbourne (June 17/18), Christchurch (July 26/27) and Sydney (August 10/11).

At the completion of this program you will –

- Be able to increase the effectiveness of your department or team through effective management practices
- Be able to apply your own influence to help develop more effective management throughout your organisation
- Be able to enhance your personal reputation for being someone able to build sustainable growth in an organisation

### **Program follow-up**

Following completion of the program your executive manager will be contacted and surveyed as to their observations regarding changes in your area of the workplace. This process will enable your employer to directly measure the return on investment for this program.

### **Workshop Contents**

- A Holistic Perspective
- The Emerging Environment
- Management Behaviours
- Collaborative Practices
- Lean Management Process
- 2000 Percent Strategies

### **Brief outline of topics**

P O Box 5083 Koroit Street  
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## Taking You from Front Line Manager to CEO

### Day One

*A Holistic Perspective* ~ we commence the workshop with a session on how to develop a holistic perspective of your organisation. Here we tease out concepts and ideas that help develop your understanding of your organisation as an entire entity. You gain an understanding of the components of the organisation and their relationships with each other and the external environment; a 'big picture' perspective. You commence mapping those relationships and identifying where collaboration will help improve performance throughout the organisation. This session is designed to get you thinking about the whole picture, your place in that picture and how you can contribute to sustainable development and growth.

*The Emerging Environment* ~ the difference between exponential managers and wannabes is the ability to scan the emerging environment, to plot emerging events and the ability to draw links between seemingly disconnected events leading to potential development of new services and products. In this session you will first map out the emerging environment for health, aged care and the not for profit sector – looking for the relationships and linkages and opportunities. You will then map out current barriers, stalls and practices that will prevent progress before seeking to identify what you can do to become more effective.

*Management Behaviours* ~ now we turn the spotlight entirely on you as an individual and raise your awareness as to the impact of your management behaviours. Our belief is that it all begins with how your behaviour is seen and perceived by others. Sustainable development and growth occurs because of your ability to project a vision for the future, your ability to develop collaborative relationships, your ability to provide leadership. You must be seen to behave ethically and with integrity at all times; to be a role model for those you are asking to follow you.

*Collaborative Strategies* ~ in the afternoon of day one we begin discussing concepts and strategies for improving collaboration at all levels, personal, within your team and between other groups and organisations. This is the pathway to success. As a manager you cannot function in isolation; you need to form broad and far-reaching collaborative relationships with numerous other people so that you are helping each other to succeed. We will examine various predictors of success for collaborative relationships while continuing to develop a more specific relationship map for your own organisation.

*Lean Management* ~ our final session for day one will apply lean principles to management. Famous for their application in a manufacturing environment, where management practices are at the core of continuous improvement, we will take the principles of lean management and apply to the daily workplace management. We seek to identify both external and internal customers and other stakeholders and how you create value for them through effective management. We examine how 90% of business problems, including wastage, are created by management and we examine strategies for negating the 10 reasons for failure, including; lack of a clear vision, ineffective communication, a lack of urgency, poor consultation with stakeholders, ineffective project management, failure to monitor and evaluate, failure to implement, failure to engage other people and inappropriate human resource practices.

### Day Two

*2000 percent improvements* ~ using material from Donald Mitchell's book, the 2000 percent solution, we will spend the second day working through a series of group discussions and exercises designed to help you identify ways of improving productivity in your organisation or in your own work group.

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During the second day you will work through Mitchells 8-step process for eliminating or minimising the impact of various personal and organisational stalls. Working in small groups you will share ideas with each other and help each other to develop ongoing action plans.

### Workshop locations

**Auckland.** May 24<sup>th</sup> and 25<sup>th</sup>. *Cophorne Hotel*, 150 Anzac Avenue, Auckland City

**Melbourne.** June 17<sup>th</sup> and 18<sup>th</sup>. *Quest on Lonsdale*, 43 Lonsdale Street, Melbourne City

**Wellington.** July 26<sup>th</sup>-27<sup>th</sup>. *Kingsgate Hotel*, 24 Hawkestone Street, Wellington City

**Sydney.** August 10<sup>th</sup> and 11<sup>th</sup>. *Raddison Hotel & Suites*, 72 Liverpool Street, Darling Harbour

### Group Coaching

In the evening, between the two days of workshops, John Coxon will host an optional, informal group coaching session where those participating can discuss and develop management practices relevant to their situation. Workshop participants indicate on the registration form whether they wish to take part in the group coaching session.

### Payment of fee

Seminar fee is \$775.00pp excluding GST. Registration must be made using the registration form. This form is available for download from our website or my emailing a request for a copy. Your employer will be invoiced upon receipt of the registration form. Included within your registration fee is the comprehensive resource material, workshop, morning/afternoon tea, lunch, optional group coaching, post program feedback and review.

Evening meals, accommodation and transport are not included in the workshop fee.

### Early Bird Payment

Those submitting their registration form six weeks or more prior to a scheduled workshop date qualify for an early bird fee of \$675 pp exc gst.

### Registration Deadline

**Auckland.** Early Bird expires Friday April 9<sup>th</sup>. Registrations close April 24<sup>th</sup>.

**Melbourne.** Early Bird expires Friday April 30<sup>th</sup>. Registrations close May 17<sup>th</sup>.

**Wellington.** Early Bird expires Friday 25<sup>th</sup> June. Registrations close June 26<sup>th</sup>.

**Sydney.** Early Bird expires Friday July 1<sup>st</sup>. Registrations close July 10<sup>th</sup>.

### Group Discount

Where three or more people register from a single organisation to attend the same workshop a further group discount of 10% will be applied to either the early bird payment or the full payment.

### Cancellation

Registrations cancelled prior to four weeks before the workshop will be refunded in full. Registrations cancelled within four weeks of the workshop will incur a 25% (\$187 exc gst)

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cancellation fee. Substitutes can be made. Those that choose to register and not attend will not receive a refund or a credit.

Post your registration form to either –

John Coxon & Associates P O Box 5083 Koroit Street Warrnambool, 3280 Victoria Australia	John Coxon & Associates P O Box 90656, Victoria Street West Auckland 1142 New Zealand
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Alternatively you may scan and email your registration form.

### Contacts

For further information please contact  
John Coxon

Telephone +61 03 5561 2228 or mobile +61 0427 390 376

### Benefits

There are a number of benefits to be gained from participating in this program, including:

- You're development as a manager in a holistic manner through collaborative relationships both inside and outside your organisation.
- Practical strategies for reducing wastage and improving performance while building sustainability.
- A framework for ongoing effectiveness you can share with others in your organisation.
- A shift of mindset from being reactive to the status quo to becoming proactive about searching for means of improvement in service delivery.

### Return on Investment

The real cost of you participating in this program is around \$2500 (depending upon your earnings). What would you need to do to recoup that investment? Move a program forward that has stalled, retain a key employee, develop a new program or increase productivity through greater collaboration or work design? Anyone of these and many others would return far more than the cost of participation. Now imagine if you did this every year for the next decade? How much could this program be worth to your organisation?

### Your program facilitator and personal coach



This program is being facilitated by John Coxon. John is a consultant and management coach working in the health and not-for-profit sectors throughout Australia and New Zealand. John has been consulting to management teams since 2002. John has worked with CEO's, executive managers and front line managers in hospitals, aged care facilities and funded service providers to help develop leadership and management effectiveness. Over the past thirty years John has been involved in a variety of management environments, as an employee, as a business owner and manager and as a consultant and coach. He has seen the best and the worst in managers. He knows from experience that it is not easy to be an effective manager, yet knows also it is not rocket

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science. He knows that management is made difficult by our own individual behaviours. As your program facilitator John brings together all those years of experience and his own observations, he shares with you his experiences, in real time, using real examples, of leadership strategies and techniques.

### **My Personal Guarantee**

If following the workshop you believe there has been no benefit to you I will refund the entire fee. No questions asked. This is my promise to you.

*John Coxon*  
*Principal Consultant*

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### Exponential Management

2010

### Registration Form

**Please print or type** (copy and use separate form for each person)

Mr/Ms/Miss/Mrs: \_\_\_\_\_

Position or Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

Organisation: \_\_\_\_\_

Postal Address: \_\_\_\_\_

Suburb/City: \_\_\_\_\_

State: \_\_\_\_\_ Country: \_\_\_\_\_ Postcode: \_\_\_\_\_

Telephone: \_\_\_\_\_ AH: \_\_\_\_\_

Name of approving manager: \_\_\_\_\_ P/O # \_\_\_\_\_

Venue/date of workshop you plan to attend: \_\_\_\_\_

**I wish to participate in the optional group coaching session in the evening between the two workshop days**

Should your employer be paying please do not send payment, your organization will be sent an invoice. Program fee is \$775.00pp exc gst. Register six weeks prior to a scheduled date and pay early bird fee of \$675.00 exc gst A further group discount of 10% applies when three or more people, from the same organization attend the same workshop. Optional group coaching session is included in the registration fee

Have you completed your registration form yet? If so, thank you. Please reserve the workshop date in your diary now. Program places are restricted.

Post this registration form back to John Coxon & Associates at the address below or email form to [admin@johncoxon.com.au](mailto:admin@johncoxon.com.au)

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