



Taking You from Front Line Manager to CEO

New Tools for Growing Vibrant Organisations

Introduction

Welcome to the 2010 *New Tools for Growing Vibrant Organisations* workshop, 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. We work with managers to develop leadership capacity and management capabilities through advice, coaching and professional development opportunities.

New Tools for Growing Vibrant Organisations is facilitated by Peter Goldsbury. Peter is a director of Strategic Expertise Ltd, an experienced management consultant and project manager with extensive knowledge gained working with non profit and community organisations.

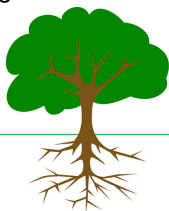
John Coxon & Associates is extremely pleased to bring Peter Goldsbury to Australia in 2010 where Peter will be facilitating, along with John Coxon, a series of two-day workshops in Brisbane, Sydney and Melbourne.

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 workshop aims to provide you with the strategies and tools to develop a culture for organisational success and is based upon the premise that future organisations will be primarily project based and collaborative. This workshop is for people who want to think differently and are dedicated to action in local communities, alliance contracts or in organisations that involve cross organisational or cross agency programs and partnerships with diverse stakeholder needs. It is a team learning environment using models, exercises, role plays, case studies and real life challenges. We always invite as much participant diversity as possible as each brings different viewpoints to help us all question our assumptions and recognise the leverage we can get from each other.

The emerging environment

Nature (including species and those indigenous cultures and that live in balance with it) learnt how to respond to challenges over billions of years, so mimicking its processes and lessons to work with it rather than against it, offers us a new confidence and hope for the future. We must learn to grow a form of organic leadership and project behaviours that cross organisational boundaries at all levels to exploit our diversity and use our co-creative power to



find every opportunity that can help us together grow a rich future. This is the glue needed to drive collaborative programs of action that embrace individuals, communities and business, local and central government.

The tree provides us with a good example of an independent yet interdependent living system. Trees obtain energy from both the bottom and the top; through the roots and its foliage and flowers. Neither the top or bottom dominates the other; they work together for the common good.

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

"We need to learn how to work co-operatively, how to do real democracy at a local community level, we need to learn how to create an ecological economy - now! We can't wait for experts to teach us what to do. We need to learn by doing." *John Hepburn, Greenpeace Outreach Manager, social entrepreneur, community activist and agent for social change.*

The research

Only 12% of effective leadership is based on knowledge and vision, the other 88% is dealing with people. (*Stanford Research Institute*). Another way of describing this might be the word 'culture'. This being the way people do things in your organisation. Research has shown that an appropriate culture is critical for successful project management and program delivery. (Bishay, M. & Sixsmith, A. 2008. *Dimensions of Culture: A Project Perspective*)

Research conducted by University of South Australia indicated that a collaborative culture, based upon trust, is the most appropriate culture for improved project management. (*Zuo, J. & Ma T.Y.F. 2005. Project Culture – A Move Towards Trust. University of South Australia. Queensland University of Technology Research Week International Conference*)

Robert Kramer from Macquarie School of Management and author of *Scenarios, Organisations and People Management 2010* wrote, building and maintaining relationships arises as a critical concern for future organisations . . . therefore developing and sustaining relationships with people doing the work will be critical for organisational performance.

Mark Winter et al in the article *Focusing on business projects as an area for future research* published in the *International Journal of Project Management* in 2006, claimed modern project management "reflects a growing conceptual shift away from the traditional engineering view of projects, towards a more business-oriented view, in which the primary concern is no longer the capital asset, system or facility etc, but increasingly the challenge of implementing business strategy, improving organisational effectiveness, and managing the realisation of stakeholder benefits."

Peter Senge, author of *The Fifth Discipline* wrote, "Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static 'snapshots' . . . Today systems thinking is needed more than ever because we are becoming overwhelmed by complexity. Perhaps for the first time in history, humankind has the capacity to create far more information than anyone can absorb, to foster far greater interdependency than any can manage, and to accelerate change far faster than anyone's ability to keep pace."

Jaunita Brown and David Isaacs wrote in *Conversations as a Core Business Process* "the most powerful organisational learning and collective knowledge sharing grows through informal relationships and personal networks – via working conversations in working communities of practice.

Margaret J. Wheatley and Geoff Crinean ©2004. *Solving, not Attacking, Complex Problems A Five-State Approach Based on an Ancient Practice* wrote "To step aside from aggressive

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

responses to problem-solving requires using some little-used skills: *humility, curiosity, and a willingness to listen*. Humility is a brave act—we have to admit that we don't know enough to solve the problem, that our approaches aren't working and never will. Even our own treasured answers are insufficient—if everyone bowed to our demands and did what we asked, the problem still would not be solved. We need more information, more insight. This kind of humility is rare in competitive, embattled organizations and communities, but it is the door we must walk through to find the place of true solutions." One wise educator put it this way: "Humility is admitting that I don't know the whole story. Compassion is recognizing that you don't know it either."

The program

The workshop uses Tipu Ake Leadership Model see document "[New Tools for Growing Living Organisations and Communities](#)" from website www.tipuake.org.nz . It is supported by using the management tools of the Project Management Body of Knowledge (PMBOK) from [PMI](#) and others, enhancing their performance by applying them in a much more collaborative way. The Tipu Ake Lifecycle – A leadership model for innovative organisation is applicable to every type of organisation at every level and is consistent with other leadership models. The Tipu Ake model enables people to quickly understand the benefits of a collaborative culture for achieving project outcomes.

Program methodology

This workshop suits those who have a very inquisitive, interactive and reflective learning style. The approach we use is organic, with the shape of the workshop changing where appropriate to exploit information, case studies and new opportunities for learning that the participants bring in. Do not expect to just collect templates, content and theory, but more importantly to experience the benefits of working in an effective team that questions individual assumptions and shares knowledge to really understand more about the challenges they face. In addition to a comprehensive workshop folder, participants receive a CD with templates and a range of useful follow on learning resources.

FREE Organisational Survey

Prior to participating in this workshop all those registered will have an opportunity to undertake a survey on how they sense the culture in their own organisation. This survey then provides you with a baseline for discussion during the workshop.

Program delivery and outcomes

Living Systems Thinking – New tools for growing vibrant organisations is being held in three venues in Australia only during 2010. Participating organisations are encouraged to register a team of people for this event with representatives from different levels and functions; in this way people can work together in a collaborative manner throughout the workshop to relate their learning to current issues.

Throughout the two-day program you will:

- ✓ Develop strategies for building collaborative workplace relationships
- ✓ Understand and apply advanced project management strategies and tools to the modern workplace environment
- ✓ Obtain a 'helicopter' perspective on how organisations achieve effectiveness through a combination of practical project management processes and a culture that encourages collaboration and stakeholder satisfaction.

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

- ✓ Enjoy many opportunities for group work and reflection, allowing time to relate the subject matter to issues in your own organisation

During 2010 *Living Systems Thinking – New tools for growing vibrant organisations* will be held in Sydney (April 19/20), Melbourne (April 26/27) and Brisbane May (4/5).

Following participation in this program you will –

- Have developed advanced project management strategies based around stakeholder communication, collaboration and satisfaction
- Be able to manage projects more effectively by blending the 'hard' techniques inherent in an effective project management methodology with 'soft' emotional intelligence competencies.
- Be able to approach project management from a holistic perspective where you bring together the needs of all stakeholder groups to create complete satisfaction.

Follow up coaching

Both Peter Goldbury and John Coxon will be available to work with organisations and individual managers following the workshop series to help develop and implement the strategies and tools provided by Peter.

Workshop Contents

DAY1: Will challenge much of the conventional wisdom that has been burnt into our minds since the industrial revolution. As a group we may first need to "unlearn" some things before we even consider replacing or enhancing them with new lessons from nature.

- Going beyond our current linear processes, we will explore "whole systems thinking" and how connecting with the diversity around us makes for resiliency and growth. Monocultures are very vulnerable in times of rapid change.
- Like nature, we will learn to treat chaos as a friend and learn to appreciate and exploit the wealth of opportunities for growth it opens up for us.
- We will think beyond the pre-occupation government, industry and our society has with risk management; prioritising and delivering things for today (outputs). Instead we will focus on the longer term legacy we leave for the future (outcomes), searching for opportunities that maximise the chance of delivering them.
- Our visioning will drive action by thinking back from the place we want to be (backcasting) rather seeing the future from the perspective of and the problems of today (forecasting). This is a practice of [The Natural Step](#)
- That takes us onto the axis of Leadership (leading people) and its ability to add a whole new dimension to complement the management thinking (managing things) which is at the heart of most of our existing organisational models.
- We reflect on leadership as being a horizontal and shared thing that courageously inspires the growth of a network alliance around a vision. That will balance the



P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

predominant view of it being a vertical thing concentrated in individuals at higher levels of the management hierarchy, and thus allows us to make matrix management (a prerequisite for most projects and programs) better work for us all.

- We will consider the importance of our own behaviours and how we could learn to work together more collaboratively to unleash our diversity, collective wisdom and co-creative power.

By the end of the day our team will have together consolidated a collective vision of a different future for our organisation or community (where would we like to be), considered some of the outcomes sought (what would need to be in place there) identified some associated indicators (how would we know we are getting near them) and listed a whole raft of interdependent projects (what could we do now to help make this happen). This forms the basis for a self organising program that can be locally actioned by a wide range of partners each operating in their own project environment but able to recognise and leverage opportunities that come with all other parties and projects.

DAY 2: Will take day ones program and look at a number of tools that help a collaborative team to plan and manage it and all its inter-related projects more effectively in today's complex environment of inter-connectivity, seemingly chaos, rapid evolution, change, uncertainty and yes even ambiguity.

- Initiation - Strategic tools for doing a feasibility analysis that will help take an idea, get support from others (including funding) and turn it into an effective project that will deliver real outcomes
- Planning - Breaking down the work involved and creating a project roadmap that all can understand, support and use for top level monitoring and control
- Project modelling - Planning and processes, including contract procedures set in place before any work starts that help identify and manage risk, but even more importantly leave the door open for opportunities to be exploited by using the collective wisdom of our team; working smarter together.
- Decision making - Tools that allow a team to apply its diversity and collective wisdom to situations (including organic prioritisation, contract management, option evaluation) and employ its co-creative power
- Controlling - Tools for describing, controlling and transparently reporting on progress
- Learning - Tools for learning organisations to capture lessons by: learning before doing (research and prototyping), learning while doing (sensing and reflection), learning after doing (post project review or closeout reports), and learning if it really worked (outcome evaluation).

Workshop locations

Sydney. April 19/20th. *Raddison Hotel & Suites, 72 Liverpool Street, Darling Harbour*

Melbourne. April 26/27th. *Quest on Lonsdale, 43 Lonsdale Street, Melbourne*

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

Brisbane. May 4/5th. *Stamford Plaza Brisbane Hotel.* Cnr Edward & Margaret Streets, Brisbane

Benefits

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

- Identification of barriers that impact upon effective project management in your organisation.
- Strategies for developing an appropriate culture for project and program success.
- Greater awareness of the interconnectedness between parts of your organisation and the external environment and the benefits of collaboration.
- An opportunity to work directly with the facilitator on problems or issues specific to your organisation.

Return on Investment

This program helps you develop advanced project management skills for use in human service organisations. What's more the strategies and competencies you develop will help you become a more effective leader and manager in all areas. The focus of this program is on developing a workplace culture that will help all those involved in projects and program delivery to become more effective while focussing on meeting stakeholder expectations. This program is about the future sustainability of your organisation. For each person in your organisation that implements the strategies presented in this program your organisation will benefit from greater collaboration, reduced conflict, effective sharing of resources and greater stakeholder satisfaction.

Payment of fee

Full workshop fee is \$750.00pp excluding GST. Registration must be made using the registration form. This form is available for download from our website or by 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 tea, lunch and afternoon tea. Registration fee does not include accommodation.

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 \$650.00pp exc gst.

Registration Closing Dates

Sydney. Early bird closes Friday 5th March. Registration closing date Friday 19th March.

Melbourne. Early bird closes Friday 12th March. Registration closing date Friday 26th March.

Brisbane. Early bird closes Friday 19th March. Registration closing date Friday 10th April.

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)

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

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

Your program facilitator



This program is being facilitated by Peter Goldsbury. Peter has a Bachelors Degree in Engineering, a Diploma in Management Studies, and Graduate Diploma in Teacher Education and is a Project Management Professional with the Project Management Institute. Peter has developed and facilitates a program of Leading Collaborative Projects at Auckland University of Technology and in 1999 lead a project team to record and document the work of Te Whaiti primary school as the remote rural community worked together to transform its primary school following a scathing Education Department review. The aim being to stop using barriers as an excuse for failure, and instead deliver education to benefit their children and the future of their community. The work by Peter and his team resulted in the Tipu Ake Organic Leadership model (www.tipuake.org.nz). Peter is a recognised presenter on the international circuit having presented the Tipu Ake model in Europe and the United States. Peter is a volunteer in a variety of community organisations and initiatives and works with Government and the public sector where he regularly facilitates workshops and provides consulting.

Post your registration form to –

John Coxon & Associates
P O Box 5083 Koroit Street
Warrnambool, 3280
Victoria
Australia

Alternatively you may scan and email your registration form.

Contacts

For further information please contact
John Coxon. Telephone +61 03 5561 2228 or mobile 0427 390 376

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

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz



Taking You from Front Line Manager to CEO

Living Systems Thinking – New tools for growing, vibrant organisations

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: _____

Should your employer be paying please do not send payment, your organization will be sent an invoice. Program fee is \$750.00pp exc gst. Register six weeks prior to a scheduled date and pay early bird fee of \$650.00 exc gst. A further group discount of 10% applies when three or more people, from the same organization attend the same workshop.

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

P O Box 5083 Koroit Street
Warrnambool, Victoria 3280
Telephone +61 03 55612228
Email: john@johncoxon.com.au
Website: www.johncoxon.com.au

P O Box 90656
Victoria Street West, Auckland 1142
Telephone +64 0272 583232
Email: john@johncoxon.co.nz
Website: www.johncoxon.co.nz