

Value Adding #9



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April - June 1996

Kate Ramsay and Des Ryan welcome you to the ninth edition of AnD Consulting's quick and easy-to-read newsletter.

In this edition **Learnable Moments** explores what we mean by leadership and how we are supporting leaders who are having a go at creating and sustaining new ways of doing things (new value). **Did You Know?** gives an update on Learning Sabbaticals in Bali while the **Value Adding in Business** column provides an insight into how a general manager in the finance industry delivers value to her internal customers.

LEARNABLE MOMENTS

The Nike advertisement "Just do it" alerts us to a dilemma which we all face as learners. In this dilemma, learning takes two forms, knowledge and action. On the one hand most current learning seems to be focused on knowledge. On the other (the world of Nike) is action.

We, at AnD Consulting, try to bridge this dilemma by acknowledging both knowledge and action. In this way, we believe we can have a go at changing the status quo and adding value. Because we are in the business of supporting this style of learning, we have needed to answer the question, "How does a person act when they are challenging and changing the status quo and adding value?"

Our answer is that a person acts as a leader. This ability to lead shows up in two primary ways. The first is through communicating a compelling vision of the future which satisfies more needs than are currently being met. The second is through 'walking their talk'.

This second ability is the hard part of leadership because 'walking their talk' requires a leader to act their word. However, leading in this way not only enables a leader to implement new ways of doing things, but also sustain these changes.

Sustained change is achieved by leaders changing their pattern (patterns consist of visions, beliefs, assumptions and scripts) from those which hinder them to those which help them.

The process of changing these 'sacred cows' means that leaders live in a state of ambiguity and explains why so few choose to live this way. For example, having a vision and putting that vision into action may be the thing to do, yet it may be culturally and socially unacceptable to oneself and others. It may threaten a person's deeply held beliefs about their place in the world and how they have been brought up to play their part (e.g. leader v's follower).

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This change may also threaten life-long relationships with others. Without support this process of changing the perception of self can be full of fear and result in a paralysis of action.

As Coaches to Leaders we at AnD Consulting offer this support to our clients. In one-to-one sessions we listen, are available, are trustworthy and model having a go. We use a framework for learning which enables people to explore their experiences, observe what has happened, have insights and commit to new ways of behaving. We then support these leaders as they have a go at experimenting with these new behaviours.

And, as an example of one way we are adding value to our coaching clients, our services are now available in beautiful and convenient environments in Sydney, Melbourne, Adelaide and Bali.

DID YOU KNOW?

We currently have four bookings for Learning Sabbaticals at Tanah Umum, AnD Consulting's learning centre in Bali.

For more information about how you can access some tax deductible time out for leadership coaching, please contact us in Sydney.



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Sydney-Australia Phone 61 2 357 1869 or Fax 61 2 368 1545
Bali-Indonesia Phone/Fax 62 361 730 748

VALUE ADDING IN BUSINESS

"It started as an added value and ended up providing new value because of the flow on benefits," Ann Sherry, General Manager, Human Resources Policy at Westpac told Value Adding. The intention of the policy was a more systematic management of expatriate staff. The new value has been a 30% increase in the number of women going off shore and a saving of \$3 million in the first year of implementation.

The goal of Ann Sherry and her team is to 'make Westpac a better place to work' through innovative human resources (HR) policies. As well as focusing on expatriates, another recent target group has been part-time workers.

The part-time story began with two presenting problems. The bank was having trouble recruiting part-timers and was poorly managing those who were recruited. "We'd bring people in and then we'd control the hours they worked," Ann Sherry explained.

One added value in the part-time policy is mutuality between part-timers and their managers. Staff now identify what hours suit them, managers identify what they need and then an agreement is negotiated to their mutual satisfaction. A new value is proving to be a shift in management style.

"We've got such a strong culture that managers think their job is to boss and that anything less than bossing is eroding their authority," Ann Sherry explained, "so we're linking the part-time policy to management competencies. Line managers going forward need to be able to coach and negotiate. What better training ground for this than negotiating hours with their staff?"

A second value added for part-timers is access to a career path. "One of the many myths we have identified is that part-timers want a job not a career," Ann Sherry said. "While 70% of our managers believed this to be so, 70% of part-timers said they wanted a career with

flexibility." The HR policy team are looking at ways of building career paths for part-timers throughout the organisation. They are looking at a combination of job sharing opportunities and jobs and project roles which can readily be translated into part-time timeframes.

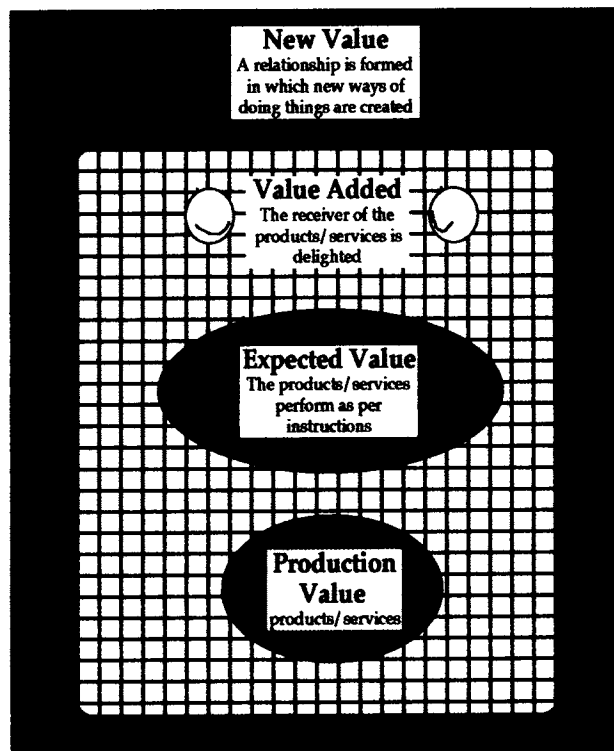
A new value from this initiative has been a shift in those interested in working part-time. "It has traditionally been a female issue because it's only been the bottom two grades of the organisation where part-time has been available," explained Ann Sherry. "As we open roles to part-time in higher job grades we're getting interest from men in middle management who are wanting a different balance either because of study or family responsibilities."

The implementation of this part-time policy is a good example of how new value solutions are changing Westpac's workplace interface and culture. Ann Sherry told of two approaches to achieving these changes.

The first is by driving new value solutions through more strategic problem definition. "If we can translate problems in ways which mean people say, 'yes, this has got to be fixed', then there's buy-in to what would otherwise be seen as radical solutions."

The second is to find champions for change throughout the organisation. For example, there are line managers on the part-time work groups. "There's nothing quite like a regional manager standing up at a regional managers' conference saying 'I've been part of it, this is what we've done, this is why and how it will work for us and I'm available to talk to any of you who need more explanation,'" Ann Sherry said.

Our guest in this edition of Value Adding in Business provides a shining example of how it is possible to add value to inside-customers while changing the status quo and influencing others to do things differently.



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