

Value Adding #16



Enjoyable business partnerships

January - March 1998

Kate Ramsay and Des Ryan wish you a happy and fulfilling 1998 and welcome you to AnD Consulting's newsletter.

In this edition, **Learnable Moments** explores the difference between family and community. **Did You Know?** announces the winner of AnD Consulting's 1998 Scholarship and names a good read. In **Value Adding in Business** you can read how a director of quality development is adding value to his customers in the higher education sector.

LEARNABLE MOMENTS

Des writes:

Recently a friend told me that she trusted her family members, and only her family members, in all things. Since most of my family is either dead or living abroad, I began thinking about the idea of community as another source of support.

It seems to me that the structure of family is hierarchical and that the family gives its members a set of dependable beliefs/ground rules. These beliefs are unconscious, are learned at an early age and give family members decision making processes by which to live.

Over the last twenty years or so, we have seen a plethora of people rejecting these traditional family values in their search for independence. Then, because we all need to belong, many join another group. The choice of group can be as varied as Christian fundamentalism and economic rationalism. Yet, ironically, the ground rules of all such groups are already laid down, so the people who join them lose their independence once again.

This has led me to think that to build successful communities of independent people, we need to consciously agree to a set of beliefs/ground rules. The structure of such a community would

be an interdependent network which provides its members with a set of overt beliefs/ground rules with which to make decisions to live by.

An example of family as defined here is the English monarchy. An example of an interdependent community could be the February Constitutional Convention.

DID YOU KNOW?

The 1998 Scholar

The winner of AnD Consulting's 1998 Scholarship is Angela Ling. Ange, a member of the Employee Development Team at ICI Australia, will enjoy three coaching sessions with 'Des on the Decking' at our Learning Centre in the Byron Shire.

'We live in a society not an economy'

In her winning entry on how the process of reflection is of value to her, Ange says: "Reflection is probably the most powerful tool I

have because it helps me to draw insight from my experiences; it is the cornerstone of my learning process. From there, I can plan and implement action that will take me forwards into my next experience".

Congratulations, Ange Ling!

A good read

"We live in a society not an economy," reads a sign displayed on a road into Byron Bay, and its message sums up our recommended read.

In The Hungry Spirit (Hutchinson, London, 1997) Charles Handy explores the need for both individuals and institutions to find a world view for our time beyond the market economy.

Handy's book comes at a time when increasing numbers of our Leadership Coaching clients are seeking to clarify their vision and values which confirms to us the viability of his forecasting.



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VALUE ADDING IN INDUSTRY

"Offering people different ways of seeing things and guiding them into thinking about better ways of doing things is how I believe I add most value," Profession Lindsay Heywood told Value Adding in Industry.

As Director of Quality Development at RMIT University Lindsay's chain of customers begins with the CEO, and then, through him, extends to everybody in the organisation and to the external clients of the organisation.

Within this customer chain Lindsay's principle focus is on his internal clients who in turn can deliver more effectively to external clients.

"Our core business is in teaching, learning and research. Rather than standing shoulder to shoulder with the teachers and researchers, I prefer to be working on systemic change across the organisation in order to help them do better what they do through a more supportive system," Lindsay explained.

The strategic goal or vision of RMIT is for it to become world class through continuous improvement. This requires all staff to be committed to quality management and a client focussed approach.

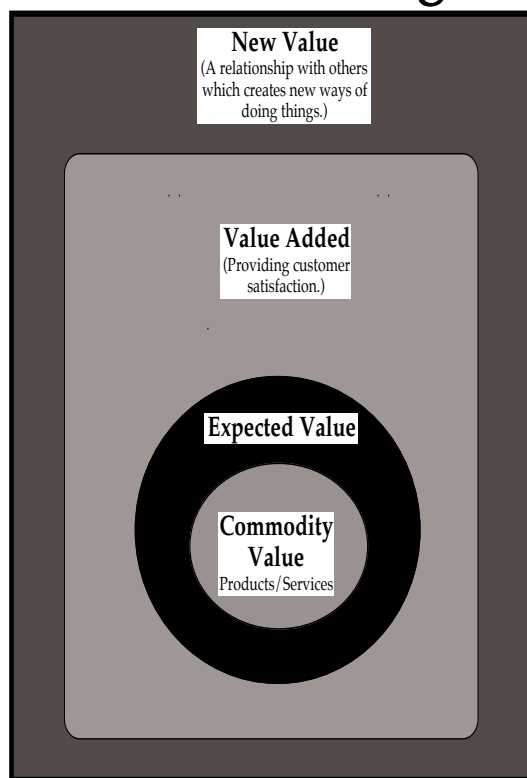
Lindsay is currently involved in a range of improvement projects. A key focus is supporting a range of projects in the Human Resources (HR) area which aim to align all HR practices with RMIT's strategic aspirations. Because people are a principal part of both the effectiveness of a university and quality management, the need to map out HR processes is fundamental, starting with how to project an external image to attract people to RMIT, through to selection, appointment, induction, orientation and career

development and onto formal exit processes and maintaining a relationship with people.

One such HR project is the review of the induction process in which Lindsay and his team are looking at the interface between selection and induction. Rather than recruiting people then telling them at induction the strategic goals of the organisation and where their role fits, they are looking to select people who are already well equipped to further the organisation's strategic goals. "Induction is then about building networks for people to enable them to add value in their roles," Lindsay explained.

One challenge for Lindsay is in encouraging people to take another view of the world while they are extremely busy coping with the consequences of not having already taken a view. "What is needed is for people to pull back and seriously engage in thinking about a new way forward," Lindsay said. "But in our organisation I'm encountering people who are absolutely flat out doing, so we tend to engage consultants to do the thinking which we would be better doing ourselves." The outcome of this tactic is that the consultants' recommendations may or may not be implemented and sustainable learning may not occur.

Value Adding



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To resolve this, Lindsay is thinking of recommending to his internal customers that, rather than engaging consultants, they contract people to do the routine work while they themselves take the time to step back and question whether this work needs to be done at all.

In this sense, and in the meaning of AnD Consulting's Value-Adding diagram, Lindsay Heywood is having a go at creating 'new value' for his customers.