

the organisation workshop

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CREATING PARTNERSHIP
ACROSS BOUNDARIES
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**PROGRAMME
OVERVIEW**

the **organisation** workshop

CREATING PARTNERSHIP
ACROSS BOUNDARIES



Why, despite our very best intentions and workplace practices, do we continue to have silos in our organisations? Why do engagement issues continue to surface? The answer is actually very simple. We tend to focus too much on the individual and their behaviour, rather than how their condition within the system influences their behaviour. We are blind to our own behaviour and to how our “position” in the system can cause certain reactions within each of us.

The path to full partnership and collaboration lies in helping people at all levels and in all positions understand and master the conditions of the system they are in. This is where *The Organisation Workshop* comes in.

Although we spend much of our lives in organisations and other social systems, we tend not to understand the systemic processes of which we are a part. We call this “system blindness”.

Although you may not believe you have “system blindness” I bet the following can be seen loud and clear. Because in organisation after organisation, regardless of the business, the size, or the country, we find these same self-limiting patterns of behaviour keep showing up:

- People not understanding the “culture” of the place
- Misunderstanding across functional lines
- Department ‘silos’ causing failure to capitalise on external opportunities
- Misdirected energies, costing a small fortune

- Destructive conflicts, creating disrespect and disharmony
- Personal stress and burnout, leading to illness, family problems and even divorce
- Lost opportunities, causing a lack of new product or service growth
- Customer dissatisfaction, resulting in lower sales and less client loyalty
- A lack of engagement at all levels
- A lack of agility and flexibility around work practices

Every time, people think these problems are unique to their organisations. They blame it on their special circumstances or on the personalities of the people involved or the marketplace or their unique “organisational culture”. And since their explanations are personal, so are their solutions: fix, fire or rotate the people. We think the problem is personal, and therefore so are our solutions.

The Organisation Workshop enables participants to consider your organisation from all perspectives and experience the universal conditions, traps and dilemmas of organisational life from every angle.

By learning about these traps, along with solid theory on how to avoid them, *The Organisation Workshop* begins to truly break down the barriers in your organisation so destructive to extraordinary performance.

Participants get it in their “guts”. They feel the dilemmas of every level in the organisation, even the dilemmas of your customers. The experiences so closely mirror their day-to-day lives that there’s no backing away from the reality of their behaviour.

Participants emerge with ideas, methods and a common language to improve their interactions in your organisation. As a result, they reach a profound level of understanding about themselves, your organisation and the power of partnering in rewarding relationships – the key to engagement.

DO ANY OF THESE WORLDS SOUND FAMILIAR TO YOU?

Your Position	Your 'World' (The Condition)
Top	OVERLOAD Feeling overwhelmed with responsibility, complexity and issues, including issues that aren't dealt with elsewhere; responsibility for the whole system.
Middle	CRUNCH Feeling pulled between the differing and often conflicting demands and priorities of Tops and Bottoms; being pulled apart from peers.
Bottom	DISREGARD Feeling ignored, finding things wrong with their condition and the conditions of the system; blaming Tops and Middles for not fixing things they feel they should.
Customer	NEGLECT Products and services not coming fast enough, at the quality they want or at the price they are willing to pay; inadequate organisational responsiveness.

What Happens When We Don't Understand Others' Worlds?

It's actually the lack of understanding of others' worlds that is a root cause of disengagement, poor relationships, and partnership breakdown. You may not see the consequences to the business at first. These come later, and show up as what we call 'lag indicators'.

But with understanding, you'll start seeing very clearly how disengagement and partnership breakdowns originate.

For example is any of this familiar to you?

- *"How dare they?"* People making up stories about others' actions – stories in which they are always the hero or victim, never the villain or perpetrator
- *"How could they?"* Seeing others as malicious, insensitive, incompetent
- *"And me of all people"* Taking others' actions personally, as if the act was against us
- *"Don't worry, this isn't over yet"* Reacting – get mad, get even or withdraw

All of the above result in a loss of focus on the organisation's key objectives and an increase in energy draining peripheral activities that do not directly meet strategic objectives. A lack of leadership and partnership occurs across the organisation. And in the end an eroding bottom line.

For over 10 years, I have seen Paul operate incredibly well with large groups, small groups and one on one. I have found his counsel and advice invaluable, and critically he has helped me understand myself better as a leader and as a person. He has worked well with my teams to stretch their development, and work with larger audiences to help them understand culture and how to drive success in large organisations. He has shown me the importance of "middles" making a stand, and I appreciate his personal support for me as I navigated through some challenging situations.

Daniel Fogarty, CEO, General Insurance,
Zurich Financial Services Australia

HOW IS IT UNIQUE?

The Organisation Workshop does not require you to implement any personnel or structural changes, nor does it require you to provide additional rewards or incentives. It simply improves the relationships in your organisation, creating a work environment in which people are more engaged, through the development of mutual trust and respect.

Simulation

In the programme you will not just learn theory behind why collaboration breaks down. Participants will be involved in real life simulation that forces them to experience an organisation from all perspectives – Top, Middle, Bottom and Customer (see table on previous page). They directly experience the financial / emotional costs to the organisation and themselves.

It empowers leadership at all levels

This workshop is not about controlling the behaviours of your employees. It empowers everyone to take a leadership stand. Your employees will see the “Big Picture” and realise their contribution to the strategic direction of your organisation. They will take responsibility for their actions and not take other’s actions personally.

STRUCTURE AND CONTENT

So how does it work?

The Organisation Workshop is a two-day programme (we can also structure a one-day version for you). On the first day, participants experience a real life business simulation in which they become top executives, middle managers, workers and customers interacting in a fast paced environment. This day takes participants out of their ‘comfort zone’ and gets them to start considering your organisation from a systems perspective. Combined with constant reflection and solid theory they can see just how their own and others’ behaviour is influenced by the position they hold.

The focus for Day Two moves to your organisation and addressing a pre-determined organisational objective. Using the learnings from the previous day you will be able to get your people working like never before on the implementation of your chosen objective. This is where the real work happens, the focus is really on your goals and getting your people engaged with your vision. We will, of course, be there to facilitate the day and make sure it happens in the most effective manner.

What will participants take away?

Here are just some of the things you can expect your participants to take away from the two days:

- Understand other people’s positions and how these impact their behaviours.
- Understand how their own position impacts their behaviour.
- Recognise when they are falling into self-limiting patterns and how to stop them.
- Be inspired to develop even stronger collaboration and cooperation across the total organisation.
- Develop concrete strategies for working across organisational lines, getting the most from organisational partnerships.
- Understand how not to get ‘hooked’ by others’ behaviour and take things personally.
- Learn how to be a leader and take a leadership stand regardless of your position in the organisation.

At War Memorial we were moving into a Strategic Planning phase, *The Organisational Workshop* was a perfect way to bring the senior and middle management of our organisation together and set the scene. The workshop was both enjoyed and appreciated as worthwhile. Attendees said they had attended many workshops’ before, but not like this.

The workshop highlighted the importance of partnerships and relationships in organisational performance and across boundaries, this in line with the current movement in Health towards partnerships and integration. With responsibility of the day as the Executive Manager, I was instilled with a level of confidence from the beginning that the day would be a success and of great benefit to the organisation, proving to be a great investment.

Gerard Hyde, Executive Manager, War Memorial Hospital Waverley

Typically our staff can be a bit apprehensive, even cynical prior to these sorts of sessions. As the workshop progressed, this attitude was quickly replaced with cautious participation and soon after that, everyone became fully engaged in exploring the issues raised.

Matthew Wilson,
Human Resources Manager,
Australian Jockey Club

I have already noticed how those who participated in the workshop have altered their approach based on when they are a top, middle or bottom in a situation. There is also a greater awareness across the Fundraising Team of each other's time, priorities and challenges. We have seen an increase in understanding and consideration when one team member's priorities may differ from another's. This contributed to the positive attitudes in the workplace and increased cooperation amongst team members.

Zoe Grose, Head of Fundraising, Starlight Children's Foundation

FREQUENTLY ASKED QUESTIONS

What is it?

The Organisation Workshop is a dynamic, fast-paced programme which gets to the heart of partnership in organisational life – why partnership is critical to organisation success, what gets in the way of it developing, and the role of leaders in making it happen. It's a brilliant programme for getting your people fully engaged. The centrepiece is an organisational simulation. It's a live exercise in which participants become top executives, middle managers, workers and customers interacting in a fast-paced environment.

What's the purpose of it?

The purpose of *The Organisation Workshop* is to give you an opportunity to learn what life is like in different system spaces within any organisation – Top, Bottom, Middle and Customer – and to use these learnings to produce more personal meaning for you and more powerful results for your organisation.

Is it a new concept?

Overseas, Dr Barry Oshry, author of the highly acclaimed *Seeing Systems: Unlocking the Mysteries of Organisational Life* as well as *Leading Systems*, has been conducting the programme in the US and Europe for over 30 years with numerous corporations. In Australia, it's relatively new, with Paul Mitchell being selected and trained by Dr Oshry in Boston to promote the importance of Business Partnering and Engagement in Australasia and to train other facilitators.

Who should attend?

Literally everyone who needs to develop stronger partnerships within the organisation. The most powerful impact occurs when we get a mixture of Senior Management, Middle Management and Frontline people. In this way, a "microcosm" of the whole business is created. Key internal and

external customers and suppliers can also be invited to participate, lending an additional level of whole-system learning.

It can also be used as a standalone leadership development exercise.

How does the simulation actually work?

We set up a total business environment. Everybody, apart from customers, becomes part of "Creative Consultants Incorporated" (CCI) a services based business. CCI provides services to a range of customers for a week (5 x 12 minute days). The business is divided into Tops (Senior Management), Middles (Supervisors), Bottoms (Frontline workers) and Customers (Clients).

It's a combination of hands-on experience, full group debriefing and presentations on why partnerships break down and what to do about it.

What's the learning methodology?

The programme combines the real life simulations, with conceptual inputs, personal reflection and group discussions.

1. Organisation Simulations

The programme starts by guiding participants through a carefully led organisational simulation, where they experience with striking clarity the dynamics surrounding interactions between different positions within the organisational hierarchy. At the outset of the simulations, each participant is "born" into one of the essential organisational positions – Top (Executives), Middle (Managers), Bottom (Producers) and Customer (Clients).

2. TOOTs (Times Out Of Time)

The simulation is punctuated with brief sessions called "Times Out Of Time",

which allow participants to step back and see how the "workplace" is experienced from each part of the system involved in the simulation. Clients often begin doing TOOTs in their own business after the programme.

3. Presentations and Discussions

Conceptual frameworks are presented along with the exercises and debriefing sessions adding to participants' understanding of their behaviours and mindsets.

4. Personal Reflection

Personal reflection is structured into the programme. It is a key part of the participant learning cycle. We also reinforce the power of individual and group reflection to take your business to new heights.

5. As the Workshop Unfolds...

Participants experience how "easy" it is to simply react to hierarchical power issues that are disempowering, and which detract from one's ability to make a real difference in the organisation. At the same time, those involved will have a number of opportunities to experiment with alternative, empowering stands and strategies that create experiences of real partnership and teamwork.

6. Real World Application

A set of powerful structured exercises assist participants in finding specific ways to apply learnings to desirable long-term personal, group, and organisational challenges. As always, you can be assured *the human enterprise* makes the content "stick" through stories, metaphors, music, and our insistence that learning must be fun.

the human enterprise has exceeded our expectations. We had two excellently facilitated days where we learnt how better to understand each others' pressures and challenges, no matter what level in the overall department. Now, back at work, everyone in our departments is starting to introduce what we have learnt. We have a new common vocabulary. There is a renewed sense of potential within the overall team and a feeling of greater optimism.

Frederique Hull, Marketing Director - Household, Reckitt Benckiser

How have other organisations used *The Organisation Workshop*?

The workshop is used both as a module in leadership development programmes and as a culture-change intervention. Some specific applications include:

- Addressing engagement scores following survey results
- Helping people in roles such as IT or HR to develop better relationships with their business partners
- Having everyone realise the need to take responsibility for total organisational success not just their own functional patch
- Strengthening relationships within the organisation to get ready to float the company
- Reviewing the way the organisation works together to provide “amazing client experiences”
- Looking at ways to foster relationships and partnerships to provide high levels of employee engagement
- Breaking down organisational silos

Who Else Has Experienced the Benefits?

Naturally, you want to know what kind of company you are keeping before you make the decision to invest in *The Organisation Workshop*.

In fact, this workshop has been introduced to Australia, following the success of its use around the globe. So far, it's been experienced in health care systems, manufacturing and service organisations, fast moving consumer goods companies, not-for-profits, high-tech firms, throughout Central America, Germany, UK, South Africa, Hong Kong and Singapore.

This is your chance to gain a competitive edge by being one of the leading companies in Australia to experience this powerful programme.

Some of the organisations that have already achieved substantial results from this workshop include: Alleasing, American Express, Australian Jockey Club, Boeing, Case Logic, Cornell University, Fed-Ex, Fidelity Investments, Goodman Fielder, Johnson & Johnson, Jurlique, Lockheed Martin, L'Oreal, Mars Chocolate, Mars Food, Medtronic, Microsoft, MIT, NASA, NEC, Proctor & Gamble, Reckitt Benckiser, The Roads and Traffic Authority NSW (RTA), SAP, Sun Microsystems, Oracle, Suncorp, UNC Healthcare, Unilever, University of Washington, Victoria's Secret, War Memorial Hospital, Zurich Financial Services.

How do you ensure the ideas are transferred back to the workplace?

Before the programme, we ask you to select a “Team” of around 8 to 12 people who will help us facilitate the workshop on Day Two. This team normally consists of a mixture of Senior and Middle Management and frontline people from all functions of the business. They can also be part of the “Maintaining the Rage” team if they wish, after the workshop. This is a team that takes responsibility for seeing that the ideas from the programme are implemented and integrated back in your organisation.

We meet with them beforehand for a 2-hour session, train them on how to facilitate on Day Two and their role in “maintaining the rage” after the programme.

How much preparation is involved in the programme?

Plenty – but the good news is that we do most of it.

Is there any pre-work involved?

It's vital to get participants engaged even before the programme so we send an email to all of them asking them to come prepared with an idea (around the business issue you have chosen) they would like to discuss on the day. We provide a template for them which takes no more than 15 minutes to complete.

How many participants can attend each programme?

We recommend a limit of 50 participants (but that's pushing it) so that everyone gets to immerse themselves in the experience and have a voice. The minimum recommended number of participants is around 25. We can organise programmes outside of these numbers upon special request.

Does it take up a lot of room?

Yes. You'll need a large room and several breakout rooms. We can provide you with the exact room size once we know your participant numbers.

How long is the programme?

The recommended workshop goes for two days. We recommend you do them consecutively, although some organisations need to spread them over a period of time.

Is there a one-day version?

Yes. The one-day version gives participants the opportunity to experience a different role other than their regular day-to-day position. Then they'll apply their learnings in teams to the pre-work and your largest organisational challenge. The two-day version gives participants a much deeper experience of partnerships, having them participate in one role in the morning and a different role in the afternoon. Application then occurs on Day Two with a whole segment on middle management integration. There's additional focus on breaking down the silos and having middle managers design strategies for better integration across the total business.

WHAT DOES MY INVESTMENT INCLUDE?

Programme Components	
All logistics, client coordination, pre-work administration and preparation	
Individual Workbook for every participant with all major tools and techniques	
Easy reference pocket card summary	
Pre-Work: Partnering in Action Template – A Pre Work Worksheet that helps participants focus on maximising take home value	
Facilitating Skills Workshop – A Two Hour Workshop with your “Action” Team for up to 12 people to be trained as Facilitators to execute the results back in the workplace	
Additional Logistics Co-Facilitator on-site for the simulation component of the programme	
BONUS - Follow up notes and reinforcement videos	
BONUS - A Senior Team Coaching Session 1-2 months after the programme to reinforce learnings and application to your business challenge	
TOTAL COST	
1 Day Version	\$12,000* + \$200 per participant
2 Day Version	\$21,000* + \$200 per participant

*Variations of the above programme are quoted for each specific client circumstance. A full breakdown of the costings can be provided upon request.

Over the past 2.5 years, we have worked with Paul Mitchell and his Team at *the human enterprise* on the development of our Mars Chocolate Leadership Group. Our aim is to develop our senior leaders’ understanding and engagement behind our business strategy so that they can work across functional boundaries to deliver great business performance. The Organisation Workshop Programme was a natural fit for the development of this Leadership Group, and noticeably strengthened their understanding of the importance of relationships at every level of the business to create full engagement and delivery of our business strategies.

It’s been refreshing to work with an organisation such as *the human enterprise* who carefully consider our unique business priorities and who have worked with us to define an appropriate programme of development... What makes them most valuable is the continued link back to business strategy and the authentic and grounded way in which they are delivered. This has been a significant investment in the quality and development of our Leadership Group and one that I would highly recommend to other businesses.

Tracey Wood, People & Organisation Director, Mars Chocolate Australia

In our 'matrix' organisational structure, collaboration and cooperation among business functions in every area are essential to success. *The Organisation Workshop* has proved a very positive and fruitful experience, especially in getting more engagement and partnership in firm-wide projects. Personally, I was very impressed with the session which was led by one of the most energetic facilitators I have ever experienced.

Yong Bae Jeon, CEO, Franklin Templeton Investments Korea

YOUR "RAVING FAN" GUARANTEE

While we believe our offer already represents excellent value, we also realise that it's still a big investment for your organisation. That's why we are committed to ensuring you walk away from this experience as a 'raving fan'. In fact, we're so confident that you will, we're prepared to guarantee the results.

If you don't become a "Raving Fan" of the programme we are promising a full credit for other services (less any out-of-pocket expenses). The only condition being that we ask the following of each of your participants:

1. That they enter into the spirit of the programme and actively participate.
2. They do the associated pre and post programme exercises or questionnaires.
3. That senior management are actively involved and support any follow up implementation initiatives.

But more than that, we will also come back and spend up to 1.5 hours with you to find out where it may have fallen short, what else you need and how it can be fixed. That's our promise to you. We stand behind what we deliver with full confidence in our ability to facilitate a powerful and lasting shift within your organisation. So what are you waiting for? Organise to conduct *The Organisation Workshop* in your business now.

NEXT STEPS

Contact us at *the human enterprise* to discuss running this powerful learning experience within your organisation. We'll have one of our consultants meet with you to discuss how *The Organisation Workshop* can build greater partnership and collaboration in your organisation dramatically enhancing your productive possibilities. We really look forward to forging an amazing partnership.

**the human
enterprise**
transforming leadership

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NB: All roles and organisations are accurate for the time of testimonial provided

I have not felt the same since I last played an exhilarating but demanding game of rugby. The course (TOW) is one of the best I have ever done. It was a nutrient dense energy bar of a training programme. I was shattered but in a good way. The team are clearly realising the need to be more collaborative and have built new connections with each other. Our company is like many big companies. All our teams are committed and working with great intentions. But that does not stop us occasionally slipping into the silo mindset. If there is one immediate observation, it is that the silo walls are crumbling.

Paul was great! High knowledge, energy, told wonderfully engaging stories that really do ensure the stuff goes in rather than just being another file on the shelf.

GM, Major Fast Moving Consumer Goods Company