

The Working Journal of Andrew Olivier



People, Structure, Leadership & Society

Requisite Leadership & Capability * Building capability *discretely*, locally and globally

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Dear Friends

Wishing you a Wonderful Festive Period and Peace, Prosperity and Care in 2012.

2011 has been a year of travel, filled with discovery, thrilling events & wonderful People. At home, the tapestry just gets richer. Namaste.

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Rapid Talent Pool Evaluation (RTPe)– India.

Chennai is the Detroit and IT center of India, with almost eight million people, it accounts for 12% of India's GDP. I have worked with my client there for six years but this was the first time we met face to face. His company, part of an international group, is on a growth curve and has made a number of acquisitions. They supply technical services globally, including Australia.

Amongst other things, my visit was to teach the technique known as Rapid Talent Pool Evaluation (RTPe). One of the main objectives was to deliver a succession plan - commencing with a department of 300 highly trained engineering staff.

This integrative approach has a process of five steps and involves ensuring that roles are described by Levels of Work criteria (Unique Value Add and Time Span of Decision Making) in order we compare apples to apples. Specific personal data is collected and all the information visually displayed.

The process culminates in the Head of Department and his direct reports meeting together to carry out the assessment process (above). Those of you familiar with this will recognize the Manager Once Removed functions (MoR). Managers and the MoR know their staff well and this approach encourages cross fertilization of views and opinions through focused discussions.

After answering some standard questions (eg - for instance "is the individual capable of doing a bigger role in the same level" or "is he or she ready now, or in the next twelve months to perform a role at the next level") the final assessment is agreed and translated onto a grid and the Growth Curves. This is reviewed annually. *Continued on page 2*

Social Responsibility...

I am a strong believer in social responsibility and it means different things to each of us. In my case it means specifically using my skills and abilities to assist disadvantaged and developing communities.

In particular, identifying potential in disadvantaged communities or helping social business improve their structure and leadership.

We have done this in the past, with US Aid in Namibia, in Australia with World Vision and the CSIRO. More recently (2009) I started the "Found" programme for "at risk youth" in Melbourne, with fantastic corporate partners, but we struggled to find the talent pool...

This year I visited Cape York with [Jawun](#) and I was amazed at the corporate firepower amassed to assist this small & remote community.

It is sobering when placed on a continuum of disadvantaged societies (population size vs resource support in \$ terms per capita.)

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The RTPe Team getting ready... Certified Training in competence; a mixture of theory and practical...



Capability Shining - High school students teach basic life skills to slum dwellers

Students of a city school have turned into life skill teachers. As part of the Empowering India Project, class 11 and 12 students have begun teaching residents of three slums around the school, basic skills.

These include, among others, topping up the balance in their mobile phones, booking LPG cylinders over the phone through an interactive voice response system, checking the booking status, register complaints for services over the phone, filling in railway booking forms, bank withdrawals, deposit slips. Money order forms and Aadhar ID card forms.

It started when Class 12 students Sahana Suresh saw her maid come to her mother to fill in forms or recharge her phone. Middlemen were charging her for these favours. Sahana asked the cleaners and sweepers at school if this also was the case and they said. She convinced her friends and they decided to educate them. In September a small groups of students started teaching them and word spread.

Others approached them as well and now, residents of three slums and their children are coming for lessons. They are being taught the alphabet to help them use the menus on their phones. They are also thinking of teaching them to make paper bags and paper craft with the help of their parents so they can supplement their income. S Kavitha, a sweeper at the school said "The students take to off to help us develop these useful skills. Life is easier when you know these things.

IMAGINE IF WE COULD IDENTIFY CAPABILITY IN SUCH INDIVIDUALS -

Well, that is what we are hoping to do... Capability assessments should not just be aimed at corporates who can afford it, we have a social responsibility to use this knowledge for the greater good.

(Thanks you Rama - Times Group India)

A Work Complexity Institute...

Is it actually wanted?

Elliott Jaques's work arrived in Australia in the 1970's and has been used ever since.

In 1998 I arrived in Australia to set up a JV company with Brunel University to further the work of BIOS (Jaques' early stamping ground - pardon the pun, which he later handed over to Gillian Stamp).

Since then Requisite Organisation, Levels of Work, cognitive capability and its various aspects have continued to grow slowly and steadily.

Due to the difficulty and denseness of the models; growth is slow and access to knowledge difficult. As Justin Brown commented recently, it has its adherents and detractors.

Regardless it is the only resilient meta-system approach to people, structure and leadership. Some organisations have used it for decades, building through successive CEOs.

Continued top of page 3

RTPe continued...

The engineers loved the Levels of Work and the rigour of role authorities and definitions

RTPe is a useful process with a defined outcome and does not rely on expensive psychological assessments. It uses those who know best – the manager and the manager once removed.

Cross referencing with assessments has shown a high degree of validity. Inter-rater reliability studies have been conducted showing correlations between assessor and managers of between 89 and 96% (Jaques and Cason, 1994)

Congratulations to the team (above) who completed the exercise on time.

RTPe is defined as;

"A process in which two layers of managers (A & B) evaluate the potential of the next two employee layers (or tiers of reports) (C & D)."

The diagram shows four horizontal levels labeled A, B, C, and D. Level A is at the top and contains one person icon. Level B is below A and contains two person icons. Level C is below B and contains three person icons. Level D is at the bottom and contains four person icons. To the right of each level is a circle containing the letter of that level (A, B, C, D). Lines connect the person icons in level B to the person icon in level A. Lines connect the person icons in level C to the person icons in level B. Lines connect the person icons in level D to the person icons in level C.



Social Responsibility... page 2

But I must congratulate the Cape York Institute and Jawun, there were some excellent partnership initiatives. I am looking forward to being able to assist where I can...

Back to the Future...

So to current initiatives. Well, my colleague whose CSR programme is affiliated to Chennai University wants to raise the concept of "Found", feeling there would be a ready uptake with corporates, as there was in Australia. Thank you Woolworths, Carnival Lines, Commonwealth Bank, Diamond Valley Learning Centre and the others who offered free assessments, mentorships and placements. So, we watch this space...

Entrepreneurial Talent - I had a pair of handmade sandals crafted at [Mahabalipuram](#) and the craftsmen (above) wanted me to take a picture of them and their big sandal and for me to tell all my friends to come to them.

Problem is, I said, there are so many stalls like yours, how do I tell them where to go? So started a lesson in marketing – put your shoe up where people can see it – a simple website? Now imagine if the shop owner had the potential to grow a bigger business... he or she would really benefit from accelerated development.



Finally, we have an upcoming project in Adelaide to assist a not for profit to improve their structure. We will use this as practical for the Seven Principles of Structure Workshop... Upcoming Events (page 4).

Personal action - Eco-suburbs - Transition Towns - sustainability -

Whether you are a climate skeptic or not; cost of living will continue to rise for transport, energy, food, housing - it will become MORE expensive. Insurance will go up to safeguard "stuff" much of want we don't want or care about.



Australians have the highest carbon footprint per capita in the world & we need to act on this. We are aware of the huge challenges facing us a species and many wonder what they can do to assist. **Don't sweat the big stuff - do something in your own space.** E.g. - find out about [the Transition Town](#) movement. It's individual, communal voluntary and outcome driven. When in [Arkun](#) (Cape York) I wanted to know why people were not growing their own food. One fellow (centre photo) was & apparently

Work Complexity Institute... continued from page 2

Standards, knowledge and quality of implementations vary widely and this has caused problems.

At the meeting of [24/11/2011](#) all expressed real support for the formation of an institute that would broadly support systems thinking in the space of Work Complexity, encompassing society, people, organizational structure and effective leadership.



A core function would be to spread knowledge and education and to improve standards, quality & market penetration.

Such an Institute must give value to members...

The list of potential products and services to members is impressive, and most have longitudinal validity.

The Institute would also welcome new ideas and new models, provided they have proven themselves resilient over time.

If you want to be involved, then please contact us and register your interest. This is the next step in building consensus. If you could not make the Sydney meeting this is your chance. Go to LinkedIn Events

The next meeting is planned for Melbourne, early February 2012.

it used to be widespread practice. Growing food helped reduce the suicide rates in the "suicide capital" of the US, a reserve for indigenous Americans.



(left) AA Tourism New Zealand 2011 - A new structure & management operating system! -

"Andrew has brought some rigor and real depth of understanding to our business structure, management styles and future planning. He has added immense value to my role as CEO."

Pete Blackwell.

BUILT TO LAST... Christoffer Andersson. Vice President Billing and Customer Care at Ericsson in discussion with Andrew...

Whenever I take an assignment, one pre-requisite is that of getting an agreement that I can use the principles and methodologies of Requisite Organisation.

The main reasons are that I have found it to be a competitive advantage and that it helps me towards realising a vision of improving people's daily life in the jungle of the organisational complex, big or small.

Everyone deserves to have a great manager that shows a broader perspective, a clear delegation of tasks and company that helps gradually growing his/her challenges and work in line with the person's inner potential." -

Upcoming Events

IRIS Training -

Initial Recruitment Interview Schedule. For New Entrants and graduates into your company. Presented in partnership with BIoSS Australasia.

Perth. Certification programme. Three days. Cost \$3,500 per person plus GST. Details available on request.

Note on Certification

For In house Practitioners & Working Journey Associates. Certification is 2 days theory & case studies plus 3 days practical project work. Practical component with a NGO based in Adelaide. March 2012

The Seven Principles of Structure

All Managerial Leaders need to know how to design a work system and the SEVEN key principles that apply.

It is here where organisational "physics" meet the social biological networks of people. 50 yrs. design experience presented in this workshop. From TESCO, Ericsson, MTN International, Novus International, RAA, BHNS, US Army, BHP Billiton to the application of principles in Virgin, Grameen Bank and others...

Two Workshops -

- **Certification** (Theory & Practical)
- **One Day in-house Introduction...**

The Cognitive Power Part of the Equation...

Q: How can I assess the potential of new graduates and new entrants to the Organisation in a cost effective and valid manner?

A: The INITIAL RECRUITMENT INTERVIEW SCHEDULE (I.R.I.S.) -

For applicants with one year of work experience or having just completed TAFE or University.

IRIS provides information on current Level of Work capability NOW, in FIVE YEARS TIME, TEN and FIFTEEN YEARS TIME.... It has a high degree of validity and is used globally.

IRIS is a 30 - 45 structured interview process. We train in-house practitioners and associates. Contact Verena for further details - verena@workcomplexity.com.au or 0422 059252. In association with BIoSS Australasia.

"Faith in yourself is not about everything turning out OK... Faith is about being 'OK' no matter how things turn out."

The Working Journey Pty Ltd.

Please forward to others...

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