

Working Journey *Projects*



Client Feedback

Michael Hawker, Chief Executive Officer. Insurance Australia Group limited. Sydney Australia.

Just a short note to thank you for the extremely comprehensive and professional reviews you have completed with my management team. Your work provides my management team and I an invaluable tool in a number of ways. Firstly it provides each of us a tremendous self awareness. Secondly, it provides each of us with an insight into another dimension. Performance evaluation of senior managers becomes quite problematic when assessing capabilities as opposed to financial outcomes. This work improves the scale, breadth and richness of individual assessment. It also broadens the horizons of the assessors.



Andrew (left), Mike Hawker (right)

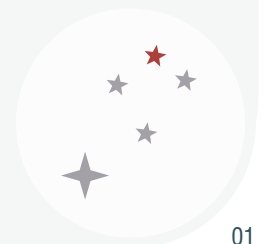
Thirdly and finally, it helps me view the capability of my team aggregate, and their potential times of restlessness, providing me with a wonderful forward planning tool for succession. Thank you for your help and I look forward to a continuing relationship into the future.

Karyn Baylis. Director Organisational Renewal. SingTel Optus Pty Ltd (2005).

The most interesting revelation from Andrew's work was the fact that the very intuitive conclusions drawn by me were able to be supported by quite rational facts. I found Andrews work initially quite confronting and then as my understanding grew, found it motivational and indeed did cause me to strive for higher performance both for myself and for the teams I work with.

Andrew has fantastic insight and a genuine concern for the individual. His ability to draw on many different inferences to understand where an individual is at in their journey continues to inspire me. Combine this with the initial robust and demanding assessment of the individual and you have a powerful combination and statistically sound data along with the emotional connection we have in our every day life to our work.

Personally I have never been exposed to a process that provided me an understanding of the fundamental nature of work. It just made sense. The Work Complexity Model achieved this. Combining this with insight into individual human capability and the range of journeys we move through proved to be very valuable tools for my personal career thinking and the building and developing of individual team members.



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If you want to challenge thinking, confront executives who have seen it all and truly have a foundation to drive fundamental behavioural change; if you want to build and capitalise on a highly effective talent management pool; if you want to provide your people with a resource that truly makes a difference to the way they work; Andrew Olivier's work is for you. It is with no hesitation that I recommend spending some time with this extremely insightful individual.

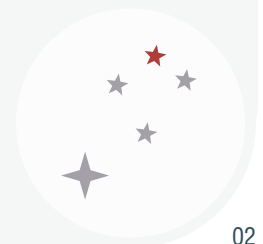
Dr Graham Harris. Chief Scientist: CSIRO Land and Water. Canberra, Australia. (2000)

Andrew Olivier had worked with CSIRO, and more specifically for my Division, for the last couple of years. He has assisted us with an important task - that of changing the culture and work practices of one of the largest CSIRO Divisions. CSIRO is changing rapidly to suit markedly different global conditions in the areas of research and innovation. Australia only does about 3% of the world's R&D and therefore needs to keep in touch with the "brightest and best" from around the world who are doing the other 97%. We need top flight assistance from individuals and consultants who can bring new skills from around the world. Andrew's contribution has, in my experience, been unique in that he is able to help organisations and individuals understand and cope with an increasingly complex world and, more importantly, to suggest solutions to some difficult management challenges.

Working in conjunction with other consultants, Andrew has brought about major cultural and organisational change in my Division which will deliver major benefits to Australia. Andrew was able to analyse our present practices and line management structure and to suggest new systems to give us greater flexibility and speed to market. He was also able to assess the ability of our senior managers to cope with new challenges and more complex working environments. He helped us to draft new statements of roles and responsibilities to clarify and simplify our tasks. What will emerge is a more engaged and committed management team able to operate in new ways and in new markets. Andrew's contribution to all of this was critical.

Andrew also used his unique experience and wide connections to Australian business and industry to suggest other innovations in terms of new markets, new networks and new opportunities. These too will radically change the way my Division does business and will lead to significant new revenue streams higher national impact and greater adoption of research outputs.

In short Andrew has helped me to transform the strategic intent, management practices and structure of my Division to bring about major change. This is still a work in progress - the job is not finished. I look forward to an ongoing relationship with Andrew as we craft a more flexible and innovative CSIRO.



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Dr. Maria Maguire, General Manager Human Resources. Telstra Mobile. (2001)

Andrew Olivier provided high-level advice and analysis, on an ongoing consultancy basis, to senior management of Telstra's Mobile & Wireless Communications business - Telstra On Air -. Mr Olivier is a leading international expert on organisational effectiveness and organisational capability issues. His experience and, in our view, unique skills in a field of complexity based work systems enabled him to make a very significant contribution to business effectiveness and competitive advantage.

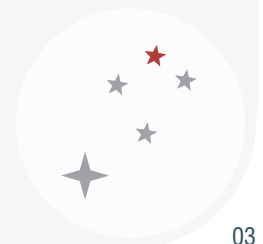
Mr Olivier personally contributed extremely valuable insights on issues of organisational capability that enabled senior management to implement significant improvements in the business. He is a trusted adviser to the senior executive team, highly valued for his integrity and strong intellect.

Ann Sherry. Group Executive, People and Performance. Westpac Banking Corporation. Sydney, Australia. (2001)

Westpac Banking Corporation has engaged Mr Andrew Olivier in a consulting capacity between June 1999 and May 2001. During this period he has consulted extensively with a broad group of senior executives and managers in support of work that links to strategic imperatives.

Andrew's knowledge, skills and business experience in the areas of organisation and leadership development are at an extremely high level. These skills are currently a rare commodity in Australia and highly sought after.

Andrew has made a very significant impact not only on our business processes for building management capability, but also on the personal careers of the many executives he's supported. He is highly entrepreneurial and creative, he has the ability to encourage others to think about industry changes and solutions from a much broader perspective than would otherwise have been the case.



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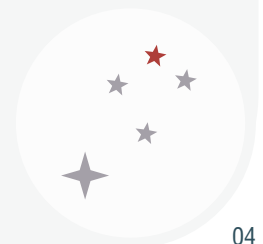
**Dick Simpson, CEO, Reach Telecommunications Group.
Hong Kong. (2004).**

Andrew, your assistance with understanding the work complexity models has helped me in a number of different ways. There are levels of complexity and some people choose to stay within the same level for most of the working career and life. Some people see no accomplishment or have any great desire to take on more complex issues and they like to see the world through very simple set of glasses. In that sense, the work complexity model has helped me understand why those people would be happy with their lot in life.

The second way it has helped me is to understand that if there is more than one level between somebody working directly for me and myself, then I'd probably will have some difficulty/frustration relating to that person and therefore as a team effectiveness exercise, it was quite useful to understand where the various people's work complexities were. The other side of this is it was very useful to understand how complex the job is versus how capable the individual is, to understand their level of satisfaction with the role.

The third area where it's been useful is the whole concept of in flow versus in transition. It has been interesting to me that there are times when you just feel so good about what you're doing and there are times when you feel genuinely confused and you wonder why you're confused when you used to be so comfortable and confident. Understanding that you're going through complexity transitions has helped me to better understand that changing dimension.

Andrew, these are the more pragmatic thoughts that I have about how I've used the information. I guess there is one other dimension, i.e. you then look at your own self development and you ask whether you wish to continue making those complexity transitions or are you happy with the level of capability you have arrived at. I suspect the answer to that is these things happen to you and even if you don't want the greater level of complexity, you get dragged into it anyway but it does help if you have a mental model and are consciously making the choice going forward, rather than having the world dish it out to you.



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Other Comments...

Work Complexity Training - 2004.

Louise Bone - Insurance Australia Group, Sydney.

A great couple of days. I am constantly looking at jobs and thinking about how they are structured and what level they would be. I feel like I have a million questions and that there is so much more to learn. I really enjoyed hearing what other organisations are doing - the concepts and principles are fantastic and will be most useful in underpinning all people management practices in IAG.

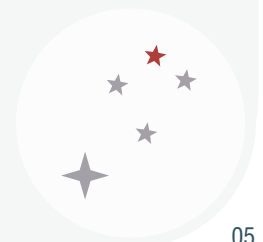
Cedric Legget - MTN Group, Southern Africa.

I feel I have a strong mental model of Work Complexity and found the exercise done at the end of the workshop really reinforced the learning. I DEFINITELY believe I will be able to apply the learning in my Organisation and overall it was stimulating and enjoyable.

Comments from the Leadership Consortium - Australia's premier Leadership Network. 2000.

Excellent presentation - good material, interesting subject, relaxed with sense of humour. * Never had a chance to see or hear of this material before * The session was excellent - very stimulating. It took some time to figure out where Andrew was going, but when it came together it was extremely effective - powerful - mind shifting stuff. We got the tip of the iceberg, but totally obvious when you click.

Rated 5.6 out of a maximum of 6.



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General Comments from Individuals

JW - Westpac Banking Corporation 2004

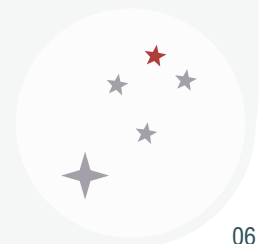
Andrew, the report was fascinating. I found reading it to be an extremely enlightening experience. I can't believe how clearly it described my working experience to date and how revealing it was of my style preferences and the way that my capability develops. I think that the biggest issue which you touched on is the challenge of being able to build the skills and competencies to succeed at each new level. I think that the opportunities to develop at an appropriate level will be paramount to my success. This is particularly interesting when I think of my current employment situation and the opportunities and experiences which may/may not be available to me.

Programme Director. Sydney. 2004

Andrew, I wanted to thank you for the time you have spent with me and to say that I found the process to be the most helpful I have been engaged in.

It is not too strong a statement to make when I say this insight has given voice to what I need as a person, and in a very exciting way. I have had a feeling for about two years that my career options are closing down at a time when my personal demand for more growth is expanding, not a good place to be.

I have been questioning for about two years as to whether I am going mad, I have had the feeling of being in a final phase or an ending of something and the growing need to break out of my current path. Once again, thank you.



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From The Book

Dr Linda Pearson, National Health, UK.

I am really enjoying reading your book *The Working Journey*. Thank you so much for writing it. I have benefited a lot from reading it. National Health should pay attention to its lessons.

Kirsten Rappolt - Telstra Corporation. Australia

I have just passed your book onto one of my talented staff and we are enjoying working through as assessment of her working journey. It is a really interesting read.

Hans Meeske. The Netherlands.

I am studying your book with great interest - a new world is opening up for me - and I can feel the energy flowing. I will read it carefully before deciding what to do when in the organisation I am with. I will keep you informed as my thoughts and plans progress.

Jason Li. Political Activist & Corporate Sustainability Manager

It was terrific to meet you. I can honestly say that you have already had an enormous impact on the way I look at work and the world.

***Copies of the book may be ordered online,
visit www.theworkingjourney.com***



ISBN 0-620-30067-1, 367 pages, 21 figures & 6 tables.

