

Working Journey Projects

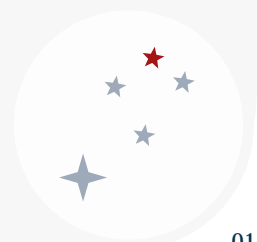


“Specialising in building capability in Individuals, Organisations and Societies.”

Using the models and approaches of Elliott Jaques and Others in the design of complexity based approaches to our own Working Journey, Organisational Growth and Talent Pool Development and the building of capability for Sustainable Societies.

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Working Journey Projects



What is Working Journey Projects about ?

Working Journey Projects is dedicated to nation building through the development of Organisations, Institutions and Individuals, from the public, private and NGO sector.

Working Journey Projects is committed to fostering and developing resilience, sustainable growth through appropriate practices, the art of the long view and building Personal and Business success for the Southern Hemisphere.

Working Journey Projects is dedicated to identifying and developing high potential individuals who can use their capability to make a difference to society and local community.

Working Journey practices voluntary simplicity.

How do we go about this ?

Working Journey Projects consulting practices are based on the models of the late Dr Elliott Jaques. To this end, it has incorporated developments from other thinkers and fields of endeavour, such as complexity science and in particular, complex adaptive systems theories into its methodologies.

These models have been researched and evolved over more than half a century and offer views on work, the structuring of work and our own Journeys. What has been discovered is a close relation to the principles found in Complex Adaptive Systems Theory. These are big picture life frameworks in which issues such as organisational effectiveness, talent pool management, change programmes, resilience and sustainability as well as our own personal journey find a home.

Working Journey Projects carries out a number of projects to further its mission, such as the centre on the West Coast of South Africa and its research on entrepreneurs. Our consulting and research work funds our nation building and research activities.



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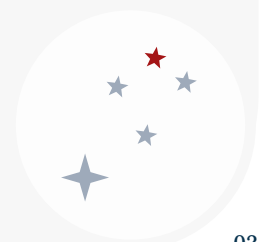


What do we do ?

Working Journey Projects offers consulting services to the private and public sector based on the understanding and management of complexity and uncertainty. We use the Seven Level Work Complexity Model as grounding in this pursuit. Our interlinked programmes approach these meta-models from different angles, all additive and all offering life long learning.

Working Journey Projects also focuses on individual capability and how it unfolds during the course of Life. By understanding how our capability unfolds, we can plot our Journey and proactively plan for our Future.

Working Journey Projects runs a nation building centre on the West Coast of South Africa that is geared at community development and stimulating entrepreneurship.



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Work Complexity: Foundation Course

A three-day workshop on training practitioners in the Work Complexity model. The workshop provides a comprehensive manual, case studies and an experiential programme. Candidates may be certified as competent on completion of the experiential programme and a theoretical examination. Candidates should be mature and have work experience.

Who is it aimed at ?

People dealing with Organisational effectiveness - (restructures, mergers, acquisition, performance enhancement, culture change); Complex change management projects; Entrepreneurs who have grown to a point where they are considering national or international expansion. Public, Private and Non-Profit Sectors welcome. Special rates are available for Non Profit Organisations.

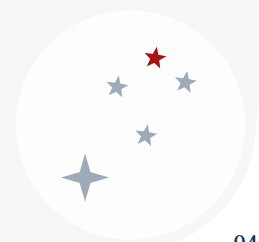
What is covered ?

These learning and development programmes are based on the Work Complexity Models of Dr Elliott Jaques and other significant contributors such as Stamp, Hoebeke, Dive and Olivier. Outcomes for the course are:

- A framework of understanding complex adaptive systems and how it relates to the world of work and Work Complexity Levels.
- A clear understanding of the Work Complexity Models from Work Level I - V.
- The unique value adds and the discretionary space at each level.
- A Practical Understanding of Leadership at Each Work Level.
- The practical ability to review work systems from a Work Levels perspective to improve design, efficiency and reporting structures.

Delegates will work through case studies, questionnaires and examples, plus online support to assist you with work analysis anywhere, anytime.

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Work Complexity: Foundation Course

What do I get ?

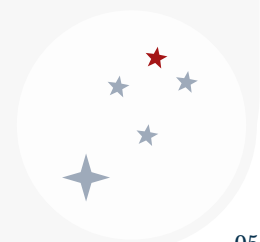
- Confidence and knowledge to apply these Fundamental Models in your Organisation.
- Ongoing support, a manual, updates online, software support, seminars, online discussion groups...
- A copy of "The Working Journey" by Andrew Olivier.
- Special offer of five free online questionnaire analysis for use in your own company PLUS a reduced rate for online services for the first 20 questionnaires completed.

Where is it held ?

Sydney, Auckland, Hobart and Melbourne, all major centres in South Africa and anywhere else by arrangements.

Accreditation:

If you wish to be accredited, a theoretical and practical exam may be taken.



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Work Complexity: Advanced Course

This programme is aimed at building a resilient, requisite Organisation, within the shortest possible time, at a reasonable investment of time, resources and commitment.

Who is it aimed at ?

Organisations planning transformation. The programme is intensely experiential and involves delegates carrying out projects in-house.

What is covered ?

Module I: Structure: Structuring Work systems to meet their core objectives. Applicable at the functional level (e.g. Call Centre or Supermarket or Mine) and at the more complex level (more than one work system at different levels of complexity in one or more countries).

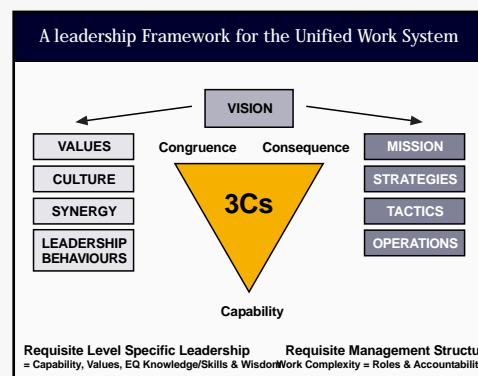
Module 2: An Accountable Managerial Leadership Framework for key managers (including real vs. straw managers, requisite accountabilities, risk, level specific information)

Module 3: The 3Cs for Relationship and Performance Management provide an integrative process for ensuring coherence and congruence organisation wide.

Module 4: Managing the Talent Pool looks at key positions, capability, work complexity, performance grids, MoR reviews and mentorship.

Accreditation:

If you wish to be accredited for each module, an exam may be taken, that is theoretical and practical. A certificate will be issued.



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Work Complexity Online Software Analysis

An online tool ready to support Practitioners and in-house Consultants anywhere, anytime.

Use the web based Work Complexity Information Systems® (WCIS®) to do your Work Complexity Analysis. Use this web based software to “level” and check the Work Level of a role by answering easy and interesting questions. Get your line managers and direct reports involved.

Work Complexity Analysis shows the current level of work taking place and if elements of other levels are present and in what areas of the roles.

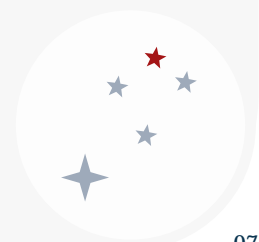
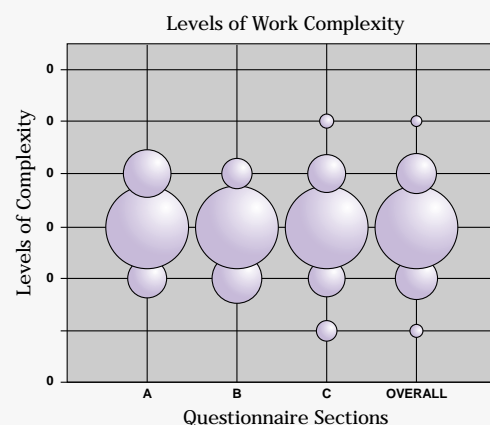
It allows one to generate reports by functional unit or team and to interrogate a questionnaire for understanding. For example, a role is “levelled” at Work Level III, but there are elements of Work Level IV and II present. The system allows you to isolate those questions, discuss and modify the report appropriately.

Review entire departments, teams, real and virtual and benchmark your Organisational Level of Complexity.

We can also warehouse and manage your profiles and reviews if desired.

But far more importantly, you can use the outputs to structure discussions to clarify roles, structures, unique value adds and performance. The WCIS report allows one to do this, to hold meaningful role discussions in a systems approach to work, which is underlain by principles proven around the world, in research and in practice.

Training in using the WCIS as a collaborative tool for work and performance design is addressed in the Foundation Course or the process can be facilitated by our consultants.

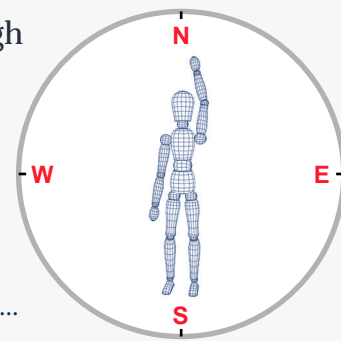


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Planning Your Work Journey

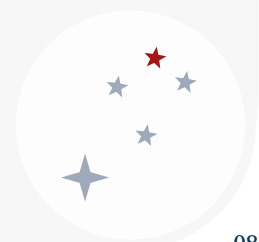
A short action orientation programme for High Potential Individuals consisting of two meetings and a workshop...

As a high potential individual, there are some key things you need to know about your Working Journey, some basic things which can assist you in proactive planning. Andrew Olivier offers an opportunity to discuss and contextualise your Work Journey. His short programme of two meetings and a workshop addresses the following...



- Where will I find flow ?
*(if you have done a CPA, a CPP or other cognitive assessment, GREAT, bring your report
If not, we can do a capability assessment with you.)*
- When am I likely to hit periods of major turbulence or transitions? What will the nature of the transition be?
- What should my Working Journey objectives be, in broad terms? Use the reflective Tracking your Working Journey to plan ahead, actively *and subconsciously*.
- Are my current objectives and development plans suitable? - will they sustain me and if so, for how long?
- Is the Journey I am choosing able to hold my attention, interest me and offer me challenges for this cycle and the next, or is another fundamental positioning on the cards?
- How can I equip myself for my Working Journey?
- Do my choices play on my strengths? Do I actually know what my core Dependable Strengths are?
- What will “retirement” mean for me? Does my Working Journey stop?

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Planning Your Work Journey

Some Danger Points for High Potentials

- Organisations tend to run out of roles in Work level V - don't expect a role to unfold, you need to create it. If you have capability for Work level VI, then you WILL need a portfolio of activities...
- Entrepreneurs need to understand that as their capability unfolds, so vulnerabilities may appear in their organisation. Do you understand how your capability impacts on your company and how you need to manage it so the company and you continue growing?
- Developing Resilience - S***t happens - how do you get back on track, deal with setbacks.

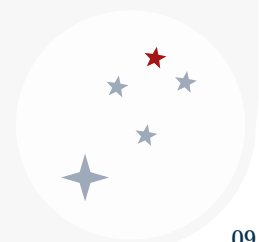
Outputs are:

- A deeper understanding of your Working Journey, the types of challenges you will require and what skills are needed.
- Your own Journal of Past, Present and Future Calls to Adventure - this can be maintained on line if you wish, with security guaranteed.
- A visual map that you will create of the future, over at least a five year frame.
- A clear understanding of what needs to be done within the current capability cycle and...
- What needs to be done in preparation of the next Call to Adventure?

People who may benefit from this Programme

- People whom the Organisation believes have potential for Group Executive level or CEO potential.
- People who are on Elliot Jaques's Growth Curves Mode V and above. Mode V is the first of the curves to have the capability to move into Work Level V - a work level requiring significant competence, poise, broad knowledge basis, networks, behavioural flexibility and personality to operate effectively.
- Those outside the corporate structure or those within, who believe strongly they have the potential, but feel it is not recognised.

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Planning Your Work Journey

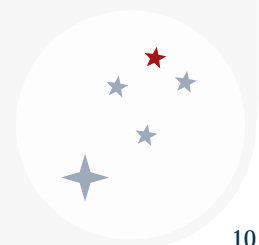
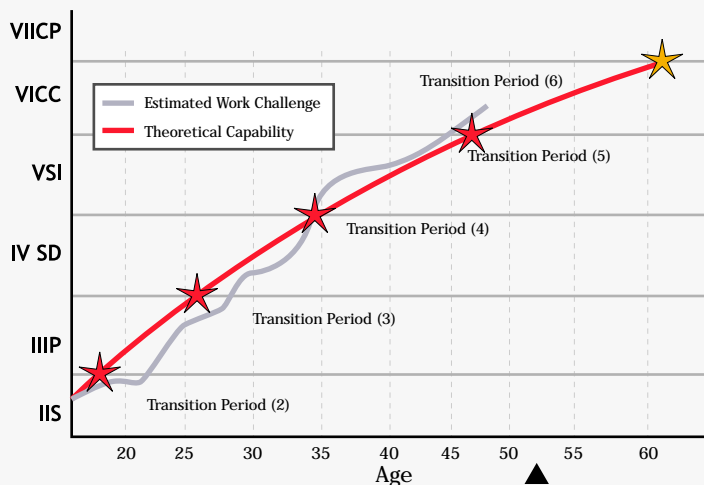
A note

This Short Orientation Programme is based on the very clear and logical principles of Dr Elliott Jaques' work and his understanding of Work Complexity and the Growth of Human Capability. Dr Jaques identified seven levels of Work Complexity, each with uniquely different value propositions. He also developed a set of Growth Curves for determining predicatively where we may find our "flow" (work complexity matches with our individual capability) and our cognitive growth through them provides a key underpinning of his mentoring.

We are ALL driven by our capability. This is the engine of our need to find meaningful work. We cannot switch this need off. We may subjugate it, often at a high personal cost. People on fast growth curves (modes) experience a number of TRANSITONS, as they move from one level of Work Complexity to another. How they find meaning at each new Work Level may or may not remain the same, but they will need different challenges, larger canvasses to work with. Each Transition Period is a Call to Adventure, as we seek to find a new level of job satisfaction. If we are not in flow with our work, we battle to find a new level of flow as we want a larger playing field. Plotting our Path on this Journey can be made a lot easier, we can enjoy it a lot more. After all, it's a one way ticket.

Below: *Each participant will get a predictive map of their Working Journey - what has been and what will be...*

Your Working Journey - calls to Adventure and cycles



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The Requisite Supervisor: Promoted from Work Level I to Work Level II?

Who is it Aimed at ?

Organisations that use Requisite Organisation theory or Work Complexity models and who want programmes that are aligned with the theory. This programme is aimed at those who will or have been recently promoted or moved into a Supervisory role. This programme may be used for organisational transformation.

What is Covered?

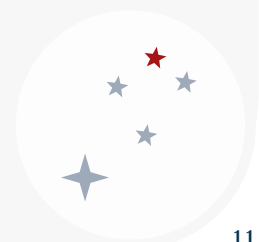
All of the traditionally important material (e.g. Planning, Organising, Managing, Leading) but with the generic requirements of Work Level II providing the backbone and context. Additionally, The Requisite Supervisor uses the 3C model for relationship management, within his or her team and upward.

What do I get?

Course Manual.

Where will it be held ?

Australia, New Zealand and Southern Africa.



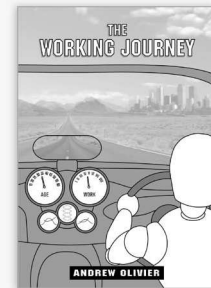
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The Working Journey: a book about work complexity and Work journeys...

If you are managing an Executive Talent Pool or are a High Potential Individual - *you need to read this !!*

If you are interested in understanding how our potential (capability) drives our need for challenges and are interested in your own Working Journey, order a copy of The Working Journey, by Andrew Olivier. MacOlive, 2003. (ISBN 0-620-30067-1) 353 pages.

The book contains examples of High Potential CEO's and Executive Leaders in Science, the Financial Services (Insurance, Banking, Venture Capital) and Telecommunications. The book also contains a self assessment exercise for estimating your potential.



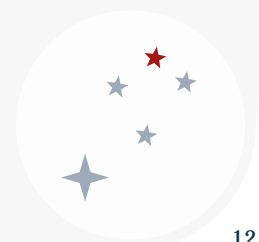
Price is AS\$44.00 (GST included) per book with a 10% discount on orders of three books or more plus AS\$8,50 postage within Australia, AS\$15,50 within New Zealand and AS\$22,50 for international postage. Please note that for international orders, no GST applies and the book cost is AS\$40,00 plus postage (total AS\$66,50).

Order from here now.

Some Reviews

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. AUS. “ *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.*”



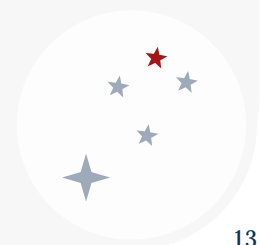
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The Working Journey: a book about work complexity and Work journeys...

A Selection of organisations who have directly purchased Andrew Olivier's book: *The Working Journey*

Metropolitan Life	Westpac Banking Corporation AUS	Serono Pharma International (Switzerland)
BHP Billiton UK	Westpac Banking Corporation NZ and Pacific	Dept of Business Management, University of South Africa
BHP Billiton Australia	Reino International	LICM Consulting
BHP Billiton South Africa	Caterpillar Australia	Sanlam
Mtimkulu Executive Search	Allaway Foundation	NAMDEB Mining Namibia
Anglo American Base Metals	CGU Insurance Australia (multiple copies)	MTN Nigeria
ECMSS (NGO)	Pick 'n Pay Family Foundation	Australian Institute of Management
Ithala Development Finance	Victoria Roads (Australia)	TEMCO (Australia)
Filpro (Pty) Ltd.	Minvera Book Publishers	Knowledge Teams International (Australia)
Investec Bank	Premier Mine	Europ Assist
Nanotechnology Victoria	Impala Platinum Mines	Core International (Canada), Capella Associates (Canada)
Cranefield Management Institute	BIOSS South Africa	Exclusive Books
Technikon Witwatersrand	BDO Spencer Stuart	Nutrimetric International (Australia)
Anglo Vaal Gold	Olthaver & List Group of Companies	George Washington University.
Bond University in South Africa	Profiled Appointments	CGU Insurance Australia
Monsanto	MTN	Australian Institute of Management
SA Reserve Bank	Electricity Supply Trust of South Australia	Sasol
Namaqua Sands Mining	Old Mutual PLC	ITO Focus Ltd.
University of Cape Town	DA Direct Information Services (Australia)	
Telekom Namibia	Anglo American PLC UK.	
De Beers Botswana		
Commonwealth Bank of Australia		
Insurance Australia Group		



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Being There©

A revolutionary socio-economics literacy training programme that is set to turn things around ...

This programme can be customised for delivery to any country.

“ It means mobilising one another, and not merely waiting for government to clean our streets or for funding allocations to plant trees and tend school-yards ”

- excerpt from Address by President N.R. Mandela at the opening of Parliament - 5 February 1999.

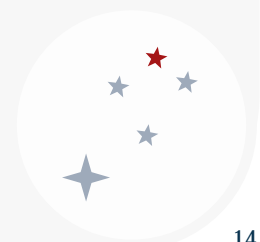
“ Public instruction should be the first object of government ”

- Napoleon

“ It’s about educating our people to enjoy the power they have been given, to take control of their destiny, to make a difference and to keep money in their pockets...”

1. There is very very little out there that happens without money. Did you hear a siren today? It’s costing you - provincial rescue teams, hospitalisation, decreased productivity (the injured can’t work); poorer economic performance; poorer investor sentiment (we hear this one often enough). And the more sirens you hear the less overseas big wigs want to come here. It’s that simple...
2. Being civil in fact means having a vision for the entire country. How about visualising a 30% increase in the number of tourists visiting South Africa? - now that’s useful, practical and very very lucrative for everyone! For every tourist that lands on our soil it means we receive an injection of R10 000.
3. 510 people died on Swedish roads last year; but we lose 1000 people each month! Whoever it is that causes the deaths of those 12 000 people annually on our roads (the highest in the world) costs us R12 billion - enough to pay for present courses on entrepreneurship, and civic economic awareness (this article broadens into a training programme) and give free education to every school child in South Africa. Just imagine it.

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Being There©

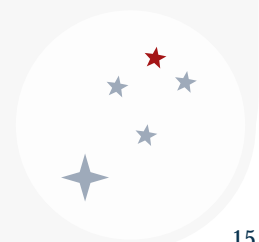
4. Each time someone has a medium to serious back injury in a motor vehicle accident it costs the taxpayer (you) anything between R190 000 and R285 000.
5. The next time you hear about a doctor dying or leaving the country, miss them. But understand also it is costing you in many ways. You paid the princely sum of R320 000 to train him or her and that does not include the government subsidy. They are now gone, so open the pockets again; there is another asking to be trained.
6. There are 155 000 prisoners in South Africa. The figure in 1997 rose by 13% over the previous year; in that year 1,05% of them escaped. Luckily in 1999 this figure dropped to 0.21% of the total population. It costs R 2737.50 per month to keep one prisoner alive. Each month. Sit down work out what your favourite charity or institution can do with that money.

You don't need to do much besides share this paradigm with others - teach your kids what it means to be connected and why bad behaviour costs them money. This works, little else does. Relate everything to money; this is what talks. The previous government often used the Bible as justification for their actions; the present one often falls back on being politically correct. Trevor Manuel knows clearly that unless we move our products overseas, we will not grow economically and will start looking like Zimbabwe. Support him, please! But it's more than that...

Each time we see a neglected child, someone die of Aids, each time we see a street light broken or a vandalised school; each time we learn about a fire out of control or a major bus accident; in fact, each time we hear a siren, while we pause to think about and pray for the victims and for their families, and perhaps ask ourselves what we might do to help, we should never ever, ever forget that it is money out of our pockets!

"Being There" does not mean you have to join any group or become an activist; just be aware, by Being There! And then the next time someone says "the government must pay" be sure to put them right.

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Being There©

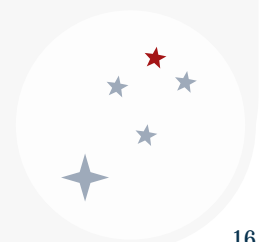
At the end of the course your delegates will discover many astounding things about how efficient societies work and what power we have within our democracy to make a difference.

Notes:

The workshop is two days and each delegate gets a manual and course certificate on completion.

This course is run in the interest of nation building and is offered at cost or unless otherwise arranged. A suitable venue must be provided by the client as well as meals and teas and where necessary transport for learners and presenter.

Accredited with the Services SETA in South Africa.



Working Journey Projects



Contact Details

Working Journey Projects has offices in Australia (Sydney and Hobart) and in South Africa (Johannesburg). All email enquiries should be directed to enquiry@theworkingjourney.com.

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