

THE WORKING JOURNEY

WORKSHOPS
PROGRAMMES
& SERVICES

*“SINCE 2001, ASSISTING EXECUTIVES AND OWNERS TO
ACCELERATE DELIVERY BY RELEASING THE POTENTIAL IN THEIR
ORGANISATION THROUGH FUNDAMENTAL PRINCIPLES OF
DESIGN, CAPABILITY AND LEADERSHIP”*

<http://www.theworkingjourney.com>

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A WORD OF WELCOME

THE REQUISITE ENTERPRISE

The Working Journey, established in 2001, works with a broad spectrum of clients and industries. In the corporate world we work with Boards, Executives and Managers to help them design and lead their enterprises and see their intent come to fruition through liberating their people's capability. We also work with social businesses and not for profits in a range of settings.

Our relationships are long-term because we provide significant return on investment through direct advice built on a foundation of trust. Our clients are provided with integrated, practical tools supported by robust models. We make the complex simple using researched principles rather than latest OD fashions. This has seen our niche consultancy work on an ongoing basis with a range of clients across Australia and Africa. Our Working Journey Handbook explains who we are and how we make a difference to individuals, companies and the community.

WHAT IS A REQUISITE ENTERPRISE?

In a nutshell, it means work gets done without fuss by people who look forward to doing it in an enterprise that is working towards being sustainable. Three basic measures of an enterprise's success are whether it achieves its goals, whether its employees find fulfilment in working there and that it does no harm. Requisite Enterprise (RE) provides the principles of organisational design as well as the knowledge and skill required by leaders to create a workplace that enables people to achieve organisational goals.

Our approach is based on the work known as Requisite Organization as it is a systems approach based on Complex Adaptive Systems theory. The fundamental tenants rest on pragmatic, integrated systems and behaviors that continually build and reinforce trust. Pioneered by the late Dr. Elliott Jaques - psychiatrist, medical doctor and social scientist, these ideas have spread worldwide over 60 years. His original thinking was shaped and enhanced by many eminent thinkers from multi-disciplinary backgrounds.

Integrated with the Requisite Organization concepts are the thinking from a number of other organisational thinkers, past and present, all of which result in creating a workplace of fairness and trust that allow people to use their capability to deliver for the enterprise. This overall integration is what we call Requisite Enterprise – RE.

We acknowledge and stand on the shoulders of many great pioneers and thinkers and as well as the learning received and given by our long term clients. We have extended the application into the important area of assisting enterprises that seek to develop as a truly sustainable entity.

Read on to learn about how we make these principles come to life in your organisation and for you.

CONTACT DETAILS

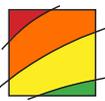
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RESULTS FOR YOUR ORGANISATION

OUR CLIENTS USUALLY CONTACT US FOR ONE OR MORE OF THE FOLLOWING REASONS

- The business is growing and has hit a point of stagnating profit and/or internal confusion due to the increase in complexity
- A larger established business feels that it has become a bureaucracy, it has a stagnated culture and has lost the ability to innovate and work effectively (often coincides with the appointment of a new CEO)
- The enterprise has developed a longer-term intent and strategy and wishes to ensure the ability to deliver this plan throughout the organisation
- There is a consensus that restructure is in order, or previous restructures have been unsuccessful and have caused damage
- There is an identified need for a leadership program for managers to be able to produce more results from their teams and at the same time lift the level of staff engagement or satisfaction
- Organisational practices in terms of the recruitment of, management and retaining of talent require an overhaul or improvement
- Executives and senior leaders are feeling like they are spending their time 'in the details' OR not considering the future
- People systems such as appraisal, remuneration, recruitment and planning (yes, this is a people system!) require improvement
- One of our clients has now become a CEO or an Executive and wants to enable their people to deliver through the implementation of RE
- And above all – organisational leadership wants improved results through their people becoming more engaged in their work



I found it really easy to understand, basic principles. If you've got levels of work, and you can measure levels of work, and you can work out someone has the capacity for that level of work.... it made a lot of sense.

I have supported and recommended the introduction of the RO principles as I believe they are clear and logical and come together to build an integrated framework that will assist any business in achieving its Strategic Intent. I like that RO is international, it's been tested across the world, it's been going since the second world war. I like that we have big corporates, small not-for-profits, we have local government, it doesn't matter what sector you're in, it's about harnessing people's efforts to get the right outcomes.

Allen Candy, Chief Executive Officer, Life Care



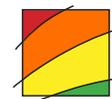
"Whilst I had been aware of Requisite Enterprise for a little while it's benefits became real to me at the end of a long period where my efforts to lift the productivity of my Business Unit were not being met with the return I was seeking. Our experience was that this process quickly exposed where we were unclear as an organisation as to what functions were responsible for what work. This initiated a high level executive conversation to clarify these issues and establish cross functional working relationships on the key issues that caused most of our hold ups. Requisite Enterprise provides a common language for the organisation that can be utilised to work through the obstacles that exist to getting work done. With a focus on building a trusting and fair work environment my Business Unit has certainly benefited from our work which is starting to realise itself through outcomes and employee satisfaction".

Sam Green, GM Corporate Services and Deputy CEO, City of Playford



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.

Mike Hawker, Insurance Australia Group.



General Sir John Monash
FOUNDATION

“The Working Journey has worked with us to understand the capabilities and growth paths of our pool of candidates, and of our successful Scholars. With their help we have a deeper understanding of their position and trajectory of these outstanding young people, and in particular their key transition points. The Scholarship itself is such a transition, and our Foundation also works with Scholars after their return as they establish their careers. The Growth Modes model has been a very useful framework with which to consider and discuss career paths with the Scholars. It also allows the opportunity – if we can learn how to use it properly – to better sort candidates on the basis of their Applications into those we should interview, and those we shouldn’t”

Dr PETER BINKS, CEO of the Monash Foundation



World Education Australia
building skills, changing lives

On behalf of World Education Australia a heartfelt thank you to The Working Journey for providing the capability review of our senior management team. The short finalisation workshop with our Board Chair last week was most valuable, and closed out the assignment neatly for us as well. To add special and particular thanks to Verena and Tim for conducting the in-depth interviews and individual capability reports. Not only were they enthusiastic and competent in their consultation they were exceptionally thorough in their approach; ensuring we have a clear idea of the capabilities of the senior members of the team, where they are at now and by understanding how they make decisions, how they can better contribute to the organisation in future.

The Board and I are most grateful for this information which will be used to develop succession plans by better appreciating the career paths of these important team members. Once again, we have thoroughly enjoyed working with you and your team. Your contribution to improving our employee engagement and innovation will assure improved organisational performance as we work towards our mission; providing people living in hardship with opportunities to invest in their own lives.

Guy Winship. CEO. World Education Australia



I was introduced to RO at my previous company of 16,000 employees and understood its power. After becoming CEO I have implemented RO across the organisation and have aligned it to our ten years Strategic Intent. “Andrew has provided invaluable advice and assistance to the RAA to enable us to develop our talent, identify future leaders and manage our teams to maximise our output. I have used Andrew at 3 companies and have always got exceptional results”

Ian Stone. MD

Royal Automobile Association of South Australia



we're that somebody

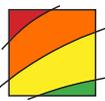
Requisite Enterprise has assisted greatly in providing clarity and process in structuring the organisation to deliver the strategic plan. The methodology of determining levels of work and roles within the levels is invaluable as the output is a well-structured organisation which is efficient, agile and effective. To a CEO this is powerful. The unique value add within roles not only gives the organisation a clear view of the synergistic structure and capability it has at its disposal but also the individual has a sense of meaningful worth in the business as well. Within the value add of roles is the accountability and authority of the role and it is here, as all parts of the organisation operate is a synchronised motion, that speed and accuracy improve along with decision making. Again, to a CEO, this lays the foundation for a successful business.

*Tony Wojciechowski, Managing Director
National Pharmacies.*



I've seen lots of management theories and they come and go. What RO gives you is a very good set of sound principles by which to work. I went back to basics, what are the things it's founded on, what are the building blocks, which is good for an engineer. And I could understand the building blocks.

John Ringham, SA Water



OUR TEAM

**ANDREW OLIVIER**

Andrew is the Managing Partner and has set up a number of successful companies in his career. He has consulted with and advised many well-known public and private leaders. In 2003 Andrew published his book "The Working Journey" and in 2013, a second book Organisational Design - What your University Forgot to Teach You. Andrew is a panel member for the General Monash Foundation and CEO of The Centre for Transition. In 2013 Andrew became an ambassador for the Global Ecovillage Network for Australia and New Zealand. He has a strong interest in entrepreneurship, sustainability and works in a number of countries at senior levels.

**VERENA MACLEAN**

Verena became involved in the work of Elliott Jaques through Professor Gillian Stamp and was one of four original CPA trainers worldwide. Verena is an associate of BLOSS Australasia, EDAC and a senior partner of The Working Journey. She is highly regarded by colleagues, clients and friends with extensive knowledge and understanding of the complexity based assessment methods. Verena was Talent Manager for the international communications company MTN and used Levels of Work and Capability mapping for managing and planning talent pools across a number of countries.

**ADAM THOMPSON**

Adam brings his experience to play in a refreshing approach to the practical applications of practice and theory to organisational structures, people and talent management. Recent work has seen the restructuring of a business in need of refreshment and the implementation of management principles which saw customer numbers triple, a six-fold increase in profit, sustainable growth achieved and most importantly, employee morale reach record levels. Notably, this occurred using existing talent within the business.

Originally educated in Economics and Law, as well undergraduate teaching in Organisations, his career has been in both Australia and the UK, working initially in the fields of education, law and insurance. While holding a variety of operational, strategic and project-based management roles at Executive level, his ability to visualise the effect structures and systems will have on culture and individuals has been the hallmark of his work.

**TIM LEVETT**

Tim's experience is in change delivery, with an extensive background in Project Management, Change Management and Organisational Development across the Private, Tertiary and Government sectors. Tim specialises in change leadership development programs that enable organisations to realise their intended benefits and develop ongoing change capability, assisting and developing leaders to deliver their plans and achieve their goals. Tim has worked with all levels of business to deliver change (structural, delivery model, marketing, IT, process or cultural change to name a few), working with organisations throughout Australia.

Tim leads our online learning platform, ensuring that quality leadership development remains flexible, affordable, relevant and available to all organisations and individuals.

**SAMANTHA MACDONALD**

Samantha is our Office Coordinator and brings many years' experience of both administration and clerical skills to the company.



ASSOCIATES



AMANDA JOHNSON

Amanda has assisted us in a variety of roles; from being a facilitator for the Front Line Managerial Leader Programme, to Leadership Scans and IRIS work. Amanda has been involved in the implementation of these models at the RAA for over seven years.



DR. BRUCE WHITBY

Bruce is an experienced IT business executive and consultant with more than twenty-five years of technology, senior business and boardroom experience across the Financial Services, Telecommunications, High Tech, Media and Systems Integration Industries as well as Academia. His leadership experience spans business, IT strategy development and consulting, Organisational Design, IT governance and hands-on business management with international experience in Australia, UK, France and South Africa.

STRATEGIC ALLIANCES



AN OVERVIEW OF HOW WE HELP

We provide knowledge and advice to our clients in a number of ways, see subsequent pages for examples of each:

FLAGSHIP PROGRAM

Our flagship program is a full requisite enterprise roll-out through the organisation, ranging from 6 to 24 months depending on the size. Incorporating all aspects of our services below, this forms a full change program designed to see the organisation delivering with more freedom and quickly becoming a sought-after place of employment.

ORGANISATIONAL DEVELOPMENT PROGRAMS

We provide clients with organisational development programs ranging from 6-24 months designed to create significant change and improvement in the business. Our approach allows for foundations for change to be laid, knowledge gained, then a consistent rise in performance and satisfaction as changes are implemented. Programs are designed around areas such as executive team development, leadership development, cultural change, lifting organisational agility and responsiveness, organisational redesign and talent alignment. All programs are based on robust concepts of organisational design, capability and development.

WORKSHOPS AND TRAINING

We hold workshops within an organisation from small groups of 3-5 up to full seminar-style training for large work groups, for example, all senior and executive managers. These range from one day workshops, three-day seminars and a 10-module full leadership programs across the organisation. Covering all topics of organisational design, talent and leadership practices required for effective delivery, participants complete training with a new understanding of fundamental principles as well as a list of action steps to commence implementation. Our principles, methods and advice are also available through our suite of e-learning products. This provides clients with the opportunity to quickly and cost-effectively disseminate learning through their organisation in a flexible way, as well as those in the public to access particular modules or advice as required.

ACCREDITATION

We provide accreditation in the knowledge and application of certain aspects of our services around understanding capability, organisational design and workshops facilitation. This allows the internal building of capability within our client organisations as well as providing an opportunity for fellow consultants to add to their range of offerings as well as join our network of friends. A word of warning – the training goes for multiple days and is not for the light-hearted – we only accredit those who can provide quality.

CONSULTING SERVICES

We work with our clients on both an ad hoc and an ongoing basis to assist in resolving particular organisation issues or assist in planning for and setting up for future requirements. We are often the first port of call for any issues faced by our clients, and once we have clarified the desired result, if it's not an area where we can make a significant contribution, we refer to our network of trusted associates who specialise in other areas.

COACHING

Some clients prefer us to work with them one-on-one or in small group of 2-5 on a regular coaching basis. This allows the principles of Requisite Enterprise to be learned and applied in the light of particular managerial issues, providing participants with a deep knowledge that becomes 'second nature'. We offer individual and small team coaching services from CEO to Front Line Manager, from tech start-up to micro-finance entrepreneurs. We also provide individual development and support through understanding your capability and personal purpose, using tools such as the MCPA and the Transformation Game.

USER GROUP

We like working with our clients, so we regularly bring together those we have accredited in our services and other trusted people from our network for a morning or afternoon. This is to provide an environment where people learn latest thinking as well the opportunity to learn from each other (including us, we learn too!).



REQUISITE ENTERPRISE FLAGSHIP PROGRAM

Our flagship program provides your organisation with the capability to become a 'requisite enterprise' meaning one that sees a sustainable intent delivered through people who find satisfaction in doing so. The custodian of the process is the CEO, MD or Owner, with the HR function providing crucial systems, capability and support the transformation. Requisite Enterprise is an integrated way of designing and leading and a goal-direct work system of any size of scale.

BECOMING A REQUISITE ENTERPRISE TAKES THE ORGANISATION THROUGH A NUMBER OF STAGES:

The program is conducted over a 6-24 month period depending on the size and intent of the organisation which sees plans and projects significantly accelerated and expected benefits increased. This is done through dramatically increasing and integrating the organisation's capability to deliver. Led directly by the CEO, MD or Owner, the roll-out occurs in three phases

PHASE ONE: CONTEXT AND CLARIFYING 'THE WORK OF THE ORGANISATION'

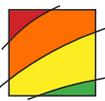
1. Executive team capability analysis provides information to the CEO and Board on the team's ability to deliver over the timespans required. Used to make adjustments to top team if required before commencing journey.
2. Establish the organisational context and the 'Core Team' for implementation. For success, significant organisational change needs to happen for a reason, and be led by people with influence who are respected in the organisation. This step establishes this team and starts the necessary conversations in the business.
3. Review of organisational intent to establish clarity and functional alignment. Worked on by the Executive and the Core Team, a workshop may also be conducted with the Board if required to review and clarify the intent of the organisation. This creates the blueprint for design, operation and leadership, and moves the organisational conversation toward the work required in the organisational context.
4. Strategy session and clarification of the actual work - separate to the intent workshop. This is for the Executive and the Core Team (not including Board) where the strategies, approaches and actual work required to move toward the organisational purpose are identified and decided.

PHASE TWO: TRAINING AND RAISING OF CAPABILITY OF EXECUTIVE LEADERSHIP TO DELIVER

5. Organisational Review of the current capability of the organisation to deliver through analysis of leadership practices, organisational design and talent pool at the senior levels of the organisation. Provides the context for the workshop in addition to the work completed by the Executive and Core Team in Phase One. Members of the Core Team trained in this stage to provide ongoing organisational capability for review and alignment in the future.
6. Requisite Enterprise Induction Workshop Provides the Executive and the Core Team with the knowledge and skills required for roll-out through organisation, both supported and through training of in-house. This will see all managerial leaders in the organisation improve their capability to deliver work through setting up people to apply their natural capability by implementing the following steps.

PHASE THREE: IMPLEMENT CHANGES TO EMPOWER PEOPLE TO DELIVER AND CASCADE THROUGH ORGANISATION

7. Structural analysis and levelling. Using knowledge gained from induction workshops and any in-house practitioners that have been trained, each area adopts a requisite structure after levels of work analysis, identification of necessary change and a planned program to implement
8. Role clarity and cross-functional alignment. Each area creates clarity for each of their people through identification of accountabilities and the necessary authorities to implement.
9. Key information and process identification and leadership. Top team and layer below establishes the 10-20 key organisational processes that create or support value for customers. A leader for each process at the appropriate level is decided upon, along with the 'user group' of those involved in the process. This sets the conditions for later improvement.
10. Talent pool alignment. The top team takes accountability for ensuring roles in their area are filled with people of the capability to handle the complexity of work required. A range of methods are available to assist managers and managers-once-removed in making these decisions.
11. Leadership principles cascaded through organisation. The RE principles through which the organisation is now designed and lead are taught to all employees in a cascading process, lead by each person's own direct manager.
12. People system alignment. Throughout the project, HR modifies systems and practices around recruitment, induction, annual appraisal, performance management, talent pool & succession and finally remuneration to support organisational practices.



ORGANISATIONAL DEVELOPMENT PROGRAMS

LEADERSHIP DEVELOPMENT PROGRAM.

The program delivers the principles of requisite leadership which sees a significant raising of the capability of leaders in the organisation to successfully deliver results while raising the level of satisfaction and fulfilment in their people. The format of the program is a series of modules delivered over the course of 6-12 months designed to allow the learning of each to be absorbed, implemented, then discussed in later sessions.

Programs are designed for leaders at any level of the organisation, with content changing to suit the unique value-add that occurs in the different themes of work. Groups consist of 5-10 participants, allowing learning together and the sharing of experiences.

MODULES INCLUDE: UNDERSTANDING YOUR LEVEL OF WORK, EFFECTIVE TEAM PROCESSES, FUNDAMENTALS OF WORK DELIVERY, MEANINGFUL CONTEXT & PLANS, RAISING PERFORMANCE, FUNDAMENTALS OF BUSINESS IMPROVEMENT, DELIVERING SUCCESSFUL CHANGE AND PROJECTS, RELATIONSHIPS AND COMMUNICATION, DEVELOPING TALENT, FINANCIAL AND REPORTING ACUMEN.

Contact us if you would like a more detailed brochure on these popular courses.

EXAMPLE FEEDBACK FOR THIS PROGRAM

"I wanted to say thanks so much for everything. I have immensely enjoyed the Great Leaders Program, and can honestly say that I have got more out of it than any other training I have ever done"

"I just wanted to let you know that I have seen some amazing changes in our managers/specialists coming out of your leadership training. It is exciting to see that changes are happening and I just wanted to let you know."

"Would just like to thank Adam for the teachings provided thus far, I've incorporated them into the way I conduct work (where possible) and it has made a significant difference"

I wanted to say a huge thank you. Not just for the feedback yesterday, but for the whole process. Feedback from others that I have heard have generally been along the lines of - 'probably the best piece of feedback/reporting I have ever had in my career'. Certainly powerful stuff.

ORGANISATIONAL CHANGE PROGRAM

This program develops the ability of managerial leaders to lead and implement successful change in their business area or across the organisation. It provides guidance, support and development for managers as they lead affected people towards a new way of working. Integrating Requisite Enterprise principles with traditional Project Management and Change Management principles. This program develops an individual Managers ability to lead change, build a successful change environment with engaged staff, mutual trust, fairness and sees a business area more likely to deliver benefits and improvement.

Delivered over 12 months or tailored to suit your organisational timeframes, the program consists of facilitated sessions, access to e-learning materials, Change Leadership workshops, coaching sessions and development of individual wisdom. Other components such as Change Delivery Scans, development of organisational change processes, and Participating in Change Workshops for affected staff are included to develop a full program that delivers the change required.



WORKSHOPS AND TRAINING

Working Journey workshops are designed to be run in-house for organisations already with a Working Journey Organisational Licence as well as being run in public forums in Australian Capital Cities as demand requires. Contact us if you are interested in holding any of our workshops in-house or for any upcoming public workshops. Coaching and advisory services are offered as a post-workshop adjunct to assist in further knowledge and implementation of learnings for results.

FOUNDATIONS OF REQUISITE ENTERPRISE (2.5 DAY)

Designed for those who wish to understand the full breadth of Requisite Enterprise and develop action items for implementation in their own organisation. This workshop forms part of a full Requisite Enterprise roll-out and can also stand alone as a foundation course. Covers the fundamentals of the nature of work itself, and how organisations can be designed, lead and filled to ensure the delivery of a sustainable intent. Workshop includes organisational scans to determine current ability to deliver as a baseline, and establishing of work context with senior leadership.

Use of materials and tools provided by The Working Journey requires and organisational licence.

"This workshop has been the best investment of my time ever in a training context with respect to how to deliver outcomes as a manager. The concepts are logical, presented clearly and in a timely manner. The supporting material is excellent. The discussion was spot on with all topics, it's the best management instruction you can get"

GENERAL MANAGER

FUNDAMENTALS OF FRONTLINE LEADERSHIP (1-2 DAY)

This workshop is designed for both new and experienced managers and team leaders of frontline work who want more fulfilment in their role through raising their ability to deliver results for the organisation through their people. Foundational knowledge and skills in how to organise work, build trust in teams and raise performance are gained, with actions identified for implementation and follow-up in the workplace.

"All organisations should consider this as a way of ensuring effective structure and leadership is in place. Provides clarity to the workplace where sometimes things can become difficult and overcomplicated"

FRONTLINE MANAGER

DESIGNING EFFECTIVE ROLES: PRINCIPLES OF ORGANISATIONAL DESIGN (1-2 DAY)

Ideal for Managers of all levels and Organisational Development professionals, discover how organisational or departmental design - the roles and their relationships, are causing people frustration in simply doing their work! Our Principles of Organisational Design workshop provides participants with a 'template' they can use to analyse their own department or organisation and identify areas in which their people's natural capability is being restricted by the organisation of work itself. Based on the natural principles of work design that are required to liberate natural creativity, this workshop consistently opens eyes as participants see what has already been right in front of them. The workshop concludes with actions for each participant and also includes a complementary copy of the book 'Organisational Design: What Your University Forgot to Teach You' by Andrew Olivier.

"This is the best way I have seen of linking innate human behaviours to organisational design".

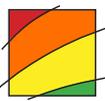
SENIOR MANAGER

DEVELOPING TALENT POOLS: NOW AND SUCCESSION FOR THE FUTURE (1-2 DAY)

This workshop is designed for senior managers and executives as well as HR and OD professionals who want to ensure their significant investment in people is seeing capability applied to delivering the organisation's intent. The fundamental principles of human work are developed, covering the meaning of work, and how people will naturally look to actualise and find 'flow' in the working environment. The concept of the Applied Capability Tripod, how this aligns to work and the role of managerial leadership is covered along with principles of raising effectiveness today. For the future, an understanding of growth potential is gained, how it can be appreciated, and the processes and accountabilities involved in an organisation to see this potential realised for the organisation are covered.

"I found it really insightful; high order concepts with practical and easy to apply relevance".

HR SPECIALIST.



REQUISITE ENTERPRISE REFRESHER (1DAY)

Designed for organisations and participants that are already familiar with the common sense yet powerful Requisite Enterprise approach to designing and leading organisations, this workshop refreshes the principles of effective delivery, allowing for reflection then identification of new ways to raise the level of organisational performance. Including a 'current state' check, the workshop provides further insight on how organisations and departments can be designed and the managerial leadership practices required in order to see natural motivation and delivery of organisational intent. Suitable for Executive and Board level as well as frontline leadership, this workshop is often used by CEOs to ensure momentum toward a truly effective, or 'requisite' organisation continues.

"Fundamentals of leadership and managing, which perhaps are acquired over many years of experience....or take this class and get ahead!" SENIOR MANAGER

EFFECTIVE RECRUITMENT (2 DAYS)

This two-day workshop provides HR professionals and managers who are serious about selecting the right talent for their area with a full process that significantly increases the success rate of new hires. The workshop covers identifying the initial need for the role, the levels of work concept, and the principles of organisational design required to ensure clear accountability and authority for the successful candidate. Participants then learn about the Applied Capability Tripod to identify the required factors for success, and are then introduced to a selection and interviewing process that provides an evidence-based method for determining fit for role. Concepts of cognitive capability and initial exposure to appreciation methods are provided, along with guidelines for successful on-boarding with clear accountabilities.

"I feel much more confident in the decision we have made, compared to previous appointments. We've made a very informed decision based on real experience. The professionalism of the process was a good reflection on our business, showing candidates that we take it seriously and make sure the appointment is right for everyone." OPERATIONS DIRECTOR

CHANGE LEADERSHIP (1DAY)

This workshop provides participants with the knowledge and skills required to introduce effective change across the organisation that deliver both business results and the behavioural change required for success. Participants gain an understanding of how complex adaptive systems require structured and coordinated change delivery in order to see new futures fully realised. Requisite principles are integrated with fundamental Project and Change management principles to allow participants to implement their desired way of working in a manner that builds trust, mutual respect and sees the work delivered successfully.

ENABLING CROSS-FUNCTIONAL WORK (1DAY)

The Enabling Cross-Functional Work Workshop provides participants with the fundamental knowledge to guide their own area of executive management through the process of linking their strategy to the work required. This allows for the formulation of clear and concise role descriptions which link together to create a complete work system that maximises ability to deliver on strategy. Benefits include reduced confusion in matrix organisations and in cross functional teams and project work through a clear understanding of accountabilities and authorities that link to create value. Integration with other cross-functional systems such as RACI is covered in the workshop.

"Provided clarity around how we might better manage internal handoffs. Describes and allows clarity around accountability, useful to help understand how to design roles effectively" SENIOR MANAGER

BUILDING THE EFFECTIVE TEAM (1DAY)

Teams are formed to deliver work, and become effective teams when there is an expectation of performance in an environment of mutual trust and respect. Understanding how to build this is a core accountability of every managerial leader, and relies on knowledge of a series of principles and practices, both individual and team, that bring a group of people together. This workshop is practical and relies on fundamental, straight-forward principles of human nature and work to provide managers with the skills to create teams that perform. No horoscopes required.

"Just a quick note to let you know I trialled the team meeting practice you discussed with us yesterday with my guys today and ALL loved it. Agreed it was different but the meeting flowed much better. Everyone felt the time they committed was of good use and I pushed back some of the work I would normally have taken ownership of which sits in the staff's accountabilities. We developed clear actions, decisions and comms. So thank you, I will use the same technique with my other team meetings." MANAGER.

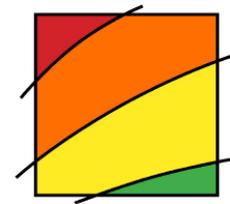


E-LEARNING

The Working Journey eLearning (WJe) is a quality development option that provides leaders with the foundational knowledge for designing effective structure, filling it with the required talent and leading for effective delivery.

Using an online learning approach, you can tailor learning content for your organisation, for your business area or at an individual level. You can target learning content that focuses on areas your business requires at a given time, allowing a program that is cost effective and is not constrained by calendars and schedules.

WJe provides a strong focus on the development of your leaders with subscriptions available for both organisations and individuals.



THE WORKING JOURNEY
e/LEARNING

CHOOSE FROM SIX COURSES CONSISTING OF:

- Thirty six modules
- Thirty six learning activities
- A plethora of learning articles for download
- Quizzes to test your knowledge

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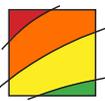
TRY IT FOR FREE!

You can request complementary access to the introductory course by sending an email with your details to us or going to the website and using the direct link

The complimentary course contains six modules with relevant learning videos, activities and static resources. This course provides you with an understanding of the content, the format used for learning and the technology that supports its delivery.

BECOME A SUBSCRIBER

IF YOU WOULD LIKE TO DISCUSS HOW YOUR ORGANISATION COULD BENEFIT FROM WJE DEVELOPMENT CONTENT, YOU CAN CONTACT US AT elarningadmin@theworkingjourney.com
IF YOU ARE INTERESTED IN INDIVIDUAL DEVELOPMENT FOR YOURSELF OR ONE OF YOUR MANAGERS, VISIT www.developleadersonline.com FOR INFORMATION ON COURSES AND PRICING



PRACTITIONER ACCREDITATION

As well as providing the below services to organisations, The Working Journey provides training and accreditation in certain areas of knowledge and practice so our clients and associates can have the capability to advise and assist organisations and people to find flow. Accreditation requires ongoing demonstration of competence and is subject to licence conditions. Courses are held according to public demand, or can be delivered in-house for larger organisations who wish to develop their own cadres of practitioners.

CAREER PATH APPRECIATION / MCPA

Our clients and associates use this powerful process to assist individuals and organisations to gain a deep understanding of the capability of themselves and their people, and how it might unfold. This allows for the work of the organisation and the capability of the individual to be aligned as much as possible to find 'flow'.

This structured interview is recommended for use with executives, senior managers and high potential individuals and is collaborative, with feedback an essential part. The approximately two hour process allows for an accurate prediction of how an individual's capability may mature. It does not look at skills, education or personality and has been found to be gender and culture fair. There is an international database of over 40,000 individuals who have been through this process. The Working Journey delivers this training as part of strategic alliance with Bloss and EDAC.

Training requires five days of learning and practice, then eight individual follow-up sessions. Candidates receive a CPA Training Manual and a copy of Andrew Olivier's book *The Working Journey*, (2003) MacOlive Publishing.

INITIAL RECRUITMENT INTERVIEW SCHEDULE (IRIS) PRACTITIONER

IRIS is a quick (30 – 40 minute structured interview) an inexpensive way of identifying the level of work complexity or judgment that individuals are comfortable handling, both now and in the future. It is aimed at people working in the operational levels of work from operator to Front Line Manager or people who are joining the organisation with little or no work experience. A second version of IRIS is available for new entrant graduates. The Working Journey delivers this training as part of strategic alliance with Bloss.

A trained IRIS Practitioner can provide an indication of the most suitable level for immediate appointment as well as a broad suggestion of an individual's likely potential in 5, 10 and 15 years' time. As such, it can be used for matching individual capability with work requirements, identifying supervisory / managerial potential for career development purposes, ensuring that people recruited for specific positions will be neither over-extended nor under-utilized, identifying "high flyers" or fast tracking, and charting the talent pool to assist in future succession.

Training requires five days of learning and practice, then individual follow-up sessions. Candidates receive a copy of Andrew Olivier's book *The Working Journey*, (2003) MacOlive Publishing.

LEVELS OF WORK / ORGANISATIONAL DESIGN PRACTITIONER

Successful candidates emerge from this training with the ability to analyse then apply fundamentals of sound organisational design to improve organisations. Based on the Seven Principles of Organisational Design, this five day training program educates and, if successful, accredits those who will be involved in the review and design of roles, both for immediate needs and in the future.

Training requires a real-world project in order to gain practical experience. The Working Journey may provide an external

organisation, (where possible a not for profit organisation) to allow trainee practitioners experience outside their own company (see section on Building the Civic Society).

Successful candidates emerge with the capability to map work systems to understand performance or underperformance, understand the core principles for vertical and horizontal structure for effective design, how to create effective roles using Unique Value-Adding, Time Span, Authority and Accountability. This knowledge and skill is

then put to work in the organisation through assisting in restructures, green field design and for analysing why particular areas or departments appear to find difficulty in delivering or retaining talent.

Training requires five days of learning and practice, then an in-house practical in the weeks after for final accreditation. Participants receive a copy of Andrew Olivier's book *Organisational Design - what you University Forgot to Teach you* (2013) Xlibris Press and a *Levels of Work Practitioner Manual*

REQUISITE FRONTLINE LEADERSHIP FACILITATOR

The Working Journey trains internal staff who have a talent for teaching and facilitating to deliver the Requisite Frontline Leadership Workshop. This provides the organisation with in-house capability to cascade the principles through the organisation, as well providing a knowledge-base in the organisation for others to draw upon. Over time, this group become the expertise in the organisation and a source of significant value as the organisation develops.

Training requires observation of a minimum of three workshops, then specific training on 'inside' concepts in order to assist with delivery. 'Practice' workshops are observed, then when the candidate is ready, they run a full, unassisted workshop under observation to seek full accreditation. Should this not be successful, feedback is provided and the candidate may attempt accreditation when they are prepared.

PLEASE NOTE, acceptance for the above training is at the discretion of The Working Journey, and accreditation is not automatic and is at the discretion of The Working Journey



CONSULTING AND FACILITATION SERVICES

Using concepts continually developed for over 70 years as well as The Working Journey's own ongoing research, development and learning from clients, we provide facilitation, advisory and consulting services to organisations throughout Australia, with reach also to Africa, South American and Asia. Examples of services provided include:

DELIVERING OF EFFECTIVE CHANGE

Do you have the capability and the necessary knowledge to see your plans effectively delivered? Is change needed at a fundamental level? Our reviews and advice can identify areas where any change implemented will be naturally thwarted and can assist in providing a process that will see the future you require for organisational success delivered.

FACILITATION OF STRATEGIC INTENT AND STRATEGY (INCLUDING LONG RANGE SCENARIO PLANNING)

Does your organisation have a clear intent which provides the context for all work and ultimately taps into the capability of your people? Can be cascaded quickly through the organisation through our Rapid Results Session.

INDIVIDUAL CAPABILITY APPRECIATION

Online or face to face. Integrates with Levels of Work Scan to provide a dynamic real time picture of how the work system is operating and what may need to be done. Capability Interviews are important for understanding individual Journeys, talent pool mapping and development. Allow for an integrated 'talent map' of the organisation.

LEVELS OF WORK / ORGANISATIONAL DESIGN REVIEWS

These reviews apply the principles of organisational design to the structure and provides an analysis of how effective the structure is for its purpose both in terms of risk to delivery and to frustrating employees. Check for missing levels, overlaps, duplications, authorities and accountabilities.

ORGANISATIONAL REDESIGNS

A comprehensive approach for effective outcomes. We work with you in a logical and structured process of analysis and redesign for purpose. Your people, structure and leadership become aligned to long term strategy and tactical milestones. Based on the book "Organisational Design, What Your University Forgot to Teach You".

RAPID TALENT POOL EVALUATION

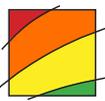
Rapid Talent Pool Evaluation can deal with larger numbers and is a process managed by line managers and the Manager Once Removed. Very practical and allows for succession planning and development.

REQUISITE LEADERSHIP REVIEW

How requisite is leadership in your organisation? What is your leadership risk? How effectively do you serve your internal customers...We offer a range of audit and review services that allows both for organisational leadership assessment to identify risk to delivery and which provides a platform for individual development. Organisational Design Analysis.

TRANSFORMATION GAME

For those at the crossroads of choices this board game with the help of a skilful facilitation provides the space and guidance to address that important question. It is a dynamic experimental game of self-discovery and assists you the player to draw the answers from within your vast realm of experiences. An interesting option for deciding what to do or gaining insights on vexing issues. A one or two day game option.



COACHING

The Working Journey provides both one-on-one and group coaching services to allow an individual or a team to systematically raise their level of performance.

TEAM-BASED COACHING

We offer a staged coaching programme designed for a managerial leader and their team of direct reports which guides the team through the steps that move the area to being a Requisite Enterprise. The outcome is the structure, capability and leadership practices in place for effective, sustainable delivery of work and people truly engaged in the direction of the business. Used from CEOs and their Executive Level through to frontline managers and their teams, the programme centres on action and outcomes, not theory.

Results of the program include:

- Establishing the environmental context, strategy and plans of the area
- Identification of the roles required with clear accountabilities and unique value-adds
- Analysis of capability of people in the area to deliver across the applied the capability tripod with identification of actions required to allow people to contribute their maximum ability
- Leadership fundamentals of tasking, teamwork and assuring performance understood, practiced and systematically implemented in the area
- Identification of key work systems in the area and decisions made in terms of accountabilities, contributors, users and required outcomes
- Key role relationships identified and the necessary authorities implemented to allow capability to be utilised and work delivered
- Talent Pool management process through the Manager-once-Removed understood and implemented in the area

A Specific Coaching Program exists for HR areas which sees the necessary adjustments to people systems to allow organisational capability to be brought on board and used in the direction of the organisation. These systems include;

- Recruitment
- Performance Management
- Annual Appraisal
- Talent Management

INDIVIDUAL COACHING

We offer an in-depth, discreet and highly effective one on one coaching service. We have a programme for supporting managerial leaders and entrepreneurs at all stages in their career.

The program sees ten individual coaching sessions over 5 months with our professional coaches who have solid entrepreneurial business experience with a combined 100 years of experience. If you are in an organisation, then at least one 3-way session with your manager enrolling his or her support and candid input on your strategic coaching goals and measures of success is included.

The foundation of the process is the Requisite Toolkit for effective leadership – core principles of how to structure, organise and lead in order to be an effective, fair, outcome focused professional who leads, inspires, communicates, sets direction, assigns effective tasks, gives authority with accountability and creates space for the best of your team to emerge and is able to manage performance

The end result is a raising of your knowledge and skill to see both your own work delivered, and your own people finding flow through becoming more valuable to the organisation.

MENTORING FOR HIGH POTENTIALS AND EXECUTIVES

Please contact Andrew Olivier directly andrew@theworkingjourney.com



USER GROUP

We enjoy close relationships with our clients, and we learn together through experience and application of principles which are designed to create workplaces that induce trust, liberate creativity and allow people to feel valued.

Our User Group is made up of those accredited in our methods and knowledge, as well as employees of licenced organisations that have a particular interest in Requisite principles and wish to expand their knowledge.

Regular events are held for our group to come together, where we share latest development and information, and importantly, the group has the chance to catch up and share experiences in making their organisations better.

In addition, members of User Groups frequently visit each other in their workplaces to discuss ideas and learn without direct involvement from us. This is one of the aspects of our community that gives us pride that our community evolves of its own accord.

We also hold conferences from time-to-time, for example the 2013 Requisite Enterprise Conference in Adelaide was a great success with six CEOs / MD presenting plus the international Head of Talent of SAB Miller, along with over 15 separate workshops and presentations across the two days.

If you are interested in joining our community, please don't hesitate to contact us. We are passionate about making organisations places of value to the community, and welcome all who wish to join us.

RECENT EVENTS

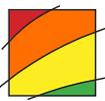
Requisite Enterprise Conference

CEO Client Lunch 2014 (Mark Dayman, Ian Stone, Sam Green, Tammy May, David McGown, Tina Hudson, Verena MacLean, Adam Thompson, Allen Candy, Tina Hudson, David Bohn)

User Group Meetings

Please see web site for future events. Users will be notified <http://www.theworkingjourney.com>





THE WIDER COMMUNITY

The Working Journey believes that every commercial enterprise has a role to play in creating equality in opportunity for those less fortunate and in doing whatever it can to lessen its environmental impact. This forms part of our wide community mission. As a result we actively seek out organisations that we believe assist others to help themselves, here in Australia and elsewhere.

2015: SCENARIO PLANNING 2040

In 2015 we coordinated a group of proactive South Australian companies and government to sponsor Clem Sunter, one of the world's foremost scenario planners, to work with a group of the state's business leaders to create future scenarios for South Australia 2040. This was a highly successful two day session and a working group has evolved to socialise the scenarios broadly.



Government of South Australia
Department of the Premier and Cabinet



CITY OF



2015 THE FUTURE OF WORK

Working in conjunction with Schumacher College we hosted a number of workshops with head of the economics Dept at Schumacher on the Future of Money and the Future of Work. Our partners on this were:



REACHING OUT TO SOCIAL BUSINESSES

We run an active probono programme and have over the years, often together with our corporate clients, supported a variety of organisations in assisting with restructuring, capability mapping and executive development.

- World Vision,
- CSIRO,
- Volunteers SA & NT (2014)
- The Sir John Monash Foundation (2013-)
- Good Return (2014 -)

2016 – FINDING POTENTIAL AMONG THE SLUMS

Our 2016 project is identifying young entrepreneurs with potential for development among the poor in Manila, a project in partnership with the Grameen Australia. More about this project can on found at

<http://www.highpotentialindividuals.com/projects/>



LEGACY CREATORS

This project has been ongoing since 1995. We work with and track high potential individuals globally who have the potential to leave a legacy. If you wish to be considered for our research programme we invite you to complete the questionnaire on the welcome page of www.highpotentialindividuals.com



A SELECTION OF ARTICLES ON OUR METHODS OF DESIGN, TALENT AND LEADERSHIP

A SELECTION OF AVAILABLE RESOURCES ON REQUEST.

- Finsch Mine. A Case Study. 1992. Olivier, A and MacLean, V.
- The Billiton Story 1998. Phillips, B.
- An IRIS Study of Capability in a Call Centre Telstra 2002. MacLean V. 2002
- Work and the Unconscious. Jaques, E. 2003
- John Young on Individual Weakness and Organization Design. Four Seasons Hotels and Resorts 2004. HR.Com
- Three Tier Management: A Structure for Trusted Managerial Leadership. John C Bryan. GO Society 2005.
- Stress Article . AHRI 2005. Olivier, A.
- Cognitive Complexity's influence on Information Needs in Change. Du Toit, GP., MComm. University of Pretoria. 2004
- Risk Management and Mitigation. 2008. Olivier, A.
- Exploring Managers Mental Highways. 2009. Visch, J and Laske, O.
- The Road Ahead: The Royal Automobile Association (RAA) of South Australia. Olivier, A and Stone, I. Presented GO Society Buenos Aires, 2009.
- Time for the organisation. Uncertainty and decision making in management and governance. (MEcon). Borg, A. 2005.
- The Growth of Capability of Muhammad Yunus. Olivier A. GO Society 2009
- The Difference between coaching and mentoring, Olivier A. 2012
- Predictability of Investment Performance and Impact of the Level of CEO and Partners. Enhancer. 2010
- Which Comes First - Organisational Design or Lean Six Sigma. Clement, S and Harvey, R. 2009
- Findhorn RO Article (Findhorn Ecovillage). Olivier, A. 2013
- A short Article on Authority, Accountability and Responsibility. Olivier A. 2014.
- Capability and AFL Coaching. Thompson, A. 2014
- When a Business Grows or Fails. Olivier A and Thompson, A. 2015.

ANDREW OLIVIER HAS PUBLISHED TWO BOOKS.

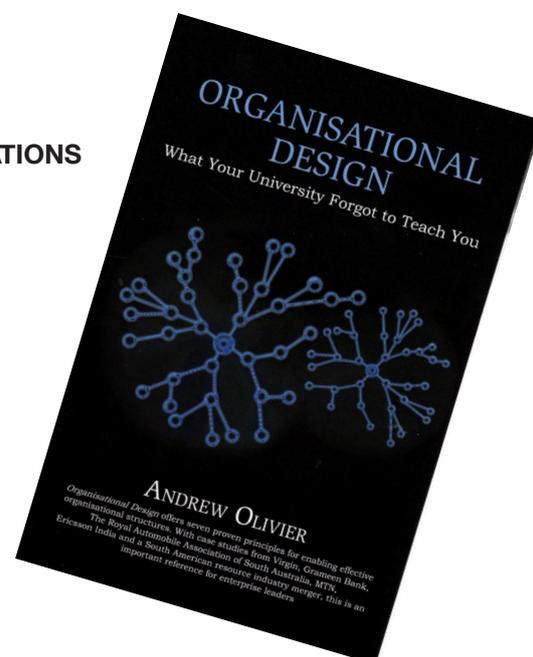
Organisational Design, What Your University Forgot To Teach You (2013) is available from Amazon and other online retailers. Signed copies may be obtained from the Store on our website.

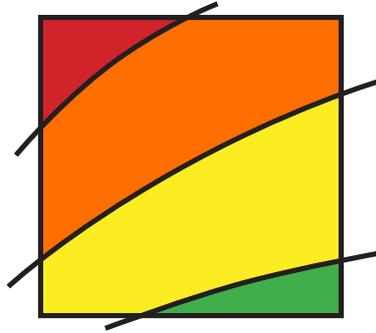
The Working Journey (2003) is out of print.

WE PUBLISH BLOGS REGULARLY ON LINKEDIN AND ZEN ORGANISATIONS

<https://www.linkedin.com/company/the-working-journey?trk=tyah>
<http://zenorganisations.com/>

We have a video channel on You Tube <https://goo.gl/Y8LiQG>





THE WORKING JOURNEY

OFFICES: - SYDNEY, CENTRAL COAST, NSW, ADELAIDE

CONTACT DETAILS

For further information or to express interest in any of our programmes please contact

+61 02 4328 5057

email: enquiry@theworkingjourney.com

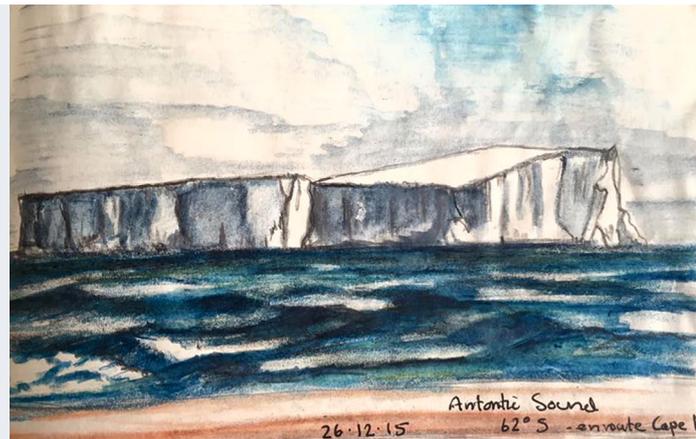
Websites:

www.theworkingjourney.com

www.highpotentialindividuals.com

www.developleadersonline.com

Linkedin: <http://www.linkedin.com/company/2957345?trk=tyah>



Andrew Olivier
Antarctic Sound 62° S 2015
Coloured ink pencils on paper