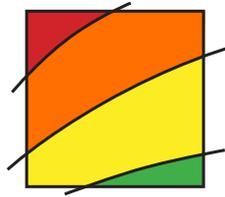


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THE WORKING JOURNEY

NEWSLETTER SUMMER 2016

www.theworkingjourney.com

Dear Friends

In this newsletter we have a feature article about a large scale transformation project we are involved in. It is fun, positive and is making a difference. Requisite Enterprise is a science based approach to designing, organizing and leading an Enterprise – its original integrator and creator, Dr Elliott Jaques wanted to find the principles that would stand the test of time. Requisite is about creating a profound shift in the learner, a new way of thinking that once understood, can never be un-learned. It has done this for

more than half a century and it is constantly evolving. Isaac Asimov, in his book 'Foundation' said "It is the chief characteristic of the religion of science that it works". Requisite works. Especially in the hands of a team who are enthusiastic, performance and outcomes focused and keen to succeed. This is the story of just such a happening.

Wish you all a Festive and Wonderful Break

Andrew, Verena, Adam, Samantha, Tim and Bruce



DEVELOPING LEADERS ONLINE

We continue to work with our eLearning subscribers to provide blended learning approaches that lead or integrate with their Learning and Development strategies.

Increasingly we are using our online content within our own delivery of Requisite Enterprise principles.

Ensuring that managerial leaders are doing prep work before attending our face to face sessions and also leaving with a flexible and effective method to further embed their newly acquired knowledge.

Recently we have had a number of new clients subscribe to the platform seeking to develop their leadership abilities in designing, filling and leading an effective organisation. We are also working towards a partnership with Biosa Southern Africa to use our online e-learning platform in their work across Africa.

www.developleadersonline.com

DLO Develop Leaders Online

Developing leaders to succeed in any environment

Featured Content

- Leading Teams to Deliver**
This course provides leaders with the knowledge and practical tools to build a team that has trust, mutual respect
- All Course Content**
This course will provide you with access to all Develop Leaders Online learning videos, activities, quizzes and
- Foundations of Design**
This course will introduce you to the building blocks of organisational design and show you how to apply

FEATURE STORY

AS REQUIRED BY THE NATURE OF THINGS...

"True Oath, yes" replied the Group Executive member to the question would he be rolling it out in another division of some 2,000 employees. Since July this year a well-known financial services company based in Sydney, with offices across a number of countries, has been starting to embed Requisite Enterprise in partnership with us. Reason?

They are looking to improve role clarity, authority and accountability, by developing structures that work and through this, improve engagement. The benefits will result in increasing flexibility and simplicity, reducing the cost base and creating a lean and agile platform for growth. Creating delightful customer experiences lies at the core of this endeavor.

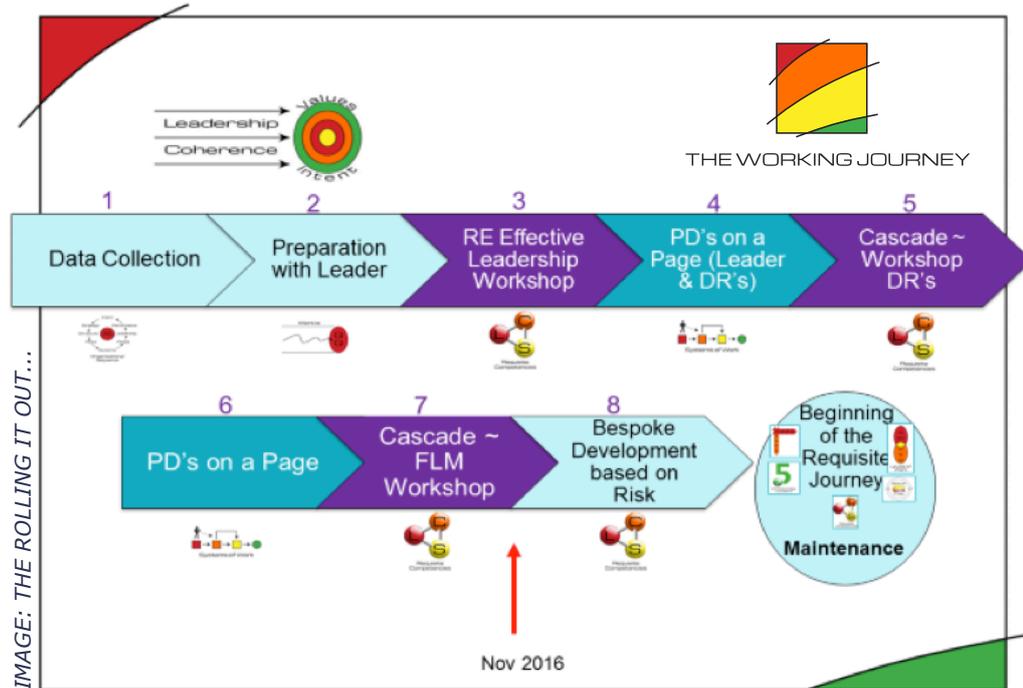
It is an exciting and galvanizing journey as some 6,000 employees become involved. In a carefully planned approach we have jointly rolled out a program of work that started with a two day executive workshop for each member of the team to understand the principles of structure, leadership and capability. There was high engagement at this workshop which generated a very active "issues board". The team then went back to their respective divisions. It was apparent from early on that the executive GMs were committed to this program.

Over the next four months we ran workshops at senior management level with each EGM and their own teams. Each EGM used their own business issues as context for the workshop.

The first EGM to get going led a division almost 3,000 employees. She held her own leadership workshop to bring the team on board. Data collected prior to the workshop was discussed



ONE OF THE 2 DAY EXECUTIVE WORKSHOPS



and used to inform the discussion on intent, structure, roles and the work required. We worked together to apply the requisite principles to a new structure, that the managerial leaders designed themselves, over some frank discussions.

THE REQUISITE INDUCTION WORKSHOP WAS RANKED BY 51 SENIOR MANAGERS AS BEING A 4.2 OUT OF 5.

"Fantastic insights into the methodology of requisite, lens for life."

This process, called "PDs on a Page", saw significant improvements. The EGM gave a paper to the group executive that showed statistics of improved efficiencies early in the piece. The process continued with a roll out to front Line managerial leaders, supported by e-learning.

Each workshop across the division was similar in engagement levels but different in terms of issues. Another division needed to spend time looking at how innovative

projects worked before becoming embedded as BAU. There were also insights about capability not always matching the work required.

It was critical that everyone understood the principles and logic of why changes were made. "PDs on a Page" formed the start of designing systems of work that creates governance around the work of the organization. This includes how each role MUST have a linked Unique Value Add and carefully considered and communicated authorized role relationships, both vertically and cross functionally. Governance of the system requires contextual consideration of the whole before changes are made.

The philosophical under-pinning of the Requisite Enterprise framework is establishing the systems of work to be effective; so people have roles where they are clear on what they are doing, have the authority to deliver, feel valued, feel they are contributing and are having their performance judged by one who is capable to doing so. The overall guiding principle is to create a felt fair and transparent work place where people understand where the company is going, what the plan is, what their contribution is, how they are doing, and what their future in the company may be. At the time this feature goes to print, efficiencies are already being felt and measured. This stands in sharp contrast to matrix muddles unfortunately so prevalent in complex enterprises.

THE WORKING JOURNEY CLIENT UPDATE



RAA – we would like to congratulate Belinda Vivian on becoming General Manager People & Environment and look forward to the exciting contribution she will be making. Malcolm Butcher had retired after working with us and MD Ian Stone over many years to successfully implement Requisite Enterprise. Tim has been doing a series of change management workshops with RAA and we continue to support the RAA, eight years into their Requisite journey as they move toward expanding the ways they provide value to members.



City of Playford- work continues with our leadership development program at Playford, a 10-module program delivered to 60 managers and specialists across 6 groups over two years. The program provides both underlying concepts and practical actions to give participants the approach and tools to make a difference in leading their organisation, and has been receiving great reviews. We have been supporting Playford since 2013 through facilitation of planning from Executive to frontline, org design, talent identification, and ongoing leadership development.

WE'LL BE CONTINUING OUR WORK WITH A 'PDS IN A DAY' WORKSHOP WHICH ALLOWS THE ORGANISATION TO REACH CLARITY OF ITS WORK IN ONE INTENSE DAY.



Life Care – a leadership program with a difference has been designed as a partnership between Adam and Michael Rasheed, General Manager People & Culture at Life Care. With the need to create an environment to allow people to be accountable, creative adults, it was decided to make the entire program optional for all leaders. The idea is simple – while delivering on promises is a non-negotiable for everyone, people can be trusted to decide their own development in order to get there. After an initial session with all leaders discussing possible futures and receiving an overview of a potential program, a menu of modules was designed after feedback to provide all with a range of options. The most in demand modules have now been 'advertised' and are filling fast, with this user-designed program kicked off last month.



APNIC – in 2013 Bruce and Andrew did a restructure project which resulted in a new organisational design to better use the capability of the organisation. After visiting our stand at the AHRI conference and watching Adam's talk at an AHRI conference on YouTube, he was invited to address their leadership team on how org design, capability and leadership combine to create an accountable creative culture.



Renmark Paringa Council – As part of regular leadership forums, the Working Journey was invited to Renmark Paringa Council in the South Australian Riverland to provide a workshop on leading for accountability and commitment. Participants found the day eye-opening and challenging, and provided our favourite bit of feedback for the year: "Very good, a very different format to what I've experienced before. Very practical, down to the earth and real (honest) description of the challenges. Great to have a presenter not promise they have all the answers. Still s**tting myself though thinking about implementing it!"

"DESIGNING ROBUST ORGANISATION'S FOR COMPLEX AND FRAGILE ECOSYSTEMS"

2017 WORKING JOURNEY ORG DESIGN
SUMMER SYMPOSIUM NOVEMBER 2017.

CEOs are accountable for the design of their organisations and they know designs, effective or not impacts business, reputation and culture. Organisation Designers from the executive team downwards experience extreme pressure to provide quick fixes to complex challenges. For many executive leaders, they often work without clear guiding mental models and logical principles that guide towards effective structure.

We know that organisations exist within (and also create) complex ecosystems with intricate patterns. They are embedded in a disruptive, complex, fast shifting and digital world. At the same time fundamental long term shifts are underway in how we will do business in the future and this is not an extrapolation of the present. How do we create self-adaptive structure? Is such a thing possible?

Changing our structure creates shifts in those networks and sometimes those shifts produce unintended and unexpected consequences. Those consequences in turn give rise to new leadership challenges. Sometimes changes in others parts of the network produce impacts in our niche and we have to adapt to these new circumstances. Cognitive agility is a must and a resilient adaptive structure is a prerequisite.

In order to be able to respond and continually adjust, we must be able to create adaptive structures with nested leadership. Such structures are able to adapt continuously towards harmonious balance among

multiple social, technical, market, and community systems, without the cost and unintended outcomes of continual restructures.

Our Summer Symposium 2017 we will present a wide range of topics and techniques for engaging with complex patterns. You will explore and interact with people who bring different experiences, such as:

- Understanding Requisite Enterprise, a continually evolving approach based on building on creating complex adaptive systems.
- Organization design experts who share wisdom and guidance for finding the balance and simplicity
- Business executives who have experimented with different organization designs
- Authors of books, articles, research on Agile, Lean and Holocracy
- Scholars who study organizations and bring ideas from the latest research
- Consultants who develop unique thinking and practices to match the needs of their clients
- Learners exploring the nature of organization design for the first time

EARLY BIRD PRICING

AVAILABLE EARLY FEB 17

Student discounts will also be available.

Join us in beautiful Sydney, Australia in a unique setting for a three day event of shared learning, collegiate interactions and renewing old acquaintances and making new.

More to come and you can check out our website.

JOIN US IN THIS EXCITING EXPLORATION AND DISCOVERY!

CALLS FOR PAPERS WILL OPEN IN THE 2017. If you are interested in presenting new ideas, concepts, successful projects, models and learning platforms relating to how we organise work and people to build resilient and value adding organizations, we would like to hear from you. If you are interested in how work may change in the future and have a paper to present, contact us. If you are an author or researcher in this field, contact us.

The Symposium will focus on;

- Designing Creative Resilient Organisations,
- Flow and Well-being in the Workplace,
- Individual Learning and Growth in the changing world of work,
- Starting up... incubations, growth and the fundamental principles
- The impact of digital on complexity and the world of work

While the primary focus is on Requisite, we are interested in learning and sharing development on other robust methods. Please bookmark this page for developments. Early bird packages will be available from March when bookings open.

THE MAGIC OF INTEGRATED AGILE, LEAN AND REQUISITE ENTERPRISE

Dr Bruce Whitby, a Working Journey associate since 2003, has been working with us on using Requisite as an umbrella integrator for complex IT projects using agile and lean principles.

Lean's genesis can be found in the Japanese Manufacturing Industry's Lean processes and provides a holistic approach to make an organisation or process more effective and efficient. Lean is essentially a set of principles for achieving quality, speed & customer alignment. The Lean methodology can and has been applied to many different domains, for example, Agile and Lean Start-up.

Agile refers to a set of values and principles set out in the Agile Manifesto. The Manifesto was a reaction against the cumbersome and heavyweight methodologies that was crippling software projects. Agile derives many of its values and principles from Lean and uses a set of tools primarily taken from Lean. Agile, however is focused on increasing the speed of application development in software industry.

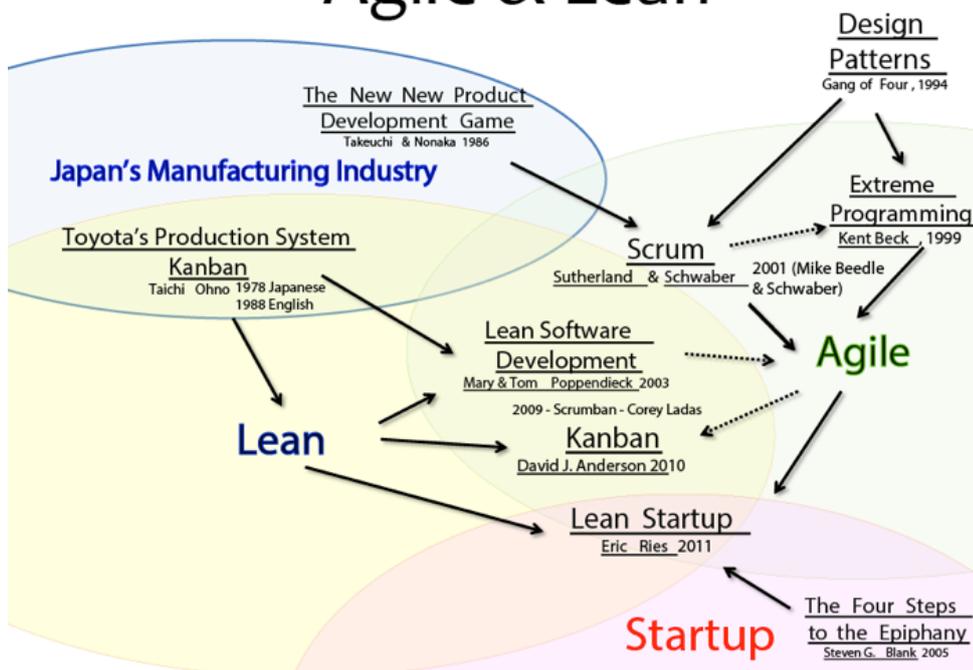
It is interesting to note that although Agile is in effect a derivative of Lean they set out to solve two different problems. Lean works best in high volume, low variety and predictable environments (like high volume manufacturing) and Agile is applicable in less predictable environments where demand is volatile and the requirement for variety is high (product software development).

In practice, there is no One Lean or One Agile as it all depends on your interpretation of the core values and principles. Further, commercial companies have introduced many different variants into their tool sets as they seek ways to differentiate their product from their competitors.

When we look at our own enterprises we very rarely find a single technique, such as Agile, being used throughout the organisation. Agile may be largely limited to the software development team whereas Lean is used in the production department to spit out the high volume, identical

Agile & Lean

2013 Yasunobu Kawaguchi
Mashup @agustinvillena - @josephhurtado



hardware widgets. In other areas of the business more traditional MBA management techniques will probably be used to manage the offshore expansions, closures or merger and acquisitions.

One of lean's tenants is "Optimize the Whole". So, the question arises, "How do we optimise such a diverse growing, living organism. In effect "How do we ensure our Enterprise is achieving its goals, our employees find working here fulfilling and we are doing no harm".

At The Working Journey we have been using Requisite to address and solve this very issue.

Requisite has been around for more than fifty years and has been tried and tested across many goal oriented industries; from military, mining to financial services.

Requisite is not dependant on or hindered by any underlying work system or methodology like agile or lean, its agnostic. Rather Requisite serves as an umbrella for structure, authorities and accountabilities. Requisite is a ruler by which you can measure the effectiveness of your Enterprise, irrespective of the constituent methodologies.

Requisite deals with structuring work to deal with the complexity of the undertaking. With Requisite, you can design your organisation to be a creative accountable enterprise that delivers.

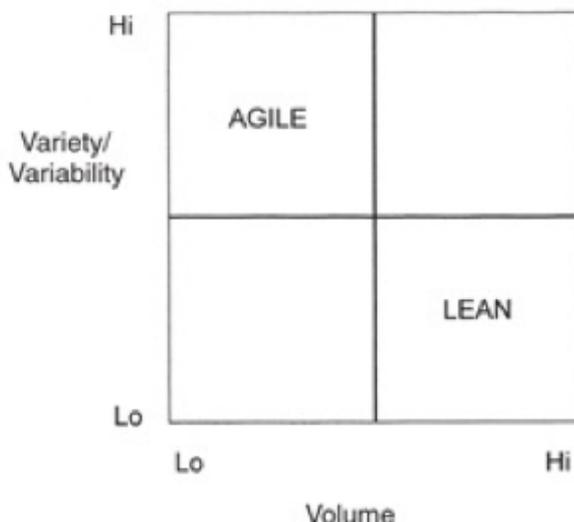
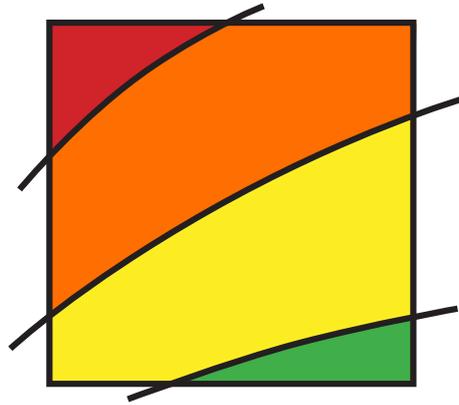


FIGURE 1. Agile or Lean.

WE CAN USE IT TO EXAMINE HOW EFFECTIVE YOUR IT PROJECTS ARE AND THEIR RISK TO DELIVERY. LET'S CHAT IF YOU ARE INTERESTED TO HEAR MORE!



THE WORKING JOURNEY

For over 50 years our global network has been building

EFFECTIVE STRUCTURES
REQUISITE CAPABILITY
COMPETENT LEADERSHIP

Start-Ups, National and
Multinational Organisations

We can do the same
for your organisation.

**CONTACT
US TODAY**

Office: 02 4328 5057

Mobile: +61 423 198 493

enquiry@theworkingjourney.com

www.theworkingjourney.com

