

Business Insight Series – Chapter 10

# Leading Your Organisation Effectively Through Change



# MARK JEFFERY – ODG SOLUTIONS

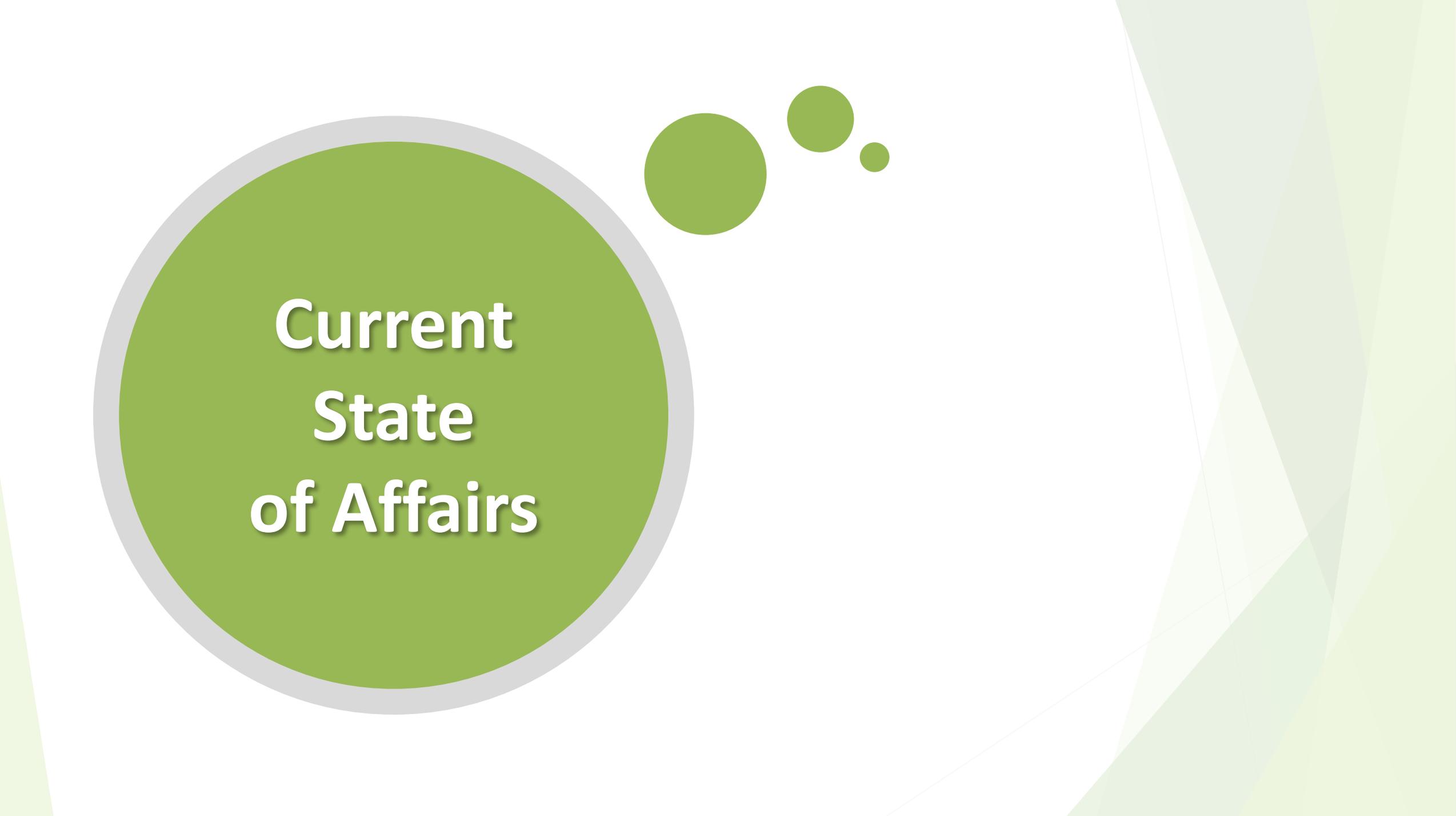
- ✓ Bachelor of Psychology
- ✓ Specialist in Work and Organisational Psychology
- ✓ **Consults, Trains and Coaches in:**
  - ✓ Culture Change
  - ✓ Strategy Development and Execution
  - ✓ Leadership Development
- ✓ **Memberships:**
  - ✓ Australian Institute of Company Directors
  - ✓ TEC – The Executive Connection
- ✓ **Sits on 2 Not-For-Profit**
  - ✓ Chair Bluebird Mental Health Support Groups
  - ✓ Deputy Chair GP Down South: Youth Health, Youth Mental Health and Indigenous Health



## Agnes McKay– Lynn & Brown

- ✓ 30 years' of experience as a lawyer.
- ✓ Leads the growing Employment Law division at Lynn & Brown.
- ✓ Main areas of practice are Workplace Relations and Occupational Health and Safety Law.
- ✓ Extensive experience in commercial law.



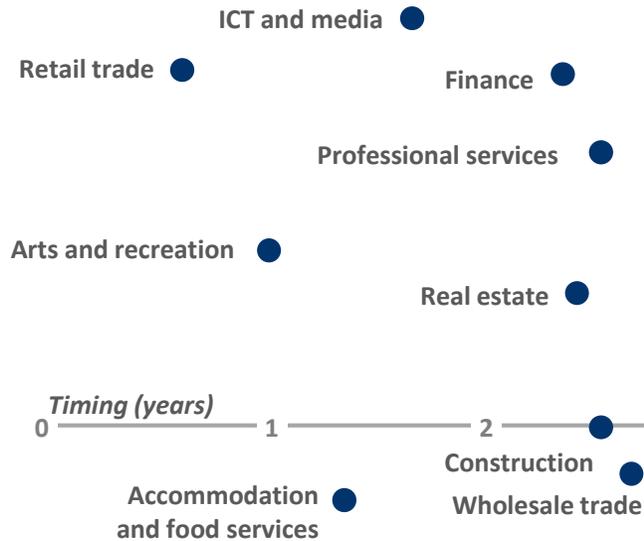
The image features a large green circle with a grey border on the left side, containing the text 'Current State of Affairs'. To its right are three smaller green circles of varying sizes. The background is white with abstract green and grey geometric shapes on the right side.

# **Current State of Affairs**

# DIGITAL DISRUPTION MAP

**32%**  
of the  
Australian  
economy

LONG FUSE, BIG BANG

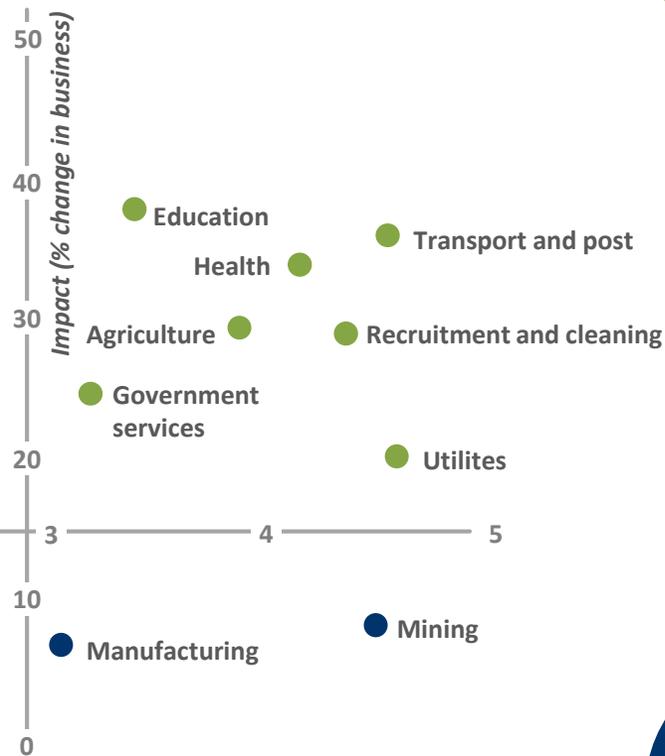


**17%**  
of the  
Australian  
economy

SHORT FUSE, SMALL BANG

LONG FUSE, BIG BANG

**33%**  
of the  
Australian  
economy



LONG FUSE, SMALL BANG

**18%**  
of the  
Australian  
economy

# 10 SKILLS OF THE FUTURE WORKFORCE

## 1 SENSE-MAKING

**DEFINITION:** Ability to determine the deeper meaning or significance of what is being expressed

## 3 NOVEL & ADAPTIVE THINKING

**DEFINITION:** Proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based

## 5 COMPUTATIONAL THINKING

**DEFINITION:** Ability to translate vast amount of data into abstract concepts and to understand data-based reasoning

## 7 TRANSDISCIPLINARITY

**DEFINITION:** Literacy in and ability to understand concepts across multiple disciplines

## 9 COGNITIVE LOAD MANAGEMENT

**DEFINITION:** Ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using variety of tools and techniques

## 2 SOCIAL INTELLIGENCE

**DEFINITION:** Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions

## 4 CROSS-CULTURAL COMPETENCY

**DEFINITION:** Ability to operate in different cultural settings

## 6 NEW-MEDIA LITERACY

**DEFINITION:** Ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communications

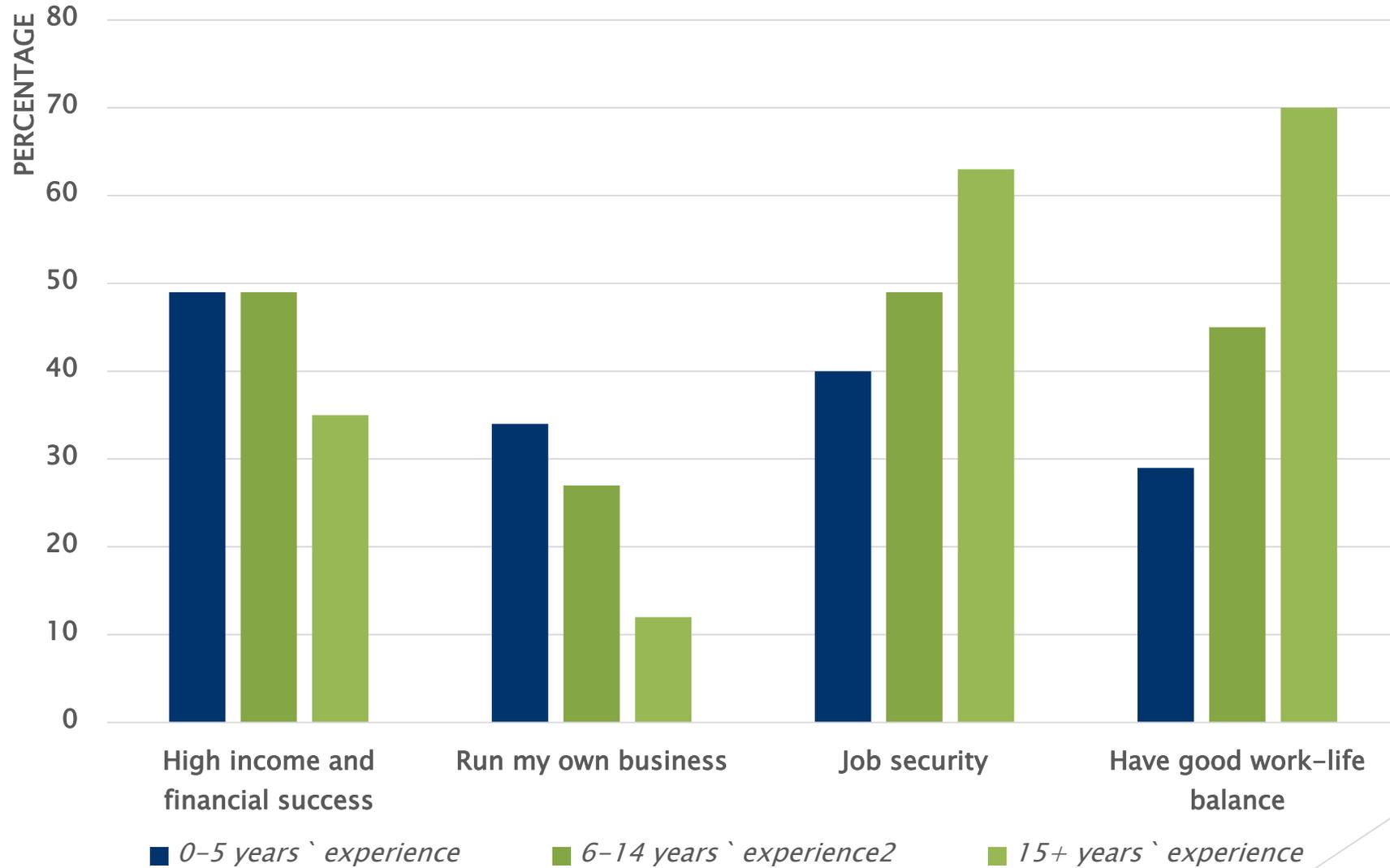
## 8 DESIGN MINDSET

**DEFINITION:** Ability to represent and develop tasks and work processes for desired outcomes

## 10 VIRTUAL COLLABORATION

**DEFINITION:** Ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team

# SELECTED TOP CAREER GOALS BY EXPERIENCE



# SENIOR ENTREPRENEURSHIP

Earnings by younger entrepreneurs

**\$115,000**



**45**

Average age of Australian entrepreneurs

Earnings by over 50s entrepreneurs

**\$264,000**



# FEAR AND REALITY

## Federal election 2016: Get ready for a recession by 2017

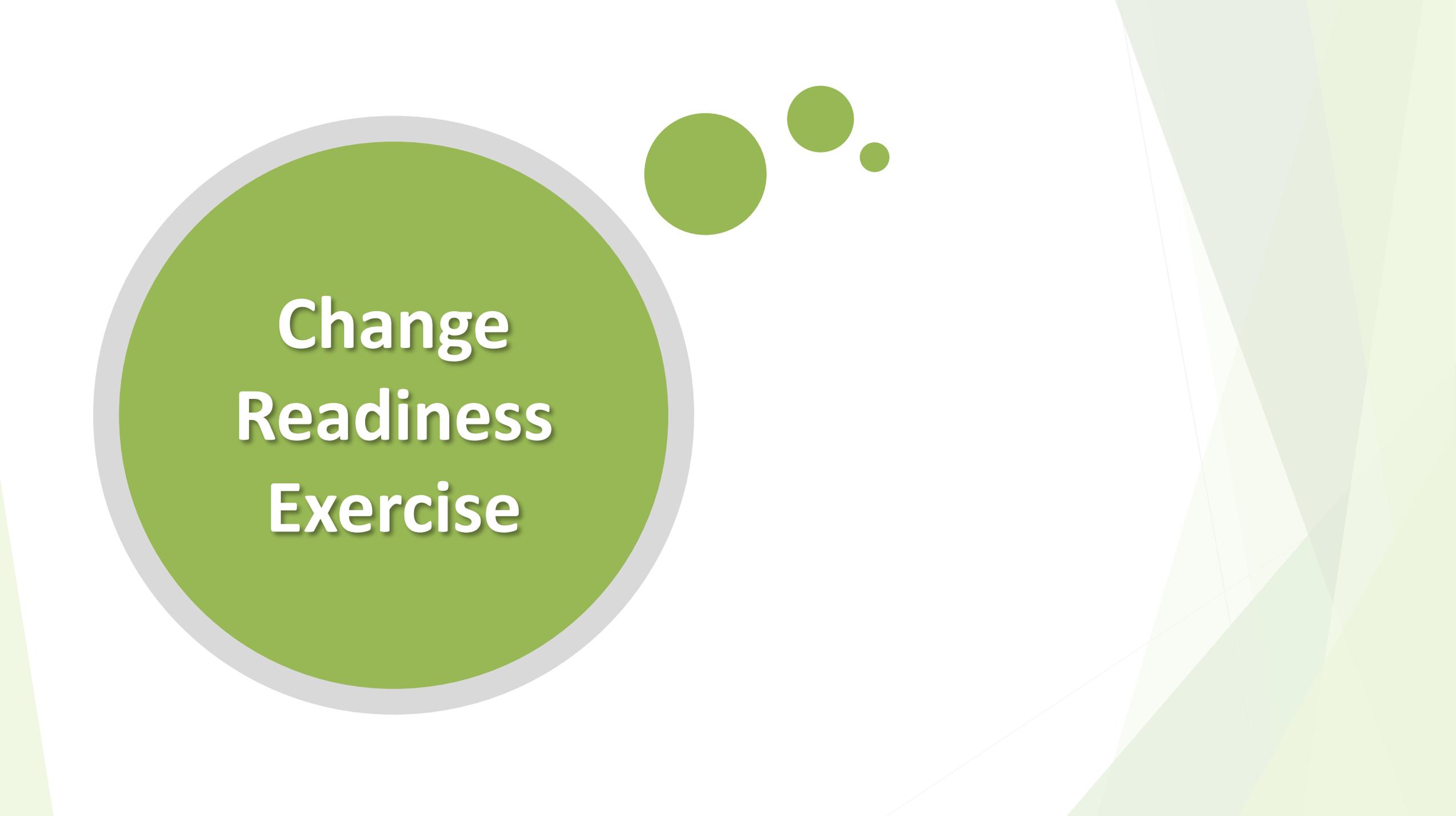
STEVE KEEN | BUSINESS SPECTATOR | MARCH 22, 2016 8:38AM



SAVE



Either Malcolm Turnbull or Bill Shorten will have to deal with a prolonged recession during the life of the next Parliament — and probably by 2017. Picture: Kym Smith



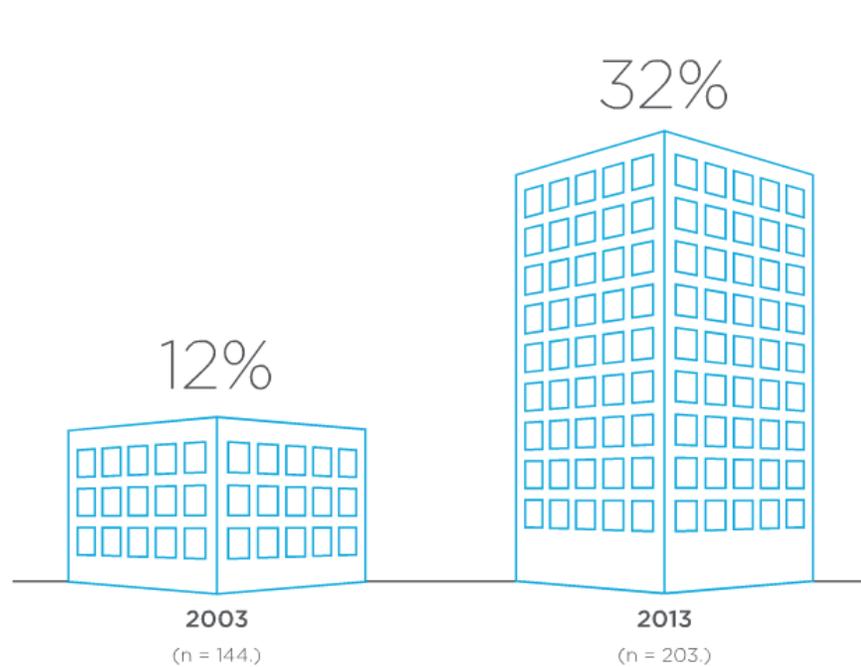
**Change  
Readiness  
Exercise**



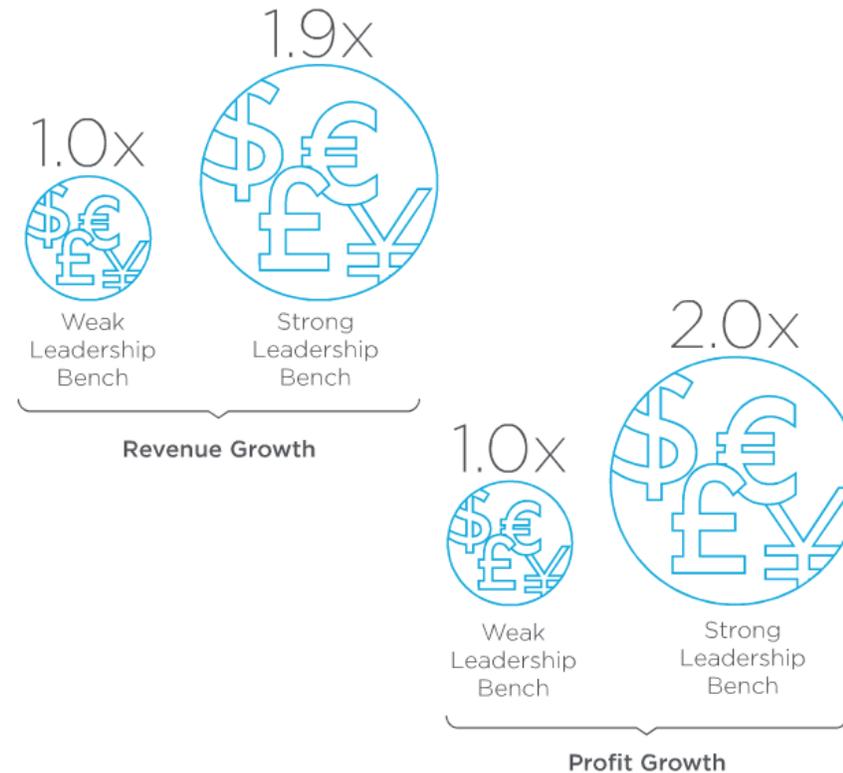
# Leadership 2020

# PERCEPTIONS ON LEADERSHIP

**More Organizations Are Dissatisfied with Their Leaders**  
Percentage of Organizations That Would Replace Senior Leadership Team Members If Given the Opportunity



**Leadership Bench Strength Matters**  
Indexed Year-Over-Year Changes



n = 203 business units.

Source: CEB 2013 Succession Management Survey.

Note: Leadership bench strength is the capacity of a leadership bench to fill gaps in existing leadership needs and to evolve as new leadership positions arise and change happens within roles.

# NEW TYPES OF LEADERSHIP

The New Work Environment Requires Leaders to Take a New Role

## Leadership Framework Comparison

### Traditional Leadership Framework



### CEB's Leadership Framework



Source: CEB analysis.

7.3% of Leaders Are Strong Across All of the Three Leadership Roles—Transformational, Transactional, and Network Leadership



n = 171,529.

Source: CEB analysis.

# NETWORK LEADERSHIP



*Build, align and enable broad networks through influence, not control*

# STILL LACKING

37% of Senior Executives Agree That Their Senior Leaders Demonstrate the Required Abilities to Achieve Critical Results Today



n = 786.

Source: CEB 2013 Leadership Development Survey.

# LEADERSHIP IMPACT



*Understanding the REAL and ACTUAL impact you have on others that motivates them to think, feel, speak, respond and act as a result of YOU*

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# Your Current Leadership Exercise

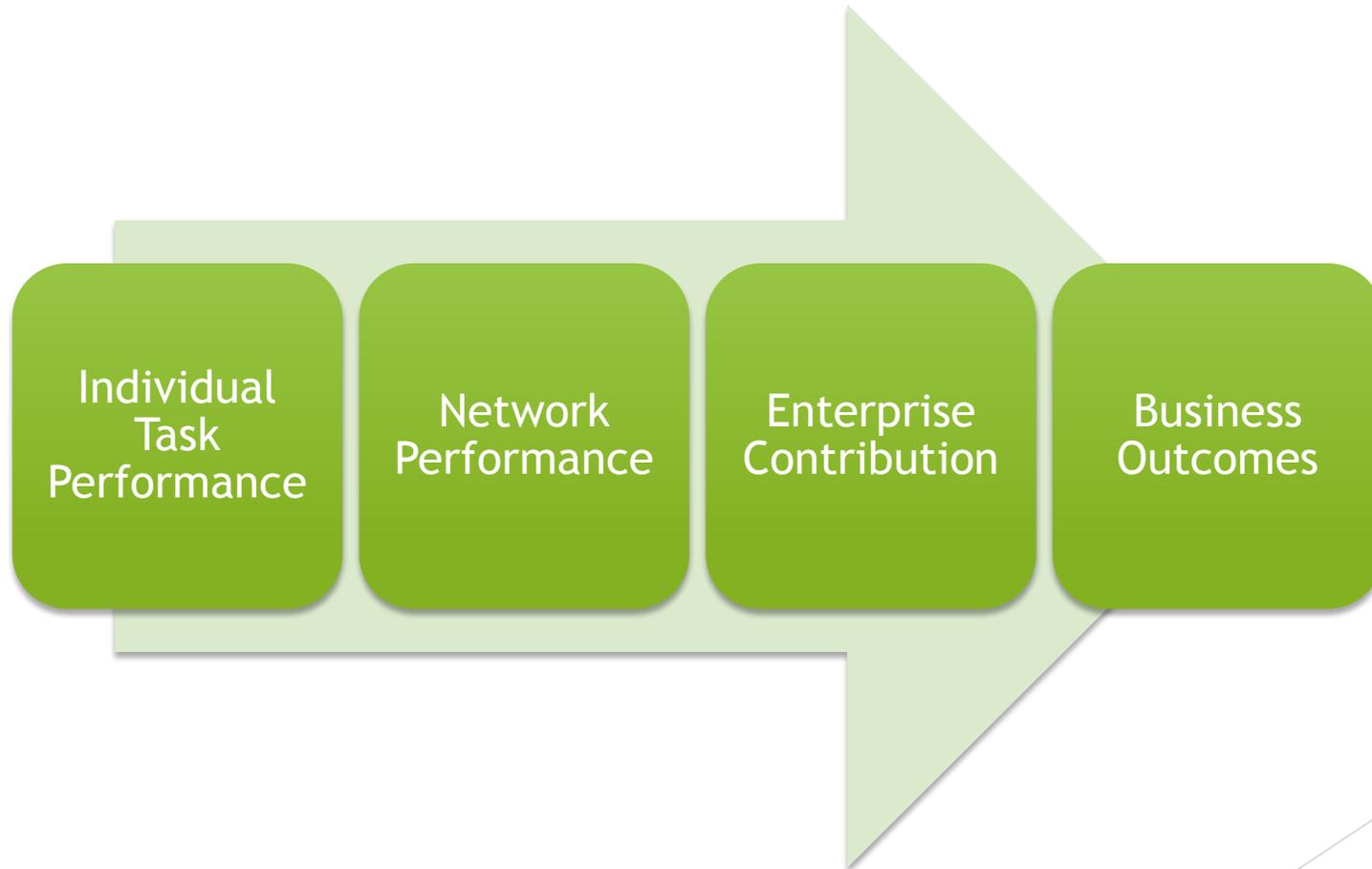


# Neuroscience and Leadership

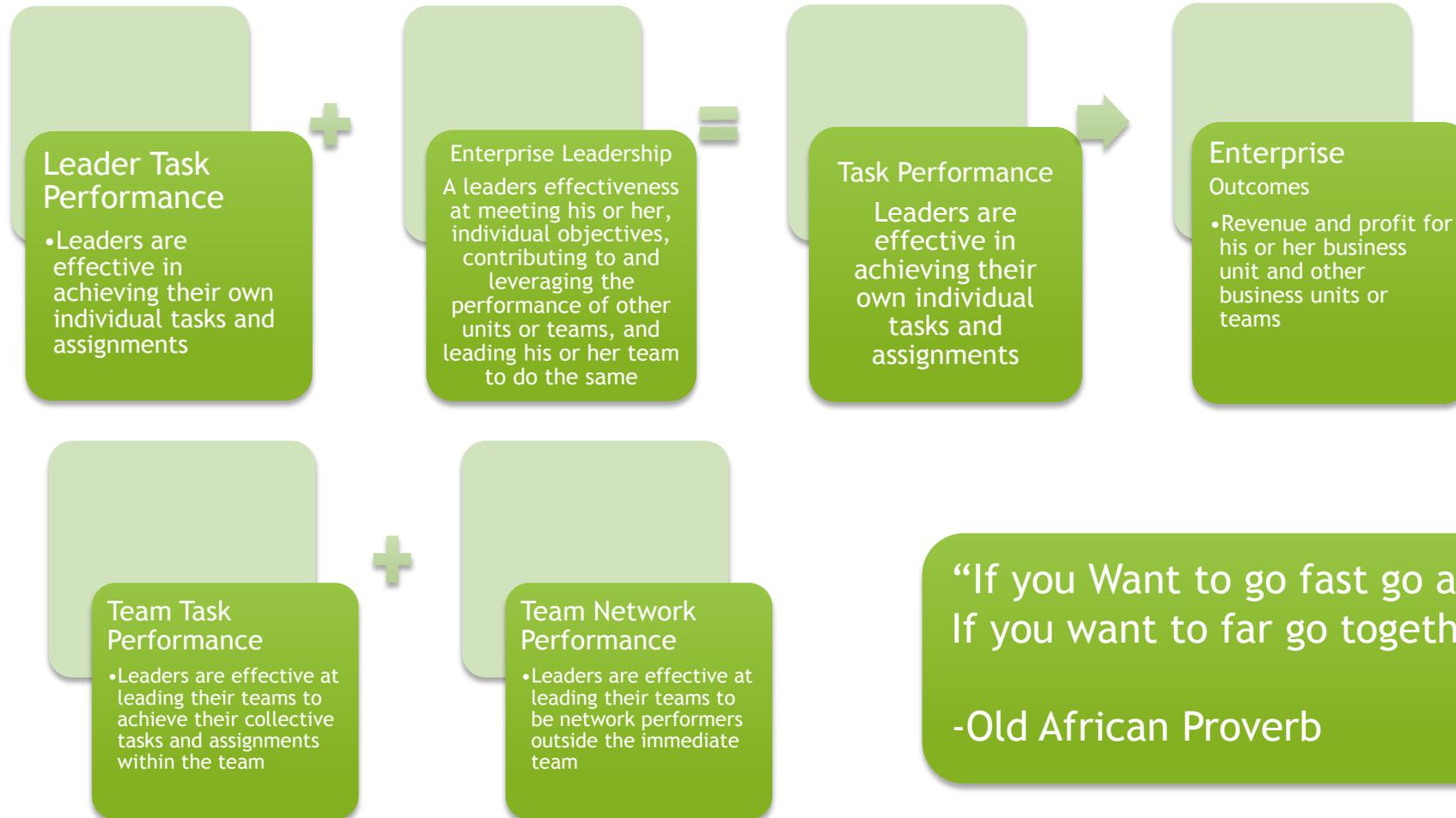


# Enterprise Leadership

# Individual Star Leadership



# Enterprise Leadership



“If you Want to go fast go alone  
If you want to far go together”

-Old African Proverb

# NEUROLEADERSHIP ADVANTAGE



*Effective Leaders are relationship architects and social context engineers*

## QUESTIONS & DISCUSSION

- ✓ Workplace bullying occurs when an individual or group of individuals behaves unreasonably towards a worker or a group of workers at work. TRUE or FALSE?
- ✓ Reasonable management action conducted in a reasonable manner does not constitute workplace bullying. TRUE or FALSE?
- ✓ Workplace bullying often results in significant negative consequences for an individual's health and wellbeing. TRUE or FALSE?

## QUESTIONS & DISCUSSION

- ✓ Under the anti-bullying laws proof of actual harm to health and safety is necessary. TRUE or FALSE?
- ✓ Contractors cannot make an application to Fair Work Commission for a “stop bullying” order. TRUE or FALSE?

## QUESTIONS & DISCUSSION

### Initiation Rites

A 16-year old apprentice at a factory was subjected to a 30-minute 'initiation ceremony' by five male colleagues, including being wrapped in cling wrap from neck to toe, threatened with violence, spun on a trolley, covered in sawdust and glue, and repeatedly having sawdust forced into his mouth between bouts of having a fire hose squirted into his mouth. [single incident, short duration]

This scenario meets the definition of bullying under the Fair Work Act? TRUE or FALSE?

# QUESTIONS & DISCUSSION

## Bullying top down—Ostracism

**The bullying target, a police officer, alleged she was bullied after being moved into a new unit including by:**

- ✓ conversations concerning the manner in which the target got the job and about her pregnancy
- ✓ the use of the 'black widow' epithet and other offensive conversations
- ✓ requirements to carry out alternative duties while pregnant which the target did not agree to
- ✓ exclusion from social club activities
- ✓ disadvantageous work station and rostering arrangements and requirements to 'act as messenger'
- ✓ social ostracism. The employer denied that many of the events detailed actually occurred.

The employer is liable TRUE or FALSE?

# QUESTIONS & DISCUSSION

## Bullying upwards

In the team leader's new role she was required to 'attack the workplace culture' and assist in an organisational restructure. **The worker alleged she was subjected to victimisation, harassment, humiliation and abuse, including:**

- ✓ lack of co-operation from the team
  - ✓ rudeness, obstruction and a refusal to accept proper direction to cease inappropriate work practices
  - ✓ treating the team leader in a demeaning and denigrating manner during meetings
  - ✓ 'day to day undercurrent of reluctant cooperation and at times open hostility'
- excluding the team leader from a meeting convened to document a list of grievances, including a list of 'inappropriate behaviour by Team Leader' signed by most of the attendees.

The worker claimed her employer was negligent in allowing her to be bullied for approximately two years after being promoted to a team leader position ahead of her former manager. TRUE or FALSE?

# QUESTIONS & DISCUSSION

## Reasonable management action

**The following are examples of what may constitute management action:**

- ✓ Performance appraisals
- ✓ Ongoing meetings to address underperformance
- ✓ Counselling or disciplining a worker for misconduct
- ✓ Modifying a worker's duties including by transferring or re-deploying the worker
- ✓ Investigating alleged misconduct
- ✓ Denying a worker a benefit in relation to their employment
- ✓ Refusing an employee permission to return to work due to a medical condition

An informal, spontaneous conversation between a manager and a worker is considered management action, even if issues such as those listed above are raised. TRUE or FALSE?

# WHAT IS WORKPLACE BULLYING?

## Workplace bullying occurs when:

- ✓ An individual or group of individuals repeatedly behaves unreasonably towards a work or a group of workers at work and the behaviour creates risk to health and safety.
- ✓ Reasonable management action conducted in a reasonable manner does not constitute workplace bullying.

## EXAMPLES OF BULLYING

The following behaviours could be considered as bullying:

- ✓ aggressive and intimidating conduct
- ✓ belittling or humiliating comments
- ✓ victimisation
- ✓ spreading malicious rumours
- ✓ practical jokes or initiation
- ✓ exclusion from work-related events, and
- ✓ unreasonable work expectations.

# EFFECTS OF BULLYING WORKPLACE

## Indicative effects:

- ✓ depression
- ✓ anxiety
- ✓ sleep disturbances
- ✓ nausea, and
- ✓ musculoskeletal complaints and muscle tension.

## LEGAL POSITION

Proof of actual harm to health and safety is not necessary. Instead you must prove that there is a risk to health and safety created by the bullying behaviour.

***“health” includes psychological health***

## REASONABLE MANAGEMENT ACTION

- ✓ Only relates to actions undertaken when managing the employee's employment.
- ✓ Does not encompass anything and everything that a manager does or says in the particular workplace.

.....

What steps can you take as a leader in your business to prevent a bullying workplace culture?

## ANTI-BULLIYNG POLICY

- ✓ We are accountable for our behavior
- ✓ We will not tolerate bully behavior
- ✓ We will report bullying
- ✓ We risk our job if we repeatedly bully others
- ✓ We will inform ourselves about bullying prevention



# WORKPLACE-BULLYING

“WORKPLACE-BULLYING” means **repeated** and **unreasonable** behaviour directed towards workers or management that **creates a risk to health and safety.**



Bullying behaviour may cause psychological or physical harm

No humiliation, threats, unwelcome gestures, isolating or excluding, shouting or verbal or social media abuse, constant criticism of work, giving unachievable tasks, withdraw of cooperation



# SUMMARY

- ✓ There are many new leadership concepts to learn.
- ✓ The workforce today is different to what it will be in 4 years time and the skills and mindsets required to be effective are changing.
- ✓ Leadership is key. You can learn about leadership but never avoid getting the essential feedback to help you be the best you can be.
- ✓ And don't stop working on how to be better at it!
- ✓ Understand your businesses appetite and capacity for change.

# THANK YOU

Business Insight Series – Chapter 10

## LEADING YOUR ORGANISATION EFFECTIVELY THROUGH CHANGE



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