

“At Source”

Andrew Olivier

Plenary session at Global Organisation Conference
Buenos Aires, October 2009

“I believe terrorism cannot be won over by military action. Terrorism must be condemned in the strongest language. We must stand solidly against it, and find all the means to end it. We must address the root causes of terrorism to end it for all time to come. I believe that putting resources into improving the lives of the poor people is a better strategy than spending it on guns.” ^[1]

[1] Muhammad Yunus. Nobel Lecture, Oslo, December 10, 2006. Retrieved from http://nobelprize.org/nobel_prizes/peace/laureates/2006/yunus-lecture-en.html

My Journey started..... Working on the Mines in South Africa at the end of Apartheid, when we did capability studies with Work Level semi skilled candidates, looking for those with managerial potential...



Work Levels

Affirmative Action Programme –

South African – Mining Company 1990

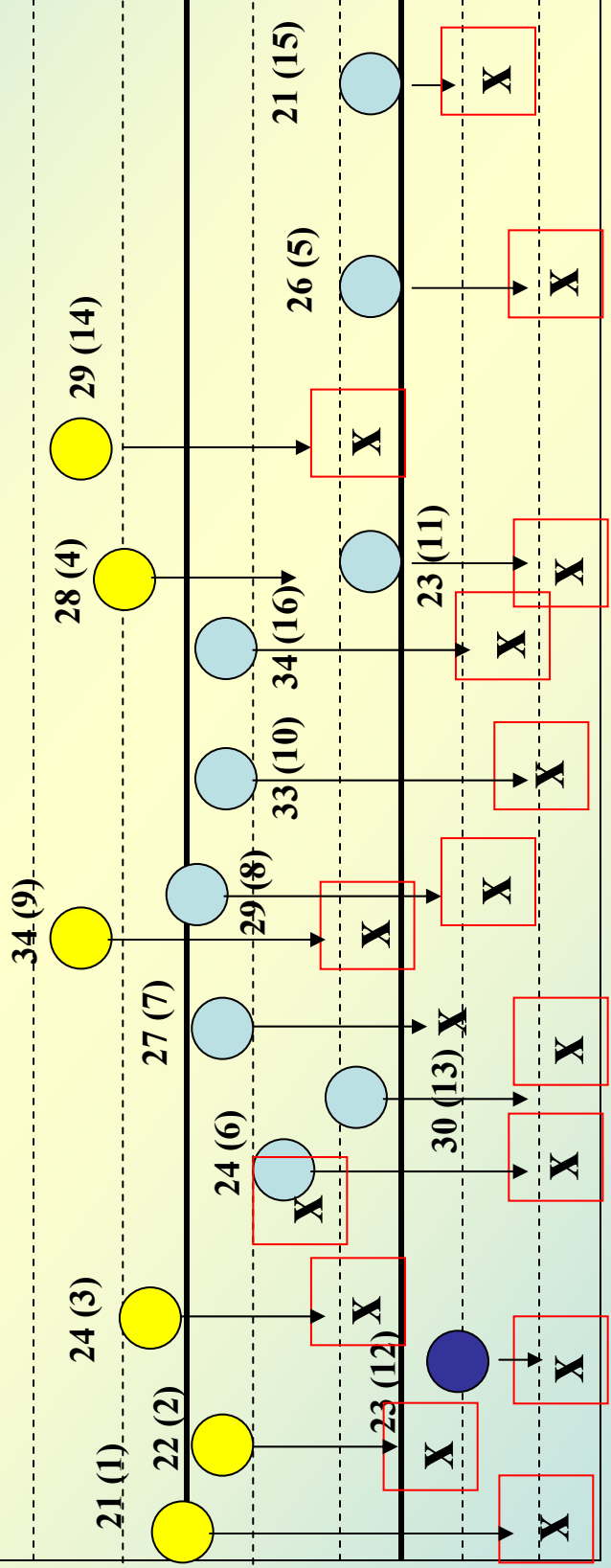
Current Level of Capability – huge levels of underutilization, later found in similar studies in Mali and Namibia...

IVSD

IIIP

IIS

IQ



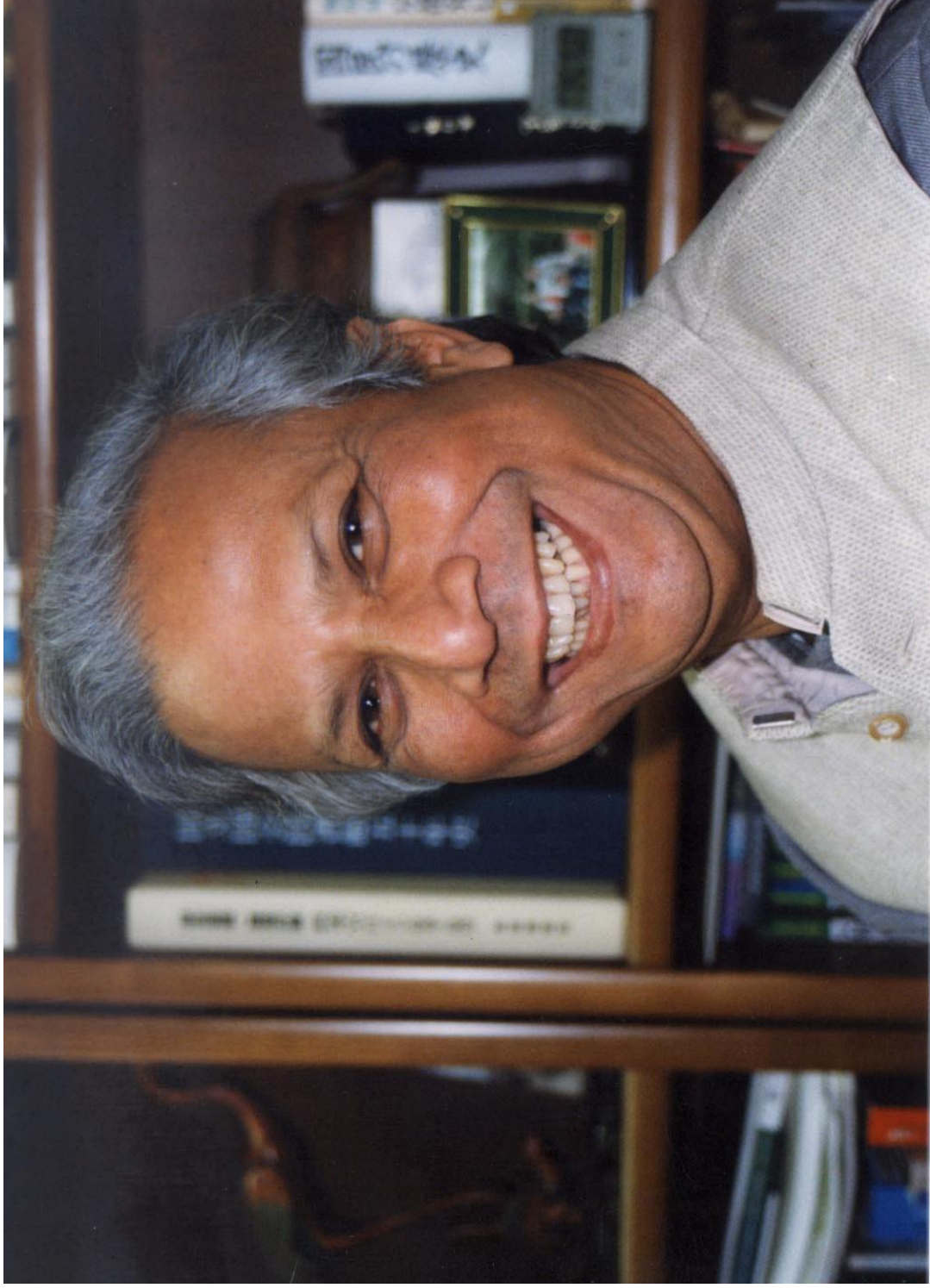
● = Current level of capability (age)

X = Current Level of Work

Muhammad Yunus, father to millions of entrepreneurs..

I did his capability

Journey which shows how at each transition point, he made a fundamental change to his



Muhammad Yunus's Working Journey-

Calls to adventure and cycles

Work Levels

Transition Period Work Level VI to VII and beyond: Diversified Grameen, public figure, ambassador, Microcredit as concept established, first international conference, **Nobel Prize at 66**, Next transition saw political party established, moving away from Grameen, but heavily involved.

VIICP

Transition Period Work Level IV to V : This new cycle saw the experiment spread, the Grameen Bank was born, realized he had created a new banking approach and wanted it to be used globally. Replication in 59 other countries by age 56. Regular visits to US, influential people on side and number of prizes, World Bank study confirmed Grameen worthwhile and viable.

VICC

Transition Period Work Level IV to V - this was a formative period of your Working Journey as this transition coincided with the Famine. You reformulated your purpose, your role, and developed an action in learning experiment that sought to assist the poor. During this Cycle the experiment expanded. a busy and highly productive period of your working journey. Battled to find credit – did it personally then started the experiment...

VSI

Transition Period Work Level III to IV and Call to Adventure –. This cycle saw you finish your PhD, get involved with the new Bangladesh and return home. Wanted to set up gov in exile. Not a long cycle, but you started teaching at Dhaka University, wrote paper on transport and started various community projects.

IVSD

Transition Period Work Level II to III and Call to Adventure – The cycle in Work Level III saw you finish school, go to college and complete your degrees. While comfortable in this level of information processing you started to teach and at the age of 21 went into business and set up a packaging company. At the age of 25 you took the offer to study in the USA.

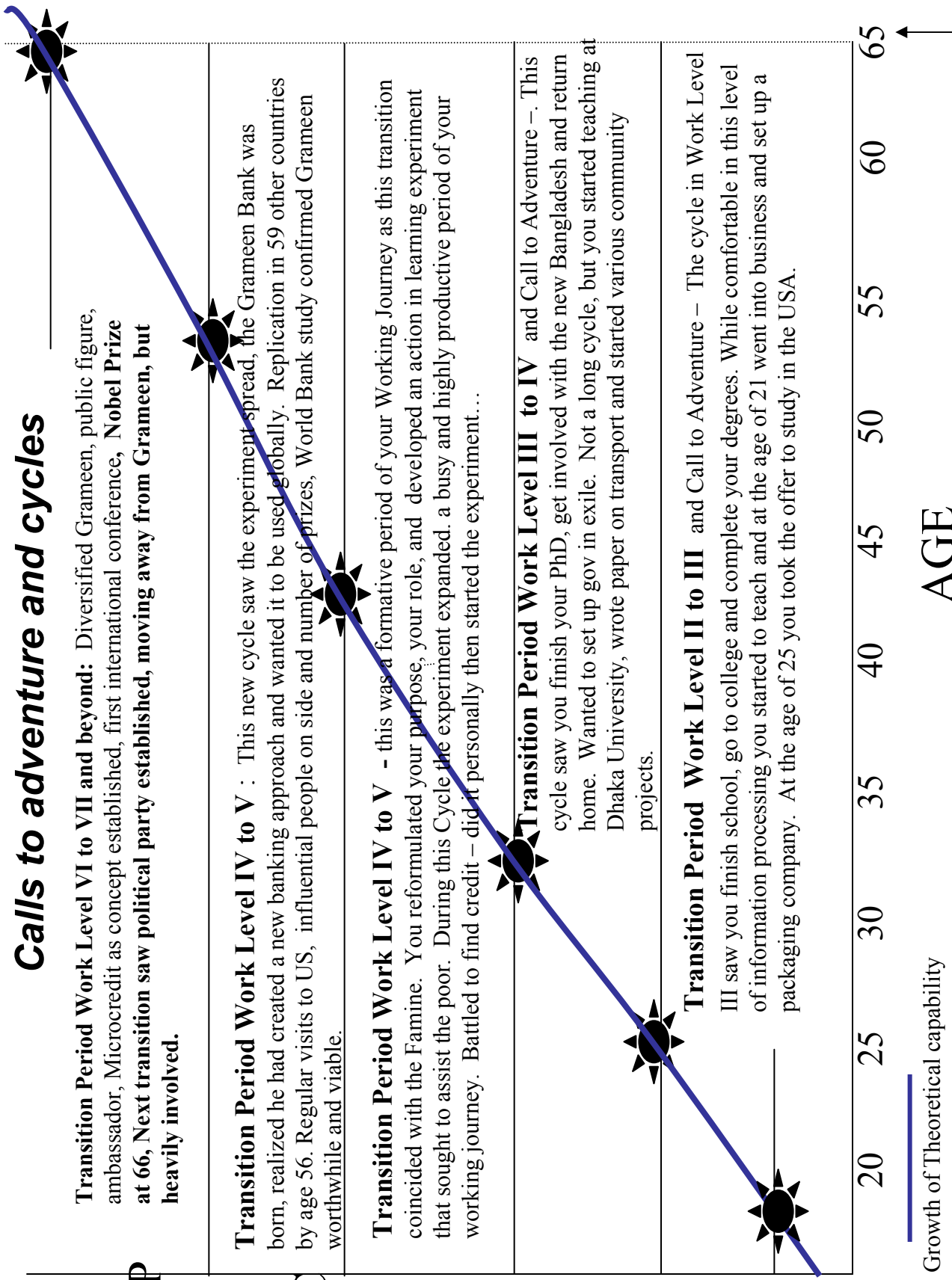
IIP

IIS

20 25 30 35 40 45 50 55 60 65

Growth of Theoretical capability

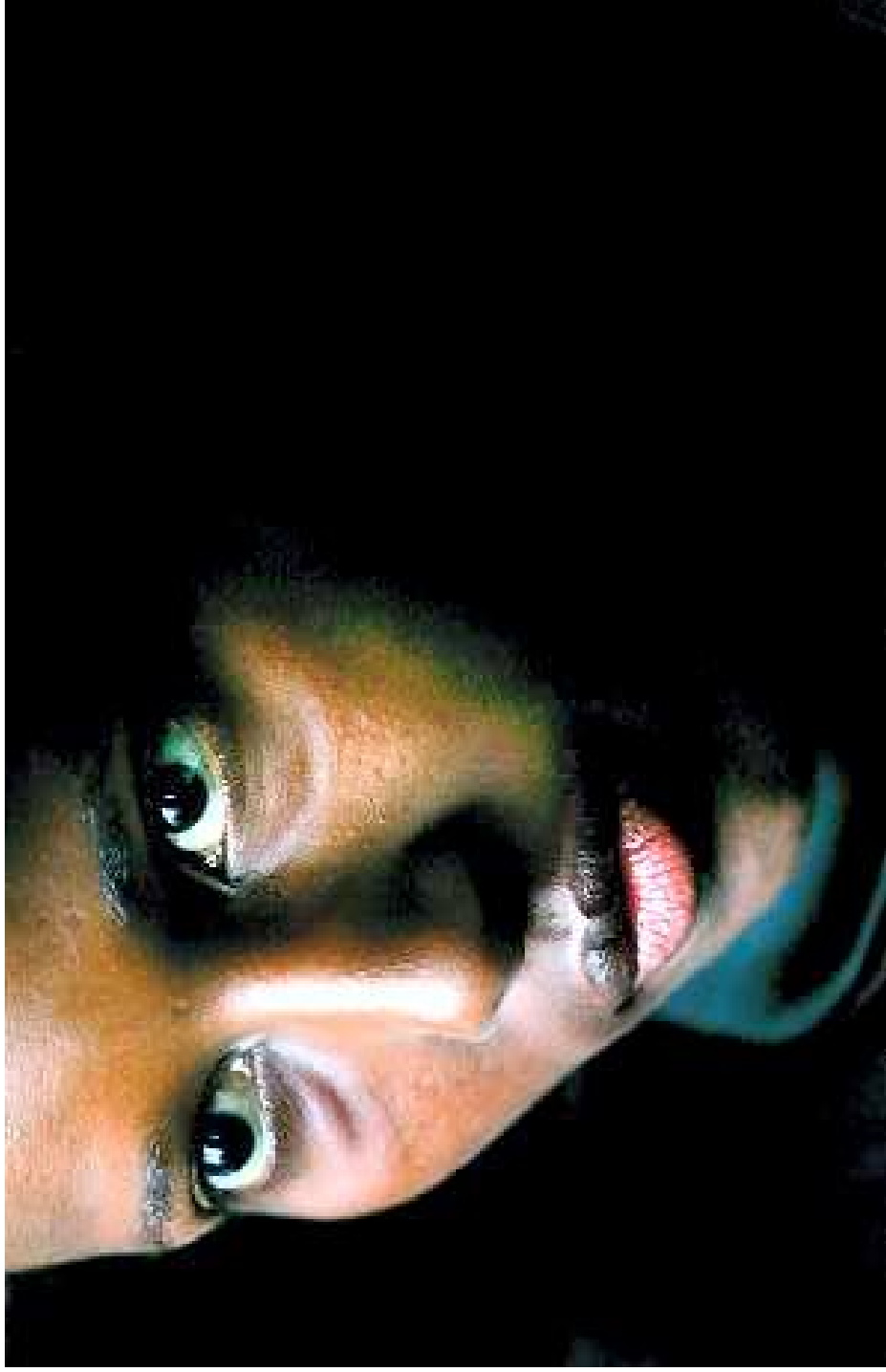
AGE



Noel Pearson – aboriginal lawyer for rights and responsibilities – same thing, as he transitioned work levels, his thinking grew more expansive, his solutions finer, sharper

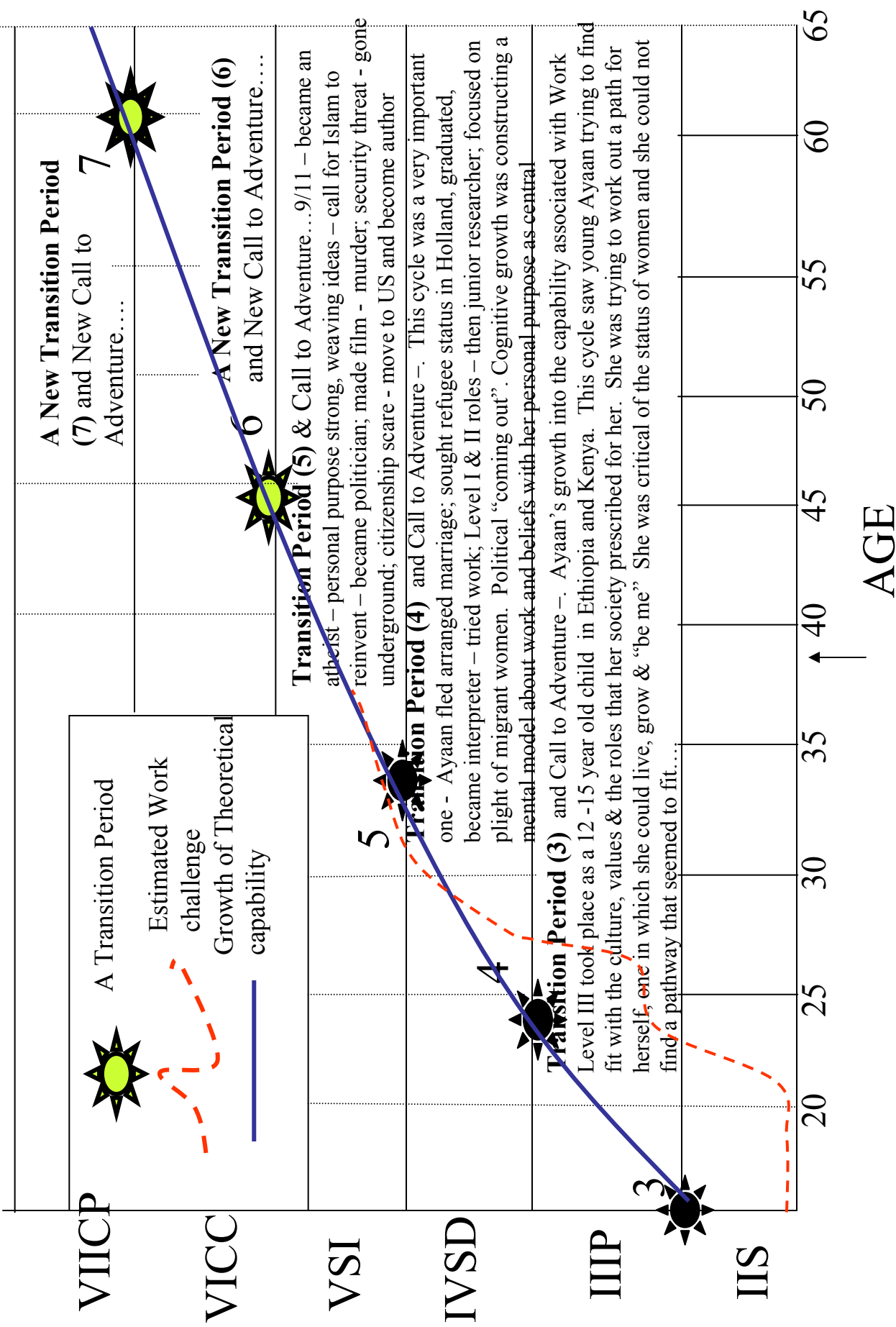


Ayaan Hirsi Ali — read her story on my website, each transition, new developments, adding value globally



Work Levels

Ayaan's Working Journey- Calls to Adventure & cycles



A Call to Action from Muhammad Yunus....

Dear Andrew,

I would be interested to know how this methodology can be used to assist developing regions in identifying people who can go from micro credit to small business enterprise and beyond with rapid development. –

best wishes, Yunus.



Purpose of this Pilot Project

for Micro- Entrepreneurs in Developing Regions: To use resources in a highly focused manner to speed up the business development pipeline.

Identifying micro entrepreneurs who have the cognitive capability to grow a business into a small or medium sized enterprise over time with support and appropriate development.

for disadvantaged or “At Risk Young Adults” in an urban or regional context:

To use resources in a highly focused manner to develop those who are deemed to have the potential to develop through at least one additional Work Level in their Working Journey.

Identifying young adults who have the cognitive capability to develop over time **though one additional Work Level** and provide accelerated development for development into roles such as managerial leaders; specialists or entrepreneurs through acquiring knowledge, skills and experience and wisdom.



TIME



1 -6 months

Phase 1

Identification of Talent Pool of 20 individuals who meet specific requirements;

Age – 18 – 25 yrs;
Specific Current Level of Capability,
Disadvantaged / At Risk; Values the Opportunity.

WJ, DVLC & Other

1 -6 months

Phase 2

Active Development of a Working Journey Plan for each individual.

Partnerships include services such as social networking, teambuilding, mentorship, aptitude testing

WJ, DVLC, Other Partners

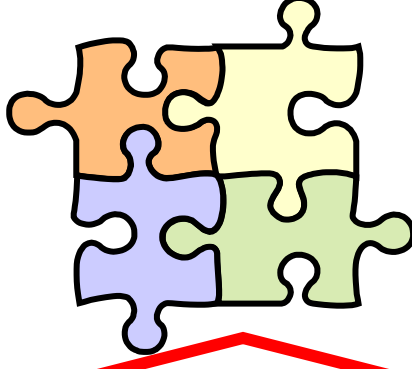
1 -4years

Phase 3

Working towards Achievements of milestones in the Working Journey Plan for each individual.

Business Network Support; DVLC, Woolworths, Carnival Lines

Dates of Completion



AGREED OUTCOMES

Limits & constraints

time, funding, non delivery on objectives by “students”, commitment of sponsors, staffing, quality of mentorship & case management, resilience of business networks, image & reputation of programme

3 Intakes

Talent Pool Selection from Job Network, Centrelink, Melbourne City Mission, own marketing candidates.

A Working Journey Plan must conform to;

A general guide to Working Journey plans is that they need to have **OUTCOMES** that meet one or more of the following requirements;

- Higher education on a *pathway to managerial leadership roles or specialist*
- Full time employment on a *pathway to managerial leadership roles or specialist,*
- Micro business *on a pathway to small business –*
- Entrepreneurial activities *leading to a small business*

3 Components to the Project.

* Identify a talent pool of “at risk” young adults between 18 – 25 to **identify** specific individuals *with capability to operate at one higher work level over time*

* Agreements with **Partner Organisations** who offer a range of interventions – eg **business incubators**; **work experiences** in a cadet or learner scheme; **high education**; **mentors** tailored to meet individual development plans, Partnering with a **lending institution** to provide credit availability based on cognitive capability, track record and incubator performance.

* Delivering the **OUTCOMES** agreed in Individual Development Plans



Letters of Support from;

Ms Ann Sherry AO: CEO Carnival Lines

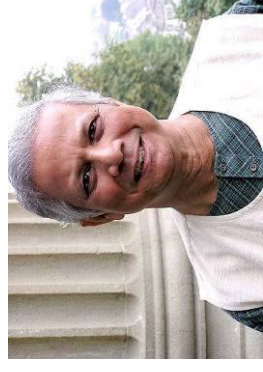
Mr. Ian Stone. CEO Royal Automobile Association of South Australian

Ms Karyn Baylis: CEO Indigenous Enterprise Partnerships

Mr. Mike Hawker Businessman and previously CEO Insurance Australia Group

Mr. James Strong Chairman; Woolworths, IAG and Billabong

Prof Muhammad Yunus – CEO Grameen Bank/ 2006 Nobel Peace Prize Winner



My challenge to you....

- is to start your own project and use your skills or join us on this Project
- Find partners to try this out with among the poor in developing countries
- Use Jaques work to create a Legacy of Peace....