



Newsletter No 5. 2010.

Dear One and All....

The first communiqué of the New Year! As the old year ended I sent out an email message about the necessity for setting objectives for the New Year for each of our interlocked Journeys'

"At this time of year I always like to set myself three objectives for the New Year ahead - one for each Journey - the Working Journey (my work and place of work), the Personal Journey (my home and significant others) and the Private Journey (my personal development) - which are achievable and are a good stretch..."

I had an overwhelming response, with much food for thought. So much so that it prompted me to write a short article on moving ahead with focus and commitment, courage and *direction*... **See below...**
"The Old, The New; Your 2010"

A number of HR people I know have been asked to put in place Talent Management or revamp their Talent Management systems. It is apparent that specific knowledge about Organisational Structure is a need and specifically that *important three level working relationship* of the **Manager Once Removed, immediate Manager and his or her Team Member**. This relationship is critical for talent management, assuring performance, review and reward, structure and ensuring quality of leadership. The short article is focused on Recruitment, Selection and Talent Management and these three critical role relationships. I hope it stimulates those of you with the authority to do so, to undertake a review in your company of how these role authorities and accountabilities are currently exercised... See attached **Leadership, recruitment, selection & talent Management; the role of all Managerial Leaders** or [click here](#)

Lastly, our project "**At Source**" is moving towards launch... Aimed at identifying and developing high potential young adults who are or who are likely to be at risk, the project kicks off in North Melbourne this year. We are working with our partners to develop these young adults along specific Working Journey lines and to close the gap between theoretical capability and the ability to apply it meaningfully in an organisational or entrepreneurial context. For more information and to **download the current information sheet** - [click here](#). This is the first time Elliott Jaques applications have been used in this type of project,

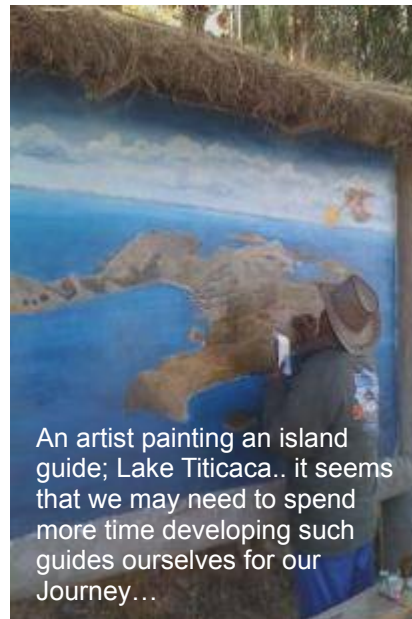
Keep in touch, best wishes for this year **Andrew**.

If you do not wish to receive future newsletters, please [UNSUBSCRIBE](#).

Please pass this email newsletter on to other who may be interested. If you wish to [SUBSCRIBE](#) - Thanks

Website now updated....

Services: Executive coach; OD Projects for Requisite Organisation; Working Journey planning.



An artist painting an island guide; Lake Titicaca.. it seems that we may need to spend more time developing such guides ourselves for our Journey...

Dear Friend and Colleagues

The Old – the New. Your 2010

I recently sent out a New Year email message that said:

“At this time of year I always like to set myself three objectives for the New Year ahead - one for each Journey - the Working Journey (my work and place of work), the Personal Journey (my home and significant others) and the Private Journey (my personal development) - which are achievable and are a good stretch...

I received lots of feedback - thank you. Reading between the lines it was clear to me that 2009 had treated a lot of people roughly. The greatest majority of comments came from people who were underutilized at work (work challenge not aligned with their capability, knowledge, skills, experience or they had experienced a transition to new level of work challenge), but some had it tougher, dealing with issues of being micromanaged, bullied and suffering the humiliating effects of disempowerment and disengagement. Some people were in an even worse predicament, having lost their employment (oh, but what liberation from the underutilization!) or had become seriously ill.... in fact three people in my network died, two from illness and one by suicide.

Many Working Journeys are in trouble and that by default, impacts all our other Journeys...

Your responses (some fifty six) gave me a food for thought... many of the people on in my capability circle are really talented, occupying senior executive roles – as entrepreneurs, corporate executives and CEOs - some are very high nett worth individuals and some not.... some are in holding patterns, a few are really inflow, some have crashed and burned, a few rising again like the proverbial Phoenix, some not; in fact some never recovered; while others just continue flying higher and higher, while others just get more and more under-utilised.....

Twenty years ago, also at that special moment which marks the end of one year and the birth of another; I sent out the following lyrics from The Waterboys to my then (and we were all much much younger) much smaller circle of capability It was an optimistic time, we had a broadly predictable future ahead of us... we had a roadmap, we were going to transition levels, all was possible and we were so confident.....these lyrics summed up all that wonderment..

**I pictured the rainbow
You held it in your hands
I had flashes
But you saw the plan
I wandered out in the world for years
While you just stayed in your room
I saw the crescent
You saw the whole the moon
You were there in the turnstiles
With the wind at your heels
You stretched for the stars**

**And you know how it feels
To reach too high
Too far
Too soon
You saw the whole of the moon
I was grounded
While you filled the skies
I was dumbfounded by truth
You cut through lies
I saw the rain dirty valley
You saw Brigadoon
I saw the crescent
You saw the whole of the moon
I spoke about wings
You just flew
I wondered I guess and I tried
You just knew**

Now, twenty years later, some of have managed to hold onto that flow band, but it seems an awful lot of you did not... – the overall message from the responses is many of us have just stopped planning, stopped changing the dream into reality... stopped walking the talk; given up, bought off, sold out???

What happened? I should really have sent out a questionnaire or held a workshop or do one of those things to get answers. I haven't and I won't, life is too short, but here are some thoughts...

The Need to be **“in flow”** - on purpose – actualizing- whatever you want to call it – is all still strongly felt and this is a deep personal core part of us; for which we are **PERSONALLY RESPONSIBLE** – but many seem to have surrendered it to the care of others...

What can we do to get back on track, to take back our authority and accountability for being “in flow”?

I recently had lunch with Tony Coleman, past President of the Institute of Actuaries of Australia and a Director of the Carbon Fund. In his 2001 Presidential Address called [“Beyond Uncertainty, turning risk into value”](#) he released an insightful document on Australia's future, in effect created a number of scenarios. I found this document thought provoking. Our lunch time discussion talked to this form of strategic planning and how useful it is.....

I mentioned to him that one of the companies that impressed me the most was Shell who had introduced Scenario Planning. I had recently listened to their past HR Director talk about how they had structured themselves on Elliott Jaques work in their journey to Work Level VII. They had taken the long look at what they wanted to be and how their industry may change. In fact the then Chairman, Lord Rothschild had asked James Lovelock (creator of the Gaia thesis) in the early sixties to do a report on what Shell would like in the year 2000. Scenario planning as a tool spilled over into South Africa where the Chairman of Anglo American Gold and Coal Division, Clem Sunter, one of the Shell “wise men” had shaken the stalemate of apartheid with his scenario work and his country wide presentations. Likewise scenario planning moved Ireland out of its quagmire.

Personally, depending on your age and capability, you need to be thinking minimum of five years out, ideally ten years. Someone reminded me that I had once told them they could do anything they wanted, but the secret is they need to know what it is first... You need to create your own scenarios for yourself – you know what you want better than anyone else, and chances are it is not

going to be one thing – so why not turn your talents your skills and capabilities on yourself and take charge of your own future?

After all, as far as we know we only have the one go and its later then you thing. James Strong told me about having dinner with a friend who said if midnight represents the end of your life, where do you think you are now? How much going have you got? Well, I wonder... for three people in my circle their final hour had come....

I had a note from someone I met at a conference recently who sent me this New Year message in response - he said ‘stay *nimble, re-center my attention to where the center of the world is going to move too, become more resilient, continue to diversify my streams of income, and keep throwing starfish back into the water as i am able...* I liked this response, it touches multiple journeys elegantly. Thanks Mike Jay.

So, let me suggest some practical steps for your scenario planning and subsequent objective setting as per the New Year email...

Firstly, ensure you spend some quality time thinking ahead... make time. Let’s call this your **Time Horizon of Planning** – what time horizon are you comfortable in creating your own scenarios? This outer boundary forms the limit of our theoretical planning and within which we may create our own scenarios.

Create minimum one scenario for each of the Three Journeys – oh too hard, you say, yes – true I say, but do it anyway. Refine it – craft it over a year.... use whatever medium. tools, people you need. Too often we tend to lose focus here, settling for broad fuzzy futures, taking each year as it comes, letting it just roll on, swept along in the river of busy...

Now write it down in a Journal, write it as clearly and eloquently – as detailed as you can. Paint it like that artist painting the island guide on Lake Titicaca. I have attached a useful guide for scenario planning from one of Clem Sunter’s book at the conclusion of this article. If you are interested in his website on Scenarios, Strategy and Tactics, then visit mindofafox.com – there is more info on the steps which I have adapted for personal planning.

Second, consider your **Time Span of Decision Making** – the time before you can see the result of your decisions – measurable and definable outcomes of your decisions. Try and be specific here - this is what I was talking about in my New Year message - this is the focused year on year goal setting / achieving performance that moves us along with purpose to make our scenarios a reality or to be in a position to modify them with knowledge. This is the easier part and can produce real benefits. Many people said this was objective setting was missing or that they had stopped doing it or our personal objectives had been replaced by that of their employers.

Well tough... some of you are now sitting unemployed or underutilized because of that... – we need to make sure our personal KPIs are not replaced by the company or other peoples needs...if there is congruence, wonderful, if not, manage the divergence... Get back into the discipline of setting annual objectives for yourself... it’s an essential part of managing your own Working Journey...Try and keep your scenarios in plan when setting these objectives.

In closing this article, I want to urge you all to “Shine like the sun” - life is very very short and it may be later then you think. so don’t loose those dreams...

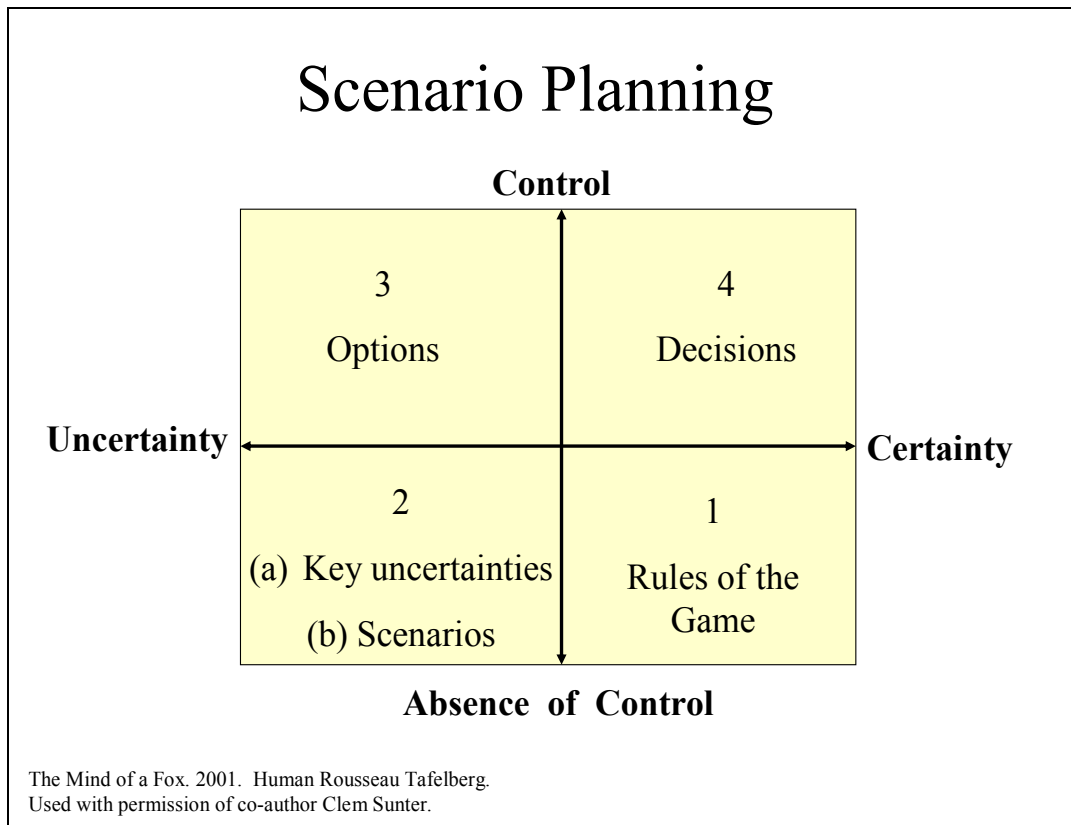
"Shine On You Crazy Diamond (I-V)"

Remember when you were young, you shone like the sun.
Shine on you crazy diamond.

Now there's a look in your eyes, like black holes in the sky.
 Shine on you crazy diamond.
 You were caught on the crossfire of childhood and stardom,
 blown on the steel breeze.
 Come on you target for faraway laughter,
 come on you stranger, you legend, you martyr, and shine!
 You reached for the secret too soon, you cried for the moon.
 Shine on you crazy diamond.
 Threatened by shadows at night, and exposed in the light.
 Shine on you crazy diamond.
 Well you wore out your welcome with random precision,
 rode on the steel breeze.
 Come on you raver, you seer of visions,
 come on you painter, you piper, you prisoner, and shine!

There are two great rules in life, the one general and the other particular. The first is that every one can in the end get what he wants if he only tries. This is the general rule. The particular rule is that every individual is more or less of an exception to the general rule.

Samuel Butler (1835–1902), English author. *Samuel Butler's Notebooks* (1951), p. 201, quoting Butler's friend and biographer Henry Festing Jones.¹



For more; go www.mindofafox.com

Our Journey in Art....

This work shows the pathways and choices we may be faced within our Journey. The left hand path offers promise to the lonely traveler, a house with welcoming lights – a safe haven, a refuge. The sky is dark and ominous with uncertainty and the man is hurrying there. The houses in the background are hostile, unwelcoming, like the stark tree.

The right hand path offers no such refuge, it is unwelcoming; stark poles with out communication lines nor lights stick up into the sky, while rain glistens on unparallel tram tracks. But the second path, while offering no refuge, offers the promise of a coming day, with sunlight and hope on the horizon. A dream, a future beckons to those who would.

It is as if the artist painted two different pictures, separated by a dark ominous and foreboding building with black doors and black windows. Our own fears. Many of us have had nightmares of rooms or houses we cannot go into and yet we are compelled to do just that... Likewise this house is symbolic of what we need to confront and *overcome* to move on as effective human beings.

The message is this - we need to do what we need to do to move on. If we pass this house and seek safer refuge, there will always be more houses like this one, beckoning us to confront our unfinished business in our Personal Journey. **Andrew Olivier. 2009.**



Jerzy Michalski – *Rain City II*. Oil on Belgian Linen, 87x173cms. Jerzy is represented by my [Art Gallery](#) and I have his permission to use the image.