

# AGENDA

April 2002

## New Generation Leaders

by Ann-Maree Moodie

When NRMA CEO Rob Carter accepted his first chief executive role 12 years ago, he learned a valuable lesson in how to lead a large organisation.

"Any CEO needs to be very aware that their behaviours are interpreted throughout a whole organisation but that it takes a while at being a CEO to actually realise this," says Carter.

"My biggest learning curve was to understand how widespread throughout the organisation were the reports of what I had said and done. As a CEO you have to moderate your behaviour to recognise the kind of signals you're sending through an organisation.

"I was role modeling two aspects of my personality – being a go-ahead sort of person, as well as being someone who was impatient. The go-ahead bit was all right, but the impatient side of me wasn't, and the two were getting mixed up."

As a result, Carter found the change agenda he and his senior management team were implementing at the Housing Corporation of New Zealand was being impeded by his employees' perception of his management style.

"I realised it was a problem and we dealt with it as a team," he says. "You can get good feedback from having an open conversation with your senior management team and hearing the messages from below. I had to ameliorate the impatient side of my personality while still stressing the sense of urgency."

*"Today's CEO needs to evolve from being a specialist and into being an all-rounder."*

Leading an organisation in today's complex, global business world is a task which requires many different types of skills, ranging from technical expertise to attributes which are less easily defined, but nonetheless imperative to success.

"Today's CEO needs to evolve from being a specialist and into being an all-rounder," says Carter, a former economist. "The particular strengths that I have are in strategy and strategic envisioning of a company, as well as expertise in financial management and IT literacy.

"But most importantly today's CEO needs to exhibit a strong sense of people-management skills and development of organisational culture –both of which you have to grow into, learn, understand and appreciate the importance of, over time.



**Rob Carter**  
NRMA Chief Executive Officer

"Any CEO needs to be able to operate across all elements of the balanced score card. Not just the financial management of the company, but also aspects to do with customers, business processes, innovation – including IT – and people management."

The most important skill of a successful CEO, however, is self-awareness and an ability to redress behaviours that impede the ability of the person to lead effectively.

"He or she should be able to role model good communications as well by being honest and frank with staff rather than playing games, having hidden agendas or beating-around-the-bush and playing the organisational politics," says Carter. "You've got to rise above that."

Learning to manage people is the skill Carter nominates as being the most difficult for the leaders of tomorrow.

"I think the people management side of leading is harder for the new generation of leaders," he says. "I think they've been brought up in a very competitive environment and with a very strong IT orientation about how things get done and maybe the people messages haven't been as well understood. There is a brashness of youth as part of all that, too."

Nevertheless, today's young leaders have many advantages over their bosses. "They are more resistant to autocratic styles of management and will not just accept an order as an order," says Carter. "They want to understand it and be a part of it and know why it's necessary and why it's good for the company. There is a lot more questioning and challenging from young managers today and that's very healthy."

Tomorrow's leaders are also more broadly-skilled, especially in IT, due to a more applied approach to education at university, and they want a more balanced approach to their personal lives and their careers. They are also more inclined to participate in continuous education.

"There is a combination of qualities which make good leaders no matter what age they are – there's no one formula for leadership," says Allan Moss, the CEO of Macquarie Bank.

"The qualities we look for include high standards of personal and professional ethics, the ability to deliver good results and value to clients, taking a positive approach to problems in the good times as well as the tough times and being a team player."

Young executives at Macquarie Bank are also likely to get noticed if they are perceived to be undertaking work, or showing initiative, over and above the expectations of their job.

*"There is a combination of qualities which make good leaders no matter what age they are – there's no one formula for leadership."*

"We don't have a 'Crown Prince' system whereby we set out to identify a young elite who are marked out for leadership positions," says Moss. "People have to keep on demonstrating their capacity for increased responsibility through continuing achievement.

"We are look for leaders to emerge through their efforts. It's the person who seeks out opportunities to make an extra contribution who is likely to have the capacity to make an exceptional contribution later in their careers."

• Ann-Maree Moodie is a journalist and researcher on corporate governance and general business issues.

## Young managers talk about leadership & their career

I rely on an informal system of personal mentoring within my organisation to allow me to observe the leadership skills of my peers and senior managers and to gain insight into the reasoning behind the practical decisions they make day-to-day. Of course, it helps to follow up and see how successful their decisions are – just because a colleague is more experienced or senior, doesn't necessarily make them more effective leaders or decision-makers.

When faced with challenges at work, my most valuable resource would be a small group of well-respected senior managers within my organisation. However, other, more formal sources are becoming available. Occasionally, books on management strategy can assist with tools for distilling and focusing your objectives and moving toward these. I find that responding effectively to challenges at work is far easier when equipped with a clear sense of what you are trying to achieve overall.

Until recently, I was of the belief that work-life balance was a measure of my commitment to my career, and that in order to achieve my career goals, I needed to sacrifice all my personal goals and devote all my time to work. Now I realise that a work-life balance is essential to achieve and maintain peak performance in whatever career I pursue. I now understand that work-life balance is about equilibrium, and that when planning future steps in a potentially more demanding career, I also need to plan the complementary personal life goals to maintain the balance.

The biggest challenge, to this point would probably be maintaining a confidence in my abilities – both for myself and those I deal with. Quite often "mature" professionals find it intimidating, uncomfortable or humiliating to work with or for someone who they perceive as being too young for the role. Breaking down these pre-conceived ideas takes time, patience and a colossal dose of tact and diplomacy.

I feel that formal training is critical in reaching your leadership potential. The tendency for professionals to rely on the same old tools to carry out their leadership roles means that they often lose sight of the fact that there are newer, more effective tools available. By the same token, I understand that formal training is redundant until it's actually put to use.

I will consider myself a successful leader when I not only satisfy business goals through the effective management of the organisation and its project team, but when I assist individual team members to achieve their personal goals in the process. If I have achieved a work-life balance that allows this, and my team feels as though they "own" the project and its outcome – this is when I have advantaged all of the stakeholders – myself, the team members, and the organisation.

**Troy Sneddon**  
Account Manager, Ingenico

To this point, I haven't undertaken any formal management or leadership training. I've learnt what skills I have from experience. I work in a team of seven others and spend quite a bit of my time working with other members of that team. We help each other with issues and challenges we are facing in the workplace and assist with ideas on how best to approach various situations.

If I face a challenge myself, I find that most people in the organisation are willing to assist with issues affecting their area of work. It helps to know who the appropriate person is to call, and because of that I believe it is important to make sure you meet as many people as you can in the organisation. I consider myself fortunate to be working in an environment with a very approachable management team. I am able to discuss most issues with members of our executive team in order to find a solution to the challenges that arise.

Work-life balance is probably the single most important issue I consider in my career planning. At this stage, I would not consider a position if it meant I would not be able to maintain the work-life balance I currently have. The biggest challenge in my career to date has been the decision to change my career path. I agonised over the decision. I had been a long standing solicitor with one of Australia's largest law firms. I enjoyed the work I was doing and the career path I was on but the demands of the position meant I was working very long hours. I spent some time with a career counsellor and finally made the decision to move on. I changed positions and I haven't looked back.

So when will I be able to say I'm a great leader? When I have a happy team of people working with me and the rest of the organisation achieving great results.

**Mary McCarthy**  
Corporate Counsel, Vodafone Australia

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### Special Interest Networks April – May 2002

#### Offshore outsourcing of IT Business Information Systems Network

**Date:** Tuesday, 7 May 2002  
**Venue:** North Sydney  
**Guest speaker:** Andrew McCarrol  
Mastech Asia Pacific

Andrew McCarrol, Managing Director of Mastech Asia Pacific, has extensive experience in delivering business relevant and cost effective IT solutions that are consistently at the forefront of global IT trends. He has developed Mastech to be one of the largest employers of expatriate IT professionals in Australia and has delivered substantial cost savings to clients through using Mastech's offshore capabilities. Andrew has a strong profile in the mainstream IT media and is highly articulate and knowledgeable about global trends in the IT industry.

In his presentation, Andrew will discuss the global trends in offshore outsourcing – with examples of Fortune 500 companies that do it and the cost savings achieved. He will highlight what can be outsourced offshore and what can't, and paint a picture of how offshore outsourcing works with both a generic business model and an economic model for outsourcing IT.

#### Facilitating trade and investment for Australian business

##### Marketing Network

**Date:** Tuesday, 21 May 2002  
**Venue:** North Sydney  
**Presenter:** Colin Hook  
Australian Trade  
Commission  
(Austrade)

At this presentation, Colin Hook will present an overview of how Austrade's mission is helping Australian companies, especially small to medium enterprises, win business overseas. Hear how Austrade attracts overseas investment for Australian enterprises and assists Australian companies that make export related investments overseas.

Colin Hook is the General Manager, Exporter Development at the Australian Trade Commission.

#### Clear skies or turbulence – the Australian economy in the year ahead

##### Strategic Management Network

**Date:** Thursday, 23 May 2002  
**Venue:** North Sydney  
**First guest speaker:** David Moore  
Commonwealth Bank

The Australian economy proved remarkably resilient over the past year. But is it clear skies ahead? Or will the end of the housing boom trigger a broader downturn in the economy? And what about the outlook for interest rates in this environment?

David Moore is the Senior Economist for the Commonwealth Bank of Australia and has extensive experience in economic forecasting and the operations of financial markets.

**Second guest speaker:** Mark Rider  
UBS Warburg

Mark Rider will discuss 'Australia and the global economy: trends & prospects.' For the past four and a half years Mark Rider has been Chief Economist for UBS Warburg in Australia. Previously, he spent ten years at the Reserve Bank of Australia.

#### 7 trends & technologies that will impact your life

##### Personal Empowerment Network

**Date:** Tuesday, 28 May 2002  
**Venue:** North Sydney  
**Guest speaker:** Craig Rispin  
Future Trends. TV

For over 20 years, Craig Rispin, futurist and technology expert has been where the future was created – Apple Computer, Philips Consumer Electronics, software startups and research labs. He has launched new personal computers, consumer electronics, online services and broadcasting systems. Behind all this, he has studied the techniques used to understand the future. Craig helps organisations and individuals prepare for the future through his public presentations and consulting.

### Young managers talk about leadership & their career *Continued from page 1*

In terms of formal leadership development, I have attended a number of two to three day workshops which focus on providing leadership skills as opposed to management skills. I also consider these programs important for my staff. I recently pulled together a program for two of my senior managers. This was a leadership program designed around the specific needs these two women were facing in business.

From an informal perspective, I make a point of watching the behaviour of those people I consider to be first class leaders. In particular my own CEO, Ticketek's Peter Stirling Benson, is a world class leader and I watch closely the way he reacts to situations and handles them. Where I am impressed with his handling of a specific situation I talk to him about why he handled the situation in that way. The reverse also applies – if I am unsure why he has responded in a certain way, I question him about that. I also make a point of reading articles that cover leadership. Short articles or inspirational stories in periodicals are the most accessible for me.

My network is the most effective resource I have to turn to when I need solutions to challenges I face at work. Over the years I have built up a network of friends and colleagues who I can turn to for advice or guidance. When faced with specific challenges such as people management issues, I always find experience to be the most valuable asset.

My career planning is completely affected by the issue of work-life balance. I have spent years burning the candle at both ends and recently made a conscious choice to find a role that allowed for work-life balance. I believe in giving everything I have to my work but my family and my health will always be a priority.

Formal training is incredibly important. It provides the ability to think and analyse in a way that does not come naturally to many people. It is those thought processes and that approach to management which is essential to a successful leader.

I'll be able to call myself a good leader when I can take a team of people and ask them to run really fast in one direction and then ask them to run really fast in another and have them understand that changing strategies is a good thing. When I have a team of people who trust the decisions I make and in whom I can trust – for me that is what leadership is all about – knowing that when the ground gets a bit shaky the people will be there for each other.

**Paul Alexander**  
General Manager, Ticketek

I really haven't had any formal leadership training but I have learnt a lot from other leaders, through having mentors and reading biographies of leaders I admire. The thing about leadership though is that it is something that you have to learn by experience because everyone is different and the best leaders are those who are natural.

Mentors are critical for me when I face challenges. It's important to have people around you who have a sense of objectivity and can advise from the outside looking in. Sometimes it's easy to just get too close to things and there's great value in having someone else's perspective. Applying creative techniques to challenges is also really powerful...having the discipline to look at problems and see them from different angles. There's always more than one solution and applying creativity to problem-solving is the best process.

I used to be obsessed with the notion of 'balance' but came to the realisation that because of my goals, focus and priority on work right now, my life is out of 'balance'. As soon as I accepted that, I stopped feeling guilty and now feel comfortable with my lifestyle. The fact is, my notion of 'work-life' balance is different from anyone else's because my priorities are different right now. Everyone's work-life balance needs to be congruent with his or her values and goals; I see too many people striving for someone else's definition of balance.

The biggest challenge to this point in my career? Managing a team of people always has challenges and although I think I'm getting better at this, I still find it difficult. I don't think that formal training is nearly as important as real-life experience when it comes to leadership because every situation is unique



**Amanda Stevens**  
Managing Director, Splash Advertising

and every person is unique. There are obviously qualities that make a good leader but experience is far more important because the element of human nature involved in leadership is not something that can be taught.

Being a young leader definitely has its particular challenges but my opinion is that leadership is about learning from mistakes and when you're young you can afford to make more mistakes and you can bounce back quickly and keep moving.

**Amanda Stevens**  
Managing Director, Splash Advertising  
Sydney Business Review's Young Business Woman of the Year 2000  
Young Australian of the Year Award Winner for Career Achievement in NSW 2002

My background is technical and prior to my first management role, I had no formal training in leadership. I read publications when I get a chance, and refer to a few management websites, but would have to say that most of my learning has been, and continues to be, in the workplace.

There are about 100 people in my team, with 7 direct reports. I take people management and development very seriously, but I have high expectations in return. I believe that to get the best out of people, you have to identify what stimulates them to respond and produce voluntarily.

I make a conscious effort to go out in the field and sit in on regional team meetings at least once a month. It is important to listen to people at various levels of the organisation and to be visible and understood.

My staff would agree that I am a very focused person. I believe in adhering to key strategic directions and pushing forward even when you think you are being stalled or under pressure. My biggest challenge is to eliminate a lot of the red tape so that people are more empowered, and to ensure that our people are contributing and adding value.

I think the most important ingredients to fostering good leadership are training, getting trusted advice, consultation and experience. I'm still working on all of them. I think honesty is a primary attribute of a good leader, the ability to make final decisions without being influenced by emotions and personal agendas.

My goal is to achieve success in my role and the respect of my staff and peers. I believe that people perish without good leadership and purpose in their jobs and I want to create that well-being for others.

I would not say that I have the optimum work/life balance. I probably do put in too many hours, but I love my work and the company, and I enjoy putting my energy into it.

**Andrew Constantinou**  
Manager, Engineering and Managed Services  
Argus Telecommunications, RIC

#### A forum for future leaders

Join other evolving leaders in this unique opportunity to shape the direction of a new forum for young, innovative professionals. If you are under 35 and interested in sharing your ideas and needs as a future leader, networking with peers and becoming involved in the growth of this group, contact [futureleaders@aimnsw.com.au](mailto:futureleaders@aimnsw.com.au)

#### Canberra Organisational Change Network

##### The Speed of Change

**Date:** Tuesday, 23 April 2002  
**Venue:** Canberra  
**Guest speaker:** Lisa Levine

##### New strategies for implementing change

**Date:** Tuesday, 28 May 2002  
**Venue:** Canberra  
**Guest speaker:** Deborah May  
Teleran Group

Special Interest Networks are complimentary to all Personal Members and all employees of Corporate Partners. There is a \$30 non-refundable fee for guests, payable on registration. As places are limited, please advise the Institute if you are unable to attend so other wait-listed Members can be admitted to the meeting.

<b>North Sydney venue:</b> 215 Pacific Hwy, North Sydney 6.00pm – 8.00pm	<b>Parramatta venue:</b> Dept of State & Regional Development, Business Centre Level 2, 470 Church Street, Parramatta 6.00pm – 8.00pm	<b>Canberra venue:</b> First Floor, Deakin House 50 Geils Court, Deakin 5.30pm – 7.30pm
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Register online at [www.aimnsw.com.au](http://www.aimnsw.com.au) or  
[www.aimcan.com.au](http://www.aimcan.com.au) or phone 1300 651 811

### Course Test Drive *Certificate IV in Workplace Leadership*

Brenda Lewis – reprinted with kind permission of The Sydney Morning Herald.

#### Accreditation

Accredited by the NSW Vocational Education and Training Accreditation Board (VETAB). Students who score 75% or higher on their assessment tasks may apply for advanced standing towards the MBA correspondence program at Southern Cross University, Lismore.

#### Duration

The course takes 12 days. It is in four segments, run in three-day blocks over several months.

#### Cost

The \$3676 includes catering and all course and reference materials, but there is a discount for Australian Institute of Management members.

#### Prerequisites

No formal prerequisites, but applicants should have business or management experience.

#### Books and equipment

All texts are included and students can use the Institute's library.

#### Who is it for?

The course is designed for middle to senior managers in the public or private sector. Australian Institute of Management public training manager Deborah Jackson says the course covers the fundamentals of leadership skills and will prepare many potential leaders for more senior roles.

"Leadership is a core skill in business – it's really critical – and what's unique about this course is the way it is structured, with separate modules over several months focusing on the interpersonal, one-on-one, teamwork then organisational skills."

Graduates learn how to lead confidently, recognise their strengths and weaknesses, motivate and inspire others, communicate better, understand group dynamics and situational leadership, use conflict resolution, plan and implement organisational change, set goals, negotiate better – and manage their stress.

The course is highly interactive, with Australian case studies, role-plays, video feedback and re-enactments of critical incidents. Lecturers come from a broad spectrum of the community and include a former police hostage negotiator, several trained psychologists and a university MBA tutor. The Institute has been running courses for some 60 years. This certificate course has been offered for 10 years.

#### What past students think

**Alexandra Jarvis, Medical Management Consultant, Mentor Australia. Graduated 2001.**

"I had done another course at the Institute (the Business Management Certificate) and I found it to be a very good, concise course; the set objectives, the content, the way it was presented and how we were appraised were all excellent. When I decided to do a leadership course I didn't even look at other courses, I went straight to the Australian Institute of Management.

"One of the presenters (Steve York) had a background in hostage negotiation with the police force for 20 years – he was amazing. The quality of the lecturers that I have had has been very impressive and that's one of the reasons I will keep doing their courses. I have already got credits for one-third of my MBA through the Institute.

"The course is very team spirited. A lot of people doing the course had a lot to give. I think it has given me some really good tools. It is very practical and has helped me improve my management style and get the best out of people."

**Loredana Mazullo, Senior Marketing Manager, Margin Lending, St George Bank. Graduated 2001.**

"I had joined St George from Citibank and had taken on a senior position. I needed to do a practical course in being a leader and managing people – it is

the sort of thing you don't necessarily pick up on the job. Australian Institute of Management is very highly regarded and when my managers and I looked at this course it seemed very comprehensive. The course exceeded my expectations and I have recommended it to a number of my colleagues. I think if you are really interested in developing your people and time management skills, this is an extremely well-priced, practical and comprehensive course."

**Mark Leeder, Laboratory Manager, Caltex International Technical Centre. Graduated 2001.**

"There were a lot of exercises in the course that required a lot of participation – at times it was hard work and other times it was a lot of fun. The course gives a good overview of all the requirements of a leader. I have about 12 people reporting to me and there are a lot of issues that always come up and I have been able to identify major issues and the day-to-day issues, and work on them. We're going through massive changes and if you understand how people react to change, you can accommodate it. I was a bit of a dictator before doing the course and I've learnt about delegation and understanding my co-workers."

**The next program commences 19 June 2002. For further information, contact Tarquin Samuels on 02 9956 3951 or visit [www.aimnsw.com.au](http://www.aimnsw.com.au).**



### Leadership Information Sources

#### Online

**Center for Creative Leadership's e-Newsletter**

<http://www.ccl.org/connected/enews/index.html>

**Center for Leadership and Change Management, the Wharton School at the University of Pennsylvania**

<http://leadership.wharton.upenn.edu/welcome/index.shtml>

**Center for Leadership in Dynamic Organizations, Johnson Graduate School of Management, Cornell University – Case studies on leadership**

[http://www.gsm.cornell.edu/leadership/case\\_studies.html](http://www.gsm.cornell.edu/leadership/case_studies.html)

**ManagementFirst: Leadership**

<http://www.managementfirst.com/experts/leadership.htm>

**Best of Biz – London Business School: Leadership in organisations**

<http://www.bestofbiz.com/briefings/default.asp?p=143>

#### Books

**Leadership Challenge: how to keep getting extraordinary things done in organizations Revised Edition**

J. Kouzes & B. Posner \$46.95

With fad-free clarity and insight, Kouzes and Posner zero in on the basics: five fundamental practices of leadership, ten commitments these practices embody, and the day-to-day action steps each commitment entails.

**Shackleton's Way: leadership lessons from the great antarctic explorer**

M. Morrell & S. Capparell \$35.00

Shackleton's way is filled with gritty examples of the nature of high risk leadership. The characteristics of leadership by example, team building and the spirit needed to overcome great obstacles and sustain a team under stress are well defined here.

**Leadership and the One Minute Manager**

K. Blanchard \$14.95

A classic book that describes the effective, adaptive styles of leadership in clear and simple terms, teaching how to become a flexible and successful leader.

**Intelligent Leadership**

A. Mant \$21.95

In this remarkable book, Alistair Mant brings alive the two qualities which count most toward successful lives, enterprises and communities – leadership and intelligence.

**All books are available from AIMBooks.**

**Visit [www.aimbooks.com.au](http://www.aimbooks.com.au) or call 1300 130 186 to order.**

#### Articles

Selected articles are available in full text format on Wilson Web, which Members can access through [www.aimnet.com.au](http://www.aimnet.com.au) Copies of these articles are also available from the Library and Information Centre.

Please call 02 9956 3034 for more information.

Yammarino, Francis J.; Dansereau, Fred; Kennedy, Christina J., (2001), 'A multiple-level multidimensional approach to leadership: viewing leadership through an elephant's eye', *Organizational Dynamics*, v29 no3 Winter 2001. p. 149-63

Kotter, John P., (2001), 'What leaders really do: reprint of May-June 1990 article', *Harvard Business Review*, v79 no11 Dec 2001. p. 85-97

Goleman, Daniel; Boyatzis, Richard; McKee, Annie., (2001), 'Primal leadership: the hidden driver of great performance', *Harvard Business Review* v79 no11 Dec 2001. p. 42-51

Nirenberg, John., (2001) 'Leadership: a practitioner's perspective on the literature', *Singapore Management Review*: 2001, v23 no1, p. 1-34

Anderson, Paul., (2001), 'Leadership in a major corporation – a personal view', *Mt Eliza Business Review*: 2001, v4, no1, p. 36-40

### Advantages of learning online and return on investment

Learning online is the most rapidly growing education and training medium around the globe. As with any new way of doing things, early experiences are very mixed but the advantages to individuals and organisations outweigh the early difficulties and costs.

Where execution has been less than successful, it is attributable to some or all of these factors:

- a poor choice of enabling technology
- insufficient emphasis on education
- learners rejecting a poor standard of courseware
- poor management of the cultural and organisational change
- limiting the delivery to in-company intranets and not exploiting the internet
- poor support to learners
- failure to emphasise the human dimension to learning online
- creating textbooks online
- attempting to transfer the classroom to a new and completely different medium for learning.

#### Make the business case

Any organisation that enters the learning online medium must give careful thought to advantages over time against the cost of change. The costs to any organisation are both quantitative and qualitative. Moving into learning online must be seen as a medium to long term commitment. In most organisations, a business case to senior management

and/or the Board (or equivalent) will be a necessary step in the approval and support process. Decision-makers will need to be convinced of three things:

- that there is a demonstrable return or benefit over time from any investment made by entering the learning online medium
- that the organisation is able to implement learning online effectively, has planned to maximise the transfer of learning to the workplace and that it will be accepted by its employees or constituency
- that they are likely to find or have found the value for money solution to learning online and that it covers development and delivery of the courseware

#### What to consider when identifying your return on investment for entering learning online

- the cost of the current training regime
- the effectiveness of the current training regime
- the flexibility and timeliness of the current training regime
- the cost of transition
- the appropriate enabling technology and delivery solution for learning online
- cost of development and maintenance of learning online courseware
- the benefits to individuals and organisation provided by learning online

- quality of learning and effectiveness of learning transfer to the workplace
- ability to contextualise the learning for organisation's culture, industry, policies and procedures
- what indicators you will use to measure ROI

Every organisation that contemplates learning online should give thought to understanding all aspects of return on investment related to the proposed change. It is critical to managing expectations and will decisively influence implementation.

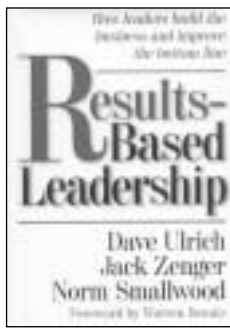
The business case should be presented in the form appropriate to the organisation's decision-makers. If the decision is to proceed with learning online, then there must be a clear link between the potential advantages, organisation specific issues likely to arise in implementation, costs and benefits. If the work is done up front, learning online will prosper. Learning online is a powerful new education and training medium but it is not a 'silver bullet' and as with all training regimes, must be managed, evaluated and improved.

**For more information or advice on learning online contact our specialist consultants on phone 02 6290 9900 or 9956 3920 or email us at [lda@aimnsw.com.au](mailto:lda@aimnsw.com.au).**

## Book Review

### Results-Based Leadership

by Dave Ulrich, Jack Zenger and Norm Smallwood.  
Published by Harvard Business School Press, 1999



*Results-Based Leadership* is a practicable and immensely readable book offering a new approach to effective leadership. The authors challenge existing theories of leadership by arguing that it is simply not enough to judge leaders by their personal traits such as style, values, skills and character. Leaders need to be able to connect their attributes

with results. In effect, the authors agree that the 'soft' attributes are valuable. But they take these attributes a step further and assign a 'hard' financial edge to the equation that is both measurable and effective.

Using the leadership equation *attributes x results = effective leadership*, *Results-Based Leadership* shows the reader how to deliver organisational results in four specific areas: results for employees, the organisation, the customers and the investors. Through the use of templates and guidelines, the reader is able to evaluate their current levels of expertise and skills and develop strategies for becoming a results-based leader.

Significantly, the book debunks the common misconception that leaders are those people with CEO status in an organisation. For effective organisational leadership, "good leadership models must take into account the kinds of skills and qualities necessary for leaders throughout the organisation." However, without applying models of leadership that focus on results, the authors maintain that the organisation cannot produce leaders essential for successful, competitive companies in today's marketplace.

To reinforce their model, the authors draw upon the experiences of many national (US based) and international businesses. Real life stories of companies that have been turned around by implementing the attributes results model demonstrate the outstanding viability of such a model.

The various leadership attributes that have been espoused by many have not been dismissed. By undertaking a comprehensive literature search, the authors of this book examine the writings of current leadership theories and theorists. They present a collection of leadership attributes in a comprehensive table culling from such luminaries as Covey, Drucker, Bennis and Handy, to name but a few. These leadership attributes are still a critical component of effective leadership, say the authors, but they must be incorporated into the equation *attributes x results = effective leadership*.

This book is as applicable to the senior executive of an international organisation as it is to the frontline manager of a small domestic company. Yes, the theory does make extraordinary common sense. The focus is comprehensive. It looks at the whole organisation and all the factors that contribute to the business. To apply the model will require some mind shifts and a measure of hard work, but it can be done.

In all, this book is immensely applicable. Pick it up today and start applying it in the workplace tomorrow. 📖

Available from AIMBooks RRP \$60.95

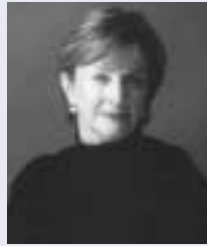
The Australian Institute of Management's customised leadership solutions combine the latest research and developments in management theory with your people's specific requirements to ensure you and your staff get the results you need.

For more information contact Harrold Burman on 02 9956 3086

## APRIL BREAKFAST BRIEFINGS

### NSW

#### Mentoring – the Software of Senior Executive Life



Wendy McCarthy AO

An understanding of the unspoken rules of the corporate world is essential as professionals climb the corporate ladder. But how does one learn these rules? Mentoring has traditionally been a somewhat informal arrangement. However, over the last ten years it has emerged in many organisations as an important part of staff development, particularly for those with 'high potential'.

In this session, Wendy McCarthy will explain how good mentoring works and where to get it.

<b>Date</b>	Tuesday, 23 April 2002
<b>Venue</b>	The Regent Hotel 199 George Street Sydney
<b>Time</b>	7.15am – 9.00am Breakfast served 7.30am – 8.00am
<b>Cost</b>	AIM Members \$60 (incl GST) Non Members \$70 (incl GST) Table of ten \$550 (incl GST)

### ACT

#### Superannuation and nation building

David Chessell, PhD (Yale), MSc (ANU),  
BA Hons (Melbourne)  
Director  
Access Economics

Australia's system of compulsory superannuation is unusual in the Western world. Dr Chessell will talk about the economic consequences of compulsory superannuation and its unintended benefits for the Australian economy. He will look at the areas in which the funds are investing their money – largely infrastructure and venture capital. Half of every dollar spent on venture capital comes from superannuation funds. The funds are pouring money into innovation and this has influenced the economy in a positive way. He will discuss the implications for future public policy arising from these unintended benefits.

<b>Date</b>	Wednesday, 10 April 2002
<b>Venue</b>	The Lobby Restaurant King George Terrace, Parkes ACT
<b>Time</b>	7.15am – 8.45am
<b>Cost</b>	AIM Members \$49.50 (incl GST) Non Members \$55.00 (incl GST)
<b>Enquiries</b>	<b>Phone</b> 02 6282 1914 <b>Fax</b> 02 6285 3961 <b>Email</b> info@aimnsw.com.au

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## David Maister

### The Art of Managing Professionals and other Knowledge Workers

A half-day seminar for Partners and Practice Managers of professional service firms and Managers of knowledge workers in organisations.

David Maister is a world authority on managing professional service firms. In this program he will examine the 'people side' of business, focusing on the complex challenges leaders face in managing professionals. David will draw on his research and extensive international experience to provide concrete tools and strategies for overcoming the barriers to successfully energising and guiding individual performers and groups.

Whether you are a practice or group leader in the professional sector or a manager of highly talented knowledge workers in an organisation, this seminar offers insights and action tips to help you inspire your people to their full potential – and improve organisational performance.

<b>Date</b>	Thursday, 29 August 2002
<b>Venue</b>	Hilton Hotel 259 Pitt Street Sydney
<b>Time</b>	9.00am – 1.00pm (seminar) 1.00pm (working lunch)
<b>Cost</b>	Early bird – closes 30 June 2002: \$695 (incl GST) Standard Fee: \$795 (incl GST) Group bookings of 3 or more: \$650 per person (incl GST)
<b>Enquiries</b>	Professional Development 02 9956 3098
<b>Bookings</b>	Phone: 1300 651 811 Online: <a href="http://www.aimnsw.com.au">www.aimnsw.com.au</a>
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Presenter  
David Maister

## Notice of Annual General Meeting

The Annual General Meeting of the Australian Institute of Management NSW & ACT Ltd  
ABN 20 000 049 669

will be held on

**Thursday, 30 May 2002**  
at 5.30pm

**Venue** Australian Institute of Management  
215 Pacific Highway, North Sydney

**All Members are welcome.**

Refreshments will be served at the conclusion of the meeting.

Notices and information relevant to the Annual General Meeting will be advised to Members and other parties in accordance with the Institute's Constitution.

## Online Poll Results

Last month's online poll on coaching had the following results:

**Which of the following qualities is the most coveted in an executive coach?**

– Expertise & past experience	22%
– Rapport & communication skills	42%
– Confidentiality & discretion	16%
– Referrals & success with previous clients	14%
– Formal qualification & membership of a professional coaching body	6%

Visit [www.aimnsw.com.au](http://www.aimnsw.com.au) and register your vote on this month's hot topic, **leadership**.

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