

Thank you to all our clients for making 2005 another successful year for Learning Dimensions. We have enjoyed partnering with many of you to create valuable results in our four key areas of Leadership, Sales, Service and Culture Transformation. We have learnt a lot and hope that you have too.

The team at Learning Dimensions wishes you and your family a very happy festive season and we look forward to the opportunity to contribute to your success in 2006.



Welcome to our final newsletter for the year. We hope you enjoy the read. The topics this time include:

- [Personal Business Coaching](#)
- [Moving from Safety Cop to Safety Coach](#)
- [A Fable for Christmas](#)
- [5 Steps to Creating a Great Customer Experience](#)
- [The Balancing Act: Creating Pockets of Certainty in Times of Change](#)

PERSONAL BUSINESS COACHING

Nowadays, many business leaders, particularly in the US & the UK, seek a personal coach as part of their remuneration package. A coach is often seen as part of the “solution” following a Personal Development Review for frontline supervisors and middle managers. Coaching is maturing as a concept and managers are starting to realise that it is not only a remedial intervention for people who aren’t performing as well as it is believed they could be. It is also means of helping people who are already performing well to stretch and grow still further. Business coaching tends to be contracted and focused around a very specific problem, challenge or opportunity, and is usually limited in duration. There are of course two basic factors required of the individual before coaching and learning is likely to be of benefit:

- The willingness to change.
- The willingness to find and accept what is needed for them to improve their performance in a specific area.

Once those two factors have been addressed the next decision becomes “the agreed purpose”:

- Increasing the individual's knowledge and thought processes?
- Improving the individual's self-awareness; facilitating the detailed insight into how the individual and their performance may be perceived by others?
- Creating a supportive, whilst challenging learning environment in which the individual's paradigms in thought and behaviours are developed?

The next decision is the sort of person who should be the business coach for the individual. Many organisations at an Executive level give these senior individuals access to one or more professional specialist coaches who are solely motivated by the desire to help the coached person succeed. The coach is removed from the dynamics and politics of the organisation, but remains aware of them. The coach is given the time to monitor, assist and guide the coachee without the pressure of any personal or political agenda other than the success of the individual. But what of those “lower” down the food chain? Do these people, who can have similar impact on the effectiveness of the business, have the chance to choose their coach too?

Written by Kevin Obermuller, Director of Learning Dimensions International. If you have any thoughts on the subject of coaching, we'd love to hear from you at info@learningdimensions.com.au.

FROM SAFETY COP TO SAFETY COACH

Increasing pressure to respond to tougher safety legislation, changes in community expectations and rising media attention are just some of the drivers elevating **workplace safety** to #1 on the priority lists for many organisations.

Looking beyond the core work processes affecting health and safety, organisations serious about improving safety performance are turning their attention to their people. They know that **safety audits alone are not enough**. Foremost in reducing Lost Time Injuries is changing people's attitudes and behaviour. Real safety behaviour change lies in training that moves from a compliance-based **COP** approach to behaviour-based **COACHING** which engages all levels of employees on how to behave safely, everyday.

Recently Learning Dimensions invited a small group of Safety Managers to a peer group discussion and demonstrated how we have assisted organisations change their focus from safety systems and tools to something that is **everyone's responsibility**. We were astounded at the positive response and the willingness of people to share their stories and learn from each other. Feedback was that the event was a rare and valuable networking opportunity for Safety champions and we look forward to hosting regular sessions in the New Year.

To join our safety network or find out more about changing peoples' behaviour so they take responsibility for a safe workplace culture please contact Linley Watson, Director of Learning Dimensions International at linley.w@learningdimensions.com.au.

A CHRISTMAS FABLE

Christmas started with a baby called Jesus. And there was Mary and Joseph, too. And there were Three Wise Men. We call Christmas the *Festive Season*. The *Season of Goodwill*. A time for giving, a time for forgiving. But why should goodwill ever be limited to just a season? Good will, good intentions, generosity of spirit are important throughout the whole year and in all aspects of our lives, all the time and in whatever we do, at home and at work.



As we approach Christmas time we'd like to share a story with you, written by one of the members of our consulting team, Graham Moore. It's not a Christmas story but it is about three men – three princes. It also involves a king! It's about good leadership and it's about goodwill. It's called [The Really Wise King](#). We hope you enjoy it. If you'd like some help in applying some of the principles, please contact us at info@learningdimensions.com.au.

FIVE STEPS TO CREATING A GREAT CUSTOMER EXPERIENCE

They say that all things go in cycles and, working in the training space, we get to see what's hot and what's not and where organisations are investing their time, energy and development dollars. Well, what's definitely HOT on the training agenda again is customer service and here's a few tips that we hope you find useful.

Successful businesses have profitable customers who come back again and again. To keep our customers coming back we know we must consistently deliver a great customer experience but what exactly does this mean? Here are five steps guaranteed to create an experience your customers would have no hesitation in describing as 'great.'

5 Steps to Creating a *Great* Customer Experience:

Step 1: Understand what your customers want.

Ironically, it is not that difficult to create a great customer experience because customers do not want much. A recent American study by IBM found that customers simply want fast and friendly service by someone who is knowledgeable.

Step 2: Get the basics right.

Customers want results - not excuses, justifications, explanations or even apologies. They simply want the right product in the right place at the right time in the promised condition. If you want to get the basics right, you must have robust processes and systems and the right people doing the right things.

Step 3: Make it a pleasure for them to do business with you.

If your customers find themselves dealing with a company with whom it is easy to do business, with staff who are delighted to see them and care about their interests, and with an organisation whose personality they like, then they will find doing business with you to be a pleasure. Getting them to come back to buy again will be easy and price will not be the issue.

Step 4: 'Wow' them.

When you have got the basics right and created an organisation that people like and enjoy doing business with, then you can aim to delight or 'Wow' your customers. The secret to delighting your customers is to look for problems that they would love you to solve, but cannot reasonably expect that you would, and then when you do, you will knock their socks off.

Step 5: Make your customer successful

The ultimate 'great' experience is when your customer does not just enjoy doing business with you, or is even amazed by what you can do for them on one or two occasions, but when they see that what you can do for them is critical to their own success. When this happens, you will not have loyal customers, you will have business partners.

The full article '5 Steps to Creating a Great Customer Experience,' by Dr Ian Brooks, includes recent international research and examples. [Click here](#) to read more on the subject or contact Linley Watson at linley.w@learningdimensions.com.au to discuss how we can help you make your customers even more successful.

THE BALANCING ACT: CREATING "POCKETS OF CERTAINTY" IN TIMES OF CHANGE

When a change occurs, an environment of uncertainty can be created and with this comes feelings of confusion, doubt, anger and vulnerability. When a change occurs in the workplace, the workforce can become consumed with the negative impact of this change. As HR professionals, we are required to "manage" change. Part of the management process is to get employees to start thinking about the positive aspects of change; the challenges and opportunities for innovation and growth.

The dynamics of the change process work like this: when there is no balance between certainty and uncertainty, as say during a department restructure, we start to crave the opposite – in this case, stability. If there is no balance, members of the team can start to feel apathetic, frustrated and aggressive, or find it hard to make decisions and become overly dependent on their supervisors or managers to provide direction. The negative attitudes and the "gossip" can result in staff experiencing change as a kind of loss.

Loss can have the same kind of impact as grief and, if there is no time or space for "mourning" within the organisation, then the spiral continues downward and behaviours, attitudes and commitment continues to worsen. Attempts to manage the individuals can begin to feel too hard and the situation starts to feel helpless. If you feel yourself to be in a situation like this then the first thing you need to do is step back from the changes and start to manage the behaviours, emotions and attitudes at a higher level. In order to get individuals managing themselves, and to provide an environment of balance we need to employ the strategy of "creating pockets of certainty."

The full article on Change Management can be found on our website. Please [click here](#) to continue reading. Written by Louise Quinn, Senior Consultant at Learning Dimensions International. If you need help with these questions and with managing or dealing with a period of change in your workplace, please contact us at info@learningdimensions.com.au.



Please note: The Learning Dimensions office will be closed between December 23rd and January 9th. If you do need to contact us during this time please telephone Kevin on his mobile (0418 561 669).

Learning Dimensions inspires and facilitates people's learning
so they can create more value and achieve better results.

This newsletter is a way of ensuring that we can keep you up to date with a variety of activities, ideas and opportunities. Your feedback is most welcome so please feel free to contact us on +61 3 9510 0477 or email info@learningdimensions.com.au for further information, suggestions for inclusions or changes to the newsletter.

To unsubscribe to this newsletter please send a blank email to unsubscribe@learningdimensions.com.au.

Merry Christmas
From the team at Learning Dimensions International.

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