



Improving People Performance

www.learningdimensions.com.au

Welcome to the July 2004 issue of the Learning Dimensions' eNewsletter

Phone	03 9531 7199
Fax	03 9531 7123
Freecall	1800 555 453
Email	click here

Hello and welcome to the Learning Dimensions Newsletter!

In this edition, you will discover:

- Some of the **benefits and challenges of creating internal coaching capabilities** (we'll be debating this in much more detail at the *LD Hot Topics Breakfast Series Speaker's Showcase event on 29 July 2004...* follow the link to the invite for more information!)
- Why developing leaders and **building Talent Pipelines** is important
- Two **brand new LD Learning and Development Services programs** that are now available to help organisations develop a proactive and strategic approach to sexual harassment, workplace harassment and bullying
- A sneak peak at the results of the recent **EI and Sales Performance study**
- We also invite you to take advantage of a ****special offer**** on our incredibly intriguing and effective *Emotionally Intelligent Leadership for Results* program (offer applies to programs delivered during the months of October to December 2004).

We hope you enjoy this edition of our newsletter and look forward to hearing from you soon.

The Team at Learning Dimensions

Internal Coaching Capability

The benefits and challenges of creating a coaching culture

Coaching leaders, managers and other key people within the organisation is a key activity in the pursuit of business excellence. Many organisations are beginning to recognise that for coaching to be an added-value activity across all levels of the organisation, there is a need to create an internal coaching culture. Some of the demonstrated benefits of an internal coaching culture include:

- A new level of accountability that is often required to get results and improve people performance quickly
- An approach that is specifically tailored to the developmental requirements of each coachee
- The development of interactive and professional relationships based on trust, honesty and integrity
- A wonderful clarity of distance on issues that individuals often may not see for themselves
- Shared experience, expertise and encouragement
- A style of direction, support, feedback and learning that makes a difference to individual performance – and the organisation's bottom line.

Learning Dimensions has worked with a variety of leading businesses at developing the in-house capability to create internally owned and driven coaching imperatives. We have plenty of experience at coaching your leaders to become leading coaches and we've found that despite specific organisational needs and cultural variations, there are some key learnings and recommended criteria for sustainability and success:

1. Make sure your CEO and senior leadership team are involved at all levels – not only to support the initiative in terms of resources and words, but to also role model the skills and behaviours required to actively and continually communicate the link between a coaching culture and long term business health.
2. Incorporate coaching as a strong element of the performance management culture of your organisation so that it becomes part of the "way we do things around here".
3. Ensure all staff involved with the development of others are themselves given the opportunity and resources to further develop and enhance their skills. Your coaches should be supported on an ongoing and effective yet efficient basis, i.e. through the creation and development internal "Master Coaches". The role of the Master Coach is to train, support and coach coaches, to meet with them regularly to review strategic fit and to implement new ideas and plans to further strengthen the coaching culture of the organisation.

As part of the *LD Hot Topics Breakfast Series*, our next breakfast event on 29 July 2004 will feature a number of speakers from some of Australia's leading organisations on their experiences with and approaches to Creating Coaching Cultures. Hosted by Louise Quinn, this unique showcase event has taken its inspiration from overwhelming client feedback and enquiries for more information.

Please [click here](#) for more information.

In Pursuit of Excellence

Why building Talent Pipelines is important

Businesses today are seeking employees with new and advanced skills, problem-solving abilities and adaptability. We increasingly work in a knowledge-based economy where what we know becomes more important than where we are.

A study reviewing business practices found that organisations whose CEO's reviewed their top talent averaged 22% Total Return to Shareholders (TRS) over three years, compared to a -4% TRS for companies who did not. It concluded that organisations who clearly define leadership competencies, assess leadership behaviour, and track turnover of top talent yield significantly greater return on sales compared to companies that don't engage in these important activities.

Whilst it is clear that organisations should review and more effectively invest in their talented workforce, increased flexibility and generational desire to work across borders prompts many forward thinking companies around the world to ask: **"Where will we find, and how will we Attract, Acquire, Inform, Develop, Inspire, and Retain the talented workforce that we need to meet the needs of tomorrow's business environment?"** Such questions have given rise to the concept of building Leadership Pipelines, or *creating talented leaders from within*, as a means of ensuring the ongoing strength and ability of leadership teams to meet the demands of the future.

Yet implementing Talent Pipelines can be fraught with obstacles and danger. One of the common barriers appears to be taking an approach 'in pieces', rather than as part of overall business strategy. Symptoms may include unaligned or misaligned systems and processes, and the view that setting aside time for developing strategic, integrated solutions around talent management is a luxury rather than a necessity. For other organisations, the biggest challenge may be uncertainty of how to go about developing their Talent Pipeline, or feeling overwhelmed thinking of the tasks ahead.

However, no matter the size of the organisation, the introduction of Talent Pipelines can begin simply and grow as the organisation begins to recognise its value and as expertise increases. Experience suggests the Talent Pipeline does not have to be fully designed in all aspects before commencing – so long as the strategy in place provides a clear plan with consistent direction.

Learning Dimensions has demonstrated experience and expertise in creating effective leadership strategies and solutions, and can assist organisations with implementing Talent Pipelines for ongoing organisational excellence. Our MD, Kevin Obermuller, works to create customised and highly effective solutions to attract, retain and develop high performance employees for a broad range of organisational clients. Kevin is recognised for his ability to strategically link solutions to the business needs of the future, whilst challenging paradigms for individuals and groups about how to 'lead' in the here and now. From his own studies and research into the concept of the Leadership Pipeline he is able to share proven strategies, activities and processes that will help assess and grow your organisation's capability in the areas of talent attraction, retention and development.

For further information or any queries you have on this topic, please contact Kevin on 03 9531 7199 or via email.

LD Learning and Development Services

Introducing new programs and special offers...

This month, we are pleased to announce the availability of two brand new programs that have been designed to specifically and strategically minimise the risks associated with sexual harassment, workplace harassment and bullying. Both workshops can be conveniently facilitated at your workplace in either full day or half day formats.

Avoiding Sexual Harassment in the Workplace

A national phone survey, commissioned by the Human Rights and Equal Opportunity Commission, has found that more than one in four Australians has been sexually harassed. Of those, two out of three had experienced sexual harassment at work; ensuring that the issue remains a controversial yet often pertinent one for organisations regardless of industry size or type. *Avoiding Sexual Harassment in the Workplace* aims to help business leaders address this, by developing a shared understanding of what actually constitutes sexual harassment from a legislative perspective and primarily focuses on ways to minimise the risk of inappropriate or unwanted behaviour occurring in your workplace. It is based within the framework of relative legislative requirements, as defined by the *Sex Discrimination Act 1984* and the *Equal Opportunity Act 1995*.

Encouraging Respect in the Workplace

International research shows that one in six employees is the victim of workplace harassment or bullying. Both behaviours can create a hostile, intimidating or offensive work environment. *Encouraging Respect in the Workplace* aims to enhance participants' understanding of unlawful harassment and introduce new strategies and behaviours which minimise the risk of antisocial workplace behaviour. It is based within the framework of relative legislative requirements, as defined by the *Sexual Discrimination Act 1984*, the *Occupational Health and Safety Act 1985*, the *Anti Discrimination Act 1991*, the *Equal Opportunity Act 1995* and the *Workplace Health and Safety Act 1995*.

Special Program Offer: *Emotionally Intelligence Leadership for Results*

Emotional Intelligence (EI) in the workplace is being hailed as a fundamental indicator of organisational performance, and it is now known that Emotionally Intelligent workforces have distinct commercial benefits for organisations. **Learning Dimensions are pleased to offer our clients a special EI Leadership program designed for immediate results.**

This one-day program is conveniently facilitated in your workplace and focused on developing the leadership capabilities of people within your organisation. It is designed to equip participants at all levels of the organisation with a thorough understanding of the practical applications of EI in the workplace, and to develop their leadership skills.

The cost is just \$295 per person* (based on a minimum of 16 participants) and the offer applies to internal programs run during the months of **October, November and December 2004**.

For more information or a program outline, please contact Learning Dimensions on 03 9531 7199, or via email elsie@learningdimensions.com.au.

EI Sales Study: Research launch

Learning Dimensions has concluded the recent groundbreaking research study which set out to investigate whether EI has a major impact on sales performance. The study, which included over 100 participants from twelve organisations across Australia, has identified many important correlations never before empirically achieved between EI and sales performance. These results are likely to transform our approach to sales force development.

The results of this study not only serve to confirm that EI is an important competency framework in sales development, it provides a specific platform for sales training programs, and even challenge some long-held assumptions about sales ability. Stay tuned for the public release of research findings and the coming promotional launch event.

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