



Improving People Performance

www.learningdimensions.com.au

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

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Hello and welcome to the latest edition of the Learning Dimensions Newsletter!

A lot has been going on here at LD, and we are excited to introduce you to a number of the hot topics we have been researching, experiencing and teaching our clients over the last couple of months.

In this issue, you will discover:

- How an extraordinarily effective leadership culture can be developed across your team or department using Emotional Intelligence (EI) and transformational leadership as the developmental frameworks. We discuss the landmark EI research case that was recently published by the London Business School and BRW, and invite you to attend a breakfast workshop in Melbourne on 22nd April 2004 to further explore and discuss this remarkably successful project.
- How to change the way you do business by embracing principles of Peter Senge's *Learning Organisation* for deliberate, persistent transformation and growth. We show you a way to translate the theory and implement a successful coaching formula through *Living Coaching Cultures*.
- Finally, we update you on some of our latest research, introduce you to the Global Leadership Alliance, and we also give you a sneak peak at some of the exciting projects and events that are on the horizon for the LD community and clients over the next few months.

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

The Team at Learning Dimensions

Learning to LEAD
Developing highly effective transformational leadership cultures

Whilst it's been widely accepted for some time now that EI can be improved for individuals within an organisation with demonstrated commercial benefits, what has been missing is the availability of a proven and cost-effective methodology of introducing and developing EI across an entire team or workforce. In a joint project with Holden Limited - the EI LEAD project - Learning Dimensions recently set out to determine whether a highly effective transformational leadership culture could be achieved using EI as the developmental competency framework.

We started by taking 30 members of Holden's senior leadership team through an eight month cultural change process that included competency-based team training, coaching, and process change etc. Using valid instruments of measurement, levels of emotional intelligence and transformational leadership were taken before and after the process, and qualitative information was also captured.

London Business School's *Business Strategy Review* and *BRW* in Australia recently published the results of this groundbreaking study which strongly concluded that leadership capabilities *can* be improved across entire workgroups using EI as the developmental framework. The program is being hailed as a remarkable success in transforming Holden's leadership culture and is now being rolled out to a further 500 people across the organisation.

Learning Dimensions and Holden will be presenting the EI LEAD experience at a special breakfast presentation in Melbourne on the 22nd of April (LD's Hot Breakfast Series: Learning to LEAD). The breakfast will provide a unique opportunity to discuss the methodology and outcomes of the EI LEAD program directly with Holden spokespeople and participants involved in the project.

For further information on **Learning to LEAD** please follow this link to the [invitation www.learningdimensions.com.au/case-studies](http://www.learningdimensions.com.au/case-studies). To register, please click [here](mailto:events@learningdimensions.com.au) <events@learningdimensions.com.au>.

To discuss Emotional Intelligence, EI LEAD or ways to develop a highly effective transformational leadership culture in your team or organisation, please contact Serge directly on 03 9531 7199 or via [email](mailto:serge.s@learningdimensions.com.au) <serge.s@learningdimensions.com.au>.

Living Coaching Cultures

Changing the way we do business around here

Continual change is one of the certainties of organisational life today. We need to learn not only to merely cope with it, but also be able to adapt and transform with it. In seeking to become adaptable, transformational organisations, it follows that the people within organisations must also be flexible, adaptable and able to transform. The reality is that the achievement of corporate goals and objectives (the almighty vision!) is due in large part to the effectiveness of staff and their ability to interact with each other.

In 1990, the management world was buzzing with the concept of the Learning Organisation with the popularisation of Peter Senge's book The Fifth Discipline. Senge identified the 'Learning Organisation' as "an organisation where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together." The Learning Organisation was seen as an answer to the rapidly changing business world; a formula for a flexible, adaptive, transforming, connected and generative collection of people all working productively towards a common goal. It is a concept that is still highly relevant to organisations today.

Learning Organisations convey the ideal for deliberate, persistent transformation and growth. They propose a culture where the quality of working relationships and the adoption of generative dialogue results in the consistent and efficient coordination of action amongst employees. This coordinated action added to a generation of new insights results in sustainable competitive advantage. Ideal in theory, but how do we translate this theory into an actuality today?

In practical terms, Senge's theory can be effectively implemented by introducing a Living Coaching Culture throughout the organisation. This is a culture where the concept of coaching becomes simply part of "the way we do business around here", and where the idea of coaching transcends the stereotype coaching intervention of "come in, shut the door and sit down" to one where effective coaching can occur at all levels and at any necessary time.

A culture where an effective coaching intervention can happen in the course of a thirty second corridor conversation. To achieve this level of organisational maturity, leaders and potential leaders throughout the organisation need to learn and practice the skills and techniques of coaching.

For more information on Living Coaching Cultures, please contact Kellie Smith or Mark Cowan-Aston on 03 9531 7199. Alternatively, you may post your queries via [email. enquiries@learningdimensions.com.au](mailto:enquiries@learningdimensions.com.au)

Also, watch this space for your invitation to the Living Coaching Cultures breakfast presentation, coming soon as part of LD's Hot Breakfast Series.

EI Sales Study Update

Learning Dimensions continues to explore EI potential

Can you imagine a sales force that is extremely competent in empathising with clients and managing their own personal disappointments and stresses effectively? Well, we can, and as part of our ongoing research into how Emotional Intelligence (EI) improves people performance, LD has been exploring the potential for EI development in sales professionals. In November last year, we invited a number of our clients to participate in our EI Sales Study.

The aim of this study is to obtain tangible evidence to support the assumption that a sales force with high EI will achieve greater performance outcomes, and test the hypothesis that EI can be used as a predictor of sales performance. In conjunction with our recent research, this would establish a basis for improving sales performance using EI as the developmental competency framework.

We have been excited by the response from our clients, with approximately 200 sales professionals and their managers from over nine different industries participating – including automotive, fast moving consumer goods, finance, health insurance, hospitality, manufacturing, pharmaceutical, publishing and tourism. Recruitment for the study has now closed as we move into the analysis phase.

We would like to take this opportunity to thank everyone involved and we look forward to publishing the results of the study soon ...

For more information on the EI Sales Study or our Emotional Intelligence programs, please contact Serge Sardo or Dina Pozzo on 03 9531 7199. Alternatively, please feel free to [email us](mailto:elsie@learningdimensions.com.au), elsie@learningdimensions.com.au

Global Leadership Alliance

Learning Dimensions a founding partner

Learning Dimensions recently became a founding member of the **Global Leadership Alliance** in partnership with three best-in-class consulting firms who are strategically located around the world. Together we bring comprehensive solutions to vital business challenges, and with over 50 years of combined experience we offer our global and regionally spread clients:

- Global reach and multicultural awareness
- Seamless service across geographical sectors
- Quality consulting products with proven success in the global marketplace
- Cost-effective options for local delivery
- Leadership coaching for accelerated impact
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For more information on the GLA and how it may benefit your organisation's global learning, development and people needs, please contact our managing director, Kevin Obermuller, on 03 9531 7199. Alternatively, you can visit the GLA website. <http://www.globalleadershipalliance.com>

Introducing LD Learning and Development Services and LD Consulting Services

The new LD business divisions

In our ongoing pursuit of excellent service provision, LD has recently established two business divisions to provide even more extensive solutions to help you improve people performance.

Our LD Learning and Development Services is here to provide you with development strategies to generate new behaviours through tailored learning programs across a complete range of functional capabilities, including Business Skills, Coaching, Customer Service, Emotional Intelligence, Leadership and Sales Development. Our team takes a holistic approach to offer a whole range of programs specifically designed to achieve both the behavioural and business outcomes expected.

LD Consulting Services partners with you to provide solutions for sustainable organisational change through integrated organisational development strategies. We can stimulate your thinking, and provide ideas and strategies for proven business success in a range of areas including Change Management, Culture Review, Leadership Capability Development, Performance Management Systems and Processes, Strategy and Business Planning, and Talent Attraction and Retention.

For more information on any of our **LD Learning and Development Services** programs or **LD Consulting Services** solutions, please contact any of the team on 03 9531 7199. Alternatively, you can request a copy of our latest brochure and program suite from Amanda <amanda.w@learningdimensions.com.au>.

In Brief

Upcoming projects and events

Look out for:

- **The eLD Launch**– Welcome to our new and innovative online learning environment, where you will be able to manage and implement LD Learning and Development solutions whenever and wherever you are.
- **Living Coaching Cultures** (July) and **The Leadership Pipeline** (September) – Hot Topics coming up as part of LD's Hot Breakfast Series.

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