

Leadership Agility in a Dramatically Changing World

Skills for Thriving Despite Impermanence

A CONFERENCE WITH A DIFFERENCE



Conference Program and Abstracts

April 26 & 27, 2012 at the Queensland Tennis Centre

Hosted and convened by:

Oliver & Langford and Human Ingredient

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Brisbane Playback Theatre Troupe

We open the conference with Playback Theatre, a unique improvisational theatre with no script. The material for the performance comes from the audience: You! Assisted by the conductor, who facilitates the performance, people in the audience will share moments and stories from their work and lives, which are then immediately re-enacted or “played back” spontaneously by a troupe of usually four actors and a musician. Actors and musician take on roles in dramatic form and, using dance, movement, mime, music, dialogue, sound and imagination, the story or moment is played back in a creative and magical re-enactment. No Playback performance is like any other and no-one quite knows what to expect when they walk through the doors. This is the spontaneous nature of Playback, for actors and audience alike. It will set the scene to view leadership through an entirely new lens.

Communities and organizations use Playback to build their teams and communities, to enable sometimes untold stories to be brought forward, to acknowledge joyful and painful times, and to value the contributions of people in their workplaces and communities. In essence Playback provides a unique opportunity to listen, learn and build on each others’ personal, organizational and community stories. The troupe will help you ‘warm up’ to your purpose for this conference and start to build a community with other participants.

Brisbane Playback Theatre Inc began in 1989 when Francis Batten initiated the Company. Since then many people have been part of the troupe, honouring people’s stories. Our members come from many disparate occupations and professions and are involved because of their love of this unusual, challenging, inspiring, inclusive form of theatre. Playback companies exist around the world and throughout Australia.

Bernard Salt – Keynote Address

Bernard Salt is a compelling and entertaining speaker employed by blue-chip and other companies to stimulate thought-provoking discussion at conferences, seminars and workshops. He has an extraordinary understanding of the details of Australia’s population, and can talk authoritatively on the demographics of any city, town and region in Australia ... including both their history and their outlook.

Bernard has an understanding of the way in which demographic change shapes consumer markets and social movements. He attributes recent trends, and even fashion, to the shifting of the mass market from one stage of the lifecycle to another. *The Age* describes his style as ‘part stand-up comedian, part number-crunching economist’. A Queensland journalist described him as ‘quick witted, dynamic as a public speaker... articulate...holds an audience exceptionally well’. Today we are presenting leadership, ‘Bernard Salt style’.

Introducing the Streams

Here we provide you with a ‘taste’ of things to come! Our afternoon featured presenters will provide a short overview of their sessions to assist you make the best choice for you.

Thursday Afternoon Streams

Hilary Langford

Title: *Fanning the Fires Within: Authentic Leadership of Self and Others*

This is the first workshop in the Personal Leadership Stream, and Hilary will introduce the Enneagram to assist you determine who you really are, at your most profound, authentic and human level. The Enneagram is a fascinating system which describes nine distinctly different personality profiles. It gets to the very heart of how we operate and what is important to us, by understanding our core internal drivers and motivations. Though ancient in its origins, the Enneagram is now the fastest growing, and most significant system for leadership and personal development. As our personality profile identifies the 'fire' that fuels everything we do, and influences every decision we make, it is imperative we understand the values inherent in it, and its impact on our lives.

In this workshop, you will discover your Enneagram profile and explore its implications. It is not for the 'faint hearted'! Although quite confronting, it will show you, clearly, your exquisite strengths as well as your blind spots and areas for development.

However, with this knowledge as a starting point for the Conference, you will establish your compass to make agile, yet authentic, decisions that guide you to thrive in a dramatically changing world. Use this information in work and in life, and you will discover boundless energy to do whatever you need to do, as well as being deeply true to yourself. Ignore it, and you will 'come a cropper' in so many ways!

Hilary Langford is one of Australia's most experienced change management consultants, working across Australia, NZ and PNG. She established her successful business, Oliver & Langford Organizational Consultants, in 1984. Her clients come from the public, private, academic, community and sporting sectors. Her focus is on '*winning hearts and minds*' so people embrace change to create happier, more successful and satisfying, lives and organizations.

Hilary is an Accredited Enneagram Teacher in the Narrative Tradition, having trained with Dr David Daniels, Clinical Professor, Psychiatry, Stanford Medical School and Helen Palmer, both international exponents of the Enneagram. She uses the Enneagram in her consulting work with staff from all organizational levels. It provides an amazingly rich understanding for people when applied to coaching, team building, conflict resolution and personal development.

Chris Patty & Bernadette Rutyna

Title: *Organizational Life Benders*

As leaders in organizations we are often faced with situations where the decisions we make can take us into different directions, some unexpected and often unintended. We may find our lives “bent” in ways we had never imagined, a little like “sliding doors”. It’s at these times that our leadership capacities to keep going are tested. In this session we’ll explore life benders for you as leaders in your own organization. We’ll use Joseph Campbell’s “The Hero’s Journey” framework to situate your own organizational life benders.

Campbell’s astute observations of the human condition are reflected in just about every epic of human adventure from Homer’s *Odyssey* to Luke Skywalker in *Star Wars*. This model has also been highly effective as both a metaphor for organizational change as well as an engaging model for leader’s growth. In this session, we’ll discuss and navigate your way through the model, introduce an action method for diagnosing your progress in your own heroic leadership journey (role analysis) and practice new roles as you proceed. We’ll conclude with some reflections on what has been gained and your intentions to apply your learning in your own relevant contexts.

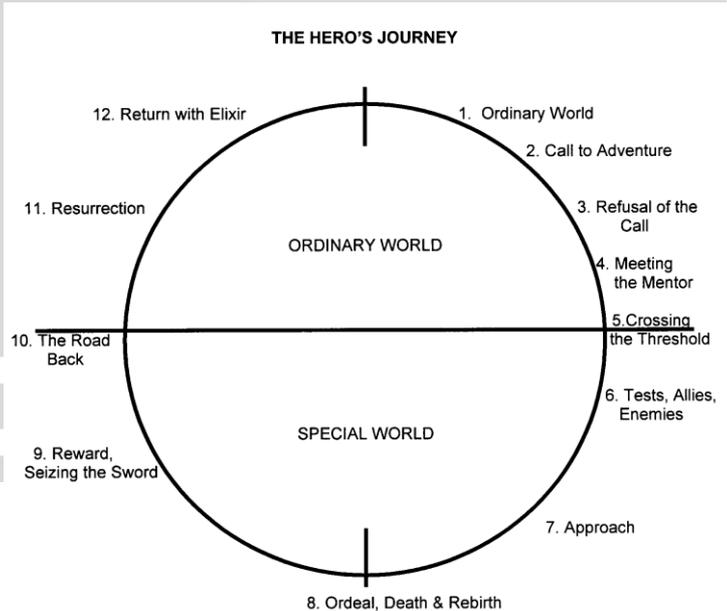
Participants in this workshop can expect a combination of input and experiential skilling processes to build their capability to unpack, unravel, and understand their life bending moments and to repack for the journey ahead – revitalized, refocused and reconnected with themselves.

Chris Patty & Bernadette Rutyna

Bernadette and Chris have been designing and facilitating experiential leadership development activities for nearly 20 years. They have also significant expertise in organizational and cultural change, coaching and mentoring, and building teams to learn together and improve performance. They have assisted a range of public community and private sector organizations, to enhance their leadership capacity and align vision and values to achieve results. They demonstrate consistent drive to ensure that organizations and individuals recognise their potential, build innovative responses, learn to deal with a rapidly changing world and create their own visions for the future.

.....That’s the official story. The trouble with being human is...

..that we have faults and blind spots. We’re not always consistent. We make mistakes. Fortunately, we are mostly able to admit our weaknesses and are committed to learning – our own and others. We get on well with clients who are keen to stretch their own boundaries, and are tired of those who think that we and they, have to know it all. In building agility, we recognise there is much that is unknown, and we find ways to work with that reality.



Denise Hagan

Title: *Real Partnerships in Community – You Me Working Together – The Puuya Experience*

In this session we will explore engaging people, developing partnerships, and building leadership for individuals and communities to thrive - learning from a 10 year journey with a remote indigenous community. You will hear the remarkable ongoing story of the Puuya Foundation and the Lockhart River Aboriginal Community; a community moving from deep dysfunction to take control of its destiny, demonstrating that despite complexity and challenges, agile leaders can help their community thrive.

Puuya means 'heart' or 'life force' in Kuuku Ya'u language – 'strengthening puuya' is the foundation for the success of this work. The approaches and strategies used in Lockhart River, assisted people to thrive in ways they had not been previously able to - recognising that it is possible to integrate culture, known ways and new learning.

The session will focus on the 'how to' - the insights into what's required to engage people; what needs to be in place early, and strategies to build leadership and partnership at many levels . You will learn about some of the theories and experience, and some of the processes used in Lockhart River, and apply the principles and tools to your own situation. You will also reflect on your own experiences, and share your wisdom with others.

Denise Hagan

Denise Hagan has a gift for inspiring community leaders to thrive. She is CEO of the Puuya Foundation, a not-for-profit organization established to empower indigenous Australians and to build partnerships between indigenous and non-indigenous people to close the gap. Denise has extensive experience in the public sector at executive levels and was a 'Telstra Business Woman of the Year' finalist. She runs her own consultancy business, coaching leaders from all walks of life in leadership, community engagement and change. Her personal vision is to lead people to recognise their own gifts and strength of spirit in building their 'best life'. Her recent achievements include being an invited speaker at a Roundtable hosted by Her Excellency, Ms Quentin Bryce, Governor-General of Australia (2011) and the ABC 'Message Stick Story' on her successful work in Lockhart River, which was a finalist in the United Nations Media Peace Awards – Reconciliation (2010).

'Speaker's Corner' – Networking Session, Book Launch & Afternoon Tea: End of Day 1. All Welcome

The 'Speakers Corner' is an opportunity for you to have your own say and lead a conversation about what matters to you in leadership.

- Do you have a topic, or ideas, you are passionate about?
- Do you have a conference or seminar you would like to promote?

Several of our presenters have already booked a 'corner' to tell you more about what they do, and show their new books. When you register on Thursday morning, look for the sign-up space for 'Speaker's Corner' if you would also like a spot. Even if you only want to chat and relax, this informal session provides the opportunity to build networks and connections between conference attendees.

Friday Morning

Margaret Smith – Keynote Address

Title: *From Personal Leadership to Global Prosperity*

We've enjoyed tremendous economic progress over the past four hundred years and, in particular over the past century, when GDP per capita grew by as much as it did in the preceding three centuries. But there are great disparities in wealth and prosperity across the globe and the consequences of the global financial crisis of 2008 are still with us, as boom / bust cycles triggered by greed and over-optimism and then fear and over-pessimism, continue to grip our world.

Dr. Margaret Smith introduces a model of 'Above and Below the Line with Money' to help us take an inventory of where we are today, individually and collectively, in our relationship to money. She relates current economic, political, and world affairs to our current levels of consciousness, and helps us to understand, not only where we are today, but more importantly what our paths forward might be, as we begin to take on personal leadership and move from fear, greed, and scarcity-mindedness, to love, generosity, and abundance, so that we may begin to cultivate true global prosperity.

Margaret Smith comes to our conference from the USA, and is a speaker, author, and coach, Adjunct Business School Professor at the Drucker Business School, and co-founder of Signature Pathways, an online personal development community teaching people to 'live above the line.' She received her PhD in Business Economics from Harvard, her BA, *summa cum laude*, from Yale University, and is a Certified Integral Coach and Certified Riso-Hudson Enneagram Teacher.

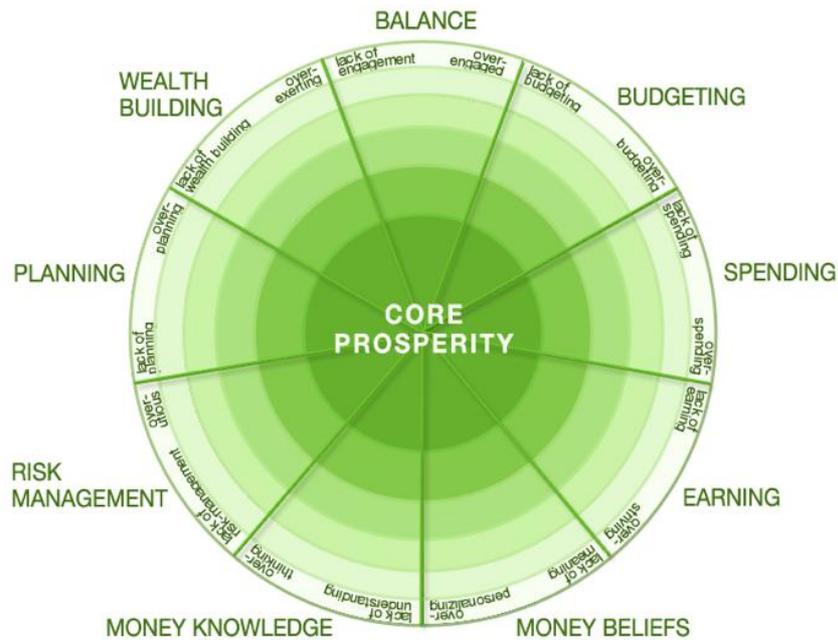
She is author of the first Money and Enneagram book, **Money: From Fear to Love – Using the Enneagram to Create Wealth, Prosperity, and Love**, a pioneering book about our personal relationships to money from the perspective of the Enneagram. She says, '*Earlier in my life, I was part of the rigid, incomplete and conventional approach to money. But as I realized how much the conventional approach was based on fear and scarcity, I began to see greater possibilities for what was possible for us, individually and collectively, around money and abundance.*' She teaches people how to move past money fears and live abundantly to their highest potential.

Friday Morning Streams

Margaret Smith – Biographical notes above

Title: *Enneagram of Abundance: The 9 Money Domains*

In this workshop, Margaret will expand from her Keynote Presentation to assist us explore how to move “above the line” in our relationship to money so that we cultivate and experience prosperity and abundance on a sustained basis. Moving “above the line” in our relationship to money requires having a balanced relationship to the 9 Money Domains, which include budgeting, spending, earning, money beliefs, knowledge, risk management, planning, wealth building, and flow. We will begin to see more clearly our own particular ways of interacting with these 9 domains, and begin to explore the distinction between “above the line” and “below the line” behaviors as they have to do with the 9 domains. How can we learn to engage with each of these 9 domains, not from a place of over-engagement or under-engagement, but from a place of balance? This session is based on the presenter's pioneering book, *Money: From Fear to Love – Using the Enneagram to Create Wealth, Prosperity, and Love*.



Barry Brewster

Title: *The Agile Business Leader*

Agile Business Leadership is more than a mindset; it is a set of roles, traits, and competencies focused on organizational and individual components. These traits are crucial for every leader in every culture and in every industry. This presentation is based on our research findings for the book “*The Agile Business Leader*®” and our interviews with high performance leaders across the world, many of whom were existing clients.

Australian leaders working in the Philippines told us, *‘It’s challenging to work in this country because of all the corruption involved and the requirement for doing business.’*

U.S. leaders working in a controversial startup said, *‘Traditional organizations are a bunch of babies and need to realize that things are going to change and we plan to make sure of that.’*

Leaders in the Middle East, said, *‘As with all things in the Middle East, relationship building is 80 percent of the game and things just slow down due to various factors—bureaucracy, ego, heat, and communication.’*

In Costa Rica, leaders said, *‘We were having so much trouble getting work done and communicating what we want done. Then we learned that the word ‘dialogue’ in Spanish means ‘to argue’, and began to realize why none of the workers wanted to ‘dialogue’ with us to resolve the issues.’*

In Denmark they told us about working with people in the United States. They said, *‘Why are people being so polite in this meeting? Get to the point, be direct, and stop apologizing and saying ‘thank you’ all the time.’*

The challenges for successful leaders to work in a global economy are easy to see. There are enormous factors to take into consideration when leading within an organization, both culturally and in the industry. In this session, the ABL model will be introduced. It is a performance model providing the bedrock of required skills and abilities for any leader who wants to positively impact success. This model has its underpinnings in the idea of social and emotional intelligence, since it involves an ability to manage oneself in the context of interpersonal relations. This workshop will explain the background to the model and explore how it works in real life, in an experiential and engaging process.

Barry Brewster is a Principal with Evans and Peck, a member of the WorleyParsons Group of Companies, and Greater China’s only Internationally Certified Master Facilitator. He specialises in facilitating change in business environments. With over twenty five years of experience in Asia Pacific, Europe, Canada and the United States he works as a leadership and organizational change consultant helping executives move their companies forward through focused optimization programs. Clients say he successfully helps them leverage the knowledge and wisdom from within to produce sustainable results. Barry has a Masters degree in Change Management (Applied Science) a Graduate Diploma in Innovation and Service Management both from RMIT University in Australia, and an Associate Diploma in Civil Engineering from Queensland University of Technology in Australia. He is a board member of the International Institute for Facilitation and has a unique ability to facilitate learning, energise people towards innovation and bring about change as an AGILE leader in the industry. He is co-author of a series of five books titled “*The Agile Business Leader*®” published 2010-2012.

Howard Nielsen

Title: *How Sustainable Leadership Found a Home in Homelessness*

A sustainable leadership process has found its way into a homelessness organization in a deliberate way. It has also found its way into a community in a much more subtle way.

This workshop provides some insights into how Micah Projects, a Brisbane social justice organization, has developed its leadership capacities within an organization which adopts sustainability in social, economic and environmental forms.

It also provides some of the story behind the successful defence of Samford Village against the power of the Woolworths supermarket chain.

The experiences will be described via the views of participants and the facilitator of the processes. It is expected that the workshop will draw forward some of the key principles and processes underpinning these leadership activities and any successes and failures they have had.

The process will be a mix of visual and verbal presentation, participant reflections and creatively agile conversations.

Howard Nielsen is a renowned facilitator of leadership toward sustainable communities and sustainable businesses. He has worked with some of Australia's most reputable social justice organization and companies and played a leading role in a successful high profile community action against a flawed development in his hometown.

His Sustainable Leadership process/program has been developed out of a strong community development model learnt through his experience in the 80's in the school-community participation movement. This was developed from the 90's onward through community advocacy and education in the environment movement, education and social justice activities.

He has worked for over thirty years in a freelance consulting or leadership role in businesses and communities and is co-creator of the innovative sustainability social network www.greenstreet.net.au

His consultancy company, NACC www.naccsustainability.com.au has had a presence in most Australian States and Territories and a few overseas countries.

He holds a number of tertiary qualifications and has presented at many world conferences.

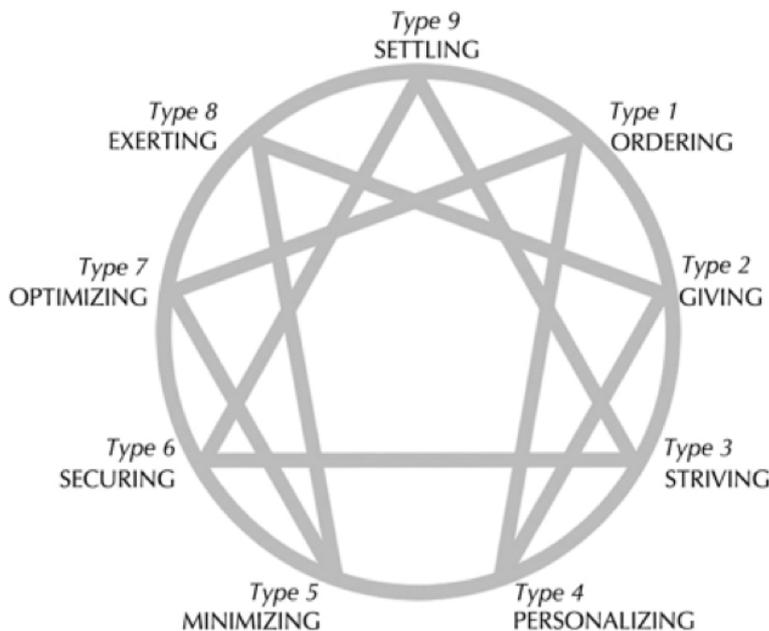
Howard lives in Samford Village near Brisbane with his wife Wendy and enjoys the company of their three adult children and four grandchildren.

Friday Afternoon Streams

Margaret Smith

Title: **9 Money Styles: Strengths and Weaknesses**

Margaret develops her ideas (and our understanding) further in this 2nd workshop. When we live “below the line” with money, we are blocked from prosperity and abundance by our own brand of fear. How do we get stuck living “below the line” with money? In this session, we will explore the nine different money styles and the particular vicious cycle that keeps each type stuck living “below the line” in fear and scarcity. Then, we will explore how each type can leverage their strengths to move “above the line” and open up to new and more satisfying money possibilities in our lives. This session is based on the presenter's pioneering book, *Money: From Fear to Love – Using the Enneagram to Create Wealth, Prosperity, and Love*.



Margaret Smith is a speaker, author, and coach, adjunct business school professor at Drucker Business School, and co-founder of Signature Pathways, an online personal development community teaching people to “live above the line.” She received her PhD in Business Economics from Harvard, her BA, *summa cum laude*, from Yale University, and is a certified integral coach and certified Riso-Hudson Enneagram Teacher.

She is author of the first Money and Enneagram book, **Money: From Fear to Love – Using the Enneagram to Create Wealth, Prosperity, and Love**, a pioneering book about our personal relationships to money from the perspective of the Enneagram. She says, “*Earlier in my life, I was part of the rigid, incomplete and conventional approach to money. But as I realized how much the conventional approach was based on fear and scarcity, I began to see greater possibilities for what was possible for us, individually and collectively, around money and abundance.*” She teaches people how to move past money fears and live abundantly to their highest potential.

Greg Latemore

Title: *Heart at Work or Just Hard at Work? Leading as if People REALLY Matter*

This session will be in two parts. Part A explores authentic leadership. Part B addresses a philosophy of human beings. Participants are asked to think about humans as more than 'resources' who must work hard. The sessions will provide a summary of recent thinking based upon the paradigm of human well-being. Activities include reflective questions and small group discussions about:

- How does a leader overcome hubris/ego inflation?
- How can a leader develop authenticity – authentically?!
- What is your own philosophy of human beings?
- How might this philosophy impact upon how you lead and 'do HR'?

The desired learning outcome is to be more critical and intentional in our assumptions about leadership and how we work in the 'people' professions.

Greg Latemore develops leaders across the public and private sectors through the UQ Business School as an Industry Fellow. He specialises in strategic thinking, executive coaching, management development and team building. He holds a Bachelor of Arts (UQ 1979) and the inaugural Master of Management (UQ 1988). He has taught post-graduate subjects including: organizational behaviour, human resource management and strategic management. Greg's academic interests include philosophy for managers, business ethics and emotional literacy in the workplace. He is married to Roslyn and they have a daughter, Monique, who is a lyric soprano with Pacific Opera in Sydney. Greg sings in a Men's Barbershop Chorus – and no, his voice is not in the same class as his daughter!

Emma Thomas and Nette Griggs

Title: *The Power of the People – Ownership by Grass Roots*

Two experienced and inspirational leaders will share their experiences in developing grass roots change in organizations and communities. The workshop will feature a combination of inputs, activities, and reflective discussion to demonstrate how they successfully build leadership agility. Participants will walk away enlivened with new ideas and strategies to assist them in the community or organization in which they work.

In her role as Chief Operations Officer for Qld's Department of Transport and Main Roads (TMR), Emma Thomas sponsors and leads a number of change initiatives impacting both TMR and wider communities. She will outline how TMR is engaging indigenous employees and building strong partnerships with this community to deliver effective outcomes for the Departmental Reconciliation Action Plan, a federal government priority, of which she is TMR's Champion.

Nette Griggs has worked hand in hand with communities to build their capability to lead in their own right and effectively deliver their community programs. She will explore how to build trusting relationships, develop genuine engagement and reach common goals in partnership with others. She will use two key examples: The Glebe Community in the inner west of Sydney during the local government boundary reform, and successfully involving the Indigenous community in Redfern to develop sustainability around the Koori Knockout which was undertaken in an environment of great distrust of government in the aftermath of the 2004 Redfern riots.

Emma Thomas is responsible for the statewide delivery of road projects, asset management, operations, civil works and transport services while providing TMR's regional representation across Queensland. She has 20 years experience in operations, maintenance, project management and logistics support. Previously, she worked with Boeing, as Vice President International Alliances, Europe and the United Arab Emirates, and has also held a number of senior leadership positions in the operations and maintenance areas of Boeing and several years experience as engineer in the Royal Australian Air Force. She is a Bachelor of Engineering (Aeronautical), Masters of Science, and an Advanced Diploma of Project Management. She values her people and has a strong commitment to empowering and assisting them to create partnerships, better customer service, and innovative ways of working smarter.

Nette Griggs has had an extensive career in local and state government and the community sector in different parts of Australia. She has managed a wide variety of services and facilities delivering community and recreation services including programs for the aged, youth, indigenous, culturally and linguistically diverse people, and families. In 2000 and 2004, she worked in East Timor supporting the community build an effective model for local government prior to Independence. In the recent past, as CEO, Regional Community Association Moreton Bay, Nette worked to build collaboration with employees, clients and the community. She is currently working with Queensland Health on a 'Close the Gap' initiative called 'Ngarrama', a perinatal project for Aboriginal and Torres Strait Islander women and their families.

Plenary

This session will provide with an opportunity to reflect on what has been gained during these 2 days, prior to setting out into the next stages of our lives.

- *What ideas were new to us?*
- *What have we been reminded about?*
- *What actions will we take as a result?*
- *Are we better prepared to be agile, and provide 'leadership' in a dramatically changing world? How will we do this?*

We hope this conference has been an enriching, enlivening, and thought-provoking experience for you.

We look forward to hosting you again at our conferences, workshops, and seminars.

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