

THE WORKING JOURNEY

DIRECTORY OF SERVICES 2019

THE WORKING JOURNEY ACTIVELY SUPPORTS THE UNITED NATIONS

**SUSTAINABLE  
DEVELOPMENT**  **GOALS**

## A WORD OF WELCOME

The Working Journey, established in 2001, works with a broad spectrum of clients and industries. We work with individuals, communities, local governments and enterprises; be it a small company or a multinational group. Our preferred relationship is to partner with our clients to provide expertise, skills and development to meet the different needs.

In the corporate world we work with Boards, Executives and managers to help them design and lead their enterprises to see their intent and strategies come to fruition. Our working relationships are long-term. We provide our clients with integrated and practical tools supported by robust models. We make the complex simple using researched principles rather than latest fashions. We provide significant, proven return on investment through direct advice built on a foundation of trust.



*Should you wish to discuss any aspect of our services that interests you please feel free to contact me directly.*

*Call +61 (0)2 4328 5057*

We use a comprehensive and well tested approach called Requisite Enterprise, a systems approach based on Complex Adaptive Systems theory. In a nutshell, it means work gets done without fuss by people who look forward to doing it, in an enterprise that is working towards being sustainable.

We actively support the United Nations Sustainable Development Goals (UN SDGs) and assist our clients in linking their business intent to these global sustainable goals; we work in partnership with the UN, through the Global Ecovillage Network (GEN) and Gaia Education. For our broader community work, we use the UN SDGs and the GEN frameworks as the rally point. It is within these frameworks that the future of social systems of the planet need to operate, if we are to survive in a hospitable planet.

We have over time developed a unique approach to pro bono work, partnering with our clients to deliver value adding assistance to those social enterprises who look beyond return to shareholders. For the individual, we offer a range of unusual tools to explore their own development and how our Journey's may change over time.

Read on to learn about how we make these principles and inspiring goals come to life in your organisation and for you.

### **Andrew Olivier**

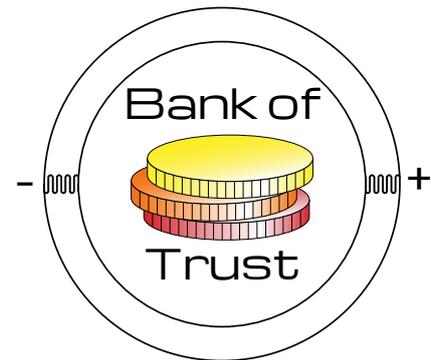
Managing Partner

[andrew@theworkingjourney.com](mailto:andrew@theworkingjourney.com)

# RESULTS FOR YOUR ORGANISATION

## REASONS FOR CONTACTING US:

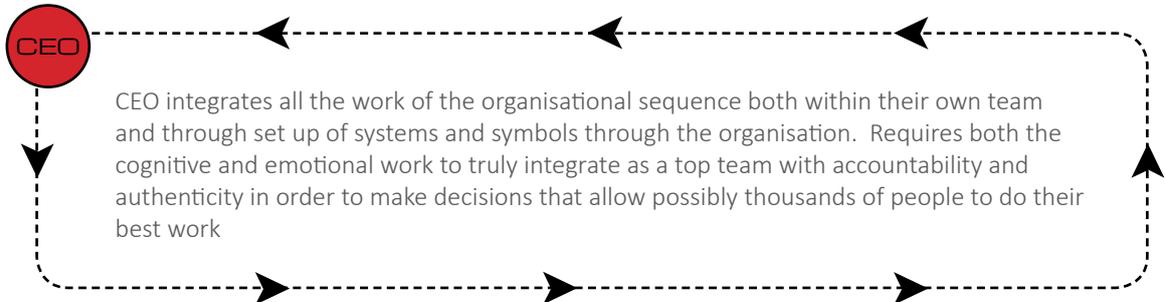
- The leadership wants improved results through their people becoming more engaged in their work
- The business is growing and has hit a point of stagnating profit and/or internal confusion due to the increase in complexity
- A larger established business feels that it has become a bureaucracy, it has a stagnated culture and has lost the ability to innovate and work effectively (often coincides with the appointment of a new CEO)
- The enterprise has developed a longer-term intent and strategy and wishes to ensure the ability to deliver this plan throughout the organisation
- There is a consensus that a restructure is in order, or previous restructures have been unsuccessful and have caused damage
- There is an identified need for a leadership program for managers to be able to produce more results from their teams and at the same time lift the level of staff engagement or satisfaction
- Organisational practices in terms of the recruitment of, management and retaining of talent require an overhaul or improvement
- Executives and senior leaders are feeling like they are spending their time 'in the detail' on not considering the future
- People systems such as talent management, appraisal, remuneration, recruitment and planning require improvement
- One of our clients has now become a CEO or an Executive and wants to enable their people to deliver through our approach.
- There is a lack of trust in the organisation or change fatigue.
- Engagement with the communities you operate within.



“Over the past two years Andrew Olivier and The Working Journey have played an important role in assisting me to implement a comprehensive organisational redesign and leadership development program across the enterprise. Their deep expertise of organisational design principles and methodologies have been an asset that I have relied on extensively. ....passion... impressive facilitation and stakeholder management experience, have helped to effectively engage leaders across my organisation and to drive meaningful change. In addition to the delivery of the organisational redesign program, Andrew has regularly provided me and my team with strategic insights on a range of corporate culture and leadership issues. This has made him a valuable advisor and thinking partner. I would highly recommend The Working Journey to any organisation that is planning or implementing large scale organisational design initiatives.” Mark Milliner, CEO Australian Insurance Company and Group COO. (2018). Turnover >\$8Billion & 15,000+ Employees

# OUR ORGANISATIONAL SEQUENCE

The map is not the terrain. But maps are useful to see where we are, where we are trying to get to, and therefore what's next. We use the organisational sequence as a touchstone so both us and our clients can commence navigation.



## STRATEGY

Decisions on the limits of the work and the big-picture 'how' in terms of how the intent is to be achieved. Requires capability, information and authentic conversation to create clarity and agreement on 'the work' to enable a requisite structure to be identified

## INTENT

Clarifying the intent of the enterprise so it can be a viable long-term contributor to a sustainable community. Requires extension of time horizons and exploration of scenarios in different futures

## PERFORMANCE

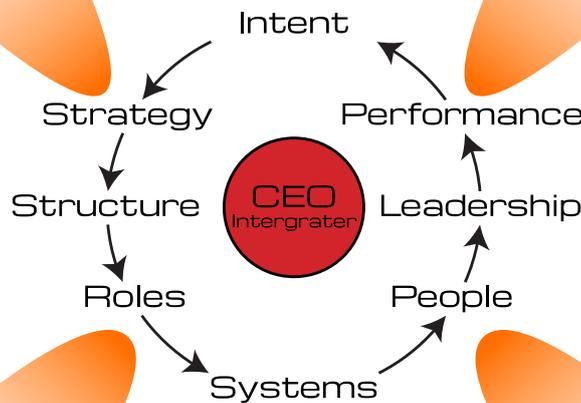
Performance of the strategic work required to deliver intent over longer time horizons while ensuring viability today is occurring. Requires clear telemetry for each area to see performance and adjust, meetings to ensure all time horizons are considered, and conversations to ensure promises are kept.

## STRUCTURE

A 'requisite' structure or organisational design of the enterprise is one that is appropriate for the people, their environment, and what they are being asked to do. Requires understanding of both vertical and horizontal working relationships as well as how complexity is managed in combination with principles of agility and responsiveness to allow flexibility and functional alignment.

## LEADERSHIP

Leadership practices that create a culture of both accountability and innovation are standard in the organisation. Requires knowledge, skill and experience in conversations for clarity of context and work, facilitating of forums and meetings and the making of decisions to enable work.



## ROLES

People have understanding of not only their role, but also how their roles relate to all others involved in the work system. Requires understanding of how to allocate accountability and authority within an ongoing process to allow flexibility and responsiveness as needs change.

## SYSTEMS

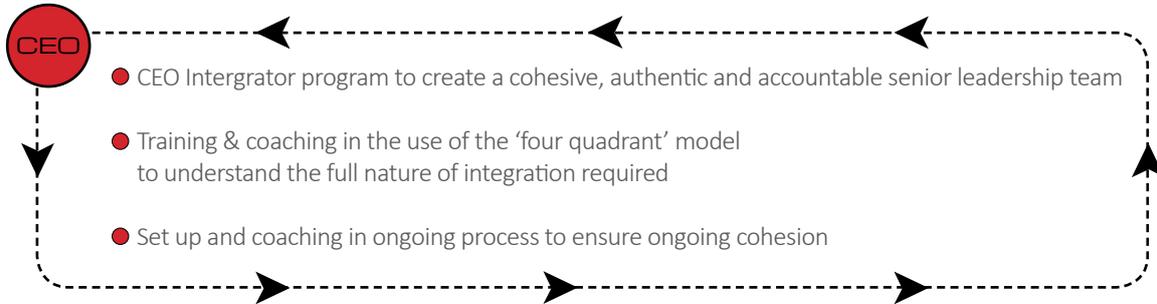
Work systems and symbols reflect the intent and required culture of the enterprise and support people in delivery. Requires creation of the mental shift toward 'global optimum' ahead of 'local optimum', analysis of existing systems and symbols for underlying messaging and implementation of forums designed to create cohesion around customers rather than functions.

## PEOPLE

People in roles have both the cognitive and emotional development to allow their knowledge, skills, experience and values to be applied in the best interest of the enterprise. Requires understanding of the concepts of adult development and the integration of these processes into recruitment and long-term talent management.

# HOW WE HELP

Our expertise is in our knowledge, our experience, and our skill in applying these. Each time this takes a unique combination of consulting & advising, training & accreditation, coaching & mentoring, facilitation, speaking, writing. Some examples of how we have helped clients at various stages of the organisational sequence:



## STRATEGY

- Facilitated strategy workshops and conversations
- Full organisational initiatives reviews
- 'Where are we now' workshops

## INTENT

- UNSDGs Multiplier
- Scenario Planning Workshops
- Facilitated values domain conversations
- Presentations for a new outlook
- Business network expansion and introductions

## PERFORMANCE

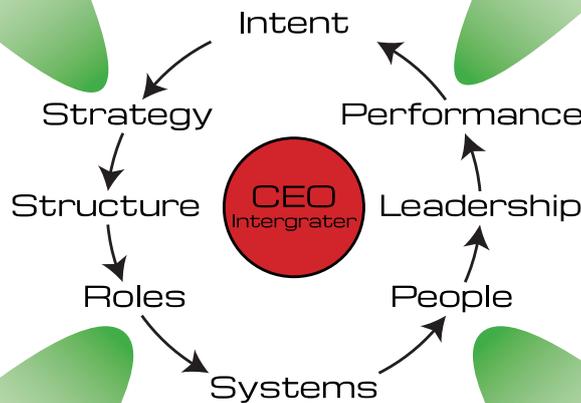
- Review and advice of current performance measures and set up of 'telemetry'
- Review and advice on causes of gaps in performance from individual to enterprise level

## STRUCTURE

- Accreditation of internal org design expertise
- Current structure reviews, recommendations and change implementation
- Coaching and mentoring in new organisational designs and associated leadership practices
- Cross-functional work systems reviews and alignment
- Facilitated organisational redesign
- Presentations and training workshops for education and subsequent change

## LEADERSHIP

- Presentations and training workshops for education on leadership practices
- 'On the job' coaching and facilitation to embed practices of leadership and team practices
- Accreditation of internal expertise on leadership and training delivery
- Analysis of current leadership practices and identification of improvement needs
- Training and advice on creating and implementing change



## ROLES

- Full system role clarity workshops ('PDs on a page')
- Role design advice and expertise
- Facilitated discussions to create clarity between roles
- Presentations and training workshops for education and subsequent change

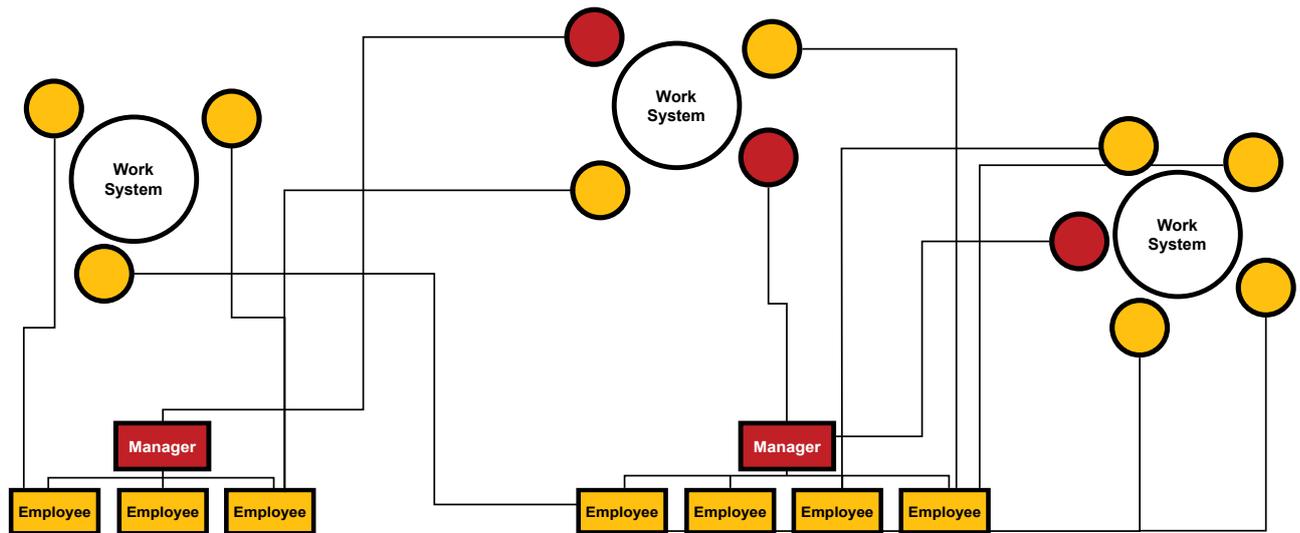
## SYSTEMS

- 'Embedded' coaching and facilitation program to create system ownership and improvement
- Work system review workshops
- Presentations and training workshops for education and subsequent change

## PEOPLE

- Accreditation of internal expertise on capability appreciation and advice
- Individual and team capability appreciation and prediction for future strength and issue
- Review and improvement to people systems including recruitment, talent management, performance, remuneration
- Training and implementation of 'People Day' process to allow full enterprise talent management
- Presentations for insight and discussion

# SPECIFIC WORKSHOPS AND PROGRAMMES



## CHANGE PROGRAMMES

- Foundations of Requisite Enterprise
- Organisational Transformation
- CEO as Integrator

## EFFECTIVE LEADERSHIP

- Leadership Development Modules
- Building Effective Teams
- Fundamentals of Front Line Leadership

## STRUCTURE THAT WORKS

- Organisational Design
- Role and Work Design
- Cross functional Role Relationships

## PEOPLE

- Change Management
- Capability (Potential Identification and Career Appreciation)
- Talent Pool Development and Succession

## BLENDED LEARNING - E-LEARNING

- Online education options available publicly and in-house

## ACCREDITATION

- Online options available publicly and in-house
- Modified Career Path Appreciation (MCPA)
- Initial Recruitment Interview Schedule (IRIS)
- Rapid Talent Pool evaluation
- Org Design Practitioner
- Requisite Leadership Facilitator and Trainer

## COMMUNITY FOCUSED PROGRAMMES

- UN Sustainable Development Goals (SDG) workshops
- Eco-living Design Education

Adam is helping us reset, reorganise and refocus, following a major successful technology change implementation. During several initial workshops, the senior management team unpacked a range of issues and concerns and clarified the fundamental purpose of the work being done across the business unit of nearly 300 employees. This centred on being clear on where/ how our customers realise value and better understanding the work systems used to produce the valued outcome, using the resources we are entrusted with.

A series of key principles were developed to help shape and foster the required changes in thinking and behaviour, with the emphasis on the things we value and priority trade-offs we will make to achieve required improvements, including;

- Overall customer experience OVER individual departmental performance,
- Flow of work through the work systems OVER individual resource utilisation efficiency,
- Completing important work OVER starting multiple bodies of work,
- Priority focus OVER multi-tasking,
- Satisfactory completion OVER perfection.

The formation of "Circles", is how we are organising to improve understanding of the business, gain clarity and visibility of business unit priorities, and ultimately, educate and empower our frontline managers to improve work systems to enhance customer value, improve our financial performance or increase the end-to-end customer experience.

Dom Jacob General Manager

## OUR INFLUENCES

The Working Journey brings together the idea of pre-eminent thinkers in organisational design, leadership and human development to create a unique body of work and model we call Requisite Enterprise.

### DR. ELLIOTT JAQUES

Jaques was originally a psychiatrist and later management theorist and consultant who developed over a lifetime of work the model he coined 'Requisite Organization'. Put simply, this means an organisation designed according to what is required due to the nature of work and people. His focus was on the structures, leadership practices and capability required to allow people to perform at their best in an environment that induced trust, and we use this underlying philosophy as well as the key notions of complexity and capability that form the basis of his work.

### DR. GILLIAN STAMP

We use the deep knowledge and understanding that her work provides into human potential through using the very methods to appreciate human capability that are still under ongoing development today.

### SUSANNE COOK-GREUTER

We use the work of Cook-Greuter to aid clients in self-understanding so their innate capability and knowledge is not lost, as well as in assisting teams to 'rise up' to later stages of development instead of being 'dragged down'

### DR. ICHAK ADIZES

We use the work of Dr Adizes to help clients understand the context of what their organisation is going through and to help them see the necessary changes in themselves and the organisation that will be required.

### PETER BLOCK

We use his work to show leaders how to 'share the burden' of accountability while still ensuring decisions are made, and to help people with what it means to truly be accountable in the workplace

### CLARE GRAVES, DON BECK & CHRIS COWAN (SPIRAL DYNAMICS)

We use these ideas to help clients with the cultural development in both themselves and their organisation, as well as to ensure interventions and change are effective in advancing the interests of the enterprise.

### DR ELIYAHU GOLDRATT

We use the work of Goldratt to help clients to understand their work as a full system and to allow those involved in work systems to truly work together.

I was introduced to Requisite at my previous company of 16,000 employees and understood its power. After becoming CEO I have implemented Requisite across the organisation and have aligned it to our ten years Strategic Intent. The Working Journey has provided invaluable advice and assistance to the RAA to enable to develop our talent, identify future leaders and manage our teams to maximise our output. I have used Andrew at 3 companies and have always got exceptional results" Ian Stone. MD Royal Automobile Association of South Australia.

# THE WIDER COMMUNITY

## CREATING AWARENESS FOR OUR LONG TERM

We are actively working with Gaia Education, GEN International and GEN Australia to develop awareness about and action toward advancing the United Nations Sustainable Development Goals. In Australia we are using the UNITAR approved 'Training of SDG Multipliers' programme, which will be delivered in partnership with Gaia Education and the UNITAR.

# SUSTAINABLE DEVELOPMENT GOALS



## OUR STRATEGIC ALLIANCES



## SOCIAL BUSINESSES

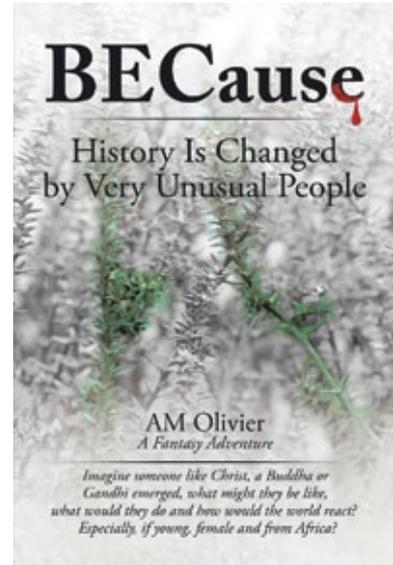
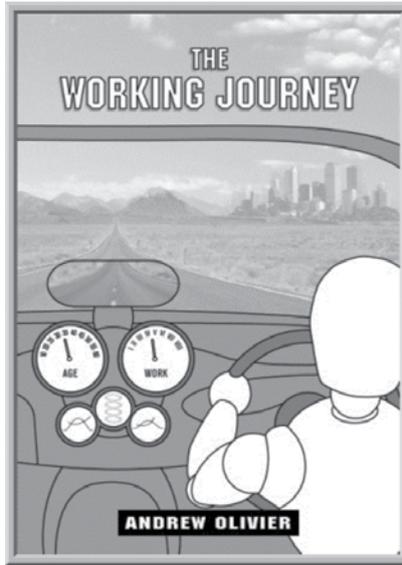
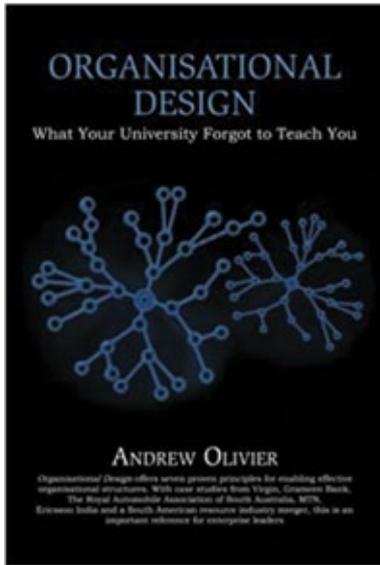
We run an active pro-bono programme and have over the years, often together with our corporate clients, supported a variety of organisations in assisting with restructuring, capability mapping and executive development:

- World Vision,
- CSIRO,
- Volunteers SA & NT (2014, 2016)
- The Sir John Monash Foundation (2013- 2016)
- Good Return (2014 - 2016 )
- Grameen Australia (2016)
- GEN Australia (2013 - )

# OUR PUBLICATIONS AND SPEAKING

One of our contributions is to provide thought-provoking and valuable written and spoken resources. Our managing partner Andrew Olivier has authored three books and all of us contribute regularly on forums and blogs as well as presentations both gratis and for fee.

## PUBLICATIONS



## SPEAKING



## ONLINE



## WHO WE ARE



### ANDREW OLIVIER

Andrew is Managing Partner. He has had a number of successful companies in his career. He has consulted with and advised many well-known public and private leaders and has published three books; "The Working Journey" (2003), Organisational Design - What your University Forgot to Teach You (2013) and BECause (2018). Previously a panel member of the Sir General Monash Scholarships, he has since 2009 been part of the leadership circle of the Global Ecovillage Network and is on the General Assembly for GENOA. Andrew has a strong interest in entrepreneurship, sustainability and works in a number of countries at senior levels. He is a pioneer of the Narara Ecovillage in Australia.



### VERENA MACLEAN

Verena became involved in the work of Elliott Jaques through Professor Gillian Stamp and was one of four original CPA trainers worldwide. Verena is an associate of BIOSS Australasia, EDAC and a senior partner of The Working Journey. She is highly regarded by colleagues, clients and friends with extensive knowledge and understanding of the complexity based assessment methods. Verena was Talent Manager for the international communications company MTN and used Levels of Work and Capability mapping for managing and planning talent pools across a number of countries.



### ADAM THOMPSON

Adam brings his experience to play in a refreshing approach to the practical applications of practice and theory to organisational structures, people and talent management. Originally educated in Economics and Law, as well undergraduate teaching in Organisations, his career has been in both Australia and the UK, working initially in the fields of education, law and insurance. While holding a variety of operational, strategic and project-based management roles at Executive level, his ability to visualise the effect structures and systems will have on culture and individuals has been the hallmark of his work.



### TIM LEVETT

Tim specialises in partnering with organisations and business units to better organise themselves so that they can deliver their plans with people who are engaged in their work. Tim works with all levels of a business to ensure an integrated and supported approach to delivery, tailored to the specific needs of the organisation and its business units. He does this with an emphasis on Org design and work system design, talent identification and development as well as building leadership practices that enable the business. Growth and development occurs in the business while working on the business, thus helping to realise organisational goals.



### DR. BRUCE WHITBY

Bruce is an experienced IT business executive and consultant with more than twenty-five years of technology, senior business and boardroom experience across the Financial Services, Telecommunications, High Tech, Media and Systems Integration Industries as well as Academia. His leadership experience spans business, IT strategy development and consulting, Organisational Design, IT governance and hands-on business management with international experience in Australia, UK, France and South Africa.



### BRENT SHERIDAN

Brent has been designing and delivering Strategy, Culture and Organisational Development work in corporate environments since 1998. He combines Requisite Organisation principles and Gestalt Development practices to produce business transformation capability. Brent's approach combines interpersonal skilling, education in organisational and psychological frameworks, self-development and self-awareness practices, Gestalt group-process and real-time, intact-team group dynamics, as well as advice on review, design and integration of Requisite work-systems and organisation structures.

## WHO WE ARE (CONT.)



### JACK FALLOW

Jack has had a successful career from shop floor to boardroom, developing a strong set of leadership values and approaches resulting in a broad career balancing directorships with consultancy practice, coaching and mentoring. Particularly interested in complexity and human cognition. He developed 'soft' aspects of international strategy - originating the concept of an integrated Company Charter embracing Governance, Strategy, Values and Behaviours.



### YASMIN BIRRING-YUSUF

Yasmin has 9 years' experience in HR, Organisational and Talent Development. She has worked in Southern and Central Africa, as well as the Middle East and United Kingdom, in the NGO (Peacebuilding), Finance (Investments, Reinsurance, Trading) and Manufacturing sectors. Her Masters Degree (Kings College) thesis "The Concept of Having a Career Calling and its Relation to Work-Related Outcomes: Study in an International Non-Governmental Organisation" is published in the Kings College and Oxford Libraries.



### AMANDA JOHNSON

Amanda has assisted us in a variety of roles; from being a facilitator for the Front Line Managerial Leader Programme, to Leadership Scans and IRIS work. Amanda has been involved in the implementation of these models at the RAA for over seven years.



### NICOLE ENDACOTT

Nicole will be heading up The Working Journey's SDG awareness and action projects.



### SAMANTHA MACDONALD

Samantha is our Office Coordinator and brings many years' experience of both administration and clerical skills to the company.



### ROB FIDDYMENT

Rob is the Director of Marketing for the The Working Journey. With over 25 years experience in the advertising industry he brings a wealth of experience, skills and knowledge to the role of "joining the dots".

## CONTACT DETAILS

For further information or to express interest in any of our programmes please contact ;

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