

# Changing the Game VII

September 2008

Change | Facilitation | Leadership

[www.tincanlearning.com](http://www.tincanlearning.com)

## Contents:

1. [Change Bites](#)
2. [Upcoming Events](#)
3. [TinCAN U – Blended Learning Programs](#)
4. [Subscribe to 'Changing the Game'](#)

---

## 1. Change Bites (edited by Greg Jenkins)

---

### Why Change Implementation is the New Frontier

A huge gap is emerging between those who know what needs to be done and those who have tools and skills to implement the change in an organisation.

In larger organisations, teams of consultants, analysts, leaders and change managers are involved in the planning of change. In smaller organisations the business owner often with an advisor decides what needs to be done.

When it comes to the crunch, knowing 'what' is the easy part. It's in the 'how' or implementation that things nearly always come unstuck. How many well designed plans translate into real success and how many change programs deliver lasting benefit?

Those who follow the three stages of implementation will significantly increase their chances of success. The 3 stages, i) Alignment, ii) Traction and iii) Integration will be outlined in future editions of 'Changing the Game'. [http://www.tincanlearning.com/tincan\\_u.htm](http://www.tincanlearning.com/tincan_u.htm)

### Peter Holmes a Court – on Business Ethics and Leadership

Businessman Peter Holmes a Court spoke to a packed room at the Edmund Rice Centre Ethics in Business Forum in August 2008. I was privileged to attend and take some rough notes.

Holmes a Court related the woes of the world economy to an over-supply of Alpha leaders at the top of organisations. The Alpha leader is the CEO [leader] who says "I know the answer – follow me". Such leaders have a fear of losing. A dreaded fear of ruin. It's the fear factor that causes such CEOs to keep the market up when it needs to go down as part of a natural cycle. The result of such fear is talking up the market and gross manipulation that led to the sub-prime crisis in the USA and worldwide markets.

The Beta CEO [leader] on the other hand works on the premise that the answer lies within organisation and encompasses factors such as protection, regulation and risk, diligence, energy and regular strategy.

The Alpha leader "knows" what to do whether in parenting, community service or leading a corporation. The risk for the Alpha leader is getting it wrong. In which case the Alpha leader will find someone to "blame", a scapegoat or other way out.

The Beta leader believes that it is very hard to beat the market. Things naturally go in cycles. By managing risk, the beta leader moves with the ebbs and flows to successfully manage the organisation. Beta parenting was also used as an example by Holmes a Court.

For me the speech provided many insights not only in leadership but in the area of group facilitation. In practice there are alpha facilitators who "control the pen" which means that all content goes through them. Alpha facilitators keep tight control of the group structure using 'U' shape, classroom and large table configurations. They like the focus to be on them and having complete control of the process. The risk of alpha facilitation is that people don't tell the truth and as a result no change happens.

On the other hand, Beta facilitators makes sure that “everyone has a pen”. In beta facilitation the structure is more fluid utilizing circles and café style small groups. A Beta facilitator prepares well and manages the risk to ensure that powerful insights are possible.

<http://www.erc.org.au/goodbusiness/page.php?pg=0803incoming0#1>

### **Quiet Leadership by David Rock (Book)**

*Help people think better – Don't tell them what to do.*

Quiet leaders are masters at bringing out the best performance in others. They improve the thinking of people around them--literally improving the way their brains process information--without telling anyone what to do. Given how many people in today's companies are being paid to think and analyze, improving others' thinking is one of the fastest ways to improve performance. Quiet Leadership offers a practical, six-step guide to making permanent workplace performance change, to unleashing higher productivity, new levels of morale, and greater job satisfaction. Above all, Quiet Leadership will give you the clarity and strength that comes from mastering and using powerful insights into what makes us perform and succeed at the highest level. <http://www.quietleadership.com/>

### **The Neuroscience of Leadership (Article)**

Highly recommended “*The Neuroscience of Leadership*” free article by David Rock and Jeffrey Schwarz <http://www.strategy-business.com/press/freearticle/06207>

### **Lessons in Leadership Development**

There are three principles that we have learned from our experience in developing and implementing frontline leadership programs. These principles apply to anyone planning leadership development in any type of organisation

The principles are implemented via a combination of universal facilitation tools and experiential learning techniques. Our experience is that this combination works just as well with corporate leaders as with high school students and indigenous populations and have the potential to transform leadership development in organisations, schools and communities.

These three insights:

- i) Leadership is for everyone – not just designated leaders
- ii) Leadership is experiential - training doesn't work
- iii) Values are paramount - theories are mostly a waste of time

[http://www.tincanlearning.com/tincan\\_u\\_lead.htm](http://www.tincanlearning.com/tincan_u_lead.htm)

### **Pope Benedict XVI on Leadership - World Youth Day**

At the World Youth Day *in front of 400,000 people*, Pope Benedict XVI issued a leadership challenge:

“Dear young people, let me now ask you a question. What will *you* leave to the next generation? Are you building your lives on firm foundations, building something that will endure? Are you living your lives in a way that opens up space for the Spirit ...? How are you using the gifts you have been given ....? What legacy will you leave to young people yet to come? What difference will you make?”

*Read the full text:* [http://www.vatican.va/holy\\_father/benedict\\_xvi/homilies/2008/documents/hf\\_ben-xvi\\_hom\\_20080720\\_xxiii-wyd\\_en.html](http://www.vatican.va/holy_father/benedict_xvi/homilies/2008/documents/hf_ben-xvi_hom_20080720_xxiii-wyd_en.html)

### **Research points the finger at PowerPoint (Article)**

If you have ever wondered why your eyes start glazing over as you read those dot points on the screen, as the same words are being spoken, take heart in knowing there is a scientific explanation. It is more difficult to process information if it is coming at you in the written and spoken form at the same time.

The Australian researchers who made the findings may have pronounced the death of the PowerPoint presentation. They have also challenged popular teaching methods, suggesting that teachers should focus more on giving students the answers, instead of asking them to solve problems on their own.

Read the full article <http://www.smh.com.au/articles/2007/04/03/1175366240499.html>

---

## 2. Upcoming Events

---

### **11th International Conference on Experiential Learning | ICEL 2008**

'The Identity of Experience - *Challenges for Experiential Learning*'

**University of Technology Sydney. 8 - 12 December, 2008**

<http://www.education.uts.edu.au/icel/index.html>

### **11th Annual Australasian Facilitators' Network (AFN) Conference (2008)**

Charles Sturt University Bathurst. **26 - 28 November 2008**

[http://www.markbutz.com/afn/afn\\_08\\_conference/](http://www.markbutz.com/afn/afn_08_conference/)

### **Singapore Facilitators Conference 2008**

12/11/2008 - 13/11/2008

[http://www.fns.sg/event\\_register\\_step1.aspx?id=93](http://www.fns.sg/event_register_step1.aspx?id=93)

### **4<sup>th</sup> OD Australia National Conference**

Albert Park Melbourne | 23-24 October 2008

[www.odaustralia.org](http://www.odaustralia.org)

---

## 3. TinCAN U – Blended Learning Programs (change | facilitation | leadership)

---

### **Change Facilitation Intensive (Intermediate - Advanced)**

#### **QUEST | Change Track**

Change Facilitation Toolkit - Scalable Workshops and Project Meetings DIY  
[Formerly Change Facilitation 101]

- Blended Learning Format
- 6 weeks learning intensive starting October 13, 2008
- Affordability Pricing
- Repeat privileges

QUEST | Change Track is a breakthrough program provides tools, scripts and templates for scalable workshops and meetings in 3 stages 12 Acts and 48 Scenes. There are 24 core tools plus 24 extra tools, templates and scripts.

[Full Details and Online Registration](#) | Enquiries: +61 2 9874 0418 [info@tincanlearning.com](mailto:info@tincanlearning.com)

### **Frontline Leaders Intensive (Everyone)**

- 6 x Group Mentoring session (face-to-face) + 6 x e-Learning modules + buddy learning cafes
- Tuesdays 7.00am - 9.00am | From November 4, 2008 | Parramatta area
- Affordability Pricing

*Frontline Leaders Intensive* includes setting goals; getting things done; advanced communication skills; performance coaching in action; how to run productive meetings; storytelling for leaders.

This unique blended learning approach delivers hands-on, use-now tools, scripts and templates plus skills and experience to put them into practice immediately.

[Full Details and Online Registration](#) | Enquiries: +61 2 9874 0418 [info@tincanlearning.com](mailto:info@tincanlearning.com)

=====  
**4. Subscribe to Changing the Game**  
=====

We hope that 'Changing the Game' provides interesting reading for those interested in **Change Facilitation and Leadership**. Feel free to pass this on one you believe may be interested in these topic areas.

To subscribe to 'Changing the Game' follow this link:  
[http://www.tincanlearning.com/changing\\_the\\_game.htm](http://www.tincanlearning.com/changing_the_game.htm)

=====  
**'Changing the Game', edited by Greg Jenkins is a service of TinCAN learning Company**  
+61 2 9874 0418 | [info@tincanlearning.com](mailto:info@tincanlearning.com) | [www.tincanlearning.com](http://www.tincanlearning.com)