

From Bystanding to Understanding & Action

A Practical Theory for Whole Systems and Organizational Change

JOIN US FOR DAY 1
OR FOR DAYS 1 & 2

*'And they just stood there'.
'Nobody moved, I couldn't
believe it!'*

Sound familiar? Haven't we all said these words at one time or another? But the bystander phenomenon is more than just a cause of frustration. Despite countless psychological studies over the last fifty years, it represents one of the major challenges to those seeking a peaceful transition to a sustainable world and to those seeking more participative and successful organizations.



2011

Canberra	July 12 & 13
Melbourne	August 2 & 3
Brisbane	August 30 & 31
Sydney	September 6 & 7
Cairns	September 22 & 23
Gold Coast	October 4 & 5
Trafalgar	October 11 & 12
Bathurst	October 17 & 18
Dubbo	October 27 & 28
Perth	November 2 & 3
Adelaide	November 15 & 16

Dr Peter Rennie's partners are:

Canberra	Dr Siwan Lovett
Melbourne	John Batros
Brisbane	Assoc Prof Andrew Wilford
Sydney	Soren Harner
Cairns	Jill Knell
Gold Coast	Marcia Dwonczyk
Trafalgar	Dr Steb Fisher
Bathurst/Dubbo	Ashley Bland
Perth	Brendan McKeague
Adelaide	Ian Fry

These Workshops are
100% guaranteed

Visit website for details
www.leadershipaustralia.com.au

Day 1

On Day 1 of this highly interactive workshop you will experience a practical theory that can help people make the transition from bystanding to understanding and action. You will learn how individual change can lead to group, and whole systems change in turn. You will learn how to help others change their behaviours from those based on a desire for status and consumption to behaviours based on a desire for partnership, relationship and learning.

Outcomes – From Bystanding to Understanding and Action

- ◀ Become a more effective change agent
- ◀ Achieve more and lead more effectively
- ◀ Build social capital and social responsiveness
- ◀ Partner others to bring about whole systems change
- ◀ Understand how structure and mindset change underpin whole systems change

Who should come to Day 1?

Human Services Professionals
HR Professionals, Government,
NGO & Not For Profit Directors,
Sustainability managers,
Social Change Agents,
Social Scientists & Planners,
Educators, Politicians, Futurists,
Legal and Welfare professionals

Day 2

Day 2 applies the principles outlined in Day 1 to organizational life. You will learn strategies to partner with others and create brilliant and sustainable organizations. You will help people understand how traditional organizational hierarchical structures shackle initiative and how a change in the mental structure, carried in people's heads, unshackles their intelligence and creativity. You will help people generate more meaning from their work so that they do things because they want to (out of desire) instead of doing things because they have to (out of duty).

Outcomes – How to Create Brilliant Organizations

- ◀ Gain recognition as a highly collaborative leader
- ◀ Help your people and your organization shine
- ◀ Partner with others to change your organization
- ◀ Develop insights, new mental models and new skills

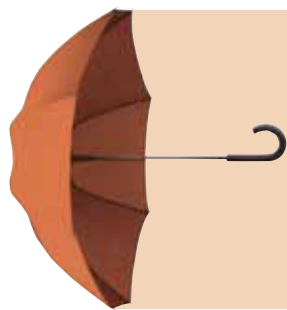
Who should come to Days 1 & 2?

CEOs, Executives, Board Chairpeople
Directors, Senior Managers, HR & OD
practitioners, Change Agents
People who are seeking new ways of
leading in their organizations

Twenty places are reserved for those who register for Day 1 only and twenty places are reserved for both Days 1 & 2.

'We shape our tools and then our tools shape us.'

Marshall McLuhan
(1911-1980) philosopher



Overview

Structures shape Mindsets

The workshop will show how an individual's behaviour is underpinned by their mindset and how a mindset change can give rise to a change in behaviour. Key to this practical theory is the connection between mindsets and structure. Most of us are unaware of the role played by internalised pyramidal (hierarchical) structures. These are acquired very early in life, first from family and then reinforced by experiences with organizations, institutions and society. The pyramidal structures generate pyramidal mindsets that are based on the values of status and control. But in such structures high status and control is only for a tiny minority. It is lack of status and lack of control for most. This is why the pyramidal mindset primarily gives rise to beliefs of disempowerment and disengagement for many. A person holding a pyramidal mindset is likely to deny the seriousness of information that poses a threat to their future. Denial has a protective value. There are many scary issues over which people believe either they have no control, or call for an individual response of almost heroic proportions for which most are ill equipped. Denial allows a person to avoid living a life filled with anxiety. It is more comforting for many to believe that someone or something higher up the pyramid will take care of your interests even if that someone or something is imperfect.

New Structures for Old

In the external world mankind has been able to replace one structure with another. For example, we have replaced the geocentric model of our planetary system with a helio centric model and the results were literally "world changing". In this case we are concerned with replacing internal mind-made structures, that is, replacing a pyramidal structure with a parabolic structure and so generate a different mindset. A parabolic structure is characterised not by status and control but by relationship and learning. The accompanying mindset supports a person's understanding that they are not alone and rarely should act alone. Problems are best shared and solution orientated actions best carried out in partnership.

The Partnership Mindset

The partnership mindset allows an individual to become more open to previously inconvenient truths. With an understanding of how to develop partnership mindsets it will be possible for you to help the citizen who is uninvolved in civic affairs to take greater interest in the organizations and social systems that impact their life. It will help you to help others envision themselves as partners and builders of social capital for a fairer more equitable world.

Program

Day 1 – How to Change Whole Systems

How to use structure to shape mindsets, build social capital and generate social responsiveness

Facilitated by Peter Rennie and Regional Partner

8.45 – 9.00am **Registration**

9.00 – 10.30am **Session 1 – The Foundation of Partnerships**

- ◀ Introduction and overview
- ◀ Connecting, Collaborating, Purposing
- ◀ Generating ownership of ideas
- ◀ From self interest to Enlightened self interest
- ◀ Clarifying what you really want

10.30 – 10.50am **Morning Break**

10.50 – 12.30pm **Session 2 – Use Structure to Shape Mindsets**

- ◀ Hierarchy – always been with us – or has it?
- ◀ The problem with power – how and why power corrupts
- ◀ How structures embed values, how pyramids shackle behaviour
- ◀ From Pyramids to Parabolas
- ◀ The parabolic pod – a mind made structure for partnership action

12.30 – 1.20pm **Lunch**

1.20 – 3.00pm **Session 3 – Build Social Capital**

- ◀ Connecting the dots – it's global, it's local, and it's personal
- ◀ What people are really afraid of - dealing with fear and denial
- ◀ Understanding systems
- ◀ From seeking status to cultivating social capital

3.00 – 3.20pm **Afternoon Tea**

3.20 – 5.00pm **Session 4 – Generate Social Responsiveness**

- ◀ The group will examine some real problems nominated by the participants. We will apply the tools and frameworks outlined in the earlier sessions to develop solutions and or clarify the steps needed to implement those solutions
- ◀ Reflections, feedback & action steps

High praise for this work

'We have never had feedback this good. You did a wonderful job. We really appreciate it. You are our first choice to run leadership seminars.'

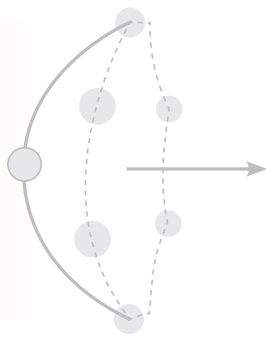
Ty Wong,
Strategic Vision Group, Singapore

'We have been searching for a description for the type of organization that we want Melbourne Water to become. We want to be highly productive and people oriented. We want to be highly collaborative both internally and with all of our stakeholders. We want to be highly adaptive to meet the complexity of our current challenges in the context of a rapidly changing climate. Of all the terms that people use to describe organisations "parabolic" describes best what we are working towards.'

Rob Skinner, CEO (rtd),
Melbourne Water

'I found it brilliant – lots won't, but for me this is part of the journey that we need to be having and we need to do more and more.'

Kevin Scott, Assistant Commissioner,
Victoria Police



'Few will have the greatness to bend history; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation ... It is from numberless diverse acts of courage and belief that human history is thus shaped. Each time a man he (some women and men) [sic] stands up for an ideal, or act to improve the lot of others, or strike out against injustice, he (they) [sic] send forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.'

Robert Kennedy

(1925-1968) US civil rights activist.

Day 2 – How to Create a Brilliant Organization

Use structure to shape mindsets and organizations
Make the best use of your people's intelligence

Facilitated by Peter Rennie

8.45 – 9.00am	Tea & Coffee on arrival
9.00 – 10.30am	Session 1 – New Minds New Organizations <ul style="list-style-type: none"> ◀ Introduction, connecting and reflecting ◀ Organizations as productivity pipelines ◀ Exploration of how structure shapes the leader / partner dynamic
10.30 – 10.50am	Morning Break
10.50 – 12.30pm	Session 2 – Productivity Pipeline ctd <ul style="list-style-type: none"> ◀ Exploration of how structure shapes relationships between people and the organization of work ◀ From immaturity to maturity ◀ From competition and envy to collaboration and excellence ◀ Collaborative capitalism
12.30 – 1.20pm	Lunch
1.20 – 3.00pm	Session 3 – From Duty to Desire <ul style="list-style-type: none"> ◀ Understand the power of a meaningful purpose ◀ Learn how to connect people's individual purposes with that of the organization's purpose ◀ Develop mutual accountabilities so that people are motivated more from desire than duty
3.00 – 3.20pm	Afternoon Tea
3.20 – 5.00pm	Session 4 – The Brilliant Organization <ul style="list-style-type: none"> ◀ How structure shapes learning and development ◀ Making the best use of people's intelligence and creativity ◀ Understanding the irrational and making better decisions ◀ Reflection, Review, Feedback

'I am an experienced manager and have read widely in the management literature and attended PD over many years. Peter's approach is radically different from other leadership training I have ever done. I learned more from his program than the sum of all other training I have done in this area. I have subsequently encouraged most managers in my area to work with Peter and his associates. This means we have been able to start building a parabolic organisational culture. This has been a crucial step in transforming our workplace from a toxic environment to one where people feel productive, safe and valued. A recent staff climate survey showed that satisfaction with leadership increased by 50% over two years, at a time when all teams have taken on new responsibilities without new resources.'

Dr Maddy McMaster, Academic Registrar,
RMIT University, Melbourne

'It was just what the team needed. You not only stretched us but helped us understand our assumptions at a deep level and freed us from their hold. The whole executive team was really excited and we stayed back after you left which is as you can imagine quite a coup.'

Muriel Marczynski, General Manager,
Corporate Services, Building Commission

Presenters

Associate Professor Andrew Wilford is with Bond University's Mirvac School of Sustainable Development. He is Chair of Sustainability and Complexity Focus group of the International Centre for Complex Project Management, a Director of "Be The Change" Australia, President of Quest 2025 (a not for profit organisation that illuminates the illusory nature of our current economic systems) and a Director of Best Futures.

Ashley Bland is the Sustainability Manager for the Flannery Centre and a driver of positive change in the Natural Asset Management field. He has just facilitated a national series of climate change adaptation forums.

Brendan McKeague is one of the most experienced practitioners of Open Space Technology (OST) in Australia. He works with leaders to leverage the power of self-organisation and emergent design to create high performance systems.

Ian Fry is the principal of Fry Systems whose clients have won awards for Innovation and Knowledge Management. With over 40 years experience in IT and an early adopter of Agile software development he has a successful track record as an agent of change in many industries.

Jill Knell is the principal of Soul in the Workplace and has extensive professional experience in personal, team, organisational and community evolution. Jill draws on robust theoretical and practice evidence in addition to her own well developed intuition.

John Batros is a consultant and academic who teaches leadership and organisation dynamics in the Faculty of Business and Enterprise at Swinburne University of Technology. He uses Gestalt theory and skills to help leaders build more effective relationships.

Marcia Dwonczyk works for the Gold Coast Primary Care Partnership Council promoting and supporting effective partnerships. She brings extensive experience across government and non government sectors including senior management roles.

Dr Peter Rennie is the principal of Leadership Australia with over 25 years experience with clients in Australia and South East Asia. He is a published author and has won several awards for his work.

Dr Siwan Lovett recently established the not-for-profit Australian River Restoration Centre to share knowledge and support people who are passionate about waterways. She has run her own consultancy business for fifteen years and is a Churchill fellowship winner.

Soren Harner is the principal of Permalog a software startup that takes a whole systems approach to build sustainable ICT. Soren brings a unique perspective to understanding collaborative processes through the use of knowledge management and previously has held executive positions with Vignette Collaboration and Atlassian.

Dr Steb Fisher is the director and founder of the Pathfinder Network and has run programs on sustainability and climate change adaptation for many years. He has held senior positions with BP and Computer Sciences Corp. with a focus on planning and change.

From Bystanding to Understanding and Action

Venues & Program changes

Most venues but not all have been finalized at the time of printing. All venues are centrally located eg University House in Canberra, AIM in Brisbane and the Novotel in Cairns. The workshop conveners reserve the right to make changes to the program including the venue if required.

Fees

Covers all materials, food, teas and coffees etc over lunch and breaks

Day 1 \$329 (early bird \$269) Limit of 20 for people attending Day 1 only

Day 1 & 2 \$799 (early bird \$639) Limit of 20 places

All fees include GST

Discounts

Early bird rate applies for bookings made at least one month prior to the seminar date
For three or more from the same organization a further 10% discount applies
Full time students and pension holders can attend for 60% of the relevant fee
Please contact us for code details

Payments

Payment is required on registration. Please note this form can be used as a **TAX INVOICE** ABN 88 067 606 811. There are three ways to pay for this workshop:

By Cheque Please make cheques or money order payable to Leadership Australia and mail to:
Leadership Australia
PO Box 2081 South Melbourne Victoria 3205

By EFT Please take care to type in the following details

Bank	National Bank of Australia
Account Name	Learning Research & Development (trading as Leadership Australia)
BSB No	083 155
Account No	66564 3043

If paying by this method please ensure your name appears in the description or remitter name window and that you complete the registration form below.

By Credit Card with trybooking.com On the Home page click on Buy Tickets and type bystanding in search box. Please note an additional \$5.00 for Day 1 (\$10 for Day 1 & 2) will be passed on for credit card costs. If you have difficulty accessing the site contact ann@leadershipaustralia.com.au for assistance.

Cancellation policy If notice is given;
- up to one month before the scheduled event all fees will be returned less \$50 administration fee
- up to two weeks before the scheduled event 50% of fees will be returned
There will be no refund for cancellations made less than two weeks before the event. Registrations are transferable and redeemable at other Leadership Australia events (less a \$50 admin fee)

Registration Form

Please copy and fill out the form below and email to ann@leadershipaustralia.com.au

Surname

First name (for badge)

Position

Company / Organization

Address for correspondence

City

Post Code

Tel ()

Mobile

Email

Method of payment. Please circle. Cheque EFT Credit Card via "trybooking.com"

If paying by cheque would you like to include your cheque with this form?

Do you have any special needs? Dietary? Please specify

Will you require accommodation? If so please contact us for assistance.

'In most meetings pride or caution still forbids one to say what one feels most deeply.'

Theodore Zeldin (1933 -)
philosopher & author

'All models are wrong. Some models are useful.'

W Edwards Deming (1900 - 1993)
Father of Total Quality Management