



Collaborative tools, services and training

Meet smarter, not harder!

Welcome to the first Smart Meetings newsletter!

The idea with this newsletter is to provide something useful for you. This might be a concept or framework, a small tool or technique, or some handy links and connections.

Connecting the dots

Do you need to engage staff and/or stakeholders in planning and management?

If so, a **framework** that holds your organisation, your people and their performance all together could make it much easier for them to contribute effectively. It would do this in two ways:

Firstly, the output of one stage becomes the input for the next stage. Nothing startling there – it's standard procedure.

Secondly, you can run sessions using participatory processes that have been purpose designed using the same underlying structure.

That is, you can use the same flow: from context, to gathering data, to organising it, to making meaning from it and finally to making decisions.

This gives a consistent and coherent approach all the way through your planning and implementation cycle.

In **organisational planning**, two aspects you'd be working on are commitment and alignment.

By commitment I mean an agreement to support the outcomes after the planning is done.

By alignment, I mean a shared story about the plan, made specific for each area and level.

Current best-practices for this focus on:

- Enabling individuals and groups to explore the real issues which confront them.
- Tapping the breadth of their ideas and the depth of their understanding.
- Building an awareness of their shared organisational aspirations, connections and contradictions.

Once the plans are made, **organisational management** begins. An aspect you'd

be deciding on here is the organisational structure that best supports your overall strategy.

It takes courage to realistically appraise the various alternatives, avoiding the twin perils of change for its own sake and of no change at all.

Then there's **people and performance management**. For fans of managing with numbers, those numbers are set back in the planning process. For fans of managing by touch, it's about ensuring there are enough opportunities to get the pulse. So, basically we have two aspects:

- Targets/measures that support the objectives and strategies.
- Pro-actively doing 'stuff' that ensures these are met. These could include:
 - ▶ appropriate report and review processes
 - ▶ actions to support tracking to successful outcomes, such as to plan, or to target.

Introducing Da Vinci Consulting

As you may be aware, my strengths are more on the collaborative side of this framework, ie: helping groups and teams do this work together and for themselves.

That's why I'm pleased to introduce Karen Dunshea, who runs Da Vinci Consulting.

Her skills and experience are very complementary to mine.

Karen generally works with senior managers and leaders. In the first instance, she helps them to **define HR strategy** for their organisation.

She then works with them to translate this strategy into **practical initiatives** which will help develop the culture they wish to create.

Like Smart Meetings, her end goal is to achieve improved business performance through the people in the organisation.

Karen's Core Expertise:

- Development and implementation of HR strategy
- HR and organisational reviews
- Organisational improvement and change strategy design and implementation

- Design, development, communication and review of HR systems and policies which underpin work culture. This has included:
 - ▶ performance management & appraisal
 - ▶ managing grievances
 - ▶ role descriptions & task assignment
 - ▶ career development
 - ▶ flexible work practices
- Leadership development – individual coaching
- Communication and interpersonal skills development
- Grievance/ whistleblower investigations, mediation
- Recruitment and selection policy and practices
- Facilitation – team meetings, focus groups and workshops

Karen's Background:

- Over 20 years experience as an organisational psychologist and senior HR practitioner, including 8 years consulting experience, mainly in professional services organisations
- Significant experience in Defence and Mining, including senior leadership roles within a change environment
- Masters of Organisational Psychology degree

Contact Karen on 0408 876 531, or kldunshea@bigpond.com.

In summary

This newsletter has firstly presented a framework that ties organisational planning, people and performance into a complete whole. Secondly, it has introduced Karen Dunshea and Da Vinci Consulting.

Where did any of this connect or disconnect for you? What did you find most useful? **Please let me know!**

If you found this newsletter helpful, please pass it on to someone who may be interested.

Go well!

David Jago

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