



# **What Really Matters!**

## **Volume 3, Number 2, 2011**



**Gary Ryan**

What Really Matters! Volume 3, Number 2, 2011 – is a compilation of selected articles from [The OTM Academy](#) from April 1st 2011 until June 30th 2011 .

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## Who should read this ebook?

This ebook is for people who are interested in personal, professional and organisational development, specifically as it relates to achieving career aspirations and enabling the organisations within which we work to be better places for human beings. This ebook represents articles from the second quarter of 2011 from the OTM Academy. Specifically, young professionals, new formal leaders and experienced leaders who wish to improve their leadership skills will benefit most from the contents of this ebook.

To join the OTM Academy please follow this [link](#).



## Thank You!

Thank you to all our members of the [OTM Academy](#). We hope that you will receive great value from this collection of articles compiled in the second quarter of 2011.

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Keep learning!

Gary Ryan

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# I'm not normal and neither are you

By Ian Berry

The biggest message I heard from my teachers at school when I was a teenager was that I was stupid. A common phrase from many of them was: What are you doing, stupid?

On Sundays in those years I heard a different message as follows, You are a sinner in need of redemption.

On many Saturdays I heard yet another message.

After sport on Saturday mornings I would often visit my Grandparents on my way home. My Nana Sherriff, whose shepherds pie I can still smell and taste whenever I think about it, often used to look across her kitchen table and say, You know you're special!

I didn't know who I was, and strangely enough when I look back, I wonder why I chose stupid as the picture I had of myself most of the time.

When I left school the only job I could get was working as a brickies labourer for a construction firm owned by friends of my family, a firm my Grandfather Sherriff worked for until his death at aged 76. I also worked for a time as a painter for another friend of my families.

One day I was painting a church, the same place where I heard over and over that I was a sinner. Mrs. Murray a friend of my mothers who lived across the road came to get me on this particular day as another friend of the family was on the telephone. There were no mobile phones in the 70s!

Noel, who worked for a recruitment organisation, was calling to tell me he had an interview for me with the National Australia Bank and that I needed to quickly cut off my long hair, shave off my beard, buy a suit (I didn't own one at the time), and to do all this quickly.

The only good thing my school report card said was, Ian has a sense of humour so my interviewer didn't waste any time cutting to the chase saying, There is no way I could give you a job son, I'm sorry. I thought I've got nothing to lose and replied, I

am not going to get on my hands and knees and beg however I promise you if you give me a chance, I won't let you down.

My interviewer then shocked me when he reached out, shook my hand, and said, You're hired!

The next day when I started work my hirer, who became my first mentor, told me he wasn't sure what came over him and said, I just had the feeling you were someone special!

So Nana Sherriff was right and for the first time in my life at aged 17 I believed her and I have never looked back.

I always knew I wasn't normal and the reason I got into so much trouble at school was because I felt other people were forcing me to be like everyone else and I rebelled. I was fortunate that my first employer in the business world didn't think I was normal either and his mentoring taught me that my quest in life was to be the best one-of-a-kind that I could be and that leadership is creating environments where everyone has opportunity to shine.

My first mentor had a great philosophy I later discovered originated with Goethe, the great German philosopher:

*If we see man as he is, he can only get worse;  
If we see man as he could be, he can only get better.  
Goethe*

Sadly very few of the so-called educators I experienced in my youth understood the truth of these words.

I have been fortunate to work with a few people who get Goethe's truth, and I have been honoured to meet several more.

Are you such a person?

**Possible actions:**

How normal are you?

Could you be more of a non-conformist?

If so what would you do differently and when will you begin?

How often do you celebrate that you are special?

Could you do so more often?

How often do you see people as they could be and celebrate the special nature of every human being?

Could you do so more often?

Be the difference you want to see in the world

Ian

Founder [Differencemakers](#) Community

[Please feel free to comment on this article.](#)

## **Rocket Scientists beware - good service is good business**

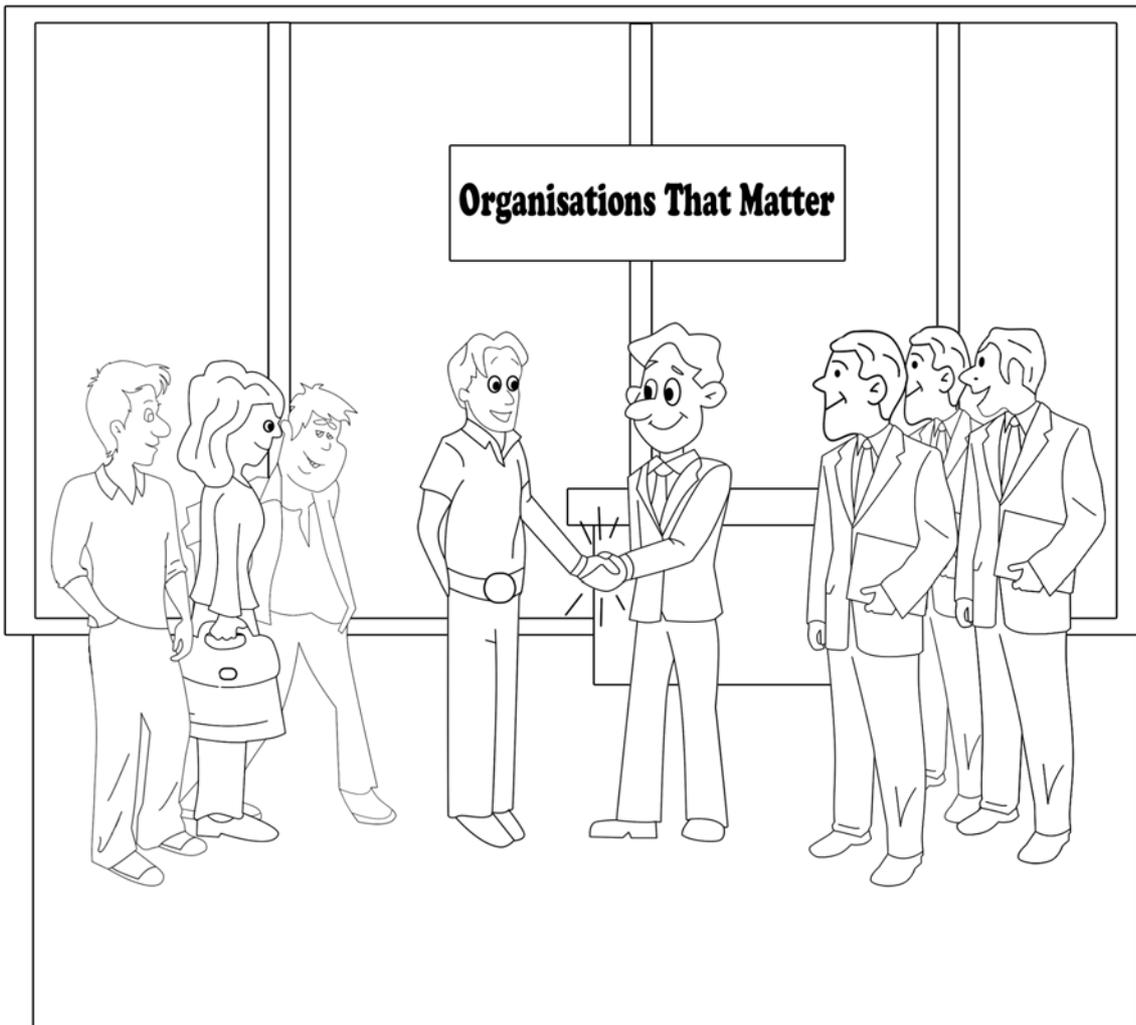
**By Gary Ryan**

It really isn't rocket science, but in highly competitive times it makes sense that good service is good business. Even though customers are not particularly loyal, providing great service consistently and over a long period of time makes it all the more difficult for your competitors to attract your customers away from you.

While your customers will try out the competition, if they do not receive a higher and consistent standard of service than your organisation provides, then your customers will come back and be less inclined to try out the competition again. Implicitly your customers will trust you (just as you, in turn, trust your staff).

It is however, good practice to maintain a healthy tension about your customers trying out the competition. The day that you either think that you don't have any competition, or the day that you stop providing good service on a consistent basis, is the day that your organisation will start to decline.

No job is secure. But good, consistent service increases the security of every job, every department and every organisation. Good service IS good business!



## **Research participant**

*Great service actually feels good. It feels good for me, it feels good for the people I'm serving and it keeps the business humming along. To me, good service just makes sense.*

[Please feel free to comment on this article.](#)

## **American Express discovered that their hiring processes matter - have you?**

**By Gary Ryan**

Several years ago American Express re-evaluated its hiring processes for call centre staff. Why? Because they realised that their call centre staff were the front line contact for most of their customers. Therefore having people behaving like 'robots' was not going to create the high level of service that American Express both desired and advertised.

You can read an article that appeared on the HBR blog [here](#), posted by Jim Bush, the executive vice president of World Service at American Express.

Recruiting staff, and developing appropriate processes to ensure that you have the highest possible chance of recruiting the right people to represent your organisation is one of the seven critical elements for creating a high performing organisation as advocated by the [OTM Service Strategy](#).

How are you ensuring that your recruitment processes are appropriate for ensuring that you have the right people representing your organisation?

[Please feel free to comment on this article.](#)

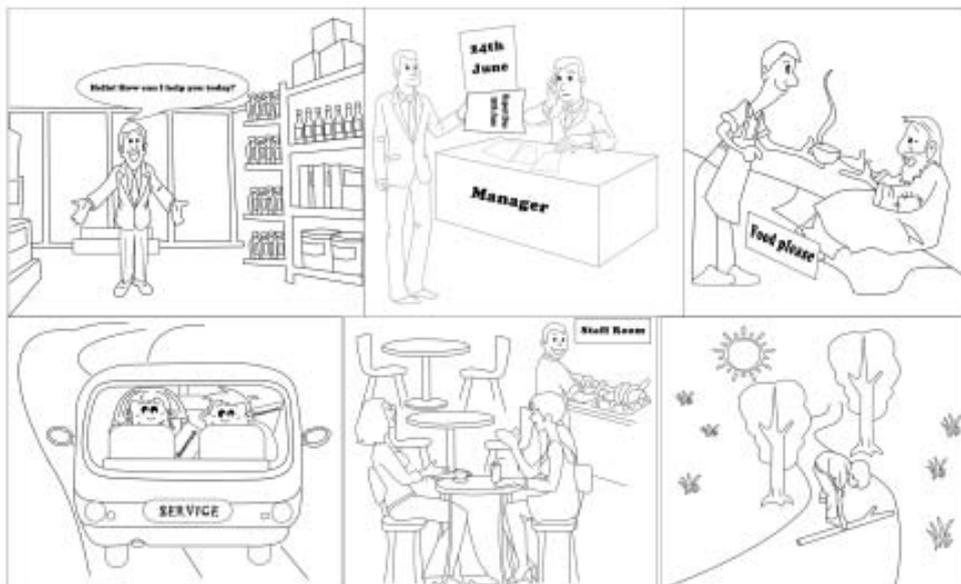
## Understand this: Great service comes in many forms

By Gary Ryan

Service is not just a traditional retail experience. Examples of service include the willingness to allow direct reports to make mistakes so that they can learn (even though you could have done the task faster and to a higher quality yourself). Cleaning up after yourself in the lunch room.

Picking up rubbish in the foyer and placing it in the bin. Letting others go first through a doorway. Offering your seat to someone not as healthy as yourself when riding public transport. Listening to a colleague when they just need another human's ear. These are all simple examples of service.

Service can be everywhere and it can be nowhere. How present is service in your life?



## **Research Participant**

*I've experienced great service from my parents, from the local convenience store and the volunteers working at the drink stations in the running events that I participate in. I've also received great service from high class hotels. Great service is everywhere, if you're prepared to see it!*

[Please feel free to comment on this article.](#)

## Think again! 8M Australians with poor job skills doesn't guarantee a great career!

By Gary Ryan

A report by Australia's Industry Skills Councils to the Australian Federal Government has warned that up to eight million Australians don't have the necessary numeracy and literacy skills to train for a trade or a profession.

The Report provides both bad & good news

The report also notes that over the next five years Australia will experience an estimated shortage of 215,000 skilled workers.

On the surface this may look like statistics that are extremely positive for current professionals and skilled employees. Why?

Because the statistic highlight how poor the competition for skilled and professional jobs is at this point in time.

There is little to argue against this fact.



*However, skilled workers and professionals need to think again. The lack of a skilled workforce and the extremely high number of people with low numeracy and literacy skills will increase the pressure on current skilled workers and professionals. Why? Because they are going to be the ones leading and managing the rest of the workforce. So the requirement for highly developed leadership and management skills are going to be paramount.*

Getting and job and staying in employment for skilled workers and professionals will be virtually guaranteed (providing you are prepared to go where the work is located), however this doesn't guarantee a great career. You will absolutely need to continue to develop your skills and employability so that you have the skills sets to

lead and manage the rest of the workforce. These skill sets will continue to grow in demand and it is the people who really know how to lead and manage, and can demonstrate their skills through their track record will be the ones who will be "guaranteed" a great career.

What are you doing to enhance your leadership and management skills even if you have been leading and managing for a long time?

[Please feel free to comment on this article.](#)

## Ending the disease of short termism

By Ian Berry

*The recession we are in right now is grim, but nothing like the recession that awaits us if we don't start living within our means.*

Jonathon Porritt

I came across this wonderful line in an article by Paul Polman the CEO of Unilever. You can read the full article [here](#).

Mr. Polman wrote his article in response to a Harvard Business Review article by Dominic Barton the global managing director of McKinsey & Company. You can read Mr. Barton's article [here](#).

Forum for the [Future's](#) Jonathon Porritt is one of my hero's. His book Capitalism as if the World Matters, Earthscan, 2005 is a must read for anyone being real about sustainability.

- How much are your daily actions for the long term?
- Does your kind of capitalism matter for the world?
- How sustainable is your business?
- How good is your business for people, and for our planet?
- What legacy are you leaving?
- How much money is enough for you?

Answering these kind of questions put our lives in perspective.

Sign-up [here](#) for a least one free resource per month and to get your complimentary copy of my ebook Differencemakers - how doing good is great for business. It contains 142 actions you can choose from to really make a difference.

*Sustainable development is a dynamic process which enables people to realise their potential and to improve their quality of life in ways which simultaneously protect and enhance the earth's life-support systems.*

**Jonathon Porritt**

[Please feel free to ask questions and/or to make a comment on this article.](#)



## **Self Awareness and Self Reflection**

**By Tanya Rutherford**

The other week I gained accreditation in a 360 degree review tool. As part of the process is undertaking the review myself, with an aim to understanding the experience of being reviewed, I received my personal review report.

As someone who is regularly helping others and proposing others undertake some self reflection, I surprised myself by how quickly I was prepared to discount the results... in my case the feedback was from people who I had only been working with for about 3 months. Of course I had to stop myself there and take the time out to go through the review process itself.

### **What is a 360 degree review?**

Before I go any further, for those of you unfamiliar with the 360 degree review concept, its about getting feedback (in a safe and somewhat anonymous way) across a variety of areas chosen for their relevance to the organization, functional area, strategic direction and/or personal or job expectations.

Like much of Coaching, it is about asking the right questions to get a valid and useful result. Regardless of some people's preconceptions, it is not meant to be used as a critical or performance management tool, but rather as a way of identifying areas for further development and to identify strengths which can be leveraged for greater benefit. Like many tools – it's the person in charge of it which can make or break the process – which no doubt is where the bad press originates.

With regards to it being 360 degree rather than 180 or 120 degree.... Its about getting feedback from different levels and stakeholders in order to gain a more complete review of your performance and behaviours (depending on the type of tool). Each level contributing – be they direct reports, peers, managers, customers – have different expectations, and each individual will be interpreting your actions and outcomes based on a combination of this and their own behavioural styles. By combining all of these we are able to get more complete 3 dimensional picture of how the individual is performing.

### **What does this mean for the reviewee?**

Well, in my case it means that although my perspective (as the reviewee) may be different, its important not to discount the outcomes offhand. Rather, I needed to ask “What could I have done/ not done that might have contributed to this impression?” – and was this a one-off on an ongoing behavior I have been displaying? In other words, its about creating an awareness of possible blind spots, or areas I maybe seen as doing better than I personally thought (highlights), and in general having greater self awareness through self-reflection.

### **Going Forward**

Like all review processes, its important to focus primarily on the strengths of the individual. Appreciative Inquiry theory tells us that what we focus on is what we spend our energies on. If we focus on the negatives, that is what we will see more of. However, if we focus on the positives, or strengths of the person – what results is increased strengths, on positive morale and a real culture change for the individual (and the team) can occur. Ask yourself – would you be more likely to do your best for someone who appreciates and acknowledges what you do, or for someone who focuses on things you find difficult to achieve or change?

### **Recommended reading:**

“The Power of Appreciative Inquiry – A Practical Guide to Positive Change” by Diana Whitney and Amanda Trosten-Bloom, 2nd Ed, Berrett-Koehler Publishers Inc, San Fransisco.

*I challenge each of you to consider asking someone the following questions:*

*What do I do well as a leader?*

*What could I do differently?*

I recommend getting your hands on a copy of this (purchase or through the library), and learning more about what it takes to make the people in your business develop and reach their potential.

[Once you have read the article please feel free to post a comment.](#)

## **Being unreasonable - surviving tough times**

**By Tanya Rutherford**

I am currently reading an inspiring book called “Be Unreasonable: the unconventional way to extraordinary business results” by Paul Lemberg (2007, McGraw Hill). You could call it a reality check for business, a call to action, many things in fact.... But the underlying premise is that unless we (and our businesses) evolve and continually break with the status-quo, we will become extinct.

Take for example the current “Economic Crisis” – when businesses fail when times are tough, is it because of the external circumstances (i.e. not our fault), or perhaps it is because we were relying on external circumstances (the “good times”) to make the business somehow viable – when it really wasn’t at all.

Major car manufacturers are an excellent example. Back in 1970 the big American car manufacturers were making Big American Cars.... Size was important (BIG), fuel efficiency wasn’t .... And the smaller more fuel efficient Asian cars were not seriously considered as competition. Then came the oil crisis in 1973, and suddenly people wanted smaller cars as they couldn’t afford the large, fuel guzzling American ideal. The American Car Industry nearly ceased to exist.... It did however slowly evolve (behind the times, always copying others). Given such a near-death experience, you would perhaps expect a change in behavior... and yet the current crisis brought about the same issues, and some companies ceased to exist in their previous form.

Being Unreasonable is about challenging the status quo and recognizing that “being comfortable” will lead to our eventual extinction. We’ve no doubt all worked at some time with “that person” who had been in the organization for a long time and was still trying to do the same things the same way that they had always done them. This may have been a safe or comfortable place for them, but ultimately they need to evolve or they end up being “moved on” with nowhere to go. Businesses operate the same. They need to be prepared to look at the unusual opportunities and not just consider incremental changes if they are to survive in the long term. Again, not every outrageous idea is a winner, but sometimes taking a chance is what is needed to secure long term survival. Thinking outside the square, and then some!

As a leader, this can mean encouraging our staff to brainstorm new ideas, and then working out how to implement some of them and support them in that move. Keeping in mind, not everyone will be able to make the journey with you, but for those who have been itching for the opportunity to make a difference, this could be more rewarding than any “Reward and Recognition” program.

I challenge each of you to consider one completely new thing you can try this week (starting small is fine), and then another and another. This can be at home, at work, wherever. Then ask yourself a few questions:

- *How did it feel when I did this?*
- *Was it as bad as I feared?*
- *What was the outcome?*
- *And most importantly:*
  - *What did I learn from this?*
  - *What did I do well?*
  - *What could I do differently next time?*

I recommend getting your hands on a copy of this (purchase or through the library), and learning more about what it takes to make your business evolve and survive (and perhaps taking some risks and having some fun in the meantime).

[Please feel free to comment on this article.](#)

## Be a hero in your own home first

By Ian Berry

Be a hero in your own home first is insight 26 of 58 insights I share in my book Changing What's Normal which is available now for the special pre-release price of just \$30 plus postage and handling. This offer is available until 17th June with delivery on or before 6th July 2011.

My book and 24/7 access to the companion web page that contains links, downloads, tools, tips, templates, & techniques for your contemplation, and to help you take action in your own way, is a Do It Yourself Change Program.

The format for my sharing of each insight in my book begins with my view of what's normal, some insights into changing what's normal, and then an action/s section which includes where appropriate a link to the companion web page.

Find out more [here](#).

## *Be a hero in your own home first*

### **Normal**

There is conflict for most people between work and home life and never the twain shall meet and one is seen as a means for success in the other.

### **Changing what's normal**

The first place we must collaborate in is own own homes.

One day at the peak of my corporate career in 1989 when I was working over 100 hours and mostly 7 days a week, I decided on one particular day to arrive home early. I had picked up a new company car on this particular day, the first I had driven with electric windows.

On the way home I played with the new windows and began to reflect on my life. It's fair to say that by the time I arrived home I had a big head thinking how well I

had done from poor beginnings and on how well I was providing for my wife and two children.

With a beaming smile I got out of my new shining car to greet my wife who was standing at the top of the stairs. Right of the bat she said: We need to talk. Now what does that mean male readers?!

She then said: Your children do not know who their father is. And after a long pause she said: I'm starting to wonder as well.

You see I was a hero in my own mind yet not in the hearts and minds of the people who mattered the most to me.

A few days later my daughter came into my study and asked:

Hey Dad, Do you want to get a video?

I will never forget the look on her face when I said: Yes. Let's go.

Previously I would have told her to get lost or can't you see I'm busy!

The videos we rented that day were the two part, Anne of Green Gables.

At a certain point in the first part I began to cry. The first time my daughter had ever seen me cry. I was raised that real men don't cry and had hidden my emotions until that day. Real men do cry.

I changed what was normal for me from that day forward and it has made an incredible difference to the lives of my family and many other people as I have shared this experience worldwide.

*It's not what the world holds for you.*

*It is what you bring to it.*

Anne of Green Gables

In my book each insight is followed by a Action/s section.

You can download this insight and two more [here](#).

## Great service attracts customers

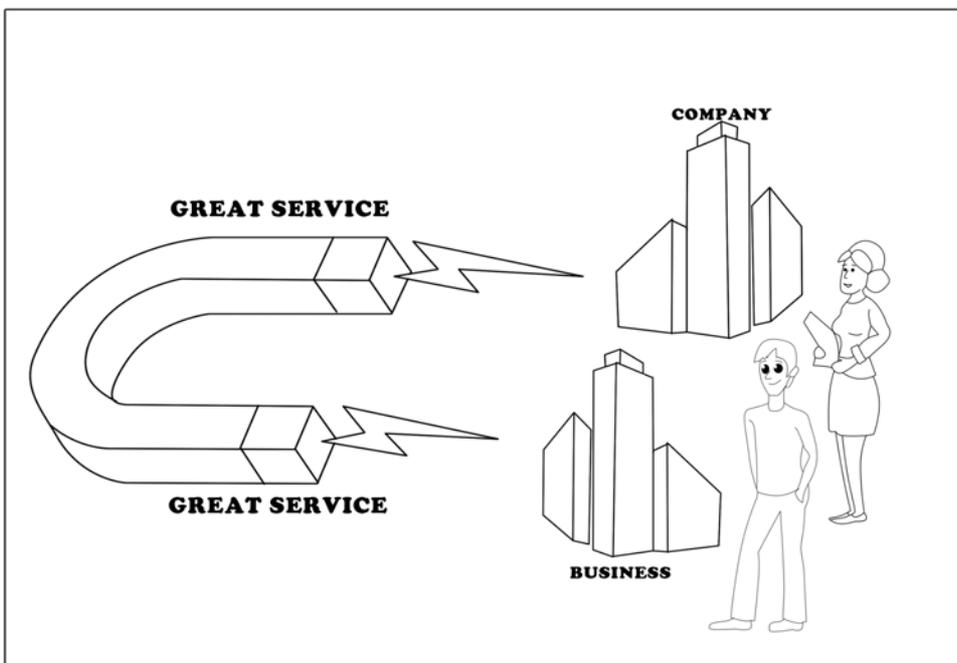
By Gary Ryan

Leonard Berry (1995) has long advocated that great service attracts customers. This is because there are so many companies who are poor at service delivery.

It is therefore easy for customers to differentiate between good and poor service companies and providing the benefit that the customer receives is more than their burden for obtaining that service or product, customers will continue to be attracted to great service.

Berry also highlights that a large benefit of great service is that positive word-of-mouth advertising is generated by great service. The internet has made that easier than ever. People use Facebook every day to 'Like' positive updates about products and services from their friends. The same is also true for poor service. Great service attracts customers. Poor service pushes them away.

Which category is your organisation in?



## **Research participant**

*For a long period of time my friend had been telling me about this bakery near where she lives. Finally I went there. She was right! The people and the ‘taste bud delights’ were fantastic! You should go there too.*

[Please feel free to comment on this article.](#)

## New UK report highlights lack of employability skills of university graduates

By Gary Ryan

A new report released in the United Kingdom highlights that employers still believe that university students need to do more to enhance their employability prior to graduating.

70% of employers believed that graduates aren't as employable as they need to be. Specifically the employability skills that this report is referring are:

- Self management
- Teamwork
- Business and Customer awareness (another way of saying 'service excellence')
- Problem solving
- Communication & literacy
- Application of numeracy
- Application of IT

In the United Kingdom the report is going as far as saying that Graduate Recruitment professionals believe that well developed employability skills are more important than your grades.

My view is that you should aim to have as high grades as possible and have well developed employability skills.

You can access more information on the report [here](#).

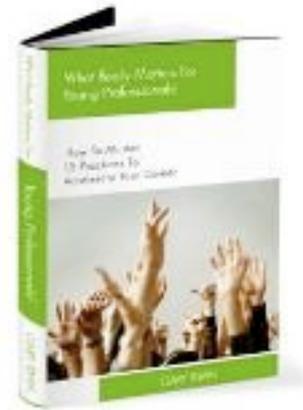
So how do you enhance your employability? Two words come to mind. 'Conscious practice'.

Whether you be in a university study group, or your part time job, or volunteering for your local community organisation (or university) raise your awareness of the things that you are doing that enhance your employability. Consciously practicing your employability also means that you can consciously improve them.

Too many university students think that their part time job is 'just a job'. From an employability perspective there is no such thing as 'just a job'. Everything you do that involves having to work with other people, or independently provides an opportunity to enhance your employability.

If you'd like to find out more about employability skills and you want to ensure that you take advantage the early years in your career, check out my book **What Really Matters For Young Professionals!**

[Please feel free to add a comment to this article.](#)



## Who is 'The Customer'?

By Gary Ryan

Many people get hung up on the word 'customer'. This is the challenge with the concept of 'customer service' because many people think that they don't have 'customers'. And maybe they don't. Maybe they have clients, colleagues, administrators, staff, stakeholders, lawyers, doctors, labourers, community members, students, guests and any other label that you can think about.

The issue is not the label; the issue is the ethic behind how you treat people.

Another way of looking at it is to say that 'the customer' is anyone who receives the output of your work. Anyone.

This is why we prefer the term, "service excellence" over "customer service". Unfortunately many people think that they don't have 'customers' (because they use a different term) so they conclude that service has nothing to do with them.

But it has everything to do with them. Everyone is your customer. Everyone.



## **Research Participant**

*You know that I can't stand the word 'customer'. The people I serve are staff, not customers. I find out what they want and I do my best to exceed their expectations every time. So I wish people would stop saying that I have to be 'customer' oriented. I'm staff oriented and that is what is important!*

[Please feel free to comment on this article.](#)

## Receiving and giving - how much is enough?

By Ian Berry

When I hear or see that a child has died somewhere in the world from hunger or a preventable/curable disease (as 27000 will today) I feel an emptiness I cannot describe. I have always felt this way.

Sometimes when confronted with this appalling news I stare for a few minutes without a single thought crossing my mind. When I return to normal I am renewed once more to do my bit to make poverty history.

My wife and I support children in need through World Vision and we know that our support combined with many other people's mean less children live in poverty. We also give a percentage of the fee from Torchbearer membership of our differencemakers community through our membership of Buy1-Give1 to help others in doing their work. We often ask ourselves however, can we do more? are we doing all that we can?

Recently I read Peter Singer's latest book *The life you can save - acting now to end world poverty*. Singer, named by Time magazine in 2005 as one of the world's 100 most influential people, leaves me with no doubt in my mind that each of us can and should do more.

Singer displays a chart in his book that shows that even if just the top 10% of income earners in the United States gave modestly we would raise more than twice the amount respected economist Jeffrey Sachs suggests we need to meet the United Nations Millennium Development Goals that would end poverty by 2015.

Singer clearly demonstrates that these goals should be easy to achieve. The reality is none are looking as though they will be!

So we have the means to end poverty, why aren't we? I commend Singer's book to you as he gives many reasons why we aren't including the fact that a lot of aid that we do give is tied up in politics and doesn't actually help make poverty history. The good news is he also gives many ideas of what we can do and how to do it.

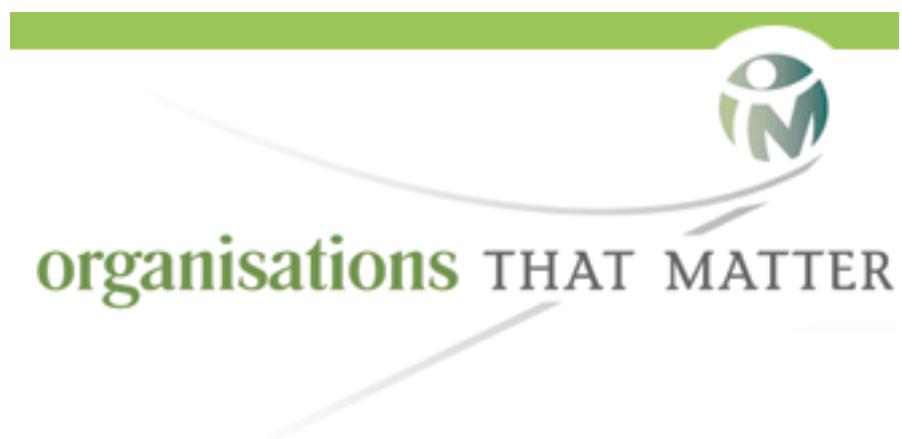
For me there is one main reason why we haven't yet made poverty history. Very few people know how much is enough when it comes to receiving and giving.

*The top 10% of income earners in the world earn just over \$100,000 per annum. Even if they all gave 5% of their income, and could be certain their money actually went to the right places, poverty could be history. And consider this. The world's top 0.01% of income earners earn more than 10 million dollars per annum. Singer points out that these folk could give a lot more than 5% and still be very comfortable!*

How much we receive for our labour and the value we provide and how much we give away to those less fortunate is a personal decision. I know how much is enough for me to receive and to give. How about you?

Be the difference you want to see in the world  
Ian  
Founder Differencemakers Community

[Please feel free to comment on this article.](#)



## Thriving on the challenges of change

By Ian Berry

How to engage and retain your best employees in difficult times.

The fallout from the financial crisis has been loss of face, wealth, homes, jobs, and/or businesses for many people.

What disturbs me is that the financial crisis is not the root problem, the attitudes that caused it are. Greed, lack of accountability, stupid business practices, and poor legislation in some countries are no longer acceptable. In my view they never were.

People engagement is one way to create the appropriate attitudes for the modern world, which must be about sustainable business practice in ways that contribute to the very sustainability of life itself and the planet on which we live.

People engagement is still for many, a buzz word. To thrive on the challenges of change, and there are many challenges at this moment in time, leaders must turn the words into action.

Employee retention is an outcome of engagement and engagement is an outcome of how well we recruit and induct new employees, and then how effective our performance leadership and management system is in enabling ongoing engagement for new and existing employees.

The journey to employee engagement and ultimately retention, begins with making three key intention, feeling, and thinking shifts. These are:

- 1) a move away from traditional vision, mission and values, to vision become a sparkenation (a spark that ignites passion that leads to action that changes what's normal)
- 2) mission becoming a cause beyond profit
- 3) values becoming virtues. Unless values become verbs they are just meaningless words!

I have seen many, and at one time (15 years ago) assisted organisational leaders in the development of vision, mission and value statements. These often ended up on foyer and office walls and in annual reports.

I learned from bitter experience that when stakeholders are not involved in the creation of such statements, there is rarely any ownership of them, and therefore no commitment to turning the words into reality. Many people are now very cynical and skeptical about these kind of statements.

*Every organisation has a story to tell.  
The question to ask is:  
Is your story a sparkenation?*

Discovering your story requires a meeting of hearts and minds over time until a story emerges that can be distilled into something that inspires and engages all stakeholders, not just employees.

Organisations who have profit as their only goal rarely have an inspiring story to tell. Such organisations are becoming dinosaurs.

The successful modern organisations have people goals (they are sometimes called social enterprises) or they have people, planet, and profit goals. In the for profit sector this latter organisation will be the one who thrives in these difficult times and in the future.

In broad terms the following is a typical picture of employee engagement percentages: 10% are fully engaged, meaning for me, people are bringing everything they are, that one-of-kind person that each of us is, to their work on a consistent basis. 80% are open to being engaged, and 10% are disengaged. I see very few organisations reaching the best practice level of 80% engagement!

Once you have a story that is a sparkenation, which will most likely be heavily linked to your cause beyond profit, you will be able to tell your story with integrity.

You should only recruit people aligned with your story and cause because they are likely to be engaged right from the moment they start employment.

People will soon become disenchanted however, and eventually leave, unless the stated values of the organisation are actually lived, in other words, values are virtues.

A powerful performance leadership and management system is essential to maintain employee engagement. There are three key components of such a system:

- 1) Documented agreement with employees on their personal and business goals and how they will be accomplished
- 2) Processes and techniques leaders and managers follow and employees agree with, that appreciate people when they do well, and help them to be accountable when performance is less than agreed it will be
- 3) Formal performance reviews, held at least every 90 days, that are a celebration of people's performance as well as a time to adjust goals and plans to achieve them, for the next quarter if required.

Turn your vision into a sparkenation, your mission into a cause beyond profit, your values into virtues, and your performance leadership and management system into an ongoing people engagement enabler, and you will not only thrive in these difficult times, you will remove the key causes of the challenges you face, and, future proof your business.

One of the 58 sparkenations in my Changing What's Normal book and companion online vault released this week is about how to ensure your story is a sparkenation. Please check out my book [here](#).

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Ian  
Founder Differencemakers Community

[Please feel free to comment on this article.](#)

## Enabling Environments - Taking Ownership

By Tanya Rutherford

The other week I underwent a Train the Trainer session for a Success Leadership program myself and a few others will be rolling out for an organisation I am working with. The process was as follows:

Program developer runs through workshop and related facilitator manuals (3 days of workshop in a little over half a day)

Program developer recommends we each take on a small part of the program/ slides (preferably one in which we are least comfortable) to facilitate the others – as practice.

We each read up and try to get our heads around chosen section (note: none of us feel comfortable doing this but accept that it is probably a good idea)

I have a go at my section, stumbling and stalling and ending up embarrassed and frustrated. No one else is prepared to have a go.

The four of us involved have all had experience delivering training programs, and yet this was awkward and really difficult to take on. Yet, the program materials were very detailed and in depth, and designed so that anyone could pick it up and run with it.

The problem was, they weren't our materials.

For my part, I felt the order that the information was presented wasn't intuitive and felt stilted. In short, it was the way someone else thought and presented information/ facilitated, and not congruent with my own style. To be able to effectively deliver the program, I have to be able to make it my own (not easy when you have multiple facilitators and are looking for consistency).

In short, we – as a team - need to be able to take ownership of the program in order to be most effective.

Enabling our people – Allowing others to take ownership

It is not uncommon to hear different managers talk about how they would prefer staff who would take the initiative – being both productive and proactive (rather than waiting for the next command). Sometimes I think we forget that we have to also provide the mechanism for this shift in approach to occur. I've come across the situation where staff have been able to attend development programs, but when they return to the work environment they are expected to carry on as before – in short, no initiative and no innovation allowed here thanks!

*Like most changes, creating an enabling environment requires patience and consistency by management, clarity and context, as well as a culture of trust, respect and recognition.*

People need to feel that they are allowed to take ownership, be that of their role or of a particular task. In my case, it is important that I can feel that I am able to take the program and tailor it not only to my particular style, but also to the needs of the organization or particular group.

....So guess what I'll be working on next week!

**Recommended reading:**

What's your favourite or a recent book that you would recommend? Let me know – I'd love to hear what it is and what are the key messages you got out of it.

I challenge each of you to consider asking your team the following questions:

- 🌐 Do you feel that you are/ would be supported in taking ownership of your role and empowered to make decisions in that area?
- 🌐 What could be done to enable this to happen?



## Is it time to be unreasonable?

By Ian Berry

Two of my heroes are Muhammad Yunus, perhaps the greatest living social entrepreneur, and John Elkington, the originator of the Triple Bottom Line concept, so it will come as no surprise to you that my recommended reading includes books by both.

In Elkington's case his co-author is Pamela Hartigan, who at the time of writing was the Managing Director of the Schwab Foundation for Social Entrepreneurship. The book is *The Power of Unreasonable People*. I highly recommend it to you. It contains many examples of co-builders of our new world. As a result of reading it I have decided to become more unreasonable.

In Yunus' *Creating a world without poverty* he introduces the concept of social businesses. The book is full of great insights, inspiration, and ideas.

I was inspired by Yunus' wish list for his dream world, for it describes beautifully how I see our new world. Here is my shortened in part version of Mr Yunus' list:

- \* *There will be no poor people, no beggars, no homeless people, no street children*
- \* *There will be no passports and no visas*
- \* *There will be no war, no war preparations, and no military establishments*
- \* *There will be no incurable diseases*
- \* *There will be a global education system accessible to all from anywhere in the world*
- \* *The global economic system will encourage sharing of prosperity. Unemployment and welfare will be unheard of*
- \* *Social business will be a substantial part of the business world*
- \* *There will only be one global currency*

- \* *All people will be committed to a sustainable lifestyle*
- \* *There will be no discrimination of any kind*
- \* *There will be no need for paper and therefore no need to cut down trees*
- \* *Basic connectivity will be wireless and nearly costless*
- \* *All cultures, ethnic groups, and religions will flourish to their full beauty and creativity*
- \* *All people will share a world of peace, harmony, and friendship*

I am an idealist and a dreamer and proud to be both. I am also a pragmatist. I am doing my bit everyday to co-build a new world. Our current world still has much about it that is broken as the recent financial crisis has vividly demonstrated.

*How unreasonable are you being?  
Are you a real difference maker?*

The good news, as the above mentioned books and the others I recommend clearly show, there are many co-builders of our new world.

Soon we will reach a tipping point and finally be able to assign the old world to the history books, perhaps a museum as Yunus suggests, as a reminder that greed, lack of accountability, fools in positions of power, war as a solution to our challenges, and other hallmarks, should never happen again. We have screwed up big time economically, emotionally, environmentally, and spiritually, and the time has come for ordinary people to stand up and take extraordinary action.

Are you a co-builder of our new world or are you hanging onto the old one by your fingertips?

Is it time to be unreasonable?

Please download my list of the top 21 books I recommend you read here.

My full list is here.

My own written contribution is my book Changing What's Normal which contains 58 sparkenations to change yourself, your relationships, and your organisation. I created 'sparkenation' to describe a spark that ignites passion that leads to action that changes what's normal

You can purchase my book and 24/7 access to the companion online vault that contains downloadable files, references, links, tools, tips, techniques, templates, for just \$30 here if you buy before 18th June.

Be the difference you want to see in the world

Ian

Founder Differencemakers Community

## New Book - Fast, Flat and Free

By Gary Ryan

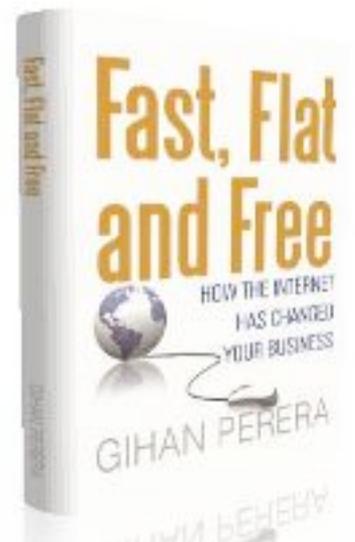
One of my mentors Gihan Perera has just released his latest book, *Fast, Flat and Free - How the internet has changed your business.*

*If you're someone who already runs their own business, or you have a burning desire to do so one day, then this book is absolutely worth checking out.*

*Gihan is without doubt one of the world's foremost experts when it comes to educating people about how to utilise the internet to better reach and service your clients.*

Gihan's book (as is the case with all his books) is full of clear and practical advice for implementing an internet strategy. My own book *What Really Matters For Young Professionals! How to master 15 pract...* was founded upon putting into practice the lessons I learned from Gihan.

I strongly encourage you check out Gihan's book [here](#).



## University Student Group-Work Starter Course

Are you frustrated by your university group/team work experiences?  
Do you find them to be a painful experience?



Students report that university group-work is one of their most dreaded experiences at university. Yet employers highly value university group-work because it is where students have to learn how to work with different people, just like in the 'real world'.

This free two lesson introductory course will ensure that you give your university groups the best chance to achieve the success you desire. You will also learn how to ask some critical questions that will help your team to be successful. These questions are not unique to student groups - which is why they are so useful to master while you are a student!

Learning how to influence the starting phase of a team in a positive and constructive way that helps your team to work well as a team is a critical skill for the success of your career.

So why wouldn't you want to start developing that skill now. And best of all, this course is free!

Delivered straight to your inbox, you will receive the first lesson immediately upon signing up for the course. The second lesson will be emailed to you in three days time. So you will complete this course in four days!

Sign up for this free course [here](#).

## Online Courses

Organisations That Matter provides a wide range of Online Courses to assist you in your personal & professional development.

### Our courses include:

-  Creating a Plan For Personal Success
-  How to Create High Performing Teams
-  Weekly Inspiration
-  [16 Lesson What Really Matters For Young Professionals! eCourse](#)
-  University Student Group Work For Success and much more

Please visit [here](#) for more information.

## Webinars

A webinar is an online seminar. Providing you have access to a computer and the internet, webinars are a simple, easy and cost effective way to access critical information for your personal & professional development.

Samples from our webinar program can be viewed [here](#). Please remember to view the videos in fullscreen mode.

Please sign up for our [newsletter](#) if you would like to be invited to our upcoming webinars.

## What Really Matters For Young Professionals!

Are you taking full advantage of your first years of employment?

Are you consciously developing yourself and taking full advantage of the opportunities presented to you?

Are you fully aware of the opportunities that you have to accelerate your career?

If you answered "No" to anyone of these three questions then we can help you to master 15 practices that will accelerate your career.

*"This book is the definitive tool for young professionals with loads of expert knowledge who need to quickly develop high-level employability skills. It can also be used by managers and HR professionals for induction of their graduate recruits, or young at heart professionals willing to adjust to the contemporary workplace. If you want to succeed in the 21st century as a high-performing individual I recommend you read this book."*

**Renata Bernarde**

**Relationship Manager and Career Counselor**

### **Online Checklist**

Take the [Online Checklist](#) for the 15 practices that are explained in the book, What Really Matters For Young Professionals! Your results will help to quickly identify how you can use the book to accelerate your career!

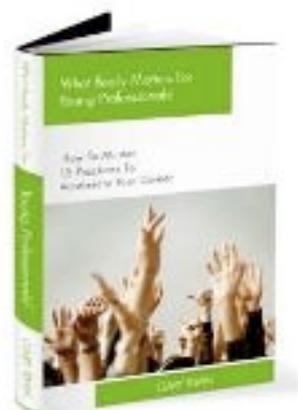
### **This product is for both Young Professionals and/or their employers**

[What Really Matters For Young Professionals! How To Master 15 Practices To Accelerate Your Career](#) is a resource that will help Young Professionals (people in the workforce with between five to ten years experience) to accelerate the speed of their career progress.

While Young Professionals are unlikely to suffer the high unemployment rates of previous generations in countries like Australia, this is not the situation in many countries throughout the world.

In the USA and the UK Young Professionals are having significant challenges finding employment. For those who are employed, even in Australia achieving promotions are a challenge because of the high competition for these opportunities. This is why continuous practical development is essential for career progression.

***What Really Matters For Young Professionals!*** is both a resource for Young Professionals and their employers. The book and Online Course create a space for practical development to occur.



In these challenging economic times employers can provide the course to their Young Professionals. Alternatively, Young Professionals can invest in their own development. At less than the cost of three coffees per week over 16 weeks, the investment for becoming a high performer is minimal.

If you are an employer and would like to discuss how the book and Online Course can be packaged for your employees, please email [Gary@orgsthatmatter.com](mailto:Gary@orgsthatmatter.com) .

*"Wow! This book is jam packed with useful and practical strategies for young professionals wanting to take the next step up in their careers. In a time where young professionals are constantly asking for more mentoring and training, this book is the perfect do-it-yourself manual to improve your employability."*

**Alicia Curtis**

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

**Out now!**

## About Gary Ryan

Gary Ryan is a Founding Director and owner of [Organisations That Matter](#), a boutique management consulting firm that assists individuals, teams and organisations to achieve high performance through aligning people, strategy, systems and processes.

Why? When alignment is achieved organisations behave in ways that matter to the people working in them, the people the organisations serve and the broader community. Ultimately alignment matters if the organisation wishes to achieve its financial, social and environmental outcomes.

Utilising his diverse skills, experience and training, Gary helps organisations, leaders and team members achieve maximum performance as a professional management consultant and a dynamic facilitator and presenter. Key to Gary's success is his passion to influence behavioural change that aligns what individuals say with what they actually do.

Gary is committed to helping organisations to really matter to their people; to their stakeholders and customers; to their community and to their environment.

With over 17 years executive management and facilitation experience, Gary has had broad exposure to the private sector, government bodies, elite sporting and educational environments. In this capacity, Gary has designed and facilitated the NAB Future Leaders Program and the NAB Mentor Program, the Leadership Development Program at AFL club Richmond, whilst performing as Keynote Speaker at the NAB TEDx TALKS and Monash University Postgraduate orientation program since 2008.

Gary Ryan is a **Certified What Makes People Tick® Facilitator**, a **Licensed Wave Assessor** and has served as a **Senior Assessor for the Customer Service Institute of Australia** with considerable expertise in developing service excellence. Gary is also a **Licensed 0-10 Relationship Management® Elite Trainer Facilitator**, enabling him to assist organisations optimise performance through improved internal and external relationship management.

Gary is the Author of ***What Really Matters For Young Professionals! How to Master 15 Practices to Accelerate Your Career*** and has also written a series of e-books, ***What Really Matters*** available ***here***.

Gary has studied extensively, initially attaining a Bachelor of Education, and a Graduate Diploma in Human Resource Management, holds a Master of Management from Monash University in Melbourne, Australia.

Gary's areas of specialty cover service excellence development, assessment and facilitation, program design and development, and relationship management development and facilitation.

Personally, Gary Ryan is happily married and a proud father of five children. He is dedicated to maintaining a healthy lifestyle and is currently in training to run his twelfth marathon.

Contact Gary at [info@orgsthatmatter.com](mailto:info@orgsthatmatter.com) or join him on [LinkedIn](#).