

The Human Dimension

Prospectus



PROSPECTUS

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Motivation and rationale

*Our fundamental tenet is:
"For things to change first
I must change."*

Are you someone who accepts that our shared future depends on each of us becoming outstanding leaders?

Our clients

We work with executives and their teams who are challenged by complex issues, changing directions and increasing workloads.

Benefits and results

Our work ensures:

- retention of key staff;
- leadership and team capability is enhanced;
- time to achieve is reduced;
- sustainable performance is the norm; and
- a climate of shared collaboration is established.

Solutions

Our solutions reflect a depth of experience in achieving results through people, consistently delivering the important outcomes for leaders and their enterprises.

Our unique competitive advantage

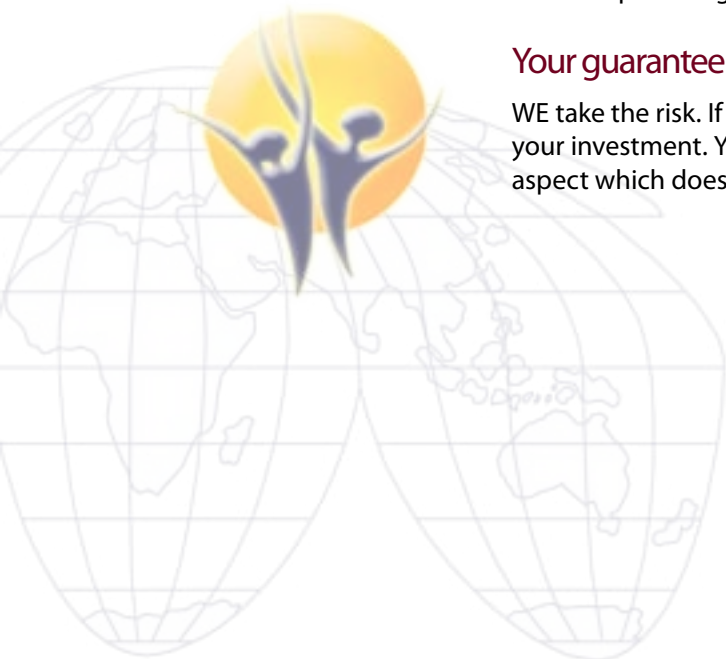
We approach change from many levels and from the inside-out, rather than the typical approach of outside-in. In our experience, we have found the inside-out approach to be much more effective and sustainable. This means an individual assumes personal responsibility, contributing to a culture of shared leadership.

Our services and programs

We design customised interventions including education, training, consulting, facilitation and coaching services and programs improving personal, team, leadership and organisational resilience and capacity.

Your guarantee

WE take the risk. If you do not consider we have added value we will happily refund your investment. You are safeguarded. All we ask is the opportunity to remedy any aspect which does not meet our mutually agreed outcomes.



Motivation and rationale

*Our fundamental tenet is:
"For things to change first
I must change."*

Does this apply to you?

As a leader...

- You need to develop leaders and/or leadership capability.
- Your people with professional or technical backgrounds are struggling as they move into management, team or leadership roles.
- You have lost too many, or are about to lose some of your best people.
- There is a performance gap, which needs attention now.
- You want to learn, grow, develop and improve yourself, your role and your effectiveness.

As a team member...

- Conflict or lack of direction is eroding morale and performance.
- Your new team needs to get up to speed – fast.
- More complex, difficult challenges mean your teams have to increase effectiveness without jeopardising outcomes or losing morale or high performers.
- A change in direction has created confusion and projects are stalled with time lines slipping too fast.
- You need to recalibrate and regain your sense of purpose.

Organisationally...

- Your current culture is not optimised to produce the best business outcomes.
- You need to build collaborative stakeholder relationships to better progress important goals.
- You need your people to co-operate/collaborate more – break down silos/ separate business units.
- A performance gap exists which must be closed – quickly.
- You are having challenges retaining talented people.
- Intergenerational issues are impeding performance.
- Morale and employee engagement need to improve.
- You have to align more comprehensively with your vision, mission and values to better deliver on your important goals.

If any of these are true for you we can be of assistance.

Call to action

The Human Dimension provides well designed solutions which develop people, build resilience and transform organisations and communities, contribute to a more sustainable and affirming future for each of us.

We have a highly experienced and skilled team of passionate and committed professionals who can help you achieve your desired future.

Our services and programs reflect a depth of experience, which ensures you achieve the results important to you and your enterprise.

If you think you see yourself benefiting from an initial no-obligation discussion to establish if what you need, and what we do, might fit, then contact us or ask to speak with one of our clients first.



Our approach

"To be a serious player you have to be ahead of the game".

Working collaboratively & creatively with our clients

Our engagements are unique to each organisation based on thoughtful analysis, strategic conversations and scoping of the overall initiative.

We work as co-designers and co-creators with our clients to design a working relationship that has a strong results focus with outcomes pre-negotiated and evaluated at the conclusion.

We aim to schedule, maintain and generate enough continuity and focus over a period of time to deliver the required results.

Once we have agreed to work together, we adopt a three-stage integrated and holistic approach:

1. **Understanding your particular situation.** This is to check current organisational and team culture, and leadership capacity in order to address engagement, alignment and ownership issues affecting performance and outcomes.
2. **The services we design and provide** are based on identified and agreed needs and typically include a blend of education, training, consulting, facilitation, coaching and programs. A partnership approach is adopted where we agree on who does what. Our approach is underpinned by applied research and development to capture knowledge and learning.
3. **Evaluation.** The improvement in capacities for engagement, alignment and ownership is measured against agreed initiative outcomes.

Our focus

- **Supporting leadership in establishing direction.** This is achieved through a series of well facilitated strategic interventions involving senior leadership. These are co-designed to clarify purpose and direction while taking into account current situations, priorities and desired business outcomes. Our processes are designed to increase awareness and reveal underlying pivotal opportunities to effect more sustainable change and organisational resilience. The outcome is the establishment of clear and strong strategic intent.
- **Building leadership and team capacity.** Based on the stronger strategic intent, we are able to educate and support leadership and management as they embrace this preferred new direction and help them to turn it into results on the ground that deliver desired outcomes. The aim of this work is to establish a culture of shared leadership by designing training, workshops, facilitating business planning meetings and supporting leaders and teams as they try new things. The learning is transformational and sustained. The outcomes are the business outcomes. We tailor the learning to deliver against negotiated business cases with senior leadership.
- **Individual health and well-being.** As results are ultimately achieved through people, our work develops each individual's capacity to care for themselves, develop good work life balance and live in integrity. That is, to learn more who they are, what their strengths are, where they need support and to orient their lives around that.
- **Cultural change and resilience.** This is very important to us as a service provider. We are committed to the well-being of our fellow man. To this extent we choose to work with those who share the same commitment. This has led to us working extensively with organisations where this passion can make a difference.



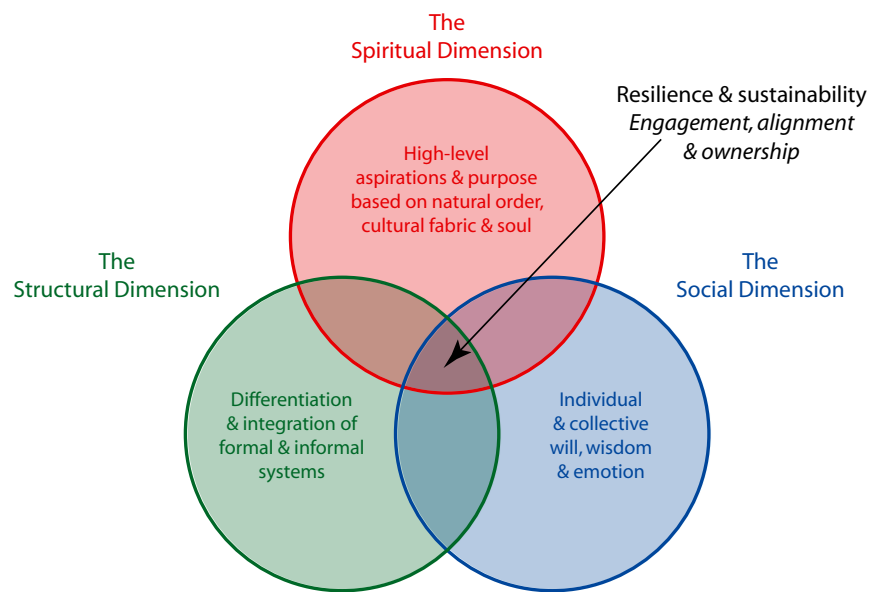
Our approach

"To be a serious player you have to be ahead of the game".

The areas and context of our work

Our approach is informed by an effective and unique (to THD) way of framing and modelling a situation developed out of our collective experience and approaches to improving leadership and catalysing organisational change over the past three decades. **The Human Dimension Model for Multidimensional Leadership** enables a situation to be viewed multidimensionally, and comprehensively analysed and responded to strategically with greater effect.

The Human Dimension Model for Multidimensional Leadership



1. **The spiritual dimension** focuses on the high-level aspirations and purpose of your organisation, the discovery of soul and natural order particular to the discipline your organisation represents, and having it expressed through the hearts and minds of your people and the meaningful contributions they make. Aspiration and purpose constitute the animating forces behind political endeavour and cultural expression.
2. **The social dimension** emphasises an understanding of the relationship between your people and your organisation, and focuses on aligning individual and collective will, wisdom and emotion with the aspirations and purpose of the organisation.
3. **The structural dimension** champions an evolving pattern of well-thought-out formal and informal relationships that, when properly designed, differentiated and integrated, will better accommodate both collective goals and individual differences in a flexible and resilient manner.

Each dimension provides you with a unique perspective. Collectively they provide deep insights into the various complex challenges leaders like yourself, and organisations face today, and will serve multiple purposes; they function as lenses that provide different meanings; they are maps that aid navigation; and they are tools for problem-solving, decision making and getting things done.

All three dimensions (circles) need attention to ensure the health and resilience of an enterprise, and the place of greatest leverage is where the three dimensions overlap.

Our approach

"To be a serious player you have to be ahead of the game".

The dynamics of our approach

When people are engaged and aligned with organisational purpose that is congruent with the natural order inherent in the discipline it represents, and experience ownership of their life and work, both organisation and people become healthy and resilient. The dynamics associated with achieving this state are:

1. **Getting engagement.** This is engagement, versus disengagement, of the hearts and minds of people as a result of negotiation and strategic thought about what is required and how it is to be done.
2. **Ensuring alignment.** This is an alignment of natural order, organisational vision, shared values and individual behaviours coming together around team or organisational strategic focus. Alignment means less time spent fixing problems, as there is trust in place to know that even when issues are complex people can decide and act accordingly.
3. **Developing ownership.** This is individuals understanding their role and owning the quality of their work, a shared leadership culture where trust is high, mistakes are allowed, and a genuine belief that people perform to their best exists.

Our approach will take an organisation or community of individuals through the process of engagement, alignment and ownership focused on the intersection of the spiritual, social and structural dimensions.

Some differences about our approach

The results that you get. You, your team and your organisation become better at what you do; the results are more sustainable and you improve.

Your experience is leveraged. Our unique approach builds on what you already know and adds new dimensions and insights so that you access more of the wisdom and capacities of your people, which means you deliver on your promises more consistently.

Partnership is essential. We partner in a collaborative, respectful way, which keeps you in control of the outcomes and engenders a learning environment of further innovation and improvements in fulfilling your missions.

Depth of experience. We have worked for three decades on providing unique and practical solutions to the kinds of problems and challenges you are now facing.

Our qualifications. We bring with us expertise from the fields of coaching, leadership, education, social science, psychology, environmental science, economics and management.

Transformation occurs. We achieve significant changes in thinking, attitudes, behaviour and strategy.

Our principle-centred approach. We provide well-founded universal principles and practices that over centuries have demonstrated how each person is able make a significant difference in their time.



Our programs & services

"A moment's insight can be worth a year's hard work".

To learn more about our programs please visit our website humandimension.com.au where you will find full program details.

Leadership development programs & services

In response to the urgent need to develop shared leadership between individuals, and across organisations and communities The Human Dimension provides consultancy and facilitation services and has designed a series of unique programs that develop people as leaders in their own right. These programs and services form an integrated set that respond to different leadership development requirements.

Consultancy & facilitation services

We provide consulting and facilitation services on an as required basis. This can be for a short assignment or continue over a number of months, depending on the complexity, agreed timeframe and your internal organisational capacity.

Sometimes, but not always, these services are then linked to the programs we offer and the program then builds the capacity of your leaders and teams to continue the work begun. This is often the best way to ensure the changes required, actually get taken up and are sustainable.

Shaping the Future Program – Employing Multidimensional Leadership

The Shaping the Future Program - Employing Multidimensional Leadership is a series of negotiated tailored interventions for senior leadership teams who are challenged by complex issues, changing directions and increasing workloads and who need to develop sustainable solutions that deliver against their most important priorities. The focus of this program is aligning an organisation at all levels – spiritually, politically, culturally, socially, and structurally.

The Coach Approach to Leadership & Management Program

The Coach Approach to Leadership & Management Program is a four-month program that consists of residential learning, recalls, professional coaching, mentoring, and applied coaching practice. The focus of this program is developing an understanding of the context of change within yourself, within others, and within your team or community, and learning and integrating a coaching approach to your leadership and management style.

The Leader Within Program

The Leader Within Program is a six-month program for leaders and their teams consisting of residential learning, recalls, and professional personalised coaching. The focus is on increasing self-awareness as an essential component in becoming a more influential and effective communicator and leader.

Professional Coaching Program

Professional coaching is an ongoing professional relationship that helps people produce extraordinary results in their lives, careers, businesses or organisations. Through the process of coaching, clients deepen their learning, improve their performance, take more action, make better decisions, and more fully use their natural strengths and enhance their quality of life.



Our programs & services

*"A moment's insight can be worth
a year's hard work".*

*To learn more about our
programs please visit our website
humandimension.com.au where
you will find full program details.*

Team Enhancement Program

Team Enhancement Programs are tailored for individuals and teams working together on committees or in work units who wish to learn how to communicate more effectively, unite more enthusiastically and deal more constructively with issues that arise between them.

Unity Quest Programs

These programs are a journey for the turbulent 21st century, focused on achieving more harmony and unity across race, culture, religion, gender and power differences. They are highly effective for teams, organisations or communities that seek greater collaboration and unity.

Unity quests are designed to understand and explore universal virtues that underpin our beliefs and ideologies and help develop practical strategies that will help us achieve true unity and embrace and honour diversity across religious, cultural, gender, age, personality and political differences.



Our clients

"Success is the reward for being the best in the business".

Our work with Department of Environment and Water

Date of commencement

2005

Length of engagement

Two years

Brief description

The National Heritage Management Section needed to build a coherent management team with an emphasis on leadership. It had two new directors and a new branch head, as well as organisational changes. The section had individual technical and professional expertise, yet it needed to work collaboratively to achieve broader goals and to create a team culture and environment for being open, as it had a number of important challenges to meet and did not have a lot of time.

Skills required

- Workshop, meeting and forum facilitation
- Cultural change
- Team building
- Interpersonal skill development
- Change management

Lessons learned

The following is the evaluative feedback received by the branch manager about the service The Human Dimension provided:

"We needed to build a coherent management team with an emphasis on leadership. We needed to create the team culture and environment for us to be open as we had a number of important challenges to meet and we did not have a lot time. You (THD facilitator) were able to lead, not drive, the conversations we had as a group, both in the preliminary workshops and follow up monthly forums. You were able to be flexible and respond properly to changing needs of individuals and us as a group. You were able to recognise and be intuitive enough to recognise what was needed to help us grow as a more effective team. We learnt more about how and why people think the way they do and this helped us get to the core issues and solutions much faster. With our different background, experience and views you were able to provide a framework for us to have a number of important strategic conversations.

We easily got 18 months to 2 years in efficiencies in developing as a proper functioning team, which we would not have achieved without your involvement. I have been in other management roles as part of teams where we never achieved this.

We really began to work on our business rather than just in it. The timing, of having you work with us, was important as we were able to have conversations together we would not have had if we were left alone."

Relevance to potential clients

You will be able to represent the various branches more accurately to stakeholders, because you will understand each other's perspective more clearly, as your roles invariably overlap. You will increase your degree of confidence of what to talk to others about and you will minimise duplication.



Our clients

"Success is the reward for being the best in the business".

Our work with Forests NSW

Date of commencement

2007

Length of engagement

Six months

Brief description

The Human Dimension is currently running a series of leadership programs for leaders at different levels within Forests NSW entitled 'The Leader Within'. These programs include individual interviews, a one-week residential workshop, a 360-degree feedback process, followed by six months of personal leadership coaching and a final recall that reviews progress and assesses learning outcomes in the context of the business imperatives.

Program rationale

The leadership program will respond to the key challenges being faced by Forests NSW. It provides an excellent framework for current and emerging leaders to be more effective in today's complex and changing business environment. The content and approach have been designed following extensive discussions with Forests NSW, which we continue to hold to ensure The Leader Within Program meets current and emerging needs.

Skills required

- Group facilitation
- Team building
- Communication training
- Mentoring and leadership coaching
- Training in emotional mastery
- Conflict resolution training
- Client contact skills

Lessons learned

Improved capability of current and emerging managers and leaders.

Generated outcomes that are based on a strong self identity and a capacity to manage and lead people in a constant and dynamic context marked by change.

Assisted participants to effectively manage complexity and conflicts both internal and external to the organisation, given the significant level of stakeholder engagement and broader interest in the sustainability of our natural resources.

Helped managers to add value to the business and to contribute in a meaningful way in building a culture which values diversity and engenders a collaborative leadership approach.

Relevance to potential clients

We have developed this leadership program to reflect the best practice in leadership development and it is designed to reflect the dynamic nature and constant change in today's workplaces. The program is linked to business needs over time and is designed too be fully embraced by the senior management group. It may be similar to the requirements you have in developing your people.



Our clients

"Success is the reward for being the best in the business".

Our work in Africa

Team building program for the UN World Food Programme, Uganda

"A lot of barriers between individual staff members have been broken."

"The course was very good and exceeded all expectations."

"I and the organisation will surely benefit from this program. We will implement the many skills achieved."

"It was very educative and helped me to reflect in my life."

"I realised the big importance of teamwork."

"It was informative, challenging and inspiring."

"It has been indeed very useful, we will certainly be more effective on our jobs."

"It was well organised to suit the different needs of our organisation at all levels. Lyn's coaches were very effective, friendly and confident."

Participant comments. Conducted by Lyn Russell with the help of her team at Lake Mburo National Park, Uganda 2nd ~ 6th December 2002.

SOS ethical leadership & teambuilding

Kakiri Children's Village, Uganda

"It has been so educative. It created a very big impact on me."

"This two day course has been spiritually, mentally and physically rejuvenating to self and other members."

"This has been a key to ethical leadership, teamwork and quality management."

"I have got tools to analyse our situation more realistically and have a better outlook to deal with the many challenges of working in this organisation."

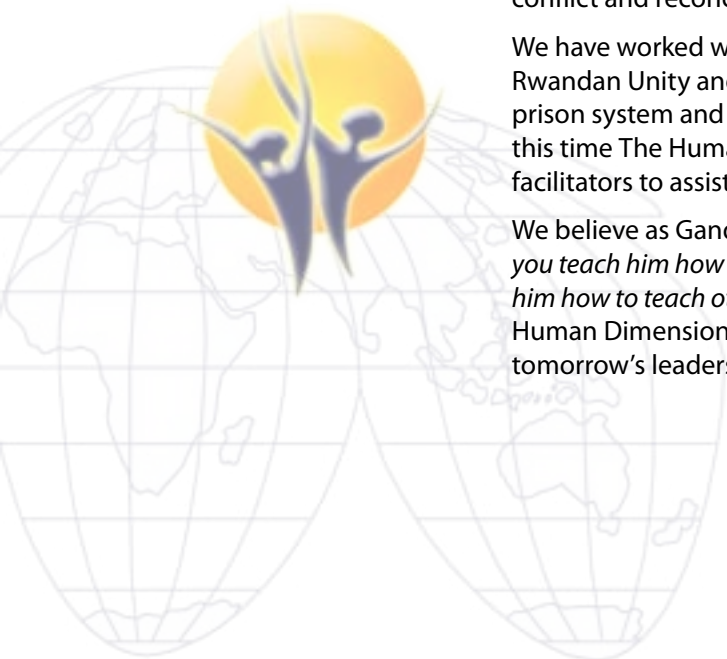
Participant comments. Conducted by Lyn Russell with the help of her team at Kakiri, Uganda 7th ~ 8th November 2002.

Training talented young Ugandan co-facilitators

Over the past two and a half years we have been working with the public and in organisations within Uganda and Rwanda in the areas of effective team relations in highly demanding environments, ethical leadership, conflict resolution in post conflict and reconciliation processes and women and leadership.

We have worked with the UN World Food Programme, World Vision Uganda, the Rwandan Unity and Reconciliation Commission and members of the Ugandan prison system and the Ugandan Army plus many members of the public. Over this time The Human Dimension has trained up 12 talented young Ugandan co-facilitators to assist with this work.

We believe as Gandhi did : *"if you give a man a fish you feed him for today only, but if you teach him how to fish you feed him for his life and, if you go a step further, and teach him how to teach others how to fish you then can feed his whole village forever!"* The Human Dimension sees the importance of working with young people as they are tomorrow's leaders.



Our clients

"Success is the reward for being the best in the business".

Our work with peak cultural institutions in the ACT

Client organisations

Peak cultural institutions in the ACT – National Library of Australia, Australian War Memorial, National Film and Sound Archives, National Gallery of Australia, National Museum of Australia, Australian Institute of Aboriginal and Torres Strait Islander Studies, National Archives of Australia

Date of commencement

2003

Length of engagement

Three years

Brief description

As a result of emerging digital imaging and sound technology from 2003 onwards, the national museums and libraries in the ACT were required to change strategic direction, re-design modes of business, restructure organisation units, and re-educate and train staff at all levels. In essence they had to undertake a cultural change initiative aimed to develop improved styles of leadership and introduce new skills and knowledge at the operational level based on redefined directions and business. Not all the necessary expertise to manage change or provide education opportunities was available within any one institution. Where there was a gap in expertise, either at the executive or operational level, often contracting or recruiting initiatives failed as performance criteria could not be met. The required expertise did not exist in the marketplace. This led to a collaborative approach across institutions to find innovative responses in order to move forward.

Robert Styles, an executive member with The Human Dimension, working through an agreement with the ANU, was contracted by the NLA initially to work with them, and their network, to help address this problem. The outcome was the development of customised and targeted training initiatives for staff and new recruits designed to deliver outcomes against actual business cases. A partnership between the ACT Government, NLA and ANU delivered against strategic priorities in three areas – for the ACT government boosting the local economy through job creation; for the NLA changing ways of business and increased client access to the NLA collections; and for the ANU innovative creation of new training initiatives within the Australian Qualification Framework.

Outcomes achieved

- Alignment with organisation agenda (vision, mission/s, core business and strategic intent)
- Clarified key organisation function areas and roles (responsibilities and accountabilities)
- Developed people at all levels (skills, knowledge, beliefs, attitudes and behaviours)

Each area of weakness required a specific response – ranging from facilitated high-level processes involving leadership, designed to check and adjust strategic direction – down to tailored training and education programs designed to provide skills and knowledge to process workers.

This initiative demonstrated an ongoing need for innovative responses to organisational and cultural change. Rapid changes in strategic intent, modes



Our clients

"Success is the reward for being the best in the business".

of business and worker/client demographics have required ongoing flexible adjustment and adaptation of the disciplines that integrate and form the organisations, government and private, that aim to provide effective services. This required working creatively within the context of the Australian Qualification Framework in partnership with institutions such as the Australian National University. This approach became key to the ongoing success of this initiative being acknowledged by the Australian Flexible Learning Framework.

Relevance to potential clients

- Focus was maintained on the strategic intent of the organisation and its senior leaders as capabilities in leadership and personal effectiveness of staff were developed.
- Leadership development and learning outcomes were designed to deliver against actual business cases.
- Innovation was born out of collaboration with the organisation's leaders and program participants as program and personal development outcomes were negotiated.



About us

"Reputation is built on what you do, not what you're going to do".

Our team

The Human Dimension has provided individual, team, management and leadership development programs to thousands of people in more than a hundred different organisations across Australia and a number of other countries, for almost two decades. It works in partnership with a select number of large corporate clients to build sustainable workplace cultures and healthy organisations around the transformation of people.

Members of our team are known for their integrity and principle-centred approach. They are chosen for their integrity, passion, diverse skills and knowledge and in particular their capacity to improve client outcomes. The team is highly dedicated to designing and delivering programs based around your needs that promote durable and sustainable organisational and cultural change.

We have invested significant personal time and resources in ensuring we operate together from a similar set of values and collaborative philosophy. In doing so, we provide a service that is cohesive, powerful and delivers noticeable results.

Gary Russell
BSW, Grad
Dip Soc. Sc.,
MCC



Lyn Russell
B.A., Dip Ed



Robert Styles
MusB., Grad Dip TAA,
ACC



Gabrielle Booty
B.AppSci (Psych),
Post Grad Dip Psych.,
Dip Ed.



Peter Lightbody
BSc (Env)



Josie McLean
B Ec., Grad Dip Mngt.,
MAICD, MAHRI, PCC



Patrick Meegan
B.A.



Kerry Howells
B.A. (Hons) Dip Ed, PhD.



Tracey Johnson
BSW,
Post Grad Dip Couns.



Paul Kinobi Kakensa
M.A. Human Rights.
B.A. Phil. Law. Dip Soc. Sc.,
Dip Leadership Mgt.



About us

'The process of becoming who we truly are, is the journey in reawakening the human spirit. We will be inspired by those leaders, who because of their own authenticity are able to set the human soul on fire: then we will have uncovered our Divine nature.'

Our vision, purpose & values

Our vision

'A world in which we each act for the good of others, and our planet'.

Our purpose

'To assist those individuals, organisations, and communities who accept that our shared future depends on each of us becoming outstanding leaders'.

Our values

Love

This means honouring with unconditional positive regard ourselves and others, as unique human beings with unlimited potential and possibilities.

Respect

The basis of co-operation and collaboration is respect for others and our differences, acknowledging the strengths and experiences of each person.

Service

We act for others to enhance their lives and experiences. In serving we grow and develop our character, enrich relationships and contribute to a better world.

Learning

We expect to discover and share in the wisdom and experiences of others. Being curious will enhance our capacity to share what we know with others.

Integrity

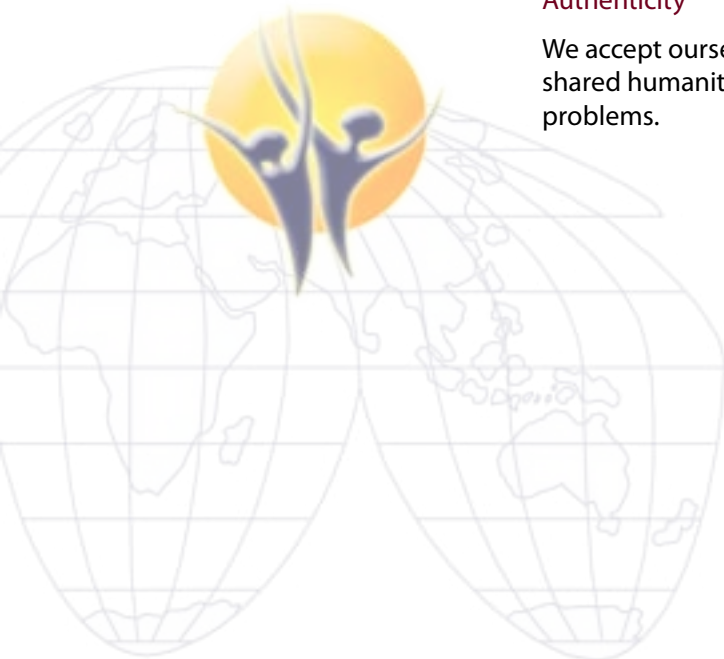
We always act with good intent and see and seek the best in ourselves and others.

Innovation

There is much to do and so much of our capacity is yet unrealised. This will ensure we are open to new discoveries and insights.

Authenticity

We accept ourselves and others and will not pretend to be anything else. Our shared humanity is a powerful reason to collaborate to solve our most pressing problems.



Contact us

"Collaboration and innovation are key to building resilience and running organisational and community change initiatives".

Our offer to you

If you would like to learn more about if and how we might be able to help you achieve your desired results, please contact us to set up a time to talk. When you call us, we'll have a conversation to learn about your needs, objectives and priorities, and to see whether what we offer seems to be enough of a fit to move forward.

If there's a fit, we'll then set up a meeting, either by telephone or in person, to conduct an in-depth discovery interview in which we gather information that allows us to provide you with a scope of work, outlining the issues and best solutions.

Call or email us to set up an initial phone meeting. We acknowledge your initiative in taking a step to make a difference!

Our office is located in Canberra – Australia's national capital – with associates in several other cities.

The Human Dimension

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