

**Leadership**

**Development**

**Program**

**For**

**QUESTnet**

**2009-2010**



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# Conceptual Overview of the LEADERSHIP DEVELOPMENT Program

*Do not confuse motion and progress. A rocking horse keeps moving but does not make any progress. – Alfred A. Montapert.*

There is not one of us who is void from the need to genuinely improve our management and leadership capability and of course the resultant business outcomes.

This proposal is designed to provide a strategy and development program to increase the effectiveness of the leaders of QUESTnet. The proposal below outlines a number of key workshop topics and content which we believe are the cornerstones of effective leadership. I have also included details on the 360 degree tool and coaching sessions as an integral component of the entire program proposed.

This programme and workshops offered are a proven process and are designed with one key factor in mind… **Real Change!** We do not want to arrive at the end of the program without evidence of an increase in individual effectiveness. If we both invest time, passion and resources into this process then we, like you, expect a Return on Investment.

**You cannot talk your way into effective leadership. You have to behave your way into effective leadership.** With this in mind, our proposal is heavily based on an *Action Learning approach* whereby participants in the program will be encouraged and challenged to take action and to change behaviour that will result in real cultural change in the business.

The workshops and topics proposed by paceLEARNING, is proven in its success. It is based on our extensive experience with a broad range of businesses throughout Australia and the Asia-Pacific Region, on current theoretical constructs and on what we know it takes to transform the culture and the leaders and managers of a business from “Good to Great”!

We look forward to delivering our program with you and in getting real results in the workplace.



# Professional/Theoretical Approach

A number of theoretical models have been used in the development of this program. These include work by John Kotter (Harvard Business Professor); Jim Collins work in “Good to Great”; Buckingham’s research and findings in “First, break all the Rules” and in a variety of other texts and authors.

As outlined above, paceLEARNING has a proven record of effectively developing and improving individuals and organisations in a broad range of businesses over the past 15 years. It is through this professional experience, that we are able to deliver programs such as this, which we know will work and achieve the outcomes that are desired.

**Methodology**

Our consulting, training and development methods use a variety of one to one, workshop and experiential formats that have proven to be stimulating and effective. They are interactive and provide a dynamic and conducive environment for the necessary outcomes to be achieved.

I HEAR……….I FORGET

I SEE…………………………I REMEMBER

I DO………………………………………………..I UNDERSTAND

I PRACTICE …………………………………………………..I CAN

Our process is always designed to encourage participation and keeps the focus and momentum on achieving the desired result whilst balancing the relationship with the individuals involved and the task at hand. All participation with individuals and groups is rewarded in an atmosphere of curiosity and with respect for people’s experience and background.

Methodologies that will be used are:

* Problem solving and Team Initiative Tasks
* Experiential Learning Activities
* Group Brainstorming
* Neuro Linguistic Programming
* Participative / Interactive Workshops
* Action and Accelerated Learning Techniques
* Open Space Technologies
* Skills Practice
* Self Perception Analysis
* Interactive Communication Strategies

# The Situation

The objectives of QUESTnet are to promote and advance the development and use of Information and Communications Technologies in Higher Education and Research in Queensland and adjacent areas in Australia, through a variety of relevant means. In order to continue to deliver these high quality services program of Leadership Development is being offered to the leaders and potential leaders of QUESTnet

The program delivers a series of half-day modules designed to enhance the skills, knowledge and expertise of this group and incorporates the key components of programs which deliver excellent results It also include the essential LSI process and coaching sessions to focus participants energy and to create lasting change

As in all our training and development interventions, our programs involve the participants actively in the learning process which enhances their learning and, most importantly, the application of these learnings.

# Outline and Content of the program

The program incorporates a number of unique features and works on a number of levels. It is specifically aimed at enhancing and developing the skills, knowledge and behaviours of the participants – both individually and as a group. At all times the focus of every interaction is about *action* – participants will be impacting on their people, their organisation and, most importantly – themselves!

***The Program***

The key components of the program include: (and are explained in detail below)

* **Involvement of participant’s managers throughout the program where-ever possible**
* **Recommended books and articles to read.**
* **Action plans to be completed after each module - and reported on.**
* **3 levels of skills development – Self, Teams and the Organisation.**
* **In-classroom delivery for the Modules**
* **Group interactions during classroom sessions**
* **3 one-on-one coaching sessions per person**
* **Developmental in nature – 12 month time-frame for development**
* **Highly experienced and effective facilitators.**

# The Leadership Development Program

Emotionally intelligent people with a passion for learning, innovation and service, are quickly becoming the “STAR” performers of the 21st Century. “STAR” performers are emotionally and socially equipped and flexibly adapt to their environment, bringing a sense of optimism, balance and wholeness to their work, home and play.

The program is designed to develop and empower employees to confidently embrace Leadership skills through a process of interactive workshop modules, a program project, various readings and in “real life” scenarios and case studies.

The disciplines of personal mastery, mental models, systems thinking, shared vision and team learning is integrated into all events whether the context is personal or professional development. We are conscious of appealing to the whole person in our activities, integrating a systemic approach to learning, development and performance.

paceLEARNING’s extensive experience and expertise in delivering professional development programs of this nature will ensure a successful outcome for all participants and result in real and sustainable change!

The modules are presentedin 3 major sections which we believe are the keys to effective leadership development.

The three sections are:

1. **Leading self**
2. **Leading others**
3. **Improving organisational effectiveness**

These are recommended as we know they work. We have also recommended a number of books to be read in conjunction with the modules and as pre-reading activities.

**Pre-work – Article “What leaders really do”**

**Overview**

Our leadership is a reflection of our own motivations, beliefs, attitudes, capabilities and behaviours. The process of personal development starts with self-awareness rippling out to an acknowledgement and acceptance of our discoveries and the action we may want to take in order to achieve different results in our life.

The Foundations of Leadership module is designed to explore the concepts of leadership and management and to identify the key elements of leadership and how to apply these.

The Program is introduced, overviewed and linked to the participants learning journeys. Participants are presented with the performance expectations of the program and a commitment will be sought from them to undertaking the learning’s and work.

**Learning Outcomes**

Positioning the Leadership Development Program

Leadership

* Strategic Leadership
* The skills of highly effective leaders
* Identifying the behaviours that make leaders effective.
* Self-analysis of current leadership styles.
* Improving leadership skills
* What the research suggests.

The 21st Century…Emotionally Intelligent and Motivated Individuals.

* The Emotional Intelligence Quotient…’the array of emotional and social skills that support our ability to lead.’

Leadership…a concept & Management…a concept – together discover their Power!

* The Concepts of Leadership and Management…discover the difference.
* Article review
* Identifying key components of leadership and how to apply these
* Balancing Task and Relationship…Getting the job done whilst maintaining the relationship – a key to effective leadership.

Discussion of Lessons in Leadership project

**Overview**

The learning organisation values the contributions and commitment of the whole person, acknowledging that their employee’s personal and professional lives are interdependent. Supporting an employee’s development in self awareness, coping and balancing skills today is as critical as ensuring they have the technical expertise to perform their role.

Using Stephen Covey’s Four Quadrants of Time Management, we explore participant’s use of time and energy both strategically and operationally. A simply powerful tool, that is fabulous for diagnosing, generating solutions and taking action for oneself and others within our spheres of influence and leadership.

This module is also designed to develop the participant’s Awareness of their physical, emotional and mental health; Balancing their work, home and play; and developing their own Coping strategies to enhance personal and professional performances.

**Learning Outcomes**

* Identify the components of a balanced lifestyle.
* Coping at Work, Home and Play
* Learn and practice stress management techniques.
* Learn to recognise wellness inhibitors and develop your own practical solutions.
* Develop your own wellness plan.
* Implement a Coping More Effectively at Work Action Plan back in the workplace to review and reflect in the next workshop module.
* Understand your own and others preference towards managing themselves and time.
* Identifying what stress is and what contributes to it
* Managing environmental, interpersonal & personal stress factors
* Getting the balance right in our lives
* Applying a coping strategy including mental & physical stress busters
* Identifying and managing distorted thinking patterns
* Diagnosing Your Performance
* Use Stephen Coveys’ Time Management Matrix as a planning and diagnostic tool for ensuring your time and energy is appropriately applied to achieve the outcomes you desire.
* Explore achieving the balance of ‘working on the business’ with ‘working in the business’.
* Extend the application to those you lead and enhancing their productivity and job satisfaction.

**Overview:**

This module is about assisting participants to empower themselves and extract the best results from people with whom they come in contact …colleagues…customers…and creating winning teams! Understanding how teams are formed, how they function best and what roles people can play in teams is an essential skill of any effective manager.

Effective Team Work is the ‘glue’ that holds people together in the pursuit of a common and productive purpose. This workshop views the issues surrounding effective teamwork, outstanding communication and leadership.

**Learning Outcomes**

Team Diversity

* Explore the Whole Brain Approach to your team members.
* Improve communication and interactions.

Team Structures

* Explore the different team structures and implications for managers.
* Explore the relationship between team structure, the nature of your business and optimising performance.
* Identify where your team structure is today and what may be the ideal one to enhance your business’ performance.

Team Development

* Learn the Four Stages of Team Development to build better teams
* Lead yourself and others through the stages of team development.
* Identify where your team is in its development and what will enhance its performance.

**Overview**

In this module we focus on the processes of communication and feedback.

Effective communication is the foundation of any successful interaction. The measure of our personal effectiveness is then our effect on people. By understanding our own processing and communication styles, and those we interact with, we can build rapport, enhance relationships and deliver excellence in service.

The Feedback module focuses on giving others specific, relevant and timely feedback on their actions and the subsequent outcomes to enable them to enhance, reinforce or improve their professional and personal performances into the future.

We develop and practice a simple 5-Step Feedback process that focuses on achieving a specific performance outcome whilst at the same time maintaining the relationship with the individual we are working with in this interaction.

**Learning Outcomes**

Communication

* Identify what communication is and what makes it so important?
* Identify barriers to communicating effectively and develop strategies to overcome these challenges.
* Learn to manage the three positions in any communication interaction.
* Learn questioning techniques for different people and situations.
* Practice..Practice…Practice.

The Whole Story

* Learn that in any feedback situation it is important to ensure we communicate the What, Why, How and What if!

Feedback for Performance

* Determining the purpose of the feedback and desired outcome – is it to reinforce or to improve performance?
* Develop and practice a simple 5-Step Feedback process that integrates the Whole Story and balances task and relationship.

Call to Action.

* Implement a Feedback Action Plan back into the workplace.

**Overview**

The Managing Change module is designed to expose participants to the dynamics of change and to understand how they can manage it within their roles as leaders.

Our personal ability to develop practical personal strategies for dealing with change will be one of the most significant factors to any individual’s future success. The rapidity of change in our lives will continue. It is useful then for leaders and managers to develop their own skills in dealing with these constant changes. The challenge is to make them part of the ‘norm’ and to motivate ourselves and others to proactively participate in the change process so that it happens quickly, easily and comfortably!

We will use William Bridges Change Model to develop a simple three-step process to lead, facilitate and manage change within the workplace and life in general. At this point in the program we link all the keys of leadership into the change process, using this module as our integration point.

**Learning Outcomes**

The Change Concept

* Understand the concept of change…personally and professionally.
* Develop an understanding of how change can benefit you…your team…your organisation…discover your motivations to proactively lead change.

Change and Personalities

* Discover how our natural processes of learning, thinking, feeling and perceiving, influence change.

The Change Model

* Understanding and using William Bridge’s Change Model of Endings, Transitions and Beginnings to manage or influence change.
* Integrate the five stages of personal change from Denial through to Acceptance.
* Reflect on past changes…learn…refine your strategy and move on.

Management and Change

* Explore the 6-Stages of Corporate Change – Fear to Resistance to Compliance to Acceptance to Support and Ownership to Hoping It Will Stay The Same.

Call to Action

* Implement a Managing Change Action Plan back in the workplace.

**Overview:**

Leaders in today’s business environment are focusing on the strategic direction of the organisation and actively, planning, leading and developing others to ensure the organisation’s purpose and goals are achieved through the systemic efforts of the Executive through to those of front line employees.

To enable all employees of an organisation to contribute to the successful achievement of the organisation’s purpose, goals and outcomes, a systemic approach is needed to ensure all business and individual performance plans are aligned, complete with key performance indicators and measures. Linking the business unit’s business plan with the individual’s performance is the key to co-ordinating effort and releasing the talent and energy of your people.

In this module participants explore their role’s purpose, goals and outcomes in relation to their own workplace, to identify the alignments and opportunities to further develop synergies between individual, departmental and corporate activities.

**Learning Outcomes**

A Direction to Your Business

* Identifying and communicating a purpose and direction for your business.
* Linking your business’ purpose and direction with the organisation and cascading it into the roles and performance expectations of the individuals and teams whom you lead.
* Identify alignments and gaps in between your purpose and direction at corporate, departmental and your levels.
* Establish an individual performance plan aligned to the participant’s departmental Business Plan and incorporate appropriate key performance indicators for monitoring and measuring the outcomes.

**Please note: This module is optional and is included in Option A below**

In this module, participants will present back to the group their “Lessons in Leadership” projects. Lessons in Leadership is designed to have participants apply their learnings to real-life leadership situations at work. They then report back to the group on lessons learned with the aim of other participants also learning new techniques and approaches to their own leadership.

I have found this module a very powerful conclusion to the entire program.

# The LSI 360 degree Feedback Tool and associated Coaching Sessions.

In conjunction with the leadership modules outlined above, the LSI tool and coaching forms an integral component of the overall program.

It is used extensively in Leadership programs we deliver and when combined with in-classroom learning makes it a very effective model for change.

I have included some information below on the LSI tool.

# The LSI Process

The following information provides detailed information on the LSI 1 and LSI 2. Please if you have any questions regarding what you have read, then please feel free to call me directly to discuss.

**The LSI 1**

Knowing who you are now is the first and most important step in deciding who you will be in the future. Years of research have established that the information needed to allow insight, growth and self-improvement to occur is contained within our thoughts.

Human Synergistics believes that if you are provided with accurate information about the way you think, you can bring about positive change in your behaviour, and increase your overall effectiveness.

The more you know about the way you think and behave the better prepared you are to improve your performance. And that’s where Human Synergistics’ Life Styles Inventory 1 (LSI 1) can help.

**Increasing Personal Understanding of**

**Individual Thinking and Behaviour.**

The LSI 1 is the first in a series of self assessment tools specifically designed to help you answer the important question of “Who am I, and what causes me to act the way I do?”

Based on a combination of respected psychological and measurement theories, the LSI 1 measures the thoughts and attitudes which motivate your behaviour, how you relate to others as well as how you solve problems and make decisions.

The greatest value of LSI 1 lies in the fact that no other self assessment tool actually reveals and measures the thinking and behavioural styles that help or hinder you in fulfilling your potential. You can use what you learn to initiate positive changes in how you think and act – changes that can increase your personal and professional effectiveness. And because inventory results remain confidential – for your eyes only – honesty and accuracy are greatly enhanced.

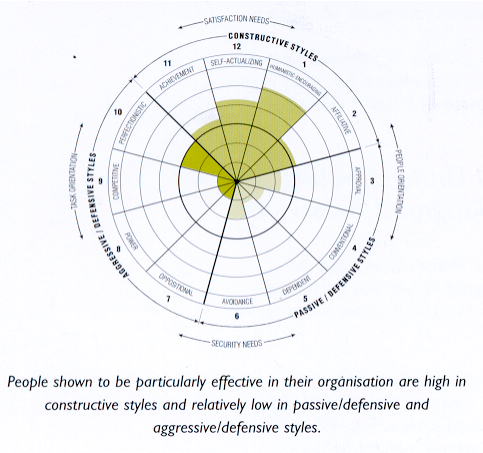
**The process**

Through your responses to 240 inventory items, LSI 1 distinguishes and measures 12 key thinking patterns, or *styles,* that are either effective or ineffective. These styles represent specific ways in which we choose to think about ourselves and influence our behaviour in all areas of life.

**Debriefing the LSI 1 Circumplex**

Your LSI 1 results are plotted on a circumplex, or clock, thereby creating a visual profile of your current thinking patterns in each of the 12 styles.

* **Constructive styles** include achievement, self-actualising, humanistic-encouraging, affiliative (11, 12, 1, 2 o’clock) – these styles represent self-enhancing thinking and behaviour that contribute to one’s level of satisfaction, ability to develop healthy relationships and work effectively with people, and proficiency at accomplishing tasks.
* **Passive/defensive styles** include approval, conventional, dependent, avoidance (3, 4, 5, 6, o’clock) – self-protecting thinking and behaviour that promote the fulfilment of security needs through interaction with people.
* **Aggressive/defensive styles** include oppositional, power, competitive, perfectionistic (7, 8, 9, 10 o’clock) – self-promoting thinking and behaviour used to maintain status, position and fulfil security needs through task-related activities.



Completing your LSI 1 is the first vital step in the process of changing your behaviour. The inventory has undergone years of research, and has been established as a valid, reliable way to help you take an objective look at yourself. Using the information received from the LSI Circumplex, you can create change through:

* Identifying the unique thinking patterns that characterise your current behaviour
* Understanding which of your thinking patterns are effective, which aren’t and why
* Deciding which thinking and behaviour patterns you want to change
* Defining optimal ways of thinking and approaching your work
* Setting targeted improvement goals
* Formulating specific strategies to bring about change.

Results

LSI 1 provides you with the opportunity to take a close look at yourself. In a sense, it acts as a mirror, reflecting back the image you have of yourself. Sometimes this image is flattering and reassuring, sometimes surprising, and other times difficult to accept.

Whatever the results, there is no doubt that LSI 1 promotes lasting performance change and improvement by increasing personal understanding of your thinking and behaviour. The beauty of LSI 1 is that, unlike many other self-assessment tools, it provides a quantified measure for looking at strengths as well as self-defeating behaviours, so that you can further improve upon strengths and precisely target the areas in which you need to change.

LSI 1 is part of the Life Styles System which has been successfully used by over 1,000,000 managers and 240,000 organisations in the past 20 years. Their results have indicated that significant connections exist between individual LSI 1 scores and the development of:

* Leadership effectiveness
* Increased ability to cope with pressure and change
* Achievement of set goals
* Flexible and creative thinking
* Improved relationships with others
* Greater motivation to initiate change and make things happen

And the benefits of LSI I don’t stop after the initial assessment re-test packs also enable individuals to measure and monitor change at intervals of 3, 6 and/or 12 months after completion of their first LSI 1. This process also ensures that the organisation is able to measure the effectiveness of LSI development.

# Life Styles Inventory 2

Everyone at some point in their professional development wonders how they are doing. Feedback plays an important role in this self realisation process. As individuals, we have our own perceptions as to how effective we believe we are in the workplace.

But what about the impact your behaviour has on others. Do they see the same qualities in you as you see in yourself? As we work to become better leaders and managers, one of our most serious difficulties is our lack of feedback. Looking at ourselves through others’ eyes provides information essential to the self-development process.

Often what we mean to do is not what others see. Our positive intentions are not always received by others as positive and hence our effectiveness may be decreasing. Leaning the difference can greatly enhance our self-awareness and improvement. And this is what the LSI 2 aims to achieve.

You will have learned something about how you see yourself if you have completed the first of Human Synergistics’ self-assessment tools called the Life Styles Inventory 1 (LSI 1). With the results of this tool you discovered what thinking styles influenced your behaviour, and how they contributed to your overall effectiveness. No matter how honest you were in completing the LSI 1, your self-perception may be very different from the way others describe your behaviour.

Due to the sometimes negative experiences individuals have had in processes like performance reviews, they often avoid asking for others’ opinions of themselves and their work styles. Hence, the concept of “feedback” is often confused with “criticism”. LSI 2 takes the fear out of feedback.

Used in conjunction with LSI 1, the LSI 2 provides objective feedback on an individual’s behaviour patterns as interpreted by others. You can combine these insights with what you know about yourself to more accurately assess your strengths – as well as areas in which you may want to improve. And the LSI 2 provides a confidential, reliable method of gathering feedback and non-threatening way of presenting it.

**The Process**

Like LSI 1, LSI 2 distinguishes and measures 12 thinking patters, or *styles*, that are either effective or ineffective. These styles represent various ways in which we choose to think about ourselves and influence our behaviour in all areas of life.

The five simple steps in this self-realisation process are:

**Step 1** You respond to the 240 inventory items in LSI 1.

**Step 2** Your results are plotted on a circumplex, or "clock” for easy

visualisation of how you think and behave in each of the 12 styles.

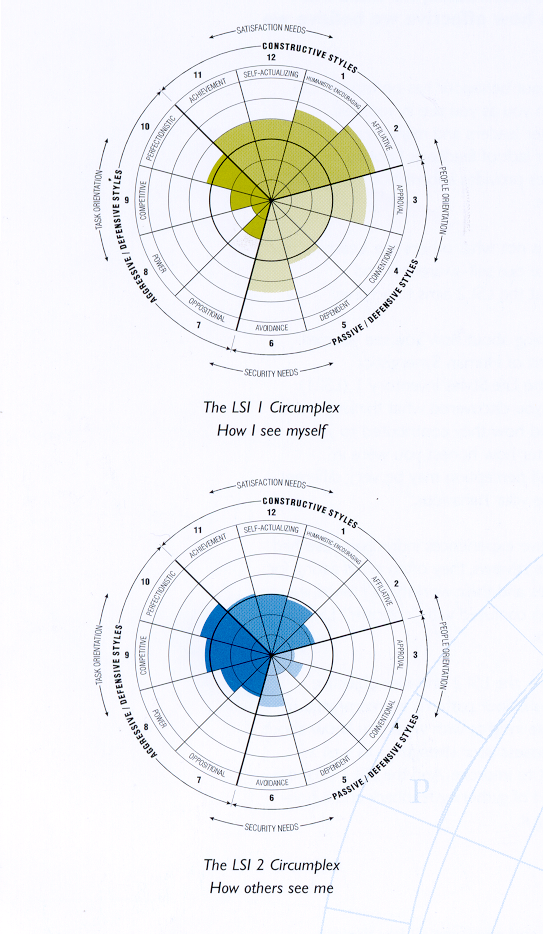
**Step 3** You select five trusted associates to describe your behaviour by

responding to the 240 items in LSI 2.

**Step 4** The respondents’ descriptions are then combined to form a composite

profile, allowing you to see how you are collectively perceived.

**Step 5** By comparing this composite profile to your LSI 1 profile, you can see the differences between self-perception and the perceptions of others.



Using the information received from the LSI 2 circumplex you can initiate change through:

* Understanding what you are like now, and what causes you to be that way
* Recognising the consequences of your behaviour – how it affects yourself and others
* Pinpointing your unique strengths, as well as any “stumbling blocks” to your effectiveness
* Identifying more constructive ways of thinking
* Deciding what aspects of your behaviour you want to change
* Developing a specific strategy to help bring those changes about.

**Results**

LSI 2 provides you with the valuable opportunity to take a close look at yourself through the eyes of five others who know you well. This gives two balancing perception – your self-concept together with an accurate measure of the way your intentions and action are interpreted by colleagues. A request for feedback opens the lines of communication between you and those with whom you work. This can result in the following benefits:

* Greater self-understanding
* Improved ability to work as part of a team
* Knowledge of the impact your behaviour has on others
* Increased productivity
* Stronger interpersonal skills
* Fresh perspective on your potential strengths and areas of difficulty

Again, the benefits of LSI 2 don’t stop after the initial assessment re-test packs enable individuals to measure and monitor change at intervals of 3, 6, and/or 12 months following their initial assessment. This process also ensures that the organisation is able to measure the effectiveness of LSI development.

# Our People

The presenter’s profiles are included here for you reference.

## Greg O’Brien

**Director**

**paceLEARNING**

Greg O’Brien is the Director of paceLEARNING. He has been in the professional development business for over 18 years, having worked across small owner operating businesses through to larger corporations in both the public & private sector. Greg has an intimate understanding of the demands of today’s modern corporate environment and how best to address those demands.

He is highly experienced in organisational learning and development, a professional and personal coach, a business consultant and Human Resources practitioner.

Greg has been developing and delivering innovative and highly effective training and development programs in areas such as Sales, Service, Organisational Development and Management and Leadership Development.

***Specialisations:***

* Organisational Development
* Management and Leadership Development
* Continuous Business Improvement
* Training and Development – Trainer, Presenter and Facilitator.
* Strategic Business Planning and facilitation.

## Darryl Blake

Darryl is an Australian based international consultant, author and speaker, specialising in developing the people side of your business - how to lead yourself, your team, and your business to higher productivity through...

* Attracting and developing extraordinary leadership talent
* High performing teams
* Employer of Choice systems and culture building

Best selling author of the Australian title ‘Skroo the Rules’ explaining the model behind Flight Centre Limited’s rapid growth, Darryl has spent the last 10 years researching best practice leadership, and high performance organisations, both within Australia and abroad.

Formerly head of various O.D. functions within the Flight Centre Group, as well as the member of the Australian Executive Team responsible for Leadership Capability research and implementation, Darryl combines experience in strategic business roles such as General Manager – Strategy for a leading Australian non-bank lender with over 15 years as a consultant and speaker.

## Jon Morgan

Jon is a specialist in training and facilitation with a highly practical and dynamic approach to skills development.

Jon has developed a reputation for being:

• Passionate about what he does

• Personalised in accommodating individual styles & needs

• Professional in his knowledge & delivery

• Practical in examples & developing applied skills

• Productive in meeting company  needs & objectives

#### Jon facilitates in all areas of management including:

• Leadership

• Team Development

• Communication & Customer Service

• Time & Stress Management

• Conflict Resolution & Assertion Skills

• Change Management

• Marketing Principles & Strategic Planning

• Train the Trainer

He has worked in almost all areas of industry in both the public and private sectors including manufacturing, tourism, health, transport, education, wholesale & retail, professional services, financial services, and telecommunications.

Jon’s senior management experience is supported by an Advanced Masters degree in Management and a degree in Marketing.

## Tom Donaghy

Tom started his career with British Aerospace as one of its first management development advisers where he designed and delivered leadership and team based training for productivity improvement. He also managed innovation and continuous improvement programs for a number of large organisations in both the UK and Australia.

Tom is an experienced organisational development practitioner, with over 19 years in the field. As a senior executive responsible for business and people development in Australia, Tom established “in-sourcing” of training for BOC Gases. He also held national responsibility for management training at BORAL Ltd and created significant performance improvements in sales, customer service and leadership effectiveness for Tourism Queensland.

Tom’s area of speciality is his unique ability to design a tailored process and deliver targeted results. As a trainer, he literally captivates his audience to “Go for change” on both a personal and organisational level. Tom’s approach is fun and stimulates people to perform well beyond their current level. He is accredited in a variety of people development tools including HBDI thinking preferences and the AVI Values instrument. As a consulting partner, Tom has operated successfully across many industry sectors and has focused his attention on lifting profit levels by lifting *Leadership and Team Performance*

Tom’s work also includes design and delivery of Life Management skills training to various organisations in Australia and overseas, assisting people to re-clarify their purpose and direction. Tom also serves as Leadership Director for Results International - Australia’s foremost leadership development and consulting firm. As a consulting partner, he is highly regarded and sought after. His most recent clients include; *Boeing Aerospace, AMCOR, BORAL, Clinique, Emirates Airline, Spotless, Suncorp and Dymocks*.Tom’s operating style is all about being direct, yet creating an entertaining and safe learning environment where people choose to learn from the wisdom of others and more importantly, themselves!

# A bit about paceLEARNING

**pace**LEARNING has been operating in Australia for over 18 years and has achieved outstanding growth throughout this period whilst operating in the most competitive segment of consultancy services. As a leading Training and Development Consultancy Group working at an international level, we have the confidence and facilitation skills you require for the delivery of your training programmes.

We have never had a failure in our product delivery. We believe the reason is our total commitment to understanding our clients business, objectives and desired outcomes prior to any course design or delivery. We focus on providing a range of truly tangible skills and knowledge sets that have been proven to deliver results in the workplace.

Our training materials are custom designed for each and every training program. We provide carefully constructed workbooks that have been proven to complement our interactive approach to facilitation by allowing participants to remain focussed on the process whilst capitalising on the content that is particularly relevant to their own situation.

This written material is supported by a wide variety of training aides and lateral thinking tools that are guaranteed to both entertain and educate. It is this approach that ensures participants remain active in the learning process and are motivated to retain the critical elements of any skill, knowledge or attitude development.

At **pace**LEARNING we not only recognise but also live by the view that long-term business relationships can only exist when the building blocks of quality, value and service are solidly in place.

We pride ourselves on our ability to operate with integrity and respect for our training participants and clients, whilst never comprising our aim of providing Australia’s most targeted and relevant people development programs.

All of the above have contributed to our personal and commercial success.

Almost 100% of our work is repeat and referral which is a testament to our ability to develop long term partnerships with our clients.