

IMPACT

Your workforce development magazine

WHAT THE SCRUM?

**Cyber security for
sleepy boards**

the graze craze

**Thought leadership -
another annoying
phrase**

**Fashion , food,
finance and more**

**DOING BUSINESS
OVERSEAS**

**EMPLOYER
BRANDING**

**VR - The training
disruptor**

INVESTING IN WOMEN

**THE FUTURE
WORKPLACE IS
ALREADY HERE**

Issue 3 January 2019

Value - Priceless

LEADING OUT LOUD

**If you have a
message, a voice
and followers who
want to listen**

You are a leader

Paula Smith CSP



From the Editor of IMPACT

**It's 2019 and there is a buzz in the air.
Can you feel it?**

Welcome to this issue of IMPACT - Our workforce development magazine.

I hope you enjoy all the articles from our global experts in this issue who so generously share their expertise, experiences and insights.

I don't know about you, but I can feel a shift this year. The past couple of years have been challenging for so many and it feels like 2019 is the start of a brand-new era. One filled with excitement about the possibilities that lay before us.

Perhaps we have finally accepted that things won't ever be the same, we have come to term with the pace of change - it doesn't seem to frighten us as much as it used to, and we have all accepted that our organisations need to evolve if we want to keep up and stay relevant.

Like our magazine tag line suggests – The future workplace is already here, and we need to be ready for the myriad of challenges that comes with such unprecedented change.

Are our leaders ready to lead organisations through this change? Will our view of what makes a successful leader change?

I am fortunate to work across industries and inside the trenches of many large organisations, like many of the experts in this issue of IMPACT. The challenges of the year ahead will be similar regardless of the industry, the size of the organisation or even the location across the globe. Leadership, communication, creativity, innovation, client acquisition and retention, employer branding and managing an intergenerational workforce are all hot topics on the global conference circuit.

Can you relate or does your organisation struggle with something different?

We love to hear from our readers and we welcome your insight/contribution to our magazine. If you have something you think our readers need to hear, we hope you will contribute to one of our next issues.

Our team at GITP and **IMPACT** magazine hope you have an amazing and prosperous 2019. Now I'll leave you to grab that cuppa and dive into a great read.

Paula

PAULA SMITH
CEO OF THE GLOBAL INSTITUTE OF TRAINING AND PRESENTING
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LIFELONG LEARNER



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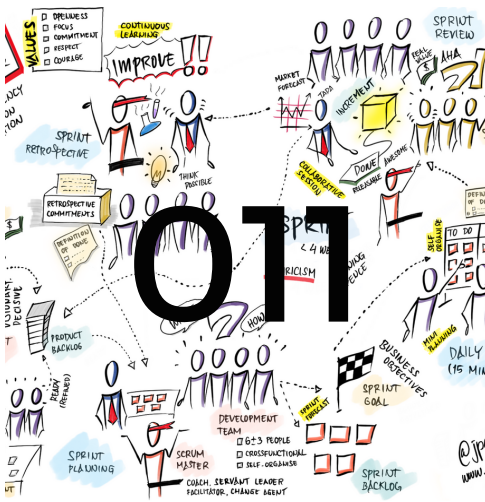
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VR - Welcome the training disruptor

A dive into the world of
Virtual Reality



What the SCRUM?

What on earth is scrum and
why is it overtaking our
workplaces



Investing in women

It makes perfect business sense
and the research can prove it



Thought leadership

Is it just another annoying buzz
phrase?

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Solving the banana peel problem

How would you solve it?



Winning at work with happiness

Does workplace need a fun
infusion?



From 9-5 with Kirsty Miligan

9-5 style for 2019
It is time for a wardrobe
update?



The GRAZE craze

Food is serious business in
today's busy corporate
environment.



CYBER WAKE UP CALL FOR SLEEPY BOARDS



BY JULIE GARLAND-MCLELLAN FAICD CSP



There is something not quite right here. The cyber alarm has shrilled, snoozed and shrilled again. Some boards appear to be sleeping through. That is probably not a good option. Technology is up and running. We are past the stage of ‘wake up and smell the coffee’ and into brunch-time when smashed reputations, rather than smashed avocados, will be served to boards and companies that did not take action to manage the emerging risks and opportunities. So, if you are on a board, or report to one, and you can’t remember when the board last had a substantive, strategic conversation about cyber issues, new year 2019 should be your time to put emerging technology onto the agenda.



Given that the rapid advance of technology has left most of us feeling overwhelmed, outclassed and underprepared, it is a good idea to break the task down into easily accomplished steps. These can then be inserted onto the board’s annual agenda to ensure that they are covered over the following year and that the iterative steps become part of your board’s culture and tradition.

6 STEPS TO DILIGENCE

Step 1 – Know

Demand for technological, social and emotional and higher cognitive skills will rise by 2030 whilst demand for basic cognitive skills and physical or manual skills will decrease over the same period. A good start is to map the skills needed and used in the organisation then investigate technologies that might supplant the decreasingly relevant skills and augment the increasingly precious technical, social and higher order cognitive skills. This exercise will give the board scope to research potential technologies and to place these into their own organisation's context. It will likely involve briefings, site visits, papers to read, and independent research. A good board will know what options exist and how developments are trending. This stage is enlightening, educational, and great fun. It should energise and enthuse.

A good board will know what options exist and how developments are trending.

Step 2 – Understand

Every company is unique. A board must understand the value proposition and the applications that will enhance or diminish customers' experience. They must know the benefits, costs, payoffs, and risks of technology. It is no good reducing the cost to complete a customer interaction if that reduces customer loyalty or purchasing. Holding customer data makes it easier to offer relevant products and services or to process transactions quickly, as when Amazon offers books you may like based on previous purchases or 'one click' buying; it also makes it easier to breach privacy as when British Airways' data was stolen leaving thousands of customers exposed to potential credit card fraud. Understanding the benefits and risks of each potential technology is crucial.

Step 3 – Resource

Once a potentially valuable technology has been identified the board must ensure there are adequate resources and processes for discharging the duties of the company. This includes human resources; it is far too easy to invest in technical solutions without considering the need for upskilling or replacing the people who will apply them. It should include thorough testing, including penetration testing of any data storage, to ensure that it doesn't drop dead when you try to go live.

Step 4 - Monitor

Talking of dropping dead; any new technology implementation should be monitored to ensure that it doesn't, and that it is not limping zombie-like in the wrong direction. At this point it is important to revisit step 2 and consider the benefits, rather than just the features of the implementation. It is important to monitor that the desired benefits have been delivered, rather than the technology implemented on time, under budget and working as intended. If the technology, for example, is a new, faster, check-in for hotels (please, please) then it is important to monitor that not only did the technology get rolled out when expected and within budget but also that guests be able to check in as before, AND that they can do so quicker and with greater satisfaction levels than the previous human interaction system that the technology replaced. Otherwise don't consider the implementation a success.



Step 5 – Comply

Every board must balance compliance and performance. With technology, and particularly internet powered change, the compliance rules are complex, ambiguous, contradictory and transient. Especially if an implementation involves working across multiple jurisdictions. Boards need to be aware of the changing regulatory framework in each jurisdiction where they sell products or services or conduct an activity. The Australian Taxation Office recently found that Foodora, a food delivery company, had failed to pay PAYG and superannuation for workers that Foodora had classified as contractors and the ATO found to have been employees. The resultant debts surpassed several millions of dollars and directors could be found personally liable for every cent. Failure to properly report a security breach is an offense, and similar yet different obligations exist in multiple jurisdictions. Legal due diligence is an ongoing necessity.

Step 6 – Verify

As a director, if you cannot prove that you asked the relevant questions, your diligence or competence will be in doubt. It is not enough to ensure the above steps are implemented; you must retrace them to ensure that the technology still meets market needs, is relevant and cost effective, complies with modern expectations of reporting and security. Finally, you need to return to step 1 and scan the horizon again. Something will be coming over it.

Is it a threat? Or an opportunity? Your board will never know unless they do their homework and keep positioning their company to perform and comply in the face of continuing change.

There is an old adage about a lion waking and knowing she must run faster than a gazelle to survive, while a gazelle awakens and knows that she must run faster than a lion to survive. Whether your board is hunted or the hunted, one thing is certain: this is not the time to hit 'snooze'.

VR: WELCOME THE TRAINING DISRUPTOR

THE SIMULTANEOUS DEVELOPMENT OF MULTIPLE TECHNOLOGIES MAKES IT DIFFICULT FOR TRAINING PROFESSIONALS TO KNOW WHAT IS MERELY A FAD AND WHAT NEEDS SERIOUS CONSIDERATION.

Virtual reality (VR) is a technology that can't be ignored and is already disrupting the global training market. Within five years, VR will be the primary method that workers will use to develop their skills in a safe and controlled context. ▶



**An interview with
Ben Bauert - CEO
UNLEASHED**

What is VR?

While VR only hit the commercial mainstream in 2014 with Google's 'Cardboard' headset, it has already evolved significantly over the last five years. 'VR' changes perceptions of what our eyes and ears experience, removing them from our real-world context and placing them into a virtual one. This is done by using 360 film and/or computer graphics. There are no limits on what we can experience in VR and this allows us to immerse ourselves in places and situations that are dangerous, impossible, or even just too awkward for real-life training.

What skills can VR be used to develop?

VR is already being used to train people in a wide variety of skills: technical, procedural, safety, people skills and emotional intelligence. Practising an awkward conversation with a virtual co-worker, recording that interaction, and reviewing to improve performance for the real thing - this is all already possible.

Why does VR training work?

Cognitively a VR simulation acts in the same way that real-life experience does; by creating new neural pathways that can be relied upon at a future date, helping us implement our skills and knowledge to manage challenging situations. The technology has multiple attributes that make it a superior training tool: complete quality control across volumes of trainees; data generation for analytical purposes; reusable and scalable content; privacy to train alone or with others; and the ability to influence perspectives to broaden understanding.

Can you prove it works?

A lot of research has proven the validity of VR as a training medium, with the following being just a few examples:

- 80% average retention rate one year after training - Miami Children's Hospital
- 20% of people more likely to change behaviour by virtually experiencing the impact of decisions - Stanford University
- 87% reduction in time by turning a live medical pathology lesson into a 360 film - NYU
- 98% of trainees in a VR sexual harassment training said they now understood their personal role in diversity and inclusivity - Domain and Equal Reality

Why isn't everyone using it already?

We are finally at a point where the hardware is good enough to create powerful experiential training at an affordable cost. In 2017, a high-quality VR headset and gaming computer cost \$4,000 to run. Now that price is \$1,000 and will be around \$500 by April this year.

Software development is still a laborious process for organisations wanting their own custom VR training simulations. Although there are tools available to reduce the complexity of building such experiences (eg. Amazon's Sumerian), they are currently too cumbersome for lay people to use. Other platforms, like our Facilitate, are solving specific learning and development problems, such as providing high-quality experiential training that overcomes the tyranny of distance (we are based in Western Australia, after all!).

The future of VR training?

More solutions are continually coming to market as the technology develops, while also beginning to challenge online learning and live training in the process. Get ready for innovative learning management systems to start offering VR-enabled solutions within the next couple of years. In the meantime, start thinking about how VR could revolutionise the effectiveness of your organisation's learning and development programs.

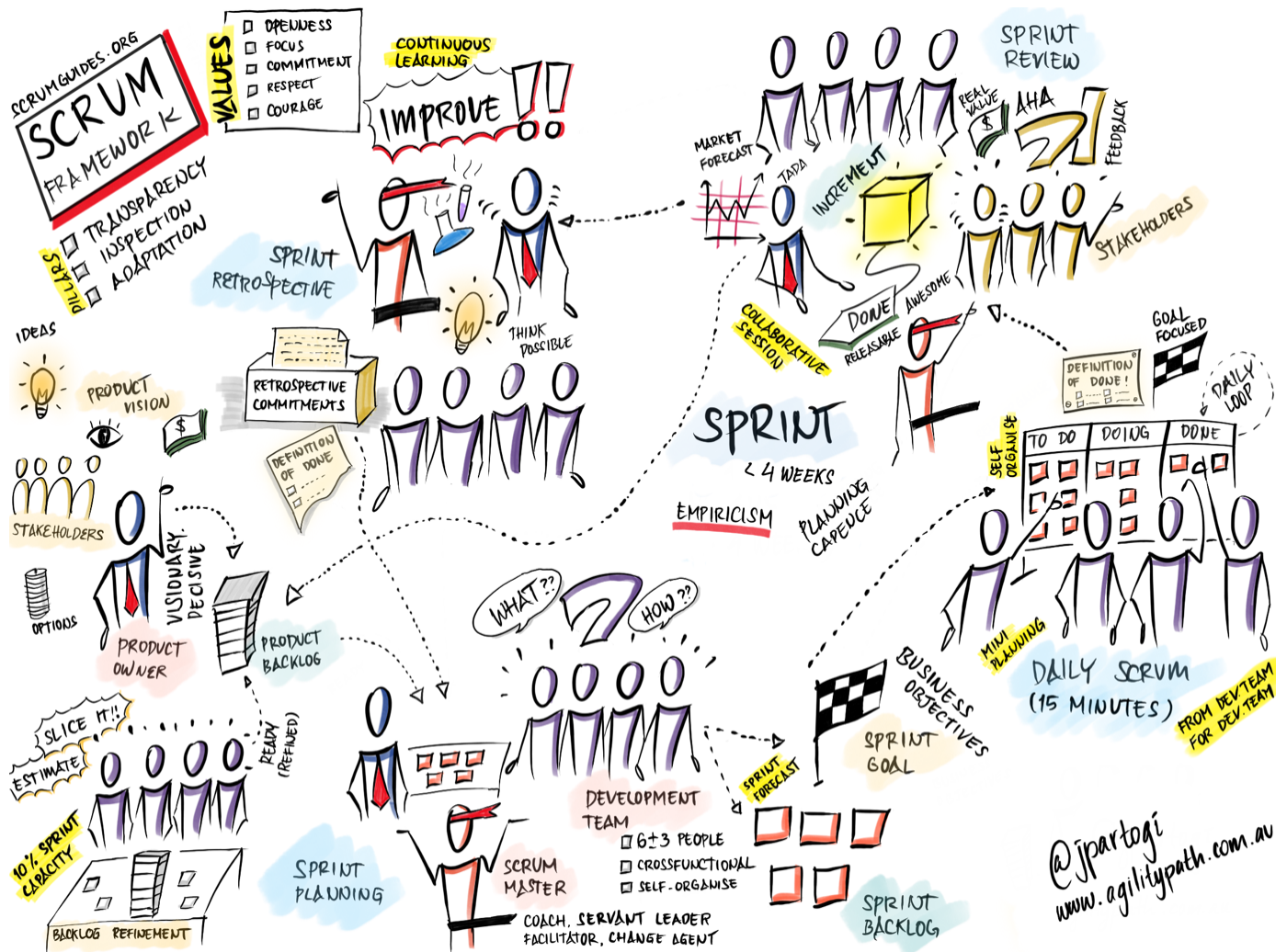


How progressive is your organisation?



**OUR
WORKFORCE IS
CHANGING**

WHAT THE SCRUM?



Time has changed. The way we work has changed. We are in the age of technology disruption where repetitive types of work are being automated and being replaced by robots. Not only 'work' has changed, workforce expectation has also changed. Today's workforce are looking for a workplace where they can do something meaningful that will change the world. That means as managers our job is no longer about utilising people's time but instead to create a work environment where people's intelligence and creativity are provoked.

What on earth is scrum?

Scrum as written on Scrum Guide (www.scrumguides.org) is a framework for developing complex products. In summary, Scrum is the framework to accommodate the needs of 21st century that is VUCA (volatile, uncertain, complex and ambiguous) in nature and requires fast feedback. Scrum is not a new hype, it has been around since 1995.!

What's different from Scrum compared to traditional management?

Scrum changed the way organisations work together to deliver products to the market. There are so many things that are different about Scrum compared to traditional management but I would like to narrow it down to just three main differences.

Managers who leads by serving

There are two managers in Scrum, the Product Owner and the Scrum Master. Both do not manage people and never assigns work to the team. The Product Owner holds the vision of the product and focused on optimising the value of the product by continuously validating it in the market. The Scrum Master is focused on changing the corporate system to improve the organisation agility, this is done through coaching, teaching, facilitating and mentoring. Both Product Owner and Scrum Master are managers who lead by serving, focused on different things.

Autonomous and empowered team

In Scrum the work is never assigned to the team as Scrum view them as smart and motivated individuals. In Scrum, the Product Owner explains to the team the goal of the Sprint during Sprint Planning and review the Product at the end of the Sprint. Throughout the Sprint the team is never assigned any work by anyone, they are trusted and given the autonomy to meet the Sprint goal in forms of usable product. The team self-organises and assigns the work to themselves and inspect and adapt their work daily in Daily Scrum.

Deliver usable small product increments and validate value iteratively

Scrum relies on empiricism. That means, rather than spending exhaustive time to create detailed plans and expecting predictability, in Scrum we create small hypothesis and deliver usable product increment to validate that hypothesis in a timebox of 30 days or less known as Sprint. The purpose of a Sprint is not as a deadline but rather as feedback loop for inspection and adaptation. In Scrum, we dance with unpredictability. At the end of the Sprint the organisation should inspect and adapt the initial plan. In Scrum, the plan is to replan. The Product Owner may decide to release the product increment to the market to validate whether there is value in the product. The team continue to work in Sprints until the optimum Return on Investment has been achieved.

In closing

So the questions that I often get from people is, why should we use Scrum when there is nothing wrong with the current way of working. Scrum is about continuous improvement and a framework that gives organisations a starting point to:

- Improve its capability to deliver value in shortest time possible.
- Optimise the value of the product and the flow of value.
- Improve employee engagement and humanise the workplace.

If you think these three points are important, then Scrum may be something for you to try this year.

SCRUM ISN'T NEW

Joshua Partogi
Scrum.org Professional Scrum Trainer,
Visual Facilitator, Executive Coach
Agility Path Pty Ltd.





**INVEST IN
WOMEN**

It's time to let go of the outdated, traditional view that men make more "natural" leaders and to fully invest in the females we have in our organisations.

Research globally continues to show that companies with women leaders are more profitable, experience fewer layoffs and are better at crisis management, proving that investing in women has both economic and social benefits. Women make great leaders.

What do we mean by Investing in Women?

When I think about my own interest in business and the career advancements I have enjoyed, I am grateful for the investment that others made in me.

Those who invested in me provided a seat for me at the strategy table, and gave me the opportunity to put projects into action. A good balance of involved support and autonomy was offered, along with resources and access points. Most importantly an investment in me was the confidence shown in my ability, the freedom I was given to 'have a go,' and my ideas being respectfully listened to.

To invest in women is to support, develop, sponsor, promote and provide opportunities for them. It is taking the time to listen and help clear obstacles. Back ideas and provide resources and budgets to ensure projects designed and lead by women can be implemented successfully.

With more women at the table and in key roles, great outcomes will improve.



Lyn Hawkins
Director

Recent studies highlight the still prevalent, and considerable, prejudice against women CEOs. In the first place, it is harder for females to break the "glass ceiling" and get into these roles. Once there, they're more likely than male CEOs to be dismissed, even when performing well. Research detailed in the Journal of Management 2 found that female CEOs are about 45 percent more likely than male CEOs to be dismissed. Performance improvements protect male CEOs from dismissal, but don't protect female CEOs.

Women have extra pressure and scrutiny directed at them at every stage of their careers and far too many people still privilege "masculine" traits over feminine ones. A recent study published in Frontiers In Psychology³ indicated that both men and women believe successful leaders need stereotypically "masculine" traits such as assertiveness. The study suggests that "the concentration of men in top decision-making roles such as corporate boards and chief executive positions may be self-sustaining because men in particular tend to devalue more communal (note feminine) styles of leadership—and men are typically the gatekeepers to top organizational positions of prestige and authority."

However, the last 30 years of research has shown that women actually make incredible leaders and that the "transformational" leadership style (that is classed as "feminine") in my belief, is by far the most effective.

The money is on the table and the data says it all – it is wise to invest in women





THOUGHT LEADERSHIP AND PRESENTING YOUR MESSAGE

BY PAULA SMITH CSP

Is thought leader just another buzz word?

“How was the presentation?”
“It was okay, nothing I haven’t heard before.”

Does that sound familiar?

I go to a lot of presentations as I am sure many of you do too. Which ones stand out? Which ones have you thinking in a way you have never thought before? Which ones aroused your emotions or got you to take action for the very first time? Most presenters, with a bit of training, can deliver a presentation that sounds professional and gets the job done.

The world-class presenters bring so much more to the platform. Thought leaders not only deliver a message to an audience but also innovative thinking and fresh insights.

Thought leaders bring something unique to each presentation – a different perspective on a topic, breakthrough research, a new approach for the industry or their own models and frameworks.

They are thought leaders and they’re excited about sharing their ideas, concepts and results.

And when they are in flow, they are captivating.

It's not just another phrase

The term or phrase 'thought leader' is identified by many, as just another annoying example of business jargon or yet another buzz word like disruption or change maker, but the intention behind thought leadership is far from annoying.

Thought leadership is at the core of business innovation.

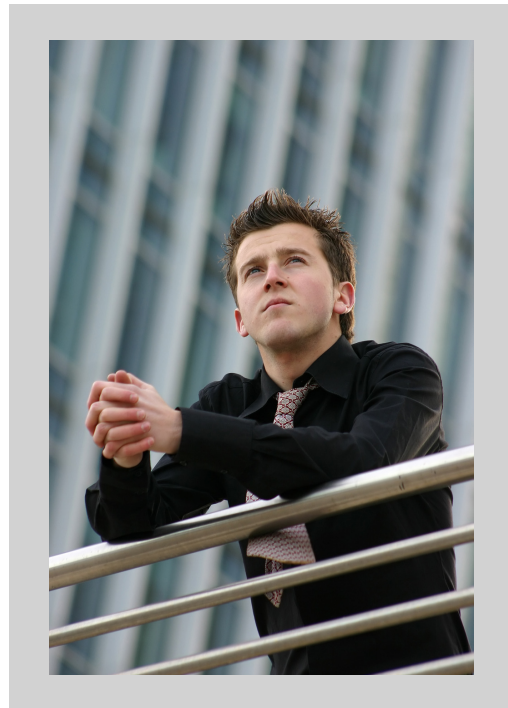
By bringing your thoughts and your unique perspective to the platform, training room or boardroom you can position yourself as an authority, an expert, a thought leader in your industry. Superb if you want to amplify your personal, business or speaking brand.

Thought leaders are in demand, your audience wants to hear new and exciting developments in your industry.

Research also proves, that when we hear or experience something for the very first time, that's **your** new and exciting message, our emotional state is aroused, and we are much more likely to remember it and repeat it.

Even if you work for someone else and don't really have commercial freedom with your message, products and services, you can still bring a 'thought leader attitude' to the platform in the creative way you deliver that message.

Do you have a unique perspective?



Get your audience excited

Get your audience curious and excited about your thoughts and unique message so they feel compelled to share it with others.

The ripple effect of thought leadership can be powerful.

Remember though, that your fresh insights need to be relevant and delivered to the right audience at the right time or your thought leadership is wasted. And also useless if it doesn't lead to behavioural change at some level.

Is it time to share those ideas and thoughts you've been keeping to yourself? Is this your time to shine as a thought leader? I hope so.

Quick tips to start

- 1. Create your own models and frameworks**
- 2. Challenge assumptions**
- 3. Be different but authentic**
- 4. Be useful**
- 5. Be innovative**
- 6. Be disruptive**
- 7. Be first**

Paula Smith CSP
Keynote Speaker, Master Trainer and
Business Leadership Consultant and
your Expert in
Presentation Intelligence ©





Employer Brand Strategy Don't leave it to chance

Jo Woodfield, owner of THE HIGHER MIX shares her insights on Employer Brand Strategy

Given complexity and barriers to talent acquisition, disruptive change in the way we secure, manage and keep workers, and tighter labour markets; competition for talent has never been fiercer. Ability to adapt faster to new talent demands will be the defining characteristic of successful companies into the future.

Clarity and the move towards a unified brand objective

Employer Branding is a leadership concept (responsibility) to increase the value of companies.

Competitive advantage lies in capturing the hearts and minds of teams – as organisations try to capture the essence of their business and better market it, there is an increased desire to expand branding beyond selling and profiling services. Executives realise they cannot rely solely on their consumer brand to recruit skilled team-members. Employer brands dominate when it comes to talent care and out-manoeuvring the competition.

Employer Brand: Finally as a critical strategy for organisations

Talent attraction and retention are company strategies now rather than HR ones. Compelling, sustainable employer brand (EB) strategy builds identifiable, unique employer identity. Value concept behind your organisation - 'whole-of-systems' (organisation-wide approach) to effectively articulate, embed EVP product and strategy; communicate purpose; promote it deeply and widely. Requires rigour and in-built structure to benefits, remuneration, development imperatives, messaging and brand positioning.

EVP is a foundational exercise

The tables have turned. Talent now has the upper hand.

Universum research tells us a staggering 63% of CEOs are concerned about availability of key skills. Vital to build business strategy around your employer brand to stay relevant, source superior talent and grow.

Best summed up by Simon Sinek "Great companies don't hire skilled people and motivate them, they hire already motivated people and inspire them. People are either motivated or they are not. Unless you give motivated people something to believe in, something better than their job to work toward, they will motivate themselves to find a new job and you'll be stuck with whoever's left."

Central to EB is developing Employee Value Propositions (EVP). In red-hot talent markets, EVP helps crystallise what's on offer. Compelling brand messages; sets of attributes labour markets and internal teams perceive as the value they gain from being employed with your organisation.

Employment promises attract the right talent, manage expectations of current employees and drives accountability.

Differentiation comes for organisations who deliver on it (builds stronger employer reputation.) Aligned EVP with employee needs constitutes 'offer' fit and supports execution of attraction/ retention strategies more effectively.

How does your EVP and benefits package stack up against competitive offers? What's differentiating basis; used to position (reposition) strongly in the market?



Source: Australian EVP Attributes 2014 The Higher Mix

System thinking underpins strategic employer brands

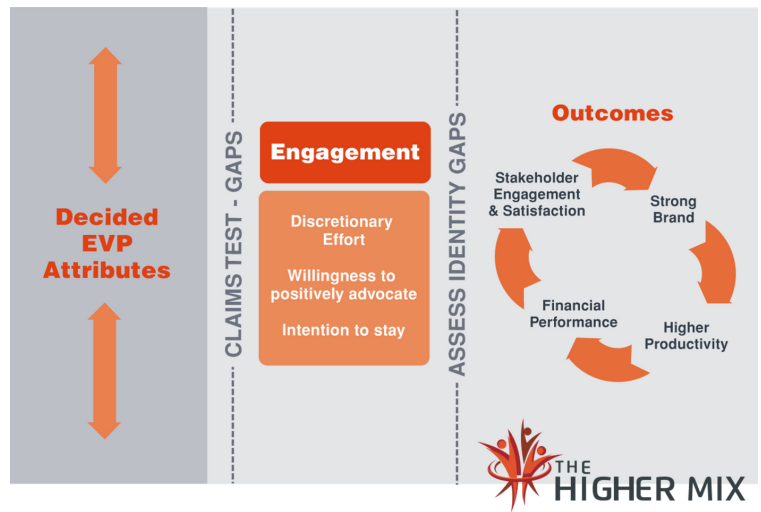
Employment branding examines interplay between a multitude of branding concepts, jurisdictions, and constituents to more effectively guide talent decisions. Closing gaps between what teams expect and what the organisation delivers. Beyond communicating compelling brand messages to potential talent, strategic EB creates the impetus for people to act on it!

The tables have turned. Talent now has the upper hand.

To unlock enormous economic potential and future growth, employer branding needs depth and scale.

Decisively use the brand as an engagement platform (internal and external) to address existing strategic (and tactical) variables and overcome brand challenges.

Many moving parts of employer branding/recruitment marketing (prospecting, pipelining, attraction, engagement etc.) represent unique opportunities for employers to do more and to do better

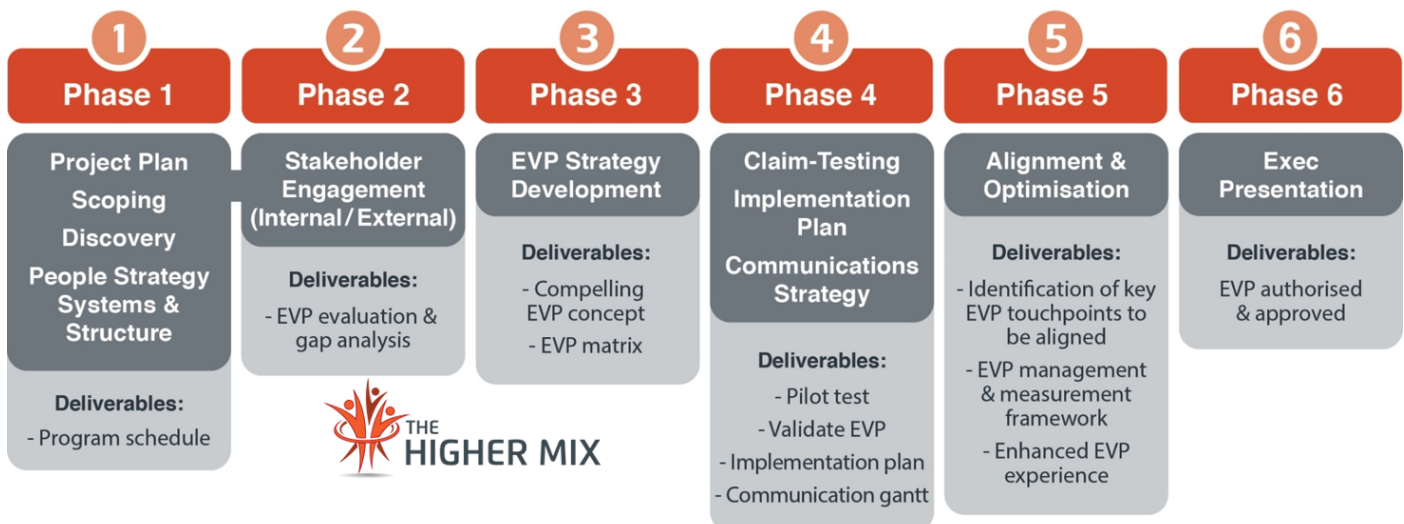


Craft best practice employer brand

Employer Brand Builds - The Right Way

Organisations are turning to strategic solutions which subjectively understand the real causes of underlying problems, to enhance the employer brand. Responsive companies flexible enough also to adapt their positioning quickly, alter messaging for diverse, multi-generational workforces and segments while delivering superb employee experiences.

EVP design uses a plethora of information from labour markets, current employees; talent competitors and company & talent strategy. Underpinning Employer of Choice: strategies and structure. Inbound workflows restore competitive edge to hiring; dispel perceptions of 'graveyard' companies, highlight business' strengths for easier sourcing. Fresh EVPs mirror the current employment experience and unified cultural attributes, including staff/leaders in EVP development and communication processes.



Awareness play for the brand

Inspid EVPs aren't significant, and they do not influence.

Strategy is the main player if developing resource capabilities, retention/ attraction imperatives and skills. Assurance of the right talent and cultural fit to drive productivity, increase engagement, to support recruitment depts and produce favourable bottom-line results.....sorry, pretty pictures can't do these things.

Recent fast-paced, high-cost HR marketing efforts are faltering. Authenticity with relevance to the audience alludes, why companies (and people) resort to vanity publishing. Real opportunity here?

Exploring untapped potential for your EVP. Relationship-building context over the transactive is what unites people. Styles to suit particular audiences: personalised; targeted, in front of the right eyes, carefully based on sound employer brand strategy.

Best directing energies and investment to achieving a more authentic and integrated EVP. Holy grail is the fully transformational piece - continual focus on the brand, cross-functional collaboration, highly distinctive assets promoted/ embedded. Your own unique set of Values (central to hiring the right people), flywheel EVP comms and marketing; organised inbound workflows, deep engagement of people and leaders, EB metrics in place, reporting regularly across entire employee life cycles.



Jo Woodfield
Managing Director of
The Higher Mix,

Workplace employer branding is a daily leadership endeavour

Developing managers is a prerequisite for meaningful work and corporate cultures with people who want and do perform at their best – reason EB is focused heavily on contributions from transformational leaders, with collaborative practices to significantly enhance employee engagement. Coach leaders to successfully convey EVP's primary characteristics and narratives.

Earning support from senior leaders for your branding initiative may well be an iterative process. Won't be for the faint of heart either. Expansive undertaking, contingent on your organisation's appetite and budget for transformation. Talent acquisition professionals want the benefits. Roles becoming easier, cheaper to attract ideal candidates, driving high quality leads into the recruitment funnels. So, expect to see doubling, quadrupling of budgets for employer brands, and increased focus, sophistication of approaches, esp. around analytics and localisation (connections between geography and specific-role demand.)

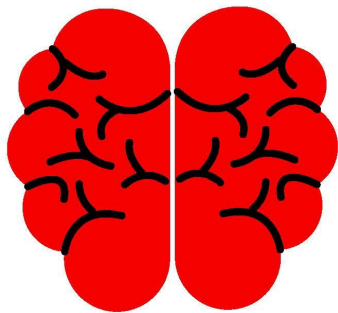
In closing, demonstrating clear ROI linked to business outcomes comes from knowing exactly what you are/should be doing, why and measuring for its success. Perpetually, it is one thing organisations struggle with (set employer brand strategy before you start.) Without it, lack-lustre, uninternalized employer brand/EVP.

Speak clearly to the goals and objectives of your employer brand strategy, be consistent and know it takes more to humanise your brand over just posting a piece of content.

A closer look at

NEUROPRESENTING®

Presenting with the Brain in Mind



gitp 
Global Institute
of Training and Presenting

**By PAULA SMITH CSP
Speaker, Master Trainer,
Author and your expert in
Presentation Intelligence®**

A closer look at Neuropresenting®

I have always been passionate about quality training and presenting and have immersed myself in the industry for the past 30 years. When you are a little obsessed about a topic or industry, you're always on the lookout for new and exciting research, ideas and concepts to share with your clients. A few years ago a colleague and friend of mine, Karen Livey, had the opportunity to work together on a project in Malaysia. Karen specialised in the Neuroscience field. Learning more about Neuroscience through this project, I discovered how we can also use neuroscience principles to become better presenters and communicators. Blending this science with my expertise in adult learning, professional presenting and communication skills, the Neuropresenting® programme was born.



Every day scientists are discovering more amazing facts about our brains; how we learn, how we remember and why we interact with others the way we do. We are really just finding out about how powerful our brains really are, what our brains can do and how this can impact on the way we communicate our message to others.

I developed the first Presentation Skills Diploma qualification in Australia several years ago and although this was a robust and useful accredited course, it was time for a complete update. A new leading-edge programme was needed, not just for trainers and presenters, but a programme that met the needs of anyone who wanted to stand up, speak out and communicate more effectively from the platform, training room or boardroom.

Along with an impressive advisory board, lots of research and consultation with industry, the Neuropresenting® programme was developed and Nationally Accredited.

It provides a relevant and fresh approach to presenting for any presenter who wants to take their presenting skills to the next level and beyond..

Neuropresenting is a unique blend of professional presenting, adult learning, storytelling, influence and neuroscience principles delivered over a 3- or 5-day programme.

Perhaps some of the content that is included in the Neuropresenting® programme may be challenged in years to come, as the field of neuroscience is still a relatively new field of study. What we do know for sure though is that our brain's makeup has a huge impact on our behaviour, our emotions and the way we learn. In fact, visible changes occur in the brain when we are learning. So, the way we learn, live, love, laugh, make decisions and behave can all be explained by science. Therefore by blending the art and practice of powerful presenting with brain-based research, the way present can also be improved by science.

Although the Neuropresenting course was accredited recently as a new Australian Diploma Qualification, if you are not in the training industry, the certification (3-day professional development course) is proving just as useful for organisations who want their staff to develop high level presenting skills without the need to complete the assessment requirements of a full qualification..

Presentation skills are one of the most profitable skills in modern business. Hundreds of thousands of dollars can be lost through a poorly presented pitch, or that embarrassing company presentation at the industry conference. Even supervisors who address their teams on a regular basis can benefit from having well developed presenting and communication skills. And if you deliver workshops, training or keynotes, well this programme will have you thinking complexly different about how effective you really are embedding your message. Neuropresenting is all about presenting with the brain in mind. Why would you want to present any other way?

We are very excited to offer the Neuropresenting 3-day certification public course in several states around Australia, Dubai and London from February 2019. If you have a small team at work, it may be more cost effective to book an in-house programme.

The Neuropresenting® programme will encourage you to explore your own authentic presentation style and preferences and how to enhance and build on these to ensure your presentations are both memorable and powerful.

Why should you complete the Neuropresenting® programme?

Presenters who develop this knowledge-base and set of skills will be able to:

- Develop client-centric presentations using our 'Neuropresenting Principles'
- Create and deliver powerful training or presentations using high-level engagement strategies
- Apply current adult learning theories and practices to create real behavioural change
- Leverage neurolearning expertise to think critically and develop innovative presentations
- Present with confidence and skill
- Receive a professional certification as a Neuropresenter® giving you a competitive advantage

**It's all about presenting
and communicating
with the brain in mind**

The Neuropresenting® programme includes a broad range of topics

14 'Neuropresenting® Principle's for trainers and presenters

Presentation Intelligence®

Explore the learning brain

Brain-friendly learning environments

Presentation design and structure using

'Neuropresenting® Principles'

Advanced presentation delivery

Platform skills

Presenting art and science

Adult learning theories and practice

Crafting and delivering powerful stories that matter

Innovative thinking practices and thought leadership

NLP and the world we live and learn in
Workshop and Keynote craft

Methodology magic

Presenting to media

Your authentic presenting style

Speaking influence

Confidence, connection and charisma

We have designed the Neuropresenting® programme so that each topic can be also be delivered as a stand-alone presentation and integrated and contextualised to meet the needs of our clients.

Do you want to be one of the first in the world to complete a Neuropresenting® Certification?

We would love to have you in our next programme.



**REGISTER FOR PERTH,
SYDNEY OR LONDON FOR
MARCH/APRIL 2019**

SOLVING THE BANANA PEEL PROBLEM

Placing a ladder over a banana peel to avoid people slipping on it is not the most efficient solution. However, if you look at organisations (certainly the bigger ones), it is quite strange that they have built so many ladders into their structures and systems. A 'ladder' in this context is used to indicate an inefficient pattern that we keep repeating because it has proven successful in the past, although it currently isn't very efficient or doesn't lead to the results that we want. It could be a procedure that we've installed 10 years ago to solve a certain problem, and although that situation doesn't occur anymore, the procedure is still in place.

How would you solve the Banana Peel Problem?

The **Health & Safety Manager** puts a big fence around the banana peel and makes sure that everybody who walks within 20 metres of it wears a helmet. They might even organise an awareness meeting to explain the dangers of a banana peel lying on the floor.

Cyriel Kortleven
Global professional speaker CSP
Author of The Change Mindset



The **HR Manager** checks if there is someone in the company who has banana peel pick-up-skills in their profile. If not, they will send a high-potential candidate on a 3 week long banana-peel-pick-up training course to make sure that person has the right skills to do the task.

The **Legal Counsellor** waits until somebody falls over the banana peel and then sues every banana producing company in the world.

The **Innovation Manager** organises a brainstorm session with a multidisciplinary team to generate hundreds of ideas to solve this challenge. He then gathers the solutions on a one pager and delivers it to the CEO.

The **Government Employee** hires a team of management consultants that come in, analyse the situation and deliver an extensive report explaining that there is a banana peel on the floor. They advise waiting for 4 weeks until the banana peel has rotted away.

The **Quality Control Assessor** creates a checklist with relevant criteria (size, thickness, colour, shape, ...), and does a risk-assessment of all possible scenarios depending on who may slip on the banana-peel.

The **Agile Scrum Master** creates a Scrum Board, breaks up the epic “banana peel problem” into 15 Stories and 8 Tasks. He plans 4 sprints of 2 weeks for the estimated Work. Each morning the Scrum Master does a short stand-up meeting with the banana peel-developers and the banana peel product owner to assess whether the situation of the banana peel has changed.

The **Company Coach** asks the banana peel if it hurts to lie on the floor. He then proceeds to reflect together on some options on how the banana peel could solve it is own problem.

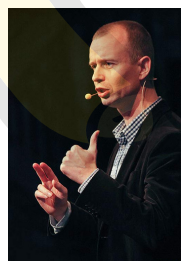
The **visual facilitator** takes a flipchart, draws the banana peel and listens carefully to all reactions from bystanders. Then he draws them, notes comments down, groups them. He then makes people voice what they now think the best course of action is.

The **Junior Management Trainee** follows the ‘problem’-procedure which means that they must print 7 documents from the internet where they fill out the problem and the possible consequences. He gets extra points if he can add a business plan with the necessary figures on how this will affect the quarterly results of the company. This document has to be signed by his direct boss who will discuss it in the next management meeting where they will take the ‘right’ decision. If he is lucky, he will be informed two months later about the decision.

The **Communication Specialist** starts to collect quotes from leaders saying how critical removing the banana peel is in the company strategy. He then launches a communication campaign with videos, infographics and a roadshow to warn the employees about the dangers of a banana peel. A few months later, the team invites leaders to give an update on the status of the banana peel... but no one shows up. The management team has been so busy re-defining their strategy and re-aligning their organisation charts, that no one remembers where the cursed banana peel is or who (if anyone) was held accountable for removing it.

The **handyman** or **cleaning lady** sighs before picking up the banana peel and throwing it in the nearest waste bin.

Cyriel Kortleven
Global professional speaker



SPEAKING AT A CONFERENCE OVERSEAS – DON'T RUSH IN

BY JOHN STANLEY CSP

You get an email, you have been invited to your first conference in a land that does not speak your language. WOW, what an opportunity and adventure. You reply and you're on your way. But are you?

I have presented conferences in 36 countries in many countries that do not speak English and have seen the mistakes many speakers make. I have made them myself. The overseas market is fascinating, challenging and rewarding all at the same time.

This is my "tips list" if you are planning an international speaking career.

MARKETING

Why do you get an international speaking opportunity? It is because you have a global perspective of an industry. Therefore, the preparation is critical and, sorry, may take years to achieve. You need to own your territory.

What are the secrets?

- Be famous for what you do. The narrower your field of expertise, the easier it is to become a global expert.
- Find out where the global magazines and Bloggers are and write an article on a regular basis for them. Show you are the global expert in your field.

- Write the Book. The world expects the expert to have authored a book. I have written a number of books in my field. Have they made me rich? No, they are a positioning statement for my business. They are part of my marketing strategy.
- Find out where the conferences are held and who organizes them and contact with the conference organizer offering a keynote presentation.

YOU GET THE GIG

Your homework paid off and you get the keynote in a land you have never been to before and they do not speak your language. Now the real work starts.

- Power points are a valuable tool when working in another language. Contact the organiser and ask them if they will translate your key point power point into their language and get it back to you at least two weeks before the event. Then number the pages so you have an English version that matches the presentation copy and you can keep track of where you are. The power point is more valuable to you than your audience.

THE OVERSEAS MARKET IS FASCINATING, CHALLENGING AND REWARDING

- Read as much as you can about the country you are going to. What is the culture. What can you do and what should you not do culturally? What events are taking place in the country you are going to, both in your field of expertise and at a more global level? Find out what the dress code is. You need to fit in. There is nothing worse than presenting yourself in a suit when the dress code is Hawaiian shirts. Many conference organisers forget to inform the speaker of the dress code.

IT'S TIME TO FLY

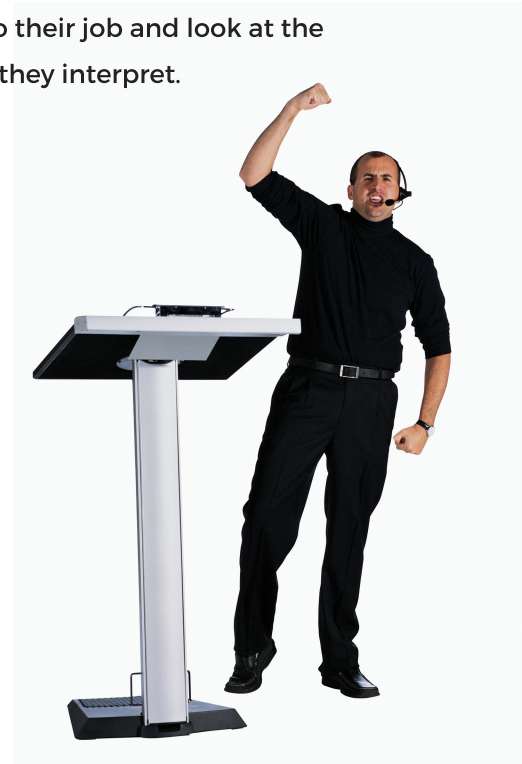
Don't just get on the plane and drop in at the conference centre.

- Arrive at least a day before and get familiar with the country. Visit a business that is related to what you will talk about and get positive examples from that business you can share.
- Meet the interpreter for breakfast and get to know them so they understand your accent and any jargon you may use.



YOU'RE ON STAGE

- Never say "In Australia we do...." The audience do not care about what you do in your country. Yes, they want a global expert, but they want your experience. Start with "In my experience working around the world I have found...", then relate it to their country.
- Present short sentences to allow the interpreter to do their job and look at the audience while they interpret.



YOU DID IT.....NOW WHAT?

Follow up all those business cards at the end of the day and then relax. Now you can enjoy the culture and traditions of the country...which may include fish eyes or eating insects, although you are global, your hosts expect you to act local.

John Stanley CSP



**FIVE VERY
GOOD
REASONS TO
RESIST
CHANGE**



By Catherine Palin-Brinkworth

5 very good reasons to resist change

You will have heard this wonderful definition of insanity: “Doing what you did yesterday and expecting a different outcome.”

Uh huh. We know it's true. Yet how many of us still want improved working conditions and enhanced performance, without the will to create change or the skill to drive it?

Every single desirable development of our lives will need something to change – or it won't happen. Whether it's the discipline to follow through with our New Year fitness goals, or the dedication to professional development that will get us increased income, we know we need to do different to get different. Don't we?

So why DO we resist it?

Well, I think there are Five Very Good Reasons:

1. It hurts.

Yes, it does. There is an inbuilt part of my brain, and yours, which is absolutely dedicated to preserving homeostasis. Anything different (particularly early morning exercise, in my opinion) causes severe discomfort – and so it should. This clever reptilian brain of ours is just trying to protect us from imbalance. It's actually trying to preserve stability. It hasn't realized that we're in a world that needs us to change, and if we DON'T change we'll die, sooner than we might choose.

2. It's somebody else's idea.

Well, that's usually true! Most other people seem to feel they know what's good for us, better than we do, right? So almost all change or improvement initiatives are initially inspired by an external source. The question is – do we share the same desire that they have, for us to be different? And if not, would it be a good idea to consider the possibility? With humility and a genuine desire to be the best we can be?

3. Maybe if I do change, other people in my life might become uncomfortable.

Because they know me as I am. Maybe they don't like change, and want me to stay the same. So if I embrace this improvement or development, I may not be able to embrace them any more. Or they may not embrace me. That could be very lonely. And painful.

4. This proposed change actually shakes my self-concept to the core.

I formed my identity, my worldview, my core belief system which drives all my responses behaviours and actions, quite early in my life. It actually creates my orientation in the world I live in. If anything happens to alter that orientation or self-definition, I could become a displaced person. Even if it's only momentary, it requires an adjustment on my part. That's hard work. If I have to do it too often, I can become quite disoriented and dysfunctional. After all, how can I possibly perform at my peak if I don't know who I am?

5. I like things just the way they are.

Yes, maybe they're not perfect. But they're OK, and I know how to survive with them this way. And if we change things, they could get worse! Better the devil you know.....

Take a moment to check in with me on this.

- * Have you ever wanted conditions in your life/work/family to change?
- * Have you ever owned any of the above resistances?
- * Have you ever observed them in others around you?

These Five Very Good Reasons are very common. They're almost universal. They will get in the way of just about every improvement you want to implement in your work environment or even in your personal life.

Yet you know that if you give in to them, you will die the death of the dinosaur, without a meteor.

So they have to be managed. What do you need to do to manage them?

**It's simple.
Use the BEST®
Change
Management
Formula:**

Build the Vision. Make sure everyone understands the beneficial outcome of the change. Get it strong, big, bright, clear, moving, real.

Discuss all the positive effects. Name and accept the challenges and obstacles, and any possible negative effects. Know and remind others of the favourable value of the change. Ensure there is 100% ownership, commitment and support, or watch for sabotage.

2. Establish the Power. None of us is a powerless victim of our world. We can stay and grow, or we can run and hide. We can choose to make a difference and we can choose to be different.

The power is within us. No-one can give it to us or take it away. We must own accountability and response-ability.

3. Select an Action. All change requires effort. But one action alone can get it started. Any action is better than none. All action provides feedback. The whole process may not always be clear – and probably can't be. No-one needs to know all the answers in advance. We just need to make a commitment to the outcome and get started.

4. Take a Step. With personal courage, acknowledging any risk and ensuring there's a safety net provided. With continual self- Every step takes us somewhere.

Check the results with the vision, and keep correcting where necessary – like rockets into space.

And here's a final challenge in creating change, but arguably the most important to take on.

5. Explore respectfully- but insistently the beliefs, doubts and fears of everyone involved. Robert Fritz, author of 'The Path of Least Resistance', shows graphically how a negative belief will inevitably sabotage any attempt to move out of the current situation. The resulting Structural Conflict will make any improvement impossible. You may not be able to overcome those negative beliefs, but even acknowledging the beliefs, and using the fear positively and productively to put good risk management strategies in place, will be very useful. Without that awareness, without open empathetic acknowledgement of negativity, you have no chance to shape a managing strategy. Fritz describes the healthy approach as 'Structural Tension'. Knowing the barriers exist, but having a managing strategy for them, allows you to focus more on the vision, and your own capacity to achieve it.

Success strategies are simple. You know what you want. You believe you can have it. You work out how to get it. You take action. You know with confidence that you will have it – and it arrives.

We do it every day with the simplest of goals, achieving them time after time! So why do we sometimes make it so difficult?



Catherine
PALIN-BRINKWORTH

Certified Speaking Professional
Global Speaking Fellow
Business Growth Strategist
Leadership Mentor

WINNING AT WORK WITH HAPPINESS

**FUN INFUSION
NEEDED**



Hearty laughter Happy people Healthy workplace

Add a bit of fun to your workplace

Hearty laughter, happy people, healthy workplace is the philosophy being adopted by corporations, organisations and small businesses around the globe.

Do you suffer day after day from boredom at your workplace as you move through your routine? If your answer is yes, then you might need an infusion of workplace fun.

If you thought of happy hours or company parties that keep you away from your home life, I'm not saying that. I'm saying activities can make your daily routine at work fun.

It is often said 'A smile is the shortest distance between two people' and it's often precedes a laugh. It's my top tip for having fun, so take a few minutes every day to get up and walk around your workspace and smile at your co-workers.

Happy people are productive people and laughter may be productivity's best medicine. Life is serious and work is meant to be business but it doesn't mean you shouldn't have a good dose of laughter along the way.

There are many health benefits to laughing in the workplace and numerous studies prove it. Happiness brought about by smiles and laughter is great for the workplace. Not only is it an obvious sign that people are truly enjoying where they are and what they are doing, but it brings people together. Are you ready to get happy? Need a few more ideas to make it happen?

If you like what you are doing, by putting fun into your workplace you will have a winning environment



Here are some enjoyable ways to put more fun and laughter into your work day:

Here are some enjoyable ways to put more fun and laughter into your work day:

1. Make your workspace a place you enjoying being - put up a picture from a holiday or outing, place a small souvenir on your desk so when you look at it you smile. Change each month.
2. Join an office activity or create 'happiness-boosting traditions' of your own - it's not for everyone but if one is organised, join in the fun.
3. Organise a laughter yoga session at your workplace on a regular basis - incorporate one into training days or conferences. A few laughs learnt at those events would make staff meetings much more fun!
4. Gather some workmates in your network and go out for a walk in your lunch break (if you're not taking a lunch break, start now!).
5. Once a month have a colour themed day where everyone is asked to wear that colour.
6. Social media can be fun - share the latest funny u-tube video you've seen or tell someone about them, maybe via a dedicated work group Facebook page.

Phillipa Challis
Speaker, Corporate MC, Author
Chuckling Executive Officer
Live Life Laughing





By Nicole Barret

Culture: a problem for senior leadership

The number of leaders willing to assess their organisational culture is growing ... hooray! The bad news is that while leaders are warming to the idea, and reviewing culture diagnostic reports, they tend to intellectualise the findings and/or neglect to follow through in any meaningful way. At best, I see leaders handball this 'hot potato' to middle management and people without the authority or capability required to bring about the desired change in culture.

Makes me wonder - is the commitment real or has culture become something that leaders feel that they 'ought' to be seen to be getting on board with?

Perhaps leaders do not fully appreciate their role in creating culture or the pervasive influence that culture has on organisational performance? Both are plausible, yet there are alternative hypotheses to cast light on why leaders struggle, and sometimes avoid, working effectively with culture.

Organisational culture guru Edgar Schein (1992) tells us that leaders initially impose their own values and assumptions on the workforce. If the group is successful, assumptions are then shared and come to be taken for granted.

We then have a culture that defines, for future generations, the kinds of norms and behaviours that are acceptable.

As time goes by, organisations experience adaptive difficulties to the point where some of their assumptions are no longer valid. As a result, cultures need to evolve along with the changing environment.

Culture is far more complex than "the way we do things around here" and the work of leadership is to step outside the culture, recognise the functional and dysfunctional elements and start targeted change processes that are more connected to the new context and ultimately bring about success in the current reality.

Working with context, developing strategy and defining and role modelling the desired culture is a key function of senior leadership teams. Yet, despite the plethora of case studies and research demonstrating the importance and value of working with culture, a reluctance for leaders to do so remains evident.

Why?

1. Diagnosis culture can be difficult:

Surveying employee perceptions are one thing but identifying and analysing in-use values and shared assumptions are quite another.

2. Transformation is painful:

Leaders must be willing to examine blind spots, identify unconscious biases, deal with their own anxiety about shifting behaviour and inherently believe that the culture is not as good as it could or deserves to be.

3. Time and money:

Culture change requires leadership sponsorship and effort from all people managers. In some instances, leaders are on short term contractual arrangements which potentially influences motivations to see things through.

4. A perceived threat:

Just like everyone else, leaders experience unconscious resistance to change. The desired culture can potentially trigger a perceived threat to current levels of control, status and power.

5. The tangible versus intangible:

Traditional autocratic styles of leadership tend to prefer working with factual data, numbers and known outcomes. Working with culture is quite an adaptive challenge. It can be messy and leave leaders feeling vulnerable when they don't have all the answers.

6. Culture is a sub-system:

Individual organisations bear the cultural characteristics of greater industries, institutions and nations.

Whilst I'm a big fan of Schein, number 6 should not be underestimated. Give yourself a break. Culture is also a reflection of larger systems and not entirely the result of your leadership.



Think of culture as a Russian Doll; an organisation that sits within other systems and contexts that will influence that culture. For example, a highly regulated or unionised organisation will be impacted by larger forces than the leadership. There are political systems and institutions such as the church, local government, defence and education with strong and enduring histories. Not to mention the influence that geographical location will have.



Think about global organisations and the differences that appear in the sub-cultures between Australia, Asia, America and India? Even within Australia or New Zealand, I've been able to identify distinct organisational sub-cultures where their offices and sites are in regional (rural/urban) areas.

Managing culture is going to be tricky but don't give up - understand your culture and learn how to talk about and work with it. That alone is a step toward recognising what your organisation needs to do differently.

Culture transformation toward an open learning environment is becoming more and more critical if one is to survive in this rapidly changing world. I've had the good fortune to work alongside dedicated CEO's when leading highly successful culture change projects.

HERE ARE THE MUST DOS:

- Start with a rigorous assessment. Establishing a baseline of your current culture is a vital step in identifying gaps and specific targets for change.
- There must, must, must be absolute alignment and uncompromising leadership commitment to the desired state. This usually means being prepared to take a long hard look in the mirror and transforming how you contribute to the current reality.
- Top/down and bottom/up engagement - run little experiments, talk to your people about the diagnostic results and ask them... what needs to shift and how can we do it? You'd be surprised by what you will learn when you genuinely connect with your people.
- Implement new or re-invigorate your company values by engaging staff in conversations about the visible behaviours that would be present if those values are in-use. Be specific! The devil is in the detail and you can integrate these behaviours in your work style performance appraisal processes.
- Develop an integrated strategy and plan for baby steps. Changing too much is overwhelming and ineffective. Do 1 or 2 things differently, do it well and then move on to the next target.
- Align your structure, systems and processes with the desired state - there must be no room for conflicting messages.
- Communicate, communicate and then communicate more about why the organisation needs to change and what you are doing about it.
- Maintain momentum by monitoring progress with regular pulse checks that continue to inform next steps and demonstrate the leaderships commitment to act on the findings and change.

Nicole Barret
Psychologist and Principal Consultant
Insight to Influence



What is the Impact of Unconscious Bias?



We all bring unconscious bias into the workplace. These learned stereotypes are automatic and unintentional. They are part of your belief system and will affect your behaviour on a daily basis. Just because they are triggered without your knowledge does not make it right or even an excuse for bad decisions. For example, if you did not appoint someone because of their surname, gender, sexual orientation etc. it certainly is not good for the organisation or the individuals concerned. Your brain is predetermined to certain predispositions in order to survive, but still this is no excuse. Unconscious thinking is effortless and swift. It is activated in your brain long before your explicit system can kick in and override it.

For exactly this reason you need a strategy. Simply knowing you are biased will not automatically alert you to take any different action, without a strategy.

There are many types of unconscious bias, and you are probably guilty of all of them. Here are a few:

Affinity Bias – We like people like us. We have an affinity with someone for example who went to the same university, grew up in the same town etc.

Conformity Bias – We tend to listen more often to information that already confirms our pre-existing ideas/presumptions. You often see this in discussions around big issues, for example, climate change. You see this daily when two people walk away from the same discussion with different interpretations.

Halo Effect - You see one great thing about someone and let that influence everything else about that person. For example, in recruitment looking at a particular university and seeing everything else in the glow of that great university.

Horns Effect – The opposite of above. Your judgment is clouded because someone was once late to a meeting.

Perception bias – Believing one thing about a group of people based on stereotypes or assumptions. For example, all (insert group here) drive like (Insert behaviour here).

There are many more, but these few hopefully reminded you of decisions you made in the last week based on these biases. What you should be asking is: **Where is unconscious bias in my company/with me as an individual? And what is the impact?**

To avoid bias, the above question may need answering by a 360 review.

Here are a view tips to manage bias:

1. Get out of Denial!

If you want to manage your biases, you first need to admit to them. It's harder than you may think, but ask yourself: What are my biases? How do they impact my decisions? What actions can I put in place to manage them?





2. Start at the top.

There are no doubts that it is easier to drive change from the top. This is not only a verbal agreement but needs to be followed by measurable actions and policies and norms. Let everyone reveal their perception of your company's diversity and inclusion strategies in a safe environment. You may be surprised at the outcome.

3. Get to the top. I often see middle managers stuck to influence and disillusioned to what they may influence. Come up with a strategy. Make a suggestion to your superior and run with it. (Else you'll one day inherit a culture much harder to change – start addressing it now.)

4. Focus on individuals and evidence.

Rather than generalising the team, build individual relations. Yes, this takes time, but you'll get it back in productivity and motivated staff.

5. Create accountability.

Unless you can measure it and continuously check in, you'll easily fall back into old patterns and behaviour. Awareness alone is simply not enough to create change.

Tanya Finnie
RedHead Communications
Speaker, Coach, Consultant and Trainer
in Cultural Intelligence/Leadership





6 HABITS THAT COULD KILL YOUR INTERVIEW

**BY DANI TAMATI
THE RESOURCES HUB**

You've applied for your ideal dream job, received notification that the company is interested in you, now it comes down to the job interview.

This is your ultimate 'time to shine' and prove to recruitment/hiring managers that it is you who they are looking for. It is your opportunity to elaborate on what's written on your resume, what you bring to the table and make a good lasting impression on the company in order to be the 'candidate of choice'. The average length of an interview is approximately 40 minutes; however they can go longer. It's time to wow the interviewer and relay your abilities. So, it's best that you know some of the habits to avoid that could kill your job interview. You've got this!

1) Poor presentation judgement

You may have the best knowledge, skills, qualifications and experience but if you come into an interview not dressed appropriately, you can say goodbye to that new job or promotion.

Studies show that 65% of recruiters/hiring managers say clothes and brand can be the deciding factor between two similar candidates. So, stand out from the rest of the crowd by dressing up appropriately and really putting some thought into it.

Remember, dress to gain trust and command respect.

2) Being unprepared

Did you know that the number one question most likely to be asked is - "Tell me about yourself"? Start with this. Learn more common questions that are usually asked in an interview and practice. But don't be surprised if there are a few 'curve ball' questions thrown in for good measure.

Coming to an interview prepared also means researching and knowing information about the company that you would like to work in, as well as the position you are applying for. Among 2,000 bosses interviewed, 47% said that having little or no knowledge about the company is the most common mistake an interviewee makes during an interview.

3) Watch your mouth

Obviously yes, there are just some things you shouldn't be saying in an interview and these include swearing and badmouthing. It kind of goes without saying really.

Gossiping about your recent employer, former boss or work mate is also a huge mistake during an interview as this can be a very unprofessional habit. It may appear you have no filter and do not understand professional etiquette. Keep your thoughts neutral or as positive as you can and if there isn't anything nice to say, gloss over the answer as diplomatically as you can and focus on sharing positive situations of what you have learned from your past experiences.

4) Interrupting

Interrupting is rude during all types of conversation, but especially during interviews. This shows you are impatient and disrespectful. Definitely a job interview killer habit.

You may have the right answers to the interview questions being asked and have successfully shared why you are very much 'the preferred candidate', but if you continually interrupt the recruiter/hiring manager they may view this as a trait that will continue during your employment.



*Keep your thoughts
and conversation
neutral*

5) Saying 'It's in the resume'

Hiring Managers/Recruiters are experienced interviewers and there is always a reason why they are asking you questions that are very clear and evident on your resume.

If an interviewer asks you something that is contained on the documentation you have provided, don't say 'It's in the resume' because it's impolite and rude to do this. The interviewer is often questioning the obvious to prompt you for further information.

They may be thinking of putting you in a different position or even in a higher position so don't kill your job interview by saying responding in such a way.



6) Ignoring your non-verbal communication

There's more to it than meets the - ear!

Remember, half of the battle during an interview is impressing the hiring managers with your skills and experiences, and additionally your non-verbal language. Your body language is equally as important as your questions answered during a job interview.

Failure to make eye contact, lack of smile, crossing arms, bad posture, and a weak handshake are just some of the nonverbal mistakes that a candidate could be doing which kills a job interview.

Survey shows that 67% of bosses say that failure to make eye contact is a common non-verbal mistake. Maintaining direct eye contact shows that you are interested in what the interviewer is saying, and this leaves a good impression.

And remember to be culturally appropriate as well. Not all non-verbal communication means the same. Many of our jobs are now crossing borders.

An interview is a time to put your best foot forward. Always remember to walk into the interview with a mix of confidence and humility, smile, look prepared, and stay positive. Keep in mind the habits to avoid, in order to increase your chances of getting an interview callback, and ideally landing your dream role.



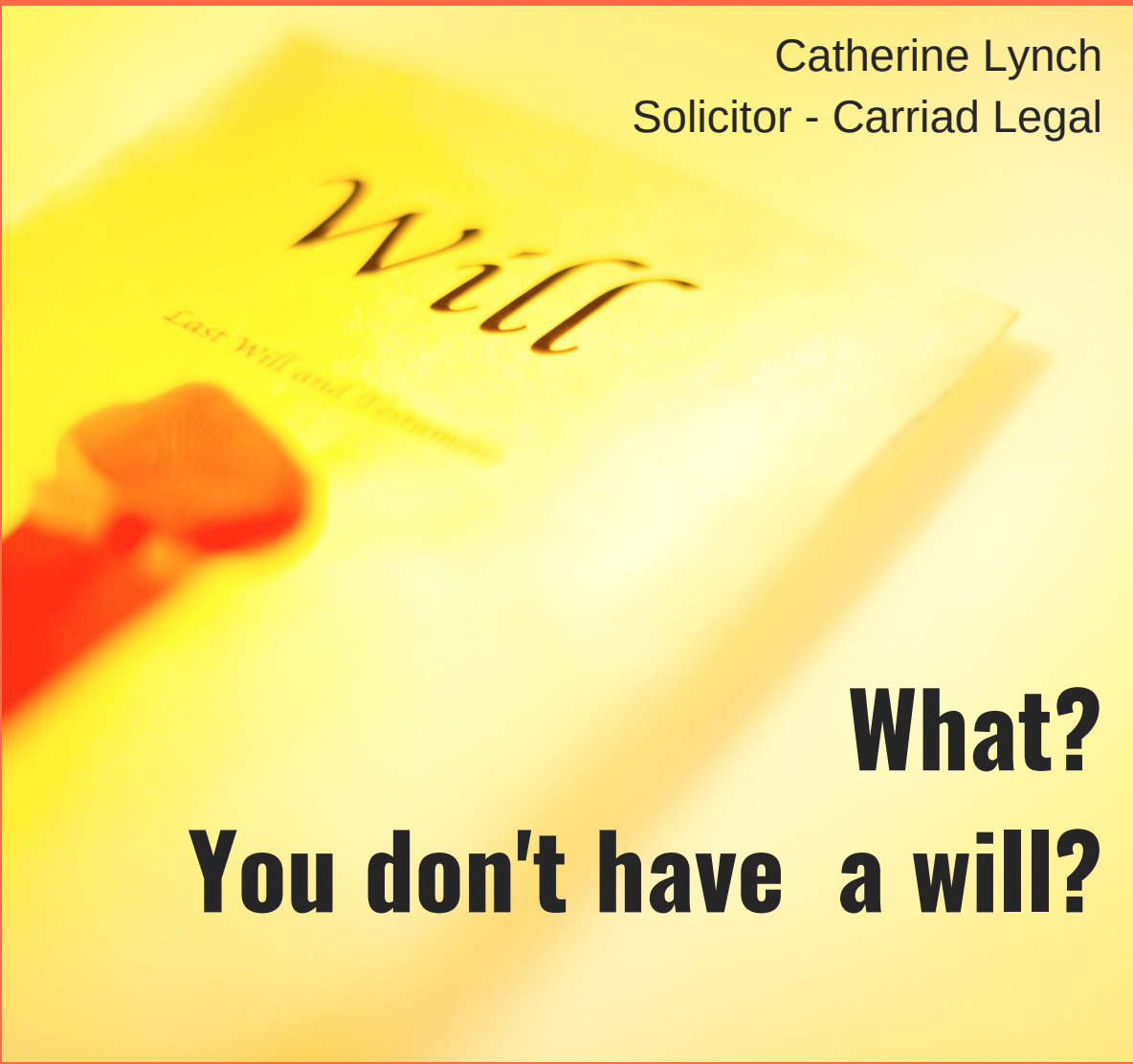
Dani Tamati

Principal - Resources Hub

Resource Industry Recruitment, Careers, Talent and Behaviours Strategist, Outplacement Consultant, Diversity Advocate, Mentor, Principal, FIFO Wife and a Mum of 4



Catherine Lynch
Solicitor - Carriad Legal



What? You don't have a will?

WHAT HAPPENS WHEN YOU DON'T HAVE A WILL?

The Public Trustee WA conducted a survey in 2014 which found that only 35 per cent of adults had a current will and only 19 per cent of families with young children have a will .

There are many reasons why so many people do not have a valid, up-to-date will. One of these is the perception that “it’s all too hard”.



However,

if people were aware of what actually happens when you die without a Will, they may well reconsider their decision not to act and ensure their estate planning is in hand.

It is important to understand that if you die without a Will, legislation sets out how your estate is distributed. In my experience, this is very unlikely to be the way you would choose to distribute your assets yourself.

To give a common example, most couples I meet who have children together opt to leave everything to each other in the first instance and then to their children if they both pass away. Under the Intestacy Rules in Western Australia this DOESN'T HAPPEN.

Let's assume

you are married and have a daughter, you have a house (in your name), a car and various other assets. If you die without a Will, your spouse will get: your car and the contents of your house; the first \$50,000 of your estate outright; and a third of the remainder of your estate. The remaining two thirds goes to your daughter.



Catherine Lynch Solicitor - Carriad Legal

Depending on the value of the estate, this could mean that your child could end up with significantly more than your spouse! Moreover, your spouse may find themselves in a position where they have to sell the house in order to give the child the share that they are entitled to.

Matters are even more complicated

when there are issues with de facto partners and step-children.

The example set out above is just one example of what can happen when you don't have a Will. However, there are many other ramifications such as increased legal costs and increased potential for court action which themselves warrant serious consideration.

As hard or unpleasant as it may seem to think about, getting your Will in place is a relatively simple thing you can do to ensure your family are looked after and your assets are distributed according to your wishes when you die.

The unpleasantness of facing the issue now would be far outweighed by the difficulties faced by those left behind if you didn't act!

A woman with long, wavy brown hair is standing in front of a window. She is wearing a short-sleeved, form-fitting dress with a pink top section, a green middle section, and a black bottom section. She is holding a large, flowing pink fabric in her right hand. The background is a blurred indoor setting with a window.

9-5 Style in 2019

Kirsty Milligan

FROM 9-5

Work wear certainly has changed over the years. Thankfully our shoulder pads have shrunk since the '80s. The androgynous days of the '90s are gone, and we've progressed from our matchy-matchy looks of the '00s.

Corporate dress codes are more diverse. Workplaces see the benefit of employees expressing themselves through their uniquely individual appearance. It's even donned a new professional dress code called 'Creative Corporate'.

Here's how to weave 2019 runway inspiration into your work wardrobe.



Colour Is Queen!

If your wardrobe is a sea of black it's time to upgrade. Bright colours and pattern clashing are in. Add colour to your work world, you'll brighten up everybody's day.

Loosen Up

Wide leg pants are a favourite for men and women's fashion. The culotte or loose leg pant can be dressed up or down. Pair with a structured top, shirt, jacket or blazer for a professional, fashion forward look.



Saving the planet is trending (thank goodness). Don't be caught dead with disposable cups, it's a cultural 'no, no'





Tailoring Time

Classic tailoring is back. The beauty of tailoring is ensuring the perfect fit. Adding trending elements of loose leg or colour will give you a striking look for 2019.



Get your geek on with the Aspinal of London tech bag with cable paths and internal tech pockets. You can even get the matching battery pack to keep you ready for those last minute away trips.

Accessorise

Complete your look in the most stylish ways with these corporate must haves:

Utilitarian style adds a compact, edgy, ready for anything look to any woman's work wardrobe.



Your tailored men's look doesn't have to be ruined with wallets and phones bulging out of your pockets. The man bag is evolving.

Kirsty Milligan - Stylist



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THE GRAZE CRAZE



by Megan Neale for
Kerrie D's Kitchen



The Graze Craze

FOOD IS SERIOUS BUSINESS

There is no faster way to unite a large group of slightly tired looking corporate professionals than with food

There is also no quicker way to create an atmosphere at a baby shower than with perfectly cut smoked salmon sandwiches finished with mouth-watering cakes. It is not just the food that can bond a group together but it is the way in which it is presented. Like fashion or music, food follows trends. Recently, it has been the grazing table that seems to be at the top of everyone's list.

Over the course of several years, we have seen an enormous increase in traditional finger food buffets being swapped for decadent spreads and grazing platters. Gone are the humble party pie and cheese on a stick, now we have Instagram-worthy catering that can see only the finest cheeses and crackers paired with fresh, local fruits. Incorporating all five senses into catering is something I believe is excruciatingly important, and why the "Graze Craze" is such a phenomenon. It's 2019 and our sophisticated and rightfully deserving, paying customer expects a lot more than sandwiches on paper plates. Food in this day and age isn't just something to pass the time, it is a conversation starter, a main topic that friends or new acquaintances can all agree on is something beyond just tasty food.

It starts when you catch that first glimpse of the grazing table, perfectly presented and looking like something straight out of a magazine cover, with the smells, sounds, textures, and of course taste, slowly following. Grazing tables promote only the finest and freshest of produce, promising nothing frozen or mediocre. Grazing is going the extra mile producing something extraordinary at an everyday event. The best thing perhaps about grazing tables and spreads is the flexibility of one. Perfect for corporate functions, for laid-back birthdays, even for vintage high teas that use vintage cups and plates, the graze craze is about suiting every party's needs.

Although grazing can be on the higher end of cost, the keen eye that goes into creating one is proof that it is beyond worth it. Critics have stated that because this type of catering is not a traditional sit down meal, the high-end factor is instantly lost. However, Spreads and platters often feature high end decorations such as fresh flowers and/or lights to create that feel of extra luxury that not even your highest-rated, conventional restaurants can achieve.

A grazing table goes behind the trend that it has recently become. Rather than just being a fashionable item to post on Instagram, the convenience and atmosphere surrounding one goes much deeper than that. Promoting a sense of conversation and a "sharing is caring" attitude, The Graze Craze is proving to be this generation's tastiest way to create a great environment, no matter the occasion.



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The future workplace is already here

are you ready?

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