



*Beyond the Horizon*

# **Leadership Dialogue Programme**

**for Partners, Directors and Senior Executives**

- **2 hour small group or individual sessions**
  - **programmed approach tailored by client**
  - **summaries of latest research**
  - **CBD location**
- 
- **Develop new ideas by engaging in dialogue with peers**
  - **Consider leadership issues that most impact organisations**
  - **Explore contemporary topics affecting leadership**
  - **Enhance your personal and organisational effectiveness**

## Programme Leader

**GORDON CONOLLY Managing Director** founded Dalcross after 30 years in senior Human Resource line management roles with significant corporations such as CSR, AGC, Chase AMP and Chase Manhattan Bank Australia.

Gordon has a Bachelor of Economics from Sydney University and is a member of AICD, AHRI, AIM and the Industrial Relations Society. He has significant corporate governance experience having served on the Boards of Chase Manhattan Bank Australia Limited, SURILA Limited and AUSTRAPAY Ltd. His career includes broad industry exposure across global investment banking, domestic retail finance, manufacturing and mining. This included significant senior IR advocacy and negotiating experience.



## BENEFITS

- ❑ **IDEA GENERATION THROUGH DIALOGUE**  
Our methodology is to engage participants in dialogue and share stories about personal and organisational effectiveness. This provides our participants with the opportunity to participate in reflection, creative thinking, and to develop new ideas on topics of interest.
- ❑ **INVESTMENT IN VALUE ADDED LEADERSHIP**  
Clear investment is taken with executives who otherwise might not receive organised programmed learning and development on leadership topics. This is a critical skill area that significantly affects their business contribution.
- ❑ **CONTEMPORARY TOPICS**  
Our material is based on readings and research from recent Harvard, Stanford and other significant, respected sources, but adapted for Australian situations by experienced Dalcross consultants. Summaries are distributed.
- ❑ **FLEXIBLE DELIVERY**  
The “programme” is agreed through topic selection from our curriculum. The programme is offered for –
  - ❑ group participation within your organisation
  - ❑ group participation with your nominated clients
  - ❑ for individuals across organisations in peer groups
  - ❑ for individuals.

## REGISTRATION AND FEES

Dalcross will tailor delivery to client choice. Indicative charges are as follows:

- Group booking: \$2,000, plus GST per module – (per person \$250, plus GST). This assumes a group booking of 8 persons
- Individual coaching basis: \$rate negotiated on hourly coaching rate basis.

To receive further information, please contact us by either phoning us (02) 9299-5210 or by email to [grc@dalcrossconsult.com](mailto:grc@dalcrossconsult.com)

## Leadership Dialogue Topics

| LEADERSHIP  | GOVERNANCE   | BUILDING<br>COMMUNITY   | MANAGEMENT<br>PARTNERSHIP  |
|---|--|---|--|
| <p><b>Contemporary thinking on leadership –</b></p> <p>Maximising your impact - adapting your behaviour to implement vision - finding out whether you are in touch</p> <p><b>1.1</b></p>        | <p><b>The roles of the Board and executive arms compared –</b></p> <p>What must be discussed at Board level - what questions must not be avoided - how the roles of executives and Directors differ</p> <p><b>2.1</b></p>      | <p><b>Building meaningful work communities - attracting and retaining talent</b></p> <p>How companies are attracting young talented people – what is different today in retention of staff – what you can do now</p> <p><b>3.1</b></p>                        | <p><b>Achieving more with less – challenges of today’s environment</b></p> <p>Energising de-motivated people – getting focus when there seems so many things to do – procrastination – getting more time out to reflect and plan – impossible agendas</p> <p><b>4.1</b></p>  |
| <p><b>Leading change-contemporary lessons</b></p> <p>Why firms fail - how to prevent this - how to successfully implement change</p> <p><b>1.2</b></p>  | <p><b>Aust. Workplace Legislation Duty of Care -</b> What causes governance risk with people issues - best ways of executing corporate and legal obligations to people – how best to ensure ‘fair play’</p> <p><b>2.2</b></p>  | <p><b>Turning Knowledge into Action –</b></p> <p>What stops people from sharing knowledge – how to maximise intellectual capital – how to encourage information sharing and idea generation</p> <p><b>3.2</b></p>   | <p><b>Objective Setting - Techniques for Measurability</b></p> <p>Aligning people with company goals and vision – how individual objectives can be written with metrics that matter</p> <p><b>4.2</b></p>  |
| <p><b>The Power of positive reinforcement –</b></p> <p>How to shape behaviour positively – what works with different people - how to get acceptance of difficult messages</p> <p><b>1.3</b></p> | <p><b>Collaboration and conflict management</b></p> <p>How to maximise contributions and creativity – enhance collaborative behaviour and assist integration of diverse members</p> <p><b>2.3</b></p>                          | <p><b>Diversity – techniques for maximising the potential of your workforce -</b></p> <p>How you can promote a diversity agenda - what measures you should put in place and how</p> <p><b>3.3</b></p>   | <p><b>Building professional partnerships – the trusted advisor</b></p> <p>How you win people’s trust and respect – five stages of developing trust – what actions most differentiate the most financially successful firms</p> <p><b>4.3</b></p>   |
| <p><b>Feedback to the top</b></p> <p>How to encourage feedback - how to make 360° programmes useful - how to handle negative feedback constructively</p> <p><b>1.4</b></p>                      | <p><b>Recognition &amp; Rewards – contemporary practice in Australia</b></p> <p>What works best to get good market bonus data –how to benchmark - measures that are used most often and most effectively</p> <p><b>2.4</b></p> | <p><b>Social Responsibility – emerging trends for corporations –</b></p> <p>What you can do to create a socially responsible company – how to get value from a social responsibility agenda – response to demands for work-life balance</p> <p><b>3.4</b></p> | <p><b>Career Development – loyalty through showing interest -</b> How to implement successful career dialogue with your staff – avoid building up unrealistic expectations - how to find out the issues that matter most to your staff and their development - how to create a positive impression</p> <p><b>4.4</b></p> |

| <b>■ The Curriculum Research Base</b>   |   |   |   |
|---|---|---|---|
| <b>Leadership</b>   | <b>Governance</b>   | <b>Community</b>  | <b>Management &amp; Partnership</b>   |
| <b>1.1.<br/>Contemporary Leadership</b>   | <b>2.1.<br/>The Roles</b>   | <b>3.1<br/>Meaningful Work Communities</b>  | <b>4.1<br/>Achieving More with Less</b>   |
| Seven key functions of leaders; creating vision and culture; leadership that resonates; skills of awareness and self-management; leadership self-awareness survey | Directors at Risk; accountabilities of the Board and executive compared; five temptations of a CEO, importance of trust; the questions that must be asked | Long-term implications of dot.com; work communities in 21 <sup>st</sup> Century – global, fragmented, multi-partner – cooperative networks. Talent attraction and retention | This challenge explored in the context of Harvard research which shows high percentages of people are disengaged, distracted or procrastinating |
| <b>1.2.<br/>Leading Change</b>  | <b>2.2<br/>Australian Workplace Legislation</b>   | <b>3.2<br/>Turning Knowledge into Action</b>  | <b>4.2<br/>Objective Setting Techniques for Measurability</b>   |
| Eight reasons why firms fail - dialogue on getting it right. Getting alignment with and reinforcement of the vision   | Common malpractice or grievance issues. What is Fair Conduct? Issues in Employment Law  | Why doesn't it happen? The problem of fear; eight guidelines explored. Competitive advantage  | Aligning individual goals with business objectives. Getting observable measures that actually matter  |
| <b>1.3<br/>Positive Reinforcement</b>   | <b>2.3<br/>Collaboration at the Top</b>   | <b>3.3<br/>Diversity – Maximising Potential</b>   | <b>4.3<br/>Building Professional Partnerships</b>   |
| Techniques for shaping desired behaviours of people; self-awareness of alternative outcomes through exploration of negative and positive practice                 | Improving conflict management though building respect and trust. Understanding courtesies, business etiquette, ethics and expectations                    | What is the bottom-line advantage of a Diversity agenda? Getting momentum. Trends in Australian demographics; future scenarios  | Empirical evidence from a worldwide study; what is a trusted advisor? Five stages of developing trust   |
| <b>1.4.<br/>The Dilemma – Feedback to the Top</b>   | <b>2.4<br/>Recognition and Reward</b>   | <b>3.4<br/>Social Responsibility</b>  | <b>4.4<br/>Career Development</b>   |
| 360° feedback benefits and pitfalls; opening up communication; tips for analysis  | Benchmarking compensation and benefits. Can we trust market analysis? The challenge in getting reliable comparative bonus data                            | Recent trends. Work-life balance; The status of the community in corporate life. The relationship between pride and loyalty   | Loyalty from showing interest. Career discussions explored; career Lines; pitfalls; lifelong learning agenda                                    |

Dalcross customises proposals to suit the client. The programme is offered for groups or individuals both in-house and at Dalcross premises in the CBD. Indicative Fee for a six-month programme, for up to eight people is \$12,000, including GST (up to six modules). A summary of the latest research is provided, as well as pre-reading and post-session follow-up. Due to administration a 50% cancellation fee will apply in the event of non-attendance.