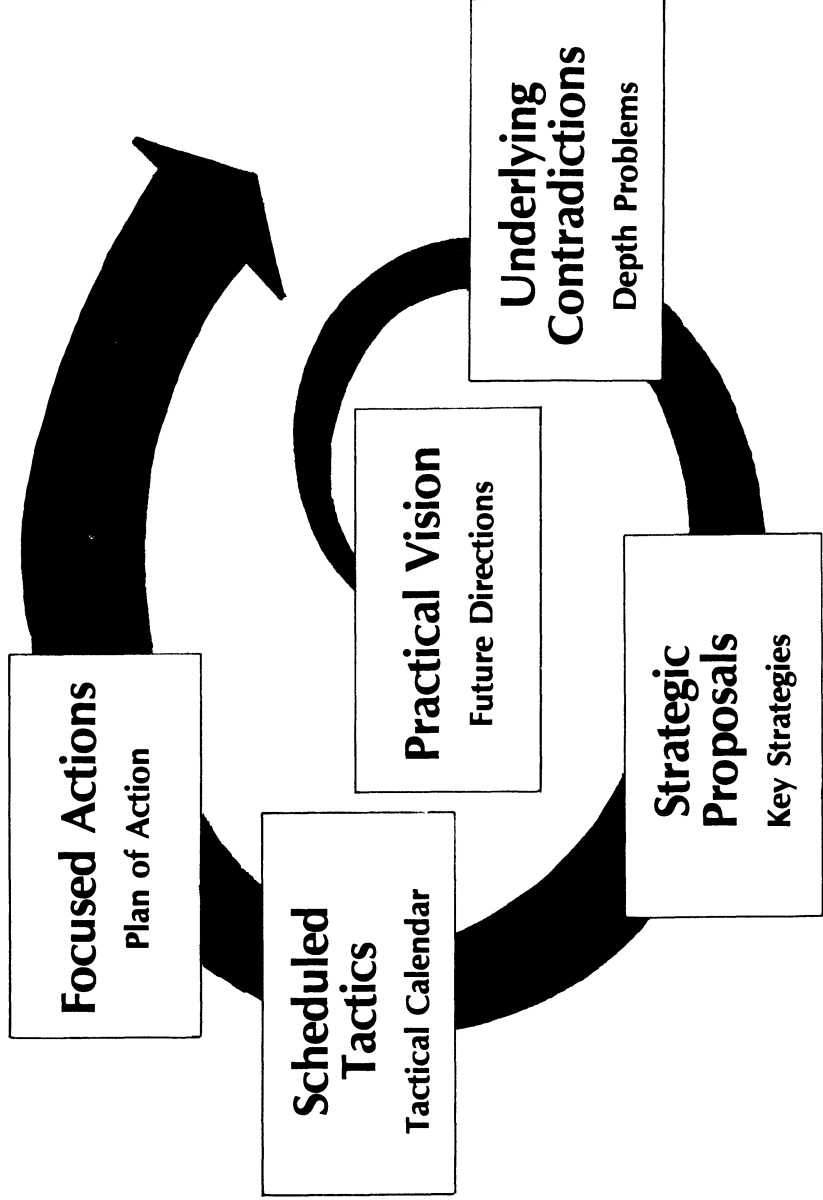


Leadership Effectiveness and New Strategies



The LENS planning seminar is a process of team planning and decision-making which is based on the assumption that practical solutions to issues and constraints within an organisation are to be found within the organisation itself. It is a participatory seminar, designed to elicit creative thinking and new approaches to these constraints. The result is a series of focused actions for implementation within a 90-day period.

The LENS process begins prior to the actual seminar. Those responsible for arranging the LENS determine the specific purpose(s) which the seminar will address. This results in the **FOCUS STATEMENT**. Examples of how LENS has been employed include the following:

AT & T, New York: To integrate two different departments within the Bell Laboratories Division.

McDONALDS CORPORATION, Chicago: To improve its marketing effectiveness. Subsequently used LENS to determine new direction in real estate development and as a training tool.

BANK PERTANIAN MALAYSIA, Kuala Lumpur: To determine the strategy formulation and action planning for Bank Pertanian.

PHILIPS LIGHTING INDUSTRIES, Sydney: To develop a plan which will establish an unprecedented level of excellence in customer service that will ensure our market leadership.

PUBLIC SERVICE BOARD, Adelaide: To clarify its long-range responsibilities to the government and community-at-large.

QANTAS, Sydney: To discern future directions for the Public Affairs Department.

LENS consists of five, 4-hour sessions. Session topics are:

- I – PRACTICAL VISION
- II – UNDERLYING CONTRADICTIONS
- III – STRATEGIC PROPOSALS
- IV – SCHEDULED TACTICS
- V – FOCUSED ACTIONS

The following pages give a brief description of each session, as well as an actual example of each session's product. It does not include examples of back-up data for each chart.

I. Practical Vision

The 3-to-5 year picture of where a group wants and needs to go . . .

- ★ Introductory Conversation on Global Trends
- ★ Contextual Presentation
- ★ Process:
 - Teams (1 hour)
Small syndicate groups brainstorm vision elements in relationship to the focus statement.
 - Plenary (2 hours)
Total group develops clusters of related data, names the clusters, and organises a holding chart for the Practical Vision.

EXAMPLE OF SESSION PRODUCT:

PRACTICAL VISION		
TOWARD	TOWARD	TOWARD
A MORE EFFECTIVE DEPARTMENT	A MORE SUPPORTIVE PUBLIC	ACKNOWLEDGED INDUSTRY LEADERSHIP
Human Resource Development I	Internal Communications II	Marketing Designs IV
CAREER DEVELOPMENT PROGRAMMES 1	IMPROVED INTERDEPARTMENTAL COMMUNICATION 3	COMMERCIAL VENTURES DIVERSIFICATION 10
	REGULARISED DEPARTMENTAL MEETINGS 4	
UPGRADED STAFF MORALE 2	TOTAL INVOLVEMENT PLAN 6	AGGRESSIVE COMPANY STYLE 11
	TOTAL STAFF EFFORT 8	
ENHANCED PUBLIC ROLE 5	EXPANDED EXTERNAL CONTACT 9	HUMAN-ORIENTED PROMOTIONS 12
	ANTICIPATORY PROBLEM-SOLVING 14	
		LONG-RANGE CORPORATE PLAN 13
		Comprehensive Planning V

II. Underlying Contradictions

The major blocks to effective action . . .

- Participatory Presentation
- Process:
 - Teams (1 hour)
Team brainstorm individual insights on factors which are blocking the achievement of the vision. These may involve systems, attitudes, organisation, etc.
 - Plenary (2 hours)
Total group gathers data into groups of similar issues, names each group to indicate the major underlying problem reflected by the data, and prepares the holding chart of Underlying Contradictions.

EXAMPLE OF SESSION PRODUCT:

UNDERLYING CONTRADICTIONS							
Unclear Consensus on Role and Purpose	Unresolved Company Identity Question	Inadequate Manpower Development Policies	Restricted Decision-Making & Involvement Opportunities	Crisis Management & Decision-Making Style	No Single Clear Public Perception of Company	Low Media Liaison Priority	Ineffective Strategies for Responding to Changing Econ/ Political Environment
I	II	III	IV	V	VI	VII	VIII
A	A	A	A	A	A	A	A
B	B	B	B	B	B	B	B
C	C	C	C	C	C	C	C
D	D	D	D	D	D	D	D
E	E	E	E	E	E	E	
F	F	F	F	F	F		
G	G	G	G	G	G		
H	H	H	H	H			
I	I	I	I				
J	J	J					
K							
L							
M							
N							

EACH LETTER CORRESPONDS TO A SPECIFIC ITEM IN THE BACK-UP DATA.

III. Strategic Proposals

The broad future directions of the plan . . .

- ★ Participatory Presentation
- ★ Process:
 - Teams (1 hour)
The teams brainstorm individual suggestions for effectively and strategically responding to the contradictions from the previous session.
 - Plenary (2 hours)
Total group organises related suggestions and states the future directions that will be taken. These are focused in the holding chart and are placed in relation to each other.

EXAMPLE OF SESSION PRODUCT:

STRATEGIC PROPOSALS													
A. PROMOTING PUBLIC ACCEPTANCE													
	<table border="1"> <tr> <td colspan="2">B. IMPROVING DEPARTMENTAL AND INDIVIDUAL PERFORMANCE</td> </tr> <tr> <td>C. INFLUENCING COMPANY DECISION-MAKING III</td> <td>STAFF DEVELOPMENT IV</td> </tr> <tr> <td>DEPARTMENTAL ORGANISATION II</td> <td>PUBLIC INFORMATION V</td> </tr> <tr> <td> MEDIA RELATIONS I Regular Informal Social Contact 1 Planned Media Schemes 2 Expanded Public Affairs Authority 3 </td> <td> Long-Range Policy & Objectives Dialogue 7 Task Rotation 4 Departmental Policy Clarification 5 Regular Planning Sessions 6 </td> </tr> <tr> <td></td> <td> Career Development Schemes 10 Management Training Programmes 11 Individual Responsibility Development 12 </td> </tr> <tr> <td></td> <td> Periodic Economic Reports 13 Company Policy and Objectives Clarification 14 New Public Image Marketing 15 </td> </tr> </table>	B. IMPROVING DEPARTMENTAL AND INDIVIDUAL PERFORMANCE		C. INFLUENCING COMPANY DECISION-MAKING III	STAFF DEVELOPMENT IV	DEPARTMENTAL ORGANISATION II	PUBLIC INFORMATION V	MEDIA RELATIONS I Regular Informal Social Contact 1 Planned Media Schemes 2 Expanded Public Affairs Authority 3	Long-Range Policy & Objectives Dialogue 7 Task Rotation 4 Departmental Policy Clarification 5 Regular Planning Sessions 6		Career Development Schemes 10 Management Training Programmes 11 Individual Responsibility Development 12		Periodic Economic Reports 13 Company Policy and Objectives Clarification 14 New Public Image Marketing 15
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	Career Development Schemes 10 Management Training Programmes 11 Individual Responsibility Development 12												
	Periodic Economic Reports 13 Company Policy and Objectives Clarification 14 New Public Image Marketing 15												

IV. Timelined Tactics

The practical activities which undergird the proposals . . .

- ★ Participatory Presentation
- ★ Process:
 - *Total Group* (1½ hour)
The group gives priorities to the Proposals from Session III. This is done in relationship to the next three months. The priorities are then “weighted” in terms of the number of tactics which are developed for each proposal.
 - *Teams* (1 hour)
Teams brainstorm tactics — specific actions — designed to implement the proposals. The emphasis is on practicality and catalytic effect rather than on sequential steps.
 - *Plenary* (1½ hours)
Teams report on their tactics, and the total group reflects on the timing and effectiveness of them. Then the tactics are organised into “tracks”, i.e. actions which are similar either in nature or intent.

EXAMPLE OF SESSION PRODUCT:

3-MONTH TACTICAL SYSTEM CHART				
	JULY	AUGUST	SEPTEMBER	
I	15 Assign corporate image advertising 7 DP weekly discussion with DCE 3 Request representative at Board meetings 14 Set and publish clear corporate goals	7 Summary of board decisions to DP/staff 9 Rotational monthly meetings between and 3 Confirm policy that is sole “voice” 14 Public financial objectives	7 Reps from key areas (frontline) exchange on objectives/policies 7 DP as observer at Board meetings 8 Regular briefings with top management (two-way briefings) 5 Develop proposal re: offices in London and Singapore	2. For media, more use of free tickets and more access to jet base tours for specialised media 13. Quarterly reports from finance/planning to staff/public
II	7 Analyse PR potential in co. 5-yr plan 10 Commun. & related trng. at univ/coll 6 DP to meet w/ section heads/ others alt f/night 8 LENS results/ proposals to mgt re: need for info	11 Conduct department trng needs analysis 12 Job enrichment plan Prepare performance statement 10 Staff career discussion programme	5 Use company policy to clarify departmental responsibilities 14 Conflict of stated objectives/policies and actual action	6 Proposal for integration of long-range plan & company plan 14 Develop corporate policy magazine for public distribution
III	5 Share LENS results with management 12 Regular individual performance ratings	6 Regular reports of meetings to staff 6 Establish planning meeting format	4 Regular visits to outstations by reps 5 Post-LENS policy and their response input into policy	11 Introduce individual progress & direction interviews six monthly 14 Loose leaf company information package 3 Arrange branch director briefings

V. Focused Actions

The essential components of implementation . . .

- ★ Participatory Presentation
- ★ Process:
 - Teams (2 hours)
Each team is given one track of tactics from Session IV which provides the basis for designing the focused actions paragraphs. These are the initiating programmes that state in detail the activity of the first three months. The statement includes:
 1. Name of Programme/Project
 2. Intent of Programme
 3. Anticipated benefits
 4. Detailed Components of Implementation (who, what, when, where, how)
 5. What is at stake if programme is not done
 - Plenary (1 hour)
Each team reports on its focused action(s). The total group offers suggestions and/or modifications; there is a final reflection on the entire process and the relation of the parts to the whole.

EXAMPLE OF SESSION PRODUCT:

FOCUSED ACTIONS
<p>I. THE TRAINING AND DEVELOPMENT (STAGNATE OR PROGRESS) PROGRAMME The Training and Development (Stagnate or Progress) Programme involves developing an effective plan for optimum staff image.</p> <p>The intent of the Training and Development Programme is to improve staff utilisation and to create job satisfaction.</p> <p>The anticipated benefits of having done this programme are:</p> <ul style="list-style-type: none">● increased skills● greater opportunities for personal and career growth● better staff morale● improved professional standing within the company, and● ultimately, an enhanced public image and role leading to increased business. <p>The implementation involves:</p> <ol style="list-style-type: none">1) Training needs analysis This will commence by the end of July, 1981. With the aid of a personnel advisor, supervisors will evaluate all departmental staff to determine training and development needs. This will entail face to face discussion.2) Specialist training research both inside and outside the company. Depending on needs, supervisors will recommend (in conjunction with training specialists) appropriate courses of study, job rotation, inter-departmental secondment, etc.3) Twelve month plan formation By September, 1981, we will produce a detailed 12 month plan (based on information provided by supervisors) showing the training and development arrangements for all affected staff. <p>If this programme is not done:</p> <ul style="list-style-type: none">● there will be the possibility of losing experienced staff● morale will remain low● productivity will remain stationary and even decrease, and● the department's "product" would be less effective.

A document is presented to each participant at the conclusion of the seminar which includes all the back-up data and holding charts from the LENS.

A representative list of organisations which have held LENS:

World Wide:

Administrative Staff College
Barclay's Bank Zambia Ltd.
Burns Philp
 Conoco
 Esso Malaysia
 Harvard Law School
Hoechst Pharmaceuticals Limited
Japan Electronics Industry Association
Kaohsiung Monomer Co. (ICI)
 *McDonald's Corporation
 *Mobil Oil
 *Seibu Department Store
 Shell BP
Singer Sewing Machines Company
Straits-Times Publications
 *United Motor Works

Henley-on Thames, UK
Lusaka, Zambia
Apia, West Samoa
Cairo, Egypt
Kuala Lumpur, Malaysia
Cambridge, USA
Bombay, India
Tokyo, Japan
Taipei, Taiwan
Chicago, USA
Aceh, Indonesia
Tokyo, Japan
Ndola, Zambia
Hong Kong
Kuala Lumpur, Malaysia
Kuala Lumpur, Malaysia

Australia:

*Darwin Community College
(Department of Extension Services)
 Edgell/Bird's Eye
 Helping Hand Mission
McDonald's Systems of Australia Limited
 Master Builders Association of NT
Mercantile & General Reinsurance Co. Aust. Ltd.
Far North Queensland Youth Assistance Fund
NT Dep't. of Community Development (Div. of Cm'ty. Services)
 NT Department of Lands
 NT Department of Transport & Works (Admin. Div.)
 Philips Lighting Industries
Public Service Board of South Australia
QANTAS, Public Affairs Department
Sisters of St. Joseph, Queensland
 St. Therese's School
 *Territory Insurance Office

Darwin
Sydney
Sydney
Sydney
Darwin
Sydney
Cairns
Darwin
Darwin
Darwin
Sydney
Adelaide
Sydney
Brisbane
Bathurst Island
Darwin

*Indicates multiple LENS seminar and/or ongoing consultative services

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