

# agenda

OCTOBER 1999

## Don't miss the Management Event of the Year

Queensland's leading business people are joining together on **Friday 15 October 1999** to celebrate management excellence and recognise outstanding management talent at the **1999 Queensland Management Excellence Awards Gala Dinner**.

The **Management Excellence Awards** presentation is part of AIM's Management Excellence Dinner program, a long-standing tradition that combines first class dining with a celebration of individual excellence, innovation and achievement in management.

This year's dinner features a keynote address from renowned Australian social commentator, entrepreneur and author, **Fabian Dattner**.

Twenty-three award winners from thirteen regions around Queensland will participate in the State awards final. They will vie for the titles of:

- Queensland Professional Manager of the Year
- Queensland Middle/Specialist Manager of the Year

- Queensland Owner Operator Manager of the Year

Hosted by Channel Nine's Steve Haddan, this gala event will combine fine food with first class entertainment and serious networking opportunities.

The evening is one of the year's best networking opportunities. Guests include some of Queensland's most influential managers and decision makers. During the night guests will meet the finalists of the Management Excellence Awards, enjoy a presentation from our keynote speaker and listen to the dynamic sounds of the *Fabulous Blues Boys*.

AIM CEO, Carolyn Barker said the event is a celebration of individual management excellence and achievement.

"The Management Excellence Awards reflect AIM's commitment to support the profession of management at all levels," she said.

"The nomination process alone allows managers to reflect on their

motivations, goals and achievements and to strive for more."

This is the third year the awards have gone statewide and a record number of nominations reflect the growing support for the initiative.

The 1999 Queensland Management Excellence Awards are made possible through the sponsorship support of Queensland Rail, WIN Television, Sunstate Airlines and Sheraton Brisbane.

Tickets for the Gala Dinner are selling fast, so reserve your place now!

<b>Date</b>	Friday, 15 October 1999
<b>Venue</b>	Grand Ballroom, Sheraton Brisbane
<b>Time</b>	7.00pm for 7.30pm
<b>Dress:</b>	Formal
<b>Cost</b>	\$95 per guest \$900 for a corporate table of ten

**Book now on 13 16 48**

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### Fabian Dattner on *Spirits of Leadership*

Fabian Dattner is an entrepreneur, lateral thinker, writer, speaker and visionary for leadership and management in Australian business.

As the keynote speaker at this year's **Management Excellence Dinner**, she is sure to challenge and inspire with her humorous and provocative look at leadership excellence.

Dattner's most recent book, *Spirits of Leadership*, has been applauded for its profound insight into the voice of the entrepreneur, the corporation and the community.

She is a regular contributor to *Business Review Weekly* and the Australian Institute of Management's national magazine *Management Today*.



JOIN THE LEADERS

# AIM Celebrates Management Excellence

<p>The Australian Institute of Management congratulates the regional winners of the 1999 Management Excellence Awards. Nine regions around Queensland participated in this year's awards program, with a record number of nominees.</p>	<b>NORTH QUEENSLAND</b>		<b>TOOWOOMBA</b>	
	<i>PM</i>	<b>Chris Woodhouse</b> Mt Isa Institute of TAFE	<i>PM</i>	<b>Taisoo Kim Watson</b> University of Southern Queensland
	<i>M/S</i>	<b>Sean Moroney</b> Pioneer Construction Materials	<i>M/S</i>	<b>Stephen Young</b> Queensland Fire & Rescue Authority
	<i>O/O</i>	<b>Peter Collings</b> Macair Airlines	<i>O/O</i>	<b>Sue Lyons</b> Herriot House Veterinary Surgery
	<i>INN</i>	<b>Anthony George</b> Woolworths Qld Ltd	<b>TROPICAL NORTH QUEENSLAND</b>	
	<b>BRISBANE</b>		<i>PM</i>	<b>Terry Moore</b> Cairns City Council
	<i>PM</i>	<b>Lyn Bishop</b> Sheldon College	<i>O/O</i>	<b>Sim Hayward</b> Asian Australia Pty Ltd
	<i>M/S</i>	<b>Ruth Gatehouse</b> TAFE Queensland	<b>WIDE BAY BURNETT</b>	
	<i>O/O</i>	<b>Le Neve Groves</b> ABC Developmental Learning Centres	<i>PM</i>	<b>Melinda McGrath</b> St Stephens Private Hospital
	<i>INN</i>	<b>Belinda Tom</b> The Tree Doctor	<i>M/S</i>	<b>Pam MacLean</b> Pied Piper Child Care
<b>MACKAY</b>		<i>O/O</i>	<b>Tim Brooks</b> Harris Future Bundaberg	
<i>PM</i>	<b>Mike Ryan</b> MIM Holdings	<i>INN</i>	<b>Tracey Nairn</b> Bundaberg Distilling Company	
<i>M/S</i>	<b>Alan Bound</b> John Dwyer Group	<b>SUNSHINE COAST</b>		
<i>O/O</i>	<b>John Glanville</b> Mackay Toyota	<i>PM</i>	<b>David Aldred</b> Sunshine Coast Turf Club	
<b>GLADSTONE</b>		<i>M/S</i>	<b>Ross Bimrose</b> Boyce Garrick Lawyers	
<i>O/O</i>	<b>Steve Williams</b> Welcon Technologies Pty Ltd	<i>O/O</i>	<b>Tony Pynsent</b> Future Group Pty Ltd	
<b>KEY:</b>		<i>INN</i>	<b>Tony Pynsent</b> Future Group Pty Ltd	
PM = Professional Manager of the Year		M/S = Middle/Specialist Manager of the Year		
O/O = Owner/Operator Manager of the Year		INN = Medal for Management Innovation		

## Innovation '99 Winner Visits US for Forum

The winner of AIM's Corporate table prize at the 1999 Edward de Bono Innovation '99 Conference is on his way to the United States for a prestigious Internet forum.

Brian Cooke, a member of the senior management team of Golden Casket (an AIM corporate member), will spend two days in San Francisco at the International Data Corporation's Executive Internet Forum.

The high-level event is designed for executives involved in implementing Internet technologies in organisations.

Mr Cooke is responsible for developing Golden Casket's online business strategies and building long term value through identifying and developing new online revenue opportunities.

He expects the forum to provide valuable insights into the future of the Internet and E-commerce.

"This forum will give me access to the very latest thinking and technologies, as well as exposure to industry icons, business leaders and analysts," he said.

The IDC Internet Executive Forum is just one part of the \$10,000 prize package won by Golden Casket at Innovation '99. Other prizes include Certified in-house training in Edward de Bono's Six Thinking Hats and copies of Edward de Bono's Serious Creativity CD.

## Don't miss the next Members' Reception

Do you know anyone who could benefit from AIM membership? Bring them along to our Members' Reception on Wednesday, 20 October 1999.

This evening is designed to welcome new members and introduce guests to the Institute. As a member-based organisation, AIM is committed to growing and reaching further into the management community.

Membership referrals and personal introductions play a vital role in supporting and developing our membership base.

**To register call AIM on 13 16 48**

<b>Date</b>	Wed, 20 October 1999
<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm - 7.30pm
<b>Cost</b>	FREE

## Management House... the perfect function venue

Are you looking for a professional place to conduct your meeting, seminar, breakfast or dinner function? Somewhere that provides a total solution to all your needs?

Don't look past AIM Management House at Spring Hill. Close to the CBD, without the hassles of being right in it, AIM Management House is Head Office to AIM Qld & NT.

Management House boasts the latest equipment for business meetings and presentations. Facilities have been purpose designed and fitted with multi-media technology to cater for all client requirements.

Facilities for hire include data projection units for visual presentations, white boards, microphones, VCR's, stereo systems and video cameras.

Whether you organise meetings, functions or business briefings, our spacious rooms can cater for all your needs. The layout in each room can be customised to suite your specific requirements.

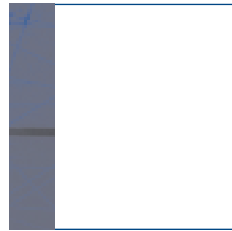
In-house catering tailors refreshments or meals to suit your function, and can handle all group sizes with quality service and competitive prices.

Why not come in for a site inspection? Our venue co-ordinator will give you an obligation free tour of our room hire facilities.

**Simply call 13 16 48**

AIM members receive a preferential discount

## The Secrets of a Successful Consultancy



If current employment trends continue, 55% of children now in primary school may never have a full-time job. Instead, most will have a portfolio of temporary and contract jobs. So what does it - and will it - take to be a successful consultant, freelancer, or contractor in the Australian workplace?

Join **Cindy Tonkin**, the Consultants' Consultant, and author of *The Australian Consultants Guidebook* for a two-part seminar to learn what successful consultants want to keep secret.

Cindy will reveal:

- The 10 mistakes of the novice consultant
- The three keys to maintaining a consultancy business
- The 4 Personality types you need to understand to succeed
- How to get more work than you need
- How to help your clients want you back

Come along and find out how to handle clients more effectively and improve your business systems.

<b>Date</b>	Friday, 5 November 1999
<b>Venue</b>	AIM Management House
<b>Time</b>	Lunch Seminar 12.00 - 1.30pm Afternoon Seminar 2.00 - 5.00pm
<b>Cost</b>	<b>Seminar package</b> Lunch and Afternoon Seminars with a signed copy of <i>The Australian Consultants Guidebook</i> .
	Non Members \$160 Members \$130
	<b>Lunch only introductory seminar</b>
	Non Members \$50 Members \$40

## Crisis Management - Managing The Worst Case Scenario



Are the names Bhopal, Exxon Valdez, Tylenol, Perrier, Arnotts, Kraft... associated with success or failure in crisis management?

**Ross Campbell**, author of *Crisis Control*, lecturer, journalist and Managing Director of a company which specialises in crisis management, believes that crisis management planning should be a part of any business strategy. He will outline where organisations are vulnerable, identify what can happen and offer a process for managing crises across an organisation.

This dynamic presentation will offer methods for preventing crises, analysing vulnerabilities, identifying the ideal team, developing a crisis plan, testing responders and the plan, and continually improving the process.

In this presentation, Ross Campbell will review national and international case studies representing a wide range of products and service industries.

Gain access to tested methods of crisis management planning from experience with major organisations in crises. Don't miss this entertaining and informative presentation with a genuine take-away of a management process.

<b>Date</b>	Thursday, 7 October 1999
<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm - 8.00pm
<b>Cost</b>	Non Members \$45 Members \$35
	Non Member Tables of 8 \$320 Member Tables of 8 \$280
	<b>Price includes supper</b>

**For bookings call  
AIM on 13 16 48**



# AIM Training Opportunities

## Developing a Learning Environment

October 7 & 8

Establish a culture of learning.

Developing people through the establishment of a culture of learning is becoming increasingly popular. Organisations are beginning to recognise the many opportunities for learning that exist beyond the traditional structured approaches. This 2-day program will help participants recognise and capitalise on these opportunities.

Developing a Learning Environment is part of AIM's Frontline Management Initiative. It is recommended for frontline managers, supervisors, and human resource officers, wanting to recognise and develop opportunities for learning.

2 - Day Program

Non Members	\$630
Members	\$520

## Developing Personal Management Strategies

October 6 & 7

Achieve your business and your personal goals - be a positive leader!

Leadership often requires a change in a manager's own attitude to adopt new and more effective approaches. This course will show participants how to achieve a more positive mind set by teaching them how to develop constructive strategies that focus on positive behaviours to create peace of mind and success in both business and personal life.

This course teaches methods and techniques that are simple, easy to learn and are highly effective.

It is recommended for middle and senior managers who want to achieve better results with, and through, people.

2 - Day Program

Non Members	\$630
Members	\$520

## Delivering Exceptional Customer Service

October 13-14

Develop a "customer first" attitude!

All excellent organisations recognise the importance of staff working effectively with their customers and with each other. Frontline staff and company systems need to work in conjunction to deliver exceptional customer service. This course enables participants to develop the "customer first" attitude and the practical "people skills" required to show customers they really matter.

This course is recommended for all people involved in meeting the day-to-day needs of both internal and external customers in the private and public sectors, either face-to-face, over the phone, in correspondence or in any dimension of public relations.

2 - Day Program

Non Members	\$630
Members	\$520

## Managing Human Resources in Projects

October 11-13

Manage your most valuable resource - people.

In most projects the main resource used, and probably the most difficult to manage, is the human resource. This course addresses the way in which project managers and members of project teams can develop and make effective use of project specific human resources by utilising appropriate methods of selection, leadership, organisation structure and communication.

Managing Human Resources in Projects is recommended for all project managers and members of project teams who wish to gain an understanding of how to best develop, define and apply relevant structures and management principles to achieve project objectives.

Managing Human Resources in Projects is part of AIM's Certificate IV in Project Management.

3 - Day Program

Non Members	\$945
Members	\$780

## Principles of Management

October 18-22

The key to your success as a manager of the future.

What will fundamentally distinguish effective and successful organisations of the future from traditional "top-down" organisations will be the mastery of certain basic principles by their management employees.

Principles of Management is recommended for emerging managers or team leaders who wish to develop skills in the various functions of management. The course will also benefit newly appointed managers, technical specialists who have been promoted to managers, and those who aspire to make a career change to management.

The five-day course teaches participants to organise themselves, develop solutions, influence outcomes, choose appropriate communication approaches, understand motivational theories, and manage change.

Principles of Management is also of AIM's Certificate IV in Business Management.

5 - Day Program

Non Members	\$1575
Members	\$1300

## Leading Dynamic Meetings

October 25

Add purpose, scope and value to meetings.

This course covers methods and techniques to assist managers in achieving actionable meeting outcomes, while at the same time, making sure that agenda items are addressed and that participants can maximise their contributions within the meeting.

It is recommended for middle managers, project managers and team leaders responsible for organising and running business meetings.

1 - Day Program

Non Members	\$315
Members	\$260

## Middle Managers: Are you Performing to your Optimum?

Managers and leaders in the year 2000 and beyond will need to possess a greater range of skills than managers of the past. Being able to 'work smarter' will be critical to success.

Being able to achieve more in the same time will also be a necessity. Taking control of situations, understanding people and what drives them as well as achieving corporate and increasingly personal goals will be the name of the game.

**Developing Manager Effectiveness** is an AIM professional development program designed for managers who need to build their interpersonal skills and applied management approach. Participants may have completed the five-day *Principles of Management* course, or will have at least four years management experience.

### Learning Objectives:

- Determine your management style
- Develop specific techniques to improve your understanding of human behaviour
- Improve your self management skills
- Communicate more effectively
- Apply sound interpersonal skills
- Determine what motivates people
- Recognise the strategic thinking process

### Course Content:

- How our behaviours are affected by our needs and values
- Becoming more aware of self and others
- Adapting behaviour to suit the situation
- Organising ourselves to become more effective
- Communicating for performance
- Understanding situational leadership
- Strategic thinking models

Date	15 - 19 November 1999	
Venue	AIM Management House	
Duration	5 days	
Cost	Non Members	\$1575
	Members	\$1300

**For bookings call 13 16 48**

# Meeting the Challenge

By Tony Holmes AFAIM

How effective are the meetings you conduct or those you have to attend? How much of your time is spent unproductively in poorly managed meetings? How often have you sought evaluation by your meeting participants of the effectiveness of those meetings? Have you ever given feedback on the effectiveness of meetings that you attend? How can you 'soar with eagles' when you 'work with turkeys'?

Typically managers spends 40% of their time in meetings. Research shows that 30% to 60% of this time is non-productive.

There are many reasons why meetings fail to achieve desired outcomes, but some outstanding factors include a lack of training for those who lead meetings and a lack of guidelines on how to maximize use of participants' time.

## A Case Study

The CEO of a leading South-East Queensland company recently reduced his fortnightly meeting load from 32 to 2 hours by implementing better meeting principles. The revised strategies also saved each of his six departmental managers up to six hours a week.

Time was not all they saved - when converted to a dollar value, the business gained the equivalent of \$282,500 through increased productivity over a full year. Not only were these savings achieved in the business, but the six departmental managers were given an excellent opportunity to practice their leadership skills by rotating the meeting chairmanship responsibilities.

How did this situation arise and why did it continue unchecked for so long? Well, for many reasons - not the least of which were the absence of clear reporting systems, poor meeting management skills and an over-emphasis on the 'organiser/controller' role at the expense of the 'explorer/adviser' role by the CEO.

## The Way Forward

The successful business of the future will have to manage knowledge effectively.

To become a 'learning organisation', managers must create the climate, structure and practices that stimulate collaborative knowledge sharing and retention, as well as incorporation of that knowledge into learned behaviour.

The way we manage our meetings is a critical step towards effective knowledge sharing and retention. Developing the way we think, communicate and act becomes a benchmark behaviour in dynamic meeting leadership.

Are you prepared to challenge your own assumptions about benchmark behaviour? Are your meetings interactive experiences where collaboration rather than confrontation is the crucial dynamic? Or are you just one of the 'also rans' who 'attend the meeting and stay seated - because that is where you shine'?

**AIM's one-day training program *Leading Dynamic Meetings* benchmarks behaviour for meeting leadership. Particular skills transferred include achieving actionable outcomes and maximising the contribution of meeting participants.**

***Leading Dynamic Meetings* is being run on Monday 25 October 1999. For a course outline and bookings call AIM on 13 16 48.**

*Tony Holmes is a Registered AIM Facilitator and a Certified Management Consultant. He has extensive consulting and training experience working with senior managers and executives across a wide range of industries nationally and internationally.*

# Events & Special Inter

Leadership and Strategic Management

Wed, 17 November 1999

## In the Hot Seat

Have you ever wanted to know how leaders think and act in real life situations?

Join some of Brisbane's most prominent managers including **Tom Potter**, **Greg Brigden**, **Ronald Webb**, **Anne Uldridge** and **Wendy McTainsh** as they participate in a scenario designed to get you thinking and acting on your feet. Moderated by **Narelle Matlin**, this session is designed around a hypothetical situation.

Participants will cover topics such as research and development, marketing, alliances, negotiating and meeting targets as the scenario unfolds.

Don't miss this opportunity to witness some of our State's top managers working independently and together to resolve issues.

<b>Venue</b>	AIM Management House
<b>Time</b>	5.30pm to 8.00pm
<b>Cost</b>	Non Members \$10 Members \$5
	<b>Maximum 100 people</b>

Young Professional's Network

Thu, 25 November 1999

Win an AIM Training Course

## "Media Speaks"

Effective media communication is often the difference between average and exceptional public positioning. Learn first hand about the mechanics of the media and the most effective ways to communicate to meet your business needs.

Join a panel of media industry representatives, as they share their expertise on what media strategies are best suited to the business scenarios presented.

Panellists include **Warren Clarke** from Channel Nine, **Graham Gardiner** from Qld Bizreview, and **James McCulloch** from The Courier Mail. **Stephanie McMahan** from The Rowland Company will act as facilitator for the evening.

Business Card Draw: Win an AIM "Managing the Media & PR" training course.

<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.30pm
<b>Cost</b>	Non Members \$10 Members \$5
	<b>Maximum 100 people</b>

Women in Management

Wed, 3 November 1999

## Wine and Cheese Night

Come along to a relaxed environment - away from the tensions of everyday working life, and join new and existing Women in Management members for our biannual informal evening of wine and networking.

- Meet the Brisbane Management Excellence Awards winners.
- Establish new friends and potential business associates, enjoy the social atmosphere and explore the wide range of books available for women in management.

Whether you are an AIM personal member or a woman in management working in an organisation that is an AIM corporate member, make the effort to come along and expand your networks.

<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.00pm
<b>Cost</b>	Non Members \$15 Members \$10

The Learning Network

Thu, 28 October 1999

## Emotional Intelligence

Today many consultants and researchers recognise that emotionality and rationality are an integral and inseparable part of organisational life.

Guest speaker and organisational and clinical psychologist, **Anita Cochrane**, will elucidate research surrounding e-intelligence and illustrate how intelligence plus emotions:

- provide vital information and feedback
- lead to better decision making and problem solving
- enhance or speed-up reasoning
- spark creativity and innovation
- motivate and trigger learning

Don't miss this opportunity to realise the benefits of implementing an e-intelligence environment in your organisation.

<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.30pm
<b>Cost</b>	Non Members \$10 Members \$5

# Best Network Activities

Managing Information Network

Tue, 12 October 1999

## Knowledge Management I - a New Direction for Managers?

Knowledge, the most important asset in any company, is the key to survival in the new millennium. Yet companies are unsure on how to manage something that cannot be quantified, let alone universally defined.

Accompany, **Jan Rees**, Knowledge Manager for Bowdens Lawyers, through a practical journey to discover how you can develop a knowledge management strategy to relate back to your organisation. Learn about the importance of your corporate culture and the need to manoeuvre this culture so employees share what they know to benefit your organisation. Information audits and the development of "knowledge maps" will also be discussed.

Join the Managing Information Network for an evening where you can gain the information to confront knowledge issues that may become a source of gaining competitive advantage.

<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.30pm
<b>Cost</b>	Non Members \$10 Members \$5

Managing Information Network

Mon, 22 November 1999

## Knowledge Management II - Capitalising on Knowledge

As knowledge moves centre stage in the global economy, managers need new frameworks to help them to implement effective knowledge management strategies.

Join **Alan Burton-Jones** author and IT and management consultant for AIM's second seminar on Knowledge Management.

Through a six stage model of knowledge growth, learn how to plan and monitor the progress of your organisation towards a knowledge centred enterprise and to link knowledge management with other management strategies such as TQM and BPR.

Look forward to this challenging and insightful discussion.

<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.30pm
<b>Cost</b>	Non Members \$10 Members \$5

Psychology at Work

Mon, 11 October 1999

## Not Quite the Team Fit?

Have you ever worked with a staff member who is somewhat challenging and unusual in their social disposition and rapport with colleagues... but they are nevertheless invaluable to the organisation? Then, participate in a professionally facilitated workshop by the College of Organisational Psychologists to:

- explore the importance of creating meaningful environments as a vehicle to modifying work behaviour
- learn how to manage group responses to that person
- discover ways to accommodate and convert their differences and strengths to benefit your organisation

The evening will analyse different personality types and give participants the opportunity to delve into the very issues of employee dynamics that influence the work environment - reflect on your own reactions and share your frustrations.

Supported by

COLLEGE OF ORGANISATIONAL PSYCHOLOGISTS (QLD)

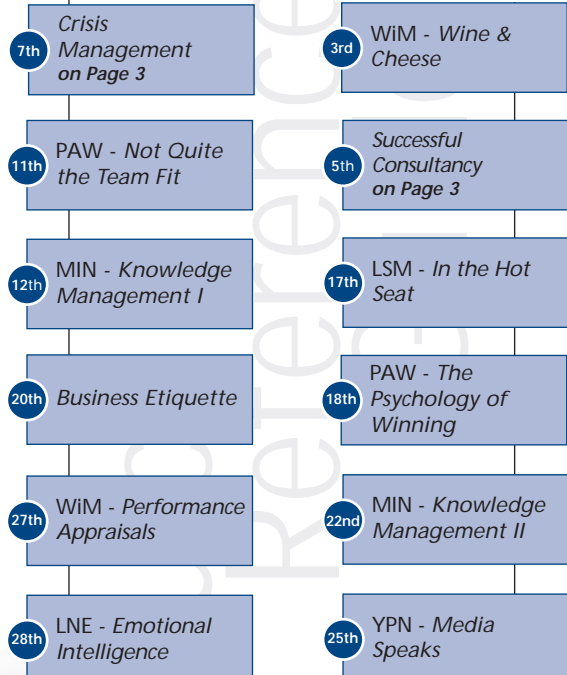


<b>Venue</b>	AIM Management House
<b>Time</b>	6.00pm to 7.30pm
<b>Cost</b>	Non Members \$10 Members \$5

## Quick Reference Guide

October 1999

November 1999



Book Now on 13 16 48

## Professional Development

### Gold Coast

#### GTA Human Resources

Taking Control with Time Management 21 October  
Please call Arie Troughton on (07) 5574 2674

### Mackay

#### Concept Training

Techniques for Planning & Organising 11-12 October  
Please call Robyn Taylor on (07) 4953 1594

### Rockhampton

#### Central Queensland University

Coordinating Training 11-12 October  
Developing Strategic Plans 14-15 October  
Techniques for Planning & Organising 18-19 October  
Workplace Leadership 20-21 October  
Developing High Performance Teams 26-27 October  
Please call Ricki Jeffries on (07) 4930 9721

### Sunshine Coast

#### Business Builders Australia

Workplace Leadership 8 & 15 October  
Managing Work Priorities 18, 19, 20 & 21 October (3-6pm)  
Train the Trainer 27-29 October  
Please call Elizabeth Craig-Holmes on (07) 5443 8825

### Townsville

#### ARLO Business Training

Continuous Quality Improvement 7-8 October  
Developing & Delivering Business Presentations 21-22 October  
Developing a High Performance Team 18-19 October  
Fundamentals of Marketing 5-6 October  
The New Supervisor 12-13 October  
Using Management Information 26 October  
Please call Trudy Lightfoot on (07) 4725 2327

## Principles of Management in the Northern Territory

What will fundamentally distinguish effective and successful organisations of the future from traditional "top-down" organisations will be the mastery of certain basic principles by their management employees.

**Principles of Management** is an outstanding professional development program that is delivered by the Australian Institute of Management. Often quoted as "the course that most helped my career", **Principles of Management** teaches participants to organise themselves, develop solutions, influence outcomes, choose appropriate communication approaches, understand motivational theories, and manage change.

#### Recommended For:

**Principles of Management** is designed for people who wish to develop skills in the various functions of management. It will also benefit newly appointed managers, technical specialists who have been promoted to management, and those who aspire to make a career change to management.

#### PART 1:

- Principles of effective communication
- Team building
- Understand motivation in the workplace
- Optimise time and resources
- Delegation
- Managing stress
- Influence outcomes and decisions through negotiation

#### PART 2:

- What does a professional manager do?
- The Organised Manager
- Leadership
- Problem Solving
- Decision Making
- Change Management
- Workplace Reform
- Grievance Procedures
- Dealing with Conflict

#### Date

Part 1 Wed 27 & Thu 28 October 1999

Part 2 By negotiation

#### Venue

Centra Hotel Darwin

#### Time

8.30am - 4.30pm

#### Cost

Non Members \$630  
AIM Members \$520

For bookings contact Pam Laverty on 13 16 48

## Register for Multicultural Board Appointments

The Register of Multicultural Advisors (ROMA) is a strategy implemented by the Queensland Government under its Multicultural Queensland Policy to bring cultural diversity to over four hundred government boards and statutory bodies that operate in the State.

According to Queensland Government policy, every Queensland Government agency is required to consult Multicultural Affairs Queensland (MAQ) for any Queensland Government appointments to boards and statutory bodies.

**Multicultural Affairs Queensland** is looking for suitably qualified people from professional and trade backgrounds who have a good understanding of multicultural principles to join ROMA.

ROMA members may then be nominated by MAQ for board appointments that match their profiles as vacancies occur.

If you are aware of candidates for the ROMA database (or if you are a candidate yourself), contact **Multicultural Affairs Queensland** for registration details on (07) 3224 5690 or email roma@premiers.qld.gov.au

**AIM Year 2000 Diaries Are Now Available**  
Call 1800 991 033 to place your order

# Discovering Unconscious Intelligence

by Dr G Blair-West AFAIM

Einstein made two observations that compel us to examine intelligence in a new light. He posited that we only use 10% of our intellectual capacity. Biographical accounts suggest that he saw his own intellectual capacity as limited to the same extent. Recent research that we have ten times more neurons and brain circuitry than we appear to use supports Einstein's hypothesis.

Second, he said to a friend, 'Why is it I get my best ideas in the morning while I'm shaving?'. In this portentous but unwitting remark, Einstein was almost touching the very entity that had the potential to remove the intellectual limitation that he found so frustrating. This entity is what I call 'unconscious intelligence'.

Unconscious intelligence (UI) is more than just intuition. It is at work when a clear solution to a particular problem bursts into our awareness when we are not thinking about it at the time.

To be specific: Unconscious Intelligence is the ability to resolve intellectual and creative challenges without continuous conscious effort. The ramifications of the existence of a UI shake the very foundations of modern education and thinking which are built around 'conscious' intelligence. Traditional intellectual functioning is linked to effort and therefore time. As the conscious mind can only work on one complex problem at a time, working from this perspective means that one particularly difficult problem can clog the mind and greatly reduce productivity. If time pressures exist then stress follows. But what if thinking and time do not have to be related?

Many people, typically highly successful individuals, use UI to deal with problems that others try to process consciously. Whereas some people do this automatically and unwittingly, others are acutely aware of its power and know how to maximise its application. Glenn Read, the CEO of the largest fleet of charter yachts in Australia,

ex-Olympian and systems analyst for the successful America's Cup challenge of 1983, lives by his UI. He estimates that he would have to work a fourteen-hour day to process his problems consciously and then the solutions would still not be as elegant or effective. His ability to deal with multiple challenging problems simultaneously means that stress and Glenn Read are not words found in the same sentence (except this one).

Sir Isaac Newton, Mozart and one of the greatest mathematicians of the 19th century, Jules-Henri Poincaré, were all aware that a part of their mind could creatively deal with challenges while they were doing other things - including sleeping. Newton knew that the time-honoured move to 'sleep on it' was a lot more than just something you did rather than admit that a problem had beaten you. Mozart described how a melody would occur to him and evolve, without conscious effort, into a complete composition, his task then simply to write it down.

But it was Poincaré who really understood his UI until then and possibly since. This Professor at the University of Paris noticed how a mathematical problem that he was unable to solve after fifteen days of conscious slog almost magically resolved itself one night as he lay awake under the influence of strong coffee. He recognised not only that this part of his mind solved a problem too difficult for his conscious intellect, but it did so by abandoning the logic that his ego had clung to. In essence he was describing de Bono's lateral thinking, except that this part of his mind did it naturally. It would appear that the UI quite happily abandons logic that gets it nowhere and readily goes rummaging for alternative approaches in the library of our past and present experiences. It is this mechanism that leads us to revolutionary solutions rather than the evolutionary solutions of traditional conscious thinking.

It would appear that the UI can deal with multiple problems concurrently and this is where the relationship between 'thinking work' and time can be broken with significant gains in productivity. In fact, less work, more relaxation and more varied personal interests mean greater creativity and productivity through facilitating UI activity. Research has found that executives with more varied interests in life are generally more successful than those with limited interests outside work.

The task now is for us to better understand the workings of the UI so that we can train it up to tap the 90% of human intellectual achievement that we leave unused. There is every reason to believe that we do not have to be born a prodigy before we can use our UI and that this skill can be learnt. Mastering this frontier in the twenty-first century promises to be even more rewarding than many of the insights into human intelligence to date.

*Dr George Blair-West is a psychiatrist in private practice and Senior Clinical Lecturer at the University of Queensland with a background in management. He is currently researching a book on Unconscious Intelligence.*

## agenda

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## What are we reading at AIM?

**Carolyn Barker, CEO**

I am currently reading *The Community of The Future* by the Drucker Foundation [hardcover \$39.95]. It features an impressive collection of leaders around the world sharing their vision of what our communities - including Government and Business - of the future will look like.

**Michael Braithewaite, Business Strategist**

*Making Quality Certification Work* by Max Berry [softcover \$29.95] is the book I am currently reading. The contributors are all major figures in quality management and they have been successful in demystifying some of the concepts that are embedded in ISO 9001, 9002 and 9003 which can be difficult in understanding.

**Lana de Kort, Membership & Information Services Manager**

Currently I am researching information on Knowledge Management and have found the *Knowledge Management Handbook* by Jay Liebowitz [hardcover \$179.95] to be an essential reference tool. It covers the topics of intelligent agents, data mining, knowledge discovery and web based technology in-depth.

**Glenys Throssell, AIM Bookshop Manager**

The book I am reading at the moment is *Synchronicity: The Entrepreneur's Edge* by Jessika Satori [softcover \$39.95]. It is an amazing study of how conscious and unconscious information come together to make important things happen. The case studies on managers and entrepreneurs will surprise many readers.

**Anita Pope, AIM Library Manager**

My love of history made me pick up and read *Napoleon on the Art of War* by Jay Luvass [hardcover \$45.00]. Unlike Sun Tzu and Machiavelli, the essence of

Napoleon military success was not just winning, but profiting from the success of winning. Anyone interested in strategy, winning and history will not be able to put this book down.

### Quiz Time

Q: A local tennis tournament has 128 entrants for its singles competition. How many total matches will be played, including the championship match? There are no byes.

A: There will be 127 total matches.

From Mind Bending Puzzles: *Positively Perplexing Math & Word Problems, Knowledge Cards* by Terry Stickels \$12.95.

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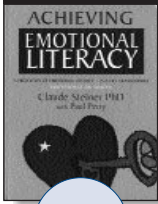
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- |   |                       |  |                       |
|---|-----------------------|--|-----------------------|
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| <p>2 <b><i>Running Microsoft Office 2000 Premium: The Complete Reference Made by Microsoft to Help You Be More Productive</i></b><br/>by Halvorson &amp; Young, Softcover</p>                     | <p><b>\$85.00</b></p> | <p>7 <b><i>How Organisations Learn</i></b><br/>by Townsend &amp; Gebhardt, Softcover</p>                                   | <p><b>\$21.90</b></p> |
| <p>3 <b><i>Successful Internet Marketing</i></b><br/>by Veronica Yuill, Softcover</p>   | <p><b>\$14.95</b></p> | <p>8 <b><i>A Handbook for Training Strategy</i></b><br/>by Martyn Sloman, Hardcover</p>                                    | <p><b>\$95.00</b></p> |
| <p>4 <b><i>Making Quality Certification Work: The User's Guide to Developing ISO 9000 Systems with Collected Wisdom from Australian Quality Practitioners</i></b><br/>by Max Berry, Softcover</p> | <p><b>\$29.95</b></p> | <p>9 <b><i>Effective Teamwork</i></b><br/>by Michael Maginn, Softcover</p>   | <p><b>\$24.95</b></p> |
| <p>5 <b><i>Performance Consulting: Moving Beyond Training</i></b><br/>by Robinson et al, Softcover</p>  | <p><b>\$54.95</b></p> | <p>10 <b><i>Managerial Reform and Professional Empowerment in the Public Service</i></b><br/>by Walter Balk, Hardcover</p> | <p><b>\$98.00</b></p> |

Self Development, Careers, HR & Marketing



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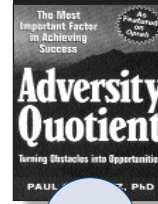


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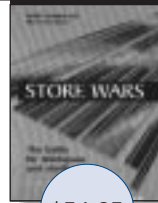
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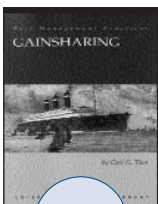
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**Electronic Resumes and Online Networking: How to Use the Internet to do a Better Job Search and Includes a Complete Up To Date Resource Guide**

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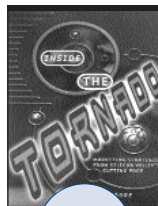
\*Gainsharing is an incentive system that rewards employees for improving the performance of their organisation by promptly sharing the value of that improvement between the employees and the organisation on a predetermined formula.

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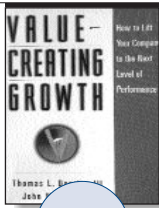
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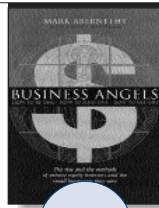
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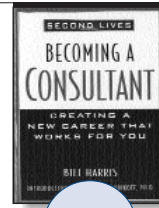
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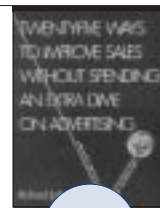
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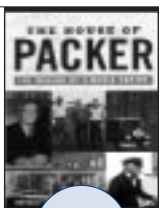
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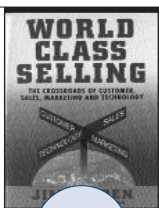
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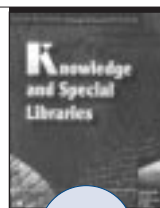
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