

# MINESSENCE EZINE

No. 16

Keeping you up to date with values research, development and events

February, 2003

## New Look

Previous editions of the Minesence eZine have been in HTML format. Some subscribers to our eZine have expressed a desire to have the eZine in PDF format so that it can be more easily printed. Since many of our eZines mix diagrams and text, and when printed from HTML often result in the diagram being printed across page boundaries, the PDF format seems a good way to go. This then, is the first issue in this format. Please let us know your thoughts on the new format. □



## IMCA

The Minesence Group has had close ties with the International Management Centres Association (IMCA) for a long time. The link between our organisations is currently being strengthened and participants of the values-based Visionary Leadership Programme and the Minesence Group's Value Consultant Accreditation programmes will be able to obtain

credit towards courses offered by the IMCA - in particular their Master of Business Administration (MBA). The IMCA is a global association of professional managers. It is committed to developing today's managers and those for tomorrow to perform to their full managerial and leadership potential, being responsible for the efficient and effective use of resources in order to achieve the goals of their organizations.

The IMCA uses Action Learning as its main methodology where students whom we call 'Associates' apply information sourced from the Internet and other literature and fieldwork to resolve real issues, or develop opportunities in their places of work. This approach argues that most people learn more (and more

effectively) from experience than from lectures and similar traditional methods of learning. It derives from the work of Prof. Reg Revans and is being used more and more to great effect in many forward thinking organizations.

Action Learning thus uses real work as a learning experience, and encourages self-help and teamwork. Action Learners learn to ask insightful questions of their colleagues, fellow Associates, and anyone who they feel can help them with their assignment topic. They should never feel that they are working on their own Action Learning programs do not use written examinations as a means of assessment, rather Associates are assessed on the results of their workplace assignments and on the

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managerial learning derived from working on the assignments.

Although IMCA is self accrediting it nevertheless maintains external accreditation in regions around the world to ensure that its quality standards are comparable with local institutions of higher education. External accreditation is current with the British Accreditation Council (BAC) in the United Kingdom the Accrediting Commission of the Distance Education & Training Council (DETC), Washington, USA. Accreditation by state or provincial governments is sought whenever required.

IMCA was founded as a professional association in 1964, and launched action learning programs in 1982. Its goals have always been to embrace the philosophy of action learning. Wholly Internet resourced since 1995 and working in 44 countries, IMCA offers professional development by action learning and confers individual professional membership in parallel with professional qualifications awarded by its University of Action Learning.

IMCA Pacific Region was formed in Brisbane in 1987 by Dr Jim Kable, Dr Charles Margerison and Dr Dick McCann. An office with the PNG Institute of Management was opened in 1995, with NEXT Vanuatu in 1999 and with the Australian College of Technology in 2000.

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Details of the IMCA's Masters Programmes can be found at: [www.minessence.net/pdffdocs/IMCA\\_brochure\\_masters.pdf](http://www.minessence.net/pdffdocs/IMCA_brochure_masters.pdf)

## Values Successes in New Zealand

At the December 2002 SLAM Conference, Michael Henderson reported some startling results from the application of values-based programmes in companies in new Zealand. Some highlights from his paper were:

- ❖ Vodafone's market share in a period of just over two years grew from 17 percent to 40 percent. They have achieved this to a large extent with the same people in the same market as Bell South operated. The biggest shift being accredited to this outstanding transformation, is the staff's attitude.
- ❖ Vodafone report increased moral and a much higher staff retention rate. (Staff turnover reduced from over 50% to under 20%). The values process was attributed to achieving as much as 50 percent of these results.
- ❖ Burger King reported that the values programmes resulted in an increase in their ability to function effectively as a team whereas other so called team-building exercises had failed to achieve results.
- ❖ Burger King also stated that internal surveys found "*buy in*" to the company values had increased amongst senior managers leading to the company's best financial results ever. And, the national operations manager identified the values process directly related to an increase in staff moral, and therefore a reduction in recruitment and sick leave costs.
- ❖ Additionally, Burger King say there have been repeated acknowledgments of increased tolerance and appreciation between departments resulting in

improved communication channels, and problem solving

- ❖ Like Vodafone, Burger King also noted that personal values clarification lead to people expressing a noticeable and perceived decrease in stress levels throughout the business. This has been indicated by reduced figures in sick leave requests, and in the percentage of people turnover since the values process was introduced to the organisation two years ago.

The full text of Michael's paper is available at:

<http://www.minessence.net/html/articles.htm> (from that page, click on the SLAM Conference 2002 link). □

## Brisbane AVI Accreditation Course

The next AVI Accreditation Course for those who wish to use the AVI (A Values Inventory) with clients, will commence in Brisbane 7-10 March, 2003 at the IMCA.

A significant amount of new material will be included in this workshop for the first time anywhere in the world. Addition of this new material has been possible due to recent advances in understanding how the brain works, and in understanding human behaviour through complexity theory.

Outcomes from the AVI Accreditation Programme are:

- ❖ You will be competent to use the AVI in Group development and Team processes.
- ❖ You will have access to resources and support in an area of the Minessence

website exclusively for accredited AVI consultants.

- ❖ You will have a deeper understanding of creating team / group strategies from shared values.
- ❖ You will be competent to discuss aspects of validity and reliability of the AVI and associated processes with others.
- ❖ You will have a greater understanding of yourself and your ability to relate effectively to others will be enhanced.

Further details are available at:

<http://www.minessence.net/html/event4.htm> □

## About Us

If you would like to know more about us and the methods we use to elicit personal values, to increase personal effectiveness, or to transform organisations into values-based organisations, then we have a comprehensive publication available for free at:

<http://www.minessence.net/pdfs/aboutus.pdf> □

## Principles to Live by

A close friend recently sent me the *Message from Mother Theresa* that is reproduced on this page. In future eZines we will feature ***Suggested Principles to Live By***. We start this series with the offering from Mother Theresa.

On pages 187-190 of our book, *New Wisdom II*, I grapple with Hardin's concept of the "Altruist's Dilemma". The message from Mother Theresa spells out the strategy she used to deal with this dilemma and also used to approach life in general.

## PRINCIPLES TO LIVE BY

### ~ A Message from Mother Theresa ~

People are often unreasonable, illogical and self-centred;  
forgive them anyway.

If you are kind, people will accuse you of selfish ulterior motives;

Be kind anyway.

If you are successful you will win some false friends and true enemies;

Succeed anyway.

If you are honest and frank, people may cheat you;

Be honest anyway.

What you spend years building, someone could destroy overnight;

Build it anyway.

If you find serenity and happiness, they may be jealous;

Be happy anyway.

The good you do today, people will often forget tomorrow;

Do good anyway.

Give the world the best you have, it may never be enough.

Give the best ... you've got it anyway ...

You see in the final analysis;

It is between you and god, or you and karma;

It was never between you and them anyway.