

# progressing business

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# progressing business

I N S T I T U T E

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# progressing business

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# Is it for Real?

Peter Burgess, Former President AISF

(Ed Note: This article was first published in Surface Finishing Magazine Dec 2009)

*At the turn of the first millennium there was a king in southern England who, flattered by his courtiers as a man of great power, set his throne up on the sea shore and commanded the tide not to come in. His power was not as great as his ego and his feet and throne were wet by the incoming tide. Clearly, his earthly power was no match for far greater forces than he understood, and they were not at his discretion to command.*

A thousand years on, and I believe that we find ourselves in a similar position with those who hold the opinion that carbon is the cause for climate change. Let's just stop the increase in atmospheric carbon dioxide and we can stop the changing climate. Attempting to stop massive natural phenomenon was nonsense a thousand years ago and remains so today.

## **WAY BACK WHEN:**

During the past million years or so, the earth has been a warm place with regular periods of cold - *Ice Ages* - in between. During two of the past six Ice Ages, there was ice at sea level at the equator and five of these Ice Ages occurred when the carbon dioxide content of the atmosphere was up to 1,000 times greater than now. During the last "warm period between Ice Ages" some 125,000 years ago, sea level was 7 metres higher than at present and atmospheric temperature was some 5 degrees warmer.

So, from ice bergs at the equator to grass fields in the arctic regions, this planet has seen it all before. It is also a fact that permanent ice as the polar cap in the northern hemisphere is, geologically speaking, a fairly recent phenomenon. In fact, the planet is "warm" about 80% of the time, and this we know as fact from a great body of geological evidence. So let's acknowledge that these extremes of climate are a feature of life on this third rock from the sun. Based on hard evidence from the past, the proposition that climate should not change is absurd.

## **MY GREAT GREAT GREAT GRANDAD TOLD ME...**

In more recent times – on the geological scale – where historical evidence exists from people, not from ice and rocks, dramatic changes in climate have been witnessed and written about.



About the turn of the first millennium and for about three hundred years to the end of the 1200s, the earth enjoyed a period of significant warming. Norsemen sailed across to North America and established settlements along the way – grapes were grown in Newfoundland and England enjoyed a sub-tropical climate. How else would Greenland, now a frozen wasteland, get its name? Atmospheric temperature was at least 5 degrees warmer than at present.

All this changed dramatically in the late 1200s. It took just 23 years to change from the Mediæval Warming to the Little Ice Age. There were glaciers in Germany and the grain fields of Mediterranean France could not be tilled because of perma-frost even in mid-summer. In his book, *“A Short History of The World”*, written before “climate change” was the buzz phrase, Australian historian, Geoffrey Blainey, claimed that this period of great cold was the last brake on the ever-increasing population growth of mankind, with starvation and disease great causes of death. His book is worth a read, as he lists in just a few pages, the effects of the several massive climate changes that took place from the warming to the sudden cooling to the warming again, and all written as historical fact, backed by historical research.

Both of these events – significant warming and significant cooling beyond what is forecast for the next hundred years – were undoubtedly events of climate change on a significant scale, but no one at the time had the arrogance to assume that they could stop it, let alone claim that they had a complete understanding of the cause of these purely natural occurrences. And man-made carbon dioxide was not even a twinkle in its granddaddy’s eye!

If these massive climate change events took place in the historical past before industrialisation, why is the most recent warming now due to human activity?

Just as an aside and while addressing the current “climate modelling”, since the last Ice Age the ocean levels have risen by about 130 metres, which dwarfs the projections seen in current forecasts of the dire consequences to occur in the next 100 years, even if they are right. And records show that some 6,000 years ago the sea level was 2 metres higher than at present and it was at least 3 degrees warmer than now. Man-made?

These “real world” events make reliance on models a very

# Australia consumer law update

**(Excerpts from this email has been sent by NSW Fair Trading on behalf of all Commonwealth, State and Territory consumer affairs agencies)**

## **WHAT IS THE AUSTRALIAN CONSUMER LAW (ACL)?**

The ACL is a single, national law concerning consumer protection and fair trading, which applies in the same way nationally and in each State and Territory.

For the first time, consumers have the same protections and expectations about business conduct wherever they are in Australia. Similarly, businesses will have the same obligations and responsibilities wherever they operate in Australia.

The Productivity Commission estimated that this reform could provide benefits to the Australian community of between \$1.5 billion and \$4.5 billion a year.

## **DOES IT REPLACE ANY EXISTING LAWS?**

The Australian Consumer Law replaces previous Commonwealth, state and territory consumer protection legislation in fair trading acts and the Trade Practices Act 1974. The Competition and Consumer Act 2010 is the new name for the Trade Practices Act 1974. The Australian Consumer Law is a schedule to the Competition and Consumer Act.

Aspects of the law are also reflected in the Australian Securities and Investments Commission (ASIC) Act 2001 to protect consumers of financial products and services.

## **WHAT ARE THE MAJOR CHANGES?**

Changes will vary depending on the trading practices that have previously existed in states and territories. The biggest change is the introduction of a single national set of consumer definitions and provisions, some of which differ from those currently used in the Trade Practices Act 1974.

Other key changes affect:

- consumer guarantees (replacing statutory conditions and warranties)

- unsolicited consumer agreements (replacing door-to-door sales and other direct marketing)
- product safety
- lay-bys
- information standards which now apply for goods and services
- unfair contract terms (introduced 1 July 2010).

There will be increased penalties for non-compliance.

## **WHO REGULATES THE NEW LAW?**

Australian courts and tribunals can enforce the law, including those of the states and territories. The regulators of this law include:

- the Australian Competition and Consumer Commission (ACCC)
- the Australian Securities and Investments Commission (ASIC)
- each state and territory consumer protection agency.

Australia’s consumer protection agencies will have more enforcement powers under the new law.

## **WHAT DOES THIS MEAN FOR BUSINESS?**

As a business, you are responsible for understanding your legal obligations. You may wish to seek legal advice of the impact of the new law on your business practices.

Smaller businesses will find that there are increased penalties under the new law. Corporations which were previously operating under the Trade Practices Act 1974 will find the penalties similar.

## **WHAT DOES THIS MEAN FOR CONSUMERS?**

Under the new law, consumers will have the same protection, rights and responsibilities across Australia.

dubious enterprise.

### IN LIVING MEMORY:

As the earth now works its way out of this Little Ice Age, there are claims that we are on course for the most dramatic climate change and it is all caused by human activity. Just look, say the proponents, at the rising temperature over the past thirty/fifty/one hundred years, peaking in 1998. And it is all related to atmospheric carbon dioxide! The alarm bells are ringing louder and louder and, from a rigorous scientific point of view, must rank right up there with Chicken Little's "The sky is falling. The sky is falling."

Lets see....,

1. The Barrier Reef will disappear, even though it is made of carbonates (from carbon dioxide) and was formed when atmospheric carbon dioxide levels were many times their current levels.
2. Climate change will bring dengue fever as far south as Brisbane, even though it was a feature of life in Brisbane until the early 1900s.

Give me a break!

Carbon dioxide levels have risen by nearly 4% since the global temperature peak in 1998, but global temperatures have stabilised, if not started to decrease. The recent Aussie Rules Grand Final was played on the coldest October day in Melbourne for nearly 40 years and Sydney has just experienced its coldest October average temperature for 30 years. Must be global warming! And it was only as recently as the 70s that the alarmists were trying to convince us that their best theories on climate indicated that we were heading for another ice age!

There are many disappointing things in the current rush to address climate change:

- Scientific debate is stifled. Adelaide-based Professor Ian Plimer, a well known climate change sceptic and world-famous geologist could not get his publisher to print his book which rebuts many of the climate change "theories", and was forced to go to a little-known publisher in Bendigo to have his work printed. It has sold out its first two runs. Be afraid, be very afraid, when voices of dissent are actively stifled!
- It is claimed that climate-change models, when fed actual

historical data cannot replicate the past with any accuracy. If they can't "predict" a factual past using real data, why should we be putting our faith in their predictions of doom and gloom for the future?

- Have you noticed over the past two to three years as the global temperatures "refused" to rise above their 1998 peak despite rising atmospheric carbon dioxide levels, that the advocates had to change their song from "global warming" to "dangerous climate change". And "carbon dioxide" had to be referred to as "carbon pollution". If you didn't think you were being given a spiel like that of a travelling snake-oil salesman, think again.
- If the mainstream theory is challenged, the opponents are vilified with terms like "dinosaur", "sceptic" etc and there is little or no funding for researching the counter-argument. The debate has taken on the religious overtones of the Middle Ages when "heretics" and "witches" were burned at the stake. This is a well-worn path when your argument is on shaky ground – play the man not the ball!
- Apart from carbon dioxide being a "green-house" gas – yes it actually is just that and life on earth is desperately dependent on it for survival – one other substantial contributor to global warming is water vapour. It outweighs carbon dioxide by several orders of magnitude in its volume, but it would be impossible for mankind to affect in any great way, so the advocates just ignore it and move the focus back to something they think they can "manage".
- Carbon dioxide is a plant food. More of it in the atmosphere would probably be beneficial to plant life on earth and especially so in Australia where our flora is almost always stressed by drought.

None of the above in any way detracts from the sound argument that as the current occupiers of planet Earth, we should do everything in our power to minimise the environmental impact of mankind and attempt to reduce the pressures we place on air, land and water. After all, we are only custodians for future generations, and we must attempt to hand it over in as good a condition as we would expect to receive it.

But if we want to constrain those same future generations to an energy-poor future, a lesser future, because we priced the cheapest abundant source out of sight, future

generations will be that much poorer for our actions.

And just in case you thought this was merely a theoretical debate, try seeing the CPRS (Carbon Pollution Reduction Scheme – there's that snake-oil salesman again) and the ETS as being only an environmental thing, when you see the billions upon billions of dollars it pours into government coffers from 2012 and beyond – a tax is a tax is a tax. Look no further than your electricity or gas bill! To quote Ian Plimer: "No civilisation has ever been saved by a new tax."

### I DON'T BELIEVE A WORD OF IT.

Two things to finish up with.

1. Don't take any of the above as fact; challenge it all. But do read up on some of the counter arguments – read Blainey's book, read Ian Plimer's book, or download his piece from Ockham's Razor on Radio National, Sunday October 18th. Please do not placidly accept what is being fed through the press is fact – bad news sells and what bigger bad news than the end of life on earth!
2. Even if you believe that action on a grand scale should be taken, if the entire Australian carbon dioxide contribution was wiped out tomorrow because we ceased to exist, it wouldn't make the slightest bit of difference.

Anyone for a chair by the seaside to watch the tide coming in?

More information request Burgess 0411 to [progbus@pbinsitute.net](mailto:progbus@pbinsitute.net)

Hi Mario

It's taken me a while, but I finally got a chance to sit and read this newsletter over a cup of tea. I just wanted to let you know how impressed I was at the quality, variety and relevance of the articles. Thanks for including me on the mail-out.

cheers  
Kerri



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# Quality Care a must for Pharmacy

Hayley Solich talks to Sue Crawford, Pharmacist

(Ed Note: Apart from dispensing medications to the community, Sue also manages the arduous accreditation process for the pharmacy.)



*“I recognise the value of the accreditation process. It not only ensures we are up to speed on the latest best practice but it also provides our consumers with a consistently high level of service every time they step into a pharmacy,” says Sue.*

According to Sue, there are 18 different standards that must be complied with which range from equipment to stock control, human resource to marketing and everything in between. The standards control every aspect of running a pharmaceutical business.

“For example, when dispensing a medication to a customer, a pharmacist will check everything from the legality of the prescription in regards to complying with State and Federal laws; the appropriateness of the prescribed medication for the client; checking for interactions between drugs and potential side affects; and advising the customer on the best use of the medication and providing further supporting information if applicable or desired,” shares Sue.

“It may seem arduous, but if you are doing the process correctly you will be giving quality time to each customer which leads to a higher level of customer satisfaction and a decrease in any adverse drug reactions. From a doctor’s perspective, we are helping to enhance the participation of their patients in their own treatment thereby ensuring compliance and minimising adverse reactions. Through our counselling we are able to ensure that customers have a higher level of understanding and involvement in managing their own health.”

The benefits as pointed out by Sue of this quality assurance process are:

- It minimises the risk to consumers and to the pharmacy by ensuring a high standard of customer service.
- It ensures that the pharmacists and pharmacy assistants are providing high quality and up-to-the-minute advice to consumers.
- It has also caused the role of the pharmacist to expand to include sub-programs like Diabetes management.
- Spot checks for standards compliance encourages a strong stock rotation practice and also keeps key pharmaceuticals safe and out of reach, which initiates counselling when the

product is purchased to help cut down on addictions or using incorrect medications.

- The requirement for consistent and ongoing training of all staff supports the role of the pharmacist.
- Quality Care Standards encourage the use and supply of Consumer Medication Information, enhancing the health outcomes for consumers.

Sue believes that the benefits far outweigh the investment of extra time in training staff and maintaining the high standard required.

“This process ensures that the consumer gets the best outcome throughout the whole process,” says Sue. “It is very rewarding because you are helping people in a tangible way.”

According to Sue, pharmacy is a very unique retail business, quite unlike other retail businesses.

“The beauty of pharmacy is that we are a highly professional industry that is readily accessible to every

person, and the advice provided is free of charge. As registered professionals we are accountable for any and all information or advice provided.”

“Quality Care is a process that ensures accountability in our industry, and as nearly 97% of Australian pharmacies go through the arduous process of maintaining accreditation, it ensures that our profession is really delivering on the trust that the government and the public have given us in the arena of safeguarding their health.”

“What does concern the industry, however, is the ever-increasing supply of drugs that are coming into our country of questionable ethical quality through the Internet. It’s really a Russian roulette approach to health from consumers that think they can save some money,” explains Sue.

Sue also expressed concern over the threat to community pharmacy from the supermarkets wanting to open pharmacies within their stores.

“I believe Pharmacists are entrusted with the health care of the public as far as quality use of medicines are concerned, and community pharmacists assess very carefully all their responsibilities in terms of professional responsibility to their consumers, regardless of profit margins. Unlike other professions, our advice is free, without charge, available up to 24 hours a day; our stores provide deliveries to the sick and elderly, and after hour advice and deliveries to nursing homes. Will consumers have access to this in a supermarket? We are very fortunate to have the best health care in the world and pharmacists play a unique role in the health provision supply chain.”

More information request Crawford 0411 to [progbus@pb institute.net](mailto:progbus@pb institute.net)

## Gold Awards in good hands



*The Progressing Business Institute, AOQ-QLD and Awards Absolute have signed a three-year agreement for the management of the flagship program The Gold Awards for Business Excellence*

Mario Pennisi, Chief Executive Officer of Progressing Business Institute, said that investigation had shown that Awards Absolute is a very successful company in the awards space. “As Australia’s leading awards convenors, Awards Absolute have conducted extensive research into excellence awards programs and developed Best Practice programs and procedures over the past 15 years” Mario said.

Liz Rivers, Managing Director of Awards Absolute, is likewise excited about the partnership and spoke highly of the policies and processes of the Gold Awards for Business Excellence. Liz believes that the union of Awards Absolute and Progressing Business Institute in conducting the Gold Awards for Business Excellence makes good economic sense and will see entrants benefit.

The Gold Awards for Business Excellence is designed to

reward organisations with at least one third-party certified management system so that it has developed into an excellent organisation.

Mario expects the awards to prosper and grow over the three-year period, from 2011 to 2013, as entrants and awardees enjoy even greater benefits.

Mario highlighted one of the program’s greatest benefits, saying “The process for the Gold Awards for Business Excellence provides applicants with an assessor’s report that discusses, in detail, areas of strengths and possible areas for improvement.”

Liz said another major benefit is the marketing potential for Awardees to use the prestigious Gold Awards seal on promotional collateral.

For further information on how to reap the benefits of entering or sponsoring the 2011 Gold Awards for Business Excellence, call the team at Awards Absolute on 1300 882 259.

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# We need concrete answers to climate change effects

CSIRO Release

*Understanding how climate change could impact on the deterioration of the basic building block of much of Australia's infrastructure – concrete – is crucial to ensuring major assets such as roads, ports and buildings continue to perform up to expectations, according to a CSIRO report.*

“In order to better understand how climate change might influence infrastructure maintenance and construction, we need to establish an accurate national database on the rate, and factors involved in, the deterioration of concrete infrastructure,” says the report's lead author, CSIRO Climate Adaptation Flagship's Dr Xiaoming Wang.

“Failure to consider the effects of climate change may compromise the safety of concrete structures but, overcompensating in our efforts to adapt for climate change may unnecessarily increase costs.”

Concrete deterioration is caused by a range of physical, mechanical and/or chemical factors.

One of the major threats to the longevity of concrete structures is carbonation, which occurs when atmospheric CO<sub>2</sub> penetrates into the structure to expose steel reinforcements to corrosion.

Corrosion caused by chloride penetration is another serious threat to concrete durability causing cracking, delamination, or spalling, especially in marine and coastal areas.

“Both corrosion mechanisms are influenced by climate change but, the time it will take for climate change to exacerbate carbonation and chloride-induced corrosion of concrete structures will depend on their location and level of exposure to the elements,” Dr Wang said.

He said the durability of concrete structures depends on the method of construction and types of materials used, and the environmental conditions they are exposed to.

“Currently, the primary assumption in construction designs is that environmental conditions will be similar to those of the past.

“However, scientists and engineers from CSIRO, in collaboration with a colleague from the University of Newcastle, have shown that increased atmospheric CO<sub>2</sub>, in addition to a changing climate – including ‘chronic’ factors like increasing CO<sub>2</sub> concentrations, temperatures and humidity, and ‘acute’ factors like extreme weather events – will alter environmental exposure of most concrete infrastructure over their relatively long lifetime.

“This means that concrete structures will generally deteriorate faster with major implications for the safety, serviceability and durability of infrastructure, particularly in warmer inland and coastal areas,” Dr Wang said.

Funded by the Australian Government Department of Climate Change and Energy Efficiency, the report makes a number of recommendations on the design of new – and maintenance of existing – concrete infrastructure.

More information request CSIRI 0411 to [progbus@pbinsitute.net](mailto:progbus@pbinsitute.net)



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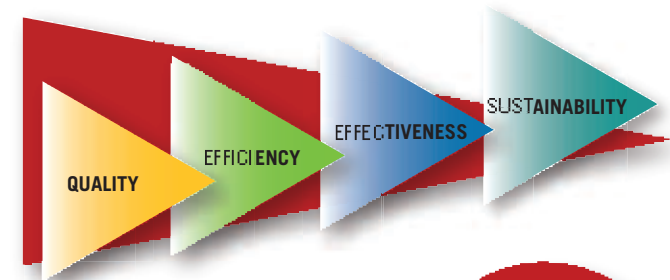
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# Resistance to change – a considered approach

Clare Edwards, Principal of Changeworks



*Change is often messy, inconvenient, unsettling, awkward and yet necessary.*

Our brains are hardwired to resist change and maintain the status quo. Stability and security are considered fundamental physiological needs according to Abraham Maslow's hierarchy, so why would we expect everyone to hang out the flags when we introduce major change?

When we are the instigators of change we tend to see mainly the advantages. When we are the recipients we tend to see the loss – loss of stability, social structure, knowledge and experience, our comfort zone is well and truly shaken.

Here's some food for thought when dealing with resistance to change:

Well in anticipation of resistance, plan how you will communicate, involve and support people. Using the simple 4MAT system from Bernice McCarthy, ([www.aboutlearning.com](http://www.aboutlearning.com)) consider the WHY, WHAT, HOW, and WHAT IF of the change.

### **WHY, WHAT, HOW, AND WHAT IF OF CHANGE**

#### **WHY is the change necessary?**

Be as open and transparent as you can about the drivers both from a positive perspective ie, the benefits this will bring and also the consequences of staying 'stuck'. This way you are reaching people who are motivated from either end of the pleasure/pain motivation continuum.

Change will be easier to effect if you already have a clear mission and vision in place that your people believe in and that you can tie the change into.

#### **WHAT are the objectives and outcomes of the change?**

What are the key goals and what will people be experiencing differently once they have gone through the process (pain)? What are the key milestones and how will each be celebrated? Expect a drop in productivity, factor this into your plans as it is a high probability.

Often we forget to communicate one of the most important aspects – what is NOT changing. Helping people see what is still a constant and stable influence will immediately help them to feel a little more secure.

**HOW will the change take place?**

How will people be involved and what level of influence can they have on the approach taken? How will this impact their day to day operations, how do they communicate with their stakeholders about the change and how will they be supported through it? Who will you choose as your change champions to support those who need it?

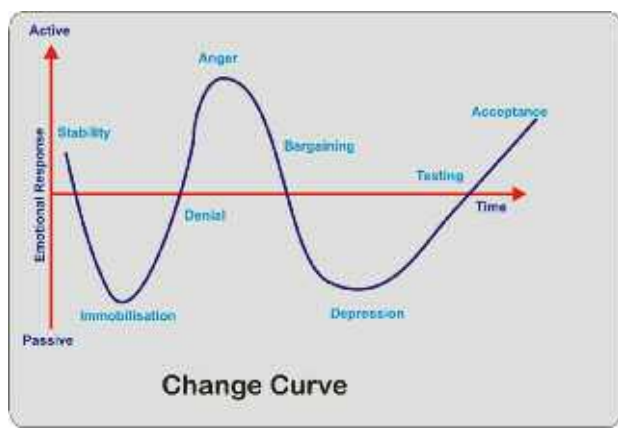
**WHAT IF?**

This is where we anticipate all the questions we might possibly be asked about the change, for example, what if a key stakeholder leaves? What if we run out of budget or a major threat impacts us from out of the blue?

If communicating in a ‘live’ situation, this is the main interactive section where people are encouraged to ask questions and share concerns. Emotionally intelligent leadership is key here as the bulldozing ‘raze and rebuild’ method leaves many casualties!

Much of this I am sure you already do. You may, though want to focus on an area that you could further improve on and develop.

In the Change Curve diagram, Emotional Response is also directly linked to productivity



**WHEN THERE’S RESISTANCE**

Consider using the same method of enquiry when dealing with resistance as is used for communicating change:

**WHY might these people be resisting?**

Enquiring as to their concerns and fears requires active listening and empathetic communication.

Acknowledge, paraphrase, summarise and ask them what it is they need to better understand and cope with the change.

**WHAT is it that they need to help them through?**

What information, support, clarification or maybe even challenge do they need to help them get more comfortable with the change or rise to the challenge?

**HOW can you make life easier for them?**

How can they become more involved, will they buddy with a change champion?

How can they develop their self awareness around change and understand that their initial reactions are normal?

How can we help move them along the change curve?

**WHAT IF.....ask, listen, empathise, respond.**

**HELP PEOPLE TO BUILD THEIR EMOTIONAL RESILIENCE SKILLS**

Deal with change more effectively both in their work and personal lives. In ‘Thriving in change through building resilience’ workshops, people can be helped to see how they have successfully dealt with change in the past, develop the ability to respond versus react and learn the skills of optimism and reframing.

For larger organisations, partner with highly qualified associates skilled and experienced in facilitating and enabling change.

**FOCUS ON PEOPLE’S STRENGTHS**

What is it that people do well that you can tie into the change program? Everyone is good at something and being able to achieve and develop in some way will help people progress through the change curve.

**PERSONALITY TYPES**

Different personality types deal with change in different ways. Use a personality discovery workshop as part of your ‘thriving in change’ program because it helps people understand what their core needs and values are and why they have the response to change that they have. Then go on to help them find coping mechanisms specifically geared to their personality preference. Both Aus Identities and Team Management Systems might be used, but use either one according to specific needs.

For some, change is like death and the response some people have can be likened to grieving. It’s likely not everyone will ‘get on and stay on the bus’ from an acceptance and attitude perspective. When we’ve done all we can to educate, inform, involve and support; for those who don’t want to or can’t join in the new journey, sometimes hard decisions need to be made. This is of particular importance if we keep employees who are making the working environment toxic.

**SUMMARY**

Whilst we all acknowledge that the human side of change is essential for success, investment in helping people cope better with or even thrive in change is still often ad-hoc and sporadic.

We can plan the most efficient new systems, watertight policies and innumerable organisational changes but unless we take our people with us on the journey, the gap between expectation and reality will always be an expensive and messy challenge that keeps rearing its ugly head.

More information request Edwards 0411 to [progbus@pb institute.net](mailto:progbus@pb institute.net)

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# Grown! Process mapping! Tips for making your process initiative work!

Jodi Martin, Business Consultant, President Elect AOQ-QLD



*Really getting in touch with your organisation's process can reveal unseen information that can generate significant savings. I recently was working with a government organisation. They had over 35 processes in one department. After mapping seven very involved "as is" processes and doing "process pattern matching"® it became evident that there was really only one process.*

It was like a light bulb for the operations team. They had been allocating work to 7 separate people because of the complexity. They were tying themselves in knots to try and staff this model with not much success. If someone was away the whole team went to jelly! After identifying that the processes were the same, the team was able to pick all the must have steps and create a single process that was:

- Depicted on one page instead of 14 pages
- Communicate what the process was and what it hoped to achieve
- Be clear about the role of the officers
- Most importantly, roster any of the seven staff to deal with any of the seven conditions now covered by the one process.

This clarity not only fixed the human resources side of the process but also provided the officers in the team a clearly purpose, clarity on the boundaries surrounding the process and they could train others in a much shorter time. The team was also able to be more effective by processing greater volumes.

To be successful at any process mapping initiative I have found the following key steps to be vital to success:

## **PUT A STAKE IN THE GROUND**

- Don't take on everything. Just pick one grouping of processes to work on at a time.

## **GIVE YOURSELF TIME**

- Whatever time you think it will take times it by 3. This is because when needing to access business experts you will need to provide 2 weeks in advance notice minimum and have a number of follow up meetings around existing work commitments to complete the analysis.

## **DOING IT ALL IN THE ONE DAY DOES NOT WORK**

- Processes that are mapped in one session generally have massive holes. Make sure the processes are reviewed in a group meeting by the participants and where possible other staff in the same area. You will be amazed what "subconscious" information is out there.

## **CHANGE MANAGEMENT**

- Loss of power, perceived status and job are strong motivators for staff not to participate. This is especially the case when they have had a negative "process mapping" experience in a previous life. TRUST is a must and participants must be given a free range in the meetings to bring up any issue. You might find not only will you fix the processes but your team morale should also be purged!

## **WRITTEN REPORTING**

- Written reporting can be a pain but hindsight is a wonderful thing and the only way to really collect it is to write reports as you go. They can be easy or complex and need to be disseminated to the broader organisation on a regular basis. This will build buy-in, branding and organisational regard. It also will assist with the final report!

## **CELEBRATING SUCCESS**

- No matter what happens on your process mapping initiative ALWAYS make sure those who have helped are acknowledged. Creating a new process is the easy part, making it embedded in your culture is complex and giving employees the chance to take ownership for their work will go a long way toward making the process "stick" in the longer term.

Process mapping done well creates an environment where staff can build a new future that is streamlined, profitable and clear. Why not start on something today in your business! We are all taught the first steps of improving anything is to do a clean up! Do an Autumn Clean and that doesn't mean action everything on your desk; it just means spend 15 minutes a day for a week to organise your workspace, team and office space to provide uncluttered space to think and work in. Then start at the top and work your way down the pile. You will be amazed how people notice and also get on board!

More information request Martin 0411 to  
[progbus@pbinsitute.net](mailto:progbus@pbinsitute.net)

## NEWS RELEASE

# Company carelessness costs themselves and economy money

*Carelessness, complacency and failing to ask the right questions of staff and customers has resulted in Australian companies paying dearly in both time and money, according to 2010 Australian Keynote Speaker of the Year, author and business management expert, Catherine DeVrye.*

The author of the new business book 'Paperclips Don't Grow on Trees', Ms DeVrye said that over the years, she has witnessed companies across varying sectors and industries waste their valuable resources following an identical pattern and allowing her to identify the most common seven ways they do this.

She added that, in any economy and industry, the only two ways to boost a business' bottom line is either by increasing revenue or decreasing expense. In the recent global credit crises, increasing revenue has proved somewhat of a challenge, so businesses refocused instead on cutting expense.

"Companies, small and large, seem to be immune to considering alternate methods of doing business that may save them money. The phrase 'we have always done it that way' is costing companies money without necessarily adding any value to their bottom line," she said.

"For example, an airline that took the suggestion of a flight attendant and stopped serving the lettuce garnish with the passengers' meals saved over \$1.5 million over the course of a year, without making any significant difference to their clients' experience."

The second most common way that business is costing the economy money, according to Ms DeVrye, is by carelessness during the course of the normal working day.

"The cost of wasted materials and the time cost of re-work is

a huge factor in most organisations. This can be very simply solved by taking a moment to check that the letterhead is loaded the right way up in the printer before printing multiple copies, for example," she said.

Further to this, Ms DeVrye said that companies are not bothering to seek alternative quotes from suppliers, and simply continuing to do business year after year with the same supplier.

"Loyalty is important but long term suppliers often become complacent so it is a good use of time to occasionally get a couple of alternative quotes and ask your existing supplier if they can meet those. Be careful not to spend countless hours trying to save a few cents, as your time is also valuable."

Ms DeVrye said that seeking the opinion of both employees and customers is vital to ensuring quality is kept while dollars are saved.

"Allow every staff member to realise it is not the boss but the customer who pays their salary, and encourage them to contribute solutions to cost-cutting."

"Furthermore, as it is your customers who are keeping you afloat, get their input as to where you could rather be focusing your time and money to provide them with the best service. For example, do you over service by excess packaging, or sending clients a 20 page report when they really only need a 3 page one?"

According to Ms DeVrye, bureaucracy can often contribute to time and money wasting.

"Consider whether you need two people in the meeting, five or a dozen? It's not often likely to be the latter and there seems to be an inverse relationship between the number of people present and a successful outcome."

And, finally, the seventh way in which companies waste valuable resources and cost the economy dearly is by refusing to consider eco-friendly solutions, however simple or trivial they may appear.

"Eco-friendly is more often than not also economical. I always share a story told to me about 20 years ago by Paul Cotton, the then New Zealand Consul General. He told me that he had never spent a cent on the purchase of paper clips. He said he figured that as many paper clips must come into the office as go out of the office so he insisted that staff remove them, prior to throwing the paper in the bin. Just like Mum often chastised me that money didn't grow on trees, likewise... paper clips don't grow on trees!"

Ms DeVrye said that tough economic times offer a great incentive to eliminate waste and stimulate value.

"Clients of mine who have taken some of my suggestions have reported saving \$300,000 or improved productivity by 40%."

## SUMMARY

1. The 7 most expensive words in any organisation are: 'We have always done it that way.'
2. Avoid re-work. 'Measure twice- cut once.'
3. Ask suppliers to sharpen their pencils and get alternative quotes.
4. Ask customers. Listen and learn as perception is reality, and packaging often useless.
5. Encourage staff suggestions as part of the solution.
6. Bust bureaucracy and eliminate meaningless meetings.
7. Eco-friendly can also be economic

More information request DeVrye 0411 to  
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