



Institute of Human Excellence

Vision 2020

Visionary leadership; what is being asked of us?

Humanity is facing an unprecedented crisis which we share together with all life forms on this planet, and we are at the cross roads of mass extinction or mass evolution. This crisis is



pregnant with the greatest possibility for humanity to breakthrough and to transform. The continuation of our civilisations and the future happiness of our children, depend on how we are, and what we do today.

As a tender mother, a nature lover and consciousness leader, I hold boundless compassion and hope for our collective future. This is the most exciting time ever to be alive... the

decisions we make collectively in the next decade will seed the future of humanity. I knew this when I was 4 years old roaming among the mud houses in Inner Mongolia. My grandmother would say to me: "Girl, get ready to ride your red dragon..."

I believe we are being asked to remember who we really are, to question why we live and work the way we do, and to envision what is possible for us to yet become. We are asked to awake to our true potential, to evolve our consciousness, and to collaborate with nature. We must balance our doing with our being, quantity with quality, consumption with sustainability, technology with wisdom, competition with collaboration and hierarchy with self-responsibility.

Never before in human history has the leadership of human affairs more critical than it is now. Our future rests on our leadership capacity to find balance. To balance is to follow with our intuitive nature, to be agile with our identity and to become one with others. It is learning to flow like water. Water becomes square when it flows around a square, or circular when around a circle. Water avoids high, chooses low and moves with gravity. Water washes away dirt, evaporates self and leaves behind green pastures. Water drips through stone, carves open mountains and never turns back. Such is the nature of our wisdom and compassion, the most critical area of leadership development.

In developing ourselves so, we learn to be aligned with nature, to be in our flow zone, and to work with rather than against our humanity. Our creativity will blossom like a thousand flowers and we shall leave behind an amazing planet for our children to discover who they really are, and what is possible for them to become. This is the essence of who we are, how we service our clients and what we do to help leaders and organisations grow, transform and achieve their best.

Such is our vision for excellence, and how we will continue to make a difference in the next decade. We invite you to collaborate with us for visionary leadership.

Niran Jiang, Director, Institute of Human Excellence

About IHE

The Institute of Human Excellence (IHE) was founded to serve organisations who wish to develop their people to the highest levels of performance at work, to have greater fulfilment in their personal lives and to make a contribution to the wider community. IHE provides advisory, consulting and coaching services in the area of leadership, transformation and diversity.

We tap into collective wisdom and natural systems to accelerate people development and organisational transformation. We bring a whole system perspective to the complex issues humanity and corporations are facing today, such as the economy, the environment, cultural diversity and innovation.

We are seldom prescriptive for we prefer to facilitate our clients to discover their own sustainable solutions. In doing so we place ourselves in the best position to serve others to uncover their innate potential for greater good, to nurture their latent creativities for transformation, and to foster their hidden courage for collaborative leadership.

"IHE's organic approach to building organizational values worked very well for us. People engaged in the process and thereby had ownership. And with their expert assistance we were able to better penetrate and align personal and organizational values."

Mark Fitzgibbon, CEO, nib

"At Westpac, we recently started on a journey to become a high-performing 'One Team.' Richard and Niran played an important role in helping us focus on who we are, what we stand for and how we work together to bring out the best in each other."

Gail Kelly, CEO, Westpac

"Niran took Jesuit Social Services people to a new level of self-awareness and learning. All were challenged to reflect on habits (positive and negative) and to be accountable. Niran was able to tailor her input to the Mission and goals of our organisation. As a result, people in the organisation have embraced the leadership principles explored. During our time with Niran she modelled the type of leadership we want in our organisation and in the process inspired many to be more self aware."

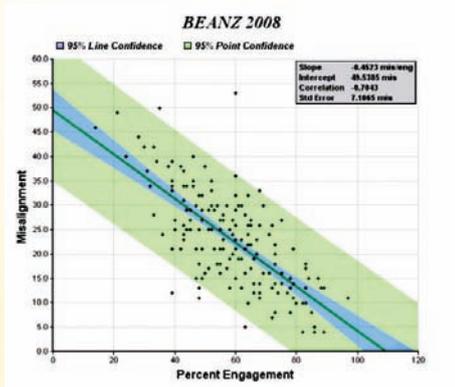
Julie Edwards, CEO, Jesuit Social Services



Building Culture Capital

In an age of increasing global and local competition, the ability of an organisation to build a corporate culture that attracts and retains talented people is rapidly emerging as the most important criterion for financial success. “Who you are” and “what you stand for” represent your cultural capital, and companies around the world are increasingly focusing on building their cultural capital. They are attempting to create vision-guided, values-driven organisations that focus on employee fulfilment, customer care and leadership development.

Research shows that the most successful, high performance organisations has a strong alignment between personal and current culture values, and current culture and desired culture values. Cultural alignment and cultural entropy significantly influence employee engagement, and employee engagement significantly influences organisational and financial performance.



Sample	Average Entropy	Average Revenue Growth
1) Engagement > 65 and Entropy < 10	7%	35%
2) Engagement > 65 and Entropy > 10	12%	33%
3) Engagement 65-40 and Entropy < 20	14%	24%
4) Engagement 65-40 and Entropy > 20	22%	7%

Source: The study of 160 organisations in Australia and NZ by Hewitt Associates and Barrett Values Centre.

Organisations worldwide are using values assessments to:

- Audit organisational and team culture to identify cultural strengths and gaps
- Provide baseline and ongoing measurement of organisational cultural capital
- Design, implement and monitor cultural change programmes
- Develop strategies and plans to attract and retain the best employees
- Increase employee satisfaction, engagement and performance
- Design leadership development programmes
- Coach leaders and provide 360° feedback
- Support leaders in building values-driven organisations

Key attributes of a values-based analysis:

A comprehensive values analysis enables a full cultural diagnostic and values assessments to be undertaken. This involves:

- A customised survey prepared for every organisation
- Form completion taking 15 minutes on the internet or paper
- 2-4 week timescale from initiation to results
- Multi-language options worldwide, currently used in 68 countries with 30 languages available.



IHE conducts culture audit, values alignment, change facilitation and strategic planning, and can support you in undertaking values journey across all or part of your organisation. IHE also provides accreditation training to qualify values assessment consultants and whole system change consultants.

Building High Performance Leadership Teams

The most successful organisations on the planet have one thing in common—they are vision guided, purpose-driven and have capacity for collective action sourced from their strong sense of internal cohesion and trust. Internal cohesion and trust begin at the top. If there is no cohesion and trust in the leadership team, there will be no cohesion and trust in the organisation—the culture of an organisation is always a reflection of leadership consciousness.

Niran Jiang and Richard Barrett have created an innovative programme for developing leadership teams which combines the work of Maureen McCarthy and Zelle Nelson of the Center for the State of Grace Document with the Cultural Transformation Tools. It is a three-part program for leadership teams to develop vision, purpose and cohesion.

360 Feedback

Part 1 of the programme involves every team member carrying out a 360 Leadership Values Assessment (LVA), and receiving an individual three-hour coaching session based on the feedback contained in the LVA. Each team member then develops a personal learning journal and an action plan to increase their personal mastery, as well as commits to ongoing personal development supported by executive coaching.



Story of Me

Part 2 of the programme involves the whole leadership team meeting together in a two-day, off-site workshop. The focus of this workshop is on personal alignment through personal mastery. The exercises in the workshop are designed to support the team members in deepening their self-knowledge as well as their awareness of each other in who they are, what they stand for and how they work with others. The outcome is for each member to create a personal State of Grace Document (Story of Me), which serves as a self-management system as well as a conflict resolution tool.

“Story of me”

- My life story
- My leadership story
- My values
- My strengths and unique abilities
- My core motivation
- My mission and vision
- My good day
- My bad day
- My warning signs
- My hot buttons and triggers
- Blocks to expressing potential
- Questions to ask myself when upset
- What others can do to help me
- My time period
- My action plan

Story of Us

Part 3 of the programme involves team members attending a second two-day, off-site workshop. The focus of the second workshop is on building the internal cohesion of the leadership team through values alignment and mission alignment. The exercises in this workshop are designed to support the team in building a climate of mutual trust, a sense of clarity of their purpose and a deeper connection with their vision. The outcome is for the team to create a collective State of Grace Document (Story of Us), which serves as a team management system as well as a team development roadmap.

“Story of Us”

- Story of us
- Our mission and vision
- Our values and behaviours
- Our strengths and unique abilities
- Our good day
- Our bad day
- Our warning signs
- Expectations
- Questions for cohesion
- Our short-term time period
- Our long-term time period

The approach described above provides teams with their own customised living blueprint on how to manage and sustain their individual and collective internal cohesion. It gives every member of the team, and most importantly the team leader, a degree of relationship trust that encourages direct, open conversations, and the permission to say to a colleague, “For some reason, which I am not sure about, things feel a little off kilter with us right now. Can you tell me what is going on? What needs do you have that are not being met?” It provides those involved not only a way of managing their individual way of “being,” but also, consciously creating their collective way of “being.”

IHE provides tailored programmes for both existing leadership teams as well as newly formed or cross-functional teams. IHE leadership programmes address a range of leadership issues robustly, drawing upon transpersonal processes used in conjunction with the profound principles which underpin the most advanced coaching techniques. Team members through such processes learn to get passed their individual interests and be involved in a collective enterprise that focuses on their common good.



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IHE Collaborative Leadership Initiatives

Youth Leadership

IHE partners with Activate Australia to deliver an intensive leadership and coaching development programme that brings together an organisation's senior decision-makers and emerging leaders ("corporate stream") with talented young people from "tough realities" ("community stream"). The added presence of the "straight talking" community stream eliminates the use of lingo, buzzwords and pseudo communication, creating a genuine, intuitive and original learning experience which is life-changing for many.

Women Leadership

Women are an untapped resource. They are still a minority in senior positions of leadership and while this is the case, we are not able to harness our collective potential nor have a fair and just society. IHE partners with Advancing Women to provide a range of development programmes to help organisations become an employer of choice for women, to create an inclusive, values-driven workplace culture, to increase the representation of women in senior positions and to support women leaders achieve their potential.

Economic Leadership

IHE partners with African Pacific to transform poverty into freedom through an innovative organic economy model which revolutionise traditional trade development and social infrastructure support. Through co-creative dialogue and collaborative partnership, developing communities are empowered to compete fairly in a transparent supply chain and to build social and economic prosperity on their own terms.

IHE Professional Training for Change Agents

Transpersonal Coach and Facilitator Training

As a robust values-based model and coherent set of practical tools free of dogma, transpersonal coaching and facilitation is increasingly being seen as a powerful approach to re-engage personal responsibility and positive leadership in work and life.

Cultural Transformation Tools (CTT Part I Accreditation)

Values assessment training with models and tools for measuring and assessing individual, team and organisational cultures.

Building a Vision-Guided Values-Driven Organisation (CTT Part II Accreditation)

Change management training for the techniques, methodologies and expertise in applying the knowledge of CTT to implement cultural change using a whole systems approach to transformation.

Executive Coach and Leadership Training

A comprehensive programme for training executive coaches to provide high quality coaching services to clients, or for developing leaders to manage in a coaching style as well as to role model and build coaching culture in organisations.

WHAT IS HUMAN EXCELLENCE?

It is being the best we can be in every situation.

It is doing the best we can do in every endeavour.

It is also knowing that we can deliver more tomorrow ... that there will always be further to go ... and that we may never get "there".

Human excellence is striving without stress. It is intent without tension. It is purpose without pretension.

It is the passion to succeed with humility in success. It is respect for all people and for the environment.



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