



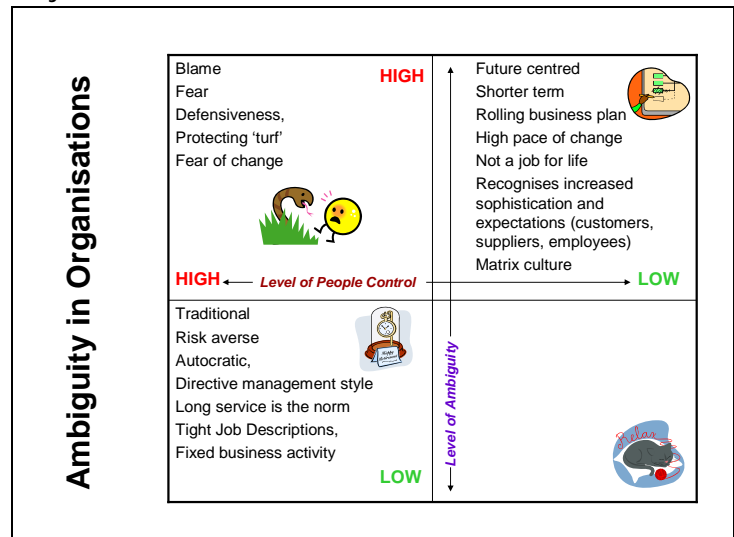
Ambiguity?

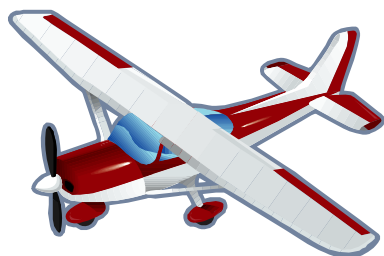
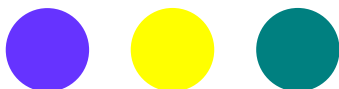
Is your organisation in a steady state? No?
What's the level of change?
Does your level of people control support the current level of ambiguity?

- Take a look at the model below. It shows you the likely outcome of varying levels of Ambiguity and People Control in organizations.
- For example, look at the bottom left quadrant. In a traditional organization, where there is little change, and things 'tick along' as they always have done, the level of people control is often quite high. Everyone knows where they are. Not a great deal of change or innovation may occur, but 'that's OK'. *'We do what we've always done - we're good at it and we'll always be OK. Learning new stuff isn't necessary.'*
- But translate this in to a situation of high ambiguity (take 2009, for example), and think about the likely differences. There is so much change, that we must learn from, encourage and use everyone's experiences. *'What works now, what doesn't work?'* If the level of people control remains high (top left quadrant), people are more likely to continue to do the same things that they have always done, under the watchful eye of an autocratic, unchanging management. In an environment of high ambiguity, things which were OK before may now not work so well. There may well be blame, defensiveness (*'It wasn't my fault!'*) and the end result is fear - for their own jobs and of change itself.
- So, think about what organizations need to do. Consider 'letting go' a little and encouraging employees and leaders to think about, and try, new ways of doing things - taking a future focused approach and recognizing that no-one can know everything about their organization.
- So what's it like where you are??

In this issue:

- Ambiguity
- Special offer extended
- Experiential Learning
- Coaching in the Air
- Healing Hands





More, more, more.....new things to look at on the Compendium Learning website!!

- Those of you who have previously worked with me on Coaching Skills for Managers (**Coaching for Results!**) will remember vividly the tale of using coaching to help you pilot a light aircraft. To get a visual (possibly white knuckle for some of you!!) memory of that story go to the Sharing page on the website and look at the photos of me, snugly sharing a cockpit and getting a taste of my own medicine!! *For those of you wondering what this is all about - call me!! Coaching is a critical skill for all managers - on the ground as well as in the air!*
- There are also new photos illustrating the powerful use of Experiential Learning in a workshop setting. **Experiential Learning?** We do it all the time - and effective use of it is crucial to organisational success. Call me - and I'll tell you more!!
- And finally, I am delighted to welcome a new 'Friend' on to the 'Friends' page. Tracey Lively, of Healing Hands, is a holistic therapist, whose skills are valuable in supporting us in our hectic lifestyles. Take a look - it could just be the fillip you have been looking for.
- www.compendiumlearning.com

Open your eyes...has it gone away yet?

No, the recession is still here and still biting, but maybe not quite so hard (so some people say.....)

When talking to clients, it is clear that things are still tough, and belts which have already been tightened many times are being tightened still further. Extracts from recent press articles indicate some hope, but with words of caution:

"There is mounting hope that the ongoing gradual decline in job prospects might run its course next year before unemployment reaches 3 million. But the patient remains seriously weak..., and could easily relapse' Gerwyn Davies, CIPD public policy adviser quoted in The Independent 9 Nov 09

So, with that in mind:

- ✚ **Compendium's 'crunch beating' special offer has been extended.**
- ✚ **Do you have learning and development projects which are delayed or on hold because of budget cuts?**
- ✚ **Is your business success being affected as a result?**
- ✚ **Compendium Learning can offer a substantial reduction in fees, of up to 25%, to enable you to get going with those projects!**
- ✚ **In recent months, the special offer has been successful and as a result, we have extended it to cover any work booked and confirmed by the end of 2009, for delivery by the end of March 2010.**
- ✚ **Don't miss out! Contact me at alex@compendiumlearning.com**