

SPRING NEWSLETTER
From UniSA STRATEGIC PARTNERSHIPS

Changing Priorities for Corporate Education

It is interesting to observe how corporate education changes according to the changing priorities of industry and the business environment. Business Decisions recently released the 2007 Survey of Training in Australia that included a comparison of the top 10 training and education programs of the past few years with the indication by industry respondents of the top 10 training and education in the next few years. You might to compare your training and education priorities with those in the survey.

Training and Education Trends

	Training Past	Training Future
1	Conflict Resolution	Strategic Planning
2	Conducting Effective Meetings	Stress Management
3	Time Management	Public Speaking and Presentations
4	Team Building	Conflict Resolution
5	Managing Change	Marketing Principles
6	Negotiation Skills	Writing Skills
7	Stress Management	Legal Aspects of Business
8	Self Control	Conducting Effective Meetings
9	Motivating Self and Others	Team Building
10	Public Speaking and Presentations	Managing Change

Just outside the top 10 in both the past and future training and education programs is the financial aspects of business. Although financials are important, it is interesting to see the growing emphasis on strategic planning, stress management and public speaking. We have also noticed an increase in the number of enquiries for short courses on legal aspects of business during the past year, which has seen this enter the top 10 for future training and education plans.

The survey also found that 56% of respondents do not offer training that attracts credits towards tertiary qualifications, but 54% indicated they would be willing to incorporate programs that provide credit towards tertiary qualifications as an incentive for employees and to encourage more employees to undertake training and education programs.

If you would like more information about the Business Decisions Survey or details about UniSA's corporate education programs based on University award programs, or programs that provide credit towards UniSA award programs please contact UniSA Strategic Partnerships – Sandra Walker on 8302 0801 or Sandra.walker@unisa.edu.au

LEANetwork Launched

UniSA, through the Strategic Partnerships unit, is a foundation member of the Lean Education and Application Network (LEANetwork) to assist industry to learn and apply lean management principles in their organisations. UniSA has worked closely with the

South Australian Government's Department of Trade and Economic Development (DTED) in the establishment of the LEANetwork.

Other members of the LEANetwork include the Lean Enterprise Research Centre of Cardiff University Business School, the Fraunhofer Institute and University of Adelaide.

Lean has usually been associated with manufacturing, but during recent years lean management principles begun to be applied in the service sector, with even greater success than manufacturing in many instances. Lean has a primary focus on delivering the highest value to customers by eliminating waste, delays and unnecessary costs from the delivery of the product or service.

Lean management is based on the principles of the Toyota Production System and it is interesting to see that over the past 60 years that Toyota has been applying lean and continuously improving their organisation they go from strength-to-strength while many others fall by the way side.

The catalyst for the LEANetwork came as a result of a debriefing following the Lean Congress hosted by UniSA Strategic Partnerships in May 2006. Many of the participants commented on much they had learnt from the Congress, but their concern was how they could learn more and sustain the lean effort in their organisations. Discussions with DTED led to the development of the LEANetwork.

To receive a copy of the Lean Program Calendar for July –December 2007 [click here](#).

Six Sigma Stars

UniSA Strategic Partnerships has a license to deliver the American Society for Quality (ASQ) Six Sigma programs in Australia. We like to lead by example, so two of the Strategic Partnerships Team recently completed their Six Sigma Green Belt certification.

As UniSA Strategic Partnerships Business Manager Ross Morriss said, "It was a comprehensive program over two blocks of five days. The quality of the program and the level of practical information provided in the program reflects why the ASQ is regarded as a global benchmark for Six Sigma certification."

Graham Eagles, Business Partnerships Manager of UniSA Strategic Partnerships, also completed the program. Graham commented "It was comprehensive and challenging and I thoroughly enjoy the program.

If you would like information about the ASQ Six Sigma Green Belt Certification Program please contact: graham.eagles@unisa.edu.au or 8302 0633. You can also ask Graham about his experience with Six Sigma Green Belt program.

We will also deliver the Six Sigma Black Belt program of 20 days duration over five months, with the first five-day block starting in mid-October. You will need a project that

has the potential to deliver at least \$50,000 in savings to your organisation as the basis to apply your learning to your organisation.

We are also exploring the delivery of a Six Sigma Yellow Belt program in 2008 which will provide a solid grounding in the Six Sigma principles: DMAIC and an introduction to the basic statistics. This is planned to be a three-day program as a prelude to the Six Sigma Green Belt.

From the Journals:

Neef, D, (2005) Managing Corporate Risk Through Better Knowledge Management

The Learning Organisation, Emerald Publishing Group, Vol 12, No2, pp112-124

This is an interesting perspective on a topic of growing interest to almost all organisations. Neef contends that risk management is knowledge management - sensing and responding to risk in an organisation is very much dependent on corporate intellectual capital, that is, the knowledge and judgment of employees at all levels. However, that knowledge is much less effective if left to filter through a management structure in a haphazard way. Neef claims the knowledge within an organisation needs to be actively managed and its gathering encouraged, so that employees see concern for ethical or legal violations as part of their everyday responsibility.

Neef recommends key organisation decision makers need to harness employee knowledge and the vast amount of information available that could threaten the reputation of an organisation in a manner that encourages employees to sense and respond quickly and correctly to emerging risks. This is a comprehensive process which Neef suggests this involves monitoring ethical activities or suppliers, especially overseas suppliers, political, cultural, economic and environmental issues so that potential risks can quickly be brought to the attention of a risk and crisis management team to take action to prevent or resolve.

Scenario planning is recommended by Neef as a means of creating objective guidelines for ethical behaviour, communicating those guidelines among key organisational leaders and providing a workable system of incentives for managers to help them encourage employees to identify potentially dangerous and threatening issues for an organisation. Once resolved, organisations need to capture the lessons learned and apply proven risk management techniques, as well as decision support systems to assist the organisation to develop preventative risk management policies and avoid the costs associated with these issues in the future.

According to Neef, the key to a proactive risk management process lies in an organisation's ability to mobilize the knowledge and expertise of its employees so that organisational leaders can ensure they receive accurate and timely information about potentially dangerous, harmful or threatening issues. This is the basis of his contention that risk management *is* knowledge management.

If you would like to know more information about this journal article, risk management programs offered by UniSA or the use of scenario planning as a strategic management tool, please contact UniSA Strategic Partnerships – Sandra.walker@unisa.edu.au or telephone 8302 0803.

Web Page Update

We have recently updated the UniSA Strategic Partnerships web page to include more information about the range of corporate education programs. A calendar is also included with the schedule of lean management, six sigma and other leadership development programs for the next six months.

You might like to bookmark our web page: <http://www.unisa.edu.au/strategic/>