

'Reposition' Speaker Topics  
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## The Speaker Forum Brochure

### Speaker Forums Designed to Assist Business Leaders:

- ✓ DEFINE 'Reposition Opportunities' to improve future performance
- &
- ✓ DRIVE 'Reposition Initiatives' to improve future performance

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## The '**Reposition**' Speaker Topic Series

*'Respect what has gone before – **Reposition** for the Future'*

### Why **Reposition**?

"Current and future challenges are never a mirror image of past challenges." The current Global Financial Crisis emphasises this fact.

Sustainable success requires a 'Reposition Mindset', together with 'Reposition Skills' and the insight to identify 'Reposition Opportunities'.

### How do **Reposition** Speaker Topics contribute?

The Reposition Speaker Topic Series is designed to assist management teams to reposition their businesses or departments for future success, having regard for the unprecedented challenges linked to the Global Financial Crisis. The topics are presented in a lively and practical manner which helps to promote a 'Reposition Mindset'. Each topic presents a specific 'Reposition Opportunity' that business leaders are able to implement to good effect.

To maximise the 'Reposition Impact', the Speaker Forum Model includes a 'Reposition Checkpoint' prior to the speaker forum and a 'Reposition Checkpoint' after the speaker forum.

### **Reposition** Speaker Topics include?

- ✓ 'Building a Reposition Framework for Enhanced Performance!'
- ✓ 'Reposition your Organisation's Support Functions for Enhanced Performance!'
- ✓ 'Reposition your Organisation's Values for Enhanced Performance!'
- ✓ 'Reposition your Organisation's Ethics Program for Enhanced Performance!'
- ✓ 'Reposition your Performance Management System for Enhanced Performance!'
- ✓ 'Reposition your Organisation's Approach to Coaching for Enhanced Performance!'
- ✓ 'Reposition a Sales Function for Enhanced Performance'
- ✓ 'Reposition an Account Management Function for Enhanced Performance'
- ✓ 'Reposition the Board's Focus on ASXCG Principle 3 for Enhanced Performance'
- ✓ 'How to Build the HR Function so that it gets Downsized Later on'

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### **The Reposition Emphasis - What People Say?**

*These topics have not been developed in a classroom. They are the product of leading in difficult business situations where sensible 'Repositioning' was a non-negotiable. Indeed, the failure to reposition the business and the components of the business would have led to business failure! I am convinced that business leaders need to continually 'Respect what has gone before - Reposition for future success'. (John Reed – Director, Reposition Pty.Ltd)*

**The following comments give 3<sup>rd</sup> party insight into John's insight into business 'Reposition Opportunities'.**

*"John Reed's 'Reposition Your Ethics Programme' will help strengthen the ethical component of your organisation's management systems, and will have a potentially dramatic positive impact on corporate reform and corporate performance in years to come." (John Blacklaws - Head of Consulting Practice, People Dynamics, Doha)*

*"Seeing John in action in building a common sense of purpose and focus is an inspiration to any leader. Uniting the leadership and staff around a common set of values - not merely displayed on notice boards and company newsletters but lived out in day to day action and commitment takes special wisdom and personal devotion". (Theo van Rooyen – Founder of People Support – South Africa)*

*"John has an incredible ability to make people want to take ownership of what they do (and accountability), to guide people through the process of actually dealing with an issue, and to help people to see the bigger picture of what they are doing and the importance of looking at their role as part of the greater business as a whole". (Sarah Cuthbert – HR Manager – Global Outsourcing Company - Australia)*

*"For John central functions exist to contribute to a better business, not just to support operations. John has an unusual ability to align central functions such as Procurement and Human Resources with business strategy and business performance. He creates an environment where people in central functions understand the specific impact they have on business performance, and where people take accountability for positively impacting performance." (Derek Jack – Procurement Manager, Global IT Company – South Africa)*

*"I saw John come into a business in disorder and turn it around, give the Business and its people purpose, structure and leadership. John was the pivot that took a commercially non-sustainable business in an emerging and socio-economical challenged market and turned it into a highly successful, profitable, respected and sustainable player." (Ronald Nothnagel – Director, Global Engineering Consultancy – South Africa)*

*"His (John's) ethics are of the highest integrity and his grasp and understanding and business acumen has a depth not commonly seen today. He also possesses a gift for analysis of complex situations coupled with a very preventative mindset." (Rick Gonsalves – Asia Pacific Account Director, Multinational - Australia)*

*"Turning a struggling, dispirited organisation into a high performance focussed and motivated team is a challenge beyond the scope of many especially in difficult times. John has demonstrated this unique set of leadership skills and drive in a number of organisations, instilling a sense of purpose, creating a passion for excellence, implementing systems and process that support continuous improvement and build a united commitment to achieving great results." (Theo van Rooyen – Founder of People Support – South Africa)*

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### **'Building a Reposition Framework for Enhanced Performance'**

What evidence is there of continual improvement in your organisation? What evidence is there of annual initiatives that drive improvement across the organisation? What are the systems that facilitate constant improvements and initiatives? What are the programs that promote improvement? Do supply partners perform better for your organisation than for other organisations?

These are the types of questions that need to be answered honestly and accurately in order to assess the extent to which a 'Reposition Culture' is present in an organisation. In many if not most business situations, there is a significant opportunity to enhance performance by giving greater attention to building a 'Reposition Culture'.

John deals with the challenge of building a 'Reposition Culture' in a practical and thoughtful manner. He demonstrates how a 'Reposition Culture' is founded on the attention that business leaders give to embedding initiatives and improvement in the systems and in the processes of the organisation. John highlights the need to emphasise ongoing improvement from the recruitment phase onwards for employees, and from the procurement phase onwards for supply partners. He draws attention to the significant impact that organisational values have on culture. Further to this John focuses on the importance of ensuring the organisation's performance management system drives improvement.

Business leaders will be challenged and will leave with a keen sense of the potential to enhance company performance through giving greater attention to building a 'Reposition Framework'.

#### ***Who will benefit?***

*Business Leaders, Directors, CEOs, Divisional Heads, Functional Heads, Management Teams.*

#### ***Business Impact?***

*The speaker topic enables the audience to assess the 'reposition opportunity' for their business or for the component of a business for which they are responsible. Realising the 'reposition opportunity' requires management commitment together with a well defined initiative that is implemented well.*

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## **'Reposition' your Organisation's Values for Enhanced Performance**

Today most organisations have a declared set of company values. An important question for business leaders is whether the values actually enhance company performance?

Are the values in the organisational genes? Are the values known? Are the values understood? Do the values feature in the company programs? Do management evidence that company values are important? Are the values lived out? How do employees experience the values? Do management and employees consider the values relevant to their day to day decisions and responsibilities? Do the company values lead to a greater alignment of employee actions with the company mission and goals?

John's argues that there are relatively few organisations where the company values make a significant contribution to company performance, and that the stated values can even be a source of employee dissatisfaction with diminished performance.

John proposes that business leaders can significantly enhance company performance by 'repositioning' the company values in the life of the business or the business unit for which the business leader is accountable. In what are difficult times for businesses and business leaders, John explains why 'repositioning' the organisation's values is a low cost initiative with the potential to significantly enhance performance. John unpacks how the 'repositioning' of company values has the potential to increase employee engagement, improve customer satisfaction, reduce risk, and minimise waste whilst enhancing financial performance as a consequence.

Furthermore, John presents a simple tool to help business leaders 'position' the current impact of their organisation's values on business performance, together with a project model that provides a framework for business leaders to enhance performance through 'repositioning' the company values.

John's presentation is lively, thought-provoking, practical, leaving business leaders with a worthwhile challenge to take away.

### ***Who will benefit?***

*Business Leaders, Directors, CEOs, Divisional Heads, Functional Heads, Management Teams.*

### ***Business Impact?***

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### **'Reposition' your Organisation's Ethics Program for Enhanced Performance**

John's focus on the contribution that an ethics program can make to company performance grew out of his own experience.

John led the turnaround of an acquired subsidiary of an entrepreneurial listed company, and thereafter led the turnaround of a subsidiary of a multinational company. The former did not have an ethics program, the latter did. It became apparent to John that a well considered and well implemented ethics program is a most valuable asset to an organisation. John observed that the extent to which an ethics program contributes to business performance, is directly correlated with the attention that the organisation and management do or don't give to the ethics program. This emphasises that business leaders are the people who make this opportunity happen! It also emphasises the need for organisations to deal with ethics systematically and in advance!

Does your organisation have a code of ethics? Is the ethics program alive and well? Is the ethics program evident and relevant? How does the ethics program impact performance? Is the ethics program confined to a document? Is the ethics program embraced by the board? Is the ethics program embraced by management and employees? Do the organisation's suppliers and customers and other stakeholders consider the ethics program to be effective and of value? Is the ethics program a point of differentiation? Does the ethics program contribute to the organisation's reputation?

These are some of the questions that form the basis for the presentation. They are the same questions that cause business leaders to revisit the place that an ethics program plays in their business. John provides guidance on how business leaders can assess the current contribution of an ethics program to organisational performance, together with a practical framework to 'reposition' the ethics program for enhanced performance.

#### ***Who will benefit?***

*Business Leaders, Directors, CEOs, Divisional Heads, Functional Heads, Management teams.*

#### ***Business Impact?***

*The speaker topic enables the audience to assess the 'reposition opportunity' for their business or for the component of a business for which they are responsible. Realising the 'reposition opportunity' requires management commitment together with a well defined initiative that is implemented well.*

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## **'Reposition' your Organisation's Support Functions for Enhanced Performance**

One of the most difficult challenges that business leaders face is to ensure that central support functions are accountable for business performance.

In using the word 'accountable' the point is not that central support functions are solely accountable for business performance, but rather that these functions are just as accountable for business performance as operations and sales. It is a fact that for most organisations, the accountability that support functions have for business performance is not readily evident in the organisation's management accounts or performance management system. Central functions are often established as cost centres that 'support' whilst not directly impacting business performance. The all too frequent implication is that support functions exist and grow somewhat detached from the obligation to enhance business performance. The consequences of not being accountable for business performance include over-resourcing, under-resourcing, wastage, delayed upgrade of systems, ad-hoc central function initiatives, and ill-advised central function CAPEX projects.

John emphasises that this alignment is a significant 'reposition' opportunity. John presents guiding principles to help management better align the performance of central support functions with overall business performance. He suggests that a good starting point is to do away with the term 'support function'. Further to this he focuses on the need to revisit the business planning process and the management accounts in order to ensure that each central function is made to be accountable for planned efficiencies over time. John points to the importance of fully considering the cost base for each central function by focusing on both expenses and a depreciation element for long-term initiatives. This helps central functions focus on both short-term efficiencies and long-term capacity building to enable future growth. John draws attention to the benefit of 'tracking' indirect costs and indirect revenue where these can be linked to the performance of a particular central function.

Aligning central functions with business performance in both the short-term and the long-term is a complex challenge for business leaders. John calls for leaders to ensure the challenge is not in the 'too hard basket' but rather to recognise and action this **'reposition' opportunity'**

### ***Who will benefit?***

*Business Leaders, Directors, CEOs, Divisional Heads, Functional Heads, Management Teams.*

### ***Business Impact?***

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## **'Reposition' your Performance Management System for Enhanced Performance**

A company's performance management system is often developed by a 3<sup>rd</sup> party or an in-house specialist. It is not uncommon that business leaders are not directly involved in establishing the performance management framework. Similarly business leaders often delegate the implementation and ongoing development of the performance management system. John's perspective is that business performance is the sum of the performance of each component of the business, and that business leaders need to apply their minds to the performance management framework, the implementation, the ongoing system development, and the results.

To position the effectiveness of the current performance management systems business leaders need to ask and answer one central question, 'does the current performance management system result in improved business performance?'

Related questions include: Does management see the current performance management system as relevant and an important contributor to aggregate performance? Do the company's employees see the current performance management system as relevant and an important contributor to aggregate performance? Does the performance management system create a united and joint effort by all to a common set of goals and targets? Do customers recognise the company's performance management system a differentiator? Is the performance management system linked to the company's mission and the company's strategic plan and business plan?

John argues that business leaders who are serious about business performance need to be equally serious about the performance management system that directs the component parts. Business leaders need to develop a performance management system that tangibly drives performance. Employees will respect a system that helps them perform their work better and that results in greater customer satisfaction with improved financial performance.

### ***Who will benefit?***

*Business Leaders, Directors, CEOs, Divisional Heads, Functional Heads, Management Teams.*

### ***Business Impact?***

*The speaker topic enables the audience to assess the 'reposition opportunity' for their business or for the component of a business for which they are responsible. Realising the 'reposition opportunity' requires management commitment together with a well defined initiative that is implemented well.*

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### **'Reposition your Organisation's Approach to Coaching for Enhanced Performance'**

Does coaching occur in your organisation or in the department or division for which you are responsible? If coaching occurs, does it occur every day or on defined occasions? Is coaching the responsibility of many or few or one? Is coaching embedded in your systems and processes and culture? Does coaching impact business performance? Are the coaching deliverables well defined?

Most business leaders consider coaching to be a worthwhile developmental activity. Few business leaders build coaching and mentoring programs into the life of their organisation.

John demonstrates how embedding coaching into the life of an organisation is a significant 'Reposition Opportunity' for business leaders. He uses 2 case studies to illustrate the impact of well considered coaching initiatives on business performance. He suggests that coaching needs to be systemised and built into an organisation's people systems. In contrast to the norm where external coaches assist in the development of a few select employees, John proposes broad based coaching initiatives that include many employees. The case studies show how sensible coaching programs are low cost initiatives with a most favourable return on investment metrics.

This topic is thought provoking and practical. The Reposition Opportunity is both compelling and challenging.

#### ***Who will benefit?***

*Business Leaders, Directors, Managing Directors, Divisional Heads, Functional Heads, Management Teams, HR Managers, Change Managers, HR Teams*

#### ***Business Impact?***

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### **'Reposition a Sales Function for Enhanced Performance'**

Is your organisation's sales function primarily dependent on people or systems? Are the organisational growth strategies evidenced in the sales systems? Is information technology used to provide sales information or to direct the appropriate sales actions? Are the sales objectives aligned to what is in the customer's best interests? Is there an overriding emphasis on short-term sales objectives? How long does it take for new sales people to become productive?

These are some of the questions that business leaders need to ask when considering the effectiveness of the sales function. For many organisations the effectiveness of the sales function directly impacts growth, share of customer spend, and customer satisfaction. John argues that it is common for sales functions to over-emphasise individual contribution and to under-emphasise the systems that direct individual performance. He uses 2 case studies to demonstrate the impact of well considered sales systems on the aggregate performance of the sales function. He draws specific attention to the importance of using IT to drive the right sales actions rather than to supply good sales information. He shows the importance of building the long-term capability of the sales function whilst paying attention to short-term sales objectives.

Building the capacity and productivity of the sales function is a demanding management challenge. It is often a significant Reposition Opportunity. This speaker forum helps business leaders and sales teams 'reposition for future success'

#### ***Who will benefit?***

*Business Leaders, Directors, Managing Directors, Divisional Heads, Functional Heads, Management Teams, Sales Teams.*

#### ***Business Impact?***

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### **'Reposition an Account Management Function for Enhanced Performance'**

Many organisations rely on Account Managers to lead the delivery of a contracted service to a customer organisation. This is common in outsourced industry sectors where complex contracts and service level agreements dictate the obligations of supplier and customer. The Account Manager is remunerated as an Account Manager but is expected to function as an experienced general manager. In such situations, it is often the case that too much is required of Account Managers and too little is expected of the organisation!

Does your organisation rely on an Account Management function? Is your organisation overly reliant on the competence and commitment of the Account Managers? What is the risk to the organisation when Account Managers are replaced? Is the organisation meeting the obligations of the contract and the service level agreement? Is delivery system dependent or people dependent? Are the organisation's commercial objectives being met?

These are some of the many questions that need to be asked and answered when considering the performance of an Account Management Function. This Speaker Forum highlights the complexity of the Account Management function and the all too common over-reliance on people. John uses a case study to emphasise the 'Reposition Opportunity' tied to a comprehensive review of this function.

#### ***Who will benefit?***

*Business Leaders, Directors, Managing Directors, Divisional Heads, Functional Heads, Management Teams, Sales Teams, Account Management Teams, Operational Teams, Contract Managers.*

#### ***What Organisation's will most benefit?***

*Particularly relevant for service providers who provide contracted services to customers.*

#### ***Business Impact?***

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### **'Reposition the Board's Focus on ASXCG Principle 3 for Enhanced Performance'**

Consistent with other fraud surveys, the findings of the KPMG Fraud Survey 2008 evidences that the ethical tone of an organisation directly impacts the incidence of fraud and indirectly impacts productivity and performance. Furthermore, the findings suggest that fraud is on the increase in Australia and New Zealand. Directors and executive teams and management need to give a far greater focus on ethics and on improving corporate performance through reinforcing an ethical culture.

What is the ethical tone of your organisation? Is there a culture of compliance or a culture of 'doing the right thing'? What is the fraud trend in your organisation? Is there more attention on fraud detection or on productivity promotion? Is there a code of ethics? Does the code of ethics impact the daily work of the people in the organisation? Do employees regard the directors and the executive team as examples of ethical behaviour? Do outsiders regard the directors and the executive team as examples of ethical behaviour? Is the ethical tone promoting productivity? Does the organisational ethics performance get reported on at board meetings and at executive meetings?

Principle 3 of the ASX Corporate Governance Principles and Recommendations requires directors and boards to 'actively promote ethical and responsible decision-making'. The principle is broad reaching in its reference to 'ethical and responsible decision-making', while the requirement for boards to 'actively promote' goes far beyond compliance. The recommendations are far narrower, focusing on the establishment of a code of conduct and also on a policy concerning trading in company securities. Many boards give primary attention to compliance with the recommendations, with less attention given to integrating the essence of principle 3 into the culture and into the people systems of the organisation.

John presents a compelling case for greater boardroom and executive management focus on the essence of principle 3, demonstrating the direct impact of a greater focus on productivity, fraud prevention, and performance.

#### ***Who will benefit?***

*Business Leaders, Directors, Managing Directors, Divisional Heads, Functional Heads, Management Teams, Sales Teams, Account Management Teams, Operational Teams, Contract Managers.*

#### ***Business Impact?***

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### **'How to build the HR Function so that it gets downsized later on'**

Robert Townsend's 1970 classic book, "Up the Organisation", records his thoughts on various topics based on his experience of leading a business turnaround at AVIS. His reflections on the first things you do as a CEO leading a turnaround are most disturbing for HR practitioners. His counsel was to "fire every consultant and get rid of the HR department".

His advice must be considered in the context of his overriding theme which was, "how to stop the corporation from stifling people and strangling profits". From his perspective the HR function had the potential to both stifle people and strangle profits.

This presentation focuses on approaches that HR Leaders often adopt in good times, which have the effect of increasing the probability that the HR Function gets downsized when the going gets tough. John speaks to 5 such approaches:

- Positioning the HR Function as a 'support function' with no clearly defined accountability that pertains to business performance
- Positioning the HR Function as a 'cost centre' rather than a cost needed to generate more income more efficiently
- Operating the HR Function without Key Performance Indicators or with Key Performance Indicators that are not aligned to the organisation's key performance indicators
- Working in isolation of the business leaders in the development and implementation of the organisation's performance management system
- Defining and introducing HR initiatives that do not have a measurable impact on business performance

The presentation is thought provoking, causing attendees to reassess the business impact of their HR approach. The underlying theme is that the HR Function has an obligation to contribute to a better business. Tough times have a way of testing the extent to which the HR Function is meeting this obligation.

#### ***Who will benefit?***

*HR Directors, HR Practitioners, Executives, Senior Managers, Business Leaders, Directors, Managing Directors, Divisional Heads, Functional Heads, Management Teams, Operational Managers.*

#### ***Business Impact?***

*The speaker topic causes the audience to rethink the approach to building and managing the HR Function. Business leaders and HR practitioners are challenged to refocus the HR Function so that it makes a well-defined, tangible and measurable contribution to business performance*