

vision for the future



MANAGEMENT

Building a Kick Ass Strategy for the New Decade

Jason Blinman



NATIONAL VET CONFERENCE
GOLD COAST 2021

#2021NVC

Building a

KICK-ASS STRATEGY

for the new
decade



THE MAVEN
— EFFECT



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Your speaker today is...

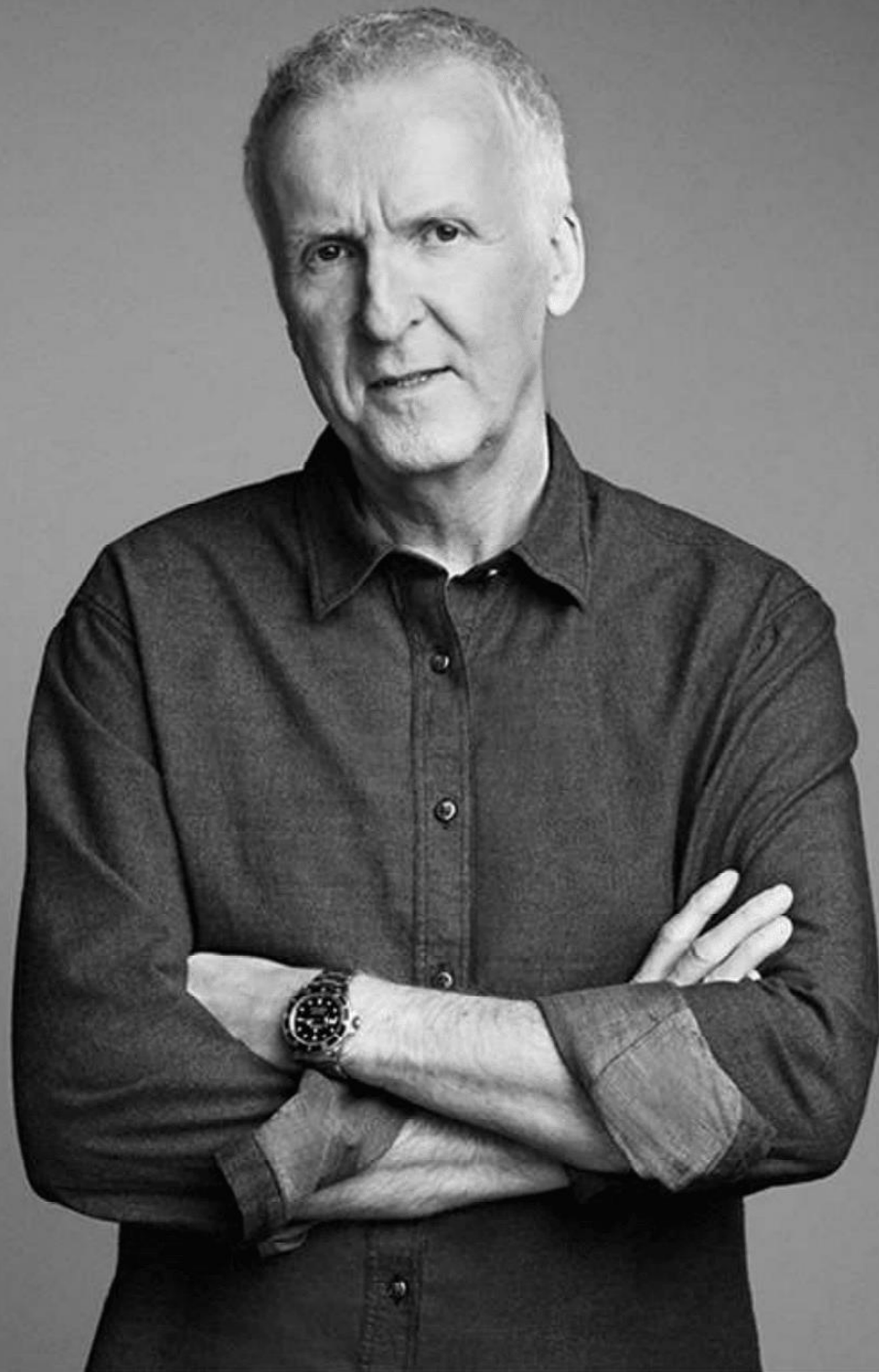


Jason Blinman
CHIEF EXECUTIVE OFFICER



Who has ever felt
like this at work?





“Hope is not a
strategy.”

James Cameron



Create a VISION



Build a MISSION



Design ACTIONS



Weave teams TOGETHER



Communicate the WHAT & HOW

On the Agenda





Create a Vision





"I began with the idea
that there is always a
better way to do things."

Captain Michael Abrashoff

What is a vision?

A vision is an ambitious view of the future that everyone in the organisation can believe in, and promises a future that is better than what now exists.

The vision will evolve over time but must remain realistic, specific, relevant to all involved, and must create an environment for organisational change without sacrificing values.

Why do we need a vision?

Research shows that employees who find their company's vision meaningful have engagement levels of 68%, which is 18 points above average. More engaged employees are often more productive, and they are more effective corporate ambassadors in the larger community.

Given the impact that a vision statement can have on a company's long-term success and even its bottom line, statistics show it is worth taking the time to craft a statement that synthesises your ambition and mobilises your staff.

Visions from some of the best



To provide access to the world's information in one click.

To be one of the world's leading producers and providers of entertainment and information.
By coveting to be the world's unchallenged providers of the services it deals within all dimensions.

To be our customers' favorite place and way to eat and drink.

Key details to remember

- The vision statement does not provide specific targets.
- The vision is a broad description of the value an organisation provides.
- It is a visual image of what the organisation is trying to produce or become.
- It should inspire people and motivate them to want to be part of and contribute to the organisation.

Questions to find your vision

- What ultimate impact do I want my brand or department to have on my community, my industry or the world?
- In what way will my brand or department ultimately interact with customers, clients and students?
- What will the culture of my business look like, and how will that play out in employees' lives?

Take some
time to work on
your own
business's or
department's

VISION





Build a Mission





“First, think. Second,
dream. Third, believe.
And finally, dare.”

Walt Disney

What is a mission?

A mission statement is a declaration of what your company does and why it exists. This message is designed for both internal and external audiences, and it should ignite interest in the organisation and its brand.

The best mission statements have two primary objectives:

1. First, they educate, by sharing the "what, how and why" of the organisation and what it does.
2. The second objective, if it is a well-written mission statement, is to inspire. The best mission statements inspire and energise people to learn more about the brand and become supporters.

Why do we need a mission?

Without a mission statement, potential customers and the public may not understand or appreciate what your business stands for, or even what its primary services or products are. Thus, your customers will struggle to understand what differentiates your company from your competitors.

“When companies do not have well-constructed missions or any mission at all, employees, customers, potential customers, and the public are forced to identify for themselves what the company is and why it exists.” - JB

Missions from some of the best



To organize the world's information and make it universally accessible and useful.

The mission of The Walt Disney Company is to entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company.

To move with velocity to drive profitable growth and become an even better McDonald's serving more customers delicious food each day around the world.

Key details to remember

- Mission statements are not solely meant to define the purpose of the organisation.
- They require the input of many team members who fully understand the business, its employees, customers, products or services, and industry.
- Make the connection to your business obvious.
- Be brief, yet informative.
- Talk to stakeholders.
- Develop a mission for the long term.

Questions to find your mission

- **The key market the business is in.** Who is your target audience? What industry does the business serve?
- **The contribution being made, or the "what" of the business.** What product or service does your business offer? How does it better humanity or society?
- **Distinctions between your solution and competing ones.** What makes the product or service unique? Why should the audience buy yours over the competition?

Take some
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MISSION



People and Culture

VISION:

To make work life at the company the best that it can be, and to become an Employer of Choice.

MISSION:

To provide the company with a framework to support the development of our people to achieve optimal outcomes by building capability, increasing engagement, minimising risk, influencing culture, and demonstrating technical expertise.



People & Culture

To facilitate the highest level of People & Culture support

- Support our people, managers and operational employees to ensure their careers at the company are the best that they can be.

Employee Engagement



To increase our employee engagement to become an employer of choice

- Through organisational and departmental initiatives, provide a well balanced workplace to ensure optimum health and wellbeing for all employees.



Foundations

To continuously review and improve systems and processes

- Ensure the ongoing review and improvement of processes and systems to streamline and enhance the employee experience.

To deliver best practice People & Culture policies

- Continually review and improve our policies and practices to ensure leading edge thinking to support our people



Learning & Development

To develop a highly skilled workforce

- Provide an optimum level of quality training and development initiatives to achieve the highest level of business outcomes.

Talent Management



To recruit & foster aspiring & proven talent

- Ensure that only aspiring and proven talent in the hospitality field is sought, retained & developed.



Design Actions





“The best way to succeed
is to discover what you
love and then find a way
to offer it to others.”

Oprah Winfrey

S

Weaknesses

O

Threats



Strengths



W

Opportunities



T



Disney
INSTITUTE





“So in war, the way is to
avoid what is strong,
and strike at what is
weak.”

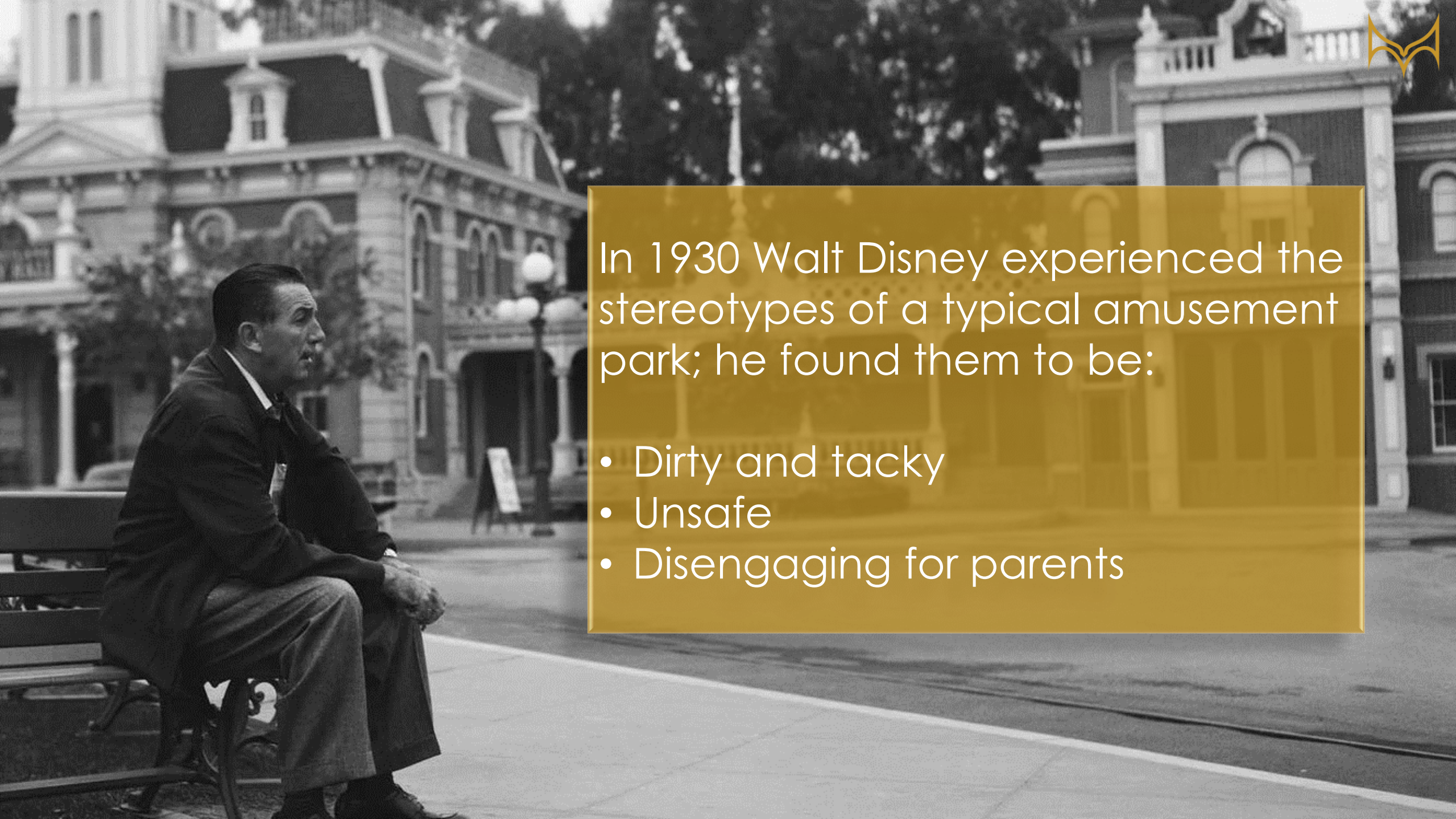
Sun Tzu

We do this by challenging the stereotypes

Both positive and negative stereotypes of an organisation, or an entire industry are founded to influence the expectations of customers.

The key to exceeding expectations is to deliver positive surprises relative to the stereotypes of your industry.

Consistent delivery of exceptional experiences that challenge industry stereotypes will rupture the stereotype and drive a clear market differentiation.

A black and white photograph of Walt Disney sitting on a park bench, looking off to the side. He is wearing a dark suit and tie. The background shows a large, ornate building, likely a Disney park structure, with a street lamp and trees. A semi-transparent yellow box is overlaid on the right side of the image, containing text and a list.

In 1930 Walt Disney experienced the stereotypes of a typical amusement park; he found them to be:

- Dirty and tacky
- Unsafe
- Disengaging for parents



✓ Clean and Fresh



✓ Safe and Welcoming



Parent Involvement



We surveyed 1000 Adult Learners and L&D Managers across Australia to find the industry stereotypes...

Recognition of Prior Learning (RPL)

- “
- Difficult to complete.
 - Ridiculous amounts of evidence required.
 - Marketing teams pushing for the qual rather than RPL.
 - The assessments for the program were easier to complete than the RPL.
 - I got so lost in determining what was required.
 - The Trainer/Assessor kept complaining about having to conduct an RPL whilst I was in front of him. ”

Student Resources

- “
- Word doc... word doc... word doc... anything else they could try? They tell us the importance of types of learners but don't follow through themselves.
 - Old and outdated. I did a financial course recently that had tax brackets from 09-10.... It's 2020 people!
 - As a distance learner, I was given the facilitator PPTs. They were written for the trainer and I was not able to determine anything from the points available as the notes said “see facilitator guide”.
 - I LOVE being a mac user, nothing is made for me.
- ”

Trainer Presentation Skills

“

- My trainer/assessor read from a book at the lectern. He did this for the entire 8 week course #KMN.
- Some trainers are just dull, I need to be engaged to learn, so if I am not engaged and not learning, how am I passing? A wing and a prayer I guess.
- I love it when trainers ask a question then get impatient as to why nobody is putting their hand up, sometimes we don't know the answer Karen that's why we are here! ”

Learning Management Systems (LMS)

“

- Why call it a Learning Management System when all I am doing is downloading damn word documents to type in and reupload? – that's a cloud damnit!
- I thought it was going to be a more engaging way to learn, but quickly found it to be the complete opposite.
- I told the company I didn't have a computer, and was told I could complete it on my phone. I don't know if they QC anything, as the company logo was locked whilst scrolling and blocked all the answer blocks. That was a waste of \$3000 – Regards, NYC Student. ”



Student Engagement (Post Course)

“

- After removing my liver and spleen in course costs, it would be nice to see something for the Alumni – maybe a magazine or quarterly industry meet.
- I would love to market for good RTOs to my friends and colleagues, but after my certificate is received all crunched up in the mail, they don't want anything to do with you.
- I once got a discount email from a previous RTO I studied with that stated I would receive this massive discount to complete another qualification. The same qualification was sold for \$2500 less by their competitor that was in the same building, one floor below them; it was a Diploma of Marketing – something tells me they didn't do the qual □ ”

Options for Existing Workers

- “
- As a HR Manager of a small company, I simply don't have the budget to train my long term workers. They get quite upset seeing a new employee start on a qualification; but the incentives make it affordable.
 - I can never find information on websites about group training costs. I would love to see this information up front so I can ascertain whether to gauge a conversation or not.
 - Some companies simply do not have what it takes to train my employees. I'd rather invest in internal training that I can control the quality of, rather than relying on sales teams of RTOs that don't understand L&D; only their bonus structure.”

General L&D and RTOs

“

- RTOs for me are seen as the cheap cousins of Universities. We know they are there but don't want them at the family lunch.
- Isn't the VET sector full of scandals and RTOs stealing government funding? I heard that's why there are so many providers of Childcare and Nursing Care.
- It is evident that High School Principals have KPIs on students going on to University rather than a trade. I am now in a job that pays well and I hate it because I wasn't heard in school.
- I would love to learn more, but as an older person, I have heard it's all online now. I don't have a computer and I don't know how to use a computer that well. I feel as if I would become an inconvenience and slow the class down. ”



THE MAVEN
EFFECT

S

Weaknesses

O

Threats



Strengths



W



Opportunities



T

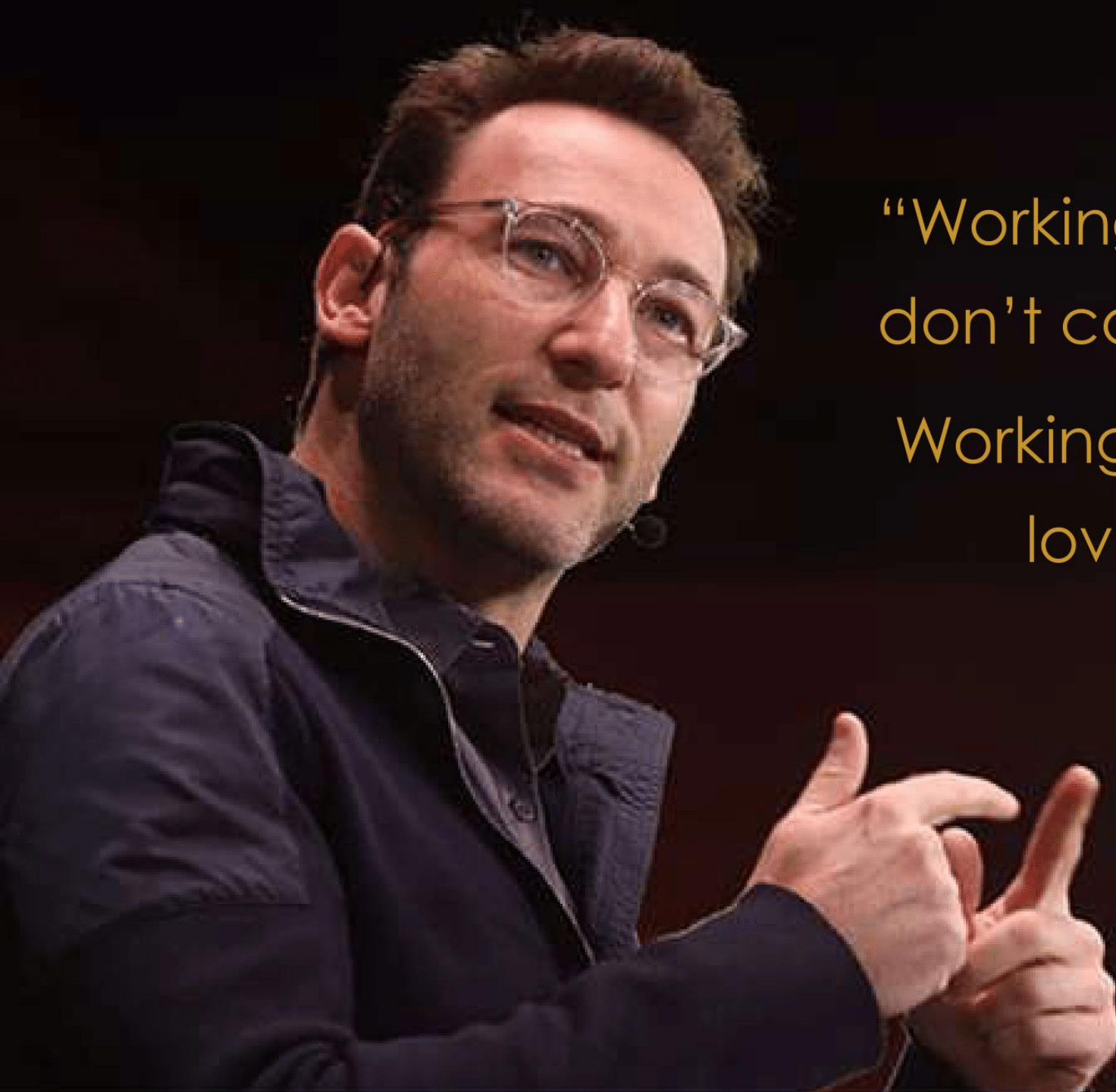
Take some
time to work on
your own
business's or
department's
ACTIONS





Weave Teams Together



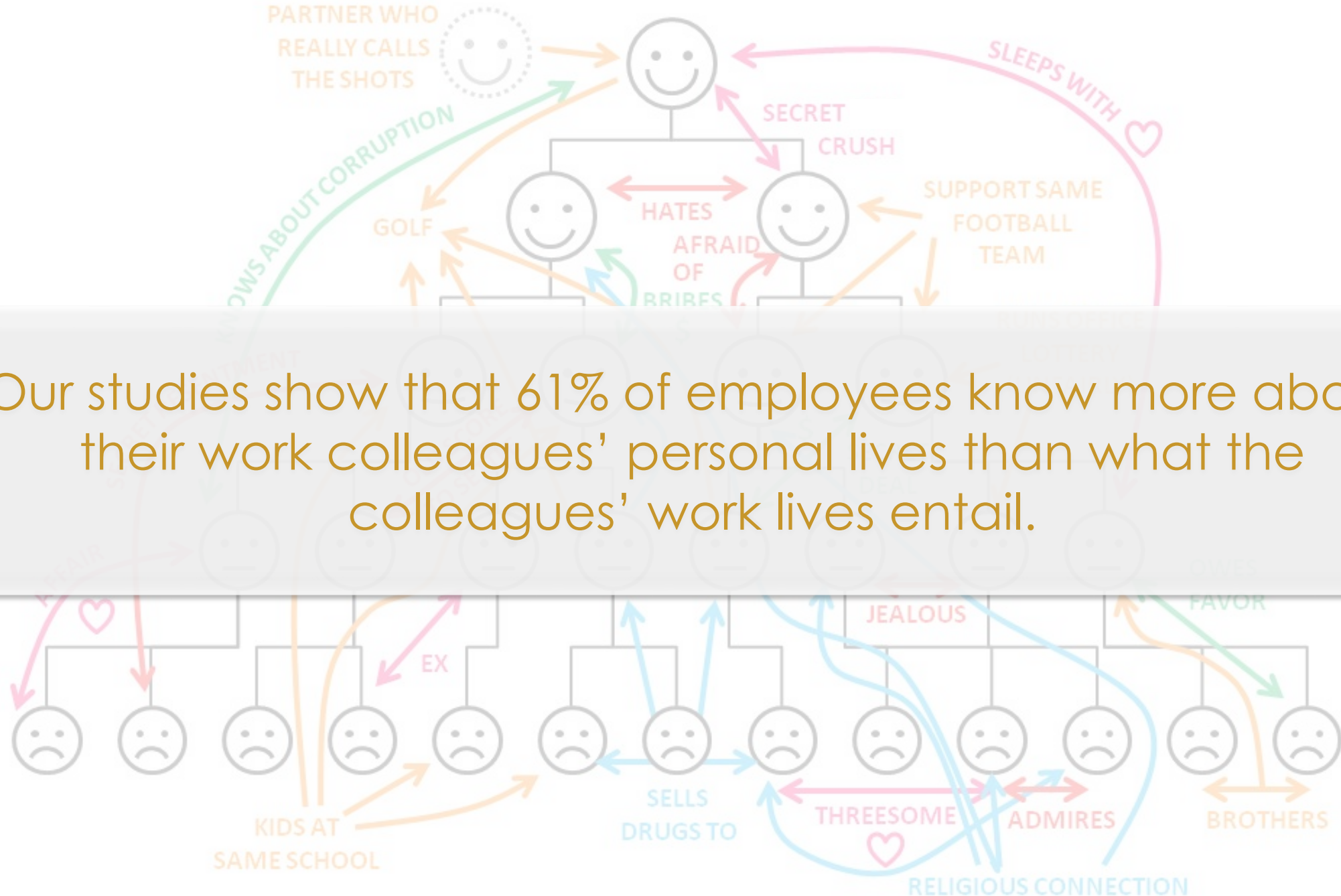


“Working hard for something we
don’t care about is called stress.
Working hard for something we
love is called passion.”

Simon Sinek



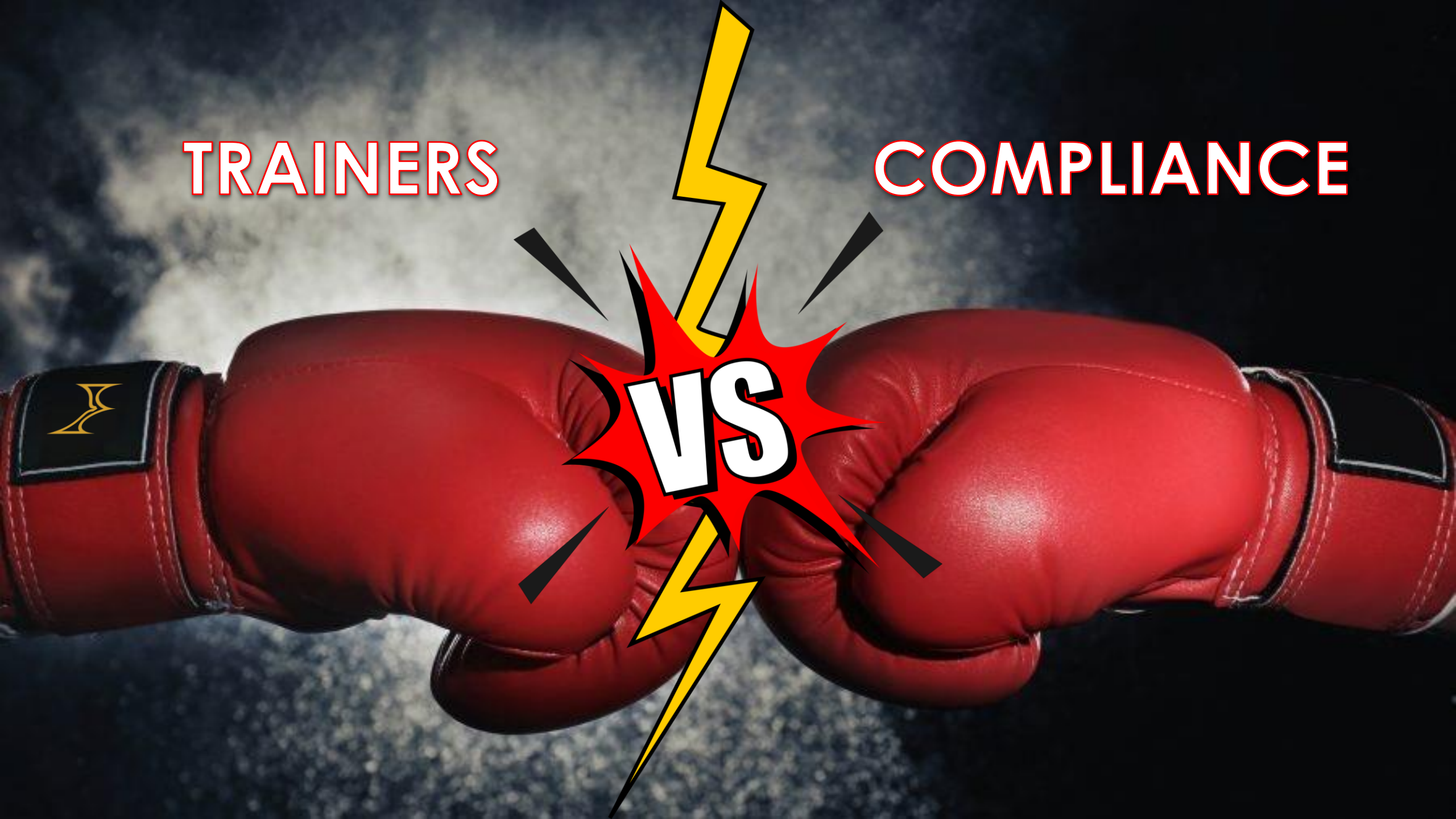
Our studies show that 61% of employees know more about their work colleagues' personal lives than what the colleagues' work lives entail.



TRAINERS

COMPLIANCE

vs





Walk in Your Shoes Program

By simply allowing teams to understand one another, and to learn from internal SMEs why things are done, gives employees broader understanding of how everyone is critical to the operation.



Your teams will only work together...

- when there is a good leader
- when there is communication
- when there is cohesion
- when there is trust
- when there is mutual respect
- when there are mutual goals
- when there is mutual passion

Teams are not created by hope,
Teams are purposefully architected by brilliant leaders.

Take some
time to work on
how you will
weave your
team

TOGETHER





Communicate the What & How





“Daring leaders who live
into their values are never
silent about hard things.”

Brené Brown



The Art of Story Telling



The rules and roles of successful comms

RTOs/GTOs ■
Corporate L&D ■

You set the strategy and culture for success. You translate the strategy to the Senior Leaders and role model leadership.

C-Suite and Executive Leadership

CEO and Executive,
Directors

CEO and Executive,
Directors

You ensure the execution and delivery of the strategy with People and Frontline Leaders by managing and leading visually and practically.

Senior Leaders

RTO Manager
Student Services Manager

HR Manager
People & Culture Manager

You direct the business operations by using the strategy set down from Senior Leaders and work with Frontline Leaders by managing and leading at the forefront.

People Leaders

Training Manager
Student Admin Manager

Training Manager
L&D Manager

You manage a team and individually contribute to the success of the strategy by following the direction of the actions set down.

Frontline Leaders

Training Coordinator
Marketing Coordinator

L&D Coordinator
Snr HR Business Partner

Take some time
to work on
communicating
the **WHAT** and
the **HOW** of
your strategy





Wrap Up

You've just
learned how to
build a

KICK-ASS STRATEGY

for the new
decade



Create a VISION



Build a MISSION



Design ACTIONS



Weave teams TOGETHER



Communicate the WHAT & HOW

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See you tomorrow!

