

Highlight

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HIGHLIGHTS OF EVENTS IN BRANCHES
AND REGIONS OF THE CHARTERED MANAGEMENT INSTITUTE

COVER STORY: Rock'n'Roll Management

- Face reading
- How to deal with bullying and harrassment
- The Bridge and the Bay
- A Win-win partnership in Hull
- So how hard is it to become a Chartered Manager?

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inspiring leaders

Rock'n'Roll Management

Glasgow & West of Scotland Branch will never be the same again, following a visit by Peter Cook of Human Dynamics and an evening of Rock 'n' Roll Management! Pink wigs, tin whistles, electric guitars, a mandolin ~ even a set of bagpipes kindly provided by member Mark Watson ~ combined to provide a backdrop to a truly memorable event which challenged the most radical of thinkers amongst the audience of over 120 members of the Institute, the CIPD and the Open University MBA Alumni Association.

Peter Cook is Director of Human Dynamics, a creativity and innovation management consultancy whose clients include Pfizer, Glaxo Smith Kline, BP Amoco and Johnson and Johnson. He is an MBA of the Open University Business School, a Chartered Chemist and a Chartered Marketer. As a Fellow of the CIPD, he is Chairman of its Kent Branch, an NLP master practitioner ~ and a lifelong learner. That's him below ... and in action on the front cover.



What's this to do with Rock 'n' roll?

Peter started life as a chemist ~ and leader of a rock band. Through his life he has combined the disciplines of scientific theory with the experience of working in creative harmony with others. His unconventional approach and use of deadpan humour does not hide the fact that he is a passionate speaker with a serious message.

Peter led this highly participative evening around the three core themes of his latest book 'Rock 'n' Roll Management'.

Rock 'n' roll

He interprets Rock 'n' Roll Management as a metaphor for creating an environment which encourages:

- Creativity and innovation
- Rapid team development
- Entrepreneurship
- Accelerated learning
- Team direction-finding
- Emotional intelligence

For the team in a rock 'n' roll environment, work is a 'jam session' complete with balance 'scores' (a structure) and 'improvisation' (creativity). A creative group gains fantastic satisfaction from generating something far greater than the sum total of their individual inputs. Their creativity and innovation comes largely from 'learning on the job', leveraging one another's talents along the way and learning from their individual and collective achievements and mistakes.

Along the way, the rock 'n' roll team members use emotional and multiple intelligences to generate high performance.

Sex is the metaphor for developing and changing relationships within a group or team.

Beginning with self examination questions such as 'Who I am?' and 'What am I going to get out of this?', members of the group then apply their own values and boundaries by asking themselves 'What do I value?' 'What do I want/need?' and establishing 'What I don't or won't do'.

{Opportunity for quick snatches of Madonna 'Like a virgin' followed by Meatloaf singing 'I would do anything for love (but I won't do that)}.

Team members then start to consider what they can bring to the party: 'My capabilities?' 'My ability to leverage other people's talent?' 'What's my part of the deal?'

Drugs is about stimulating people through leadership and motivation.

Peter focused on the good, the bad and the ugly in motivation, starting with what

happens to a group which is neglected, ignored, demotivated, a group which lacks leadership.

That rock 'n' roll atmosphere evaporates, to be replaced by Dissonance (= performance problems).

The group defends the status quo, treating problems according to traditional thinking and at best seeking incremental solutions to the symptom rather than the cause.

They become defensive and 'political', seeking safety in the rule book or the organisation's paradigms.

They are the very antithesis of an 'on stage' performance in harmony.

Peter contrasted this situation with the happy, positive environment to be found in *Prêt a Manger* - an organisation which spends £0.25 million on *reward and recognition* through staff parties every year ... and next to nothing on training! They recruit people with ability and talent who share the organisation's values and philosophies, and they aim to keep them through a positive strategy of motivation and recognition.

And so our adventure in rock 'n' roll management came to an end with an impromptu jam session, with everyone playing a part in song writing and performing, picking up musical instruments, donning wigs and adopting Mick Jagger poses.

It was with a feeling of having experienced something quite unique that we departed the Glasgow Trades Hall to the strains of *Not Fade Away* by the Rolling Stones. Nonetheless we all felt renewed and ready to *Climb Every Mountain*, like Julie Andrews.

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