



## Worldwide Endorsements

*'Like most leaders, I have initiated many changes in organizations - some were successful and others were disasters! While the changes may have been ultimately achieved, it was more trial and error, with loss of time, human capital and leadership trust. This book revolutionized my approach to leadership and cultural change. It is a "how-to", providing the requisite roadmap with many practical tools for the leadership tool belt to help transform efficiently any organization. Having worked across several mining and metals industries and in countries from the United States, to Wales and Russia, these tools transcend all cultures providing common, practical people-based concepts that will stay with you for a lifetime. This material is not "rocket science" - it is a refreshing reinforcement of the common sense behaviors all leaders must have to be successful, but may have lost in their search for the "quick fixes" or "silver bullets".'*

**Wayne R. Hale,**  
Senior Vice President, Upstream SUAL-Holding,  
Moscow, Russia

*'I have been eagerly awaiting "Systems Leadership", the theoretical understandings and tools developed by the authors have long been central to my work. "Systems Leadership" however exceeds my expectations. It greatly extends my understanding.*

*While I will use system leaderships as a seminal text as a school leader, I realise anyone fair dinkum about leadership or organisational effectiveness, no matter the size or context of their organisation, will also benefit.*

*I needed this book. I will use it, because I know the material works.'*

**Don Anderson,**  
Executive Principal, Tagai State College, Australia

*'This book is a must read for those who want to attain sustainable competitive advantage as the world moves away from industrial relations systems to human relations models. It helps build the prerequisites for an organisation to link its human systems to the business model (and vice versa). CEOs, executives, boards, policy advisors and academics should read it if sustainable productivity improvement is on their agenda. After all, multi factor productivity is ultimately driven by labour productivity..'*

**David Murray,**  
retired CEO of Commonwealth Bank and  
Chairman, Future Fund

*'Systems Leadership is some of the most important work ever written with respect to understanding and improving organisations and their culture, irrespective of size or type.*

*For those of us in the business of running companies, advising to executive teams or boards, Macdonald provides the ability to predict with absolute certainty the effect of management initiatives, well meaning or otherwise, on the organisations culture and employee relations...*

*Virgin Blue Airlines, voted World's Best low cost airline in 2004 and 2005, continue to use Systems Leadership theories to guide the rapid growth of our business and maintain our unique guest service experience. I cannot recommend the practical importance of this work more highly to those serious about sustaining an effective executive career.'*

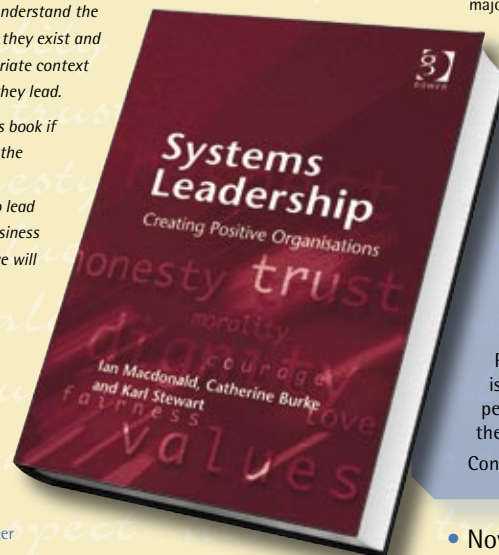
**Bruce Highfield, General Manager People and founding executive team member, Virgin Blue Airlines Ltd**

*'Systems Leadership provides a unique perspective on the social building blocks that need to be put in place for businesses to be positioned to deliver success. It doesn't promise miracles, it provides a framework for leaders to create an environment in which people are encouraged to fully utilise their capabilities to deliver a successful organization. MacDonald et al have refreshingly acknowledged there are no shortcuts or silver bullets to delivering performance.*

*Leaders must understand the world in which they exist and provide appropriate context for the teams they lead.*

*...don't read this book if you don't have the courage and perseverance to lead change. Our business is people and we will ultimately be measured as leaders by the results people deliver.'*

**Mark Cutifani**  
Executive  
Vice President  
and Chief  
Operating Officer  
CVRD-Inco



The CD supplied with the book contains 12 case studies which look at the application of systems leadership techniques in a range of organisational contexts:

### 1. New Zealand Aluminium Smelters

Covers the five year period during which NZAS restructured their business to change the way employees work and create an environment where people could work together more productively.

### 2. Western Cape College

Explores the introduction of systems leadership to the College over a three-year period, a process that improved the effectiveness of the organisation, increased teacher accountability and achieved an environment in which teachers could work to their potential.

### 3. British Gas Transco

The 'Working Together' programme based on Systems Leadership principles enabled a group of engineers to understand the change needed to transform an internal service department into a commercially viable business unit with external clients.

### 4. The Anglican Diocese of Perth

Applying Systems Leadership theory to the Anglican Diocese of Perth and how it was used to manage the different social processes associated with major organisational change.

### 5. The Leadership Programme

How the development of the Leadership Programme enabled a college to produce good leaders from within a minority (aboriginal) community and develop successful cross-cultural relationships.

### 6. Kaiser Aluminium

How the application of Systems Leadership modelling enabled a major US manufacturer to plan the return of a workforce that had been locked out of the plant as part of an ongoing two-year industrial dispute.

### 7. The Century Story

The application of Systems Leadership to the negotiation of the Century Gulf Agreement between the indigenous people in the Remote Gulf Region of Queensland and a mining company.

### 8. Organising Corporate Computing

How SLT was used to design the structure and processes for a corporate computing organization.

### 9. Commonwealth Bank of Australia

How the Commonwealth Bank of Australia used Systems Leadership Theory to transform its structure, systems and leadership to enable it to survive and thrive in the new competitive environment.

### 10. Pacific Coal

A case study exploring the application of Systems Leadership over a six year period in the dynamic, industrialised environment of Pacific Coal.

### 11. Inco Divisional Shops

Systems leadership models provided the planning framework and removed much of the complexity surrounding integrating the changes required in social, technical and commercial processes required to turn Divisional Shops from being a closure candidate to a leading example of what can be accomplished, all in 18 months.

### 12. Weipa Kaolin

The application of organisational models in Comalco and CRA gave rise to a notable demonstration of leadership in the kaolin industry. Employees played a key role in the move from award to a staff employment system at Weipa.

## Contents:

### Systems Leadership: what use is theory?

Part One **Principles of Behaviour:** Principles of behaviour.

Part Two **The Nature of Work and Organisations:** What is work?; Human capability; Meritocracy; Associations and employment hierarchies; The work of the board with the executive team; Leadership, power and authority; Levels of work.

Part Three **Systems Leadership:** The work of leadership - creating a culture; Leadership, policy and systems; Task formulation and assignment; Authorities and role relationships; Key systems; Teams and teamwork.

Part Four **Making Change Happen - Putting Theory into Practice:** The process of successful change - how is it achieved?; Systems and symbols audit - organisational health check; How to design systems; Creating high performance teams; So what? What difference has this made?; Implementation - discipline or dogma?; Who is there to guard the guards? Essentials of a positive organisation; Complementary theories and practices.

Conclusion; Bibliography; Index.

• November 2006 • Hardback • 978-0-566-08700-4 • £55.00

For further information and free chapter downloads on this book go to: [www.gowerpub.com/strategic\\_hr.htm](http://www.gowerpub.com/strategic_hr.htm)