

STARLINK

Issue 53

starlink@suejames.com.au
<http://www.suejames.com.au>
Ph/Fax: +61 3 9758 2528

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Positive Performance

Do you find performance management sometimes seems an extra burden for people in your organisation?

Do you struggle to make it an efficient, meaningful and worthwhile process for all your staff?

Consider the benefits of a workshop in which you could:

- Learn how to use a strength-based approach towards performance management, that will encourage more energy and enthusiasm, as well as greater commitment from all those involved.
- Develop a common framework that will make your performance management process easier and much more effective in encouraging professional growth.

For more information contact:

Sue James
Phone: 9758 2528
Mobile 0402 979 384
Email:
info@suejames.com.au

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Real Collaboration



<http://www.lapiana.org/consulting/research/written.html>

This is an excellent article, by David La Piana. It is available for download from the La Piana & Associates web site.

Subtitled "A Guide for Grantmakers", this is intended to act as a resource for all those *considering or involved in funding a collaborative partnership* that will *help them think through the web of issues and challenges they face*.

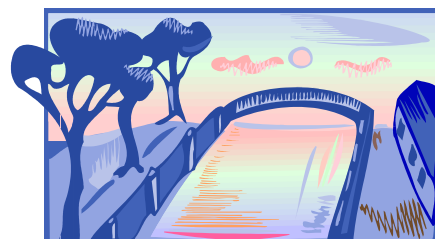
In the introduction, La Piana says *Specifically Real Collaboration will:*

- Describe the benefits to be derived from authentic partnering, under the rubric of Real Collaboration.
- Identify the challenges facing grantmakers who are considering or already involved in funding collaborative initiatives.
- Help grantmakers diagnose the health and developmental stage of a collaborative relationship, whether it is a fledgling effort or a long-standing partnership.
- Propose strategies that will help grantmakers to help collaborative efforts succeed.
- Assist grantmakers in thinking through the complex and often emotional issue of intervening in an unhealthy collaborative to either improve it or help it to dissolve.

While written for a US audience, the content is also highly applicable for the Australian context and the article is a very worthwhile read!

Real Collaboration (an extract from the article):

- *Real Collaboration necessarily involves nonprofit leaders working closely together on substantial content-laden issues, not merely in an effort to raise grant money. It is inherently interactive. It may entail conflict, but it must involve engagement.*
- *Real Collaboration is relationship-based; it requires that the partners get to know one another well enough to eventually develop trust. This trusting relationship includes a deep commitment to work together.*
- *Real Collaboration is voluntary. Nonprofit leaders should come together because they perceive potential synergies and benefits for their constituencies, not because a funder "encouraged" them to do so, and least of all because a grant may be available.*
- *Real Collaboration takes time. It cannot begin, be nurtured, and mature within the limited timeframe and high-pressure environment created by most funder-sponsored Requests for Proposals.*
- *Real Collaboration is painful and difficult to achieve. Most often, there will not be many happy collaborators in the early going. Conflict and stress, because they can be byproducts of engagement, are often healthy signs in a Collaborative; they are much preferable to distance and lack of engagement.*
- *Real Collaboration is not dependent upon grant money. If there is a good reason to come together, nonprofit leaders will do so with or without money. Often collaborators will come together before there is even a whiff of potential grant money in the air.*
- *Funders cannot create Real Collaboration. They can only help to enhance it. In most instances, a "grant for collaboration" will not seed or create a partnership where none existed before unless the motivation to create a partnership is present and strong.*



Keeping Young People Safe "Schools Presenting to Schools" 22 July 2004

Enclosed with this issue of Starlink is the promotional flyer for this event. If you can make it to Melbourne for the day, this will be an excellent opportunity to hear directly from those in schools about excellent work with children and young people!

This professional development opportunity is an initiative of the Collegiate Support Group and is presented by Primary and Secondary Schools in the Eastern Metropolitan Region of Melbourne.

See the enclosed flyer for more information as well as contact and registration details.



Working in the fast food industry brought many positive experiences to young people such as friendships, work experience, and skills. However, that does not detract from the fact that there are some issues that need to be addressed by both the fast food industry and governments.

Fast Food Industry Research



Job Watch has completed a major research study into the experiences and problems of young workers in the fast food industry. The study is based on the findings of a survey of 599 young people from 278 fast food outlets across 146 suburbs in metropolitan and country Victoria. Major areas of concern identified by the study include occupational health and safety, workplace violence and bullying, child employment permits, discrimination, non-payment of wages, and lack of knowledge of legal entitlements.

To download a copy of the report, visit <http://www.job-watch.org.au/>

Young People Talk Alcohol (A new *Ask the Children* resource)

I saw the effects of alcohol through my dad and sometimes mum. I don't need any more information about alcohol, I need information and support about how to deal with the effects of alcohol. (17 year old girl whose father is an alcoholic)

The NSW Commission for Children and Young People spoke with 150 young people in the lead-up to the 2003 NSW Summit on Alcohol Abuse on their experiences with alcohol and their ideas for reducing alcohol-related harm within the community.

The young people told the Commission about what they know about alcohol, why they drink, how they get alcohol and the impact of alcohol in their lives.

Based on these interviews, the Commission has produced a new resource in our 'Ask the Children' series called 'Young people talk alcohol'. The resource is a great starting point to understanding what young people are going through with alcohol and how to best help kids who are experiencing alcohol-related problems.

To download a copy of 'Ask the Children - Young people talk alcohol', go to the Commission's website at <http://www.kids.nsw.gov.au/ourwork/ask.html>. Hard copies of the resource are also available and can be obtained by calling the NSW Commission for Children and Young People on (02) 9286 7239.



nsw commission for
children & young people

Jonathan Wood
Information Coordinator / Librarian
NSW Commission for Children & Young People
Level 2, 407 Elizabeth St
SURRY HILLS NSW 2010 AUSTRALIA

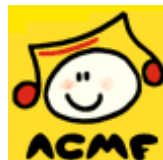
Tel: +61 2 9286 7236
Fax: +61 2 9286 7267
Email: jonathan.wood@kids.nsw.gov.au
Please visit us online at:
<http://www.kids.nsw.gov.au>

Music and Dreamtime Stories for Children

Australian Children's Music Foundation (ACMF)

<http://www.acmf.com.au/>

It is the mission of the ACMF to awaken the imagination of children, up to 12 years, through the magic of music. It is the ACMF's belief that overexposure to visual entertainment such as television and computer games is stifling the development of children's imagination. The ACMF encourage children to be participators not spectators. The website contains online games, and downloadable sheet music (PDF format).



Editor's Note:

The ACMF site makes fun use of Flash to navigate the site—play tunes as you browse the pages. ☺ The Indigenous Australia site has some fascinating information and is very well worth browsing!

Dreamtime Stories

<http://www.dreamtime.net.au/dreaming/storylist.htm>

The stories found here include Creation, Eaglehawk and Crow, Emu and the Jabiru, Gulaga, How the water got to the plains, Illawarra and the five islands, Koochard, Why the crocodile rolls, Red Waratah, The two wise men and the seven sisters, Thukeri, Toonkoo and Ngaardi, and Umbarra. There is also an explanation of many of the stories and some discussion of the importance of passing the stories on.

Appreciative Inquiry: Second International Conference (19 to 22 September, 2004)

In Miami, Florida ...



Appreciative Inquiry (AI) is a process that focuses on leveraging an organization's core strengths rather than seeking to overcome or minimize its weaknesses. As AI becomes a regular way of working, individuals at all levels and all functions identify best practices that the organization can build on in order to respond to new challenges. In this way, organizations, teams, and individuals can achieve and sustain positive change and create truly extraordinary organizations that contribute to the well-being of their stakeholders, their communities, and the planet.

The 2nd International Conference on Appreciative Inquiry is the premier gathering on this transformative approach to systems change. It brings together the foremost practitioners and scholars of Appreciative Inquiry and the bold innovators who want to harness the power of positive change in their organisations.

By participating in this unique event you'll:

- Gain an in-depth understanding of what Appreciative Inquiry (AI) is and how it works

... And Virtually!

Can't Make It to Miami?

Appreciative Inquiry Consulting LLC is committed to making Appreciative Inquiry accessible to people around the globe.

We are pleased to announce the Second International Conference on Appreciative Inquiry—Creating Extraordinary Organizations for Business and Society—ONLINE.

Designed to integrate with the live conference, the virtual conference will be held almost concurrently with the face-to-face conference.

As an online conference participant, you will have opportunities to interact with the Miami conference and learn on-line while having a connection to the energy and excitement generated by the conference presenters and participants. You'll have access to the various plenary sessions via video streaming and up to 10 application roundtables presented in voice over PowerPoint format.

- Learn how to apply AI to boost bottom-line results, systems change, team building, strategic planning and visioning, personal development, diversity and gender initiatives, community development and other areas
- Build personal expertise through real-time practice of AI
- Get the inside perspective on how organisations across industry sectors have used AI to unleash a positive revolution of change
- Discover exciting new developments at the forefront of AI theory and practice
- Develop a powerful set of practical tools you and your colleagues can put to work right away
- Connect to the broad network of executives, scholars, and practitioners who are advancing AI and other positive approaches to organisation change
- Take home a complete package of resources that will help you share and implement AI when you return to your organisation

Lastly, if you are already coming to Miami—the virtual conference option is available to you too!

You'll be able to view and listen to plenary sessions you'd like to see or hear again and "attend" application roundtables that you didn't get a chance to get to in Florida.

And you get special pricing!



About Appreciative Inquiry Consulting

Appreciative Inquiry Consulting is a principle-based global consultancy whose purpose is to create a positive revolution in change by using AI to engage the "positive core" of all people and living systems and to expand that rich potential, creating organizations that are themselves agents of world benefit.

We are dedicated to the principles, among others, of integrity; global prosperity and sustainability; generosity and entrepreneurship; honoring diverse voices, languages, and cultures; being a spirited learning community; and supporting the growth of AI and related approaches to positive change.

For more information on AIC, please visit <http://www.aiconsulting.org>



Volunteers Wanted!

Volunteers are wanted from all across the globe to help with online hosting for the virtual conference.

To learn more about what will be involved, and about the benefits of becoming an online host, contact:

Sue James
Email: info@suejames.com.au
Phone: +61 3 9758 2528

Visit <http://www.aiconference.org> to learn more and register now!

Conflict Management & Public Empowerment

The following websites on the above issue may be of interest to Starlink readers:

Conflict Resolution and Peacebuilding: A Selected Bibliography
<http://www.peacemakers.ca/bibliography/bibintro99.html>

The Conflict Resolution Information Source
<http://www.crinfor.org/index.cfm>

The Berghof Research Center for Constructive Conflict Management
<http://www.berghof-center.org/english.htm>

Institute for Conflict Analysis and Resolution
http://www.gmu.edu/departments/ICAR/ICAR_master.html

Center for Research in Conflict and Negotiation
<http://www.smeal.psu.edu/crcn/>

U.S. Institute for Environmental Conflict Resolution
<http://www.ecr.gov/>

Association for Conflict Resolution
 Sector on Environment and Public Policy
<http://acresolution.org/>

Policy Consensus Initiative
<http://www.policyconsensus.org/>

International Association for Public Participation
<http://www.iap2.org/>

Australian Dispute Resolution web site
<http://www.ausdispute.unisa.edu.au/>

US Environmental Protection Agency
 Public Involvement
<http://www.epa.gov/stakeholders/index.htm>

Canadian Policy Research Networks
<http://www.cprn.org/>

Public Participation Center, PA Dept of Environmental Protection
http://www.dep.state.pa.us/dep/subject/Pub_par_Cen.html

Soul of a Citizen: Living With Conviction in a Cynical Time
<http://www.soulofacitizen.org/>

Cause & Effect
<http://www.meaningfulparticipation.com/>

National Coalition for Dialogue & Deliberation: Dialogue to Action Initiative
 The Dialogue Community
<http://thataway.org/>

Deliberative Democracy Consortium
<http://www.deliberative-democracy.net/>

Public Conversations Project
<http://publicconversations.org/>

The Co-Intelligence Institute
<http://www.co-intelligence.org/>



Youth at the United Nations <http://www.un.org/youth>

This is a feature rich site, with a great deal of information and many resources available. For example, check out the link to information on National Youth Policy Formation.

An excellent resource, also available from this site, is Making Commitments Matter: A Toolkit for young people to evaluate national youth policy.

In 2005 the General Assembly will be reviewing the situation of youth and achievements made in the implementation of the World Programme of Action for Youth (WPAY). The year 2005 has been chosen

because it is ten years after the adoption of WPAY.

This Toolkit is meant for national youth organizations and/or representatives working with youth. It can be used as a tool to:

- Assess your country's progress in reaching the WPAY goals
- Prioritize your organization's work, based on your findings
- Initiate actions at the national level

This Toolkit should be used as a starting point for determining what has done to better the lives of young people since 1995 in

your community. It is suggested that youth organizations choose one or two priority areas of particular relevance and interest to their contexts and use the toolkit to gather the suggested information.

After evaluating their findings using the resources provided in the toolkit, organizations are encouraged to share their results with us:

Via email at: youth@un.org or
 Via post to:

United Nations Programme on Youth,
 DESA, 2 UN Plaza, DC2 1311A
 New York, NY 10017, USA

Noise—Youth Media Arts Festival

NOISE is a national youth media arts festival happening live across the media this October.

In partnership with over 80 media and arts organisations, the festival will profile young artists and exhibit their works on radio and television, in print and online forging a contemporary link between artists, audiences and new artforms.

NOISE is unique because it hangs creative works across the media, rather than on gallery walls. The festival will showcase writing, animation, e-works, images, moving pictures, DJ sets, zines, spoken word and new and remixed music - created by young Australians and projected to a national audience of over 15 million. Remixing the old. Retrofying the new. Re-

noise

constituting the outdated. From pencils to pixels, scissors to samplers, noise reflects the modern creative canvas.

For more information, visit
<http://www.noise.net.au/default.asp>
 Email: info@noise.net.au

Phone Conferencing

Do you regularly take part in telephone conferences with others? Many people in Australia utilise Telstra for teleconferences, but may not know there are other options.

Below is some information for the interest of Starlink readers on alternative providers I discovered when researching this issue. Visit their websites and/or send an email to obtain more detailed information about their services and rates. At time of writing, all had cheaper rates than the Telstra service available. For those that do not have free services you may also like to ask about discounts for nonprofits.

Genesys

<http://www.genesys.com>

Genesys is an international company with offices in Melbourne and Sydney. There is local phone-in support available for Australian users. Contact Steve Scheers in Melbourne on (03) 9221 4720 or email him at steven.scheers@genesys.com for more information. Steve is very friendly and helpful and will seek to tailor a service to meet your needs.

MeetingZone

<http://www.meetingzone.com>

MeetingZone is based in the UK, but are currently organising an Australian VPN number, which will allow local dial in to reach their conference bridges. Contact Tim Duffy, who is very helpful, for more information and call rates:

tim.duffy@meetingzone.com

The following four providers are all US-based services, so the call in number is an international call from Australia. However

it may be feasible for your callers to each obtain an international phone card that has a local dial in number for their area, meaning very cheap international call rates.

For example, by using an international phone card and one of the free conference providers (EasyConference or Mr Conference) it is possible to conduct a one or two hour telephone conference for as little as \$2 per caller! The other two providers listed below will entail some cost for the phone conferencing, but there is of course the advantage of having some tech support available if needed.

EasyConference

<http://www.easyconference.com/>

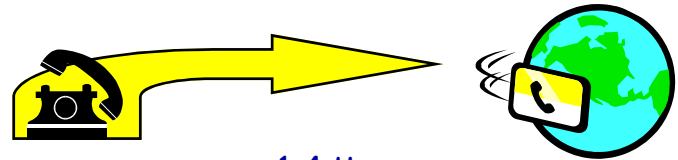
A free service, EasyConference is a snap to set up. It takes only a few moments on their website to register and obtain a US call in number. As a free service, it is not a "guaranteed bridge" – ie particularly heavy traffic might cause dropouts or an inability to log in. However callers from Australia are highly unlikely to experience such difficulties provided they avoid the busiest time of day – apparently between approximately 8.00 and 11.00 pm US time. (I have used this service myself on several occasions, and never experienced any problems.)

Contact email: info@ripple.com

Mr Conference

<http://www.mrconference.com/>

Mentioned here as an alternative to EasyConference, although this service is owned by the same company and the contact email is the same: info@ripple.com



1-4-U

<http://1-4-u-conference-call.com>

Not a free service, but at time of writing considerably cheaper than Telstra

Contact Stan Gatchel on info@1-4-u-conference-call.com for helpful advice. 1-4-U provides a range of services, one of which may be suited to your particular needs.

Raindance

<http://www.raindance.com>

This is the most expensive of the four US providers listed here, but was nonetheless cheaper than Telstra at time of writing. Contact Kevin Narans at knarans@qwest.net for more information. The cost of the Raindance phone conferencing service also includes free "Web Lite" – which may be of interest to you. (See an explanation of this service on their website)

I hope the above is helpful for some readers!

Sue James

International Phone Cards

Many of these cards are available – some from your local newsagent or milk bar. Also, for a list of cards with call costs, options and local dial in numbers, visit either of these web sites:

<http://www.phonecardselector.com.au>

<http://www.aussiephonecards.com.au>

Positive Trends In Learning: Meeting the Needs of a Rapidly Changing World

<http://www.newhorizons.org/trans/positivetrends.html>

This is an online ebook, which is well worth reading. Bookmark the site – it will take more than one sitting to absorb the large amount of information here!

From the foreword:

In this report, Dee Dickinson helps us realize new educational and societal goals for the next century. They are the survival skills for our children's future, for the continuity of our democratic institutions, and for our planetary existence. Such goals include the capacity for continued learning; cooperativeness and team building; precise communication in a variety of modes; appreciation of disparate value systems; problem solving requiring creativity and ingenuity; enjoyment of resolving ambiguous, discrepant, and paradoxical situations; generation and organization of an overabundance of techno-

logically produced information; craftsmanship of product; high self-esteem; and personal commitment to larger organizational and global values.

Dee provides hope, vision, and action by synthesizing major trends and strategies in future-oriented education. She identifies numerous innovative practices in learning theory, school organization, curriculum, and classroom instructional strategies. She suggests alternative forms of authentic assessment—all of which are intended to achieve those new goals for the twenty-first century.

If these educational purposes are to be realized; if we wish to overcome the "this-too-shall-pass" syndrome, then educators must develop new capacities for empowering school staffs, community groups, adminis-

trators, legislators, board members and corporate leaders to work together. They must collaborate in the future as a basis for deriving educational goals, for continually clarifying those goals, and for operationalizing them into appropriate curriculum, instructional, and organizational practices.

Also it is essential to recognize and abandon obsolete curriculum content and to purge school systems of incompatible practices or policies, so as to lodge these goals in every facet of the school culture, or "process approaches."

Dee Dickinson challenges us to stop tinkering and start transforming education. Otherwise, ours might become a "this-too-shall-pass" society.



I had a handle on life —
but it broke!

Assess: Free Access for Nonprofits

Some Starlink readers in the nonprofit and community group arena may be interested to follow up on this offer of free access to this online tool, produced by The Training Registry. I am not able to recommend it personally, as I have not used it. If any readers do follow up, I would be very interested to hear their feedback!

From the above website:

Assess is a completely web based tool that helps you quickly and easily build assessments, exams/tests, questionnaires, and surveys for your website. You can create comprehensive assessments exams online in just minutes. And, posting them on your website is a snap. You can even email your assessments and exams to others. No more expensive and complicated programming. You do it all online anytime.

Richard from The Training Registry writes:

I know how important it is for associations and other not-for-profits to find economical services to support their administrative functions. I currently allow many associations ... to use my web based survey, assessment and exam tool (Assess) at no charge

and would like to extend this offer to any other associations and/or not-for-profits out there. There are no strings attached. You can use Assess for just about any type of survey, assessment, and/or exam. It is 100% web based, including all survey/exam creation and maintenance, data collection, and reporting.

I am offering it free of charge to all associations and not-for-profits and do not ask anything in return except for your agreement to use the tool for Association business only. Your contact information and your survey/exam data are not distributed to anyone and you will not be bombarded with ads and/or emails.

Visit <http://www.assess.biz> to see more.

For further information or to be set up with a demo ID and password, email Richard at rich@trainingregistry.com. PLEASE include your complete contact information and association name.

Thanks.

Richard

EXCELLENCE
can be attained if you:
CARE
more than others think is wise,
RISK
more than others think is safe,
DREAM
more than others think is practical,
EXPECT
more than others think is possible.
(Unknown)



I am thankful for laughter,
except when milk comes out of
my nose.
(Woody Allen)

Inter-Office Memorandum ...

To All Staff

Please be aware that there have been some minor changes to the Personnel Policy as follows:

DRESS CODE: It is advised that you come to work dressed according to your salary. If we see you wearing Prada shoes and carrying a Gucci bag we assume you are doing well financially and therefore you do not need a raise. If you dress poorly, you need to learn to manage your money better, so that you may buy nicer clothes and therefore you do not need a raise. If you dress in-between, you are right where you need to be and therefore you do not need a raise.

SICK DAYS: We will no longer accept a doctor's certificate as proof of sickness. If you are able to go to the doctor, you are able to come to work.

SURGERY: Operations are now banned. As long as you are an employee here, you need all your organs. You should not consider removing anything. We hired you intact. To have something removed constitutes a breach of employment.

PERSONAL DAYS: Each employee will receive 104 personal days a year. They are called Saturday & Sunday.

ANNUAL LEAVE: All employees will take their annual leave at the same time every year. The leave days are as follows: January 1 and December 25.

TOILETS: Entirely too much time is being spent in the toilets. In the future, we will follow the practice of going in alphabetical order. For instance, all employees whose names begin with 'A' will go from 8:00 to 8:20, employees whose names begin with 'B' will go from 8:20 to 8:40 and so on. If you're unable to go at your allotted time, it will be necessary to wait until the next day when your turn comes again. In extreme emergencies, employees may swap their time with a co-worker. Both employees' supervisors must approve this exchange in writing.

In addition, there is now a strict 3-minute time limit in the stalls. At the end of three minutes, an alarm will sound, the toilet paper roll will retract, the door will open and a picture will be taken. After your second of-

fence, your picture will be posted on the company bulletin board under the "Chronic Offenders" category.

LUNCH BREAK: Skinny people get 30 minutes for lunch as they need to eat more so that they can look healthy. Normal size people get 15 minutes for lunch to get a balanced meal to maintain their average figure. Fat people get 5 minutes for lunch, because that's all the time needed to drink a diet meal and take a diet pill.

Thank you for your loyalty to our company. We are here to provide a positive employment experience. Therefore, all questions, comments, concerns, complaints, frustrations, irritations, aggravations, insinuations, allegations, accusations, contemplation, consternation and input should be directed elsewhere.

Have a nice week.

The Management



Learning is fundamentally social. Learning is really a matter of changing identity, not just acquiring knowledge. That knowledge is integrated in the life of communities. When people develop and share values, perspectives, and ways of doing things, they create a "community of practice." The challenge to all of us in education, on behalf of students and organizations, is to create, negotiate, nurture, and sustain the communities of practice in which effective learning takes place. (Henschel, 1998)