



## WORKOUT

### Leading strategies

THE US-based founder of the Leadership Circle, Bob Anderson, has been in Australia discussing collective leadership strategies with major companies.

Mr Anderson, who has worked with corporations including McDonald's, Honda and the University of Notre Dame, says for a business to work effectively management needs to communicate and incorporate the top three or four levels of management in decision making and planning. He says that involves developing the maturity of leaders to ensure they understand different personalities in their company's leadership structure, allowing them to find ways for all people to work together effectively.

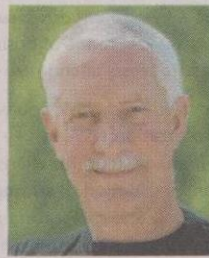
"You can evolve the complexity of the mind of the leader, but it's a long-term process," Mr Anderson says.

Mr Anderson says an effective leader also has a purposeful vision and operates with a deep and clear sense of purpose; they are good at encouraging team work and build cohesive teams, and they have the courage to speak the truth and have authentic conversations with colleagues.

### Demand, pay down

THE Australian Institute of Management's annual salary survey has found that there has been a distinct weakening in demand for labour, and pay increases are forecast as sluggish for the year ahead.

In its 50th year, the survey of 458 organisations found there was widespread dissatisfaction with salaries, and it identified the greatest challenges confronting businesses included the development of effective leaders, engaging and motivating



**Bob Anderson**

recruitment difficulties are most common when hiring for construction and engineering.

### Sherlock speaks

FRANCHISING expert Michael Sherlock will share his experiences at a Griffith Business School's Asia-Pacific Centre for Franchising Excellence's master class, being held on Thursday.

Mr Sherlock is the former chief executive of Brumby's Bakeries and is an adjunct professor at the Asia-Pacific Centre for Franchising Excellence. With business coach Alan Anderson, Mr Sherlock will discuss the framework, structure and processes that saw them transform Brumby's from an ailing bakery into one of the largest franchise systems in Australasia. At the Business Franchise Masterclass, they will discuss the company's eight-step process that saw Brumby's double its share price annually in just three years, before selling to the Retail Food Group for \$46 million in 2007, and how it can be applied to any business to accelerate franchise growth.

### Charity for success

A CHARITY supporting women in need entering the workforce by providing professional clothing and practical advice to prepare for job interviews has