



Thinking, Acting and Leading Commercially



AUSTAFE - 2010 Conference

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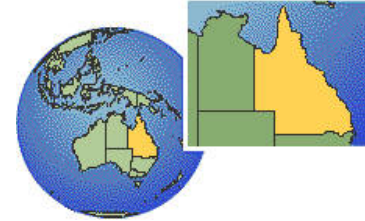


A little bit about my world ...

TAFE Open Learning Services consists of:

1. **TAFE Open Learning (TOL)** → 
 2. **Learning Network Queensland (LNQ)** → 
 - 20 'fixed' regional LNQ Learning Centres
 - 5 'mobile' laptop classrooms
 - Adult and Community Education (ACE)
 - Unilearn Courses
 - Indigenous Programs
 - A separate state-wide ICT network
 - 370 pc's, 80+ laptops, web conferencing system
 - 3 customer facing websites
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The world we service ...



- A focus on metro, regional, rural and remote communities
- Not necessarily the \$ to match intent
- The need for efficiencies, outcomes and to do more with less
- Individuals trapped by learning and service 'gaps'
- Demand for learning and services *any-time* or *anywhere*
- Need for *relevant, contextualised* services with 'reach'
- Need for new ways of supporting remote learners
- Morphing of 'service delivery' as we know it
- Need to be accountable for our actions and achievement

[Definition:] Commercial

Pertaining to business; done with a profit motive

[online] Available <http://www.investorwords.com/954/commercial.html#ixzz11Gli25nm> - October 3, 2010

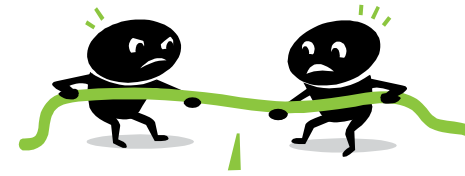
An entity involved in the production, processing, or merchandising of a commodity.

[online] Available www.cftc.gov/educationcenter/glossary/glossary_co.html - October 3, 2010

Pertaining to commerce and having either monetary or non-monetary gain as motive.

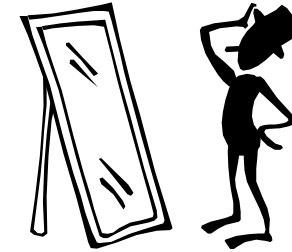
[online] Available www.iasb.org/Terms+and+Conditions.htm - October 3, 201

The Challenge ...



Thinking, acting and leading commercially (about profit or gain) in a government framework is challenging. Viewing students as customers or clients; and charging individuals for a service that has been long viewed as governments responsibility is a complete contradiction to the TAFE world I first knew.

The reflection ...



- TAFE is no longer the only choice
 - Guaranteed funding is no longer a 'given'
 - If TAFE can't do it different ... others can
 - Students are customers
 - If we don't treat our customers right ... someone else will
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My 'Commercial' Learnings ...



- Commercial business structures/models
 - The ATO requirements imposed on business
 - What competitors are doing and thinking
 - What would make my business stand out
 - How to talk corporate (and shake of the bureaucratic 'speak' and 'smell')
 - How to satisfy (or exceed) clients needs
 - How to make money (because that was why I was there)
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A new appreciation ...



- Work is not 9am to 5pm
 - The TAFE work year is 50 weeks long (at a minimum)
 - It is imperative to continually immerse yourself in the world external to TAFE; and
 - It is important to look, listen, learn, challenge yourself ... and appreciate (and not mock) the external perspective.
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The Immersion ...

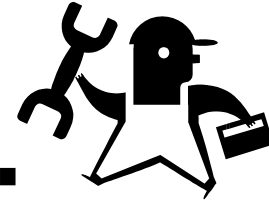


So how does one 'immerse'? I suggest it is largely by investing in one's self. By going to and actively participating in a range of external activities such as:

- Commercial type study
- 'Networking' functions
- Corporate events
- Chamber of Commerce events
- Membership in a range of corporate associations

And while doing this ... really listen to the stories, hear the 'hunger' and energy, and listen to the language used. And yes, it is possible to do all of this outside of standard work hours ... and not feel cheated!

The Commercial Toolkit ...



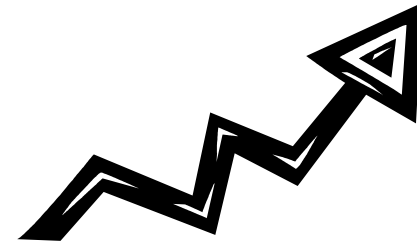
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- Trading names and brands
 - Business models and business entities
 - Contemporary delivery models
 - Partnering models and possibilities
 - Contracts, Leases, MOU's
 - Customer Service Strategies
 - Call Centres (*how they work, scripting, FAQ, seamless services*)
 - e-Marketing and Web Analytics (*and all sorts of reporting*)
 - Customer Relationship Management (*CRM's - what are they really*)
 - Sustainability and sustainable practices
 - Self-managed, change-capable, resilient
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What to leave behind?

- Entitlement (to leave, conditions and the TAFE world that was)
- Inward thinking and entrenched behaviours
- Lethargy, resistance, fear of new



Commercial in TAFE =



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- Doing what we do with purpose and for gain (*for \$ or obvious benefit*)
 - Charging appropriately (*and with some science behind it*)
 - Monitoring activity and expense (*don't let it slip through your fingers*)
 - Eliminate rework and waste (*saves \$ and is a good thing to do*)
 - Recognising opportunities (*even if 1 in 50 becomes reality we will be ahead*)
 - Identifying new sources of funding
 - On selling (*how novel*)
 - Value adding (*in TAFE!*)
 - Responding (*now I'm scared*)
 - Taking accountability and making it right (*the good, the bad and the ugly*)
 - Changing, renewing and reinventing
 - Developing and trusting your instinct
 - Letting go of the old and embracing the new
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In summary ...

It's really all about reflection. We reflect the environment that we are exposed to ... so if we are only exposed to TAFE ... we reflect TAFE. If we want to reflect new and different thinking, then we need to expose ourselves to environment of new and different thinking.

Can you break the cycle



Questions ...

*God grant me the serenity to accept
the things I cannot change;
courage to change the things I can;
and wisdom to know the difference.*

[online] Available http://en.wikipedia.org/wiki/Serenity_Prayer#Religious_adaptations_and_expansions - October 3, 2010
