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For almost 18 months I have been "retired" from the pointy end of advocacy. For a while, I continued to produce Daily Health Media Summaries for subscribers in Australia, New Zealand and the United Kingdom as well as the newsletter Committee Bulletin. Now I just publish the occasional Advocacy Update. However I have been intrigued as an observer to watch the tempestuous times of the first Rudd Government and the attempts by the Opposition to become relevant.

It's been so interesting that I've decided to end my sabbatical and offer other advocates the benefit of my 38 years as an Association Executive and Advocate.

The customised services I am able to provide are summarised below.

For those who enjoy Advocacy Update but who do not need these services, can I request that you refrain from "opting out" as this will also remove you from the Newsletter distribution list.

For those who don't know me, I list below a very brief cv of my advocacy credentials.

After leaving the Navy, I worked in the following Canberra advocacy groups:

- Associated Chambers of Manufactures (1970/71)
- Australian Institute of Urban Studies (1971/72)
- Royal Australian Institute of Architects (1972-81) (Director of Education, Membership and Information)
- The Pharmacy Guild of Australia (1981/84) (National CEO)
- Australian Association of Pathology Practices (CEO) (1986/2008)
- Australian Diagnostic Imaging Association (CEO) (2002/06)

In 1984 I became a partner in the Canberra lobby firm Macintosh Parkes which later became The Rowland Company. In 1989 my wife Monica and I set up a new consultancy, Client Solutions and I have been there ever since!

For 11 years I was the sole judge for the AMA State Branch Lobbying Award. I was also the initiator and monthly convenor of the Health Policy Roundtable from 2003-2007.

So now in my twilight (!) I feel able to offer advice and assistance to organisations who wish to tune up their performance in advocating their position.

I hope the services below strike a chord. Please email me at dkindon@client-solutions.com.au or phone me on 0414936300 to discuss. My rates now are much lower than when I was a high flying lobbyist!!

David Kindon
25 August 2009

Advocacy Workshop

Making advocacy work

I am offering an introductory workshop for office bearers, CEOs and Public Affairs Directors of advocacy groups who need to learn, hone and sharpen their organisation's skills. Essentially the workshop will combine a "Canberra 101" and "Advocacy 101" which will describe the landscape of the Canberra advocacy community and how your own organisation can begin to achieve influence commensurate with your needs.

A one-day workshop tailored to a single organisation.

Cost \$3,000 incl GST plus any travel, hiring or catering costs.

Scenario Planning

Over-the-horizon radar

On the basis that the squeaky wheel gets most attention, urgent matters whether they are important or unimportant tend to soak up the available attention and time. This leaves important matters that are not urgent starved of resources, attention and time until they themselves become urgent. The dilemma is set out in the matrix diagram below.



Clearly issues which are both important and urgent need top priority. ***Often other issues which appear urgent are not in reality important however it is tempting to escape into these pressing issues to avoid having to look at issues beyond the immediate.*** It is worth trying to eliminate these time wasters from your schedule and to focus only on the important issues.

Those issues which are important but not urgent are the areas where scenario planning comes into context.

Whilst the future is essentially "unknowable", the one certainty is that it will arrive sooner than most of us think. It is not a luxury to speculate and think about the future.

Scenario planning puts rigour into the process by focusing on:

Web 2.0 Services

Surveys, eNewsletters and Project management

Web 2.0 is used to refer to the new generation of web services which allow for interaction between interested individuals - they are sometime referred to as Wikis.

There are three web 2.0 on-line applications which are ideally suited to the advocate's tool kit.

On-Line Surveys

Firstly, the development of on-line surveys have emerged as a remarkably cheap yet effective way of measuring and reporting opinion on many issues. They can be used for a multitude of purposes as shown below.

External environmental analysis

Key stakeholders
Customers

Internal polling

Satisfaction Surveys
Scenario Planning
Corporate Planning

Opinion Panel polling

Policy testing
Competitor analysis

The usefulness of each survey is obvious. Surveys are an essential part of research leading to the adoption of policy stances and to their incorporation into strategy mapping.

Three years ago I conducted an on-line survey of politicians' lobbying preferences. [The report is available on line.](#)

eNewsletters

This catalogue is a form of eNewsletter - as is Advocacy Update. An eNewsletter is written in HTML and uses the active links and other facets of web communications. An eNewsletter is sent out by email, straight onto the recipient's "desk". Through the use of URL links, the reader can access other documents from within the newsletter.

These days, there are many templates which allow for customisation of the newsletter. Production of newsletters - online through a particular services provider - is incredibly cost effective. More than that it provides feedback about the readers of the newsletter even to the point of who clicked on what link.

But the real benefit for Associations is the direct contact internally with members and external with target audiences.

I can provide advice and assistance on setting up and developing such newsletters.

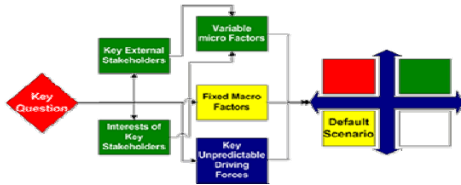
Project Management

I have now used for four years an on-line service which allows for the easy tracking of projects, their management and for effective communication between the secretariat and office bearers.

In the Client Solutions Project Tracker, I am able to create projects, allow access to different projects to different people - both internally and from the association's elected officials (eg a Committee).

Within the project I can set Milestones and todo lists

- The key question to be addressed;
- The stakeholders who will impact on that question;
- The drivers of change both predictable and uncertain;
- leading to several possible future scenarios from which forward strategies can be developed.



I can either undertake, facilitate or advise on the conduct of a scenario planning exercise.

and assign responsibility to individuals on the project.

The Tracker also allows for threaded messages, a "writeboard" for preparing draft documents and as a repository for files pertinent to the project.

It is the best method I have seen of managing projects and is done practically intuitively.

The whole system - with an unlimited number of participants costs \$US50 per month.

I can advise on setting up the Tracker system for a modest fee.

Negotiation Training

Maximising your efforts

Over a 12 year period I was lead negotiator for the private pathology sector in settling three MoUs which determined how much the Government was willing to pay for Medicare pathology services. Negotiations over expenditures in excess of \$12 billion.

The techniques and disciplines required for successful negotiations do not come "naturally" to many and it is crucial that the negotiating team act as a team, skilled in the appropriate techniques.

I have a wealth of experience to share with organisations who wish to top up their negotiation skills.

Working with Committees

Influencing policy

Over the 20 year period of Committee Bulletin, what became increasingly evident was the crucial role parliamentary committees play in the governance of the country. Especially in a hostile Senate.

Difficult issues are referred to Committees by Ministers, recalcitrant Senators refer matters to Committees to embarrass the Government and many of tomorrow's Ministers are right now cutting their teeth on committee work.

In a [survey of federal politicians undertaken by Client Solutions two years ago](#), there was a general view that organisations failed to appreciate the importance and usefulness of committee work and thereby missed opportunities to influence the process.

There are many ways where organisations can have input, such as:

- Advice on the inquiry terms of reference
- Political background to the issue from the perspective of the various parties
- Other parallel activities and government inquiries
- Explanation of the type of committee established and the process of the Inquiry
- Background information on main committee members and their background in the issue
- Details of committee advisers and staff
- Preparation of submissions
- Submissions received and a summary of the key points emerging from the submissions
- Expected emphasis and direction of the inquiry
- Strategic advice on opportunities to influence the process at each stage of the inquiry
- Coaching and advice on appearance before public hearings

I can advise, and assist in making things happen in a positive way when committees lock onto areas of interest to you. The cost will depend on the nature and extent of the service provided.

Advocacy Tune Up

Strategy Mapping

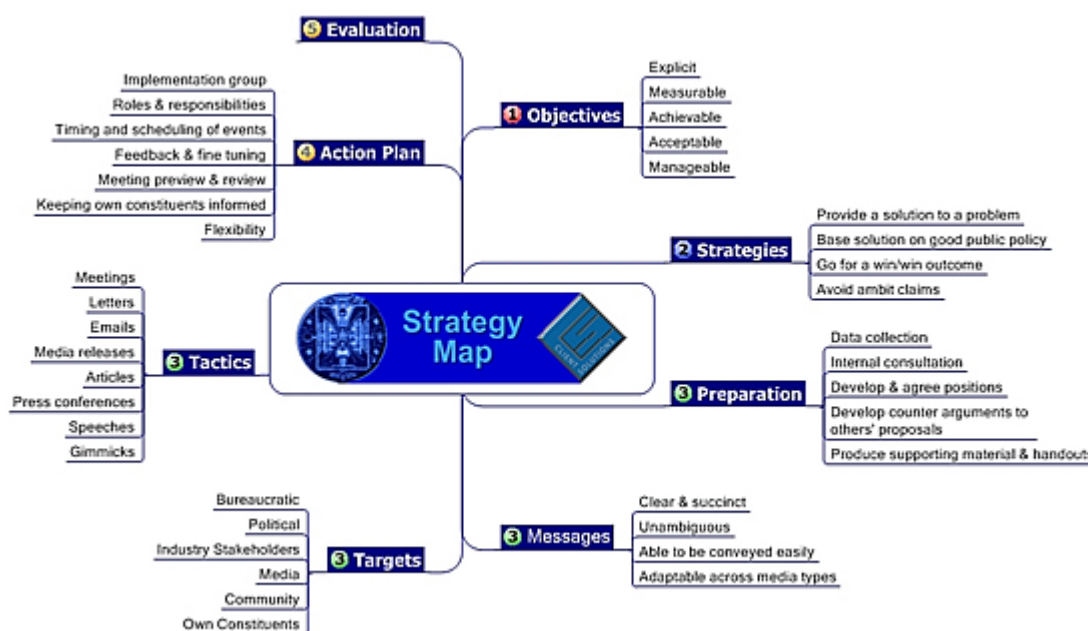
Client Solutions is offering a one day internal advocacy planning workout for those organisations who would find it useful to obtain external, independent and confidential advice on tightening up the nuts and bolts involved in developing an effective advocacy program. It is a hands-on workout for the leadership team providing an appraisal, advice and recommendations for fine tuning an effective campaign.

It is facilitated by David Kindon.

The one day workout costs \$3000 for one organisation plus set up and hiring costs.

Some of the elements to be covered in the workout will include:

- Clarification of campaign objectives - agreement on what they are, success factors, KPIs;
- Identifying the key issues and putting them through the "pragmatism" test;
- Agreeing on the "Battle Plan" and how it will be developed;
- Identifying gaps and deficiencies in techniques, knowledge, resources and protocols; and
- Identifying and assembling campaign resources including roles, responsibilities, coordination, budget feedback and review.



Organisational Analytics

Tuning up your organisation

Very few organisations could claim that they have never had members asking:

- What do I get for my subscription?
- How does it help me?
- Those at H.Q. are out of touch with the members.
- We go in too hard on issues.
- We don't go in hard enough!

In my own 38 years of industry/professional association work, I have heard them all - and in each organisation for which I worked!

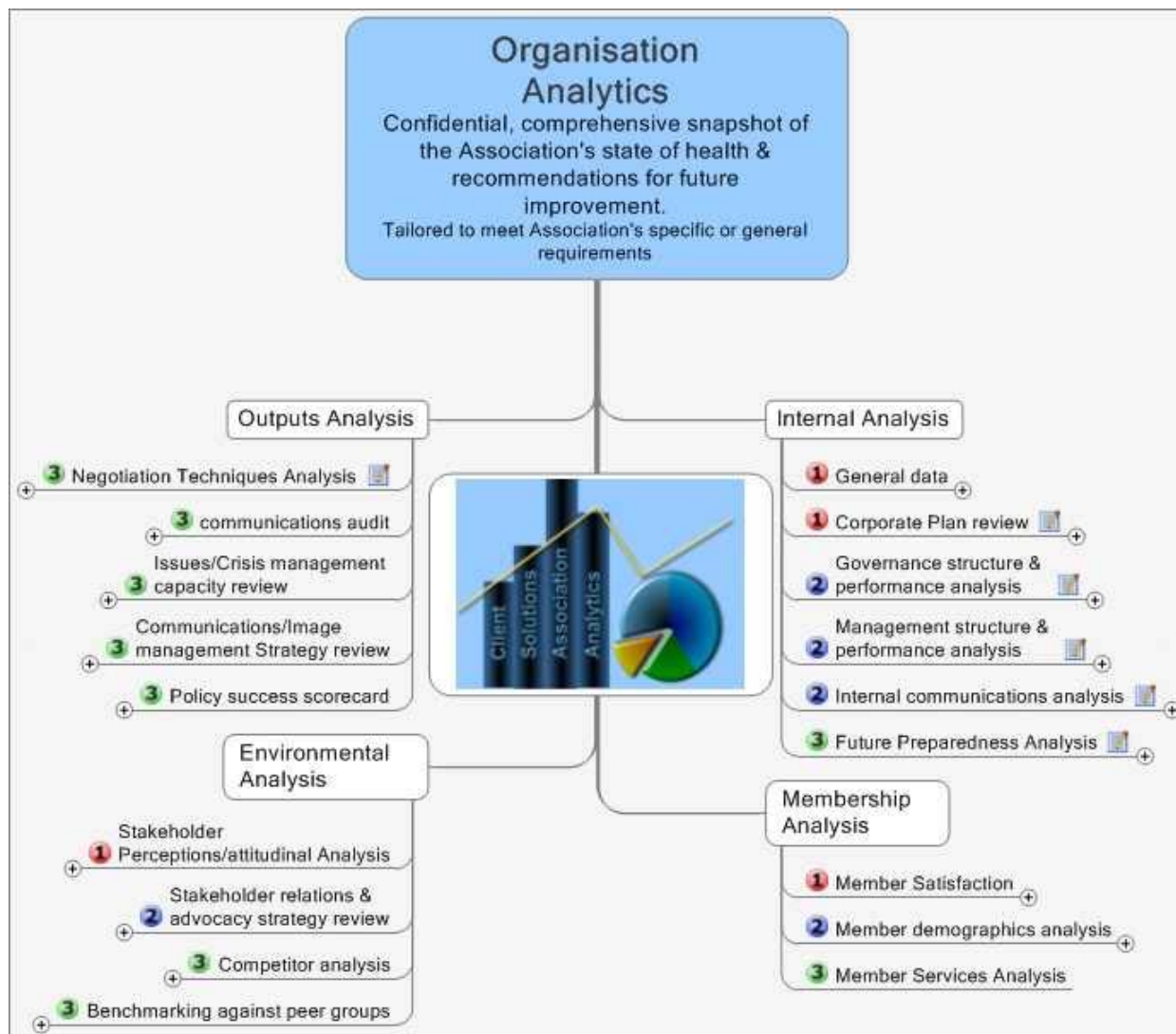
This has caused me to think about what are the key measures of an organisation's health - and how often are they checked, analysed and calibrated?

What are the symptoms of an ailing association? Some danger signs clearly are:

- falling membership;
- ageing membership;
- loss of influence;
- lack of competition for elected positions;
- rapid changeover of senior staff
- loss of corporate memory
- a sense of treading water rather than moving forward;

- no direction, no vision; and
- the emergence of competitors.

This is the tip of the iceberg. Like a disease, there is not much benefit from simply treating the symptoms if at the same time you don't determine the root cause and implement major change. In response to this, I have developed a range of services which will allow groups to know more about themselves and to improve the way they operate.



It's called Association or Organisational Analytics and covers a range of analyses, diagnostics and recalibration in the following areas:

- Internal Analysis/Review
- Membership Analysis/Review
- Outputs Analysis/Review
- Environmental Analysis/Review

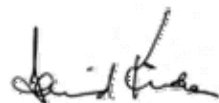
For detailed information on the nature and extent of analysis available together with costs, please contact me.

If you've got this far you've done very well!

There are other services in my tool kit - for instance policy development, research, writing submissions - even a CEO Locum service!

I hope some of the above strike a chord. If they do please email me at dkindon@client-solutions.com.au and we can take things from there.

Sincerely,



David Kindon
Client Solutions Pty Ltd
26 August 2009

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Client Solutions Pty Ltd | PO Box 158 | DEAKIN WEST | ACT | 2600 | Australia