

# JEAN ROBERTS UPDATE

July 2017

---

Founder and Director of Roberts Management Concepts Pty Ltd from 1985 to 2012  
Jean is based in Melbourne, Australia

**Link to details of current and coming publications are listed, with all 2017 issues of *Jean Roberts Update*:**

<https://www.echobooks.com.au/business/jean-roberts-management-publications/>

**Observation and experience through my adult life have shown me two valuable lenses through which to learn valuable lessons from the human experience:**

1. **'small 'p' politics'** involves the link – and sometimes the gulf – between the formal and informal, between the expected and the actual, between the personal and the organisational, between the conceptual and the practical.
2. **'organisational culture'** involves the 'group norms' within a formal or informal group of people, rarely documented – although providing a powerful basis for identifying acceptable and unacceptable behaviour within the group. New members joining any group need to be aware that there **will** be a culture – sometimes referred to as 'the unwritten law' – which they will only be able to discover through experience. And such experience can indeed be brutal.

**My writing on 'small 'p' politics'** has been based on my 50+ years of experience, observation and informal action-research, working with – and within – the small/medium enterprise and nonprofit sectors.

**My writing on 'organisational culture'** has been based on my 50+ years of study and observation of the importance of human behaviour and individual experience.

**In both 'small 'p' politics' and 'organisational culture'**, my learning began in 1982 in a series of lectures from Dr Wayne Hoy (then at Rutgers University) – I was a participant in Program 11 of the (then) Institute of Educational Administration's Residential Course held in Geelong. I learned that:

- Behaviour is a function of personality and role expectation, and
- Job satisfaction is a balance between meeting the needs of the individual and the demands of their role in the organisation.

**My current interest** is the extent to which evidence-based research and data management have overtaken the importance and value of individual behaviour, experience and opinion.

**My contact details:** Ph: 61 3 9870 7595 M: 0419 521 172 [jean146@ozemail.com.au](mailto:jean146@ozemail.com.au)

**Jean Roberts**