

How to effectively lead your organisation through uncharted territory

Connie Henson PhD



Contents

The challenge for today's leaders

What qualities define an effective leader?

The problem with mental biases and thinking errors

Recognise your cognitive blind spots

Get the right information

Analyse *all* the alternatives

Understand the influence of your emotions

Practise 'mindful' decision-making

Harness your positivity

Rewire your brain to behave differently

Create a movement

Walk the talk

The challenge for today's leaders

Today's marketplace is complex and changing rapidly. The growing popularity of internet shopping, the emerging carbon economy and the flow-on effects of the global financial crisis are just some of the challenges today's leaders are grappling with. Leaders who can assist their teams to flexibly leverage this uncertainty are more likely to meet their organisation's goals.

The required skills and practices to do this effectively are not always apparent or necessarily taught in business schools. Yet some leaders not only work effectively but even thrive in these challenging circumstances. So what are the behaviours that enable leaders not only to cope in uncharted territory but also make their organisations flourish?

Leaders frequently stumble when confronted with the realities of steering their organisations in times of great change. Many of the challenges they encounter can be understood in the context of recent findings in neuroscience.

Scientific research related to thinking errors/biases, emotion and brain plasticity goes a long way towards helping us make sense of the typical traps leaders encounter in these situations. It provides the key for overcoming self-limiting behaviours – like fear, tunnel vision and inflexibility – in order to leverage and capitalize on change.

What qualities define an effective leader?

Excellent communication and high intellectual ability may be the entry ticket for most senior management positions, but many organisations have not set high enough expectations about the calibre of discussions and thinking required from their leaders during volatile times.

Recent neuroscience research has revealed that most people, even highly intelligent leaders, are prone to a wide variety of mental biases and thinking errors. These fundamental errors influence the quality of their discussions, decisions and planning.

Most of the judgements we need to make on a daily basis rely on over-learned associations and really don't require complex analysis. However, the impact of reduced critical thinking is magnified when the environment is less predictable and there is more ambiguity and uncertainty.

Because of the way our brains have evolved, many thinking errors go unchecked. As long as the solutions seem 'reasonable', leaders are not necessarily aware that they may have missed a superior outcome.

Effective use of emotion is another common area of neglect for many business leaders. Most leaders these days understand the importance of recognising and responding to stakeholder emotions. But fewer actually know how their emotions impact thinking and decision-making. And even fewer still know what they can do to improve their ability to use emotion in the analytical process to make better decisions.

Knowing how the human mind responds to change – and enables us to adapt our behaviour to new circumstances – is a powerful tool for people leading their organisations in uncharted territory.

Recent developments in neuroscience provide insights into how leaders can:

1. Avoid thinking errors and biases
2. Use emotions effectively in the analytical process
3. Shape their organisational environment to encourage team behaviours that are effective in leveraging current challenges and circumstances.

These practices enable leaders to make progress, move difficult issues forward and get the business results they want.

But how do you avoid common thinking errors and biases? And how can leaders effectively integrate emotion into their analysis and consider methods that will encourage behaviours in their staff that will lead to better results? It's not as difficult as you might think.

The problem with mental biases and thinking errors

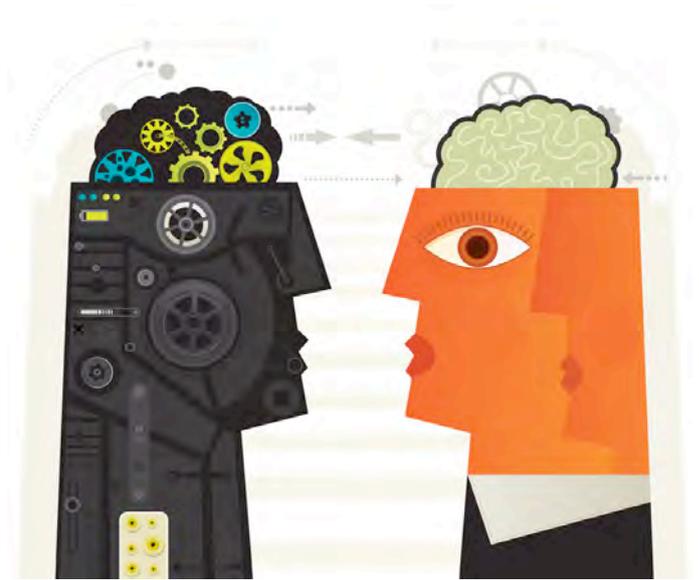
Mental biases and thinking errors are typically characterised by inflexibility and reliance on over-learned methods or strategies that haven't been tested in the current situation/environment. In these circumstances, leaders might be reluctant to seek critical feedback or even reject such unsolicited information from their staff and colleagues.

For example, many newspaper and magazine publishers were slow to recognise the threats and opportunities posed by the internet and continued to use traditional strategies to tackle a new paradigm.

These errors occur because the human brain has evolved to be efficient. Our brain functioning is further influenced by the fact that we evolved in an environment that did not change rapidly. So our brains have adapted to working most efficiently with repetitive observations and behaviours.

Neuroscientists have demonstrated that the brain uses fewer neurons to process a similar situation with repeated observations. When the same situation has been encountered eight to 10 times, half the neurons respond.

Over time the neurons adapt by turning on and off genes that regulate their function. On a practical level, this means our brain filters all of the data coming through and after the same observations have been repeated many times, we tend to only perceive what we expect.



Recognise your cognitive blind spots

The cognitive 'blind spot' is compounded by the human tendency to be overconfident. While this is useful in many circumstances – giving us the assurance to back ourselves and take reasonable risks – overconfidence can lead us to rely on out-dated knowledge and knowhow that make us resistant to change.

Throughout our lives we learn to categorise and recognise patterns, while filling in the missing information in order to streamline the mental processing. All of our experiences and previous learning help us to efficiently do this.

That's why a seasoned chief financial officer (CFO) can review a balance sheet and quickly assess the financial health of an organisation. It's also why an experienced physician can observe a patient, take her/his vital signs and quickly diagnose many common illnesses.

Novices will perhaps eventually arrive at the same conclusions, but only after much deliberation and effort. Moreover, the novice will typically have a lot less confidence and thus more willingness to question or be questioned.

The more experience we have with something, the quicker we can process information within that domain. That's generally a good thing. The problem comes when the situation changes or we are dealing with ambiguity.

For example, what if the company whose health the CFO has reviewed is actively falsifying financial data? Or the investments previously thought to be safe turn out to be inherently risky? Or unexpected legislation is enacted that substantially shifts the value of important assets?

In the case of the physician, what if the patient fails to mention they have recently visited a part of the world where different communicable diseases are more common? Or what if a previously unidentified disease has recently broken out? Or perhaps the patient has an unidentified underlying chronic condition?

Efficiency and speed comes at the cost of being able to perceive things from different perspectives.

Get the right information

In changing or less predictable circumstances, it's important to collect more information in order reach the best decisions, even data that doesn't immediately seem relevant.

The first step for any leader in an unpredictable environment is to get the right information. You must guard against not being too influenced by previously over-learned perceptions/responses.

It is important to recognise that more efficient thinking can lead to a reduced ability to see something new.

In these situations, we tend to miss important elements. We don't recognise the priority of some occurrences that may have changed. Or we can fall into the trap of being over-confident about information that may no longer apply.

How to ensure that your perceptions are complete and accurate

Carefully calibrate your knowledge/information/data to make decisions. Ask yourself, where did this data come from? Is it valid for this circumstance? Has anything changed that might alter the validity of my data?

1. Seek the perceptions, ideas and knowledge of people with different opinions. Listen carefully and deeply to fully understand their diverse points of view. Ask colleagues and associates who challenge your way of thinking to describe the information/data they are basing their perceptions on. This is another way to broaden perception and ensure that all relevant data is uncovered.
2. Look at your situation in a broader context, exploring a variety of scenarios with different lenses. Ask yourself, how would this play out if our financial/cultural/industry/legislative/sustainability/public opinion circumstances changed? This automatically widens the amount and type of data considered when making a decision. Science shows that getting out of the usual environment and away from regular framing enables leaders to actually 'see' things differently. Research has demonstrated that even very simple techniques, such as imagining that the decision/project at hand is being made on behalf of a company in a different country, can significantly expand a leader's thinking and creativity.
3. Consider the impact of uncommon events. While each uncommon event is unlikely to occur, the chances of one of these situations coming to pass increases statistically over time. That's why you need to have a way of dealing with a range of potential situations.
4. Collect a wide variety of information (e.g. statistical, personal experience, others' perceptions, expert opinions etc.) and work to corroborate and test knowledge by seeking out diverse points of view. Effective leaders listen carefully and deeply to new ideas and seek clarification to fully understand the context and details of any new perspectives.

Analyse *all* the alternatives

After gathering as much information as possible, the next step is to analyse it all.

A common thinking error that can come into play at this point is what has sometimes been called 'my-side' bias. This is the tendency to give more weight to data that confirms our own beliefs. My-side bias also refers to the tendency most of us have to evaluate evidence only from our own vantage point.

To make matters worse, the my-side bias can also be accentuated by the human tendency to prefer the status quo over all other alternatives. Research shows that leaders will tend to overweight the potential risks or losses of a new approach while often not even considering the risks of staying with the status quo. Moreover, they will overweight the benefits of the status quo and underweight the benefits of alternatives.

Another common mistake people make is recognising that mental biases do exist for others, but believing that they themselves are not operating under the influence of a bias.¹



Tips for effectively analysing information

1. Distinguish between facts and other types of information, such as beliefs, assumptions or opinions. Sometimes when things have been done the same way for a long time, we begin to equate them with 'truth' or 'the only way'. Facts are usually easy to agree on, but their interpretation often is not. Interpretations usually reflect our beliefs about the facts, not the actual facts. For example, say a company's profit increased 2 per cent in the last quarter. This is a fact. Whereas the belief that the new marketing campaign was responsible for this rise in revenue is an assumption. Another way to distinguish between facts and assumptions/beliefs is that there is typically less emotion related to facts. For each relevant piece of information, ask yourself: is this a fact, an assumption, an opinion or belief? Then weight the relevance of each of these types of information to your decision.
2. Assign equal weight to confirming and conflicting/challenging data or conclusions. Resist the temptation to dismiss data supporting positions that are contrary to the status quo and/or your beliefs. Assign a group member to keep track of disconfirming data and be responsible for ensuring it is taken into account when your organisation makes key decisions. If making decisions on your own, write down evidence that is both confirming and contrary to your beliefs.

3. Consciously decide the appropriate weight for each piece of data based on the strength of the evidence, rather than the content or your preference for it. For example, statistical data would typically be weighted higher than personal opinion. Research from an independent source or expert opinion is more credible than information from someone heavily invested in a specific outcome. Having said that, it is also relevant to include data from stakeholders who will be most affected by the conclusions/decisions. It's important to ensure that diverse viewpoints are represented in the final analysis to paint a full picture of the situation and get buy-in at all levels for your recommended course of action.
4. Take an experimental approach. In times of high uncertainty, devise a few different experiments to test out your assumptions and hypotheses. This will help you get to better conclusions and make decisions based on stronger evidence. While organisations frequently test-market new products and services, we rarely 'test-out' new leadership behaviours and strategies or organisational processes to determine what will be more effective for our current circumstance. Carefully collect and analyse data from your experiments keeping in mind strategies associated with confirming and disconfirming data.
5. Fairly acknowledge who and what is at risk if the status quo is disrupted. Changes to the status quo nearly always include losses as well as gains to those people in positions of power. Make this acknowledgement a conscious part of the process. This helps ensure that alternative explanations and solutions get a fair viewing and enables leaders to effectively manage change and make difficult decisions.

Understand the influence of your emotions

The human brain is hard-wired for emotions, which in turn influences our everyday decision-making. It's important to recognise what triggers our emotions and consciously address these factors when making decisions. Because of the way our brains have evolved, we sometimes have a tendency to use emotion in a blunt fashion.

The well-known 'flight or fight' phenomenon is an example of a blunt or clunky response to emotion. In business, 'flight' is frequently characterised by avoiding taking responsibility, not holding others to account, diverting situations with humour, minimising the relevance of difficult topics or 'tuning out' when emotions run high.

The fight side of the equation may manifest with blaming others, scapegoating colleagues or even inappropriate aggressiveness, such as belittling people, raising your voice or cutting people off mid-sentence.

Another example of a blunt response in the business world is the concept of loss aversion (e.g. the tendency to value expected losses twice as much as the value of expected wins, which leads to selling low and buying high).

While these examples are rampant in commercial circles, effective leaders learn to become more aware of subtler emotions and use this as a source of important information for complex decision-making, particularly during volatile times.

Human emotions are regulated by two parts of the body: the nervous system (including the brain) and the hormonal system. The nervous system is fast – working in milliseconds – and relatively short-acting. In contrast, the hormonal system is slower-acting – taking minutes to hours – but longer lasting.

The autonomic nervous system includes two key parts: the Sympathetic (exciting) and the Parasympathetic (calming). The *amygdala* is a structure situated deep in the middle of the brain that's critical for processing emotion, especially in relation to fear, anger and disgust. The amygdala also influences the cortical regions of the brain, which include perception, and is directly connected to the frontal regions, responsible for higher order judgement and reasoning.²

Recent research has demonstrated that while a person can be completely overcome by emotion, they can actively avoid being controlled by these feelings with sustained practice. To do this, leaders must become mindful of their emotions and respond in a manner that only makes use of the information conveyed by them – not ruled by the associated emotions.

Practise 'mindful' decision-making

There are several skill sets and practices that leaders can cultivate to become more effective in using emotion. They include understanding which emotions are common in business, recognising when a specific emotion is present, and managing the behavioural response to that emotion.

Some of the most common reactions to emotions are at odds with the best leadership response. To reach good outcomes in these situations takes practice.

In order to leverage change and uncertainty, leaders need to embrace novel or different ideas. But this situation creates anxiety for most people, often followed by avoidance behaviours.

Leaders who learn to be mindful and work with their emotions, rather than be ruled by them or suppress them, are better able to respond effectively in uncertain and unpredictable situations. They can take advantage of the circumstances to grow or improve their businesses. Conversely, most people don't like ambiguity and will try to create certainty whenever possible.

Great leaders can tolerate uncertainty without coming to premature conclusions or decisions. This is an important skill everyone can develop.

7 tried-and-tested tips for developing resilience and working with uncomfortable feelings

1. Learn to recognise thoughts and emotions in relation to the issues as they occur. Many leaders have created a habit of suppressing emotion (i.e. they actively try not to feel emotion, through distraction or minimisation or simply by denying to themselves that they felt it). Unlearning this unhelpful reaction can take a bit of effort. For many people, this will mean actively introspecting and self-monitoring. Start by scanning your body for tension. Ask yourself 'What am I feeling right now?' throughout the day. Once you have learned to recognise your emotions as they occur, you can begin to think of them as helpful information rather than portents of impending danger/threat – to be suppressed or avoided at all costs.
2. Label each emotion as it occurs. Psychologists and neuroscientists have demonstrated that simply labelling or naming the emotion(s) is an effective method for reducing the response of the amygdala and other brain structures related to processing negative feelings. Moreover, labelling emotion also increases activity in the prefrontal cortex, which is associated with complex thinking (e.g. judgement and reasoning).³ Create a habit of actively labelling your emotions throughout the day to enhance your ability to regulate your behavioural response to them.
3. Ask yourself: 'What is this emotion telling me about this situation?' The answer will frequently reveal useful information. Often, our emotions are alerting us to things we feel threatened by. Rather than just rejecting, acting aggressively or avoiding your fear, try to uncover what you are actually afraid of and then decide:
 - How to weight this new data

- How it fits into the larger pool of other types of information. This will enable you to respond in a more measured manner. Effective leaders balance unsettling data with other types of information, calibrate its importance to the decision, and balance it with less salient, statistical and logical supporting evidence as appropriate.
4. In order to draw out important emotional data points, encourage the discussion of ideas that may incur risk or loss. Acknowledge the associated fear and anxiety connected with ideas. Help others to recognise that emotion is a data point. Not only will uncovering it help you understand the threat or worry, but it also helps you to define and manage losses or perceived losses for the organisation.
 5. The fear of feeling uncomfortable emotions often leads to the avoidance of hard conversations. In partnership with your team, acknowledge difficulties, build the capability and practice of having hard conversations, and use conflict as a source of creativity. When confronted by tense issues, keep the discussion going in a productive manner. Don't let potentially confronting ideas or topics get sidelined by humour, sarcasm, scapegoating, minimising and other diversions.
 6. Help others manage their emotions and ability to hear new, potentially confronting ideas by 'previewing' them. Put your novel ideas out there and then step back. Let others absorb and process them slowly, acknowledging the risks, potential losses and accompanying emotions. Calmly encourage critique and deep discussion of novel/risky ideas.
 7. When considering new methods or approaches, overtly state the impact of the current emotional climate on thinking and decision-making. For example, to avoid immediate rejection of a novel idea say something like, 'We are all worried about our ability to make our numbers this quarter and the impact that will have on our market price. This is a legitimate worry, which we need to keep in mind. But let's also be aware of how these fears may be impacting our evaluation of risks associated with this new idea that Martin has put forward.'

Harness your positivity

Much has been written about the negative impact of emotion on decision-making, but less attention has been given to positive emotions and how they can influence thinking and decisions.

Some useful recent discoveries can have practical application for leaders working in uncertain and complex situations. For example, recent research has found that people in a good mood think on a more abstract level.

Scientists have found that people in a positive mood adopt higher-order future goals, work harder towards attaining them and are more open to new ideas.⁴ Effective managers make use of this finding by remembering that:

- When leaders are under pressure to perform in complex and uncertain times, it can become easy to ignore self-care. An important aspect of leading effectively in uncertain times is taking the time to ensure you have in place the things you need to enhance your wellbeing, such as regular exercise, nutrition, socialising, and a sense of meaning in your work.
- Creating a meaningful and pleasant work environment for others not only makes it more enjoyable for everyone but will likely lead to better thinking and decision-making by the teams you manage.



Rewire your brain to behave differently

So you've identified changes your organisation needs to make. But how then do you create the required behaviours to make these practices the norm?

At the individual level, this literally means reprogramming your brain to make what was once new or novel familiar – into a habit that's more efficient and comfortable. At an organisational level, leaders must shape the culture to ensure changes become 'the way we do business around here'.

The good news is that recent research in neuroscience has debunked beliefs that the brain is set and unchangeable. We now know that the brain not only remains malleable well into middle and older age, but that we can actively shape the changes of our own brains.⁵

We all know that habits are hard to break. Neuroscience has recently not only uncovered how our brains operate to keep habits entrenched, but it also holds the key to how we can use that knowledge to make changes that we deem necessary.

Over-learned or habitual behaviour is processed deep in the brain in the same general area as where we process strong emotions and basic instincts, such as hunger and thirst.⁶ This part of the brain can process these over-learned sequences very rapidly. And because they are triggered so many times, they become very well-established, thus difficult to disrupt.

The fact it's difficult to break habits makes sense from an evolutionary perspective. It's not efficient to re-invent things that we do repetitively. Once a set or sequence of behaviours or thought processes has been refined, it is most effective to use that same pattern over and over – and to do so at an unconscious or semi-conscious level.

However, when the circumstances or priorities have changed, our thinking and behaviour also needs to adapt.

Neuroscientists have discovered that the act of paying attention is an important component in re-wiring the brain. When you consistently pay attention in a conscious way to new behaviours/thoughts, new connections in the brain are formed.

At first, attending to new thoughts/behaviours is difficult, requires great effort and takes lots of energy. And it's easy to slip back into old patterns. But after many repetitions, the processing of the new behaviours/thoughts moves from primarily in the *prefrontal cortex* – which is associated with complex purposeful thinking – to a part deep in the brain called the *basal ganglia*, where more habitual thinking/behaving is processed.⁶⁻⁷ These adaptations eventually become permanent changes in brain structure and in due course become familiar and efficient.

How to reprogram your brain to suit new conditions

1. Actively rehearse new behaviours. Create conditions that will remind you to practice new behaviours. Simply scheduling something on your calendar can have a profound impact on whether you actually do it or not. Make sure you are very clear about how the changes will influence the outcomes you desire as this is essential for motivating practice.
2. For more ingrained behaviours, you may need to include what psychologists call 'response prevention'. This essentially means stopping yourself from responding in the 'old way'. Set up conditions that make it more difficult or even impossible to do what you have always done. For example, one leader who typically dominated conversations on teleconferences set his phone to mute and moved away from the receiver so that he would have to actually move his chair or stand in order to make comments. Others with similar issues have used professional facilitators and techniques to ensure that 'old patterns' are not allowed to emerge.
3. Self-monitoring is important but also involving others in the behavioural change can help. Making commitments to others for changed behaviours can also have a strong impact on sustaining changes. Moreover, asking others to provide feedback will actually enhance your own monitoring and will provide the extra reinforcement from your environment.
4. Research shows mental rehearsal improves later performance. In addition to learning as you go in real time, making use of internal imagery to 'practice' new complex behaviours can give a powerful boost to your efforts. Other non-real-time learning can include role play and purposefully planning and writing out intended changes.

Create a movement

Changing the way you think and behave takes time and effort. But the research tells us that if you persist by sustaining attention and practice you will re-shape your brain and subsequently change your behaviour/thinking.

In the same vein, changing organisational behaviour also takes sustained time and effort. Leaders who are most effective during times of uncertainty work to ensure others are very much a part of the adaptation process.

Involving people early on in defining the changes – and elaborating on the perceptions – will not only contribute to the understanding of the changed conditions but will set up the environment for engendering commitment to needed changes.

People are typically willing and able to creatively design ways to accomplish goals when they are involved in the change process and provided relevant information about direction and goals.

Motivating your team to embrace change

1. In the short term, facilitate discussions that include representatives from all business areas that will need to make changes to adapt to new circumstances. Ensure that all stakeholders are able to contribute to the decisions. This does not necessarily mean using either consensus or voting to reach decisions. Depending on the situation, decisions may need to be consensual, democratic or even fairly autocratic. Nevertheless, ensure those affected are heard and that all stakeholders understand who is affected and how decisions will be made. To the extent possible, empower people to make decisions about how to change their own behaviours.
2. Once there is clarity on what needs to change and how, outline expectations, responsibilities and accountabilities related to changed processes and behaviours. Make it clear how changes are related to desired outcomes.
3. Regular positive feedback that reinforces specific behavioural changes will help keep people engaged, shape desired behaviours and make them aware of how their changed behaviour is making a positive difference. Keep your team's attention focused on what is most important. Just as sustained attention/practice is required for brain re-wiring, repetition is also essential for re-programming your organisation's culture.
4. Take full responsibility for any mistakes, errors or slips into 'old habits' that you make and hold others accountable for theirs.
5. In the longer term, shape the leadership culture by consistently reinforcing behaviours that contribute to preferred outcomes. Implement structures and processes that make it easier for people to make choices and perform in ways that are consistent with the new direction or priorities.

Walk the talk

Effective leaders are constantly learning and adapting. They see their role as assisting their organisation to clearly perceive, respond to and leverage change.

These leaders adopt behaviours and practices that encourage diversity of perspective, and they have a willingness and ability to handle ambiguity/uncertainty for long periods of time. They embrace emotion and build their organisation's capability to use conflict to better understand the many facets of new challenges.

Most importantly, effective leaders consistently hone their ability to engage others in solving and adapting to complex problems.

Science provides one avenue for leaders to understand themselves and others. This information is also useful in helping effective leaders cultivate the practices and behaviours needed to fundamentally transform their organisation's culture to one that performs well in complex and changing environments.

References

1. Bern G. *Iconoclast: A neuroscientist reveals how to think differently*. Boston: Harvard Business Press; 2008.
2. Neil, A. *Psychoneuroimmunology: Implications for Behavioural Health*. Health Forum Online. available from <http://www.healthforumonline.com> 2010
3. Lieberman MD, Eisenberger NI, Crockett MJ, Tom SM, Pfeifer JH, Way BM. Putting Feelings Into Words: Affect Labeling Disrupts Amygdala Activity in Response to Affective Stimuli. *Psychological Science*. 2007; 18(5): 421-8.
4. University of Chicago Press Journals. *Put On A Happy Face: It Helps You See The Big Picture*. Science Daily 2011.
5. Begley S. *Train your Mind. Change your brain*. New York: Ballantine Books; 2007
6. Yin. H., Knowlton, B The role of the basal ganglia in habit formation. *Nature Reviews. Neuroscience* 7 (6) 464 2006
7. McNab, F., Klingberg, T. Prefrontal cortex and basal ganglia control access to working memory. *Nature Neuroscience* 11(1) 103 2008

About the author

Dr Connie Henson

Before embarking on a career in leadership development more than a decade ago, Dr Connie Henson was a social scientist with a doctorate in Counselling Psychology.



This scientific discipline has provided Connie with a broad and deep understanding of the research and theory of psychology, neuroscience, public health and leadership. And it continues to influence Connie's work at Learning Quest – the Sydney-based leadership development consultancy she set up in 2001 to help leaders increase their flexibility and fine-tune their ability to leverage change.

Connie reads original research papers and periodically publishes her own work in scientific journals. This often allows her to integrate best practice developments in the leadership field – well before an approach becomes 'fashionable'.

Typically, Connie takes a big picture look at an organisation before peeling back the layers to uncover its various influences – environmental, organisational and individual (i.e. resulting from the personalities, styles and skills of its people). And she is not afraid to incorporate bold or novel ideas in her leadership methodology.

Connie has worked with leaders from a broad range of different backgrounds – from not-for-profit organisations to large corporations in fields as diverse as financial services, technology, professional services and health. Her interventions come from a collaborative approach that guides participants on their journey of self-discovery and growth – so they walk away saying, "Wow – I did not know that about myself or that I could do that!"

Connie is the author of *Learning Partnerships: A practical guide to capacity building* – a book that stems from her extensive experience in developing leadership programs for some very diverse organisations.

Her work is underpinned by a strong belief in human rights and a keen desire to contribute to increased well-being for clients and colleagues – both through her consultancy services and pro-bono work for grassroots organisations.

Email Connie at chenson@learningquest.com.au

For more information about Learning Quest, visit www.learningquest.com.au.

www.learningquest.com.au

