

We Can Always Be Assured of Change

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By the end of this presentation you will...

- Know why we did the things we did
- Know how we went about doing things
- Know what we landed on
- Know when we did the things we did
- Know who was involved in the things we did

...Have shared our journey with us and explored a little of your own...

Change is...

Have you ever caught yourself saying:

“Once we get through this crazy period and things get back to normal...”



Personal Dimension

Personal experience of change:

- **Identify** change circumstances
- **What** you felt (reactions)
- **Why** you felt this way (reflections)
- **What** did it mean for you? The Organisation?

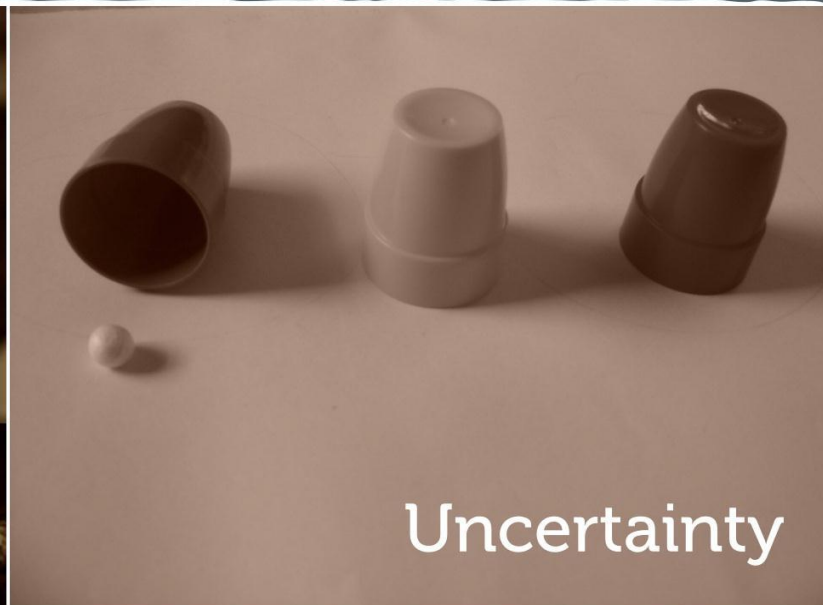


Are there any differences in our reactions: personal or organisational change?

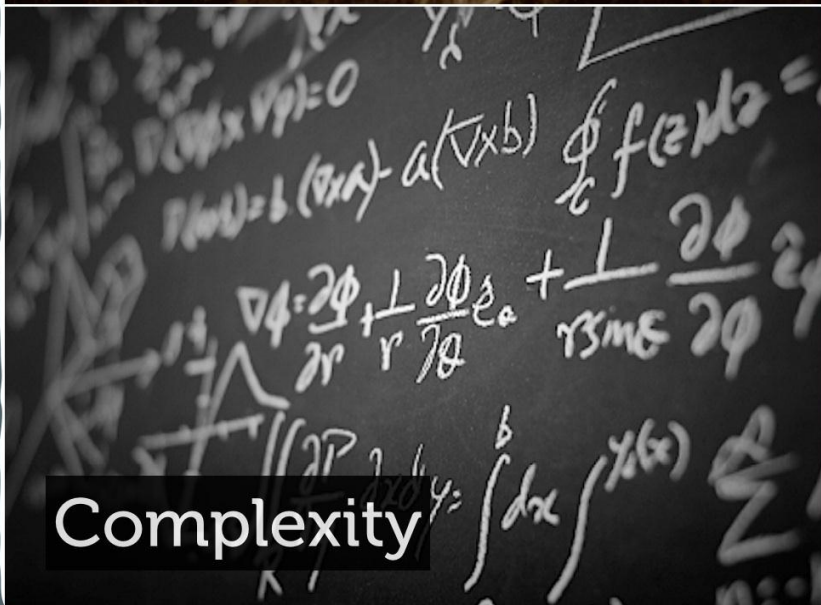
Volatility



Uncertainty



Complexity



Ambiguity



Source: Yvette Montero Salvatico, April 2014



In A VUCA
World,
Trends
Can Be
Your **Worst**
Enemy
Because
They
Block Your
View Of
What Is
Coming!

Source: Yvette Montero Salvatico, April 2014

Resistance to change



Traditional Change Management Themes

- processes
- tools
- techniques

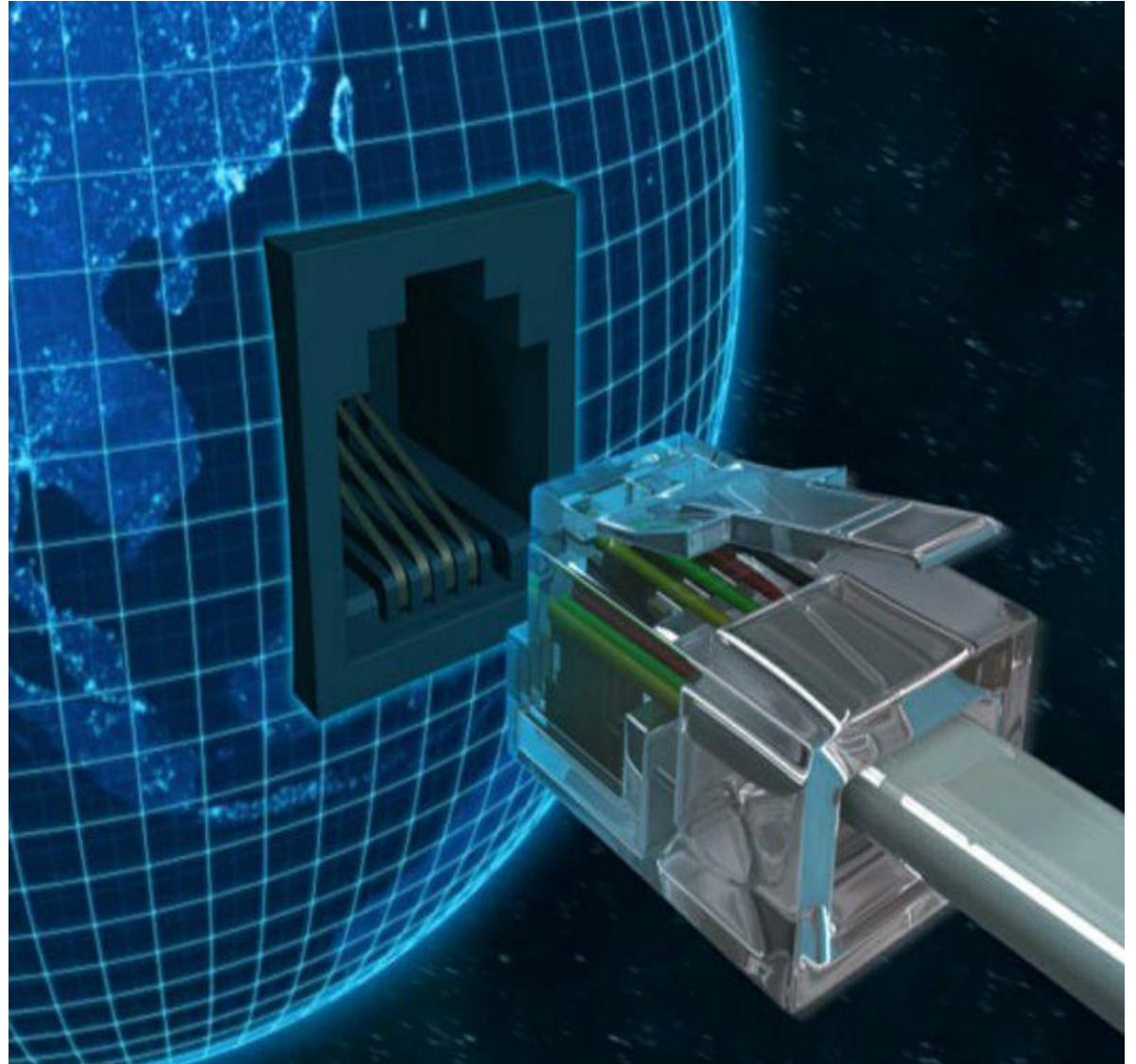
to move from
one state to
another more
desirable state



Change is the new normal

Adaption

Agility



Successful Change Management?

Largely a **leadership challenge**, through:

- ‘people dimensions’ focus
- involving others in the ‘problem’
- being comfortable with uncertainty
- Influencing the ‘culture’



Most engaged - Elephant or the Rider ?



Haidt's simple change model

Be clear on what change needs to occur and what behaviour is required of rider

Appeal to elephant so that individual wants to go in that direction

Clear path of roadblocks – make it easier to progress down the path

One's logic, rational side

Rider



Path

Elephant

Environment in which
change is occurring

Barriers to change - Organisational

Fear No clear process

History Structure

Change
Fatigue People

Lack of
Focus Limitations
 of systems

Communication



Barriers to Change - Individual

Habit

Security

Economic factors

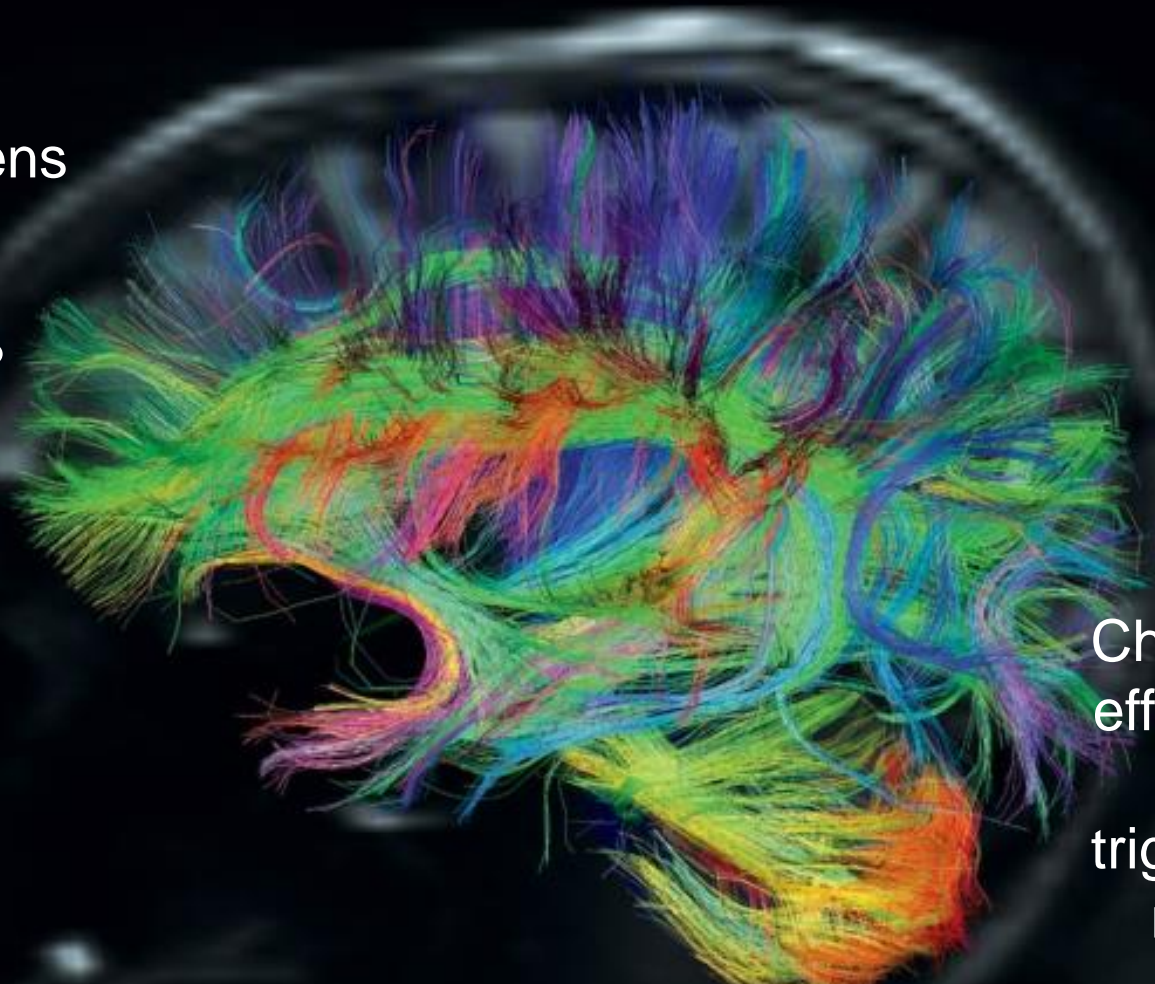
Fear of unknown

Selective
information
processing –
which we all
do!!



Insights for leaders & change managers

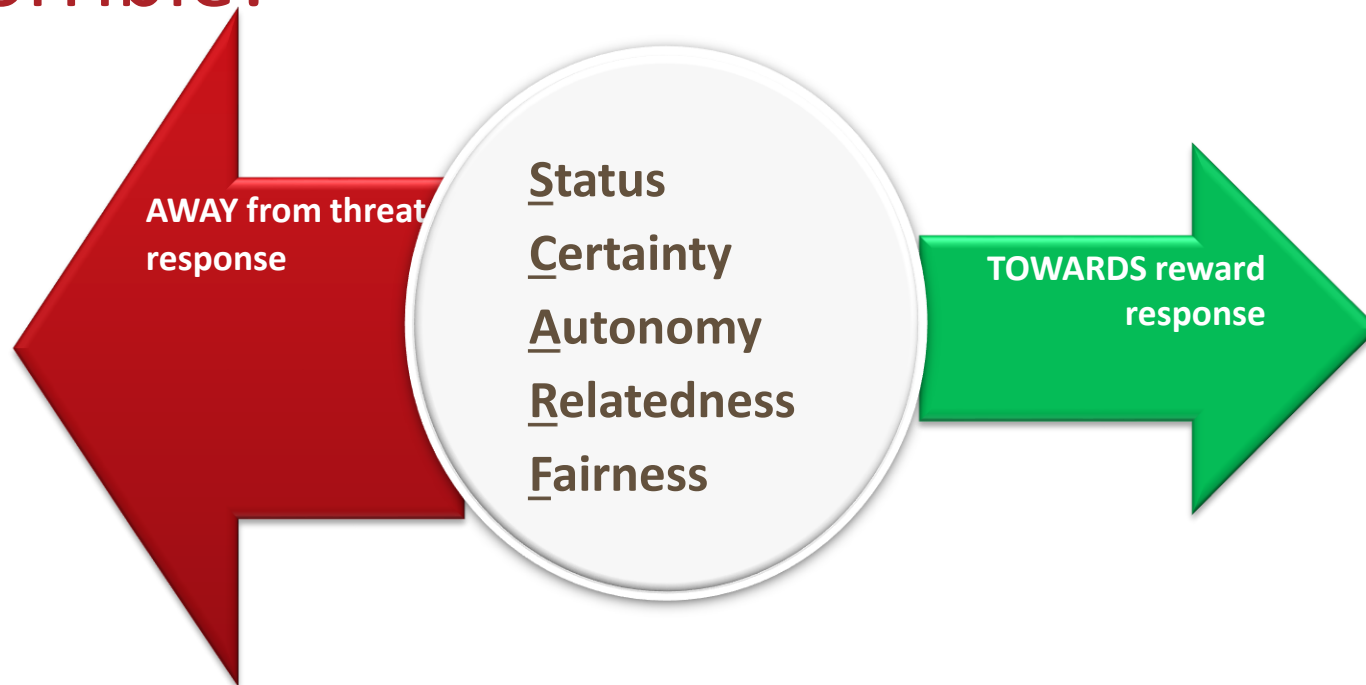
What happens
when we
introduce
'change'?



Change takes
effort – drains
fuel and
triggers threat
response

The neuroscience of change (D Rock)

Hang on a minute, we are human and change is horrible!



- Status – relative importance to others
- Certainty – being able to predict the future
- Autonomy – provides people with a sense of control over events
- Relatedness – a sense of safety with others
- Fairness – a perception of fair exchanges between people

Kotter's 8 Step Model



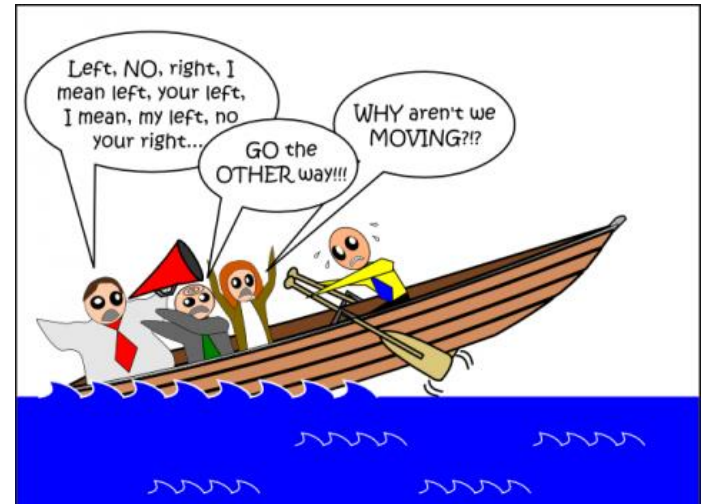
Where we started:

- Focus on the need for change;
- Opportunity to reshape organisational culture in positive ways;
- Be proactive in future planning;
- Strategic alignment and endless leveraging possibilities.



What were the issues:

- 5 distinct Faculties working independently
- Turf wars
- Dysfunctional departments
- Non-performing Departments
- Lack of engagement outside of one's area



What were the issues (Cntd):



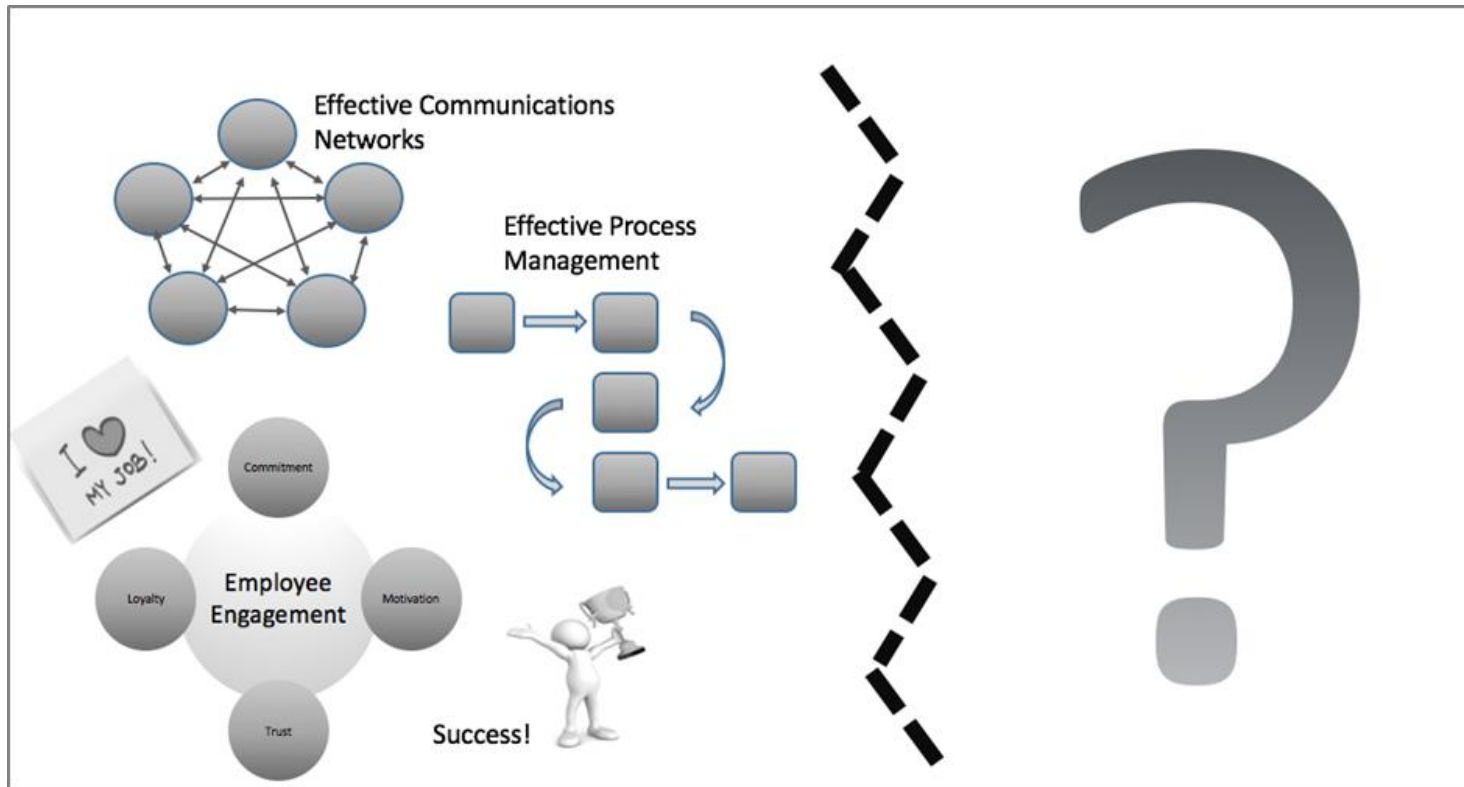
- Clear Silos
- Inconsistent processes across areas
- Staff in each area treated differently, different expectations, different levels of PD available
- Duplication of processes, wasted resources, duplicated resources

What were the issues (Cntd):

- Position descriptions – Archaic – not reflective of role
- Reporting line anomalies
- Lack of governance
- Limited communication



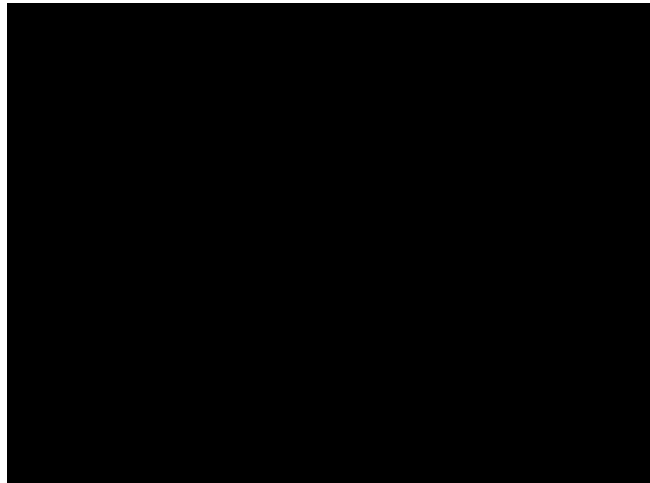
Magnitude of change



Inspire your team through the change

Inspiring teams through change





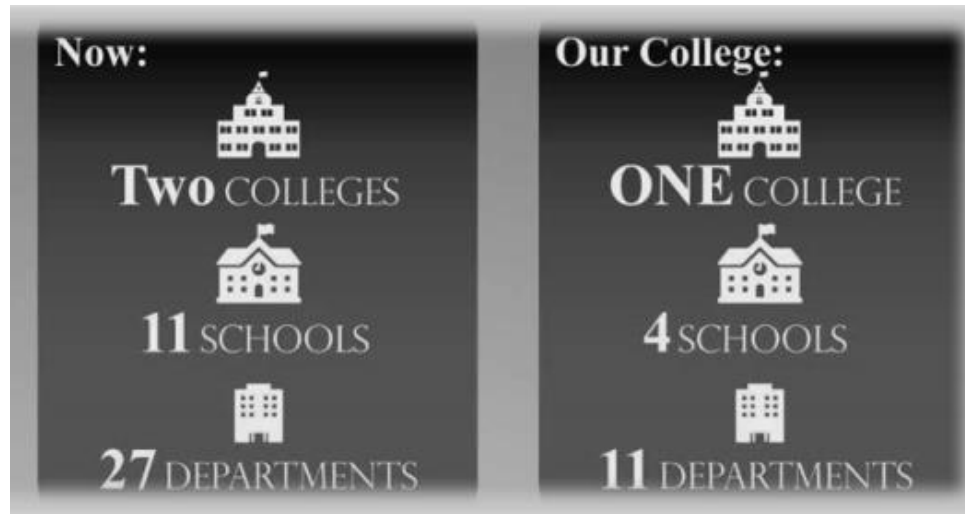
How we approached the problem:

Theme 1: Staff development and mobility

- Focus on our key assets first – staff
- Recognise the need for staff to feel a level of association with the organisation
- Needs of security and belonging
- Stable environment with clear job descriptions and responsibilities
- Creating opportunities for staff mobility and development



Where we landed:



- Cohesion
- Consistency
- Reduced duplication
- Increased visibility
- Efficiency gains
- Structured communications

Theme 2: Communication

- Getting the message out there – actively seeking stakeholder engagement
- Communicating the change story
- We kept talking..... not at, but to.....



Communication is the key!!

Lack of communication, or poor communication to the stakeholders, derails more change programs than anything else.



Theme 3: Process improvement

➤ Opportunity to streamline processes

➤ Minimise duplication

➤ Focus on consistency



➤ Opportunity to develop/create process (because we don't have enough already!)

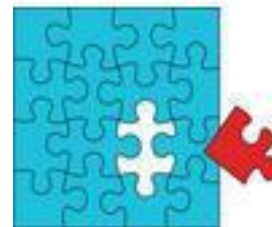
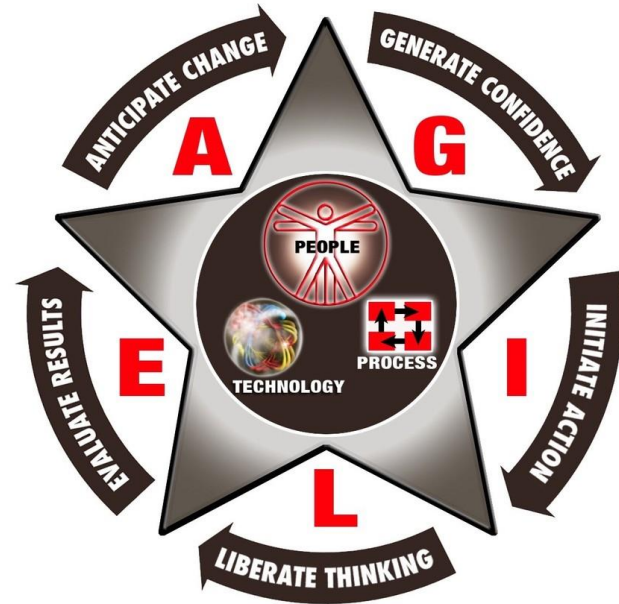
➤ Process mapping

➤ Collaborative agreements

Pulling it all together...



THE AGILE MODEL®



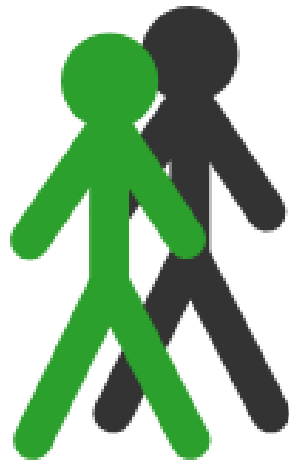
What are we Proud of – Best practice!

- Job shadowing and Secondment framework
- Meet the team sessions
- La Trobe 101 and knowledge base
- Academic Support Program



Job Shadowing and Secondment support scheme

The College has been instrumental in supporting secondment opportunities for staff at all levels across all campuses.



Meet the Team Sessions

These sessions were aimed at 'unveiling the unknown' in teams across the College and encouraging greater understanding of all team activity in the lead up to the new structure and since the structure has been embedded.

These sessions are run by each team, and they provide a 'day in the life of' snapshot of team activity



La Trobe 101 and knowledge base

This is a one-stop resource hub that enables all staff to learn about new and existing systems, processes and services delivered by specific teams. Run in conjunction with orientation activities, this event is held over one full week and delivered in all of our regional hubs (Bundoora, Bendigo, Albury-Wodonga, Shepparton and Mildura).



The Academic Support Program

The Academic Support Program (ASP) is one of nine projects identified by the University's senior executive team for action in 2016. This Program seeks to understand and respond to systems issues experienced by academic staff, but will be of benefit to all staff, professional or academic.

Work is now commencing on a range of improvements that respond to the extensive feedback received. This includes five formal sub-projects which are underway and focussing on:

- Admissions
- Curriculum Management
- ASK La Trobe
- Scholarships
- Intranet improvement



Benefits to the University (ASP Action teams)

- Issues are resolved
- Builds a culture of responsiveness, and continuous improvement
- Streamlines activities; allows staff to focus on core activities / productive work
- Builds long-term relationships
- Facilitates a culture of staff development within the organisation
 - Low-cost
 - Concentrates on the individual's development
- Builds bench strength – the capacity of the University
- Drives employee engagement and retention
- Fosters productivity and performance
- Increases cross-organisational communication

Keeping a sense of humor!

Why is this important?

Patricia Cameron-Hill and Shane Yates, both medical practitioners based there work on Patch Adams, the “clown doctor”

[Keeping a sense of humour](#)



Benefits of new model

- New refreshed look and feel of the Inner workings of the University
- Brilliant Basics

On our way.....



Where we are now:

- The development of a highly effective and highly visible management team in the College
- Autonomy for individuals to really make a difference in areas of their expertise, encouraging engagement in projects that allow staff to shine
- Greater understanding of 'who our students are'
- Enhancements and streamlining of key university process and procedure to place students at the heart of everything we do
- Innovations in educational technologies
- A college wide consistent approach
Extensive opportunities to support the University to meet its Future Ready goals



HOW ARE WE TRACKING

On-boarding and
Orientation of staff in
new teams

Reduced duplication
of tasks

Processes mapped
and clear priorities

Career progression
completed for all staff

Successful
relationship
development

All staff engaged in
development
experiences

Clear strategy and
direction

Established awards
and recognition
programme

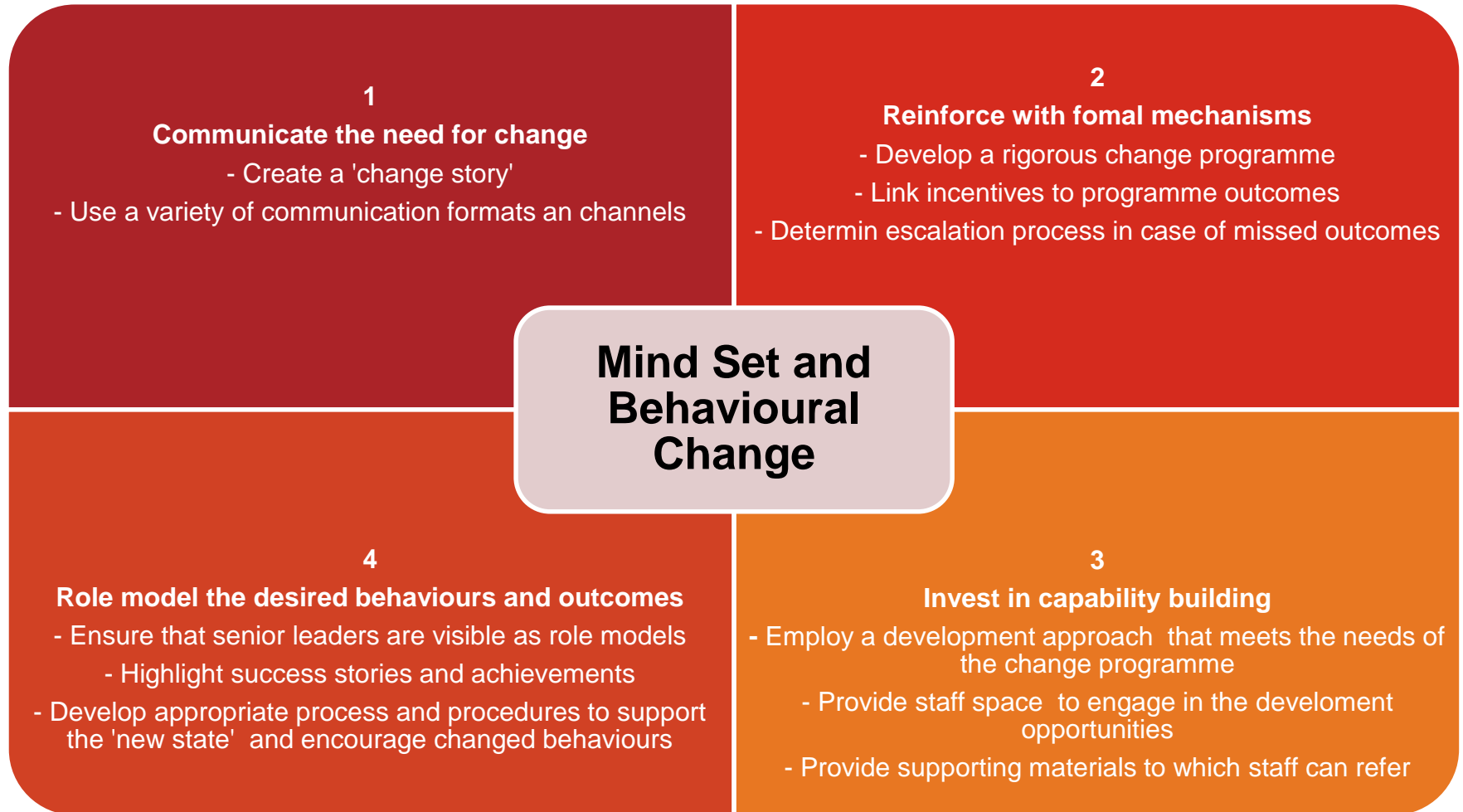
Effective
communication
channels developed

Striving towards
reduced workloads
for staff

Website developed
and up to date

The College is
established and
recognised for its
contributions

SUCCESS FOR US LOOKED LIKE THIS



We don't have all of the answers

- What have you done that was successful?
- What was an example of best practice for you?
- How did you keep your staff motivated?
- Did you get buy in from senior management?



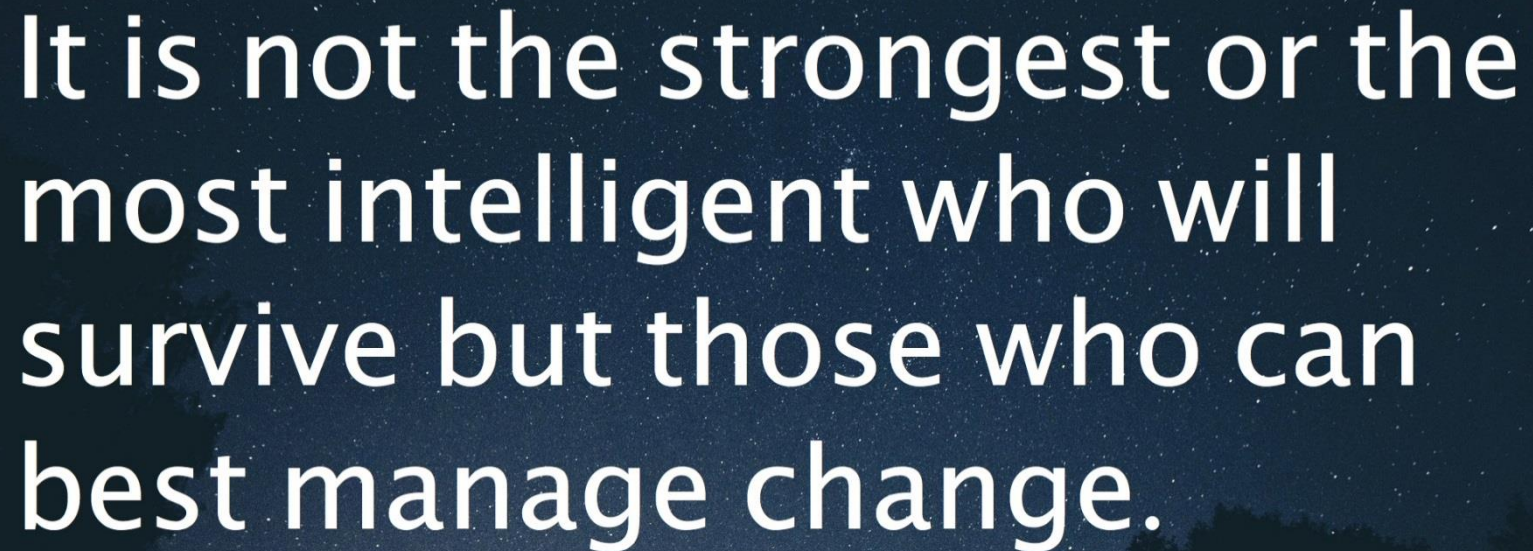
Back to the Beginning!

We have discussed:

- Why we did the things we did
- How we went about doing things
- What we landed on
- When we did the things we did
- Who was involved in the things we did



We can always be assured of change.....



It is not the strongest or the most intelligent who will survive but those who can best manage change.

~ Charles Darwin



Thank you