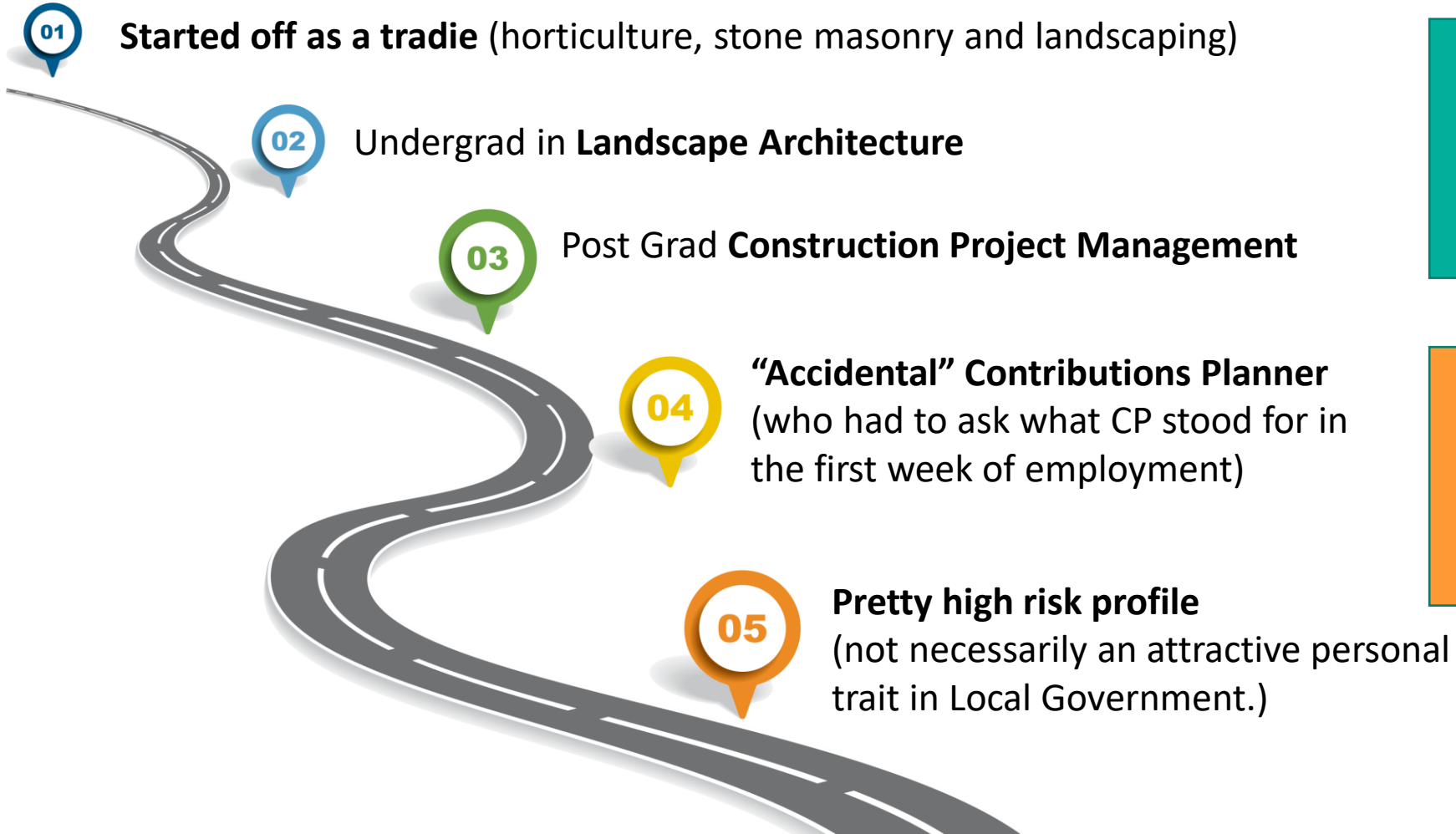


PIA PLANET

The Process of Change

1 June 2023

ABOUT ME



Favourite Professional Statement

'A good decision on Monday is shit loads better than a perfect decision on Friday'

Most hated professional statement

'Because that's the way we've always done it'

WHY CONTRIBUTIONS PLANNING?

Why **TASK** and **CULTURE** change is crucial for the practice of Contributions Planning:

- High risk business with traditionally low Executive support
- Contribution Planners are the entrepreneurs of Local Government required to devise innovative solutions to realise often under funded visions ('this is the way we've always done it' does not fit into this reality)

The role of the Contribution Planning entrepreneur is to:

- Communicate and sell the vision i.e. how do we turn a CP work schedule into local infrastructure
- Test financial and resource availability i.e. how can we easily stimulate development
- Provide leadership to the leaders i.e. educate our Executive to ensure support for our vision

THE CHANGE JOURNEY

SHORT TERM

Change as a TASK

The need for change
is identified

Enacting the change

Change becomes BAU

LONG TERM

Change as a CULTURE

Continuous improvement
i.e. stimulates
future TASKS

ONGOING

The GLUE

Good Governance

TASK - IDENTIFY THE CHANGE

The most comprehensive way to identify TASKS is through an external audit. A successful audit requires the following:

SCOPE

A narrow, but detailed scope i.e. be clear on what you want out of the audit

MINDSET

Have the mindset that an audit is a tool for improvement not a judgement on your ability

KNOWLEDGE

Know that in the short term you will meet resistance when devising solutions to the recommendations

ACCEPTANCE

Acceptance that a commitment to an external audit is a commitment to big and long term change

OPPORTUNITY

An audit will put you in front of your leadership team so exploit that opportunity

NOTE: This is only one way to initiate change, but I believe it is the most effective if you want meaningful change as opposed to fluff around the edges

TASK - ENACT THE CHANGE

ACCESS

Your first solution to address a recommendation may not be right.
The best improvement comes from failure

RECORD

Record all assumptions to use as a measure against future success/failure.
Especially important when more than one solution is tested to action a recommendation

COLLABORATE

Collaborate, collaborate, collaborate. This involves some time wasting but is essential for aligning all stakeholders with the final outcome

INTERROGATE

Interrogate each solution from several different angles i.e. play devils advocate

TASK - CHANGE BECOMES BAU

This phase of change is the most dangerous for the following reasons:

'This is when the old habits creep in'

TRANSLATION

'I think it worked better the way we've always done it'

'This is when those who tried to sabotage the change in the first place revert to old practices'

TRANSLATION

'You're not going to tell me how to do my job'

'This is when people become complacent'

TRANSLATION

'I was excited about it but now I cant be bothered'

NOTE: To address the above and ensure the change becomes entrenched as BAU commit to a follow up audit on the effectiveness of the change in two years time.

CULTURE - CONTINUOUS IMPROVEMENT

Once the short term change (TASK) is complete it is time to ensure the improvement is continuous (CULTURE).

A change in culture to embed the practice of continuous improvement requires the following:

EMPOWER

Empower your staff to make decisions. The only way I know how to do this is to decriminalise the practice of making mistakes. **NOTE:** mistakes and negligence are two very different things

QUESTION

Regularly question how staff are completing tasks and offer suggestions as to how it might be improved. **NOTE:** the first two points rely on trust being a part of the professional relationship. Trust is a two way relationship

FORMALISE

Formalise processes in software and have a 12 monthly review requirement on them

TRAINING

Ongoing training, especially customised

CULTURE FIT

Include culture fit as a requirement for future employees. Anyone can learn how to do a job, but they can rarely learn how to fit into a team with a specific culture if they don't have the basic traits. Basic traits for CPs include risk profile, stress management and sense of humour

THE GLUE - GOVERNANCE

The effect of change is constrained without a robust (but flexible) governance framework for it to marinate in.

Advantages of a good governance framework, to facilitate ongoing change

- You have an active engaged audience where improvements can be discussed (SH responsible for governance)
- A good governance framework will require regular reporting to your decision makers where change can be discussed (Executive)
- Governance requires process participants to understand what happens in a process before and after their action

How people tend to view governance

- Additional work that has to be done
- Its purpose is to cover my backside

NOTE: it is the change champions responsibility to ensure that people see the value in governance.



Questions?