

2014 and Beyond

Innovative
thinking in a
changing
environment

Presented to TEMC
1 September 2013 by
Dianne van Eck



Today's presentation

1. What are the current issues?
2. What is the future?
3. What can you do?



External pressures....

- ◆ Legislative changes
- ◆ Increased student numbers
- ◆ New expectations
- ◆ Budget constraints
- ◆ Technology innovation
- ◆ Retaining good people
- ◆ Competitive environment



'Student protests provide a limited opportunity to convey well-reasoned argument.'
Photograph: Jin Linpeng/ Jin Linpeng/Xinhua Press/Corbis



	Avg daily searches	Per month
1998	9,800	3,600,000
2000	60,000,000	22,000,000,000
2007	1,200,000,000	438,000,000,000
2010	3,627,000,000	1,235,000,000,000
2012	5,134,000,000	1,875,000,000,000



facebook®

- ◆ 1.12 billion active monthly users
- ◆ 665 million each day
- ◆ 2.7 billion 'likes' each day
- ◆ 'Tribes' being built

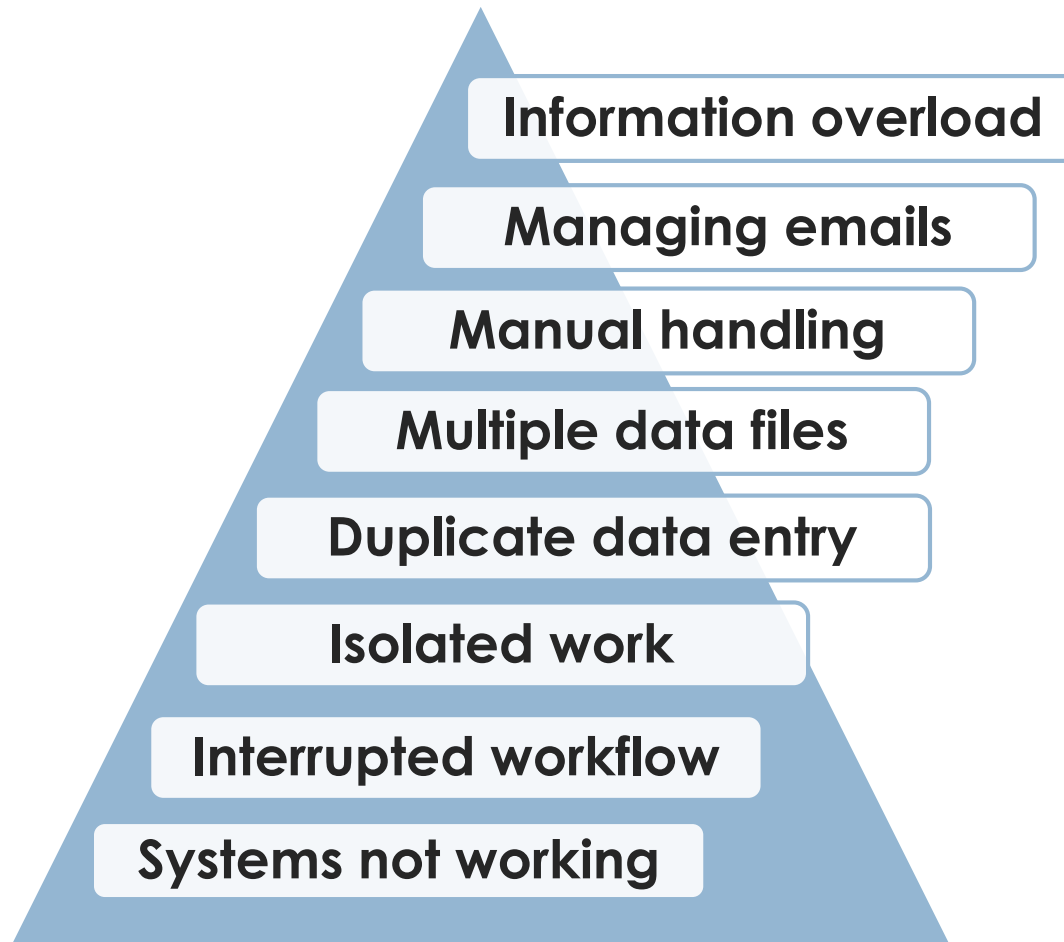




- ◆ 1 billion users/month
- ◆ 3 hrs/month
- ◆ No 2 biggest search engine



What are your challenges?

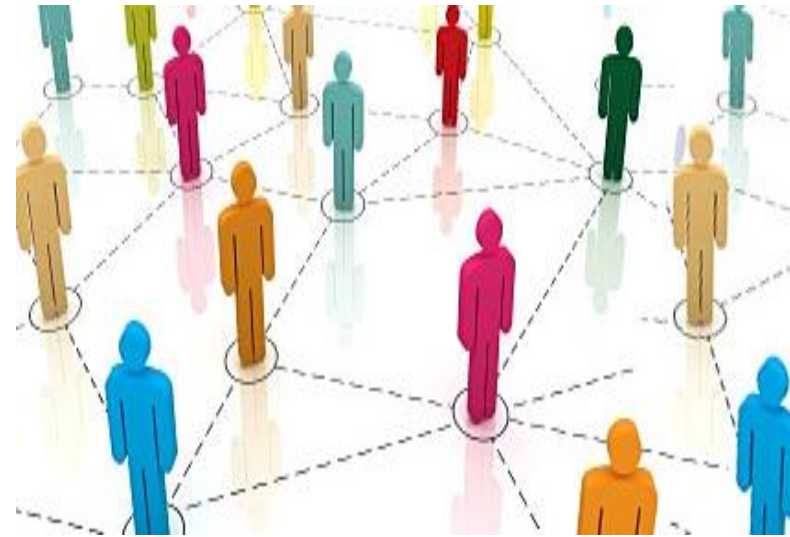




What will the future look like?

The Future

- ◆ Continuous improvement
- ◆ Flexible work with teams
- ◆ Collaboration
- ◆ Online processes
- ◆ Integrated systems
- ◆ Mobile technology



**The way you deal
with digital
disruption is more
critical now than ever
before. Do you see it
as a risky threat or an
innovation
opportunity?**

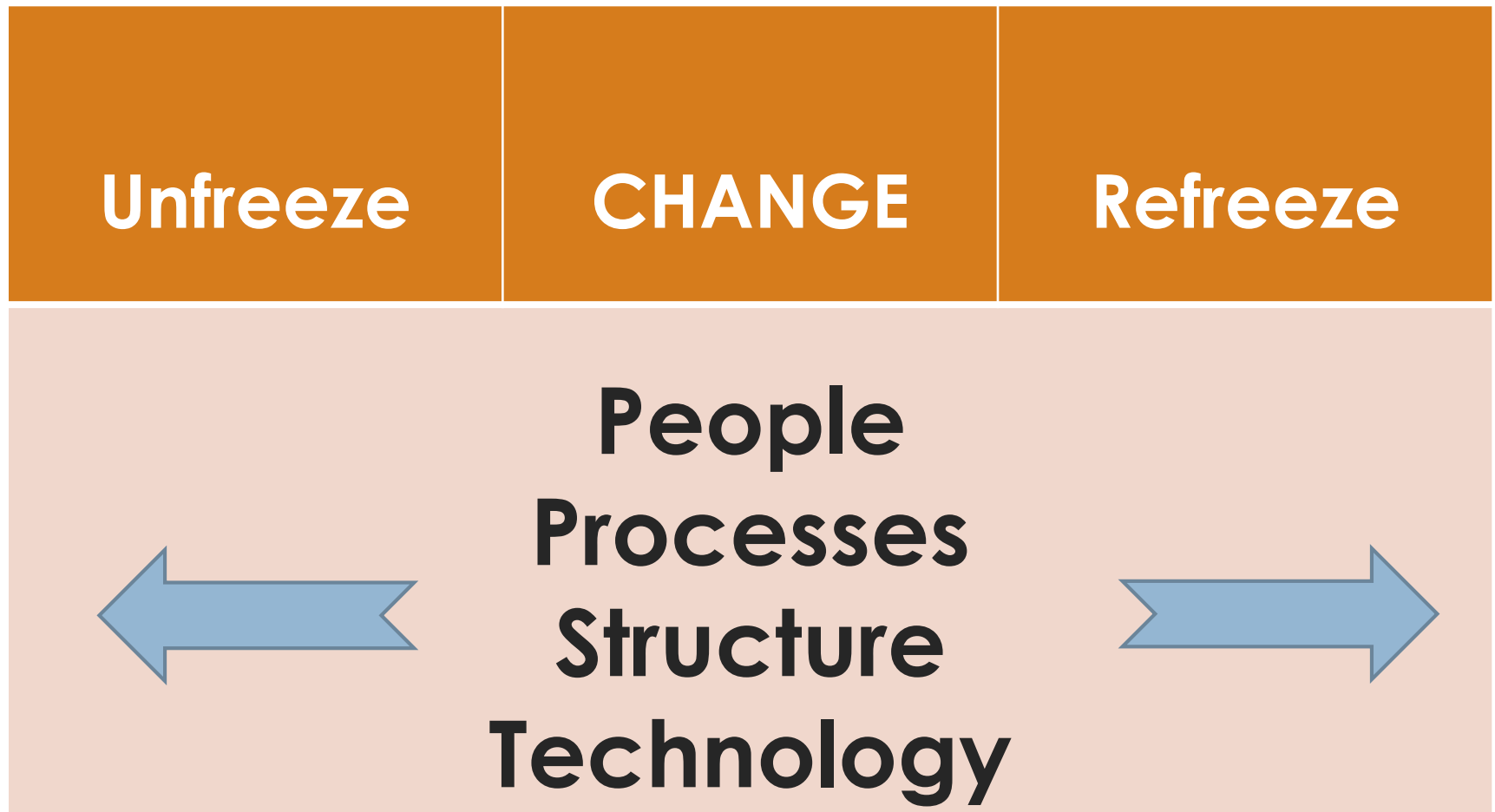
Sarv Girn, RBA's CIO

“Australian bosses have an unprecedented responsibility to confront the so-called ‘digital disruption’ caused by new technology or face possible extinction”

**WHAT CAN
YOU DO?**



Lewin's Change Theory



Lewin's Theory of Change

- ◆ **Unfreeze** – create motivation
- ◆ **Change** – empower people into new ways of working
- ◆ **Refreeze** – sense of stability
- ◆ Consider 4 elements of people, process, structure and technology

Unfreeze

1. Determine what needs to change
2. Gain upper mgt commitment
3. Create the vision and plan
4. Manage and understand concerns and doubts

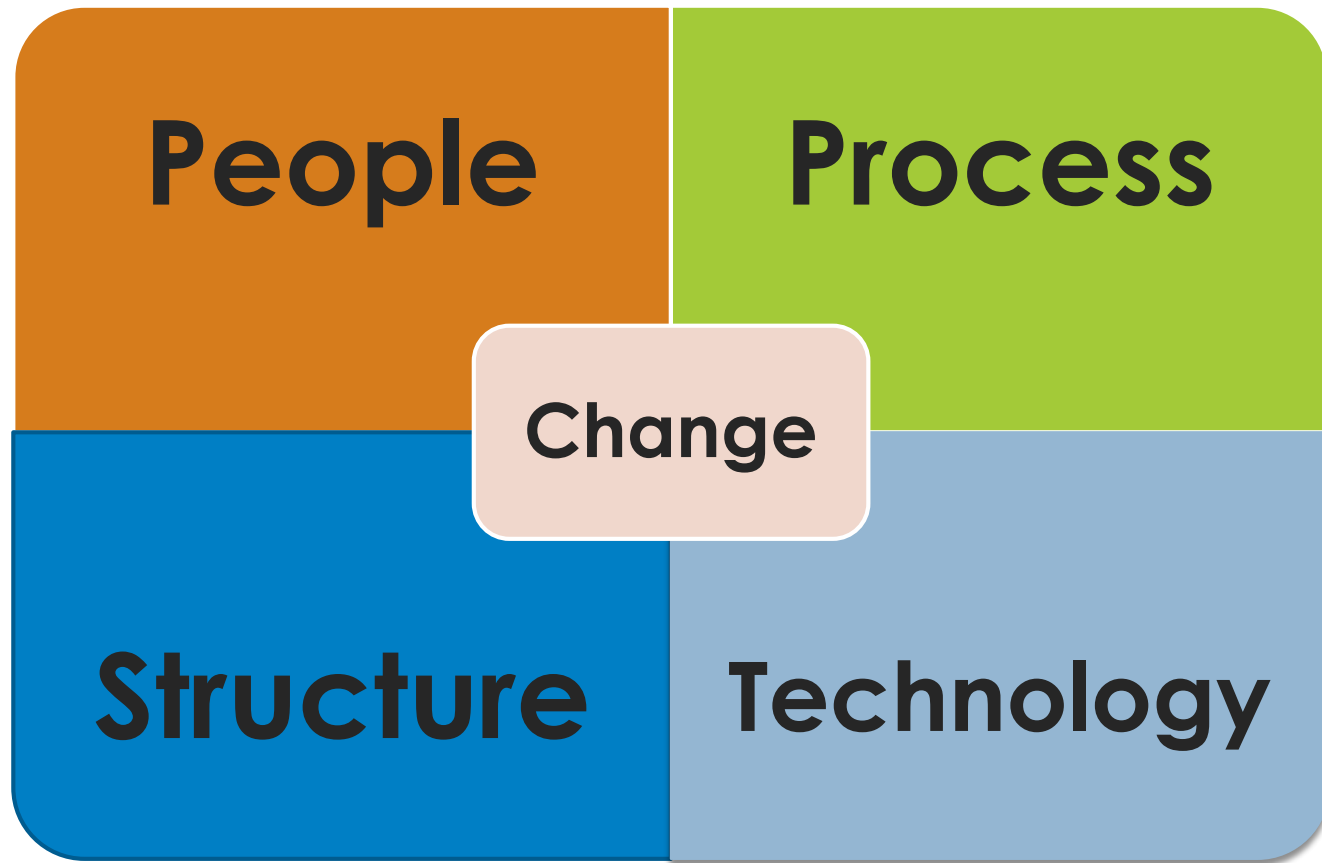
Change

1. Communicate often
2. Dispel rumours and resolve problems
3. Empower action
4. Involve people in the process
5. Generate short-term wins to reinforce the change
6. Negotiate with external stakeholders

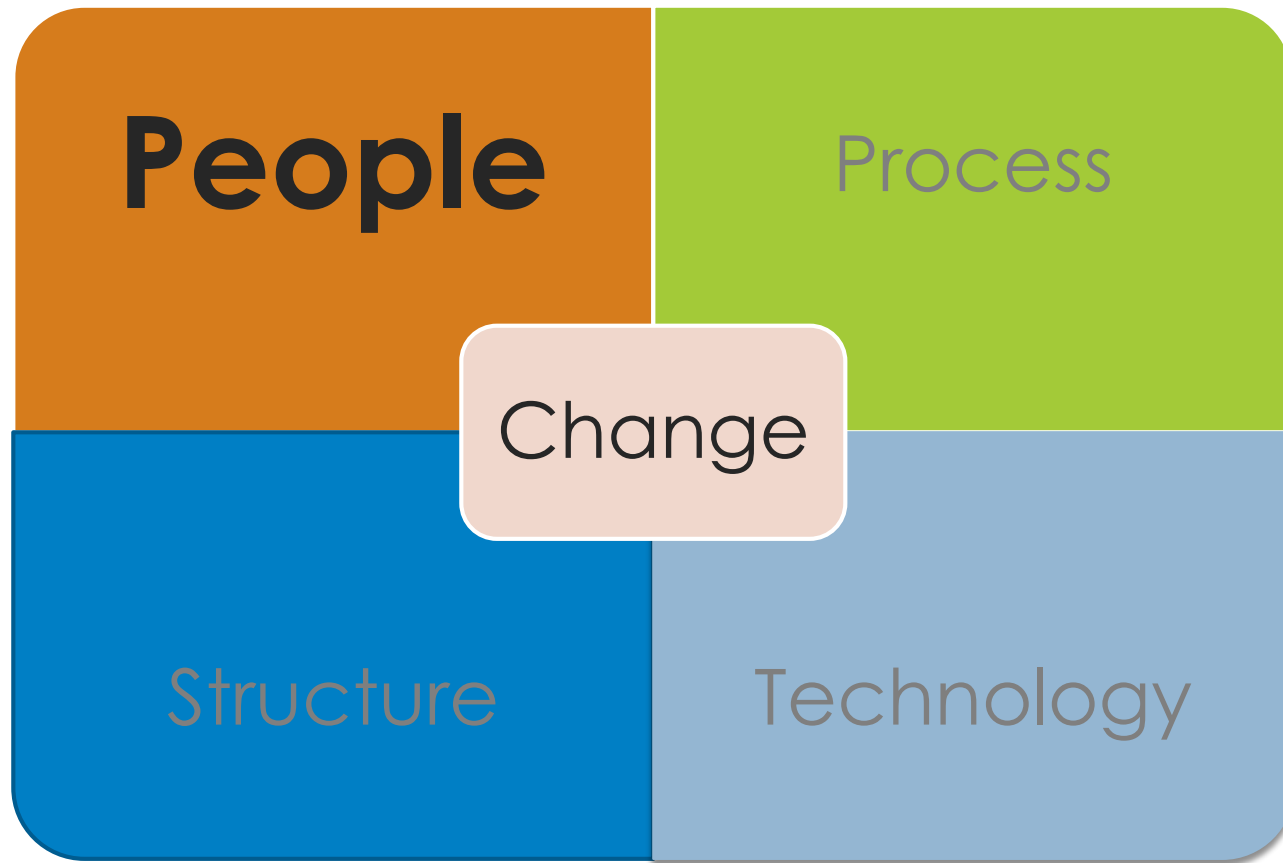
Refreeze

1. Anchor the changes into the culture
2. Develop ways to sustain the change
3. Provide support and training
4. Keep everyone informed and supported
5. Celebrate success!

Change Model



Change Model



Employee Engagement

- ◆ Employee Engagement: 2012 Benchmark Study, Right Management noted that:
an effective employee engagement strategy is paramount to achieving organisational success and reaching company goals.

Consider People

- ◆ Scope their work
- ◆ Engage with teams
- ◆ Ongoing communication and collaboration
- ◆ Training and development
- ◆ Weekly work planning
- ◆ RASIC

Case study: Faculty

- ◆ Small number of professional staff
- ◆ Scoping activities
- ◆ RASIC activity
- ◆ Review staff PDs
- ◆ Staff engagement and consultation
- ◆ Consider organisational groups

RASIC

Core Functions

The buttons show the RASIC and Skills rating for each Core function. Scroll to the right.

of Activities

Roles

RASIC

Skills Ratings

This shows the skill rating for each task.

View

Admissions

9

Senior Administrative Officer

Timetabling

18

Manager Academic Services

Prizes & Scholarships

10

Project Officer

Facilities

10

Secretariat Team

Examinations

5

Opportunity for Improvement

Course and Subject Management

15

Single Point of Weakness
One person responsible with no one supporting that activity.

Results Management

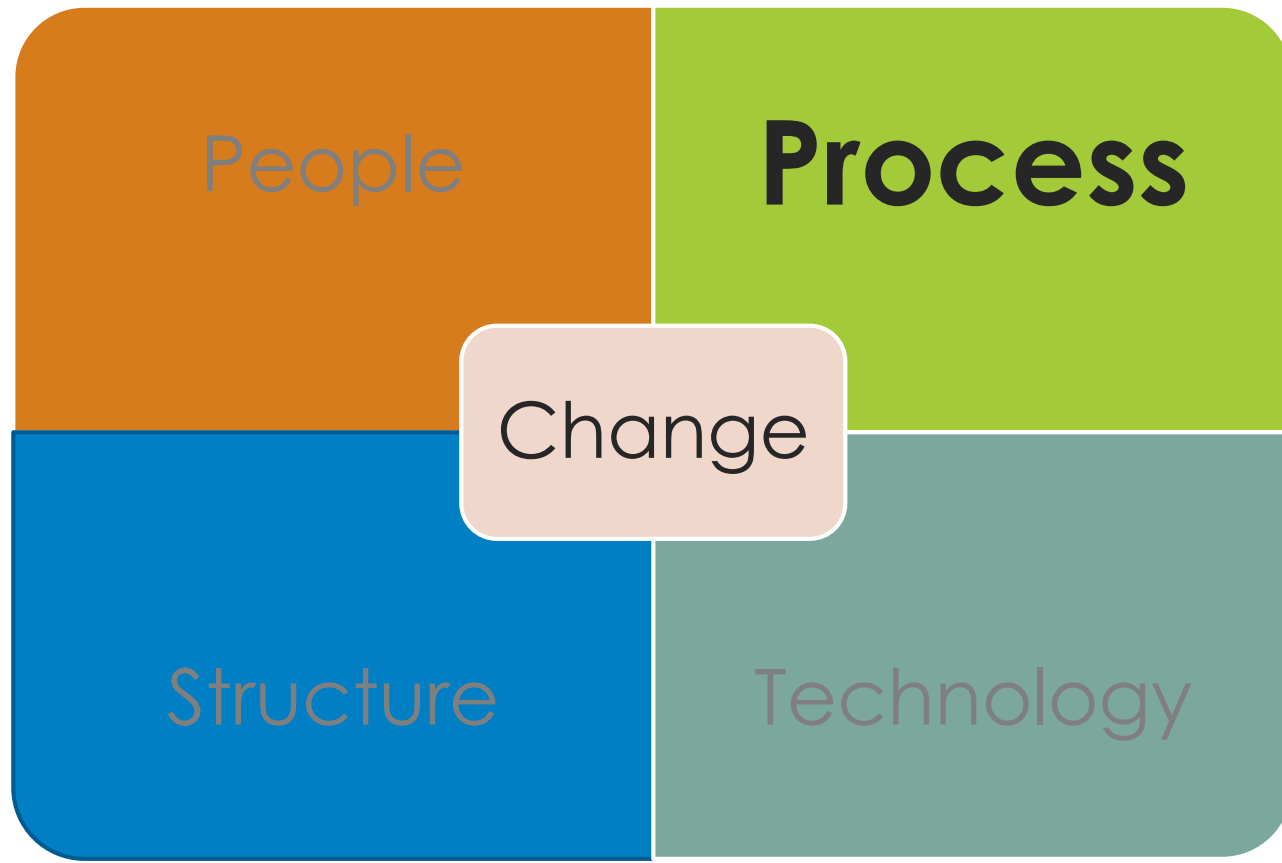
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View

Graduations

4

Change Model



Consider Processes

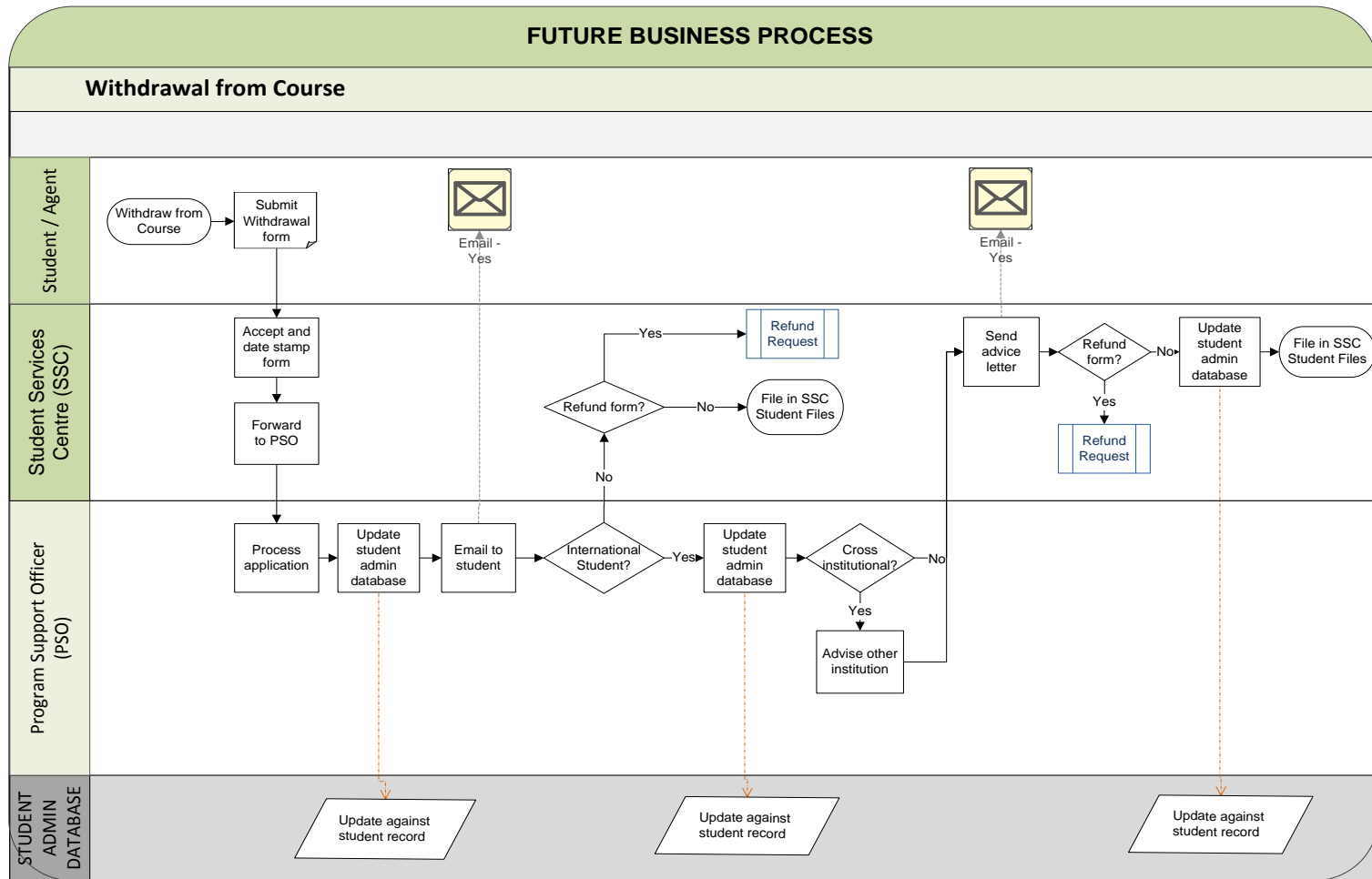
- ◆ Holistic view
- ◆ Process integration with policy and systems
- ◆ End to end process
- ◆ Consistency and collaboration
- ◆ Sharing ideas, learning about problems and issues

Process Mapping Workshops

- ◆ Ask Why at least 5 times!
 - ◆ Determining triggers
 - ◆ Discussing issues
 - ◆ Working out the **ROOT** cause of a problem

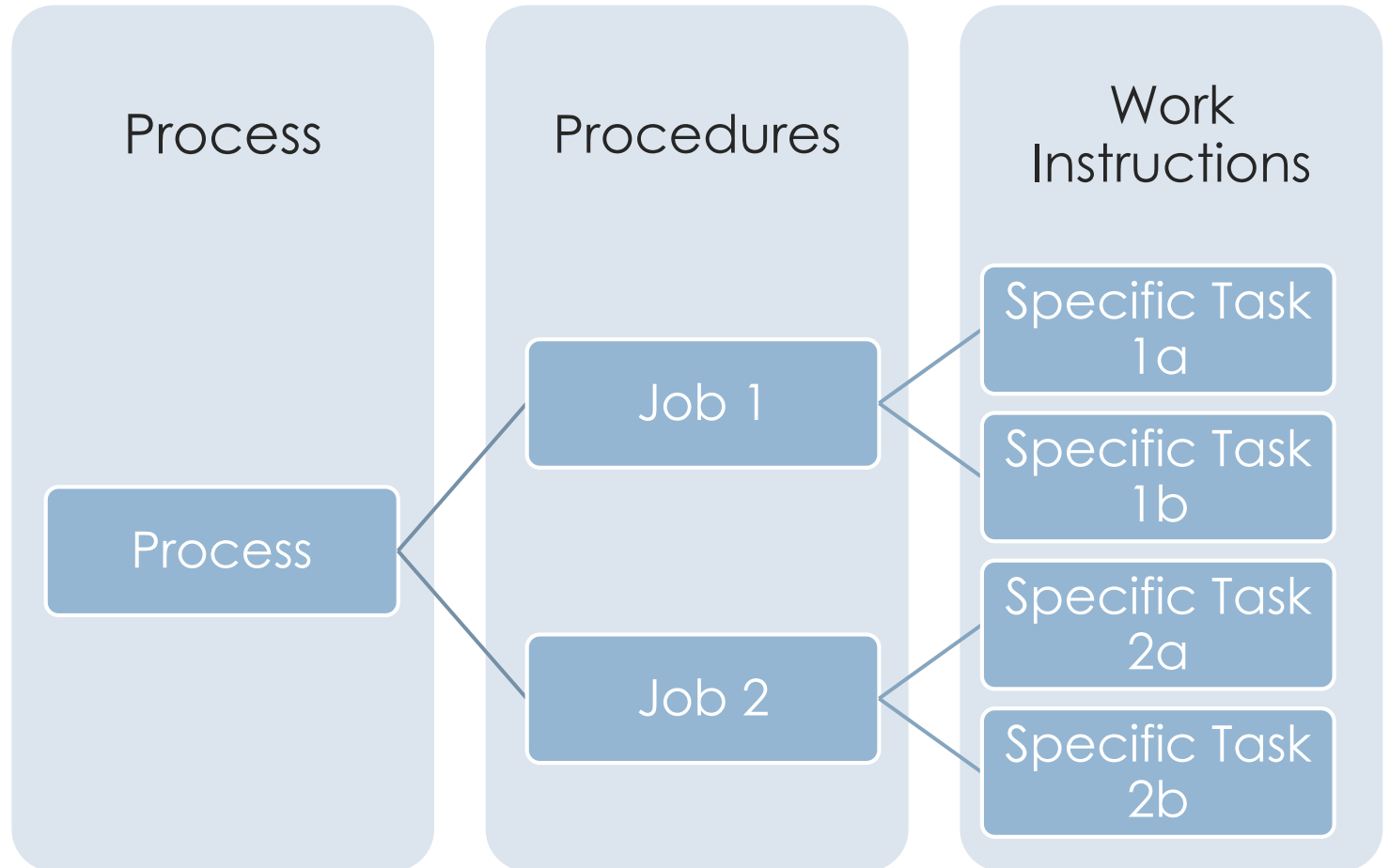


Features of a process map



Information Gathering Levels

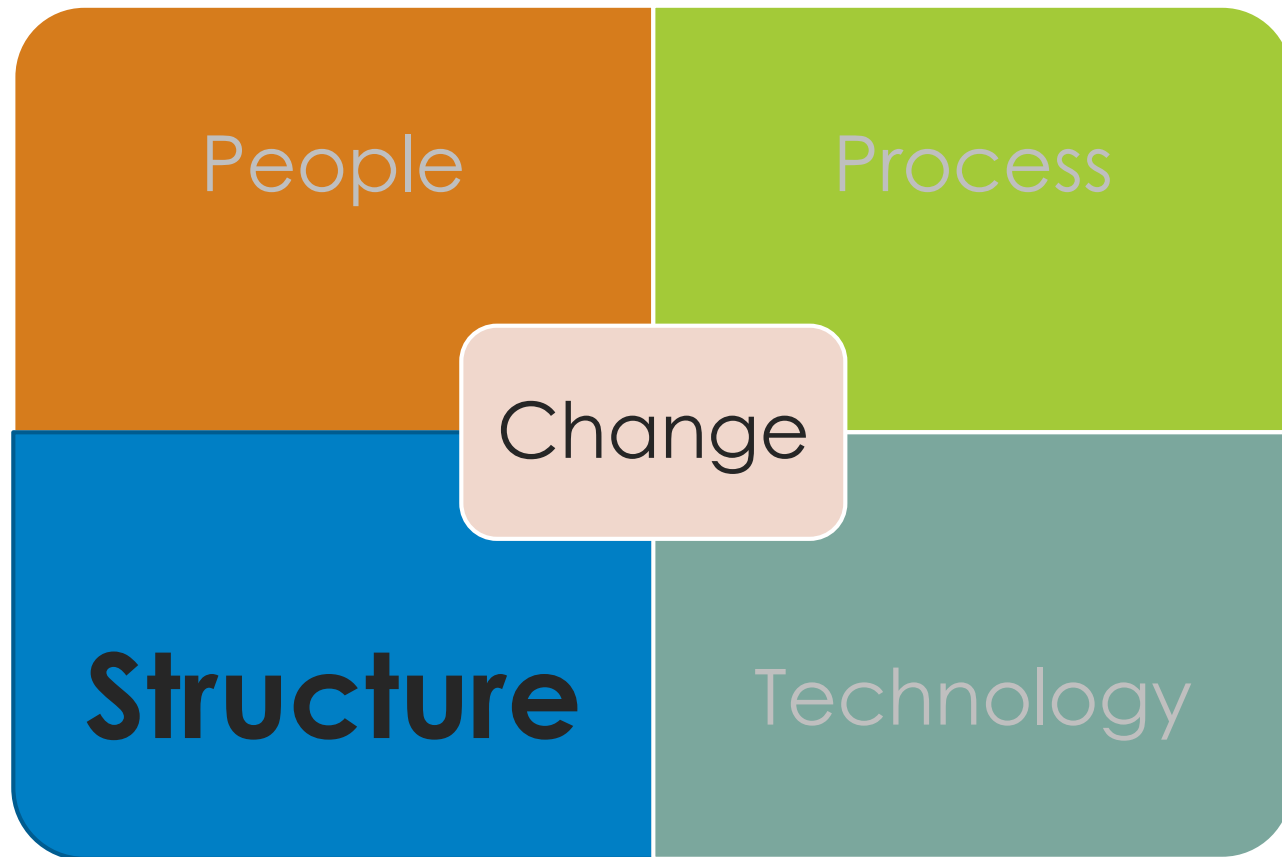
POLICY



Case study: Leeds Met Uni

- ◆ Leeds Met + 5 other regional unis
- ◆ 2000 health service providers
- ◆ 12,000 – 18,000 placements per year
- ◆ 18 disciplines in Health Sciences
- ◆ Shared process with 6 unis
- ◆ Greater collaboration

Change Model



Consider structure

- ◆ Decentralisation of services to students and staff
- ◆ Centralisation of enterprise services
- ◆ Integrate functional areas
- ◆ Consider matrix approach

RASIC

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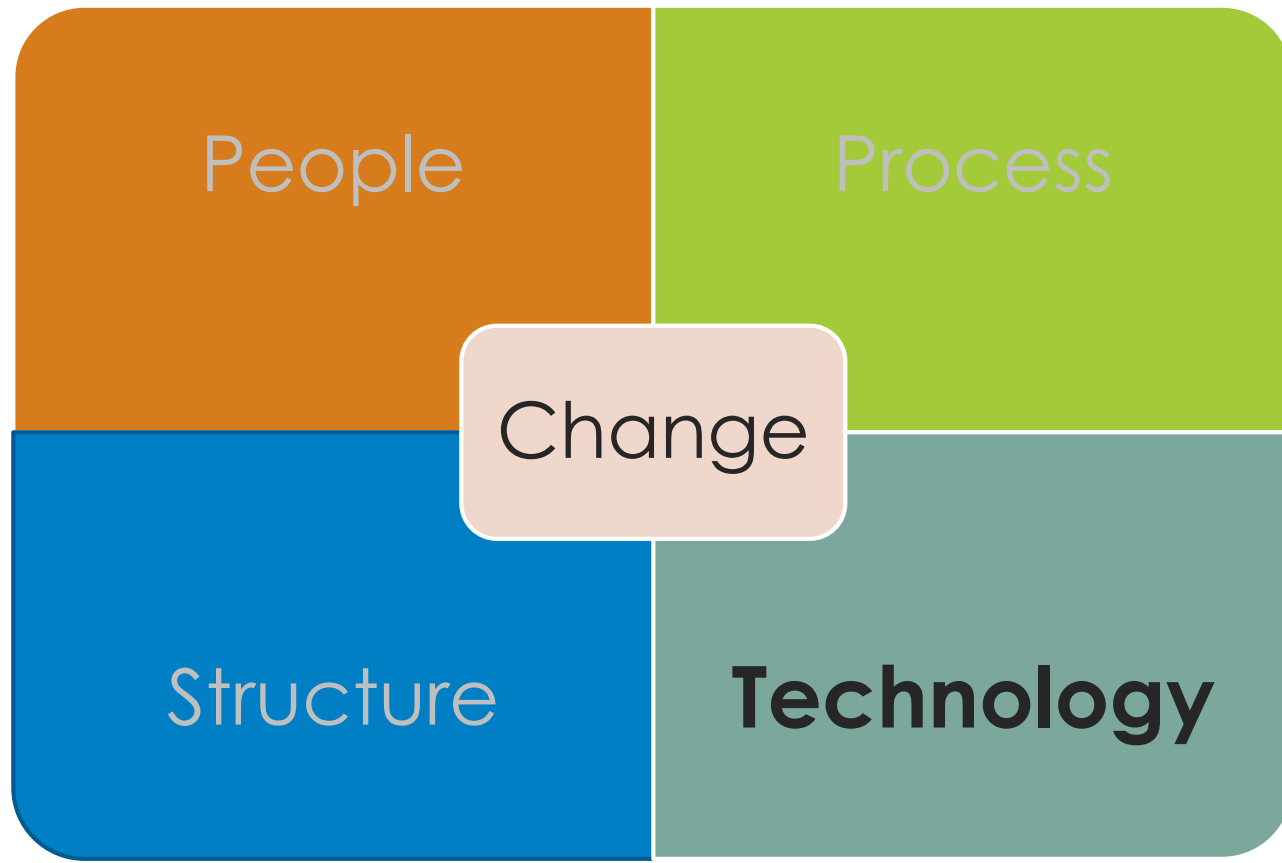
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Case Study - Education Group

- ◆ Merging of 8 colleges on 5 campuses
- ◆ New structure
- ◆ New ways of working
- ◆ Staff integration
- ◆ Consistent systems, term dates, terminology
- ◆ Bring the people with them
- ◆ Better quality outcomes

Change Model



Technology

- ◆ Mobile friendly
- ◆ Online forms and workflow
- ◆ Enhanced databases
- ◆ Portals
- ◆ Cloud technology
- ◆ Social media
- ◆ Not in isolation
- ◆ Enabler, not core solution



Online and mobile

- ◆ SharePoint 2013
- ◆ Outlook
- ◆ Skype
- ◆ Yammer
- ◆ Go to Meetings
- ◆ Discussion Boards
- ◆ Apps



Case study – Student Mgt System

- ◆ Regional area
- ◆ Managing accommodation and transport
- ◆ Consider process first
- ◆ Designed technology to fit the process
- ◆ Ongoing enhancements to meet student needs
- ◆ Considered staff roles

Change begins with you....

Write down:

- ◆ 1 thing you can change *next week*
- ◆ 1 thing you would like to change *within 3 months*
- ◆ 1 thing you would like to change *in a year*

THANK YOU

GRACIAS
ARIGATO
SHUKURIA
JUSPAXAR
DANKSCHEEN
TASHAKKUR ATU
YAGHANYELAY
SUKSAMA
GRAZIE
MEHRBANI
MERCİ
BOLZİN
MERCİ
BIYAN
SHUKRIA
TINGGI

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