

Concurrent Session G
Tuesday 1 September
1.30pm – 2.20pm

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30 Aug – 2 Sep 2015
Novotel North Beach Wollongong



Session 2

Developing a Competitive Edge through a 'Flipped' Approach to Change.

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DVE Business Solutions

Dianne van Eck has been a Director at DVE Business Solutions (DVE) since founding the company in 2007. Previously she worked at UniSA for ten years in a variety of university wide project roles as well as diverse Faculty roles. During the past 7 years, DVE has worked with many organisations across Australian and New Zealand to improve people, processes, structures and systems by delivering a variety of project management, process improvement, technology and training projects. DVE also undertook the role of ATEM Central Region Secretariat from 2009 to 2013.

Dr Judy Szekeres has recently joined DVE Business Solutions after twenty five years working in various capacities in Higher Education institutions. Her last full-time role was as College Director at the South Australian Institute of Business and Technology (SAIBT). Her previous roles included General Manager, Student Services at Adelaide University, Division Manager in the Division of Business at UniSA, and Deputy Director of the Co-op Program at UNSW. Prior to that she was a teacher of music and maths in a number of different high schools. She completed a Doctorate in Education at UniSA in 2005 and has been a regular contributor to the ATEM journal and TEM conferences.

Most change processes are conducted the wrong way around. Managers decide that something isn't working well, or they need to save money and they undertake structural change before looking at processes. We are all familiar with the endless rotation between centralisation and decentralisation. This creates a cycle of change within an institution which often doesn't achieve what the organisation really wants. It can be debilitating for people; it affects their focus away from day to day work and costs a lot of money. It is, in effect, an unsophisticated way of changing an organisation's desired objectives.

With some changes where the outcomes include loss of long-standing employees, the subsequent loss of corporate knowledge results in the institution making the same errors over and over again. So the 'big wheel' keeps on turning for no apparent good.

We suggest that this approach be flipped – when things are not working well it's always process that should be looked at first and roles, responsibilities and structure emerge from revised processes. Process review begins at the very heart of operational activities – where staff at the lower levels often know better than anyone what is working well and what isn't. So advocating for a 'bottom up' approach to systematic changes provides a more sustainable longer term solution.

Using Lewin's Theory of Change which looks at people, process, structure and technology, we will present some tangible options to enable systematic change in the workplace. This will include discussion of theoretical underpinnings, business process improvement (BPI), how to look at roles and responsibilities out of the BPI, how this might dictate structure, and how to develop a comprehensive set of documents which help embedding of new roles and responsibilities into the workplace.

Change management needs to be repeatable and systematic to ensure that people don't

waste time, energy and money on unnecessary structural change. Institutions that can conduct change processes in a systematic way with little loss of work time and corporate knowledge can undoubtedly gain a competitive edge.