



Organisational Change

(Leadership – Culture – Change)

Leadership Development Network

Malcolm Wright
National Manager
Planning & Change Management



Centrelink's Purpose

**Serving Australia by assisting
people to become self-
sufficient and supporting those
in need**





Bali bombing October 2002



ACT bushfires January 2003



Victorian Bushfires February 03



Tsunami December 2004



London bombings July 2005



Bali bombings October 2005


Cyclone Larry, March 2006





Deconstructing a crisis

**What are the hallmarks of
how Centrelink achieved
these extraordinary results?**





How do we make it happen?

- **What?** - Setting a vision & goals/priorities
- **How?** Governance & Accountability
- **Doing?** Planning & Reporting
- **Who? Leadership** – Creating the climate & communicating
- **Doing?** Managing the **change**(s) & communicating
- **Making it stick?** Embedding in the **culture** & communicating




Centrelink's Outcome Statement

Access to Government services that effectively support:

- Self-sufficiency through participation in employment, education, training and the community;
- Families and people in need; and
- The integrity of Government outlays in these areas



Centrelink Strategic Priorities 07/08

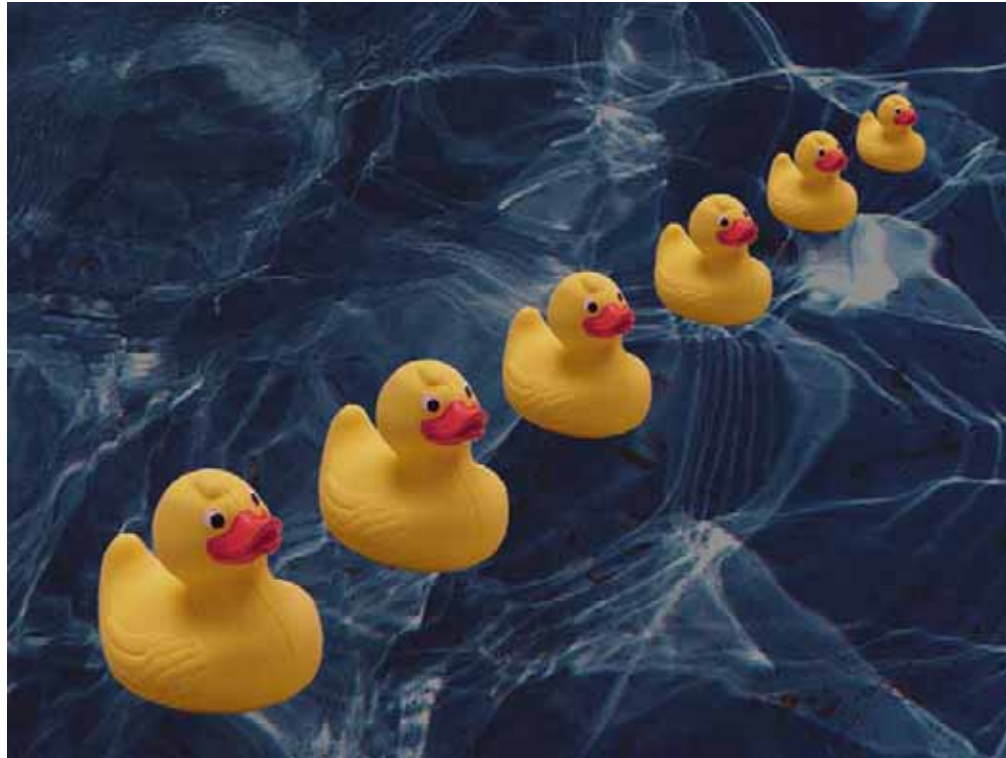
- Implement Access Card to help customers individualise their service offer
 - Demonstrate United Leadership and teamwork at all levels
 - Attract, train & retain skilled people to deliver customer outcomes
- 



Centrelink Strategic Priorities 07/08

- Improve access to services by implementing the Integrated Service Delivery Network
- Continue to build confidence in our service delivery costs, resource management and business processes
- Build better connections with the community

What is Governance?



Getting your ducks in a row



What is Governance?



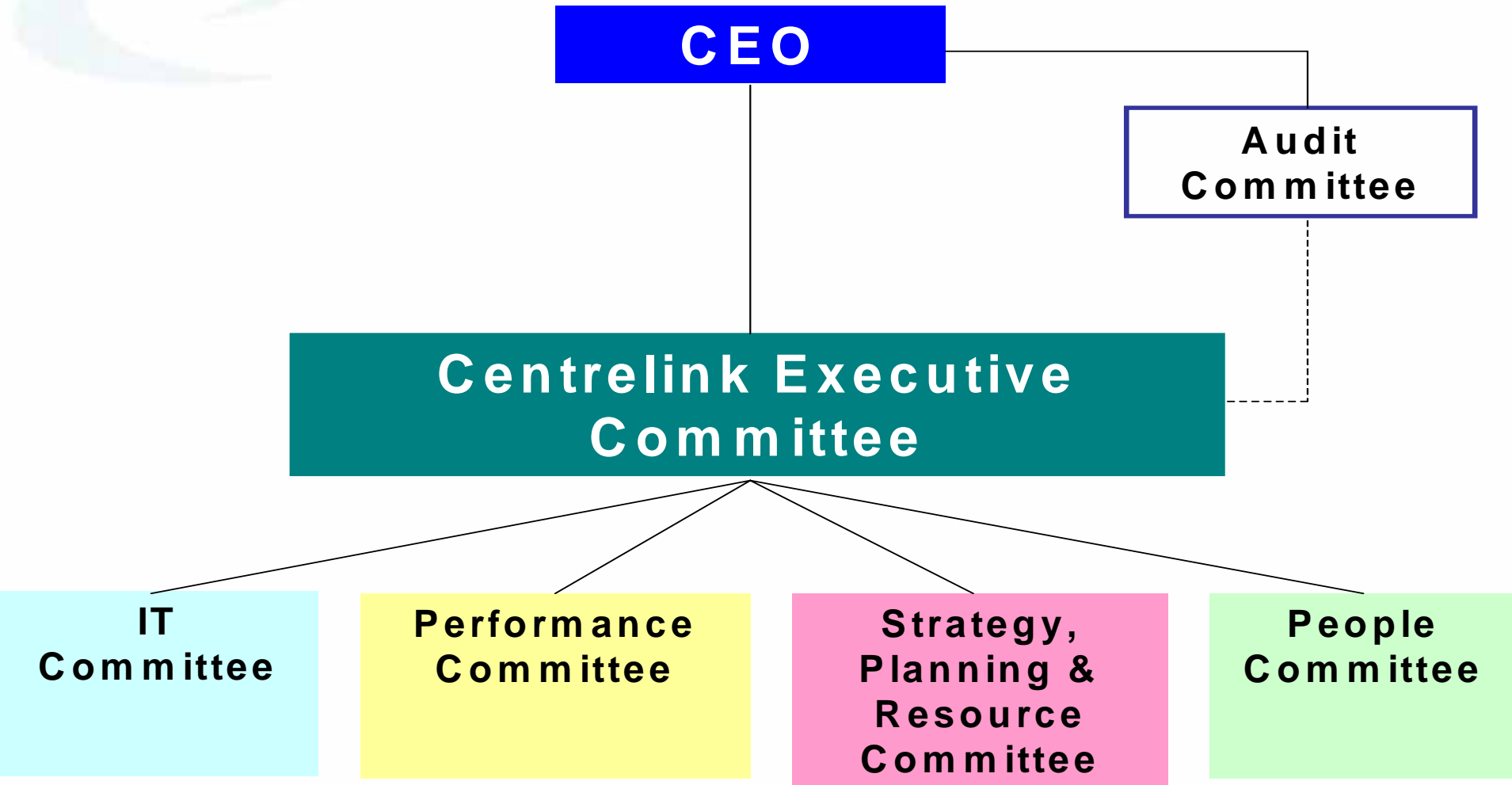
The processes whereby decisions important to the future of an organisation are taken, communicated, monitored and assessed - Bartos



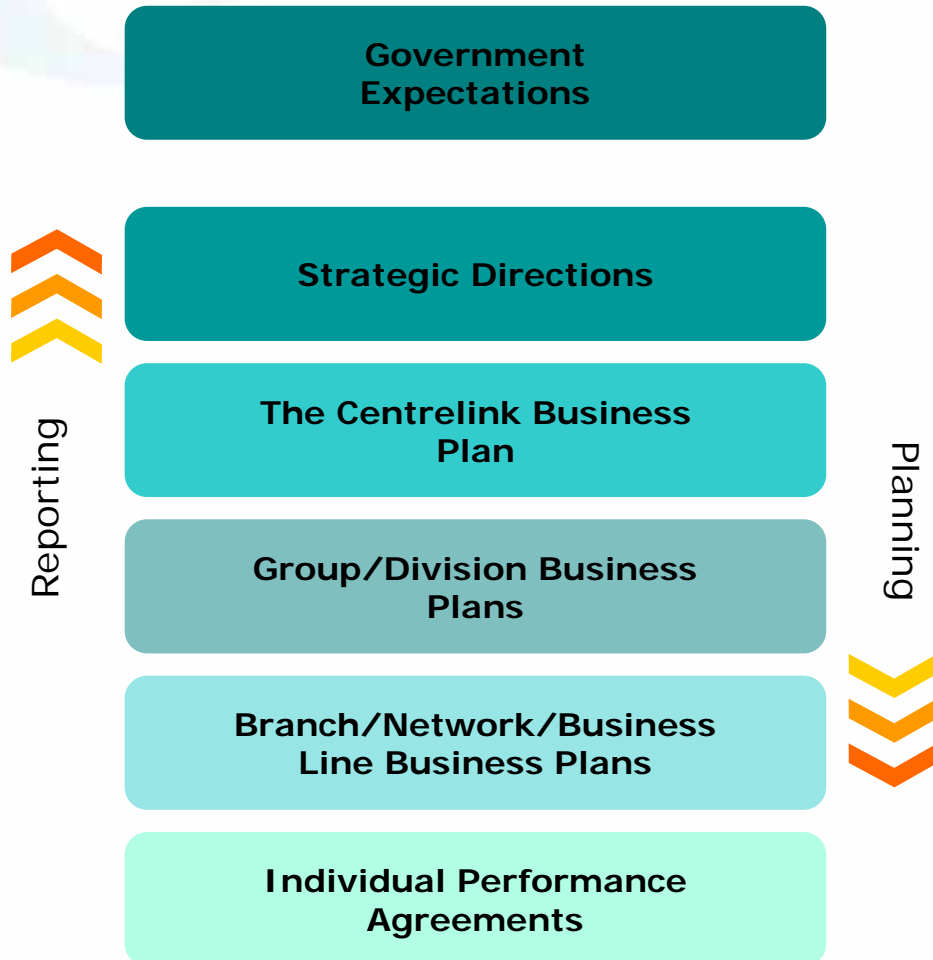
Governance & Accountability

- Personal ownership of the CEO and his messages and actions to support this.
- Minister's Statement of Expectations & CEO's Statement of Intent
- Each "Intent" allocated, to an individual GM
- Incorporated into Group, Division, Area & Branch business plans through a facilitated cascade process.

Strategic Committees



Planning & Reporting



Centrelink Planning Framework shows the link between individuals and achieving Government Expectations!



The link between goals & leadership

- To achieve a **goal** a **change** must occur
- For **change** to occur, a **decision** must be made
- For a **decision** to occur, a **choice** must be made
- To make a **choice**, a **risk** must be taken
- To encourage **risk** taking, a supportive **climate** must exist
- A supportive **climate** is demonstrated by day-to-day **leadership** behaviours...



Some Australian Change Management Statistics


50% of CEOs & Senior Executives state the 3 fundamental problems of failed change programs include:

- Lack of shared vision/understanding core objectives.
- Mis-alignment of corporate objectives.
- Lack of accountability/performance measures.



Some Australian Change Management Statistics

More than 25% of CEOs & Senior Executives state the 3 biggest obstacles to change in organisations include:

- Cultural resistance.
 - Little short term result.
 - Slow speed of change.
- 



Some Australian Change Management Statistics

85% of CEOs & Senior Executives state that culture is fundamental in the change process.





Evolving Centrelink – moving from managing change to leading change

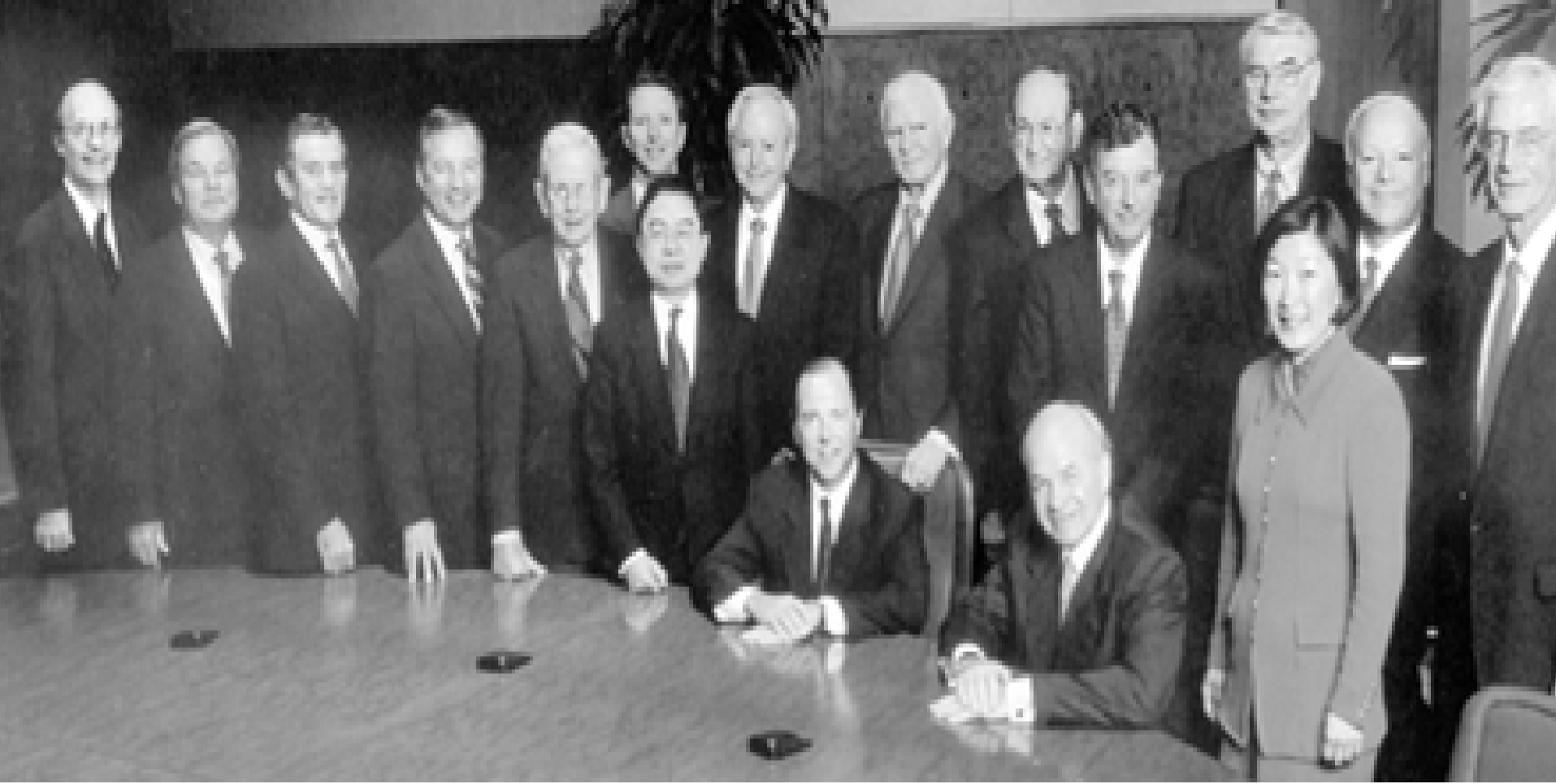


They say the fish rots from the head . . .

- Leadership is the key to creating a great organisation.
- When we look to diagnosis corporate culture, the first thing we must look at is leadership.
- A high performance culture needs strategically focused leadership which operates with integrity.









Centrelink Culture Model 2006

1.
Supportive
environment
& interactions

2.
Change
resilience

3.
Communication
& delivery
excellence

4.
Admirable
senior
leadership

5.
Respect for
customers

6.
Social
contribution

7.
Job stability
& consistency

8.
Customer
care

9.
Flexibility
& ethics

10.
Willingness to
speak up

11.
Commitment to
Centrelink
purpose

12.
Responsiveness
to customer
complaints

13.
Insufficient
manager
guidance

14.
Internal
politics &
inconsistency

15.
Lack of
decision
independence

16.
Blame seeking
disunity

17.
Structural
ignorance

18.
Insufficient
systems
training

19.
Lack of
consultation
from NSO



Leading Change

CEO Leadership Dialogues

- Part of our response to the findings of the Organisational Change survey conducted in mid 2006.
- The survey showed a need to focus on better consultation from NSO and better leadership communication.
- We also need to address some negative elements in the survey around ‘structural ignorance’ and ‘blame seeking disunity.’

CEO Leadership Dialogue Series - Overview



All participants have the opportunity to raise issues that are important to them and their local teams in an informal environment.


CEO Leadership Dialogue Common Themes from Staff

- **United leadership**
- **Change management**
- **Communication**
- **Relationships**
- **Quantity vs. quality**
- **NSO and Area consultation**
- **IT system issues**
- **Recognition that we need to be less transactional and more customer focused**





Centrelink Change Management Framework

- Assess the need for change
 - Generate Executive buy-in and create the leading team
 - Define the change vision and implementation strategy
 - Communicate, communicate, communicate
- 



Centrelink Change Management Framework

- Empower broad based action & establish infrastructure for change
- Generate short-term wins
- Don't let up – Consolidate gains
- Anchor new approaches in the culture
- Evaluate the Change process

What Can go Wrong?

**NOT
HAPPY AS
LARRY**



Lots can go wrong!





What are we doing? Improving Customer Service

Our 8 key areas of focus for improving the customer experience are;

- **C**onnecting customers and community;
- **U**ser friendly paper communications;
- **S**taff attitudes and knowledge;
- **T**imely and consistent service;
- **O**pen to future customer needs;
- **M**anage mistakes and complaints;
- **E**nvironment of the CSC; and
- **R**ight door (access services through options in channels/locations)



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**Good Leadership,
Supportive Culture &
Engagement/Communication
=
Leading Successful Change!**