

DEVELOPING A COMPETITIVE EDGE THROUGH A 'FLIPPED' APPROACH TO CHANGE.



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INTRODUCTION

Why this paper?

Structure before process

Flipped approach

Competitive or not?



This presentation

- ◆ Why process first?
- ◆ Typical 'Top Down' approach
- ◆ Why the 'Flipped approach'?
- ◆ Some Theory
- ◆ Two case studies
- ◆ Competitive edge



Why process first?

- ◆ Impetus for change
 - ◆ budget savings
 - ◆ service improvement
- ◆ What does the workplace need to look like in 3-5 years time?
- ◆ Objectives of institution and work required to support that
- ◆ Think about the processes first



"So after 2 years, our R+D team has come up with THIS process."

Start

Finish

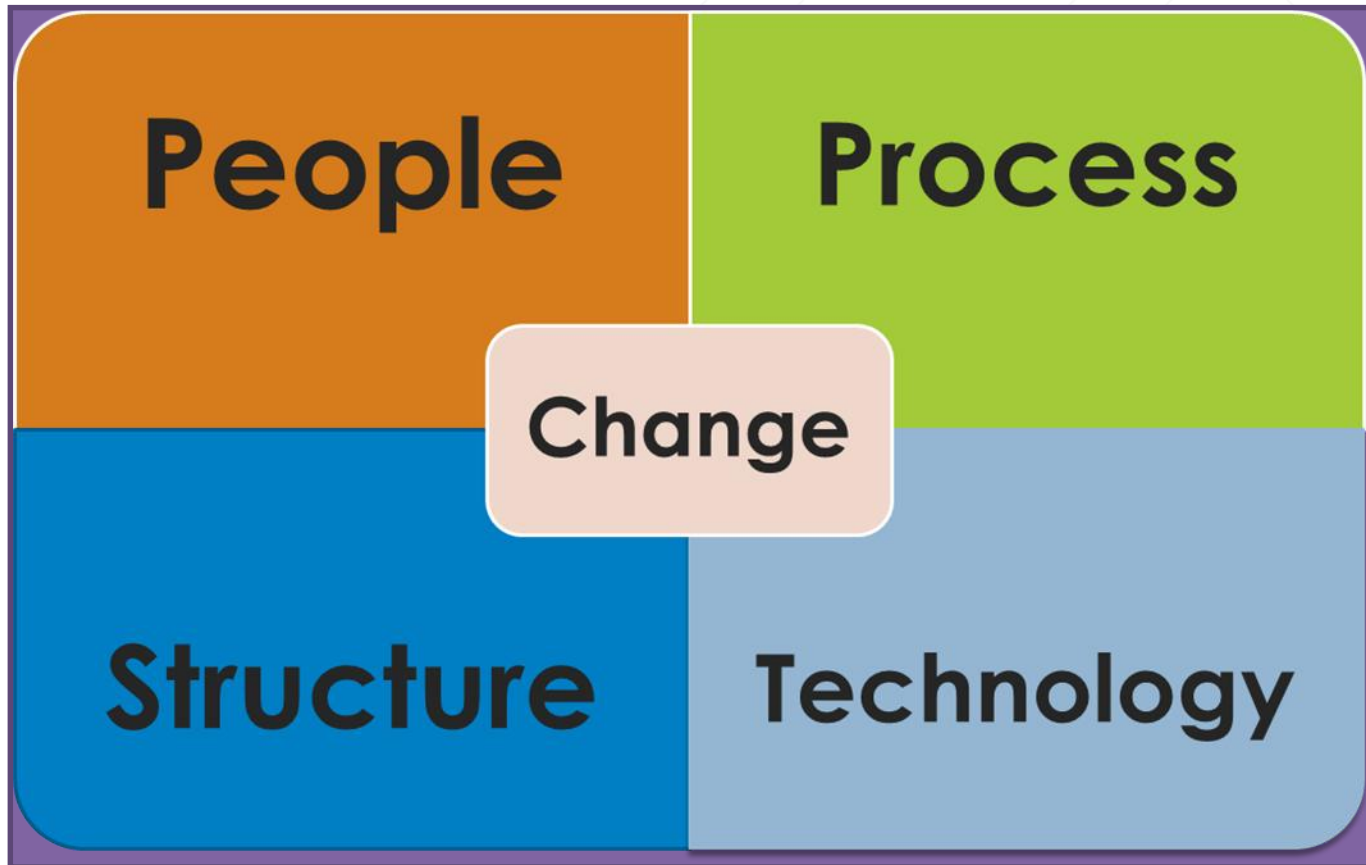
E.A.

Typical 'Top Down' approach



- ◆ Structure is the main driver
- ◆ Processes are not considered
- ◆ Staff consultation feedback or ideas not included in final outcome
- ◆ Manager does not have an open mind
- ◆ Systems and technology are ignored

Change framework



Results of 'Top Down' approach



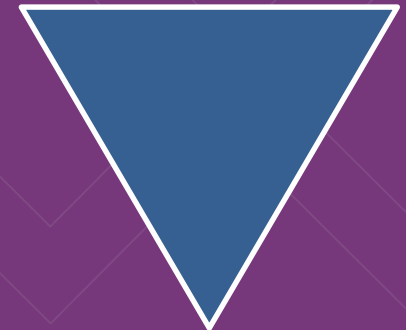
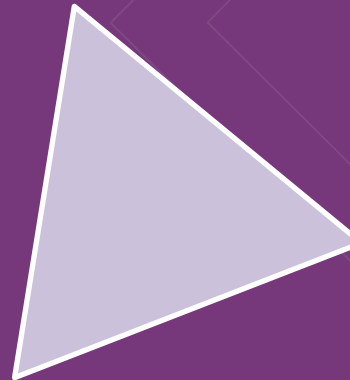
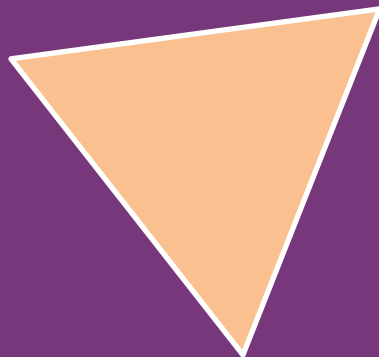
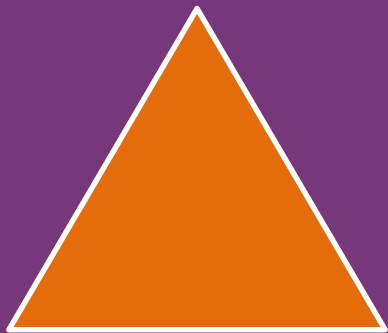
PEOPLE: disengaged, disenchanting

PROCESS: misaligned, not reviewed

STRUCTURE: meets operational needs,
not service needs

TECHNOLOGY: Does not match new
process

Why the 'Flipped Approach'?





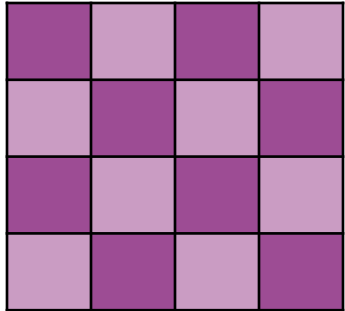
Features of 'Flipped approach'

- ◆ **People** are genuinely consulted
- ◆ **Process** is at the heart of change
- ◆ **Structure** is a consequence
- ◆ **Technology** is considered
- ◆ Manager has an open mind
- ◆ Management approves

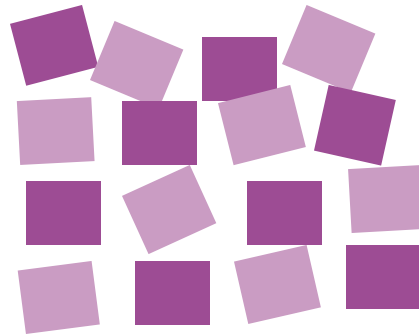


How to achieve a competitive edge?

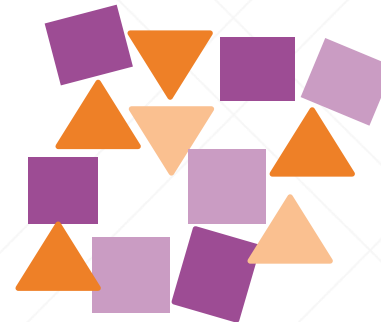
Lewin's Change Model



Apparent
equilibrium



Unfreeze

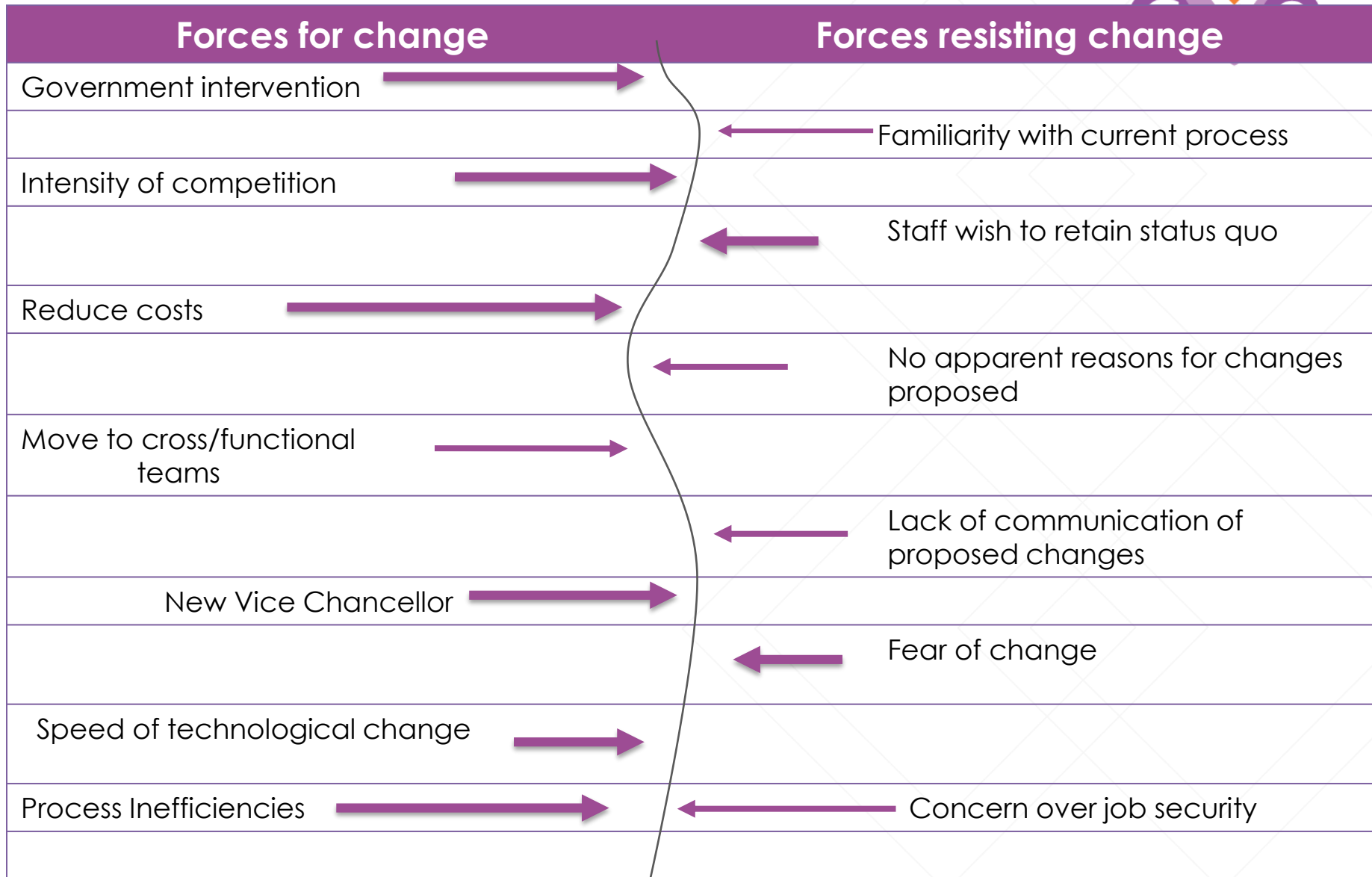


Change

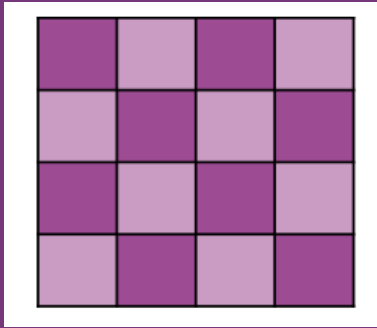
Refreeze



Forces for and against change



POSITIVE CHANGE



Case Study 1

Faculty Change

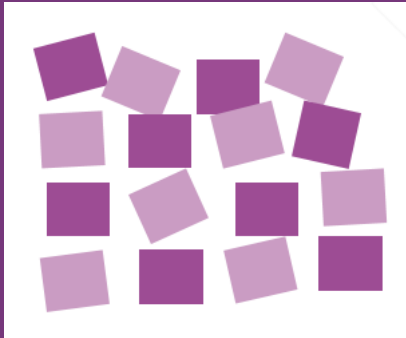


Context

- ◆ Faculty
- ◆ 50 admin staff; 110+ academic staff
- ◆ 5 Schools - few admin staff
- ◆ Administrative change + academic change
- ◆ Project managed (DVE)
- ◆ Principles:
 - ◆ No net job losses – possibly more staff required
 - ◆ Reduce admin work for academic staff
 - ◆ Make sure the structure supports the processes



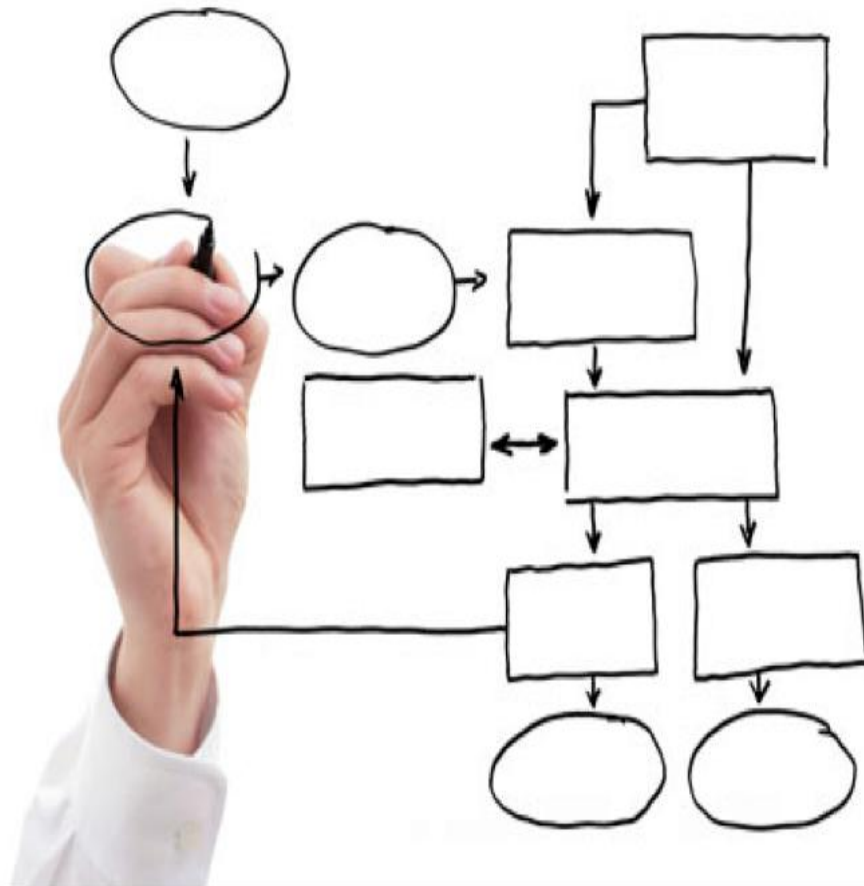
"IMPLEMENTING THESE CHANGES WON'T BE EASY.
WE'RE PRETTY SET IN DOING THINGS THE WRONG WAY."



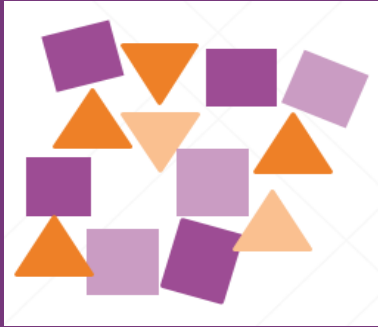
UNFREEZE

1. Communicate with staff – forums, workshops
2. Scoping – roles, processes (RASIC)
3. Process review (Visio mapping)
4. Consider the technology
5. Conceptual design for new structure (by consensus)

PROCESS REVIEW



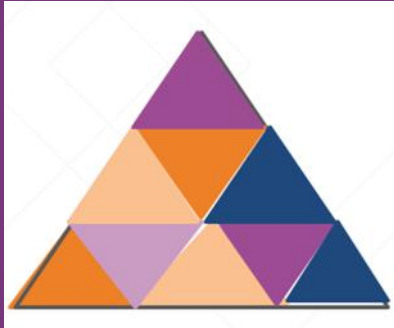
- **12 high priority processes**
- **4 months**
- **2 workshops/week**
- **24 workshops**
- **70 – 80 staff**
- **20 academics**
- **As-Is & To-Be**
- **Lots of fun!**



CHANGE

-
1. Change Plan and Communication Plan
 2. Formal v informal consultation
 3. Feedback process
 4. New structure & positions confirmed
 5. Transition and Implementation Plan





REFREEZE

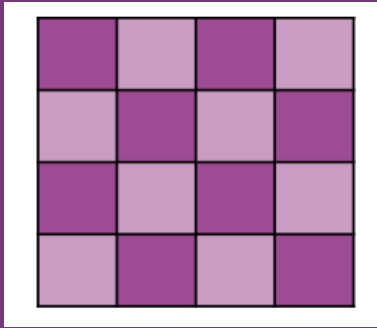
1. Implementation
2. Embed new processes
3. Transition staff into new roles
4. Training and development activities
5. Communicate results

Kotter's Model of Change



Quick Wins

- ◆ Staged approach
 - ◆ Structure today
 - ◆ Structure tomorrow
 - ◆ Structure in 6 months
- ◆ Staged processes
 - ◆ Processes that can be changed immediately
 - ◆ Others need time for systems to change
- ◆ Don't wait for perfect!



Case Study 2

Organisation Change



Context

- ◆ Organisation
- ◆ 35 admin staff; 105 academics
- ◆ 1 College
- ◆ Administrative and process change
- ◆ Principles:
 - ◆ Improve efficiency and service levels
 - ◆ Ensure structure supports processes



New processes

- ◆ Create the climate for change
- ◆ Enable and engage the organisation
 - ◆ Review of processes
 - ◆ Review of roles as a result
- ◆ Implement and sustain the change
 - ◆ Process maps and work instructions
 - ◆ New Position Descriptions
 - ◆ Competency Framework

Results of 'Flipped' approach



PEOPLE: Engaged, feel valued, understand roles and responsibilities

PROCESS: Linked to new structure & roles; fully mapped & documented

STRUCTURE: Organised to meet service & business needs

TECHNOLOGY: Gain clarity over impact on processes; may need to be adapted



Competitive Edge

- ◆ Systemic and organized
 - ◆ Project management approach
- ◆ Engaged staff
 - ◆ Ongoing communication
 - ◆ Improved performance
- ◆ Do not repeat the same mistake
- ◆ Maintain or increase productivity

FLIPPED APPROACH

PEOPLE

PROCESS

STRUCTURE

SYSTEMS

A large, solid orange arrow pointing to the right, containing the text 'COMPETITIVE EDGE' in white, bold, uppercase letters.

**COMPETITIVE
EDGE**

DVE White Paper



'How to Overcome the 7 Administration Roadblocks Holding Your University Back'

Email for your copy today

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Q & A

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