

Managing Organisational Change

The GFC reminded us that 'the only thing sure about change is that it will happen'.

We hear that Australia has largely weathered the GFC, but it certainly registered on our radar – both in business and in the cuts to public sector employment. Those of us in long-standing businesses know that we've learned our best lessons from changes we can't control, such as new customer spending patterns, or suppliers that stop producing our favourite products. So we build resilience into our business model, teach our staff to look outward, and are more careful with cash flow.

But... we forget to manage change within the organisation. As a rule, human beings are happiest when they are working in 'known systems', which means we automatically gravitate to doing the same things in the same way. Even exciting, fluid companies battle with inertia – if you give people an outcome to achieve, 90% of the time they will use an old, tried-and-true method. While this may be good for efficiency, it doesn't position us for change – and as we know, 'change is inevitable'.



Think about the last time you had to make a big change in your organisation. You might have had to change a key staff member, or adapt equipment or personnel to cater for new market demands, or tighten up your structure or systems after a period of rapid growth. Almost certainly you remember the event that caused the change, but have you learned from the 'ripple effect'? Did the known unknowns eventuate?

Or did you leap into the frightening realm of the unknown unknowns? Now that the dust has settled, did the change fix the problem or just create new ones?

Kristine Peters, Principal Consultant at KPPM, has been helping organisations through change for 20 years, and in that time, she's discovered that it's the simple principles that work best:

- ✓ If you know what you want, you'll get there more quickly
- ✓ Make a good plan and stick to it
- ✓ It will probably get worse before it gets better
- ✓ Change isn't just for other people, reconsider your own views and be flexible
- ✓ Look after your people, they're the ones making the money
- ✓ Communicate, communicate, communicate (about the right things!)
- ✓ And most importantly - keep it simple: simple is *not* stupid

Perhaps the hardest lesson in this list is the one about changing yourself. Change that is regarded as other people's problems is doomed to fail – yes, even if you bring in a consultant (shock, horror). As an outsider, there is only so much we can do. We can work directly with your staff, we can create an effective organisational structure, develop protocols and systems, and support you through sticky situations – but we can't make it happen. Change is an internal process, and organisations that manage change best are those that make planning, implementation and review a high priority.

"Change is the Only Constant" Heraclitus (535 BC - 475BC)



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If you haven't already done so, check out our website:

www.kppm.com.au



Talking about change... how many elections can you have in one year?

Those of us who follow local government have just had a most entertaining month with the South Australian Local Government elections held in November. We've seen young mayors elected in Adelaide City and Unley, and big changes across many councils – with a sweep of new Councillors replacing long-standing incumbents. The recently-introduced Caretaker Period preceding the elections seemed to work well, and is likely to create an easier transition for the new Councils which have had their first meetings over the past couple of weeks.

We wish all new Elected Members well and hope they manage to take a break over Christmas (perhaps get into their background reading - of newsletters for example!) because 2011 will be a steep learning curve.

Christmas Office Closure

Please note that KPPM offices will be closed from 17th December 2010 to 10th January 2011. If you need to contact us during this time, try Kristine's mobile - 0409 603 663 (but don't expect a quick answer!)

Good Quotes from our website

More examples of the daily quotes that have appeared on our website www.kppm.com.au

The first forty years of life give us the text: the next thirty supply the commentary
Arthur Schopenhauer

It's easy to make a buck. It's a lot tougher to make a difference. **Tom Brokaw**

Any change, even for the better is always accompanied by drawbacks and discomforts **Arnold Bennett**

Just as a puppy can be more of a challenge than a gift, so too can the holidays **John Clayton**

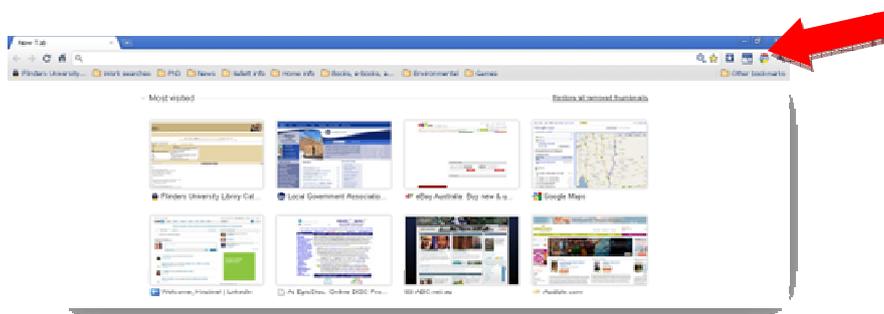
Gifts of time and love are surely the basic ingredients of a truly merry Christmas **Peg Bracken**

IT Tips that will improve efficiency

We're not really IT nerds, but we do confess to a touch of 'early adopter'. A couple of good programs that have come across our radar recently...

If you're a Google fan - and who isn't? (the *real* IT nerds will be shouting 'ME!' at this point) - you've probably found Google Chrome. I love it because it's visual and easy to use. But for a long time I moaned about not being able to save a group of tabs – so if I'd been searching and had several tabs open, I had to reconstruct them next time I wanted to open this group again. Well, stop moaning Kristine, you just have to think differently! Google provides *Extensions*, which allow you to add features and functionality to your browser: <https://chrome.google.com/extensions/?hl=en>, or just search 'Google chrome extensions'.

There are hundreds of extensions available, but for business use, we've found Chrome Bookmarks Manager a real asset in keeping bookmarks in order; Recent History a quick way of finding recently-used pages; and (best of all) Session Buddy to save multiple tabs (yay!).



Our other software find has been **Dropbox**, a free fileshare application that automatically synchronises each time it's used. So a group of people can access the same file using the dropbox web application, and the most recent version of this file is saved in a dropbox folder on your computer. Of course you still need to manage version control by saving important documents to your normal folder system, but it saves e-mailing around files when there are a group of you all working on the same document. If you want to know more about dropbox, check out the www.dropbox.com website.

Note that our report on these applications is based on our own (non-expert) experience, please check them out thoroughly before you use them.

What we're working on at KPPM at the moment.....

- Planning for the City of Tea Tree Gully's Youth Innovation Centre.
- Induction sessions for Elected Members at the City of Onkaparinga.
- Business planning: Pleatopia.
- Customer Services Model at Rivergum Homes.
- Community engagement and team development at UraniumSA.
- Business development at Workzone.
- Outdoor Markets Strategy for the Adelaide City Council.
- Economic Development Support for the City of Unley.
- Consultation regarding Heavy Vehicles in Port Adelaide for the Department of Transport, Energy and Infrastructure.

Copy Me

Feel free to make copies of this KPPM Newsletter for your office colleagues or others who may be interested in learning more about Change Management or the work of KPPM Organisational Strategists.

Using DiSC Personality Profiles to Get the Best out of Your Team

Have you ever done a personality profile? I've done a number, and not long after I've completed them, I forget the detail (aficionados can probably pick the profile from this confession). As a result, we did a bit of research into profiles that were simple to use, easy to interpret, reliable and non-confronting. The online DiSC profile came up a winner on all of these categories. It takes about 15 minutes to complete and immediately generates a report so that the user can see the results of their test.

Based on the work of psychologist William Marston (1893–1947) DiSC uses word associations to classify individuals according to their levels of **D**ominance (power, control, assertiveness); **I**nfluence (sociality and communication); **S**teadiness (patience, persistence, thoughtfulness) and **C**onscientiousness (attention to detail, organisation). We've now used DiSC with hundreds of people, usually as part of a change or team development project.

The beauty of DiSC is that it provides an objective point of discussion about individual motivations and working habits so issues that could create tensions in the workplace can be raised and discussed with minimal emotion. DiSC can also generate a Group Culture Report that gives valuable insights into the strengths and weaknesses of your team. If you'd like to find out more about a DiSC report for your team, drop Kristine a line at kristine@kppm.com.au

Win a Bottle of Wine
We'd really like to know what you think of our new website - is it easy to navigate? What do you like? What could be better?

Please email any feedback to diane@kppm.com.au and all feedback will be put into a draw to win a bottle of wine. Thanks in advance....

www.kppm.com.au



KPPM's top tips for Christmas



- ★ A lot of Christmas deadlines are 'artificial' (because not much will happen in January), but get them out of the way so that you can start the year with fresh eyes.
- ★ A holiday is a holiday – if you're the kind of boss that likes to share your latest idea with your staff outside of working hours, give them a break, they'll appreciate your thoughtfulness.
- ★ Set aside a day in January to clean up your work space: don't just trash your old post-it notes, pull everything out and put it back where it works best, start the new year with an efficiency boost .
- ★ It's about family, so give yourself and your staff time to prepare, enjoy and recover.



Brickbats and Bouquets

Congratulations to Kim Edgar, Manager of VET Projects at Education Services Australia Ltd (ESA) who is the winner of our newsletter feedback draw.

Thanks for your feedback Kim, it was very helpful, and a bottle of wine will be winging its way to you in the near future!



BOO to the State Government for pulling funding for Business Enterprise Centres. KPPM is located in Todd Street Business Chambers – one of the business units of the North West Business Development Centre (where Kristine is Chair). While we acknowledge that not all BECs are providing the range and level of services of the NWBDC (our solid position is a result of great work by our General Manager Lyn Hay and a strategic, forward-thinking board), it seems a poor investment decision to pull funding of \$150,000 per annum when our return last year was \$67M in small business revenues and 1220 jobs. What were they thinking?



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Embracing Change: Workzone Traffic Control



**Workzone
Traffic
Control**

This issue, KPPM's featured client is **Workzone Traffic Control**.

The business of Workzone Traffic Control is all about managing change. They entered the industry when it was just taking off, driven (pardon the pun) by increased need for accountability and improved OH&S standards and in just eight years Workzone has grown to five times the size of the original business. During the same period, the traffic control industry has gone from a bunch of blokes with a ute and a few signs to specifically fitted out vehicles carrying out work that complies with Australian Standards, State (DTEI) legislation, OH&S laws, OH&S Compliance Standard 4801, Quality Assurance 9001 and Environmental Standards 14001.

Workzone Traffic Control's customers include the Department of Transport Energy and Infrastructure, Local Government, builders, and even window cleaners—in fact anyone who's working on or near roads. Apart from planned projects, they offer a quick response service and can have a team out to manage traffic at very short notice. The fast pace of the industry and Workzone's rapid growth means they must be prepared for change at all times.

Andrew White, Managing Director of Workzone Traffic Control, says "We believe the key elements of change management include educating all employees, clients and suppliers about our processes and *why* we do it the way we do. If our process is consistent we can provide reliable service even in a changing environment. If the reasons are understood, change is easier and more successful".

In this highly fluid business, it is essential to communicate - whether it is to educate staff about new standards or procedures or to work through a unique requirement with a client. To ensure each bit of learning is captured, Workzone actively seek feedback and build that feedback into their operations. As an example, the Workzone team have collected detailed information about the permit and approval processes in individual councils, which saves their customers time and money.

The lack of licensing, regulation and policing in South Australia means that anyone could set up a traffic control business, but most new companies are learning on the job— they don't know how to get a permit, or simply don't bother, and the industry is poorly policed, so the risk is passed back to the customer. What if something were to go wrong? What if there is an incident on the worksite? Can your traffic controller demonstrate compliance with correct procedures? Workzone has the **experience and professionalism** to give their clients confidence that the job will be done well, and there is none of the risk associated with unlicensed operators.

Good change managers provide services that are efficient, effective and safe.

Can you afford not to use Workzone?

Finally, all of us at KPPM would like to wish clients past, present and future a wonderful Christmas holiday, and we look forward to working with you, hearing from you or meeting you in the New Year!

Cheers!



Contact Andrew on **0404 041632**
andrew@workzone.net.au

