GETTING READY FOR CHANGE

'Building a cooperative culture'

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WHAT'S CHANGING?

- General fashion for governments to "reform"/"recommission" community services
- Employment services 2015-2020 exposure draft is consistent with the fashion
  o Likely to favour consortia and larger generalist providers
  o Change in the nature of frontline work – compliance vs support
  o Likely mix of outcomes for providers
    • Entry and exit of providers
    • Rearrange geographically

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LESSONS FROM THE PAST

- Tender round = Churn and waste within workforce

- Changing the job role matters
  - Psychological contract for existing workers
  - Early-mid 2000's – staff turnover rates of 20-40% across employment services
    - Partly a reaction to changing nature of work
    - Partly a reaction to job insecurity

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WHAT WE ALREADY KNOW

About Change….
- Most restructures make things worse for the organisation (disruption, disengagement of workers etc)
- How change is done matters
  - Workforce can't just be switched on and off between different ways of doing things
  - People need to commit
- Communication & consultation
- Culture
  - Trust
  - Cooperation
- Strategy to get to end point of new way of working, with engaged, high performing workforce

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CASE STUDY: NSW HOMELESSNESS

- 320 services reduced to 140 funding packages
- Tripartite (sector, government & union) commitment to minimise churn and waste of workforce
  - o Retain expertise and experience
  - o Maintain continuity of service for clients
  - o Look after welfare of workers
- New funding agreements provide for preferential employment of displaced workers
- Funding for transitional arrangements <u>plus</u>
- "Sector Employment Assistance Scheme"
  - o Jobs Australia contracted to deliver IR/HR information and advice and
  - o Sub-contracted EAP, career assistance and Jobs Board

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GETTING CHANGE RIGHT

1. Industrial Relations
   - o A bunch of rules that underpin what needs to be done when managing change
   - o Necessary but not sufficient for success
   - o Major risks if not taken seriously
   - o We'll look at that in the next session...

2. Human Resource Management
   - o Where the real action is
   - o Strategic approach to optimising how the workforce delivers the organisation's mission

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DEFINITION

'Change'

To make something different

'Change Management'

Transitioning individuals, teams and organisations to a desired future state

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CHANGE MANAGEMENT

Why is it important?

- Ensures the employee's capacity to adapt and work effectively and efficiently in the new environment;
- People's capacity to change can be influenced by how change is presented to them;
- The rationale is that if people understand the benefits of change, they are more likely to participate in the change, which in turn ensures success.

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DRIVERS
OF CHANGE

Internal	External
• New leadership • New strategy, new structures • New business model • Organisational growth • Redesign of roles • Change of location • New technology, new systems • Redundancies • Mergers • Change to employee terms and conditions	• Funding, grants and initiatives • Changes in legislation • Regulatory bodies • Levels of Government spending • Technology • Economic situation • Current and future political support • Demographics • Legislation in employment

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THINK
COMMUNICATION!

- Many leaders assume that if they communicate clearly with their employees, their job is done;
- Research tells us that we need to repeat messages 6 to 7 times before the message is cemented into the minds of employees;
- Builds awareness around the need for change;
- Communications should be designed to share the right message at the right time;
- Remember, key messages and the timing of those messages;

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NO COMMUNICATION!

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COMMITTED LEADERSHIP

The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number 1 contributor to change success.

When the best leaders work is done,
The people say "we did it ourselves"
Ken Blanchard

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RESISTANCE TO CHANGE

Two broad types of resistance can be considered:

- Resistance to the **content** of change - for example to a specific change in the tasks that need to be performed in a job.

- Resistance to the **process** of change. This concerns the way a change is introduced rather than the object of change, for example, management re-structure jobs without prior consultation of affected employees.

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SUCCESSFUL CHANGE

Imperatives:

- Have good plans to work from with clear objectives and tasks;
- Have compelling reasons for the specified change;
- Demonstrate strong change leadership and unswerving commitment at the senior management level;
- Insist on middle-management ownership of the process;
- Implement a program of ongoing communication and training;
- Provide access to expert resources and on-going support for change at the staff level;
- Measure progress towards the goals and continually adjust;

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THE BIG FOUR

For fast and effective change after the decision has been made:

1. Dissatisfaction
2. Direction
3. Over-confidence
   - Punctuated by periodic self-doubt and updating
4. Embrace the mess

From Pfeffer & Sutton (2006) Hard Facts: Dangerous Truths and Total Nonsense, Profiting from Evidence-Based Management, Harvard Business School Press

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REAR VIEW THINKING

"Change is the law of life, and those who look only to the past or the present are certain to miss the future"

- John. F. Kennedy

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REMEMBER

Change is ultimately about people,
If they don't change, nothing significant happens..

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And, potentially poses a

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BUILDING A CO-OPERATIVE WORKPLACE CULTURE

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ORGANISATIONAL CULTURE

What is it?

- Shared understanding of the organisation's mission;
- The values that guide decision-making and activity;
- The focus and management style of senior leaders;
- How employees think about their relationships with others;
- How the organisation conduct its day-to-day business;

The sum of these factors:

A distinctive organisational personality

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WORKPLACE CULTURE

Culture is the fundamental driving force behind a organisation's long-term success or failure…..


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WHY DOES IT MATTER?

Because it affects:
- What the organisation considers to be 'right'
- The attitudes of stakeholders to the organisation;
- What individuals consider to be appropriate;
- How they interact with each other in the workplace;
- The speed and efficiency of getting things done';
- The organisation's capacity for and receptiveness to change.

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IF IT'S
NOT RIGHT?

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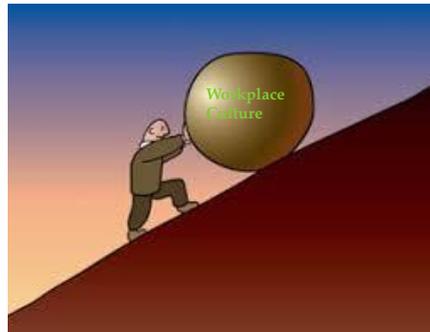
WORKPLACE
CULTURE

Culture is the environment that surrounds us at work all of the time.

Culture is a powerful element that shapes our:

Work Enjoyment

Work Relationships

Work Processes

Work Communications

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WORKPLACE CULTURE

Culture is the behaviour that results when a group arrives at a set of – generally unspoken and unwritten - Rules for working together!!

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LEVELS OF CULTURE

Levels of workplace culture	Examples
Attributes that can be seen, felt and heard (artefacts and behaviours)	Facilities, offices, visible awards and recognition, attire, rituals and routines, and how each person visibly interacts with each other and with those outside the workplace.
Professed culture (espoused values)	Organisational slogans, mission, values, and branding.
Basic assumptions	Elements of culture that are often unseen and usually employees are not aware these elements are present in their day- to-day interactions. **Unspoken rules !!**

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13

PEOPLE SHAPE
THE CULTURE

Personalities and experiences of employees create the culture.

Example:

- If most of the people in the organisation are very outgoing, the culture is likely to be open and sociable;
- If negativity about management and the organisation is widespread and complained about by employees, a culture of negativity, that is difficult to overcome, can take hold.

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PEOPLE SHAPE
THE CULTURE

Example:

- If there is evidence that depicts the organisations history and values throughout the organisation, people value their history and culture;
- If doors are open, and few closed doors when meetings are held, the culture is unguarded.

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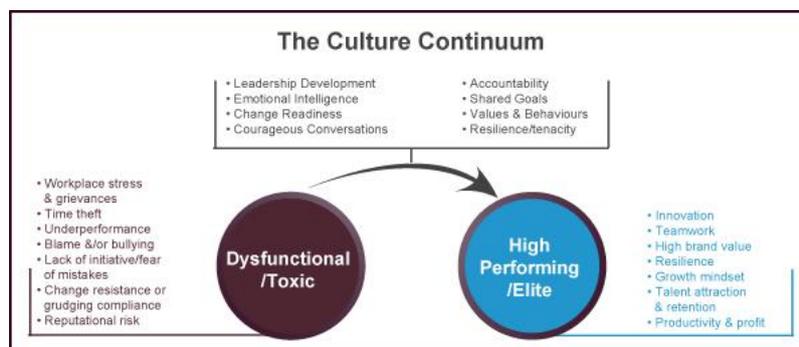Community Sector Industrial Relations

TROUBLE COMING?

When:
- Productivity declines;
- Passive resistance escalates;
- Active resistance emerges and sabotages any change;
- Valued employees leave the organisation;
- Morale deteriorates;
- Projects go over budget and past their deadline;
- Employees find reasons to avoid new ways of doing things or revert to the old way;
- Divides are created in the organisation between 'us' and 'them'
- The organisation builds a history of failed and painful changes

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CULTURE CONTINUUM

The Culture Continuum

- Leadership Development
- Emotional Intelligence
- Change Readiness
- Courageous Conversations

- Accountability
- Shared Goals
- Values & Behaviours
- Resilience/tenacity

- Workplace stress & grievances
- Time theft
- Underperformance
- Blame &/or bullying
- Lack of initiative/fear of mistakes
- Change resistance or grudging compliance
- Reputational risk

Dysfunctional /Toxic

High Performing /Elite

- Innovation
- Teamwork
- High brand value
- Resilience
- Growth mindset
- Talent attraction & retention
- Productivity & profit

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