



Government
of South Australia

Department for Manufacturing,
Innovation, Trade,
Resources and Energy

Organisational Change: Valuing Employees

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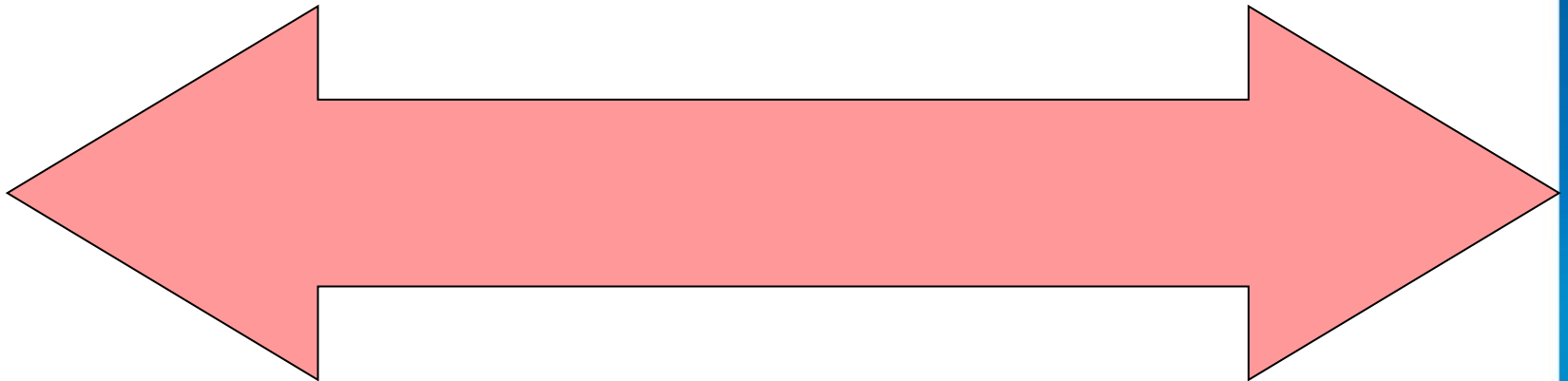


Type and scope of change

Developmental

Transitional

Transformational



The psychology of change management

Four conditions to changing mindsets

1. A purpose to believe in
2. Reinforcement systems
3. Skills required for change
4. Consistent role models

Source: Emily Lawson & Colin Price (2003) McKinsey Quarterly

Managing the process
versus **leading people**
through change and transition....

Adaptive Leadership

“The single most common source of leadership failure we’ve been able to identify...is that people, especially those in positions of authority, treat adaptive challenges like technical problems.”

Leadership on the Line: Ronald Heifetz and Marty Linsky (Harvard Business School Press, 2002)

Technical – Adaptive Challenges

Technical

- Requires Learning/implementing a practical, known solution
- Fix quickly to restore equilibrium
- Stay “inside” the task/problem
- Focus on bedding it down

Different styles of leadership and teamwork are needed

Adaptive

- Is about learning, experimenting to find new and better ways
- Requires changes in beliefs, assumptions, priorities
- An opportunity/need for the person/organisation to grow
- Likely to be uncomfortable for people

Adaptive challenges for HR

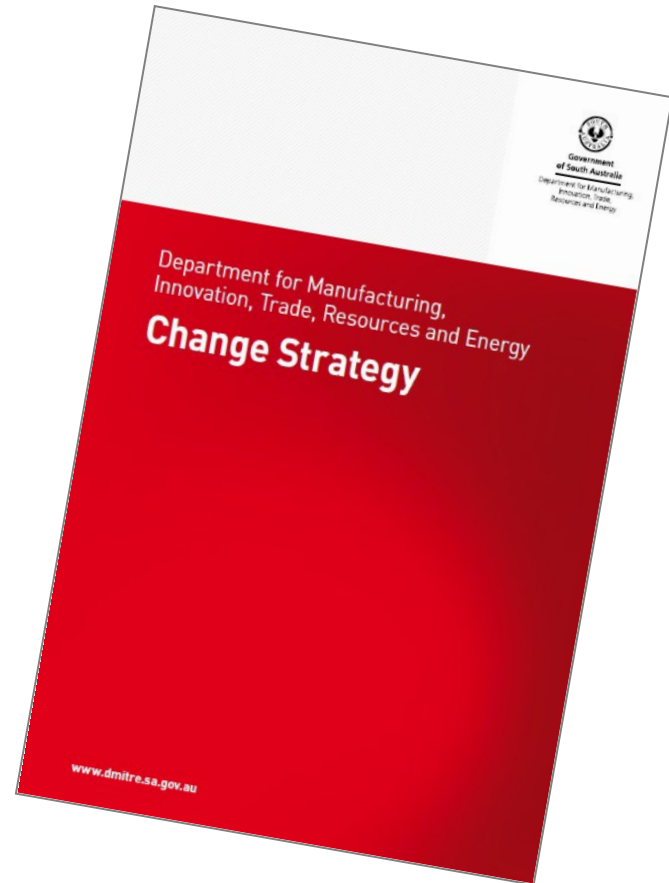
- Capacity to respond to change
- Aligning HR policy, principles & practices with strategy
- Performance Management & Development culture fostering a leadership culture of regular interaction & feedback
- Explicit workforce strategy/planning linked to organisational strategic plan
- Commitment to organisational learning to be adaptable to changing demands
- Developing leaders' capacity to care for people to become an employer of choice and retaining the right people

Establishment of DMITRE

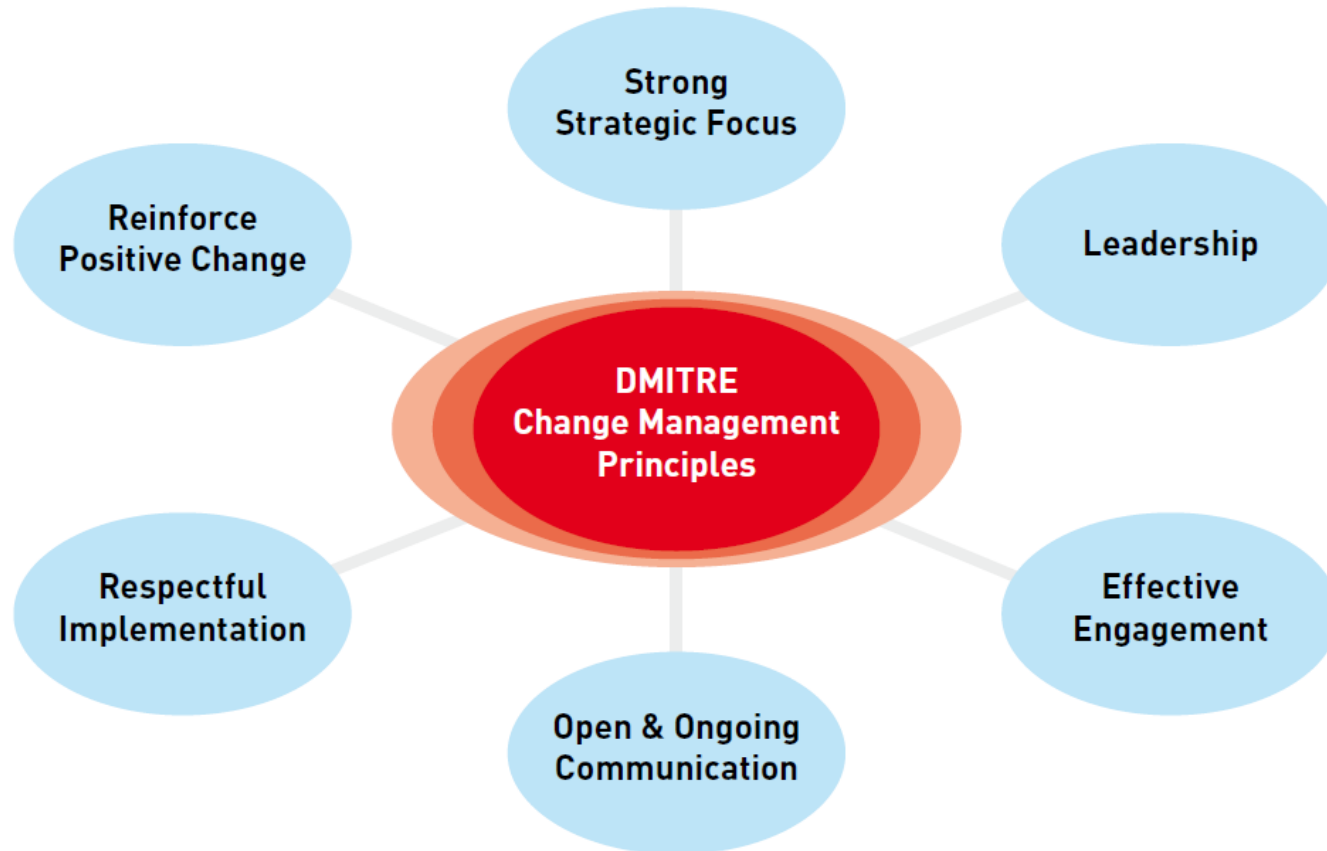
- Merged entity
 - Former DTED, Minerals & Resources, Energy and Renewable energy
 - High expectations
- Transformational change
 - Scope of change - significant change in expectations, roles, structures
 - Merging of cultural norms, beliefs, policies and practices

DMITRE Change Strategy

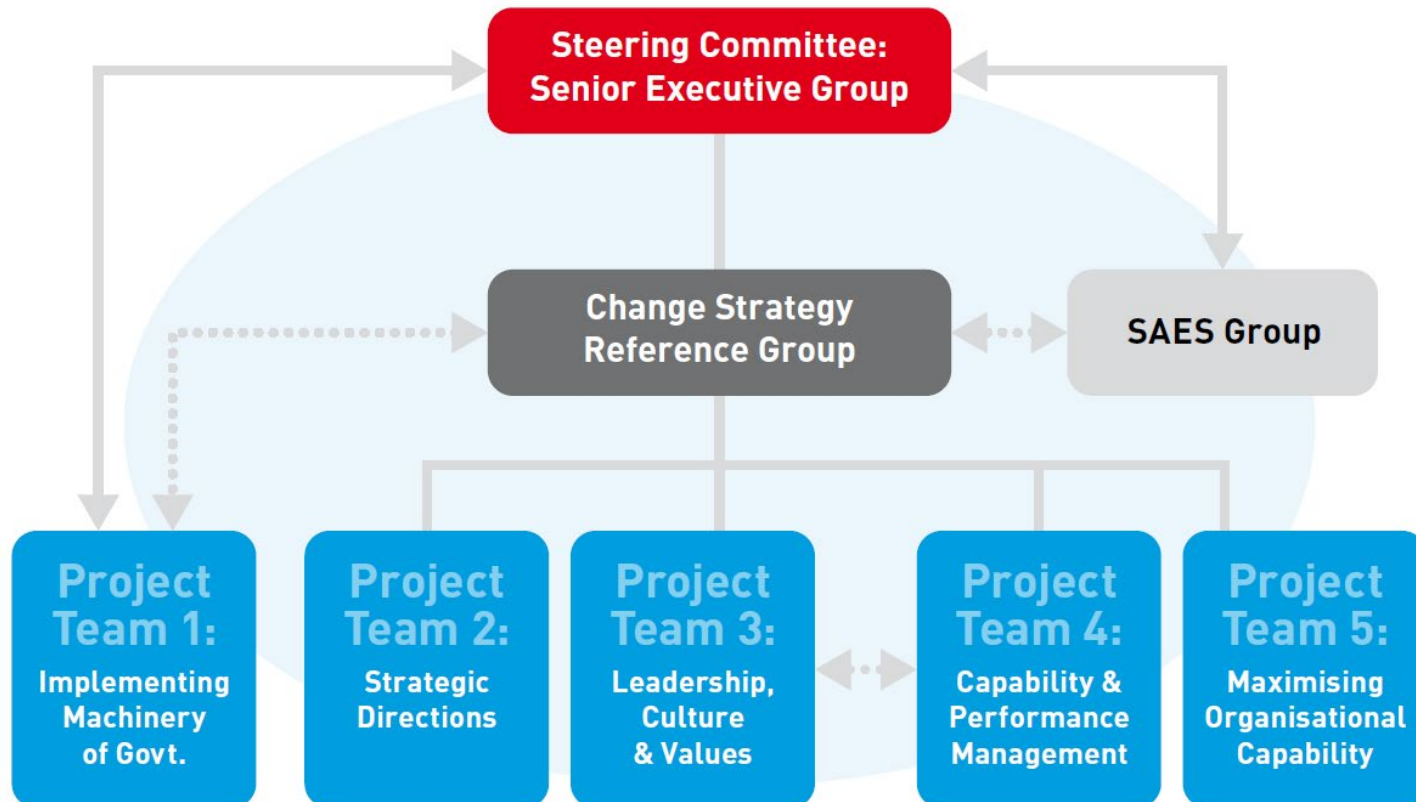
Outlines the process to transform ourselves from a **newly established entity**, to a fully integrated and **high performing agency**.



Our approach



What we're doing



DMITRE Project Teams

Project Team 1 - Implementing Machinery of Government:

Responsible for technical transition matters (such as staffing and finance) that need to be Gazetted or approved by Cabinet. Also responsible for transforming to policy harmonisation.

Project Team 2 - Strategic Directions :

Oversees the development of DMITRE Strategic Directions 2012-15.

Project Team 3 - Leadership, Culture and Values:

Develop strategies to enhance the leadership capability and build a positive workplace across DMITRE.

Project Team 4 - Capability and Performance Management:

Develop strategies to enhance employee capability and performance, and to ensure alignment of capability to the strategic priorities of the organisation.

Project Team 5 - Maximising Organisational Capability:

Develop strategies to enhance agency capability as a high performance organisation.

Organisational Review of Investment, Trade and Immigration SA Functions of DMITRE

Why have a review?

- Consolidate the work of business units in the former DTED and PIRSA to form the new DMITRE.
- Government has recently announced the establishment of Invest in SA which is a joint initiative aimed at achieving a seamless and integrated framework for all commercial investment attraction and facilitation.

Key Opportunities:

- There is a significant opportunity for DMITRE to examine current structures, identify synergies including the possibility of a realignment of the Trade, Investment and Immigration SA functions.
- This review is about ensuring efforts are aligned with the greatest opportunities to deliver results and make a positive difference for this state
- Price Waterhouse Coopers (PwC) undertook the review.



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Thank you