

The National Public Sector Organisational Development Leaders Experience 2010

Essential OD Skills, Tools and Best Practices for Enhancing the
Capability and Agility of People and Organisations

Liquid Learning is delighted to present the National Public Sector
Organisational Development Leaders Experience 2010. This is the most
interactive forum available, comprising of 50% case study and 50%
think tank discussion allowing participants to reflect on each topic.

FEATURED SPEAKERS



Craig Farrell A/g First Assistant Secretary, People and Executive
Services Division
Department of Immigration and Citizenship



SQNLDR John Stafford Deputy Director, Governance and
Planning - Royal Australian Air Force (RAAF)
Department of Defence



Stephen Walker Manager, People Strategies, Human Resource
Management
Australian Federal Police



Robyn Clark Executive Director, People and Organisational
Development
Department of Transport, Victoria



Robby Weatherley Director, Workforce Development
TAFE NSW – Sydney Institute



Frank Rog Executive Manager, Human Resources
City of Yarra



Michael Hann Managing Director
Oberon Partners



Dr Harold Hillman Managing Director
Sigmoid Consulting



Dr Travis Kemp Managing Director
The Teleran Group Pty Ltd
Adjunct Senior Lecturer, Coaching Psychology Unit
University of Sydney
Affiliate Senior Lecturer, Department of Psychology
University of Adelaide



Korrine Jones Director and Principal Consultant
OD Consulting

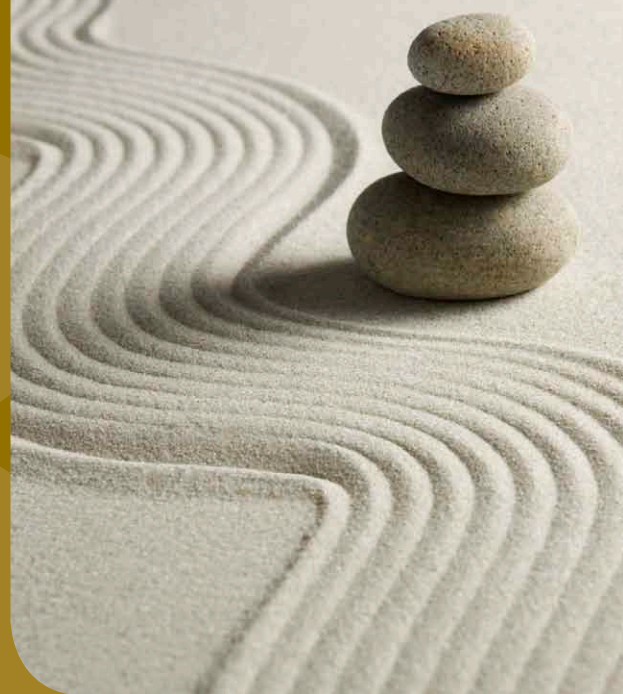
Robert Twomey CFO and Assistant Secretary, Finance and
Infrastructure Branch, Corporate and Governance Division
Department of Climate Change

Sue Davidson General Manager, Human Resource Strategy and
Organisational Development
CSIRO

Laurinda Gardner Deputy Secretary, Corporate Strategy and
Services
Department of Treasury and Finance, Victoria

Etienne Scheepers Executive Director, Workforce Division
SA Health

Penny Sharples Director, People and Performance
The University of Melbourne



18 & 19 May 2010
Rydges Lakeside, Canberra

EXPLORE

- Leadership and Engagement
through Complex Change
- Developing Agile and Resilient
Organisations
- Collaborative Cultural
Transformation for Enhanced
Organisational Development
- Driving Capability Development
for Organisational Growth and
Performance

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Day One 18 May 2010

8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Official Welcome and Opening Remarks from the Chair**

9.00 - 9.30 **OPENING INTERACTIVE SESSION**

Creating Sustainable Leadership and Management Development for Organisational Agility and Resilience

Capable leadership is essential to direction and growth as an organisation negotiates through a minefield of change. In this session, Korrine will discuss how to develop management to engage in sustainable leadership. Explore:

- Developing the leadership capability of management as an ongoing relationship with employees
- How to enable your leaders to create vision and trust
- Leveraging sustainable leadership to build agility and resilience

Korrine Jones Director and Principal Consultant OD Consulting

9.30 - 10.00 **Roundtable and Facilitated Discussion**

In this session, delegates will discuss emerging issues impacting on leadership and management development in the current environment.

10.00 - 10.30 **KEYNOTE CASE STUDY**

Transforming Culture through People Management

DIAC recently launched a large scale transformation process aimed at improving policy and evaluation performance, creating a client-centric focus to its operations and achieving greater levels of efficiency. While there is a clear focus on transforming the business, a big part of this requires cultural transformation. This kind of change begins with building group cohesion in the leadership team and the current DIAC Transformation Program has focused on this aspect extensively. DIAC has also focused on monitoring the Department's culture and addressing significant issues as they arise. Discuss:

- Developing leaders capable of operating in times of uncertainty and change on a large scale
- Monitoring and measuring organisational culture
- Cultural initiatives underway and their role in understanding and improving public sector organisations

Craig Farrell A/g First Assistant Secretary, People and Executive Services Division

Department of Immigration and Citizenship

10.30 - 11.00 **Roundtable and Facilitated Discussion**

In this roundtable discussion, delegates will debate best practice and key obstacles in people-focused cultural transformation strategies.

11.00 - 11.15 **Morning Tea**

11.15 - 11.45 **CASE STUDY**

Building Science and Leadership Capability

CSIRO is on a journey transforming from a research institution to an enterprise whose reach extends globally. This change journey is mapped out by strategic guidelines and leadership to align with organisational values and direction. At CSIRO, they anticipate and focus their integrated capability development to deal with challenges in a flexible and multi-disciplined approach to build an innovative organisation of excellence. This session will provide an insight into building strategically and culturally aligned science and leadership capability.

Sue Davidson General Manager, Human Resource Strategy and Organisational Development
CSIRO

11.45 - 12.15 **Roundtable and Facilitated Discussion**

In this session, delegates will discuss the issues raised around aligning leadership capability to organisational direction and culture.

12.15 - 12.45 **INTERACTIVE EXPERT INSIGHT**

Fostering Deep Collective Learning, Cooperation and Innovation Across Complex Multi-Stakeholder Settings

Deep collective learning, dialogue and cross-sector innovation processes continue to evolve and are now widely regarded as powerful approaches for leaders who are responding to complex, systemic challenges. Michael will discuss how 'Presencing' and 'Theory U' are being utilised to develop a new breed of leaders who are seeking to depart from business-as-usual and embark on a less familiar journey together that is producing innovative responses to some of the world's toughest social, economic and ecological challenges. This unique learning opportunity will provide OD practitioners with a new perspective on designing leadership, learning and change, through understanding emerging approaches that can unlock stuck multi-stakeholder situations and generate deeper meaning and engagement across traditional boundaries.

Michael Hann Managing Director
Oberon Partners

12.45 - 1.15 **Roundtable and Facilitated Discussion**

In this roundtable, delegates will engage in discussion about deeper meaning in the emerging approaches on leadership, learning and change.

1.15 - 2.15 **Networking Lunch**

2.15 - 2.45 **CASE STUDY**

Retaining Humanity During Your Change Journey

During your change journey, it is paramount to remember you are dealing with peoples' complex interactions and retaining humanity is essential. AFP has undergone significant change in recent times and consistently develops its capability and cooperation to manage their workforce during these periods. Share:

- Taking a 'human approach' to change
- Capturing innovation, creativity and diversity in your workforce during periods of uncertainty

PLUS WORKSHOPS!

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- Engaging your workforce to see progression and development through change

Stephen Walker Manager, People Strategies,
Human Resource Management
Australian Federal Police

2.45 - 3.15 Roundtable and Facilitated Discussion

In this session, delegates will share their approaches to managing human factors during change.

3.15 - 3.45 CASE STUDY

Adopting a Strength Based Approach to Workforce Capability Development

At TAFE NSW - Sydney Institute's vision is to be progressive and influential – to change lives. Its values are based on being progressive, passionate, influential, professional and capable. In order to achieve this vision, we approach our capability development planning and implementation from a strength based approach. This range of strategies is diverse and provides opportunities for staff to continually improve to reach peak performance. Discuss:

- What is meant by a strength based approach and its benefits
- Planning for continuous improvement
- Embedding capability as part of workforce planning

Robby Weatherley Director, Workforce Development
TAFE NSW - Sydney Institute

3.45 - 4.15 Roundtable and Facilitated Discussion

In this discussion, delegates will have the opportunity to debate strength based approaches to planning and implementation of capability development initiatives.

4.15 - 4.30 Afternoon Tea

4.30 - 5.00 CASE STUDY

Developing an Agile Workforce for Resilient Organisations

In a continually changing environment, building an agile workforce is paramount in order to adapt more quickly and 'get back to business'. As the University of Melbourne is undergoing significant change, Penny will discuss where they came from, what has been implemented and where they are heading. Explore:

- Supporting staff through the emotional and psychological aspects of change
- Re-engaging your workforce through building optimism and resilience
- Building a 'strengths base' culture

Penny Sharples Director, People and Performance
The University of Melbourne

5.00 - 5.30 Roundtable and Facilitated Discussion

This roundtable discussion will open debate on strategies to build organisational resilience and agility.

5.30 Concluding Remarks from the Chair

5.30 - 6.30 Networking Reception

8.30 - 8.55 Morning Coffee

8.55 - 9.00 Opening Remarks from the Chair

9.00 - 9.30 OPENING KEYNOTE CASE STUDY

Organisational Design - The Evolution of a New Portfolio

In late 2007, the Department of Climate Change was established. In this session, Robert will discuss the evolution of this new portfolio and its change journey to date. Explore:

- Preparing for the department creation - What were the steps involved to the execution stage?
- Change consultation and communication processes
- Establishing organisational capital and developing the Performance Development Framework
- An ongoing process - Lessons learned to date

Robert Twomey CFO and Assistant Secretary,
Finance and Infrastructure Branch, Corporate and Governance Division
Department of Climate Change

9.30 - 10.00 Roundtable and Facilitated Discussion

In this session, delegates will have the opportunity to share their experiences and questions regarding OD processes involved in organisational design, structural change and new portfolio creation.

10.00 - 10.30 CASE STUDY

Creating a Values-Based Organisation and Aligning Practices to Reinforce it

Creating a values-based organisation gives employees the sense of belonging and appreciation; establishing the ideal environment for people to do their best work. In this session, Robyn will discuss DOT's journey as a values-based organisation and the techniques they use to reinforce this approach. Discuss:

- How to reinforce your values-based approach
 - Ensuring your performance management system is based on a culture of inclusion
- Leveraging your values-based approach to establish expectations, facilitate regular performance conversations and enable employees to see their value and progression
- Delving into your OD toolkit - Identifying key practices to create and maintain a value-based organisation that positively influences all areas of sustainable operations

Robyn Clark Executive Director, People and Organisational Development
Department of Transport, Victoria

10.30 - 11.00 Roundtable and Facilitated Discussion

This session will allow delegates to draw on the collective knowledge of the group to exchange tools and techniques for aligning systems to your values-based approach.

11.00 - 11.15 Morning Tea

SUPER SAVER DISCOUNT

Receive \$200 off registration if you register and pay by 29 January 2010

ONLINE SURVEY

Think Tank content will be targeted via an online survey

11.15 - 11.45 CASE STUDY

Managing Strategic Change and Risk in an Evolving Public Sector Environment

In an uncertain environment, risk assessment is essential in order to minimise challenging circumstances and maximise on strategic transformation. At the Royal Australian Air Force, an organisation on the constant tide of change, John will discuss:

- Enterprise risk management and strategy development
- Alignment of risk management within strategy deployment activities
- Monitoring the business activities within an uncertain environment

SQNLDR John Stafford Deputy Director, Governance and Planning - Royal Australian Air Force (RAAF)

Department of Defence

11.45 - 12.15 Roundtable and Facilitated Discussion

This session will provide the opportunity to exchange tools on managing strategic change and identifying risk in strategic planning.

12.15 - 1.15 Networking Lunch

1.15 - 1.45 KEYNOTE CASE STUDY

Leading through Sustainable Cultural Change

The Department of Treasury and Finance has been actively driving a highly constructive culture in their workplace for the last 5 years. This cultural journey is inseparable from developing leadership capability. In this session, Laurinda will discuss the Department's cultural journey and why that journey is fundamental for organisational performance and sustainability.

Laurinda Gardner Deputy Secretary, Corporate Strategy and Services

Department of Treasury and Finance, Victoria

1.45 - 2.15 Roundtable and Facilitated Discussion

In this roundtable session, delegates will discuss their experiences and strategies for leading through cultural change.

2.15 - 2.45 CASE STUDY

Developing Innovative Cultural Inventories to Enhance Organisational Performance

Organisational cultures build on human talent to create high performing teams. The City of Yarra conducted its first cultural inventory in 2007 and its second in 2009. Discuss:

- Engaging your workforce in a cultural inventory
- Getting return on investment - Identifying successful practices and key areas for development
- How to conduct cultural transformations through implementing sustainable OD initiatives
- Future directions - OD strategies arising from the second cultural inventory in October 2009

Frank Rog Executive Manager, Human Resources
City of Yarra

2.45 - 3.15 Roundtable and Facilitated Discussion

This roundtable will give delegates an opportunity to share their experiences and challenges in executing cultural surveys and translating this to improved performance.

3.15 - 3.30 Afternoon Tea

3.30 - 4.00 INTERACTIVE EXPERT SESSION

'Champions of Change' - Employee Engagement through Transformation

Being able to keep employees engaged, focused and productive are the key components to building a sustainable and innovative workforce. The struggle for top talent is an ongoing battle, so it is imperative to identify strategies to retain those valuable employees. Discuss:

- 'Humanising' your organisation - Engaging your employees as participants in change
- Tools to help open up learning and engagement during change
- Harnessing the power of employee leadership and ownership through change

Dr Harold Hillman Managing Director
Sigmoid Consulting

4.00 - 4.30 Roundtable and Facilitated Discussion

In this facilitated roundtable, delegates will delve into strategies and ideas surrounding employee engagement through change.

4.30 - 5.00 CASE STUDY

Performance Management: A Catalyst for Leading Change

In an environment of unprecedented reform and transformation, engagement of your workforce with the vision and future direction of your organisation is essential. SA Health has worked collaboratively with the health professions (medical, nursing, allied health) to establish a framework which links individual performance and development with the objectives of health service reform. This work has been significant in promoting a performance culture and has in turn provided an impetus for leading workplace change. Etienne will discuss the mechanisms used to engage multiple stakeholders in the process and through case studies will illustrate how a performance management framework can support organisational change.

Etienne Scheepers Executive Director, Workforce Division
SA Health

5.00 - 5.30 Roundtable and Facilitated Discussion

In the discussion, delegates will share their experiences and questions regarding performance management frameworks in supporting organisational change.

5.30 Closing Remarks from the Chair and Close of Conference

WHO WILL ATTEND

- Organisation Development
- Transformation
- Capability Development
- People/Human Resources Management
- Change Management
- Learning and Development
- Cultural Transformation
- Organisational Effectiveness

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9.00 - 12.00 WORKSHOP A

The Art of Skillful Conversation - Facilitating a Productive Dialogue about Change Amongst Your Leaders

A successful business model ensures it anticipates change and strategically redirects operations before performance begins to drop off. Many organisations have not been able to develop a successful approach to proactively deal with change that is both productive and sustainable. Often organisations develop 3, 5 or 10 year strategic plans that are out of sync with the reality of the environment that they are operating in. The question is: how can these be successful when realistically you can only see up to 18 months ahead of you? OD practitioners are left reacting to challenge after challenge in a 'firefighting' approach. This eye-opening session will give you the skills you need to have these conversations with your leaders about change to develop greater agility and capability. Explore:

- Keep your four energy sources brimming
- Spotting 'lead' indicators as opposed to 'lag' - When is it time to change?
- Counter-intuitive thinking about change - Changing tactics and direction when you've got a 'good thing going'
- Creating a new business model - Leading proactively through change

Expert Facilitator: Dr Harold Hillman Managing Director

Sigmoid Consulting

Harold Hillman, Managing Director of Sigmoid, immigrated to New Zealand in 2003 to join Fonterra and help lay the foundation for New Zealand's largest company to realise its vision to be the global leader in dairy. Harold served in two roles with Fonterra, initially as Interim Group HR Director and then in the role for which he was recruited, Director of Talent and Organisational Development. In December 2006, he started his own change practice, Sigmoid Consulting. Harold earned a Master's Degree in Education from Harvard University and his Ph.D. in Clinical Psychology from the University of Pittsburgh (USA). Career highlights include: Assistant Professor and Director, Leadership Programs at the US Air Force Academy, Colorado; Director, Amoco Management Learning Centre, Amoco Corporation, Chicago; Corporate Vice President & Chief Learning Officer, Prudential Financial, New York.

12.00 - 1.00 NETWORKING LUNCH

1.00 - 4.00 WORKSHOP B

Evidence Based Leadership and Employee Engagement

The notion that employee engagement is a product of effective leadership is not new, however the variables involved are far more complex than widely recognised in much of the mainstream literature. In this interactive session, Travis will draw on latest evidence to demonstrate the dynamic relationship between leadership and engagement, considering the less talked about variables of personality, intrinsic motivation and the impact this has on individual commitment. Discuss:

- Reviewing the latest empirical evidence - What do we now know about leadership and engagement
- Avoiding the dangers of blanket approaches to deal with engagement challenges
- Understanding human factors and the variables of psychological commitment
- Assessment and measurement considerations - Using your own evidence to tailor your leadership approach
- Engagement as a quality measure of the leader-follower relationship
- Introducing the leadership alliance model as a holistic framework for leadership and engagement

Expert Facilitator: Dr Travis Kemp Managing Director

The Teleran Group Pty Ltd

Adjunct Senior Lecturer, Coaching Psychology Unit

University of Sydney

Affiliate Senior Lecturer, Department of Psychology

University of Adelaide

Dr. Kemp's research is currently in the fields of experiential management, education and executive coaching. He has worked on a number of organisational development, leadership development and executive coaching assignments for organisations such as Canon, the Nine Network and Telstra. He has also held management and executive positions with Mobil, Faulding and EDS.

ABOUT THE EVENT

In recent times, the Public Sector has seen unprecedented reform and transformation creating a challenging and uncertain environment. This context has created major OD challenges to keep workforces engaged and focused. The National Public Sector Organisational Development Leaders Experience 2010 is an interactive opportunity for OD practitioners working in all areas of government. It provides the space for learning, reflection and exchange of ideas, experiences and knowledge. This unique interactive learning experience has the primary goal of helping OD practitioners to become more effective in their role as an agent of change in their organisations. This event will provide practical value through case studies from leading OD practitioners and valuable insights from experienced industry experts to enhance OD capability, implementation and revitalisation of organisations. Following each case study is the opportunity for further reflection, discussion and application in a roundtable / think tank environment. It is this format that is a proven formula for success among learning and OD practitioners. Delegate questions and comments will be collected in advance via an online survey ensuring greater relevance.

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