

Workshop Series 1 (11-12.30pm)

Workshop 1

Merging two agencies: The good, the bad and the ugly

Liz Huckerby, Group Manager, People and Capability, and Kaye Clark, State Highway Manager Waikato/BoP, NZTA

Workshop Description:

The New Zealand Transport Agency is a Crown Agency established in August 2008 combining Transit NZ and Land Transport NZ. It brings together the functions and expertise of both organisations, working with partners to build a better transport system for New Zealanders.

The story of the Merger will be told by two staff from the agency. Liz Huckerby is Group Manager, People and Capability. Liz was responsible for leading the merger of the two organisational structures, retaining the best people for the new agency and minimising severance impacts.

Kaye Clark is Manager State Highways for the Waikato region. During the implementation of the new structure, Kaye's position was disestablished, and she had to take a leadership role for the site in Hamilton to lead staff through the uncertainty of transition.

Presenter Background:

Liz was previously Deputy Commissioner of Corporate Services for the IRD, Liz has a background mostly working in the private sector, often on mergers and acquisitions. Kaye has an engineering background and almost 30 years experience in Local Government. Kaye joined Transit NZ in 2006 as the Operations Manager before becoming the State Highway Manager after several iterations. Prior to this Kaye was the Roding Group Manager with Waikato District Council.

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Workshop 2

OD Capability in the NZ Public Service – A discussion on research findings

Carolyn Lane, Associate Consultant, Thought Partners

Workshop Description:

This session will present the key findings from the research which Thought Partners recently undertook for the SSC entitled – Assessment of Strategic Human Resource and Organisation Development Capability in the State Sector. The research identified the breadth of activities that differing organisations see as coming into the realm of strategic HR and OD, and the different approaches to managing and organising the delivery of these. The discussion will focus on the pragmatic steps that can be taken to unleash the potential of strategic OD practitioners to contribute to lifting organisational performance.

Presenter Background:

Carolyn was the co-founder and a director of NAVIGATE International Ltd which merged with Tall Poppies to form Thought Partners. She is now happily experimenting with a more laid-back lifestyle, which includes working as an Associate with Thought Partners when she is in New Zealand. Carolyn's pre-consulting career included HR and General Management in the public sector, and during the NAVIGATE years she was involved in the development of the OD community in NZ. She has a Diploma of Personnel Management (with Distinction) from Massey University and is a Fellow of the New Zealand Institute of Management.

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Workshop 3

Insight to intent, intent to implementation: How we developed and implemented an intensive development programme to deliver a more innovative capability

Jim Scully, Principal, ThinkPlace

Darren Lee, Manager – Capability and Business Support, ThinkPlace

Workshop Description:

The focus of this session is to learn from our experience in both aspiring to shift an organisational capability and then the actual practical experience of shifting it. The primary experience used is that of changing a very traditional government group that operationalised policy and implemented service improvements, to a customer-centred service design capability coupled with a professional project management team. Although this work is never complete and continues today, the group did receive international recognition for its capability. Other experiences drawn on are from the multi-national sector.

This is an opportunity to explore together the conditions that enable intensive programmes like this to succeed, the challenges faced within the team and external to the team, tactics that worked and those that did not. The session will be very interactive as the real value is in using this example to manifest the rich experience that will exist within the room!

Presenter Background:

Jim is the Principal of ThinkPlace NZ, aligned to ThinkPlace in Canberra. He has 28 diverse years of experience across the private and public sector in both New Zealand and Australia.

Prior to ThinkPlace, Jim was the Group Manager at Inland Revenue (IR), New Zealand. A role he took on after moving back to New Zealand from Sydney. He was responsible for establishing a user-centred service design capability and effective project management within IR. Jim was also a co-sponsor of e-Business. His group was recognised in BusinessWeek USA, he also co-authored an article published in the international Design Management Review (DMI).

Workshop Series 2 (3.15-4.45pm)

Workshop 4

Case studies in organisational change in three organisations

Dr Roger Blakeley, CEO, Porirua City Council and Jane McCann, Director, Thought Partners

Workshop Description:

Dr Roger Blakeley will talk of his experience in steering three organisations through the minefields of organisational change:

1. **Ministry for the Environment** – setting up of a new Policy Ministry in 1986.
2. **Department of Internal Affairs** – transformation of the oldest Government Department into a modern, high performing organisation.
3. **Porirua City Council** – using the Baldrige Business Excellence approach for business improvement.

This year in June, Porirua City Council and Police, received the IPANZ Gen-i Prime Minister's Award for Public Sector Excellence, for the "Safer Porirua" project. Then, in September, Porirua City Council was the Supreme Award Winner for the New Zealand Post Group Local Government Excellence Awards. This is unprecedented for one Council to win the supreme management awards for the whole public sector and for the local government sector in one year for different projects.

Dr Blakeley will describe his approach and lessons from his perspective; what he intended to do; what he did and what resulted. He will focus on the leader's role in managing change and the importance of anchoring as part of the change framework. He will be assisted by Jane McCann, Director, Thought Partners Ltd who was his OD Consultant for some of these changes. She will put a theoretical perspective alongside Roger's practical one.

Presenter Background:

Dr Blakeley is currently the Chief Executive of the Porirua City Council. Previous roles include: General Manager, State Coalmines, 1984 to 1986; Secretary for the Environment and Chief Executive Ministry for the Environment, 1986 to 1995; and Secretary for Internal Affairs and Chief Executive Department of Internal Affairs, 1996 to 2000.

Jane McCann is a Director of Thought Partners. She works with Chief Executives and senior teams to develop strategic plans that deliver results, and that leaders are proud to leave as their legacy. She is currently designing a 'leadership change tool-kit' that links strategy to delivery and coaches leaders in real-time to assess their leadership impact. As well as being a planner and a facilitator, Jane is an organisational development specialist and her career has spanned OD/change management in HR in Radio New Zealand, MAF and the health sector.

Workshop Series 2 (3.15-4.45pm)

Workshop 5

Implementing structural and behavioural change in a health setting

Tim Pidsley, Director, Tricordant Ltd

Workshop Description.

The development of the acute services at Waitakere Hospital presented an opportunity to take a considered approach to the culture, design and staffing of these new hospital services. While a tremendous opportunity, it was also a huge responsibility. This workshop will review the whole system OD principles on which the culture and service design were based; reflect on the practical challenges that were faced in implementation and staffing; and describe an approach used to support Unit and R.C. Managers following the opening of the hospital in February 2005. The learning from each of these activities and the developments that have taken place since the hospital opened will also be shared.

Presenter Background:

Tim Pidsley is a founding director of Tricordant Ltd, an organisation design and development consultancy which currently works primarily in NZ and the UK. Previously Tim has had the opportunity to work around the world on whole systems change, leadership, culture change, and team development assignments in the public and private sector. He is particularly interested in systemic change which helps people in organisations to improve things for themselves, their organisation, their customers, and their environment.

Workshop Series 2 (3.15-4.45pm)

Workshop 6

Jigsaw's transformation: Sparking, growing and living the dream

Liz Kinley and Tau Huirama, Joint Chief Executives, Jigsaw Family Services NZ (known as Jigsaw)

Workshop Description:

Using an interactive and dynamic format, this workshop will share the transformational story of Jigsaw, an influential national not-for-profit organisation that has emerged over four years from the foundations of its predecessor, Child Abuse Prevention Services NZ. Participants will be invited to reflect on the strategic thinking, values, conceptual frameworks and organisational and business development milestones that have resulted in Jigsaw living its dream as a vibrant bi-cultural organisation, strongly bedded in communities across NZ while exercising national leadership on behalf of children and their families. There will also be an opportunity to discuss the next phase of Jigsaw's development as the organisation forges new social enterprise partnerships with businesses to achieve mutually agreed business and community change outcomes.

Presenter Background:

Tau and Liz are life partners and have shared the strategic leadership of Jigsaw since July 2005. Tau is of Waikato and Maniopoto descent and brings a wealth of national management, professional, cultural and community expertise and experience to his strategic leadership role with Jigsaw. Liz is an experienced manager, consultant and facilitator having lead national social service organisations and projects within both community and government settings and implemented many strategic change initiatives. Both Tau and Liz are trained in appreciative inquiry and are strongly committed to the strength based and Tiriti o Waitangi principles of partnership and inclusiveness that have underpinned all aspects of Jigsaw's organisational development.