



Implementation Challenges for Change Leadership

Shared Service Connections Conference 2007

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Director-General

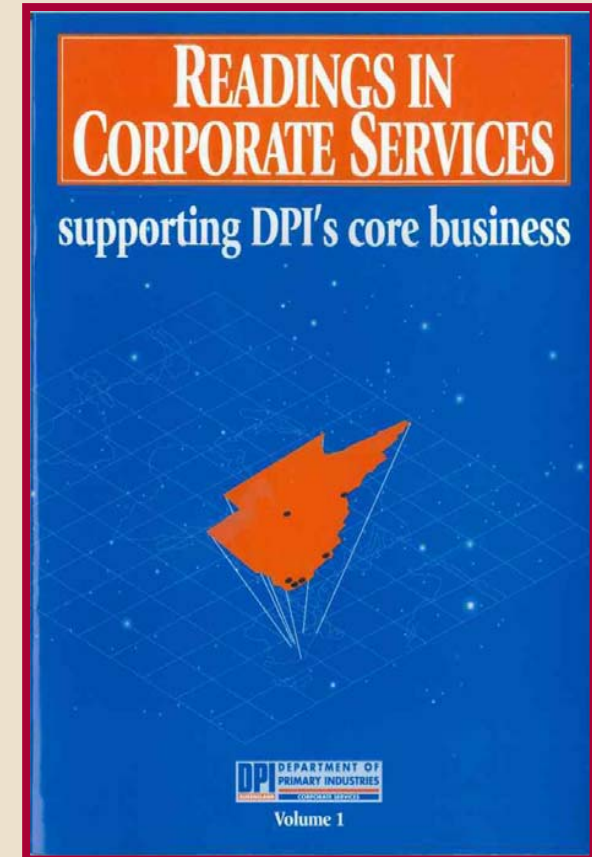
*Department of Primary Industries and Fisheries
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Extract from “Readings in Corporate Services”

Envisioning the future in 1994:

A market exists for cross-agency corporate service delivery functions within the Queensland public sector. It is anticipated that this trend will continue for the foreseeable future and that demand for integrated delivery of corporate services will be a key feature for public sector agencies.



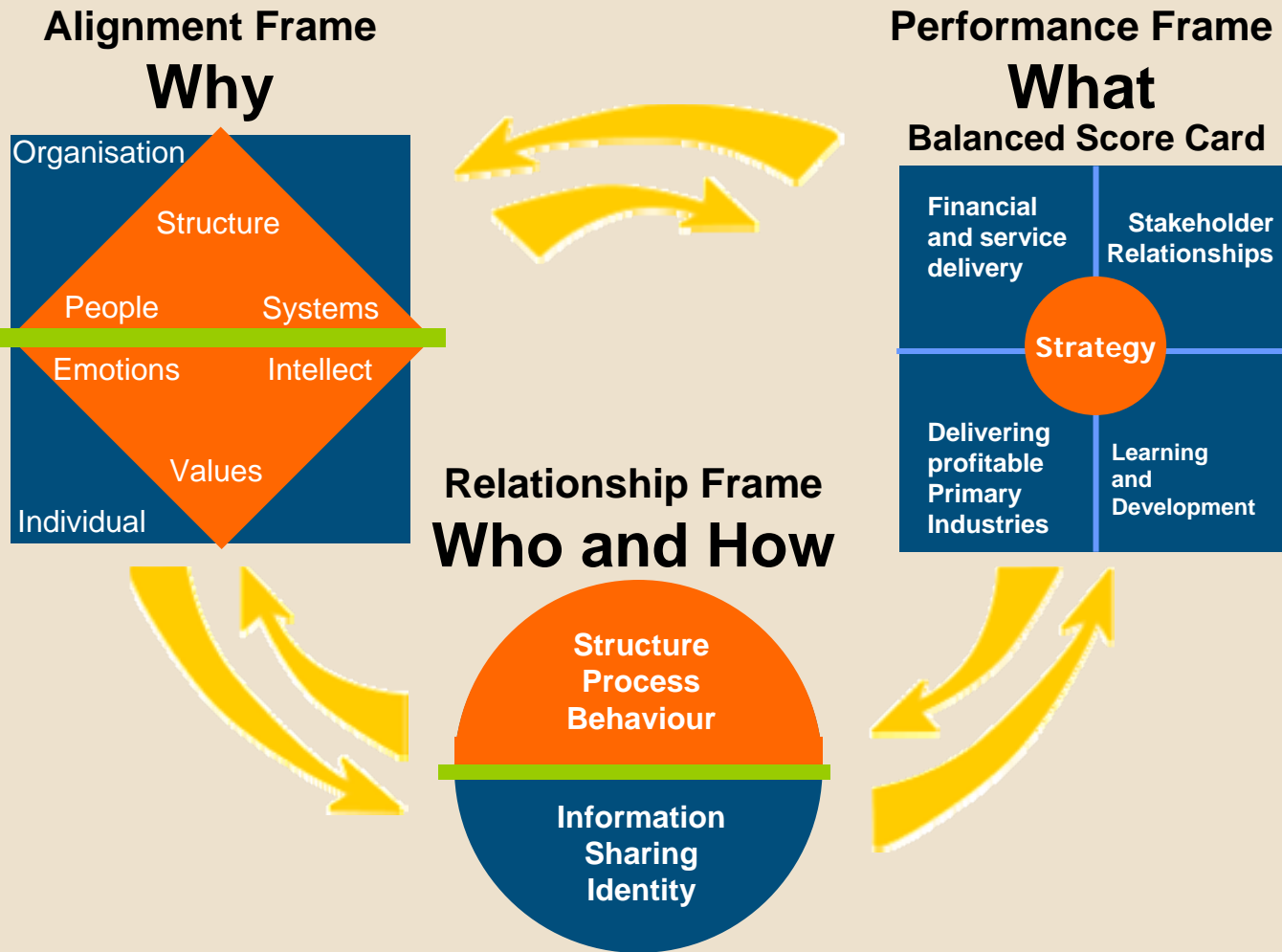
A Story of Success

Mail Link

Move to a single
centralised
mailroom

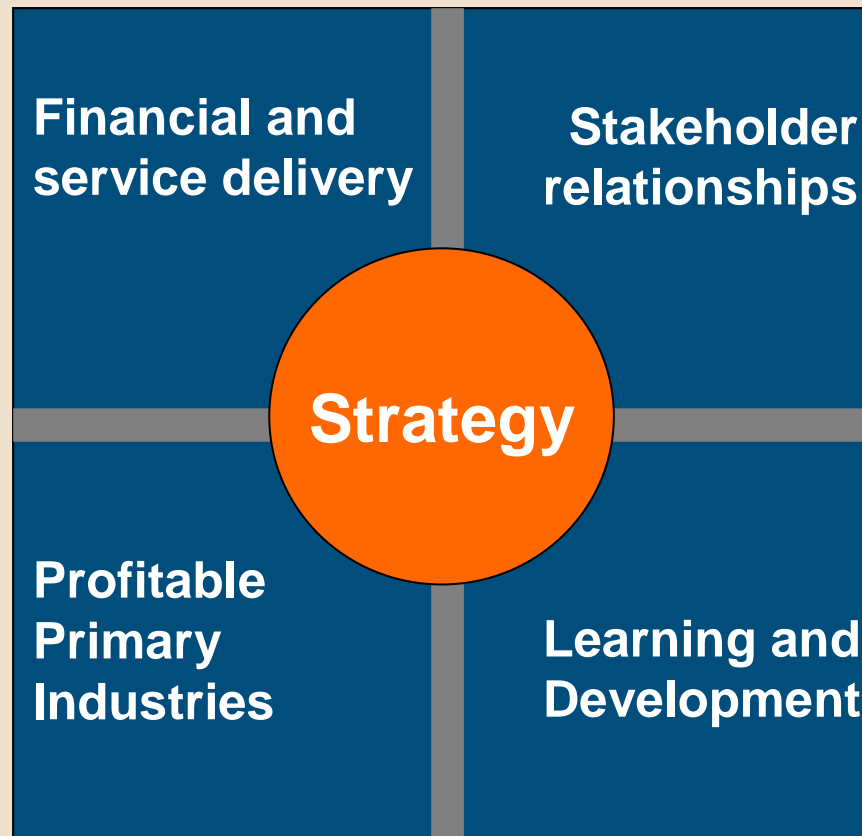


The Three Frames



The Performance Frame

What



Delivering effective and efficient mail services

The Relationship Frame

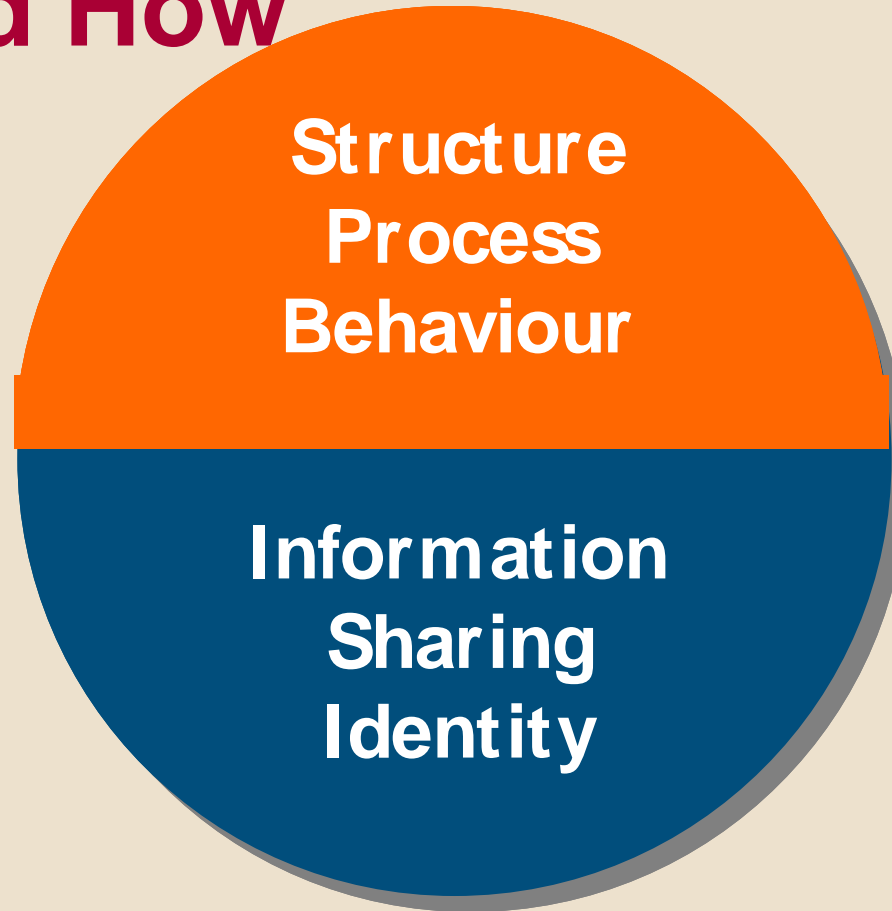
Who and How

**External
suppliers**

**Internal
clients**

Staff

Unions



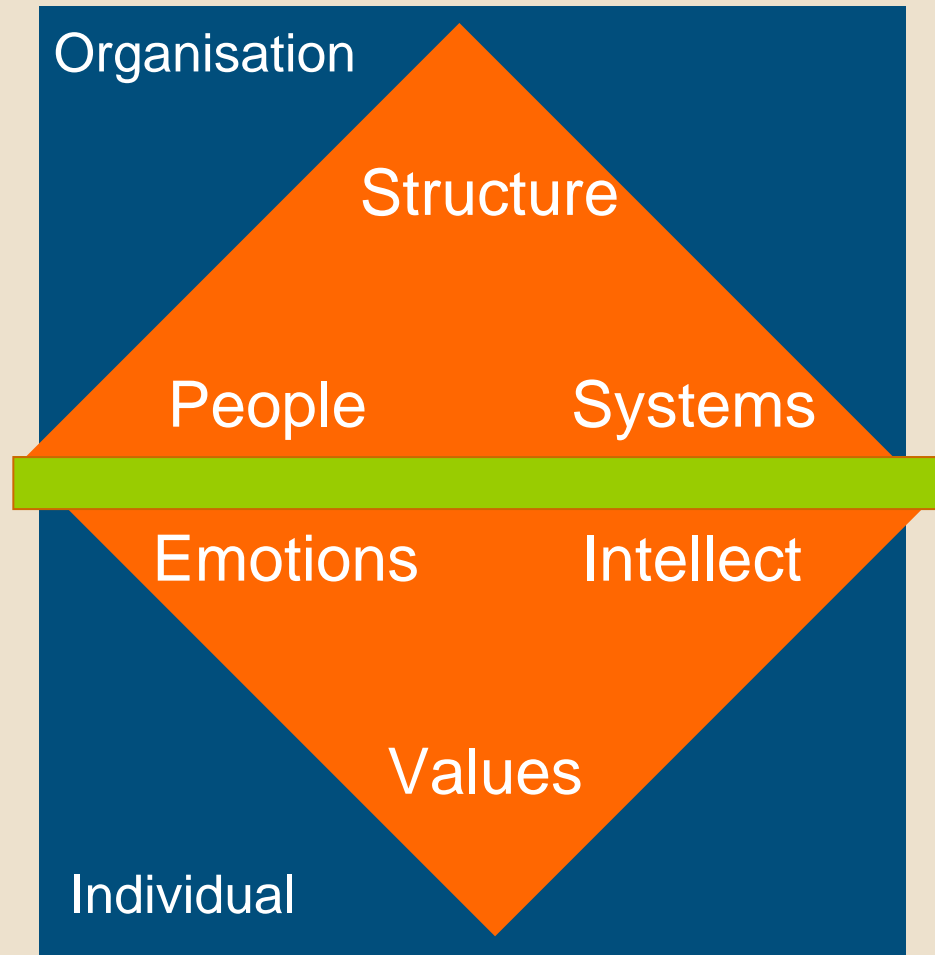
The Alignment Frame

Why

Process re-engineering

Restructuring

New working arrangements

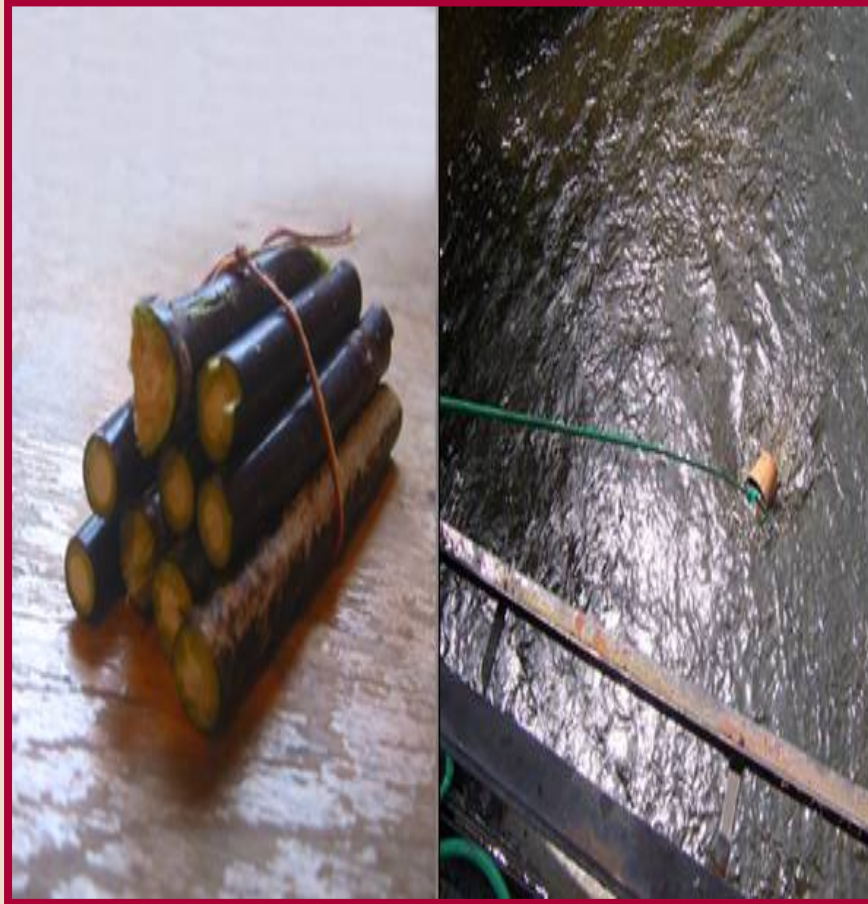


Change Leadership Challenge One

Creating purpose and meaning in transaction management

- Working in a whole of Government Shared Services Agency
- Giving my best professional effort into my transactions (otherwise people won't get paid, mail will be held up)
- Knowing why you are here and how you contribute

Carrying Wood and Fetching Water



The essential part of our work is the transaction management.

As the Zen Master would say:

“How wondrous, how miraculous, I carry wood and fetch water”.

Change Leadership Challenge Two

Having a line of sight to the transaction chain

- Having focus and clarity on performance goals
- Understanding the linkages and points of connection to strategy
- Can I see my work reflected in the Shared Service Agency Strategic Plan 2007-2010?
- Do my supervisor and I share the same line of sight?

Leadership Know-How

Goals are set at fifty thousand feet. Priorities are set at ground level where you must have the tenacity, attitude, and willingness to probe the messy details to think through and define what the most important actions should be and what their second and third order consequences will be.

Acknowledgement: Ram Charan (2007) "Know – How" p214

Change Leadership Challenge Three

Adjusting to obstacles as they arise

- Removing blockages
- Finding probortunities
- Having courage

Change Leadership Challenge Four

Being passionate about transaction management

- Seeking out and connecting through a community of practice
- Having constructive culture focussed on achieving great things
- Recognising that you are part of the transaction chain which reinforces excellence in the delivery of transactions

Our unique creative minds

There is only one of you in all time. This expression of unique. And if you block it, it will never exist through any other medium and it will be lost.

Martha Graham, American dancer and choreographer



Become the change you want to be

We change the world not by what we say or do, but as a consequence of what we have become

David R Hawkin



The Three Frames Model



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Jim Varghese retains the right to be attributed as the creator of The Three Frames model.

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