

# Accelerating Responses to a Changing World –

## Developing Innovative Cultures in Land Management Organisations

FIG Working Week 2009

Surveyors Key Role in Accelerated Development - Eilat, Israel, 3-8 May 2009

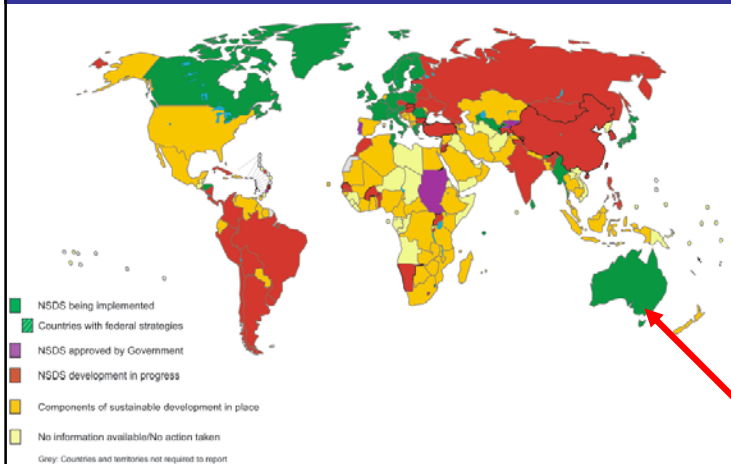
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Chair Working Group 1.3, Commission 1

### Where is Victoria?



Source: <http://cultivatedpages.files.wordpress.com/2008/08/upside-down-world-map2.gif>

# Where is Victoria?



Here it is!

# Innovation – What is it ?

*Oxford:* Bring in novelties and make changes

Theodore Levitt :  
*Creativity is thinking up new things.  
Innovation is doing new things.*

New or better ways to do things

New products or services

New technologies to solve existing problems

Existing products & technologies to meet new needs

## MAJOR FORCES DRIVING CHANGE

- Globalisation
- Global Financial Crisis
- Climate change
- Social equity /poverty alleviation
- Population structural changes
- Land tenure and policies
- Technological developments
- Sustainable development



The Winds  
Of Change

## Why is it important to surveyors ?

- FIG Council 2007-2010 chose the theme 'Building the Capacity', to emphasise ' the role of surveyors in building society through their professional expertise and the crucial role land has in this development.'(Stig Enemark, 2009)
- UK '*Innovation Nation*' 2008 proposing an annual innovation report for the UK.
- There is a need ... for **policy innovation**, policy creativity, policy contestability, long-term policy planning and a parallel **commitment to excellence and innovation** in how we best deliver services to the Australian community" (Prime Minister Kevin Rudd, 2008).
- Australia, 'Venturous Australia' ,2008 highlighted ways to build the national innovation system and identified climate change as a key area for action.
- Your country will have its own initiatives on innovation. How do they apply to your work?

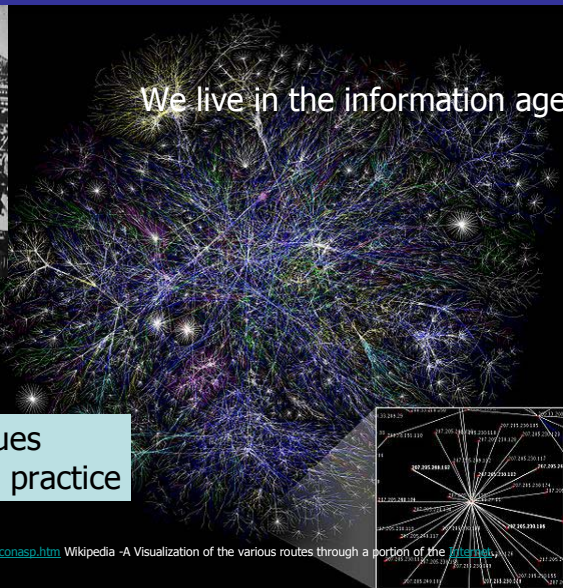


# Is there really a problem?

Broad Conclusions – FIG Task force on Institutional and Organisational Development

- **Cooperation** between organisations is a **weak** point, with cooperation instead being suspicion in some cases, and the remits and skills of the different organisations not joined up effectively
- **Effective working across sectors** is a particular issue
- There are **skill gaps declared**, particularly in the conversion of policy into programmes, the division of labour, and ensuring effective learning and development
- **Stakeholder requirements appear insufficiently understood/** insufficiently balanced when turning to ensuring effective use of outputs
- There is **insufficient time and effort given to learning from past experience**

## Where we are and how we manage ourselves.



Most management techniques are based on industrial age practice

Source: Images clockwise - [www.makites.net/~webpages/saacs/Econasp.htm](http://www.makites.net/~webpages/saacs/Econasp.htm) Wikipedia - A Visualization of the various routes through a portion of the [Internet](http://www.parc.usgq.gov/ra3tory/isp047.htm)

# Managing innovatively.

Type of innovation:	
Management	300
Strategic	600
Product/service	3,000
Operational	52,000


Where most people focus

Where companies like Google focus

Contribution to value creation	
Passion	35%
Creativity	25%
Initiative	20%
Intellect	15%
Diligence	5%
Obedience	0%

- Dramatically **accelerating the pace of strategic renewal** in organisations large and small
- Making **innovation everyone's job**, every day
- Creating a **highly engaging** work environment that inspires employees to give the very best of themselves

Source: Stephen Petris, Unpublished, 2008



# Organisations with balance.



Source: Stephen Petris, Unpublished, 2008



New approaches are needed to solve the big issues.

### Transformation/ Disruptive

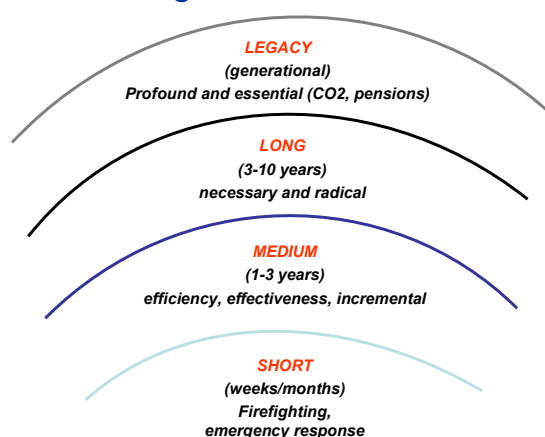
- A concept of total change, a realignment of thought and behaviour

### Next Practice

- Practitioner/professional-led approach to stimulating, incubating, and accelerating innovation, and strongly driven by users' needs



## 4 HORIZONS OF INNOVATION LEADERSHIP – Challenging us to leave the right legacy for future generations.



Source: Adapted from Mulgan G. 2007, 'Ready or not? Taking innovation in the public sector seriously', NESTA

## What type of innovation is needed?

Innovation means fostering, testing and implementing creative ideas to create new Policy, services and products that add value.

There are differing approaches to innovation

- Improving **existing** ways of doing things (continuous improvement)
- Creating **new ways** of doing things (incremental innovation)
- Moving towards **next generation** policy and services (disruptive innovation)

How effectively we do this is determined by **management innovation** – substantial changes in the way in which the work of management is carried out

## Case Study DSE - A journey of innovation

- DSE is building a culture of innovation among its people.
- It is creating new strengths and capabilities for the future.
- This journey will require changing the way we think and work in some ways.

*“The most important characteristic of an innovative firm is that it has an explicit system of innovation which pervades the whole organisation, which is visible, known about, generates a stream of new ideas, and is seen as vital to creating new value”*

- John Kao (Jamming: The Art and Discipline of Corporate Creativity)

## The DSE story so far

- DSE Corporate Plan 2008-11 highlights that it needs to be a more innovative, flexible and adaptable organisation to achieve its core purpose 'to set the standard for managing natural resource protection and use, drawing on our capabilities in: policy leadership and innovation; knowledge, information and data sets; and managing relationships with other agencies and the Victorian community. These capabilities depend on DSE's core strength - the quality and commitment of its people.'
- DSE is seen as providing a level of innovation thought leadership across the Public Sector by:
  - responsiveness and valued input to whole of government activity
  - investing in the capacity of the organisation by establishing the Strategy and Innovation Unit
  - many policy and program initiatives around natural resource protection and use.
- *DSE's work heavily influences the private sector and land management professionals and its activities have an impact on how they work.*

## Creation of the Strategy and Innovation Unit

In the last two years, DSE has taken a number of steps to become a more innovative, flexible and adaptable organisation.

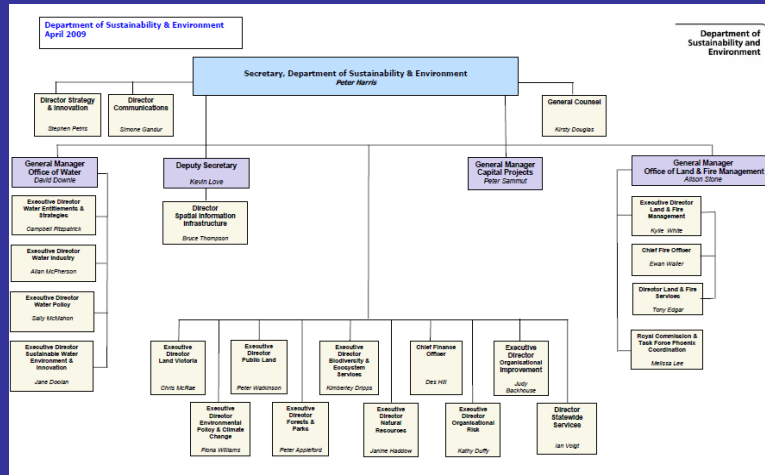
To support these new arrangements, DSE has created a Strategy and Innovation Unit (SIU) in the Office of the Secretary in mid 2008.

The three priorities for SIU have been:

- 1. Supporting Divisions to develop and implement new strategies and initiatives**
- 2. Improving the corporate and business planning and performance monitoring framework**
- 3. Promoting the development of a 'culture' of innovation in DSE**



# Organisation Chart – Department of Sustainability and Environment

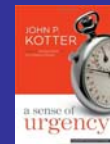


## Making management more innovative.

Creating the right environment in DSE for innovation to flourish is a key objective of the Strategy & Innovation unit established in 2008.

External change demands internal change. Management innovation becomes critical to responding. More processes need to be made more efficient. New work methods and products must be created. With complacency or false urgency none of these changes happens fast enough, smart enough, or efficiently enough.

Kotter – "Sense of Urgency". 'We live in an age where change is accelerating. The rate of change will continue to go up and up. External change must be seen to be acted upon'.



## A plan of action

- Creation of an Innovation Blueprint that sets out the specific, tangible actions that will make a real difference to innovation performance in DSE.
- The overall objective is to promote a culture of innovation in DSE.
- Three priority areas:
  - Creating awareness about innovation in DSE;
  - Building individual and organisational capacity to innovate; and
  - Making space in DSE for the next generation of ideas.

## Summary

1. Innovation is a way to respond to the challenges posed by the big issues faced globally.
2. Our organisations have an important role to play yet it is here that much is looking backwards not forwards.
3. Investments in creating cultures of innovation will provide time and space for building new policy, services and products.
4. You won't know where it will lead unless you start the journey!

What is the most impressive  
**REALLY DIFFERENT** approach  
you have taken – or observed –  
in the office or practice in the  
last year?

What **impact** did it have?  
How could you get more ?

Disclaimer: The views in this article are my own and are presented for the purpose of academic and professional Research and do not necessarily reflect the policy of views of the Department of Sustainability and Environment;

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# Using collaborative tools

