

Leading at the Edge

Building agility and resilience in uncertain times

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About Griffith University

- **Griffith University opened in 1975**
- **5 campuses** across 3 cities (Brisbane, Logan and the Gold Coast)
- Over **300 degrees** available for study over **10 broad study areas:** Humanities, Languages and Criminology, Business and Commerce, Education, Engineering and IT, Environment, Planning and Architecture, Health, Law, Music, Science, Visual and Creative Arts
- **Over 43,000** students (domestic and international)
- Ranked in top 500 universities world wide



David Gunsberg



- Aspect Corporate Advisory
- Focus on turning strategy into outcomes through excellence in leadership and performance management
- 5 years working in the Tertiary Education sector
- 13 years with Fortune 500 firms:
 - » Operational
 - » Major Projects
 - » Sales
 - » Marketing
- Clients Nationally and Internationally



Change is here and still coming

- Sector changes
 - » Market and commercial challenges
 - » Portable students, with portable funding

- Service changes
 - » Importance of student experience
 - » Online v On Campus
 - » Research models
 - » National infrastructure, cloud services

- Technology changes or challenges
 - » BYOD / BYOA / BYOE
 - » Big data
 - » Global collaboration

How to plan with so much unknown?

- Plan for what you know
- Prepare for what you don't
- Build agility
- Build resilience

- Where? How?



The background of the slide is a close-up of red, vertically pleated curtains. The lighting is slightly darker at the top, where the curtain's valance is, and brighter in the center, highlighting the texture of the fabric.

We needed a future proof organisation chart,
and here it is

No such thing

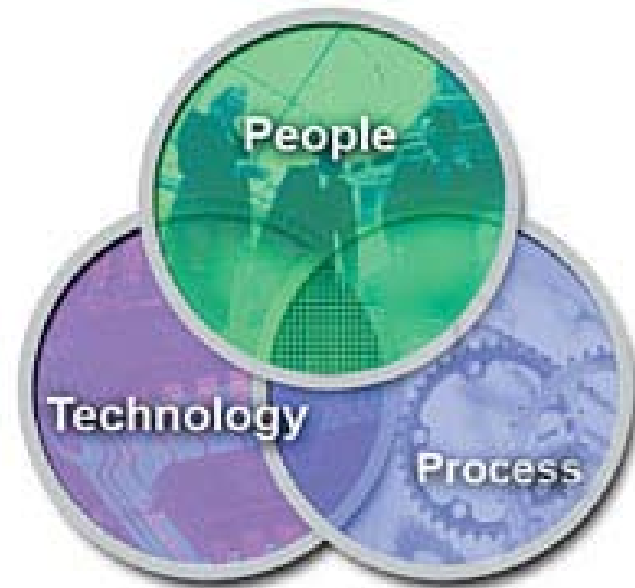
What to build?

- “Agility is the ability of an organization to sense environmental change and respond efficiently and effectively to that change. “ (Gartner)

- Enablers of Agility
 - » Awareness - aware of and understand what is going on within and outside of the organisation
 - » Flexibility - ability to react to expected change
 - » Adaptability - react to change that was not expected
 - » Productivity - value contributed through the agility of people, process and technologies

Three areas of focus

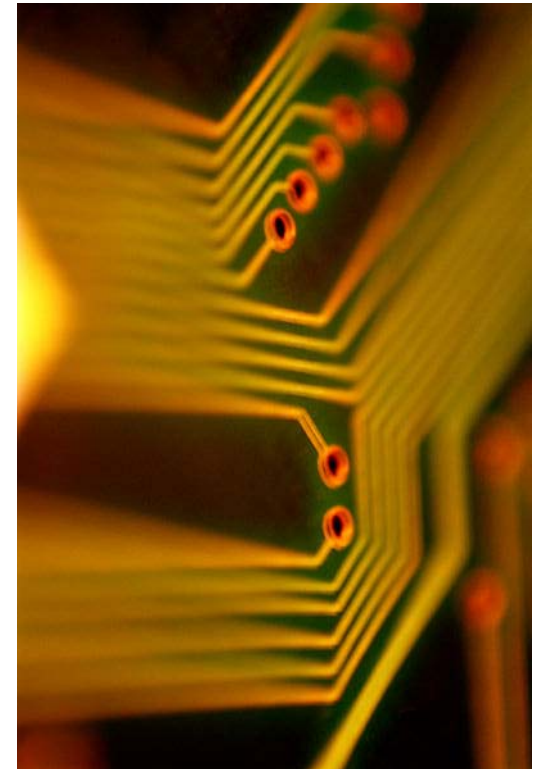
- Agile, resilient technology
- Agile, resilient processes
- Agile, resilient people



- Needed to move fast and with purpose. Also recognised that we may need some external expertise in certain areas.

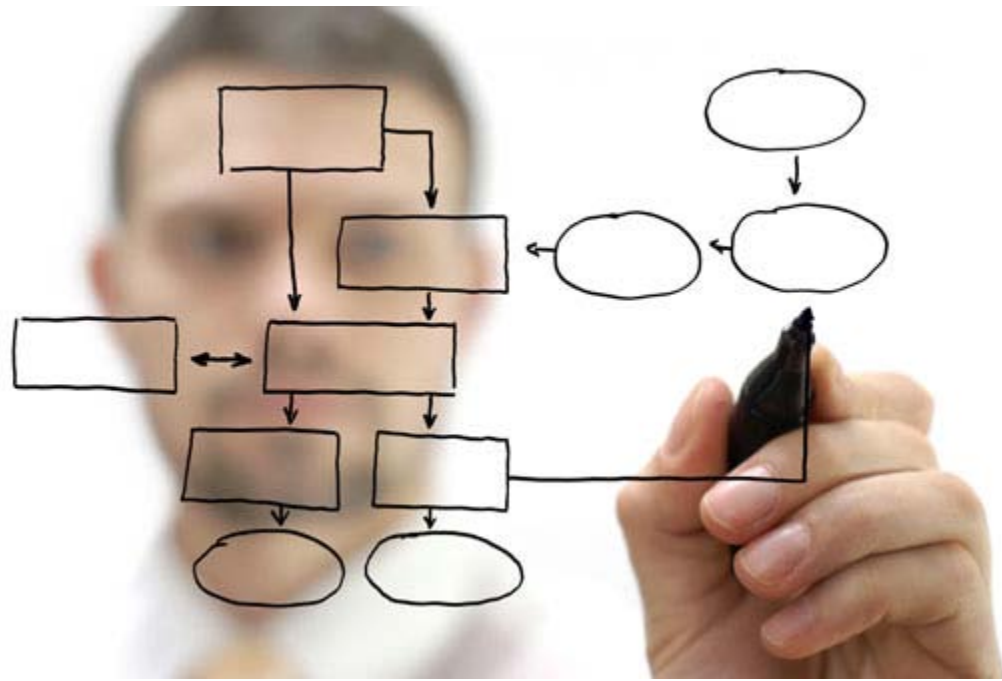
Technology

- Utility infrastructure that allows us to allocate processing, storage, and I/O capabilities as needed
- Enterprise architecture that is practical / developed to the extent that it can support projects and decision making
- Agile adaptive information systems architecture
- Access to information is easy while being managed
- Our information systems are adaptive and can be changed / configured to meet the changing organisational needs



Process

- Our processes support IT Demand Management
- Our services are aligned to the operation and services of the organisation and support the delivery of such.
- Become fully engaged with key business areas and become part of their planning activities.
- Agile Development Methodologies
- Process need to be clear and simple - for both clients and staff
- Metrics on all key services
- Maturing governance across plan, build and operate



People.

Our biggest challenge

- Having the right people in the right place at the right time to make informed decisions and undertake the tasks
- Staff are empowered to make decisions and take initiatives.
- Encourage communication and the open and rapid transfer / availability of knowledge.
- Career Pathing; IT Capability Review
- Performance through metrics
- Alongside the metrics we needed to equip managers with key skills
 - » More than IT
 - » If people skills and people management skills are not where you need them no amount of process or technology can compensate
 - » Partnered with independent consultant to build critical skills over longer term



People Development

- The Brief: Own the business, understand the business, manage performance, embrace change, communicate vision.

- Gap analysis
 - » Communication and leadership
 - » General business acumen
 - » Business case writing
 - » Scorecard management
 - » Performance management
 - » Change management

- Course: “Manager Fundamentals”
- Now in its third year
- Nearly 100 IT Leaders and Managers



Manager Fundamentals

Course Theme: Be Deliberate.

Course Content

- Leadership theory
- Process Management
- Business case writing
- Performance Management
- Change Management
- Communication techniques

Benefits

- Reset expectations
- Generated a common language of performance
- Introduced a common, shared toolkit of models and methods
- Targeted key managers first, quick wins for key areas
- Strong commercial focus



Manager Fundamentals

- Based in theory
- Applied in nature
- Simple models and tools that work in the every day
- Strongly positive participant and manager feedback
- Program culminates in presentations of performance improvement business cases to PVC
- \$2.5m of ideas and benefits realised in last 2 years



Where to from here?

- Continue to evolve our architecture
- Evolve our governance
- Move towards a Lifecycle Management Office (LMO)
- Continue to grow the capability of our staff
- Continue with Management Fundamentals



NOT



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In Summary:

Three areas of focus. Two we could do ourselves.
One we needed help with

- Agile, resilient technology
- Agile, resilient processes
- Agile, resilient people

Questions?

OVER TO YOU...

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