

# Is there still a role for the public service in providing policy advice?

Presented by Penny Armytage



# IBM Global CEO Study (2010)\*

## The CEOs Speak

### Creative Leaders

- Expect to **make more business model changes** to realise their strategies.
- **Invite disruptive innovation**, encourage others to drop outdated approaches and take balanced risks.
- Consider previously unheard-of ways to drastically **change the enterprise** for the better setting the stage for innovation that helps them engage more effectively.
- **are comfortable with ambiguity** and experiment to create new business models.
- **score much higher on innovation** as a crucial capability and more of them expect to change their business models.
- Which includes CEOs and their teams – are courageous and visionary enough to make decisions that **alter the status quo**.
- Will **invent** new business models based on entirely different assumptions.

In surveying more than 1,500 Chief Executive Officers from around the world, the IBM 2010 Global CEO Study found that chief executives believe successfully navigating an increasing complex world will require creativity.



# Cultivating Leadership<sup>1</sup>

## Adaption of the Cynefin Framework<sup>2</sup> for use of KPMG's Majellan Program

UNPREDICTABLE WORLD

### Complex

- New ways of collaboration
- Flexible thinking and action
- Safe to fail experiments
- Non Linear change
- No Promised Outcomes

### Complicated

- Expect experts to reliably predict outcomes that flow from advice
- Experts might disagree
- Interventions work across context

DISORDER

### Chaotic

- Novel
- To be avoided unless entered into on purpose
- Act to stabilise system

### Simple

- Tightly constrained
- No degrees of freedom
- Everyone agrees about what needs to be done
- Flick a switch to implement

PREDICTABLE WORLD

<sup>1</sup> Cultivating Leadership – Jennifer Garvey Berger

<sup>2</sup> The Cynefin framework was originally developed in 1999 in the context of knowledge management and organisational strategy by

[Dave Snowden](#)\*  
\*Snowden, D. (2000) "Cynefin, A Sense of Time and Place: an Ecological Approach to Sense Making and Learning in Formal and Informal Communities" conference proceedings of KMAC at the University of Aston, July 2000 and Snowden, D. (2000) "The social ecology of knowledge management". In Knowledge Horizons : The Present and the Promise of Knowledge Management ed. C Despres & D Chauvel Butterworth Heinemann October 2000.



# A luxury Colosseum





**Wicked problems require a certain appetite...**





# Professional service firms are entering policy debates



cutting through complexity

## The transition from car manufacturing in Victoria

8 September 2014



Victoria is about to enter a period of economic uncertainty bought on by the closure of car manufacturing activities in the State...

Company	Employees	When	Where
	1,200	October 2016	Broadmeadows, Geelong
	1,300	End 2017	Port Melbourne, Lang Lang
	2,500	End 2017	Altona

PC has estimated job losses in Victoria as:

Scenario	2016-17	2017-18	2018-19	2019-20
High	24,150	8,190	3,890	1,330
Low	11,980	4,060	1,930	660

- The size and scale of these job losses could be unprecedented compared to:
 

<input type="checkbox"/> Ansett	16,000 (2001)	<input type="checkbox"/> Mitsubishi	2,030 (2004/2008)
<input type="checkbox"/> BHP Steel	2,800 (1999)	<input type="checkbox"/> Nissan	1,800 (1992)



# Power behind the throne?

## Members of Parliament (Staff) Act 1984

Series

Act No. 64 of 1984

**Notation:** The Members of Parliament (Staff) Act 1984 was amended by the Public Employment (Consequential and Transitional) Regulations 1999 (Statutory Rules 1999 No. 301 as amended by Statutory Rules 2000 No. 332).

Administered by: Finance



Photo: Rob Homer

# FINANCIAL REVIEW

THE DAILY HABIT OF SUCCESSFUL PEOPLE.

THE DAILY HABIT OF SUCCESSFUL PEOPLE.

THE DAILY HABIT OF SUCCESSFUL PEOPLE.

Policy advice  
is also coming  
from within....

...from  
staffers and  
the party  
machine



# IPAA 2014 INTERNATIONAL CONFERENCE

PERTH CONVENTION  
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