



Managing Change Successfully in Land Management Organisations

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Business Change ? What will be will be.

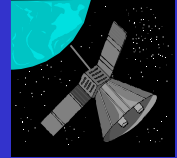
Change Truisms

Change is a constant in our lives

The rate of change is ever increasing

The world around us is changing at an ever-increasing speed

Change or be irrelevant



Shakespeare on Change

'There is a tide in the affairs of man,

Which, taken at the flood, leads on to fortune,

Omitted, all the voyage of their life

Is bound in shallows and miseries.



Julius Caesar, William Shakespeare, 1564-1616

8 Ways to Fail at Change

1. Too much complacency - no urgency.
2. Failing to create a sufficiently powerful guiding coalition
3. Underestimating the power of vision
4. Undercommunicating the Vision
5. Permitting obstacles to block the new vision
6. Failing to create short-term wins
7. Declaring victory too soon
8. Neglecting to make change stick as part of the culture

How do you change behaviour ?

SEE-FEEL-CHANGE

1. HELP PEOPLE SEE

As a result

2. SEEING SOMETHING NEW HITS THE EMOTIONS.

3. EMOTIONALLY CHARGED IDEAS CHANGE BEHAVIOUR OR REINFORCE CHANGED BEHAVIOUR.

ANALYSIS-THINK-CHANGE

1. GIVE PEOPLE ANALYSIS

As a result

2. DATA AND ANALYSIS INFLUENCE HOW WE THINK.

3. NEW THOUGHTS CHANGE BEHAVIOUR OR REINFORCE CHANGED BEHAVIOUR.

Source: Kotler 1996

Eight Steps for Successful Large-Scale Change

1. Increase Urgency
2. Build the guiding team
3. Get the Vision right
4. Communicate so people can commit
5. Empower action
6. Create short-term successes
7. Don't let up
8. Make change stick

Source: Kotler 1996

Land Management Organisations - Can we handle the challenges ?

1. Often run or managed by a Bureaucracy
2. Bounded by tradition
3. Historical development - no clear pathways
4. Constrained by legislation
5. 'We've always done it this way'
6. Basis for many other activities
7. Lack of political will
8. Lack of funding

Case Study: Land Titles Automation Project, Land Victoria, Australia

Background:

Converted 3.8 Million paper titles to an electronic form

System evolved over time - 13 Million instruments relating to the titles

130 years of using the same model for land transactions

Similar projects had been attempted previously and not been successful

Why did it work this time ?

Supported by all members of the Senior Management team

Vision for its achievement

Supported at the political level

Funds provided for action

Staff, stakeholders and customers all involved in the change process

Staff involved in developing the process

Flexible implementation that catered for additions

Progressive waves of implementation



Choose to Succeed at Change

Avoid the pitfalls - consider success factors

Commit resources and thinking into the change elements

Manage the change as well as the project

People change at different rates – be aware and include this in your planning

Persist until the change becomes accepted

Tools are available for managing at the project level

QUESTIONS



Disclaimer: The Views in this presentation are my own and are presented for the purpose of academic and professional Research and do not necessarily reflect the policy and view of the Department of Sustainability and Environment in this area.