The Intersect of the Organisation and the Citizen of the Future

Elizabeth Wilson
About Edith Cowan University

• In 2016, celebrated 25 years as a University;
• The oldest educational institution in Australia;
• Named after the first woman elected to Australian parliament;
• Approximately 30,000 students over four locations and a number of international partnerships;
• QILT survey shows ECU to be top public university in Australia for overall student satisfaction
Context

- Research shows:
  - the pace of change is increasing;
  - existing business models are not well aligned to the needs of digital business;
  - employees are becoming less engaged with their work;
  - modern management theories and frameworks show that an engaged workforce is paramount to success;
  - it seems that the needs of the individual and the needs of a business in the digital era may be complimentary
The 4\textsuperscript{th} industrial revolution

## Navigating the next industrial revolution

<table>
<thead>
<tr>
<th>Revolution</th>
<th>Year</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1784</td>
<td>Steam, water, mechanical production equipment</td>
</tr>
<tr>
<td>2</td>
<td>1870</td>
<td>Division of labour, electricity, mass production</td>
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<tr>
<td>3</td>
<td>1969</td>
<td>Electronics, IT, automated production</td>
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<tr>
<td>4</td>
<td>?</td>
<td>Cyber-physical systems</td>
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</tbody>
</table>

https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/
What does the Digital Organisation look like?

https://dionhinchcliffe.com/2015/01/16/how-leaders-can-address-the-challenges-of-digital-transformation/
Employee engagement

- The digital organisation depends on high levels of employee engagement
- Recent research identifies that in ANZ:
  - 24% of employees are engaged with their jobs;
  - 60% are not;
  - 16% are actively disengaged

Why are employees ‘disengaged’?

‘We live in 2014 and work in 1970’

Jacob Morgan

The Agile Approach

• Iterative approach to software delivery with incremental ‘sprints’
• Development based on ‘user stories’
• Planning adapts to varying scope as requirements change
• Software that works is the measure of success rather than on time, in scope, on budget
• Agile defines a culture
# Appreciative Inquiry

## Problem Solving vs. Appreciative Inquiry

<table>
<thead>
<tr>
<th>Problem Solving</th>
<th>Appreciative Inquiry</th>
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</thead>
<tbody>
<tr>
<td>3. Analysis and Possible Solutions</td>
<td>3. Dialoguing “What Should Be”</td>
</tr>
<tr>
<td>4. Action Planning (Treatment)</td>
<td></td>
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<tr>
<td>Basic Assumption: An organisation is a problem to be solved</td>
<td>Basic assumption: An organisation is a mystery to be embraced</td>
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</table>

World Cafe

- Simple, effective and flexible format for hosting large group dialogue
- Seven design principles:
  - Set the context
  - Create hospitable space
  - Explore questions that matter
  - Encourage everyone’s contribution
  - Connect diverse perspectives
  - Listen together for patterns and insights
  - Share collective discoveries

www.theworldcafe.com
The greatest danger in times of turbulence is not the turbulence — It is to act with yesterday’s logic.

Peter Drucker
How do we do this?

- Many of us are not in a position to change the way in which our whole organisation works;
- Many of us can influence the way in which a part of our organisation can work;
- Internal ‘engagement’ roles and model are becoming critical