

# Rockhampton Regional Council

The Change Journey



Rockhampton Regional Council

# Amalgamation



*She sits low in the water-  
new Captain on the Bridge,  
and all the officers from the  
other boats are in the mess.*

*The crew numbers 1300 with  
some on the bow but most  
looking back to port.*



# Structural Change

- Four Geographic Structures
- Functional Structure with Geographic Overlay
- Functional Structure
- Functional Realignment



*“Disfunctionality comes from Uncertainty”*

# Three CEO's in Three Years

- Restructure or realign?



- Share ideas and ideals
- Manage Employee perceptions
- Encourage Psychological Contract
- Live the Values

*“Selling Change is not sustainable, you need people to implement it”*

# Emotional Buy In

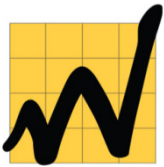


- De-amalgamation?
- Competition?
- Resistance?
- Sponsorship of Change?
- WIFM?
- Empowerment
- Recognition
- Trust
- Patience
- Tolerance

*“Trust staff to do the right thing, get out of their way and watch them fly”*

# THE LEADERSHIP JOURNEY

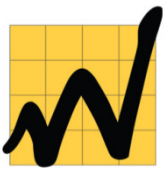
Dr Tim Baker



**WINNERS  
AT WORK**

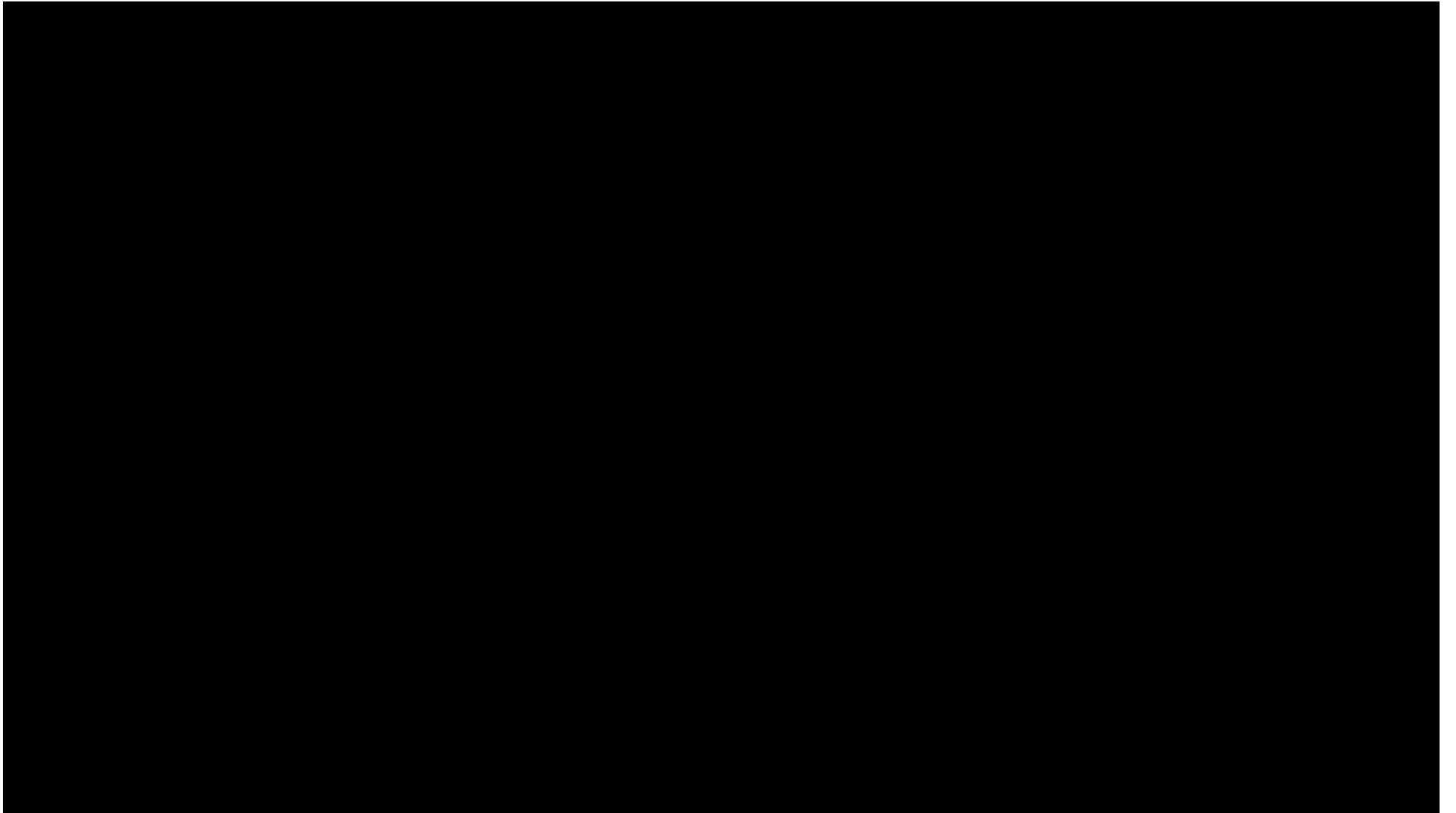
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# Leaders in Local Government program

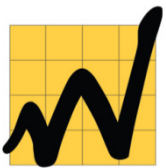


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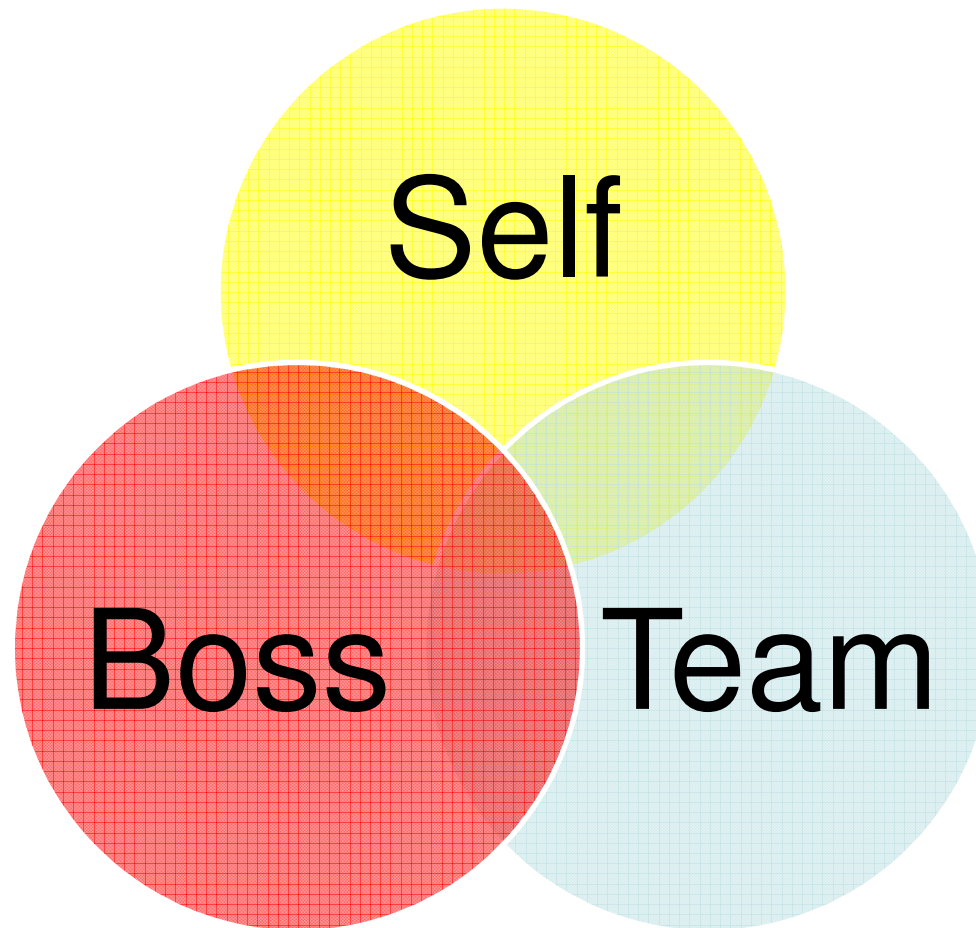
# Corporate Culture Change Cycle



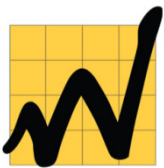
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# 360 Degree Feedback



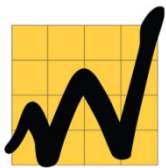
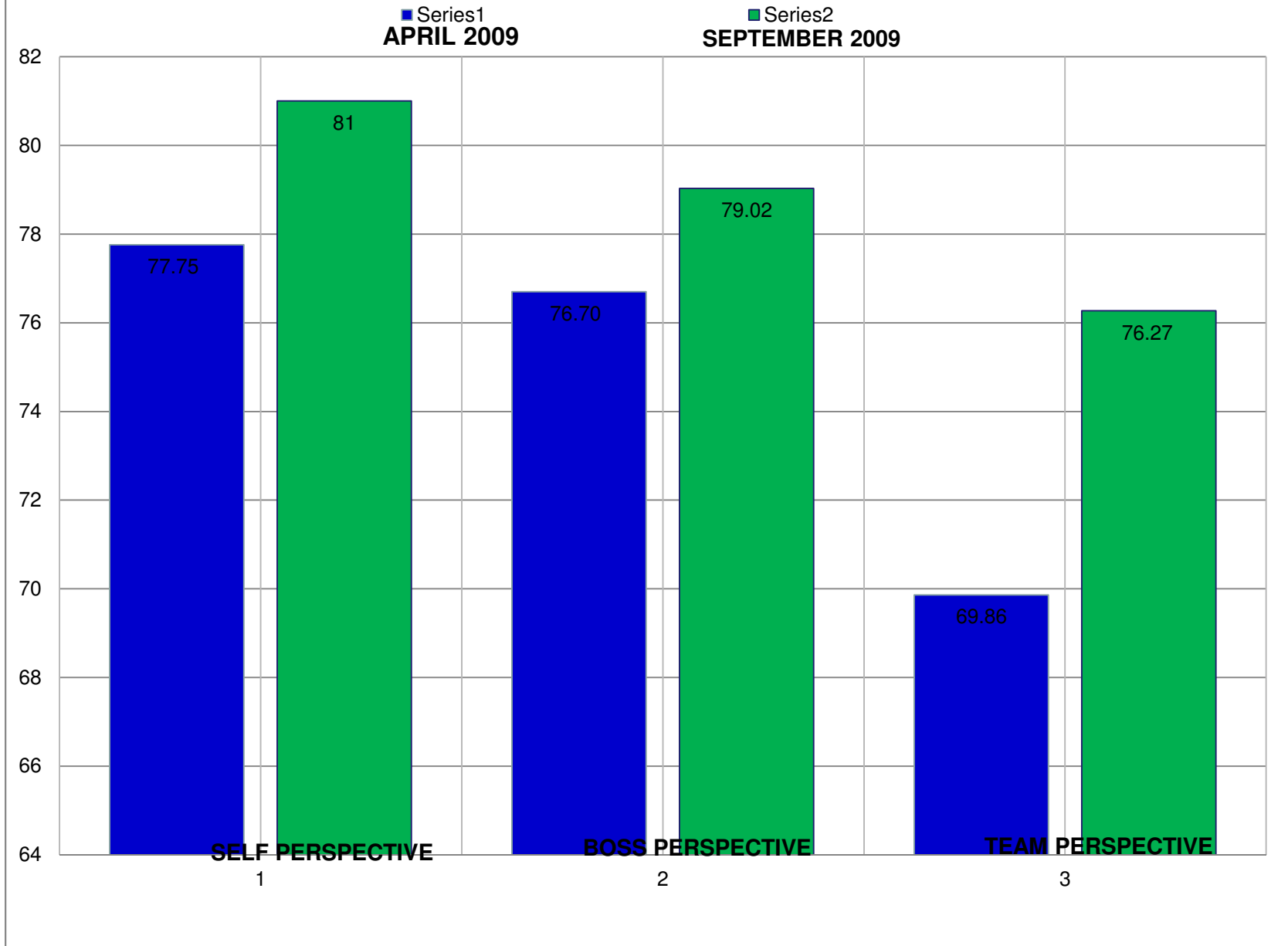
- Delegation
- Coaching
- Training
- Team Development
- Problem Solving
- Trust
- Conflict Handling
- Personal Characteristics
- Communication
- Counselling
- Leadership



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AT WORK**

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# Comparison Graph of 360 Degree Feedback Results & Progress



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Rockhampton Regional Council

# Leadership Under Threat

- React not Respond
- Bunker Mentality
- Silo Mentality
- Empowerment
- Trust
- Unity
- Attitude



# Journey Ahead

- Unity
- Strong Leadership
- Attitude
- Investing
- People



*“Concentrate on what people can do not what they can’t”*

# What have we learnt?



- Managers need to be all on the same page
- Leadership needs to be consistent
- People need to be invested in
- The answers come from within- they just need a nudge
- Constant change stifles creativity if people feel threatened
- Values can only be embraced through involvement
- Show a united approach