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?

1. Help people see
2. Seeing something new hits the emotions.
3. Emotionally charged ideas change behaviour.

Analysis - Think - Change
1. Give people analysis
2. Data and analysis influence how we think.
3. New thoughts change behaviour.

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
Land Management Organisations - Can we handle the challenges?

1. Often run or managed by a Bureaucracy
2. Bonded 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