

Building land management organisations and professions for the information age.

FIG Congress 2010
Facing the Challenges – Building the Capacity.

Sydney, Australia, 11-16 April 2010

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Chair Working Group 1.3, Commission 1

Feeling strange – maybe it is a change of perspective.

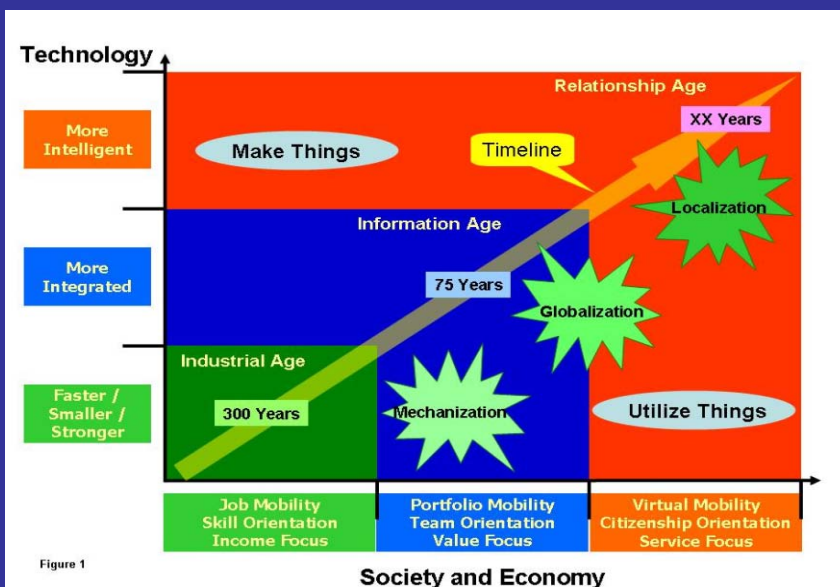


Source: <http://cultivatedpages.files.wordpress.com/2008/08/upside-down-world-map2.gif>

Drivers of change

trust globesity choice terrorism Brazil Russia
 India & China levels of government generational
 change twitter black swan salinity population
 growth social marketing climate urbanisation
 south east asia diabetes biotech public sector
 debt housing prevention genetically modified
 values water liveability free trade work/life
 balance knowledge economy salinity social
 inclusion workforce participation private equity
 oil 24/7 media mental health biodiversity skills
 web 2.0 globalisation sustainability

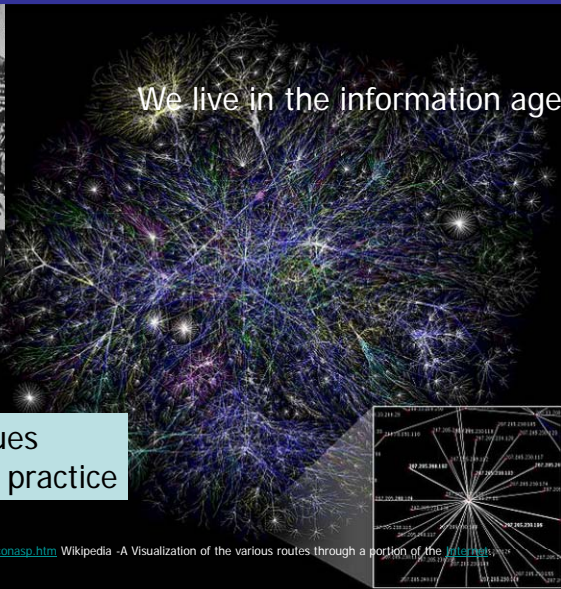
Our society and how we work is evolving



Most management looks backwards



We live in the information age



Most management techniques are based on industrial age practice

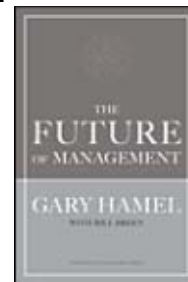
Source: Images clockwise - www.magellen.com, www.peter-saacs.com/isaacs/Econasp.htm, Wikipedia - A Visualization of the various routes through a portion of the [Internet](http://en.wikipedia.org/wiki/Internet), www.peter-saacs.com/history/loop012.htm

Good news – plenty of room to improve and manage innovatively.

Type of innovation:	# of articles
Management	300
Strategic	600
Product/service	3,000
Operational	52,000

Where most people focus

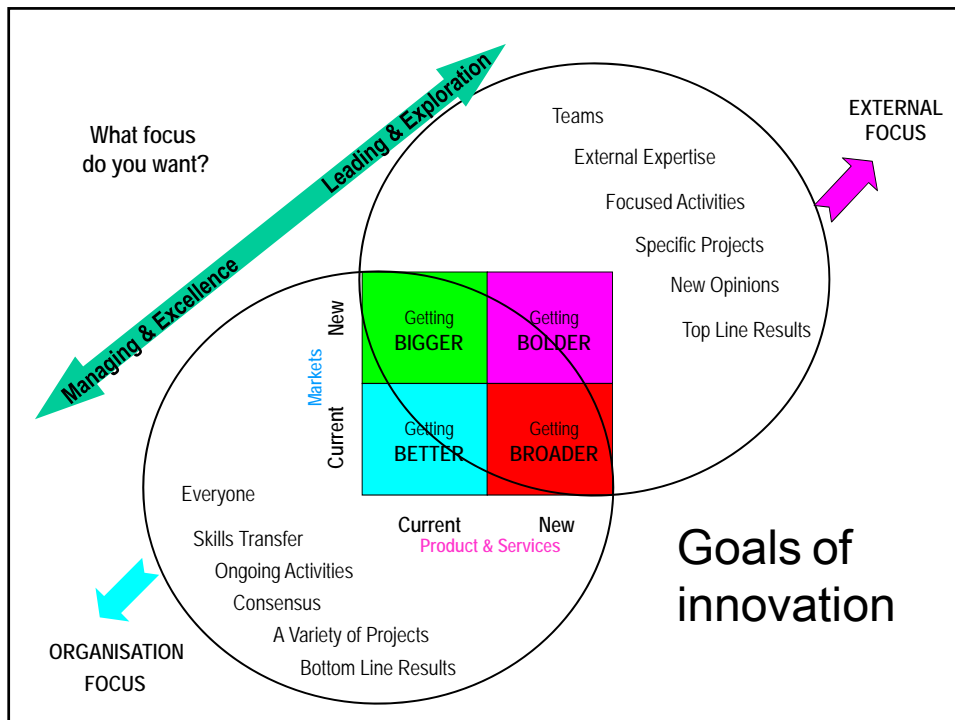
Where companies like Google focus



Innovation challenges:

- Dramatically **accelerating the pace of strategic renewal** in organisations large and small
- Making **innovation everyone's job**, every day
- Creating a **highly engaging** work environment that inspires employees to give the very best of themselves

Contribution to value creation	
Passion	35%
Creativity	25%
Initiative	20%
Intellect	15%
Diligence	5%
Obedience	0%



Why is it important to surveying professionals ?

- FIG Council 2007-2010 chose the theme 'Building the Capacity', to emphasise ' the role of surveyors in building society through their professional expertise and the crucial role land has in this development.' (Stig Enemark, 2009)
- There is a need ... for **policy innovation**, policy creativity, policy contestability, long-term policy planning and a parallel **commitment to excellence and innovation** in how we best deliver services to the Australian community" (Prime Minister Kevin Rudd, 2008).
- Australia, 'Venturous Australia' ,2008 highlighted ways to build the national innovation system and identified climate change as a key area for action.
- Your country will have its own initiatives on innovation and new ways of working. How do they apply to your work?



Is there really a problem?

FIG Task force on Institutional and Organisational Development

- **Cooperation** between organisations **is a weak** point, and the remits and skills of the different organisations not joined up effectively
- **Effective working across sectors** is a particular issue
- There are **skill gaps declared**, particularly in the conversion of policy into programmes, the division of labour, and ensuring effective learning and development
- **Stakeholder requirements appear insufficiently understood/** insufficiently balanced when turning to ensuring effective use of outputs
- There is **insufficient time and effort given to learning from past experience**

FIG Publication No:37 – Institutional and Organisational Development –A guide for managers.

Changing the way we work – Case studies

1. Victorian system change
2. Victorian organisational change
3. The new professional

“Not everything that can be counted counts,
and not everything that counts can be
counted.”

Albert Einstein



Four action areas

1. Creating connections between people, ideas and opportunities
2. Building innovation capability
3. Stimulating innovation and rewarding good practice
4. Sharing information and data

DSE - A journey of innovation

- DSE is building a culture of innovation among its people.
- It is creating new strengths and capabilities for the future.
- This journey will require changing the way we think and work in some ways.

“The most important characteristic of an innovative firm is that it has an explicit system of innovation which pervades the whole organisation, which is visible, known about, generates a stream of new ideas, and is seen as vital to creating new value”

- John Kao (Jamming: The Art and Discipline of Corporate Creativity)

A plan of action

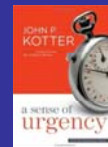
- The overall objective is to promote a culture of innovation in DSE.
- Three priority areas:
 - Creating awareness about innovation in DSE;
 - Building individual and organisational capacity to innovate; and
 - Making space in DSE for the next generation of ideas.

Making management more innovative.

Creating the right environment in DSE for innovation to flourish is a key objective of the Strategy & Innovation unit established in 2008.

External change demands internal change. Management innovation becomes critical to responding. More processes need to be made more efficient. New work methods and products must be created. With complacency or false urgency none of these changes happens fast enough, smart enough, or efficiently enough.

Kotter – “Sense of Urgency”. ‘We live in an age where change is accelerating. The rate of change will continue to go up and up. External change must be seen to be acted upon’.



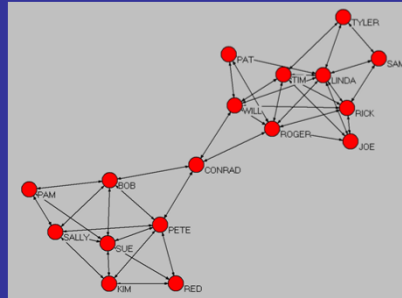
The new professional – virtual reach

- The web enabled world - Web 2.0 is a living term describing changing trends in the use of World Wide Web technology and web design that aims to enhance creativity, information sharing, collaboration and functionality of the web.
- This has led to the development and evolution of web-based communities and hosted services, such as social-networking sites, video sharing sites, wikis, blogs, and folksonomies.
- Includes social sites like MySpace , professional sites liked linkedin, media sites like Flickr and YouTube, and commercial sites like Amazon and eBay.

• <http://en.wikipedia.org/wiki/web2.0>

What is a social network?

- A social network is a network of people
- But it is not about the people themselves but it's about **relationships**
- The value is **in** the relationship or tie "between" people – and the reciprocal activity of giving and receiving



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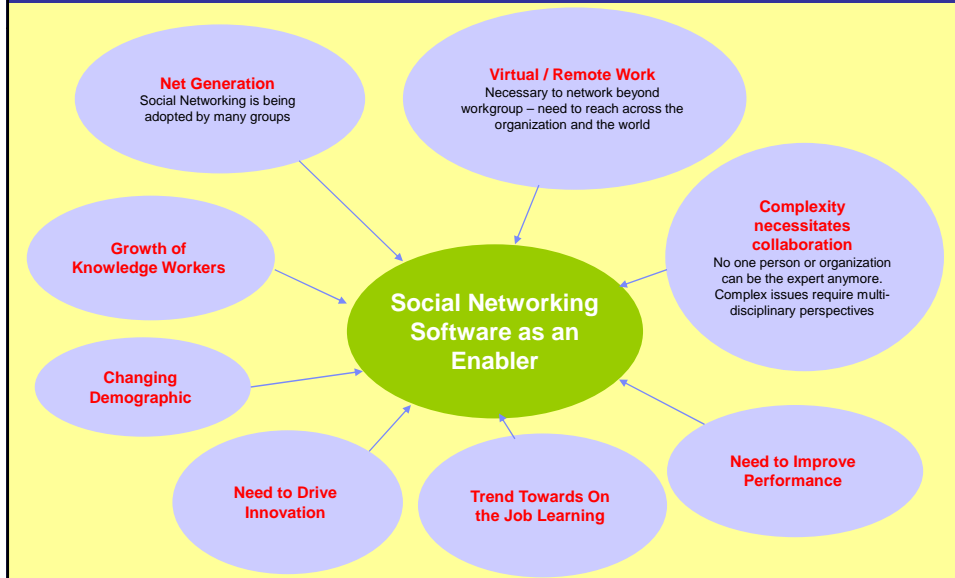
When all else is even, Social Capital differentiates you

- People with larger contact networks obtain **higher-paying positions** than people with small networks
- A similar finding in social support research shows that persons with larger networks tend to live longer.
- Personal contacts get significant information to you **before the average person** receives it. That early warning is an opportunity to act on the information yourself or to invest it back into the network by passing it on to a friend who could benefit from it.
- Personal contacts get your **name mentioned** at the right time in the right place so that opportunities are presented to you.

Source: Ronald Burt, The Social Structure of Competition, from the book *Networks in the Knowledge Economy*

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Why is now a good time?



Social Software is **everywhere**

Source: Presentation by Karen Tipping, IBM

Photo credit: Ian McKinnon www.mckinnon.com

Example : LinkedIn

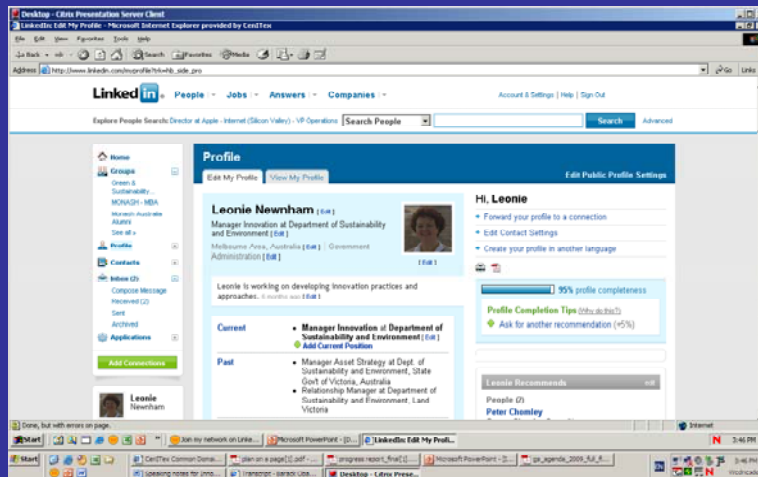
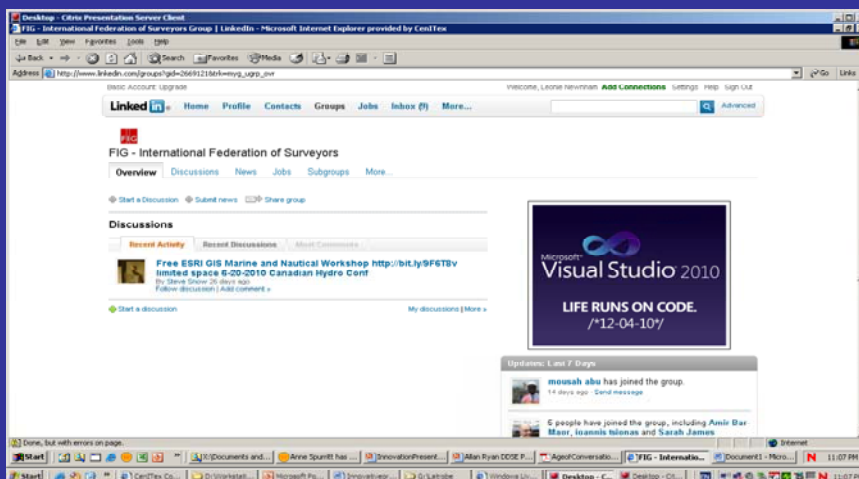


FIG is LinkedIn



Getting started - approaches can be simple – 123 Innovate©

1. Seeing

Act on opportunities when you see them.
Ask is there a better way?
Engage stakeholders and seek support

2. Thinking

Scan the environment, meet interesting people
Collaborate to share, learn and grow.
Proper planning delivers better results faster

3. Doing

Spend time on what adds value
Understand and capture the detail
Act to the full extent of your capabilities and authority

Source: Hargraves Institute

Use this Congress to collaborate and answer your questions on new ways of working



Source: <http://www.hargravesinstitute.com/2007/11/collaboration.jpg>

Disclaimer: The views in this article are my own and are presented for the purpose of academic and professional Research and do not necessarily reflect the policy of views of the Department of Sustainability and Environment;

Acknowledgements: Prof John Parker as my co-chair for his contribution of ideas and enthusiastic support.

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