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# Leading in a Complex World

DEC Forum 2009



2009 DEC

## Forum summary



**FORUM OUTPUTS:** includes audio's of Director General, Minister, keynote speakers, panel Q/A's, plus resources, workshop techniques & participant submissions



## Leading in a Complex World

### Department Environment and Conservation Forum 2009

Technology Park, Bentley, Monday 30 November

#### Forum purpose

To continue to build connections and understandings of the diverse operations in the department.  
To hear from internal and external presenters on topics related to key priorities and expectations.  
To engage with senior managers and leaders about effective ways to communicate DEC's corporate directions.

8.30	Registration and Welcome	Foyer /Theatre
9.00	Opening of the forum	Ron Kawalilak, forum MC
	Director General Address	Keiran McNamara
9.15	<b>Session One: Achievements and challenges</b> Daryl Moncrieff, Regional Manager, Kimberley Region, Regional Services Division Tracy Shea, A/Assistant Director Policy and Planning, Parks and Visitor Services Division Dr Stephen Van Leeuwen Program Leader Biogeography Program, Science Division Alan Sands A/Director Environmental Regulation Division	Theatre
	<i>Note: This session also incorporates video highlights and camcops of DEC staff talking about their work.</i>	
10.30	Morning tea	Dining area
11.00	<b>Session Two: Leaders and expectations</b> Michelle Andrews, A/General Manager, Office of the Environmental Protection Authority Peter Conran Director General, Department of the Premier and Cabinet Prof Vivienne Blake, University of Western Australia/ Director of Organisational Development, People and Culture. La Trobe University	Theatre
12.30	Lunch	Dining area
1.15	<b>Session Three: Complexity in action</b> Group work and discussions addressing the theory and practice of some complexity tools and techniques. Focusing on strategies to communicate corporate purpose and direction.	Seminar Rooms 1&2
3.30	Afternoon tea	
4.00	<b>Session Four: Priorities and directions</b> Address and Q/A interaction with the Director General and the Deputy Directors General of Parks & Conservation and Environment.	Seminar Room 1&2
4.45	Minister's address	Hon. Donna Faragher
5.00-6.00	Close of forum and sundowner	Courtyard

*See overleaf for DEC structure chart and tips for how to make the day successful*

*note: session 1 not recorded due to technical issues*

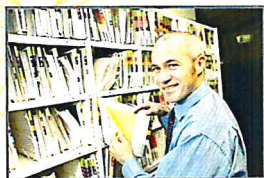
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Director General Address

Foyer / Theatre  
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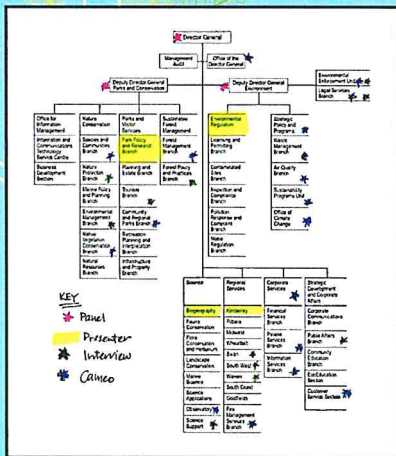




## Session1: Challenges & achievements



... hearing from within DEC



9.30

### Session One: Achievements and challenges

**Daryl Moncrieff**, Regional Manager Kimberley Region, Regional Services Division  
**Tracy Shea**, A/Assistant Director Policy and Planning, Parks and Visitor Services Division  
**Dr Stephen Van Leeuwen** Program Leader Biogeography Program, Science Division  
**Alan Sands** A/Director Environmental Regulation Division

*Note: This session also incorporates video highlights and cameos of DEC staff talking about their work.*

## Theatre

## Session 2: Leaders & expectations

*"we should be passionate about what we do but  
dispassionate about how we carry out our role"*

*Peter Conran*



Session Two: Leaders and expectations

Theatre

Michelle Andrews, AG General Manager, Office of the Environmental Protection Authority

Peter Conran Director General, Department of the Premier and Cabinet

Prof Vivienne Blake, University of Western Australia, Director of Organisational

Development, People and Culture, La Trobe University





## ... hearing from others

### Harvard Business Review

[www.hbr.org](http://www.hbr.org)

*Wise executives tailor their approach to fit the complexity of the circumstances they face.*

#### A Leader's Framework for Decision Making

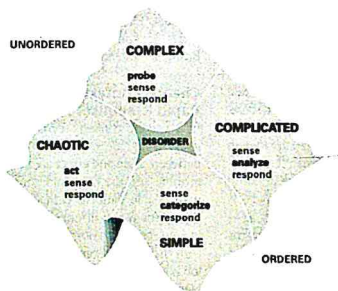
by David J. Snowden and Mary E. Boone

#### The Cynefin Framework

The Cynefin framework helps leaders determine the prevailing operative context so that they can make appropriate choices. Each domain requires different actions. *Simple* and *complicated* contexts assume an ordered universe, where cause-and-effect relationships are perceptible, and right answers can be determined based on the facts. *Complex* and *chaotic* contexts are unordered—there is no immediately apparent relationship between cause and effect, and the way forward is determined based on emerging patterns. The ordered world is the

world of fact-based management; the unordered world represents pattern-based management.

The very nature of the fifth context—*disorder*—makes it particularly difficult to recognize when one is in it. Here, multiple perspectives jostle for prominence, factional leaders argue with one another, and cacophony rules. The way out of this realm is to break down the situation into constituent parts and assign each to one of the other four realms. Leaders can then make decisions and intervene in contextually appropriate ways.





## Conversations & connections...



*... in the breaks*



## *Session 3: Complexity in action*

**Workshop methods: to communicate  
corporate direction & purpose**



- \* Anecdote circles**
- \* Ritual dissent**
- \* Plans gallery**



full details of workshop methods  
[www.cognitive-edge.com.method.php](http://www.cognitive-edge.com.method.php)



1.15

### Session Three: Complexity in action

Group work and discussions addressing the theory and practice of some complexity tools and techniques. Focusing on strategies to communicate corporate purpose and direction.

Seminar Rooms 1&2

## *Session 4: Priorities & directions*



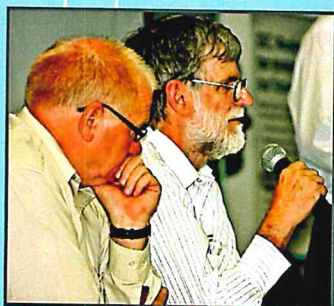
**4.00**

### **Session Four: Priorities and directions**

Address and Q/A interaction with the Director General and the Deputy Directors General of Parks & Conservation and Environment.

**Seminar Room 1&2**







# Question & Answer

## Priorities & directions

1. What strategies does DEC have to promote a whole of government approach between the line/central agencies?  
Addressed Keiran McNamara
2. What are some possible changes proposed for the Public Sector Management Act?  
Addressed Keiran McNamara
3. What is the possibility of accessing "royalties for regions" funding in the coming years?  
Addressed Keiran McNamara/Jim Sharp
4. Will DEC be involved in the EPA project assessment trials concerning biodiversity/risk assessment?  
Addressed Keiran McNamara/Robert Atkins
5. Can sustainability principles, thinking and planning be included in the new corporate plan?  
Addressed Keiran McNamara
6. What is the direction of the government regarding longer term additions to the conservation estate?  
Addressed Keiran McNamara/Jim Sharp
7. What support and attitudes have changed since the Coroner's findings on Boorabbin?  
Addressed Keiran McNamara

## Director General's panel



# sessions

## Leaders & expectations

1. How can government assist line agencies approach problem solving from a whole of government perspective?  
Answered: Peter Conran
2. Given a risk averse political system, tight budgets and DEC is driven by delivery – how can we make a transition to build policy capacity?  
Answered: Peter Conran
3. Given the separation of the EPA how do you see the two agencies moving forward?  
Answered: Michelle Andrews
4. Your observations on agency restructures and expectations?  
Answered: Vivienne Blake
5. What guidance do you have to influence governments to take a longer perspective in budget and strategic planning cycles?  
Answered: Peter Conran

## External speaker panel

## *Minister's closing address*



4.45

Minister's address

Hon. Donna Faragher



Transmittal To Minister's Office  
(Executive Use Only)

Date/Time Sent: 22.09.09 10 am  
By Whom: *Keiran McNamara*  
How: Hand (Box) Courier Fax Email

Author: Ron Kawallak, Director, 9389 8644  
Office of Origin: Strategic Development and Corporate Affairs Division  
Your Reference:  
Our Reference: MINE2708/09

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Department of Environment  
and Conservation

**SCANNED**

**MINISTER FOR ENVIRONMENT**

**FORUM FOR DEC SENIOR MANAGERS AND LEADERS**

**ISSUE**

Invitation to attend and speak at a forum for DEC senior managers and leaders.

**BACKGROUND**

A forum has been organised for senior managers and leaders in the department for Monday, 30 November 2009, at Technology Park Function Centre in Bentley.

The purpose of the all day event is to bring together around 130 key staff from the diverse areas of our organisation to do a number of things:

- to continue to build connections and understanding across the operations of the department;
- to hear from external and internal presenters on topics related to key priorities and expectations for the agency; and
- to engage with senior managers and leaders about effective ways to communicate DEC's corporate directions throughout the organisation.

The forum provides an opportunity to meet and speak to the leadership group in the department.

**RECOMMENDATIONS**

That you:

1. note this information; and
2. advise of your interest in attending the forum around 4.30 pm on 30 November 2009 and making a brief presentation to DEC staff.

☐ NOTED

☐ ACCEPT ☐ DECLINE

*Keiran McNamara*  
10/09

Keiran McNamara  
DIRECTOR GENERAL

**MINISTER FOR ENVIRONMENT; YOUTH**

21 September 2009



## Participant thinking about...

### Make the most of the forum

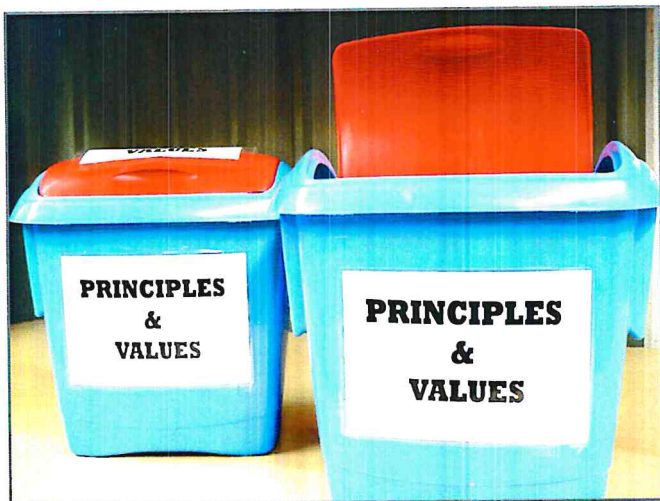
You have been given a small blank notebook and pen to record any impressions and ideas throughout the day, particularly about:

- *DEC's core values*
- *Guiding principles*

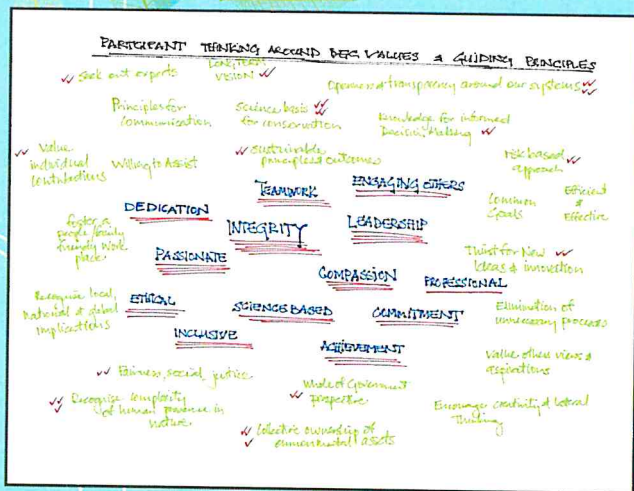
You also have a large index card to record and submit your thinking or recommendations around these two areas, for use in the *2010-2012 DEC Corporate Plan*. Please feel free to submit as many cards as you wish (extra index cards are available from the resources table in each room).

Also included in your resources for the day is a Harvard Business Review article "A Leaders' Framework for Decision Making" that further explores the flavour of our forum.

*Leading in a complex environment.*



# values & principles





# FORUM PURPOSE

- \* **increase connections**
- \* **hear from internal & external speakers about achievements & expectations**
- \* **trial some complexity theory tools to communicate purpose & vision**



<http://intranet/noticeboard/pages/DECforum.aspx>