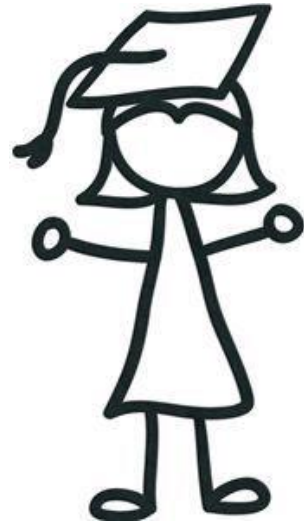


**The change experiment isn't working
– avoid the quick wins in favour of
longer term solutions**



Courtney Innes
Senior Services (School) Coordinator
Queensland University of Technology

A little bit about me:



Degree in politics
and government



Griffith University

Queensland University
of Technology



What are we talking about today?

Change and the tendency to go for the quick win



But should we slow down and implement successful longer term iterative solutions?



The quick win

- Early success
- Creates momentum
- Immediate fix



But the problem with an immediate fix

- Fixes identified concern
- It doesn't always fix the underlying systems and processes

So we have to create work-arounds, which leads to more administration



Example:

NESTT and the introduction of the QUT corporate card

- **Navigate, Expand, Strengthen, Tune and Take-Off**
 - Four states of the Rapid Process Redesign undertaken at QUT
- NESTT's aim was to implement business process improvements to processes and systems that were highlighted as causing the most angst
- Delays in paying for travel, especially airfares, was identified as a significant pain point.
- The solution – implement a corporate credit card for all eligible staff.

Why this was an example of a quick win / low hanging fruit

- Corporate cards already existed in the university and were seen as a way of organising quick payment



- However, the reconciliation system was extremely difficult to use and resulted in workload havoc for academic staff who had never had to use it before, and it produced hundreds of thousands of dollars in unreceipted transactions

The storm before the calm

- While the initial ramifications were big and the reconciliation system was a bit of a hassle, the introduction of the corporate card significantly improved the time it took to organise and pay for travel
- Further business transformation identified corporate card reconciliation as an issue and as a result, with user testing and consultation – there is now a new system in place which is much more user friendly and unreceipted transactions have dropped

What would an iterative change look like?

- Don't go for the quick win
- Focus on the longer term
- Create sustainable solutions

Example – the creation of QUT Appointments

- Didn't go for the quick win – time was taken to design the system and it went through a pilot before being launched university wide
- Focused on the longer term – the system is easily maintained and adapted for other uses
- Created sustainable solutions – it went paperless and is user friendly

A colleague and I will be giving a further talk on this on Wednesday

To think about

- The quick win is tempting but will it really help you in the long run?
- Think about the cascading chain and what a change will do to workloads and supporting systems / processes
- Don't be afraid to experiment. And fail.
- If it does fail, acknowledge it didn't work and move on



And just remember - there's always room for improvement

“I have **not**
failed. I've
just found
10,000 ways
that won't
work.”

Thomas Edison

Thank you