

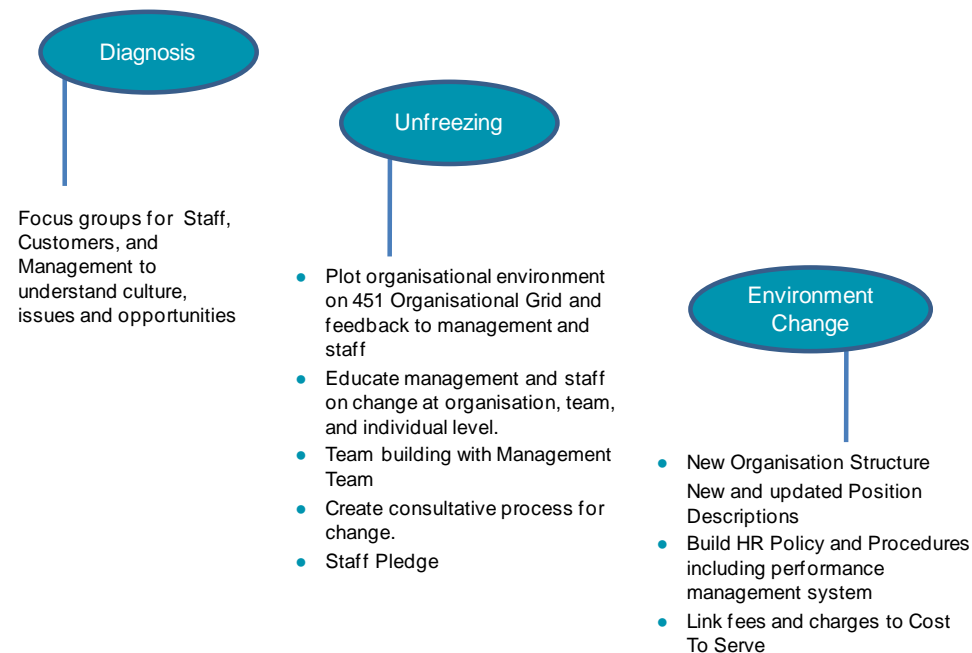
# Strategic Change QFVG

## Background

QFVG has historically operated in a business model whereby fruit and vegetable growers in Queensland were charged a mandatory levee for selling in the market. QFVG were the recipient of these funds to assist growers in expanding the market, raising quality, undertaking R&D, analysing key issues, and representing members to other stakeholders such as government. A decision was made in 2001 to provide growers optional membership from 2003. A new CEO was appointed in the second half of 2001 with a significant challenge: How to create a new organisation from an existing one, which preserves the good things about QFVG but at the same time becomes more responsive to members, is more challenging and rewarding for staff, and provides greater cost efficiency.

## Process

### The 451 Approach



451 Consulting was engaged by the CEO to build a Strategic Change program which commenced with staff focus groups to understand the culture, issues and opportunities for the journey ahead. 451 Consulting helped prepare the organisation for the journey ahead by educating staff on change at the organisation, team, and individual level. Working directly with the CEO and senior management team, a number of specific projects were implemented to support staff through the time of change.

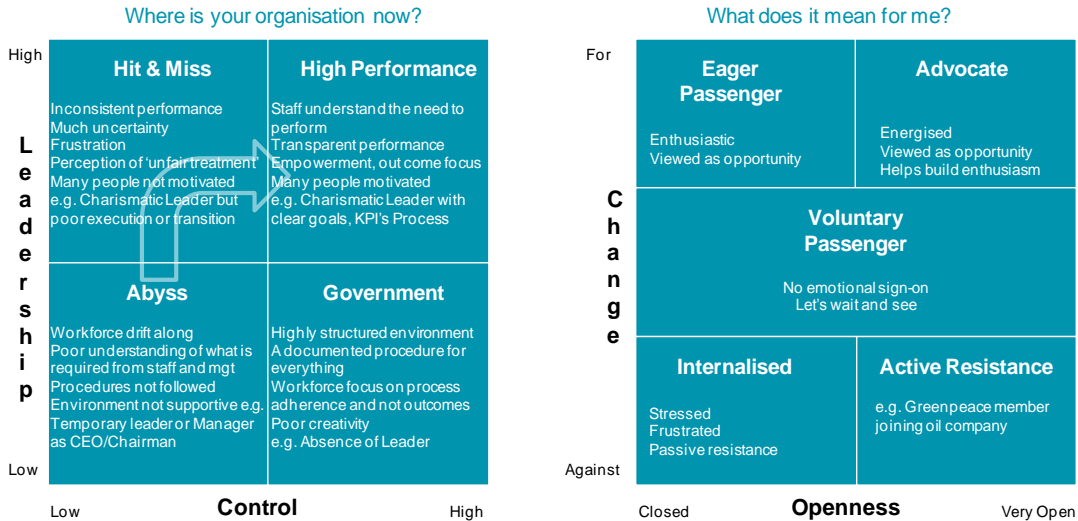
This included improving communication, creating new HR procedures, improved listening to staff, a new performance management system, and mobilising a number of staff teams to assist with forging the new organisation.



**Making fundamental changes within an organisation has to be a true consultative process. If management, staff and customers are not given the opportunity to contribute, the process will fail.**

# Strategic Change QFVG

Managing change is about understanding organisation and individual dynamics.



The intervention techniques used depended on the current and target areas of the grid. For instance, migrating from 'Hit & Miss' to 'High Performance':

- Develop the need within individuals for change (unfreeze)
- Develop and make widely available concise Policy/Procedures to provide guidance to management and staff on desired behaviour
- Develop linkage from a simple Strategy to structure, and cascading corporate KPI's through management and staff Position Descriptions
- Develop a simple performance measurement system including negotiation of target outcomes, rewards, and monthly Board Reporting
- Develop a supportive environment to assist managers and staff through change:
  - Organisations are often judged by employees on how they are treated when something goes wrong
  - Repeated errors undermine people's self esteem
- Monitor compliance, publicise success and feedback poor performance

## Outcomes

The CEO, senior management team, staff, and 451 Consulting are all working towards a better QFVG.

## Testimonial

"451 Consulting is helping us better harness our great internal talent; they actually work along side us and are a key part of the team. There is no doubt the 451 Consulting experience is helping us avoid many potential pot holes on the road to future success."

*Jan Davies, CEO, Queensland Fruit and Vegetable Growers*

Empowering staff to contribute to the change process brings ownership and direction to all areas of an organisation.