

Innovation and Systems Leadership Phase 2

Understanding an Innovation Culture and its Effect in
Australian Red Meat Processing Plants:
An Application of Systems Leadership - Stage 2

Project Code
2020-1019

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Project Description

The second phase of the project used a Systems Leadership framework to facilitate innovation adoption. Key focus points were: individual plant leadership, the design of innovation systems, the training of key staff in Systems Leadership and the development of a wide range of projects that could be utilised by plant leadership to enable change. An important part of this process was allowing senior leadership to take the lead in the brainstorming and actioning of a large range of projects rather than an external consultant dictating one or two projects they should progress. A facilitator should not be the expert. Their job is to lead participants through the change process. The utilisation of nonlinear facilitation techniques can help the leader to rationalise change in their own mind and this enhances adoption (Cooksey 2011).

The project also conducted innovation learning programs for board and senior management as well as programs for supervisors and leading hands. Essential to the innovation learning programs was the PIP development process to embed the innovation systems into the business. The fundamental premise was that innovation is driven by a broad range of people within the business. Engagement across the plant is fundamental to improve the interdependency between the social and technical aspects of the business. In creating this improvement, the commercial aspect underpins the understanding for people in the business to improve their work.

Project Content

The report is a 50-page document that summarises the key findings from the Innovation Phase 2 project. In addition to the standard template the report contains a one-page diagram of the Systems Leadership models and a list of all the individual plant project ideas generated in the program.

Project Outcome

The project engaged with 27 plants across Australia, trained 189 managers in Systems Leadership and develop 541 project ideas for the plant leadership to consider. Numerous project ideas become PIPs or internal plant projects.

Benefit for Industry

An essential component of plant performance within the project was the ability for the project team to facilitate thinking beyond 10 years. Innovation within an extremely complex system is not simple and as such the implementation of larger capital expenditure can be problematic when we don't consider the system as a whole. The focus of this project was to prepare people for the innovation process or system and to facilitate major or minor changes within a plant system to facilitate significant change.

The utilisation of facilitation was an important activity in the project as it produced a wide range of project ideas that could be facilitated into a major project outcome. The success of the project was demonstrated in the numerous small projects that led to significant outcomes for the individual plants. This was enhanced by the individual managers at different levels work to enhance their own work environment.

Two plants from the project generated an estimated gain of approximately \$97m in direct improvements for a \$1.94m project investment. These project outcomes have been communicated in case studies associated with the project (see Full Report for case studies).

Useful resources

Final report for Stage 1 and Stage 2 of the Innovation and Systems Leadership Project