

Multidisciplinary Insights into the Strategy and Change Interface

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Complex change in the nonprofit sector: Change lessons from the strategies used to implement the NDIS and where to from here? Key research findings

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- Research interests are in areas of organisational change, organisational culture, and sustainable management & leadership. Currently a co-researcher with Associate Professor Rosenbaum in the NDIS study
- Appointed to TEQSA Register of Experts
- Government appointed member of the AQF Review Panel



A BETTER WORLD THROUGH EDUCATION



Complex change in the nonprofit sector: Change lessons from the strategies used to implement the NDIS and where to from here? Key research findings

Associate Professor David Rosenbaum SFHEA

- Research interests are in areas of change management, business ethics, ethical leadership and organisational culture.
- Teaching responsibilities are focused on ethical leadership, ethics in business, business consulting practice, and qualitative research techniques

Research objectives

1. To identify how strategically the nonprofit Disability Service Organisations have used the transformational change processes required to implement the NDIS, and the manner in which these may be replicated on an industry-wide basis through the development of a sector-specific approach to the management of positive transformational change
2. To identify the role that organisational culture and support have played in the transitioning processes, consistent with service program design and delivery outcomes, and the manner in which this may be replicated on an industry-wide basis, where the necessary cultural attributes are identified and integrated within transformational change settings

Research objectives *(continued)*

3. To identify the relevant leadership characteristics that have been involved in the transitioning and visioning processes of organisations in this sector, and the manner in which such leadership attributes can be developed into a consolidated leadership model for ongoing use throughout this sector into the future
4. To inform Government agencies on their framing of responses to the broader nonprofit sector with regards to the strategic and operational characteristics of this sector, and the implications this may have when developing policy initiatives that require transformational change.

The importance and context of this research

- The NDIS represents the biggest generational changes to the provision of services to disabled people in Australia, moving from a supply driven to a demand-driven business model, representing key strategic implications
- This has implications for both service providers as well as service users
- This research is focusing on the service providers, specifically in the nonprofit sector
- Challenges faced by this sector include:
 - NFP service providers operating commercial businesses
 - Competition considerations between NFP providers and from commercial providers
 - Human resource management resulting from staff movement and availability
 - Staffing skills to address the newly created competitive environment
 - Lack of operational clarity regarding execution of government policy

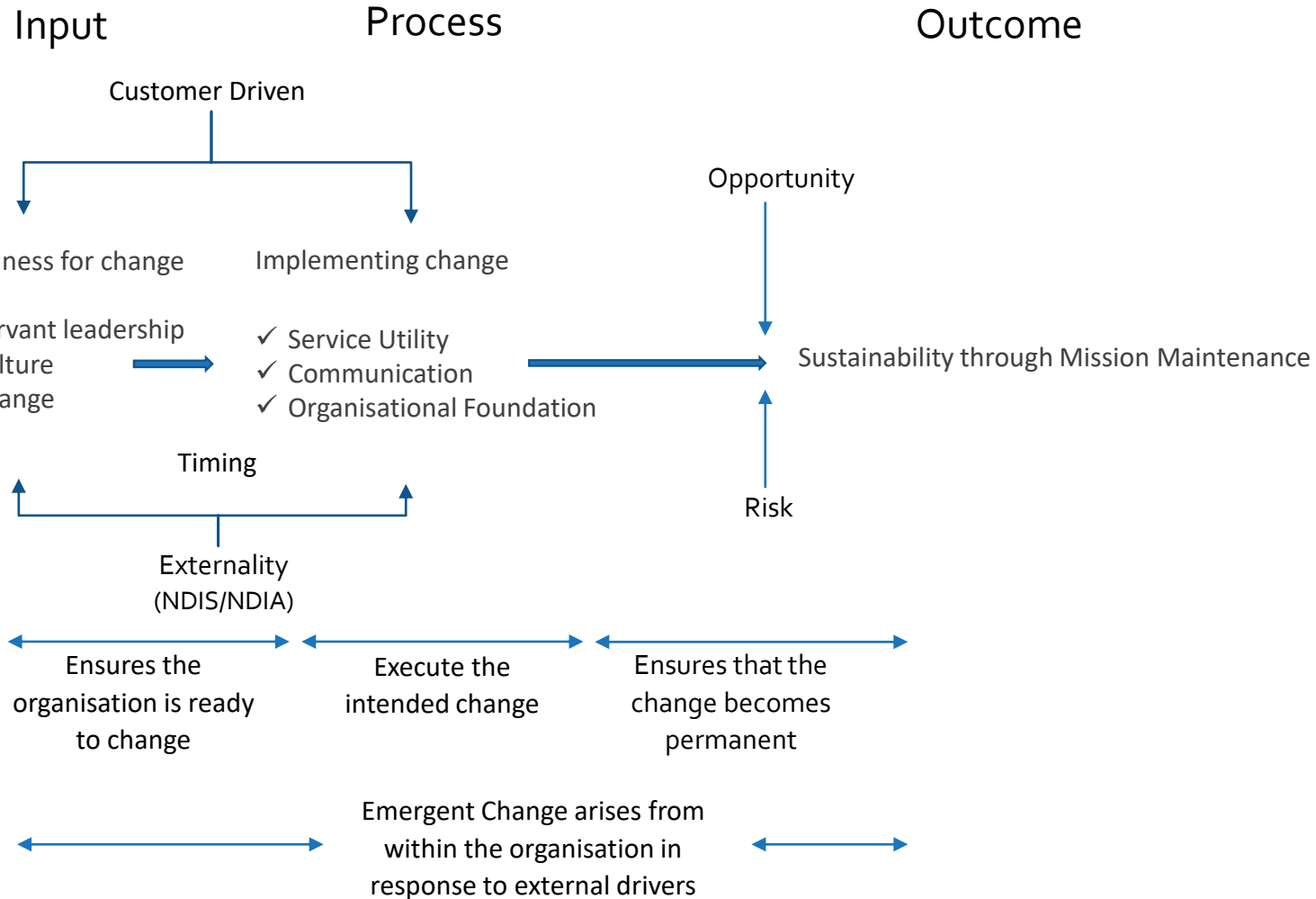
The methodology behind the research

- Mixed methods approach
- Qualitative component involved 46 organisation-wide interviews across 7 nonprofit disability service organisations. These have now been completed and data analysis has been concluded
- Quantitative component will involve on-line surveying across 10 organisations (includes the 7 organisations being the subject of interviewing), and an additional 3 organisations who have not been part of the interviewing process. Anticipating approximately 700 data points from the surveying

Key lessons in the development of an NDIS Implementation Framework

- Change readiness operates at two levels:
 - Organisational being the internal level
 - ✓ strategic refocusing of business model application with empowering and inclusive leadership
 - Agency being the external level
 - ✓ developing robust communication processes and platforms that account for Agency structural deficits
- Change implementation operates at four levels:
 - Service utility
 - ✓ responding to market-driven forces whilst enhancing client engagement and interfacing capabilities
 - Organisational
 - ✓ foundations that are fit-for-purpose
 - Leadership and management
 - ✓ achieving organisation-wide acceptance of risk/opportunity trade-offs whilst maintaining Mission focus
 - Externalities
 - ✓ Active and focused external stakeholder engagement strategies that support desired organisational change outcomes

The NDIS Implementation Framework



Where to from here?

- The NDIS Implementation Framework has been developed from the qualitative research derived from interviews undertaken within 7 national nonprofit disability service providers
- A review workshop is planned over the next 4 months with key representatives from each of these 7 organisations to determine the efficacy of the developed Framework
- A detailed survey is currently being designed, for release over the next 4 months aimed at further refining the Framework

Thank You

