



Achieving Excellence  
Through People



# REORGANISING THE PUBLIC SERVICE

- Making it happen
- Where we are now – Where we want to be
- Making sense of the dash in the middle



Achieving Excellence  
Through People



- **Journey**
- **Institutions**
- **Project management**
- **Part of the process**



Achieving Excellence  
Through People



# The People Perspective



## Achieving Excellence Through People



- Organisations as we know them are the people in them: if the people do not change, there is no organisational change.  
(Quirke, 1995:106)
- Change management is about people management. When managing change you manage people.  
(Paton and McCalaman, 2000:267)
- For organisations to change, people must change. For leaders to help people to change, they do not need to understand change – they need to understand people.  
(Morrison, 1994:353)



Achieving Excellence  
Through People



**I like old wine!**





Achieving Excellence  
Through People



Old wine in  
new bottles!





Achieving Excellence  
Through People



# Capability to Change



Achieving Excellence  
Through People



# Communicate like crazy

**“The content of communication concerns what information is conveyed to employees before, during and after the change initiative, as well as what information is sought from employees”  
(Goodman and Truss 2004:219)**



Achieving Excellence  
Through People



- **Personal messages**
- **Organisational messages**



Achieving Excellence  
Through People



- **Developing individuals**
- **Personal dimension**
- **Organisational dimension**



**Achieving Excellence  
Through People**



# **The Paradox of Revolutionary Change**

**“On the one hand, they usually realise that to fundamentally transform the organisation a break with the past is needed.....**

**On the other hand, they also recognise the value of continuity, building on past experiences, investments and loyalties.”**

**(DeWit and Meyer 2004:170)**



Achieving Excellence  
Through People



# Leading the Change



Achieving Excellence  
Through People



# REORGANISING THE PUBLIC SERVICE

- **Making it happen**
- **Where we are now – Where we want to be**
- **Making sense of the dash in the middle**



**Achieving Excellence  
Through People**



- **It means people**
- **It means communication**
- **It means developing individuals/  
organisations**
- **It means taking ownership and  
leadership**



Achieving Excellence  
Through People



**“Change is something the top asks the middle to do to the bottom”  
(Rosabeth Moss Kanter)**