



Institute of Actuaries of Australia

5th Financial Services Forum

Renovating the Financial System

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Renovating a Finance Function

Elements of Change

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**This session will explore the
concept of
Adaptive Change
using the renovation of a
finance function as an example**

What is Adaptive Change?

Adaptive Change

Adaptive change requires a shift in mindset and values which means multiple elements need to be addressed.

Technical Change

Technical change requires a technical solution

For example, we might see the change of reporting platform as a technical change but if a mindset shift is required to get people to use the new reporting platform then it is an adaptive change.

We often mistakenly try to apply a technical solution to an adaptive change



Why is understanding Adaptive Change important?

1. If we can't identify when a problem is an adaptive one we will be frustrated with the inability of change to stick.
2. We will be more effective in our roles if we can recognise when change requires an adaptive approach.
3. Knowing the multiple elements that need to be addressed is essential to enacting successful change.

Essential Elements for a successful Adaptive Change

Communication

People

Involvement

Values

Skilled Facilitators

Culture-behaviours

Process

Mindset

Systems/
structures

Example: Renovating a Finance Function

From being
seen as a

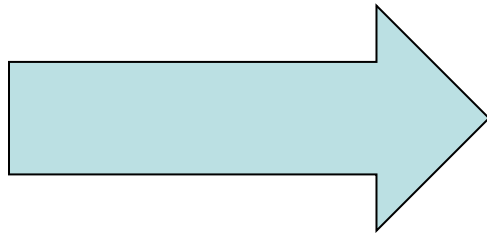


Desired End State

- All deliverables are on time and accurate
- Training new employees is easy and they can come up to speed quickly
- Everyone is thinking of ways to improve
 - themselves,
 - the way they do things
 - and the organisation
- We focus on “possibilities” rather than issues

How would we address all of the elements to tackle this adaptive change?

A simple framework:



- People
- Processes
- Systems
- Customers

And more broadly:

- Leaders should focus on the “why”
- Empowering people to focus on the “how”



The main focus will be on learning through discussion and I look forward to hearing your examples and thoughts on the very important topic of Adaptive Change