

# IPWEA South Australia Conference 2019

DELIVERING VALUE TO OUR COMMUNITIES

**Leadership** and the art of choosing your own adventure!

# Introduction

## David Hallett

- CEO (IPWEA Victoria)
- Business Manager (AIA)
  - Operations
  - Communications
  - Product Development
- Project Manager
- Architect

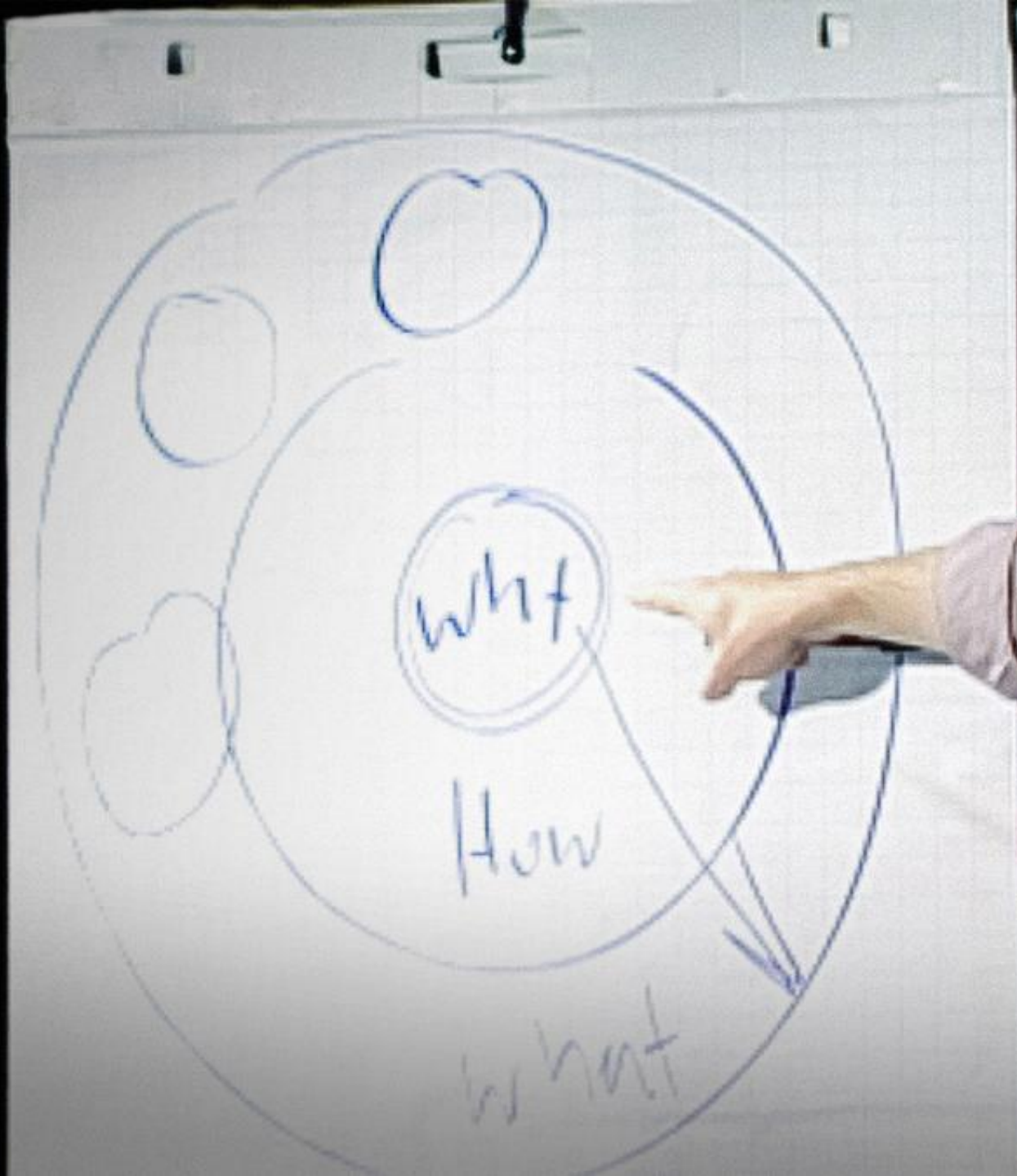
[linkedin.com/in/davidhallett](https://www.linkedin.com/in/davidhallett)

## IPWEA (Victoria)

- Industry Association
- Federated organisation
- Civil engineers in local government
- Member service
  - Education
  - Engagement
  - Advocacy

[ipwea.org/victoria](https://ipwea.org/victoria)

Simon Sinek  
Sep 2009

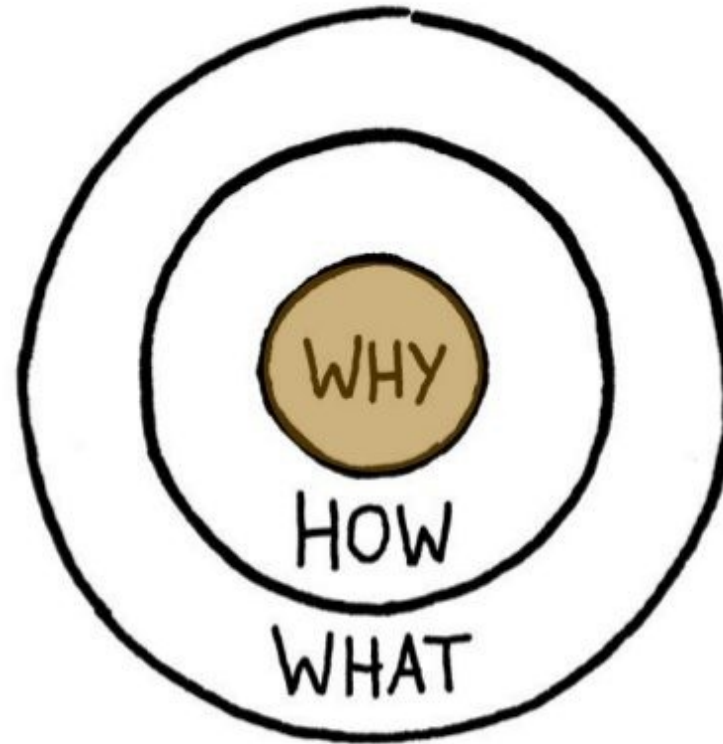


# The Golden Circle

Simon Sinek discusses the principal behind every successful person and business. A simple but powerful model for how leaders inspire action, starting with a "Golden Circle" and the question "Why? "

"First why and then trust."

- *Simon Sinek*



## What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

# Synopsis

## Leadership

- 1. Why...discuss leadership?**
2. How?
3. What?



# Why...discuss leadership?

## Solving problems?

*Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.*

**Colin Powell**



# Why...discuss leadership?

## Removing road-blocks?

*Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen, despite the obstacles.*

**John Kotter**



# Why...discuss leadership?

## Clarifying purpose?

*Leadership: The capacity and will to rally people to a common purpose together with the character that inspires confidence and trust.*

***Bernard Montgomery***





# Why...discuss leadership?

You choose...

[www.inc.com/lolly-daskal/100-answers-to-the-question-what-is-leadership.html](http://www.inc.com/lolly-daskal/100-answers-to-the-question-what-is-leadership.html)

*Lolly Daskal*



# Why...discuss leadership?

Managers deal with complexity.

Leaders deal with change.

***John Kotter***

Leaders inspire change.

Managers create change.

Together.

***David Hallett***



# Change



# THE TIMES THEY ARE A-CHANGIN' BOB DYLAN

THE LONESOME DEATH OF RATTIE CAMPBELL  
SUITS OF SPANISH LEATHER  
RESTLESS FAREWELL / WITH GOD ON OUR SIDE  
THE TIMES THEY ARE A-CHANGIN'  
ONLY A PAIR IN THEIR GANG  
WITH THE SHIP COMIN' IN / ONE TWO MANY MORNINGS  
BALLAD OF HOLLS BROWN / NORTH COUNTRY BLUES



The line it is drawn  
The curse it is cast  
The slow one now  
Will later be fast  
As the present now  
Will later be past  
The order is  
Rapidly fadin'  
And the first one now  
Will later be last

For the times they are a-changin'.



# Synopsis

## Leadership

1. Why...discuss leadership?
- 2. How...are things changing?**
3. What?

# PESTEL Analysis

## Victorian Engineering Sector

### Political

- Federal election
- Victoria's Big Build
- Local Government Churn

### Economic

- Project cost escalation
- Salary cost pressures
- Rate income capped

### Social

- Population change
- Diversity and inclusion
- Community activism

### Technological

- Sensors, IoT and big data
- Industry 4.0 - BIM, AI, VR & AR
- UAVs and autonomous vehicles

### Environmental

- Kerbside waste management
- Sustainable infrastructure
- Circular economy

### Legal

- Local Government Bill
- Professional Engineers Registration Bill
- Environment Protection Amendment Act

# How...are things changing?

## Kerbside waste management

- Export markets closed
- Recyclable material stockpiling
- EPA bans have closed two facilities
  - **Material now going to landfill**
    - Moonee Valley City Council
    - City of Darebin
- E-waste banned from landfill from July



# How...are things changing?

## Local Government Bill

- Reforms the LG Act 1989
- Introduced in 2018 (lapsed)
- Will be re-introduced in 2019
- Expected to mandate:
  - 10-year Community Vision
  - 10-year Financial Plan
  - 10-year Asset Plan





# How...are things changing?

## Engineers Registration Bill 2019

- Introduced & blocked in 2018
- Passed Lower House in May 2019
  - Min. qualification requirement
    - 4-year Degree
  - Min. experience requirement
    - 5 years relevant work
  - Min. professional development
    - 150hrs/3 years

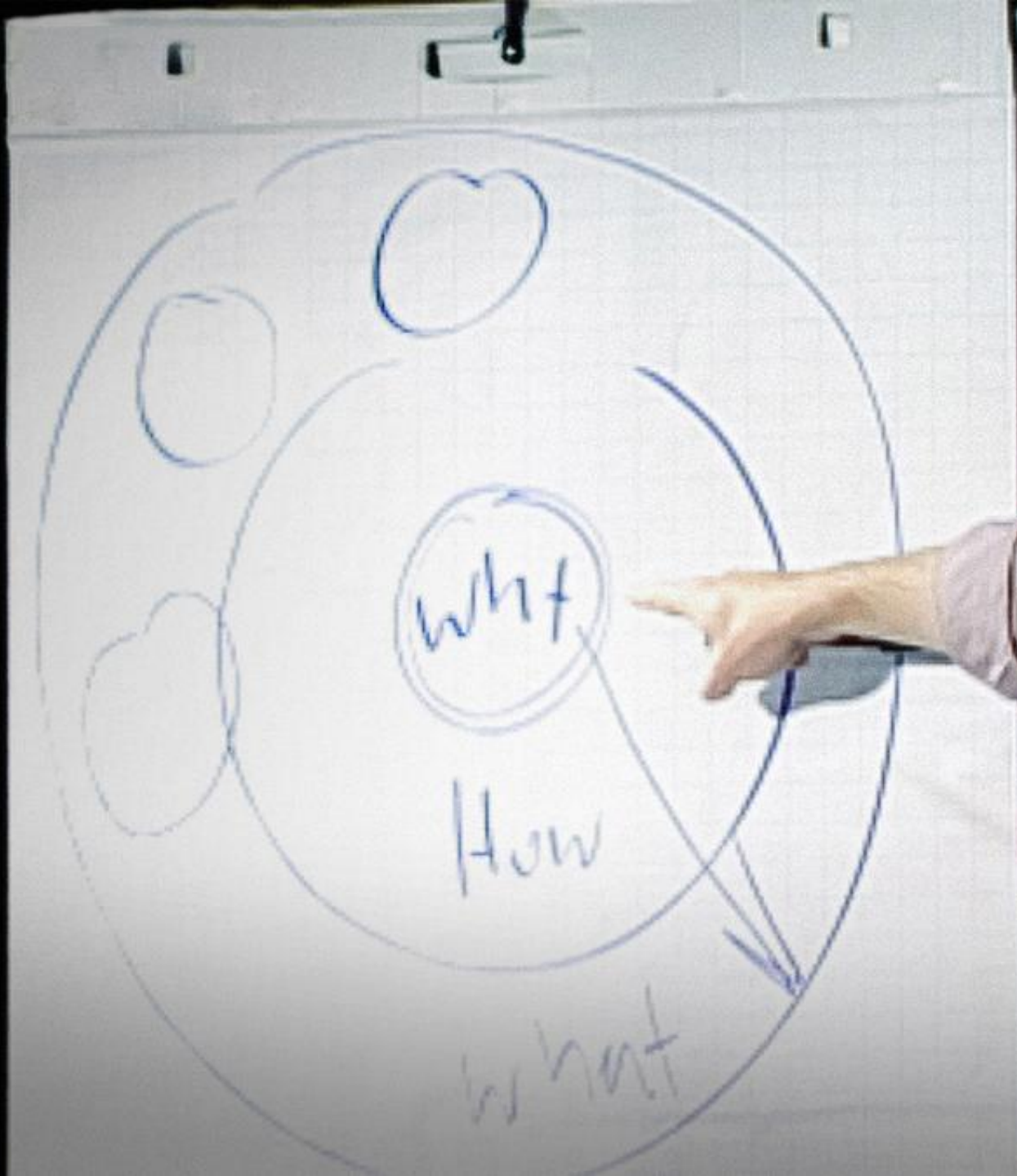


# Synopsis

## Leadership

1. Why...discuss leadership?
2. How...are things changing?
3. **What...are we doing about it?**

Simon Sinek  
Sep 2009

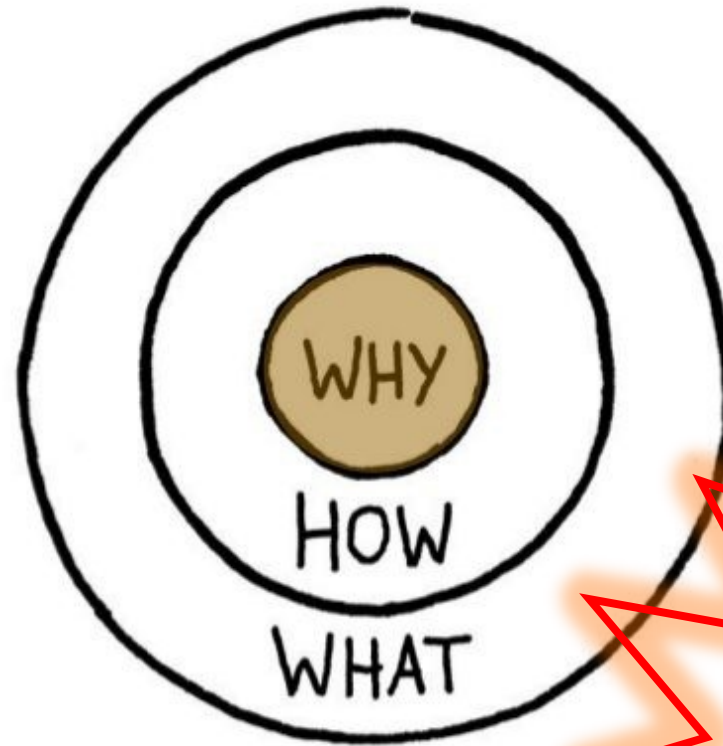


# The Golden Circle

Simon Sinek discusses the principal behind every successful person and business. A simple but powerful model for how leaders inspire action, starting with a "Golden Circle" and the question "Why? "

"First why and then trust."

- *Simon Sinek*



## What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.



# IPWEA (Victoria)

## **Purpose**

...to enhance the quality of life in Victorian **communities** through excellence in public works and services.

...to make the world a better place.

# Engineers Australia

## Purpose

...to advance the science and practice of engineering for the benefit of the **community**.

...to make the world a better place.

# Australian Institute of Architects

## **Purpose**

...to enhance the cultural, environmental and economic well-being of the **community**.

...to make the world a better place.

# Purpose

## Definition

*To safeguard your company at the level of purpose, you must make strategy the servant rather than the master.*

*Strategies are time-bound and target specific results.*

*Your purpose, in contrast, is what makes you durably relevant to the world.*

*Harvard Business Review, November 2017*

## Why do we exist?

### **2015-18 Strategic Plan**

To attract and retain members.

### **2018-20 Strategic Plan**

To develop public works professionals.



# What...are we doing about it?

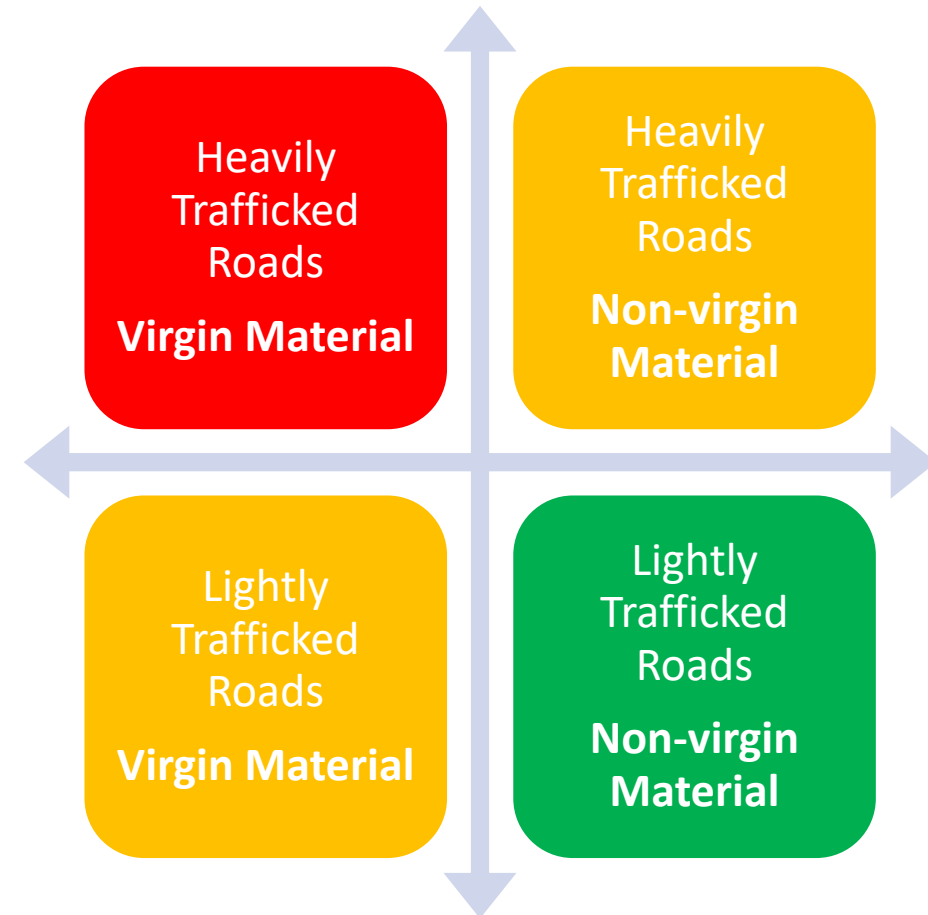
## Kerbside waste management

### Technical Leadership Committee

- AAPA Members (supply-side)
- IPWEA Members (client-side)

### Sustainable Asset Futures Committee

- Office of Projects Victoria
- Sustainability Victoria
- VicRoads
- RMIT University
- NATSPEC



# What...are we doing about it?

## Local Government Bill

### AM capacity building

- Strategic AM Intensives (2018 & 2019)
- Vertically integrated delivery model (2018)
  - IPWEA
  - IPWEA (Victoria)
  - CT Management Group
- AMCAP development
- LGV & MAV introductions and presentations

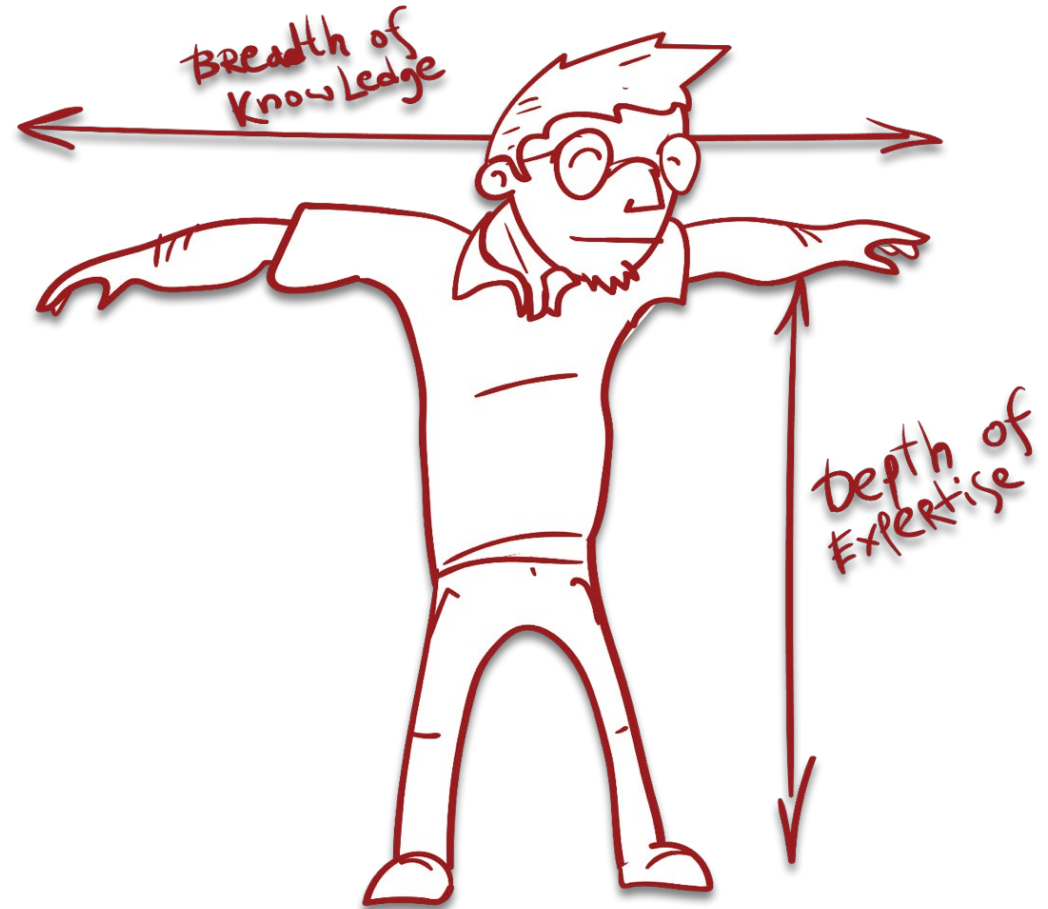


# What...are we doing about it?

## Professional Development

### We're 'crossing the T'

- Technical skills
  - Engineering Leadership Program (2015)
  - Regional Workshop Program (2016)
  - Infrastructure Innovation Seminar (2016)
- Enterprise ('soft') skills
  - Management Leadership Program (2016)
  - Conference stream establishment (2016)
  - The 'Future of Work' presentation (2019)



# What...are we doing about it?

**We've chosen our own adventure!**

**We want to be:**

- **Leading** industry organisation
- Offering diverse **products** and training
- Achieving increased **participation**
- Financially **sustainable**
- Representing a **strong sector**



**...enabling engineers to inspire and create change.**

# IPWEA South Australia Conference 2019

DELIVERING VALUE TO OUR COMMUNITIES

**Leadership:** Choose your own adventure!