

ROUNDTABLE DISCUSSION SERIES:

# BREAKING THE DEADLOCK

A PATHWAY TO ENHANCED ECONOMIC AND SOCIAL PERFORMANCE

## New Perspective... and New Pathways for Action

ROUNDTABLE #3

Stewardship, participation and effective achievement of social outcomes: an alternative approach to public and community sector reform

#3

ENHANCING  
AUSTRALIA'S  
PUBLIC  
PERFORMANCE  
GOVT  
LEADERS



Parliament of NSW, Sydney

Date: 4 June 2018

Time: 2:30 - 5:30pm



Australian Institute of  
Performance Sciences

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# BREAKING THE DEADLOCK

The competent, well-intentioned and substantial effort of leaders across Australia’s economy are not delivering transformative results. We are at a nexus. We need more than incremental performance to compete. However, our substantial committed effort across many virtuous ‘Islands of Excellence’ siloes is not lifting us to achieve integrated high-performance outcomes.

The Grattan Institute’s 2017 ‘Stagnation Nation’ suggested ‘there are no magic bullets, only tough choices’, and a realistic expectation ‘that these choices will only produce incremental increases’. This deadlock in Policy options has been borne out across many competent contributions including the Heads of Treasuries’ ‘Intergovernmental Review of Business Investment’, The Productivity Commission’s ‘5 Year Productivity Review’, and the 2018 ‘2030 Strategic Plan’ from Innovation Science Australia.

In our elite highly-professional large-scale businesses, the deadlock is witnessed as flat-line investment and growth through a decade of unprecedented global opportunity and threat. We are under, not riding, the global wave of disruption. Meanwhile, sophisticated large-scale investors engage, but do not deliver, the Active Investor long-term fiduciary of Drucker’s 1991 prescience echoed by Blackrock’s Larry Fink just last year.

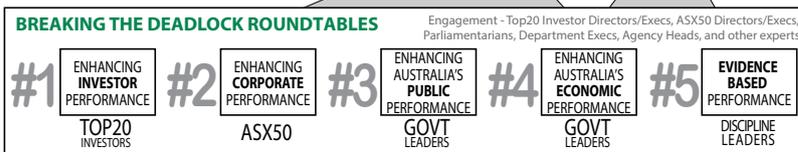
Resulting from, and compounding this, all of us are operating at unsustainable overload. We experience ideas resistance, perverse incentives, frustrated value and career risk. This intensity of effort cannot be sustained... and it is producing little difference. We are drowning in deadlock.

**Breakthrough Australian research identifies higher-order of organisation that breaks this deadlock.** Everything we see around us is the result of human organisation. We spotlight common practices faltering in the face of volatility, technology, disruption and complexity, and identify how to bring our Islands of Excellence through Integrated Maturity to Optimised Systemic Performance. **Governance of Value Creation describes a universally applicable model for achieving high-performance outcomes in large-scale, mature-stage Australian-cultured organisations and across our public networks.**

We observe that Australia’s leading ASX10-scale exponent of this practice has outstripped the index by 350% in a decade of consistent out-performance.

**BREAKING THE DEADLOCK** engages Australia’s most senior leadership in a series of events developing once-in-a-generation breakthrough ideas into cross-industry collaborative action. The series develops common expression of positive leadership interest towards a grand cross-industry collaboration in the **AUSTRALIAN INSTITUTE OF PERFORMANCE SCIENCES (AIPS)**. The AIPS serves as a vehicle for the ongoing development of leading-edge practices... and coaching for high-performance use by Australia’s elite practitioners.

## AIPS - IDEA TO ACTION: BUILDING NATIONAL COLLABORATION



**DUE DECISION PROCESS - Individual Decisions to Collaborate** Engagement - One-on-one negotiation with interested Foundation Participants  
 The AIPS collaboration is formed through Australia’s TOP500 corporate, government and investment organisations negotiating individual outcome-based heads-of-agreement contracts. Subscriptions fees are scaled to an organisation’s size within the economy. Each party’s decision to collaborate will arise from their own due process considering the value in their own custom agreement.

**LAUNCH CONFERENCE** Engagement - Foundation Participants  
 At launch, Foundation Participants will jointly execute individual agreements. In forming the collaboration, ideas become action to develop cross-sector engagement and common interest groups’ development roadmaps. It puts Australia’s economic transformation on the map.

## BREAKING THE DEADLOCK

### PUBLIC PERFORMANCE ROUNDTABLE DISCUSSION:

#### An alternative approach to participation and effective achievement of social outcomes leading to public and community sector reform

There is recognition of a crisis in public trust, increasing inequality, social disenfranchisement and spiralling costs of care. Old remedies are failing to deliver. The desirability of more effective community engaged action is a given (see background reading).

New knowledge has emerged, giving new perspective and new pathways for action. Preliminary research and engagement with Australia's preeminent leaders leaves the question: "Does Australia have the appetite for the necessary collaborative action?"

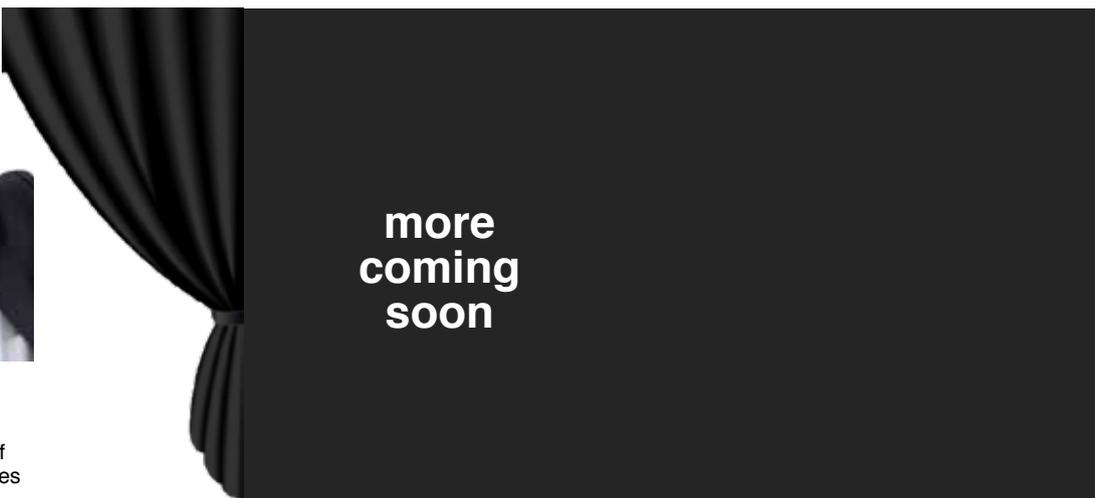
The focus of the Roundtable will be to better understand the mechanics of highly-effective organisational and systemic performance (Governance of Value Creation)

- Better understand the global trends in advanced cross-discipline integrated thinking
- Better understand how enhanced future-oriented visualisation and communication (information foresight) leads to better stewardship, collaborative alignment and participation and its basis as a new mode of public leadership
- Consider a potential vehicle for action in Australia.
- Consider the scope and feasibility of Government action
- Consider the leadership potential of 'outcome endorsement'

### Public Performance - Discussion Leaders (Host, speakers, panelists & table leads)



Danny Davis  
Executive Director,  
Australian Institute of  
Performance Sciences



more  
coming  
soon

### Roundtable Program:

VIP BREAKFAST	2:30	Introduction, Xxxxx MP
MP / SENATORS	2:40	Research breakthrough and the AIPS, Danny Davis
	3:10	Public Trust and Economic Performance, Xxxxx TBA
INTERACTIVE	3:30	Panel Discussion
WORKING GROUPS	4:00	Round-table working groups. 'What if' based on new knowledge
(Chattham House)	5:10	Summary, reporting of conclusions. Facilitator, Danny Davis
	5:20	<b>Closing remarks for 5:30 departure</b>

This informal discussion forum is designed to be interactive and dynamic. It encourages exploration of the potential, interests and needs of participants and breakouts to discover and explore common issues and interest.

### Invited Attendees:

The audience for this roundtable will include an exclusive group of invited attendees drawn from relevant government Agencies and Departments, members of Federal and State Parliaments and selected economic thought leaders as well as Chair, Director, CEO, CFO and Senior Executives from major Corporations and Asset Owners.

## In complexity, leadership must become both art and science.

Governance of Value Creation and the Australian Institute of Performance Sciences are presented as an alternative approach to economic development, enterprise productivity, public sector reform and the competitive transformation of the Australian economy.

### COLLABORATIVE PARTICIPATION FROM ASX200, INVESTORS AND GOVERNMENT WILL BUILD SUSTAINED HIGH-PERFORMANCE COMPETITIVE SUCCESS INTO THE AUSTRALIAN ECONOMY

## BOOK NOW

For security and logistical purposes, and to enable open collaborative participation from VIP participants, organisers may at their discretion restrict attendance to registered attendees.

Secure your place at these important sessions now.

EMAIL: [contact@aips.online](mailto:contact@aips.online)

PHONE: 1300 762 190

WEB: [www.aips.online](http://www.aips.online)

### Additional Discussion Starter Topics of Interest

#### Economic Benefits

- Stimulation of \$100Bn additional annual corporate investment in productivity, competitiveness, and export growth.
- Monetary policy is nearly exhausted. Economic policy is expensive. Neither has shown impact on recent corporate behaviour.
- In a decade of unprecedented global opportunity and threat, Australian corporate investment has stalled.
- Making investment in (currently anaemic) ASX a more attractive option is vital to economic sustainability.
- Creating capacity for sustained, affordable Wage Growth (trickle-up economics).

#### Public Service Impacts

- Promotion of stewardship – focus on systemic value – in public service leadership practice.
- Empowering existing Management and Governance – Departmental, Secretaries Board, and Cabinet.
- Empowerment of cross-silo, cross-department, cross-sector collaboration (catalyst behaviours).
- Accountability for Value Creation.

#### Public Sector Impacts

- Active “3rd space” community reframing of public services.
- New language of Value Creation as enabler of community sector collaboration for long term outcomes.
- Increased Industry and community participation in public services.
- Effective communication of long term public challenge and benefit.

#### Characteristics of Approach

- By-industry for-industry.
- Government as a significant industry participant.
- No public funding of incentives or programs. No corporate welfare.
- No policy or legislative change.
- NFP. Independent. A-grade Board. Exemplar Governance.
- JORC demonstrates motivating potential of standardised disciplines.

#### Activating Latent Capacity

- Personal, professional and SME latent capacity in the economy.
- Increased ROI on existing investment. Productivity = increased rate of value creation.
- Activate professional and academic disciplines.
- Transform ‘ideas economy’ from a push model to a demand driven (pull) model.

If you are interested in further information, please refer [www.aips.online](http://www.aips.online), or contact us at: [contact@aips.online](mailto:contact@aips.online)

#### Relevant AIPS Whitepapers:

- Australian Prosperity (Jobs and Wage Growth)
- Sustained Value Creation (Organisational Performance)
- Enhanced Stewardship (Public and Social Performance)
- The Executive Epidemic (Unsustainable Overload)
- Active Value (Superannuation Performance)

#### Contextual reading from other organisations:

- Intergovernmental Review of Business Investment (Heads of Treasuries)
- 5 Year Productivity Review (Productivity Commission)
- Skills and capabilities for Australian enterprise innovation (ACOLA)
- Emerging themes of corporate governance and firm performance (AICD)
- Corporate Governance for a Changing World (Frank Bold, Cass)
- Value Creation in a Sustainable Manner (Mervyn King)
- Firms Investment Decisions and Interest Rates (RBA)
- Reckoning with the Pension Fund Revolution (Drucker)
- Stagnation Nation. Australian Investment in a Low-growth World (Grattan)
- The Global Innovation Index (INSEAD)