

# Impact 2020

A clear vision of future impact

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CSIRO FLAGSHIP PROGRAM & PERFORMANCE

[www.csiro.au](http://www.csiro.au)



# Overview

1. Background to CSIRO
2. Overview of the Impact 2020 Project
3. Lessons, Implications & Areas for future exploration

# What we do

## Our Vision

Our science is used to make a profound and positive impact for the future of Australia and humanity.

## Our Mission

We deliver innovative solutions for industry, society and the environment through great science.



# Who we are

People 6500

Divisions 12

Locations 58

Flagships 11

Budget \$1B+



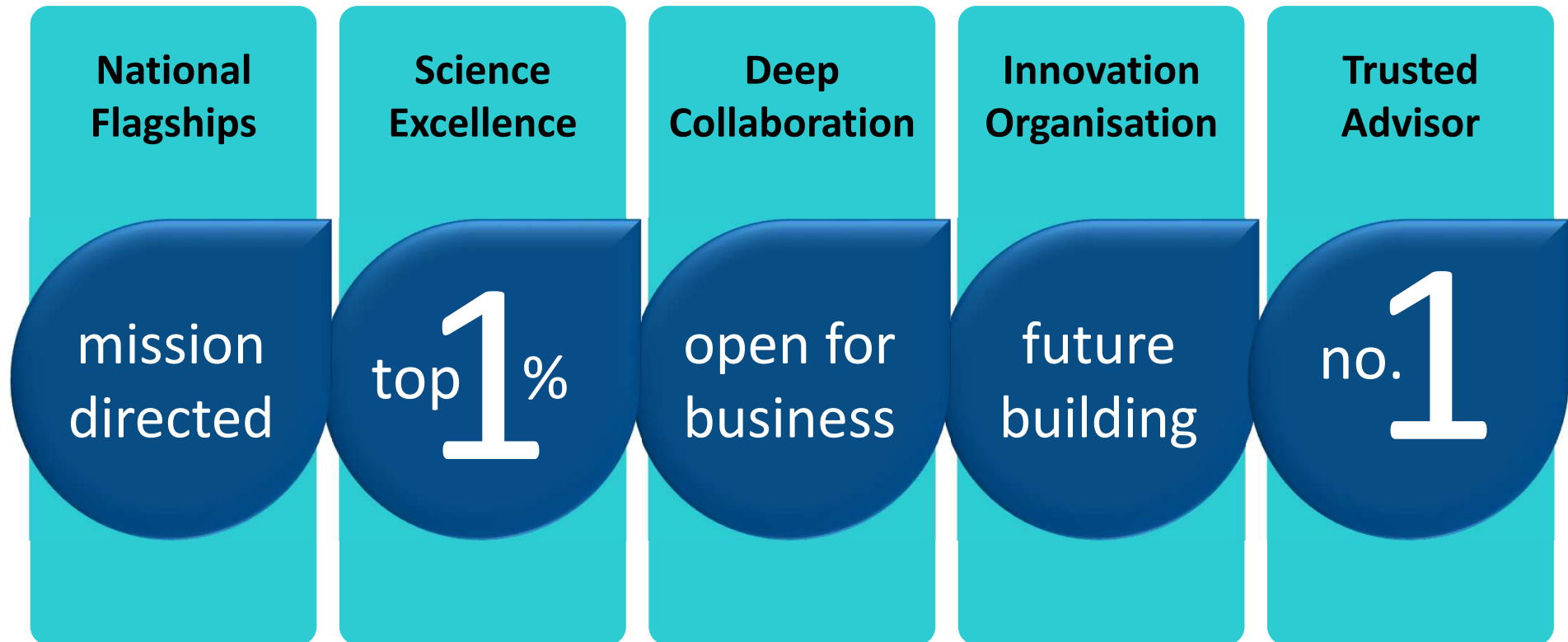
Top 1% of global research institutions in 14 of 22 research fields  
Top 0.1% in 4 research fields

62% of our people hold university degrees  
2000 doctorates  
500 masters

With our university partners, we develop 650 postgraduate research students



# Who we are: our success pillars



# Our track record: top inventions



**1. Fast WLAN**  
Wireless Local Area Network



**2. POLYMER BANKNOTES**



**3. RELENZA FLU VACCINE**



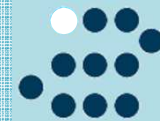
**4. EXTENDED WEAR CONTACTS**



**5. AEROGARD**



**6. TOTAL WELLBEING DIET**



**7. RAFT POLYMERISATION**



**8. BARLEYMAX**



**9. SELF TWISTING YARN**



**10. SOFTLY WASHING LIQUID**

# Our business units



**FOOD, HEALTH  
& LIFE SCIENCE  
INDUSTRIES**



**ENERGY**



**ENVIRONMENT**



**INFORMATION &  
COMMUNICATIONS**



**MANUFACTURING,  
MATERIALS &  
MINERALS**

**11** National Research Flagships

**+** National Research Facilities  
and Collections

**12** Research Divisions

**+** Transformational  
Capability Platforms



# National Research Flagships



BIOSECURITY



CLIMATE ADAPTATION



DIGITAL PRODUCTIVITY  
AND SERVICES



ENERGY TRANSFORMED



FOOD FUTURES



FUTURE  
MANUFACTURING



MINERALS DOWN UNDER



PREVENTATIVE HEALTH



SUSTAINABLE  
AGRICULTURE



WATER FOR A  
HEALTHY COUNTRY



WEALTH FROM OCEANS



# Strategy overview

Role	2003-2007	2007-2011	2011-2015
Access to global Knowledge			
National R&D Connector			Deep Collaboration and Connection
Trusted Advisor			Trusted Advisor
Science Excellence and Preparedness		Science Focus (Discovery)	World Class Capability and Precincts
<b>Mission Directed</b>	<b>Flagships, 20-35% Science Investment</b>	<b>Flagships, 20-35% Science Investment, SAP</b>	<b>Flagships 65%</b>
Multi-Disciplinary	Research Support	Matrix, Research Support	People, Governance and values
Large Scale	Flagships, One-CSIRO	Flagships, One-CSIRO	Profound Impact, Flagships, One-CSIRO

Success Pillars	National Flagships	Science Excellence and Preparedness	Deep Collaboration and Connection	Innovation Organisation	Trusted Advisor
<b>Strategic Objectives</b>	<b>Focus and increase the Organisation's resources invested in delivering profound impact in response to national challenges and opportunities through the National research Flagships program</b>	Invest in people and infrastructure to maintain and develop national scientific breadth and depth in support of delivering profound impact and scientific preparedness.	Build deep connections with and among the best partners in Australia and the world to complement our science capability and accelerate impact delivery.	Boost our capacity to operate as one organisation to respond to the changing nature of science, deliver profound impact and build capability for the future.	Play a leading role in the trusted delivery of scientific evidence, advice and interpretation to the Australian government, public and industry.

1.3	Develop and implement a robust impact measurement framework (delivered and projected) and track performance against it.
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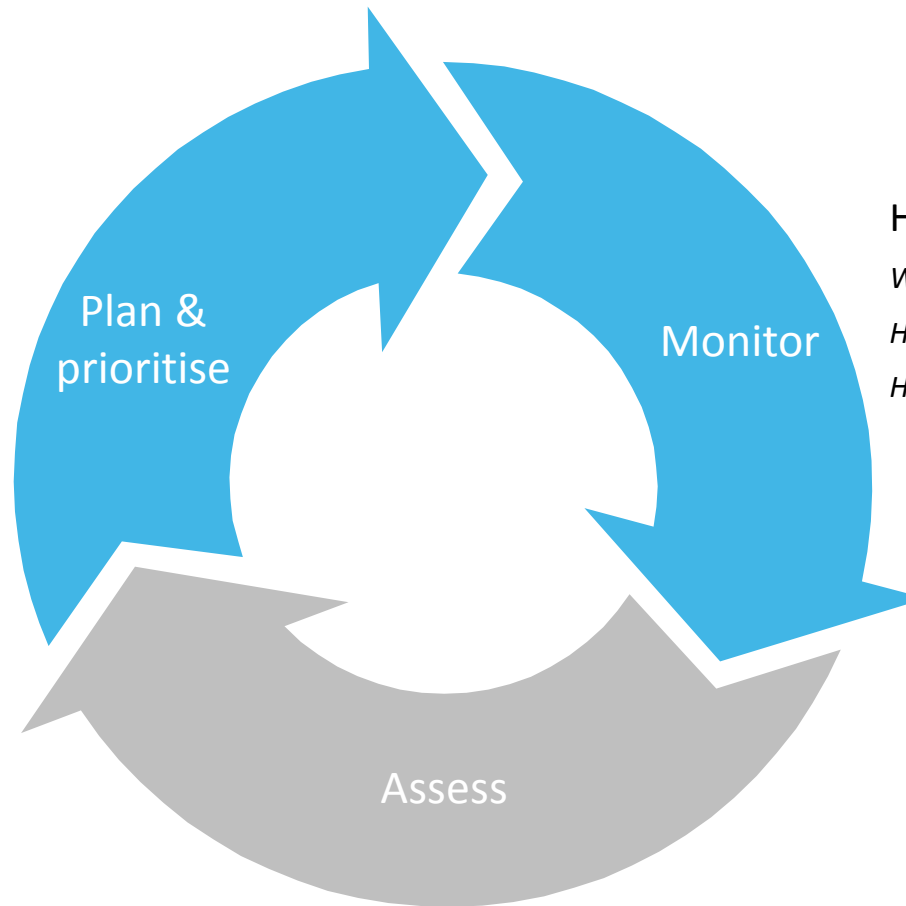
# Priorities addressed by Impact 2020 Project

1. Deliver a clear statement of the future intended triple-bottom-line (economic, social and environment) outcomes for each Flagship;
2. Deliver an externally validated, rigorous and practical framework that enables the monitoring of progress toward future intended outcomes; and
3. Improved capability of CSIRO staff to plan, monitor and characterise outcomes.

# Scope

What do we seek to deliver?

*Flagship Goals*  
*Theme Goals*  
*Impact Statements*



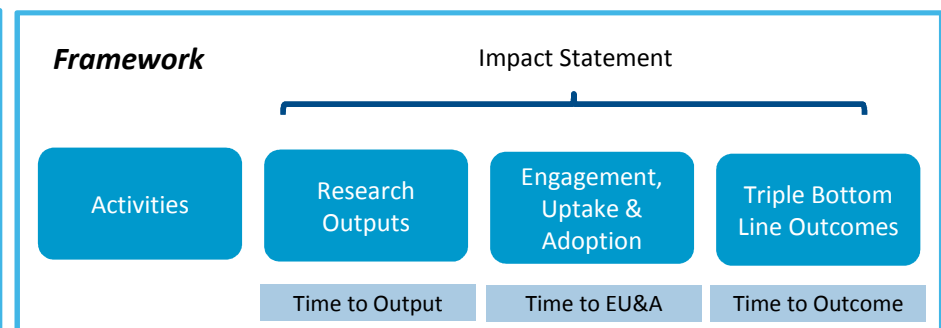
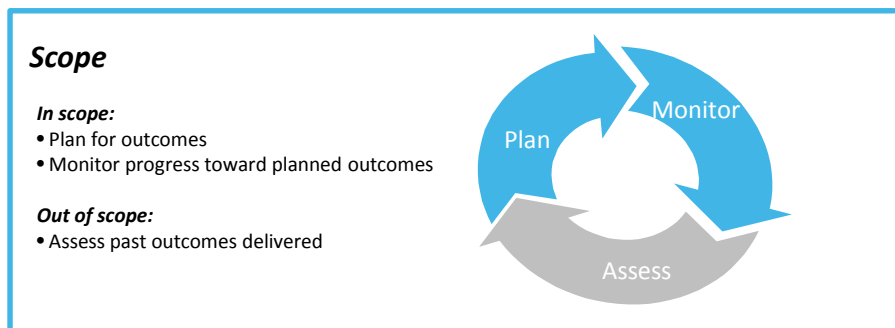
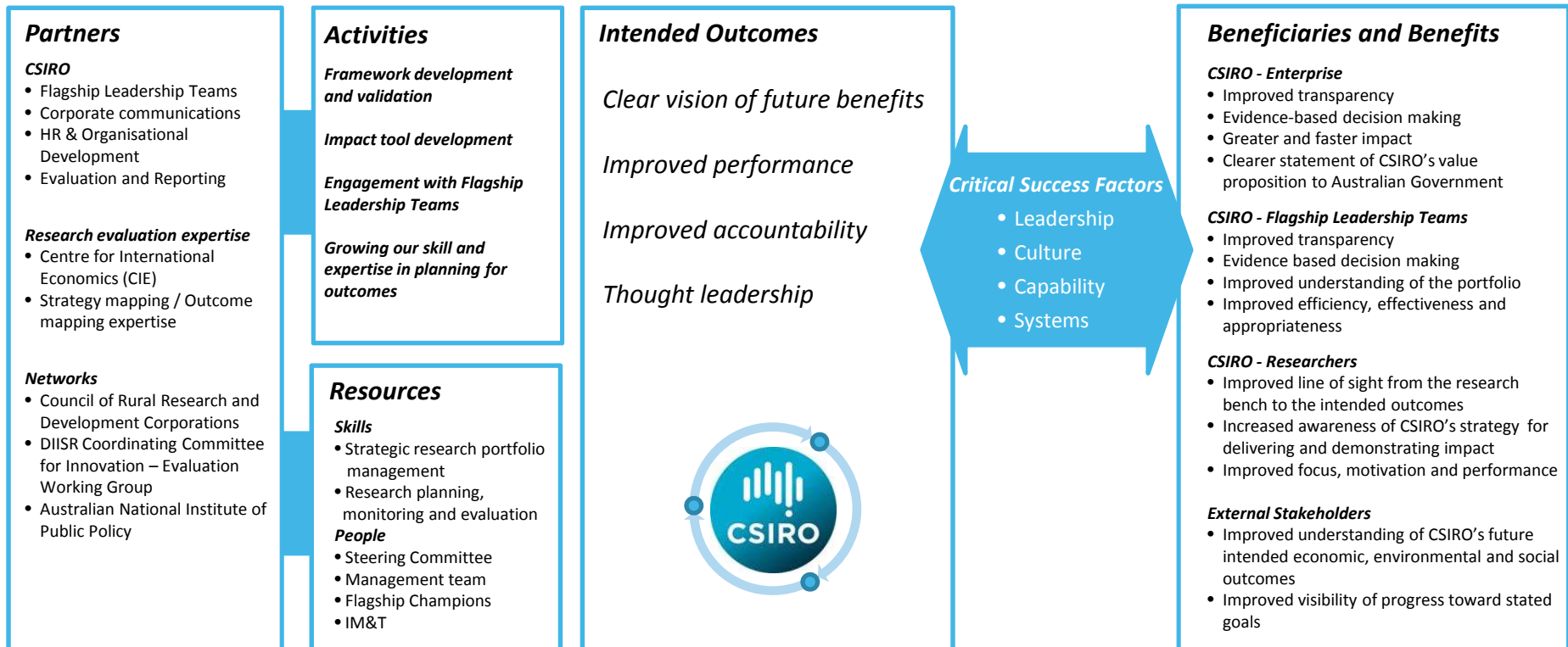
How are we progressing?

*What remains to be done?*  
*How can we maximise impact?*  
*How can we reduce time to goal?*

What value was delivered?

*Lapsing Program Review*  
*Group Chief Exec Reviews*  
*Flagship Reviews*

# CSIRO's Impact 2020 Project



# Achievements

Work stream	Achievements
Project leadership	-Improved awareness of the importance of planning for impact among key internal audiences
Strategic framework	-Impact planning, monitoring and characterisation framework developed -Impact 2020 framework externally validated by The CIE -Outcome hierarchy within some Flagships established
IT system	-IT tool developed -IT tool populated with impact data -EOP Impacts support material developed and coaching undertaken
Culture of innovation for impact	- Impact Champions network created - Common impact language among impact champions & I2020 project team & other corporate teams - Good understanding of the difference between outputs and outcomes (33% to 78% in 12 months)
Communication & engagement	- Internal engagement - External engagement: CSIRO-CRRDC; DIISRTE CCI EWG; ATN-Go8; Thomson Routers; today's workshop, etc



# Lessons and implications

1. Scope

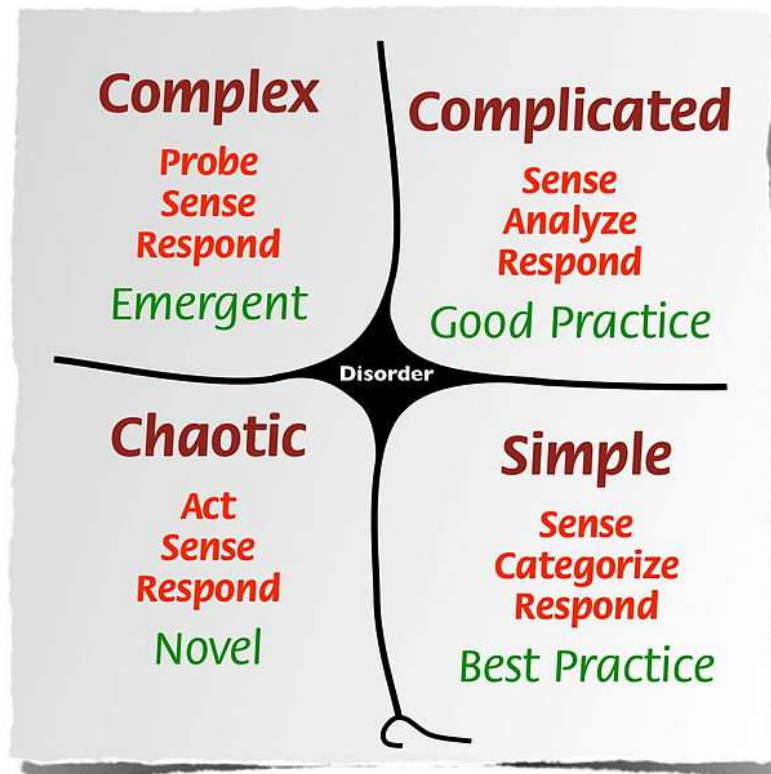
2. Rigor

3. It's about the people...  
Change management

4. Critical to Success:  
-Leadership  
-Culture  
-Capability  
-Systems

# Areas for future exploration

1. To guide the design phase , address rigor and scope issues, consider using the Cynefin Framework to understand the context (Snowden & Boone 2007; Williams & Hummelbrunner 2011)

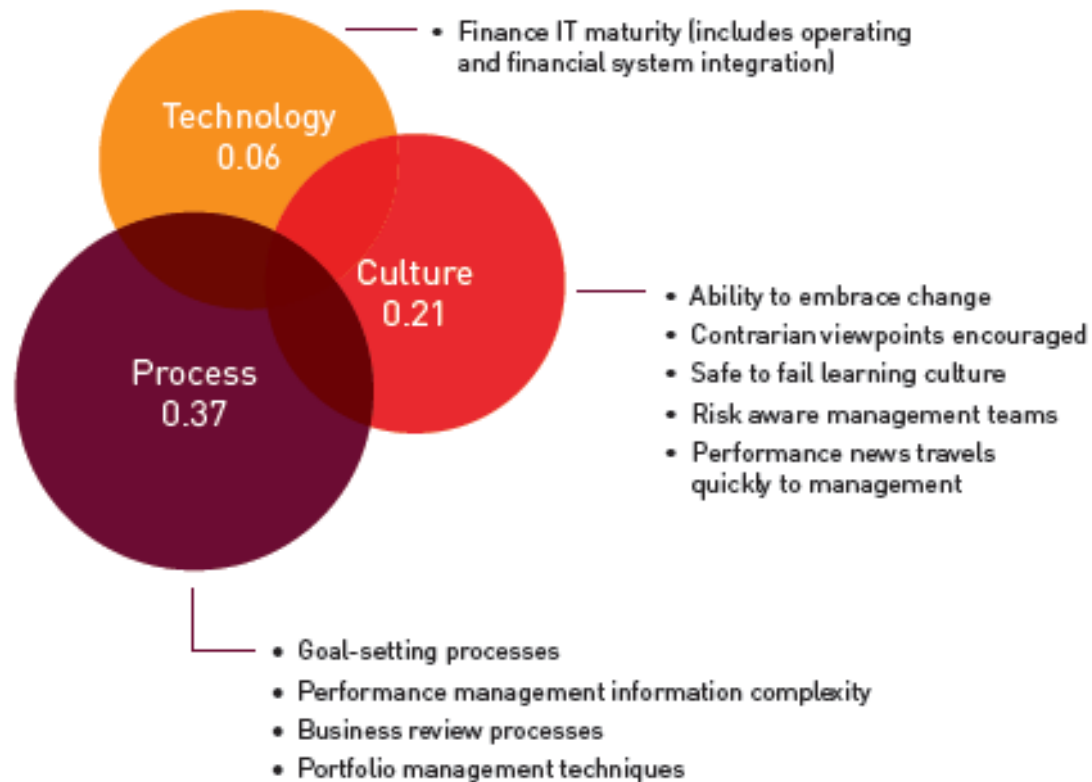


# Areas for future exploration

2. In designing an intervention, understand the relative importance of Culture, Process and Technology . “Is Less More?” Dept Finance & Deregulation p 64.

## Levers for Reducing Organisational Drag

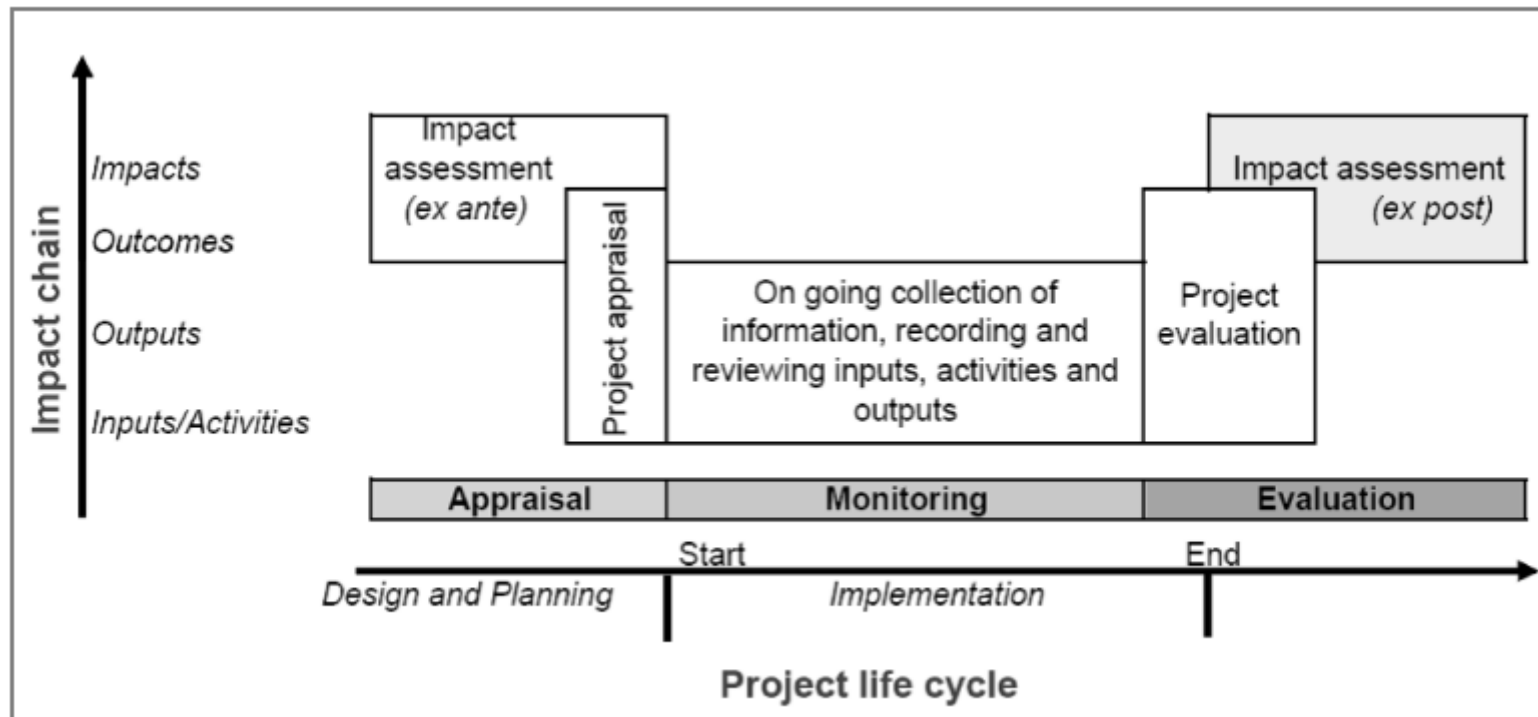
*Relative impact of Each Unique Lever*



Source: CFO Executive Board, "Reducing Performance Drag", 2011

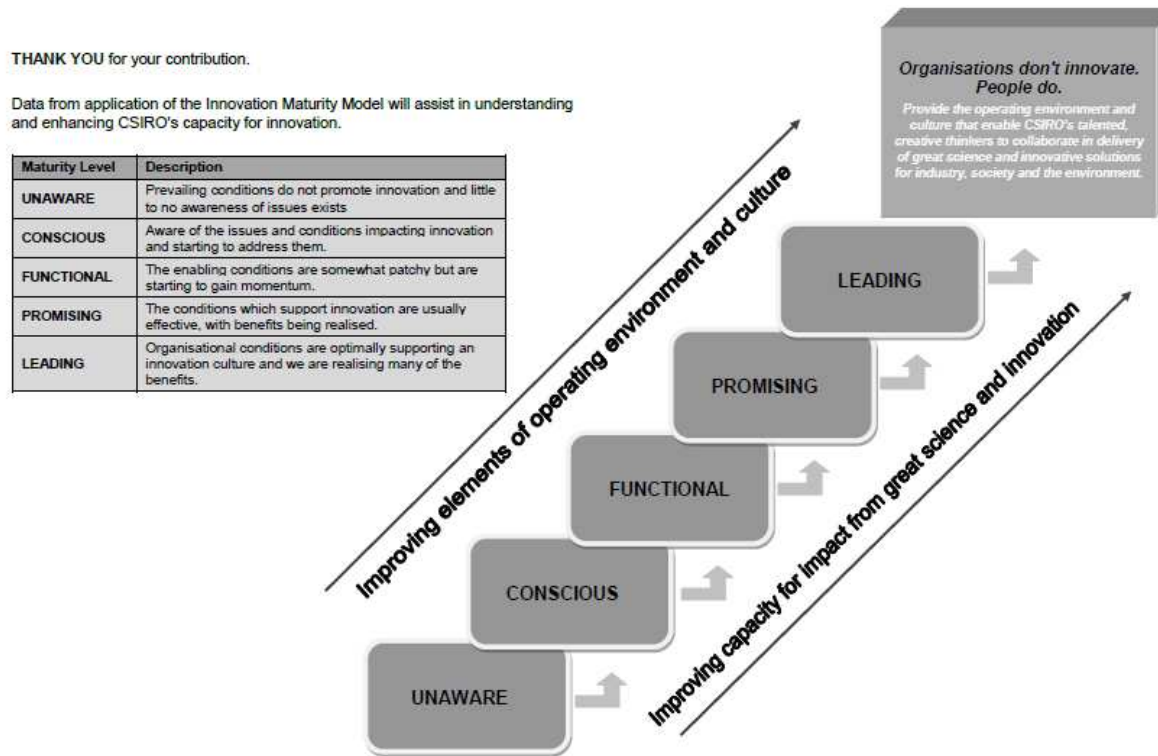
# Areas for future exploration

3. To integrate strategic with operational in the context of a large, complex organisation - consider the linkages between program logic and project lifecycle management (Maredia, 2009)



# Areas for future exporation

4. Consider the value of the maturity model in identifying where individuals and teams are *within* the organisation, and what support they need to improve & get to the next level





# Thank you

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# What is impact?

<http://www.youtube.com/watch?v=CpYXgqE04-c&feature=g-all-u&context=G2435066FAAAAAAAAAAAAA>