



Our work at  
pattillo is  
always  
fascinating

We are working with you on stimulating and challenging issues towards making performance the best possible.

Over the past year we have been working on innovative collaboration – helping clients work across teams, organisations and sectors. Many clients see the need to work influentially, cooperating with others on complex problems.

Our clients' interest in problems and opportunities along with our keen interest in continual change and improvement has resulted in the very successful Arc pattillo masterclasses. Our clients have responded brilliantly ....you obviously think it is a good idea too. Attendance at our invitation-only workshops has been great.

We have heard and been inspired by international and local experts – and we hope to see you at new thought-provoking events this year.

This year has been a stepping out year for pattillo as we have explored a number of areas that we know our clients are working on – getting traction on intractable problems, collecting credible evidence quickly to support decision-makers and grounding leadership development in the reality of everyday life.

I hope you enjoy this edition of Transform, which covers some of our recent work. Our thanks, as always, to the clients who have allowed us to tell their stories.

Anne

## Do complex problems need a new approach?

We have been thinking ... thinking about policy and we want others to join us in taking a new look at providing quality policy advice for complex problems.

pattillo's Cath Nesus and John Angus have written a "conversation starter" – an invitation to take a fresh look at how we best shape our responses to complex problems.


The response to attend a workshop took us by surprise – there is obviously a need for this conversation to happen. It seems there is widespread agreement that providing quality policy advice within the current environment is an ongoing challenge.

We know the government policy and service environment is changing and becoming more complex. New Zealand is more diverse on many levels and this complexity is compounded by global trends and developments. But there is also increasing expectations that government can do something about the complex problems that arise.

The pattillo paper suggests extending the current policy and service paradigm to provide new ways of working that will enable agencies to be better able to support decision-making over complex issues. For example, it suggests that policy processes and products are just one input, and complex problems may have multiple responses and decision makers.

It also suggests collaborations and engagement with others and the answers can be in action as well as policy analysis.

If you want to be part of the conversation check out the paper on our website: [www.pattillo.co.nz/conversation\\_starter.php](http://www.pattillo.co.nz/conversation_starter.php)

And the result – watch this space – the conversation has just begun. 





## Clear Horizons partners with pattillo

Dr Jess Dart may live in Australia but we think she is well on the way to being adopted as a New Zealander.

Jess, who is a dynamic evaluation consultant and principal of Clear Horizons has run three wonderfully attended Arc pattillo Masterclasses in Wellington over the past year.


Now we are delighted that her close links with New Zealand and pattillo have been further strengthened with an associate partnership being formed between the two companies.

Jess is a pioneer in the story approach to evaluation – and her workshops have rung a bell with people working in policy and delivery alike, people who

have an ever-increasing demand for relevant and useful real time evaluation.

Anne Pattillo says, “Jess has world class expertise in creating evidence to support decision-makers make timely relevant decisions”

“She absolutely gets what we do which is to engage people in solving difficult problems and taking opportunities.”

“We are looking forward to even more challenging and provoking work as a result of our partnership,” says Anne. 

## Maritime New Zealand conference takes a new tack

A new strategic direction for Maritime New Zealand indicated a new approach to its annual conference – and a call on pattillo’s expertise

The organisation can trace its history back 145 years to the Marine Board, but a widened role and responsibilities for marine safety as well as a new name brought a need to change other things too.


Cath Taylor, who took over as Director of Maritime New Zealand in late 2006, saw the importance of using the conference to reinforce a new strategic direction and to signal significant changes to the organisation’s 130 staff.

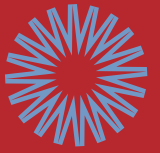
Changing times need a change in culture and that became the theme of the conference.

pattillo helped both with conference planning and facilitating the two-day event. The brief was to reflect some of the culture and behaviour that Maritime New Zealand wants to encourage – creativity, openness and fun.

The pattillo programme was active and grouped together people from different parts of the organisation. A variety of techniques including storytelling, games, drawing and metaphor helped explore ideas about the organisation’s culture.

pattillo also got the organisation literally singing from the same song sheet. Groups were given a well-known song with select words missing and the task of creating a song parody with lyrics that portrayed Maritime New Zealand.

pattillo’s music therapist/events co-ordinator, Brook McKay, rehearsed each group and provided backing as they performed in what was one entertaining concert. 



# Cath Loves a challenge

Cath Nesus



Many of you will already have met Cath Nesus who plays a pivotal role in the work of pattillo

Cath leads our policy programme, providing the solid foundation needed for the ongoing strategic development of our clients' organisations.

Cath makes sense out of complexity and revels in the challenge of finding ways through. Like pattillo, she believes that practical and creative solutions can emerge out of chaos.

With a Ngati Porou (East Coast) mother and an Irish Catholic father from Liverpool, Cath Nesus credits her rich cultural background with giving her an affinity for challenges and complexity.

She has huge policy experience. After completing her degree, Cath joined the newly established Treaty Issues team at the Department of Maori Affairs. In the mid-1980s, recognition of the Treaty as an important part of the constitutional fabric of New Zealand was gaining traction.

At that time, the Treaty work was very cutting edge, and Cath found her work moving from treaty issues to working on legislation and policy.

A three year stint in Western Australia working for Aboriginal Affairs in Western Australia was spent reviewing the Aboriginal Lands Trust. There she put in place participation and consultation processes like those she had used with Maori.

Back in New Zealand, Cath worked in a variety of public policy roles, including a year in the Department of Prime Minister and Cabinet (DPMC).

She was also in the first cohort of 20 public servants here to join the prestigious Australia and New Zealand School of Government, emerging with a Masters in Business Administration (Executive) in 2005.

Cath says, "Developing good policies and law is fascinating work because it's about making a difference. Policy and legislation isn't just about bits of paper; it's about people."

## Sheep – the new team profilers

Some teams do the five-minute quiz, others share crosswords or suduko. But at pattillo we play with sheep.


Recently on her travels Anne spied a new piece of office display: a flock of eccentric and appealing sheep designed and constructed by ceramic artist Katherine Smyth.

But are they just simple objects of decoration and reflection?

Not, as it turns out, at pattillo.

Very quickly team members and visitors applied their own creative interpretations to how the sheep engage. Of course there were small conversation groups, and there was a large group gathering, a few distracted participants, sheep of ambition climbing the occasional tall vase and then a few sheep engaged in other activities that cannot be mentioned – very engaged! Cath then developed a death wish which meant some of the sheep had to die.

Each arrangement is deeply reflective of the arranger. Are sheep the next team profiling tool?

So when you next visit our office – watch out for the sheep (we think they bite) and watch out for Cath – it may be a death wish day... 

## Are flat hair days sustainable?

It's not that we're shallow, really we are not, but when it comes to sustainability, what worries the pattillo team is what it might do to our hair.

Anne, you see, is considering getting a scooter as a way of reducing pattillo's carbon footprint. A scooter means fewer taxis and cars to get to and from meetings with clients.

But scooters mean helmets, and helmets mean flat hair. Still, it is an option we are seriously considering, in an effort to do our bit for the planet.

Environmental sustainability is a major future issue for New Zealand businesses, and we have been looking hard at how we can work to become more green.

We've already introduced phone conferencing with the far-flung pattillo team instead of always traveling to face-to-face meetings. With our busy team often scattered around the country, the marvels of modern technology allow us to stay in touch and be green at the same time.

We have also introduced recycling of all paper (into green bins, naturally) as well as the team trying to do more walking and less driving. 🌻

## pattillo's client inspired art scholarship

Imagine art that springs from sculpting chaos

Can't do it? – well the students at Wanganui's Quay School of the Arts can. They are already well on their way to producing pieces that will reflect just that in the hope of winning the inaugural pattillo scholarship which will be announced in November this year.

We launched the scholarship at an informal event involving students at the school in March. It is aimed at developing artists and the winner will receive \$7,500. We have given a ten year commitment to the scholarship.

At pattillo, we like art. Actually we really really like art. However the inspiration for the scholarship was really our clients who deal with the demanding reality of life and the complexity and chaos that comes from balancing the competing interests and actions that shape their environment.

It is our specialisation in organisational transformation and sculpting chaos that was another spark of impetus for the scholarship.

But why Wanganui, why UCOL, why the Quay School of the Arts?

Wanganui is quintessentially kiwi – with a vibrant Maori lifeblood and a positive future. It's a modern community that is modelling the way for New Zealand by reaching out to the smart niche markets of the world from its internationally recognised arts community.

In UCOL and the Quay School of the Arts, Anne found a school that, though small, has a burgeoning reputation both inside this country and beyond for the quality of its learning and the quality of its students and their work.

Each year a judging panel drawn from pattillo, the school and the New Zealand arts community will select the scholarship winner. The scholarship is intended to be used for further studies, and each year pattillo will commission a new sculptural piece from a Quay School of Art student.

The winning student will also receive a rather beautiful medal designed by jewellery artist Frances Stachl – pattillo clients all received a card featuring a photograph of the medals. 🌻

