
Jumping the S Curve Taking Business to the Bush

Friday 22nd November (*in the worst timeslot on the last day*)
NAFEA Conference, 2019



University of
South Australia

Business
School

Who got stuck with this timeslot?



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What am I going to waffle on about?

- *Challenges of access and inclusion in upscaling WIL*
- *Access to and administration of regional WIL opportunities*
- “S Curves”? Surely he made that up?
- BS Internship Program – Context, Regions, Jumping
- Recommendations
- *Consistency & Scalability*



Jumping the S Curve

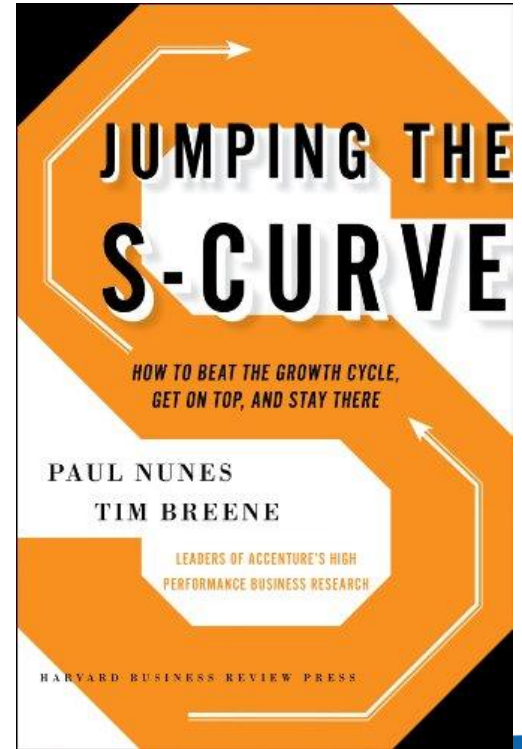


Nunes & Breene:

The eternal question in business is: How far along on the S-curve is your business? And what should you be doing now to prepare the jump to your next S-curve?

Our advice is to be suspicious of success and aware of its real costs in terms of renewing the business.

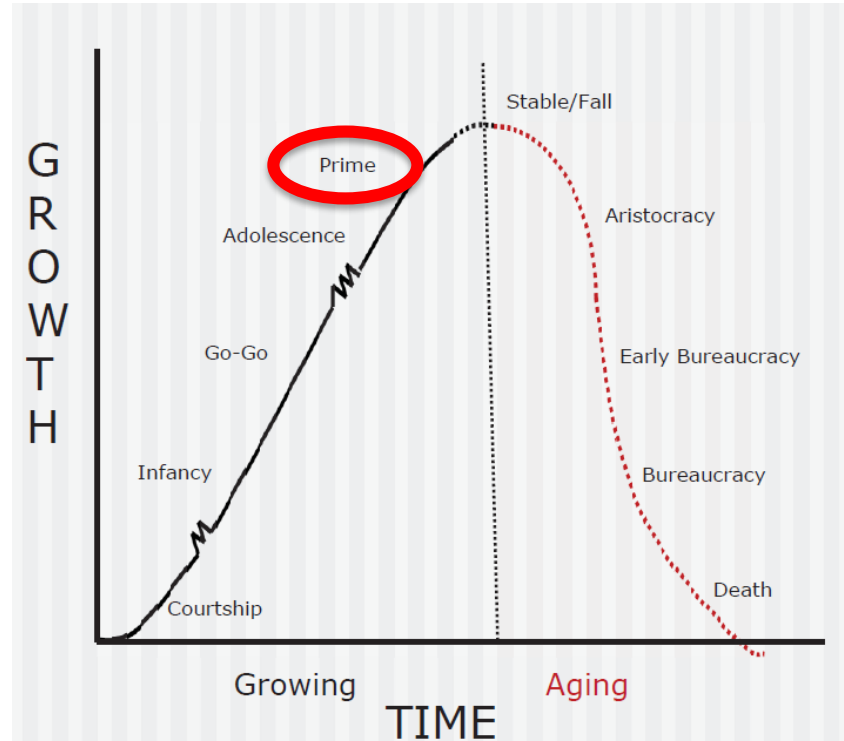
Image courtesy of Skewblogs (2018).



Lifecycles: Explain how ~~organisations~~ programs grow through time

Divided into Growing & Aging:

- Growing:
 - Youth Organisation (1st 3 stages):
Courtship, Infancy & Go-Go
 - Coming-of-age Organisation
Adolescence
- The “Optimum Point” = Prime
- Aging: (Last 5 stages)
 - *Stable/Fall, Aristocracy, Early Bureaucracy, Bureaucracy & Death*



Aging Organisation

Characteristics:

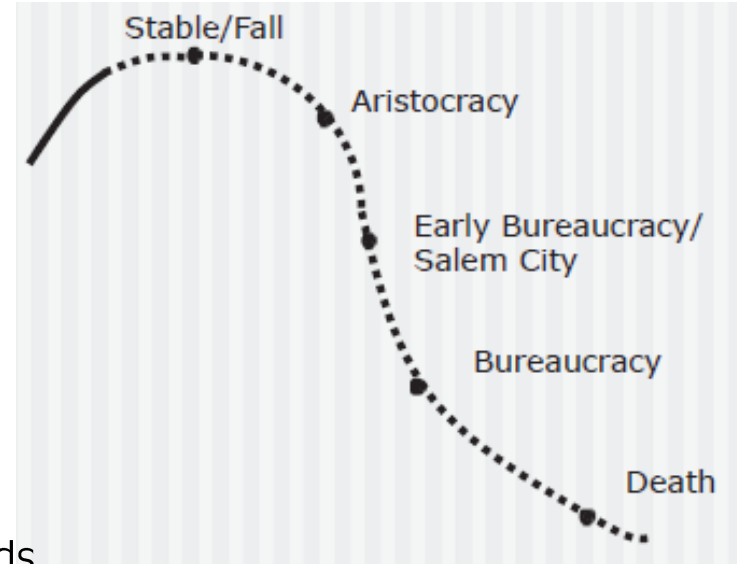
- System & processes, defined hierarchy, centralised authority, order/control, stability, decisions/actions predictable, RISK AVERSE...

Problems:

- Inflexible & bureaucratic, loss of innovative spirit, perfection-focused culture

Ways to Overcome:

- Infusion of innovation to recapture Prime
- New team members with non-traditional backgrounds
- Foster creativity through constructive feedback



Fifth Stage: Prime

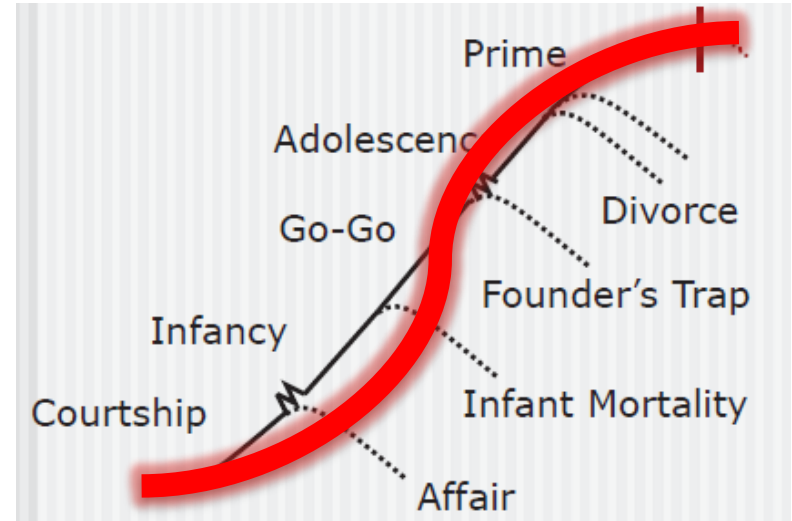
PROBLEMS OF PRIME

“Normal”:

None – there are no ‘normal’ problems of Aging.

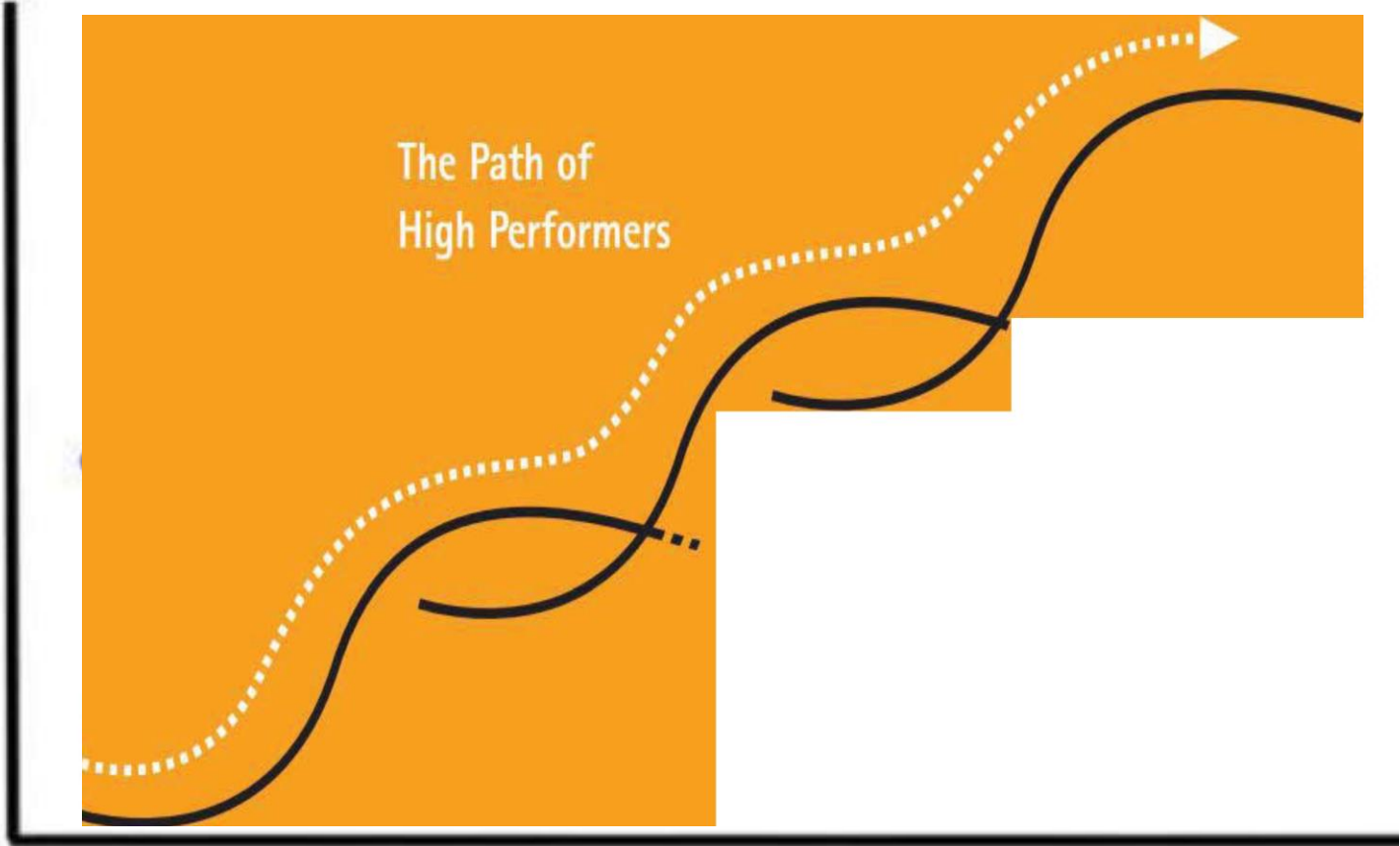
“Abnormal”:

- Signs of disintegration
- Signs of decreased entrepreneurial activity
- Satisfaction with the results and the process
- Reliance on what has worked in the past



The optimal condition of the lifecycle, the achievement of a balance between self-control and flexibility

Business Performance



Time →
(STRATEGY) S-CURVE

Business School Internship Program

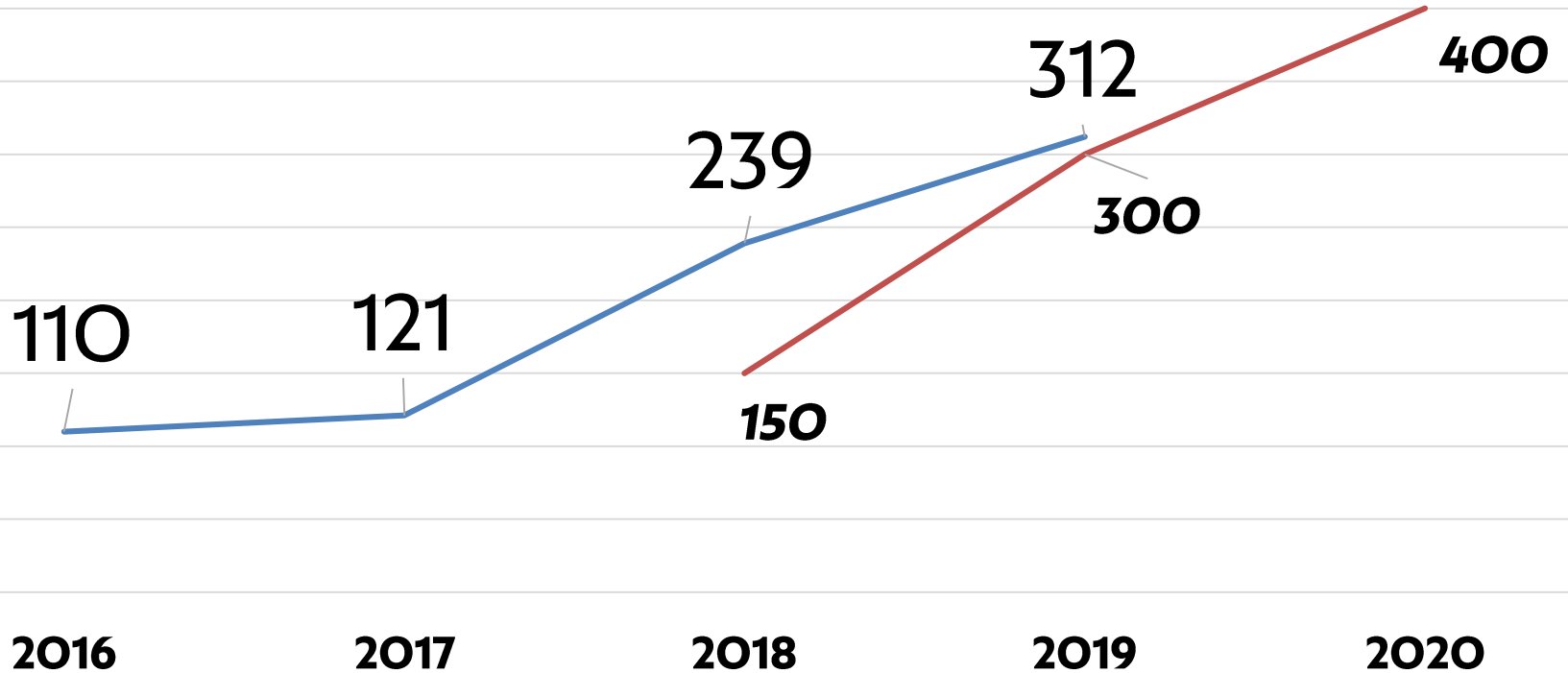
Quick summary overview:

- Internship opportunity for every student
- 11 broad discipline areas
- Elective courses – 15D (1) / 30D (2) / 45D (4)
- 8 courses / 4 Course Coordinators
- 2.0 FTE = Me + (2 x 0.5 FTE under a shared service model)



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Internship Program 2016-2020



Internship Program 2018-2019

Host Organisations = 129 (2018), 149* (2019) – 250+

Host Organisation Satisfaction Rating = 92%

International Students = BSIP 40% / BUS 20%

Assessment = Reflections 30%, Report 30%, HO Eval 40%

>95% placements are credit-bearing



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Internship Program 2017-2020

Don't aim for perfection, simply get better at failing

Change is the constant:

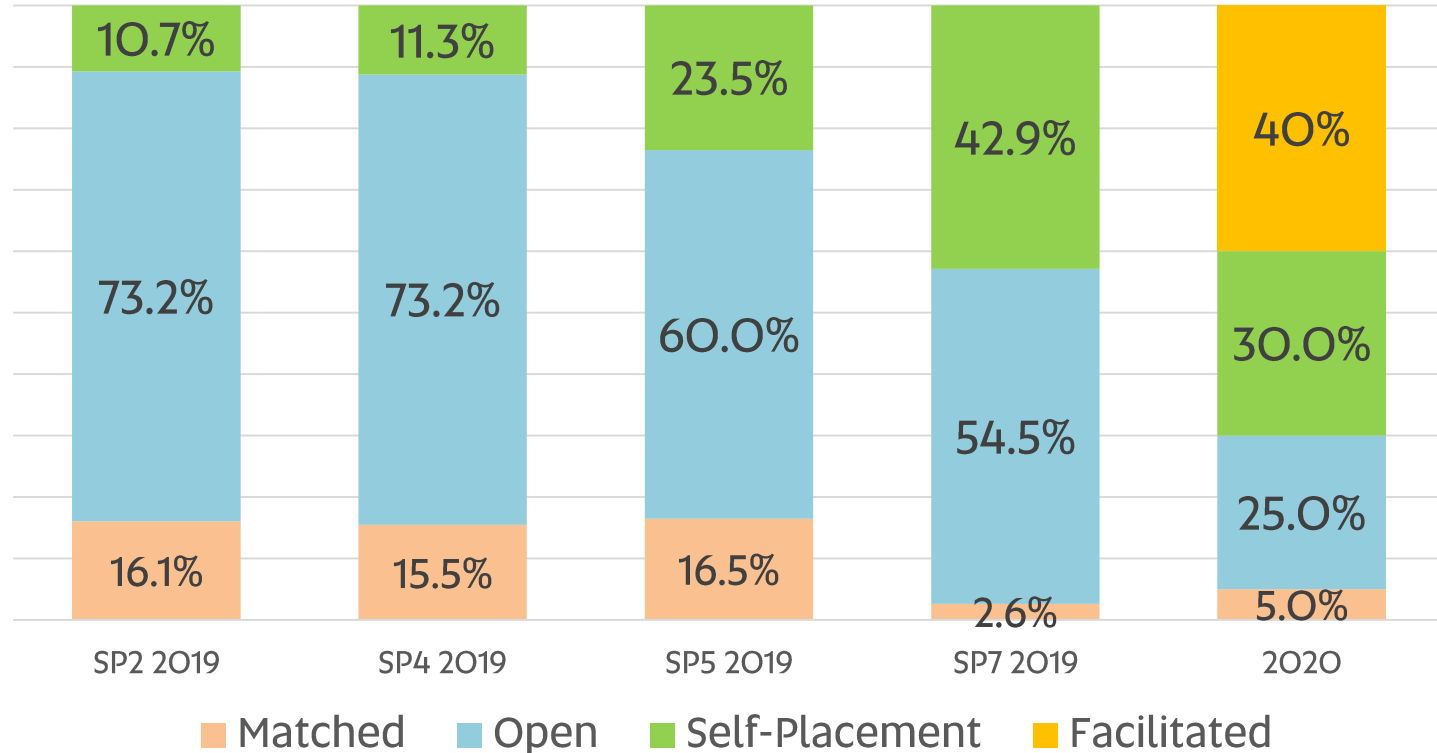
- Open



- Self-Sourced, Matched, and now 'Facilitated'



Internship Program 2019-2020



Internship Program 2017-2020

Change is the constant:

- Open, Self-Sourced, Matched, and now 'Facilitated'
- Student engagement – Journey mapping
- UniSA & Adelaide-wide collaboration
- Regional placements



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Regional Placements

UniSA has 4 metro campuses.

Regional campii with active RM's in:

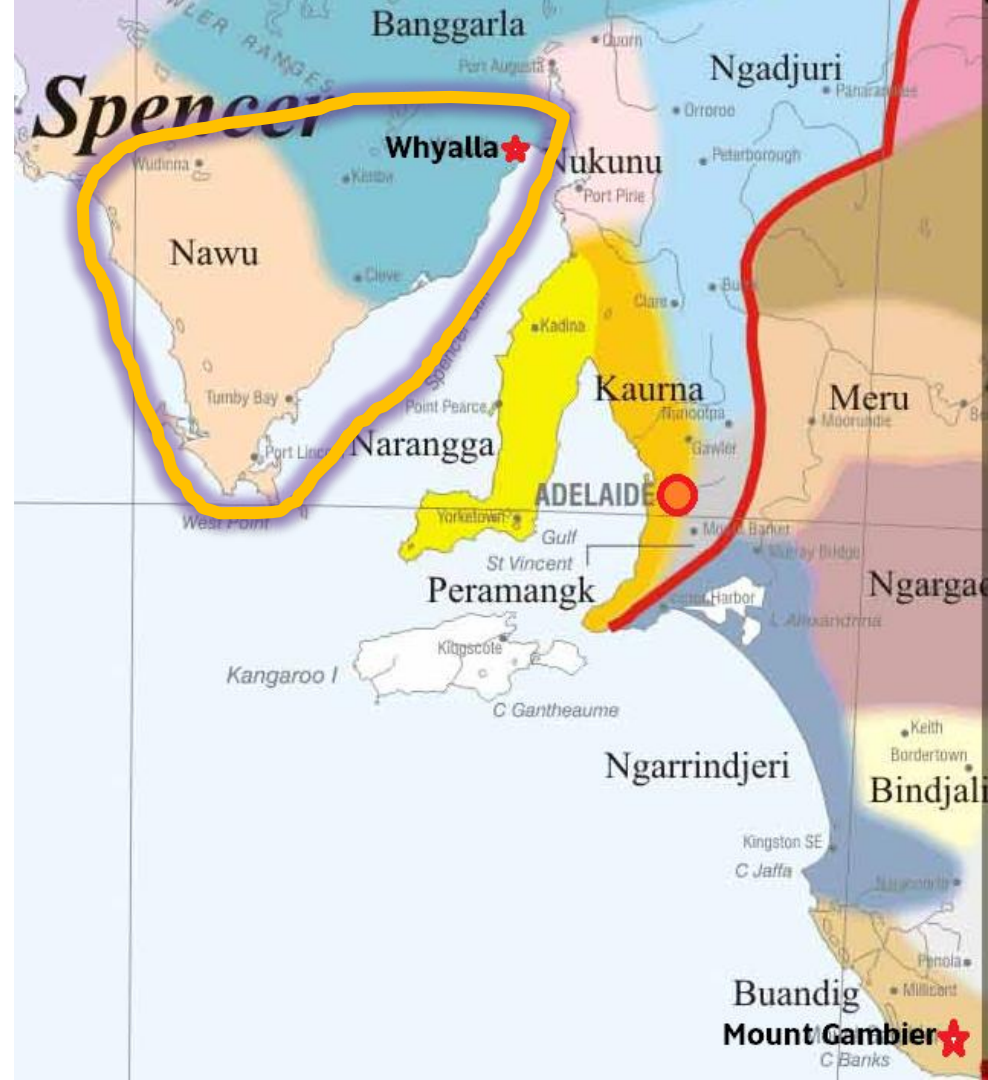
- Whyalla
- Mount Gambier

13 placements to date

Local students and pulling from urban

Focus on Eyre Peninsula:

- Transport (roughly same distance)
- Growth prospects
- UniSA Accommodation options
- Host Organisation \$ support



Regional Placements

Industry motivators:

- Access to talent
- Opportunities for local youth
- Drawing urban graduates to the regions



Regional Placements

Challenge	Opportunity
Can't travel due to other study commitments	Focus placements in summer/winter breaks
Can't get/afford time off work	Flexible model – generally on-site, remote, on-site
	Provide accommodation, subsidise transport
Can't fathom trying the regions	Bring regional reps to them
Not wanting to be away from partner	

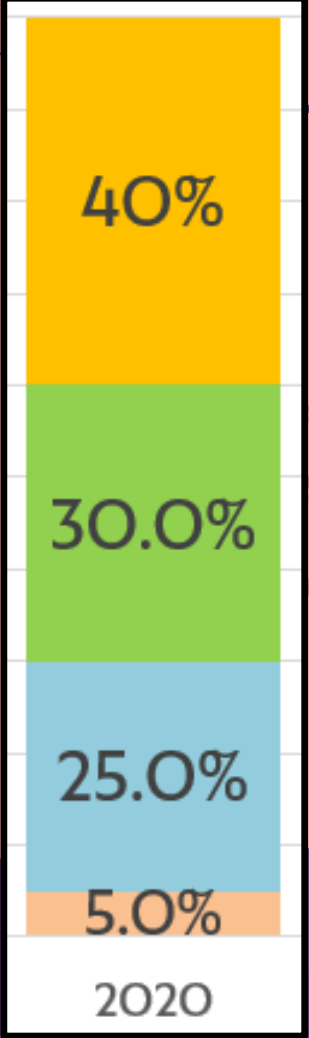
Partnership Program 2017-2020

is the constant:

Self-Sourced, Matched, and now **'Facilitated'**
student engagement – Journey mapping

cross-wide collaboration

international placements



2019



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Facilitate Model

Challenges of access and inclusion in upscaling WIL

Accessing talent  Engage industry

Simple premise:

We bring industry to the students in a safe facilitated setting and from this matches are made and placements confirmed



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Rationale for our Jump

Early warning signs of decline:

- Outdated organisational structure (ongoing)
- Decreased motivation
- Resistance to change
- Overconfidence

Challenging basic assumptions:

- Demand is stable and predictable
- Quality is best managed at the end of the process



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What it takes to Jump

Big Enough Market Insight (BEMI) – Top performers:

- Understand shifts/trends of customers in the market
- Faith in power of technology
- Break up goals into manageable pieces

Threshold Competence Before Scaling – Top performers:

- Know the value threshold customers demand and don't settle for less
- Don't scale what doesn't work (yet)
- Expect success by planning it from the beginning

Serious Talent – Top performers display Capability, Predictability & Reliability

Jumping Principles

Look a customer ahead

Build the program around the customer

Ensure differential employee experiences

Take responsibility through guarantees

'A key challenge related to jumping the S-curve is that the accelerating pace of business is forcing more top management teams to manage both their current successful business and their future business simultaneously'

(Nunes & Breene, in Harrison, 2011)

Jumping Recommendations – Ours at least

Have a strong Transformation Change Plan:

Continuously reiterating the goal, institutionalising the ‘new state’, challenging premises and assumptions, maintaining urgency & momentum, engaging team to shape the future

Being an ‘Agile’ Organisation

Clarifying Key Functionality to inform Personnel Mapping

Inform Strategic Direction

Facilitated Model – How are we doing it?



Leveraged an existing Industry Partner event (1/11/19)

Mass intense speed networking

Blunt communications = manage expectations

Post event surveys

Connected matches

Pondered how many placements will come out of it...



Facilitated Model – What did they think?

Industry:

- 72 attendees from 55 partners
- 47% survey completion, Satisfaction Rating 83.7%
- Nominate up to 5 students

Students:

- 102 attendees from 168 registrations
- 69% survey completion, Satisfaction Rating 77.8%
- Nominate up to 5 Industry Partners
- 55 students matches (avg 3.12)



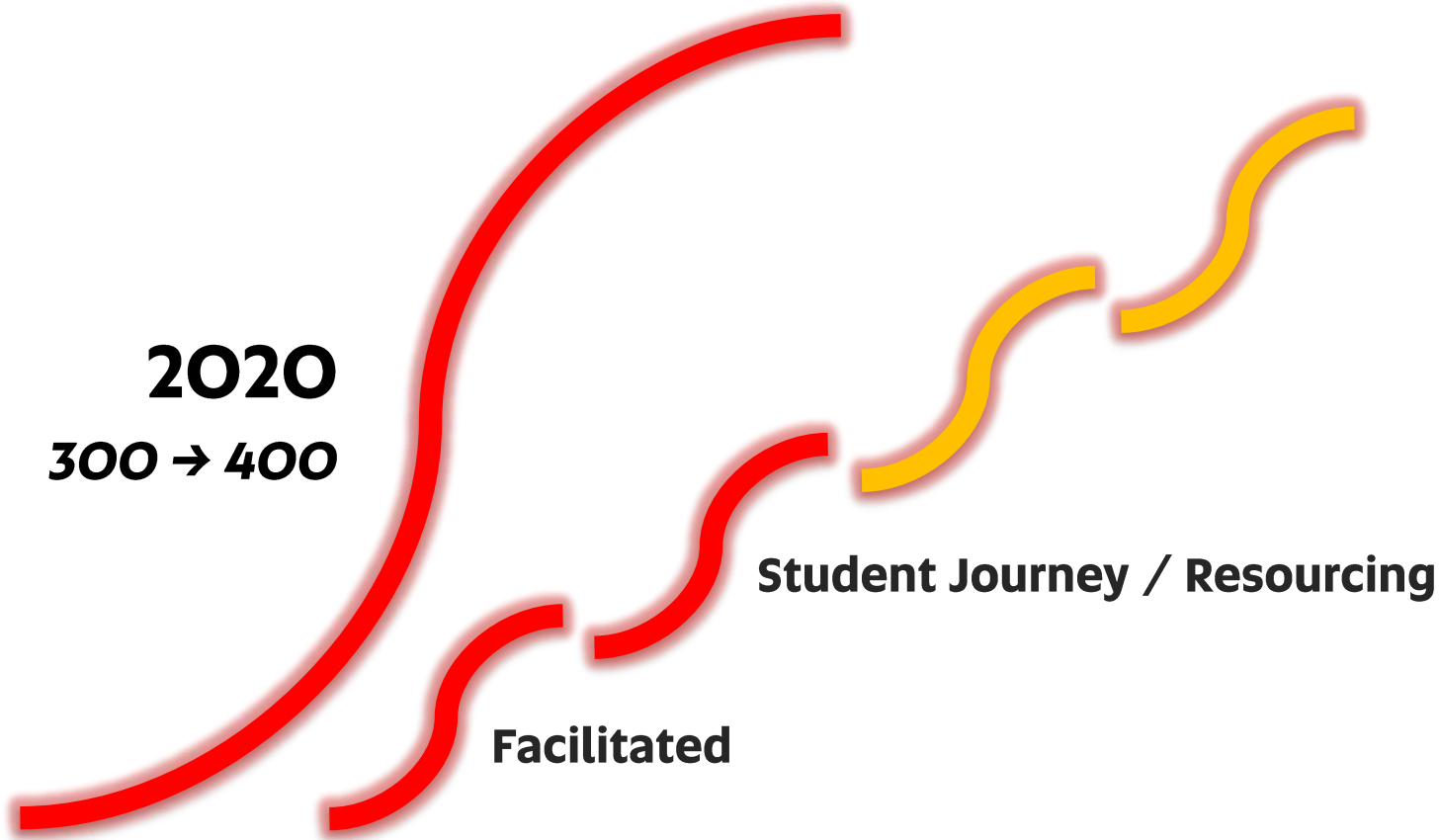
The Overall 'Why?'

'The BSIP aims is to provide the opportunity for every student to undertake a relevant and rewarding internship that contributes to increasing their employability outcomes'

Early employment outcome data

UniSA Interns per Host		Employment Outcomes per Host			
2018/2019	2020*	Emp. UniSA	Emp. Other	Rec to Emp.	% Employed
4.52	3.56	1.67 (37%)	1.07	1.20 (26%)	63%
n=24	n=25	n=15	n=9	n=9	

S Curves



Want more info?



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