



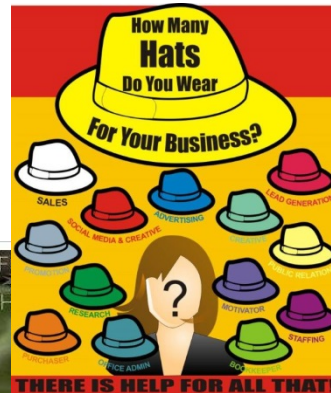
Why eat the elephant?

The role of leadership and innovation in times of change and uncertainty

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Know yourself

Are you an
INTROVERT
or an
EXTROVERT?



Know your times – facts of the times

- In Australia
 - one in five will have a mental health problem some time during the year; one in three of them report discrimination or unfair treatment
 - one in five aged 14 and over report drinking at life time risky levels (Qld above the average)
 - 15% reported recent use of an illicit drug in last 12 months
 - 4.7% misused pharmaceutical drugs in last 12 months
- Suicide rates in Queensland are 13.7 per 100,000 compared with 12.0 nationally (2014)
- Suicide rates for indigenous people are almost twice the rest of the population (20.5)
- As many as 23% of young people with FASD may be incarcerated and 60% are in touch with the justice system – and this is not an Indigenous problem!
 - many are in foster care
- Average first age use of tobacco in Qld is 15.9 compared with 16.2 nationally

Know your times

– nature of the times



Volatility
Uncertainty
Complexity
Ambiguity

VUCA VUCA

- Volatility
- Uncertainty
- Complexity
- Ambiguity
- Vision
- Understanding
- Clarity
- Agility

Without a common vision

- Unintended consequences
- Delivery targets not met in inter-related systems – others think implementers are letting things drift
- Interference from others
- Interventions required to cope with the events
- Acrimony and blame between senior managers and implementers

– it is a predictable outcome when there has not been sufficient attention to accommodating different perspectives from the beginning in complex policy areas

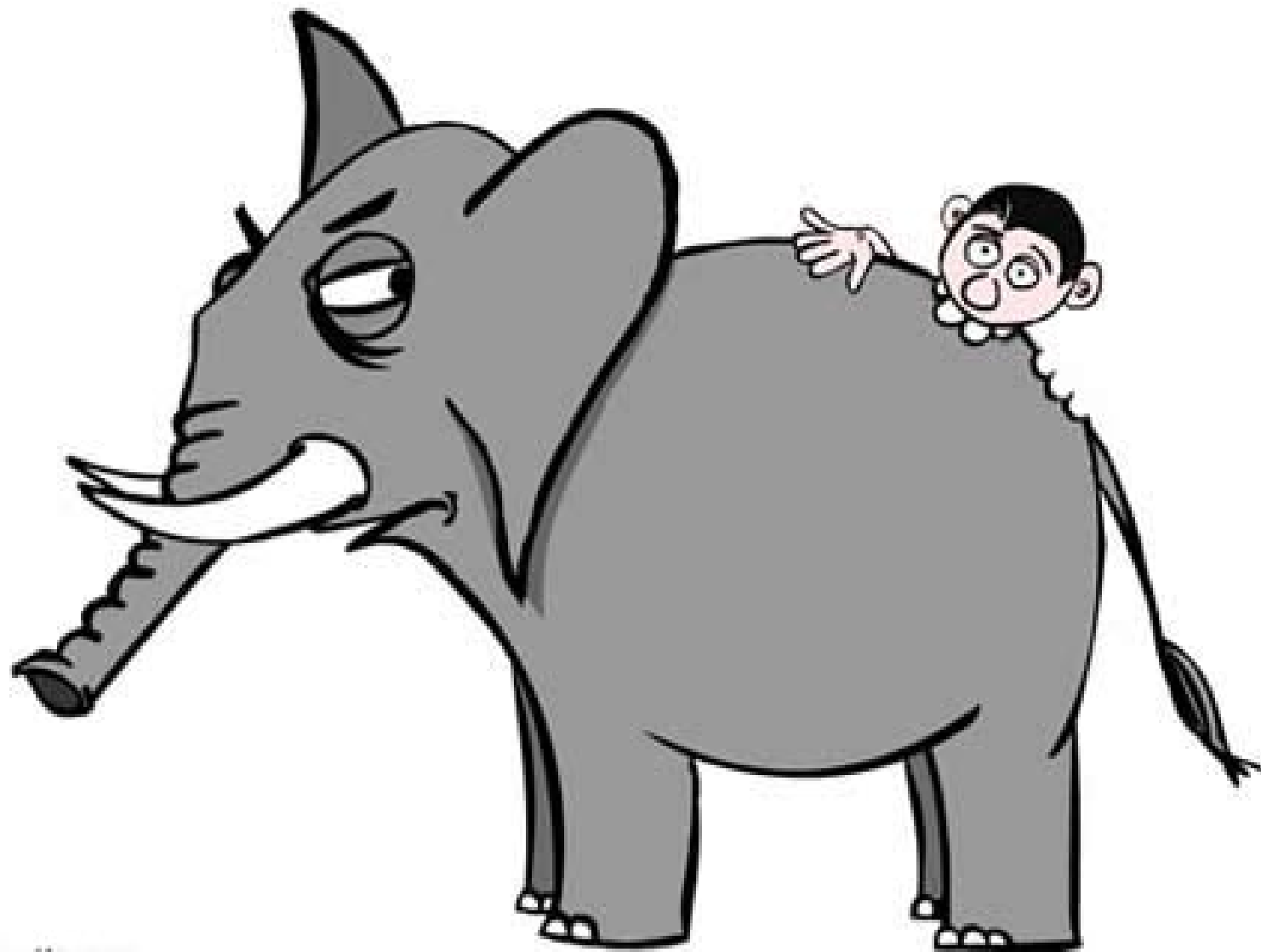
(Chapman 2004)

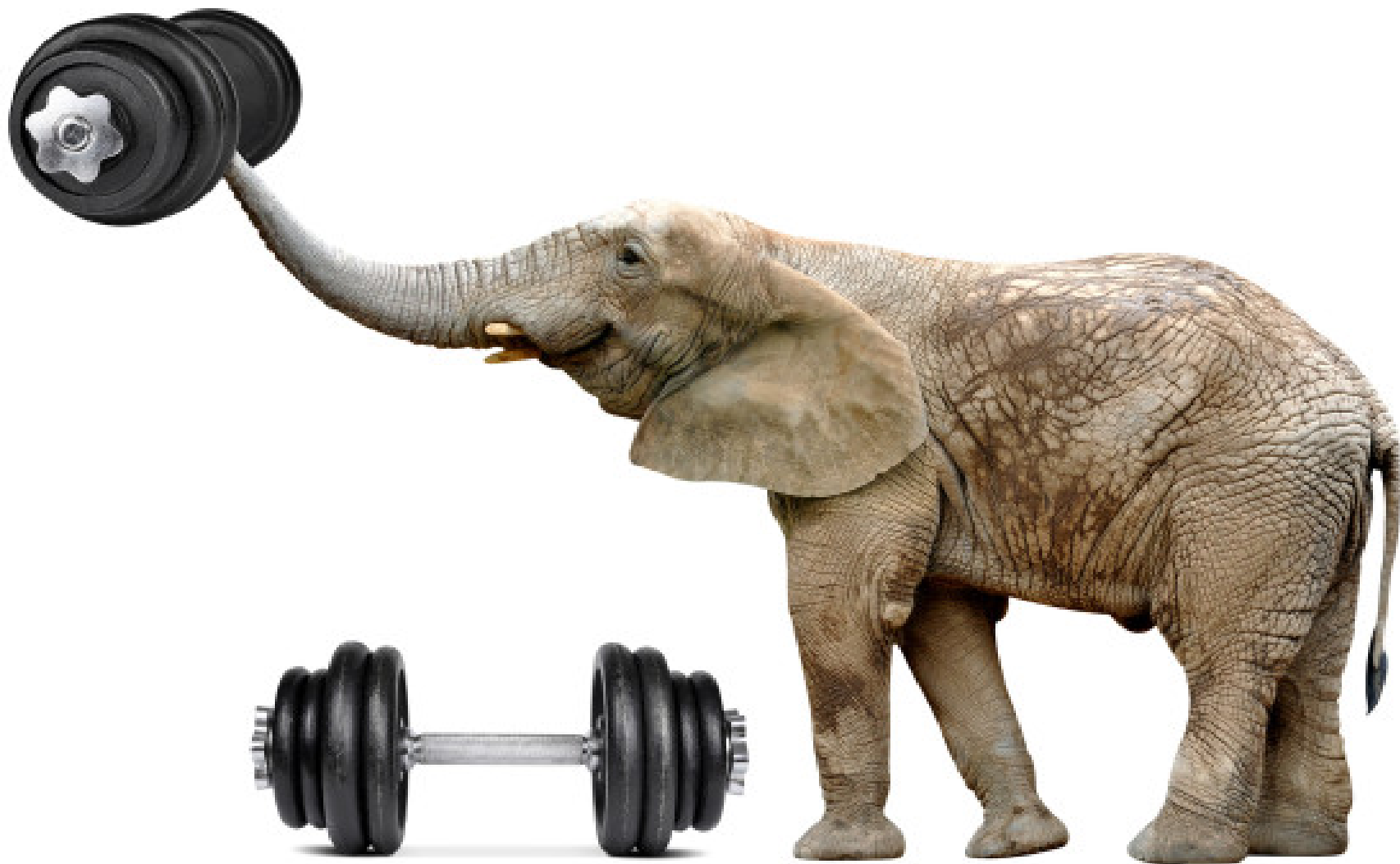
Know your business

- Our role is to drive ongoing reform towards a more integrated, evidence-based, recovery-oriented mental health, drug and alcohol system in Queensland.
- What do people expect us to do?
- What sort of leadership does that take?

Outcomes

1. A population with good mental health and wellbeing
2. Reduced stigma and discrimination
3. Reduced avoidable harm
4. Lives with purpose
5. Better physical and oral health
6. Positive experiences of support, care and treatment





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