

ENGG4111 – Integrated Engineering 4

# Policy Critical Review

Stage 1-3 Reflection

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### Tutorial 21 Team 5 – Peer Review

The policy being recommended from a fellow group involved the advocacy for, **“to decrease manufacturing and automation dependency on coal driven power to 50% co-dependency on renewables by 2030 and net carbon neutrality by 2040”**, with the organisation *‘Robycs Technology’*. The policy overall has some persuasive elements, such as an accurate and effective analysis and comparison with an exemplary organisation employing a similar policy. This enables their policy to relate to the organisation and potentially adopt their recommendation. Furthermore, the presentation had accurate figures and estimations in relation to the policies impacts. The questions during the Q&A session was handled well denoting significant amount of research and establishment of the policy. The handout, however, lacks attractiveness or aesthetic uniqueness to allow for it to have viewers think back and remember their presentation – text is all in a format like a report and there is very little structure aside from paragraph breaks, overall seems to be rushed and does not attempt to simplify the main points. In contrast, the handout does feature useful information references, in both quantitative and qualitative data relating to the policy recommendation. Additional visual elements, projections and graphs would have been appropriate for summarising the large amount of text and specific statements made on the handout. The overall video had clear and easy to follow slides, however, at some points of the video, the audio quality was inconsistent and hard to understand due to the background music being slightly too loud. The handout’s opening is slightly presumptuous as it states, “they have a lack of concern for the environmental issues”. Some small areas of the handout also seems to have incomplete sentences or sentence structure that can be better worded. The group has incorporated an effective sub-policy. More specific economically quantitative values and projections would have increased persuasion in the organisation embracing their policy. In comparison, between this group and our person attempt at a policy recommendation, I have learnt that we would have benefited from more specific information in our handout.

### Tutorial 21 Team 2 – Personal Review

#### Reflecting on Outcomes

The policy being recommended for adoption by the organisation, *‘Mascot Steel’* is that of, **“implementing a Water Recycling Scheme to reduce daily water consumption by 95% by 2025”**. Upon personal review of this policy statement and the encircling details, it can be deemed appropriate for a framed policy – has a detailed quantitative value and date in relation to the course of action, which is specific and concise. Alike, with research from other exemplary companies that had adopted a similar policy, it can be concluded that the policy is realistic and achievable by this organisation. Furthermore, the policy proposed to the organisation had suitable quantitative and qualitative descriptions mentioned within the course of actions, which involved implementing a **water recycling system** and a **waste water reduction system**, along with estimated costs (specifically communicated during the presentation and Q&A session). Similarly, the policy identified and highlighted multiple and various advantages to both the public and organisation. The mention of the impact encompassed economics, sustainability and growth of both aspects associated with the company as well as the public (with relation to the Climate Change Emergency [CCE]).

During formation of the policy, and communication to the board of management of the organisation, the available resources was briefly mentioned with relation to the current practices of the fabrication company. The policy recommendation had highlighted how the policy would coincide with current operations of the organisation however, the recommendation would have benefited from a more detailed analysis of the companies resources (such as land area and spare resources). This would have allowed for a more effective communication of our vision when describing the suggested actions or implementation methods. The unintended consequences of the policy have also been effectively shared with the organisation through the presentation via the separating of long- and short-term investments and profits. However, more specific quantitative values would have been appropriate to be mentioned on either the presentation video or handout – allowing for greater transparency with regard to the policy. This ongoing maintenance factor was although spoken in detail within the Q&A session.

The necessity of the policy was indicated to the company in an appropriate manner with close reference to the CCE and how adopting this recommendation can address such issues. The presentation and handout summarises aspects

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of the CCE that are prominent and impactful to the public. Possibly to increase the persuasive tone of the recommendation, a short summary of resulting consequences when not adopting this policy. This can emphasise the necessity of accepting such a policy. The handout of the presentation denotes greater details of the framework for establishing relevant procedures however, more specific details of produces could have been outlined under the, '*Possible Actions*' section of the recommendation presentation. Furthermore, a visual timeline or depiction of the procedures involved would have been more comprehensive for the board of management. The simplicity and design of the handout acts as a reminder to readers of the presentation, however, the handout does lack details and in areas is too broad or simple. I most definitely should have, researched alongside my group, examples of other policy recommendation handouts or project handouts.

The policy also accurately aligns with current operations of the company however, to increase the attractiveness of the recommendation, further research should have been carried out In regard to current standing policies within the organisation (part of **stage two**). From accomplished research, it was concluded that '*Mascot Steel*' had not had any standing water utilization related policies in place. The values and goals of the organisation could have been more clearly outlined within the policy recommendation, as this would have benefitted in portraying a greater understanding of their company. Furthermore, we would have also been more effective in communicating an understanding of the company by recapping their standing environmental values and aligning with such information (this was researched however, failed to be included in the presentation – refer to *Reference 1*). The presentation has organised well and concisely summarised the effects and impacts this exemplary organisation has experienced as a consequence of employing a Water Recycling Scheme (or similar policy). Alike, the presentation has excluded meaningful calculations to avoid confusion, overload of information and only meaningful values have been integrated into the policy video.

The video presentation overall was organised in an attractive and sleek manner to increase engagement with the viewers while also incorporating a simplistic and aesthetically pleasing design. With prior knowledge of editing and video creation I had communicated to my fellow team members that I would be willing to step up in this aspect of the project. With future recommendations however, the beginning and first headings of the policy recommendation was somewhat content heavy and fast paced, not allowing enough time for viewers to fully read and comprehend each slide. Information, therefore, would need to be more carefully and effectively condensed with greater experimentation around time manipulation in video editing.

Finally, the recommendation has been communicated, to the organisation, as achievable due to the aspects of the framework (such as economic requirements and implementation procedures) being denoted with corresponding quantitative and qualitative evidence. Correspondingly, the use of an exemplary organisation reinforced the achievability of this policy. The reviewing panel had questions which were well answered (spoken feedback from tutor on the presentation date). Feedback however, had also highlighted the presentation and policy recommendation would have benefited from concentrating on long term economic growth further and included economic figures based on future years (possibly creating a visual timeline).

#### Reflecting on Leadership Capacity

Evaluating my personal leadership capacity within **stage two** and **stage three** specifically, I felt as though early on in the project I had adopted a position of directing and dictating my fellow team members with roles within the two stages of this project (evident within SPARKplus **stage two** results). From **stage two** my leadership capacity could have been improved by reviewing the SWOT analysis at multiple times upon progression and hence, could have been improved if we had scheduled regular meetings and sharing of ideas. This stage, therefore, lacked the group cohesion and from a leadership perspective I had failed to form and discuss a specific vision of the outcome. This stage, however, did have a promotion of performance between group members allowing for empowering of the team and individual members. Aspects of **stage two** was also very poor and disappointing with self-reflection on my actions as a team member being my lack of commitment to gaining a good grasp of the company. I had also felt my contribution to the SWOT analysis was limited as I was discussed to be assigned to the introductory section of the report, therefore, had limited impact on the SWOT section. I, therefore, could have had a greater impact on the

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outcome of the SWOT if I had been more engaged with the content written in by my fellow group members and discussed aspects of their contributions or progress. At the time of **stage two**, my greatest issue was not giving this section of the project the emphasis that was necessary, and I had failed to fully comprehend its significance and became ignorant to elements of the report that I did not contribute to.

In contrast, my leadership capacity was increased, and I felt as though I had touched upon a greater range of attributes within **stage three**. Within this stage the vision of the policy recommendation was established early in the stage and I shared this vision with the group more effectively, via the use of various drafts, plans and meetings. Since the performance and outcome of the SWOT analysis (**stage two**) was not as expected, it was evident there was a flaw in our understanding of the project as a whole – determination and optimism was a priority for me to recover from this stage. Therefore, I had continuously prioritised interaction and communication within the group as well as attempting to keep all members engaged with the desired outcome of **stage three**, taking their inputs and contributions very seriously. Finally, my leadership capacity was developed further in **stage three**, contrary to **stage two**, as I was forced to challenge myself with exercising resilience and improving upon the performance and understanding I had in relation to the project. I had become more realistic and patient with the progress of the project, understanding upcoming issues, disagreements and misunderstandings while working between group members and is evident through careful formation of deadlines. In the past I have worked on technical robotics projects weighing heavy on deadlines, therefore, I had experience with realistically gauging my teammates progress over a period of time. Disagreements within the project were very minor and were solved by various strategies such as; taking a vote on ideas, combining elements of various people's opinions/ideas, addressing both positives and negatives of people's contributions and re-evaluating our vision with reference to criteria and requirements of the project. This was very comfortable for myself perform as I have had many differing group experiences in past projects. I was confident with my abilities of communicating and relating to fellow team members.

In comparison from the start of the project to the end, I was more comfortable in sounding my voice on various decisions that were made as a group due to how interactive we had become. At the same time I had personally felt empowered by my group members and so attempted to do the same by empowering their opinions and concept suggestions. In turn, increasing the belief, determination and organisation of the project, for other group members and myself. In summation, I was able to take charge over tough decisions and direct discussions and concentrations over significant aspects of **stage three**. The production of the video itself denotes, with incorporation of creative and sleek elements (such as effects audio, editing and animations), a sense of elevating thought and thinking 'outside the box', with regard to transforming a vision into a physical product.

From researched frameworks (refer to *Reference 2*) my characterisation of leadership is evident as I practiced what can be identified as cultivate learning. In relation to any misunderstandings or mistakes either my team members or I had performed (in regard to the **stage three** criteria and requirements), as a project leader, I would serve my partners and practice learning information through both personal sharing and listening to my companions. This is evident by the improved performance of the team from **stage two** to **stage three** and how we had continued to work towards accomplishing the vision of the project completely.

#### Navigating Complexity

With reference to the '*Cynefin Framework*' (refer to *Reference 3*), the project mostly encompassed aspects associated and situated around the complexity domain. Through understanding our failures, short-comings and errors in correctly sensing the organisation (within **stage two**) has depicted to myself the issues I have faced in navigating SWOT analysis. Furthermore, part of my recommendation of a 'response' therefore, had issues with an inaccurate **stage two** analysis of the company. It would be recommended in future that greater revisions be made when performing the analysis along with identifying specifically and concisely the operations and details of the company. Identification of specific operations of the company allows myself to, in future, increase my complexity navigation as I enable constraints upon the scope of the project. This was partially improved by narrowing our scope to a specific policy for **stage three** (such as water usage and focused analysis on fabrication processes).

## References

- [1] Mascot Steel. 2020. *Stainless Steel – Sustainable and Long Lasting*. [online] : <https://www.mascotsteel.com.au/stainless-steel-sustainable-and-long-lasting/> [Accessed 20 May 2021].
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- [3] Co, T. C. (n.d.). *The Cynefin Framework*. Retrieved from Cognitive Edge : <https://www.cognitive-edge.com/the-cynefin-framework/> [Accessed 20 May 2021].