Thousands vent their anger over website meltdown

ABS LOSES ITS CENSUS

The Bureau of Statistics endangers the census by asking for names

CENSUS FARCE
Turmoil as website fails its biggest test

Down for the count: census thrown into chaos

Growing census boycott risks quality

Anger as fail makes no census
Culture change is a contact sport ...
DESIGNING A NEW ABS CULTURE

Outcomes

1. Existing Work
   - SBTP
   - Transitioning Stats
   - SSG
   - NDAC

2. Cultural Diagnostic
   - Inside ABS: Current Synergistics
     - Human Synergistics
     - Work with Communication & Partnerships Branch
   - Outside ABS: Work with Synergistics

3. Organisational Design Principles
   - Strategy
   - People
   - Structure
   - Processes
   - Attraction & Retention Factors
   - Behaviours
   - Culture
   - Effortless experience for stakeholders

4. Strategic Workforce Planning
   - The Strategic Workforce Plan provides the framework to assess and manage the PEOPLE implications of ABS Transformation.
     - Entirely Business Focussed – contributes to future ABS success
     - Future workforce reqs and strategies to acquire/develop capabilities
     - Manage strategic HR risk including critical roles
     - Increased agility to manage cyclical work patterns
     - Workforce implications of organisational structure and business processes
     - Attraction and Retention Factors
     - Workforce segmentation and career structure / Job design / role descriptions
     - Implementation Plans

5. Leadership
   - Leading Cultural Change (Like Minds Advisory)
   - Talent Management (Janet Wilson + Saville Suite)
   - Sponsors’ Roles in Organisational Change (Being Human Prosci Method)
   - Outside-In - guest speaker series

6. Achieve Relevant Transformation Goals
   - **People**: We have a diverse, expert, motivated and agile workforce.
   - **Culture**: We are high performing, aligned, engaged, innovative and accountable.

7. Achieve Vision (CS draft)
   - Enhance public value of statistics.
   - A seat at the table.
   - Numbers quoted with confidence.
   - An organisation that attracts the best people.
   - Envy of national statistical organisations around the world.
   - Characterised by responsiveness, thoughtfulness, rigour, plurality of thinking and buzz of ideas

8. Leadership behaviour that embodies and reinforces desired culture

9. Measures
   - State of the Service
   - Organisation Culture Inventory (OCI)
   - Transformation Surveys
   - HR Metrics
Leading Cultural Change (Like Minds Advisory)
Talent Management (Saville Suite of psychometrics and cognitive ability)
Sponsors’ roles in organisational change (ADKAR methodology – prosci)
Outside In – guest speaker series
Leader’s Shadow is the presence they exert consciously or unconsciously.

Assessing the gap between INTENT and IMPACT.

Structured interview in front of the leader’s direct reports.
- Say
- Do
- Prioritise
- Recognise
Developing Senior Leaders – Other Activities

- **Talent program** (including a 360 degree feedback and Saville psychometric assessments)
- **Individualised coaching** (including individual development plans)
- Human Synergistics’ 360 degree feedback tool (Life Styles Inventory - LSI)
- **Leadership summits** (Including Directors and Senior Management)
Developing Team Leadership (ABS Directors also known as EL2s)

- EL2/SES summit
- EL2/SES Town-halls
- Increased access to face-to-face training
- Executive coaching
- More frequent communications - ‘Spread the Word’
- High Performance Behaviours - (Like Minds)
1. Intent, not compliance
   Align their teams around intent and push thinking down. Through meetings and engagements focus on intent and not compliance. Focus on new ideas and serving stakeholders. Are open, willing to be vulnerable around their own biases and limitations of own perspectives.

2. People matter
   Interest - not authority. Show genuine interest and care in people and stakeholders. Carve out time, in a disciplined way, to connect with people. Are curious about people, their perspectives, and not preoccupied with their own importance.

3. Questions, not answers
   Leverage talent. Don’t solve problems for people, share them by asking questions. Recognise the professionalism and “smarts” of their teams.

4. Fast Feedback
   Improvement of work and work flow through building fast feedback into their processes. Every interaction/meeting includes feedback.
EL2 High Performance Routines

1. **Connection on the go**
   - Connection on the go - Go-go
   - Have strong connections with their people, informally, including disciplined ways of building walking the floor into their diaries.
   - Informally prioritise feedback and follow up.

2. **One on One's**
   - Best performing EL2's do these differently.
   - They focus on "not having answers" so staff have to stretch and increase their capabilities on complex problem solving.

3. **Team meetings**
   - Structured and regular team meetings.
   - Have a balance between objectives, priorities and team decision making.

4. **Early engagement - internal**
   - Think about problems or task with the view of: "who are the important people I need to engage with, who can best contribute to thinking/influencing a positive outcome?"

5. **Add value**
   - A routine that is about supporting others, reaching out, sharing data and offering help.

6. **Statistical handover**
   - For each activity (collection to "fit for purpose", to compiling to dissemination) providing handover that informs, adds value and creates no surprises for the next EL2 and team in the chain.

7. **Project value extraction**
   - Customer interaction that goes beyond delivering but how the customer can extract the most value out of the project deliverable.
Our cultural intent: The ABS has an inclusive culture that brings out the best in all our people, enabling us to increase our impact through outstanding service delivery.

To achieve this cultural intent, we will all be consistently:

- Customer-focused
- Collaborative
- Accountable
- Agile
- Innovative
- Self-Aware
Outside in – guest speakers

- Google
- Futurists
- Academics
- Journalists
- Customers
Measuring Progress with our Senior Leaders

89%

I believe I am well prepared to lead culture change in the ABS and know where I can find support.

76%

I have changed the way I behave and interact with others as a result of the insights I gained from the culture change program.

78%

This program of work has provided me with useful experiences and new insights to help me shape our organisational culture.
ABS is number 1 Agency in 30 (20%) of the 153 items
In the top 5 for 53%
Number 2 Agency for Supervisor Engagement
Number 4 Agency Team Engagement
Have been asked to be a case study for the whole of service report
Culture change is a contact sport ...
This is how to succeed...
Next Steps

Reinforce desired behaviours to support the ongoing culture change through:

- Employee recognition program
- Internal communications
- Designing jobs around desired behaviours
- Learning and development
- Talent management
- Performance conversations and management
Next Steps

- Continue regular leadership summits
- Repeat the OCI process to track progress towards the preferred culture
- Continue to monitor our Public Service Census and internal survey results
Work with existing programs
Gather credible evidence internally and externally
Be consistently ‘principles-based’
Collaborate to co-design with your customers
Use a model which demonstrates a systems approach
Focus on the leadership
   – (including the head of the organisation)
Work with teams in their actual context
Focus on leadership ‘behaviour’ rather than leadership ‘behaviours’
Keep the end in mind and visible to others
LESSONS LEARNED SO FAR...

- Not everyone understands – or wants to understand
- Listen hard for what is behind the reactions
- Ensure you build in ways to stay resilient
- Tell every individual what they need to do to be successful
- Get expert help from outside and grow expertise inside
  - You cannot do it alone!
Thank you

Questions?
How Culture Works

What should be expected here

The way we do things around here

What’s expected around here

How we’re doing here

Mission/Values (Ideal Culture)

Structures

Systems

Job Design

Skills/Qualities

Individual Level

Group Level

Organisational Level

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What does potential look like in the ABS?

APS High Potential Model

Quality | Indicators | What you observe/hear
---|---|---
Ability | Cognitive Capacity  
Relatively fixed in an individual | Smart; quick thinker  
Makes connections  
Adept at conceptualising
Emotional Intelligence  
Some scope for development | Stable and resilient in face of pressure  
Self-aware with ability to develop relationships
Adaptability & learning orientation  
Some scope for development | Able to translate learning to behavioural change  
Inquisitive  
Open to feedback
Propensity to lead  
Some scope for development | Not afraid to take the lead  
Comfortable with authority  
Influential and inspiring team player

Engagement | Strong commitment to the APS with application of discretionary effort to achieve objectives
---|---
Alignment with APS culture & values | Commitment to the work of the APS or agency  
Behaviours align with APS values
Discretionary Effort | Goes above and beyond expectations to achieve goals
Environmental Fit* | i.e. ability to work in various locations, professional qualifications etc.

Aspiration | Motivation and desire to rise to more senior positions
---|---
Motivation | Internally driven  
Committed to achieving outcomes
Career Aspiration | Eager to broaden experience and take on more complex roles

High performance as a gateway to high potential

High performance is not the same as high potential