

Implementing Leader-led Culture Change in the ABS



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Australian Bureau of Statistics
Informing Australia's important decisions



Thousands vent their anger over website meltdown

ABS LOSES ITS CENSUS

CENSUS FARCE

Turmoil as website
fails its biggest test

The Bureau of Statistics endangers the census by asking
for names

MELTDOWN

Anger as
fail makes
no census

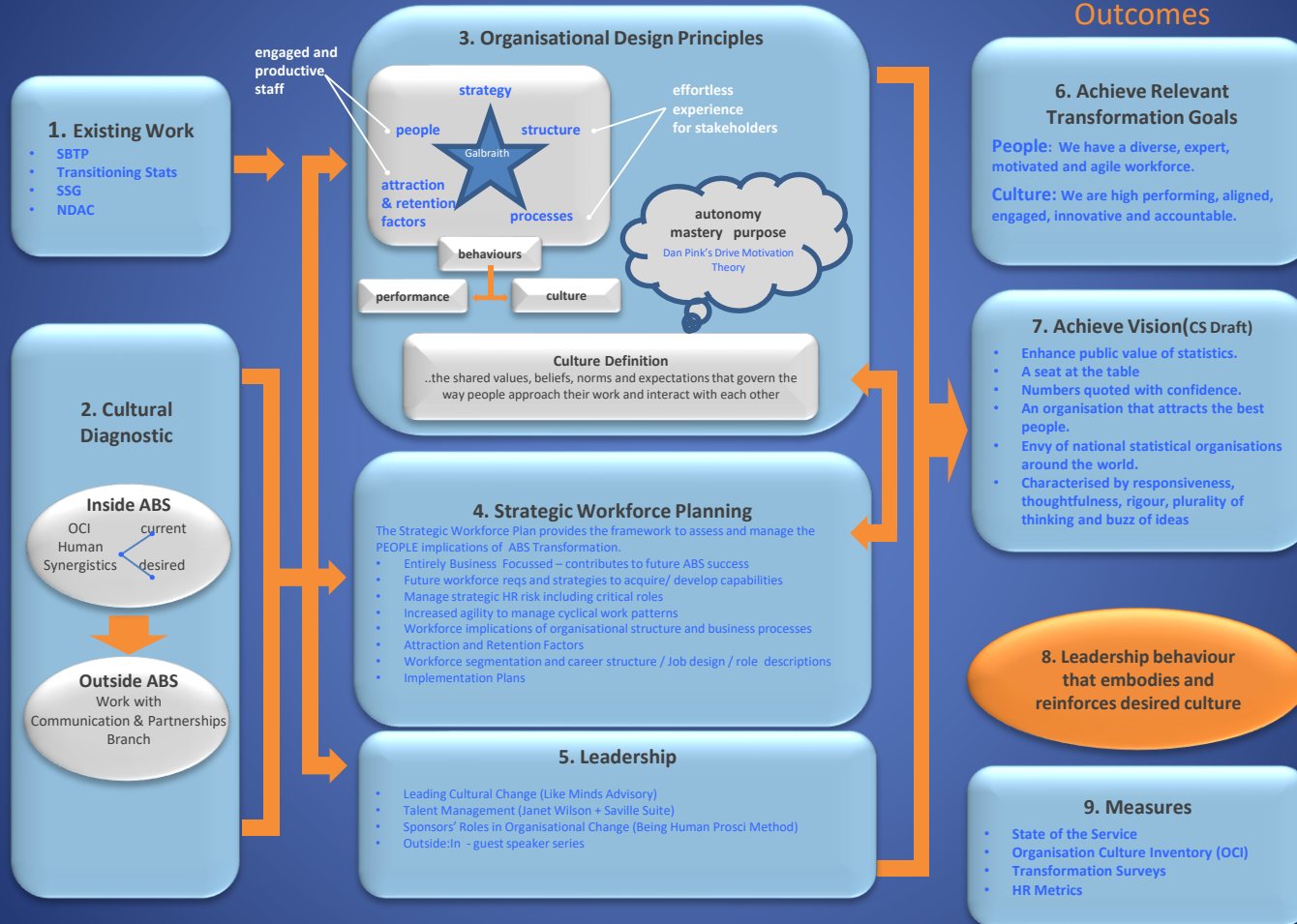
Down for the count: census thrown into chaos

Growing census boycott risks quality

Culture change is a contact sport ...



DESIGNING A NEW ABS CULTURE



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

Leading Cultural Change (Like Minds Advisory)

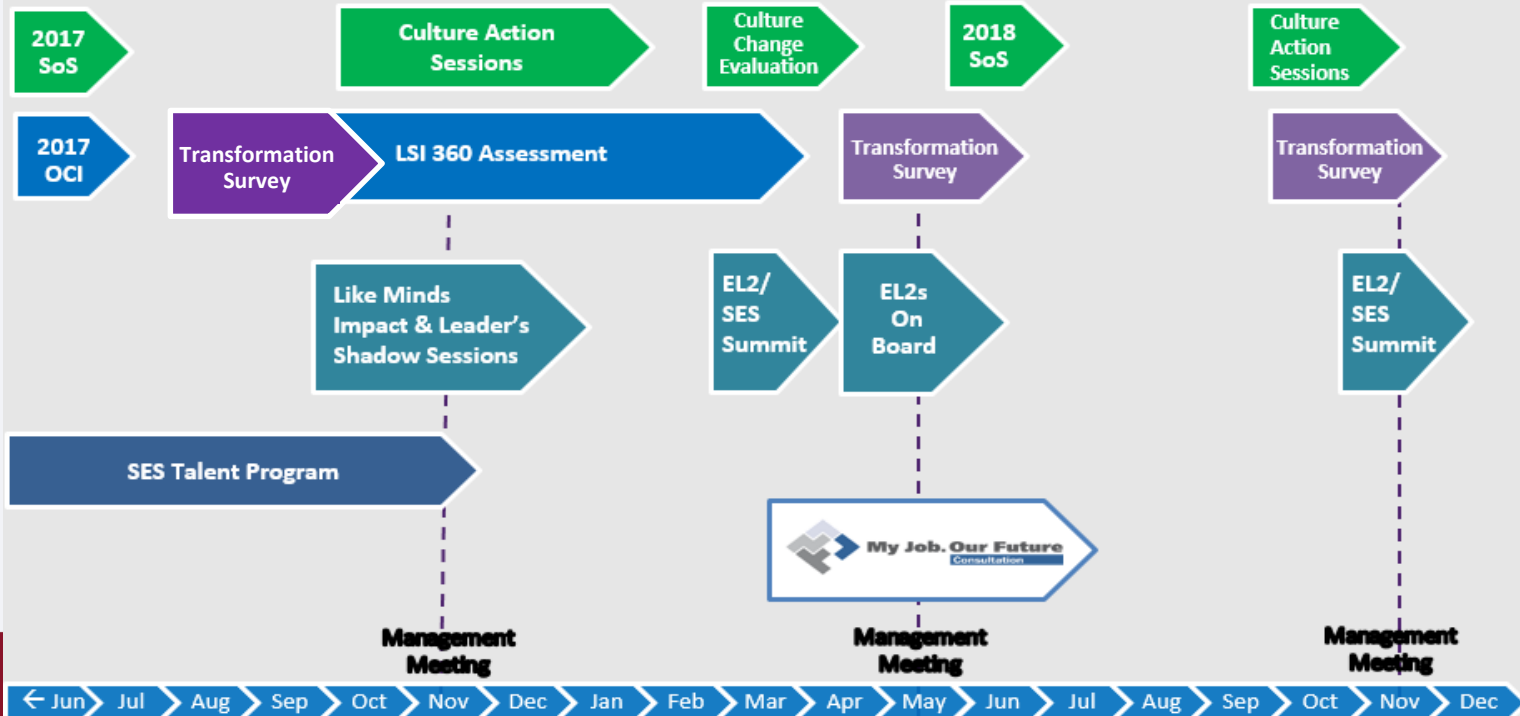
Talent Management (Saville Suite of psychometrics and cognitive ability)

Sponsors' roles in organisational change (ADKAR methodology – prosci)

Outside In – guest speaker series

Leader-Led Culture Change Program

Leader-Led Culture Change Program 2017 & 2018



Developing Senior Leaders: Leader Shadow Interviews

- ▶ 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)



EL2 High Performance Behaviours

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.

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



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.

2

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 - Co-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.

3

Team meetings

Structured and regular team meetings.
Have a balance between objectives, priorities and team decision making.

5

Add value

A routine that is about supporting others, reaching out, sharing data and offering help

7

Project value extraction

Customer interaction that goes beyond delivering but how the customer can extract the most value out of the project deliverable



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.

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?"

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.

Statement of Cultural Intent

ABS: Our Culture (2018-2021)

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

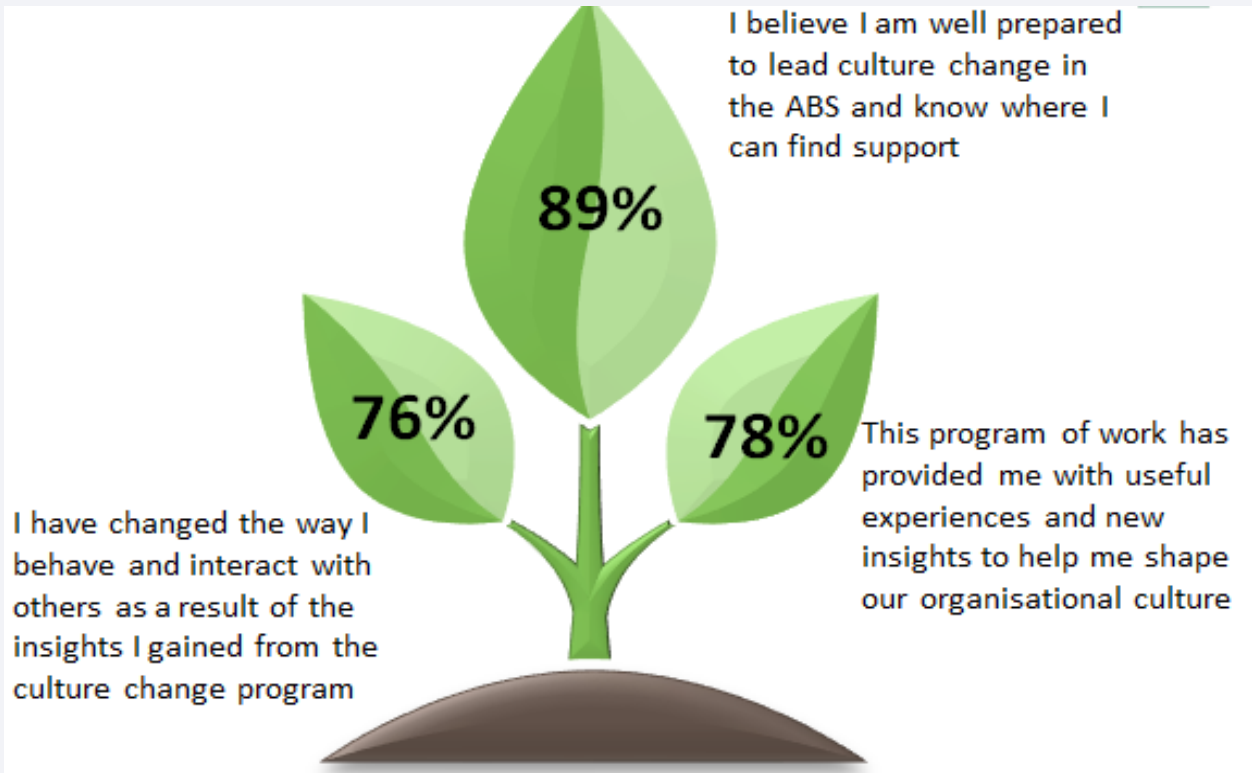


Self-Aware

Outside in – guest speakers

- Google
- Futurists
- Academics
- Journalists
- Customers

Measuring Progress weith our Senior Leaders



- ▶ 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

LESSONS LEARNED SO FAR...

- ▶ 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

LESSONS LEARNED SO FAR...

- ▶ 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!**

A decorative graphic on the left side of the slide, consisting of a diagonal line of overlapping triangles in various colors (blue, yellow, red, green, purple) and a background of glowing binary code (0s and 1s) and a line graph.

Thank you
Questions?

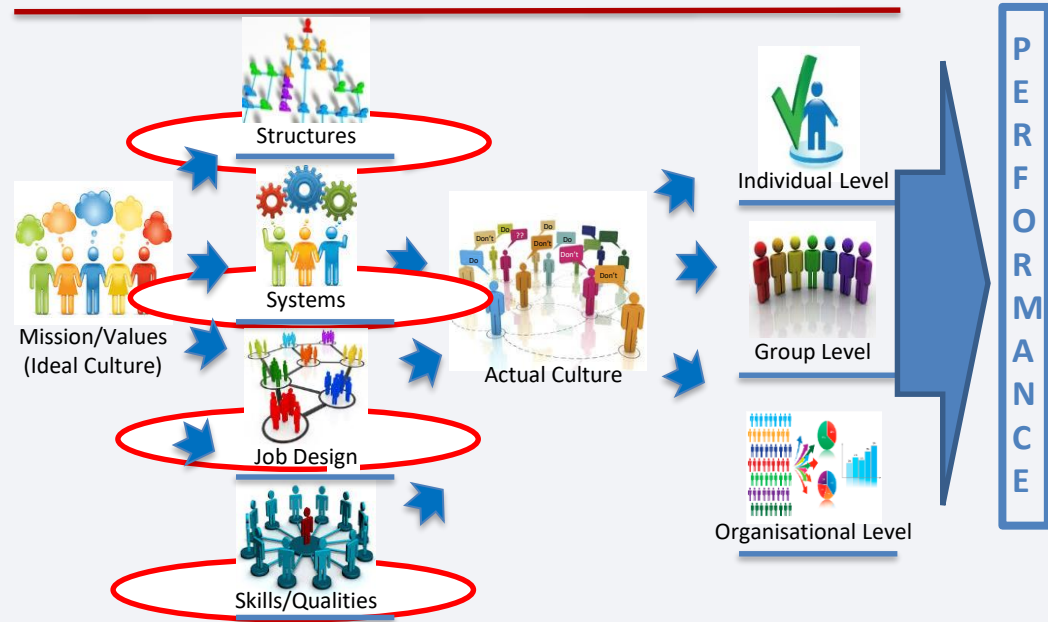
How Culture Works

What should be expected here

The way we do things around here

What's expected around here

How we're doing here



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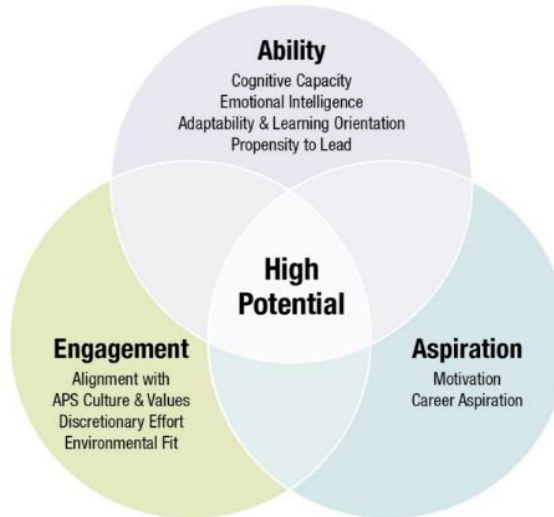
What does potential look like in the ABS?

APS High Potential Model

High performance as a gateway to high potential

High performance is not the same as high potential

APS High Potential Model



Quality	Indicators	What you observe/hear
Ability Capacity to grow, adapt and develop enough to handle the complex work challenges which come with more senior roles	Cognitive Capacity <i>Relatively fixed in an individual</i>	Smart; quick thinker Makes connections Adept at conceptualising
	Emotional Intelligence <i>Some scope for development</i>	Stable and resilient in face of pressure Self-aware with ability to develop relationships
	Adaptability & learning orientation <i>Some scope for development</i>	Able to translate learning to behavioural change Inquisitive Open to feedback
	Propensity to lead <i>Some scope for development</i>	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

Talent attraction and identification

Finding the talent needed by the organisation now and for the future

- Attracting from outside
- Identifying from within