

Building the High Performance Culture

Stats NZ September 2019

Workshop on Culture Evolution
- Geneva September 2019



Genesis

2014 Performance Improvement Framework Review

The challenge presented from that review was for Stats to:

“Redefine its role and then develop new strategies to execute that role, including, redefining its purpose and vision, developing and implementing the future operating model, and aligning the agency to deliver, with pace, in the rapidly changing environment.”

Seven Critical Focus Areas

1. Establishing clarity of role and purpose
2. **Modelling leadership and culture change**
3. Embedding a clear new operating model
4. Hearing the customer voice
5. Investing in statistical architecture and robust platforms
6. Modernising internal business practices
7. **Building Capability for the future**

Our Vision
Unleashing the power of data to change lives

Our Purpose
Empowering decisions by adding value to New Zealand's most important data

Our goal
To create a tenfold increase in value of the data provided to New Zealand by 2030

Strategic objectives

-  We are the recognised leader of the New Zealand data system
-  We are reliable and push boundaries
-  People trust and participate in the data system
-  We are a sustainable and efficient organisation
-  We revolutionise our data, statistics, and insights to anticipate customer needs

Our Future State

IDARE character

- I** Inquisitive
- D** Driven
- A** Agile
- R** Resilient
- E** Engaging

Roles



Modelling Leadership and Culture Change

“ Statistics NZ’s independence and focus on accuracy, which are essential underpinnings for its brand, are aspects of its culture that may hold it back in taking a broader, more value-adding role in the future (...) Statistics NZ will need to make change to its culture and leadership approach.”

All good stuff but what does it mean?

- We had to understand what the current culture looked like.
- We had to develop clarity about what a ‘desired’ culture would look like
- We had to develop a plan to get from ‘A’ to ‘B’
- Then we had to **do it....**

Our Culture



This is my Happy Face...!



Call the experts...

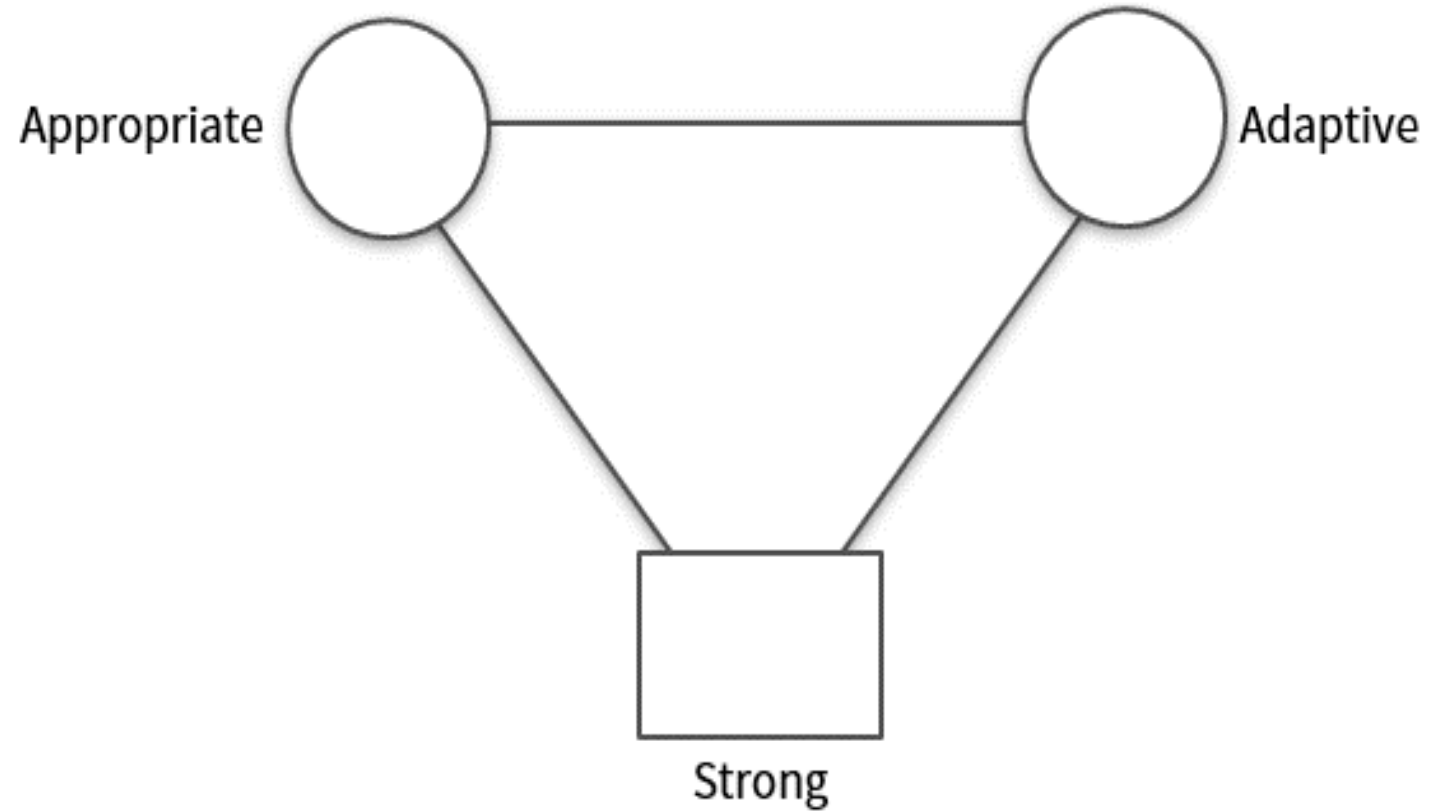
- Everybody had a view on what the good or bad bits about the culture were.
- Everybody had a view on how to change things
- Everybody was suddenly an expert on organisational culture change
- Things were tried and some succeeded.
- In the end it was recognised that more leadership in this area was needed.....



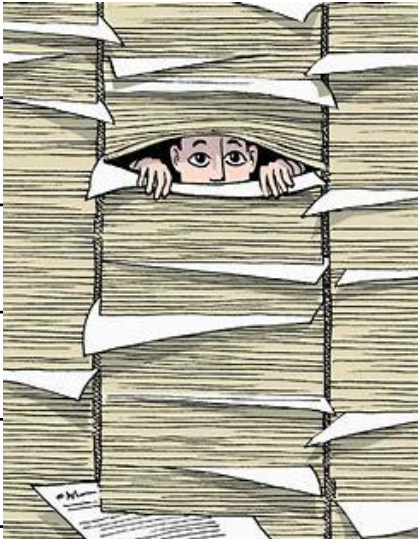

Let our team of experts guide you on
your
Culture change journey....

September 2019

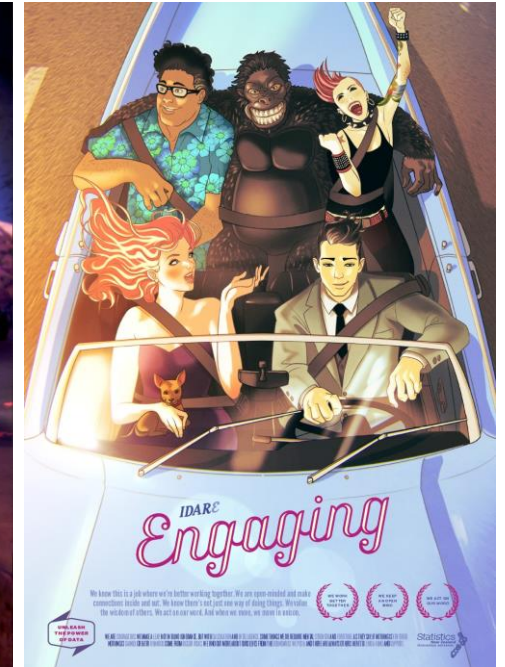
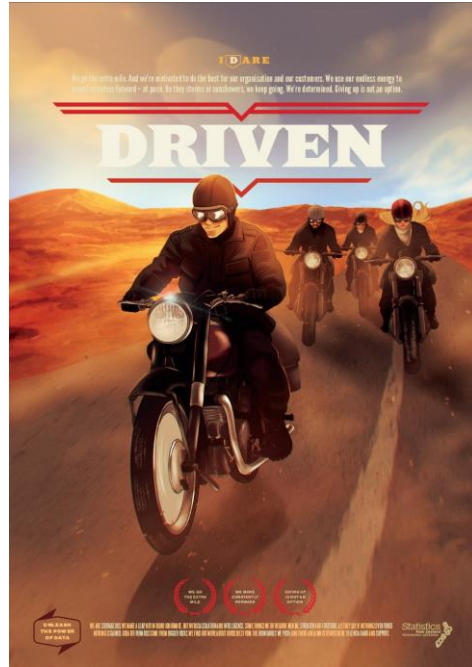
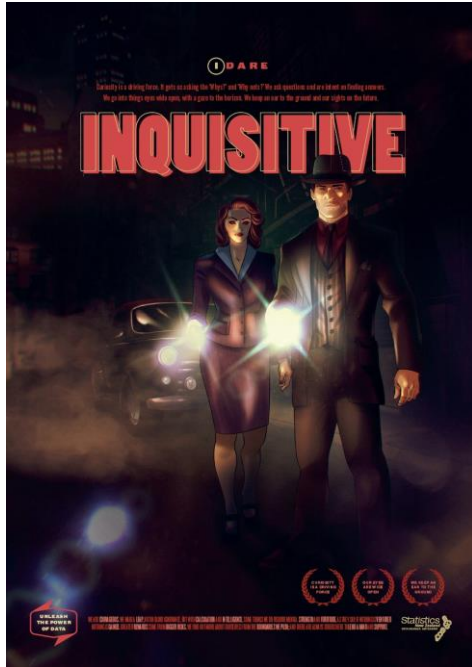
The High Performance Culture



The adaptive culture

NON-ADAPTIVE		ADAPTIVE	
Bureaucratic		Entrepreneurial	
Reactive		Proactive	
Risk Averse		Experimental and learning	
Closed to new ideas		Attentive to new ideas	
Information Poor		Informed and knowledgeable	
Controlled (employees)		Empowered and enabled	
Hard nosed business driven		Stakeholder conscious	

The strategically appropriate culture



Our IDARE character is: Inquisitive, Driven, Agile, Resilient, Engaging

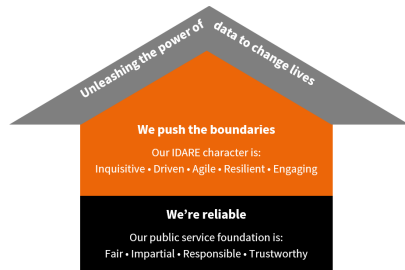
Our public sector foundation is: Fair, Impartial, Responsible, Trustworthy

The Stats way of working

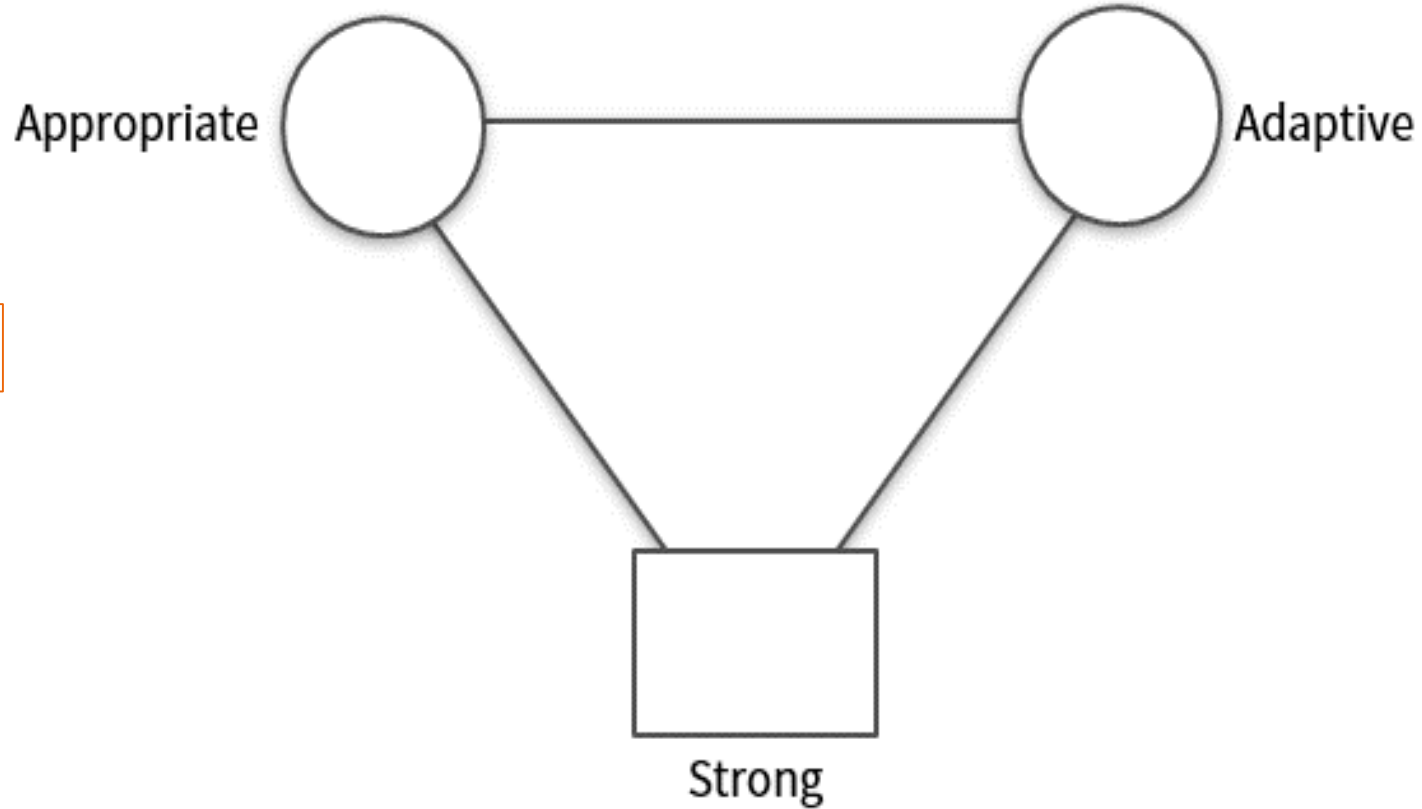
What makes us 'us' at Stats NZ



Three cornerstones



Stats NZ Code of Conduct
SSC Code of Conduct



NON-ADAPTIVE	ADAPTIVE
Bureaucratic	Entrepreneurial
Reactive	Proactive
Risk Averse	Experimental and learning
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What is....?

- A Physical Information Radiator
- Heartbeat Retrospective
- Sprint
- Dis-Benefit Analysis
- Fulfillment Centre

In New Zealand a scrum is...



THIS...



NOT THIS...

How we communicate about Culture

Stats way of working

- A colloquial term for our culture - how we (will) do things around here

We expect our staff to demonstrate:

- Public sector standards of integrity
- Adaptability
- IDARE behaviours

Be reliable and push the boundaries

- phrase developed to summarise our appropriate culture

My advice.....

1. Know what success looks like
2. Understand the current culture and the people within it
3. Adjust the change process to fit the culture - not the other way around
4. Use plain simple language with the audience – we keep introducing confusion

The Vitale Change Model©

- Stages of change
- Strategies for Change
- Actions to change
- Measurement of Change

Key Strategies

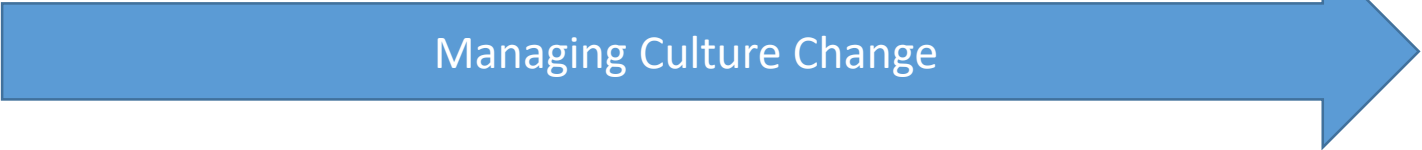
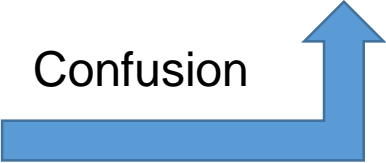
The Why?

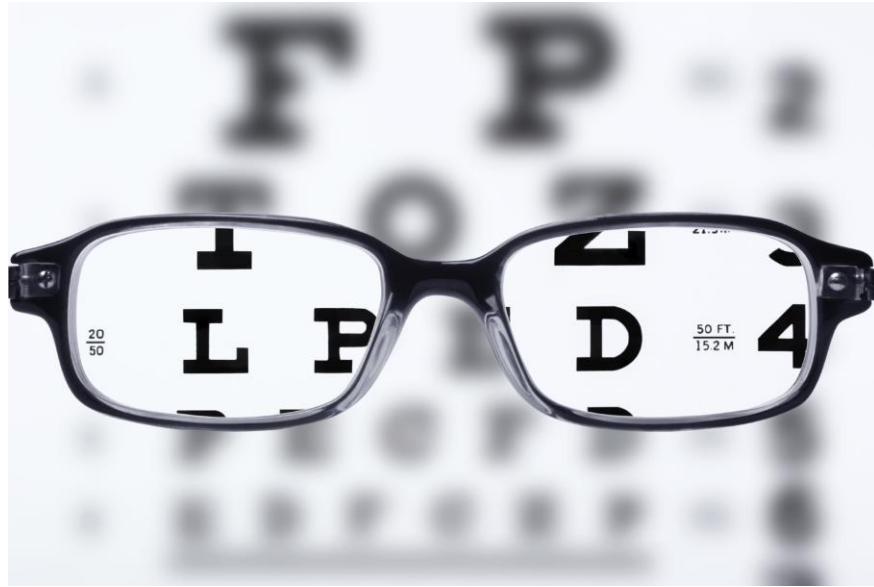
Communicate to Build Awareness:

- Printed collateral
- Leadership Actions
- Workshops



Confusion





Key Strategies

The What?

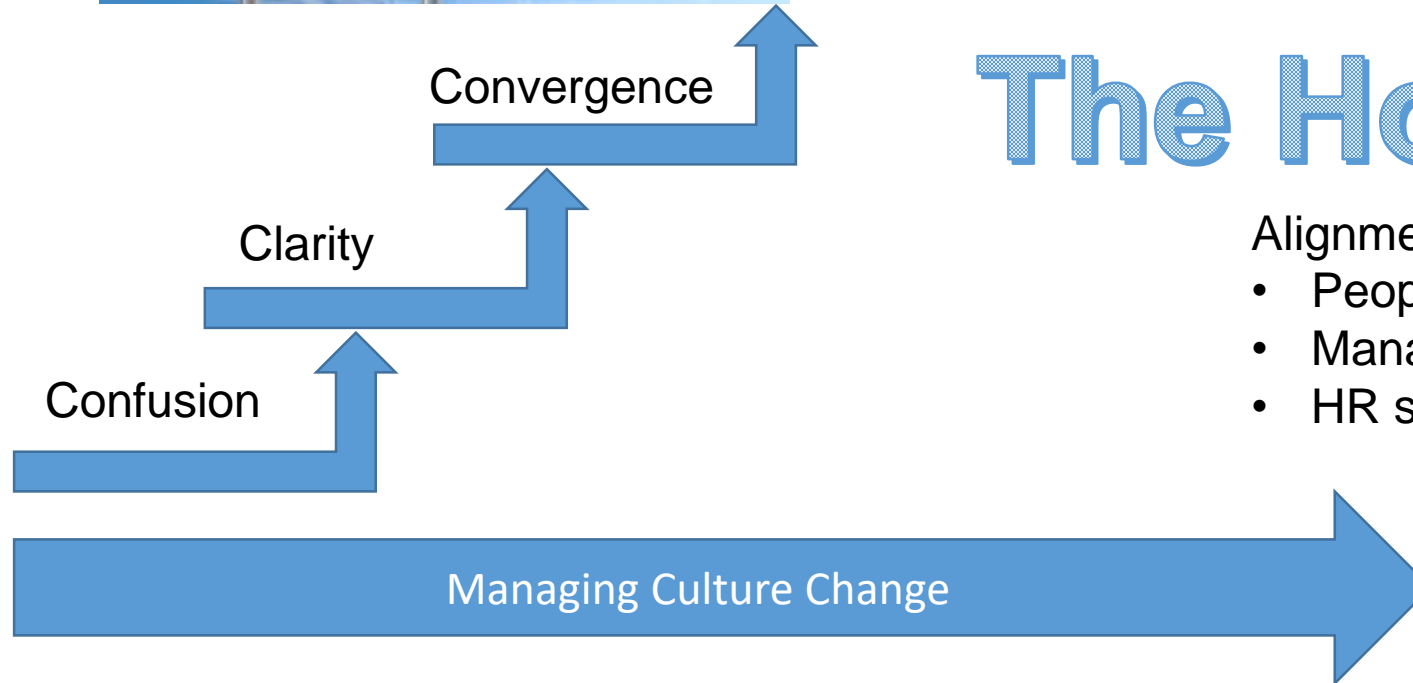
Plans and metrics to measure and adjust:

- Actions and interventions
- Results
- Progress reporting





Key Strategies



The How?

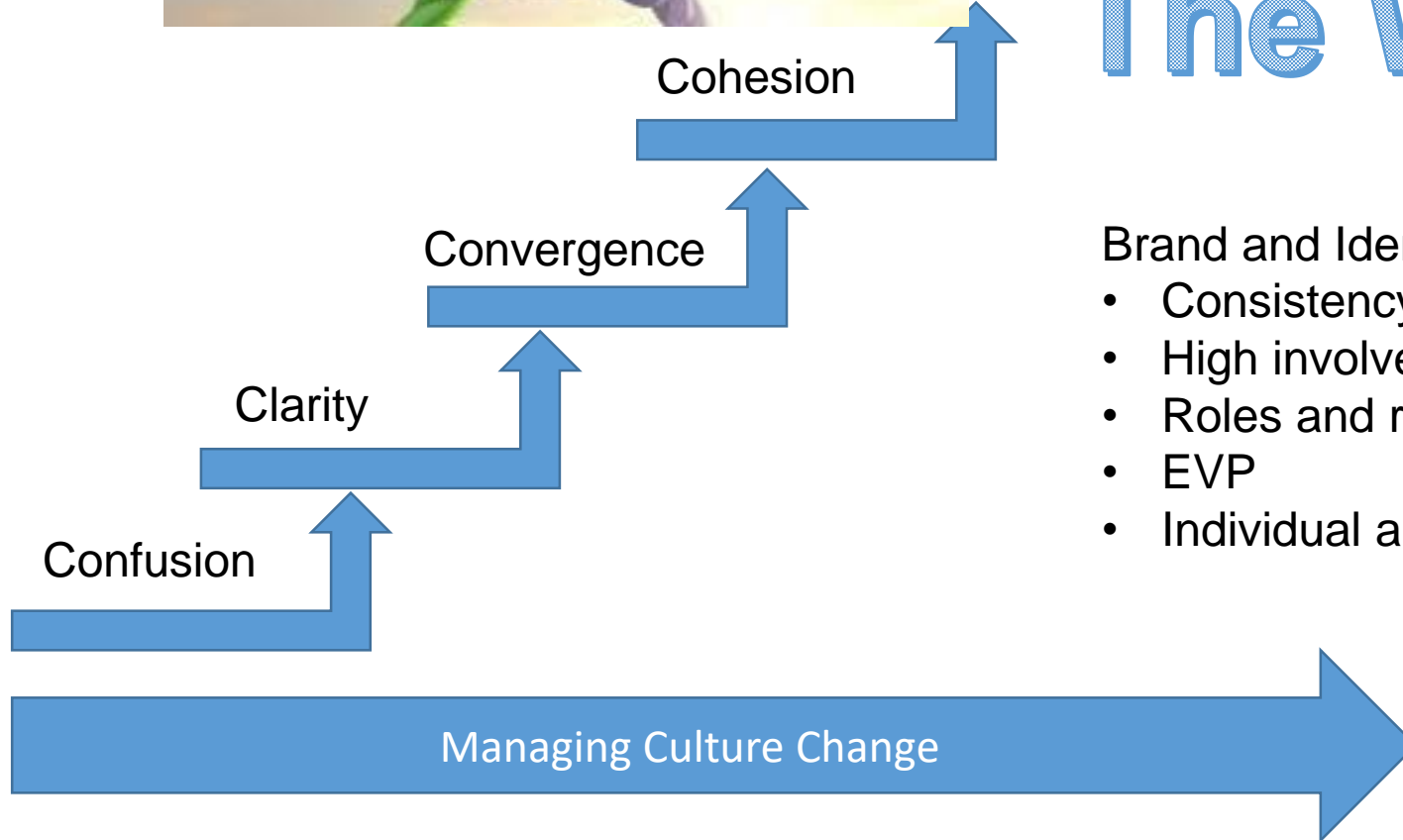
Alignment of practice:

- People policies
- Management practices
- HR systems



Key Strategies

The Who?



Brand and Identity is systemized:

- Consistency in values and behaviours
- High involvement
- Roles and responsibilities
- EVP
- Individual alignment

Current Culture

STAGES OF CULTURAL DEVELOPMENT

The New Stats way

CONFUSION:

- People know why our desired culture is important
- People are aware of what the desired culture looks like and how we plan to get there

CLARITY:

- Consistent metrics used in *listening posts*
- Behaviour and attitude are the key performance points
- Clear Employment Value Proposition
- Plans are developed and deployed

CONVERGENCE:

- HR policies and practices are aligned
- There is a high degree of consistency of behaviour across the organisation
- Collaboration across the organisation is a natural process
- Management processes reinforce key culture attributes

COHESION – The Stats way is our system:

- Leadership focus on reinforcing culture as their main role
- We are confident in our adaptive culture
- Coaching for performance is the new management culture
- Other organisations benchmark us

COHESION – systemising the Stats way:

- Culture management in Talent measurement
- Reward and recognition system redesign
- Recruitment based on clear EVP

FY 18/20

CONVERGE:

- Activity-Based Working – office design
- Managers/employees use HRIS
- Job design includes culture aspects
- Policies/practices redesigned

FY 18/19

CLARIFY and measure to understand how we're going:

- Your Voice Survey
- No and type of ER issues
- Diversity and Inclusion

FY 17/18/19

Overcome CONFUSION:

- Redesign Intranet and Induction Tools
- Communicate Code of Conduct and behavioural expectations
- Internal Communications Strategy
- Conversations about culture
- Fit for change
- Build behaviour and expectations into manager toolbox

FY 17/18

Culture initiatives

Critical Initiatives

- Mythbusting
- Fit for Change
- Conversations about work@work
- Activity Based Working
- Coaching for Performance
- Employment Relations – Relationship (eg time to resolve)
- ITaaS



In progress or yet to start.....

- New building with design input from employees, diversity groups,
- Management Job Family Review
- Cultural DISC and Managing Diverse Teams
- High Performance Coaching part three
- Enhanced self service HR
- Investment in people capability development

Key points for HR teams!

- Don't drive culture. Let Culture drive you.
- Change the HR Model to align with the direction you are going
- Define it for yourself and resist the 'flatpack culture programme'
- Don't over-engineer things. Little steps in a consistent direction will take you there just as fast.

Sustaining The Stats way..

- Constant communications
- Recruit for culture
- Constant capability development
- Make the HR processes explicit in relation to culture



Progress...



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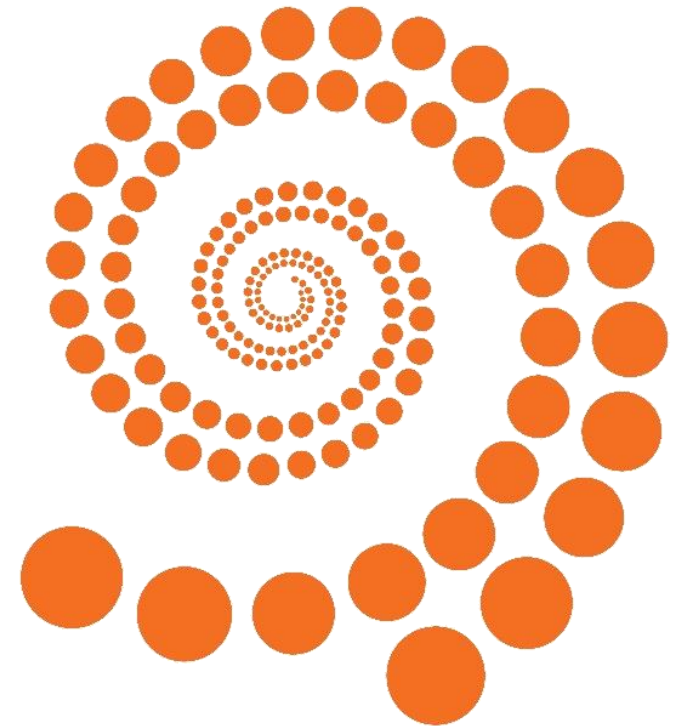


Ko tō reo

Your voice

Results & Action Planning:

Organisation Capability & Services
29 July, 2019



Making it About Us

Stats NZ's Fundamentals

1. Engagement Index

"I would recommend Stats NZ as a place to work" (NPS)

"My contributions to the organisation are recognised"*

"I have a clearly defined role and understand what is expected of me"*

"I understand the purpose and vision of Stats NZ"*

2. Leaders Index

"The actions of our Senior Leadership (including Senior Managers and above) are consistent with our organisation's values"*

"I believe in our Senior Leadership ((including Senior Managers and above) to deliver Stats NZ strategic goals"*

"The Senior Leadership (including Senior Managers and above) shares information with me that enables me to do my job effectively"*

3. Effectiveness Index

"Effective consultation occurs before changes are made that affect others"

"I have a clearly defined role and understand what is expected of me"*

"I have access to the information and resources I need to do my job effectively"*

"I have the technology I need to do my job effectively"*

4. Inclusion & Belonging Index

"I can be myself at work"

"Workplace bullying or intimidating behaviour is dealt with effectively"*

"I feel safe to tell the truth even when it is unpopular"*

"I have the autonomy to make decisions on appropriate matters"

Stats NZ's Culture

5. Strategic Culture Index

Strategic Values

Reliable – "My team can be counted on to deliver work on time, to plan"

Trustworthy – "Our organisation has a good reputation for providing quality advice and services to Ministers"

Inquisitive - "Stats NZ keeps up with best practice in other relevant organisations"

Driven – "I am passionate about delivering excellent results for my team" *

Agile – "My team adapts our processes and approaches quickly to respond to changing needs"

Resilient – "My immediate leader handles stressful situations well"*

Engaging – "Stats NZ brings our customer along our journey by engaging with them regularly"

Continuously Improving

"I receive regular and effective performance feedback from my manager"*

"Stats NZ provides me with opportunities to develop my skills and competencies"*

"Poor performance is managed effectively in my team"*

"My manager motivates me to be my best"

"My team collaborates with other teams to share learnings and break down siloes"

"My team uses feedback from customers to improve our services"

5 Indices
27 Assertion
1 Open text question

*Assertion was asked in 2018 survey

Year on Year By Assertion 1/2

Dimensions	Assertion	2018	2019	Difference
Strategic Culture	I am passionate about delivering excellent results for my team	70%	87%	+17pp
Our Engagement	I have a clearly defined role and understand what is expected of me	54%	70%	+16pp
Strategic Culture	Poor performance is managed effectively in my team	44%	59%	+15pp
Effectiveness	I have the technology I need to do my job effectively	49%	60%	+11pp
Our Engagement	I understand the purpose and vision of Stats NZ	66%	76%	+10pp
Inclusion & Belonging	I feel safe to tell the truth even when it is unpopular	55%	61%	+6pp
Inclusion & Belonging	Workplace bullying and intimidating behaviour is dealt with effectively	56%	61%	+5pp

Year on Year By Assertion 2/2

Dimensions	Assertion	2018	2019	Difference
Our Leaders	I believe in our senior leadership (including Senior Managers and above) to deliver Stats NZ's strategic goals	57%	61%	+4pp
Strategic Culture	Stats NZ provides me with opportunities to develop my skills and competencies	62%	65%	+3pp
Our Leaders	The actions of our Senior Leadership Team (including Senior Managers and above) are consistent with our organisation's values	60%	63%	+3pp
Strategic Culture	My immediate leader handles stressful situations well	74%	76%	+2pp
Strategic Culture	I receive regular and effective performance feedback from my manager	63%	65%	+2pp
Our Engagement	I would recommend Stats NZ as a place to work	70%	72%	+2pp
Effectiveness	I have access to the information and resources I need to do my job effectively	65%	63%	-2pp
Our Engagement	My contributions to the organisation are recognised	63%	61%	-2pp

How are we going?

- Stats NZ brand – Culture shift – Stats way
- Stewardship – Functional lead
- Ranked 8th preferred employer in NZ
- Statistical, Data and Analytical Job Family implemented



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