

ABS EL2 - Moments that Matter



Building Blocks for High Performance

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- ▶ A focus solely on senior leadership shadows and the interactions between decision makers is insufficient to shift the dial on organisational performance
- ▶ What happens every day in teams also needs to align
- ▶ Day-to-day, the best performing EL2s do things differently
- ▶ All EL2s can integrate these high performance practices into their daily activities, if the context is acknowledged.
- ▶ Organisational performance can lift
- ▶ SES need to create the environment for success

- ▶ ‘Fake it til you make it is fine’

Method – not strictly scientific

- ▶ In mid 2018, GMs were asked to identify any high performing EL2 from across the ABS - not just those in their work program
- ▶ Interviews were carried out and intel synthesized
- ▶ Draft propositions fed back into focus groups for refining
- ▶ Outcomes tested against lessons in other organisations to distinguish those behaviours unique to the ABS
- ▶ **This work was a starting point – not designed to be the definitive model of high performance.**

Focus of the work

- ▶ We wanted to focus on behaviours that would help to achieve our Transformation goal in relation to Culture – and in particular the ‘high performance’ component
- ▶ Identify the work practices that differentiate the best performing EL2s around three critical areas:
 - Customer Routines
 - Collaboration Routines
 - Team Engagement Routines

- ▶ High performing EL2s exhibit four overarching practices
- ▶ High performing EL2s engage in specific routines in two distinct clusters
 - Four Relationship or “Hygiene” Routines
 - Three Project / Statistical Lifecycle Routines

Good vs the Average EL2s

The “Good” (including post Transformation)	The “Average” – Current State
<ul style="list-style-type: none"> - Focus and interest on the end to end of the statistical process not just their bit in it - Adhere to process but see relationship and stakeholders as the key leverage point in delivering a statistic - Use intuition “sniff test” to determine issues with the production of a stat - “the job is not done when you have produced a number” - See their role as a problem solver – finding the solution not just the problem - Able to deal with uncertainty and can be flexible in the process - Trust and influence rather than try to control everything 	<ul style="list-style-type: none"> - Focus and pride themselves solely on rigour and accuracy - See the process of getting to a statistical deliverable as the final measure of success - Use traditional means for gates (committee and sign-offs) - Have structures in place to deliver the work - See their role as “producing the stat” - Is reliant on the process and controlling the process - Likes certainty and control - Sees their value add as analysing - Can see and raise problems in the process and statistical outcomes

The transition of an EL2 post Transformation

- They will need to let go of data collection (upstream) and trust what they are receiving (primarily from Geelong)
- Be negotiators and influencers with people delivering things to them
- Utilising their staff in quality assurance and customer interfaces on a more regular basis
- “A good EL2 makes sure the numbers make sense, understand who needs that number and will focus on getting the most value out of that number for stakeholders”

Overarching Practices of Best Performers

There are patterns emerging around how High Performing EL2s execute their role, and their interactions with others. These practices represent ways of working that come through in the “routines” that matter most, but they are important qualitative artefacts of what “good” looks like:

- **Intent, not compliance**
 - The best EL2s align their teams around intent, and then push thinking down. Through their meetings, and engagements with their team and stakeholders, the best performing EL2s keep their focus on intent, not compliance. They are interested in new ideas for doing things better, and serving stakeholder needs better. They are open, and are willing to be vulnerable around their own biases and the limitations of their perspectives.
- **People matter—interest, not authority**
 - The best EL2s show a genuine interest and care in their people and their stakeholders. They carve time out, in a very disciplined way, to connect with people, delaying the traditional hierarchy, and investing time. They are curious about people, and their perspectives, and are not preoccupied with their own importance, as senior leaders.
- **Questions, not Answers**
 - The best EL2’s focus on leverage the talent around them. A key practice surrounds how they solve problems: They don’t solve problems for people, they share them, by asking questions and recognizing the professionalism and “smarts” of their teams.
- **Fast Feedback**
 - The best EL2s improve their work and the work flow within the ABS by building fast feedback into everything that they do. Every meeting and interaction focuses on feedback (good and bad) around the core work products that are central to the shared intent that they’ve developed.

EL2 Routines

Findings from Research

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Summary of EL2 High Performing Routines: The Moments that Matter – Macro View

- Visually, the Routines seem to be evidence that the Practices of the best performing EL2s materialize in particular moments that make a difference in the course of normal work. Clear patterns emerge that differentiate Routines around the Project Lifecycle as distinct from Hygiene Routines for engaging colleagues and staff.

Hygiene Routines

On a regular basis, the highest performing EL2s spend their time differently, which shapes their effectiveness with stakeholders, their colleagues, and leading staff.

'Cogo' – “**connection on the go**” - Structured connections with their people, informally, including disciplined ways of building “walking the floor” into their diaries, and informally prioritizing feedback and follow up.

One-on-One's—best performing EL2s do one-on-ones differently –including focusing on “not having answers”, so that staff have to stretch and increase their capabilities by solving more complex problems

Team Meetings – structured and regular that balance objectives, accountabilities and team decision making

'Add value' Routine –focus on helping out colleagues, prioritizing reaching out, sharing data and insights, and offering help

Project Routines

These routines seem distinctive around how the highest performing EL2s execute their responsibilities to lead Projects.

Internal Stakeholder Early Engagement Routine -When presented with a project or task: Who are the important people I need to engage with? Who can best contribute to thinking about/influencing a productive outcome?

Statistical Handover Routine – 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.

Project Value Extraction Routine – customer interaction that goes beyond delivering but how the customer can extract the most value out of the project deliverable

Details on Routines

Mapping of Findings on Individual Routines

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'Cogo' Connection on the Go Routine

The Highest Performing EL2s make connections in small windows of opportunities. This routines, dubbed "CoGo" or "connection on the Go" seems to be very distinctive. These leaders seek to find ways to connect, informally with people to move things forward, get answers, and ensure alignment. Central to these engagements is both the project (or their deliverables), and the person their connecting with –they have an acute interest in making genuine connection with others.

Details on the Routine

Preparation for the Routine

- The best performing EL2s prepare for at least one intentional walk around per day (usually in the morning)
- They think about who they haven't seen as well as who they have and are prepared to check-in with staff beyond their direct reports
- High Performing EL2s will do a quick check of their notes from previous connections on the go before they head out (to remember names, past inputs etc.)

During the Routine (What High Performing EL2s seem to do differently)

- They show genuine interest in their people during these interactions, they don't see the question of "how are you going" as a throw away they are interested in the answer and let the response turn into a short conversation
- Best performing EL2s makes sure they show interest in the person's work using questions like: "what are you working on today" "or any challenges you are facing"
- They are open to share something about themselves and see this as being part of being relatable to staff
- The Highest Performing EL2s are conscious of any information that is important to the person to share or reiterate messages even if it has been communicated to them before via e-mail etc..
- They make an conscious attempt to remember names and any past conversations to prove they have listened and care

Follow-up from the Routine

- High Performing EL2s seem to always follow-up shortly after an Cogo interaction if the conversation resulted in something the EL2 leader can provide (information, connection or input)
- They will often keep notes and reminders of the people they interacted with for next time they connect

Cogo Checklist:

Mindset: informal connections are NOT seen as contrived if you believe they are important to the wellbeing of staff
Have some intention – remember what is important to the team and be ready to reaffirm messages and information
It is a conversation not a question: Cogos begin but do not end with a 1 question. Be ready to listen and share

Illustrative quotations

- "I make sure that I have a dialogue with all staff every week (approx. 30 staff); sometimes not more than 'Hi, how are you going?'"
- "Try to speak with everyone once per month (approx. 30 staff)"
- "Doing this is not a timewaster – its an investment in developing the team dynamic"
- "Whenever I come out of a meeting I am always thinking about communicating up, down & sideways"
- "I take a personal interest in my team....acknowledge good work"
- "Be visible – I don't know everyone that well but I can have a conversation about how its going"
- "Pay attention to them(staff) – how they are feeling, thinking...what are they struggling with?"
- "10 -15 minutes every morning – say Hi to everyone (virtually on Chat Room, Skype or face to face), try to remember something about them; acknowledge what they have on that day..."
- "I don't wait until our next meeting if something interesting comes across my desk that might be relevant to the team or individuals"
- "I get copied on correspondence relevant to my project; (she) picks up the phone to let me know what's going on"
- Staff have access to my diary – and there are 2 hours that are 'open door'
- "Get off my bum & talk to people...grab an exec. on the way out the door of another meeting; a phone call as I am walking"

One on One Routine

The Highest Performing EL2s use One-on-One meetings to build relationships and focus on the value of Staff. They are very nuanced in their understanding of their team, and their individual needs, expertise, and preferences. They use the One-on-One meeting to get closer to their team, and ensure that they are heard, and aligned to the body of work and priorities. They focus on not having the answer, and –instead—asking questions of their team to build their capability.

Details on the Routine

Preparation for the Routine

- The best performing EL2s keep a list for each person on the team; add to it throughout the week (to make sure things don't get lost)
- One-on-Ones are a high priority (The EL2s studied have a mindset of, "I get my work done through them!"—these meetings don't get deprioritised, ever)
- Make it work for them—the best EL2s understand the individuals, including their location preference – in the office, go for a walk, go for a coffee, to ensure that they get the best engagement with the person

During the Routine (What High Performing EL2s seem to do differently)

- They let the other person start, and they actively listen, and ask questions (this is their meeting, and the High Performing EL2s focus on what they can do to make the other person better).
- They focus on helping. Through questions, the highest performing EL2s seek to understand "what are their priorities?", "what do they need from me?", and "how can I help?". The focus is on testing alignment, and ensuring that people are empowered to move things forward, quickly and well.
- They collaboratively problem solve. Instead of "owning" the issues, or "taking it to my superiors", the highest performing EL2s discuss the issues raised, and ways of managing them to reach resolution, quickly.
- The Highest Performing EL2s restate and test alignment with their priorities. Through questions (asking them to articulate how their piece of work fits into the master plan, whom they need to collaborate with, etcetera), the Highest Performing EL2s work to firmly ground everyone's work in the overall project goals.
- They all seem to close their meetings by clearly specifying "this is what I need from you"

Follow-up from the Routine

- High Performing EL2s seem to follow up every one-on-one with a phone call, email, or quick touch-base conversation to ensure alignment, and forward progress
- High Performing EL2s tend to have short one-on-ones (30 minutes) with everyone on their team once per week, and longer one-on-ones (60 minutes), every fortnight.

Illustrative quotations

- "I keep it simple by having a standard agenda: what are their priorities for the week, what do you need from me, what are my priorities and what do I need from you"
- "I always ask, 'What am I doing that's annoying you, that I need to stop doing?'"
- "I always try to query their thought process & motivations, not the output"
- "I carry a note book, and everyone on my team has a section, so that I can prep during the week, to know what I want to ask, and to inform the one-on-one"
- "If I need to make a decision, I will ask their opinion first"
- "My team is virtual so I try to use Skype to see them and make the connection regularly"
- "During my one-on-one's, I always let them speak first. In my view, it is their meeting – I'm there to help"
- "My team likes the one-on-one to be out of the office – we frequently go for a walk"
- "Try to make it a habit to ask questions to get them to solve the problem - people rarely reject their own ideas"
- "Help people come to their own conclusions by asking the right questions"
- "Don't punish people for being honest"
- "They are the experts. We employed them because they can do the job, so I focus on getting people to think about why they are doing thing a particular way, to think outside the box, and have a discussion around different ways to do things."
- "I try to make sure people feel empowered. Tell me what you think should be done and why? There is your answer!"

One on One Routine Checklist: the 3 P's

Prepare – where did we end up from our last one on one, what are the most important things to focus on for this one on one?

Be Present – engage, listen and be interested (minimise any distractions)

Purposeful – what are the key actions and follow-up required as a result of this one on one conversation?

Team Meeting Routine

The Highest Performing EL2s use Team Meetings to focus on the bigger picture and not the detail. They see the value of these interactions with the team as the space to reiterate objectives and actions with a forward focus. They see their role in these meetings as a facilitator rather than a director and use the forum to take advantage of diverse view points in decision making and provide feedback and acknowledgement of the team's outputs.

Details on the Routine

Preparation for the Routine

- The best performing EL2s spend on average 30 minutes preparing for the team meeting (reviewing past meeting notes, setting agenda, preparing inputs)
- They ensure every member of the team attends or has an agreeable reason why they can not attend
- They create the expectation for team members to be prepared for the meeting with agenda's sent out prior and an understanding of who is required to provide input and updates as part of the meeting

During the Routine (What High Performing EL2s seem to do differently)

- They focus on outcomes and goals for the meeting and the key objectives in the near term
- Know their team members; their areas of expertise, their concerns and their development needs and incorporate this into the meeting discussions and actions
- Best performing EL2s ask themselves, "Do I need to make this decision or is it something one of the team members in the meeting can do?"
- When an issue is discussed in the meeting, High Performing EL2s:
 - Ask the question – "what do you think we should do?"
 - Probe to uncover the thought processes that led them to their conclusion
 - Assuming it represents minimal risk to the organisation, authorise the individual to make the decision (even if it might be different to the process you would have followed).
- There is always a place in the agenda for providing positive feedback and recognition for team and individual effort

Follow-up from the Routine

- High Performing EL2s ask for feedback on meeting effectiveness and team contribution with an eye to continuous improvement
- High Performing EL2s tend to be avid note takers and are regimented in creating task lists and owners and set time aside to follow-up and track progress

Illustrative quotations

- "Regular meetings enable me to reinforce our objectives – ensure we all have a common understanding & direction"
- "...not to update on projects but to identify where there is a lack of clarity...or where people need help or have questions..."
- "Focus on the work value, not the compliance"
- "Why have team with diverse thinking if you are not going to use it? It's inefficient if you become a bottle neck"
- "making time is an investment in your team – part of your job...you can't do the job on your own"
- "Writing down what we want to achieve & reporting against it"
- "being clear about accountability - meeting with people & setting expectations"
- "its not optional to turn up to team meetings"
- "the meetings focus on the context – why we are refocused on the things we are and what decisions do we need to make as a team"
- "Don't waste an opportunity to reinforce your message re: what we want to achieve"
- "Clarify what their contribution means to the bigger picture"
- "The most important meetings you can have is to pass on some positive feedback."

Team Meeting Routine Checklist:

Prepare – review objectives, actions and intentions for the meeting

Enable engagement – how can I ensure everyone can provide input and voices are heard

Hold people accountable – what are the actions and agreed accountabilities (record and follow-up)

'Add value' Routine

The Highest Performing EL2s prioritise reaching out, sharing data and insights and focus on helping out colleagues. This routine usually occurs right after an interaction with their staff, a customer, a committee or peer meeting. It also occurs when they receive a request for help or input. There is a conscious awareness and understanding who might benefit or need to know information and this is shared immediately or as quickly as possible.

Details on the Routine

Preparation for the Routine

- The best performing EL2s prepare for value adding during their regular day to day cadence
- In every interaction they are thinking about who needs to know, who could benefit, who could this help
- They make a list (mentally or written down) on who they need to reach out to directly after they have received data, information or a request for help

During the Routine (What High Performing EL2s seem to do differently)

- High Performing EL2s get back to someone in good time. Responding promptly to questions, concerns and emails / calls within 24 hours (& ideally same day)
- They do not simply say "fyi" but purposefully point out what information or the specific value add of what they are sharing
- They choose appropriate means of communication (e-mail, call, face to face) depending on the context and importance of the value adding sharing
- They reciprocate and ask for help and reach out for help on their own needs in their day to day work
- They offer follow-up and always suggest that the people they are reaching out can contact them for more information and insight if needed on what they have shared

Follow-up from the Routine

- High Performing EL2s demonstrate and share value adding activities with their team to encourage the routine in their own flow of work
- Check-in depending on the value add to see if it was useful or what more could be done

Illustrative quotations

- “At a minimum I let people know I got the message; and be really clear about when they can expect a response/feedback/information”
- “Building trust by continuing a conversation if required, ...demonstrating that you have given thought to the request. “Focus on the work value, not the compliance”
- “Check emails every morning – anything that can be dealt with quickly, in the moment, gets a response, otherwise it goes on the “To Do” list - with an email, acknowledging it’s been seen & will be dealt with by when”
- “There is always an opportunity for a quick email, phone call, face to face conversation - and if I can’t help, I’ll always provide a reference to someone who can help...”
- “It’s important to not jump all over a conclusion; holding back on whether you agree or disagree, allow the thought process to breathe”, rather than spending the entire interaction on whether the outcome was right or wrong”
- “Once a decision is made, share the decision with anybody who may be effected and make sure there is documentation around the decision”
- “Call them (never email), if what you need to share is controversial or it may come across as a surprise”
- “They have to feel they have a shared stake in the resolution to issues”

'Add Value' Routine Checklist:

See the bigger picture – how are my interactions, outcomes and information useful to the broader organisation?

Immediacy matters – Don't wait, how can I quickly add value in the moment?

Be focused – what specifically is useful to others

Internal Stakeholder Early Engagement Routine

The Highest Performing EL2s engage stakeholders early – When presented with a project or task they will think “who” before “what” and “how”: Who are the important people I need to engage with? Who can best contribute to thinking about / influencing a productive outcome? They use this early engagement routine to not only get clarity but ensure connection and involvement before going too far down the path of a project. They see this as crucial given the ABS’s cultural tendency to need to be informed and being vocal when they are not.

Details on the Routine

Preparation for the Routine

- Start with the who question: who can help, who needs to know and who are the gate keepers / approvers?
- Determine the purpose of this early engagement (not all early engagement is the same for each stakeholder)
- Walk in their shoes – High Performing EL2s consider what are the needs, issues, priorities for their stakeholders and prepare their engagement with this in mind
- Determine best mode of engagement – consider mode of communication (face to face, phone, e-mail) as well as a group or one on one. Best performing EL2s tend to rely less on email for these early engagements

During the Routine (What High Performing EL2s seem to do differently)

- They start with the context and purpose of the project / task and focus on the why they are engaging the stakeholder
- They are clear on what specifically they need or want from the stakeholder and how this fits with the overall project outcomes
- They give space and room in the engagement for the needs and wants of the stakeholder. They ask questions and elicit ideas and push back that may alter or enhance the project and ensuring a better outcome (the High Performing EL2 always think about this engagement as 2-way not 1-way)
- They track and take notes – the best EL2s are rigorous around tracking actions and summarise these interactions, sharing with stakeholders so there is a record and no mis-interpretations

Follow-up from the Routine

- Send key actions and notes from early stakeholder engagements immediately after
- Reach out to their team if any feedback and insights from these engagements is relevant to them
- High Performing EL2s follow the same “who” protocol when the project has changes or issues and connect immediately with the stakeholders effected

Illustrative quotations

- “try to put myself in the position of our customers & stakeholders – when would I want to be engaged?”
- “1 on 1’s with key players, the earlier the better. Go in with an idea or a question, not a fixed view or set position”
- “It’s ok to pick up the phone – e-mail is often not the best way to engage with stakeholders on a project”
- “try to think more broadly who needs to be part of a decision”
- “Our ‘norm’ is to bury ourselves in our processes & numbers until the last minute when we have to fess up & say we were wrong!”
- “Don’t wait too long to engage with others – provide a sketch on PowerPoint – “what do you think about this?”
- “Consult with my Manager & stakeholder (twice per month) to test where my priorities should be...”
- “People tend to go too far down a path before they engage”
- “Any new initiative we seek willing teams or stakeholders to work it out”
- “Prioritise early engagement - If there is a problem, don’t pretend it’s all good! Get in front of customer / stakeholder as early as you can”
- “Think broadly - who needs to be party to a decision – Who are the 3 people relevant to the problem at hand?”

Internal Stakeholder Early Engagement Routine Checklist:

Who – have you considered your stakeholder needs, issues before the engagement? What is the best mode of communication?

Clarity – why are you engaging this stakeholder, what do you need from them and how can they inform or help the project?

Record – share actions and summary back to the stakeholder after you have engaged with them

Project Value Extraction Routine

The Highest Performing EL2s see delivering a quality and timely statistic as a given. What they are most concerned about is the extracting of value from the statistical work for their stakeholders. This starts with the end in mind to ensure the right data is provided and what are key elements that led to the data result. This may mean some form of interpretation or sharing a narrative about the statistic so it is more than a number, it has a story and helps inform key decisions for government and the non government community.

Details on the Routine

Preparation for the Routine

- Begin with thinking about who will be receiving the statistic.
- Ask what are they going to use this Statistic for?
- Engaging value adding internal services - Who internally to the ABS can provide the best value to the producing and communicating the output?
- Determine who is best to engage with an external stakeholder and they are willing to bring junior people so they can add insights and learn from end users of the data

During the Routine (What High Performing EL2s seem to do differently)

- They start with a narrative – what is the story the data and statistic is telling and how it fits to environmental circumstances or expectations
- They focus on dialogue and limit “presentation” mode and allow for the bulk of briefings to be a place for questions from their external stakeholders
- High performing EL2 are willing to engage in an analytical article where appropriate and not deterred at the process of getting it past the senior leadership
- They make connections between various statistics if appropriate and help their stakeholders make those connections

Follow-up from the Routine

- Broader communication lens: Is this worthy of a wider comms opportunity to inform and help the broader community?
- High Performing EL2s solicit feedback from external stakeholders to test the usefulness of the data and how to improve the way the statistic is explained
- Ask what other data could be helpful to future decisions
- Follows up internally with their team to think of improvement opportunities for future collections and reporting

Illustrative quotations

- “Put yourself in the situation of who is receiving the number – what are they concerned about?”
- “What are they going to use this stat for - they have really short turnaround times and we need to be helpful in this fact”
- “We are constantly trying to balance between giving enough information but not breaching confidentiality”
- “People don’t have enough time to go through everything so what are the 2 pages that really matter to them – offering a bit more of what is in the stat report”
- “They are not interested in us talking at them, they want to ask us questions”
- “The best thing we can do is tell the story of what is happening and what is driving the story”
- “We are the predominate data center for Australia – so we need to get out there explaining what is data and how to use it”
- “Being willing to open up and let people know about how we go about doing what we do ... allowing people to come and look at our data and processes to add value to what we are doing”
- “How do we get the community to both understand what we produce and make it more accessible for the community not just the specialists in government”
- “Look at the forward plan of releases – look at this well in advance and see which ones have promotional value (worth a proper press release)”

Project Value Extraction Routine Checklist:

Begin with the end in mind: What is the use of this statistic to our external stakeholders

Provide a narrative: What is the story of what the data informs that creates a dialogue with end users

Expanded use: Connections to other data and uses for other stakeholder / communities

Statistical Handover Routine

The Highest Performing EL2s try to see the whole picture of a statistical project. This end to end lens means that they are interested in the whole process and not just their specific role. It is a pro-active routine which means providing handover that informs, adds value and creates no surprises for the next EL2 and team in the end to end process. These EL2s also leverage internal ABS services and departments and invite them into the right stages with purpose that maximises their time and expertise.

Details on the Routine

Preparation for the Routine

- Best performing EL2 not only think about who is involved but what are their priorities and needs to inform a handover
- They attend or get info from other area meetings to inform their work
- They think about what is trending or potential surprises or issues that their colleagues will need to know
- Are purposeful in seeking out internal support functions and ask what will we need from them and when before including them in stages or issues

During the Routine (What High Performing EL2s seem to do differently)

- Stick to a cadence of interactions (meetings) early expectations meetings, clearance meetings, risk assurance etc.
- Focus on dialogue and not blame. High performing EL2s focus on the data and information and do not make it personal or take the handover process personally if there are issues
- Are pro-active in bringing the narrative and story aspect of the statistic even in the early stage handovers
- Are respectful of internal support functions expertise and input and make these interactions as efficient as possible
- Use handovers as opportunities to build trusted relationships

Follow-up from the Routine

- Engage and attend after action reviews to seek feedback on how the process and handovers could be better
- Include support functions when appropriate to get their insights and feedback
- Encourage direct reports to own their part and report on their experience and areas for improvement

Illustrative quotations

- “Read the scan the meetings of minutes of other groups to get a sense of what is going on”
- “My mantra is “who else needs to know” – we stop and decide on priority and who else do we need to talk to about it, what are the issues and what is the priority – it only takes 5 or 10 minutes”
- “Walk down the hall and show and tell – don’t e-mail (unless it is a follow-up)”
- Our regular expectations meetings (at the beginning of the quarter) picks up the big ticket items – did they come through or did they fall over – what is the narrative looking like?”
- “A good clearance meeting has a clearance document a couple of days before (the meeting is no more than a hour) has Inquisitive staff, focus on the data not the person who delivered the data”
- “EL2s are not at their best when they call in Assurance and they haven’t even looked at the policies in front of them”
- “The good EL2s own their own risks – like privacy they feel responsible for this and do not defer this responsibility to departments like Assurance”
- “Invest in key relationships in handovers (both internal and external). Make a personal connection with them, come to them. You need to build the relationship on a personal level!”

Statistical Handover Routine Checklist:

- Take an interest in all stakeholders and the process of delivering a statistical output
- Don’t waste people’s time in the handover meetings that matter (clearance etc.) know what is needed that informs the handover
- Look for continuous improvement through stakeholder feedback and insights