

Measuring, monitoring and evaluating cultural change at the Australian Bureau of Statistics (ABS)

Andrew Mann (ABS, Australia)

andrew.mann@abs.gov.au

Abstract

This paper describes the Australian Bureau of Statistics' (ABS) approach to culture change during its Transformation (2015-2021) with a focus on defining, measuring and evaluating culture change progress and leadership performance. It outlines the tools used to measure culture and climate and to understand the gap between the actual and desired organisational culture. It also showcases the ABS's '*Statement of Cultural Intent*' and the specific behaviours and everyday routines that embody the desired culture and drive the cultural change within the Australian National Statistical Organisation.

Keywords

HRMT; Culture Change; Cultural Intent;

Measuring, monitoring and evaluating cultural change at the Australian Bureau of Statistics (ABS)

Background

1. In 2013, an Australian Public Service Commission (APSC) Capability Review of the ABS found there was a need for transformation in all aspects of its leadership, strategy and delivery. The review stated the ABS was ‘isolated, insular, inflexible and at times uncooperative’. It called for cultural change to reposition the organisation for the future with a shift to a more open, engaged and outward-looking agency, working in partnership with others.

ABS Transformation - Culture

2. In 2015, following the arrival of a new Statistician, the ABS commenced a major transformation program to change how we operate as an organisation. Cultural change was identified as one of the six goals of the Transformation.

Figure 1: ABS Transformation Goals:



3. The external review into the 48 hour, 2016 Census web form outage concluded that poor ABS culture contributed to this event. Specifically the ABS culture was described as being ‘insular, over-confident in our abilities and over-estimating the strength of relationships with our key stakeholders’. The report concluded that this led directly to the events of August 9th 2016 and to the inadequate way the organisation managed the communications at the time of the event. The ABS subsequently commenced an evidence-based Culture Change work program. (note – the ABS was still able to meet its response target of 95%. Census 2016 data has been independently confirmed as meeting our very high data standards)

Challenges

4. Being a technical organisation with a high degree of pride among its long standing and highly skilled staff, the first challenge was articulating the meaning of culture and especially the detail associated with what was meant by a high performing, aligned, engaged, innovative and accountable culture, so staff could understand what they had to do to help achieve it. The second challenge was

finding a model that appropriately articulated the steps necessary to deliver culture change across the organisation. The third challenge was finding a method to benchmark, measure and continuously evaluate culture within the limited funding available. The fourth challenge was prioritising funds and time necessary to drive culture change.

Definition

5. The first step included articulating what the ABS meant by organisational culture. Without an accepted and clear definition it would not have been possible for us to develop robust evidence-based approaches to analysing, preserving and transforming our culture. If we could not define what culture meant in our context, we would not be able to develop strategies to diagnose and measure it, not to mention to design a way forward to improve it into the future.

6. The ABS adopted the Human Synergetics' definition of culture:
"The shared values, beliefs, norms and expectations that govern the way people approach their work and interact with each other."

7. For the ABS, culture is:

- The shared understanding of what we are trying to achieve;
- The values and beliefs that guide decision-making and activity at all levels;
- The focus and management style of senior ABS staff and team leaders;
- How staff experience their relationships with management, one-another, partner organisations, and clients;
- Which behaviours are rewarded and which ones are not tolerated, and
- What we expect of each other in our work and the way staff expect to be treated by the organisation.

Measuring our baseline culture

8. Our first step towards changing ABS culture was to baseline it so we could identify our current and desired culture, as well as actions we could take to make improvements, what our staff value about working at the ABS now, and what behaviours we needed to support our future culture.

9. We used multiple data sources to ensure our culture assessment was informed by survey data and staff feedback. These included:

- A range of quantitative surveys (i.e. The annual whole of government Employee Census, biannual ABS Transformation Surveys and an Organisational Culture diagnostic);
- Qualitative investigations into our culture (interviews and focus groups);
- Work with our Senior Leaders and their direct reports

10. In addition, the ABS undertook an assessment of its Employee Value Proposition (EVP) to help us understand what makes the ABS attractive as an employer (interviews and focus groups). This assessment gave us an insight into what our people valued about working in the ABS as well as the areas of the culture we wanted to keep and build on, including:

- **Colleagues:** An opportunity to work with some of the brightest and nicest people in an organisation at the pinnacle of its profession and an environment that is loyal, supportive, collaborative and fun.

- **What we do:** The opportunity to work in an apolitical agency; the ability to work in a public sector organisation which interacts with the broader business community, challenging and interesting work and the breadth of work opportunities within the ABS
- **How we work:** An environment that supports diversity and inclusion and flexible working and encouraging a balanced life

11. The ABS engaged an Organisational Culture consultancy firm, Human Synergistics, to help us conduct a formal assessment of the current and desired ABS culture using the **Organisational Culture Inventory (OCI)**. The OCI is a widely used and respected tool which measures the attributes of culture most closely related to organisational performance. The data it gathered allowed us to identify our cultural strengths and weaknesses, and provide insights into our preferred, higher performance, culture. More information can be found at: <https://www.human-synergistics.com.au/change-solutions/change-solutions-for-organisations/diagnostic-tools-for-organisations/organisation-culture-inventory>

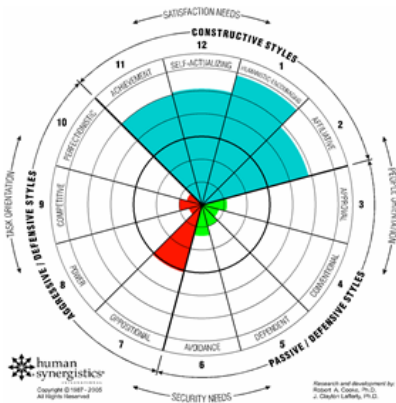
12. The OCI is plotted on a Human Synergistics Circumplex model (Figure 2) which provides a way to see, measure and change the thinking and behavioural styles that drive the performance of not only individuals but also groups and organisations. It has 3 clusters (red, blue, green) which break down by the factors underlying effectiveness into 12 styles. These are arranged in a circular manner based on their relationship to needs (satisfaction vs. security), orientation (task vs. people) and the individual themselves. Research shows that organisational (motivation, satisfaction), group (collaboration) and individual (task/ interpersonal effectiveness) outcomes are increased when the dominant cluster is constructive (i.e. blue).

Figure 2: Organisational Culture Inventory (OCI) – Circumplex model

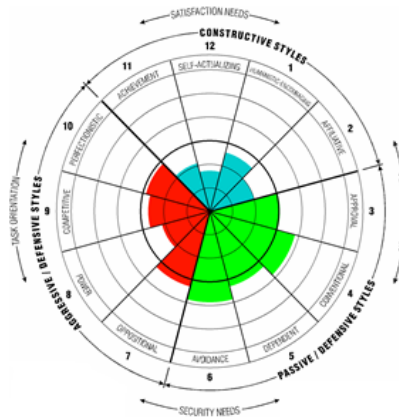


13. The ABS OCI survey was run in 2017, with 500 online surveys deployed to ABS staff (random stratified sample selected by our internal methodologists), for which we reached a 78% response rate. This assessment showed us our people's views in regards to the preferred future ABS culture (Circumplex on the left of Figure 3) and what they perceived as the current (at that time) actual ABS culture (Circumplex on the right of Figure 3).

Figure 3: ABS preferred and current culture (2017)



Preferred ABS Culture



Current ABS Culture

14. **Preferred Culture:** Staff described the preferred ABS culture as one where staff would be expected to:

- Know the business, think ahead and plan, pursue a standard of excellence, and take on challenging tasks;
- Maintain their personal integrity, communicate ideas, do even simple tasks well, and enjoy their work;
- Help others to grow and develop, resolve conflicts constructively, be good listeners, and encourage others, and
- Use good human relations skills, treat people as more important than things, cooperate with others and deal with others in a friendly, pleasant way.

15. **Actual Culture:** The results of the actual culture assessment showed that we had some work to do and that our staff saw ABS culture (in mid- 2017) as one where, **in order to fit in**, people need to :

- Oppose new ideas and change, be critical and on the offensive (**Oppositional**);
- Avoid responsibility and blame others for mistakes (**Avoidant**);
- Conform, follow the rules, maintain the status quo (**Conventional**); and
- Do only what is expected; check decisions with superiors and please those in authority (**Dependent**).

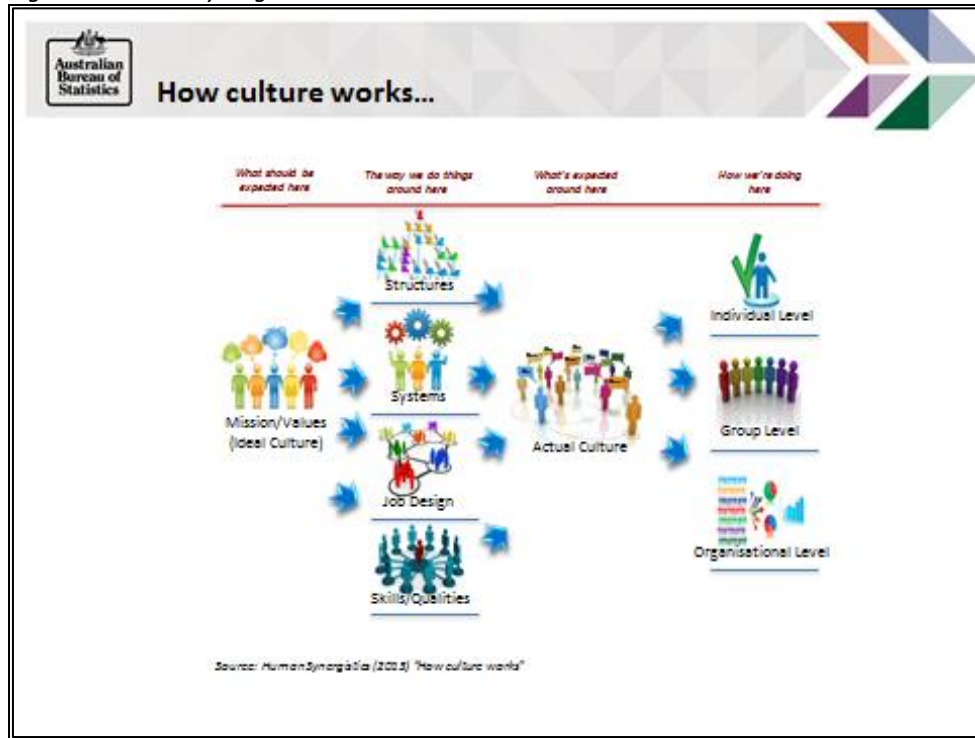
16. This was clearly not a culture that was going to place the ABS in a strong position to face the challenges ahead.

A model for change

17. Following the baseline assessment, the ABS adopted the Human Synergistics model of how culture works (Figure 4) to help us better address how our culture could be changed. The model shows how an organisation’s expectations of its values and ideal culture, and the way it works (its structures and systems) contribute to its actual culture, and how this drives performance at the individual, group and organisational levels.

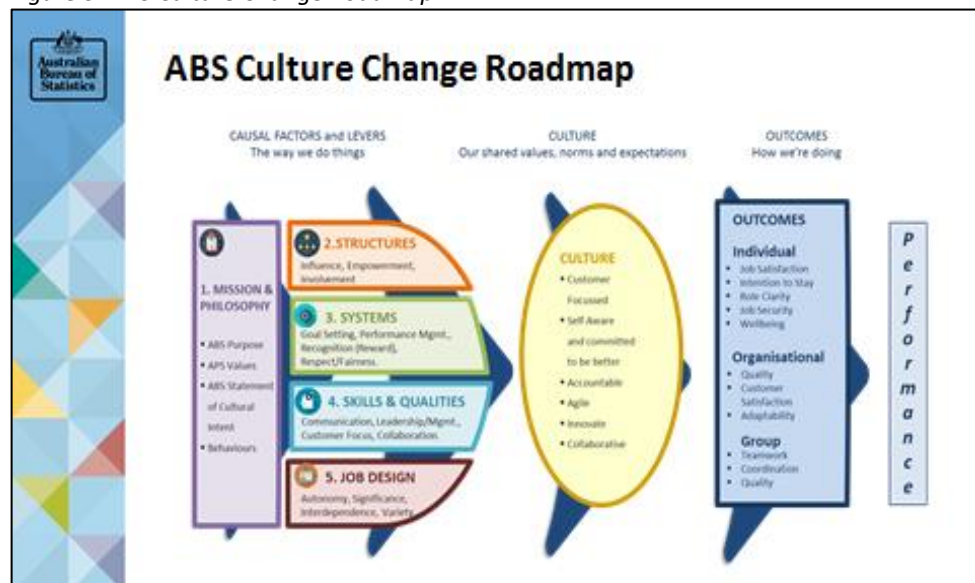
18. Using the model (Figure 4) , we identified that changes needed to be made to the organisational design of the ABS, our workforce structures and systems, job design, and people skills and qualities, in order to influence our culture, and achieve our Transformation goals.

Figure 4: Human Synergistics – How culture works



The Organisational Development Team then contextualised this model for our working environment and ABS-specific initiatives (Figure 5).

Figure 5: ABS Culture Change Roadmap



19. The work across this culture change program, culminated in the creation of the ABS Statement of Cultural Intent, “ABS: Our Culture 2018-2021” (Figure 6 and Attachment A) which is a key guiding element in the ABS Culture Change Roadmap. This document expresses the desired outcomes from ABS’ new culture and outlines the key behaviours needed to get there. It is also one of the main tools we use to measure progress of the ABS culture change journey .

Figure 6: ABS: Our Culture (2018-2021) -extract-

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

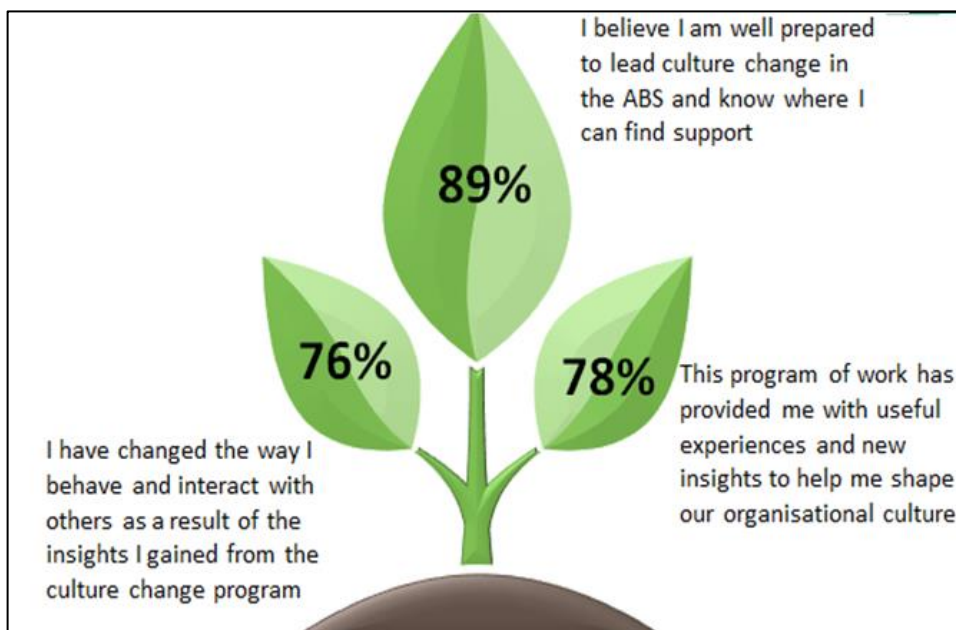


Self-Aware

Measuring progress

20. An evaluation of the work we have done on leadership culture indicates our Senior Leaders felt well prepared to lead the cultural element of our Transformation (see Figure 7 below).

Figure 7: Senior Executive Service Survey – Readiness to lead Culture Change in the ABS



21. The ABS has added agency-specific items to the annual Australian Public Service (APS) Employee Census to measure progress against the areas of the culture change we decided to focus on. Results from the most recent APS Employee Census in May-June 2019 indicate there have been improvements in both the internal satisfaction with the organisation's culture and the processes in place to support this change (Figure 8). More information on the APS Employee Census which is administered to all (approx. 160,000) Federal Public Service employees can be found at: <https://www.apsc.gov.au/aps-employee-census>

Figure 8: APS Employee Census – 2019 ABS Results

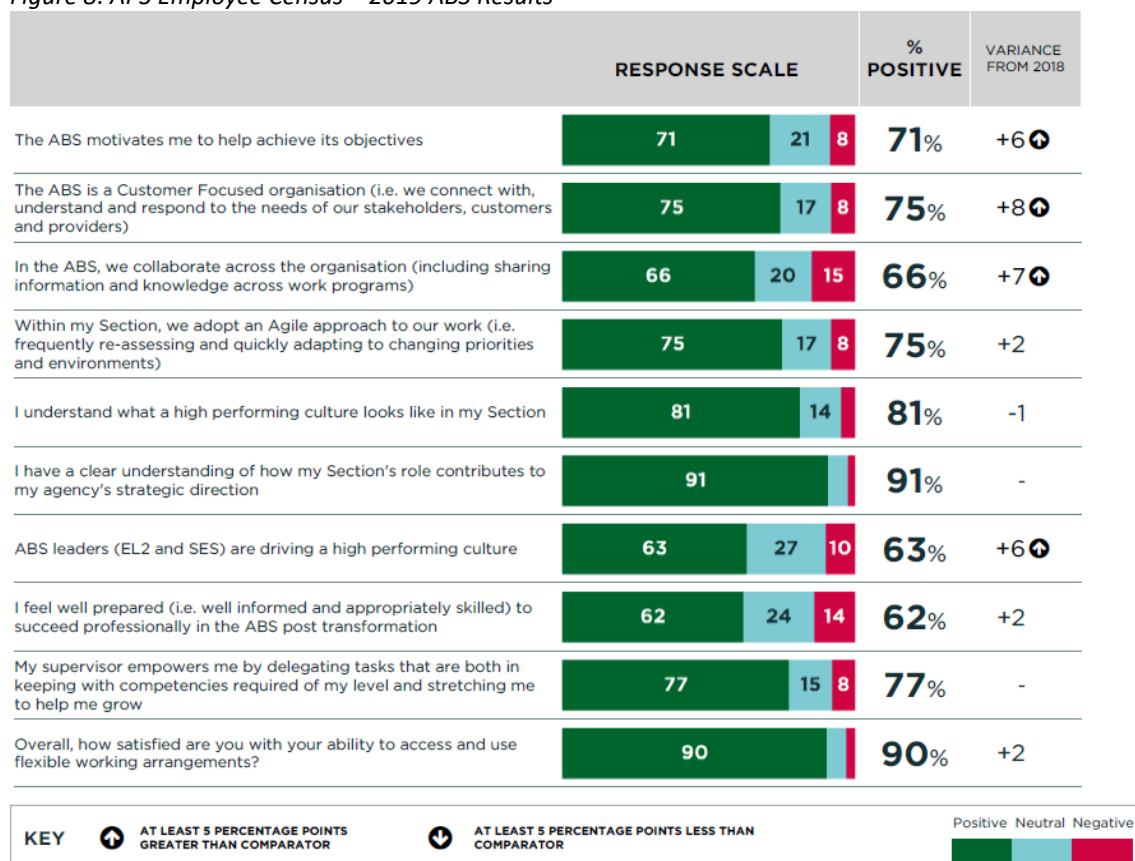
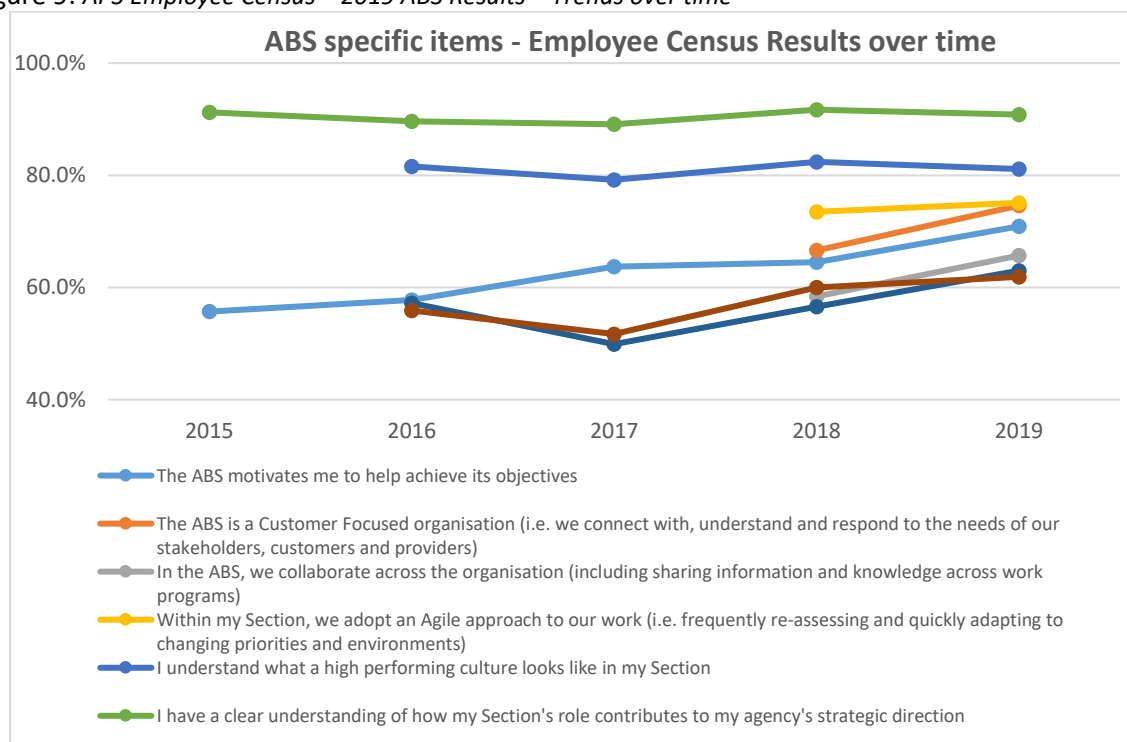


Figure 9: APS Employee Census – 2019 ABS Results – Trends over time



22. Assessment of the desired behaviours from the ABS Statement of Cultural Intent was also added in 2018 to our regular ABS Transformation Survey (administered in April and October of each year since 2016, copy of the latest survey is at Attachment 2). It helps us track progress in relation of

our staff's perceptions of their colleagues (Figure 10) and themselves (Figure 9) exhibiting the desired behaviours articulated in the ABS statement of Cultural Intent.

Figure 9: ABS Transformation Survey – April 2019 – Assessment of MY behaviours

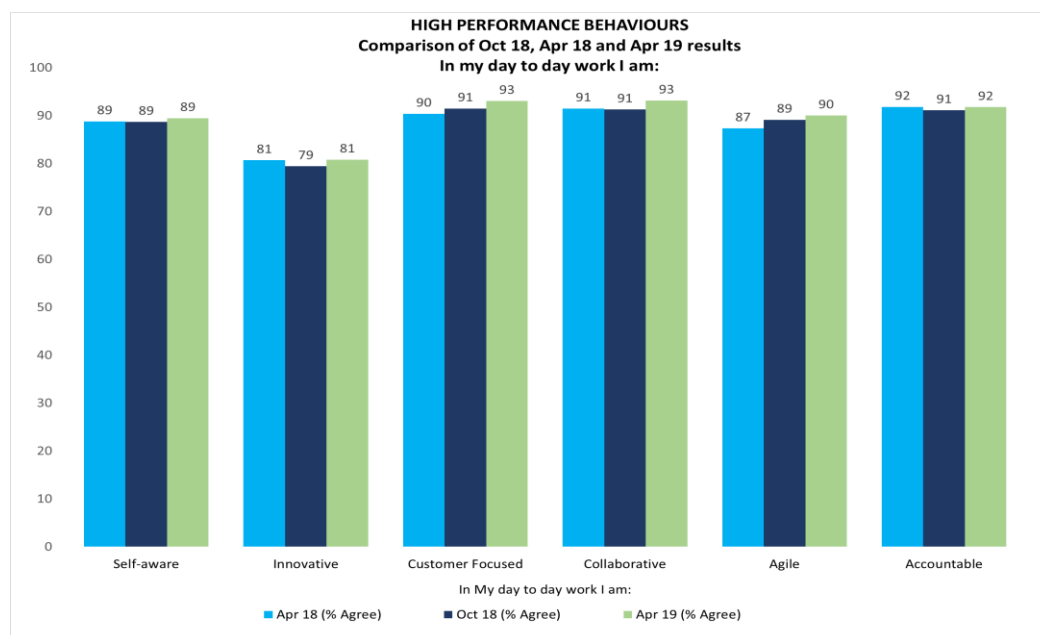
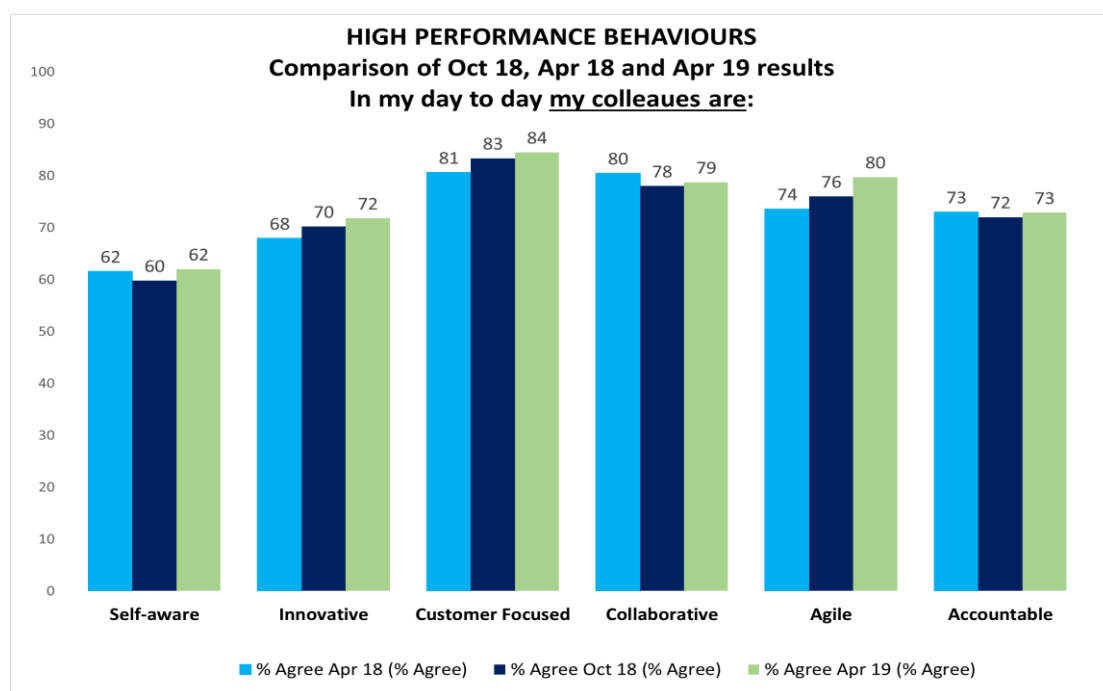
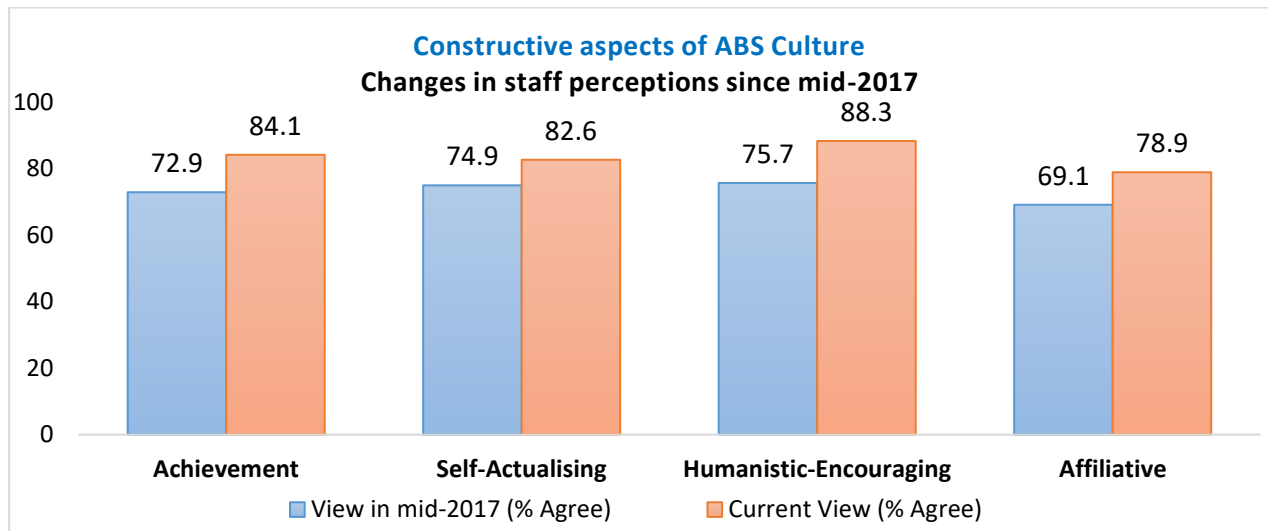


Figure 10: ABS Transformation Survey – April 2019 – Assessment of MY COLLEAGUES' behaviours



23. The most recent Transformation Survey (April 2019) asked staff about their perceptions of changes from the culture they experienced in the ABS in mid-2017 and what they are currently experiencing, specifically in relation to the four aspects of the desired culture they identified during the 2017 OCI assessment. Details of changes in staff perceptions are presented in Figure 11.

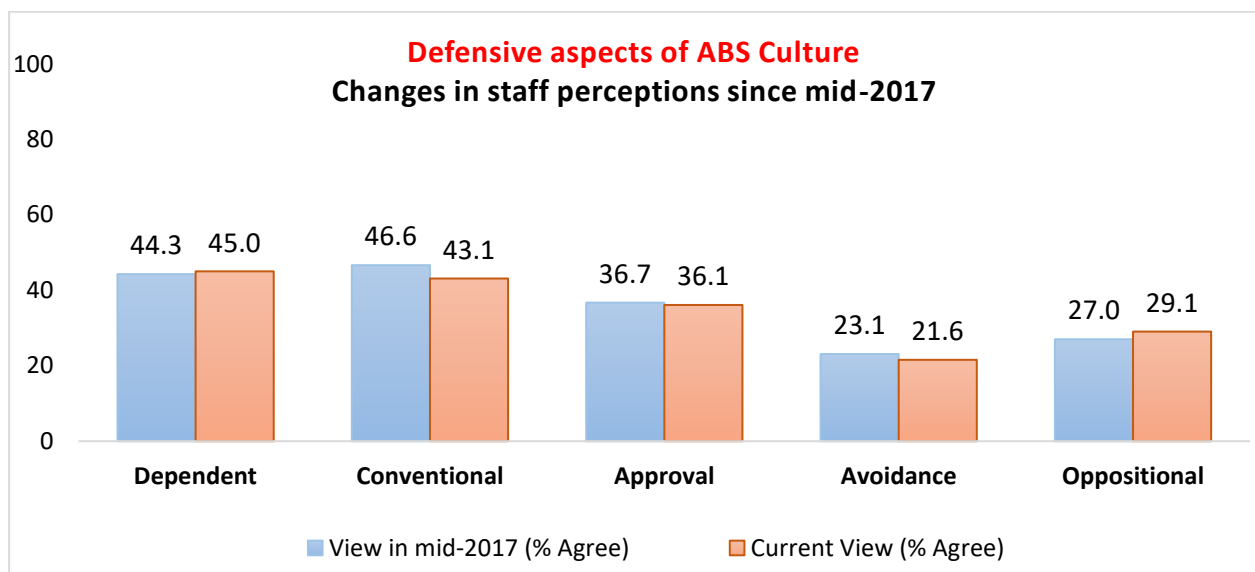
Figure 11 – Changes to staff perceptions related to selected Constructive aspects of ABS culture



* Definitions of those four Constructive styles are provided at Figure 13 below

24. The most current Transformation Survey also asked staff about their perceptions of changes related to the 'undesirable' aspects of organisational culture they experienced in the ABS in mid-2017 as compared to what they are currently experiencing, specifically in relation to the five aspects of the actual culture they identified as problematic during the 2017 OCI assessment. Details of changes in staff perceptions are presented in Figure 12.

Figure 12 – Changes to staff perceptions about selected Defensive (undesirable) aspects of ABS culture



* Definitions of those five Defensive styles are provided at Figure 13 below

Figure 13: Definitions of the Constructive and Defensive styles assessed in the ABS Transformation Survey

Aspect of ABS Culture		Survey Item / Definition In order to fit in the ABS and be successful:
Constructive	Achievement	I am expected to know the business, think ahead and plan, pursue a standard of excellence and take on challenging tasks.
	Self-Actualising	I am expected to maintain my personal integrity, communicate ideas, do even simple tasks well and enjoy my work.

	Humanistic-Encouraging	I am expected to help others grow and develop, resolve conflicts constructively, be a good listener and encourage others.
	Affiliative	I am expected to treat people as more important than things, cooperate with others and deal with others in a friendly, pleasant way.
Aggressive-Defensive	Oppositional	I need to stay detached, look for mistakes, question decisions made by others, and point out flaws.
Passive Defensive	Dependent	I need to do what is expected, check all decisions with my superiors, and please those in positions of authority.
	Conventional	I need to always follow policies and practices, make a "good impression", avoid confrontations, conform, and fit into the "mould".
	Approval	I need to back up those with the most authority, stay on people's good side, switch priorities to please others, and "go along" with others.
	Avoidance	I need to push decisions upwards, take few chances, make "popular" rather than necessary decisions, shift responsibility to others and avoid blame for problems.

25. Next Steps:

- a. The ABS will repeat the OCI process in 2019 to formally track our progress towards our preferred culture. In the meantime, we are committed to reinforcing desired behaviours to support the ongoing culture change through the employee recognition program, design of all internal communications, designing jobs around desired behaviours (customer service and collaboration etc.) and integration with our learning and development efforts.
- b. The ABS will continue to deploy the biannual Transformation Survey and the questions will continue to evolve as the phases of transformation are completed.
- c. We will continue to participate in the public service Census and use the three sources of data, supplemented by focus groups in late 2019 to understand better what seems to be working in the ABS, whether there are any unintended consequences and to address the areas of perennial challenge more directly.



ABS: Our Culture (2018–2021)

The ABS is a trusted, highly respected and capable national statistical organisation. Its people rise to challenges, demonstrate high standards of professionalism and technical expertise, and build and maintain the organisation's reputation for excellence.

Central to this success has been the strength of our culture, which binds us together as an organisation and shapes the way that we operate every day. While acknowledging what's good in our history, we also need to respond to the emerging information needs of our customers, changing expectations of partners and providers, and the increased volume, complexity and pace that characterises the world of data we now must navigate to retain our influence and achieve our purpose. The evolution of ABS culture responds to the findings of external reviews. By listening to our stakeholders, partners, and staff we provide a clear path to improvement.

The following statement sets out our cultural aspiration. We each must strive to deliver its attributes every day. Our intent incorporates the cultural dimensions of our ABS Transformation goals, and extends beyond them in light of the recent insights into our cultural challenges. It is also mindful of our anticipated future operating environment.

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

We put our customers at the centre of what we do and strive to get the right outcomes for our range of customers and ABS as a whole (not just our own area). ABS has many customers who are respectively data users and data providers, including governments, business and the broader community. We engage with, listen to and seek to anticipate the needs of our customers. We partner with them to collectively respond to changing requirements and priorities and develop fit for purpose and tailored solutions and products within available resources.



Collaborative

We share information and knowledge across ABS teams and beyond. We listen to and challenge each other and adjust our behaviour accordingly. We identify opportunities to integrate data across teams and agencies, and build and maintain respectful and mutually beneficial personal and professional relationships, internally and externally.



Accountable

We understand expectations of ourselves and others, and ensure integrity and transparency of ABS data and products. As a professional workforce we take pride in, and accept responsibility for our actions. We are risk-informed, own our failures and learn rather than seek to blame.



Agile

We quickly adapt to changing tempos and environments and make fast decisions. We have transferrable skillsets, embrace change to take advantage of new opportunities, and rapidly adopt new technologies, tools and statistical solutions.



Innovative

We are curious and open to different ways of doing things. We think creatively, learn and explore new opportunities without prompting. We identify and share opportunities for improvement to support ABS performance and enable development of our staff, peers and leaders. We seek out, are open to and accept diverse views in the knowledge that inclusion will lead to better outcomes.



Self-Aware

We deliberately reflect on our behaviour and impact on others. We proactively seek and take on feedback, in order to understand our own strengths and weaknesses. We are open to adjusting our behaviour based on self-reflection and this feedback.

To reinforce these behaviours we will update our policies, processes and structures where required.

High performance relies on us embracing new technology and ways of working and finding ways to empower and motivate our people because the ABS needs their focussed and willing contribution now and into the future. We believe in our people and involve them in identifying options and decision-making on proposed future strategies and actions.

Leaders have particular responsibility to demonstrate and encourage behaviour that reinforces our cultural intent at all times.

David W. Kalisch
Australian Statistician

Attachment B: ABS Transformation Survey (April 2019)

(Questions 1-8 are Demographic items)

Q9. In relation to your current workload, please indicate if you regularly:

- Work fewer than your standard hours*
- Work approximately the same as your standard hours*
- Work more than your standard hours*

** By standard hours we mean the number of agreed hours you are expected to work under your current employment contract or current agreed hours as recorded in PAES*

Q10. Please indicate the approximate number of hours per week you work in addition to your standard hours:

- 0-4 extra hours per week
- 5-9 extra hours per week
- 10-14 extra hours per week
- More than 14 extra hours per week

Q11. To what extent do you agree or disagree with the following statement?

I am able to use my flex credits or access time off in lieu in line with my preferences much of the time

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

- N/A – I don't have flex credits or excessive work hours in lieu

Q12. Why have you not been able to access flex/ time off in lieu (TOIL) in line with your preferences (select all reasons that apply):

- Excessive workload in my work area
- I have specialist skills/expertise required by my area which restrict the timing of my leave
- My flex/TOIL leave preferences clash with absences of other staff members in my work area
- Low flex/TOIL balances
- I haven't been given a clear reason
- Other (Please specify)

To what extent do you disagree or agree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not applicable
Q13. I understand what ABS Transformation encompasses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14. I understand the business reasons for ABS Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15. I want to be actively involved in ABS Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q16. Overall, I support ABS Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q17. I understand what the ABS expects from me post Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q18. I understand what skills and knowledge I need to develop to be successful post Transformation						
Q19. I currently have the skills and knowledge I need to be successful post Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q20. I am able to utilise my skills and knowledge to support ABS Transformation						
Q21. My supervisor acknowledges people who are working to be successful post Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q22. In general, the ABS recognises and celebrates achievements and successes related to ABS Transformation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<-----Page Break----->

Senior leaders have a particular role to play in achieving successful ABS Transformation.

Q23. Over the last six months I have seen my senior leaders:

(note Senior leaders are all SES officers)

Tick all that apply:

- Demonstrate two-way communication about the ABS Transformation
- Participate visibly in Transformation activities and champion its six goals
- Demonstrate personal ownership of Transformation outcomes
- Provide team support by removing obstacles for their team that are within their control
- Prioritise effectively

- Empower their people
- Drive a customer focus and service orientation

- None of the above

<-----Page Break----->

Line managers and direct supervisors also have specific responsibilities.

Q24. Over the last six months I have seen my line manager:

Tick all that apply:

- Advocate and champion the six Transformation goals
- Communicate with the team about the Transformation
- Engage with Transformation projects
- Identify and effectively respond to team members' questions about Transformation
- Balance business as usual work with Transformation activity
- Prioritise effectively

- Empower their people
- Drive a customer focus and service orientation

- None of the above

<-----Page Break----->

As we get further into the Transformation, we anticipate staff will exhibit even more of the behaviours that will contribute to a successful ABS. Please rate how strongly you agree or disagree with the following statements.

Q25. In my day to day work, I'm observing my colleagues being:

a. Customer Focused: making efforts to connect with, understand and respond to the needs of our stakeholders, customers and providers.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

b. Agile in the way they work, frequently re-assessing and quickly adapting to changing tempos and environments

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

c. Collaborative, including sharing information and knowledge across work programs.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

d. Self-aware; seeking and acting on feedback to better understand their strengths and weaknesses, and the impact their behaviour has on others.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

e. Accountable: understanding expectations of oneself and others, ensuring integrity and transparency of ABS data and products and driving a high performance culture across the ABS.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

f. Innovative: thinking creatively, learning and exploring new opportunities without prompting and identifying and sharing opportunities for improvement to support ABS performance.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Q26. Please rate how strongly you agree or disagree with the following statements.

In my day to day work, I am:

a. Customer Focused: making efforts to connect with, understand and respond to the needs of my stakeholders, customers and providers.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

b. Agile in the way I work, frequently re-assessing and quickly adapting to changing tempos and environments

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

c. Collaborative, including sharing information and knowledge across work programs.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

d. Self-aware: seeking and acting on feedback to better understand my strengths and weaknesses, and the impact my behaviour has on others.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

e. Accountable: understanding expectations of yourself and others, ensuring integrity and transparency of ABS data and products and driving a high performance culture across the ABS workforce.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

f. Innovative: thinking creatively, learning and exploring new opportunities without prompting and identifying and sharing opportunities for improvement to support ABS performance.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

<-----Page Break----->

To what extent do you agree/disagree with the following statements in relation to ABS Transformation?

Q27. My Line Manager requires us to take steps to understand the needs of our stakeholders and include them in our work and/or in our planning for Transformation

(note ABS stakeholders refers to both internal and external stakeholders impacted by Transformation)

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q28. I have seen improvements and/or successes as a result of the Transformation effort so far

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Q29. The ABS is on track to achieve a successful Transformation (across all six goals)

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

<-----Page Break----->

Q30. ABS Culture

(FILTER: This questions to only come up for those respondents who endorsed in Question 5 that they have worked in the ABS for at least 2 years)

Culture is one of the ABS's six Transformation Goals. You may recall the ABS invested in an assessment of our workplace culture, the Organisational Culture Inventory, in 2017. We intend rerunning that survey later this year, but in the meantime, we are interested in your views on how the culture might have changed in the intervening period. The following statements were deemed to characterise our culture at the time, and also to capture staff's aspiration for a workplace culture they desired.

The following is a list of behaviours associated with our culture. To try to gauge your perceptions of our culture change over the last couple of years, please indicate to what extent your beliefs have changed since mid-2017.

To what degree do you agree or disagree with the following statements:

In order to be successful in the ABS:	My view – as I remember then and what I think now	Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree	N/A /Unable to respond
a. I need to do what is expected, check all decisions with my superiors, and please those in positions of authority.	In mid-2017						
	Now						
b. I need to always follow policies and practices, make a “good impression”, avoid confrontations, conform, and fit into the “mold”.	In mid-2017						
	Now						
c. I am expected to know the business, think ahead and plan, pursue a standard of excellence and take on challenging tasks.	In mid-2017						
	Now						
d. I need to stay detached, look for mistakes, question decisions made by others, and point out flaws.	In mid-2017						
	Now						
e. I am expected to maintain my personal integrity, communicate ideas, do even simple tasks well and enjoy my work.	In mid-2017						
	Now						
f. I need to back up those with the most authority, stay on people's good side, switch priorities to please others, and “go along” with others.	In mid-2017						
	Now						

g. I am expected to help others grow and develop, resolve conflicts constructively, be a good listener and encourage others.	In mid-2017						
	Now						
h. I need to push decisions upwards, take few chances, make "popular" rather than necessary decisions, shift responsibility to others and avoid blame for problems.	In mid-2017						
	Now						
i. I am expected to treat people as more important than things, cooperate with others and deal with others in a friendly, pleasant way.	In mid-2017						
	Now						

Q31. Tell us about any positive impacts of Transformation you have observed so far or about any areas/people who are supporting ABS Transformation efforts particularly well (free text option)

.....

Q32. Are there any other comments you would like to add regarding the ABS Transformation (free text option)

.....

