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Fit for the Future
Organisational Development Project



WHAT IS CULTURE

Common definitions of culture are:

- The way we do things around here;
- What we stand for;
- How we treat our people and our customers.

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CULTURE – Where are we now / the need for Change

We have received a lot of feedback saying our culture is not fit for the future. It doesn't sit well with "Make it Happen".

This has come from various sources including the following:

CoF
engagement
exercises

Audit
Scotland
report

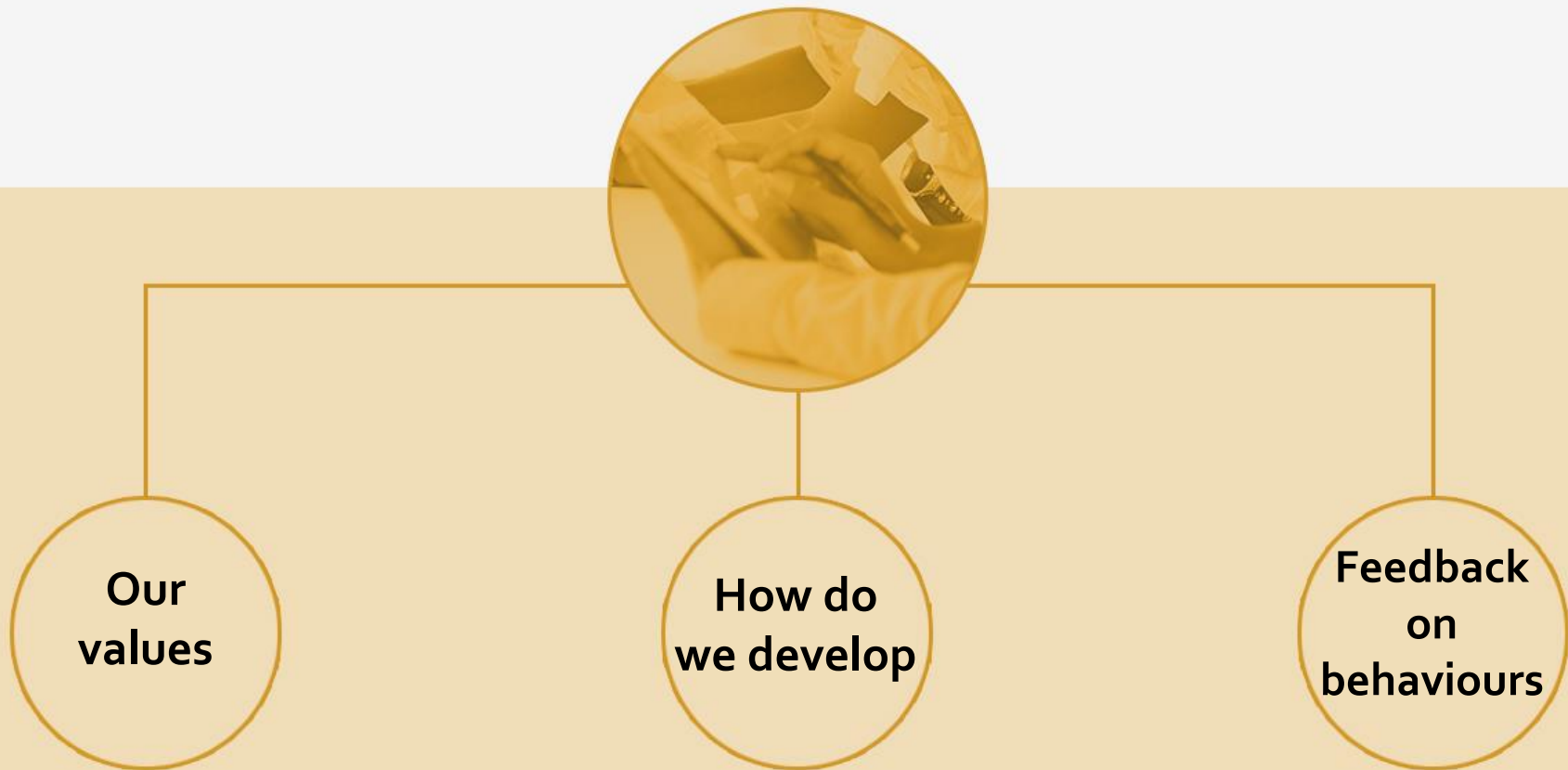
Employee
Engagement
survey

Anecdotal
evidence e.g.
training
courses

OUR FUTURE CULTURE - WHAT DOES IT LOOK LIKE

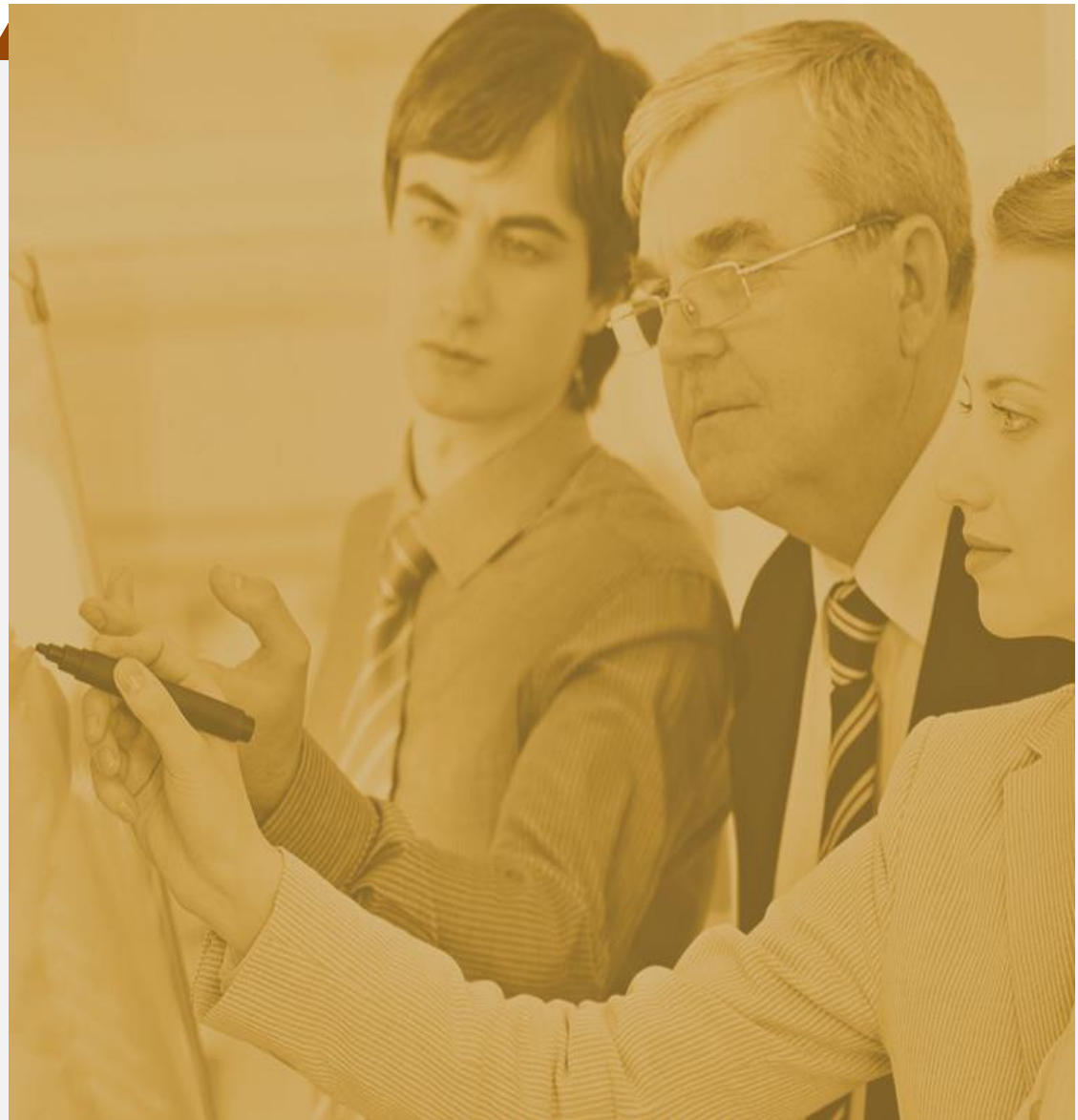
- We deliver for our customers;
- We all would work well together;
- We embrace change and continuous improvement
- We trust each other;
- We are open with our customers and are viewed as working effectively for them;
- We are an engaging and challenging organisation;
- We are a learning organisation.

WHAT NEEDS TO CHANGE



VALUES

- Ambitious
- Innovative
- Responsive
- Trusted



EMERGING CULTURAL THEMES



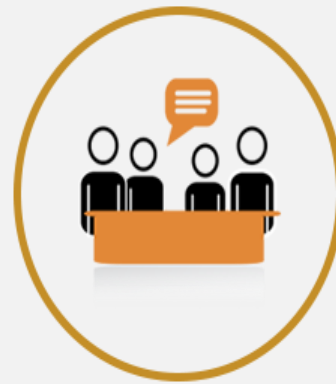
Leadership
and Vision



Recognition



Change



Communication



Skills
Development



GOLD STANDARD

The proposal is that each theme will have a “Gold standard” descriptor and each CO / SUM will leave the themed workshop with an action plan which helps them work towards the “Gold standard”.

THEME 1 – Leadership and Vision

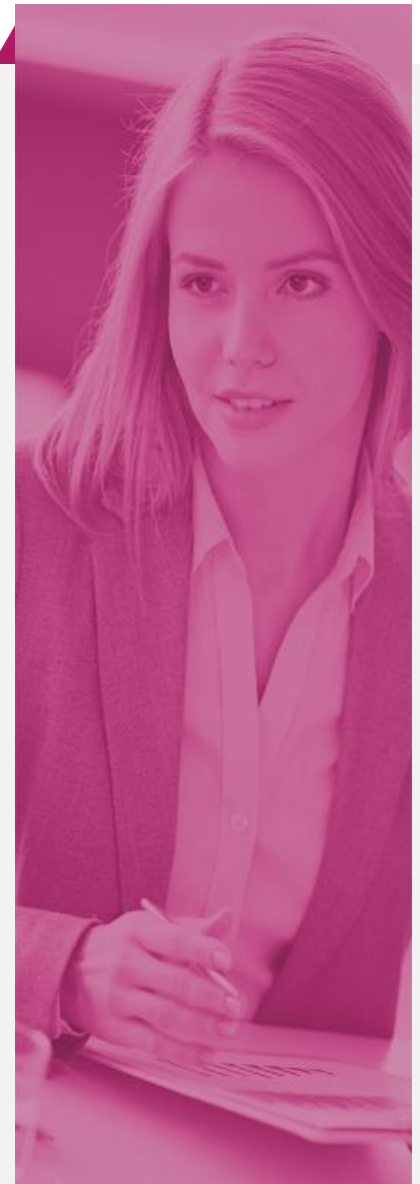
GOLD STANDARD

- CO's and SUM's to run open sessions with employees
- Attend quarterly Leadership Forum
- Model values
- Able to articulate vision
- Participate in "Back to the Floor" activity
- Models the 'one council' approach and participates in strategic partnerships
- Personal performance and behaviours are reviewed through 360 feedback to improve effectiveness

THEME 2 – Recognition

GOLD STANDARD

- Carry out 1-1's / APDS with formalised full Council scheme
- Recognition on team agendas
- Staff suggestion scheme is devised and CO's / SUM's promote it
- Carry out review of work life balance of employees
- Say thanks and catch employees doing things right
- Review flexible working arrangements of employees to ensure parity
- COs to be saying thanks to employees in person and less reliant on email for doing so



THEME 3 – Change

GOLD STANDARD

- Utilise Change Agents
- Adopt change management standards – change management standards to be designed and agreed
- Encourage risk taking within area of responsibility
- Encourage continuous improvement e.g. item on team meeting agendas
- Involves and seeks commitment from the wider team



THEME 4 – Communication

GOLD STANDARD

Linked to other part of Fit for the Future
Have team / division strategy for
communicating with employees to keep them
informed

THEME 5 – Skills Development

Content was identified following a survey undertaken after the CoF engagement exercise with SUM's and TU reps. Propose to run sessions similar to SUM sessions delivered a number of years ago.



COACHING

Initial research has shown that organisations which adopt coaching as part of their every day leadership activity improve the culture of the organisation. It is therefore proposed that each CO/SUM will attend a 1 day “Coaching Conversations” course.



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HOW WE SUPPORT MANAGERS & SUPPORT THE CHANGE



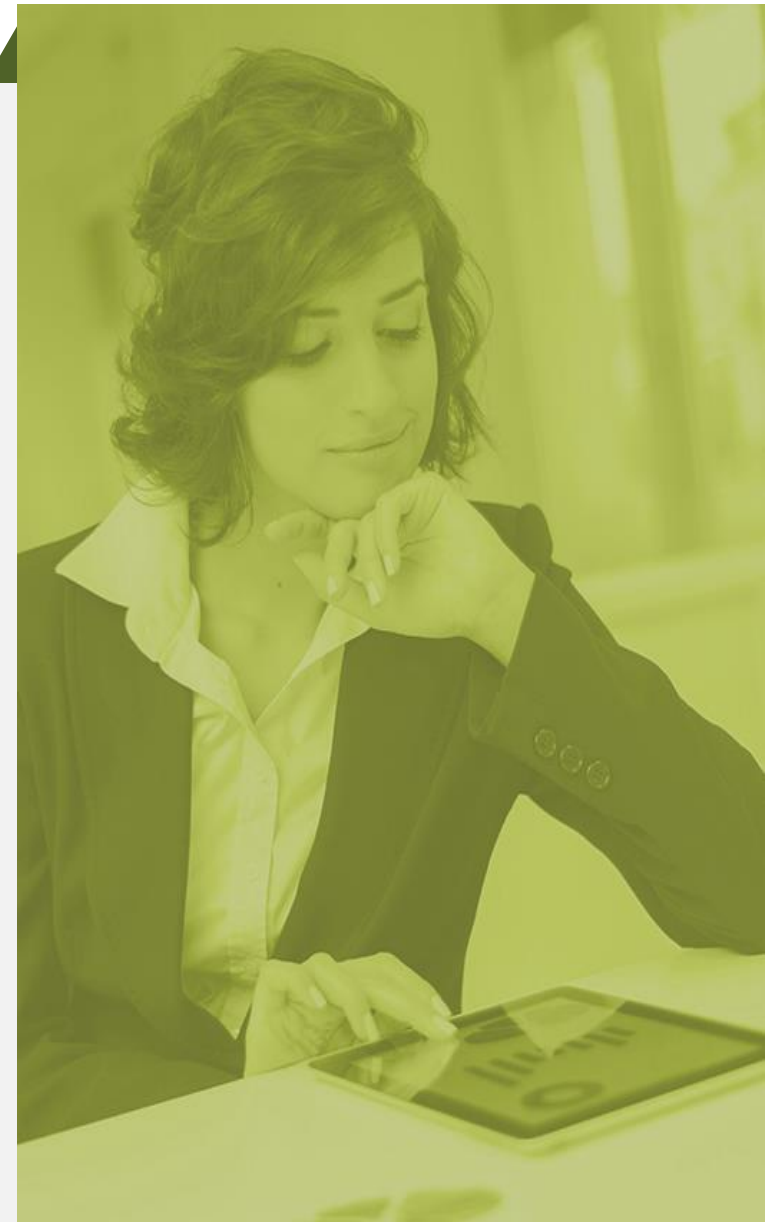
Follow on learning Application Workshop 6 months after the initial themed workshop.



Every person gets the opportunity to discuss where they are against action plan targets.

360 FEEDBACK

Each SUM and Chief Officer will receive 360 feedback on a 2 yearly basis. SUM's one years and CO the next year. The assessment will be on behaviours which are developed from the values e.g. Trusted is the value – X protects absent colleagues.





CHANGE AGENTS

It is proposed that the Change Agents support SUM's in rolling out the culture change in their teams and that some Change Agents are tasked with working up change management standards.

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HOW DO WE KNOW WE ARE CHANGING

Monitoring of the success of the culture change programme will happen in a variety of ways including:

- OD PI's will improve;
- Line manager's will have a debrief after workshops and continue as part of 1-1 process;
- Employee engagement survey results will improve;
- Change will be happening.

BRINGING THE WORKFORCE WITH US

What about the other employees?

- Coaching for all team leaders.
- Employees will hopefully see the difference.
- Team member workshops on how to improve the “culture” will be facilitated by change agents with support from OD.
- Andy Cope sessions available to all.



COMMITMENTS

- New values;
- Behaviours developed from values;
- Alternate years 360 feedback;
- Development of Gold Standard;
- Commitment to workshops;
- Change agents to devise change standards;
- Cost of external resource where appropriate;
- Agree to launch date.



CANs - Next Steps

By November 2017:

We CAN Hack session

Service - Employee Survey Hackathon

Change Standards Hackathon

1st Hackathon from today