

TCC2015

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Unleashing our potential

Townsville City Council

Culture Improvement - Staff Engagement

2010 - 2015

LGMA Village 22 October 2015



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ORGANISATIONAL CULTURE

Culture is the shared *norms and expectations* that govern the way organisational members approach their work and interact with others.

It is how people **believe** they are **expected to behave** in order to 'fit in', 'get ahead' and at times simply survive.

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MY ROLE IN CULTURE IMPROVEMENT

- Commenced as Culture Coach (OCI/OEI, LSI Accreditation) 2010
- Debriefed full division Water & Waste and developed action plans
- Coordination role from 2013:
 - OCI/OEI survey across organisation
 - Culture Coach team
 - Leadership and staff engagement



STEP 1 – Ensure Your Leaders Are Truly Engaged

Beware the trap of initial agreement...

- Ensure that the leadership group **understands** culture.
- Does the leadership of the organisation **want** culture improvement?
- **Why** do they want culture improvement?
- How will they **drive** culture improvement?
- Are they willing to **personally change** their behaviour?



Step 1 – Ensure Your Leaders Are Truly Engaged

- Do they recognise the need to **invest in** and **resource** culture improvement?
- Map out a **strategy** for culture improvement

Don't give in simply to reach agreement. Without true understanding, desire and commitment from the leadership team culture there will be constant barriers to true culture improvement.

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Leaders and managers have the great privilege and responsibility of creating a certain culture in their organisation.

People in leadership roles have a direct impact on culture simply through ‘what they do’ – the way they carry out management approaches or leadership strategies and how they connect with others... their *style*.



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Effective Resourcing for Culture Improvement

Culture Coaches are people who have a passion to positively influence culture change efforts. They can be line managers, supervisors or other staff who have a desire to be actively involved in constructively leading organisational culture improvement.

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- A personal commitment to improving culture
- A personal belief that culture directly impacts business performance
- The ability to be resilient and remain objective
- Strong persuasion and negotiation skills
- A passion to constructively lead organisational cultural improvement
- A level of comfort in facilitating group sessions
- Exceptional communication and organisational skills

CULTURE IMPROVEMENT INITIATIVE Commitment Contract Leadership Management Group and Culture Coaches

Signed: 11 October 2013

Goals/Outcomes/Achievements of this Process	Expectations of Culture Coaches	Expectations of Leaders
<ul style="list-style-type: none"> • 2 x short and 2 x medium term actions into Ulysses by Wed 16th • motivated workforce • more innovation • more recognition • clarity of roles and responsibilities • improved customer service • consistent constructive profiles • staff proud to say work at TCC • improved team work • employment value propositions linked to a culture • engaged workforce • communication up and down • survivability of program / culture • staff want to work here • prioritisation • senior management to get out of office • capacity to work on culture • delegated decisions as low as possible • increased capacity through greater collaboration • lots of little steps in the right direction • role definition of culture coach 	<ul style="list-style-type: none"> • guidance • keep leaders honest • courage • honesty openness • feedback • enthusiasm • fun • commitment • tell us as it is • available • Staying true to new narrative • passion • unbiased • role model / leader in space • excited to be involved • advice • call leaders behaviour constructively • resilient • robust • culture coaches to report to EMT monthly 	<ul style="list-style-type: none"> • relief from everyday job • resources to see this through • budget • staff • commitment • free up work load • active involvement in planning sessions • respect • leadership • passion • treat culture coaches as peers • clear and concise around interpretation of information • collaboration • responsibility and accountability • open to feedback • ownership and drive of action plan • leaders to maintain communication with culture coaches

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Leadership Commitment

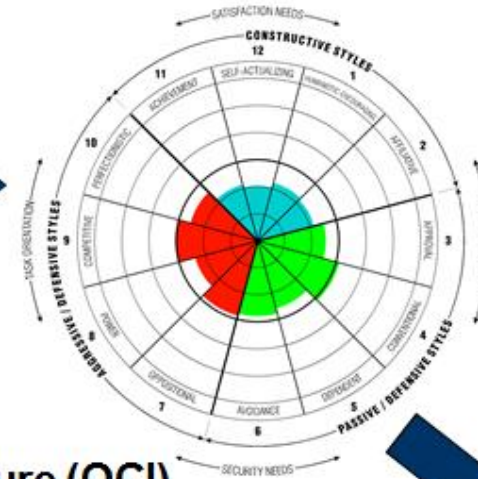
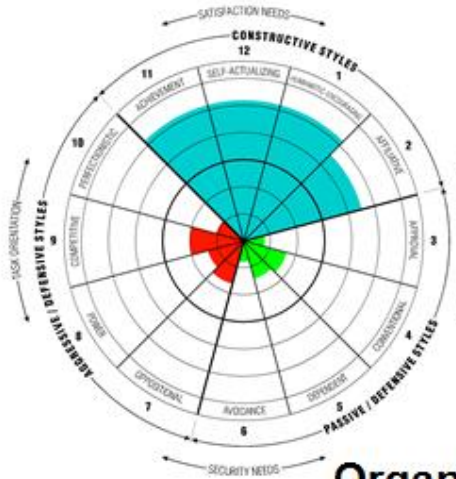
- Leaders must lead by example for culture improvement to be successful

The Leadership Culture Connection

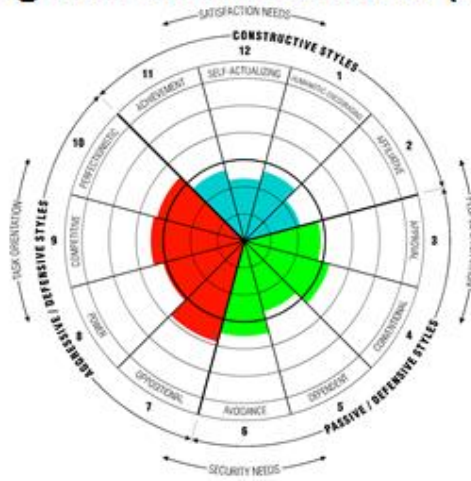


Ideal Impact (L/I) N = 1337

Actual Impact (L/I) N = 9257



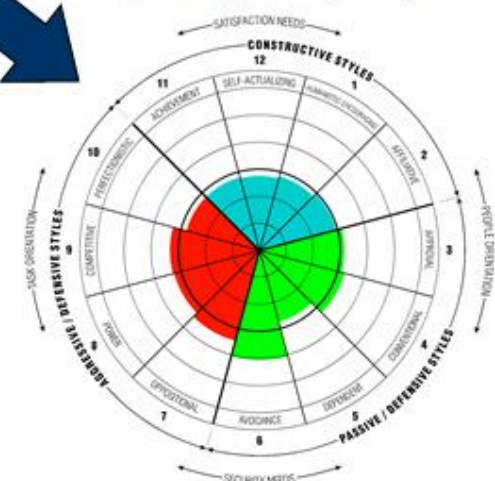
Organisational Culture (OCI)



N = 132,543



Life Styles (LSI)



N = 45,000



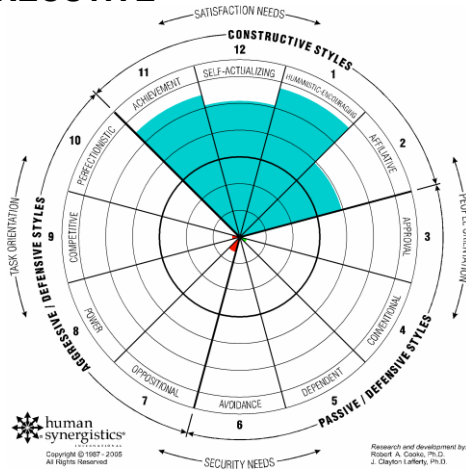
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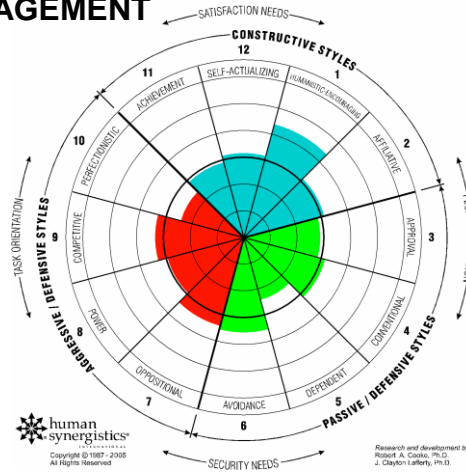
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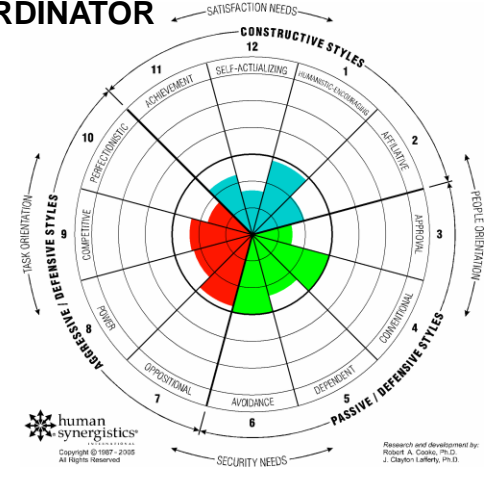
EXECUTIVE



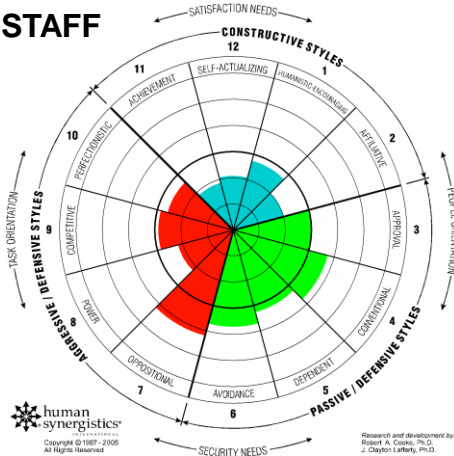
MANAGEMENT



COORDINATOR



STAFF



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Plan and Engage

- Ensure an inclusive approach, and to frame participant selection around your workforce make-up
- Planning and ongoing communication is a must



Action Development and Ownership

- Outcomes and actions needed to be approached from an organisational perspective and be more behaviour change focussed
- Division/department/section actions must be managed by the leaders of those areas to create ownership and accountability

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Monitor and Embed

- Monitoring and progress reports are a necessity
- Focus needed to be on embedding culture improvement into everyday business/operations

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Ownership

- Ownership of culture improvement needs to be more actively committed to across the organisation

Beware the trap of initial agreement!

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Focus Your Energy

- Being clear about why the culture needs to change
- Engagement of leadership, management, supervisory
- Engagement of all staff and supporting them to be heard
- Focussing on behavioural change
- Encouraging transformational leadership
- Selected levers for change
- Pushing for true ownership and accountability