

# **Building A Culture for Success**

## **Developing Harrow Council Values towards 2012**

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## Foreword

We are very excited to offer London Borough of Harrow (LBH) this report, which outlines a set of possible organisational values and a framework by which these values can be rooted in the day to day business of the Council. We are confident that these values have a wide degree of buy-in from right across the organisation. This is because the whole process of emerging these values has in itself exemplified the very values that have emerged.

We have listened to and engaged with a wide range of voices in Harrow. We have been impressed by the way people have **communicated** across all surveyed groups and have participated in this work. LBH people have been prepared to work in an **innovative** way with us towards **improvement**. Individuals and teams have taken considerable **responsibility** and **risk** in this work, There has been a large number of **respectful** conversations that have enabled this to happen. At the core of this work has been a constant consideration of how the **customer** fits into the picture. Ultimately there has been persistent impetus to facilitate working together as **one council**.

This report is in three parts, following an introduction. Chapter 1 considers the research process - what we did and how we did it. Chapter 2 outlines what we have found and how we bring the values to life in an emerging behavioural framework. Chapter 3 outlines our experiences of what has worked elsewhere and offers a set of proposals for a route map going forward.

We look forward to seeing these values applied in practice for the good of the people of Harrow and the achievement of a high performing Council by 2012.

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## Introduction

Values are not about soft or vague management; they are about enabling people and organisations to carry out tough jobs and to perform. They are about the 'way we do business around here'. This is both in getting business as usual delivered whilst also stretching people and services to go further; to provoke people to achieve ambitious futures.

We know it is perfectly possible to do this without explicitly identifying a core set of values, beliefs, principles or guidelines. The truth, however, is whether an organisation chooses to articulate what its values are or not, they are always implicit anyway, in the behaviours that dominate. It is also a fact born from experience that it is impossible to change a culture simply by proclaiming what it should be. Engaging, stimulating interest, excitement, understanding and buy-in from stakeholders means there are few short cuts to carrying people with you, if your goal is to successfully introduce and embed new ways of relating and working; in other words to enable culture change.

Shared values keep an organisation together and give it resilience. Publishing and launching a set of values that most people own and believe in is important. However, living them in practice is what really counts. This takes hard work, consistency, trust and a common understanding of what the values mean. This is particularly true for those leading change in organisations.

Successful companies understand that values underpin the culture of the organisation. Culture has such an impact that it can make or break any organisation's success. How values can have the power to transform average or poor performing organisations into high performing ones will depend on how they are created and demonstrated.

For an example, we can look at the Disney Corporation's values of 'wholesomeness', 'happiness' and 'imagination', that were established in their original cartoon works. This still permeates through Disney's ways of doing business as it has grown and diversified, to include theme parks, merchandising, film-making and so on. It is the 'stick of rock' principle: whichever way you cut it, these values always come through.

In the drive to transform LBH to become one of the best councils in London, a focus on emerging a set of values and behaviours to guide, energise and align its people is an investment well worth making for success.

# Chapter I

## Philosophy and Methodology

In responding to our brief, it became clear that we had a real opportunity to begin the culture change process in the way the outcome of deriving LBH values was achieved. This was confirmed in subsequent discussions with the LBH project leads; they recognised a chance for culture change in the development of a process for gathering views from representative groups of the whole Harrow organisation and its key stakeholders.

A strong sense of need for these values to guide action and our own experience of something of a 'silo culture' within LBH, with limited conversations across directorates, led the joint Roffey Park/LBH team to develop an action research approach with a two-fold purpose:

- To enable the whole organisation to 'talk to itself' through a dialogue-based process, one that was emergent, allowing the voices and differing perspectives to surface and inform the ongoing journey. We aimed to encourage people at all levels and in a wide variety of roles to ask questions of themselves and others.
- To facilitate a process of jointly telling the present cultural tale and future Harrow story - of what's its like and how things really get done in Harrow now, as a critical part of beginning to co-create the future.

We actively engaged, valuing peoples' thoughts, generating excitement and momentum for the journey. Our objective has been to recognise and capitalise on the fact that engaging in such purposeful conversations is a change intervention in itself. We have therefore paid attention to the 'how' the values are emerged, to ensure that it adds value to the journey and not simply the destination. In these interventions, we have grounded the work in the 'new world', i.e. the vision for 2012, while enabling people to make sense of the 'old world', where Harrow is now.



## **Action Research methodology**

Techniques used in this process have included the following;

### **Learning Histories**

A reflective conversation-based methodology designed to facilitate the joint telling of the organisation story. That is, where it has been, what happened, how we can learn from the implications of this and make a difference in future. Its added strengths are in enabling multiple voices and perspectives to be heard and taken into account.

This approach added value to the process of facilitating joint discovery, review and sense making, a 'collective look back in order to look forward'. This surfaced outputs that described the Harrow culture as it has been and is now, which informed descriptions of the desired future. In a fragmented culture this tool for joined up dialogue and cross service conversation proved critical.

### **Appreciative Inquiry (AI)**

AI is designed to facilitate a focus on what works, draw from successes as well as enabling people to go beyond present limits; to think outside the box and create new futures that stretch and encapsulate peoples' greatest hopes and dreams for the future.

This approach was invaluable in getting participants to inquire with an appreciative eye and not only with a 'problem' or 'deficit' focus. There was a lot people had to say about what was not working, what was getting in the way of effectiveness; by the same token this methodology helped them surface what they were proud about, what worked, what they felt should be carried forward into Harrow 2012. It's 'future search' aspects were invaluable in helping participants be bold and ambitious as they painted images of their ideal Harrow future and articulated what it would look like and feel like, what would be happening and how it would be experienced.

### **Action Learning**

This involves developing cycles of action and reflection, where learning from real experiences were at the root of grounded conversations, one-to-ones, small groups and large groups, in the reality of life in Harrow and how that needed to change or not.

A range of other creative approaches were also utilised to enhance engagement and get to the heart of what was being said, illustrate messages and increase impact. Visual and kinaesthetic mediums such as drama through role-play, (during the Large Group Intervention (LGI)), using metaphors, newspaper reports, mind maps, quotes etc. all worked to facilitate meaningful dialogue as well as provide a record for group memory. Most of this 'raw data' has been captured photographically and already forwarded to the LBH client.

## **What we did and how we did it**

The action research process worked in 2 phases and engaged a total of about 450 Members, senior and middle managers and staff across the council:

### **Phase I**

This was an initial inquiry phase, of reflective conversations and discussions to facilitate opportunities to 'look back', 'look at now', and to draw on this to inform our 'look forward'. Outcomes from these included the generation of energy, engagement and momentum around Harrow's change vision and the journey required to transition from today to the 2012 Vision of the future.

In practice, the activities of this phase included:

#### ***One to One Interviews***

With CEO Michael Lockwood and David Ashton, Council Leader. These were one to one semi-structured interviews, serving to gather the views of the two leaders of the council. They also served to test the tone of the action research approach we were proposing for its fitness for purpose, and engage vital political support.

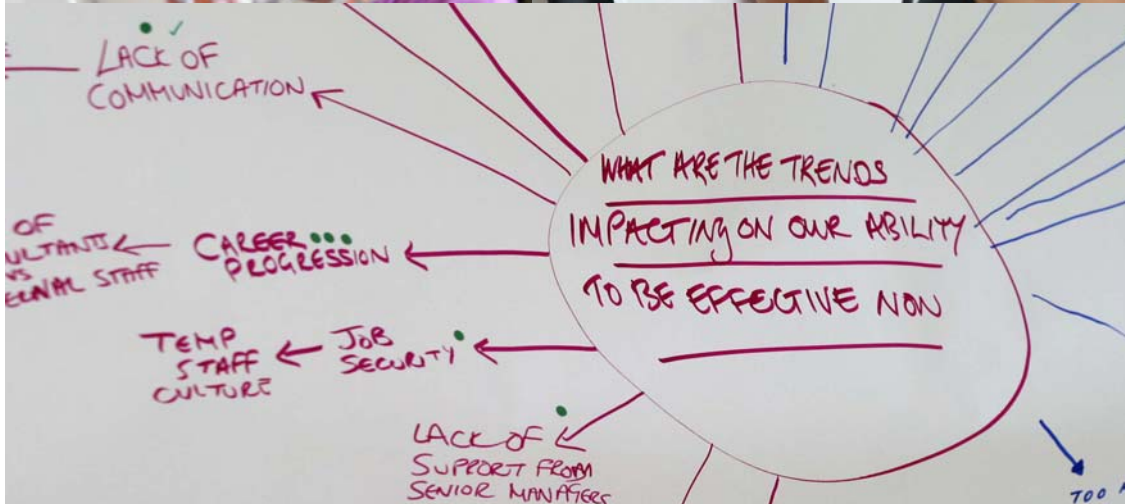
#### ***Smaller group sessions***

Run for 1–2 hours with members, front line staff, Corporate Strategy Board and middle managers (about 150 managers) who had carried out some earlier work on culture which fed into this analysis. These valuable sessions explored the culture now and what it needs to be for success in 2012. They allowed the gathering of perspectives of groups who would otherwise be hard to reach, such as front line staff and members. Both groups brought greater diversity to this thinking, with their insights on the implications for Harrow's change goals across the wider borough.

#### ***Large group intervention (LGI)***

A diagonal slice of the whole organisation, of around 200 people, attended this event on the 20<sup>th</sup> June. This enabled a representative sampling of the whole of Harrow, and served to bring a microcosm of elements of the whole system to work together. The event ran for a whole day, enabling participants to work in cross service groups, jointly tell the Harrow story and develop co-created images of their ideal Harrow future for 2012. It facilitated a thinking-through of the implications and the challenge of making this transition successful. The event created a space for getting the organisation to 'turn the mirror inwards and outwards', to ask itself key questions about what Harrow wants to be and how it wants to travel on this journey to 2012. In raising peoples' energy, and with senior leaders present demonstrating their listening and engagement with the process, it also did good work to make this journey begin.

The Roffey Park team were struck by the energy and momentum this intervention seemed to release. The desire for change and willingness to participate in making it happen was a benefit that provides a momentum from the bottom up, invaluable to a change effort of this scale. A challenge remains of how this can be replicated more widely in Harrow and how this impetus can be sustained. A group of 'change champions' or 'change facilitators' stepped forward on the day, and later in this report, we offer a possible way of engaging this group to help progress happen.



A total of roughly 350 people participated in this first phase of the action research process, including senior leaders, members and employees.



## Phase 2

In this second phase, our aim was to encourage feedback and validation of the emerging values, and begin to develop a view of what these values should look like in action. We used a basic rule of thumb: if they couldn't be applied in the day-to-day behaviours in service delivery, consistent with the Council's vision for 2012, then they weren't useful values. So we looked for the ongoing role-modelling of these values in these continuing conversations, and encouraged all stakeholders in developing and taking personal ownership of what was emerging.

To this end, we had meetings and held workshops with the following:

- CEO, Assistant CEO and Project Leads
- Corporate Leadership Group (CLG)
- Members
- Change Champions/ Staff group - representing the rest of the organisation

Workshop activity included:

- Walking key representatives of the organisation through the 'top 10 plus 5' values that came from phase one
- Checking and validating their 'fitness for purpose' and further enriching outputs through discussions
- Honing Values to a 'top 6' from each group's perspective
- Developing thinking to put together a 'straw man' behavioural framework, to support bringing the values to life and integrating into personal and organisational practice.

Both the CLG and Change Champions/ staff workshops ran for a half day. The purpose was to continue the conversation, get feedback on values emerging so far and get a view from each on which top 6 values should go forward. Workshops consisted of a walkthrough, the 'emerging picture' and an outline of the 'top 10 plus 5' values, and a sense-making and validation process to hone down to a priority set of 6 Values.

### Images of the future from LGI in phase 1



## **Harrow Staff Survey (2008) and Corporate peer review (2007)**

In addition to gathering primary data through the 'values inquiry' process, we drew from newly published Staff survey results (2008) and the most recent Corporate Peer review (2007).

We reviewed and analysed survey results using a 'template analysis' approach, which then enabled key messages to be mapped and compared against the top 10 emerging values. Our goal has been to review messages from both sources, to ascertain if the emerging top 10 values identified by 'values inquiry', are supported by messages from the organisation wide staff survey and corporate peer review. A detailed analysis is provided in a separate Roffey research report already submitted. A top level overview is provided in this report and highlights the areas of strongest comparative match, moderate and least match.

### **Areas of strongest match**

Of the top 10 values emerging *Respect, Equality and Diversity, Effective Communication* stood out as values that were strongly supported as key to transforming Harrow's culture. Respondents in the staff survey and 'values inquiry' process, strongly supported these as critical to new world, however, the reasons given differed in some areas. For example the 'values inquiry' process prioritised these three core values because they felt that values were not currently visible or evident in Harrow's present culture. This view was only partly shared by staff survey respondents, as some indicated a marked decrease in their levels of satisfaction this year in the areas of *Equality and Diversity, Effective Communication* but not with *Respect*.

With regard to *Respect*, staff survey respondents were more positive than 'values inquiry' participants. Those who commented positively indicated that their line managers valued their contribution and treated them with respect. This view was less visible in the 'values inquiry' process. Overall however both processes strongly support their inclusion. *Effective Communication and Respect* have therefore been included in the recommended top 6 while valuing *Equality and Diversity* is embedded through behavioural descriptions in the 'Emerging Behaviour framework'.

### **Areas of moderate match**

*Customer 1<sup>st</sup>* and *Empowerment* both emerged in the staff survey and corporate peer review with moderate to good support for their inclusion in the final set of values. In both these areas, examples provided by respondents indicate some evidence of these existing in Harrow's present culture and a need to continue to build on the good things that are already happening. For example with *Customer 1<sup>st</sup>* a view was expressed by some that staff '*desire to and do go the extra mile*', while with *Empowerment* some staff survey respondents, commented on experiencing a level of trust and empowerment from managers, that released them to make decisions in their jobs. Both of these values are reflected in the top 6 values with *Customer 1<sup>st</sup>* an explicit value while *Empowerment* is integrated with *Respect and Professional/Taking Responsibility*.

### **Areas of least match**

The following are the value areas where there was minimal or no support in the staff survey or corporate peer review. These are contrasted with views from the 'values inquiry' process where a more positive case was made for their inclusion in the characteristics and quality of the new Harrow culture.

| Value Area                      | Staff Survey/ Corporate Peer review | Values Inquiry process                             |
|---------------------------------|-------------------------------------|--|
| Positivity                      | No support for inclusion            | Significant support (not in top 5 selected values) |
| Honesty, Integrity, Trustworthy | Limited support                     | Some support (not in top 5 selected values)        |
| Caring, Empathy, Sympathetic    | Limited support                     | Some support (not in top 5 selected values)        |
| Professional                    | Limited Support                     | Significant support (not in top 5 selected values) |

We have placed a high level of credence in the strength of conviction expressed in the values inquiry forums, to have the above four qualities reflected in the design of the Harrow culture moving towards 2012. This is based on our sense of the 'values inquiry' process being targeted specifically at surfacing values through extended evolving conversations, in depth debate and inquiry, while the Staff survey and corporate peer review had a wider focus outside culture and did not focus on it to the extent of the 'values inquiry' process. These sources of data were also primarily paper based sources where the richness of cross service and directorate dialogue such as that offered by forums like the LGI was missing. We believe you get a different quality of outcome when people co reflect, jointly tell their stories and co create what success will look like and what it will deliver.

Overall, however, there is significant synergy between the outputs of both processes. The comparative analysis of the staff survey and corporate peer review has provided a further source of validation to support the selection of 3 of the final set of 6 values .ie. *Respect, Customer 1<sup>st</sup> and Engaged Communication (originally described as Effective Communication)*, as well as the integration of 2 other value areas *Empowerment, Equality and Diversity*.

## Chapter 2

### **What we found - key themes and messages**

We feel it is relevant to some of the high level messages that we heard in the work, relating to the complexity of seeking to implement change. As we began to enter the Harrow system, we were struck by some of the tensions and dilemmas that were raised:

#### **Eagerness for Change vs Increasing Change Fatigue**

We experience LBH as an organisation ready for change and yet with a degree of fatigue from multiple change initiatives. We sensed a lack of confidence especially lower down the organisation in whether or not this initiative was yet another project that would come and go like so many others; one that promised a lot but delivered little. Yet behind much of the scepticism lurks an almost imperceptible hope that perhaps this might be for the long term. This highlights the need for persistence in this process.

#### **Energy, spirit of collaboration potential vs a 'siloed, blame and risk averse' environment**

In the large group intervention (LGI) of 20 June and the validation events of 23 and 24 July, we were struck by the energy and spirit of collaboration. We felt we tapped into latent energy and willingness to face the challenges of change, discuss the 'undiscussables' that get in the way, and saw the clarity and synergy of the organisation's aspirations and dreams. In particular the group of 200 or so at the LGI showed real collective ambition, that the event seemed to coalesce and release.

This contrasts starkly with discovery that life 'back at the ranch' doing business as usual and delivering the basics often seemed to be in an environment where people worked within a narrow team, with minimal cross group contact. In the validation sessions, some participants fed back how they had received a negative response from a few colleagues and managers when they tried to share to wonder of and benefits of participating in the LGI. This lead some to ask ' how do you get the other 90% who did not attend the LGI or small group sessions to buy into being part of this?'

#### **Clarity of what needs to change for success vs less clarity about how culture change can successfully be implemented**

Other sessions strengthened an emerging picture of an organisation with people who knew what was getting in the way, and also that many felt they were already working towards improvement and they had much to be proud of. Whilst there appeared to be clarity about what needed to change, people seemed less clear how the journey would be undertaken and all that may demanded of everyone, once the problem ceased being 'out there' and came back to 'my responsibility'.

There is a sense at the end of this inquiry, with the output of a set of guiding principles, values and behaviours, that this journey needs clearly laying out, with plans fluid enough to evolve as change continues.

## Single Leadership vs Team Leadership

What we noticed is that there are a few key figures that people look to take the lead. For example at the LGI we noticed people looking to Michael Lockwood to inspire confidence in leading the organisation and provide a sense of direction. While this demonstrates the admirable qualities of these few individuals, it might also highlight the need for a wider group of leaders to step up to the plate. A willingness to share power more widely, with greater 'followership', might be required, whereby people trust others to lead in their arenas of influence

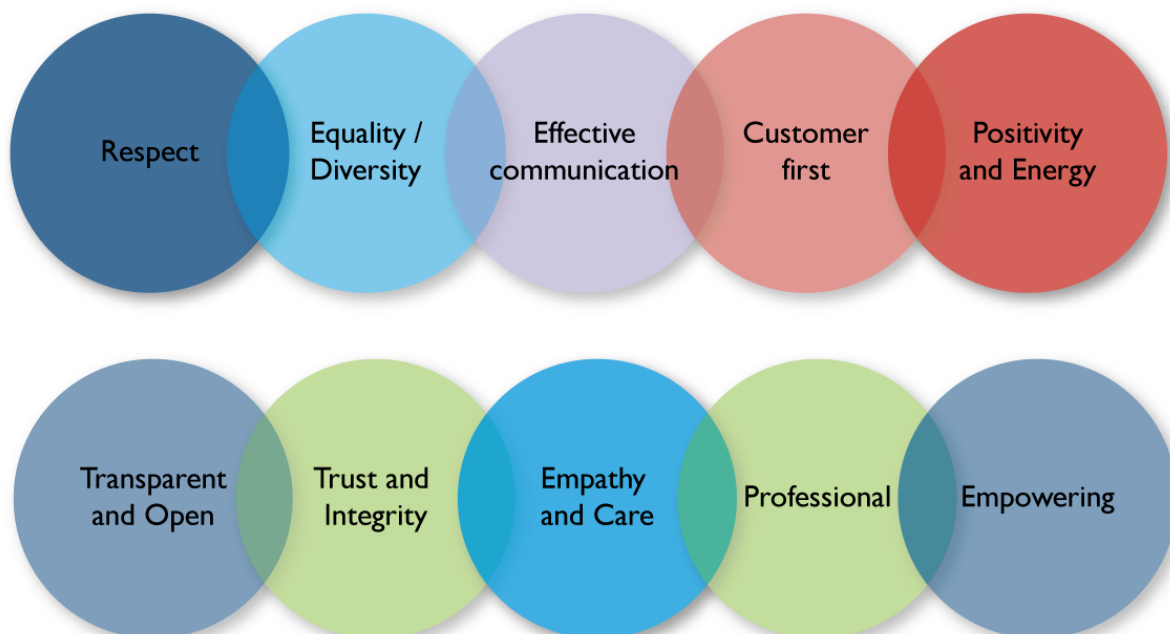
## Taking initiative vs waiting for organisation sanction

In the context of Harrow's recovery from challenging times, there has been a tendency towards risk aversion. Without losing the discipline of managing the organisation resources carefully, people may need encouragement to be more bold, less 'waiting for permission'. A set of organisation values provides the clarity for this to work.

## Top 10 plus five - Values and themes

We felt it would be helpful to offer the 'top 10 plus 5' that emerged in phase 1 to show how the final 6 emerged from this in phase 2:

### Whole Organisation



### Additional perspectives

- Innovation and learning
- Harmony / unity

### People first

- Quality environment
- Manage risk

Three distinct perspectives emerged regarding what the top values should be that would catalyse and create the kind of culture to achieve the Harrow 2012 goals.

## **Perspective 1**

This was expressed by the senior management (CSB) and wider management groups (e.g. in the Managers Forum). They preferred to emphasise values that were about innovating, managing risk and competing effectively beyond Harrow. They leaned therefore toward values that focussed on 'Harrow's place' in relation to other organisations. They pushed for bolder, more exciting values although there was some concern that these might be seen as gimmicky and not reflective of the wider organisation's view.

## **Perspective 2**

This was offered by members and front line staff, who emphasised values that paid attention to enhancing the wider Harrow environment. Values included quality of life, a healthy, greener environment, 'a brighter Harrow' (e.g. safe, well-lit as well as excellent schools etc.). They were the most outward focused values and reflected the stronger connection with teams who touch the community and residents.

## **Perspective 3**

Reflects perspectives from the large group intervention, where 10% representation of the whole organisation evolved their views over a day as opposed to one-hour sessions of the smaller group interventions. Participants here emphasised a set of 10 values that we describe as 'People Values' focusing on the guidelines to enhance 'how people interact and how they treat each other'. Values such as Respect, Honesty, Integrity, Harmony and Effective Communication flagged up as premium values that would guide critical shifts for success.

Whilst there were the above areas of difference in emphasis, there were four core areas where there was commonality and agreement across the whole organisation. This points to there being a more aligned vision and collective aspirations in Harrow than is immediately obvious, when what is more often observed are that siloes dominate. These four areas were:

- Effective/ Good Communication
- Respect
- Customer 1<sup>st</sup> / Customer Service
- Unity, Teamwork, Partnership, Collaboration

## Recommended Set of 6 Values and rationale

The core of the 6 values recommended comes from a synthesis of views, reactions and further discussions had with members of CLG and representative staff and change champions who participated in the validation workshops. We went through a rigorous process of testing out the values emerged against the four vision change goals, as well as checking their 'fitness for purpose' in the light of images and descriptions of the ideal Harrow culture painted in the various workshops.

## Roffey Park recommended 6 values (July 2008)



### CLG validation group 1

This group prioritised 'Respect', 'Empowering', 'Customer 1<sup>st</sup>', 'Effective Communication', 'Collaboration' and 'Teamwork' (the latter including 'transparent and open', 'trust and integrity', 'Equality and Diversity')

### CLG validation group 2

They identified very similar values in their priority 6: 'Respect', 'Empowering', 'Customer 1<sup>st</sup>', 'Innovation & Improvement', 'Taking Responsibility', 'Effective Communication'.

Both groups felt a value that spoke to the need for cross-group working and collaboration was critical to shifting the silo culture and building synergies for performance. Group 1 called this 'One Council' while group 2 described it as 'Collaboration and Teamwork'.

### **Staff / Change Champion group**

Without having had sight of the above groups top 6, this meeting arrived at very similar final six. They chose 'Effective Communication' (inc. 'Transparent & Open'), 'Innovation & Learning' (inc. 'Empowering'), 'Respect' (inc. 'Unity/Harmony'), 'Professional', 'Equality & Diversity', 'Customer 1<sup>st</sup>' (inc. 'Empathy & Care', 'People 1<sup>st</sup>').

### **All groups**

Taking all groups perspectives into consideration, we have clustered a number of the values together and as a result reflected elements of all 15 emerged values from the initial inquiry. Particular values such as 'Positivity' and 'Energy', 'Equality and Diversity' and 'One Council' were viewed as core to everything Harrow does and should inform behaviour in all the final 6 values. For example, 'positivity' and 'energy' is what you get when the culture treats people with dignity and respect, empowers, shares innovation and pulls together as one team. We see these therefore as outcomes and behaviours which we have reflected in the design of the recommended six values and behavioural framework (see below).



## Chapter 3

### Bringing Values to life

#### Values in Action

Whilst the journey towards emerging the final set of 6 Values has in itself been a critical culture change intervention, 'awakening' Harrow to a different future, the Values in themselves will not change or create the aspired culture. This only happens when the Values come to life in the everyday operation of Harrow's world. Turning 'Values Active' is a bit like flicking the power switch on, so the stage performance can commence - the lights come on, people get moving and things can start to happen.

In the shaping of culture in organisations, behaviours are that 'critical power switch' that enable 'values to come to life'. Through behaviours people will observe and experience values making a real difference to the day to day feel of Harrow and the 'way things get done here'. Behaviours will spell out "what precisely it is that we should all do and how we act". We ask not only what was delivered but as important 'how we behaved and what was the impact?'

For a culture to change from what it has been to what it aspires to become, enough people in it have to change – think differently and be different. They have to think and behave in ways consistent with the dream. This is true of families, communities or organisations. It is only when you get behaviours being consistently demonstrated that a culture is formed or transformed.

Translating values into observable, measureable behaviours that enable each person to assess whether the values are being lived, whether they are themselves practicing them, takes these values from a set of great sounding words to real action, that significantly alter the tone and reality of how things really get done in Harrow, bringing about real change in the culture.

We have identified three key areas required in a 'Values Active' strategy and offer our recommendations for each in the following sections of this report.

- **Making Values memorable and usable - making values easy to access, easy to recall.** This report includes four acronyms and storyboards, short and long versions, offered for discussion and selection. Of the four offered 'CREATE' was chosen. Details of the selected acronym are outlined in the next section of this report, while the original four acronyms and their storyboards are outlined in Appendix .3
- **Developing a framework with a common language and actions understood and measurable by all.** The 'Emerging Behavioural framework' is therefore designed to inform and describe '*what it is we should all do and how we act*'. This framework is offered as a first step and 'straw man', which we see being further finessed and developed to incorporate stakeholder reactions and application, as the values and behaviours are communicated more widely.
- **Outlining a measurable Change and Transition programme** – one which maps out what organisational architecture, ways of working and operating need to change to signal and embed the new culture towards 'Harrow 2012'.

## Making Values memorable and usable



**Customer 1st** - we are focused on improving the lives of our customers, going the extra mile to resolve their issues

**Respect** – we treat each other with courtesy and regard, earning respect through working with others to engender trust

**Engaged Communication** – we listen Actively placing a premium on engaging in open conversations - that bring us together, facilitate inquiry and learning

**Actively 'One Council'** - we 'collaborate not blame', because we believe the 'sum of the parts' is more powerful than its individuals

**Taking responsibility** – we deliver what we say we will, challenging each other to enhance performance and behaviour

**Energise and Improve** – we distinguish ourselves by taking actions that innovate and improve

### Emerging Behavioural framework

The following is therefore an 'emerging behavioural framework' to guide this transition. The core messages and many of the words used have been drawn from the validation workshops we run on 23 and 24 July, whilst also drawing from the outputs and conversation in earlier workshops including the large group event on 20 June 2008.

## Customer 1st

**“Customer standards right first time”**

**“I improved life for someone else today / I made a difference”**

### Definition

Customer service in Harrow is primarily about being 'other' focused, on our residents, community, partners and colleagues. We are responsive and solution focused.

### Behaviours – what we will be / do

We

- Care about getting it right for our customers both internal and external. We stay knowledgeable about our communities and stop guessing.
- Are proactive and aim to go the 'extra mile' to sort out problems and resolve issues
- Treat our customers consistently, fairly – treat as we want to be treated... well
- Are reshaping the environment to enable and empower the community / residents to do for themselves. We are modernising systems for ease of access
- Improve services to meet the changing needs of our diverse community. We ensure services are delivered effectively and appropriately

**“People in Harrow Council went the extra mile to sort out my problems when...I felt they really cared”**

This value was particularly expressed by members and frontline staff; the need to remember why we are here and to ensure an outward focus for change brought balance to a predominantly inward focus in other forums.

## Respect

**“ I deliver what I say I am going to deliver - on time and to quality ”**

**“ We work together and discuss ideas and problems openly ”**

### Definition

We value people and respect each other and what you offer. We consider treating people with respect as being as business critical as hitting project deadlines. We are therefore candid and honest in what we say to each other and do this in ways that empowers and build. Our goal is to engender confidence and conduct ourselves courteously in the way we interact with customers. We employ discretion when dealing with sensitive customers issues

**“ We listen fully to what is said ”**

### Behaviours – what we will be / do

We

- Treat each other with regard and dignity. We encourage fair and equal treatment and discourage inequities
- Are appreciative of and valuing of our staff and residents through recognition processes that affirm and encourage
- Bring people in and notice when people are shut out – allow them air time
- Work to release people to lead in their areas of influence – to do what they say they will deliver
- Invest in finding solutions and stop blame. We're open and candid providing honest feedback in constructive ways
- Are sensitive to and listen to different views, cultural perspectives and voices. We consider the challenge they offer, an opportunity to extend the status quo and generate new thinking

Respect emerged as a deeply held and widely expressed aspiration by Harrow employees both in our structured interactions during the action inquiry process as well as outside this process. This value together with values relating to the need for effective, equal, honest and open communication could be heard in coaching sessions, action learning sets and other meetings and interventions the Roffey team have been involved in. We heard numerous comments like 'what we really need around here is respect across levels, in the way we treat each other.'

## Engaged Communication



**Definition**

Engaged Communication means that in our communications, we place a premium on engaging with each other and our stakeholders in ways that are transparent and open, enable easily understood messages and provide access to information by relevant persons



**Behaviours – what we will be / do**

**People focus**  
We

- Actively treat people as people by inviting, listening and acting on what they say through regular channels of feedback eg before and after inspections/ audits
- Cater for the different needs of our diverse stakeholders eg language needs
- Explain or remove jargon to make our communications accessible and understandable
- Facilitate cross service/directorate interaction and conversations that enable all parts of Harrow to have visibility of areas other than their own
- Develop increasing levels of joined up thinking eg open team meetings, 2 way communication forums vertical and horizontal

**Business delivery focus**

- Communicate Innovation, Harrow's performance/ position and ensure all are aware of business critical information
- Invest in systems to ensure they 'talk to' other systems in an integrated way

This was a strong message expressed throughout all the interventions we ran with all LBH stakeholders. It was a top favourite priority expressed by all three groups

## Actively One Council

“  
**They listen to me and understand my needs**  
”

“  
**Lets all pull together**  
”

### Definition

Actively One Council is underpinned by extraordinary team work and collaboration. It is an ethos that considers the sum of the part most powerful for success. It means we keep the big picture in our minds as we resolve dilemmas and varied interests. It is marked by openness and transparency making visible what we do and ensuring it benefits the team. We actively seek synergies for efficiency and create forums to co create, review and co think.

“  
**I can take risks without being told off if I fail (within reason)**  
”

### Behaviours – what we will be / do

We

- Have a single and aligned view, have shared goals and priorities
- Our customers get the same answer who ever they speak to
- Prioritise teamwork within and across diverse teams. We learn from each other, share best practice and collaborate
- Place the interests of Harrow above those of individual parts. We actively break down barriers and resolve disagreements
- Work together to jointly meet customer needs
- Respect what other teams deliver and respect within our own teams
- Display a willingness to align budgets for the wider benefit of the council
- Everyone takes pride in promoting Harrow within and beyond the borough

This value has been expressed in a number of different ways using words such as harmony, unity, teamwork, pulling together, breaking down barriers. During validation a set of words to capture the spirit and ethos of what was required in the drive to achieve 2012 was 'Actively One Council', many felt this said it all.

## Taking Responsibility



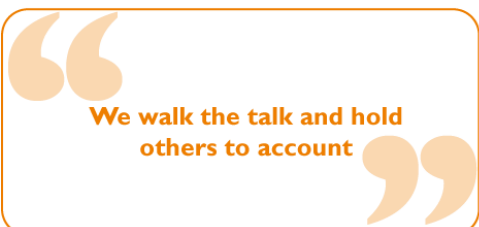
### Definition

Taking responsibility reflects 'the Harrow way' which is professional, focused on meeting and exceeding what we promise. It also illustrates a culture where we aim to release people to excel and be part of creating a distinct brand of 'can do'

### Behaviours – what we will be / do

We

- Equip and support people to be effective in their roles, including understanding their role and power of their contribution
- Invest in creating quality and healthy environments where our customers and staff will thrive
- Everyone takes ownership for seeking what they need and leadership encourage and empower people to do so eg increase self awareness and seek out what they need to perform
- Pay attention to seeing things through –avoiding stop and start and instead invest in sustainability
- Expect high levels of performance from everyone. In particular we expect the best of ourselves and our colleagues
- Leaders and manage actively role model ownership in how the lead and manage, creating environments where initiative is rewarded and not discouraged



This value reflects the notion that what we need in a high performing Harrow is good followership as well as leadership, which means 'me taking responsibility for what I do *and* what others do'. This was emphasised by CLG. This value encapsulates others that featured in the top 10, such as 'being professional', 'integrity' and 'empowering.' We have expanded this to include creating environments to share power more widely, taking responsibility for supporting colleagues as the other half of the equation to successfully enabling people to take responsibility . I.e. 'To give others the opportunity to do so.'

## **Energise and Improve**

### **Definition**

Energy, innovation, improvement and learning are all hallmarks by which Harrow is distinguishing itself in leading rather than following. We actively encourage new ideas, share learning and best practice while building in reflective spaces where creativity and new thinking can thrive

“ I’ve found a shortcut on how to create a new report, I would share the skill and report with colleagues ”

“ I heard about innovation in ....& went to find out more – we discussed changes they had made in service improvement ...we have integrated these ideas in our implementation ”

### **Behaviours – what we will be / do**

We

- Encourage staff, managers and the community to think 'outside the box' about what they do and how they do it. To identify efficiencies and continuously increase excellence in Harrow
- Reward learning and invest in people, growing capability that benefits them and the team
- Create reflective spaces to learn from our experiences and to inform where we go next eg we keep track of what works and what gets in the way
- Encourage ideas to be shared and extended . We're generous with our creativity for the benefit of the whole organisation
- Celebrate and share stories of innovation and improvement. Managers and leaders empower staff and teams to develop improvements and recognise their efforts
- Take the lead, drive rather than be driven

This was a shared value by everyone, particularly in CSB and Managers fora. It was expanded by the staff/ change champions group to include investment in learning and capability to enhance individual and team performance.



## **A measurable Change and Transition programme**

The recommended programme outlined below focuses on enabling values and behaviours to be embedded in everyday business as usual as well as in business unusual. In making the following recommendations we have sought to breathe life into translating 'Values into real Actions'. We have therefore focused on those aspects of organisational life where the greatest impact and observable shifts in culture can take place. In some areas its success will require huge amounts of courage to do a 360 turn around from how things have been and in others recommendations build on and amplify thinking and actions already underway in Harrow. We would encourage you to remain as ambitious in your dreams for a new Harrow, as many of the images of the future revealed during collective conversations to co create the future towards 2012. We also support a determined effort to continue to run with and not balk at changes in areas that require new boldness and the taking of greater risk. It is often in these areas that the greatest success at culture change take place. See and think for instance *"What would the Universe look like, if I were riding on the end of a light beam at the speed of light"..... Albert Einstein*

### **VAI: "Values Guardians"**

#### **Creating Communities of Practice**

##### **Goal**

To create a facilitative group focused on being the 'eyes and ears', keeping their finger on the organisational pulse by observing, having conversations, capturing vital evidence of what's really happening in relation to culture shifts, as Harrow begins to transition towards 2012. We envisage this group by its very composition, comprising representation from both the top, middle and staff populations, will gain access to the kinds of critical culture information that it would be difficult for leadership to obtain but invaluable to tracking progress against aspirations for change

In its structure and operation such a group offers an opportunity to try out in a microcosm, key elements of the aspired culture. For example bridging distance between staff and leadership by having a mix of individuals from all levels of the organisation working in a partnership based model focused on discovery, learning and enabling informed business decision making. This group would also provide real evidence that Harrow is serious about empowering people, giving access to 'taking responsibility' for facilitating change, innovation and improvement. They will represent a powerful signal of a shift in the use of and distribution of power as well as encouraging self leadership and accountability more widely.

Modelled on the tried and tested concept of 'Communities of Practice or Action' they are designed to help organisations learn from experience and to use knowledge gained to improve practice and performance. The 'Values Guardians' group is intended to bring together people who share a passion for transforming Harrow's culture. We anticipate membership will be made up of a maximum of 50 people reflecting leadership and wider staff representation. Success will require investment in supporting skill development and access to carry out their role.

Their remit will include the following:

- to support, facilitate and track the 'living of values' as transition evolves towards 2012
- to provide an ongoing feedback loop and learning on progress in 'living values' in Harrow
- to support key interventions ie Team Commitment workshops, annual LGI

- to carry out Action Inquiry to gather culture change intelligence, encourage dialogue re what working/ what's not, gather ideas on how to fix
- to gather stories, analyse and inform action and report back to organisation and leadership on recommended ways forward to keep change momentum and achieve success

### Interventions

- Define Values Guardians Role, inclusive selection criteria, refreshing process etc
- Create 'Culture Change' Evaluation Forum – to include Officers & Members, Staff reps & Management reps
- Run Values Guardians workshops – eg joint CLG & Staff rep. sessions to develop modus operandi, set up mixed co coaching trios offering challenge and support groups, as well as training in various areas. ie. action research
- Design Action Inquiry process –dialogue based inquiry, story / intelligence gathering process

### Measures

To assess culture change progress - how do we know CoP (Communities of Practice) is adding value to change journey, how do we know progress/ success of culture change vs change goal/plan (ie what are we learning about success/ non progress in changing culture)

- Communities of Practice exist – with good level of participation in numbers, cross service/ cross level group further assisting joined up thinking, breaking of silo's
- Ongoing learning and visibility of evolving culture change intelligence / picture against goals - available to decision makers and organisation more widely eg Report back to 'Culture change Evaluation forum' for example biannually
- Progress Feedback from the wider Organisation - via questionnaires, feedback boxes, bulletins/ newsletter / team briefings

## **VA2: Launch Values**

### ***Engage Harrow team in process of 'bringing alive'***

#### **Goal:**

To publish the values and engage the wider Harrow employees and members in a series of communication forums ie the 90% who have not been part of the 'Values creation' process. The focus will be to disseminate the values, summary storyboard and 'emerging behavioural framework', to engage and gain buy in from the whole Harrow organisation. As part of this process it will be important to integrate the publication of the Employee Survey results with the Values story to enable joined up thinking and action.

### Interventions

- Design and produce 'Values Communication Pack/s' - HR teams and Communications teams to develop short and long hand 'Values pack' to support launch and dialogue sessions
- Run 'Values Team Commitment' workshops in every directorate, led by Managers and Team Leaders to include;

- Walkthrough final 6 values set, emerging behavioural framework, acronyms/storyboards and get reactions and allow conversation/ideas of how to make active
- Engage staff in developing directorate based programme to fix / build / celebrate organisation using the new Values/ Behavioural framework
- To conduct team based Service and Team working reviews - work as a team to surface 'implications for us' .ie. look at 'how we work as a team / treat each other', 'What service we provide'

### Measures

- Team member feedback - completed follow up questionnaire to assess level of awareness and buy in to culture and behaviours, to include invitation to offer team ideas
- Team Commitment plans – practical team based plans re 'How we treat each other and Service we deliver' to assess and measure what is changing in teams and directorates

## **VA3 Leadership in action**

### ***Leaders & managers role modelling new culture***

#### Goal

To equip Leaders and Managers to lead change .ie. to walk the walk, talk the talk by role modelling new world values and behaviours. Strategy and interventions will aim at ensuring they are aware of their responsibilities in relation to leading culture change .ie. what Leadership in action looks like. Support will include a mix of workshops, one to one coaching, co coaching sets as well as business as usual forums and meetings such a regular CLG and Manager events, Service area/ Directorate team meetings or larger organisation events such as annual LGI. The focus of activity to include the following;

- To be involved in developing a set of leadership behaviours that leaders sign up to and demonstrate
- To develop a programme of sustained/ credible Leadership actions .ie. regular directorate and cross directorate leadership walkabout
- To participate in facilitating team meetings .ie. management teams and wider directorate meetings

#### Interventions

- Define Leadership Capability / Behavioural framework – informed by organisation wide generic behaviours
- Design development processes and tools underpinned by Leadership behavioural framework ie 360 degree processes, Coaching interventions covering areas such as 'Leadership embodiment' – evidencing living the values
- Leader Development - run 'Insight process development centre ' focused on helping both senior, middle and junior managers to assess 'How am I doing against ideal Leadership behaviour', 'How are we doing as a team' in order to create development action plans going forward
  - For example - the above to start at the top and cascade to all levels of management up to team leader level – commence with CLG Insight development process underpinned by values, run parallel middle and junior manager Insight process ie 360 degree process reflecting new Values and Behavioural framework

- 'My Leader / Management Commitment' process - leadership in action intervention. All levels of management from CEO down to engage their teams to get input to a process of crafting a personal Leader/ Manager statement that each leader will write and present. The focus of the personal statement will be to translate values and behaviours into personal actions that each leader is prepared to commit publicly to and act on. It is envisaged that commitments will form part of the performance assessment process .ie. ' How am I doing against ideal Leadership behaviour'. This provides a powerful organisation tool for assessing the impact leaders are having on moving the culture change forward. It is intended to be a dynamic, interactive, dialogue based process which could include;
  - facilitated team meeting sessions
  - presenting to peers and immediate teams and receiving feedback through two way dialogue
  - gathering feedback to be fed back into CoP process

### Measures

To test extent to which leadership behaviour is really changing on the ground. To evaluate if interventions to equip managers to lead change are achieving increased levels of performance and impacting culture positively

- Pre and Post 3/ 6 monthly evaluations - to include self and others assessments of leadership in leading change '*where I am and where we are as a Leadership team* '
- Organisation Leadership performance reviews – team reviews within directorate, to assess Managers/ Leaders performance against their ' Leadership/ Management Commitment statement' and Values criteria. For example we recommend an interactive 360 process where a Leader nominates a representative sample of their team to hear their self review presentation, team respond with their feedback and assessment in 2 way forum and exchange

## VA4: Member development

### ***Demonstrating new culture leadership in the community***

#### Goal:

To bridge the gap between Members and Officers and ensure an aligned approach to leading culture change goes beyond council walls to Harrow's borough and community. As part of the wider leadership of Harrow, Members will need to engage with and role model the new world values and behaviours. It is envisaged that Members will take account of the values in relation to their community, as well as in the context of their specific portfolio and wider borough role. As with the ' Leadership in Action' programme for Council Officers, Members will be supported in being aware of their culture change responsibilities and to consider how leadership behaviour translates in Member roles.

#### Interventions

Interventions take account of the current Member Development programme and we suggest that interventions be delivered as part of the overall development process.

'My Member Commitment ' process - leadership in action intervention.

- Community meeting sessions – all Members demonstrate ownership of values by crafting a 'statement of commitment ' which translates values and behaviours in their context

- Members translate the values in day to day business as usual – put into action .ie. work with residents and in their constituencies in relevant forums
- Members engage in a process of reviewing culture change progress in two areas - first of all through a process of engaging face to face with Values Guardians in their role of gathering feedback to add to CoP process (this will be critical to gathering the full change picture). Secondly member representatives will participate in Evaluation forums and be part of hearing back and developing a way forward from 'outputs of Values Guardians' activity.
- The Executive / Political leaders to consider implications for Performance Management for members (*elements of Leaders in action development / assessment process could be incorporated in Member development process*)

### Measures

To assess the extent to which members are leading with new world values, assess impact on community

- Pre and 3/ 6 monthly Post 360 degree feedback - from sample of community and council staff – assess what is different / changing / the same. Questionnaire based on core values and behaviours

## VA5 Business processes

*Integrate values work in organisation wide business processes*

### Goal

A focus group identified and charged with reviewing business processes and activity, with a focus on how new values and behaviours are reflected in what and how they are being delivered. Each group could be led by a member of CSB working with a group of no more than 10 people some of whom could be drawn from the 'Values Guardian ' group and others from a wider pool of key stakeholders ie users of and managers of each process.

### Interventions

- Workshops – To define scope of work, identify key stakeholders and partners with them. The scope of work would extend to all processes where the values should be reflected, e.g. Equality Impact Assessments, Committee Reports, Customer Standards, and Project Management stages. For example Business processes relating to ' Project Management' would have all project sponsors of projects and 'CoP group of 10' attend scoping and follow up workshops to facilitate cross project conversations and business process redesign to take account of new culture requirements.
- Culture Change Evaluation Forum – sessions set up to work with these CoP groups

### Measures

- Visible evidence of working with business process owners, users and facilitators through for example meetings, report summaries of activity etc
- Feedback from business process users and facilitators of impact of changes – ie Follow up questionnaire to gather feedback

## **VA5a) Business processes - Performance management**

### **Goal**

To bring about a fundamental shift in the culture of Performance Management. Key recommendations are designed to shift performance management;

- From tick box process to a dynamic Performance Management process
- To be Individual led and driven rather than Manager led. Individual's will take responsibility of completing the Individual Performance, Appraisal and Development (IPAD) process and setting up 2 way dialogue meetings with their Manager
- To have behavioural measures key to assessment- 'what gets measured gets done'. It then becomes perfectly feasible that an individual could score highly on work delivery while performing poorly in relation to behaviours and standards expected in Harrow. It therefore offers a much more holistic approach.
- Manager's role becomes – Coach & Facilitator rather than controller or defaulter
- Performance includes critical behavioural contribution in line with new culture and work delivery. IPAD process to be redesigned to enable assessment inclusive of basic 360 feedback inputs
- Organisation wide Review – Stop. Reflect and Assess – via Annual LGI , a ' One Council' approach to reviewing ' how we are doing', inclusive joint sense making and co creating next steps in transition journey

### **Interventions**

- Redesign IPAD process to be a more fluid meaningful process which assesses performance and behaviours in support of the values. This will be a clear self directed process where individuals are guided to know what they need to do to develop in their role, what objectives to focus on for their role and team.
- Train staff – to understand and use new process in proactive way
- Train Managers in coaching skills – build into performance assessment criteria to ensure new behaviours are happening
- Design and set up annual Harrow LGI process- to be led and facilitated by trained Harrow team – ie Values Guardians, revolving pool of Management team

### **Measures**

- Refreshed IPAD process launched and understood with buy in by all employees. Evidence of the processes being actively used will include measures such as .ie. 80% of employees in Yr1 and 100% employees in Yr 2 onwards
- Evidence of Managers and staff trained

## **VA5b) Business processes – Recruitment and induction**

### **Goal**

To review and upgrade the Recruitment, Selection and Induction processes to achieve the goal of becoming an 'Employer of Choice'. We suggest that a proactive drive to sell Harrow will be required to actively reverse its image, build its reputation by selling stories of change underway in Harrow, an exciting and different future of success. A package of communications describing the new cultural ethos .ie. inclusive of its 'place shaping' environment, re engineered look and feel and stories illustrating a dynamic, growing, versatile, learning, going places Harrow.

We suggest that the audiences for communications and direct sell be in the first instance internal employees and residents, to create internal Ambassadors who test out and give authenticity to the communications and marketing drive. Selling externally to the media, recruitment agencies, open days at Harrow will be key to getting the word out beyond council walls.

A second focus will need to be in developing more robust Resource Planning. By this we mean taking a more structured approach to identifying capability needed to meet the change challenges and opportunities going forward. What skills will no longer be needed in new world and which new skills and behaviours are emerging as business critical. It implies that there will be a greater emphasis on forward planning and a more strategic long term plan to increase overall organisation capability. Key questions to answer will be;

- Do we know what skills we need for success in the new culture to achieve 2012 goals
- Do we have the skilled people to deliver in house or do we have to retrain/ recruit
- Can we take the medium/ long view in spite of finance constraints

### **Interventions**

- Define and articulate Harrow's 'Employer of Choice' proposition - HR teams to work with business and Communications teams to develop package of communications. Values guardians to have input
- Design or refresh Staff Handbook to reflect above
- Refresh Induction process to sell new Harrow, culture and ethos
- Set up team and resident briefings – team meetings and community open days to sell 'new look/ new place Harrow'
- Organisation Open days structured around business as usual events. For example if recruiting roles in a service area, include open day interventions to market Harrow more widely
- Brief Managers and others involved in Selection/ Induction on new approach, messages and value proposition. Ensure all are aligned in the Harrow story they tell and are equipped with supporting communications

### **Measures**

- Communications package developed and being used in a range of business processes ie recruitment packs, induction packs, handbook refreshed
- Ongoing interactive 'Harrow sell' forums taking place ie community days, open days
- Harrow reputation visibly changing – feedback through recruitment applicants, agencies and staff to assess what, if anything, is changing in public perception and internal employee perceptions

## **VA5c) Business processes – Career management and succession planning**

### **Goal**

#### **Career Management**

To develop a more proactive Career Management approach that supports careers in Harrow. We see this feeding into a number of areas including enhancing 'Employer of Choice' reputation and empowering individuals to be more strategic in developing themselves. Its hallmarks will be a more structured and devolved approach to building individual and organisation capability. Given current gaps in this area and longer term aspirations to develop relevant career path processes, the need to build infrastructure to support this process will be key to its success. We also see opportunity for rewarding high performers by selecting them for training as directorate based career advisors. Existing Learning Champions roles may also be refreshed to incorporate career advisor roles. We suggest that career management processes will be linked back to the "development planning" aspects of the new IPAD process.

#### **Succession Planning**

To have an immediate focus on building leadership potential and empowering a wider range of employees to lead and make decisions in their areas of expertise and arenas of influence. We also see elements of succession planning in key parts of living the values, such as in 'taking responsibility' and in 'energise and improve'. The organisation will need a culture and supporting infrastructure that enables it to take increasing levels of risk, for example in releasing people to step outside their comfort zones or allow people to learn by trying new things and making it okay in the context of innovating to make mistakes. We suggest that building a growing pipeline of internal talent will be key to sustaining and growing towards 2012. In the long term we would see succession planning being extended to develop a more focused Talent Management process.

### **Interventions**

- Design Career Management process and Staff self development toolkit .ie." Growing towards Success " – self development workbook and tools
- Build organisation infrastructure - select Directorate based Career Advisors (inclusive of reviewing Learning Champion roles)
- Train selected staff as Career Advisors to carry out role effectively – utilise as form of reward and recognition for high performers
- Build into selection of staff for management training ie extend beyond those with formal management responsibility

### **Measures**

- Career Advisors being actively used throughout the organisation and evidence of a growing pool of Career advisors
- Self development toolkit / workbook designed and produced
- Toolkit briefings taken place
- Career and development planning outputs visible from Contribution management system



## Change readiness

In assessing just how ready Harrow is for culture change some key questions to consider are:

- How do you ensure that the approximately 2500 people not directly involved in this values process are engaged, energised and buy into the change journey ahead?
- Just how ready are staff and residents for the new Harrow? How many understand what Harrow 2012 is all about?
- What do we do about people who just don't want to change?
- What is the incentive / reward for going through the pain of change i.e. 'what's in it for me?'

Roffey views on areas to pay attention to in order to enable change and reduce blocks are outlined below.

### Enablers - what will assist

- Empower and maximise energy, innovation, collaboration from the grass roots, encourage staff to lead and own in their arena of influence
- Wider Leadership - role model and live out values i.e. openness, bridge distance, transparent, pulling together
- Celebrate and Reward Performance – tackle non/poor performance
- Continuing organisation conversations on the journey of change, include members and residents
- Transfer learning as we evolve - share experiences, good practice, learn from each other – what works/what does not
- Ongoing clarification of change imperatives, plan , joined up programme managing for delivery, what can we do now

### Blockers - what might work against

- Senior management - lack of visibility and engagement, inconsistency, not acting as one team
- Not prioritising Customer and their needs
- Blame culture & ownership centred mostly at the top
- Poor cross service communication and collaboration, silo
- Poor transition planning - unclear direction , no clarity of priorities, roles separate agendas, poor implementation
- Gaps in organisation capability – lack of right skills, unconscious incompetence

## **Our experience of similar Change and Values work**

What has worked elsewhere? Roffey Park Case Studies and Information

### **Summary**

This section is designed to give London Borough of Harrow (LBH) an expansive view of what works elsewhere, in our experience at Roffey Park.

In the work we have done with organisations, and in our own research, we have found that the following ingredients are essential when trying to embed value-based culture change:

- A long-term commitment to change (recognising that turbulence will be encountered on the way)
- Ensuring clear embodying of corporate values at the level of behaviour 'in everything we do and say' (e.g. 360 degree processes, public facing service delivery etc.)
- Engaging the wider organisation in the journey
- Senior Management modelling the behaviours ('walking the talk')
- A visible commitment to learning and development at every level
- Having a clear sense of direction that is widely shared and understood

Below we offer two case studies and an extract article that explains how Roffey Park's own annual research survey (called our '*Management Agenda*') shed light on the practice of embedding organisational values for long term culture change. Additional extracts from this research are contained in the Appendix.

### **Case Study I - Southern Trains**

Train operator Southern commissioned Roffey Park to design and deliver a seven-day modular programme on personal effectiveness and leadership for its 250 senior and middle managers. The programme has played an important part in improving performance and it has helped to change the command and control culture, which traditionally existed within the business. With the help and support of Roffey Park, Southern's trainers then delivered the same programme content to around 250 team leaders and supervisors. The essence of the programme was a focus on how everyone, from Directors to Operators, at all levels, demonstrated how they were personally acting according to the company values.

The process began with a series of 'engagement workshops'. At these events, the managers were given evaluation forms to collect 360-degree feedback from their peers, to help them identify their strengths and development needs. They also signed up for the dates of the modular programme and they formed 12 cross-functional cohort groups - each comprising around 20 managers - ensuring where possible that there was a spread of people from different geographical locations. Each group stayed together throughout the programme.

Each cohort group had a sponsor - a senior manager or director who attended an evening session at one of the modules, to highlight performance issues within the business and to answer questions from the participants.

*Southern Managing Director, Charles Horton said:*

"We are committed to making Southern a different kind of railway company, one that allows each individual to play a full and meaningful role in delivering a better service for our passengers. We want to make sure that there is a commitment at all levels to the ethos of teamwork and ultimately trust. Embedding these values won't happen overnight. But we will meet this difficult challenge to ensure that our people feel part of this organisation and that they are clear about what we are, what we stand for and what we want to become."

## **Case Study 2 - Equipping senior managers at the Imperial War Museum**

Since the early 2000s, The Imperial War Museum engaged in a development process towards a much more innovative, flexible culture, supported by a development programme from Roffey Park.

Founded in 1917, the Imperial War Museum is the national museum of 20th century conflict and one of the UK's top tourist attractions. Its collections include armoured fighting vehicles, uniforms, medals and documents - as well as over 15,000 paintings, six million photographs and 120 million feet of cine film. Thus, as well as its conventional museum role, it is also a major national art gallery, a national records archive and a research centre.

Aware of the complexities of managing such a multi-faceted organisation, the museum commissioned Roffey Park to design a leadership and management development programme that would not only equip its 60 most senior managers with key skills for the future but also enhance team working and communication across its five branches, in alignment with a value-based culture.

"As a museum, we're facing many challenges such as improving our collections, generating revenues and meeting our attendance targets," said Janet Atkinson, Imperial War Museum's Head of Personnel. "In response to these challenges, we commissioned this programme to equip our managers with appropriate modern management skills."

Roffey Park began by running a series of focus groups, involving staff from the museum's five branches, to identify what they felt were the values-based competencies, skills and attributes needed for management success. The programme was designed around the resulting competencies and Roffey Park developed a 360 degree feedback questionnaire, which participants used to identify their strengths and areas for development whilst on the programme.

"The five groups of managers were each allocated a project - such as communications strategy or revenue generation - and they worked together on the programme to develop a brief that was given to a project team who would take the initiative forward," said Janet Atkinson. "This gave the senior managers an opportunity to apply their skills to a real-life issue and to define the objectives, methodology and outcomes of the project."

Once again, the key messages of such a value based programme fit with what our own 'management agenda' research tells us: it is essential to engender longer term value-based behavioural change, namely, role modelling of senior managers, engagement with staff as 'grown ups', as well as a commitment to development and the following through of values statements into everyday behaviour.

## **What do workers want from leaders?**

(The following is drawn from Roffey Park's own 'Management Agenda' Research, our annual survey of over 700 mostly UK-based organisations.)

- How to become an organisation to which key employees want to commit.
- What this means in practical terms for management and leadership

Roffey Park survey respondents want to see a more open, democratic and ethical style of leadership which treats employees as adults. Under such leadership employees develop a strong shared sense of purpose to which they can readily subscribe. 'Walking the talk' on values is essential if people are to take them seriously.

In high performing organisations, leaders have to be proactive and persistent in implementing corporate values. This can take courage, given the short-term focus and pressures from stakeholders. They will champion good management practice and 'nail their colours to the mast', taking hard decisions when need be. So they will ensure that people receive 'true' performance appraisals, where management practice is based on fairness rather than expediency. They will insist that there is greater alignment of reward and recognition with constructive behaviour, so that practices consistent with ethical practice are reinforced. They will challenge existing promotion and appointment practices to ensure that they are fair.

John Jones (1981) suggests that leaders and managers should focus attention on values and keep them explicit wherever possible. For example, sharing their own values with their subordinates, making value considerations a valid part of the agenda at meetings and avoiding win-lose arguments about values. They can monitor the extent to which people espouse a common set of assumptions, philosophies and purposes. They should also monitor the way people exhibit value-oriented behaviour and assess the 'fit' between organisational values and those of employees. They should also update the organisation's organisational values and set goals that are consistent with them. According to April (1999), good leaders understand and are attentive to language, and they know the power of words. Schein (1985) suggests that, in breaking down that which is taken for granted, and in gaining acceptance of the new, the use of symbolic devices such as myths and stories are important. Leaders are also attentive to the use of ceremonies and aware of the communication value of these. Kouzes and Posner (1995) argue that: "in the performing art of leadership, symbols and artefacts are a leader's props. They are necessary tools for making the message memorable and sustainable over time".

## **Leaders as role models of values**

Leaders need to act as role models of values, demonstrating a visible personal commitment and an orientation towards deed not words. Suggested improvements include managers being more open and honest, implementing diversity policies, reducing political behaviour, being more consultative, decisive and willing to take risks.

However, Management Agenda respondents in 2003-4 were clear that they would like leaders to focus on the future, not just monitor the present. They want leaders who encourage and enable risk management and experimentation. High performance organisations need to be able to transform their structures and working practices. There are echoes here of Jim Collins' (2001) study of 'great' companies, (the 11 out of 1435 that achieved breakthrough performance that continued to exceed industry standards). 'Relentless commitment' to excellence, rather than a grand strategic program, was part of their secret of success. Rather than focusing exclusively on short-term success, high performance organisations operate on a 'both/and' basis – building the foundations for longer-term viability while delivering success in the here and now.

Respondents want top leaders who can make wise judgements on what is important, not senior managers who obsess about minor 'hobby horses'. They are looking for leaders to take a more collegiate, corporate approach and to be open, honest and consultative. They expect the leadership group to act as a team, with a shared set of leadership values and skills.

The importance of communication as a key part of a leader's role is evident in the many comments made by respondents. They want leaders to be more visible at all levels and greater transparency in the way information is shared. Leaders have to be seen and use face-to-face communication, rather than relying on email, videos and other remote methods. They want leaders to make time to 'walk the talk'. They want real two-way communication, leaders who can provide clearer direction and steer, yet are prepared to listen. At the same time, they want leaders to be able and willing to take hard decisions, not procrastinating until a problem has become chronic.

Respondents typically want managers to utilise their skills in a more rewarding way, provide guidance on priorities and review working methods regularly. They also want senior managers to tackle under-performance of senior colleagues and train managers to 'let go'.

Above all, employees want to see a more open, democratic form of leadership which treats employees as adults. There are a number of comments which suggest that having more female leaders and adopting some of the styles of communication of the best 'virtual' managers would produce better leadership. Leaders need to see the creation of an organisational climate conducive to high performance as a major part of their responsibility. This involves the building of trust, the suppression of political activity, the creation of challenging and rewarding roles and addressing areas of imbalance on work-life. Their role in bringing about the kinds of culture change called for may be less about 'leading from the front' and more about providing some clarity of direction while harnessing people's ideas and energies around the process of change.

Reference:

Linda Holbeche and Nigel Springett: *'In Search of Meaning in the Workplace'* (Roffey Park, 2004)

## **Concluding thoughts**

Values are worth nothing unless they are translated in practice in behaviours. In this type of process, there is always the danger of the report being seen as the important output, rather than the consistent and persistent positive movement in the right direction that this report merely represents. So we are *all* encouraged in this process, LBH staff, leaders, and indeed partners such as Roffey Park, to consider now, what are we going to do to make this happen and perhaps more importantly, *how are we going to do it* in a way that is consistent with these values and the vision for 2012 that they drive towards?

So in reading this, we invite you, to consider right now, what do you do next? How will you demonstrate, in your every move:

- Customer – putting them first
- Respect
- Engaged Communication
- Actively One Council
- Taking Responsibility
- Energise and Improvement

In considering your individual actions, we also ask you to reflect on how you will help to **C R E A T E** an environment where the above six values can thrive?

Many Harrow people who have been involved in this process are already doing just that, and have already started the journey towards 2012. Watch out for them.

**Roffey Park is delighted to continue supporting Harrow on this next critical phase of the journey.**

## **Appendix I**

### **Examples of interventions for next steps**

We are proposing a strategy of short, medium and long term application of the values work for culture change.

#### **Short Term - Embedding in Ongoing Initiatives**

LBH is an organisation that is already engaged in a number of substantial change initiatives. For example, the Council Improvement Plan has recently been enhanced, and a substantial Management Development Programme that is about to commence.

In this context it is vital that any culture change process be embedded in, rather than added to, the process of corporate improvement that is already underway. This ensures that the culture change and the values associated with it aren't a tacked on gimmick, but rather are seen as a serious set of measures that are being used as part of the change process already underway.

For example, with the management development programme and CLG development that is now being specified, there is a great opportunity to use the new corporate values in a variety of ways. For example, this could be by building a 360-degree feedback framework that specifically targets behavioural shifts in line with these values.

#### **Short and Medium Term – Leadership in Action - CLG**

Success in bringing values alive as a lever for change requires that they be espoused and most importantly practised. The onus on leadership and management to lead by example is critical to setting and sustaining the tone of the aspired culture. What leaders do shows 'what's really valued here'. What they do or don't do persistently rewrites the real values for Harrow.

Engaging the leadership and management groups through CEO and Council Leader, CLG and Manager's forum in thinking through what will be required for a culture of success has been followed up with recent workshop on 23 July to validate and develop a language for bringing the values alive through behaviours.

The next stage of the process of equipping this group 'to walk the walk and talk the talk' will be a need to spend quality time working as a group with the final set of 6 values and the organisation-wide 'behavioural framework, to develop a set of leadership behaviours that will they sign up to and which guide leadership and management practice in Harrow. The CLG will meet within the next 2/3 weeks to develop this leadership framework and develop a set of leadership actions to demonstrate and role models the values. It will be critical that these actions are more than symbolic or short term. To gain credibility and signal real change, these need to do more than be a gimmick to launch the 'values initiative'. They must be sustainable actions that leaders and managers will live by for the long term.

We would recommend the following steps;

- CLG to develop leadership behaviour framework and leaders actions in the first instance
- To test out and begin to integrate in how things get done in leadership by – a) doing some individual reflection and benchmarking: 'Where am I in relation to the ideal leadership behaviours?'

b) to facilitate conversations about how we operate as a team against the values and expressed behaviours. For example with 'Respect': 'Are all voices heard in this group or do some dominate and drown out the rest?' 'One Council': 'How concerned are we to share success in our area with others or are we just content that we are doing well in our own area?'

- CLG to engage the wider management group – possibly in the Managers Forum, to hear and see the work produced by CLG, to work with, validate and extend. An application process to 'me' and 'my management team' as per above CLG process, to take the work in Managers Forum to 'how we integrate leadership behaviours into my/our daily management and leadership practice'.
- Leadership behavioural framework to inform a range of people processes and interventions such as 360 degree tools, suite of management development programmes being developed, coaching, competency frameworks, IPAD process.

### **Medium Term - Project Group Approach – Using the Change Facilitators**

As work has been done recently to improve the project management environment within Harrow, a specific project could be launched, with the specific remit of ensuring these corporate values are being integrated into existing initiatives.

This project group (of up to 10 people) could be drawn from the group of 'change champions' (or 'change facilitators' is perhaps a better name) who stepped forward during the large group event in June. The aims of the group could be:

- To monitor and support the coordination of the values across Harrow
- To set benchmarks for the evaluation of the success of culture change
- To develop good news stories about their application that can be fed to corporate communications
- To support and challenge each other to demonstrate how they themselves are 'being the change', by applying these values in their own service areas

The Strategy and Improvement Team could support their role, with the help of Roffey Park.

Also, work with the CLG (as above) could help emerge appropriate project sponsors, who are prepared to both act as a supportive and challenging ambassadors for the change facilitator project and also model their own application of values. In short this is a development opportunity both ways.

A series of action research cycles could be instigated as part of this project, to use this group to monitor, support and deliver culture change. An example of how this could work is given below:

#### **Meeting One – (One Day) 'Meet the sponsor, define the scope, start the work'**

This meeting could have the purpose of:

- Sponsor Q&A, 'What can we all do to demonstrate the application of these values in Harrow?'
- Input from Roffey Park's management agenda research – How do corporate values get successfully implemented?
- Reviewing what the culture change/values development process has taught us so far
- Defining a series of personal and team actions to explore and demonstrate the application of these values in practice across Harrow
- Individual action plans



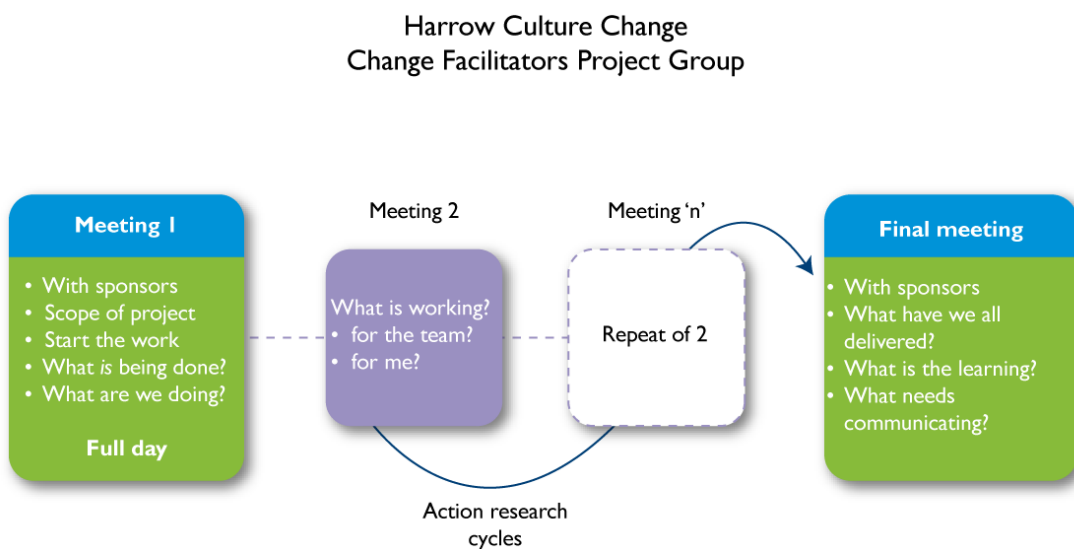
## Meeting Two – (Half Day – one month later) – What have we done?

- Report back:
- What's the good news?
- Where's the challenge?
  - For the team
  - For individuals
- How do we act as examples for change?
- Next steps

This step could be repeated up to 6 times – and could be facilitated by a Roffey person, or by someone from the Strategy and Improvement team, with some support from Roffey.

## The Final Meeting

- Report back to Sponsor – what has been delivered (according to values)?
- Sponsor reports back – what have I delivered (according to values)
- What's the learning for LBH?
- What do we communicate to the rest of the organisation and our external customers?



This is one example of a possible design that could engage the energy of the Large Group Event of the 20<sup>th</sup> June and provide practical, personally meaningful outputs that as stories will have a positive impact around the organisation, continue the process of culture change and provide positive messages of progress for customers and staff alike.

## **Longer Term Milestones – building on whole system approach**

We recognise that LBH requires a way of building on this work and evaluating its success in the longer term.

This raises a number of questions that will need monitoring to reach our goal for 2012. These include:

- How do we measure where people are in relation to the values?
- How do we measure how far down the change journey LBH has come?
- How do we keep the energy and momentum for change going?

To that end, we would like to consider with you a set of possible initiatives to help us address these questions on an ongoing basis.

- Using the change facilitators as a project group to help monitor the application of values and lay down some benchmarks, as above
- Using their expertise and experience in another Large Group Event – this could be an annual event, between 2009–2012. The purpose of these ongoing LGEs will be:
  - To review where we've been and how were doing against the change plan
  - To share and celebrate pockets of achievement across LBH
  - To build further energy and momentum for the next phase

This type of approach would speak directly to the value of 'one council', strengthening teamwork and collaboration right across the LBH system. During the course of year individual teams will be involved in various activities and initiatives to move the change agenda forward. This will be their one opportunity to bring the whole Harrow system together and ride a bigger wave of change.

In summary, we see the ongoing integration of these values towards culture change as involving two key groups. The first will be the CLG and how they role model this application. The second will be through the change champion group, and their developing role in monitoring, modelling and facilitating this process. Ongoing conversations between these two groups will be an important opportunity for the application of the values in itself. This will require skilful facilitation, which we Roffey can initially provide, with the aim of leaving this expertise in house within LBH.

## **Appendix 2**

### **Roffey Research "Management Agenda**

What do employees want/expect from leaders?

The following is a small sample of the many comments in the Management Agenda regarding what people want to see from their leader. It is by no means a complete list.

#### **Direction**

- To know the direction of the company and help steer it
- To shape and communicate responsibilities
- Decision-making
- Outline strategy
- Culture
- Taking a long range perspective
- Consistent messages

#### **Being able to motivate**

- Trust
- Innovation/creativity
- Able to empower
- Fairness
- Inclusiveness
- Interest
- Positive reinforcement
- Appreciation for work done
- Facilitating outcomes for others
- Coaching and motivational skills

#### **Consultation/ involvement**

- Clarity of purpose, vision and involving people in selling the vision
- Engagement of people in delivering the vision
- Information
- Open communication
- Clear goals communicated to all in a tangible way
- Ability to handle the political interfaces

### **Treating people as adults**

- Respect for staff
- Respect for differences
- Understanding
- Space to deliver

### **Development**

- Develop capability at all levels
- Support for staff
- Able to delegate effectively

### **Role modelling**

- To work together
- Inspiration
- Consistency
- Openness and honesty
- Integrity
- Humility
- Compassion
- Commitment
- Moral courage
- Courage to tackle difficult issues
- Willingness to take risks
- Improved leadership behaviours – particular areas are: praise and learning culture, taking responsibility, owning the vision, giving and receiving feedback
- Dependability

### **Leading for sustainable high performance**

The following ideas about how leaders can help create meaning and the conditions for high performance are drawn in the main from the Management Agenda.

Leaders at the top of organisations need to be able to create a shared sense of purpose and direction which engages people and captures their energy and imagination. For Jim Collins (2002), this involves what he calls the 'hedgehog' concept (because the hedgehog survives by knowing only one big thing). This is where leaders focus the corporate effort on what they feel passionately about, what they can be the best in the world at, and what drives their economic engine. The best visions derive from where these three factors intersect. Collins suggests that organisations aspiring to greatness should preserve the core values, but continually change goals, strategies, culture and operating policies, as circumstances warrant.

Leaders need to communicate a clear imperative and vision for change, set clear objectives and identify the priorities for the year. They need to be able to lead courageously, having a strong value base from which to draw. They need to be more visible at all levels, using two-way communication, especially face-to-face, rather than relying on email. They need to show that they can listen. They need to lead by example and safeguard their credibility by acting in ways consistent with what they recommend for others. They need to overcome resistance and build commitment to the changes to be implemented by involving people meaningfully in the change, giving them a sense of control and managing their available capacity.

They need to be willing and able to influence others and inspire others, showing commitment and enthusiasm. They need to be optimistic and positive, yet be able to empathise with people who may feel differently. "The leader's subtle use of language may also be a factor in determining his effectiveness, both in enhancing his credibility and in managing the influence process" (Pondy, 1978).

Jim Collins (2002) talks of the difference between the leaders of 'great' as opposed to 'good' companies, is that what he calls 'Level Five' leaders are incredibly ambitious, not for themselves but for the institution. This ambition manifests itself in a paradoxical blend of personal humility and a professional, almost maniacal will.

Leaders need to have high expectations of colleagues and empower individuals. They need to be able to influence the organisation's climate so that it becomes motivational, purposeful and constructive, as well as enjoyable. They need to establish expectations for individuals, allow delegated decision making and give people freedom to act. They need to focus on developing the culture – on championing practices which foster innovation, knowledge creation, team working and continuous improvement. They need to consult and involve people at all levels.

They need to see employee development as a priority. Management Agenda respondents want greater transparency; for managers to be more open, honest and consultative; to provide a clearer direction and steer.

Leaders need to champion change, having a set of beliefs about what makes change successful.

Leaders need higher degrees of adaptability than others. They need to be resilient and able to cope with the stresses of their role. They need to demonstrate how to manage change effectively. They need to respond effectively and sensitively to employees' personal concerns, in order to secure lasting commitment. They need to tackle cultural misalignments, which are reflected in the conflicts and inconsistencies in the culture and can create barriers to lasting change. They must develop clear protocols for dealing with conflict, asking tough questions and initiating the 'straight talk' needed to open up dialogue. They need to provide regular feedback to drive accountability, maintain momentum, increase confidence and stimulate learning.

Leaders need to monitor employee attitudes and morale, as well as how the organisation is functioning. In many organisations, conflict between groups and individuals is an everyday occurrence. This is often because people feel strongly about something but have few outlets to exercise influence other than by 'digging their heels in'. Where there is contention, leaders should not see this as a threat but aim to harness the positive of power of conflict. Leaders should focus on problem identification and problem solving in reporting relationships, communication patterns, decision-making procedures, accountability system and the reward system, ironing out inconsistencies and dealing with the root cause of perennial problems. In improving the organisational climate, they should deliberately include people who are feeling disaffected, as well as those who are feeling satisfied with the current climate, so that key issues are surfaced. They should push for visible results. In the context of these key leadership tasks, 'emotional' and 'spiritual' intelligence and strategic leadership are essential. Leaders need to learn more

about themselves and others, and improve how they use their knowledge of themselves and their organisations. As Mindell (1992) points out, it is imperative for successful leaders to work with the natural energy of their followers that arises from changing moods, tensions, emotions, roles and time spirits. The narrow path that the leader must follow is a path that the followers themselves create and can accept, and leaders need to realise that the energy of their followers cannot be completely controlled or predicted.

## **Developing leaders**

Given their key role in building a change-able, high performance culture, leaders should be nurtured at all levels in the organisation. According to John Kotter (1995), the transformational leader ensures that the next generation of top management embodies the new approach. Similarly, the 'visionary' companies described by Collins and Porras are all careful to institutionalise their ideologies in various ways. They tend to select people for their organisation who share similar beliefs and to grow their own and have well-developed succession planning.

Investing in leadership development should be seen as a critical activity. Typical processes include formal or informal training, mentoring, work shadowing, performance reviews, executive coaching, task forces, and the use of 360 degree feedback. Feedback processes are an effective way of helping leaders to 'walk the talk' on values. Increasingly too, executives appear to be turning to one-to-one coaching so that they confidentially explore their own development and think through their organisational strategy.

Marriott Hotels recognises the importance of developing its senior managers. All are expected to complete 40 hours training off-site each year. For example, departmental managers are encouraged to attend a three-day service leadership programme which is about how they manage their priorities as managers and in individuals. It is a holistic programme that encourages them to focus on their work, personal and spiritual lives.

Given that the leadership skills required at one stage of an organisation's life cycle may be different from the skills required at another stage, according to Hunt et al (1988), it is essential that leadership skills be reviewed regularly.

## **Developing leadership teams**

Management Agenda respondents expect their leadership groups to act as a team, taking a more collegiate, corporate approach. The UK Chartered Institute of Management's leadership research found that, for long-term success, the company needs to depend on the whole leadership team, not just the CEO, because it has a broader reach into the company.

It is therefore important that executives see their own development as a team as a strategic priority.

Researchers found that the best teams, rather than focusing on team-building as an end in itself, focus on business-performance issues first, and only after the event do they reflect on the manner in which they did it, so discovering how they function as a team. It can be helpful to use the services of a credible facilitator who can help executive teams manage their decision-making process.

Reference:

Linda Holbeche and Nigel Springett: *'In Search of Meaning in the Workplace'* (Roffey Park, 2004)