



Leadership development in Statistics Norway

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2	Statistics Norway's point of departure
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22.09.2010



What is leadership?

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The challenge:

How Can We Train
Leaders If We Do Not
Know What Leadership Is?
Richard A. Baker, Human
Relations, 1997



Leadership – a definition

- Leadership is formed by its context
- Leadership happens between people
- Leadership aims to create value

”Leadership is to create results through others.”



Scandinavian leadership

Main characteristics:

- Respect for the individual
- A holistic, humanistic and value based approach with a multiple stakeholder focus
- Flat and non-bureaucratic organizations with a high degree of devolved responsibility and accountability
- Trust, care and concern as key values



Leadership in Statistics Norway

A leader in Statistics Norway...

- **implements the strategy**
 - Has extensive knowledge about changes in society, listens to users' needs
 - Maintains an ongoing dialogue within the organisation on the future of Statistics Norway
 - Implements and follow up the strategy by setting clear and specific goals
- **stimulates innovation and improvement**
 - Facilitates continuous improvement of products and processes
 - Modernises operations and is open to developing new solutions
 - Carries out changes in a transparent way and encourages involvement
- **takes responsibility for the whole**
 - Prioritises coherence and a global perspective
 - Facilitates mobility, information sharing and communication across departments and subject areas
 - Strengthens national and international collaboration
- **develops expertise**
 - Recruits and builds the right expertise
 - Supports the professional and personal development of employees and delegates work
 - Creates arenas for sharing of experiences and joint development of expertise
 - Is professionally updated without having to be the leader in the field
- **treats employees as individuals**
 - Is available and gives clear feedback
 - Is reliable and predictable in his/her leadership
 - Prevents and deals with conflicts constructively
 - Is gracious and stimulates involvement





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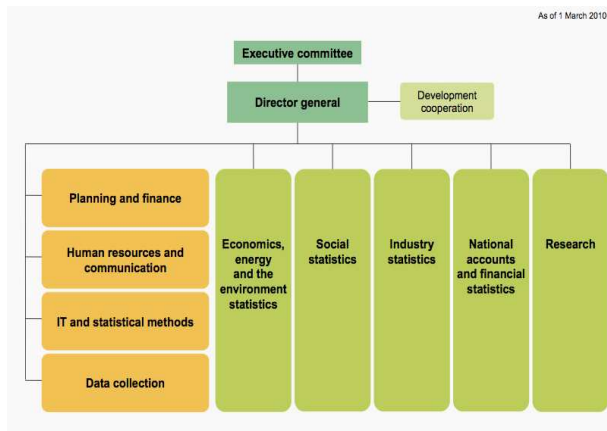


Objective for the programme:

A common platform for leadership in Statistics Norway, and a stronger focus on leadership as a discipline.



The target group



- All managers in Statistics Norway (ca. 55)
- Many have been with Statistics Norway for a long time
- Some very experienced managers, some new managers!



Statistics Norway wanted a program that...

- ...results in sustainable change
- ...is linked to Statistics Norway's leadership principles, strategy, and special characteristics
- ...creates a common platform, but also meets individual leader's needs
- ...uses relevant challenges as a starting point, and provides skills that can be used in every day life
- ...takes into account the subject matter expertise of Statistics Norway's managers, but also challenges the leader's role
- ...challenges and engages our leaders
- ...provides arenas for reflection on leadership
- ...cooperates with us, and does not present the "conclusion" to us



Reflection!

Talk to your neighbor:

- How do you perceive the Statistics Norway program objectives?
- Which of these are relevant for your organization?



Ownership of the program

Top Management owned the program – supported by HR!

- Timeline** Processes for ensuring ownership:
- Aut 2007 • Needs analysis by HR
 - May 2008 • Choosing co-operation partner with top management involvement
 - Aug 2008 • Top Management feedback round on program elements
 - Jan 2009 – Jun 2010 • HR and Top Management active in planning and delivery of all seminars





Delivery team

- 3 HR consultants from Statistics Norway, 5 consultants from AFF
- Internal consultants contributed mainly with knowledge about policies, culture, and recent developments
- External consultants contributed mainly with pedagogical design and expertise concerning leadership topics
- Integrated delivery: “Stronger together” and knowledge transfer

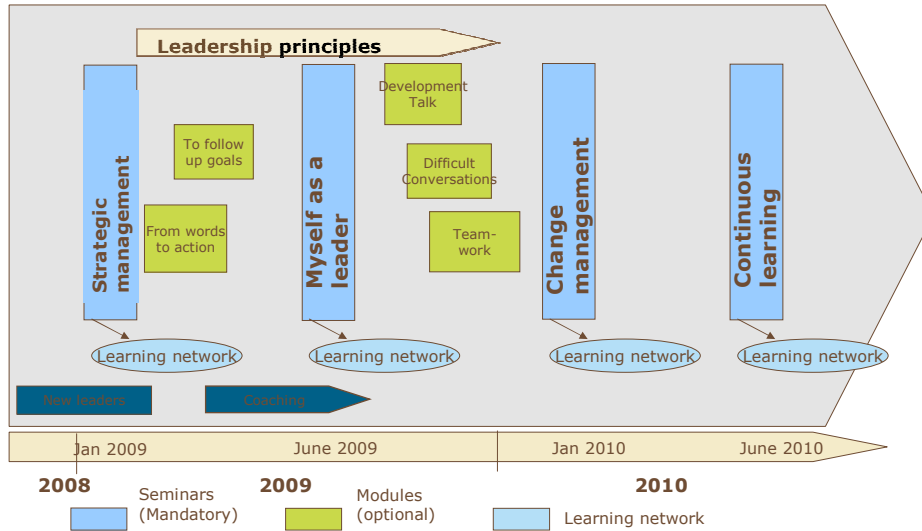


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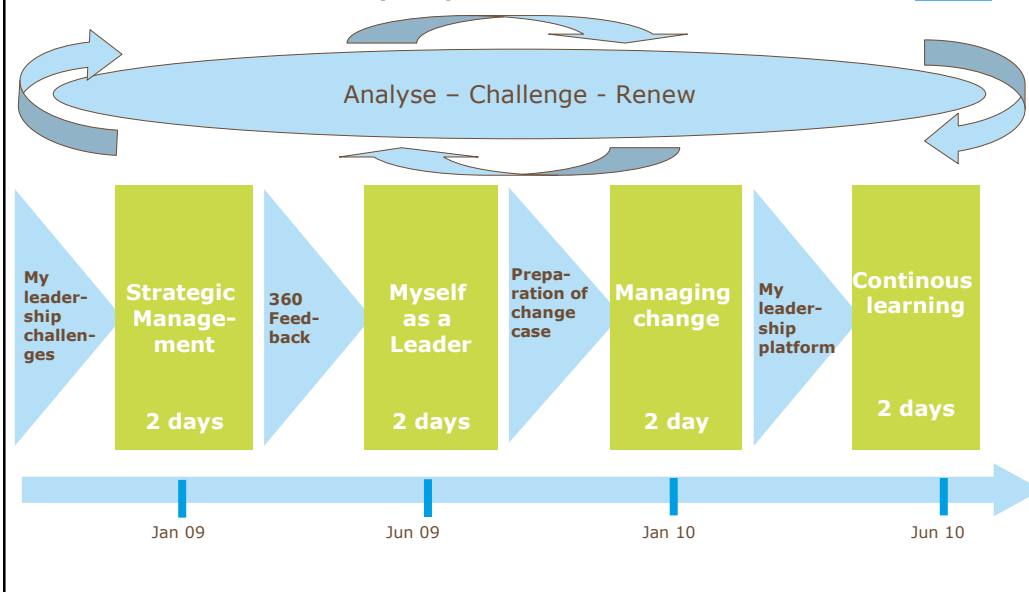
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Program overview

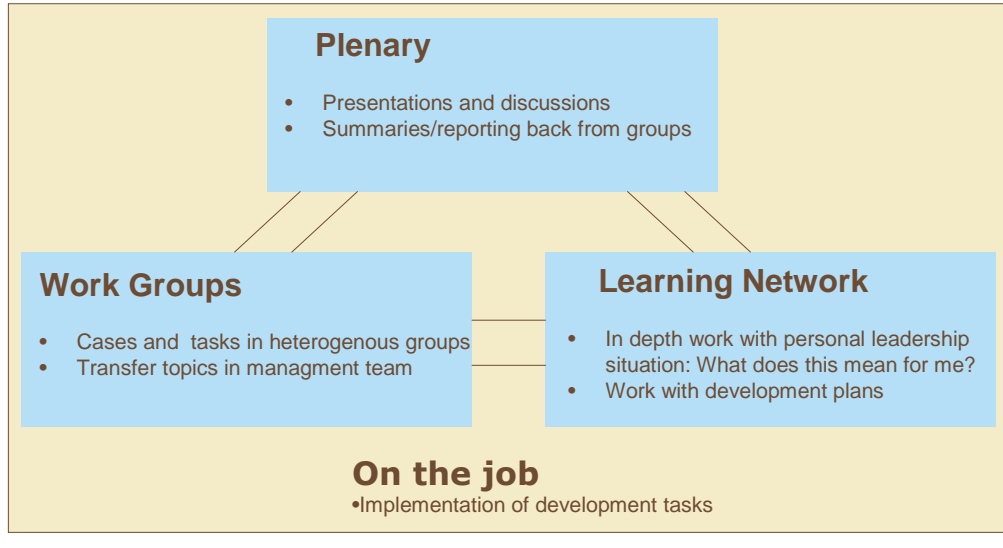


Seminars and preparation





Arenas for learning and development



Seminar 3 – example

Tuesday, January 26 th	Wednesday, January 27 th
10:00 Welcome and agenda 10:15 Models in Change Mangement (AFF) 11:15 Change Processes in Statistics Norway (Øystein)	08:30 Morning reflection 08:45 Idea "bank": What and how can we contribute? 10.30 A Change Story – for Inspiration (Tolldirektør Bjørn Røse)
12:15 – 13:15 Lunch	11:30 – 12:30 Lunch
13:15 Exercise 13:45 Interpreting Statistics Norway's Change Processes in MTs 15:45 People in Change Processes – Introduction and reflection in MTs 18:30 End of Day 1	12:30 Communication Exercise 13:15 Communication in change – input and planning 14:45 Summary and evaluation 15:15 End of Seminar
19:30 Dinner	15:30 Departure



The red thread...



... weaving the leadership development carpet by linking backwards and forwards and making the red thread visible!



Training modules

Training modules have been an optional supplement to the obligatory seminars.

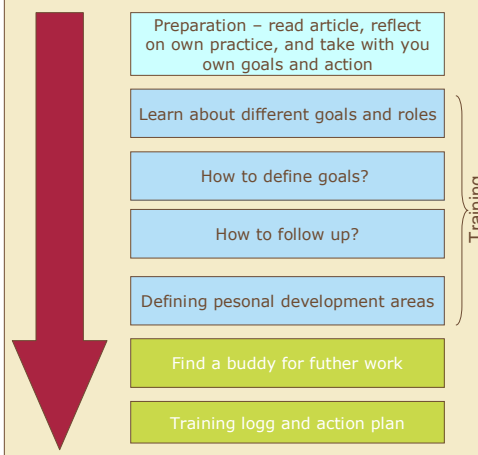
Based on individual development needs 1-day trainings were offered.

Topics included:

- From words to action
- Personal development talks
- Difficult conversations
- Building your team
- Setting goals and following up

Example

Goalsetting and follow up





Reflection!

Talk to your neighbor:

- How does this compare to leadership programs that you have been part of?
- What is similar? What is different?
- Your evaluation?



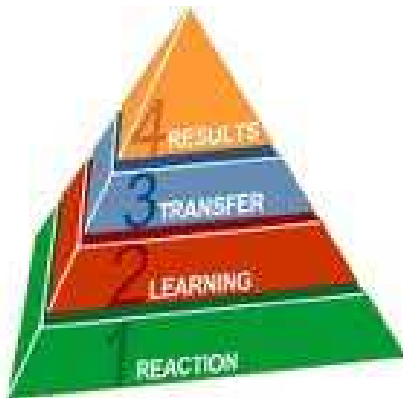
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Evaluation model

Kirkpatrick, 1998



4. Results - the effects on the business or environment resulting from the trainee's performance /application

3. Transfer/behavior - extent of behavior and capability improvement and implementation

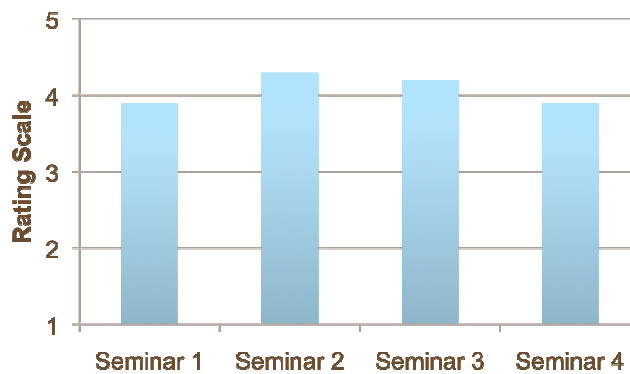
2. Learning - the resulting increase in knowledge or capability

1. Reaction - what they thought and felt about the training



Quantitative evaluation of seminars

How much value did you get out of the seminar regarding your leadership?



Rating Scale: 1 = Little or no value, 5 = Great value



Qualitative evaluation of seminars

- Learning Network added most value
- Good mix between theory, reflection and tasks
- Relevance through work with Statistics Norway's cases and topics
- Not all elements "hit home" with all participants
- Sometimes design "too ambitious" – too many elements, lack of depth
- Some participants want to be challenged even more



An example for implementation

Seksjonssjef Elisabetta Vassenden:



1. Mellom samling 1 og 2 fikk dere ledere i oppgave å jobbe med implementering av strategi i egen enhet. Hvordan valgte du å løse denne oppgaven?
I første omgang fortalte jeg litt om samlingen og om oppgaven til mine medarbeidere på ett av våre ukentlige informater. Så fikk gruppelederne i oppgave å drøfte sammenhengen mellom SSBs strategi og gruppas arbeidsoppgaver. Hver gruppe la så i etterkant fram sitt arbeid på et seksjonsmøte.

2. Kan du si litt mer om måten de ulike gruppene valgte og løste oppgaven på?
Jeg synes det var artig å se at hver gruppe løste oppgaven forskjellig, samtidig som at alle løste den godt. Hver gruppe kom med sitt perspektiv på egne oppgaver i forhold til strategien. Jeg oppfatter perspektivene som spesielt relevante og matnyttige for nettopp de utfordringene som hvert fagområde har. Noen tok i bruk klistrelapper og flipover og innledet gruppeprosessen med en brainstormingfase.

3. Hva synes du har vært utfordrende med denne oppgaven?
Det viktigste er å forankre strategien i organisasjonen, slik at vi alle kjenner det store bildet så godt at vi vet nøyaktig hvordan våre arbeidsoppgaver knytter seg til det store bildet. Det skjer veldig mye prinsipielt innenfor helsestatistikken akkurat nå. Det er nå viktigere enn noensinne å kjenne godt til SSBs strategi som må være ledestråden som løser oss gjennom problemstillinger om helseregistre, nye rettsakter, forskriftsendringer og rolleavklaringer. Utfordringen blir da at oppgaven blir oppfattet som matnyttig av de som blir involvert i oppgaveløsning, fordi uten denne opplevelse blir det mindre forankring.

Example for follow up and communication of implementation task:

Manager Elisabetta reports about the strategy work in her management team



End of seminar evaluation: Most important lessons learned

Participants said that they experienced personal and professional development

Concrete results:

- Leadership principles as lasting value
- Concrete help from personal coaching (learning networks and individual)
- Better understanding of on own role and leadership platform
- Inspiration and strengthening leadership as a discipline

... and for HR consultants: Significantly increased demand for their services!



... and the ultimate question:

How much improvement was there in the day-to-day leadership in Statistics Norway?

We do not know, yet.



What are your questions and comments on Statistics Norway's leadership development program?

