Leadership development in Statistics Norway

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What is leadership?
The challenge:

How Can We Train Leaders If We Do Not Know What Leadership Is?

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 follows 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
  – Priorities 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 higher 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!

Processes for ensuring ownership:

• Needs analysis by HR
• Choosing co-operation partner with top management involvement
• Top Management feedback round on program elements
• HR and Top Management active in planning and delivery of all seminars
Delivery team

- 3 HR consultants form 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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Arenas for learning and development

Plenary
- Presentations and discussions
- Summaries/reporting back from groups

Work Groups
- Cases and tasks in heterogenous groups
- Transfer topics in management team

Learning Network
- In depth work with personal leadership situation: What does this mean for me?
- Work with development plans

On the job
- Implementation of development tasks

Seminar 3 – example

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<th>Tuesday, January 26th</th>
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<tr>
<td>10:00 Welcome and agenda</td>
<td>08:30 Morning reflection</td>
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<tr>
<td>10:15 Models in Change Management (AFF)</td>
<td>08:45 Idea “bank”: What and how can we contribute?</td>
</tr>
<tr>
<td>11:15 Change Processes in Statistics Norway (Øystein)</td>
<td>10:30 A Change Story – for Inspiration (Tidligere direktør Bjørn Rase)</td>
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<tr>
<td>13:15 Exercise</td>
<td>12:30 Communication Exercise</td>
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<tr>
<td>13:45 Interpreting Statistics Norway’s Change Processes in MTs</td>
<td>13.15 Communication in change – input and planning</td>
</tr>
<tr>
<td>15:45 People in Change Processes – Introduction and reflection in MTs</td>
<td>14.45 Summary and evaluation</td>
</tr>
<tr>
<td>18:30 End of Day 1</td>
<td>15.15 End of Seminar</td>
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<td>19:30 Dinner</td>
<td>15:30 Departure</td>
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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

Goalsetting and follow up

- Preparation – read article, reflect on own practice, and take with you own goals and action
- Learn about different goals and roles
- How to define goals?
- How to follow up?
- Defining personal development areas
- Find a buddy for further work
- Training log and action plan
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?
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

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**Quantitative evaluation of seminars**

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

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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

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 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?
Thank you for your attention!