

"You change the culture of an organization by changing the behavior of its leaders"

***"Excellent management and leadership support for putting
change management into practice successfully
– Why, What, How & Results"***

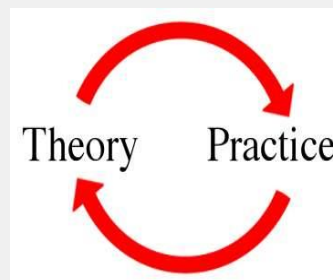
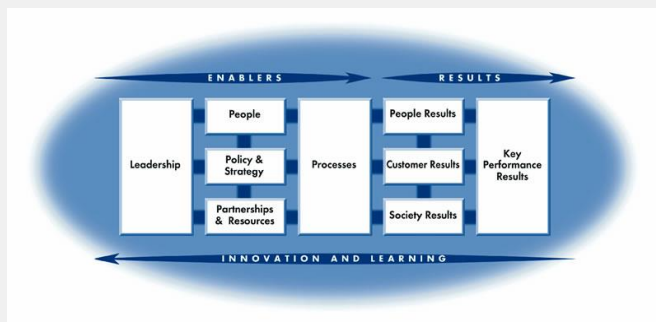
Theme: Change management

HRMT Workshop:

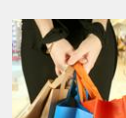
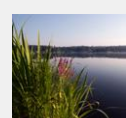
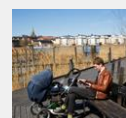
Modernising statistics

how to get there?

October 2014 in Geneva.



**Martin Lagerström Executive Coach
Statistics Sweden**



Agenda

Why

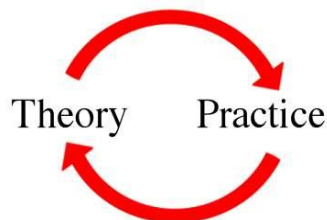
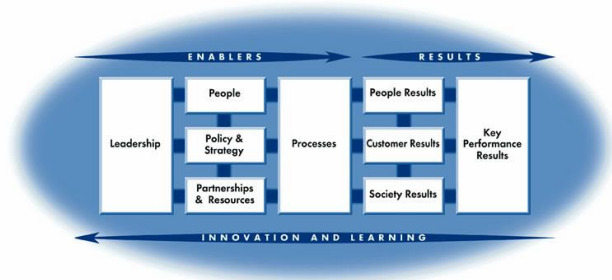
What

How

Benefits

Paper (65 pages) in 10 minutes – three things

- 1. Effects/Results- five levels**
- 2. Content – tailor-made for excellence**
- 3. Paper many stakeholders besides top-management and managers**



“Where facts are few, experts are many” Unknown



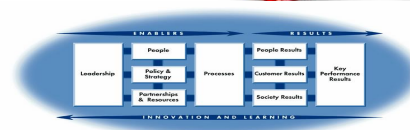
Why

Why in short 2013-2020

2020



Excellent
Management
Excellent
Leadership



2013



“All change is about knowing where to go and where you are right now, and then find approaches that take you where you want to go with good results”

Statistiska centralbyrån

Statistics Sweden



istiska centralbyrån
Statistics

**Management and leadership
program for aspiring managers**
- 20 days excl. training

1



**Management and
leadership program for
new managers**
- 20 days excl. training

2

**Management and leadership
programs for department
managers**
- 10 days excl. training

3

**Management and
leadership support for
managers**
- continuous

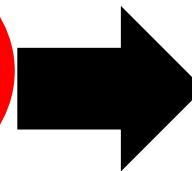
4

*"Goals are dreams with
fastforward moving legs"*



START

What



Tailor-made EFQM & Other
Management competence
Leadership competence
Evidence-based approaches
Breadth and depth
Practical usability
Criteria EFQM RADAR
Movies and e-learning



How

Statistics Sweden

Statistiska centralbyrån

What are the differences between excellent management and excellent leadership ?

What characterizes managers in excellent organizations?

What characterizes leaders in excellent organizations?

What competence traits and behaviours are important?

What does all this mean with respect to leadership? Management ?

Which do we have?
Which do we need?
Which are most important?

What kind of evidence-based approaches exists?

How does our managers learn to apply them successfully in their daily operation (and life)?



"Always begin with the end in mind" Stephen R. Covey

How has the content been developed?

EFQM Excellence Model & other Excellence modalities/approaches

Evidence-based approaches – Management and Leadership

Five decision criteria

What How Results

Five levels of evaluation - Results

"Where facts are few, experts are many" Unknown

1. Reactions.

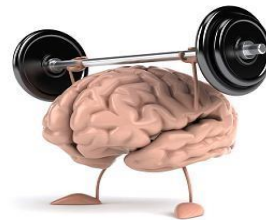


So What? 1

2. Learning/Insights/Strengths.



2
Knowledge



3. Applications.

put
into
Practice



3
Knowledge to Skills

4. Results



4
Skills to Abilities
& Outcomes

5. Return-on-Investment (ROI)



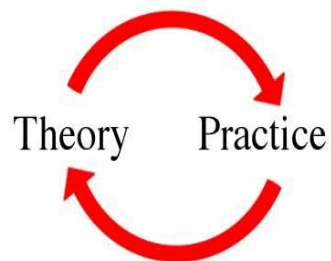
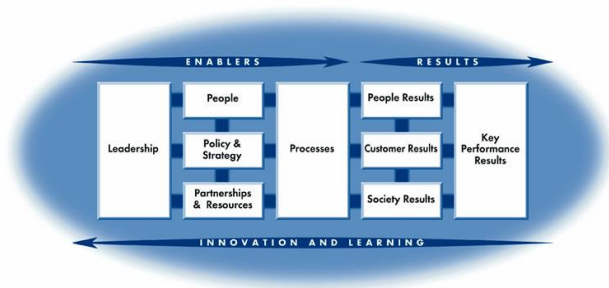
5
Costs vs Benefits

"To avoid criticism say nothing, do nothing, be nothing." Aristotle

February 1, 2012

“All change is about knowing where to go and where you are right now, and then find approaches that take you where you want to go with good results”

Thank you!



“The number of management and leadership principles you know (breadth) and how well (depth) you know and apply them determines your outcomes for yourself and your stakeholders” Unknown

“Where facts are few, experts are many” Unknown

Appendix to presentation

Results – ppt-time if questions
More detailed results, ROI-estimates etc.
could be found in the paper



Examples outcomes

Benefits

“ Knowledge without application brings no profit” Unknown

Reactions – the first level

- Our aspiring and new managers are **very satisfied** with **the whole programs and each of its sessions** according to received PM, LISTA and other evaluation material. It is very satisfying reading to observe the high energy and ambitious level from all aspiring and new managers. **Especially satisfying is that most of them have applied their learning in so many different and fruitful ways.**
- The participants attitudes towards both towards the program, trainers and especially to coach, train and use each other (**their network**) with the **basic principles from professional business, leadership , group and team coaching** was **highly appreciated** by all participants. They still use each other as support after the programs



Examples outcomes

Benefits

Learning/Insights/Strengths – the second level

- The second level **measures knowledge** acquired by participants and **the first transition to skills** from the programs. **Our findings are definite here** that the participants gained many new insights, learning and acquired new strengths and development areas regarding themselves and others. The material is especially clear how they experimented and used the different approaches included in the programs at their unit and/or department, and even in their home (cross-training).
- The results also reveals that **the network of aspiring and new managers have met frequently and use the approaches to** coach each other both during and after the programs.
- The material illustrates how it have deepen their learning, insights and strengths and confidence to **experiment and use the approaches from our programs both at unit, department and organizational level.**

“To be a master of leading others, you must first be a master of leading yourself”



2

Knowledge



Examples outcomes

Benefits

Applications – the third level

- The third level measures is very important as it **measures the degree of application of approaches learned** in our support.
- It is a **first measure if knowledge has started its transition to skills.**
- The evaluation shows **very impressive results** when it comes to applications of the included approaches.
- In fact, applications have been done both during the programs and strategies been developed for application after the programs.
- **Section 6.2. & 6.3 Integrated outcomes in the report gives you some examples**

“Knowledge without application brings no profit” Unknown

put
into
Practice



Knowledge to Skills

3

Examples outcomes

Benefits

Results – the fourth level

- The fourth level **measures the short and long-term results from applying the included approaches** from different perspectives. It is a first measure of abilities. Abilities is a set of skills so integrated in yourself that you can apply it without thought.
- The third level **also tries to assess the impact of learning on organizational results**
- Our results clearly shows direction of possibilities and potential to meet future challenges facing all authorities such as e.g. **increased productivity , effectiveness and efficiency** etc.
- **Several examples are presented in the paper.**

“In strategy it is important to see distant things as if they were close and to take a distanced view of close things” Miyamoto Musashi

4



Skills to Abilities & Outcomes

Examples outcomes

Benefits

Statistics Sweden

Statistiska centralbyrån

- **5. Return-on-Investment (ROI) – the fifth level.**
- The fifth level concerns more comprehensive, reliable and valid measurements of the cost/benefit-ratio. Both the tangible and intangible sides of the costs and benefits should be included.
- The reason why better measurements or ROI-methods is important to a business or a government agency is because of the existence of risks and opportunities. It is also needed according to our management system e.g. RADAR-framework.
- **Six levels of ROI- methods are presented in the report – from no at all to excellent.**
- We reside at stage 1 (the lowest)

"What can be measured can be managed, and what gets managed gets done"



More examples outcomes

Benefits

Statistics Sweden

Statistiska centralbyrån

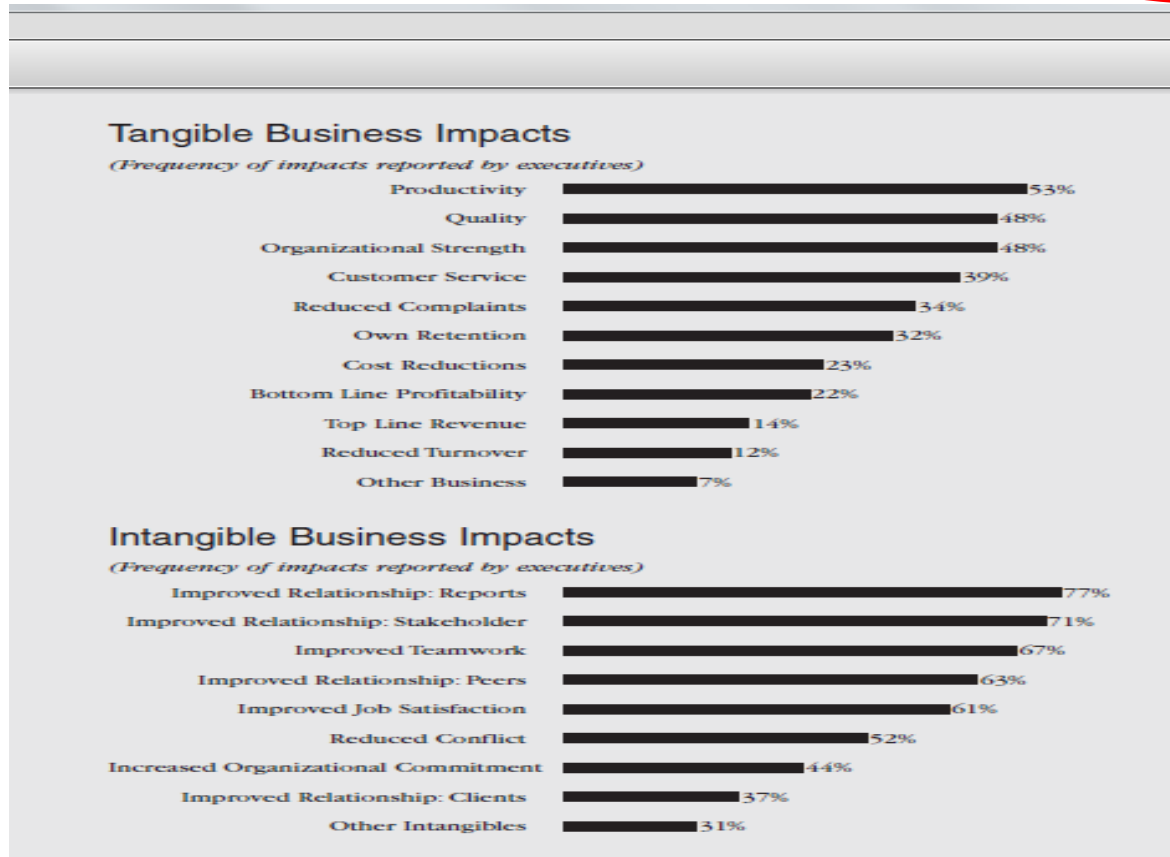
- For more information about the content in our management and leadership support and how it meets the criteria in the EFQM-RADAR framework, see chapter 4
- More information about the five levels of evaluations, see 6.2 in the report
- Examples of integrated outcomes from the whole program according to the five levels, see 6.3 in the report
- Examples of ROI-estimates outside and inside our organization, see section 6.4 in the report

“The number of management and leadership principles you know (breadth) and how well (depth) you know and apply them determines your outcomes for yourself and your stakeholders” Unknown

Business, management & leadership coaching programs

ROI = at least 6:1 – very effective

Benefits
Business, Management and
Leadership
coaching



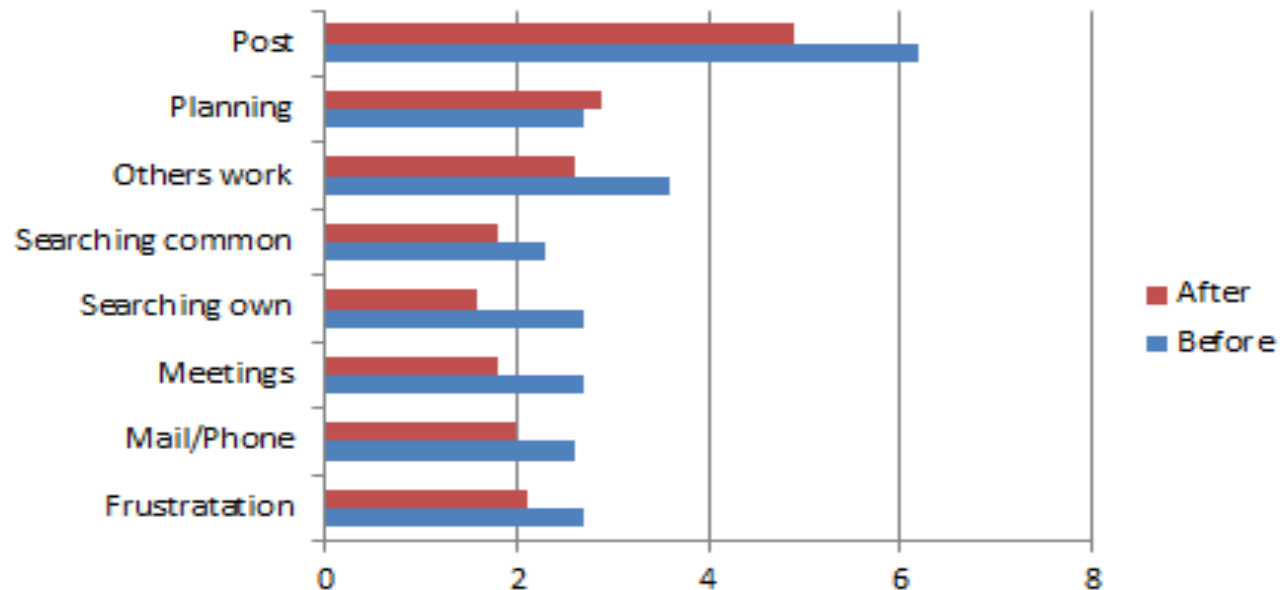
“The aim of evidence-based executive, business- and leadership coaching is sustained cognitive, emotional and behavioral changes that facilitate goal attainment and performance enhancement for managers, either in their profession, and/or personal life”

Examples of Lean-studies outside our organization Lean5S

Sample
Benefits
Lean

Lean study 4 335 participants

Time: + 6 hours per person and week!



"If you chase two rabbits, both will escape." Unknown

Example Lean 5S within our organization

"Managers meetings"

Sample
Benefits
Lean

Lean
"5S and meetings"



Time in meetings: 40 %
Quality meeting 27 Q: High
Savings: : SEK 2.7 Million



Time in meetings: 50 % (not before/after included)
Quality meeting 27 Q: Very low quality
Costs: SEK. 27 Million per year

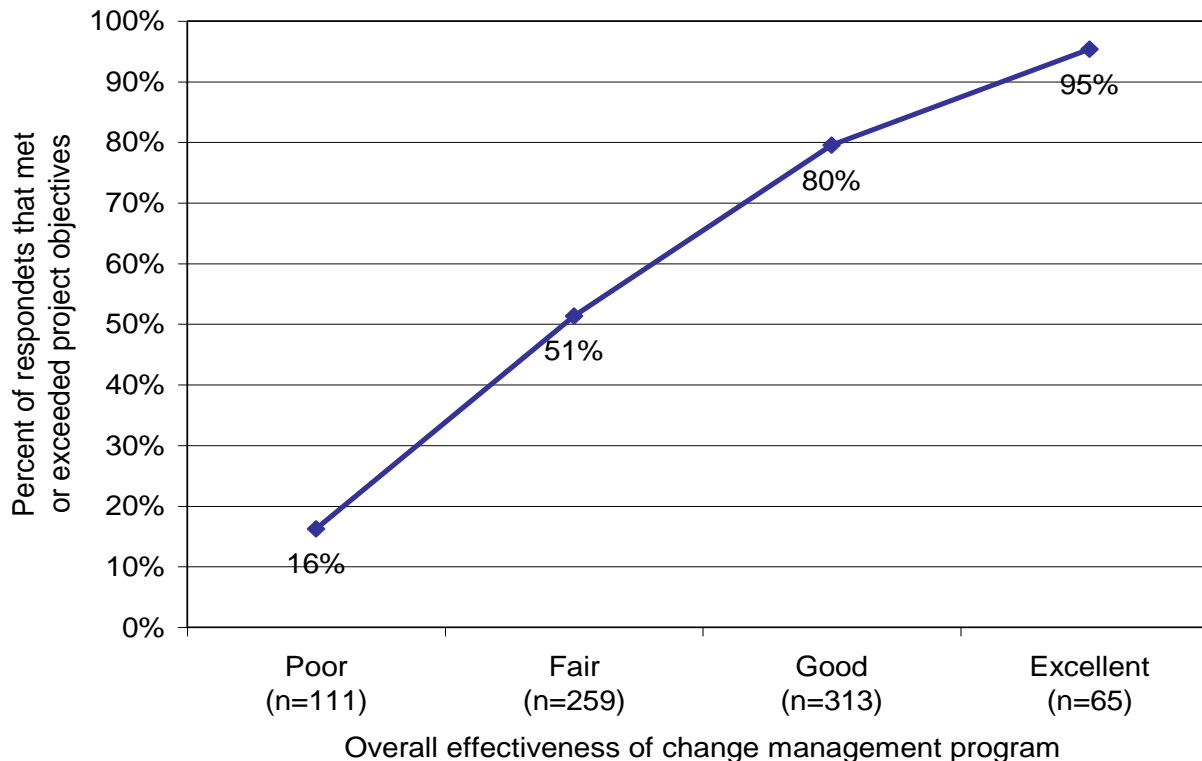
"If you do not change direction, you may end
up where you are heading" Lao Tzu

Benefits Change Management

Why? What? Who/Whom? How? Benefits?

**Benefits
Change Management**

Correlation of change management effectiveness
to meeting project objectives



Notice:
Other skills needed!
Management
Leadership

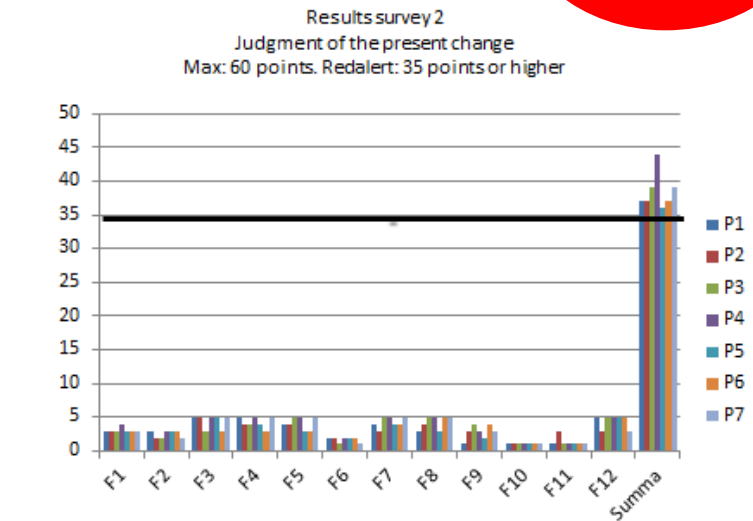
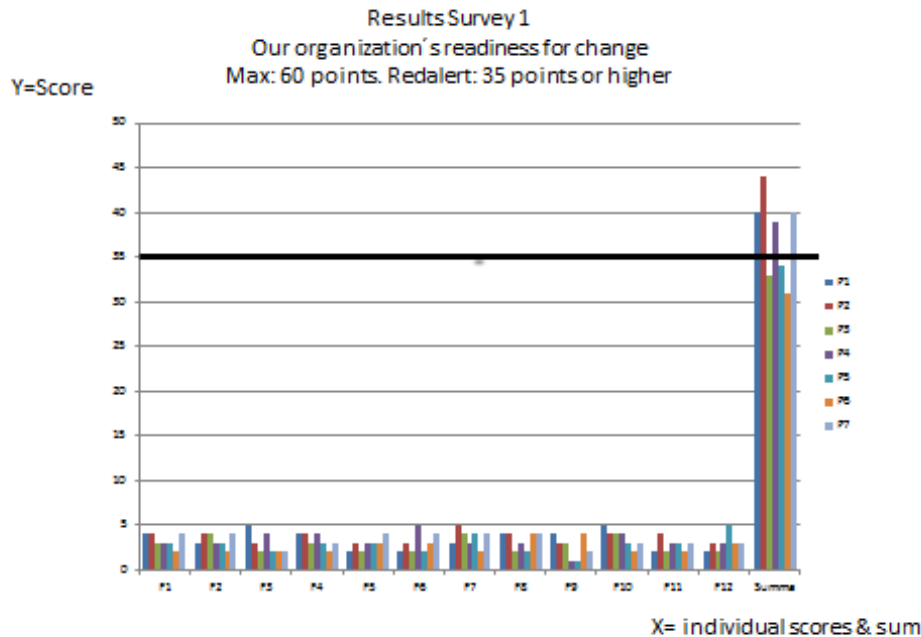
© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report

Research data (Prosci) that covers approximately 3 000 organizations from 65 countries, with 6 studies over the last 12 years. This is impressive compared to other approaches that exists on the market regarding change management

Example Change Management

Department manager and unit managers

Sample
Benefits



February 1, 2012

February 1, 2012

14

Example of questions in the survey 1 "Readiness for change"

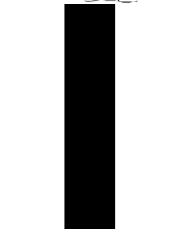
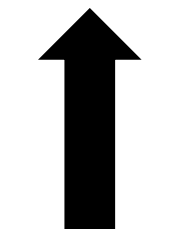
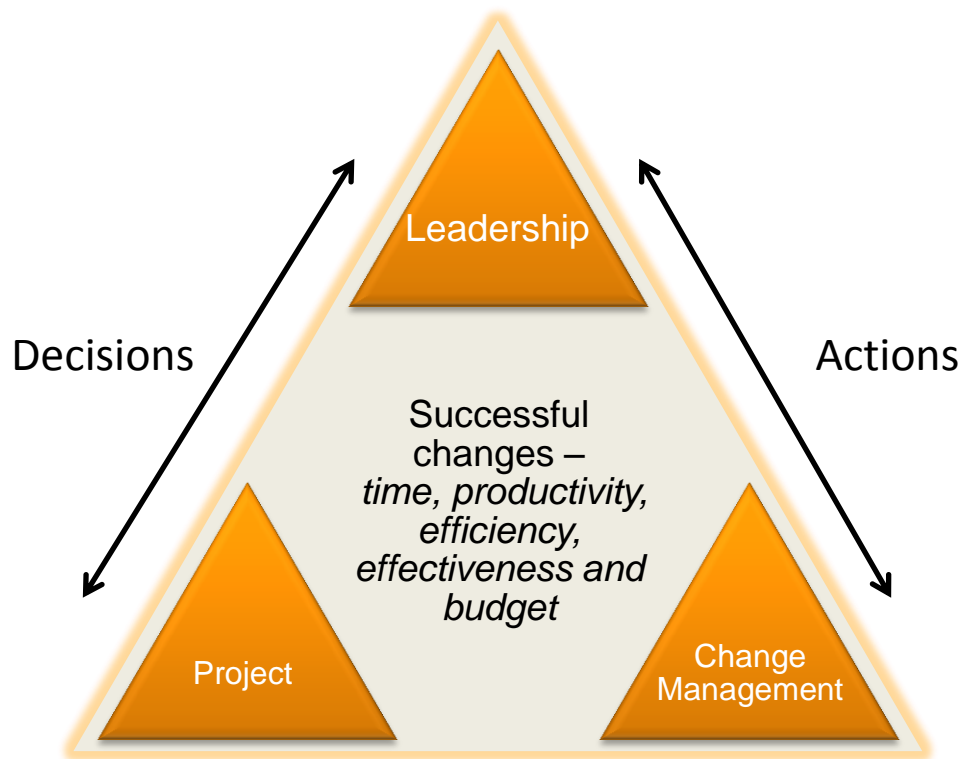
- Are managers aware of the need for change?
- Are employees aware of the need for change?
- How have past changes been perceived by managers & employees?
- How much change going on in your organization?
- Etc

Examples of questions survey 2 are:

- What proportion of the organization is subject to change?
- How responsive is the organization for change?
- How good skills has management to lead change?
- How many employees are affected by the change?
- Does this change affect different groups in different ways?
- To what extent is the change about changes in work roles and responsibilities?
- Etc.

The most important issues?

"Action is the real measure of intelligence" Napoleon Hill

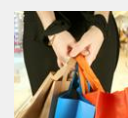
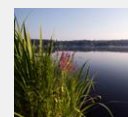
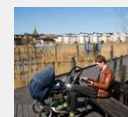


Why

Research data (Prosci) that covers approximately 3 000 organizations from 65 countries, with 6 studies over the last 12 years. This is impressive compared to other approaches that exists on the market regarding change management

Appendix

More about about
martin.lagerstrom@scb.se



In short

Results

Long experience in helping management teams, managers and leaders within both the private and public sector to transform management systems for excellence into practice with great results - both for the managers themselves, their employees, their operations, customers and key business results. He has also own experience in using related evidence-based management and leadership approaches successfully both as a manager (10 years), management consultant (6 years) and within elite-sports. Examples of results, see LinkedIn.

Educations, certifications

Three university degrees along with certifications and licensing in business and leadership coaching, mental training and various psychological leadership, group- and team processes that are tailor-made to develop organizations, operations, managers, leaders, employees, mental toughness, motivation, and/or groups to high performance teams. For more information, see next slide.

Relevant for this workshop

- Personal experience in applying management systems for excellence, change management and other related leadership skills into practice successfully both within private and public sector.
- Successfully developed a management system for excellence with related management and leadership skills involving four different but collaborating organizations. These outcomes have been verified many times in national and international reviews/auditing.
- His experience in the management system for excellence that he and a project group recommended for Statistics Sweden, and how to implement it. Since 2008 that system forms the basis for its journey towards excellence
- Especially relevant to this workshop are management systems for excellence and its relationship to the extensive management and leadership support he developed and launched 2013. The long term target (year 2020) is to achieve excellence when it comes to both management and leadership competence.

Overview

Achievements

- Excellent and measurable outcomes to different managers, leaders, co-workers, groups and teams, operations in private and public sector during the last 15 years
- My clients are better to tell what they have achieved in definite terms, see e.g. www.linkedin.com

Experience

- 16 years of managerial experience in the public sector – 10 years as a head at Statistics Sweden & 6 years as an executive coach
- 6 years of experience in the private sector as a management consultant to various managers, leaders, management teams etc.
- Over 15 years experience representing Sweden in international/national advisory-, experts, management and strategy groups as e.g. OECD, EU, UNWTO mm

Certifications

- Certified ICC International Executive Coach (ICC International Coach + ICC Team & Leader + (ICC/ABLC certified business-, management and leadership coach)
- Certified & Licensed Mental Trainer Practitioner, Mental Training Master (4 000 hours education)
- Certified DiSC Personality Profiles,
- Certified DiSC Coaching,
- Certified DiSC Group-and Team
- Certified DiSC Innovation & Teambuilding
- Certified Change Management, ADKAR/Prosci
- Diploma Business Intelligence
- Diploma Speed Reading, Learning & Memory
- Diploma e-learning Lectora Inspire & Camtesia

Self studies

- Extensive self-studies with respect to excellence models in many different subject domains . All applied with successful outcomes for different managers, leaders, businesses etc.. Examples of subject domains. personal achievements, business & executive coaching, management, leadership, cognitive psychology, sports psychology (peak performance), TQM, personal development, , mental-, emotional and spiritual training, applied statistics, speed reading, learning and memory etc.

University degrees

- Three University Degrees, Stockholm University with excellent grades
 - Degree of Bachelor of Science with a major in Statistics.
 - Degree of Bachelor of Science with a major in Business Administration.
 - Degree of Bachelor of Science with a major in Psychology.

Other

- Elite sports e.g. won the Swedish championship in badminton and belonged to the Swedish youth and junior national team for several years. .

