# A generic growth model for complex organisational themes

Jeremy Visschers

Statistics Netherlands

Chair of the task Team on the Future of Work

Task Team on the Future of Work, part of the Capabilities and Communication Group under the HLG-MOS

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# WHY?

Complex organisational themes

- Becoming more and more important and a gut feeling it will cause more challenges in the future

- Its not about concrete results, but about the way we do things

- No clear solution or path to deal with them

Equality, Diversity and Inclusion

The future job

Reaching youth

Recruitment and onboarding

Trust of the public

Social safety

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# HOW?

Its something we are already doing

But how well are we doing it? And how can we grow and improve?

Share with and learn from each other

Equality, Diversity and Inclusion

The future job

Reaching youth

Recruitment and onboarding

Trust of the public

Social safety

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# WHAT?

A generic growth model

Based on numerous examples found in literature and online

To assess and improve and to share experiences with each other

Equality, Diversity and Inclusion

The future job

Reaching youth

Recruitment and onboarding

Trust of the public

Social safety

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# A GENERIC GROWTH MODEL FOR COMPLEX ORGANISATIONAL THEMES

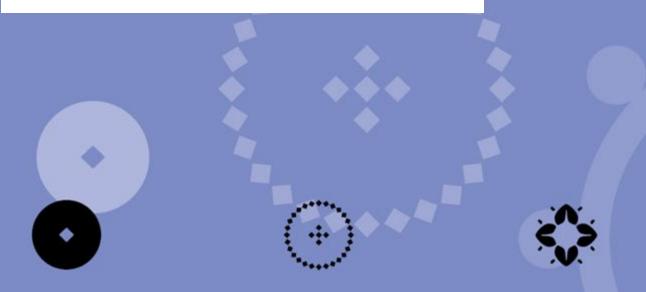| Unaware | Reactive | Proactive | Strategic | Second nature |
|---|---|---|---|---|
| • Unconscious incompetent<br>• Theme is not present in the organisation | • Conscious incompetent<br>• Follow rules & law<br>• External focus: compliance to law<br>• Aware of rules and supportive of those rules | • Conscious learning<br>• Awareness and behavioral change (internal role in the organisation both top down and bottom up)<br>• Dependent on involved individuals<br>• Adoption of theme and consquences to the organisation | • Conscious competent<br>• Proactive approach from individuals<br>• Integrated and institutionalised changes in the organisation<br>• Collaboration between teams and divisions within the organisation<br>• Sustainable theme in the organisation and no longer dependent on individual supporters | • Unconscious competent<br>• Theme is internalized in people, organisation and cultural level<br>• The theme is a natural part of people, system, processes and culture of the organisation |

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## TOOLKIT 1

### A workshop for customising the growth model for a specific theme

This toolkit provides guidelines and instructions for a workshop you can hold within your organisation for a certain theme with a group of subject matter experts. The aim of the workshop is to customise the generic model for the identified theme in your organisation. The customised growth model can then be used in Toolkit 2. Examples of customised growth models can be found at the end of this document.

## TOOLKIT 2

### Determine the CURRENT and DESIRED situation and ACTION

This toolkit provides guidelines and instructions for a workshop you can hold within your organisation around a certain theme after you have customised the growth model for this theme (using Toolkit 1). This workshop will help you to determine the CURRENT stage your company is at for this theme, the DESIRED stage, and to identify ACTIONS you can take to help your organisation grow towards the DESIRED stage.

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# Questions?