Paper: Modernizing National Statistical Office

How to use coaching and change management for better performance, well-being and results. Why, What, How & Results.

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Theme: Modernizing National Statistical Offices

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Summary

The challenge National Statistical Institutes´ (NSI) are facing is that the demands from different stakeholders are increasing. More should be done with less resources and with higher statistical quality. This is also the case at Statistics Sweden.

Statistics Sweden did two things to face this challenge. First, an excellent management system for Statistics Sweden´s business and organization was chosen. Second, an extensive strategic competence support was developed to support our managers to cope with this systems requirements on management and leadership competence. The support is tailormade to meet the high demands in our management system when it comes to both management and leadership abilities and improved statistical quality to users.

The purpose of this paper is to describe Statistics Sweden´s experiences when combining change management with business and leadership coaching and team coaching processes. The objective is to highlight the outcomes on five different levels. This paper limit itself to Statistics Sweden´s long-term, and tailor-made support to managers where extensive evaluations have been made. That is to say, not Statistics Sweden´s different management-and leadership programs.

Outcomes achieved are very promising based on our five level evaluation. Moreover, management teams and managers are very satisfied with the support from the personnel department, and wants even more support in the future. During 2016, the personnel department increased its capability in these areas even further.

This paper also recommends actions for further improvements for top-management. Developing managers give results. Developing the system leads to even better results. Statistics Sweden´s support also includes approaches for how to design core and support processes in much better ways. The recommendations to top-management is to use them. It will improve performance and results significantly.
1 Introduction

1.1 Background

The challenge National Statistical Institutes´ (NSI) are facing is that the demands from different stakeholders are increasing. More should be done with less resources and with higher statistical quality. This is also the challenge that Statistics Sweden´s need to meet fruitfully.

“The only constant is constant change”

Statistics Sweden did two things to face this challenge successfully. First, a strategic project team was formed in 2007 on behalf of Statistics Sweden´s Director General. The team’s assignment was to recommend an excellent management system for Statistics Sweden´s business and organization. Since Director General´s decision 2008 that system forms the basis for Statistics Sweden´s work towards excellence. That system puts very high demands on our managers in terms of both management and leadership abilities. These requirements are described briefly in our leadership profile for managers. Second, an extensive strategic competence support was developed to support our managers to cope with these requirements in a good way. This management and leadership support (launched 2013) contains three leadership programs and a long-term support. The support is tailor-made to meet the high demands in our management system when it comes to both management and leadership abilities and improved statistical quality to users. It contains evidence-based approaches that also constitute best-practice in many different excellence areas. It is also comprehensive to both depth and breadth. From 2016 it also contains approaches for how to design core and support processes to improve well-being, performance and statistical quality to users. The support is also one important part of Statistics Sweden´s strategy 2020. A more detailed description which also encompass a detailed evaluation are given in our previous paper “Excellent Management & Leadership support.

Some samples of approaches included in the support related to this paper are given below:

- Change management, i.e. how to prepare, execute and follow-up changes to motivate managers and co-workers in better ways
- Coaching leadership, i.e. how to unleash more of managers and co-workers potential in relation to core- and support processes e.g. by developing visions and goals that steers and motivates people to transform them into actions and results.
- Executive business and leadership coaching programs to individual managers, i.e. to offer long-term support to managers to improve how they lead themselves, co-workers, groups, teams and business.
- Groups and teams, i.e. to support management teams and individual managers in how to develop groups into high performing teams around core and support processes.
- Business- and organizational development, i.e. approaches for how to design core and support processes to improve well-being, performance and statistical quality to users.

In the end of 2014 Statistics Sweden´s Director General emphasized that all managers at Statistics Sweden should prioritize to complete the following two educations in our support by the end of 2015 at the latest.

- The three days education in coaching leadership (part one)
- The one day education in change management (part one)

Up to this date all managers have completed the training in coaching leadership (part one). Coaching leadership is not the same as business and leadership coaching programs, which is a much more extensive and long term support. Approximately 80 percent of our managers have completed the training in change management (part one).

1 Martin Lagerström, Prof. Lars Lyberg et al.
2 Developed and adapted by Martin Lagerström 2012 with the approval of Personnel Director and Director General in April 2012.
Statistics Sweden also offer a more extensive support to managers compared to the educations mentioned above. A support that is long-term and tailor-made to management teams and managers needs. That is to say, business and leadership coaching to individual managers, team coaching and change management. This paper is about this support and where more detailed evaluations have been done.

1.2 Purpose and objective

The purpose is to describe Statistics Sweden’s experiences when combining change management with business and leadership coaching and team coaching processes. The objective is to highlight the outcomes on five different levels. This paper limit itself to Statistics Sweden’s long-term, and tailor-made support to managers where extensive evaluations have been made.

2 Process & approaches

Change management are closely related to both business and leadership coaching and team coaching. To combine them is very powerful. Powerful because it translates into doing. Doing translates into business impact. An impact that can be quantified with factual and proven methods when it comes to benefits versus costs. These kind of cost/benefit approaches are still under development under the writing of this report, and will be presented later.

“Power is organized effort”. Henry Ford.

The intention with combining these approaches is to improve well-being, performance and results for stakeholders. To achieve this end, managers and co-workers need to improve how they work together in relation to their stakeholders. The four areas in figure 1 below are crucial in order to accomplish this end with good results.

Statistics Sweden also use the Group Development Questionnaire (GDQ) as an integrated and fact-based tool in such processes. GDG measures effectiveness, efficiency and productivity for groups and/or teams at a given point in time compared to a large number of other groups. A great support to groups or teams when it comes improvement. More importantly is that GDQ also allows for several different quality measures about different groups or teams development, and its relationship to business results such as effectiveness, efficiency and productivity.

Figure 1. Four important areas (mission statement, relations, roles and processes) in order to develop groups into high performing teams. Many evidence-based and know-how approaches are needed for developing and improving each area.

In order to go from what to how and later on excellent results the four areas in figure 1 must be developed in a systemic, synergistic and systematic way over time. Many approaches are also needed in order to develop and improve each area in a synergic way. That is why Statistics Sweden also combines approaches described in this paper with approaches in consulting, competence development, facilitation etc.
2.1 Process

Figure 2 below gives a general overview of how (the process) we achieve this end over time. The process contains five main stages

1. **Contract.** Meeting (4-5 hours) before start of program between sponsor, head and certified coach. The purpose of this meeting is to decide upon focus areas for development and improvement. Other issues that are formalized are: roles between sponsor, manager and coach, overview of process, confidentiality, system conditions etc.

2. **Pre-program.** Pre-meetings between manager and coach (4-5 hours) and between coach and other managers involved (1 hour each). The purpose with these meetings is to clarify roles, expectations, ways of working, individual goals, etc. Other issues that are determined are e.g. the process before, during and after system sessions and Key-Performance Measures. Assignments before starting session.

3. **Starting session with the whole team.** Kick-off-meeting (1-3 days) between the coach and management team. During this session the process is tailor-made in cooperation. During the starting session individual expectations/goals are aligned to common ones, ways of working are determined, and key focus areas for common and individual development. Key-Performance Measures etc. are determined in more concrete terms. Tailor-made assignments to management team and managers.

4. **On-going sessions.** On-going sessions over time (six months up to two years depending on ambitious level) along the selected improvement areas. Every session is between two to eight hours long depending on ambitious level. Consulting, training, competence development are included in the more ambitious programs. Tailor-made assignments are always handed out between sessions. They are a key aspect to the coaching approach.

5. **Wrap-up.** Concluding session where outcomes from the process are on different levels are evaluated. Feedback and feedforward are also included.

If a management team or manager wants a high challenge combined with a high support sometimes e.g. coaching or change management alone is not enough - “You don’t know what you don’t know”. In such cases, consulting, facilitation, competence development etc. are included in the support. A short description about integrated approaches in this process are given below besides consulting, facilitation etc.

Statistics Sweden has very high standards on all selected approaches in our support. The decision criteria for selecting approaches are

- Recognized Principles (Principles in the Game)
- Evidence-based (Science in the Game)
- Experience (Skin in the Game)
- Experiential (Soul in the Game)
- Time-based (Time in the Game)

For a more detailed description about the principles mentioned above see our previous paper.
2.2 Approaches

Change management
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. Evidence-based and practical (know-how) approaches in change management gives better results. The aim with this support is to help management teams and/or individual managers to prepare, execute and follow-up changes in better ways.

Business and leadership coaching to individual managers
As managers lead themselves, they lead others. As they lead others they lead groups. As they lead groups they lead teams. As they lead teams they lead their business. It hangs together. This is what business and leadership coaching is about. That is to say, where a certified coach support managers to achieve sustained cognitive, emotional and behavioural changes that leads to improved results in all these areas. Managers that are high performers often want to combine it with professional mental training. For example of outcomes from such a process see appendix 4.

Teambuilding approaches to management teams and managers and co-workers
Teambuilding is not the same as professional team coaching, which is much more extensive. Teambuilding is an integrated part of such team coaching processes. Statistics Sweden help management teams and individual managers how to use evidence-based team building approaches (e.g. DiSC Group and Team, JobMatchTalent) in order to improve relationships between managers and co-workers, i.e. the second area in figure 1 above. During the period from 2014 to June 2016, the HR-department has supported approximately 20 units (a unit consist of one manager and between 15-25 co-workers) to improvements in this area. Furthermore, it have inspired both managers and co-workers to move further and develop the other areas in figure 1 required to develop groups into high performing teams. Teambuilding approaches are an integrated part of such team coaching processes (see below) together with the other approaches mentioned above.

Professional team coaching processes to management teams and/or individual managers
Professional team coaching is a systematic process over time where a certified team coach both works with the whole team and the individual team players both when they are together and when they are apart. The focus areas are both strategic and tactical topics. The purpose is to help them improve both their collaborative and individual well-being, performance and results to stakeholders. Professional team coaching approaches combined with the other approaches above are used in order to achieve this end.

The example below is one such example
2.3 Example 1: Business and organizational development with change management, business and leadership coaching and team coaching processes.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Business and organizational development with approaches in change management, business and leadership coaching to department manager and unit managers with a team coaching approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>What</td>
<td>Tailor-made program to department manager and unit managers. Change management combined with professional business and leadership coaching to individual manager and team coaching</td>
</tr>
<tr>
<td>Why</td>
<td>Assignment from department manager and her management team to handle change of business and organization successfully.</td>
</tr>
<tr>
<td>How</td>
<td>Process over time in change management with management team combined with professional business and leadership coaching of department manager before, during and after sessions. Tailor-made assignments to both department manager and management team between sessions.</td>
</tr>
<tr>
<td>Who/Whom</td>
<td>Statistics Sweden: Management team for a department at Statistics Sweden: Department manager and 8 unit managers (management team). HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant and facilitator</td>
</tr>
<tr>
<td>Benefits versus costs</td>
<td>Excellent outcomes. Evaluated on five different levels when it comes to &quot;Reactions&quot;, &quot;Learning/Insights/Strengths&quot;, &quot;Applications&quot;, &quot;Results&quot; and &quot;Benefits versus Costs&quot;</td>
</tr>
</tbody>
</table>

2.4 Evaluation from example 1

The results of this project have been evaluated according to the five levels presented below:

1. Reactions. What did our managers like about our programs, training and support?
2. Learning/Insights/Strengths What did our managers learn? What new insights did they get? What new talents and strengths did they acquire?
3. Applications. How have our managers applied the learning and insights from the different programs, training and support?
4. Results. What are the short and long-term results from different perspectives?
5. Return-on-Investment (ROI). What is the cost-benefit ratio? Is it possible to measure ROI-effects in a more reliable and relevant way?

2.5 Results from example 1

The department manager and her unit managers are very satisfied with the outcome according to the five evaluation levels above. Samples outcomes are given in brief below in department managers and management teams own words.

- I am very pleased with the process and the results of the workshops on change management combined with business and leadership coaching and team coaching of the management team.
- Our department has benefited greatly from the process and the associated outcomes with the current changes in our business and organization.
- We have complemented our leadership toolbox and managed to use these tools well and avoid costly mistakes by doing so.
- I have improved my leadership abilities as a department manager when it comes to how to develop goals into actions and results. In addition my management team has learned how to identify obstacles that need to be overcome, and how to identify common strategies, activities and processes that will accomplish our goal with good results.
- We have gained many new insights into how to prepare, implement and monitor changes using evidence-based and practical approaches.
- We have strengthened our common understanding of how we should work with changes and how to communicate them in order to motivate managers and co-workers in better ways.
- Our management team has vastly strengthened our abilities to show what we have done, how we have done it and what the results are for our stakeholders.
- We have also tailor-made a common evidence-based and practical approach that we can use to prepare, execute and follow up all types of changes (from complex to simple ones) in better ways.

The evaluation according to the five levels above is presented in more details in appendix 1.

2.6 Other examples

Other but more extensive ongoing examples in these areas are given in appendix 2 and 3. The outcomes from these are very promising so far, but they have not yet been finalized during the writing of this paper.
3 Discussion and conclusion

The purpose of this paper was to describe Statistics Sweden’s experiences when combining change management with business and leadership coaching and team coaching processes. The objective was to highlight the outcomes on five different levels.

Besides the examples given in this paper when these these approaches have been combined, Statistics Sweden’s has achieved excellent outcomes from these approaches executed separately. That is to say, where managers have received support in e.g. change management or business and leadership coaching) separately. Appendix 4 gives one such example when it comes to outcomes regarding business and leadership coaching to individual managers. Outcomes achieved from our leadership programs are described in more detail in the paper “Excellent Management & Leadership support”.

Other similar but more extensive ongoing examples in these areas on behalf of both Statistics Sweden’s and Statistics Serbia’s Director General are given in appendix 2 and 3. The outcomes from these are very promising so far, but they are not yet finalized during the writing of this paper. Outcomes according the five levels evaluation format will be presented in future papers.

These outcomes are also in line with external studies and research. The long term benefits of business and leadership coaching to individual managers, change management and professional team coaching exceeds the cost by far. For example, the average ROI-figures (with conservative ROI-models) for business and leadership coaching to individual managers averaged at least 6 to 1 times the initial investment. A pretty good investment. Other studies indicates much higher effects when it comes to results on different levels. For more detailed information see paper Excellent Management and Leadership support. To combine these approaches is of course even more powerful.

Our managers are very satisfied with this support, and wants even more support from the personnel department in the future. The report “Managers work situation”3 (Blommengren & Lagerström, 2015) gives many concrete examples besides the support mentioned in this paper. During 2016, the personnel department increased its capability in these areas even further.

Statistics Sweden’s decision in 2012 when it comes to invest in strategic competence and capacity building seems to pay off according to our evaluations so far – both when it comes to our leadership programs and this long-term support. However, more evaluations and more robust methods (statistical approaches e.g. Applied Information Economics) are necessary in order to draw more conclusive conclusions in cost/benefit terms, i.e. level five.

It is true that developing people give results. It is also true that developing the system we all work in leads to much better results. Our support also includes approaches based on system theory, intervention and practice, i.e. how to design core and support processes to stakeholders needs in much better ways. They have been applied with good results for a long time outside our industry (statistics). Approaches that aim to fix root causes to problems instead of symptoms in these areas. Approaches that move away from going an inch deep and a mile wide to instead go an inch wide and a mile deep. To improve our results even further, these approaches are highly recommended. However, it requires a strong commitment to really walk our talk in our approach for business (courage, trust, responsibility and action), but will be richly rewarded if executed.

*How can you say that the sky is the limit, when there are footprints on the moon*” Paul Brandt

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3 Assignment from Statistics Sweden’s Director General to the personnel department, which involves many different projects. Director General decided to launch the ideas in June 2015.
Reactions (general attitudes, satisfaction)
I as a department manager is very pleased with the process and the results of the workshops in change management combined with business and leadership coaching and team coaching. Our department has benefited greatly from the process and the associated outcomes when it comes to the current changes in our business and organization.

I have e.g. benefited greatly from the results of the various meeting sessions / seminars such as

- How to develop clear goals and importance of breaking them down into measurable objectives and milestones and what it means to different stakeholders. Furthermore, how to develop strategies to overcome obstacles, clarifies the resources we have and need to require in order to implement the change successfully. Moreover, how our management team prepare, execute and follow-up this change of our business and organizational design in order to reach the goals with good outcomes
- We also get support how to tailor-made these evidence-based and practical approaches in order to prepare, execute and follow-up future changes in order to motivate managers and co-workers in better ways.

Learning / Insights / Strengths

Learning
- I have improved my leadership abilities as a department manager when it comes to how to develop goals into actions and results. In addition how to identify obstacles that need to be overcome, and how my management team identifies common strategies, activities and processes (know-how) that lead to accomplishment of our goal with good results
- Our management team has developed an excellent evidence-based and practical approach for dealing with all kind of changes in the future
- I have also learned important leadership abilities and strategies for handling difficult issues related to all types of change initiatives.
- how to counteract resistance both before, during and after changes, and important related leadership abilities.
- how to communicate changes to motivate managers and co-workers in better ways.

Insights
- I have been reassured that me and my managers all look at changes in different ways (despite extensive work on these issues before these workshops) and how important it is to create consensus regarding goals in relation to present state. These kind of approaches achieves this end with good results.
- We have gained many new insights into how to prepare, implement and monitor changes using evidence-based and practical approaches from research and other areas.
- I have confirmed my idea of how to integrate the results in goals, including storytelling, etc. in order to communicate the why, what, how and benefits of changes in a more motivated way for managers and co-workers
- I/We have a solid background about the research and experiences from other organizations regarding change management and how to use and adapt these into our business and organization.
- We also gained new insights into how our department could combine these approaches with other and related approaches in leadership to improve the process even further in the future. Some samples are how to combine it with DiSC Group and Team, JobMatchTalent and other approaches.

Strengths
- I have strengthened my leadership abilities when it comes to change management and business and leadership coaching (important competence demands in management and leadership according to Statistics Sweden’s leadership profile managers)
• We have strengthened our common understanding of how we should work with changes now and in the future
• Our management team has vastly strengthened our abilities to show what we have done, how we did it and what results are in a wider perspective e.g. for our stakeholders.

Application
• Our department applied these approaches with good outcomes when it comes to our current business and organizational changes we recently implemented.
• HR-department has also helped us to tailor-made a common approach that we can use to prepare, implement and monitor all types of changes we need to implement in the future.

Results
• We have been helped by the personnel department in how to tailor-made and apply these evidence-based approaches in change management and business and leadership coaching successfully in relation to our business and organizational changes.
• A dialogue around change management with personnel department is also important for future applications.
• We have complemented our leadership toolbox and managed to use these tools well and avoid costly mistakes by doing so.
• In addition, we have also succeeded in developing a common evidence-based and practical approach that we will use to handle changes in the future.
• Some concrete examples of how both I and my managers have used the results of the process are specified in a separate paper.

Benefits versus costs (cost / benefit)
• High quality evaluation of benefits versus costs not possible yet. However, reliable and relevant such ROI-models are still under development by HR-department. These models are based on solid statistical models - Applied Information Economics (AIE) - and will be presented in future papers. Meanwhile, descriptive evaluations are conducted such as below.
• Have you as a department saved time by using this process instead of another? How much time have you saved? It is impossible to assess alternative time consumption, through assistance from Statistics Sweden HR-department. We have not needed to hire an external consultant, which would be a rather costly option.
Appendix 2– Ongoing projects to management team at Statistics Sweden

<table>
<thead>
<tr>
<th>Subject</th>
<th>Business and organisational development to management team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What</strong></td>
<td>Tailor-made long term program in professional team coaching combined with competence development (KSA - knowledge, skills and abilities) when it comes to the areas below, which build on each other</td>
</tr>
<tr>
<td></td>
<td>- Change management, i.e. how to prepare, execute and follow-up a change of departments business and organizational design in order to motivate managers and co-workers (60 co-workers) in better ways.</td>
</tr>
<tr>
<td></td>
<td>- Long and short term goals and how to transform them into action that leads to excellent outcomes for its users, business, managers and co-workers.</td>
</tr>
<tr>
<td></td>
<td>- How to develop the management team (department manager and unit managers) into a high performing management team (from what, how and results), and then how to support unit mangers to develop groups into teams around core processes at the department.</td>
</tr>
<tr>
<td></td>
<td>- Development of necessary leadership abilities besides the ones mentioned above that are needed in order to reach the goals with good outcomes</td>
</tr>
<tr>
<td><strong>Why</strong></td>
<td>Assignment from Statistics Sweden’s Director General to department in order to achieve Statistics Sweden’s strategy 2020. Department manager and unit manager face challenges and changes that it need support and help to handle successfully during one years time.</td>
</tr>
<tr>
<td><strong>How</strong></td>
<td>Process over time with management team combined with individual business and leadership coaching to department manager before, during and after sessions (each session between 2-4 hours). Starting session with department manager (four hours), unit managers (one hour each) followed by a starting session with the whole management team for 8 hours. The starting session are followed by tailor-made sessions (8 hours per session) during 2016. Corresponds to approximately four (4 whole days a month during the year.</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>Statistics Sweden: Management team for a department. One (1) Department manager and four (4) unit managers (management team)</td>
</tr>
<tr>
<td>Whom</td>
<td>HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant and facilitator</td>
</tr>
<tr>
<td><strong>Benefits versus costs</strong></td>
<td>Up to this date (July 2016) the management team has achieved excellent outcomes according to the preliminary evaluations done so far. A detailed evaluation will be done after the project. This evaluation will be done on the five different levels (&quot;Reactions&quot;, &quot;Learning/Insights/Strenghts&quot;, &quot;Applications&quot;, &quot;Results&quot; and &quot;Benefits versus Costs &quot;).</td>
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Appendix 3– Ongoing project to Statistics Serbia’s top-management, managers and quality group.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Management systems for business and organizational excellence to Statistics Serbia (SORS) and related management and leadership support</th>
</tr>
</thead>
<tbody>
<tr>
<td>What</td>
<td>New assignment on direct request from SORS Director General. Long term support (coaching, consulting, facilitation, change management etc.) in how to transform SORS management system for business and organizational excellence into practice successfully in order to improve statistical quality to users.</td>
</tr>
<tr>
<td>Why</td>
<td>SORS challenge is that the demands from stakeholders are increasing. More should be done with less resources and with higher statistical quality.</td>
</tr>
<tr>
<td>How</td>
<td>Tailor-made and long term process to SORS Director General, Deputy Director General, Assistant Directors, managers and quality group. The process is divided into one starting session (Workshop 3,5 days) which is followed by five (5) tailor made missions (100-150 hours each).</td>
</tr>
<tr>
<td></td>
<td>• <strong>Workshop</strong> for SORS Director General, top-management, managers and quality group in October 2014. SORS was <em>introduced</em> to management system for business and organizational excellence both in theory and practice – the “why’s, what’s, how and benefits”</td>
</tr>
<tr>
<td></td>
<td>• <strong>Mission 1</strong> First evaluation of the desired and current state at SORS when it comes to quality management (management system for business and organizational excellence).</td>
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<td></td>
<td>• <strong>Mission 2</strong>. Advice on the orientation and focus for developing a management system for business and organizational excellence at SORS and crucial steps in the start-up to transform it to practice successfully, preparation of work plan in different areas. An important part of this mission was the extended risk management approach where opportunities and risks in relation to SORS current and future state from mission 1 were analysed more in-depth.</td>
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<tr>
<td></td>
<td>• <strong>Mission 3</strong>.The main aim with this third mission is to propose a tailor-made action plan (based on findings so far) to SORS Director General that enable SORS to transform its management system for business and organizational excellence into practice successfully. An action plan that also integrates lessons learned from Statistics Sweden and other organizations in order for SORS to avoid very common and costly mistakes especially in the start.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Mission 4</strong>. Tailor-made workshops in change management (how to prepare, execute an follow-up SORS changes to motivate managers and co-workers in better ways) combined with professional coaching to top-management. This mission will clarify SORS change into even more definite and actionable terms. The mission will accomplish two things. First, it will transfer competence to SORS in evidence-based and practical approaches in change management. Second, it will clarify issues presented in the red quadrant in the risk management matrix, and know-how (approaches) to proceed for achieving successful results in practice.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Mission 5</strong>: How to organize SORS core- and support processes at all levels in the organization for improved performance, well-being and results for its stakeholders.</td>
</tr>
<tr>
<td>Who</td>
<td>SORS: Director General, Deputy Director General, Assistant Directors, Managers and SORS Quality Group.</td>
</tr>
<tr>
<td>Whom</td>
<td>HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant, advisor</td>
</tr>
<tr>
<td>Benefits versus costs</td>
<td>Up to this date (June 2016) the workshop and three missions above have been conducted. SORS have achieved excellent outcomes according to the preliminary evaluations done so far. A detailed evaluation will be done after the project.</td>
</tr>
</tbody>
</table>
### Appendix 4 – Business and leadership coaching to individual managers. Head of Unit at Statistics Sweden

<table>
<thead>
<tr>
<th>Subject</th>
<th>Business and leadership coaching to individual managers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What</strong></td>
<td>Tailor-made program in professional business-, management and leadership coaching program (2 years) combined with consulting, training, competence development and a customized Integrated Mental Training (IMT) programme (7 months program).</td>
</tr>
<tr>
<td><strong>Why</strong></td>
<td>On request from manager. The unit had problems with economy, motivation etc. To accelerate manager’s growth as a person, manager and leader in order to improve business results.</td>
</tr>
<tr>
<td><strong>How</strong></td>
<td>Process over time with a starting session (5 hours) to identify improvement areas when it comes to improve the managers business, management, leadership and related personal development. Starting session followed by 12 individual session (4-5 hours each) over a period of two (2) years. Tailor-made assignments between sessions.</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>Statistics Sweden: Rasmus Larsson, unit manager (unit of 15 co-workers). HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant and facilitator</td>
</tr>
<tr>
<td><strong>Whom</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Benefits versus costs</strong></td>
<td>Excellent outcomes. Evaluated on five different levels when it comes to &quot;Reactions&quot;, &quot;Learning/Insights/Strengths&quot;, &quot;Applications&quot;, &quot;Results&quot; and &quot;Benefits versus Costs&quot;, see sample below. This two year coaching program, explicitly designed for me, has accelerated my growth as a person, manager, and leader. Furthermore, the customized seven month program in mental training increase my growth even further. The impacts on my business so far are new contracts worth SEK 13 million. I have learned how to create challenging visions and long and short term goals for myself, my teams as well as my business. The importance of them being aligned in such a way that they inspires me to act and create successful results. For the first time, I have learned how to measure all of my goals with high quality. I have gained skills and personal traits that successful leaders in excellent organizations have put into practice well. I have learned what drives, and challenges me, as well as what my fears and “blind spots” are; and above all, how to build on my strengths and correct my weaknesses in order to become a much better leader. I advanced my skills in how to develop groups into high performing teams. I use the mental training I’ve learned to achieve goals with less effort, increase mental strength, and to cope with stress; applying crucial life skills to perform and feel better in all aspects.</td>
</tr>
</tbody>
</table>
Appendix 5 – About me

- My motto is “as you lead yourself, you lead others. As you lead others you lead groups. As you lead groups you lead teams. As you lead teams you lead entire businesses. It hangs together”
- I have long experience in helping managers how to use proven methods to accomplish this end with good results. Both for themselves, their employees, their customers, their business and in their lives.
- I have also used them with good results. Both as a manager (10 years), consulting (6 years), elite sports (Swedish champion), and to feel and function better in life.
- My educations (see details below) are tailor-made to help management teams and managers to grow, act and achieve great results.

More details
Experience and outcomes
- Sample outcomes on [www.linkedin.com](http://www.linkedin.com)

Certifications and licenses
- Certified professional business-, management- and leadership coach. One of few that is quality assured by ICC/ICF/EMCC on a practitioner level (6 months, including 250 hours logged, approved training and evaluation)
- Certified & Licensed Mental Master Coach. The most comprehensive & advanced in the world in mental training. Quality assured by 50 years scientific research (4 000 hours education, training, practice, evaluation)
- Certified ICC International Coach. Quality assured by ICC/ICF/EMCC (300 hours logged, approved education & training)
- Certified Advanced Group and Team Coaching processes. Quality assured by ICF/ICC (15 hours education and practicum)
- Certified Group Development Questionnarie (GDQ) by Susan Wheelan (4 days education and practicum). Quality assured by decades of research.
- Certified Change Management, ADKAR/Prosci. Quality assured by 12 years scientific research. (3 days education & practicum).
- Certified Applied Information Economics (AIE) for doing reliable, relevant and usable Return-on-Investment, risk management analysis with advanced statistical approaches.
- Certified JobMatch Talent (3 days education). Quality assured by scientific studies and European Federation of Psychologists’ Associations (EFPA).

Diploma
- Diploma Business Intelligence by Docere Intelligence (one month education & practicum)
- Diploma Speed Reading, Learning & Memory (4 weeks)
- Diploma e-learning Lectora Inspire & Camtasia (2 days)
- Diploma DreamBroker (create, produce and communicate video)
- Diploma Virtual Facilitation Skills Intensive (15 hours education and practicum)

Self studies
- Extensive self-studies in many different excellence subject domains.

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 and some other accomplishments.