“However beautiful the strategy, you should occasionally look at the results” Winston Churchill

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

*Theme:* Modernizing National Statistical Office

UNECE High Level Workshop on Human Resources Management and Training Developing Capabilities for the Future, September 2016, Krakow, Poland.

Martin Lagerström,
Executive coach, consultant and facilitator
Statistics Sweden
Agenda

“The only constant is constant change”

Why  What  How  Benefits

The purpose & objective of my paper

• Highlight Statistics Sweden´s experiences when combining change management with professional business and leadership coaching and team coaching processes.
• Highlight the outcomes on five different levels.
Why in short 2013-2020

2013

Support to managers
Approved by DG

2020

Excellent Management
Excellent Leadership
Better statistics

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

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

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

Long-term support for management teams and managers - continuous

“Goals are dreams with fastforward moving legs”

“Goals are dreams with fastforward moving legs”

What

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

Focus here
Approaches for top-management to grow, act and achieve great results

Some samples of approaches included our long-term support 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.
How we combine and use the approaches

“Power is organized effort”. Henry Ford.

Figure 1. Four important areas for how to develop groups into high performing teams.
Process from theory to practice

The Process: Five (5) main stages

**1. Contract**
- Sponsor, Head & Coach
- Focus areas
- Roles
- Process overview
- Confidentiality
- System conditions
- Assignments
- Etc

**2. Pre-Program**
- Manager & coach (4-5 hours)
- Other managers and coach (1 hour)
- Clarify expectations, goals, roles, ways of working
- Process before, during and after
- Assignments
- Etc

**3. Start Kick-Off**
- Management team & Coach (1-3 days)
- Tailor-made the process together
- Align individual goals to common
- Focus areas for common and individual improvement
- Ground rules
- Key-Performance Indicators
- Assignments
- Etc

**4. On-going sessions**
- Sessions over a period 1 to 2 years
- Each session 4-8 hours
- Focus areas
- Consulting, facilitation, competence development
- Assignments

**5. Wrap-up**
- Evaluation five levels
- KSA & ROI
- Feedback
- Feedforward
- Future programs
- Etc.
### Example 1:
**Business and organizational development with change management, business/leadership coaching and team coaching processes**

<table>
<thead>
<tr>
<th>What</th>
<th>Tailor-made program to department manager and unit managers. Change management combined with professional business and leadership coaching to individual manager and team coaching</th>
</tr>
</thead>
<tbody>
<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></td>
<td>Starting session (4 hours) with department manager and unit managers (1 hour each) to clarify goals etc. followed by several workshops in change management combined with professional business and leadership coaching of department manager before, during and after 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>Results / Benefits vs. Costs</td>
<td>Excellent outcomes. Evaluated on five different levels when it comes to ”Reactions”, ”Learning/Insights/Strenghts”, ”Applications”, ”Results” and ”Benefits versus Costs”</td>
</tr>
</tbody>
</table>
Evaluation on five levels

Reactions.
• What did our managers like about our programs, training and support?

• Learning/Insights/Strengths
  • What did our managers learn? What new insights did they get? What new talents and strengths did they acquire?

• Applications.
  • How have our managers applied the learning and insights from the different programs, training and support?

• Results.
  • What are the short and long-term results from different perspectives?

• Return-on-Investment (ROI).
  • What is the cost-benefit ratio? Is it possible to measure ROI-effects in a more reliable and relevant way?

"Knowledge without application brings no profits"
Results

“Where facts are few, experts are many” Unknown

1. Reactions.

2. Learning/Insights/Strengths.

3. Applications.

4. Results

5. Return-on-Investment (ROI)

“So What?”

1. Knowledge

2. Knowledge to Skills

3. Skills to Abilities & Outcomes

4. Costs vs Benefits

“To avoid criticism say nothing, do nothing, be nothing.” Aristotle
Conclusion

- Statistics Sweden’s decision investments in 2012 – a very good investment
- Our managers are very satisfied with our support - wants even more support
- Statistics Sweden has also achieved excellent outcomes from these approaches applied separately (Appendix 4)
- ROI at least 6:1
- Level 5 (AIE – Benefits versus costs)
- For more detailed information about ROI-figures
  - “Excellent Management and Leadership support (Lagerström, 2014)
Recommendation to our Director General

Improving people gives results. Improving the system gives better results

Figure. The blind men and the elephant illustrates the lack of competence (profound competence) in leading organization as systems. Results in suboptimization. Everyone sees part of a more complex reality and tends to assume that what they see is the whole picture. The challenge of enabling diverse stakeholders to see the big picture. Each party touches a different part of the elephant and tends to assume that what they experience is the elephant instead of just one part of a more complex reality.

• Use our approaches for how to design core and support processes to stakeholders needs in much better ways
• Boost: Effectiveness, Efficiency and Productivity will improve significantly
Thank you for your attention
Appendix

About me

martin.lagerstrom@scb.se
Overview

• 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 are tailor-made to help management teams and managers to grow, act and achieve great results.

• For more details see next ppt.
Experience and outcomes

- Sample outcomes on 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 (4000 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 Questionnaire (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 in sports.
Appendix to presentation

“Where facts are few, experts are many” Unknown

Other more extensive examples
Top-management at Statistics Serbia
Top-management at Statistics Sweden
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February 1, 2012
## 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>What</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 adn 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></td>
<td>• Management system for business and organizational excellence. How to use evidence-based approaches to improve business and organizational design for improved performance, well-being and results.</td>
</tr>
<tr>
<td>Why</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>How</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) .</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>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>Who</td>
<td>Statistics Sweden: Management team for a department. One (1) Department manager and four (4) unit managers (management team) HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant and facilitator</td>
</tr>
<tr>
<td>Whom</td>
<td>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 ”Reactions”, ”Learning/Insights/Strenghts”, ”Applications”, ”Results” and ”Benefits versus Costs”.</td>
</tr>
</tbody>
</table>
## 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>
</tr>
<tr>
<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>
</tr>
<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

**Subject**

**What**

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).

**Why**

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.

**How**

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.

**Who**

Statistics Sweden: Rasmus Larsson, unit manager (unit of 15 co-workers). HR at Statistics Sweden: Martin Lagerström, Executive coach, consultant and facilitator

**Whom**


**Benefits versus costs**

Excellent outcomes. Evaluated on five different levels when it comes to ”Reactions”, ”Learning/Insights/Strengths”, ”Applications”, ”Results” and ”Benefits versus Costs”, 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.