Training and change management: competences development to support the modernization process at Istat

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The context

- The modernization process at Istat
- a new production process
- business architecture
- matrix organization

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The training plan - targets

• Top and middle management
  • managers as *change agents*
  • to support new vision, new values, new models

• New professional profiles
  • project managers
  • service managers

• Statisticians and IT staff
  • data collection
  • business integration

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The training plan - didactic methodologies

- Lectures
- Workshops
- Laboratories
- Project works
- Webinar
- Informal learning
The training plan - topics and activities

- Leadership for the change
- Change and project management
- Service management
- Technical training - statistical and IT topics
Leadership for change - programme

• Targets
  • Director General (1)
  • Head of Department (1)
  • Central Directors (11)

• Contents (6 workshops 3 hours each)
  • Change management
  • Vision and sense making
  • Personal excellence
  • Networking and project management
  • Matrix organizations
  • Innovation

Leadership is action, not position.

-McGannon

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Leadership for change - results

- Attendance
  - 8 participants on average
- Competences development
  - Deeper understanding of operative mechanisms of modernization process
  - Increased awareness of issues to manage in a matrix organisation
  - Awareness of the new role top management has to play
  - Understanding of the need of working as a team, integrating individual strategies
  - Active listening
- Further needs
  - Benchlearning (learning from other NSIs)
Change and project management - targets

- Middle management (heads of units: about 50 people)
  - 3 editions of a 2 days course on both change and project management

- Towards management (project managers in the new organizational structure: about 200 people)
  - 4/5 editions of a 2 days course on change management
  - 4/5 editions of a 2 days course on project management
Change and project management - results

• High attendance rate
• Adhesion to the new organizational model
• Sharing visions, concerns, first experiences

• Further needs
  • To deepen the understanding of heads of units' role
  • To understand how to actually implement modernization principles
  • To transfer the new modernization principles to the staff
Further competences to be developed

- Negotiation skills
- Team working skills
- Team building
- Mentoring techniques

- Service management
  - Bridging production and services areas
  - Service managers role requirements to be defined