Renewing organisational culture by developing management and supervisory work – Case Statistics Finland

2012–2013

1. Starting point
External needs for change:
• Changes in the information market
• Changes in information needs of data users
• Needs to increase the productivity of entire state administration

Internal needs for change:
• Need for new kind of competence
• Overall data collection management
• Change management
• Needs to standardize
• Improving the efficiency of process management

2. Personnel views
• Appreciation of employees and work input important, better incentives
• Change
• Removal of barriers to internal cooperation
• Focus on well-being at work: coping, atmosphere, support to motivation
• More openness and interaction in communication
• New handle on development
• Trust in competence and tolerating errors
• Learning to let go of the old
• Proactive response to changes in the operating environment

3. Objectives of development
• An extensive development programme Kumu was started

Objectives:
• Developing procedures to support more efficient, flexible and interactive activity
• Increasing trust, incentive, creativity and cooperation
• To attain the objectives, it is vital to support and develop management and supervisory work and identify new tools for supervisory work
• To advance this, training was arranged for management and supervisors, which aimed to:
  • Strengthen the uniformity of management
  • Increase the coaching management approach
  • Support the implementation of the strategy
  • Support the implementation of changes

4. Trainings for management and supervisors
• Initial analysis and workshops for management
  • Joint consideration about management to be achieved
  • Identification of the elements of good management
  • Commitment of management
• Three joint workshops and two skill trainings for supervisors
  • Workshops
    • What do the identified elements of good management mean in practical supervisory work: consideration and processing
    • The elements of good management as part of everyday work
  • Skill trainings
    • Coaching management
    • Process management
    • Development as a supervisor
    • Management was also involved in supervisors’ training

5. Results from trainings

What did we accomplish together?
• Principles of good management and a plan for their implementation
• Tools for promoting the principles were identified

Successes
• Joint work on the important elements of management built a common view, supported commitment and increased the coherence of management
• Supported the introduction of coaching discussions
• Feedback to supervisors was renewed in line with the principles
• The principles offer a framework for developing supervisory work and management in future
• Trainings and principles of good management advanced the objectives of the whole Kumu programme
• Joint work on the principles of good management offered building material for renewing the management model and updating the strategy

6. Principles of good management

1. I commit myself to common objectives and procedures
2. I encourage renewal
3. I develop competence
4. I act appreciatively, activity and assertively

7. Key results of the Kumu development programme

- Renewal of the sides and values, updating of the strategy:
  • Attention and commitment programme
- Trainings for management and supervisors:
  • Joint handling of important matters, coaching management and coherence
- Work community measures and closer cooperation in matters related to work at work:
  • Total image of development and joint planning
- Principles and tools:
  • Jointly prepare objectives and rules, new procedures to be focused on, enabling monitoring

8. Successes - challenges

Successes
• The objectives were attained, monitoring in coming years will show final effectiveness
• We developed and used new kinds of development modes
• Connections between matters arose, supported each other
• The entire personnel were involved
• The operational culture became visible and we could talk about it

Challenges
• Extent of the development programme: indefiniteness and different conceptions about aims
• The extent brought rigidity to the programme
• Even more communication would have been needed
• Commitment on all organisational levels
• Organisational culture changes slowly

9. In future...
• Continuing development of the management model
• Training for supervisors
  • Implementation of the strategy
  • Practical realisation of the principles of good management: coaching management (e.g. discussion tool), capacity to change
• New office premises in 2018 and further development of working modes
  • Multiple work locations
  • Electronic tools and social media
  • Renewal of competence and interaction
  • Sharing economy