

Creating a Culture of Continuous Improvement



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Engagement is key



- Learning from research
- Retaining a positive approach to change
- The real world
- Some funny thoughts and words

ENGAGEMENT IS ABOUT ETHICS

“Good management cares about morals and values – they bring clear benefits to organisations. They are fundamental to the decisions employees make, the actions they take and the outcomes that follow”



“Ann Francke, Chief Executive CMI

RESEARCH “MORAL DNA OF PERFORMANCE”

- Stronger management ethics and high levels of performance go hand in hand
- Employee engagement and staff recruitment levels are higher
- Performance is better in organisations with coaching, visionary and democratic leadership styles
- Public sector and large organisations face the biggest challenges

Culture is our united
cause –
it's what is core

USING MORAL DNA TO RETAIN A POSITIVE APPROACH TO CHANGE

As a policy maker, senior manager...

- Focus on purpose, values, leadership and culture
- Invest in leadership
- Make decisions more on basis of values, not just on rules
- Harness diversity
- Engage and empower
- Reward and recognise values based behaviours



USING MORAL DNA TO RETAIN A POSITIVE APPROACH TO CHANGE

As an individual manager...



- Care more
- Stand up for the values you believe in
- Identify Moral DNA

- Ask yourself the right questions
 - what are the rules
 - how will I act with integrity
 - who will benefit from the change
 - who might not benefit
 - what's the truth

- Lead – listen, engage, appreciate, do
- Be inclusive and professional

HELLO

my name is



***Change,
Next Change.***

The Real World

A CASE STUDY OF TAKING
PEOPLE WITH YOU

CASE STUDY – FRONT LINE SERVICE IN THE JUSTICE SECTOR



Organisational Review 2013



Corporate Plan 2014-17



People Strategy 2014-17

- Provide Prison Service to 9000 prisoners
- 4500 staff including 3500 front line
- Budget £398m
- Organisational Review calling for transformational change
- Ambitious new vision and Corporate Plan
- New People Strategy developed

PURPOSE OF THE PEOPLE STRATEGY

To create the environment for individuals
to thrive and be successful...

...To have a well led, high performing and
professional workforce that are proud to make a difference.

SPS Organisational Review, October 2013





The Journey So Far...

Understanding the challenge

- Operating environment
- Context "To be"
- Focus Groups
- Fact find "As is"

Overarching People Strategy

- Prepare overarching strategy – how get from "As is" to "To be"
- Equality Impact Assessment
- Engagement events
- Agreeing people priorities
- Why, what, how, when

Roadmap for change

- Developing the strategy
- Exploring options
- Implementation plan
- Bringing in expertise/ external partners
- Programme governance

Building staff and TUS engagement is key

Jan – Mar 2014

“Explore”

- Focus groups – 320 staff
- External review of training - 176 staff

April – Jan 2015

“Share”

- Executive Team meet staff
- TUS updates and events
- National Staff Panel created and meet quarterly
- Intranet site

June – Dec 2014

“Create & Innovate”

- Set-up 8 Think Tanks using key themes from focus groups & staff survey
- Led by senior managers
- Multi-disciplinary teams – 98 staff
- Share-point exchange info
- “SMEs” meet regularly to exchange views

Nov – Jan 2015

“Reflect & refine” at Conference

- Think Tanks share findings and consult with delegates
- Think Tanks review feedback
- Staff Survey 2014 to inform actions
- Prepare Business Cases

Feb 2015 – Onward
“Implement”

- Local engagement
- Building on national activity
- Local activity

DEALING WITH THE NEVER ENDING SERVICE REVIEW

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Thinking differently can help change behaviour and lead to better results.

We have collected information, read about penguins, had a few laughs, thought about the past, present and future, talked to colleagues – all to help change people’s thinking.

Changed **thinking** can change **behaviour**.



Feeling differently can change behaviour **more** and lead to even better results.

We created a cultural timeline – our story of how we have been part of on-going cultural change.

The timeline demonstrates we are on our change journey and quite a way along.

Does it help to change how you feel about change in our organisation?

A change in **feelings** can lead to a significant change in **behaviour**.

HERE'S SOME THOUGHTS TO LEAVE ON