An organisation understanding what matters to Citizens

# Introduction

Our single biggest challenge in terms of how we develop the workforce in Monmouthshire is how we embrace cultural and behavioural change, in order to meet demand for services in innovative, creative and sustainable ways.

We are looking to develop the organisation and future proof our capacity to be outstanding from the perspective of the citizen.The challenge, though a massive one, is not insurmountable. We not only need to teach our organization to behave differently, we need to firstly understand the other factors which determine our individual behaviour and recognize that our workforce are all unique, with talents, passion and potential.

Two people with the same skills, knowledge and capability set will respond differently within the same given context and understanding this will begin to unleash or organisational potential.

# Engaging and Motivating our staff

Skills, Knowledge and behaviours are traditionally grouped together and described in general terms as competency. We have placed significant effort into identifying competencies for specific work groups as well as developing management competencies across the organisation.

A person may be deemed competent if they can demonstrate they have the required skills, knowledge and behaviours in these general terms.

There are many “competent” people within the council now, though that’s not to say the organisation is completely fired up, motivated and all of the workforce are motivated in the right way and matched to the right role/task.

We are still putting significant effort into recruiting the right people with the right skills etc. into the organisation without considering other motivational factors and how they affect behaviour.

Therefore we may be placing “motivated” people into roles where they don’t necessarily fit and it will only be a matter of time before we can be sure of the impact of this on the individual and their ability to “perform” the task.

We don’t yet have the capability to measure how much time and effort is spent coaching, coaxing and “managing” people who may have been appointed into the wrong role/task and new data would help us identify this.

Most people in any organization prefer to go to work and do a job well.

Not many people get up in the morning and think about how they can add less value, waste time, feel fed up and deliver a poor service.

They have been recruited by our organisational system that was designed to fail from the outset.

We measure qualifications; skills and knowledge, not always considering behaviours and the unique qualities and attitudes that people bring to us.

People don’t just bring behaviours to work either. Behaviours are driven by deeply unconscious values and other factors, which determine how each individual is likely to behave in a given context.

Quite simply, if we can determine what really drives people then we can predict their likely behaviours in typical situations such as customer services, dealing with the public, negotiating with partners, carrying out detailed procedural work, decision-making, creativity and problem solving.

We have the opportunity to determine how everyone’s uniqueness can be matched to the role/task in hand in the 21st Century in the public sector and beyond.

# So, what type of people do we need to employ to meet the challenge?

Carl Jung was one of the first to theorise the concept of personality types and the ability to predict how individuals react to external events in his book written almost 100 years ago.

The Myers-Briggs Partnership went on to develop (MBTI) which is a way of testing individuals to identify psychological preferences through Psychometric testing.

Developments in communication theories over the last 30 years have further defined the strategies of human behaviour and identified the conscious and unconscious processes, which determine how people think and act in the outside world.

We already have at our disposal, methodologies and tools to be able to elicit and code individual behavioural strategies and the underlying motivators also known as (Meta-Programs).

Meta-Programs are basically the motivating factors/preferences that dictate how individuals will behave in a given context.

Identifying Meta-Programs gives us a greater understanding of how people operate in certain situations and therefore enabling us to predict likely behaviours.

Having a clear understanding of our own services and what matters to citizens will give us a much better vision of the “types” of people we need to develop now as well as who we may need to employ in the future.

What we need to do is all about motivation and establishing the motivating factors we require to get the job done. This explains how we can measure and develop attitudes within Monmouthshire and begin to create the culture for innovation and sustainability that we require, and are seeking as an organisation.

Meta Programs are the unconscious factors/filters, which affect our behaviour on the outside. Meta-Programs can be used to measure and predict behaviour in a business context. We can train key staff within the organization to understand and utilize this method, quite quickly and completely and within the context of Monmouthshire’s purpose.

We can include this in our analysis of how we meet business/customer demand, enabling us to act on our own system for workforce development, recruitment and succession planning to ensure a well equipped workforce with the ability and flexibility to deliver what matters to citizens over time.

This methodology will also enable us to address the lagging measures of cost, revenue, sickness, absence and morale as part of the process. And this is of particular value in the current economic and political climate, where we are tasked with delivering higher value services with fewer resources.

There is no need to invest in expensive software or license agreements such as Psychometric Testing packages. It is possible to develop and use a Meta-Programs and Values Inventory (MPVI) and elicit key behavioural drivers through interviews/Verbal conversations.

The process begins at the recruitment stage. Anyone involved in the recruitment process should be trained to identify firstly what the purpose of the service area is, what matters to their customers, and then to identify what capacity they need to respond to demand.

Identifying capacity in terms of key roles will include: -

Required Qualification(s)

Skills

Knowledge

As well as this it is essential that we are clear about the “type” of person who can meet the unique customer demand.

Motivational Factors we could incorporate would include areas such as: -

Reference Filter- Internal/External

Direction Filter- Towards/Away from

Reason Filter- Options/Procedures

Chunk Size Filter- Global/Specific

Relationship Filter- Sameness/Difference

Emotional Stress Response Filter- Dissociated/Associated/Choice

The organization is not seeking one “type” of person and all of the above factors can be utilized and linked to unique roles/tasks.

This information should not be used to label individuals, though should be used to develop behaviours and flexibility within the workforce.

As an example, a person may currently be performing a role/task and profiling may identify that their “filter” in terms of Reason (Above) suggests a preference towards procedural working and they may have been asked to work more creatively.

It may be likely that this “mismatch” could evidently lead to performance issues and energies of the individual and their manager being focused into the wrong conclusions, irrelevant training, unnecessary anxieties, as well as wasted resources.

Most employees want to do a good job and have the will and commitment to do so, but in this scenario the employee may feel hindered in their own ability to generate new ideas and possibilities due to the underlying reasons which mean they are unconsciously motivated by procedural thinking as opposed to creative or lateral thinking.

Enhancing our learning and development capability will enable us to design specific interventions at the level of qualification, skill, behaviour and also at the deeper level of meta programs, therefore “growing” our motivational culture linked to current and changing demand in terms of the customer as well as organically as we change as an organisation.

# Linking Recruitment with Systems thinking

Therefore, improving the way we think about recruitment and how we can focus on a new systemic approach, we will have taken the first step in terms of putting the right person in the right job.

Example.

1. Manager has clarity of purpose and understands what matters from the perspective of the customer.

2. Data identifies that the organization does not have capacity to meet the new demand.

3. Manager draws up a specification linked to purpose.

4. Specification identifies requirements in terms of: -

Qualification

Skill

Knowledge

Behaviours

Motivational Factors/Filters- the role requires (Global Thinker), (Towards), (Internally Referenced), (Options), (Dissociated), (Difference)

Another role will require different Qualifications, skills, knowledge and behaviours and motivational Factors/Filters.The recruitment will be designed specifically to meet this demand and the process will be designed and implemented accordingly linking customer demand with our behavioural response whether that be as “deliverer” of service or through facilitating partnerships and or collaborations with other.

It is possible for trained individuals to measure these factors via behavioural observation/verbal conversation and specific questioning techniques/tasks should be designed to measure only this, ensuring that we are clear about why we are recruiting.

# The right staff in the right place- Delivering What Matters.

This approach offers us not only the opportunity to recruit the right people into the right areas. It lays down the platform for gathering accurate, up to date workforce development information for future business use.

What matters to our customers is a question that needs to be asked initially as well as periodically. We should ensure that all our service areas have a process in place that builds capacity linked to organizational purpose.

Gathering data about how we are delivering services which matter will ensure that as an organization we have continuity of purpose.

# Managers Role

Managers alone cannot “motivate” people. People are already motivated in their own unique way and their behaviours either contribute towards business purpose or away from it.

However, managers support employees via communicating business purpose and objectives to the team and through the allocation of roles, tasks and responsibilities.

Managers play a key part in ensuring that as an organization we are responding to customer demand and building our capacity to respond in a way that adds value in an efficient, effective way.

Managers can only do this by gaining feedback through appropriate measures, which are directly related to our purpose, and by interpreting information in order to act on system conditions and remove barriers, which prevent employees doing their jobs.

Managers must have absolute clarity about what matters to customers and a clearly defined purpose to achieve this.

This will then enable managers to be able to clearly identify capacity to deliver and to establish roles within the team to support this.

Team meetings should focus on the team’s capability to achieve purpose, a chance to share data on how we are doing, and be an opportunity for all to contribute to improving the way the system is designed

# Doing What matters for and with our staff

Individual employee progress should be monitored by themselves and their manager periodically to ensure continuity of purpose.Development needs should be individualized wherever possible and coordinated to ensure interventions support the growth of the workforce in terms of our organizational capacity to meet customer demand and be designed to: -

Achieve Purpose

Meet need

Towards agreed outcomes

Be delivered where and when appropriate

Be measurable in terms of impact on customer/Citizen

As an organisation we need clarity in terms of how we individuals and teams can comply with all key internal policies and procedures as well as legislative requirements and areas of compliance.

In the past learning and development activity has relied on managers intervening and authorising attendance at training events. The outcome of this approach has meant that motivated and interested employees have received much “training” though we cannot be sure that the right people have received the right learning to ensure that subsequent behaviours contribute to compliance as well as delivering what matters.

New methods of delivering learning and development should be utilised to ensure that the whole workforce is aligned to key priorities, objectives and able to work within specified guidelines and legislation.

Traditional appraisals/employee Reviews have been an opportunity to align individual performance with team/Service improvement plans however it is agreed that these are sporadic across the whole authority and a new approach is required to embrace the new culture of Monmouthshire in order to support and energised and focussed workforce which values diversity, creativity and a whole system approach. This should include the whole authority and not discrimate or exclude any employee for any reason of skill, ability, role or hierarchy.

We must ensure that all employees have the opportunity to give and receive feedback about their performance, exist and contribute within a culture of fresh ideas that incorporate citizen perspectives and allow employees to be innovative whilst delivering against clear priorities.

# Growing Organisational Capacity

The above process will enable the organisation to continually enhance our capacity and ability to develop practical, technical, professional skills as well as up to date innovative management and leadership skills.

Individual employees should have the opportunity to develop and move into roles where their profile best “fits” and development should offer the opportunity for maximizing skills, abilities and achievements towards purpose whilst enhancing roles.

Accurate workforce data will enable us as an organization to identify where we have capacity in terms of skills, knowledge, behaviours as well as previously mentioned, motivational factors which can determine our workforce capacity across the whole organization, without limits in terms of where people may be placed or which directorate they work in.

This is an exciting opportunity for the near future, to be able to identify who is employed within the organization and where they are located in order to develop a workforce profile detailing, as a brief example: -

% Of employees with specific qualifications, skills, knowledge and behaviours

% Of employees who are motivated in terms of people/towards/extrovert

% Of employees who are motivated in terms of Creative /Global thinking

% Of employees who are motivated in terms of specific/detailed work

% Of employees who are motivated by procedural work/introvert

% Of employees who are motivated by problem solving/away from motivated

This workforce data will be crucial for maintaining our organizational capacity to deliver, whilst reducing the need to unnecessarily recruit new staff, however providing further clarity if and when, we do need to recruit.

Understanding the workforce profile will enable the organization to identify employees with specific unique abilities and interests who are able to contribute to solving organizational problems creatively and precisely.

Traditionally project groups have been set up to solve problems/complete work without really understanding the unique roles required to fit the task.

This approach will generate further capacity within the organization to be able to respond, quickly and precisely to meet any new demand, solve real issues and deliver what matters.

Recognising the “uniqueness” of employees will actually increase our capability and overall feel-good factor of working for Monmouthshire as well as offering the opportunity for the whole workforce to understand that each area of the organization is linked in an understandable way, thereby moving away from silo working. Monmouthshire will become an employer of choice over the next few years.

Whilst it is anticipated that this workforce development approach will mean that organizational turnover may reduce over time, employees will still move into and out of Monmouthshire for various reasons.

An on-going clear picture of organizational capacity will enable us to be prepared for and plan for when people move into and out of the organization.

Workforce information available will make it possible to identify who we have within the organization who fits the role and task, offering opportunities and choices as to whether we recruit from employees internally or whether as an organization there is a gap into which we must recruit externally.

# Identifying and Utilising “Hidden” Talents.

By adopting this brand new approach we will have began to enable employees to be more engaged. By this I mean, we get more of the whole person, the 100% of the unique individual. We can identify even more “uniqueness” by finding out about employees passions, interests, skills, which are currently “left at home” as they are not related to the job role and expectations.

For example a quick sample of a handful of individuals has identified talents

(outside of job roles) such as:-

Specialist sports skills

Martial Arts

Languages

Music

Dance

Arts

These areas are the tip of the iceberg and a full analysis of talent will help us determine the depth of Monmoutshire’s hidden talent and how, through working beyond boundaries, roles, directorates we may be able to give employees the opportunity to bring their hidden talents to help the county to deliver “what matters” to citizens.

A question that should be posed now, is where within and outside of the organisation can these talents be utilised to build and enhance our capacity for, community engagement, teaching, learning and development?

As well as this, how will accessing these talents create greater choice, culture, at the same time as reducing costs and improving the overall feel-good factor of living, learning and working in Monmouthshire?

Therefore this goes way beyond creating the public sector employee for the 21st Century with the capability, behaviours and importantly the right type of motivation to carry out the role of delivering what matters to the citizens on Monmouthshire.

By ensuring that Monmouthshire County Council as an organisation has clarity of purpose, are professionally skilled with innovation, and compliant in terms of our legal obligations, we will positively impact on the whole community and beyond.

The following action plan explains how we will commence this approach to organisational development.

| **Organisational Development**  **Project** | **Purpose** | **Progress (at December 2011)** | **Next Steps & Timescales** | **Lead Officer** | **Resources to be deployed**  (human & financial) |
| --- | --- | --- | --- | --- | --- |
| Develop a skills bank  SNAP (Staff) Survey | To begin to identify unique skills and talents within Monmouthshire.  To assist the organisation to do better things | SNAP survey has been designed | Ready to roll out to whole organisation and partner companies | Cheryl Haskell and Ed Gullick | Support from Leadership Team |
| Analysis of SNAP (Staff) survey | To identify capacity to innovate and utilise hidden talents within and outside of the organisation.  Establish a cultural baseline | As above | As above | Annabelle Arnold & Rachel Cox | Project analysis/reporting |
| Ensure that organisational development function is connected and communicating with managers within and outside the organisations to identify what matters to customers | Establish that Value demand is the need, also that teams/service areas have a defined purpose from the perspective of the citizen. | Commenced work on filming a short positive advert about systems thinking and how it benefits citizens as well as freeing up capacity for increased innovation. | Complete video edit and present to all staff involved in review of organisational development function by 30th January 2012 | John Mcconnachie | Video editing to be undertaken outside of core hours. |
| Inform Unions about the experimenting with redesign of key areas within current policy | To gather data and information to provide us with informed learning to help facilitate a move towards procedures which focuses on Organisational Purpose | Currently planning to present initial findings to unions, leaders and key staff within the organisation | February 2012 | Jenny Bradfield | Senior Leaders Support |
| To experiment with recruitment demand in order to inform redesign. | To capture learning & identify unique skills and talents required to deliver purpose over time.  Getting the right staff in the right place, delivering and freeing up capacity for ongoing innovation | Initial discussion with Deputy CEO, has identified an area for experimentation | Commencing January 2012. On-going pilots of organisational development demand. | John McConnachie & Jenny Bradfield | Work with Deputy CEO and Service Head |
| Train two Personnel Officer’s in identifying Meta Programme (motivational) Information | To establish the motivational factors linked to required behaviours to sustain a flexible workforce with identified unique talents | Key Meta Programmes established.  Training available | Training sessions planned for 6th/9th January 2012 | John McConnachie | Jenny Bradfield & Claire Robins |
| Present Proposed Organisational Development model to SLT | To achieve organisational “buy in” and commitment.  To establish the purpose of having a newly defined,designed organisation for the future.  To explore the benefits of placing the right people in the right place, a flexible organisation with free’d up capacity and permission to work across traditional boundaries. | Present Organisational Development model at SLT Away Day | Away Day 13th January 2012 | John  McConnachie  Jenny Bradfield | Cheryl Haskell  Claire Robins |
| Take “project swarm” to Learning technologies exhibition | Consolidate required actions towards overal re-design by involving “wider team”.  For project group to target specific areas of learning to inform redesign plan for organisational development with capacity to adapt, morph in line with the organisations direction and priorities | Exhibition/Conference identified 25/26 January 2012 Olympia  Attendees identified, places booked:-  Cheryl Haskell  Rachel Cox  Dave Binning  Kirsty Borroughs  Sue Boucher  Claire Robins  John McConnachie  Jenny Bradfield | Action Plan to be updated during the 2 days.  Time built in to regroup and update regarding progress. | John McConnachie | Funding from R/C Directorate  Kellie Beirne |
| All staff to access additional learning and development via an innovative, blended learning approach. | For staff to access relevant learning and development, when and where appropriate in order to achieve purpose / compliance | The organisation has re-subscribed to learning pool. Scoping session booked for 10th January 2012. | To identify lead officer for implementation.  To identify E-Learning authors from the wider team.  Agree a launch date. | John McConnachie  &  Helen Reynolds | £18 K corporate training allocated |
| Research other recruitment models  (procedure & measurement) | To ensure that we have the best model to achieve organisational purpose and provide a workforce acting with purpose, passion and permission to deliver what matters. | One model currently being tested.  Other approaches to be considered | By 18th February 2012 (date to be kept under review)  Identify external partner to develop system/software/resources. | John McConnachie & Jenny Bradfield | Nominated Officers – Claire Robins |
| Cabinet Approval Process (JAG - SMT etc) to be built into process. | To seek approval for redesigned processes | On-going utilising intreprenneurship 20% time and incorporated in this plan | On-going until redesign complete | Moyna Wilkinson | Approval at all stages from appropriate officers, cabinet members and unions |
| Develop blended Learning People/personnel modules to include compliance with policy | To ensure that all people involved in policy compliance have access to a range of learning and development methods in order to increase organisational capacity | Originates from Organisation Development model proposed | On-going this action plan | System / Wider Team | E Learning Authors & Trainers identified previously |
| Continue with System thinking roll in focussing on all policies | “What Matters”, Purpose, focus on Value Demands, flow and create capacity | On-going | Keep under review and prioritise by demand analysis i.e. attendance management & Protection of Employment Policy | Systems Team | Leaders Review |
| Redesign job roles to consider; generic, specific and specialist | What are the unique roles within the overall function?  Where can capacity be redeployed? | On-going | Identify & build capacity and permissions to support the whole function within wider team | Systems Team | Leaders Review |
| Identify the management roles | What are the necessary management functions to support and act on the whole system?  Establish a clear structure | Utilise data from System thinking check | To be identified by April 2012 | Systems Team | Leaders Review |