

Culture Change Results in Dramatic Improvement for Local Government Entity



Facts

Industry

Local Government in Australia—
Victoria City Council

Size

700 employees

Annual Budget

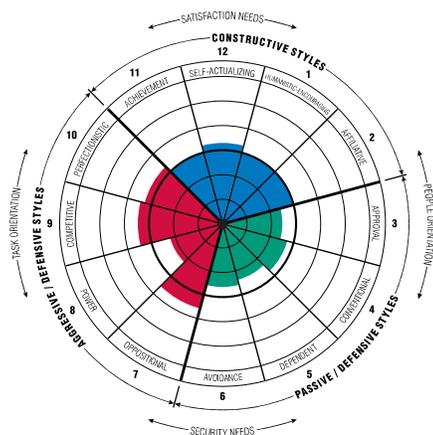
Approximately US \$50 million

Note: International currencies have been converted to US dollars.

Challenge

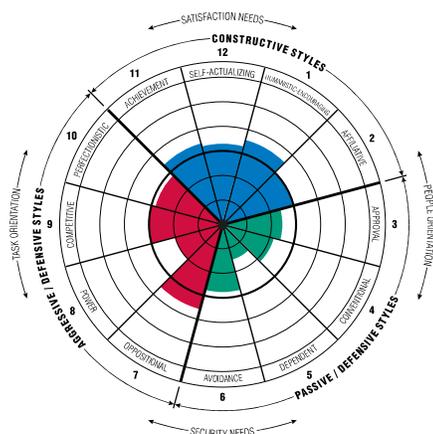
A government council was in a state of transition due to a number of concurrent changes. These changes included a movement toward Compulsory Tendering (CCT), and the need to change from a public service approach to a more commercially oriented, customer service focus. At the same time, large-scale redundancies were also causing stress and tension within the council’s workforce.

Figure 1: OCI Profile, N=193



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Figure 2: OCI Profile, N=207



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PROCESS

- Using Human Synergistics International’s (HSI) *Organizational Culture Inventory*® (OCI®), the council assessed the present state of its culture and determined targets for improvement.
- All council directors also completed the *Life Styles Inventory*™ (LSI) as a means of measuring their individual behavior and planning personal strategies for assisting the organization in changing its culture.
- The council also relied upon the *Group Styles Inventory*™ (GSI) and problem-solving simulations as key tools in facilitating an understanding of the impact of individual behaviors on group interactions.

SURVEY RESULTS

Although the company’s “current” OCI results (Figure 1) revealed a reasonably healthy culture, extensions on the **Competitive, Perfectionistic, Oppositional, Approval, and Conventional** styles were identified as stumbling blocks to overcome.

Eighteen months later, following implementation of the interventions described above, the council completed a retest using the OCI (Figure 2). The profile shows an increase in the **Constructive** styles, as well as a sizeable reduction in the **Aggressive/Defensive** (except for **Oppositional**) and the **Passive/Defensive** styles.

OUTCOMES

The dramatic impact of the council’s movement toward a more Constructive culture has resulted in recognition in the form of two independent customer service awards:

1. The Victorian State Customer Service Award in the Organizational Development and Customer Service divisions, and subsequent nomination for the National Award.
2. The State Government Review of State Local Authorities, in which the council achieved the highest possible score in seven out of 11 categories.

The council’s morale, turnover rates, and staff satisfaction levels are among the best HSI has measured.

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About the Circumplex

Human Synergistics International's Circumplex provides a way to "see" what drives the performance of individual contributors, leaders, work teams and, in short, the entire organization. It illustrates the factors underlying performance in terms of 12 styles of thinking and behaving. Some styles lead to effectiveness and productivity; some do not. Regardless of their impact, they all describe what's happening inside the organization and provide a direction for change and development.

Effective individuals in groups and organizations show **STRONGER** tendencies along the **Constructive styles**.

12

Members are expected to gain enjoyment from their work and produce high-quality products/services

1

Members are expected to be supportive, constructive, and open to influence in their dealings with each other

11

Members are expected to set challenging but realistic goals and solve problems effectively

2

Members are expected to be friendly, open, and sensitive to the satisfaction of the work group

10

Members are expected to avoid making mistakes, work long hours, and keep "on top" of everything

3

Members are expected to agree with, gain the approval of, and be liked by others

9

Members are expected to operate in a "win-lose" framework and work against their peers to be noticed

4

Members are expected to conform, follow the rules, and make a good impression

8

Members are expected to take charge and "control" others, and make decisions automatically

5

Members are expected to do what they are told and clear all decisions with superiors

7

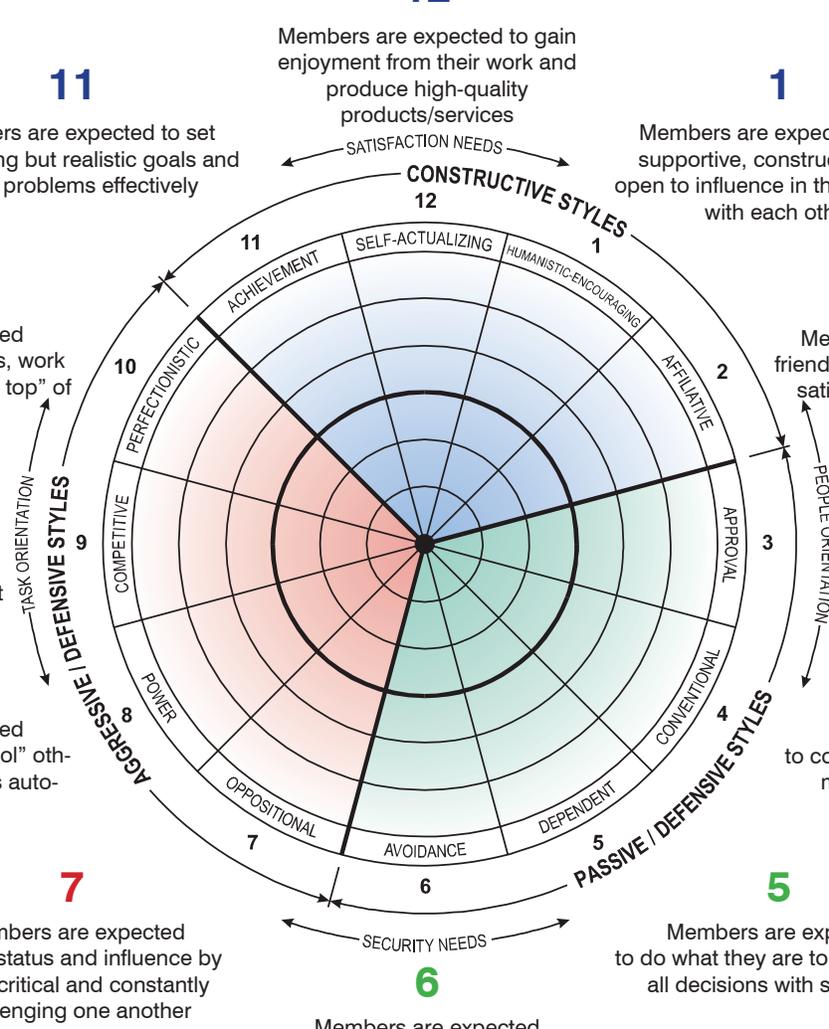
Members are expected to gain status and influence by being critical and constantly challenging one another

6

Members are expected to shift responsibilities to others and avoid being blamed for mistakes

Effective individuals in groups and organizations show **WEAKER** tendencies along the **Aggressive/Defensive styles**.

Effective individuals in groups and organizations show **WEAKER** tendencies along the **Passive/Defensive styles**.



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Creators of the Organizational Culture Inventory®, Desert Survival Situation™, Life Styles Inventory™ and Leadership/Impact®.

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