

Transforming Organisational Culture

Sarah Philpott

Our corporate vision

By 2020 Marion Council will be

- **A leader in the delivery of the Community Vision**
“Broad horizons, bright future”
 - Community Wellbeing
 - Cultural Vitality
 - Dynamic Economy
 - Healthy Environment

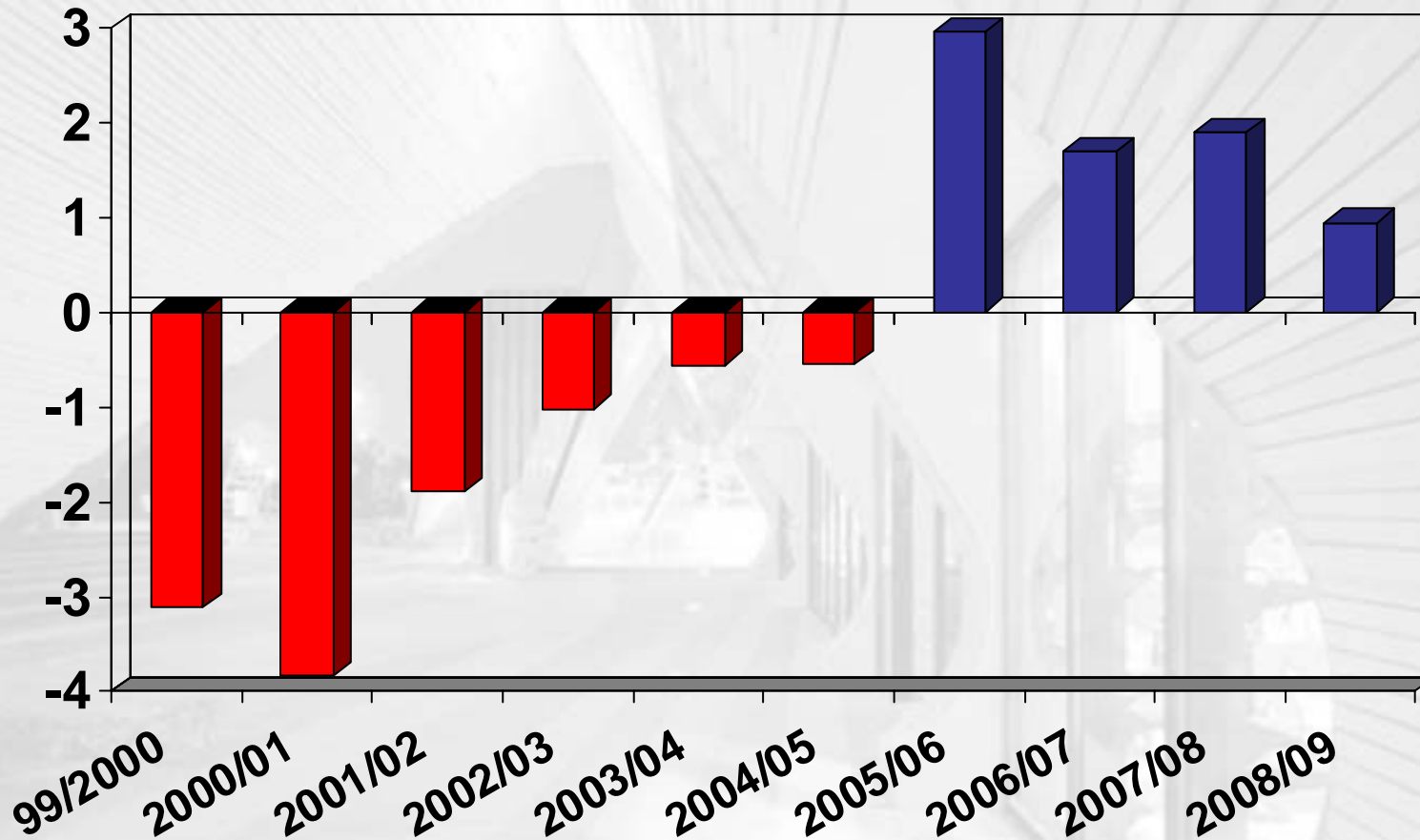
- **An Organisation of Excellence**
 - Recognised for Excellence in Governance
 - Recognised for Service Quality
 - An Employer of Choice



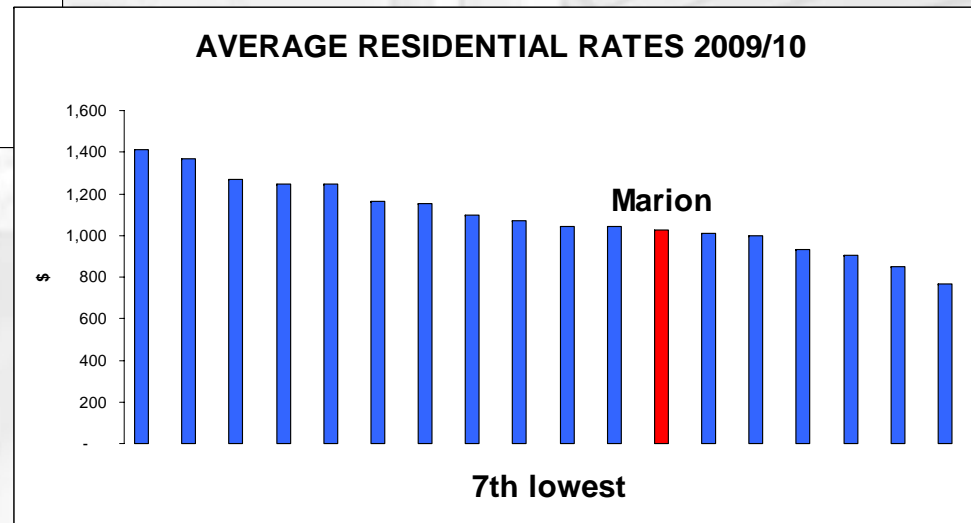
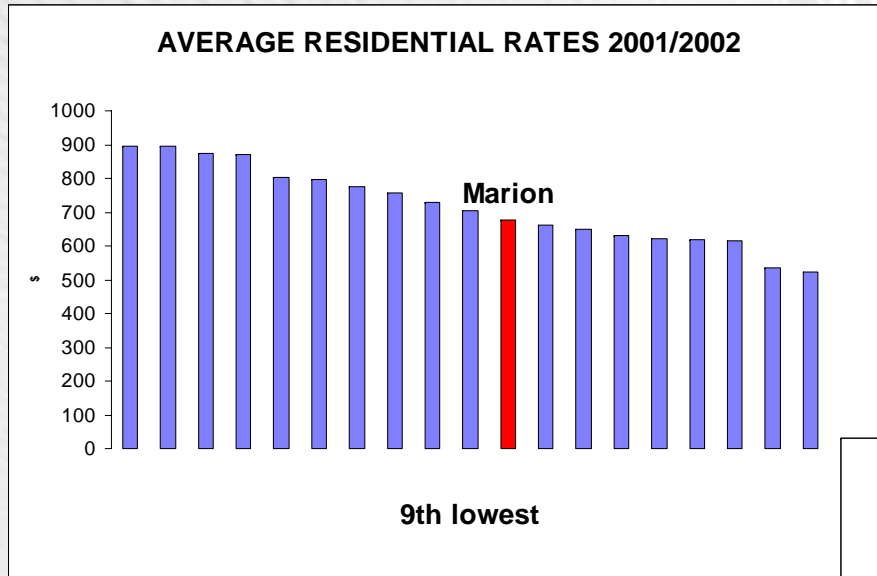
**City of Marion Strategic Plan
2008-2020**

Improving our performance

Operating Result before Capital Revenues

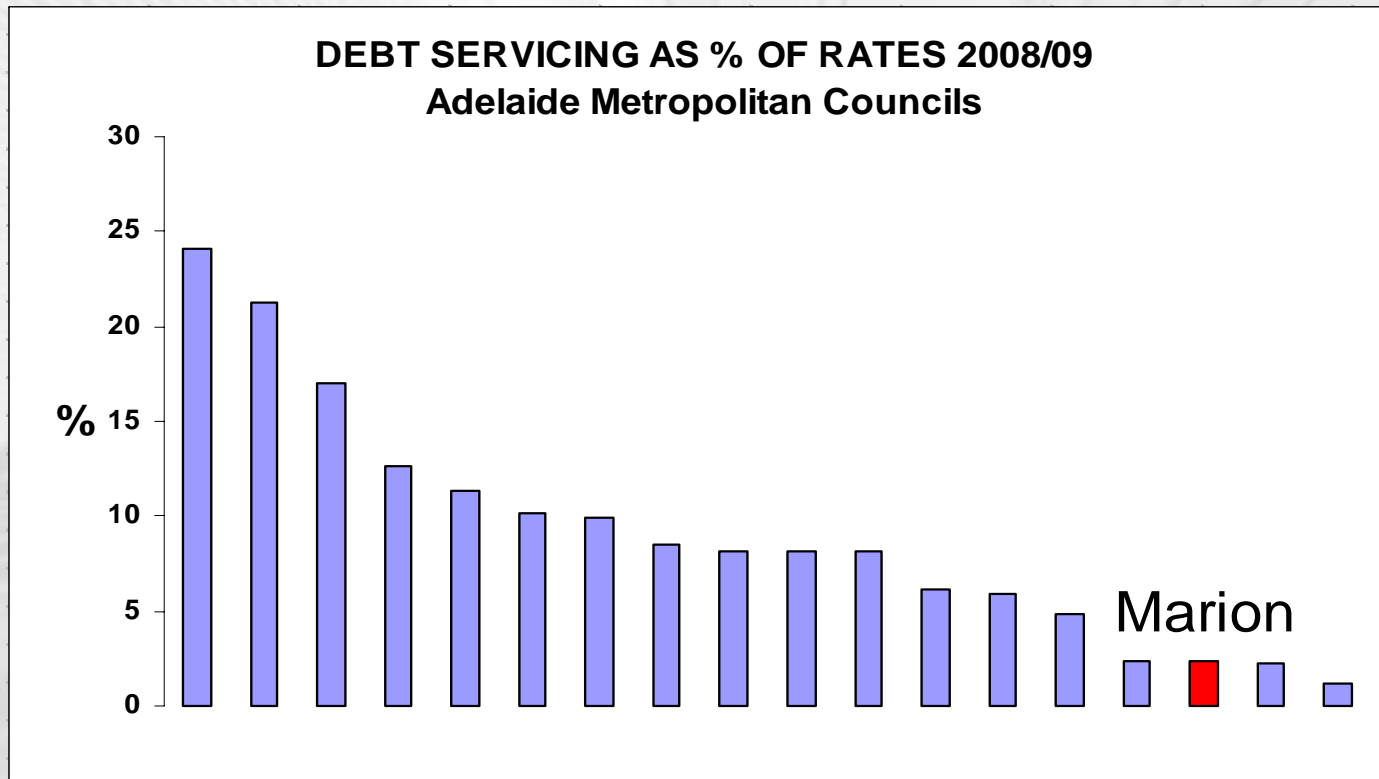


Average Residential Rates



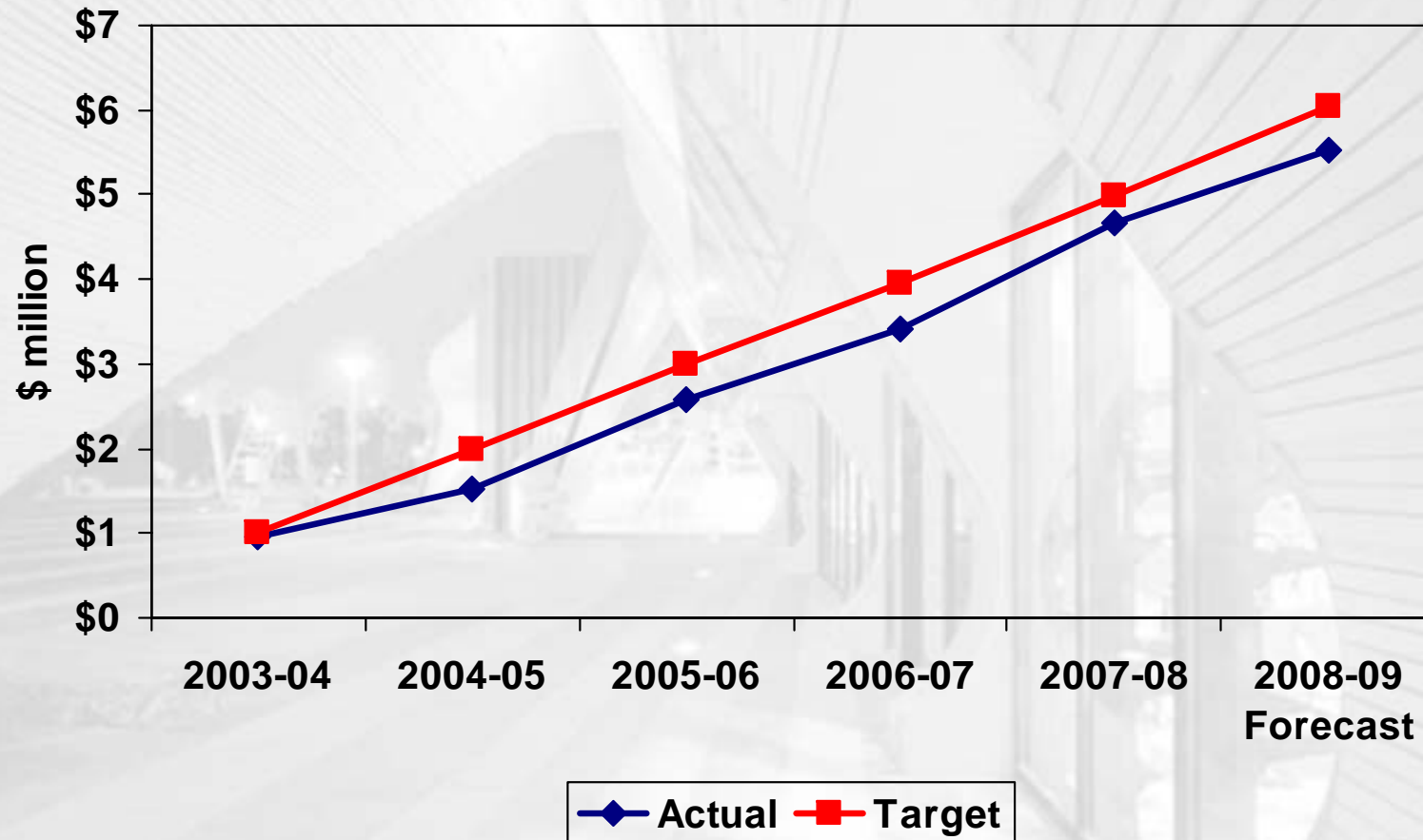
Debt Servicing

2008-2009

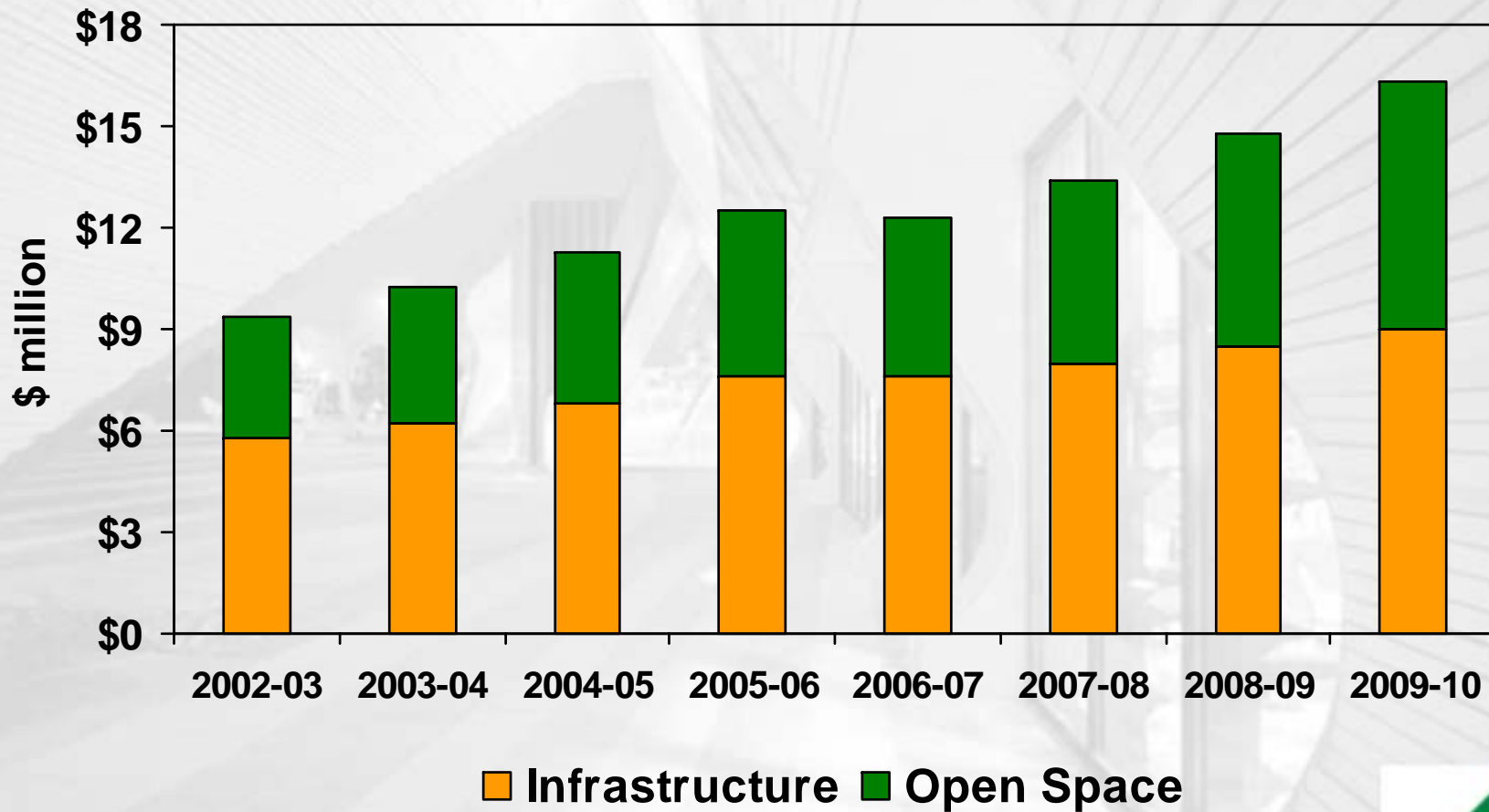


* The graph reflects debt servicing as a % of rates.

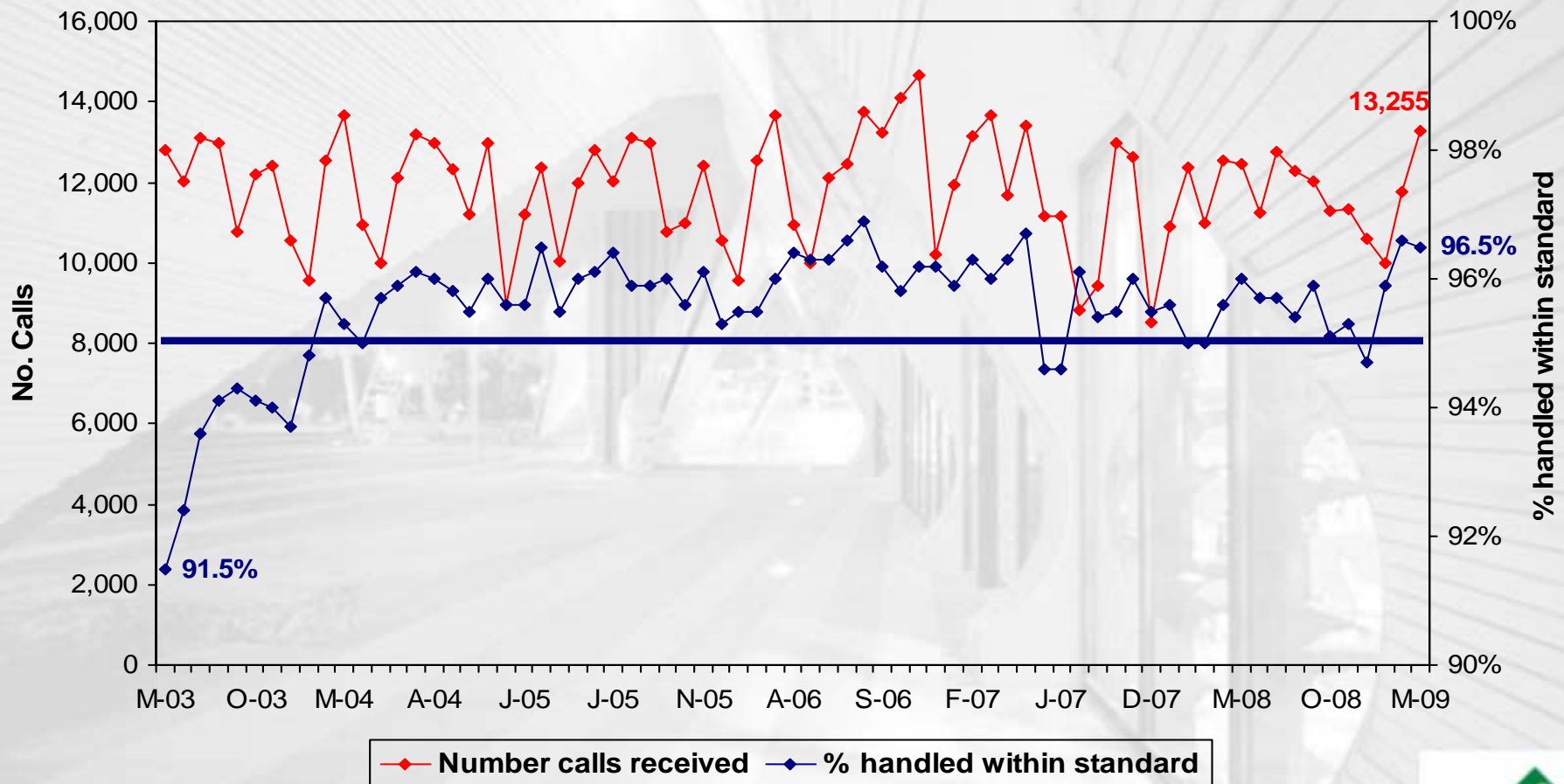
Funding Community Priorities



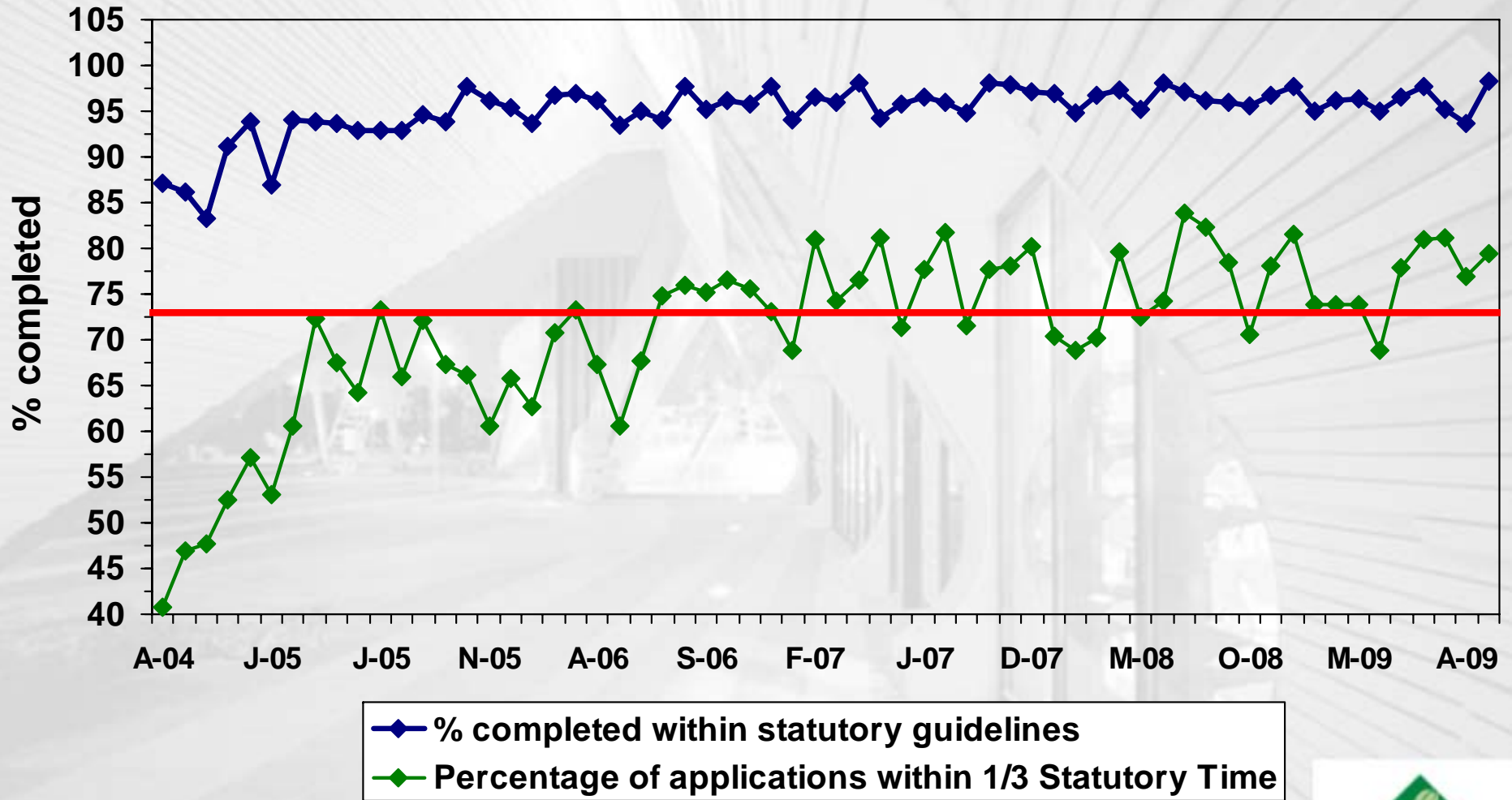
Infrastructure & Open Space Funding 2002-2003 to 2009-2010



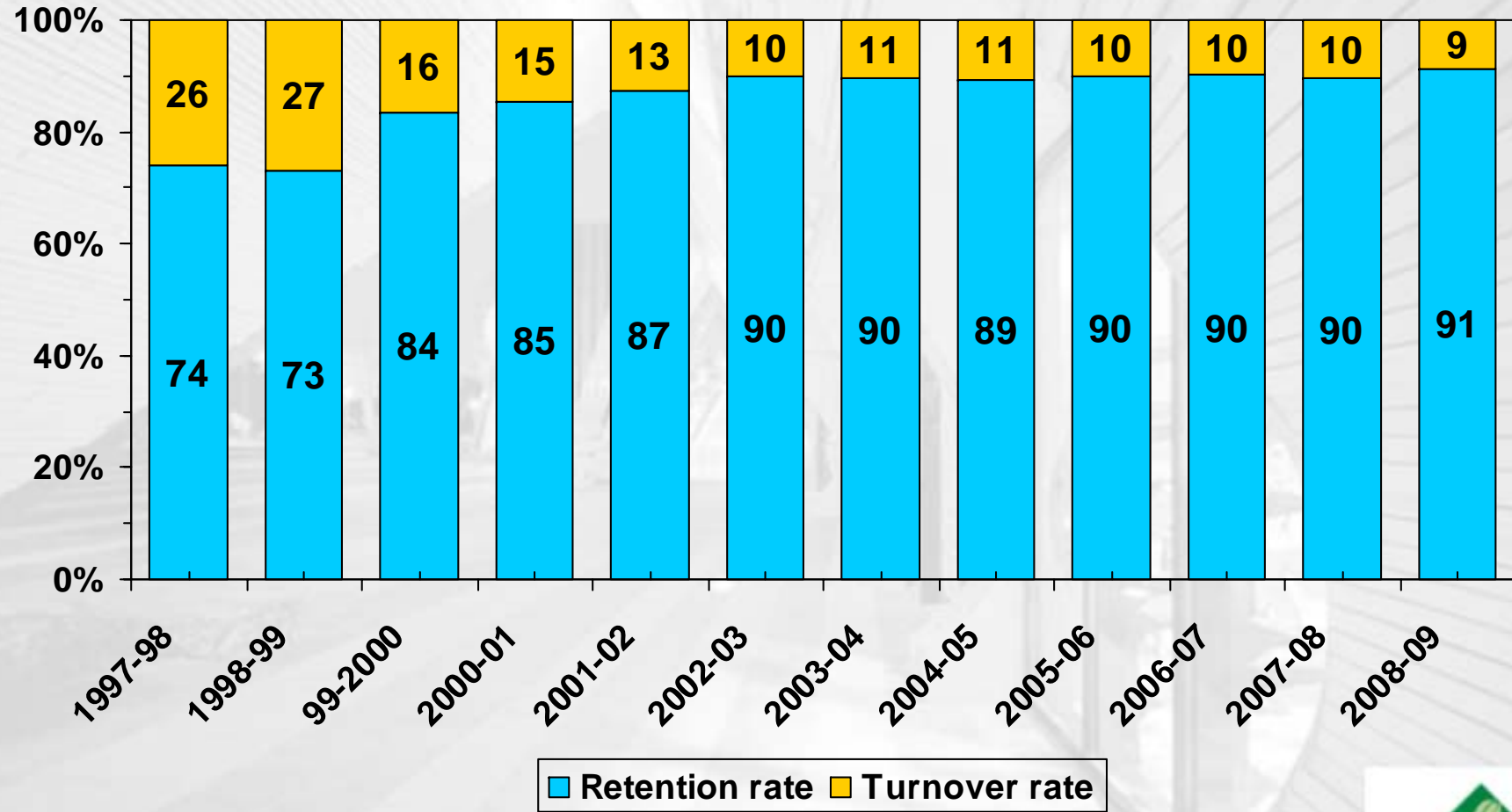
Incoming Direct Dial Telephone Calls (Working Hours)



Development Applications completed within Statutory Timelines

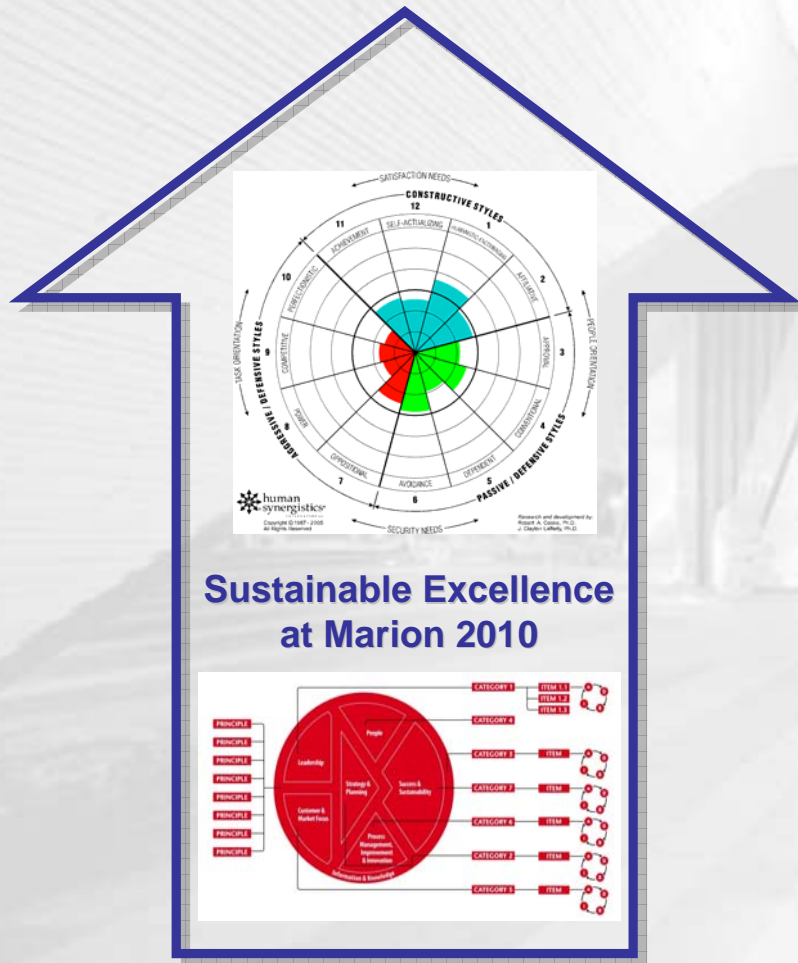


Annual Retention/Turnover Rate



The'How

Systematic approach to outcomes



- 2001 Introduced Culture Approach
- 2002 Surveyed Culture
- 2004 Introduced Business Excellence
- 2005 Surveyed Culture
- 2005 Business Excellence Self Assessment
- 2007 Surveyed Culture
- 2007 Business Excellence External Assessment
- 2008 Surveyed Culture for teams with low 2007 results
- 2009 Surveyed Culture
- 2010 Next Business Excellence External Assessment

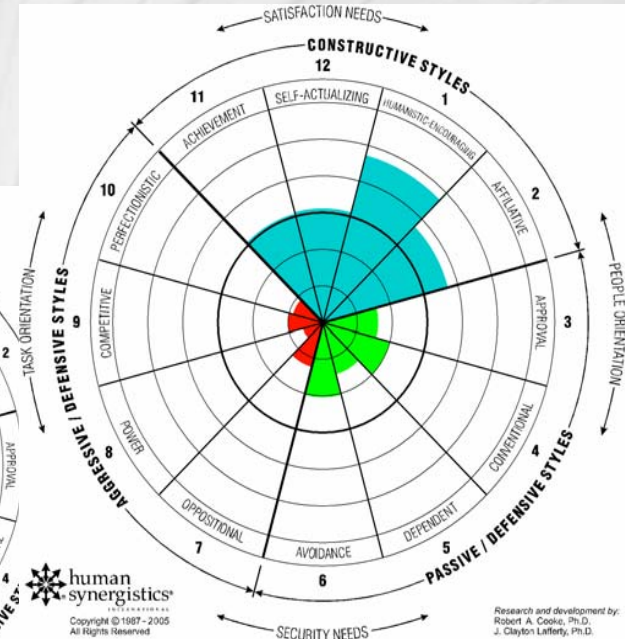
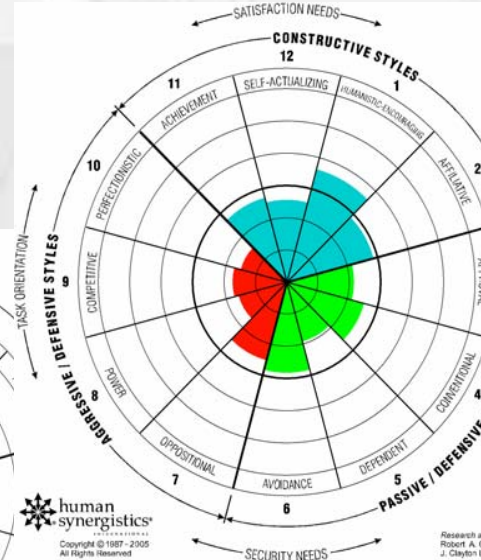
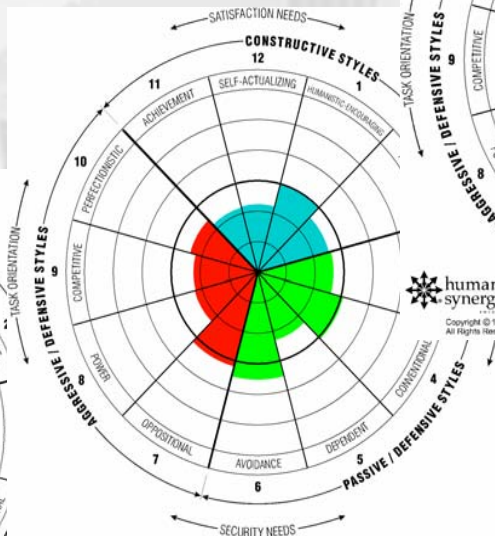
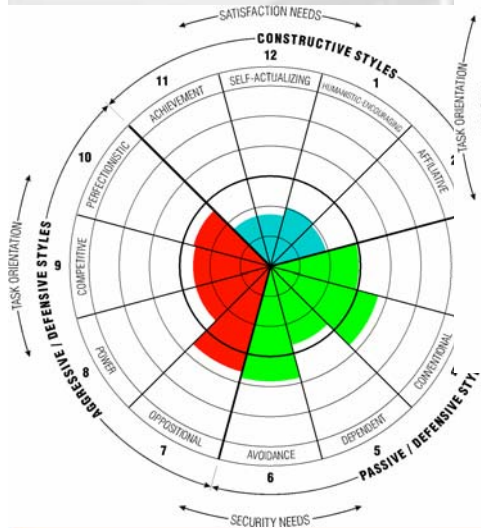
Measuring culture

June 2009 N=342

June 2007 N = 272

June 2005 N = 239

August 2002 N = 247



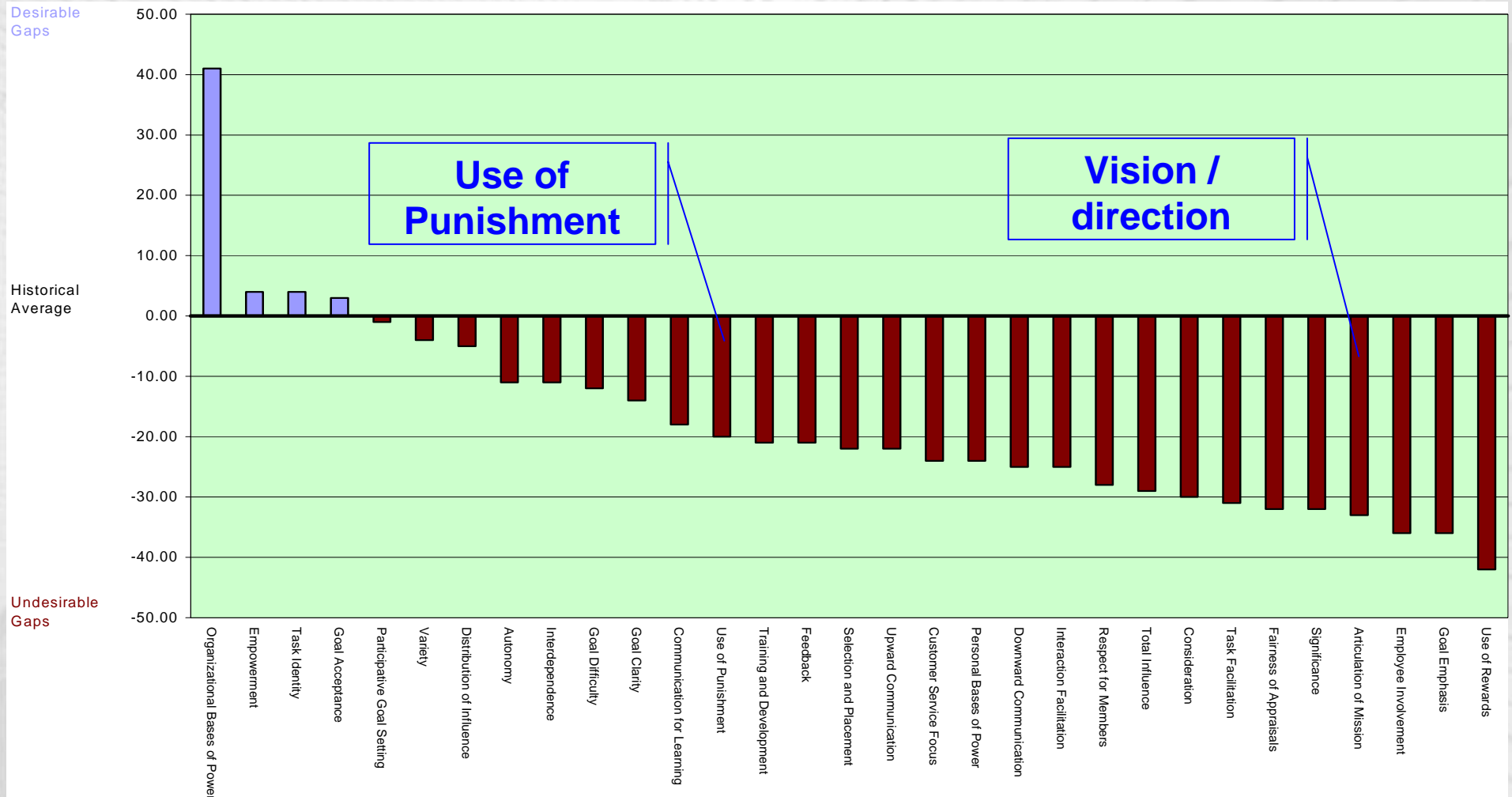
human synergistics
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Research and development by:
Robert A. Cooke, Ph.D.
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2002 Gap Barchart of the Causal Factors

n = 247

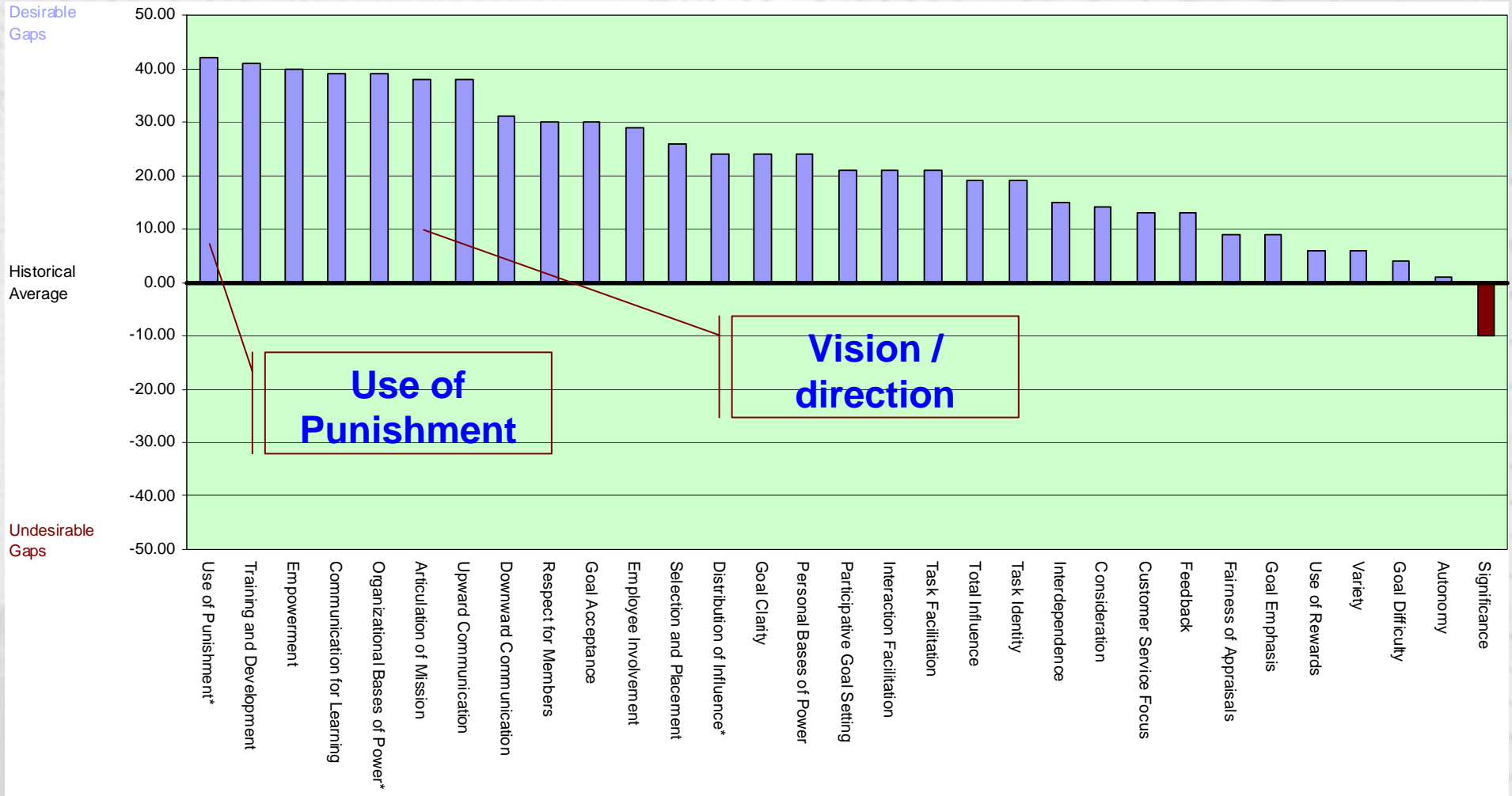


* Gaps for negative items are reversed so that positive gaps are desirable and negative gaps are undesirable.



2009 Causal Factors Gap Barchart

n = 342



* Gaps for negative items are reversed so that positive gaps are desirable and negative gaps are undesirable.



After the Business Excellence Assessment & Culture Survey

- Focus on Business Excellence improvement opportunities
- Focus on teams experiencing problems
 - No Blame
 - “Contract” between
 - CEO, Director, Manager, Team Leader & Staff
 - We all agree to do whatever is required!
- Leadership development

Leadership - up to you & me

- Focus on Leadership
 - The more senior the greater the focus
 - The 70 people in leadership positions
- Executive Management Group
- HR / Organisational Development
- The degree to which “People Managers walk the talk

Leadership for Success

- Delivered employing “group coaching” (groups of 20)
- 13 x ½ day sessions approximately 3 weeks apart
- Constructed around the four constructive thinking styles with particular emphasis upon self actualising

Preparation for Program

1. Briefing session - enrolment;
2. LSI Workshop.

Immersion in Program

Who am I?

Setting up for success.

Leadership in action.

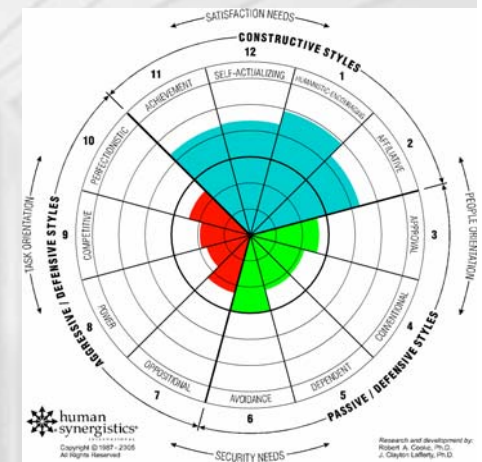
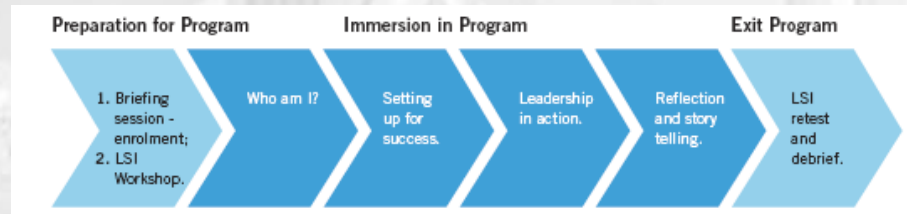
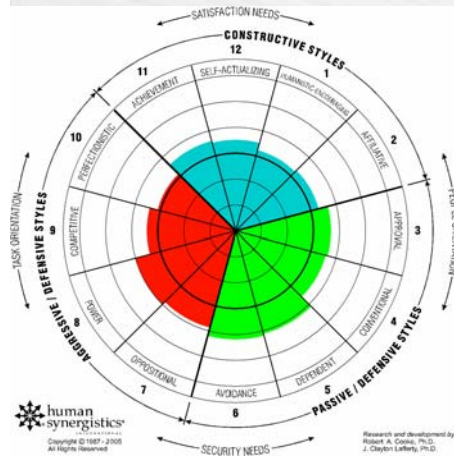
Reflection and story telling.

Exit Program

LSI retest and debrief.

LSI 2 Test - Retest

Description by Others; N = 3



Do you want to know

more?

Booth

27