

CASE STUDY: FRONT LINE GOVERNMENT SERVICE



Radical changes in this front-line government service had created a climate of gossip, uncertainty, anger, resentment, frustration, and in some cases disdain. Previous attempts to shift staff culture had failed to address the complexities of change or ignite staff buy-in at the pace and scale needed for the new operations model.

THE CHANGE CHALLENGES

- Rapid expansion of service across the state in both regional and metro areas
- Introduction of performance targets for over 90 per cent of front line workforce
- Move from output-focused model to outcomes-focused approach
- Changes to workforce structures, systems and processes and role responsibilities
- Reduction in management positions and increase in front line accountability
- Introduction of a high-number of new and less experienced staff.

THE CHANGE EXECUTIVE SOLUTION

- Engagement with both executive and local management teams to understand the organisational challenges in general, as well as unique issues occurring at site level
- Development of a conversation-style team coaching format (appropriate to context), that facilitated frank and open discussions in an honest, fun and non-biased setting and empowered participants to discuss any fears, concerns and needs that they had
- Delivery of dynamic staff workshops utilising live illustrations that infused conversations with humour, captured and articulated emerging themes, and informed organisational discovery from the ground up
- Delivery of post-workshop coaching session with on-site manager to review and reflect on the themes that had emerged during the group conversation; discuss recommendations and suggested next steps
- Provision of:
 - Critical questions for the organisation to utilise in its continuous development strategy and to



use as a base for further input, exploration and culture design

- Analysis of emergent themes and recommendations and next steps
- Digital copies of illustrated images captured for local site and organisational-wide use.

OUTCOME

The Change Executive facilitated group workshops with 250 managers and senior employees across six metro and regional sites. Conversations focused on understanding the key drivers of change, the challenges and opportunities, and the costs of a fixed mindset versus the benefits of a growth mindset.

Thirteen emergent themes were discovered during the workshops and then analysed by The Change Executive to support the organisation with ongoing improvement to culture alignment, staff engagement and service standards.

Since the workshops, local site managers have reported:

- Culture has been prioritised, and is discussed as part of risk management process
- A reduction in staff conflict, anxiety, uncertainty and complaints
- A shift in staff behaviour, better bonds and increased respect between individuals
- That staff feel more confident and inspired to embrace the changes and new ways of working
- That staff are now aware of the impact that their mindset has on their experiences at work, and as a consequence are more engaged
- That the bespoke illustrations serve as a reminder of the group discussion, allow conversations to continue, and guide continuous improvement.

“I had not realised how much culture impacts our results – it’s now on our risk matrix and prioritised .”

– Executive Manager

“[the workshop] acted as a catalyst for some tough decisions that needed to be made... [it] was a major factor in resolving some of the underlying issues.”

– Site Manager

“I really enjoyed the workshop and left with a new way of thinking and acting.”

– Front line staff member

