



Minutes of meeting -

Client name Access Canberra

Held 8 September 2015 2:30pm

Present s41(1)

 [REDACTED]

 Bruce Thompson
 Jerome Freestone

Discussion points:

1. Change and communications working group

- Will work with KPMG to generate case studies, scenarios and content for the workshops.

2. Workshops

- KPMG will facilitate 10 half day workshops.
- Participant materials, including tangible change worksheets/factsheets will be developed in-house by Access Canberra.
 - o Participants want tangible tools that will assist with managing change
- 12 - 15 participants in each workshop
- Option to create a safe place for participants to 'vent'
- Will allow people to put clear issues and concerns onto the table
- Logistics including identifying participants, sending of invitations and room bookings to be made by Access Canberra.
- s41(1) from KPMG will facilitate.

3. Toolkits

- s41(1) advised a possible avenue for support is EAP services
- Need for tangible change worksheets/factsheets which will be developed in-house by the Working Group – utilise KPMG's work as a basis

4. Timeframe - plan

- First meeting with the Working Group, 17th September (0930, Dickson)

- Workshop dates TBC by Jerome and Bruce

5. Communications between KPMG and Access Canberra

- KPMG to attend fortnightly Working Group
- KPMG to develop a one page update that is presented at the Working Group meeting – topics include and not limited to; progress of project, feedback, success stories from workshops, possible new challenges shared by participants
- Main points of contact are Bruce and s41(1); regular phone and email contact throughout the project.
- Whilst Bianca is on leave (19th Sept – 5th October) s41(1) will be the main contact. Bruce Thompson will be on leave in October.

6. Final Consultation Meeting

- To be held with the Working Group and KPMG. Option for this meeting to be extended to two hours, if required.
- This final meeting will cover the summary of relevant findings and feedback as well as verbal recommendations for taking the workshops forward in the future. Topics agreed for discussion:
 - o What are the “wins” from the workshops
 - o Possible areas that still need addressed
 - o Suggested options for future development/improvement

7. Key Stakeholders - TBC

- David Colussi- Head of Access Canberra
- David (surname TBC) - Chief Operating Officer
- Alison (surname TBC) - Communications, Corporate Governance (TBC)
- Chris Collier - Project Sponsor

Current actions: KPMG

1. **Starting point** - meet with Change Working Group Thursday 17th September. The purpose of the meeting will be to engage with the team and communicate KPMG’s role, project purpose and objectives
2. **Project Plan** - to be finalised by Friday 18th September. Draft project plan to be sent by COB 10th September

Current actions: Access Canberra

1. Bruce and Jerome to identify key executive personnel. Schedule meeting with Executive for initial consultation.



2. Jerome to provide KPMG consultation feedback, risk assessments and staffing numbers, any other relevant materials for context setting
3. Identify participants for each workshop; send invitations.
4. Identify and agree with KPMG, dates of each workshop
5. Identify timing and phases, notify KPMG, including end date for project.

Minutes from Access Canberra / KPMG Team Meeting

Held on 13 October 2015 at 16 Challis St, Dickson

Meeting Background	
Meeting	Access Canberra / KPMG Team Meeting
Meeting Date	13 October 2015
Attendees	Jerome Freestone Chris Collier s41(1) Vesna Cvjeticanin
Apologies	N/A

Minutes	
Minutes Summary	<p>This meeting was held to discuss KPMG's approach to facilitating a series of change workshops in support of Access Canberra's change management efforts. Key discussion points are as follows.</p> <p>Workshops for Change and Communication Working Group</p> <ul style="list-style-type: none"> It was agreed that the first two workshops will be run with the Change and Communications Working Group (invitation extended to communication staff). The same format will be used for both workshops, with the following objectives: <ul style="list-style-type: none"> Increase buy-in and understanding of working group members' role as change agents; Provide a rationale for the development of the case studies and the change management project that is being set up; Facilitate case study development and the identification of change management techniques and strategies that working group members can use to support the change. Chris Collier will provide an introduction at both workshops with the Change and Communications Working Group. Vesna will attend both workshops to capture relevant insights, and to provide organisational context as required. Proposed dates: 27 and 28 October. KPMG will develop the workshop design and seek feedback from Access Canberra. <p>Executive Briefing</p> <ul style="list-style-type: none"> Outcomes from the workshop will inform an Executive brief (to be developed by Jerome Freestone). Feedback from the Executive will be sought on the focus and audience of the following workshops. <p>Remaining Workshops</p> <ul style="list-style-type: none"> An additional eight workshops will be held with target audiences (e.g. leaders; priority managers and team leads; priority teams). There will be a focus on a change 'toolkit' in these workshops so that participants walk away with actions they can apply. Access Canberra have example toolkits which they will provide to KPMG.

	<ul style="list-style-type: none"> It has been suggested that the workshops should focus on the following issues, noting that this may change based on feedback from the Change and Communication Working Group and Executive consultation: <ul style="list-style-type: none"> Forming teams; Developing personal resilience; Increasing readiness for change; Maintaining relationships; Looking ahead to take opportunities; and Managing up as well as down. As the workshops are delivered, KPMG will consolidate key themes emerging from the workshops and provide updates at the Change and Communication Working Group meetings. This will assist the project team to demonstrate outcomes to the Director General. <p>Key Points of Contact</p> <ul style="list-style-type: none"> Project correspondence will be between s41(1) and Jerome Freestone (with Vesna Cvjeticanin copied in to emails). Chris Collier is to be involved in any correspondence about the project direction. <p>Next Change and Communication Working Group meeting</p> <ul style="list-style-type: none"> The next Change and Communication Working Group meeting will be held Thursday 22 October (TBC) s41(1) will attend this meeting. <p>Contract</p> <ul style="list-style-type: none"> Access Canberra will confirm whether a contract variation is required as a result of the changes to the KPMG team.
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	Action Items	Responsible	Due Date
1.	Prepare workshop invitation email for Change and Communication Working Group members	s41(1)	15 October 2015
2.	Confirm dates for workshops with Working Group	Jerome Freestone	15 October 2015
3.	Book rooms for workshops with Working Group	Jerome Freestone	15 October 2015
4.	Schedule next Change and Communication Working Group meeting	Jerome Freestone	15 October 2015
5.	Send out invitations to the workshops for the Change and Communication Working Group	Jerome Freestone	16 October 2015
6.	Confirm requirements for KPMG-Access Canberra contract	Jerome Freestone	16 October 2015
7.	Prepare design for workshop for Change and Communication Working Group	s41(1)	20 October 2015
8.	Seek feedback from Access Canberra on design	s41(1)	22 October 2015
9.	Identify and share example toolkits	Jerome Freestone	20 October 2015
10.	Prepare / submit Executive brief	Jerome Freestone	Early November

Access Canberra Workshop for the Change and Communications Working Group

Audience:

The Change and Communications Working Group, which Access Canberra has established to “provide advice on the ways we can work together to build a strong culture for the new organisation (taken from Access Canberra intranet)”.

Date and location:

	Workshop 1	Workshop 2
Time	9am-12pm	1pm-4pm
Date	27 October 2015	28 October 2015
Location	North Building Dame Pattie Menzies House 16 Challis Street Dickson	255 Canberra Avenue Fyshwick

Goals:

- To support members of the Change and Communication Working Group in their role as change agents across Access Canberra and involve them in planning for future change workshops targeted at leaders and priority managers and teams.

Objectives:

- Increase buy-in and knowledge of working group members’ role as change agents;
- Provide a rationale for the development of the case studies and the change management project that is being set up; and
- Facilitate case study development and the identification of change management techniques and strategies that working group members can use to support the change.

Room set-up and materials:

- The room should set-up with clusters of tables to allow small group discussion.
- Each participant should be given a name tag or place holder on the table.
- Each table should have markers, coloured pens / pencils, blu-tack, and flip-charts / butchers paper.
- A whiteboard with whiteboard markers is required.

Workshop Schedule:

Time	Topic	Facilitator Notes	Equipment
5 mins	Chair Overview	<p>Invite Chair of the Change and Communications Working Group to introduce the session:</p> <ul style="list-style-type: none"> • Why are we here – strategic goals of Access Canberra; why the changes are important • Thoughts and observations of the changes that are occurring Change is hard and we want to support our staff during this transition • Position working group members as change agents that can make a positive impact on how the changes are managed • Describe approach – will run workshops with staff using case studies to provide context • Highlight that today’s session is a unique opportunity for the working group – need their involvement in planning the workshops (case studies; target audience; focus) • Also a chance to discuss the working group’s role in supporting the changes <p>Thank Chair.</p>	<ul style="list-style-type: none"> • Slide 1
5 mins	Welcome	<p>Welcome to the workshop:</p> <ul style="list-style-type: none"> • Introduce yourself, your role, your experience and a brief of why you are here today • KPMG working with Access Canberra to provide change management support • We are experienced ourselves in leading change programs, being a part of change programs and managing people • We will be running change workshops with staff – leadership, team leaders and priority teams – to help them make sense of the changes and identify strategies and approaches for managing change 	<ul style="list-style-type: none"> • Slide 2 • Butchers paper with Parking Lot heading

Time	Topic	Facilitator Notes	Equipment
		<ul style="list-style-type: none"> • We need your input to help focus content for these workshops • Today is all about planning, planning for these workshops • We also want to help you be prepared for your roles as change agents • Today is also about planning for your role as change agents • This isn't a lecture – you will be learning via each other • Minimal Power Point • We are here to utilise your knowledge and experience <p><i>Explain that the session will be highly interactive with lots of discussion and may be different to programs you have attended in the past. Today's purpose is not to teach you how to manage change, instead you will be learning from each other and the experiences you can share.</i></p> <ul style="list-style-type: none"> • Role of facilitator – hold you to account, move on and continue with the session. My expectation of you is that you are all professionals and you will live up to that expectation, if behaviours don't live up to those expectations I will, with your permission, call you on that, put items on the parking lot and move forward. <p><i>My expectations of you as participants is that you provide me with feedback. If we're moving too fast or too slow, or you have questions, raise your hand or interrupt at an appropriate time. We may also find that different things come up throughout the day that may need to be discussed in a different forum, to ensure these are not forgotten we will record these on a Parking Lot flip chart.</i></p> <ul style="list-style-type: none"> • Some have experienced more change than others but that does not mean you don't contribute. I know this is a strong group, let's use the experiences in the room and learn from each other. <p><i>You might find, at different stages of the day that you are well</i></p>	

Time	Topic	Facilitator Notes	Equipment
		<p><i>experienced in the topic we are discussing. This isn't your time to sit back, I encourage you to share your experiences and ideas and allow the others in the room to benefit from you.</i></p> <p>Housekeeping including:</p> <ul style="list-style-type: none"> • Break times • Finish times • Restroom stops. 	
15 mins	Introductions	<p>ICEBREAKER – INTERACTIVE</p> <p>Ask participants to find someone they don't usually work with and introduce themselves to this partner (2 minutes per person) covering:</p> <ul style="list-style-type: none"> • Name, role and team • Most successful change they have been involved in and why • Most valuable skill they bring to this working group • An example of where they have applied this skill. <p>Ask each participant to spend 1 minute introducing their partner to the group, describing something new they learnt about that person.</p>	<ul style="list-style-type: none"> • Slide 3
5 mins	Agenda and Objectives	<p>Explain the agenda for the day.</p> <p>Explain objectives to participants.</p> <p>Say now time to add any additional objectives you may have.</p> <p>Ask participants for their objectives of the day. Facilitator to collect these on the flipchart. Advise participants that they will remain visible throughout the day and we will be checking against these at the end of the day.</p> <p>Link to Access Canberra Strategic Intent</p>	<ul style="list-style-type: none"> • Slide 4 • Slide 5 • Butchers paper with Objectives heading

Time	Topic	Facilitator Notes	Equipment
5 mins	Ground Rules	<p>Explain to participants that to ensure we get the most from the day, it is important we establish some basic ground rules for example, mobiles to be switched off, or at least on silent and return on time from breaks.</p> <p>Ask participants to suggest additional ground rules. Facilitator to record on a Flipchart.</p> <ul style="list-style-type: none"> • Mobile phones on silent • Respect • One person talking at a time • Contribute to discussion <p>Explain to participants that the ground rules will be visible throughout the session along with the session Objectives.</p>	<ul style="list-style-type: none"> • Slide 6 • Butchers paper with Ground Rules heading
10 mins	Introduction to Change	<p>ACTIVITY – INTERACTIVE</p> <p><i>Facilitator Note: The purpose of this activity is to break the ice and to set-up change as the focus for the day. There are many learnings from this activity and these will be different depending on the participants.</i></p> <p>Break room into pairs</p> <ol style="list-style-type: none"> 1. Instruct each pair to turn their backs to each other 2. Instruct each person to make a change to their appearance. 3. Instruct participants to turn and face their partner and see if they can identify the change their partner made 4. Instruct participants to turn their backs to each other for a second time. 5. Instruct each person to make a second change to their appearance. 	<ul style="list-style-type: none"> • Slide 7 • Whiteboard

Time	Topic	Facilitator Notes	Equipment
5 mins		<p>6. Instruct participants to face their partner and see if they can identify the second change their partner made.</p> <p>Debrief the activity by asking the following questions:</p> <ul style="list-style-type: none"> • What did you notice/learn? • What changes were made in the partnership? • How did you feel? • Was it hard/easy to change? • How is this activity relevant to what is currently being experienced within Access Canberra? <p>Facilitator to comment on observable behaviours</p> <ul style="list-style-type: none"> • Individual's response to change – some made drastic changes, others small. 	<ul style="list-style-type: none"> • Slide 7
5 mins		<p>Discuss as a room, Why focus on managing change?</p> <p><i>Possible responses:</i></p> <ul style="list-style-type: none"> - <i>Change happens all the time</i> - <i>To ensure the change is successful</i> - <i>To bring people along together</i> - <i>Change fatigued - reduce</i> <p>Highlight to participants that change is a process and needs to be actively managed. A key skill for members of the Change and Communication Working Group is to be able to support their teams/divisions through change.</p> <p>The benefit of today will be reminders of things they could be doing and to hear and learn from their peer group about how they can</p>	

Time	Topic	Facilitator Notes	Equipment
		support the change.	
15 mins	Role of the Change and Communication Working Group	<p>DISCUSSION – INTERACTIVE</p> <p>Ask, what is the role of the Change and Communication Working Group in supporting change?</p> <p>Ask, what are you currently doing to manage change? What else</p> <p><i>This Working Group can't control WHAT is changing</i></p> <ul style="list-style-type: none"> – Done deal – Time for debate is past – Resistance is unproductive <p><i>Still need to explain WHY</i></p> <p><i>Can influence HOW we change</i></p> <ul style="list-style-type: none"> – The process our people will experience – Where we end up – best or worst case? <p>Brainstorm:</p> <ol style="list-style-type: none"> 1 What is within our control? 2 What is within our sphere of influence? 3 What is out of our control? 	<ul style="list-style-type: none"> • Slide 9 • Whiteboard
2 mins	Segway	<p>SEGWAY</p> <p>Say, we have discussed the role of the Change and Communications Working Group, and identified things we can be doing to help influence the changes that are occurring. If we do these things, what does success look like in 12 months?</p>	

Time	Topic	Facilitator Notes	Equipment
10 mins <i>(Running time = 82 minutes)</i>	What does success look like	ACTIVITY – INTERACTIVE Ask , what will success look like in 12 months? Each table is to draw a picture of ‘success’ and present their drawing to the group.	<ul style="list-style-type: none"> • Slide 10 • Flipchart / butchers paper • Colour markers / pencils
15 mins <i>(Running time = 97 minutes)</i>	Break		
2 mins	Segway	SEGWAY Say , before the break, we were discussing what success will look like in 12 months. To help us achieve success, we need to set goals. Goals help us to focus on what we want to achieve, give us clarity, make us accountable, and help us to measure progress. <i>“The trouble with not having a goal is that you can spend your life running up and down the field and never score.” – Bill Copeland</i> We need to take action to make change happen by ensuring appropriate focus is applied to determining what needs to happen, by when and how it will be done.	<ul style="list-style-type: none"> • Slide 11 • Handout 1
20 mins	Action Planning	ACTIVITY – INDIVIDUAL Explain , in the next activity, you will identify one goal that will help this Working Group achieve success in 12 months’ time. Distribute Handout 1. As you can see on the handout, you will also be developing an action plan to help you achieve this goal. For the next 20 minutes , I want you to work individually to fill in the Handout, thinking about: <ul style="list-style-type: none"> • What do you want to achieve over the next 12 months (your goal) 	

Time	Topic	Facilitator Notes	Equipment
		<ul style="list-style-type: none"> Any challenges you see in achieving this goal The actions that you will take, both to address these challenges and ensure you will achieve your goal Milestones you will work towards How you will celebrate success. <p>As you work through this, I want you to think about the key messages that you will communicate – to your teams, divisions and to this Working Group.</p> <p>Say, after 10 minutes, I will ask you to share your work with the rest of the group.</p>	
15 mins	Present Action Plan	<p>ACTIVITY – PRESENTATION</p> <p>Ask each participant to present a 1 minute overview of their action plan to the group.</p>	
5 mins	Action Plan Debrief	<p>Debrief the activity by asking the following questions:</p> <ul style="list-style-type: none"> How did this activity make you feel? Does it feel good to have a goal written down to work towards? Is it helpful identifying challenges and how they will be overcome? How will you hold each other to account for these goals? How often will you check progress against these goals? 	<ul style="list-style-type: none"> Whiteboard
1 min	Segway	<p>SEGWAY</p> <p>Say, this workshop has focused on understanding change and how you, as the Change and Communications Working Group, can help make the changes that are happening across Access Canberra be successful.</p> <p>Let’s now think about the workshops that will be run with other staff.</p>	

Time	Topic	Facilitator Notes	Equipment
10 mins	Designing Workshops for Staff	<p>DISCUSSION – INTERACTIVE</p> <ul style="list-style-type: none"> • Audience. Who do you think would benefit most from participating in change workshops? • Challenges. What are the challenges these audiences are facing? • Focus. Based on your interactions with your teams and division, what topics do you think should be covered in these workshops? 	<ul style="list-style-type: none"> • Slide 12 • Whiteboard
20 mins	Complete Case Studies	<p>Say, case studies will be an important tool for the workshops. They will provide context for participants and help them to understand some of the change impacts that other areas are experiencing, and to see how these changes are being managed. The case studies are a tool that this Working Group will be able to use to communicate what is happening across the organisation and eventually, celebrate successes.</p> <p>Ask participants to spend 15 minutes completing their case studies.</p> <p>After 15 minutes, ask each table to share one case study with the rest of the group.</p>	<ul style="list-style-type: none"> • Slide 13 • Handout 2
5 mins	Self-Reflection	<p>Ask participants to take 30 seconds to think about their key messages/takeaways from the program, and then for each participant to share one takeaway with the group.</p>	<ul style="list-style-type: none"> • Slide 14
5 mins	Program End and Evaluation	<p>Say, your views on this workshop are important. We may run a similar session in the future.</p> <ul style="list-style-type: none"> • What was useful? What will you apply at work? • What wasn't useful? • Is there anything you would like to see that wasn't included in this session? <p>Thank participants for their time and for their contribution to the</p>	<ul style="list-style-type: none"> • Slide 15

(Running time = 180 minutes)

Time	Topic	Facilitator Notes	Equipment
		workshop.	

Working with you to manage change across Access Canberra

Workshop for the Change and Communications Working Group

27 October 2015



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Introduction and Overview

Strategic Intent

Access Canberra will be a leader in the provision of customer and regulatory services that will ensure accessible government that fosters economic growth, and a safe, sustainable and vibrant community.

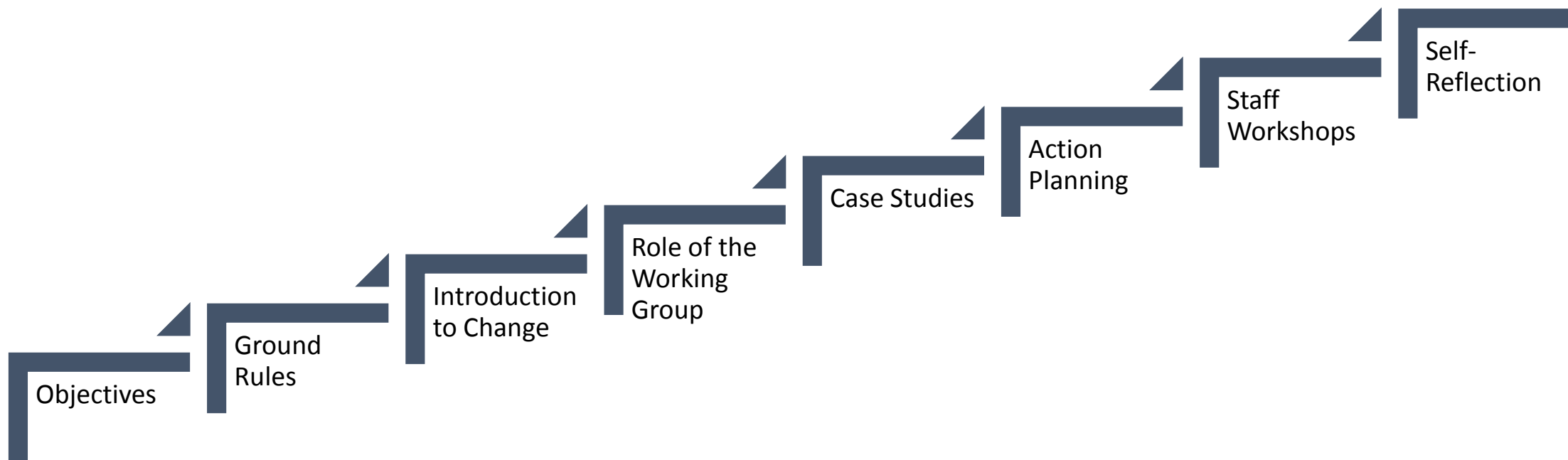
Design principles:

1. Superior customer service
2. The right regulatory response in the right situation
3. Rigorous support for statutory office holders
4. Builds capacity
5. Efficient and effective service delivery

Activity

- Find someone you don't usually work closely with
- Introduce yourself to your partner. Your introduction should take no longer than 2 minutes and include:
 - Name, role and team
 - Most successful change (small or large) you have been involved in and why
 - Something interesting from the weekend

Agenda



Workshop Objectives

- Increase knowledge of your role as change agents
- Facilitate case study development and the identification of change management techniques and strategies that you can use to support the change
- Provide an opportunity for you to complete the case studies and provide input to the change workshops for Access Canberra staff



Ground Rules

- How can we ensure this is successful session?



Introduction to Change Activity

- Stand up
- Find a (different) partner
- Await further instructions

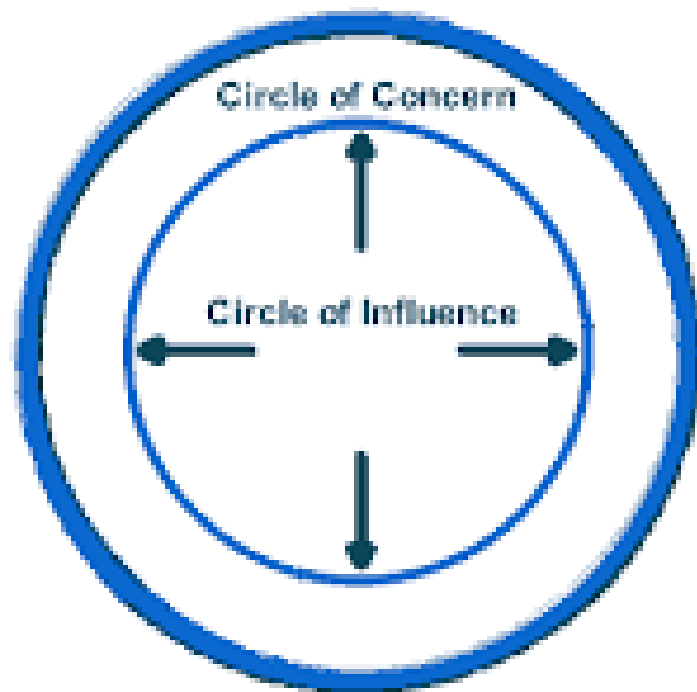


Debrief

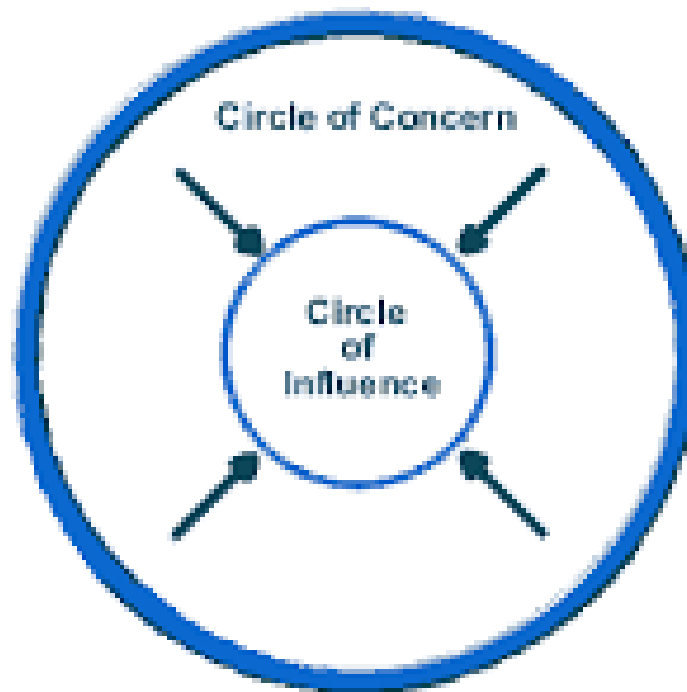
- What did you notice/learn?
- What changes were made in the partnership?
- How did you feel?
- Was it hard/easy to change?
- How is this activity relevant to change in Access Canberra?

Why should we focus on managing change?

Role of the Change and Communications Working Group



Proactive Focus



Reactive Focus



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got purpose?

Case Studies

- Working with those at your table, complete your case study.
- Each table to choose one case study to share with the rest of the group



Temperature Check

- On your tables, identify three ‘hot topics’ this Working Group needs to focus on right now (these could be things that are urgent, vital for success, causing concern)
- Each table is to share the three ‘hot topics’ identified

Which ones should we focus on for the rest of the session?



Action Planning

- Each table to work through the action plan template for the focus area





Designing Workshops for Staff

- Audience?
- Challenges staff are facing?
- Topics to cover in the workshops?



Self-Reflection

- What are your key takeaways from today?



Thank You



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Bringing Together New Teams and Cultures

November 2015



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Introduction and Overview

Why we're here

- Describe the impacts of the changes on your team
- Help you to be more conscious of how you and your teams are responding to the changes
- Identify strategies to build your team quickly and bring people with different backgrounds together



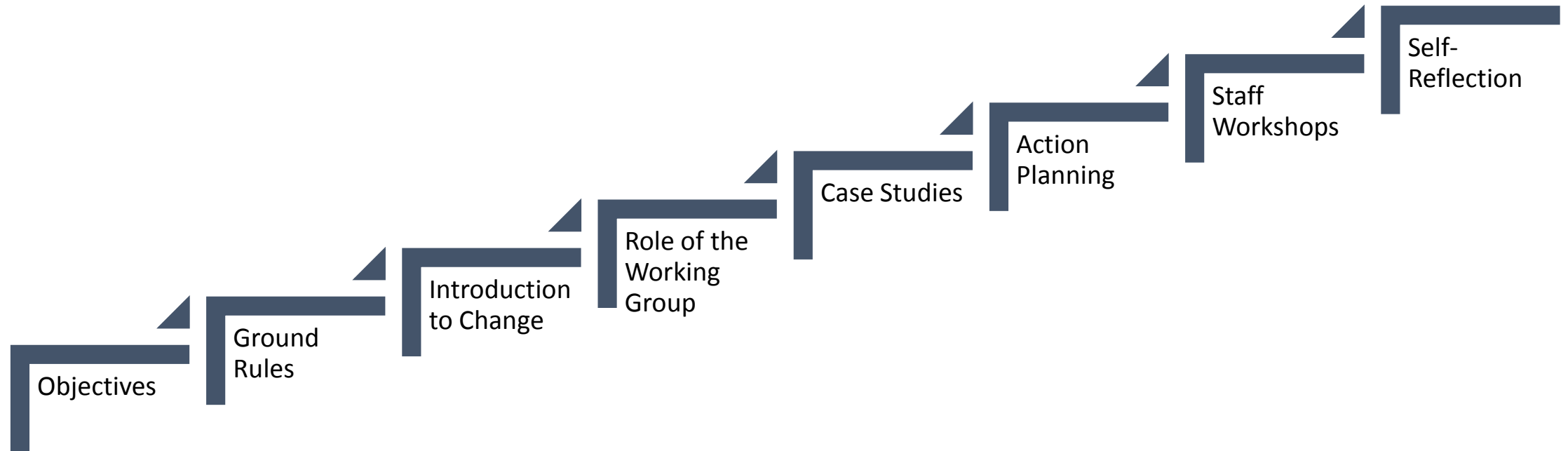
How we'll achieve this

- Experience
- Reflection
- Each other

Introductions

- Find someone you don't usually work closely with
- Introduce yourself to your partner. Your introduction should take no longer than 2 minutes and include:
 - Name and team you lead
 - Team size
 - Leadership experiences – what learning have you had; what changes have you managed
 - Something interesting about yourself

Agenda – to be updated



Ground Rules

- How can we ensure this is successful session?



Understanding what's changing

Discuss the following:

What is happening for your team/s, stakeholders and customers?

What are the major impacts on your team/s, stakeholders and customers?

What are the major challenges that team/s, stakeholders and customers are facing?

What behaviours are you observing that indicate this?

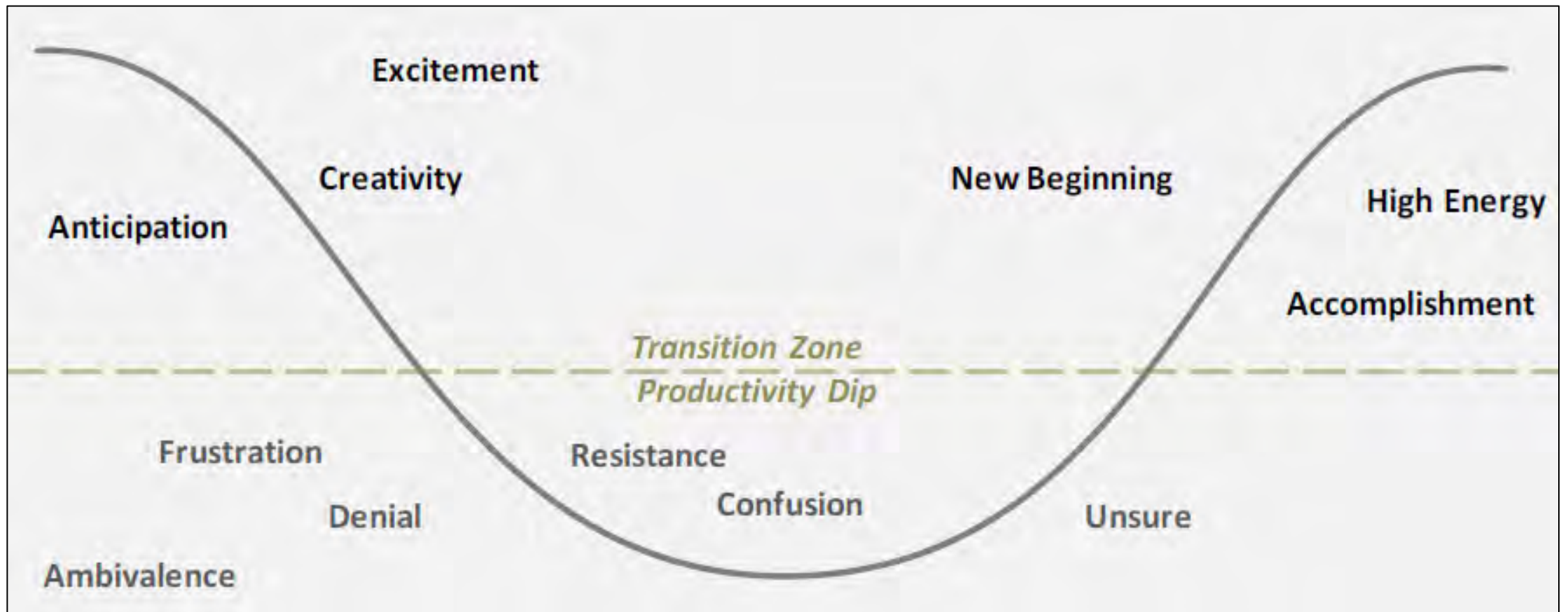
Responses to Change

- Will be different for different people

What are possible reactions to change?

Responses to Change

The Change Journey



Activity

At your tables, discuss the following:

- 1. What does this look like?*
- 2. Two strategies as a leader to actively manage people at this stage....*
 - A) team/peer/manager*
 - B) customers/stakeholders/partners?*

Group 1

1. Anticipation
2. Creativity
3. Excitement

Group 2

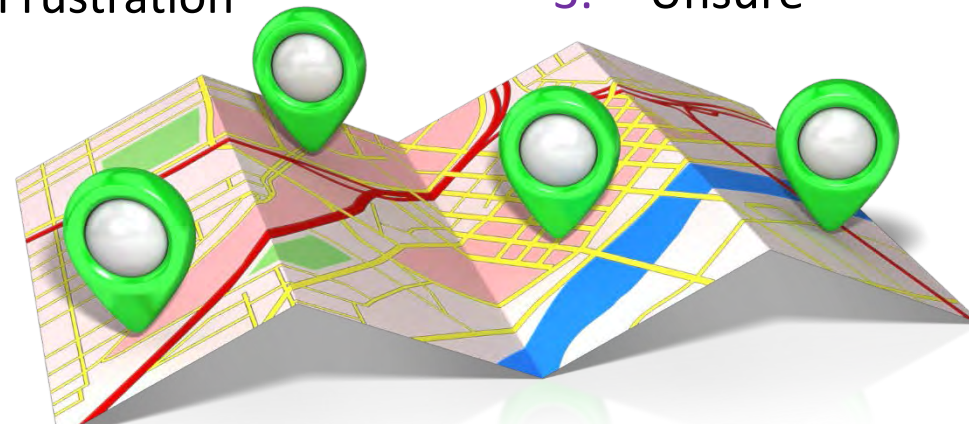
1. Ambivalence
2. Denial
3. Frustration

Group 3

1. Confusion
2. Resistance
3. Unsure

Group 4

1. New Beginning
2. High Energy
3. Accomplishment



Dealing with difficult responses to change

- Refer to case study
- Groups of three, splitting the roles of
 1. Manager
 2. Team member
 3. Observer

Debrief

Team members

- How did you find your manager?
- Did they listen to your issues?
- Were they able to provide information to you?

Managers

- Was this an easy or difficult conversation?
- What concerns did you identify?
- How prepared were you for the reaction?

Observers

- What did you notice while the conversation was taking place?

What does this tell you about having change focused conversations?



Having change focused conversations

1. Listen for issues

- Listen actively and acknowledge what they are feeling
- Ask what they are losing
- Listen to ALL concerns and summarise your understanding

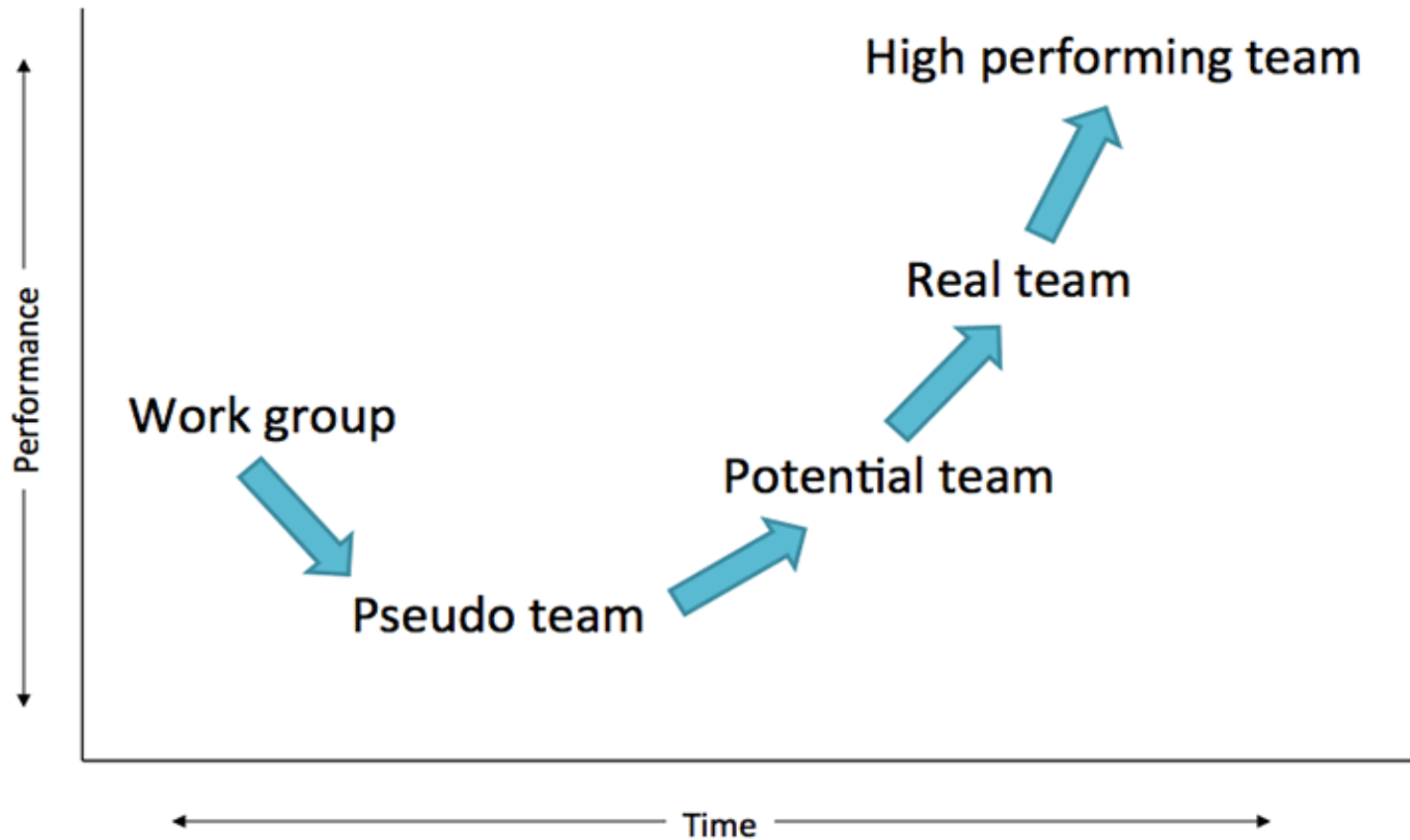
2. Give information

- “Can I tell you something about the change?”
- Provide information that relates to their concerns and needs
- Correct misunderstandings but try not to persuade
- Explain how they will be impacted and be honest in whether their concerns will be addressed
- If you don't know something, say you don't know

3. Involve them

- Ask them how they would like to be involved

Team Evolution Curve*



* The Wisdom of Teams, Collins Business Essentials, 2003

Activity

- Work through handout 1

Where have you mapped your teams? Why?

What are the factors that help move teams into the 'high performing' stage?

Having purpose

- Employees want to work for an organisation whose purpose is shared and understood
- Employees are more engaged and have better morale when they understand what the organisation wants to achieve and how their contribution counts
- Leaders and managers play an important role in communicating purpose and ensuring a shared understanding

(HBR 2015 – How an Accounting Firm Convinced its Employees they could Change the World)

Defining our purpose and a common approach

- Clarity of purpose and a common approach (ways of working) is critical for team evolution
- Let's spend some time defining the purpose and shared ways of working for our teams...

Activity: Defining our purpose and ways of working

- Work through the handout
- Keep in mind Access Canberra's Design Principles

Superior customer service

The right regulatory response in the right situation

Rigorous support for statutory office holders

Builds capacity

Efficient and effective service delivery

Working with other teams

- We have focused internally on our teams
- What about working with other teams across Access Canberra?

What can you do to help your team members work more effectively with other teams?

Self-Reflection

Think about the question I asked you at the beginning of the session:

What are the major challenges that team/s, stakeholders and customers are facing? What behaviours are you observing that indicate this?

What are you going to do about this? What do you need to **stop, start or continue**? What is the **first action** you will implement after today?

“You can analyse the past, but you have to design the future.”
- Edward de Bono



Thank You



Access
Canberra.



**Access Canberra
Bringing Together New Teams and Cultures Workshop**

Audience:

SOG B and Cs, middle managers and developing managers.

Date and location: TBC

	Workshop 1	Workshop 2
Time		
Date		
Location		

Goals:

- To support management staff across Access Canberra as the implementation of Phase 2 are applied, including identifying practical tools and strategies for dealing effectively with changing roles and expectations and the outcomes of restructuring and realigning teams.

Objectives:

- Describe the impacts of the changes on your team.
- Help you to be more conscious of how you and your teams are responding to the changes.
- Identify strategies to build your team quickly and bring people with different backgrounds together.

Room set-up and materials:

- The room should set-up with clusters of tables to allow small group discussion.
- Each participant should be given a name tag or place holder on the table.
- Each table should have markers, coloured pens / pencils, blu-tack, and flip-charts / butchers paper.
- A whiteboard with whiteboard markers is required.
- Projector.

Workshop Schedule:

Time	Topic	What this session is trying to achieve	Facilitator notes	Equipment
5 mins	Welcome	Setting expectations	<p>Welcome to the workshop:</p> <ul style="list-style-type: none"> • Introduce yourself, your role, your experience and a brief of why you are here today • KPMG working with Access Canberra to provide change management support • We are experienced ourselves in leading change programs, being a part of change programs and managing people • We will be running change workshops with management staff, to help them make sense of the changes and identify strategies and approaches for managing change • This isn't a lecture – you will be learning via each other • Minimal Power Point • We are here to utilise your knowledge and experience <p><i>Explain that the session will be highly interactive with lots of discussion and may be different to programs you have attended in the past. Today's purpose is not to teach you how to manage change, instead you will be learning from each other and the experiences you can share.</i></p> <ul style="list-style-type: none"> • Role of facilitator – hold you to account, move on and continue with the session. My expectation of you is that you are all 	<ul style="list-style-type: none"> • Slide 2

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			<p>professionals and you will live up to that expectation, if behaviours don't live up to those expectations I will, with your permission, call you on that, put items on the parking lot and move forward.</p> <p><i>My expectations of you as participants is that you provide me with feedback. If we're moving too fast or too slow, or you have questions, raise your hand or interrupt at an appropriate time. We may also find that different things come up throughout the day that may need to be discussed in a different forum, to ensure these are not forgotten we will record these on a Parking Lot flip chart.</i></p> <ul style="list-style-type: none"> • Some have experienced more change than others but that does not mean you don't contribute. I know this is a strong group, let's use the experiences in the room and learn from each other. <p><i>You might find, at different stages of the day that you are well experienced in the topic we are discussing. This isn't your time to sit back, I encourage you to share your experiences and ideas and allow the others in the room to benefit from you.</i></p> <p>Housekeeping including:</p> <ul style="list-style-type: none"> • Break times • Finish times 	

Time	Topic	What this session is trying to achieve	Facilitator notes	Equipment
			<ul style="list-style-type: none"> Restroom stops. 	
5 mins	Why we're here + How we'll achieve this	Understanding objectives of the workshop and how these will be achieved	Explain objectives to participants.	<ul style="list-style-type: none"> Slide 3 Slide 4
15 mins	Participant Introductions		<p>ICEBREAKER – INTERACTIVE</p> <p>Ask participants to find someone they don't usually work with and introduce themselves to this partner (2 minutes per person) covering:</p> <ul style="list-style-type: none"> Name and the team they lead Team size Leadership experiences – what learning have they done, what changes have they managed Something interesting about themselves. <p>Ask participants to introduce their partner to the group.</p>	<ul style="list-style-type: none"> Slide 5
2 mins	Agenda	Lay out the agenda for the workshop	Explain the agenda for the day.	<ul style="list-style-type: none"> Slide 6
3 mins	Ground Rules	Ensure ground rules are agreed and that participants understand that topics out of scope go on parking lot	<p>Explain to participants that to ensure we get the most from the day, it is important we establish some basic ground rules for example, mobiles to be switched off, or at least on silent and return on time from breaks.</p> <p>Ask participants to suggest additional ground rules. Facilitator to record on a Flipchart.</p> <ul style="list-style-type: none"> Mobile phones on silent Respect 	<ul style="list-style-type: none"> Slide 7 Butchers paper with Ground Rules heading Butchers paper with Parking Lot heading

Time	Topic	What this session is trying to achieve	Facilitator notes	Equipment
			<ul style="list-style-type: none"> • One person talking at a time • Contribute to discussion <p>Explain to participants that the ground rules will be visible throughout the session.</p> <p>Ask participants to call out if topics come up that are important but out of scope for today. These will be put on the Parking Lot.</p>	
15 mins	Understanding what's changing	Provide an opportunity for participants to describe what they are seeing and observing now	<p>GROUP DISCUSSION</p> <p>Ask participants to describe what they are seeing and hearing at the moment. What are the big issues they are facing?</p> <ol style="list-style-type: none"> 1. What is happening for your team/s, stakeholders and customers? 2. What are the major impacts on your team/s, stakeholders and customers? 3. What are the major challenges that your team/s, stakeholders and customers? 4. What behaviours are you observing that indicate this? <p>Record the responses on the whiteboard.</p> <p>We know as Leaders that people accept change at different paces. Our role as a Leader is to ensure whilst people adopt to change at different paces, the whole team is still heading in the same direction.</p>	<ul style="list-style-type: none"> • Slide 8 • Whiteboard

Time	Topic	What this session is trying to achieve	Facilitator notes	Equipment
35 mins	Responses to Change	Help participants to recognise how people respond to change differently, and identify strategies to manage these responses	<p>Explain to participants, change is not just a matter of thought, logic and progress but also of feelings of disruption.</p> <p>Highlight that discussing behavioural responses to change may be new for some people. A behavioural response is a result of your internal emotions and feelings.</p> <p>Ask, what are possible reactions to change?</p> <p>Explain the change journey on slide 10.</p> <p>You may have seen this model before, which shows the emotional reactions to change. No two individuals will have exactly the same reaction. People experience different emotions at different times and in different ways. As Leaders our role is to identify which observable behavioural responses each of our team members are displaying.</p> <p>Note that individuals can sit at multiple points on the model at any time, and they may sit at different points for different situations.</p> <p>ACTIVITY - TABLES Ask participants, Take a moment to reflect, could you plot your team members on this model?</p> <ol style="list-style-type: none"> 1. Where do your team members sit? 	<ul style="list-style-type: none"> • Slide 9 • Slide 10 • Slide 11 • Handout 1 • Whiteboard

Time	Topic	What this session is trying to achieve	Facilitator notes	Equipment
			<p>2. What support do they need?</p> <p>3. How do you address their reactions?</p> <p><i>Note to facilitator: Discuss the group's observations of their teams by using the below questions as a guide:</i></p> <ul style="list-style-type: none"> • <i>How do you identify which behavioural responses each of your team members are displaying?</i> • <i>How do you as a leader manage someone's emotional reaction to change?</i> <p><i>Possible responses:</i></p> <ul style="list-style-type: none"> • <i>Observe</i> • <i>Meet one-on-one with each team member</i> • <i>Ask questions</i> • <i>Have the new ways of working as the first agenda item for your team meetings</i> • <i>Are you recording and addressing what you're observing?</i> • <i>Possible responses:</i> • <i>Ask lots of questions</i> • <i>Ask those that are Advocates to buddy and coach others in their team</i> • <i>Create goals milestones for the team to reach</i> • <i>Communicate, communicate, communicate</i> 	

<p>15 mins</p> <p><i>(Running time = 95 minutes)</i></p>	<p>Break</p>			
<p>20 mins</p>	<p>Dealing with difficult responses to change</p>	<p>Provide an opportunity for participants to be involved in a change focused conversation</p>	<p>ACTIVITY – CASE STUDY (PAIRS)</p> <p>Ask participants to work through the case study handout. This activity is to be completed in groups of three, with staff taking on the role of Manager, Team Member or Observer.</p> <p>Debrief by asking:</p> <p><i>Team members</i></p> <ul style="list-style-type: none"> • <i>How did you find your manager?</i> • <i>Did they listen to your issues?</i> • <i>Were they able to provide information to you?</i> <p><i>Managers</i></p> <ul style="list-style-type: none"> • <i>Was this an easy of difficult conversation?</i> • <i>What concerns did you identify?</i> • <i>How prepared were you for the reaction?</i> <p><i>Observers</i></p> <ul style="list-style-type: none"> • <i>What did you notice while the conversation was taking place?</i> <p><i>All</i></p>	<ul style="list-style-type: none"> • Slide 12 • Slide 13 • Slide 14 • Case study • Whiteboard

			<ul style="list-style-type: none"> • <i>What does this tell you about having change focused conversations?</i> <p>Record responses on the whiteboard.</p> <p>Discuss tips for having change focused conversations on slide 14.</p>	
15 mins	Team Evolution Curve	Provide participants with an opportunity to reflect on where there teams are at in terms of team evolution.	<p>Describe the Team Evolution Curve on slide 15.</p> <p>ACTIVITY – TABLES</p> <p>Provide Handout 1 and ask participants to map their teams to the curve.</p> <p>Ask participants to explain why they have mapped their teams here.</p> <p>Ask participants what are the factors that help move teams into the ‘high performing’ stage.</p> <p>Explain the importance of purpose if teams don’t pick up on this.</p>	<ul style="list-style-type: none"> • Slide 15 • Slide 16 • Handout 1
5 mins	Having purpose	Participants understand there is evidence showing organisation outcomes for communicating purpose	<p>Say, there is research that shows important organisational outcomes when purpose is communicated and understood – increased employee engagement and morale. Research also shows that leaders and managers play an important role in communicating purpose. Today they will have opportunities to practise communicating their ideas for their teams vision.</p>	<ul style="list-style-type: none"> • Slide 17

25 mins	Defining our purpose and a common approach	Highlight the importance of having a team purpose and get participants thinking about how to achieve new ways of working	<p>Say, it is important for teams to have a purpose and a common approach. This helps set expectations and team members understand how to approach their role and make decisions.</p> <p>The common approach should reflect Access Canberra’s Design Principles.</p> <p>ACTIVITY - INDIVIDUAL</p> <p>Ask participants to work through Handout 2 with slide 19 on screen.</p> <p>When activity is complete, ask each table to share the priority actions for building their teams quickly, or one thing their team should stop or start doing.</p> <p>Record responses.</p>	<ul style="list-style-type: none"> • Slide 18 • Slide 19 • Handout 2 • Whiteboard or butchers paper
5 mins	Working with other teams	Encourage participants to think about strategies for working more effectively with other teams	<p>Say, so far in the session we have focused on building our teams and understanding our purpose. It is important to also think about how we will work with other teams across Access Canberra.</p> <p>Ask,</p> <ul style="list-style-type: none"> • <i>What can you do to help your team members work more effectively with other teams?</i> <p>Record responses on the whiteboard.</p>	<ul style="list-style-type: none"> • Slide 20 • Whiteboard
10 mins	Self-Reflection	Encourage self-reflection and action planning	<p>Ask participants to reflect back to the question they were asked at the beginning of the session (<i>What are the major challenges that team/s,</i></p>	<ul style="list-style-type: none"> • Slide 20 • Butchers paper with characteristics

			<p><i>stakeholders and customers are facing? What behaviours are you observing that indicate this?)</i></p> <p>Ask participants to think about the actions they will take to address this. What will they stop, start or continue to do?</p> <p>Refer to butchers paper with characteristics of high performing teams.</p> <ul style="list-style-type: none"> • Sense of purpose • Clear, achievable goals • A shared commitment to quality and results • Clarity of roles and responsibilities • Clear processes and procedures • Joint accountability <p>(HBR 2012 – The New Science of Building Great Teams)</p>	of high performing teams
<p>5 mins</p> <p><i>(Running time = 180 minutes)</i></p>	Program End and Evaluation		<p>Say, your views on this workshop are important. We may run a similar session in the future.</p> <ul style="list-style-type: none"> • What was useful? What will you apply at work? • What wasn't useful? • Is there anything you would like to see that wasn't included in this session? <p>Thank participants for their time and for their contribution to the workshop.</p>	<ul style="list-style-type: none"> • Slide 21

Working cohesively in new teams

November 2015



**Access
Canberra.**

Introduction and Overview

Why we're here

- Describe the implications (positive and negative) of the changes on your team
- Help you to be more conscious of how you and the people around you are responding to the changes
- Identify strategies to help build teams and bring people with different backgrounds together



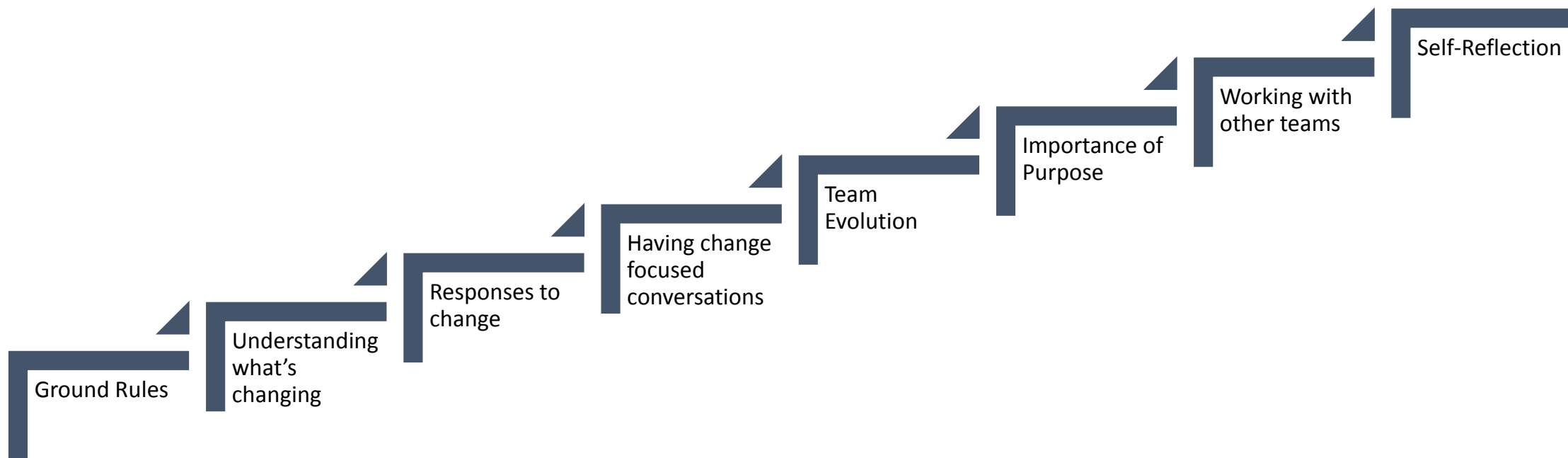
How we'll achieve this

- Experiences (work and other)
- Reflection
- Each other

Introductions

- Find someone you don't usually work closely with
- Introduce yourself to your partner. Your introduction should take no longer than 2 minutes and include:
 - Name and focus of the team you are in
 - Team size
 - Leadership experiences – what learning have you had; what changes have you managed
 - Something interesting about yourself

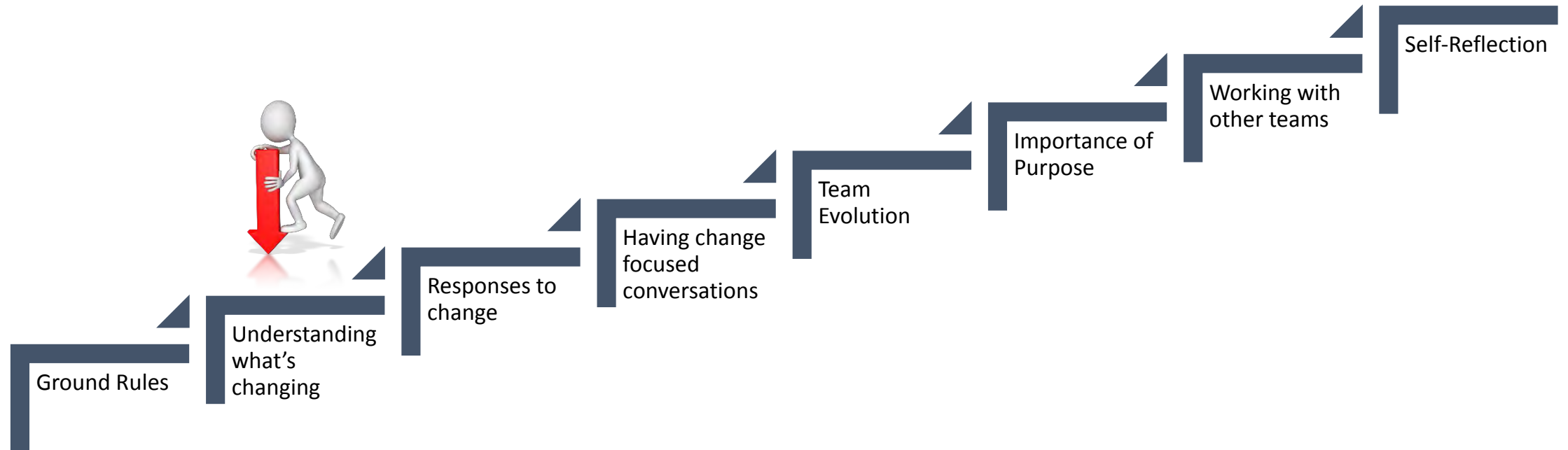
Agenda



Ground Rules

- How can we ensure this is successful session?





Understanding what's changing

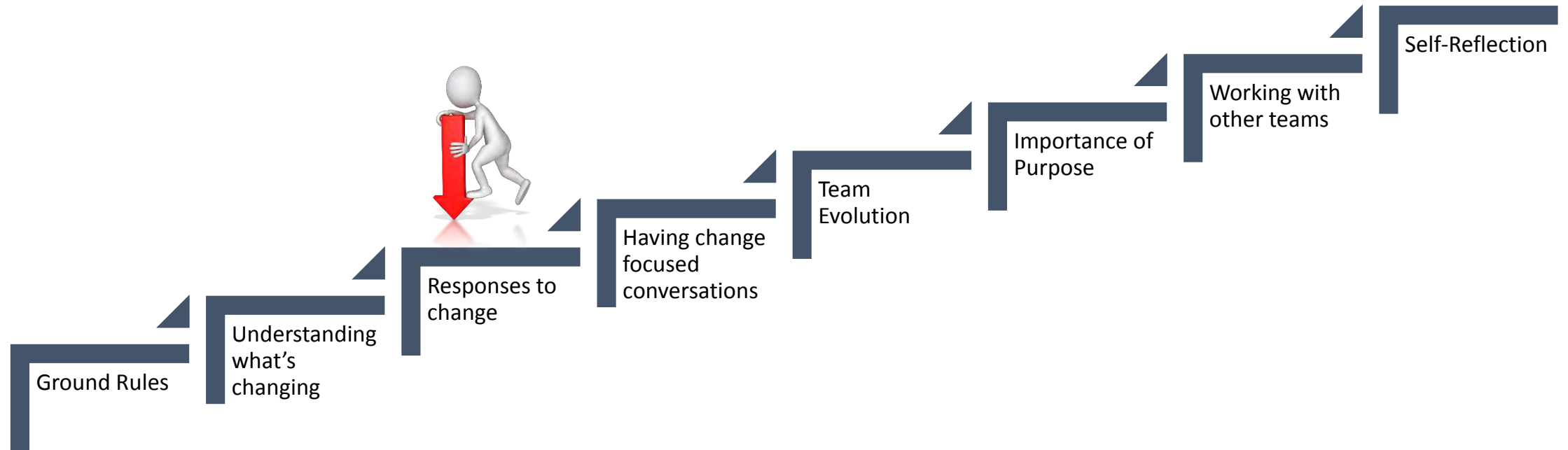
In the context of the changes underway in Access Canberra, discuss the following:

What is happening for your team/s, stakeholders and customers?

What are the major implications (positive and negative) on your team/s, stakeholders and customers?

What are the major challenges that team/s, stakeholders and customers are facing as a result of the changes underway?

What behaviours are you observing that indicate this?



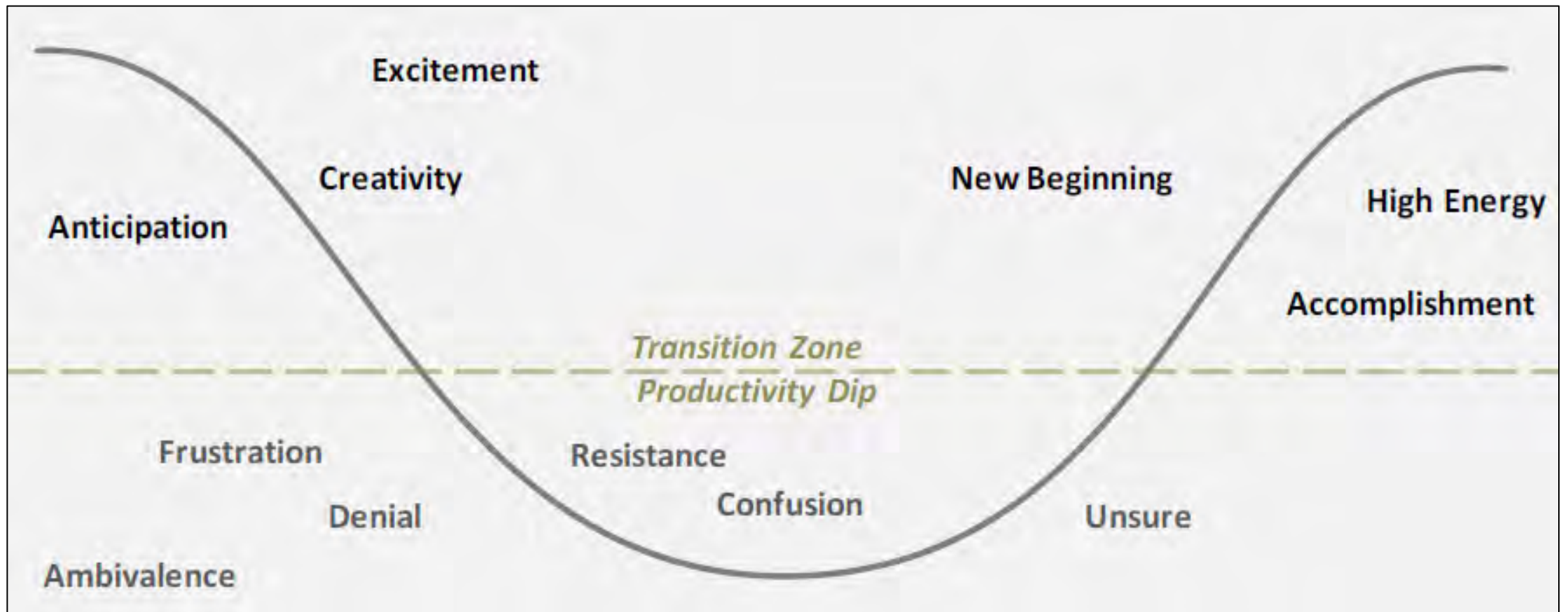
Responses to Change

- Will be different for different people

What are possible reactions to change?

Responses to Change

The Change Journey



Activity

At your tables, discuss the following:

- 1. What does this look like?*
- 2. Two strategies as a leader to actively manage people at this stage....*
 - A) team/peer/manager*
 - B) customers/stakeholders/partners?*

Group 1

1. Anticipation
2. Creativity
3. Excitement

Group 2

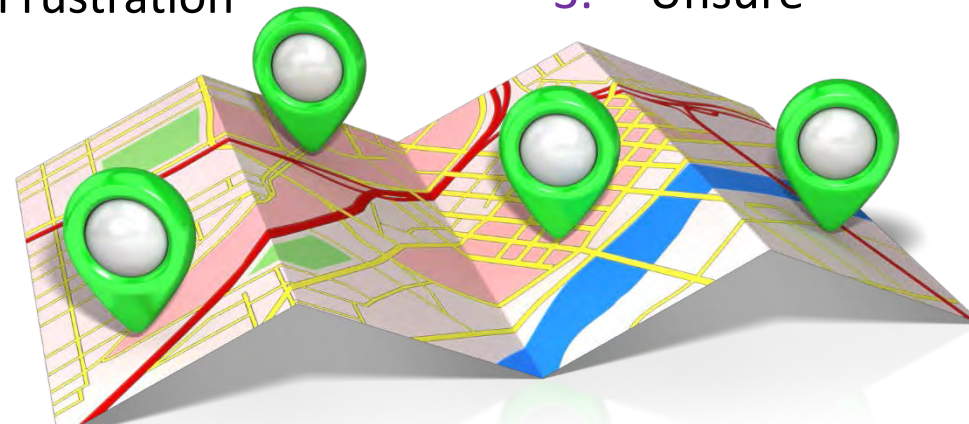
1. Ambivalence
2. Denial
3. Frustration

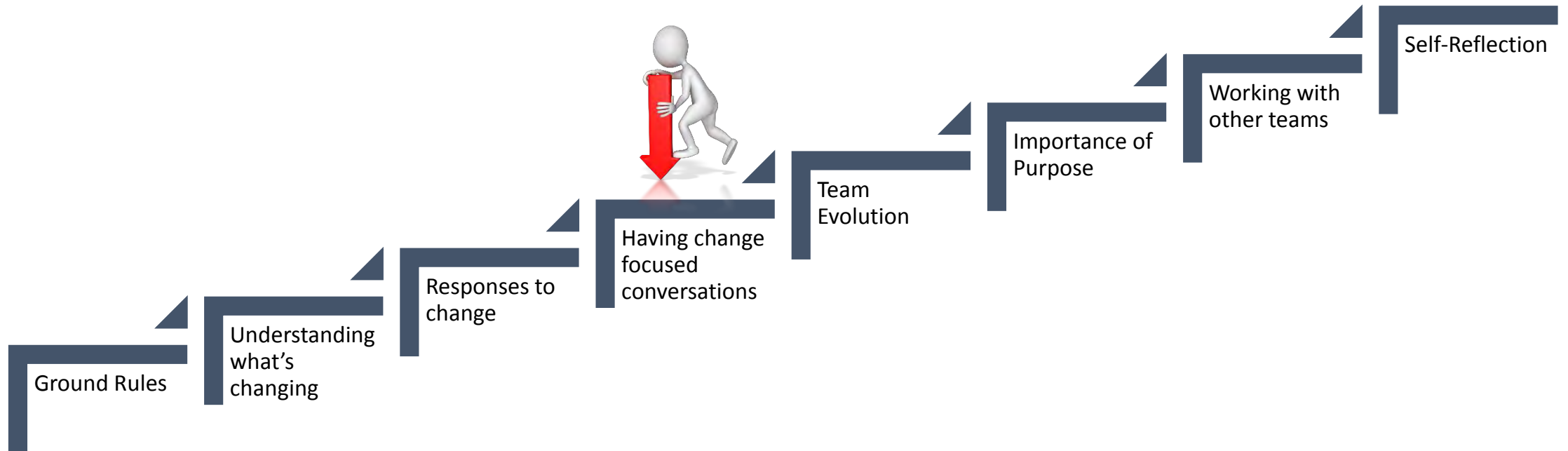
Group 3

1. Confusion
2. Resistance
3. Unsure

Group 4

1. New Beginning
2. High Energy
3. Accomplishment





Dealing with difficult responses to change

- Refer to case study
- Groups of three, splitting the roles of
 1. Manager (Billy)
 2. Team member (Alex)
 3. Observer

Debrief

Team members

- How did you find your manager?
- Did they listen to your issues?
- Were they able to provide information to you?

Managers

- Was this an easy or difficult conversation?
- What concerns did you identify?
- How prepared were you for the reaction?

Observers

- What did you notice while the conversation was taking place?
- What questions were effective? Which ones weren't? Why?

What does this tell you about having change focused conversations?



Having change focused conversations

1. Listen for issues

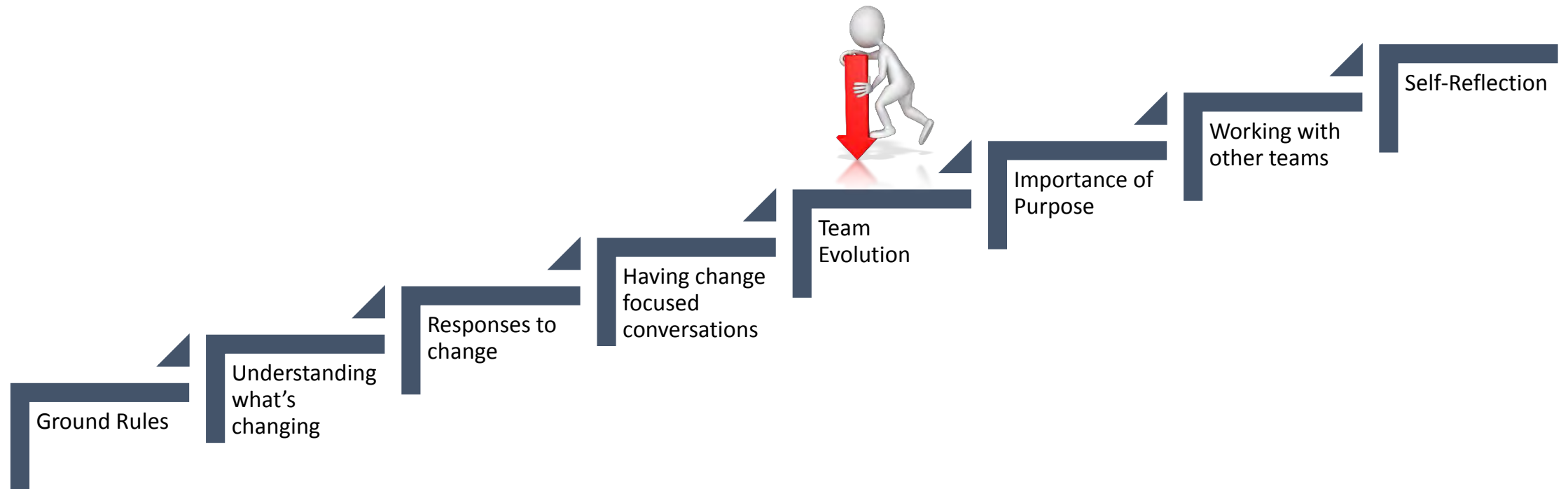
- Listen actively and acknowledge what they are feeling
- Ask what they are losing
- Listen to ALL concerns and summarise your understanding

2. Give information

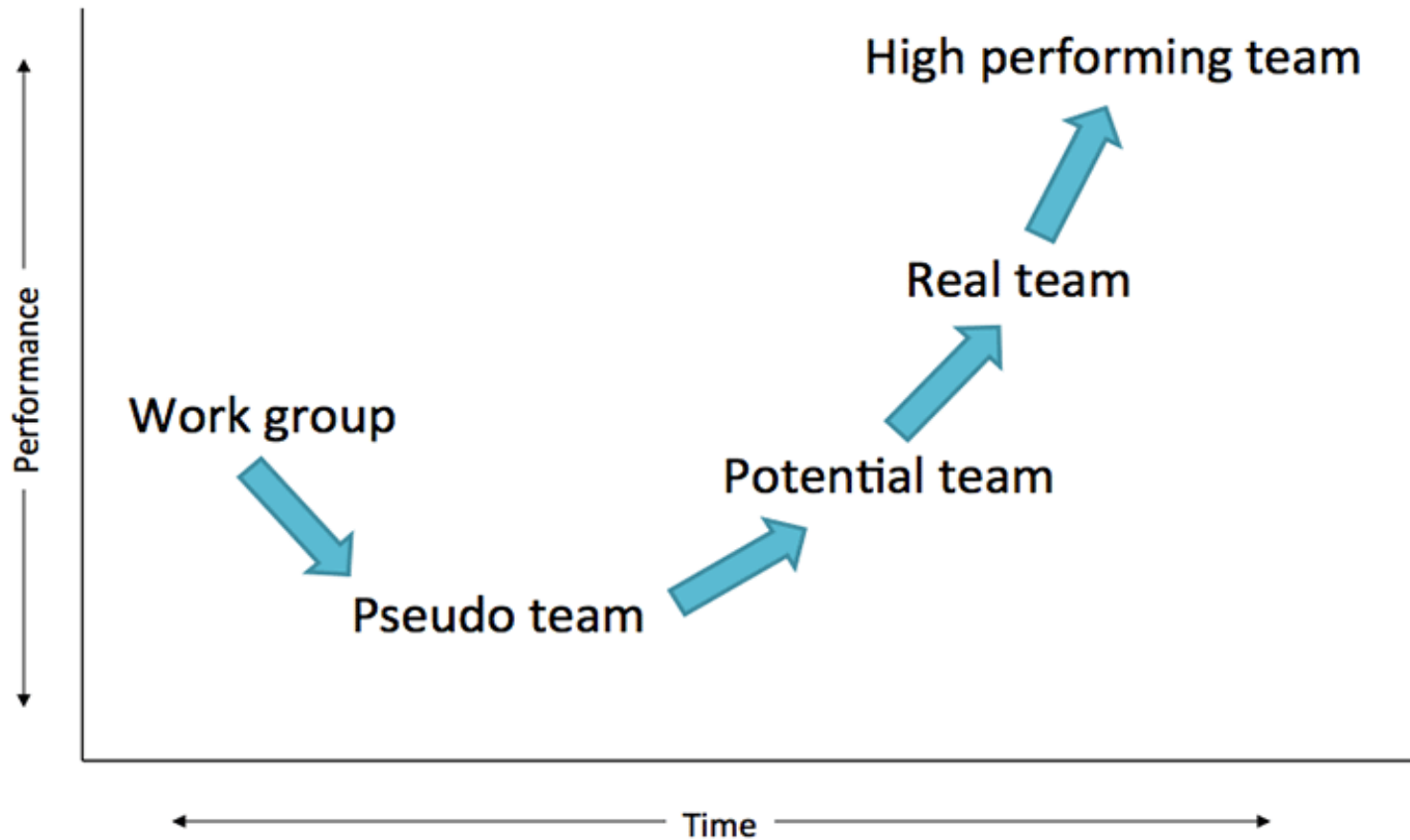
- “Can I tell you something about the change?”
- Provide information that relates to their concerns and needs
- Correct misunderstandings but try not to persuade
- Explain how they will be impacted and be honest in whether their concerns will be addressed
- If you don't know something, say you don't know

3. Involve them

- Ask them how they would like to be involved



Team Evolution Curve*



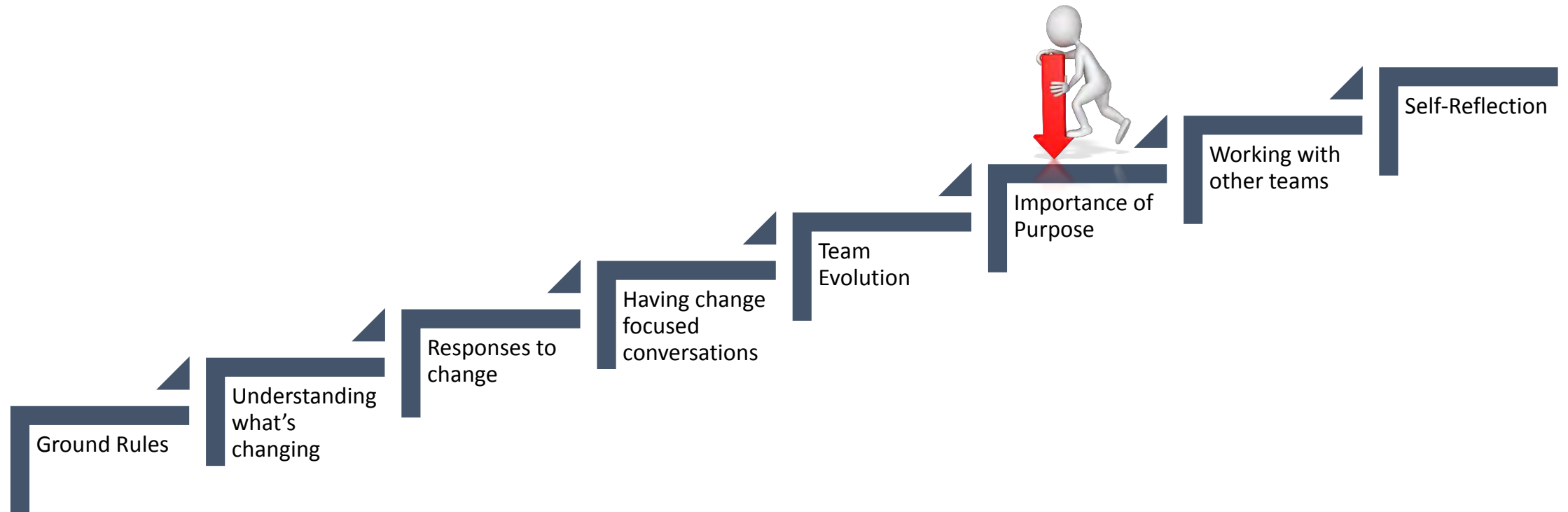
* The Wisdom of Teams, Collins Business Essentials, 2003

Activity

- Work through handout 1

Where have you mapped your teams? Why?

What are the factors that help move teams into the 'high performing' stage? How can you support your team?



Having purpose

- Employees want to work for an organisation whose purpose is shared and understood
- Employees are more engaged and have better morale when they understand what the organisation wants to achieve and how their contribution counts
- Leaders and managers play an important role in communicating purpose and ensuring a shared understanding

(HBR 2015 – How an Accounting Firm Convinced its Employees they could Change the World)

Defining our purpose and a common approach

- Clarity of purpose and a common approach (ways of working) is critical for team evolution
- Let's spend some time defining the purpose and shared ways of working for our teams...

Activity: Defining our purpose and ways of working

- Work through the handout
- Keep in mind Access Canberra's Design Principles

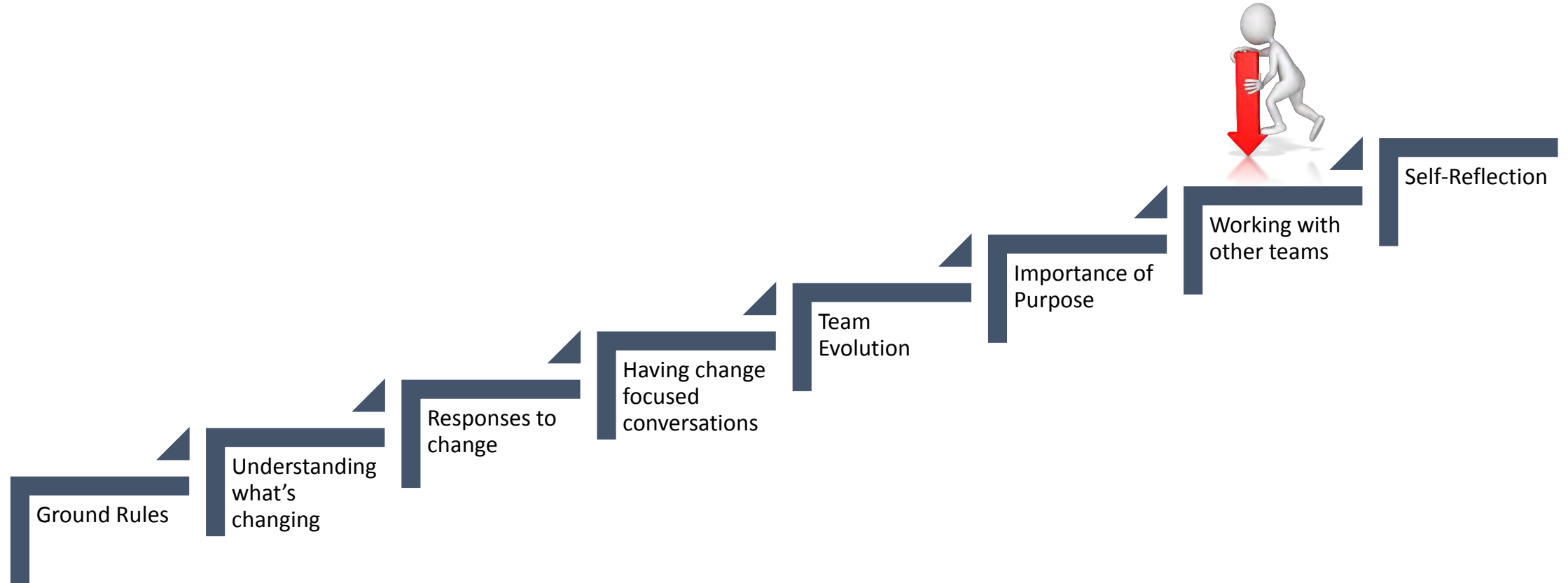
Superior customer service

The right regulatory response in the right situation

Rigorous support for statutory office holders

Builds capacity

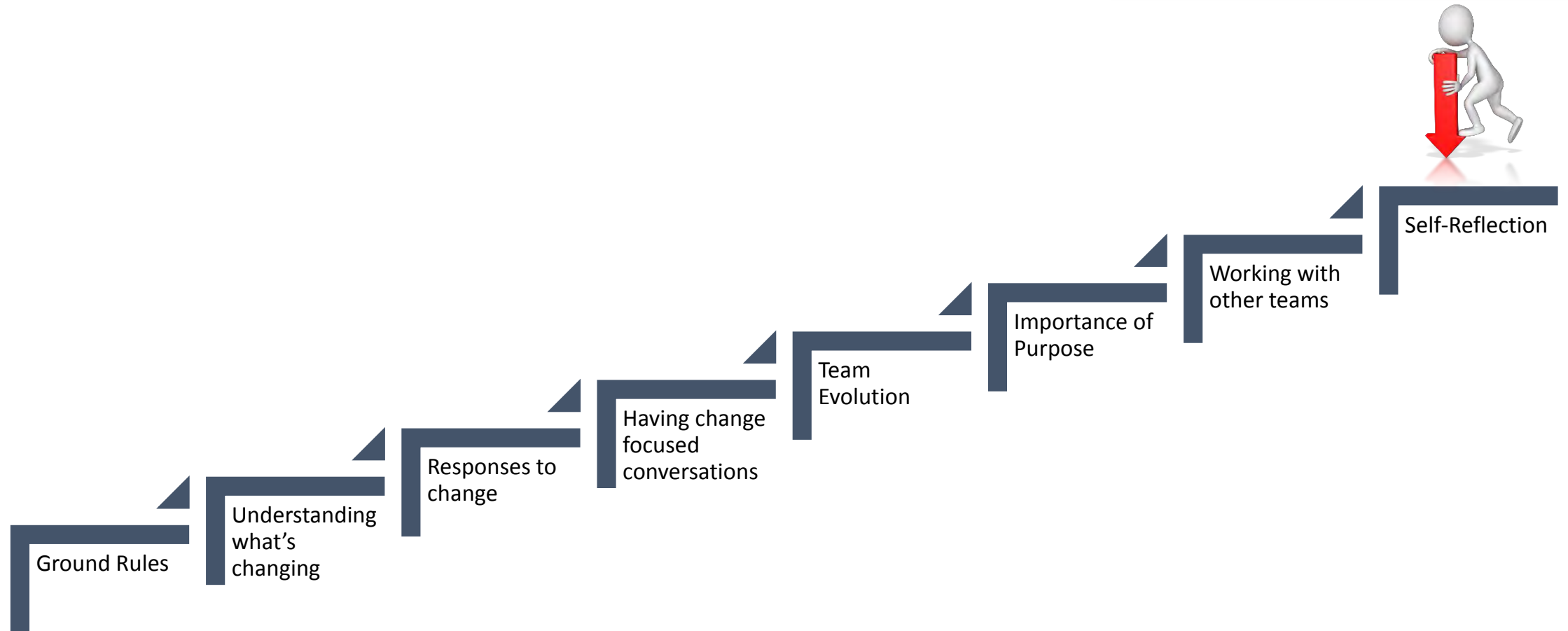
Efficient and effective service delivery



Working with other teams

- We have focused internally on our teams
- What about working with other teams across Access Canberra?

What can you do to help your team members work more effectively with other teams?



Self-Reflection

Think about the question I asked you at the beginning of the session:

What are the major challenges that team/s, stakeholders and customers are facing? What behaviours are you observing that indicate this?

What are you going to do about this? What do you need to **stop, start or continue**? What is the **first action** you will implement after today?

“You can analyse the past, but you have to design the future.”
- Edward de Bono



Thank You

- Evaluation



**Access Canberra
Working Cohesively in New Teams Workshop**

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Date and location: TBC

	Workshop 1	Workshop 2
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Goals:

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- Projector.
- Printouts showing characteristics of high performing teams.

Workshop Schedule:

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			<p>you plot your team members on this model?</p> <ol style="list-style-type: none"> 1. Where do your team members sit? 2. What support do they need? 3. How do you address their reactions? <p><i>Note to facilitator: Discuss the group's observations of their teams by using the below questions as a guide:</i></p> <ul style="list-style-type: none"> • <i>How do you identify which behavioural responses each of your team members are displaying?</i> • <i>How do you as a leader manage someone's emotional reaction to change?</i> <p><i>Possible responses:</i></p> <ul style="list-style-type: none"> • <i>Observe</i> • <i>Meet one-on-one with each team member</i> • <i>Ask questions</i> • <i>Have the new ways of working as the first agenda item for your team meetings</i> • <i>Are you recording and addressing what you're observing?</i> • <i>Possible responses:</i> • <i>Ask lots of questions</i> • <i>Ask those that are Advocates to buddy and coach others in their team</i> • <i>Create goals milestones for the team to reach</i> • <i>Communicate, communicate, communicate</i> 	

<p>15 mins</p> <p><i>(Running time = 95 minutes)</i></p>	<p>Break</p>			
<p>20 mins</p>	<p>Dealing with difficult responses to change</p>	<p>Provide an opportunity for participants to be involved in a change focused conversation</p>	<p>ACTIVITY – CASE STUDY (PAIRS)</p> <p>Ask participants to work through the case study handout. This activity is to be completed in groups of three, with staff taking on the role of Manager, Team Member or Observer.</p> <p>Debrief by asking:</p> <p><i>Team members</i></p> <ul style="list-style-type: none"> • <i>How did you find your manager?</i> • <i>Did they listen to your issues?</i> • <i>Were they able to provide information to you?</i> <p><i>Managers</i></p> <ul style="list-style-type: none"> • <i>Was this an easy or difficult conversation?</i> • <i>What concerns did you identify?</i> • <i>How prepared were you for the reaction?</i> <p><i>Observers</i></p> <ul style="list-style-type: none"> • <i>What did you notice while the conversation was taking place?</i> <p><i>All</i></p>	<ul style="list-style-type: none"> • Slide 12 • Slide 13 • Slide 14 • Case study • Whiteboard

			<ul style="list-style-type: none"> • <i>What does this tell you about having change focused conversations?</i> <p>Record responses on the whiteboard.</p> <p>Discuss tips for having change focused conversations on slide 14.</p>	
15 mins	Team Evolution Curve	Provide participants with an opportunity to reflect on where there teams are at in terms of team evolution.	<p>Describe the Team Evolution Curve on slide 15.</p> <p>ACTIVITY – TABLES</p> <p>Provide Handout 1 and ask participants to map their teams to the curve.</p> <p>Ask participants to explain why they have mapped their teams here.</p> <p>Ask participants what are the factors that help move teams into the ‘high performing’ stage.</p> <p>Explain the importance of purpose if teams don’t pick up on this.</p>	<ul style="list-style-type: none"> • Slide 15 • Slide 16 • Handout 1
5 mins	Having purpose	Participants understand there is evidence showing organisation outcomes for communicating purpose	<p>Say, there is research that shows important organisational outcomes when purpose is communicated and understood – increased employee engagement and morale. Research also shows that leaders and managers play an important role in communicating purpose. Today they will have opportunities to practise communicating their ideas for their teams vision.</p>	<ul style="list-style-type: none"> • Slide 17

25 mins	Defining our purpose and a common approach	Highlight the importance of having a team purpose and get participants thinking about how to achieve new ways of working	<p>Say, it is important for teams to have a purpose and a common approach. This helps set expectations and team members understand how to approach their role and make decisions.</p> <p>The common approach should reflect Access Canberra’s Design Principles.</p> <p>ACTIVITY - INDIVIDUAL</p> <p>Ask participants to work through Handout 2 with slide 19 on screen.</p> <p>When activity is complete, ask each table to share the priority actions for building their teams quickly, or one thing their team should stop or start doing.</p> <p>Record responses.</p>	<ul style="list-style-type: none"> • Slide 18 • Slide 19 • Handout 2 • Whiteboard or butchers paper
5 mins	Working with other teams	Encourage participants to think about strategies for working more effectively with other teams	<p>Say, so far in the session we have focused on building our teams and understanding our purpose. It is important to also think about how we will work with other teams across Access Canberra.</p> <p>Ask,</p> <ul style="list-style-type: none"> • <i>What can you do to help your team members work more effectively with other teams?</i> <p>Record responses on the whiteboard.</p>	<ul style="list-style-type: none"> • Slide 20 • Whiteboard
10 mins	Self-Reflection	Encourage self-reflection and action planning	<p>Ask participants to reflect back to the question they were asked at the beginning of the session (<i>What are the major challenges that team/s,</i></p>	<ul style="list-style-type: none"> • Slide 20 • Butchers paper with characteristics

			<p><i>stakeholders and customers are facing? What behaviours are you observing that indicate this?)</i></p> <p>Ask participants to think about the actions they will take to address this. What will they stop, start or continue to do?</p> <p>Refer to butchers paper with characteristics of high performing teams.</p> <ul style="list-style-type: none"> • Sense of purpose • Clear, achievable goals • A shared commitment to quality and results • Clarity of roles and responsibilities • Clear processes and procedures • Joint accountability <p>(HBR 2012 – The New Science of Building Great Teams)</p>	of high performing teams
<p>5 mins</p> <p><i>(Running time = 180 minutes)</i></p>	Program End and Evaluation		<p>Say, your views on this workshop are important. We may run a similar session in the future.</p> <ul style="list-style-type: none"> • What was useful? What will you apply at work? • What wasn't useful? • Is there anything you would like to see that wasn't included in this session? <p>Thank participants for their time and for their contribution to the workshop.</p>	<ul style="list-style-type: none"> • Slide 21

**Access Canberra
Summary of Workshop Outcomes**

Date: 19 November 2015
Topic: Working Cohesively in New Teams
Facilitator: s41(1)
Location: 255 Canberra Avenue Fyshwick

Session Title	Key Discussion Topics
Parking Lot	Systems (often manual; different systems for different teams)
Understanding What's Changing	<p>Opportunities and benefits:</p> <ul style="list-style-type: none"> • + The change program presents opportunities for the continuous improvement of services, internally and externally. • Although there is some uncertainty being caused by the changes, particularly given the scale, it's a positive change in that it's creating a more agile workforce. • Some teams have had some boring, mundane tasks taken away and are getting the opportunity to do more interesting and challenging work. • Lesley highlighted the importance of having a job with meaning that provides opportunities for learning, rather than mundane and low-risk roles that give little motivation. • Since implementing some changes, various teams are beginning to receive positive feedback from customers. • While change is normal in the customer service space, the teams are finding the opportunity to take on new roles particularly exciting. <p>Drawbacks and issues:</p> <ul style="list-style-type: none"> • There is no communication at the 'ground level', with seniors failing to translate the high-level strategic aspects of change to the working levels. • Planning has occurred at the executive level without due consideration to the logistics of moves and alterations to business processes. • + Even where there is no information to be given, seniors should communicate that absence of information; when there is a total absence of communication, people 'tend to come up with their own story'. • + There is a general uncertainty about direction within the organisation. • Management should address rumours and try to allay the fears that come with them, particularly for frontline staff who are unsure if they'll still have a position with the organisation. • The changes has resulted in the breaking up of teams that were working together cohesively. • Some teams are going through more significant restructures than others; these teams are having a more difficult transition period, particularly with uncertainty around the definition of roles and responsibilities.

	<ul style="list-style-type: none"> • There is a lack of brand recognition for Access Canberra, particularly for frontline services. • One side effect has been the creation of huge administrative burdens; digitally speaking, many teams aren't able to collaborate due to operating with different systems. • + Digitising services is a significant change for many teams, and Access Canberra hasn't had the time to strategically think about how to do it. • Managers are struggling to find a happy medium between people who are slower to adapt to change, and people who are ready (and perhaps impatient) for change.
<p>Responses to Change</p>	<p>What are the possible reactions to change?</p> <ul style="list-style-type: none"> • Resistance; • Self-preservation; • Needing to manage expectations; • Dealing with increased pressure; • Introducing digital services to older staff members presents unique challenges; • Re-focusing energies while still trying to maintain business-as-usual; • Overwhelmed by speed and scale of change. <p><u>Team 1 - Anticipation Creativity Excitement</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • Positive attitudes; • People asking for more information; • People engaging with the process; • Seeking to participate; • Challenging the status quo. <p>2) Strategies as a leader to actively manage people at this stage:</p> <ul style="list-style-type: none"> • Consistency of messages, across all levels and all areas; • Empowerment, giving people opportunities to be involved and personally develop; • Being available; • Thinking about how to measure change and success; • 'Community of practice' to bring together people with innovative ideas. <p><u>Team 2 – Ambivalence Denial Frustration</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • Frustration; • Ambivalence; • Whinging; • Lack of ownership; • Doing the minimum. <p>2) Strategies as a leader to actively manage people at this stage:</p> <p>a) Team/peer/manager –</p> <ul style="list-style-type: none"> • Let them have their say, but counter that with information;

- Give them ownership of new opportunities, whether training or decision-making (where appropriate);
- Explain resilience and what it means;
- Talk to them – maybe there’s more going on than work;
- Provide people with the support resources they need.

b) Customers/stakeholders/partners –

- Encourage the customer;
- Give them opportunities to give feedback for continuous improvement;
- Explain, provide information.

Team 3 – Confusion | Resistance | Unsure

1) What does this look like?

- Blank looks;
- People question what was broken;
- ‘Why do we need to change?’;
- Disinterested;
- Not knowing the end goal;
- Lack of willingness;
- Protecting their own duties;
- Unsure – do they still have a job?;
- It’s cyclical – you can be in any of these groups at any time.

2) Strategies as a leader to actively manage people at this stage:

a) Team/peer/manager –

- Plenty of communication;
- Let people know it’s going to be a bumpy ride;
- Show them how they’re going to fit in;
- Identify high achievers;
- Understand their concerns;
- You need to engage with your people and take them along for the ride, otherwise ‘there’s no point’.

b) Customers/stakeholders/partners –

- Brand recognition;
- Reducing red tape;
- Help them identify the benefits ;
- Have conversations and be honest.

Team 4 – New Beginning | High Energy | Accomplishment

1) What does this look like?

- See positives in change;
- Can see the outcome;
- Know where they fit into the process;
- Want to drive change, be involved.

	<p>2) Strategies as a leader to actively manage people at this stage:</p> <p>a) Team/peer/manager –</p> <ul style="list-style-type: none"> • Give them license to be innovative • Break down hierarchies – it’s not necessarily the manager’s job <p>b) Customers/stakeholders/partners –</p> <ul style="list-style-type: none"> • Less complaints, more compliments; • Can see the benefit of the change, potentially for small reasons (e.g. one less form to fill in, or they can utilise a digital service instead of going to a shopfront); • Find champions within your stakeholder groups to drive these changes.
<p>Having Change Focused Conversations</p>	<p>Activity key takeaways –</p> <ul style="list-style-type: none"> • Having the discussions is easy, but it’s what comes after that’s the hard part; • Showing the person that they are valued is difficult; • Make these change focused conversations an ongoing, informal process to show them that they matter; • Involve the person in what you’re doing; • Have a strategic goal that everyone is working towards; • The conversation may actually make things worse, especially if the person thinks you’re only paying lip service; • Some people only want direction and will go along with any changes, but not contribute willingly to the change process; • People perceive different levels of management in different ways, so it’s important to take a balanced approach to managing change (e.g. taking issues to a high level could be seen as a heavy-handed approach); managers are also frequently caught between competing priorities.
<p>Team Evolution</p>	<p>Pseudo team (Nadia) – they know what they’re working to and have an end goal, but there’s no clarity about roles and responsibility. They feel as though they’ve been ‘thrown into’ this new framework, needing a timeout to set some direction and develop a structure.</p> <p>Real team (Dan) – not quite at the ‘shared commitment’ stage yet, largely due to uncertainty about the definitions of roles. They’re not yet sure who’s doing what.</p> <p>High performing (Shawn) – this team has huge work demands, and are pulling together out of necessity. They have clarity of their roles, understand who’s accountable and know the rules and procedures.</p> <p>To get to the next step (whole of group response) – they need to build strong processes to streamline and make consistent. They also need to strive for continuous improvement, asking why things go wrong and using these moments to make things better. A lot of these issues are practical – IT systems, accommodation, staffing issues – that are needed to close the gaps</p>
<p>Having a Purpose</p>	<p>Key actions –</p> <ul style="list-style-type: none"> • +Change the way their teams operate and upskill their teams in the use of internal processes and tools, especially the CRM;

	<ul style="list-style-type: none"> • + Educating customers on their digital options; • Gathering more holistic information on customers; • Continuous IT system integration; • Reducing duplication of effort, particularly on customer information; • Need to look at smarter ways of doing business; • Let people feel empowered to bring their ideas to management; • Finalise business plans and articulate organisational goals, including setting expectations and timelines; • Need to do more team bonding; • Get a clearer understanding of what all teams do in Access Canberra, particularly to understand how to communicate effectively; • Need to be flexible in their approach to work; • Increased collaboration, but striking the right balance to work effectively; • Streamline processes and entry points for the customer.
Working with other Teams	<p>What can you do to help your team members work more effectively with other teams?</p> <ul style="list-style-type: none"> • Having teams go and sit with each other to provide support, guidance and facilitate increased understanding; • Be conscientious toward other teams, and understand that they have their own processes and responsibilities; • Consolidate systems and start to build consistency in business processes; • Understand that you are one part of a bigger team; • Embed a culture of 'one organisation' and realise that silos aren't helpful; • + Forming new working relationships externally, especially as customers and stakeholders are familiarised with Access Canberra (relates closely to building brand recognition).
Self-Reflection	<ul style="list-style-type: none"> • Need to stop thinking that the way we do things will never change; • Engage managers at all levels to ensure messages are getting out; • Keep improving and simplifying services.

Points marked with a '+' were recurring themes throughout the session.

Attendees: Lesley
Dan
Vicky
Alex
Linda
Kevin
Luke
Nadia
Vesna
Linda
Maria
Shaun
Bruce Tony
Ash
Danni

Feedback: Feedback in general positive.
What worked well:

- Open discussion about opportunities and issues;
- Syndicate sessions;
- Role play;
- Involvement of staff from different areas;
- Sharing experiences and hearing stories.

What could be done better:

- Provide negotiation and influencing strategies;
- Some more practical application tips;
- More time.

Other comments and suggestions:

- Bigger room;
- Run with general staff / priority teams;
- Ask people not to sit with their teams.

**Access Canberra
Summary of Workshop Outcomes**

Date: 26 November 2015
Topic: Working Cohesively in New Teams
Facilitator: s41(1)
Location: TransACT, Dickson

Session Title	Key Discussion Topics
Parking Lot	Intranet updates and improvements to help people identify the different people and areas across Access Canberra.
Understanding What's Changing	<p>What are the implications of changes for your teams?</p> <ul style="list-style-type: none"> • Where and how does Access Canberra pitch its message? How do you appeal to highly technical staff and non-technical staff?; • Losing knowledge within teams due to staff changes; • There are concerns about job stability, especially with the digitisation of services; • Merging some teams has brought together people with different priorities; • Needing to work out how to stay connected with the broader team, especially when people aren't co-located; • Customers are being positively affected by the changes, with frontline staff previously having to send people away to fulfil numerous different processes – staff in customer service delivery are buying-in to the changes as a result; • The extended business hours are a big change for back office support staff, who hadn't previously worked those hours; • Some areas are used to constant change and 'go with the flow'; • It's important to focus on the positives.
Responses to Change	<p>What are the possible reactions to change?</p> <ul style="list-style-type: none"> • People will often hear what they want to hear, and start spreading false information and rumours; • The answers to questions aren't always available, but it's important to be honest and open about what you know (or don't know); • Keep lines of communication open – instead of making assumptions, pick up the phone and ask. <p><u>Team 1 - Anticipation Creativity Excitement</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • These are things you need to encourage, but you also need to manage expectations; • It's important to take good ideas and map processes, to make sure creative ideas link in with everything else; • You want to maintain excitement and momentum; • Creativity challenges the way you've always worked.

2) Strategies as a leader to actively manage people at this stage:

a) Team/peer/manager –

- Dispelling rumours – people might get excited about things that aren't actually happening;
- Sit down with your team and set objectives and aims.

b) Customers/stakeholders/partners –

- You need to set expectations and educate customers.

Team 2 – Ambivalence | Denial | Frustration

1) What does this look like?

- Absenteeism or flat out refusal to change;
- You might get divisions within teams (people for or against change).

2) Strategies as a leader to actively manage people at this stage:

a) Team/peer/manager –

- Communication needs to be open and honest;
- Get leaders on board quickly;
- Empower staff as much as possible;
- Provide support;
- Listen.

b) Customers/stakeholders/partners –

- Education is key.

Team 3 – Confusion | Resistance | Unsure

1) What does this look like?

- No specific comments.

2) Strategies as a leader to actively manage people at this stage:

a) Team/peer/manager –

- 'Just keep swimming';
- Some light humour helps;
- Have inclusive conversations;
- Look to the positive people within the team to assist you.

b) Customers/stakeholders/partners –

- No specific comments.

Team 4 – New Beginning | High Energy | Accomplishment

1) What does this look like?

- Change is exciting, invigorating and gives you a sense of purpose and achievement.

2) Strategies as a leader to actively manage people at this stage:

a) Team/peer/manager –

	<ul style="list-style-type: none"> • You need to recognise the present, as well as the future; • ‘You don’t drive a car by looking in your rear view mirror’; • Ensure staff are able to communicate. <p>b) Customers/stakeholders/partners –</p> <ul style="list-style-type: none"> • There have been benefits to customers with the changes that have already been brought through; • Staff need to be able to explain to customers what Access Canberra is; • Educate staff so they’re comfortable with answering questions about who Access Canberra is and what they do.
<p>Having Change Focused Conversations</p>	<p>Activity key takeaways –</p> <ul style="list-style-type: none"> • One manager knew that it was important to understand where the staff member was coming from, acknowledging the issues up front and then findings ways to get the staff member involved in the change; • They’re not easy conversations; • The manager approached the staff member, who never would have approached the manager with their issues; • Another manager preferred to avoid confrontation, and found themselves with a difficult staff member who refused to change their views; • Ask the staff member what they want and support them in exploring those options; • Give the staff member a reason to get on board; • Sell the change to the staff member, particularly the importance of their role in the change process.
<p>Team Evolution</p>	<p>Shopfronts – can be a real team or high performing team, depending on what’s happening (e.g. policy changes, external events). It’s important to keep reinforcing the team’s purpose, and to acknowledge that it’s okay to have an off day. Providing support to each other within and between the different shopfronts, and sharing positive customer feedback on the levels of service provided, can keep people motivated. Staff should also feel empowered to speak up when something doesn’t make sense.</p> <p>Pseudo team – in the very early stages of teams being merged, and still learning how to work together and how to manage overlaps in work responsibilities. Necessarily to take baby steps, be clear about goals and accept that change is a gradual process.</p>
<p>Having a Purpose</p>	<p>Ideas for their team’s way of working:</p> <ul style="list-style-type: none"> • Need to let go of things that have been done in the past; • Accept and embrace change; • Some of the barriers are based in fears that aren’t likely to be realized; • People clinging to the old team profile and past priorities – there’s a need to set new priorities and benchmarks; • Need to adjust to new workloads and a faster-paced environment; • Let go of the existing brand – what can we do now to get Access Canberra to the same level of acceptance as Canberra Connect?;

	<ul style="list-style-type: none"> • Help people see that there is light at the end of the tunnel; • Work to resolve strained relationships with business partners and see the shift to Access Canberra as an opportunity to get past old blockages.
Working with other Teams	<p>General comments on the difficulties in dealing with other teams:</p> <ul style="list-style-type: none"> • Trying to get back office staff to support customer-facing staff with an appropriate sense of urgency is difficult; • The frontline teams need to understand regulatory and compliance elements, but likewise the regulatory and compliance teams need to understand the implications of their procedural and policy changes on customers; • Lots of areas within Access Canberra have no idea what the other areas do. <p>What can you do to help your team members work more effectively with other teams?</p> <ul style="list-style-type: none"> • Facilitating discussions across the organization to help people find and realize opportunities for collaboration and process improvements; • Help people understand that it's important to keep asking questions.
Self-Reflection	<p>General comments:</p> <ul style="list-style-type: none"> • Learn the names of the new teams; • Tell the team to 'keep swimming'; • Agree on a sense of purpose with the team.

Attendees: Derise
Kirsty
Niki
Amanda
Heather
Alex
Michael
Fiona
Ron
Mary
Julie
Danny
Jennie

Feedback: In general, positive feedback received.

What worked well:

- Discussions and group work;
- Introduction activity and networking;
- Hearing what other managers are doing;
- Personal input and experience.

What could be done better:

- Role play – uncomfortable.

Other comments and suggestions:

- Could possibly have dealt with some of the frustrations within Access Canberra rather than just the focus on staff / teams.
- Relevance depends on where the team is at.

**Access Canberra
Summary of Workshop Outcomes**

Date: 8 December 2015
Topic: Working cohesively in new teams
Facilitator: s41(1)
Location: Level 2 Macarthur House, 12 Wattle Street Lyneham

Session Title	Key Discussion Topics
Parking Lot	<ul style="list-style-type: none"> Understanding what Access Canberra’s vision really is, and what it means for each team; how do we do business to meet the strategic intent?
Understanding What’s Changing	<p>On what’s happening:</p> <ul style="list-style-type: none"> Different approval process – more layers to go through. This has made it more challenging to find the time and the right person. One participant felt that Access Canberra’s new focus (e.g. customer service) is in conflict with his business area (enforcing regulation). The change has also resulted in a loss of resources for his team. He is trying to assist his team in prioritising. Another participant noted that it is hard to build the team up and encourage positivity in the face of change when there is a particular staff member continually undermining others. Participants reflected on the instability caused by change at the executive level. They felt that they need the direction from the executive level, but often it is not given. An education process is needed for the customer – one participant remarked on the confusion from a customer perspective as to what Access Canberra is. For others, the change has meant that they now don’t know what other teams are doing or how to contact them, or how the organisation is structured. Some staff are struggling with the new management’s way of thinking (“I didn’t sign up for this job”), but it is important as a manager to remain positive in the face of this attitude/mindset, even if you don’t agree with the change. One participant has been addressing this problem by sitting down with staff and determining their “willingness” for change and working that into their professional development goals.
Responses to Change	<p>What are the possible reactions to change?</p> <ul style="list-style-type: none"> Embracing expanded resources available, e.g. communications area. Openness – the non-closed door policy works; appears more collegial and collaborative. Fear and angst because of the unknown. When it’s unclear and team members don’t receive any direction as to what the change means (“beyond a new purple sign”), the attitude can be quite negative. <p><u>Team 1 - Anticipation Creativity Excitement</u> 1) What does this look like?</p> <ul style="list-style-type: none"> Willingness to engage.

	<ul style="list-style-type: none"> • Demonstrate “buy-in”. • Might also be problematic – can quickly become resistant/non-compliant if they don’t perceive that their future view doesn’t align with the executive. <p>2) Strategies as a leader to actively manage people at this stage:</p> <ul style="list-style-type: none"> • Encourage the expression of ideas. • Manage expectations from the beginning. • Provide continual feedback and communication. <p><u>Team 2 – Ambivalence Denial Frustration</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • Some sit on the fence – don’t care one way or the other. • Managing perceived as “micro-managing” in areas where they previously had autonomy, but perceived by managers as guidance. • Resistance to engagement. <p>2) Strategies as a leader to actively manage people at this stage:</p> <p>a) Team/peer/manager –</p> <ul style="list-style-type: none"> • Have to explain why you are doing what you’re doing, articulating why it’s important to have meetings, etc. • Have to take a hard-line sometimes and express what is expected of them. • Managers should stop and reflect on whether their approach with team members showing these responses is working, and adjust their approach where necessary. <p><u>Team 3 – Confusion Resistance Unsure</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • Disengaged, unproductive, negative, challenging new processes. <p>2) Strategies as a leader to actively manage people at this stage:</p> <p>a) Team/peer/manager –</p> <ul style="list-style-type: none"> • Sympathy/empathy – seeing things from their perspective. • Reminding them of their common goal; big picture. <p><u>Team 4 – New Beginning High Energy Accomplishment</u></p> <p>1) What does this look like?</p> <ul style="list-style-type: none"> • Energy and enthusiasm. • Optimistic outlook. <p>2) Strategies as a leader to actively manage people at this stage:</p> <p>a) Team/peer/manager/executive –</p> <ul style="list-style-type: none"> • Asking for feedback. • Providing feedback. • Celebrating success.
<p>Having Change Focused Conversations</p>	<p>Activity key takeaways –</p> <ul style="list-style-type: none"> • Responding to uncomfortable/aggressive responses. • Active listening. • Promising or encouraging inclusion/involvement.

	<ul style="list-style-type: none"> • Picking and choosing the right time to have that conversation. • Positive reinforcement of the staff member’s skills/experience.
Team Evolution	<ul style="list-style-type: none"> • Dynamic at the moment; • Some have moved backwards; • Some are small real / high-performing teams, but in the context of the wider organisation and working with other teams it is more of a pseudo team; • The size of the team (smaller makes it easier to be a high-performing team); • The specific purpose (e.g. dealing with problem gambling) impacts on team evolution; • There are goals, but they are not linked to a common purpose; and • Need to re-clarify according to new changes.
Having a Purpose	<p>Key actions:</p> <ul style="list-style-type: none"> • Need greater visibility of what’s happening at the higher levels. • Need to understand the expectations of the Executive group first, in order to translate this to my team. • Need to address “high-performing team” characteristics, starting with having a clear sense of purpose. • Integrating into a wider organisation, beyond small team, is also a consideration.
Working with other Teams	<p>What can you do to help your team members work more effectively with other teams?</p> <ul style="list-style-type: none"> • Leading by example, pushing/encouraging from the senior level. • Getting the response back, or getting other teams to work with us is the difficulty for some participants. Have to manage upwards sometimes to make sure this engagement happens. • Encouraging the team to get up and have a chat with someone from another team.
Self-Reflection	<ul style="list-style-type: none"> • Re-visiting Access Canberra priorities.

Attendees:

Tom
Belinda
Josh
Anne
Christine
Drazen
Fred
Rohan

Feedback:

What worked well:

- Group discussions (open and frank) and sharing information.
- Seeing common issues across the board and being given tools to understand the situation.

What did not work:

- There is still a lot that is unknown in Access Canberra.

Other comments and suggestions:

- Learning about others' experiences was valuable.
- Consider running again once structure is confirmed.

Translating Strategic Vision into an Operational Context

November 2015



**Access
Canberra.**

Introduction and Overview

Why we're here

- Explore Access Canberra's strategic intent
- Understand how the work of my team helps Access Canberra to achieve its strategic intent
- Be equipped to communicate my team's vision for the future across the organisation



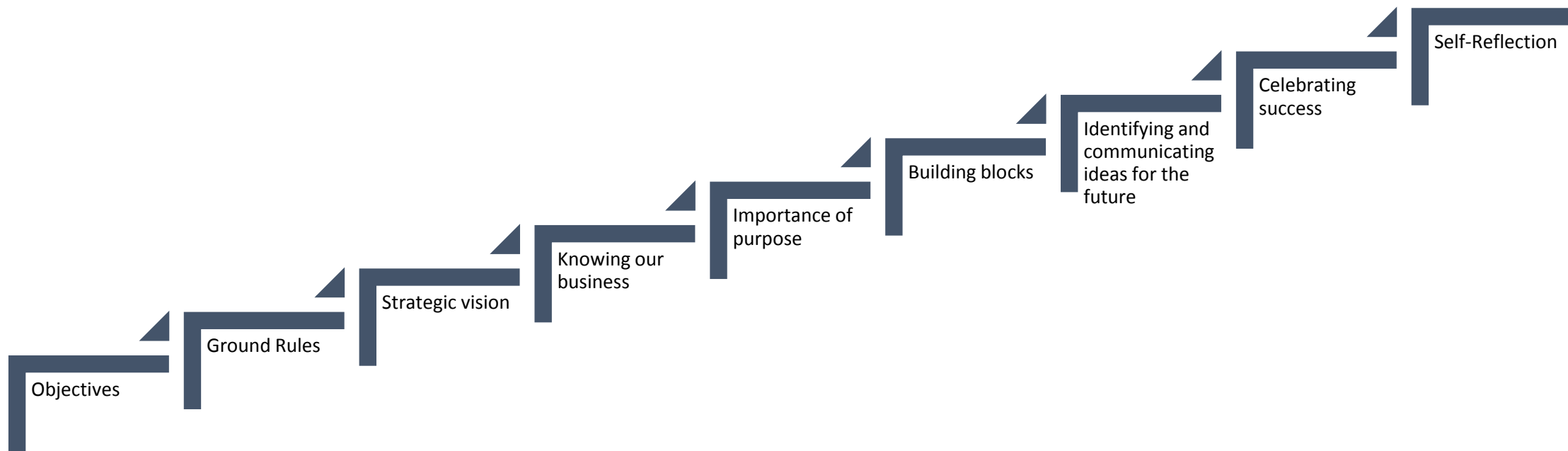
How we'll achieve this

- Experience (work and other)
- Reflection
- Each other

Introductions

- Find someone you don't usually work closely with
- Introduce yourself to your partner. Your introduction should take no longer than 2 minutes and include:
 - Name and team you lead
 - Team size
 - Leadership experiences – what learning have you had; what changes have you managed
 - Something interesting about yourself

Agenda

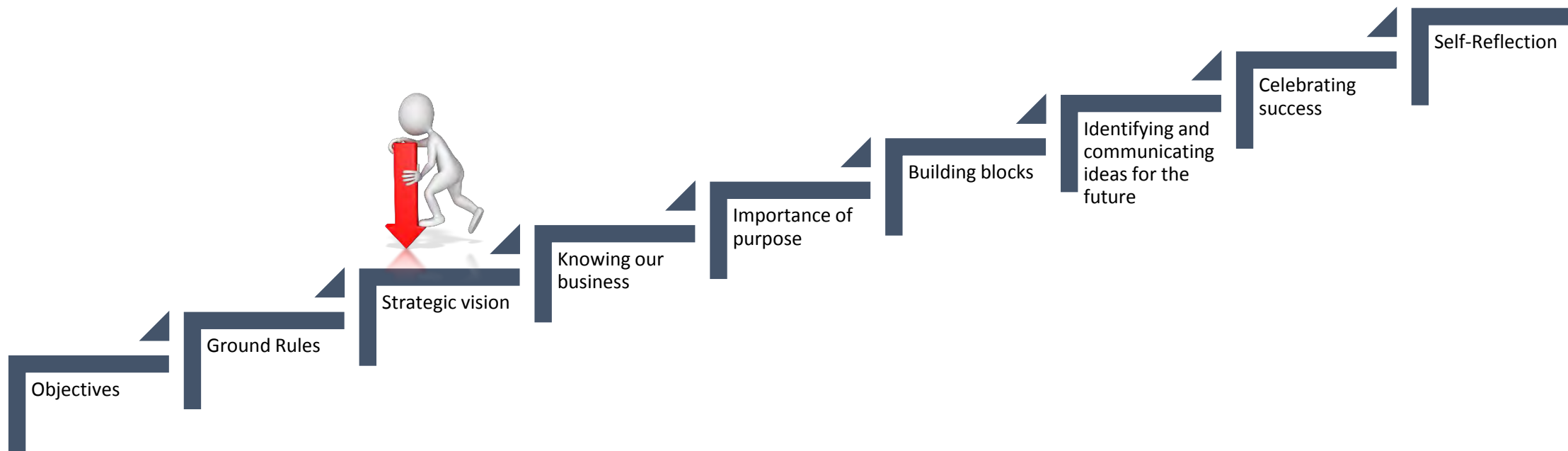


Ground Rules

- How can we ensure this is successful session?



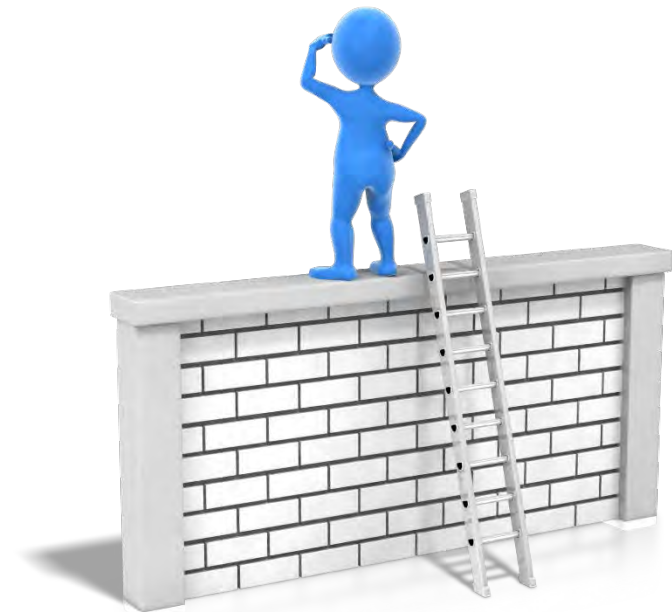
Agenda



Strategic Vision

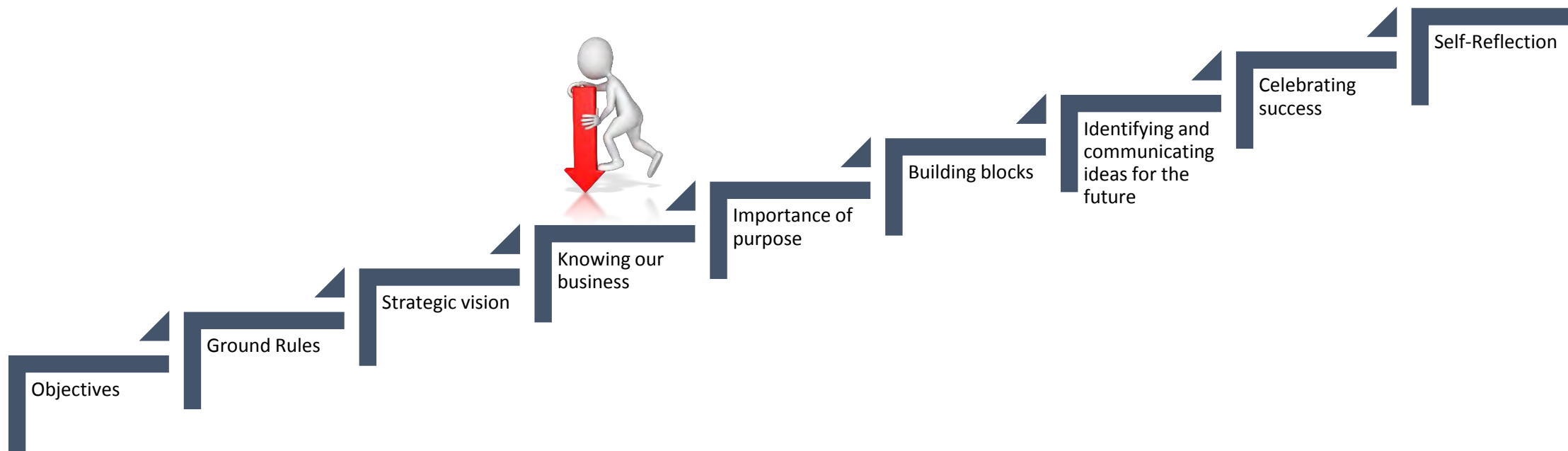
Why is it important to understand Access Canberra's strategic vision?

“The vision we have . . . determines what we do and the opportunities we see or don’t see.”



— Charles G. Koch CEO of Koch Industries

Agenda



Knowing our business

Access Canberra will be a leader in the provision of customer and regulatory services that will ensure accessible government that fosters economic growth, and a safe, sustainable and vibrant community.

Organisation Design Principles:

1. Superior customer service
2. The right regulatory response in the right situation
3. Rigorous support for statutory office holders
4. Builds capacity
5. Efficient and effective service delivery

Knowing our business

Access Canberra aspires to have a culture where:

1. We make interacting with government easy because our staff are helpful and assist our customers to overcome barriers.
2. Our staff are reducing the regulatory burden by working together on regulatory matters.
3. Our customers have confidence that our staff are connecting them to the right people to provide a 'one stop shop' experience.
4. The people and organisations we regulate are meeting the requirements we expect of them because the information we provide them is clear, concise and relevant.
5. We are identifying where and how regulatory burdens can be reduced.

Activity

- At your tables, examine the strategic intent, design principles and cultural aspirations for Access Canberra.
- Ensure you have answered the following questions:

What do these tell about the organisation's role in Canberra?

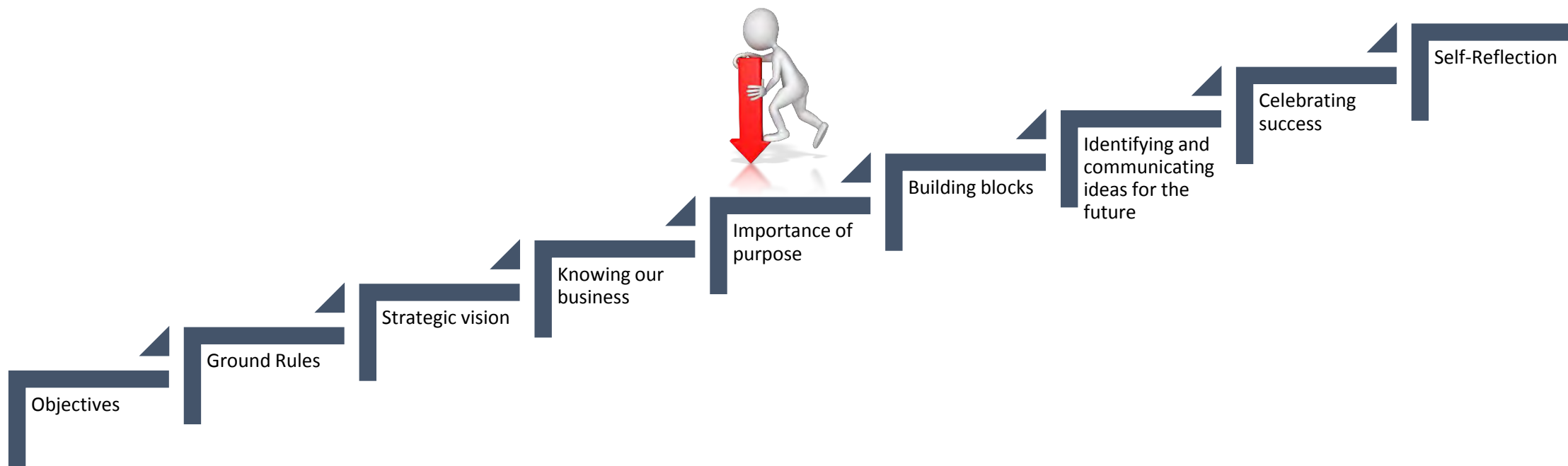
What do these tell about the way Access Canberra operates? What the organisation believes in?

What do these tell our customers about what they can expect?

What do these tell a prospective employee about the organisation as a place to work?

Where is Access Canberra at in terms of achieving these?

Agenda

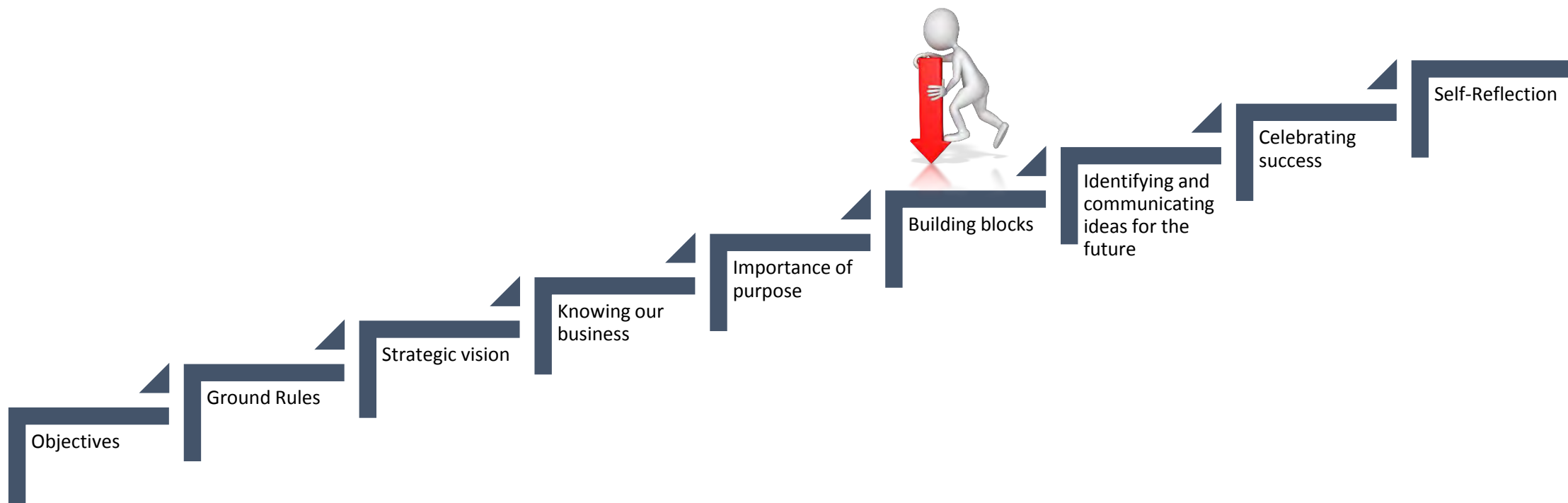


Having purpose

- Employees want to work for an organisation whose purpose is shared and understood
- Employees are more engaged and have better morale when they understand what the organisation wants to achieve and how their contribution counts
- Leaders and managers play an important role in communicating purpose and ensuring a shared understanding

(HBR 2015 – How an Accounting Firm Convinced its Employees they could Change the World)

Agenda



Building Blocks

- Every division and team plays an important, and unique, role in helping Access Canberra to achieve its strategic intent.

What is the overall objective of your team? How does your team contribute to Access Canberra's strategic intent?

- Write your team vision statement on the building block template provided and pin this to the wall.

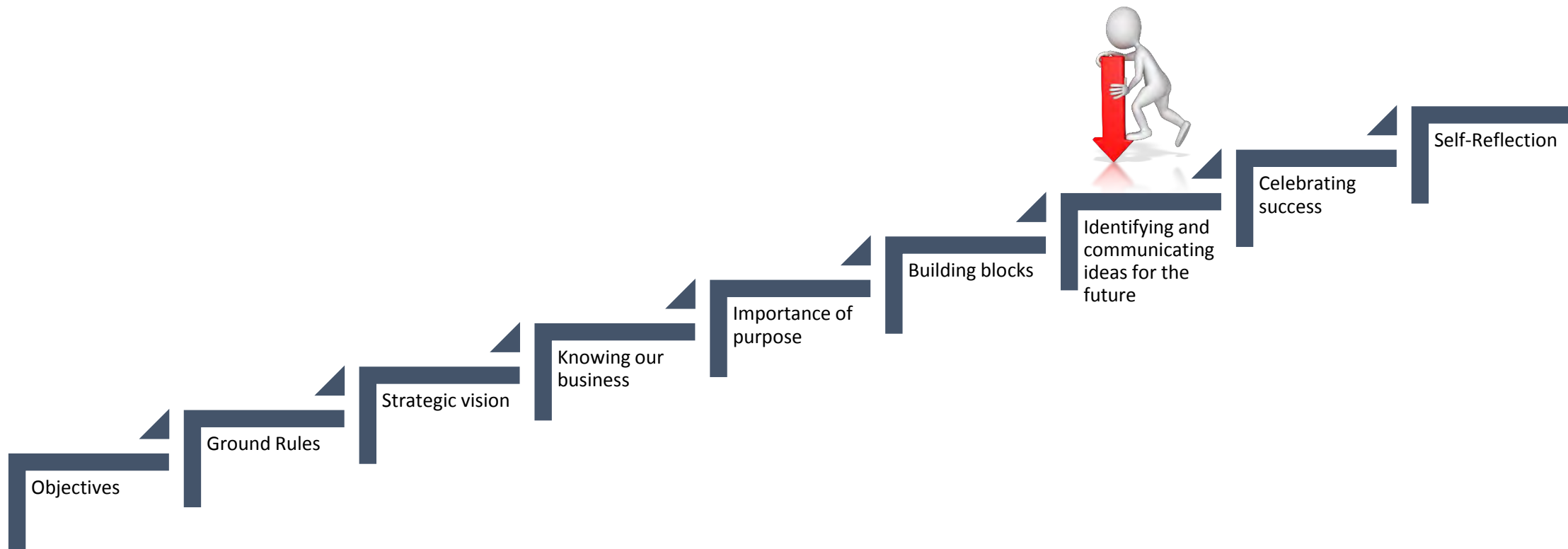
Making it real

As leaders, we know that it is necessary to:

- Have a plan (this translates a strategic vision into operational plans).
- Set expectations.
- Communicate and make things ‘real’ for your team.
- Hold your team accountable.
- Review and check-in regularly to ensure we are still on track.

It takes time to reflect and plan...

Agenda





Activity – Action Ideas for the Future

- Reflect and put together some action ideas for the future by working through the questions in the handout.

What are some of the key actions you have identified? What does success look like and when do you think you can achieve this?

Communicating our ideas

- Whose buy-in do you need in order to achieve your ideas for the future?
- How will you communicate your ideas to these groups?
- Let's practise...

Activity

- Find a partner.
- Present your reflection and action ideas to your partner.
- Partners are to take on the role of a specific stakeholder group (e.g. team, partner).
- Partners are to think about and provide feedback on the following:
 - How clear and compelling the ideas are
 - Links to Access Canberra strategic vision
 - Clarity around what specific actions will achieve
 - Anything else.
- Ensure you both have a go (15 minutes each)

Debrief

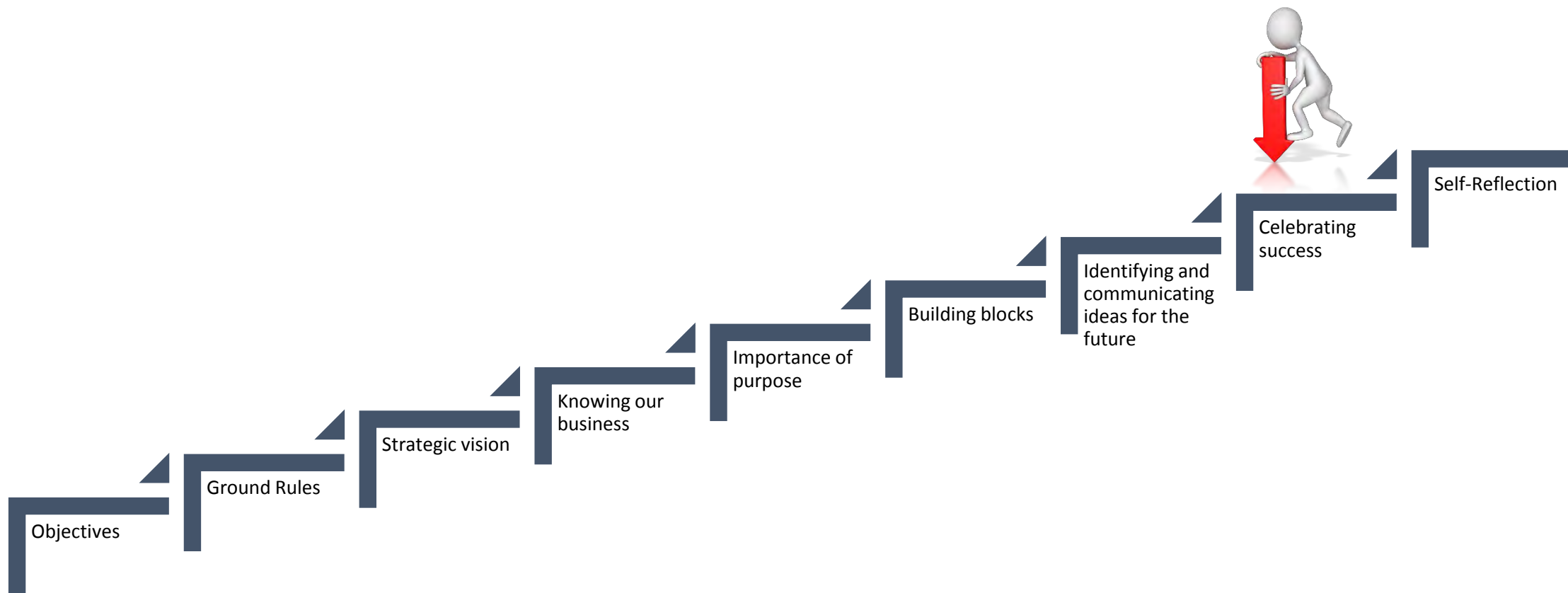
- What did you find easy / difficult when communicating your ideas?
- Observers – what made you buy in to one idea more than another? Could you understand the ideas and the impacts on you? How clear were the actions

What is your key learning from this activity? What do you need to think about as you communicate your ideas across Access Canberra?

Communicating our ideas

- Be able to describe in a few sentences
- Believe in them and what they will achieve
- Give practical and concrete examples of what things will look like in the future
- Be specific about what success looks like
- Link to outcomes that are valued by a stakeholder group
- Be prepared to answer “What do you expect from me?”

Agenda



Celebrating Success

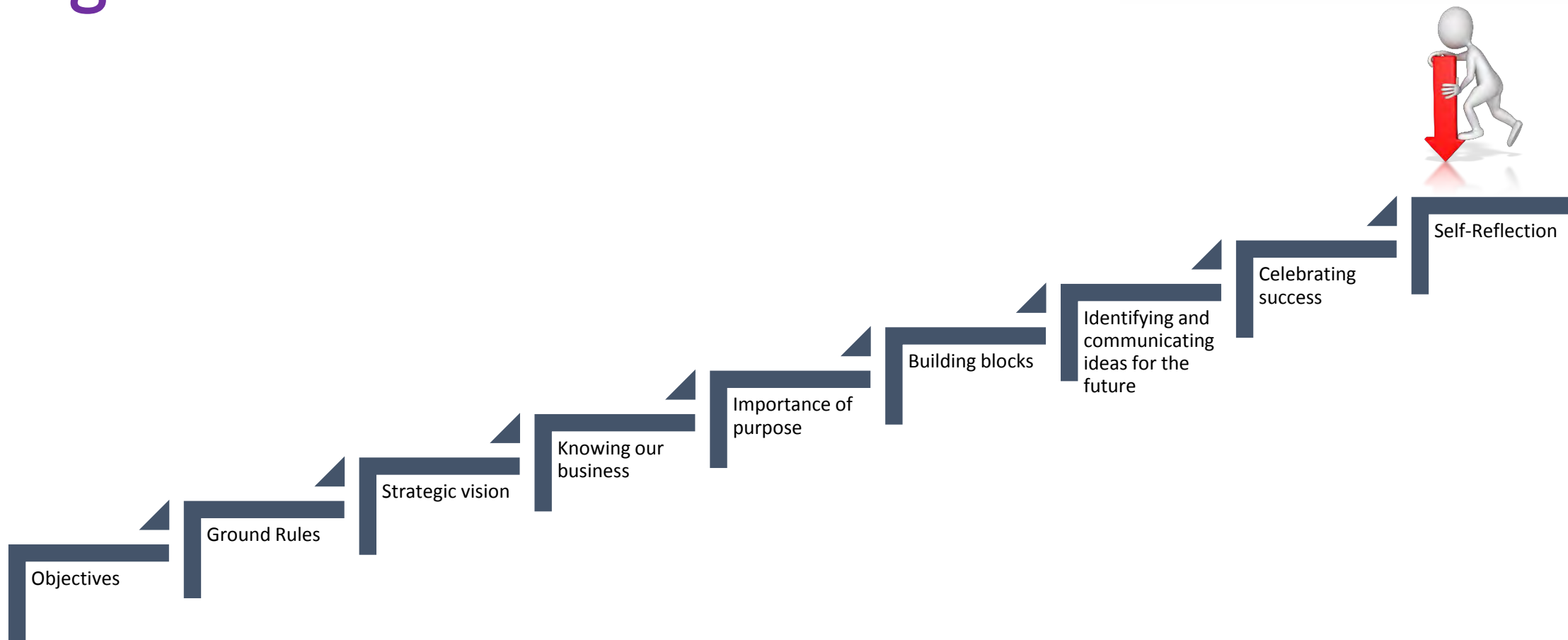
- We can get caught up in the 'doing' and forget to celebrate successes and achievements

Why is it important to celebrate success?
What could this look like for your team?

Taking time to celebrate

- Recognising that a key milestone has been reached (little victories)
- Acknowledge hard work
- Boost morale
- Keep up momentum
- Neutralise scepticism about the changes (seeing is believing)

Agenda



Self-Reflection

- What are three things **you** as a leader want to do differently / change in your interactions when communicating your ideas for the future (teams versus stakeholders)?
- What is the first action you will implement after this course?

*“You can analyse the past, but
you have to design the future.”*

- Edward de Bono



Thank You

- Evaluation



**Access Canberra
Strategic Vision Workshop**

Audience:

SOG B and Cs, middle managers and developing managers.

Date and location: TBC

	Workshop 1	Workshop 2
Time		
Date		
Location		

Goals:

- To support management staff across Access Canberra during the implementation of Phase 2 and provide practical strategies for translating Access Canberra’s strategic vision into an operational context.

Objectives:

- Explore Access Canberra’s strategic intent.
- Understand how the work of my team helps Access Canberra to achieve its strategic intent.
- Be equipped to communicate my team’s vision for the future across the organisation.

Room set-up and materials:

- The room should set-up with clusters of tables to allow small group discussion.
- Each participant should be given a name tag or place holder on the table.
- Each table should have markers, coloured pens / pencils, blu-tack, and flip-charts / butchers paper.
- A whiteboard with whiteboard markers is required.
- Projector.
- Copies of Access Canberra strategic intent statement, design principles and service design principles.

Workshop Schedule:

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
5 mins	Welcome	Setting expectations	<p>Welcome to the workshop:</p> <ul style="list-style-type: none"> • Introduce yourself, your role, your experience and a brief of why you are here today • KPMG working with Access Canberra to provide change management support • We are experienced ourselves in leading change programs, being a part of change programs and managing people • We will be running change workshops with management staff, to help them make sense of the changes and identify strategies and approaches for managing change • This isn't a lecture – you will be learning via each other • Minimal Power Point • We are here to utilise your knowledge and experience <p><i>Explain that the session will be highly interactive with lots of discussion and may be different to programs you have attended in the past. Today's purpose is not to teach you how to manage change, instead you will be learning from each other and the experiences you can share.</i></p> <ul style="list-style-type: none"> • Role of facilitator – hold you to account, move on and continue with the session. My expectation of you is that you are all 	<ul style="list-style-type: none"> • Slide 2 • Butchers paper with Parking Lot heading

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
			<p>professionals and you will live up to that expectation, if behaviours don't live up to those expectations I will, with your permission, call you on that, put items on the parking lot and move forward.</p> <p><i>My expectations of you as participants is that you provide me with feedback. If we're moving too fast or too slow, or you have questions, raise your hand or interrupt at an appropriate time. We may also find that different things come up throughout the day that may need to be discussed in a different forum, to ensure these are not forgotten we will record these on a Parking Lot flip chart.</i></p> <ul style="list-style-type: none"> • Some have experienced more change than others but that does not mean you don't contribute. I know this is a strong group, let's use the experiences in the room and learn from each other. <p><i>You might find, at different stages of the day that you are well experienced in the topic we are discussing. This isn't your time to sit back, I encourage you to share your experiences and ideas and allow the others in the room to benefit from you.</i></p> <p>Housekeeping including:</p> <ul style="list-style-type: none"> • Break times • Finish times 	

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
			<ul style="list-style-type: none"> Restroom stops. 	
5 mins	Why we're here + How we'll achieve this	Understanding objectives of the workshop and how these will be achieved	Explain objectives to participants.	<ul style="list-style-type: none"> Slide 3 and 4
15 mins	Participant Introductions		<p>ICEBREAKER – INTERACTIVE</p> <p>Ask participants to find someone they don't usually work with and introduce themselves to this partner (2 minutes per person) covering:</p> <ul style="list-style-type: none"> Name and the team they lead Team size Leadership experiences – what learning have they done, what changes have they managed Something interesting about themselves. <p>Ask participants to introduce their partner to the group.</p>	<ul style="list-style-type: none"> Slide 5
2 mins	Agenda	Lay out the agenda for the workshop	Explain the agenda for the day.	<ul style="list-style-type: none"> Slide 6
3 mins	Ground Rules	Ensure ground rules are agreed and that participants understand that topics out of scope go on parking lot	<p>Explain to participants that to ensure we get the most from the day, it is important we establish some basic ground rules for example, mobiles to be switched off, or at least on silent and return on time from breaks.</p> <p>Ask participants to suggest additional ground rules. Facilitator to record on a Flipchart.</p> <ul style="list-style-type: none"> Mobile phones on silent Respect 	<ul style="list-style-type: none"> Slide 7 Butchers paper with Ground Rules heading Butchers paper with Parking Lot heading

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
			<ul style="list-style-type: none"> • One person talking at a time • Contribute to discussion <p>Explain to participants that the ground rules will be visible throughout the session.</p> <p>Ask participants to call out if topics come up that are important but out of scope for today. These will be put on the Parking Lot.</p>	
5 mins	Strategic vision	Encourage participants to the importance of them understanding the organisations strategic vision	<p>DISCUSSION – INTERACTIVE</p> <p>Ask, why is it important to understand Access Canberra’s strategic vision?</p> <p><i>Possible responses</i></p> <ul style="list-style-type: none"> – <i>So I can communicate it to my team</i> – <i>So my team understands what we want to achieve</i> – <i>Guides our approach / roadmap</i> – <i>Creates meaning</i> – <i>Establishes standards</i> – <i>Bridges present and future</i> <p>Record responses on the whiteboard.</p> <p>Show, the quote on slide 9 and identify that vision helps guide us (if this hasn’t come up in previous responses).</p>	<ul style="list-style-type: none"> • Slide 8 • Slide 9 • Whiteboard

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
20 mins	Knowing our Business	Participants are able to translate Access Canberra's into something meaningful to them	<p>Say, Access Canberra has defined it's strategic vision, which is supported by a set of design principles – slides 10 and 11.</p> <p>Ask, have you taken the time to think about what these mean? Are you using these in your teams?</p> <p>Say, Access Canberra has also defined a set of Service Design Principles to guide how services are delivered to customers.</p> <p>Ask, have you taken the time to think about what these mean? Are you using these in your teams?</p> <p>ACTIVITY – SMALL GROUP DISCUSSION</p> <p>Say, let's examine Access Canberra's strategic vision in more detail.</p> <p>At your tables, think about the following questions:</p> <ul style="list-style-type: none"> • <i>What do these tell about the organisation's role in Canberra?</i> • <i>What do these tell about the way Access Canberra operates? What the organisation believes in?</i> • <i>What do these tell our customers about what they can expect?</i> • <i>What do these tell a prospective employee about the organisation as a place to work?</i> <p>Allow 10 minutes, then ask each table to provide</p>	<ul style="list-style-type: none"> • Slide 10 • Slide 11 • Slide 12 • Copies of Access Canberra strategic intent statement, design principles and service design principles • Whiteboard

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
			a response to the questions. Record responses.	
5 mins	Having purpose	Participants understand there is evidence showing organisation outcomes for communicating purpose	Say , there is research that shows important organisational outcomes when purpose is communicated and understood – increased employee engagement and morale. Research also shows that leaders and managers play an important role in communicating purpose. Today they will have opportunities to practise communicating their ideas for their teams vision.	<ul style="list-style-type: none"> • Slide 13
10 mins	Building Blocks	Participants able to articulate how the work of their team	<p>Say, every team within Access Canberra plays an important role in helping Access Canberra achieve its strategic intent. Let's spend some time thinking about the unique contribution that your team makes.</p> <p>Ask participants to think about the following questions and write your response on the building blocks template provided:</p> <ul style="list-style-type: none"> • <i>What is the overall objective of your team?</i> • <i>How does your team contribute to Access Canberra's strategic intent?</i> <p>Ask participants to use blu-tak to pin their building block to the wall. Participants are to read out what they have written as they pin their building block to the wall.</p>	<ul style="list-style-type: none"> • Slide 14 • Building block template • Blu-tak to pin completed blocks to wall
5 mins	Making it real	Set participant expectations around the importance of planning and the focus of the rest	Say , understanding Access Canberra's strategic vision and how your team contributes to this, is the first step in translating strategy into operational outcomes for the your team. Now,	<ul style="list-style-type: none"> • Slide 15

Time	Topic	What is this section trying to achieve?	Facilitator notes	Equipment
		of the session	you need to make it real for them and turn this into something that they can understand – a plan. This takes time and is what we'll focus on after the break,	
15 mins <i>(Running time = 90 minutes)</i>	Break			
25 mins	Actions Ideas for the Future	Participants are able to develop a strategic plan for the area they lead	<p>ACTIVITY – REFLECTING & IDENTIFYING ACTIONS FOR THE FUTURE</p> <p>Provide participants with Handout 2 and ask them to individually work through the questions provided.</p> <p>After 15 minutes, bring the group back together and ask the following questions:</p> <ul style="list-style-type: none"> • <i>How did you find that activity?</i> • <i>Were you able to keep Access Canberra's strategic vision in mind?</i> • <i>How did you find defining the service design principles? Were some more or less relevant to your work?</i> 	<ul style="list-style-type: none"> • Slide 16 • Handout 2 – Planning

<p>45 mins</p>	<p>Communicating our Plans</p>	<p>Participants are able to practise communicating their ideas to others and identify strategies for communicating across Access Canberra in the future</p>	<p>ACTIVITY – PARTNER ROLE PLAY</p> <p>Ask participants what the first step is to make their plans happen – communication. Ask participants the following questions:</p> <ul style="list-style-type: none"> • <i>Whose buy-in do you need in order to achieve your ideas?</i> • <i>How will you communicate your ideas to these groups?</i> <p>Explain to participants that being able to confidently communicate across the organisation will be important to generating buy-in and support for their ideas. We will spend some time practising.</p> <p>Using slide 17, ask participants to find a partner that they will present their ideas for the future to.</p> <ul style="list-style-type: none"> • <i>Present your reflection and ideas for the future to your partner.</i> • <i>Partners are to take on the role of a specific stakeholder group (e.g. team, partner).</i> • <i>Partners are to think about and provide feedback on the following:</i> <ul style="list-style-type: none"> • <i>How clear and compelling the ideas are</i> • <i>Links to Access Canberra strategic vision</i> • <i>Clarity around what specific</i> 	<ul style="list-style-type: none"> • Slide 17 • Slide 18 • Slide 19 • Slide 20 • Whiteboard to record notes during debrief
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			<p><i>actions will achieve</i></p> <ul style="list-style-type: none"> • <i>Anything else.</i> • <i>Ensure you both have a go (15 minutes each)</i> <p>DEBRIEF</p> <p>After 30 minutes, bring the group back together and get them to reflect on the experience by asking the following questions:</p> <ul style="list-style-type: none"> • <i>What did you find easy / difficult when communicating your ideas?</i> • <i>Observers – what made you buy in to one idea more than another? Could you understand the ideas and the impacts on you? How clear were the actions</i> • <i>What is your key learning from this activity? What do you need to think about as you communicate your ideas across Access Canberra?</i> <p>Record responses on the whiteboard.</p> <p>Run through slide 19, identifying consistencies and differences.</p>	
10 mins	Celebrating Success	Encourage participants to think about why it is important to celebrate success and how they may do this in their teams	<p>Say, as leaders, we often get caught ensuring we are achieving what we said we would achieve and ‘doing’ the work. It is important to celebrate success and achievements.</p> <p>Ask:</p> <ul style="list-style-type: none"> • <i>Why is it important to celebrate success?</i> 	<ul style="list-style-type: none"> • Slide 21 • Slide 22 • Whiteboard for recording responses

			<ul style="list-style-type: none"> • <i>What could this look like for your team?</i> <p>Record responses.</p> <p>Turn to slide 21 and discuss the reasons why it is important to celebrate success, highlighting consistencies and differences.</p>	
5 mins	Self-Reflection	Encourage self-reflection and action planning	<p>Ask participants to reflect and identify the following:</p> <ul style="list-style-type: none"> • <i>What are three things you as a leader want to do differently / change in your interactions when communicating your ideas for the future (teams versus stakeholders)?</i> • <i>What is the first action you will implement after this course?</i> 	<ul style="list-style-type: none"> • Slide 23
5 mins <i>(Running time = 180 minutes)</i>	Program End and Evaluation		<p>Say, your views on this workshop are important. We may run a similar session in the future.</p> <ul style="list-style-type: none"> • What was useful? What will you apply at work? • What wasn't useful? • Is there anything you would like to see that wasn't included in this session? <p>Thank participants for their time and for their contribution to the workshop.</p>	<ul style="list-style-type: none"> • Slide 24

**Access Canberra
Summary of Workshop Outcomes**

Date: 24 November 2015
Topic: Translating Strategic Vision into an Operational Context
Facilitator: s41(1)
Location: Ron Reynolds Training Centre, Curtin

Session Title	Key Discussion Topics
Parking Lot	<ul style="list-style-type: none"> • Getting to know each other and different teams; • Marketing with consistency to our customers; • Whether the quick turnaround expected for changes to be implemented is appropriate; • Communicate the strategic vision – ‘give us a tool to unpack it’; • Requirements for legislative changes; • Access Canberra is in a constant state of flux, with no stability at senior levels; • Access Canberra’s overall business practices require review, in order to reduce internal red tape, duplication of effort and other inhibitors to streamlined services.
Strategic Vision	<p>General comments on strategic vision:</p> <ul style="list-style-type: none"> • Strategic vision is the foundation for making decisions; • The vision enables people to understand what they’re doing, where they’re going, and why; • Having a vision is also aspirational, giving people something to strive towards; • A well-articulated strategic vision allows you to communicate change in a way that’s meaningful to your team. <p>On the question of how the strategic vision of Access Canberra is being communicated to staff:</p> <ul style="list-style-type: none"> • Quite a lot of people don’t understand what the strategic vision of Access Canberra is; • There is a need to manage the fear of change in order to deliver the strategic vision; • The strategic vision hasn’t been well communicated, with many teams uncertain as to whether their direction is in line with the overall vision; • Government needs to understand that they have introduced the red tape and regulations that Access Canberra are working with – it’s not enough to ask public servants to disregard these regulations, particularly without clear instruction; • If you don’t understand what the message is and why there is a need for change, you’re not as willing to accept that change; • There is the expectation that the change will happen quickly, leaving Access Canberra without the time to reflect on what should be done and how; • The message of what Access Canberra actually is hasn’t been well-articulated to its

	<p>staff or the public – how can staff explain to customers what Access Canberra is, when they’re not sure themselves?;</p> <ul style="list-style-type: none"> • The workshop is one of the first opportunities to put a face to a name, which needs to happen more broadly across the organisation; • The strategic vision changes depending on which executive you talk to.
<p>Knowing our Business</p>	<p>Comments on the Access Canberra Vision and Business Plan:</p> <ul style="list-style-type: none"> • Very aspirational, with not a lot of depth behind it; • Nothing tangible; • There’s nothing on there that says ‘what this looks like for you’; • Seems contradictory, for example the disconnect between increasing business in Canberra and paying for the sustainability and safety aspects. <p>On what they liked about the plan:</p> <ul style="list-style-type: none"> • ‘Depends on how you interpret some lines in it’; • Overall, negligible positive comments on the document. <p>General comments:</p> <ul style="list-style-type: none"> • On translating the document to their teams, many people will – <ul style="list-style-type: none"> ○ Prefer to see black and white instructions, and not want to deal with ambiguity; ○ Some might say that they’ve already been doing the things described in the document.
<p>Building Blocks</p>	<p>How are you working together to achieve this?</p> <ul style="list-style-type: none"> • Open communication between some teams; • You need to make the time to meet with other teams and build those relationships.
<p>Identifying and Communicating Ideas for the Future</p>	<ul style="list-style-type: none"> • Some participants didn’t feel they could answer all questions on the worksheet; • More policies, frameworks and standard operating procedures were needed. <p>Action items:</p> <ul style="list-style-type: none"> • Some areas felt they were progressing well, but with significant gaps; • Sections have been working in silos for such a long time that it’s necessary to help them ‘let go of something they were once the master of’; • Developing succession plans and getting information ‘out of peoples heads’; • Independent eyes should look at standard operating procedures in order to review and improve these processes; • Being proactive in business planning – rather than being primarily reactive – requires getting out and understanding what’s happening across the organization; • Other sections do not have as many internal dependencies for service provision, but could work to reduce red tape to produce better and more efficient services; • Access Canberra overall needs to work on reducing internal red tape, including cutting down on meetings and duplication of effort; • More focus needs to be on how Access Canberra presents itself to the public,

	<p>especially on a practical level.</p> <p>Communicating ideas:</p> <ul style="list-style-type: none"> • There's change happening across government, with participation in working groups a useful tool to understand what can be done to help other business units; • Work groups are also a good way to provide context to other business units and what they do, as well as for developing a wide network of contacts, which can help facilitate problem solving; • Engaging with stakeholders regularly to understand their requirements; • Find the key drivers to help executives understand what needs to be done to deliver their expectations; • You need to show passion.
<p>Celebrating Success</p>	<ul style="list-style-type: none"> • No time to celebrate success; • Trouble determining when you're finished; • It's a continuous cycle; • Teams are busy focusing on the day-to-day; • Lots of impatience and complaints – end of year fatigue; • Logistics of celebrations can be difficult, especially for availability of frontline staff.
<p>Self-Reflection</p>	<ul style="list-style-type: none"> • Go through the Vision and Business Plan with the team and ask what it means for them – let them put it in their own words in a way that's meaningful to them, and possibly even use the document to help them identify professional development opportunities.

Attendees:

Arthur
Jane
Peter
Janice
Richard
Chris
Tyler
Meagan
Ethan
Brett
Indran
Vesna
Bruce
Mary

Feedback:

Notes: Feedback from participants in this group was mixed. While some participants felt the objectives were met, other participants did not feel this way. This room was set-up in a U-shape which impacted the group discussion.

What worked well:

- Group discussions and networking;
- Talking with others about where we are and where we are going;
- Interaction and sharing experiences.

What could be done better:

- More concise questions in PowerPoint;
- Splitting internal/external teams into different groups;
- Workshop would work better if the vision had been communicated.

Other comments and suggestions:

- Need concrete examples of how to apply and communicate vision.

One participant asked for the slides to be sent around after the session.

Reuben Gaze is the wrong contact – alternate contacts are:

jane.macculloch@act.gov.au

josh.turk@act.gov.au

**Access Canberra
Summary of Workshop Outcomes**

Date: 25 November 2015
Topic: Translating Strategic Vision into an Operational Context
Facilitator: s41(1)
Location: Access Canberra, Gungahlin

Session Title	Key Discussion Topics
Parking Lot	<ul style="list-style-type: none"> • Timely and accurate communication with staff; • Wasting time and money on things that are all about perception – hot desks, business cards, etc – is frustrating when you’re operating a team on no budget and with limited resources; • Digitisation sometimes isn’t a good thing, particularly for vulnerable members of the community for whom face-to-face interactions are important
Strategic Vision	<p>General comments on why knowing the strategic vision is important:</p> <ul style="list-style-type: none"> • To ensure goals are measurable, that you have a plan, and that you know where you’re going; • Engaging staff to help them understand the change and give it meaning; • Each team will be able to impact the strategic vision in different ways. <p>On the question of how the strategic vision of Access Canberra is currently understood:</p> <ul style="list-style-type: none"> • Important to understand in order to apply compliance frameworks; • Clear information provided to customers, and giving staff goals to work towards in terms of customer service. <p>How are your teams going?</p> <ul style="list-style-type: none"> • Some teams feel ‘isolated’ due to the nature of their jobs (typically those working with vulnerable people) and are protected from the broader changes.
Knowing our Business	<p>Comments on the Access Canberra Vision and Business Plan:</p> <ul style="list-style-type: none"> • Huge change to move away from a being a risk-averse and compliance-based culture; • People lower in the organisation need the safety net of knowing precisely what their job is and how to interact with the customer; • There’s a need to teach people how to take responsibility and change their mindsets; • Most people don’t realise they do risk mitigation as part of their everyday life, but they need to translate that to their work environment; • Senior management need to support lower-level staff as they go through this change in mindset (create an environment where people can test and learn), and enable them to make decisions;

	<ul style="list-style-type: none"> • Government can be quite hierarchical – more responsibility needs to be pushed further down to prevent ‘bottlenecks’ within senior leadership; • On the other hand, the executive can end up being very isolated, and more needs to be done to create a collaborative environment across levels; • Some things needed to be changed, but Access Canberra needs to be strategic in when and how it says ‘yes’ to customers; • Access Canberra is starting to provide the right tools to customers, especially in terms of digital interaction with government; • Many things can’t be changed until legislation changes; • Some elements of the change are a real culture shock to team members who have been with their teams for years; • Access Canberra’s internal processes are impacting the lower levels in performing their daily duties.
Importance of Purpose	<p>Comment:</p> <ul style="list-style-type: none"> • This is where Access Canberra is stumbling. The gap between seniors, managers and staff is causing unrest – there is miscommunication between reporting lines, and key messages are being missed or not delivered with clarity. The seniors are spending a lot of time articulating high-level strategies but when asked the question ‘what are we supposed to do’, they often don’t have answers.
Identifying and Communicating Ideas for the Future	<p>Gaps:</p> <ul style="list-style-type: none"> • Policymakers need to put together some idea of what’s going ahead – they need to talk more to people delivering services (including internal services) to sufficiently allow for planning and implementation; • Ministers are often not adequately informed about the steps that need to be taken in order to implement their directives; • The gap is growing, and it’s up to managers within Access Canberra to ‘right the ship’; • One division went through a major change with systems that has been quite positive, but have been struggling in other areas. <p>Actions:</p> <ul style="list-style-type: none"> • Adapt a new mindset and educate industry about the changes; • Help your team through the changes and educate them about what it means; • Once people knew their jobs were safe, they wanted to know what was going to change – it’s been a process of working with the team and broader industry to help them through the changes; • Make sure the team works together and the knowledge is there; • Ensure the technology is in place to support the teams in their new roles • Consult with stakeholders to understand how to work together to achieve objectives.

	<p>Where do we want to be:</p> <ul style="list-style-type: none"> • Want to have a permanent team and be funded; • Teams that are relatively isolated and deal directly with clients need to manage community expectations, particularly with legislative changes coming. <p>From whom do you need buy in?</p> <ul style="list-style-type: none"> • Need buy in from upper management, particularly when seniors rotate – this requires a lot of ‘managing up’; • Need to think about how to put the team’s needs in a language that seniors understand.
<p>Celebrating Success</p>	<ul style="list-style-type: none"> • Celebrating achievements needs to become part of team planning – for instance, through progress checks and reviews; • It’s important to celebrate, but for client-facing service delivery it’s difficult to find time, as it often means shutting down a service for a period or asking for people’s time out of work hours.
<p>Self-Reflection</p>	<ul style="list-style-type: none"> • Communicate with staff and provide them with the bigger picture of what’s happening and what the expectations are; • Work with upper management to get a clearer vision of the team’s functions and gain some stability.

Attendees: Rowan
Mardi
Drazen
Peter
Katrina
Mark
Vlad
Brett
Neil
Naraj
Robyn

Feedback: What worked well:

- Open communication and engagement;
- Strategic intent;
- Identifying actions;
- Prompted me to think.

What could be done better:

- Some found it difficult to answer all questions on the 'action plan' because change impacts are still unknown;
- Have executives in the room to answer questions.

Other comments and suggestions:

- Ask attendees to move around after break to get to know different people;
- More emphasis to managers that change starts with them;
- Perhaps too early to think about some of these things because change impacts still unknown.

**Access Canberra
Summary of Workshop Outcomes**

Date: 1 December 2015
Topic: Translating Strategic Vision into an Operational Context
Facilitator: s41(1)
Location: Ron Reynolds Training Centre, Curtin

Session Title	Key Discussion Topics
Parking Lot	<ul style="list-style-type: none"> • Business plan should capture all Access Canberra functions <ul style="list-style-type: none"> ○ Service delivery focus • Can't forget the accountability commitment • The Business plan should include language that is more relevant for Compliance areas • Holistic focus on the customer (internal and external) – not just the external public • Understanding the role of other areas/who to contact → <i>guide book</i>
Strategic Vision	<p>Why is it important to understand Access Canberra's strategic vision?</p> <ul style="list-style-type: none"> • It helps staff to understand why they need to make the change and it provides direction and drive. One participant noted that there hasn't been that clear vision provided. • It is important for administering legislation – understanding how the approach is different, how it can be different, and why it is different. This is particularly important for staff at lower levels (frontline). There is a need to focus on WHY. • It helps staff to understand expectations and priorities and to align their role with organisational and executive priorities. • It provides a sense of purpose. Our goals should be what the organisation's goals are; without that it is difficult to know what direction to take. • Understanding the vision makes staff feel more valued because they know what and how they are contributing; they then feel a sense of belonging. It also provides opportunity for managerial feedback. • It is important to translate vision to those that don't "do" (those who do behind the scenes/supporting roles) and to draw out relevant elements of the vision. Staff then understand how they are showing/providing support for a greater objective. • Understanding the vision helps to give staff a point of reference; that they are here for customer service. It is important to emphasise that aspect of the business; it serves as a reminder.
Knowing our	Comments on the Access Canberra Vision and Business Plan:

Business	<ul style="list-style-type: none"> • Comment from some participants that the document contained no surprises. • Another participant noted that the inclusion of “provide more mobile road safety cameras...” was a bit of a surprise. <ul style="list-style-type: none"> ○ Relatedly, another suggested that the business plan should be a second document rather than included as part of this document. ○ There was also some confusion as to why the document specifies 2016; shouldn’t this be a document that endures beyond 2016? • The business plan should reflect all Access Canberra functions, such as legislation. One participant questioned how he could develop a business plan based on this vision if his team’s function is not captured. There was general agreement that there are gaps in the document. • The vision’s success measures depend on someone else’s (external) opinion about what specific Access Canberra teams have achieved. One participant suggested that this external focus was problematic, the reasons for which were not clearly explained. • Another concern centred on how the different aspects of the document (pictures, etc.) relate to each other. Participants noted that it was difficult to see the connections between these aspects. • Success measures don’t cover all aspects, e.g. compliance • Another participant noted that this document appears to be designed for <i>external communication</i> (“a lot of propaganda”). She asked where the <i>internal communications</i> were, e.g. what does it mean to staff, why am I here, etc. (the “down and dirty” staff map with real and measurable outcomes that they want staff to achieve). • A key concern amongst participants was the lack of explanation as to what “customer” means. <ul style="list-style-type: none"> ○ One participant noted that this document is only referring to customers who walk into the shopfront. ○ Multiple customers with multiple interests/needs ○ There was general consensus that there needs more clarity about what the words in this document mean; need to say <i>who</i> the customer is. ○ Clarification is important because this should be a document that staff can refer customers to when, for example, they are on the phone “telling a customer what they don’t want to hear”.
Building Blocks	Participants wrote down their team purpose and this will be kept by participants.
Identifying and Communicating Ideas for the Future	<p>General comments</p> <ul style="list-style-type: none"> • A gap was created because of the expanding size of the team. As a result, there needs to be an education process. But finding the time to educate staff is challenging. One participant mentioned that they are in the planning stages of organizing meetings with their own teams and with other teams. • The “no wrong door” policy has led to the requirement for staff to have a good understanding of all aspects of AC, but this capability is currently not there.

	<p>Participants reflected that there is currently nothing implemented to assist in building up this capability. Another participant noted that knowing different people and their role helps to build understanding. One initiative suggested to address this is a “guide book” that provides key contacts in each area and their service/function.</p> <ul style="list-style-type: none"> • It was also mentioned that it is important for staff to be aware of what an acceptable level of assistance is in regards to this “no wrong door” policy, particularly when they get a customer whose particular issue is outside of the staff member’s role scope. • Another measure that could be implemented is for staff members to start building up a “trigger words” list; collect examples of how customers understand AC services and share these with the team so then it is easier to re-direct customers to the appropriate area. <p>Action items:</p> <ul style="list-style-type: none"> • Consultation meetings with other teams. • Policies on new direction. These can be created at the manager level but managers need to find the time and prioritize. • Re-write work plans to reflect new structure. <p>Communicating ideas:</p> <ul style="list-style-type: none"> • Other areas of AC, all the compliance areas • Participants noted the importance of looking after the staff, not just the customers. They reflected on the importance of listening to staff, and acting upon the feedback, and then communicating the result, even if you failed to make a change; it is important to unpack why it was a failure or success. • Most participants reflected on the unstable nature of their relationship with the executive. The rotation of executives has led to a loss of trust and insufficient time to build up effective relationships. It also led to a loss of corporate knowledge. <ul style="list-style-type: none"> ○ How are you managing it/addressing it? <ul style="list-style-type: none"> ▪ Most participants agreed that it is difficult because it is hard to catch them (busy) and therefore they are unaware of the executive’s sensitivities, etc. This then slows everything down and creates uncertainty on how to make a call on a given matter. It is hard to build relationships with people you don’t see. ▪ The ability to direct downwards and to take the initiative and do the work is important. You can’t rely on direction. ▪ If you can anticipate what the director/exec requires ... but if the relationships aren’t established you get a multiplier effect.
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	<ul style="list-style-type: none"> ○ What is one thing that you think you can start doing to progress this relationship? What is something that you are already doing that is working and that you can continue? <ul style="list-style-type: none"> ▪ Sitting down with the executive and asking what their expectations are (Penny); revisit this regularly to re-assess/re-evaluate these expectations. Have an “expectations conversation”. ▪ More stability in the executive role – suggestion that current directors should be left in their role for twelve months, allow them to settle into the roles. ▪ Getting staff to structure things in a certain way so that it can be recycled, dropped into a brief, etc. This helps for the execs or anyone else to get across an issue quickly. This could be especially helpful in the technical areas. ▪ See the “superior customer service” reflected in executive behavior.
<p>Celebrating Success</p>	<ul style="list-style-type: none"> ● Morning teas, shared laughter, communicating positive feedback to the whole team – received really well by the team. ● (compliance areas) All the positive feedback published in the newsletter every month so that everyone is aware of the success stories. ● Needs to also come from (be supported by) the levels above, not just an email, but communicated face to face; involvement so you feel like you are part of a larger picture.
<p>Self-Reflection</p>	<ul style="list-style-type: none"> ● Communication ● Proactively build relationships ● Workshop a stimulus to have that conversation

Attendees:

Jerome
Simon
Cathy
Derise
Paul
Josh
Penny
Rodney
Dragana
Michael
Dianne
Tracey
Kevin
Tom

Feedback:

What worked well:

- Balance of activities and presentation;
- Networking and discussions;
- Understanding the information the executives have.

What did not work:

- Planning that may not be useful;
- Session not long enough;
- Not enough to help me understand how to translate the changes operationally.

Other comments and suggestions:

- Strategic intent for Access Canberra needs further refining before it can be communicated to staff;
- Need a senior executive in the room.

**Access Canberra
Summary of Workshop Outcomes**

Date: 2 December 2015
Topic: Translating Strategic Vision into an Operational Context
Facilitator: s41(1)
Location: 255 Canberra Avenue, Fyshwick

Session Title	Key Discussion Topics
Parking Lot	<ul style="list-style-type: none"> Require confirmation of budget and resources before a number of operational decisions can be made.
Strategic Vision	<p>Why is it important to understand Access Canberra’s strategic vision?</p> <ul style="list-style-type: none"> So that we can provide services to key stakeholders that fulfil the vision; it gives us something to aim for; it enables the guidance of staff and provides direction for the team; it allows us to set goals and to plan as a team to achieve these goals; it allows for understanding of what is being asked; it enables the delivery of better and more efficient services to customers; it allows for the involvement of others and provides for innovation and improvement; and it allows for success to be measured.
Knowing our Business	<p>General comments on the Access Canberra Vision and Business Plan:</p> <ul style="list-style-type: none"> Participants reflected on several aspects of the vision; namely, that it is about providing a smarter service for customers, it is about getting rid of the unnecessary steps, and it is about leveraging technology. Most participants commented on the importance of a collaborative approach to achieve this vision, and that this is important for the community. It was also noted that staff should understand that it is an expectation. <p>On what the vision tells customers about what they can expect:</p> <ul style="list-style-type: none"> It is a single point of contact for services. <p>On what the vision tells staff:</p> <ul style="list-style-type: none"> That it provides opportunities for up-skilling and cross-training, as well as exposure to other aspects of AC services. <p>On the question of current team understanding of the vision:</p> <ul style="list-style-type: none"> Change has manifested in different ways for some teams, but despite this it is

	<p>important to help individual staff and entire teams to put a positive spin on what is happening.</p> <ul style="list-style-type: none"> • Another participant noted that one challenged has emerged from having a conversation or number of conversations about change and then assuming that people are getting the message; however, there is a gap between strategic level understanding and putting this into an operational context. As managers it is important to change the frame of reference and ask “what do these changes look like for each individual staff member, and for my team”. • A current barrier is the ability for managers to communicate change positively. <p>On the question of how participants are addressing these issues at their level:</p> <ul style="list-style-type: none"> • Having conversations and meetings at different levels and communicating the same message to each group. One participant is using a rolling agenda. He reflected that it is a matter of quality not quantity; communication to date has been in large volumes but it has not been quality. As a result, staff are switching off when they start hearing the same messages and they are missing the important points. • Another participant commented that she focuses on highlighting the benefits of change to her team, e.g. certain processes that have been made simpler. • It is important to focus on the “small wins”; to celebrate these and promote them. This participant reflected that some of his staff were getting caught up in the strategic language, so he changed the language to make it more relatable for staff. • It is important to keep having conversations and ensuring people are understanding the change that is happening and how it is affecting them. It is important to communicate to them that they are being supported and then follow that up with action.
Building Blocks	<p>Participants used the building blocks sheet to describe their team’s objective and vision.</p> <ul style="list-style-type: none"> • One participant reflected on how she has, and continues to manage change within her team. The key way she addressed issues was to involve members of her team from the very beginning and ask them for their suggestions on what they should keep, what they should start doing, and what they should stop doing.
Identifying and Communicating Ideas for the Future	<p>Action items:</p> <ul style="list-style-type: none"> • A common issue raised was the uncertainty surrounding future resources. A few participants noted that they would continue to bring up these issues and lay out their case at manager meetings. • In regards to being able to cross-train team members, one participant noted that they are creating joint action teams, e.g. one individual from the gambling area and one from liquor conducting a joint audit in order to learn from each other. • There was general consensus that it is important to communicate regularly with the team and to get their ideas for how outcomes can be achieved. Staff need to feel ownership so it is important to involve them in the process. It is also important to reflect on your approach to communication and to continue to adapt your style.

	<p>Setting expectations and reminding staff of these is also important.</p> <ul style="list-style-type: none"> • To remove the barrier that working in silos can create, one participant reflected that he is proactive in allocating resources to particular issues as opposed to working within the silos. • It is important to keep communication lines open and keep people up to date with new information. <p>On communicating ideas:</p> <ul style="list-style-type: none"> • Picking and choosing what is taken to key individuals so that time is not wasted; • It sometimes helps to tie the initiative to something that the executive values; in this case it is important to know their priorities.
<p>Celebrating Success</p>	<ul style="list-style-type: none"> • Sharing case studies on the intranet; • Meet inspectors in the field, 5:5:5 meeting (how does the team member think they are going; how does the manager think they are going; any issues / concerns) – one-on-one in a coffee shop because they won't articulate it often in a large meeting – happens once a week; • Weekly team meetings.
<p>Self-Reflection</p>	<ul style="list-style-type: none"> • Go through worksheets (handout 2)/Business Plan document with the team.

Attendees:

Jerome
Josh
Matt B
Matt
Luke
Tony
Janelle
Lesley
Nikki
Heather
Amanda

Feedback:

What worked well:

- Discussions and hearing others' ideas;
- Has given me confidence to roll out some concepts with staff.

What didn't work:

- N/A.

Other comments and suggestions:

- Provide the slides as handouts;
- Nice to know that other managers are experiencing similar issues.

**Access Canberra
Summary of Workshop Outcomes**

Date: 3 December 2015
Topic: Translating Strategic Vision into an Operational Context
Facilitator: s41(1)
Location: Level 2 Macarthur House, Lyneham

Session Title	Key Discussion Topics
Parking Lot	
Strategic Vision	<p>General comments on strategic vision:</p> <ul style="list-style-type: none"> • One participant from licensing noted that the strategic vision (SV) is applicable to his team at all times. The purpose of the SV, as he sees it, is to take the red tape away in the licensing space; however, <i>legislation remains an impediment</i> to achieving this in certain circumstances. The SV is changing the way that his team is doing business and therefore it is important to ask how they can get to where they need to be as quickly as possible. • The SV provides a common goal and a common purpose to all the teams that have come together with previously different objectives. It provides meaning to what our teams do. • In some cases the SV has been a source of frustration because they understand what needs to happen and how they need to make that happen, but they are waiting on things outside of their control to happen first. • The SV talks about the future state; it identifies what is wrong at the moment and where we need to get to.
Knowing our Business	<p>General comments on the Access Canberra Vision and Business Plan:</p> <ul style="list-style-type: none"> • Most commented that the document was new to them; some of the content had been seen previously, but it wasn't packaged in this way. • One participant suggested that the design principles perhaps need to be more drawn out. • One participant reflected that certain practices, such as attempting to push through as many applications as possible in the licensing space, are unsustainable. He noted that it is important to consider the end goal of a certain service and to think about which customer and whose interests we are trying to serve. • One participant noted they already were addressing a number of the success criteria in her team. • There is a gap between current KPI's and the SV's design principles/measures of success. • There are a number of constraints (structural, organisational) at the moment that limit what can and can't be planned.

	<p>On the question of how AC operates:</p> <ul style="list-style-type: none"> • One participant noted that it has expanded her team’s business and has made collaboration and partnerships more important. <p>On the question of what it says to customers:</p> <ul style="list-style-type: none"> • It’s a big promise; • It gives performance indicators to the community; • If this becomes publically available information, customers will have expectations that everything described in the SV is happening now; however, the organisation, internally, hasn’t reached that point yet. <p>On the question of AC’s role in the Canberra community:</p> <ul style="list-style-type: none"> • It has a high impact and a broad reach. <p>On how you are supporting the community:</p> <ul style="list-style-type: none"> • The SV has a focus on risk and harm-based regulation; • It is about making a difference where it counts. <p>On what it says to future employees:</p> <ul style="list-style-type: none"> • Require a broader skill set; • AC is a supportive and forward-moving organisation. <p>On where AC is in regards to achieving these:</p> <ul style="list-style-type: none"> • Progress in some areas, not in others. • “Smart forms” are in the works, but we are not there yet; legislative restrictions are a concern. • It is important that the staff are across everything, have that level of knowledge in order to deliver the superior customer service. <p>Regarding legislation, what sort of feedback mechanisms are in place?</p> <ul style="list-style-type: none"> • Feedback upwards.
Building Blocks	Participants used the building blocks activity sheet to outline their team’s objective and contribution to AC’s strategic intent.
Identifying and Communicating Ideas for the Future	<p>Action items:</p> <ul style="list-style-type: none"> • Reviewing current processes and looking at how they can be improved/streamlined. <p>Communicating ideas:</p> <ul style="list-style-type: none"> • Including people when distributing information; but at the same time ensuring that information does not get buried, and that the information is relevant. • Treat the team as individual stakeholders, give everyone their say at weekly meetings; if there is an issue then the team can have an input into how to solve it. The crucial thing is that it is a conversation and there is no hierarchy. • Because you are working with lots of different people and teams, having regular

	<p>stakeholder engagement is important.</p> <ul style="list-style-type: none"> • Fortnightly meeting set up with the executive; however because they are floaters it is difficult sometimes to do this.
Celebrating Success	<ul style="list-style-type: none"> • Does not happen enough for some, but others do regular check-ins with their staff to make sure everything is ok.
Self-Reflection	<ul style="list-style-type: none"> • Touching base quickly with everyone at the beginning of the day, even if it is just for a very short time. If the executive doesn't do this it can have a negative effect on the team.

Attendees:

Narelle
Daniel
Robert
James
Nikki
Adam
Tony
Brian
Fiona

Feedback:

What worked well:

- Interaction and meeting new staff.
- Sharing experiences.
- Helped me understand how to interpret the vision.

What did not work:

- N/A.

Other comments and suggestions:

- Understanding the content of the vision is good, but it would be useful to also understand how the organisation got to that position.

Outcomes from Change Workshops with Managers

17 December 2015

Key actions and priorities identified by participants



Workshop program	Key actions and priorities identified by participants
Translating Strategic Vision into an Operational Context	<ul style="list-style-type: none">• Workshop Access Canberra’s Business Plan 2016 with my team.• Identify other teams and areas my team needs to work with to achieve the strategic intent; commence engagement with these teams.• Develop policies that reflect the new direction of Access Canberra.• Rewrite work plans to reflect Access Canberra’s new structure and strategic intent.• Engage more regularly with executive officers to ensure expectations are clarified and understood.• Ensure regular communication with team members to ensure an adequate understanding of the strategic intent and team purpose and to provide reinforcement (through one-on-one meetings as well as team meetings).
Working Cohesively in New Teams	<ul style="list-style-type: none">• Clarify the purpose and expectations of my team through discussions with executive officers and team members.• Lead by example – focus on the positives of the change and encourage team members to do the same.• Engage in regular, open and honest communication with team members.• Tailor my communication style to the individual team member.• Encourage collaboration and actively try to understand what other teams in Access Canberra do.• Look for improvement opportunities within the team.

Barriers to change identified by participants



Workshop program	Barriers to change identified by participants
Translating Strategic Vision into an Operational Context	<ul style="list-style-type: none">• The Access Canberra Business Plan 2016 does not capture all of Access Canberra's functions, in particular the regulatory and compliance functions. It currently reads as though 'customer service' is Access Canberra's most important objective (this is not always consistent with regulatory and compliance functions - an appropriate regulatory decision might not benefit the customer).• There is a lack of communication about the changes across Access Canberra. Where information is provided, the messaging is not always consistent. Similarly, the expectations communicated between teams, and between senior and lower working levels, is not consistent and this impacts on staff understanding.• Legislation in its current form does not align to Access Canberra's strategic intent.• Movement at the executive officer level has resulted in a reduction in corporate knowledge. It will take time for senior managers and executive officers to develop working relationships, which adds complexity when it comes to managing change.• Decisions need to be made in relation to budget and resourcing before change impacts can be fully understood and operationalised within teams.
Working Cohesively in New Teams	<ul style="list-style-type: none">• There are a number of different IT systems used by different teams in Access Canberra. These systems do not always 'interact' with each other, which hinders information sharing.• There is a need for staff to understand the different areas across Access Canberra and who they can contact for help within these areas. Currently, there is no published organisational structure for Access Canberra, the directory is out of date and information on team roles and responsibilities is limited.• The inconsistent expectations between teams, and between senior and lower working levels, can make it difficult for managers to set clear expectations and provide information that is considered 'truth'. This has encouraged a "rumour mill".• There is a requirement for executive officers to communicate their expectations of teams to senior managers, so that senior managers can commence discussions with teams and team members.

Other change considerations identified by participants



Workshop program	Other change considerations identified by participants
<p>Translating Strategic Vision into an Operational Context</p>	<ul style="list-style-type: none"> • The “no wrong door” policy has led to the requirement for all staff to have a working understanding of all of Access Canberra’s service offerings; however, finding the time to educate staff in order to build up this capacity is challenging. • Staff ownership – most groups reflected on the importance of involving their team in change from the outset and getting their ideas for how outcomes can be achieved. • Resourcing – there is uncertainty with regard to the provision of future resources.
<p>Working Cohesively in New Teams</p>	<ul style="list-style-type: none"> • Encouraging creativity, positivity and excitement is important; however, it is also necessary to manage expectations for team members as well as for the customer, and dispel rumours. • New priorities and benchmarks need to be set within each team so that members are encouraged to move away from past priorities. • There should be an effort to facilitate discussions across teams within Access Canberra in order to help people find and realise opportunities for collaboration and process improvements.

Recommended focus areas moving forwards



Access
Canberra.

- **Access Canberra's Business Plan 2016.** Review Access Canberra's Business Plan 2016 to ensure it adequately reflects regulatory and compliance functions. Identify ways to communicate this vision in a new and engaging way (e.g. videos with senior leaders).
- **Communication.** Identify communication channels to support communication and information sharing between teams, and between senior and lower working levels.
- **Manager support.** Provide additional support to senior managers to help them lead their teams through change. For example:
 - Managers could be given regular talking points to support their change conversations with staff and to ensure that consistent messages are being communicated;
 - Create a forum for senior managers to come together and share their change experiences; and
 - Develop a toolkit for managers based on the content of the two workshop programs. In addition, this toolkit should provide templates/a framework for managers to identify change impacts on their teams, change risks, stakeholders, and to plan for change implementation.
- **Engagement with general staff.** Explore ways to engage with general staff in Access Canberra. For example, this could be achieved through multiple town hall sessions to engage staff across the broader organisation. Another option is for managers that participated in the workshops to run sessions on strategic vision / team building with their teams.
- **Information on other teams/areas.** Ensure information on the organisational structure, team/division responsibilities and key contacts is available and accessible to all staff. Encourage managers to meet with other areas to describe the role of their team.
- **Resourcing decisions.** Confirm budget and resourcing decisions and communicate the outcome of these decisions with senior managers.

Outcomes from Access Canberra's Change Management Workshops

November to December 2015

15 December 2015

Inherent Limitations

This report has been prepared as outlined in the Introduction Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board. Consequently, no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study; as such, the reported results reflect a perception of Access Canberra, but only to the extent of the sample consulted. The sample consisted of Access Canberra's approved representative sample of personnel (managers participating in change workshops). Any projection to the wider personnel is subject to the level of bias in the method of sample selection.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, Access Canberra personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the Introduction Section and for Access Canberra's information, and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent.

This report has been prepared at the request of Access Canberra in accordance with the engagement contract between Access Canberra and KPMG, dated 28 October 2015. Other than our responsibility to Access Canberra, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

Introduction

This report provides a summary of key outcomes from the Change Management workshops facilitated by KPMG for Access Canberra between November and December 2015. These workshops were facilitated to provide managers (SOG Bs and Cs as well as middle and developing managers) within Access Canberra the opportunity to come together, share their experiences and discuss and identify strategies to manage the challenges being faced as Access Canberra implements Phase 2.

Through consultation with Access Canberra's Communication and Change Working Group (two workshops held in October) and Access Canberra's executive officer group (executive officer meeting), the focus areas for the workshops were identified. This led to the development of two workshop programs, which were run over a total of eight sessions and targeted at managers across the organisation. The first workshop program – 'Translating Strategic Vision into an Operational Context' – aimed to help managers identify practical strategies to translate Access Canberra's strategic vision into an operational context. The second workshop program – 'Working Cohesively in New Teams' – aimed to help managers identify practical tools and strategies to deal more effectively with the impacts of restructuring and realigning teams (e.g. managing different responses to change, having change conversations, team building, working with other areas in Access Canberra).

The two workshop programs were run for three hours at various locations in Canberra, with 96 managers from across Access Canberra participating (some participants attended both workshop programs). The 'Translating Strategic Vision into an Operational Context' workshop program was run over five sessions, while the 'Working Cohesively in New Teams' was run over three sessions.

The following sections provide general observations and a summary of key insights and discussion topics of managers that participated in the eight workshops.

General observations

In general, participants engaged well in the workshops and with other managers. Based on feedback provided, participants felt the workshops were a valuable opportunity to network, meet other managers, share experiences and hear others' stories. Participants also appreciated learning about what works well for other managers and identifying tools and actions that they can take back to their teams. A number of participants suggested that Access Canberra offer similar engagement with general staff.

The discussions that took place during the workshop sessions highlighted that participants are at different stages of change implementation. This was evident in their understanding of and ability to articulate 'how' the changes taking place in Access Canberra actually impact each manager and their teams. Those managers at the early stages of change reflected on their uncertainty with regard to future role(s) and responsibilities, team size, and accommodation. Other managers appeared to be more progressed in their understanding of the changes and reported that they are now taking action, or in the process of considering action, to address the various implications of change.

The workshop activities facilitated managers to think about the actions they could take with their teams. Examples from the discussions are provided in **Table 1**.

Table 1. Key actions and priorities identified by managers participating in the change workshops.

Workshop program	Key actions and priorities identified by participants
Translating Strategic Vision into an Operational Context	<ul style="list-style-type: none"> • Workshop Access Canberra’s Business Plan 2016 with my team. • Identify other teams and areas my team needs to work with to achieve the strategic intent; commence engagement with these teams. • Develop policies that reflect the new direction of Access Canberra. • Rewrite work plans to reflect Access Canberra’s new structure and strategic intent. • Engage more regularly with executive officers to ensure expectations are clarified and understood. • Ensure regular communication with team members to ensure an adequate understanding of the strategic intent and team purpose and to provide reinforcement (through one-on-one meetings as well as team meetings).
Working Cohesively in New Teams	<ul style="list-style-type: none"> • Clarify the purpose and expectations of my team through discussions with executive officers and team members. • Lead by example – focus on the positives of the change and encourage team members to do the same. • Engage in regular, open and honest communication with team members. • Tailor my communication style to the individual team member. • Encourage collaboration and actively try to understand what other teams in Access Canberra do. • Look for improvement opportunities within the team.

Barriers to change

Participants reported a number of organisational constraints and barriers to implementing change during the workshop sessions. **Table 2** provides an overview of the major change barriers that were identified.

Table 2. Constraints and barriers to change identified by managers participating in the change workshops.

Workshop program	Barriers to change identified by participants
Translating Strategic Vision into an Operational Context	<ul style="list-style-type: none"> • The Access Canberra Business Plan 2016 does not capture all of Access Canberra’s functions, in particular the regulatory and compliance functions. The Business Plan, in its current form, reads as though ‘customer service’ is Access Canberra’s most important objective. This is not always consistent with regulatory and compliance functions (i.e. an appropriate regulatory decision might not benefit the customer). • There is a lack of communication about the changes across Access Canberra. Where information is provided, the messaging is not always

	<p>consistent. Similarly, the expectations communicated between teams, and between senior and lower working levels, is not consistent and this impacts on staff understanding.</p> <ul style="list-style-type: none"> • Legislation in its current form does not align to Access Canberra’s strategic intent. • Movement at the executive officer level has resulted in a reduction in corporate knowledge. It will take time for senior managers and executive officers to develop working relationships, which adds complexity when it comes to managing change. • Decisions need to be made in relation to budget and resourcing before change impacts can be fully understood and operationalised within teams.
<p>Working Cohesively in New Teams</p>	<ul style="list-style-type: none"> • There are a number of different IT systems used by different teams in Access Canberra. These systems do not always ‘interact’ with each other, which hinders information sharing. • There is a need for staff to understand the different areas across Access Canberra and who they can contact for help within these areas. Currently, there is no published organisational structure for Access Canberra, the directory is out of date and information on team roles and responsibilities is limited. • The inconsistent expectations between teams, and between senior and lower working levels, can make it difficult for managers to set clear expectations and provide information that is considered ‘truth’. This has encouraged a “rumour mill”. • There is a requirement for executive officers to communicate their expectations of teams to senior managers, so that senior managers can commence discussions with teams and team members.

Other change considerations

A number of other considerations, observations and concerns relating to the changes occurring across Access Canberra were noted by participants. These are described in **Table 3**.

Table 3. Other change considerations identified by managers participating in the change workshops.

Workshop program	Other change considerations identified by participants
<p>Translating Strategic Vision into an Operational Context</p>	<ul style="list-style-type: none"> • The “no wrong door” policy has led to the requirement for all staff to have a working understanding of all of Access Canberra’s service offerings; however, finding the time to educate staff in order to build up this capacity is challenging. • Staff ownership – most groups reflected on the importance of involving their team in change from the outset and getting their ideas for how outcomes can be achieved. • Resourcing – there is uncertainty with regard to the provision of future

	resources.
Working Cohesively in New Teams	<ul style="list-style-type: none"> • Encouraging creativity, positivity and excitement is important; however, it is also necessary to manage expectations for team members as well as for the customer, and dispel rumours. • New priorities and benchmarks need to be set within each team so that members are encouraged to move away from past priorities. • There should be an effort to facilitate discussions across teams within Access Canberra in order to help people find and realise opportunities for collaboration and process improvements.

Focus areas moving forward

Based on the outcomes from the eight workshops, it is recommended there be a focus on the following areas moving forward:

- **Access Canberra's Business Plan 2016.** Review Access Canberra's Business Plan 2016 to ensure it adequately reflects regulatory and compliance functions. Identify ways to communicate this vision in a new and engaging way (e.g. videos with senior leaders).
- **Communication.** Identify communication channels to support communication and information sharing between teams, and between senior and lower working levels.
- **Manager support.** Provide additional support to senior managers to help them lead their teams through change. For example:
 - Managers could be given regular talking points to support their change conversations with staff and to ensure that consistent messages are being communicated;
 - Create a forum for senior managers to come together and share their change experiences; and
 - Develop a toolkit for managers based on the content of the two workshop programs. In addition, this toolkit should provide templates/a framework for managers to identify change impacts on their teams, change risks, stakeholders, and to plan for change implementation.
- **Engagement with general staff.** Explore ways to engage with general staff in Access Canberra. For example, this could be achieved through multiple town hall sessions to engage staff across the broader organisation. Another option is for managers that participated in the workshops to run sessions on strategic vision / team building with their teams.
- **Information on other teams/areas.** Ensure information on the organisational structure, team/division responsibilities and key contacts is available and accessible to all staff. Encourage managers to meet with other areas to describe the role of their team.
- **Resourcing decisions.** Confirm budget and resourcing decisions and communicate the outcome of these decisions with senior managers.