

The blueprint is your  
licence to question  
the status quo, and a  
mandate for new  
ideas. **Use it.**

# The Blueprint calls for changes in attitudes

<b>Open:</b>	open to new ideas, open with information, open to review
<b>Strategic:</b>	committed to building strategic capability and investing time and resources in strategic thinking
<b>Innovative:</b>	risk tolerant, challenges and removes red tape, embraces new technology, flexible and adaptive to new challenges
<b>People first:</b>	thinking from citizen's perspective, implementation focus to deliver results for people
<b>Collaborative:</b>	unified APS, authorised and skilled to partner with other sectors, citizens and community
<b>Diverse and inclusive:</b>	values wide experience, including in other sectors
<b>Learning culture:</b>	active talent management, personal responsibility for career development in a supportive environment
<b>Strong leadership:</b>	Secretaries are clear and confident in roles, relationships with Ministers Offices are strong and professional

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Culture of risk aversion	Innovation is encouraged, recognised, and rewarded.  Risks are appropriately managed.	<i>You must support your staff to break through the barriers to innovation. Risks should be managed, and failure tolerated.</i>	<i>We must constantly seek out new ways to do better for citizens. Good ideas break through to provide benefits for our clients.</i>

## Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Inward-looking	Agencies work closely with citizens, academics, and the community & private sectors to optimise policy design and service delivery.	<i>Listen to your stakeholders. Seek out new channels to help them speak to your agency.</i>	<i>The needs and expectations of the Australian people are your primary point of reference in every activity you undertake.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Unwilling to challenge the status quo	Red tape, bad policy and inefficient processes are openly challenged.	<i>Don't punish your staff for honesty. Use them to improve your agency's performance.</i>	<i>If the status quo frustrates you, do something about it.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Short-term focus	Agencies have a broad strategic vision and awareness.	<i>Position your agency for the future. Build internal strategic capability and engage in APS-wide strategic networks.</i>	<i>Don't let the pressures of today's work crowd out the needs of tomorrow. Strategy isn't just for strategic units to do.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Poor take-up of learning and development	Staff have the skills needed to perform at the highest level. Talent is recognised and nurtured.	<i>Your people are your best resource. Invest in them, and you'll reap rich dividends.</i>	<i>Learning and development is your right and responsibility.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Limited career experience	Staff develop a broad skills, knowledge and experience base by moving between roles, agencies and sectors.	<i>Mobility is not treachery. Help your staff to broaden their skills and experience base.</i>	<i>Take control of your career path. Seek out new opportunities that interest and inspire you.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Siloed thinking	Agencies work in close collaboration to deliver optimum outcomes.	<i>Build the infrastructure to support inter-agency collaboration.</i>	<i>You are an APS member first; an agency member second.</i>

# Messages must be heard by leaders and staff

NOW	FUTURE	LEADERS MUST HEAR...	STAFF MUST HEAR...
Monocultures	Agencies value diversity of background, skills and opinion. Agencies cast a wide net in recruitment.	<i>Recognise and break through the entry barriers in your agency.</i>	<i>The APS is a diverse network serving a diverse nation.</i>

# To achieve behaviour change, three elements must be present: motivation, triggers and ability

## Motivation

People are motivated by a range of complex drivers, including:

- social norms: a desire for social acceptance
- sensation: the way the current and potential new behaviour makes people feel
- anticipation: people's hopes and fears for the future



**Motivation**



**Trigger**

## Triggers

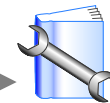
Triggers to set off a change in behaviour eg:

- Signals: that motivate people to act
- Reminders: that tell people to act now

## Ability

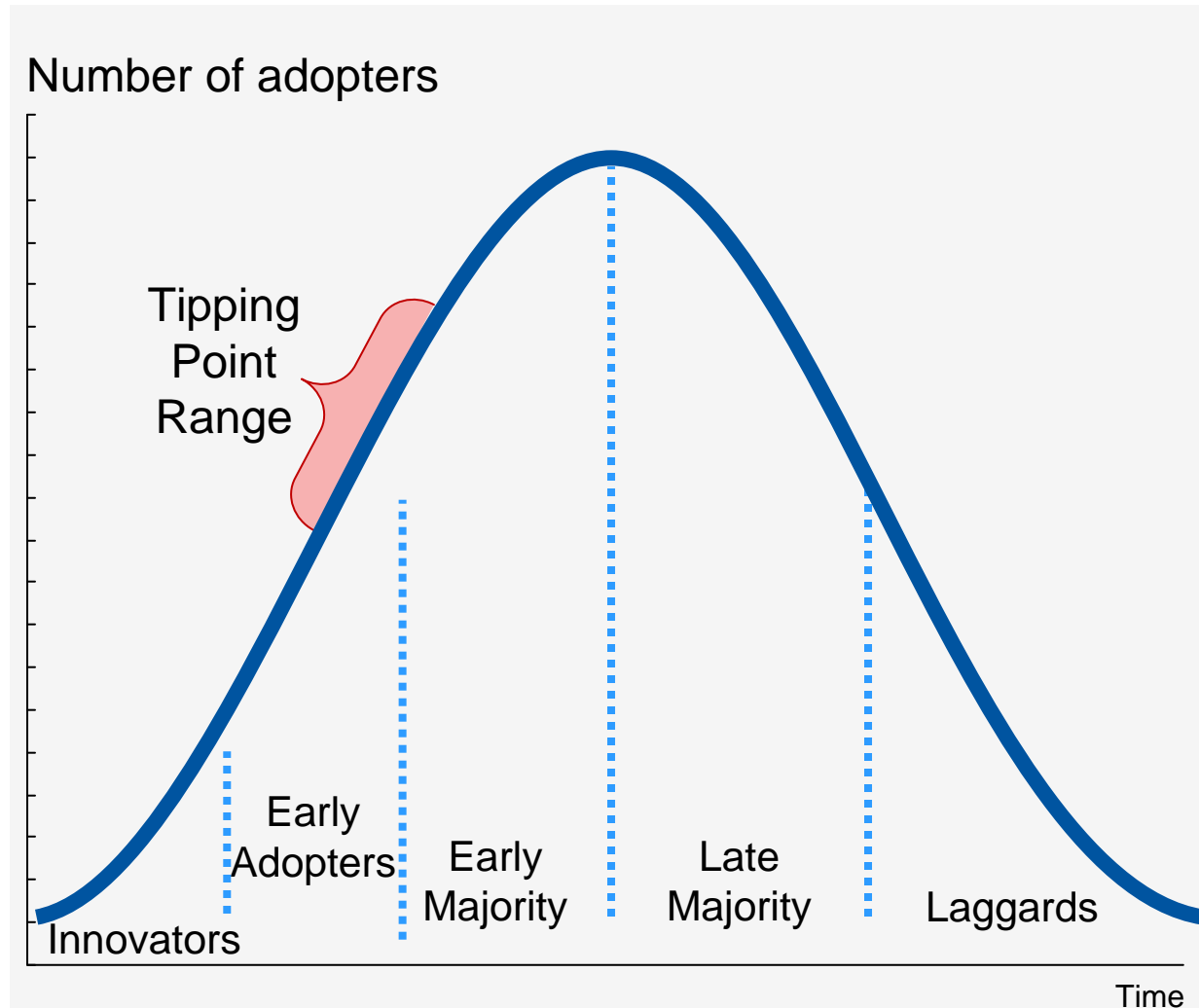
Make new behaviours simple and easy to do:

- Inexpensive
- Quick
- Physically easy
- Simple
- Socially desirable
- Routine



**Ability**

# If early momentum can be achieved, new behaviours can become self-reinforcing



# Kotter's 8 steps to cultural change provides a useful model

***SET THE  
STAGE***

***DECIDE WHAT  
TO DO***

***MAKE IT  
HAPPEN***

***MAKE IT STICK***

- 1. Create a Sense of Urgency**
- 2. Pull Together the Guiding Team**
- 3. Develop the Change Vision and Strategy**
- 4. Communicate for understanding and buy-in**
- 5. Empower others to act**
- 6. Produce short-term wins**
- 7. Don't let up**
- 8. Create a new culture.**

# Communicating for buy-in

## Channels for early communication

- **Staff forums** with Secretary PM&C and PS Commissioner – national
- **Website** – blogs, video presentations, discussion forums, info & resources
- **Toolkit for APS leaders** – discussion guides, customisable slide packs
- **Agency presentations** – by APS reform team and APSC.
- **APSC networks** – direct link engaged staff

## A phased strategy to accompany implementation

- **First 90 days** – focus on building awareness, understanding and acceptance
- **First 6 months** – remove barriers and identify and promote examples of desired behaviours, identify and publicise 'quick wins' and communicate progress
- **6-18 months** – sustain effort. Monitor and assess effectiveness of communication strategy and refine or realign where necessary
- **18 months+** - embed networks, structures and communication to sustain and maintain new culture



## Six areas to workshop

- 1. Community engagement**
- 2. Innovation**
- 3. Reducing red tape**
- 4. Performance management**
- 5. Learning and development**
- 6. Mobility**