



Senior Leader 360-degree feedback and coaching process

ACT Government Agency

AT A GLANCE

Interaction Consulting successfully delivered 360-degree feedback and coaching services to the Agency's Senior leadership cohort of over 50 employees.

KEY METRICS



LSI

Instrument applied



100+

Coaching sessions



50+

Senior leaders

Challenges

As part of an overall change and improvement initiative, the Agency engaged Interaction Consulting to assist its Senior Leaders to understand and address their strengths, capabilities and development needs. This would ensure that senior leaders were modelling behaviours consistent with the desired Agency culture and prepare the organisation for future challenges.

Solutions

Awareness was generated through 1:1 360-feedback debriefing and coaching. Action was generated through the development of tailored Action Plans. Behavioural and cultural impact was generated through expert coaching.



Awareness



Action



Impact

Outcomes

1

360-degree feedback

Interaction Consulting administered and project managed 360-degree feedback processes for over 50 Agency senior leaders, using the Lifestyles Inventory (LSI) instrument.

2

Action planning and coaching

Our expert coaches supported each employee to draw out important insights from their feedback and to develop a tailored Action Plan.

3

Cultural impact and report

Employees received expert coaching to help them achieve their improvement goals.

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Senior Leader 360-degree feedback process

ACT Government Agency

AT A GLANCE

Interaction Consulting successfully delivered 360-degree feedback and coaching services to the Senior leadership cohort of an ACT Government Division.

KEY METRICS



TLC

Instrument applied



30+

Coaching sessions



10+

Senior leaders

Challenges

As part of an overall change and improvement initiative, PCD engaged Interaction Consulting to assist its Senior Leaders to understand and address their strengths, capabilities and development needs. This would ensure that senior leaders were modelling behaviours consistent with the desired culture and prepare the Division for future challenges.

Solutions

Awareness was generated through 1:1 360-feedback debriefing and coaching. Action was generated through the development of tailored Action Plans. Behavioural and cultural impact was generated through expert coaching.



Awareness



Action



Impact

Outcomes

1

360-degree feedback

Interaction Consulting administered and project managed 360-degree feedback processes for the leadership cohort of the PCD, using The Leadership Circle (TLC) instrument.

2

Action planning and coaching

Our expert coaches supported each employee to draw out important insights from their feedback and to develop a tailored Action Plan.

3

Cultural impact and report

Employees received expert coaching to help them achieve their improvement goals.

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Senior Leadership Group HBDI Debriefing

APS Agency

AT A GLANCE

Interaction Consulting administered HBDI for the Agency's Senior Leadership Group and delivered an engaging group debrief of profiles.

KEY METRICS



HBDI

Instrument applied



25

Profiles debriefed



1

Leadership Group
Report

Challenges

The Agency were seeking to enhance the productivity and performance of its Senior Leadership Group by building an understanding of team diversity and how it could serve as an enabler and not an obstacle.

Solutions

Interaction Consulting administered individual Hermann-Brain Dominance Indicator (HBDI) profiles for all group members and then skilfully delivered a group debrief. A group report also provided a deeper understanding of team diversity.



Administration



Debriefing



Understanding

Outcomes

1

Administration

Interaction Consulting administered and project managed the HBDI process for the Leadership Group of the Agency, including the generation of a Group Report.

2

Debriefing

Our Accredited HBDI Coach facilitated an engaging group debrief, explaining the theoretical fundamentals of the instrument, as well as the individual and group profiles.

3

Understanding

The Leadership Group gained a greater understanding of both their individual preferences, their team dynamics and how they could operate more effectively in the future.

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Senior Leader 360-degree feedback and coaching process

APS Department

AT A GLANCE

Interaction Consulting successfully delivered 360-degree feedback and coaching services to the entire Agency's Senior Executive Service (SES) cohort of over 50 employees.

KEY METRICS



2 LSI

Instruments applied



100+

Coaching sessions



50+

SES employees

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Challenges

As part of an overall cultural change initiative, the Agency engaged Interaction Consulting to assist its SES cohort to understand and address their strengths, capabilities and development needs. This would ensure that senior leaders were modelling behaviours consistent with the desired Agency culture.

Solutions

Awareness was generated through 1:1 360-feedback debriefing and coaching. Action was generated through the development of tailored Action Plans. Behavioural and cultural impact was generated through expert coaching.



Awareness



Action



Impact

Outcomes

1

360-degree feedback

Interaction Consulting administered and project managed 360-degree feedback processes for over 50 SES employees, using the Lifestyles Inventory (LSI) instrument.

2

Action planning and coaching

Our expert coaches supported each employee to draw out important insights from their feedback and to develop a tailored Action Plan.

3

Cultural impact and report

Employees received expert coaching to help them achieve their improvement goals. Key themes were demonstrated through reporting and application of the LSI composite reporting tool.



Group HBDI Debriefing

Keane Consulting

AT A GLANCE

Interaction Consulting administered HBDI for all team members of Keane Consulting and delivered an engaging group debrief of profiles.

KEY METRICS



HBDI

Instrument applied



10+

Profiles debriefed



1

Group Report

Challenges

Keane Consulting were seeking to enhance the productivity, performance and wellbeing of its team by building an understanding of team diversity, communication and thinking preferences.

Solutions

Interaction Consulting administered individual Hermann-Brain Dominance Indicator (HBDI) profiles for all group members and then skillfully delivered a group debrief. A group report also provided a deeper understanding of team diversity.



Administration



Debriefing



Understanding

Outcomes

1

Administration

Interaction Consulting administered and project managed the HBDI process for all Keane Consulting team members, including the generation of a Group Report.

2

Debriefing

Our Accredited HBDI Coach facilitated an engaging group debrief, explaining the theoretical fundamentals of the instrument, as well as the individual and group profiles.

3

Understanding

The team gained a greater understanding of both their individual preferences, their team dynamics and how they could operate more effectively in the future.



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Group HBDI Debriefing & Team Day

APS Government Department



AT A GLANCE

Interaction Consulting administered HBDI assessments for an APS Government Department Branch, delivered an engaging group debrief of HBDI profiles and incorporated HBDI concepts into a collaborative team day.

KEY METRICS



HBDI

Instrument applied



60

Profiles debriefed



1

Successful Branch collaboration day

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Challenges

The APS Government Department Branch, established approximately 12 months prior, was formed from three disparate technology teams that share a common client base. While the branch members work across multiple floors and interact with common clients from a different perspective there are opportunities to collaborate and benefit from the experiences of partnering colleagues and teams.

Solutions

Interaction Consulting administered individual Hermann-Brain Dominance Indicator (HBDI) assessments for all group members and then skillfully delivered a group debrief. HBDI themes were weaved throughout a team day which focused on connection, collaboration and "finding meaningful ways of coming together".



Administration



Debriefing



Connection

Outcomes

1

Administration

Interaction Consulting managed the HBDI administration process for the Branch.

2

Debriefing

Our Accredited HBDI Coach facilitated a group debrief, explaining theoretical fundamentals of the instrument, individual profiles and benefits of understanding ourselves and others.

3

Connection

The Branch employees gained a greater understanding of their individual and collective thinking preferences, identified "blind spots" in their perceptions and built meaningful connections with colleagues.



Leadership Culture Program

An APS Agency

AT A GLANCE

Interaction Consulting worked with the Executive Leadership Team of the Agency to design an emotional culture approach using the Emotional Culture Deck.

KEY METRICS



12

One-on-one interviews



1

Expertly facilitated workshop



125+

Employees

Challenges

This exciting Agency was developed and grew rapidly to become a credible and reputable organisation. As the Agency grew, there was a need to do some strategic future planning in regards to the organisation's cultural aspirations.

Solutions

Interaction Consulting worked with the Executive Leadership Team to understand the organisational challenges and to design a bespoke, psychologically safe, cultural aspiration based on the emotions of its employees.



Engagement



Co-design



Understanding

Outcomes

1

Engagement

Interaction's consultants met 1:1 with each member of the Executive Leadership Team to understand the existing cultural challenges and future aspirations.

2

Co-design

Interaction Consulting's skilled and dynamic consultants engaged the Agency leadership group to co-design a desired aspirational emotional culture for future implementation.

3

Understanding

The process built an understanding of the importance of embracing and recognising emotional culture. It also built a deeper understanding of other leadership team member's emotional needs.

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The Importance of Workplace Culture

A case study of ACT Pathology's culture transformation

This case study provides anecdotes and practical suggestions to values-based cultural change. It is based on an interview with Dr Glenn Edwards, Executive Director of ACT Pathology, by Kellie MacFarlane, Principal Consultant at Interaction Consulting.

Interaction Consulting supports ACT Pathology with these services:

- 360-degree feedback processes
- Herrmann-Brain Dominance Instrument (HBDI) processes
- Values-based coaching
- Expertly facilitated workshops.



As Executive Director of ACT Pathology since May 2021, it appears you have made a significant improvement to workplace culture challenges. Can you tell me what workplace culture means to you?

Thanks Kellie. It has been a great team effort. When I joined ACT Pathology I came with a clear goal and mandate to improve workplace culture. This priority was set by the Executive and led by the CEO at Canberra Health Services, Dave Pepper, who has provided valuable support and alignment for this initiative. When I arrived, the organisation – including Pathology – had some pretty poor workplace culture survey scores. Pleasingly, in the last two years workplace culture in Pathology has improved.

To me, good workplace culture enables an environment where people have the opportunity to thrive to their maximum potential. There is personal responsibility on individuals, of course, but the organisation is responsible for providing that enabling and enriching environment.

"The way you do it is by promoting and living the values of the organisation."

What practical steps can we take to promote and embody an organisations' values?

"You have to translate them – what do the values mean in practice?"

One of our four values is "kind". What might we typically think of when we hear the word "kind"? We might think of interpersonal warmth and acts of support. These of course are really important. But actually, kindness goes so much further.

For example, giving people a workplace where they can thrive and feel safe is one of the kindest things to do. And yet delivering that can be hard – really hard!

That might mean not tolerating poor behaviour – changing that can be tough, and can require some very difficult conversations. It can be hard to get out of the trenches when you face challenges such as battling power structures, however continuing to remind yourself of the organisation's values that you are modelling can empower you to stay focused on the long-term desired workplace culture.

An example can be seen in the situation where our senior leadership group needed a senior operational lead. Traditionally this position was elected based on seniority and technical expertise. In an intentional shift away from this approach, a senior lead was appointed who was experienced, values-based and well regarded, but not a technical expert. Being a change from the usual approach, this was met with a collective gasp from the team, however time has proven this leader to be highly successful.

Trust is a foundational pillar to high performing teams. What practical advice do you have for leaders to create a trust-based work culture?

Be true to it (the culture). Make an absolute commitment that you are building a team based on trust. That needs to come from the leadership. People need to feel safe to speak up. You need to talk about leadership and accountability. There's that quote by Simon Sinek (see below):

"Accountability is hard. Blame is easy. One builds trust, the other destroys it." Simon Sinek

By building leadership fundamentals, helping people understand what accountable leadership is and better aligning roles and responsibilities, people start to see better follow through and more effective engagement from their leaders. Perceptions of leadership typically become more positive, bridges become stronger and trust grows. Trust grows when leaders are seen as relatable human beings, flaws and all.

"Having professional guidance (e.g., Interaction Consulting) to help navigate the trust building journey is critical."



Trust is a work in progress. We've got a manager of a high performing team who really leaned in to addressing "bad" behaviour. The fact that they didn't avoid responsibility by relying on more senior leaders to deal with the "tough stuff," and took responsibility themselves for providing clarity around expectations for the team – in other words, being accountable as a leaders - had a very positive impact on trust in that team.

Can you tell me about your relationship with Interaction Consulting?

When focusing on our leadership development we conducted HBDI profile assessments with Interaction Consulting. That's how our relationship came about.

Brigid Hardy, Director of Interaction Consulting conducted 360s and follow up coaching for some of the team. She is such a values-based person herself and she's so genuine, authentic and compassionate - I've heard some fantastic feedback about those conversations and just how valuable they've been.

Working in a partnership with Interaction on our strategy is another part. We will be running a workshop series together this year. To have the right fit between our organisations is important.

What do you see as the benefits of diagnostic tools like HBDI?

Having done similar profiles over my career (e.g., DISC) my revelation was that these tools can completely change your perspective. As an early stage manager, surrounding yourself with people who constructively challenge you can be confronting – but when you use a tool to understand each other, it provides an objective and agreed framework, a language, for these conversations. So where differences in leadership styles might tend to inhibit good communication and cause frustration in a team, instead these styles may be seen as complementary and enable greater team effectiveness.

" I believe this comes down to the fact that they are a values driven, authentic and compassionate individual and these qualities are reflected in their leadership style."

You can use HBDI and Whole Brain Thinking to take emotion out of a situation. We did this quite recently with a particular issue. We brought a group of leaders together to discuss a future opportunity. Some of the team were struggling with the lack of detail on how this change would be managed safely – reflecting their blue/green HBDI preference. They were important concerns, of course, but they were inhibiting constructive discussion about the future. They had recently done their HBDI profiles and learnt about Whole Brain Thinking, so I suggested the conversation be focused, for now, just on the yellow quadrant (strategic thinking). I stressed that these important safety concerns were not to be forgotten - they are just parked for now so we can look at the issue with the specific forward-facing lens. There was a collective sigh of relief, and some smiles!. Blue/green thinkers now felt safe to have a yellow "what if" conversation. It is such a simple thing – but can be a complete game changer.

The Herrmann Brain Dominance Instrument® (HBDI) is a thinking styles assessment tool. It identifies the preferred approach to emotional, analytical, structural and strategic thinking based using the Whole Brain® Thinking Model (see below). A HBDI profile can provide increased awareness of self and others and can be used to identify commonalities, differences and blind spots within and between individuals and teams.



How do you celebrate cultural success?

It helps that there has been a strong message from Health Service executives so that employees know that culture is significant, important and worth celebrating. You do it every day by acknowledging it, talking about it, shoutouts, calling out people who have gone above and beyond living the values and acknowledging leaders who are driving cultural change.

Last year we set up a new awards night which was really well received. The rewards were values based, e.g., one was called “The Rock Star Award”. Another was the “Executive Director’s Leadership Award” which emphasised the importance of leadership – and the link between leadership and culture. We also set up a voluntary group of culture champions. People volunteered from across the organisation to meet and discuss workplace culture.

From this culture champions meeting, I was keen to learn what people expected from their leaders. The headline answer was: “communication”. And of course it is important to talk to people about what you’re doing, be transparent and clear.

But it is impossible to get communication right all the time. And I think this frequent cry for more communication might be a sign of something else going on.

I wonder if it is when people aren't engaged, and don't feel that they are contributing to decisions and to overall direction, that they tend to fall back on the (rather passive) cry for more communication. In other words, "tell us what is going on".

But if leaders are engaging with their teams, and allowing people to engage, then people feel valued, they feel they are a "part of it" and are more likely to look past communication issues. These people start to see that we are all just people with different roles, all working to the same purpose. And hopefully instead of seeking more communication, people will start to think "well actually, we need leaders who show us they're human... we need leaders who provide an environment we can engage with, let us have a say, allow a safe workplace for us to speak up, encourage constructive disagreement and challenge, and thereby we can make a genuine contribute to strategy, innovation, improvement and meet our organisational objectives."

In other words, in a successful culture people may feel a need to actively drive mutual effectiveness, rather than passively seek more and more communication. Anyway, that is my theory for now. Watch this space!

"When dealing with coaching clients, you're pushing people's boundaries and encouraging them to go outside themselves which can be really hard, so that honesty and compassion is really important."

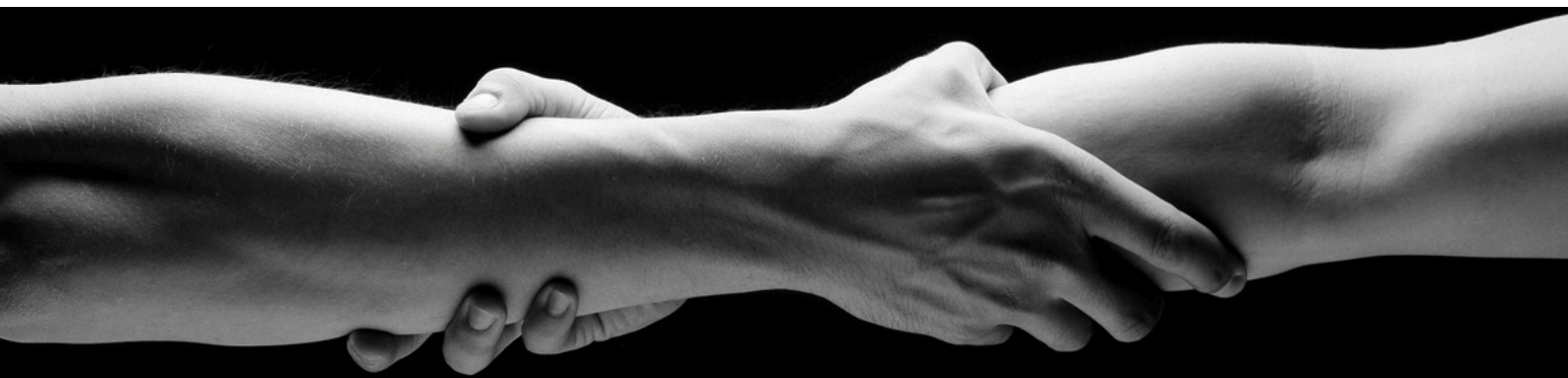
What does the future look like for you and ACT Pathology?

Well, the timing is critical. We are starting work on designing a brand new building that will provide pathology services to the community for many years to come. The world of Pathology is changing dramatically – myriad technology and other disruptors are already changing what we do.

ACT Pathology has to be ready to move into that building with a modern, contemporary pathology service and we've got to start working together on that now. And we need to address challenges with recruitment.

To get this right, we need the whole Pathology team to work constructively together, and bring all their experience and talent and creativity to the project. We can't have people feeling afraid to speak up and to challenge, or assume that the few senior leaders will make it all happen, or stay in their own team siloes and leave the work to others.

"To make it work, to have a sustainable workforce, and build the brightest future for Pathology and for the ACT community, we need to build leaders, to build accountability and to build trust. "



Do you have any words of wisdom to share with managers striving to create a positive workplace culture?

1. Put your leadership development front and centre (for you and your team).
2. Make a start - and commit to it.
3. Understand your values.
4. Find blocks to culture change (these can be insidious and hard to change).
5. Work at it and be consistent.
6. Have values at the forefront of all decisions (never waver).
7. Ideally have support (if you are a new manager you want strong, unequivocal messages of support from senior leadership. Honestly, if you don't have it, consider leaving).
8. It is important to have the difficult conversations – don't avoid them.
9. Be authentic.
10. Stay true to yourself.
11. Hire based on the values.
12. Don't walk past behaviour that is not consistent with values.

Interaction Consulting thanks Canberra Health Services and Dr Glenn Edwards for both the opportunity to work in partnership and for sharing this inspirational case study regarding cultural transformation.



Dr Glenn Edwards
Executive Director - ACT Pathology
Canberra Health Services



Kellie MacFarlane
Principal Consultant
Interaction Consulting

How to embody organisational values

1. Hire based on your values. Identify those aspects that you are looking for and put them in the role description and selection criteria.
2. Talk the talk and walk the walk. Once you've set expectations, it's the responsibility of everyone in the senior leader team to keep the values-based approach consistent.
3. Follow through The challenge for team-based initiatives is not being tokenistic. Don't rely on one approach or tick-box exercises. Continue to add layers to demonstrate commitment in various ways.
4. Keep going

Despite our great improvement, we still have challenges and difficulties. You can't do everything all at once. Keep dealing with issues as and when they arise, if you can, and take a long term view. There is always more work to be done – and if you lose focus the improvement can unravel all too quickly.

About us



Interaction Consulting drives positive change.

Interaction has been providing boutique + bespoke consultancy services, focusing on strategy, capability and change, for over 30 years. We partner with clients to improve productivity, enhance performance and drive positive change.

Our solutions are bespoke. We take the time to get to know you so that we can tailor a solution that we are confident will be fit for purpose and provide you with a significant return on investment.

Strategy - We help you choose what to do, what not to do, and when, in response to an often dynamic and unpredictable business landscape.

Capability - We build the skills, knowledge, behaviour, mindset and confidence that will help you realise your business goals.

Change + Transformation - We help you to determine if change is needed or feasible. We show you how to change, and then we bring your transformation to life.

Our highest value is trust. We establish and nurture enduring client relationships and partnerships, to support you through the good times and the bad. Our team comprises experienced and passionate professionals and we serve anyone who needs support improving productivity and driving positive change.

We are a proudly Australian-owned small business.

