



# Culture Change Results in Dramatic Improvement for Local Government Entity

## CHALLENGE

A government council was in a state of transition due to a number of concurrent changes. These changes included a movement toward Compulsory Tendering (CCT), and the need to change from a public service approach to a more commercially-oriented, customer service focus. At the same time, large-scale redundancies were also causing stress and tension within the council's workforce.

## PROCESS

- Using Human Synergistics International's (HSI) *Organizational Culture Inventory*<sup>®</sup> (OCI), the council assessed the present state of its culture and determined targets for improvement.
- All council directors also completed the *Life Styles Inventory*<sup>™</sup> (LSI) as a means of measuring their individual behavior and planning personal strategies for assisting the organization in changing its culture.
- The council also relied upon the *Group Styles Inventory*<sup>™</sup> (GSI) and problem-solving simulations as key tools in facilitating an understanding of the impact of individual behaviors on group interactions.

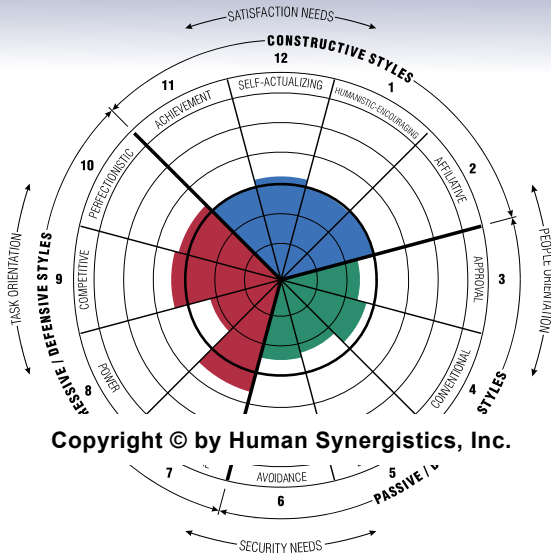
## Facts

<b>Industry:</b>	<b>Local Government in Australia— Victoria City Council</b>
<b>Size:</b>	<b>700 employees</b>
<b>Annual Budget:</b>	<b>Approximately US \$50 million</b>

*Note: International currencies have been converted to US dollars.*

## SURVEY RESULTS

Figure 1: OCI Profile  
N=193



Although the company's "current" OCI results (Figure 1) revealed a reasonably healthy culture, extensions on the **Competitive, Perfectionistic, Oppositional, Approval, and Conventional** styles were identified as stumbling blocks to overcome.

Eighteen months later, following implementation of the interventions described above, the council completed a re-test using the OCI (Figure 2). The profile shows an increase in the **Constructive** styles, as well as a sizeable reduction in the **Aggressive/Defensive** (except for Oppositional) and the **Passive/Defensive** styles.

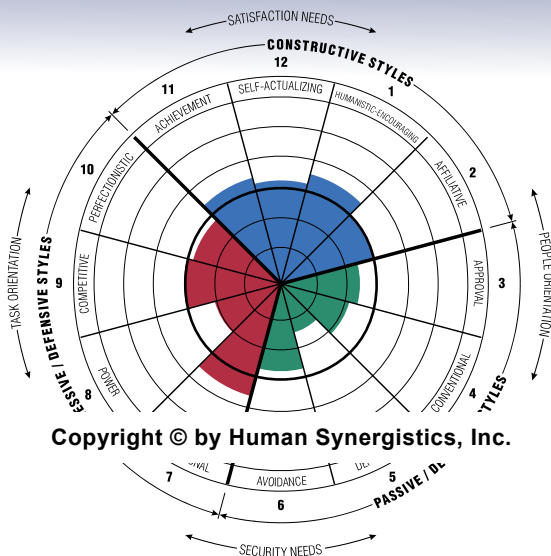
## OUTCOMES

The dramatic impact of the council's movement toward a more Constructive culture has resulted in recognition in the form of two independent customer service awards:

1. The Victorian State Customer Service Award in the Organizational Development and Customer Service divisions, and subsequent nomination for the National Award.
2. The State Government Review of State Local Authorities, in which the council achieved the highest possible score in seven out of 11 categories.

The council's morale, turnover rates, and staff satisfaction levels are among the best HSI has measured.

Figure 2: OCI Profile  
N=207



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