



# AskYourTeam for the Public Sector

Helping you get to great.

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## INTRODUCTION

# Helping you get to great

AskYourTeam for the Public Sector is designed to lift your organisation's performance from good to great. It's a Continuous Involvement System that asks your people critical questions about how your organisation is performing and then delivers insightful reports that show you precisely what you need to do to improve your organisation's performance.

After a year of rigorous consultation with the public sector, we've created a real-time, flexible system that assesses your performance against the Performance Improvement Framework (PIF) and Leadership Success Profile (LSP) models.

But it doesn't stop there. AskYourTeam is a complete system that also reveals smart solutions to your organisation's challenges, enables you to develop action and leadership development plans, and measures your progress. How? By tapping into the expertise inside your organisation.

AskYourTeam involves everyone in a cycle of continuous involvement, shining a light on challenges.

**MAXIMISE  
ORGANISATIONAL  
PRODUCTIVITY  
THROUGH  
CONTINUOUS  
INVOLVEMENT  
OF YOUR PEOPLE**

## HOW IT WORKS

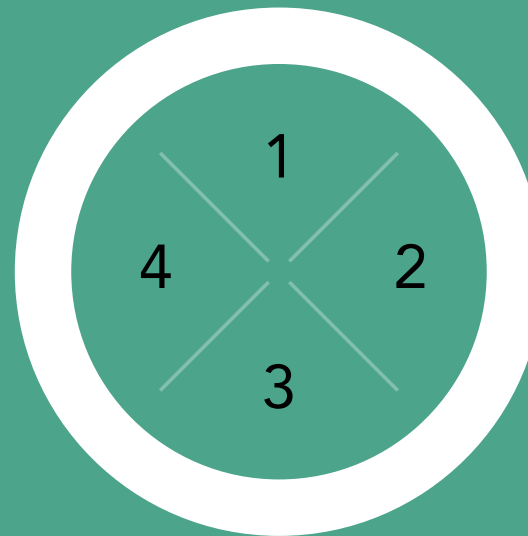
AskYourTeam will help you drive measurable results in the areas that will have the biggest impact on your organisation.

### Measure what matters

Confidentially survey everyone in your organisation across each of the success factors that research shows are common to the highest-performing public sector organisations.

### Retest and flex

Retest to measure progress and drive performance breakthroughs. Continue to flex and refine by retesting as often as you like, focussing on whichever areas you need, at no extra cost.



### Mine the gold

A simple traffic light system shows you what's working and what's not, in real time. We'll help you take it one step further, mining the results and bringing the gold to the surface.

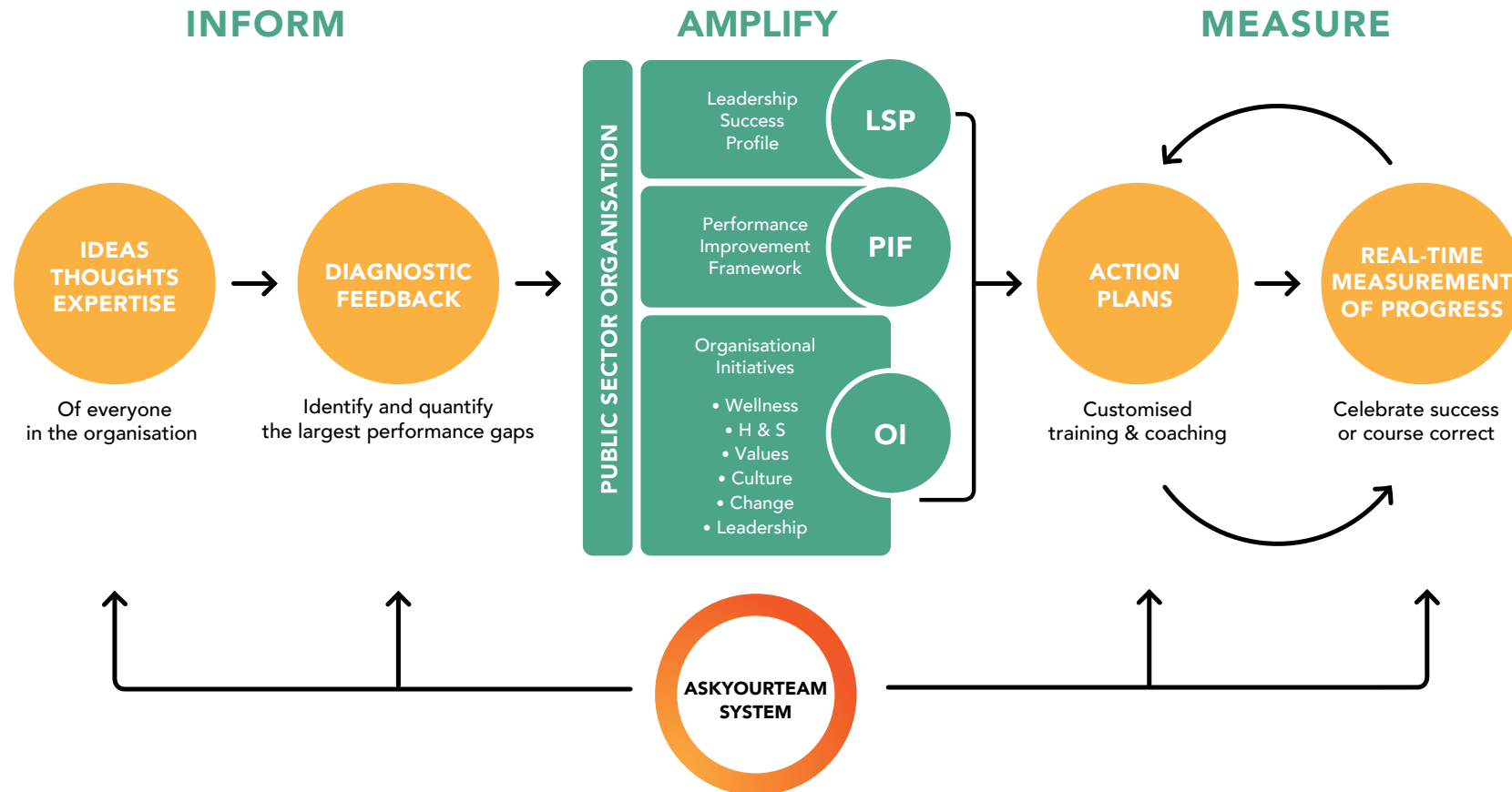
### Take action

Translate your employees' insights and ideas into action plans that everyone has a stake in.

# ASKYOURTEAM AND THE PIF AND LSP MODELS

## Inform-Amplify-Measure

AskYourTeam for the Public Sector is designed to support the Performance Improvement Framework (PIF) and Leadership Success Profile (LSP) models under the INFORM-AMPLIFY-MEASURE framework.




## Independently-validated methodology

Following a year of rigorous consultation with a dozen organisations from across the public sector, the AskYourTeam for the Public Sector system was independently validated by The University of Waikato's Institute for Business Research. The AskYourTeam methodologies were reviewed against every Harvard Business Review article on leadership and organisational performance from the past five years.

A top priority of the public sector consultation process was to ensure the critical parts of the Performance Improvement Framework (PIF) and

Leadership Success Profile (LSP) models are covered. As a result, the AskYourTeam assertions (questions) are now closely aligned with public sector requirements. AskYourTeam covers 25 out of the 30 lead questions in the PIF (contact AskYourTeam for specific details on this). The five questions not covered aren't appropriate for everyone in the organisation to answer (e.g. How well does the Agency manage agency and crown assets, and the agencies balance sheet, to support service delivery and drive performance improvement?).

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“AskYourTeam is aligned with the PIF framework and gives us the ability to measure across a broad range of areas that impact on our organisational performance, not just one particular area, such as engagement.”

—  
Mark Cooke, Organisational  
Development Consultant, NZTA

# PERFORMANCE IMPROVEMENT FRAMEWORK AND ASKYOURTEAM

AskYourTeam covers 25 of the 30 lead questions of the PIF, covering all the questions it makes sense for every person in the organisation to answer. The relevant AskYourTeam assertions are noted in the final column.

## Results

CRITICAL AREA	PIF	ASK
GOVERNMENT PRIORITIES	1 How well is the agency responding to Government Priorities?	N/A
	2 In each Core Business area, how well does the agency deliver value to its customers and New Zealanders?	65
CORE BUSINESS	3 In each Core Business area, how well does the agency demonstrate increased value over time?	65, 49, 54, 61
	4 How well does the agency exercise its stewardship role over regulation?	N/A

## Organisational Management

CRITICAL AREA	ELEMENT	PIF	ASK
LEADERSHIP & DEVELOPMENT	PURPOSE, VISION & STRATEGY	5 How well do the staff and stakeholders understand the agency's purpose, vision and strategy?	1, 2, 3, 23
		6 How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?	25, 27, 28, 29, 34, 38
	LEADERSHIP & GOVERNANCE	7 How well does the senior team provide collective leadership and direction to the agency and how well does it implement change?	65, 49, 54, 61
		8 How effectively does the Board lead the Crown entity? (For Crown entities only)	N/A
DELIVERIES FOR CUSTOMERS & NEW ZEALANDERS	VALUES BEHAVIOUR & CULTURE	9 How well does the agency develop and promote the organisational values, behaviors and culture it needs to support its strategic direction and ensure customer value?	8, 11, 23
	REVIEW	10 How well does the agency encourage and use evaluative activity?	35, 36, 37
	CUSTOMERS	11 How well does the agency understand who its customers are and their short - and longer-term needs and impact?	59, 60
		12 How clear is the agency's value proposition (the 'what')?	65, 66
	OPERATING MODEL	13 How well does the agency's operating model (the 'how') support delivery of Government Priorities and Core Business?	37, 65, 66
		14 How well does the agency evaluate service delivery options?	62, 64, 68

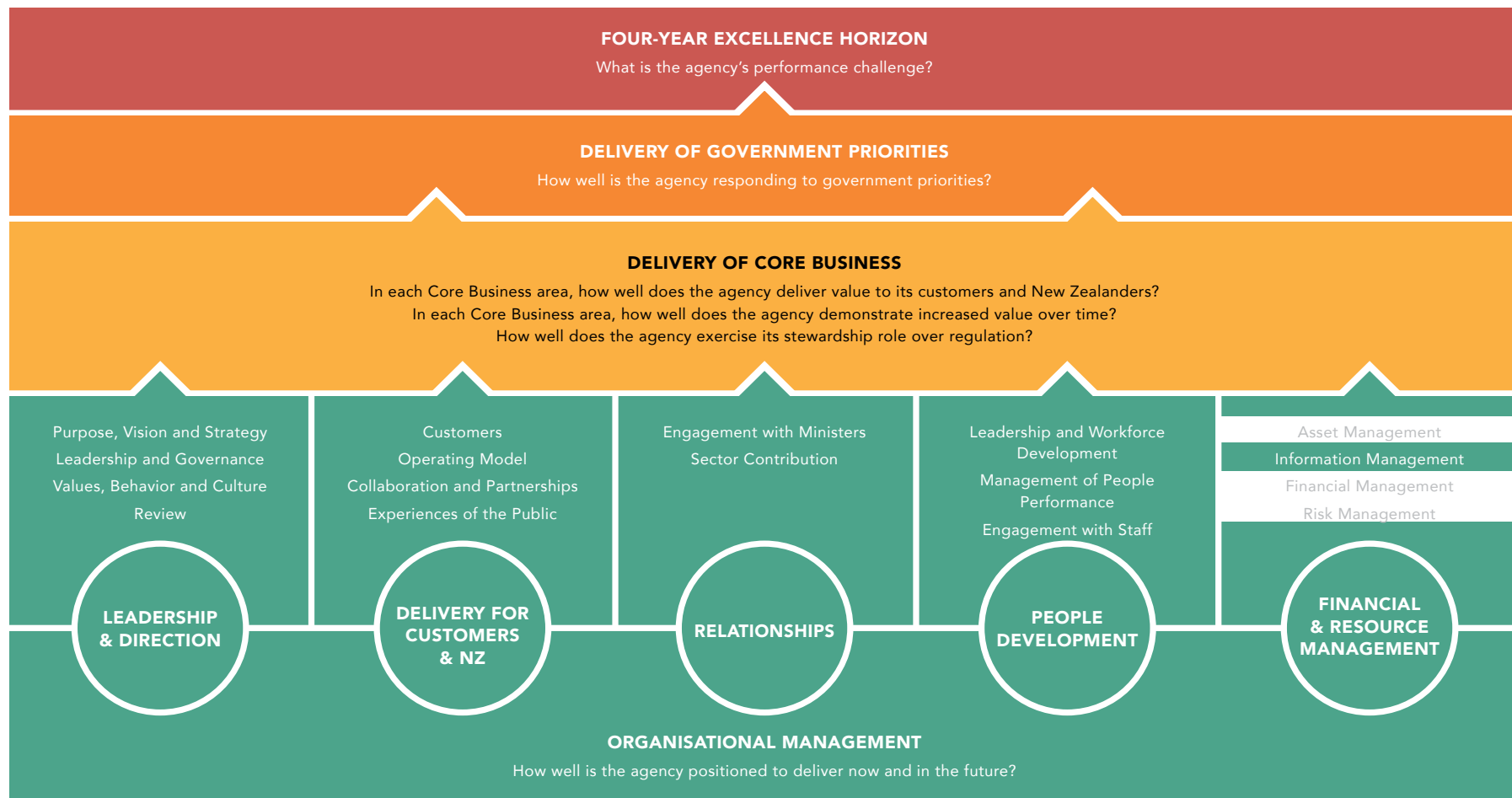


DELIVERIES FOR CUSTOMERS & NEW ZEALANDERS	COLLABORATION & PARTNERSHIPS	16 How well do the agency and its strategic partners integrate services to deliver value to customers?	62, 63, 64
	EXPERIENCES OF THE PUBLIC	17 How well does the agency employ service design, continuous improvement and innovation to ensure outstanding customer experiences?	27, 61, 64
		18 How well does the agency continuously seek to understand customers' and New Zealanders' satisfaction and take action accordingly?	61
	ENGAGING WITH MINISTERS	19 How well does the agency provide advice and services to Ministers?	66
	SECTOR CONTRIBUTION	20 How effectively does the agency contribute to improve public sector performance?	53, 54, 55, 56, 57
PEOPLE DEVELOPMENT	LEADERSHIP & WORKFORCE DEVELOPMENT	21 How well does the agency develop its workforce (including its leadership)?	14, 16, 17, 19
		22 How well does the agency anticipate and respond to future capacity and capability requirements?	16, 17, 27
	MANAGEMENT OF PEOPLE PERFORMANCE	23 How well does the agency encourage high performance and continuous improvement amongst its workforce?	16, 20, 22
		24 How well does the agency deal with poor or inadequate performance?	13, 15
FINANCIAL & RESOURCE	ENGAGEMENT WITH STAFF	25 How well does the agency manage its employee relations?	9, 10, 11, 38, 40, 41, 42
		26 How well does the agency develop and maintain a diverse, highly committed and engaged workforce?	8, 9, 43, 46
	ASSET MANAGEMENT	27 How well does the agency manage agency and Crown assets, and the agency's balance sheet, to support service delivery and drive performance improvement?	N/A
MANAGEMENT	INFORMATION MANAGEMENT	28 How well does the agency manage and use information as a strategic asset?	44, 45
	FINANCIAL MANAGEMENT	29 How well does the agency plan, direct and control financial resource to drive efficient and effective output delivery?	49, 55
	RISK MANAGEMENT	30 How well does the agency identify and manage agency and Crown risk?	N/A

## PIF - ORGANISATION MANAGEMENT

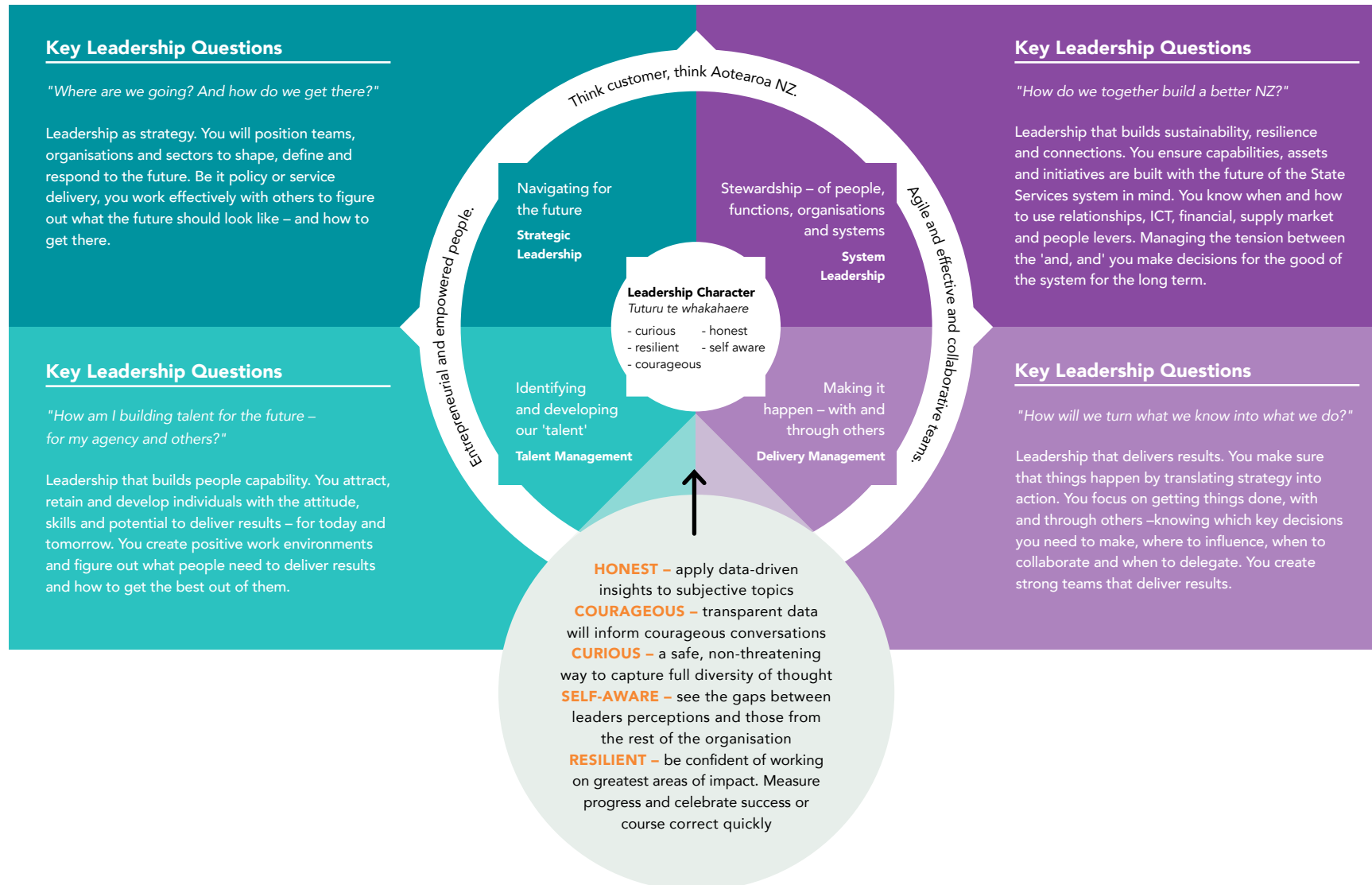
# Measure what matters

AskYourTeam covers, to some degree, every facet of the Organisational Management model apart from the three aspects in grey: Asset, Financial Management, and Risk Management: areas which aren't applicable for all people to answer.



# LSP – LEADERSHIP SUCCESS PROFILE

## How AskYourTeam methology supports the LSP



## LSP - DESIRED LEADERSHIP CHARACTERISTICS

# How AskYourTeam supports the LSP's desired leadership characteristics

### **Honest and courageous**

With AskYourTeam you can apply data-driven facts and insights to previously subjective organisational success factors. This will inform and underpin courageous conversations.

### **Curious**

Gather data, measurements, ideas, examples and solutions that have previously been unavailable to organisations and leaders. AskYourTeam provides better information for better decision making. It also provides a safe, non-threatening way to capture the full diversity of thought that exists in your organisation.

### **Self-aware and agile**

Get the truth about what everyone is really thinking about the organisation and its leaders. With AskYourTeam, you can easily see 'blind spots', or differences between leaders' perceptions and those of the rest of the organisation.

### **Resilient**

AskYourTeam gives leaders confidence that everyone is working on the areas of greatest impact and enables them to measure progress instantaneously and in real time. Celebrate success or course correct as quickly as possible.

## PUBLIC SECTOR ASSERTIONS

# Tailor-made for the public sector

In their review of public sector progress “Getting to Great”, Sue Suckling and Debbie Francis noted there are several consistent areas of leadership weakness in the sector. These include:

- Dealing with non-performance
- Making hard decisions
- Delivering hard decisions in an effective way
- People feeling they had the autonomy to make appropriate decisions
- Handling stressful situations

We’ve developed ten additional assertions for the AskYourTeam for Public Sector system, designed specifically to assess performance in these areas, as well as others critical to optimal public sector performance.

### Leadership

1. Our leaders make and deliver hard decisions in an effective way
2. My immediate leader handles stressful situations well

### Performance development

3. Poor performance is managed effectively in our organisation

### Operational processes

4. I have the autonomy to make decisions on appropriate matters

### Organisational performance

5. I am proud of the beneficial impact our organisation has for our clients

### External providers

6. Our external providers make a positive contribution to our organisations’ performance

### Stakeholder relationships

7. We operate effectively in delivering value to our sector
8. Our organisation has a good reputation for providing quality advice and services to ministers
9. We consult effectively with stakeholders
10. We collaborate effectively with other relevant organisations

## LEADERSHIP AND MANAGEMENT

# Build stronger leaders

AskYourTeam supports strategic leadership, system leadership, talent management and delivery management by enabling you to:

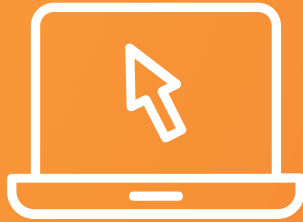
- Uncover the ideas and expertise of all of your people to maximise innovation, efficiency and effectiveness.
- Consult specific teams or all of your people as often as you want, in a targeted and efficient way.
- Measure instantaneously to respond to challenges and opportunities in real time.
- Create an unparalleled level of transparency and accountability.
- Get 180 degree feedback on operational and leadership effectiveness.
- Use data-driven feedback to develop and customise individual leadership
- development plans and to measure the success of investment.



**DON'T  
GUESS**

—

**ASK**



# SEE HOW IT WORKS

To book a demo email  
[info@askyourteam.com](mailto:info@askyourteam.com)

## Contact



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