DRIVING STRATEGY THROUGH CULTURE CHANGE

INDUSTRY
Tourism/Marketing

LOCATION(S)
China, Germany, Hong Kong, India, Japan, Malaysia, New Zealand, Singapore, United Kingdom, United States

DDI PRODUCT USED
Interaction Management®: Exceptional Leaders . . . Extraordinary Results® (IM: EX®) and Exceptional Performers (IM: ExP℠)

BUSINESS NEED
Tourism Australia is the Australian government agency responsible for attracting international visitors to the country and encouraging Australians to travel domestically for both holidays and business events. The agency is active in 30 markets with advertising, PR, media programs, trade shows, industry programs, consumer promotions, online and consumer research activities.

Tourism is a significant industry for Australia, generating $97.7 billion in spending. The National Long-Term Tourism Strategy was launched in December 2009 to increase tourism’s sustainable economic benefit to Australia.

Tourism Australia recognised the crucial role it plays in driving the industry towards achieving its potential and they identified that their people are the key to their success. To support the realisation of the industry’s national long-term objectives, a set of corporate behaviours and underlying competencies were created. Then, to ensure absolute clarity of roles and imbed the new behaviours in the organisation, Tourism Australia embarked on the workforce development journey to align its culture to its long-term 2020 strategy.

SOLUTION
In 2012 Tourism Australia partnered with Development Dimensions International (DDI) to deliver a program centred around its three corporate behaviours in order to embed those behaviours to develop its desired culture.

The Behaviours Imbedding Program aimed to reduce ‘silo’ thinking, increase internal partnerships and collaboration, and facilitate improved knowledge sharing.

The program was targeted at in-tact teams in all of Tourism Australia’s off-shore locations.

Between May 2012 and May 2013, participants attended a two-day workshop made up of three courses from DDI’s Interaction Management® series plus an action-planning session:

Day 1
> Embracing Change—aligned to the Value “There’s nothing like an Inquiring Mind.”

REALISATION RESULTS:
Since attending the Behaviours Imbedding Program, trainees are effectively displaying their behaviours 25 percent more often than before the training.

Overall, both trainees and observers identify that trainees are displaying behaviours more frequently than the global average.

Three quarters (75.5 percent) of trainees reported they are personally motivated to apply what they learned in the training.

REALISATION RESULTS BY:
PAULINE NOLTE
STRATEGIC ACCOUNT MANAGER

SAMANTHA YORK
MARKETING CONSULTANT
Creating a Service Culture—aligned to the Value “There’s nothing like Value for Money.”

Day 2:

> Building Winning Partnerships—aligned to the Value “There’s nothing like Sharing for Success.”

> Action Planning—A practical module during which participants consolidated their learning’s and as a group devised a plan for what they would stop, start and continue doing.

RESEARCH DESIGN

DDI’s Training QuickCheckSM tool was used to determine the extent to which Tourism Australia team members changed their behaviours after the training and the impact of the program on the organisation.

Training QuickCheckSM is an online survey focused on the specific goals of the program and the behaviours addressed in the training.

Participants and their observers—their managers, colleagues, or direct reports—received the survey more than three months after the participants completed the program to give the learners enough opportunities to practice implementing their new skills.

The majority of participants completed the survey three to nine months after attending the Tourism Australia Behaviours Imbedding Program. Participants and their observers were asked to rate the extent to which the trainees displayed the desired behaviours both before and after attending the program. The survey also gathered viewpoints on the work and the impact of the program on other organisational outcomes. Respondents for this evaluation included 48 participants (almost two-thirds being individual contributors or developing leaders) and 64 of their observers (more than two-thirds being peers and direct reports). (See Figures 1 and 2.)

<table>
<thead>
<tr>
<th>Figure 1: Management Levels of Participants</th>
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<tbody>
<tr>
<td>Individual Contributor: 4.4%</td>
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<tr>
<td>Developing Leader: 35.6%</td>
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<tr>
<td>Mid-level Leader: 33.3%</td>
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<tr>
<td>Executive Leader: 26.7%</td>
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<tr>
<th>Figure 2: Relationships of Observers to Participants</th>
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<tr>
<td>Peer: 14.1%</td>
</tr>
<tr>
<td>Direct Report: 37.5%</td>
</tr>
<tr>
<td>Manager: 29.7%</td>
</tr>
<tr>
<td>Other: 18.8%</td>
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</tbody>
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RESULTS

Overall Results

Since attending the Behaviours Imbedding Program, trainees say they are effectively displaying their behaviours 25 percent more often than before the training. Since attending the program, trainees say they are frequently displaying positive behaviours 88.9 percent of the time, just ahead of the global benchmark at 86 percent.

“I have a new perspective on leading corporate change locally. An example—my role in evangelising the [system] locally.”

—Trainee

“My manager has doubled his efforts in supervising our key projects, giving guidance on how we work as a team to achieve the target and providing very practical advice in solving problems.”

—Observer

While both trainees and observers identified that trainees did display some of the desired behaviours before the training, there was still impressive behaviour change as a result of the training. Observers reported a 20 percent change in overall behaviour. Observers also rated Tourism Australia team members’ display of behaviour after the training much higher than the global benchmark at 85.1 percent compared to 75 percent. (See Figure 3.)

**Figure 3: Overall Behaviour Change**
Results by Course

The area that achieved the greatest behaviour change was Embracing Change, which is significant given the climate of change faced by the tourism sector. After the training, trainees reported a 59 percent change in behaviour. Specifically, trainees reported a marked improvement in their ability to help others embrace workplace change, collaborate with others to implement change, and commit to and taking ownership of change.

Trainees reported a 23 percent change in behaviour related to Building Winning Partnerships, the second greatest area of development. As a result of the training, there was a dramatic increase in their ability to seek feedback from internal and external partners—which is key to improving collaboration and reducing silo thinking within Tourism Australia. (See Figure 4.)

“I have improved my internal and external communications and consulting with partners. I am less defensive and more open with my thought processes and take the time to formally seek input as well as explain our objectives.”

—Trainee

While the majority of trainees reported that before the training they often or always displayed positive behaviours relating to creating a service culture, a 19 percent change in behaviour occurred as a result of the training. Both trainees and observers rated the greatest change in behaviour around their ability to inspire colleagues/partners and to take actions that better serve customers. This shift will help drive internal and external customer satisfaction across the organisation.

Figure 4: Overall Behaviour Change by Course (Trainees)
Observers also identified that since the training, trainees had developed the most (46 percent) in behaviours related to Embracing Change. Observers rated trainees as displaying effective behaviours related to embracing change in the workplace often or almost always 83.3 percent of the time—higher than the global benchmark of 75 percent. (See Figure 5.)

Observers identified that trainees had improved their ability to leverage partnerships to achieve business objectives as a key outcome of the building winning partnerships component of the program.

“[Trainee] now focuses the team on priorities that we can influence.”

—Observer

Similar to trainees, observers rated trainees as already frequently displaying behaviours related to Creating a Service Culture before the course. The training built on this strength and the improved frequency of these behaviours post training places Tourism Australia (87.5 percent) slightly above the global benchmark (87 percent).

“[Trainee] is more interested in building consensus.”

—Observer

![Figure 5: Overall Behaviour Change by Course (Observers)](image-url)
As a result of the Imbedding Behaviours Program, both trainees and observers identified that positive changes that had occurred in their work groups in the last six months were attributable to the program.

“[Trainee] spends more time on staff guidance and demonstrates the leadership to form staff as one team.”

—Observer

The greatest improvements as a result of the program are more open communication and greater collaboration—two key objectives of the program. Interestingly, other positive outcomes have occurred as a result of the training. Observers are seeing increased levels of engagement (43 percent) and productivity (39 percent) from trainees.

Figure 6: Improvements Attributed to the Behaviours Imbedding Program
Three quarters of trainees (75.5 percent) agreed that they were personally motivated to apply the skills and concepts learned in the Imbedding Behaviours Program.

The majority (79 percent) of trainees agreed the training was relevant to their role. Specifically, 82.2 percent agree the skills and concepts taught in the program align with Tourism Australia’s culture, core values, and ways of interacting and doing business. In addition, the tools they have learnt have helped them be more effective in their jobs, say 82.2 percent of trainees.

Manager reinforcement after training is crucial in all development programs. Forty percent of trainees agreed manager reinforcement exists post training, with the highest percentage of trainees (46.6 percent) identifying that their manager holds them accountable for applying their newly learned skills back on the job. This is an area of ongoing focus for Tourism Australia.

On average, 41.9 percent of trainees agreed that other reinforcement (time, resources, and application opportunities) is in place to support the transfer of behaviours back to the workplace. More than half (60 percent) agreed they have all the information, tools, and resources needed to apply the skills from the program back on the job.

CONCLUSIONS

The program has had a positive impact on Tourism Australia’s ability to imbed its corporate behaviours (Values). Trainees and observers repeatedly identified an increased frequency of behaviours since the training that allow participants to partner more productively with others, increase open and effective communication, inspire action through others and put internal and external customers first.

The results of this study show how the program has shifted the mind-set and behaviours of team members to be more aligned with the Tourism Australia corporate behaviours (Values). This shift is affecting not only the change of culture but also other outcomes, such as engagement, productivity, collaboration and enhanced communication. Through its people, Tourism Australia is certainly setting individuals, teams and the organisation up for success to deliver on its priority to achieve the realisation of its long-term goals.