Strategy and Leadership Development Program

National Center for Statistics and Information

16th July 2014
The Center wants to be the leading Statistic Office within the GCC-States. In order to reach that objective, the Center needs to establish managers, which are able and motivated to develop the Center to its next level.

**NCSI objectives**

- Defining the Centers Strategy for 2020
- Producing statistics and information on international standards via e-based processes
- Framework-concepts for each directory
- Qualified directors and head section for content- and people-management
- Proactive leadership behavior
The Strategy and Leadership Development Program is linked to further activities in order to enhance the Centers capacity regarding mature statistical work and proper information. Important further activities are:

- A definition of tasks / unit & required staff per unit
  - for job-descriptions and organizational chart
- e-government strategy and professional databases
  - for advanced key-processes in framework concepts
- Fundamental Skill Development Program and
- Training Center Plans
  - to train employees
- A Program Management unit
  - to organize Projects, HR-Resources and time-allocations
- New Corporate Identity and advanced internal communication
  - to improve the identification with NCSI

Introduction
Framework Concepts
Leadership Development
• Directors
• Head Section
Resume

linking the program with further activities
The Strategy and Leadership Development Program is linked to the further operational challenges within the Center. The development of the upcoming strategy and the therefore relevant tasks are playing a crucial role in the program.

**NCSI objectives**

- Framework-Concepts for General Directorates
- Directors to support the framework-concepts through individual concepts, which are to be summarized through General directorates
- International experts to support directors in working out the documents
- Process to be prepared via DG-workshop and Strategy Workshop
- NCSI-Management-team to lead and guide the process
The bottom-up approach of framework-concepts in directorates will ensure the proper understanding through NCSI-responsible. External experts can support directors and DG´s in the development process.
The Centers Top-Management will have a crucial role from the initiation of the program until the final review. Development will be created via the framework concepts and the leadership program.

* framework-concepts should be in line with the e-government strategy
Strategy & Leadership Development Program

**Strategic impact of the program**

**Goal**
Qualifying existing and new managers regarding upcoming challenges

**Fields of activity**
- Strategy 2020
- Recruitment
- Leadership Development

**Activities**
- Framework-concepts
- Selection of new managers
- Developing managers
- English course

**Strategy & Leadership Development Program**

**Mobilizing idea**
- ‘Best Stat-Office in the region
- `enhancing knowledge`

**Abilities**
- Leadership
- Strategic orientation
- Stakeholder and internal communication
- Pro-activity
- Operational maturity
- Monitoring

**Change-Organization**
- CEO to agree on proposals
- Director for HR & Strategy as focal point
- DG´s as focal-group
- HR & Strategy team to support

**Motivation**
- Less trouble-shooting
- Internationally competitive
- Improved Data-Collection and professional databases
- Qualified Staff and Managers
- Active Information-Mgmt.

**Communication**
- between directors
- between management in units
- between DG´s
- with networks through expert support
- with all staff via director and heads of section

**Master plan**
- Merge with daily business
- Motto: Plan – Build - Run
- Influencing key-tasks – no test
### Strategy & Leadership Development Program

**General time-table**

The Development Program is based on a common strategic view from the Top-Management. All (acting) DG´s are involved from the definition of the program to the final review. The program will allow them to make a final decision regarding their readiness for an approved director-position.

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Framework Concepts</th>
<th>Leadership Development Program</th>
<th>Head of Section Development Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Management</td>
<td>DG-Meeting</td>
<td>Strategy-Workshop</td>
<td>Directors</td>
</tr>
<tr>
<td>DG-Prep.</td>
<td></td>
<td></td>
<td>Head Section</td>
</tr>
<tr>
<td></td>
<td>Regular group / single-meeting to review the process</td>
<td>Start-Workshop with all DG´s and directors</td>
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<tr>
<td></td>
<td>Framework-Concepts in directorates</td>
<td>Concept-Development</td>
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<tr>
<td></td>
<td>Planning</td>
<td>Review</td>
<td>Concept-Adjustment</td>
</tr>
<tr>
<td></td>
<td>Leadership-Development-Program</td>
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</tr>
<tr>
<td></td>
<td>11 modules by 3 days – open for all directors – DG-involvement</td>
<td></td>
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</tr>
<tr>
<td>Resume</td>
<td>Head of Section Development Program</td>
<td>Preparation</td>
<td>Selection</td>
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<td></td>
<td></td>
<td>Leadership-Development-Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8 modules by 3 days – open for all head section</td>
</tr>
</tbody>
</table>
General directors will balance the process between the framework concept and the operational tasks. Furthermore it is to lead the communication between the directors, when it comes to overlaps in the concepts (e.g. common stakeholders or databases) and to review the ongoing process.
Framework Concepts

Introduction

Framework Concepts

Leadership Development

• Directors
• Head Section

Resume
Framework-concepts will define the overall concept on how the directory should function regarding the Vision 2020. The additional GAP-Analysis will be afterwards the basis for the Development-Plan in order to reach the strategic objective.
Strategy & Leadership Development Program

**Elements of framework concepts**

### Customer and products
- data-producers and users (including stakeholder and citizen)
- Products in terms of type, format and design

### Stakeholder-communication
- Expected Output from Stakeholder and Citizen
- Relevant Input to produce results
- Strategic communication

### Key-Performance-Indicators
- Indicators for result, process and invest in time & money
- App. 15 for each section (to be summarized regarding the hierarchical structure)

### Key-processes
- Key-task definition
- Main processes regarding regular and projects tasks
- RACI-matrix regarding (e)-Business-Processes

### Data-Management-Concept
- Definition of Standards on how to receive, process and provide data (e-based )
- Data-security and filing standards

### Monitoring Concept
- Internal Review by process and result (Risk-Review)
- QA-documents
- Objective review via stakeholder communication

### Development Concept
- Vision 2020
- Definition on To Do’s
- Mid-term Development-Plan
- Founding the Development-Group
- Project-plan for 2 years

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**GAP-Analysis**

Today `As-Is`  

2020 `Should-Be`
Strategy & Leadership Development Program
Support through external experts (first estimation)

Directors and DG´s can be supported* through external experts during the development of the framework-concepts. Relevant support can be defined in different stages of the Development program.

- Developing a Vision
- Preparing main-tasks
- Reflecting impact
- (3-5 days / 3-4 DG´s)
- 15-20 days
- 5 DG´s by 6 days
- 30 days
- 5 DG´s by 10 days
- 50 days
- 14 directors with full concepts (5 day each)
- 7 directors with adjusted concepts (5 day each)
- 21 x 5 days
- 105 days
- 14 directors with full concepts (5 day each)
- 21 x 5 days
- 70 days

* Support means that an expert will provide consultancy through knowledge-transfer, not through writing the concept
Strategy & Leadership Development Program
Trainings to support Framework Concepts

Framework-concepts are facilitated after the Strategy-Workshop through a common Start-Workshop. Further training-offers will support participants in technical terms. The final result will be evaluated via a reviews.
The Risk-Review on framework concepts will prove the provided framework concepts by content. Each framework concept will be analyzed by content in advance and further on be presented and reviewed through an expert-team.

- Content-check
- Methodology check
- IT-/ (e) -check
- Stakeholder-check

**DG for IT is responsible to ensure that individual strategies are in line with the e-government strategy**

**DG for Information will overview the strategies regarding the stakeholder communication**

*** expert who is consulting the respective DG

• Content-check
• Methodology check
• IT-/ (e) -check
• Stakeholder-check

**Presentation and review**
**2-4 hrs.**
Strategy & Leadership Development Program

Leadership Development
- Directors -
Today’s challenges and risks regarding applicants

In June / July 2014 a selection committee realized 36 interviews with applicants for 17 different director positions. During the interviews the committee realized that participants need further support, especially on the following topics:

**Strategic impact**
- Strategic thinking and acting
- Stakeholder management and communication
- Ownership on tasks within shared responsibility
- Pro-active initiation of improved work-processes
- Self-Definition within the new position (manager vs. team-member)

**Operational impact**
- Professional documentation and project management
- Follow-up-monitoring (e.g. Risk Review and Lesson Learned)
- Handling of difficult employee behavior
- Controlling own teams
- Managing efficient meetings

**Additional Topics**
- English (certificate)
- Self & Time-Management, Self-Presentation
- Presentation Skills
Strategy & Leadership Development Program
How to train life-experienced participants?

The average-age for participants within the training program is app. 40 years, so they have already plenty of life-experience. The training therefore should be based clearly on reflections, feedbacks and practical exercises.
Strategy & Leadership Development Program
Leadership-Training - overview

Leadership Development Program for existing and acting directors

- Strategic Leadership
- Day by day Management
- Difficult employee
- Developing team
- Leading Managers
- Providing solutions
- Team-building
- Final Assessment
- Self- & time-management
- Own role & To Do's
- LS-Vision & pro-activity

Introduction
Framework
Concepts
Leadership Development
- Directors
- Head Section
Resume
<table>
<thead>
<tr>
<th>Introduction</th>
<th>Framework Concepts</th>
<th>Leadership Development</th>
<th>Self- &amp; Time-management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Directors</td>
<td>• Quality of life</td>
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<td>• Head Section</td>
<td>• Personal Objectives</td>
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<td>• Time-thief’s</td>
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<td>• Workload &amp; difficult situations</td>
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<td>Resume</td>
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<tr>
<td>LS-Vision &amp; pro-activity</td>
<td>Own role &amp; To Do´s</td>
<td>Strategic Leadership</td>
<td>Difficult employee</td>
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<tr>
<td>• Vision from CEO</td>
<td>• Own role today</td>
<td>• From Vision to KPI</td>
<td>• Difficult Individuals</td>
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<tr>
<td>• DG´s Strategy</td>
<td>• Outdoor training</td>
<td>• HR-Risk-Review and solutions</td>
<td>• Difficult teams</td>
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<tr>
<td>• Modern Leadership</td>
<td>• Personality test</td>
<td>• Mgmt.-Team</td>
<td>• Personal Interventions</td>
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<tr>
<td>• Framework-Concepts</td>
<td>• Needs to act</td>
<td>• Applied Strategy</td>
<td>• Support</td>
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<td>• Personal Plan</td>
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<tr>
<td>Developing team</td>
<td>Leading Managers</td>
<td>Providing solutions</td>
<td>Team-building</td>
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<tr>
<td>• Performance Evaluation</td>
<td>• Defining responsibilities</td>
<td>• Customer orientation</td>
<td>• Common objective</td>
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<tr>
<td>• Feedback</td>
<td>• Tasking and Monitoring</td>
<td>• Prioritization</td>
<td>• Roles and tasks</td>
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<tr>
<td>• Training</td>
<td>• Communication</td>
<td>• Realistic Timelines</td>
<td>• Responsibilities</td>
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<tr>
<td>• Practices</td>
<td>• Team-Play</td>
<td>• The final step</td>
<td>• Communication</td>
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<td>• Promotion</td>
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<td>Day by day Management</td>
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<td>• Plan and steer daily tasks</td>
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<td>• Monitoring tasks and staff</td>
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<td>• Efficient Meeting</td>
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<td>• Trouble-Mgmt.</td>
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<tr>
<td>Strategy &amp; Leadership Development Program</td>
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<tr>
<td>Leadership-Training - content</td>
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Strategy & Leadership Development Program

Who can participate?

The training program is open to all existing and via the interview established (acting) directors. A full participation helps to create a team-spirit between directors. Nevertheless minor missing times are acceptable.

<table>
<thead>
<tr>
<th>Approved Directors</th>
<th>Acting Directors</th>
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<tbody>
<tr>
<td>• Internal Audit Department</td>
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<tr>
<td>• Availability of Information</td>
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<td>• Applications</td>
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<tr>
<td>• Education, Health and Culture Statistics</td>
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<td>• Social Surveys</td>
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<tr>
<td>• Strategy, HR &amp; QA</td>
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<tr>
<td>• Stat. Analysis &amp; Inform. Report</td>
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<tr>
<td>• National &amp; Internat. Information</td>
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<td>• Public Opinion</td>
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<td>• Price Statistics</td>
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<td>• Macroeconomics &amp; Sector Stat.</td>
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<td>• National Account</td>
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<td>• Population &amp; Labour Statistics</td>
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<td>• Community Statistics</td>
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<td>• Tourism and Travel</td>
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<td>• Infrastructure of Information</td>
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<td>• (Personnel Affairs)</td>
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<td>• Financial Affairs</td>
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<td>• Documentation</td>
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<td>• Security</td>
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<tr>
<td>• Public Relation</td>
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</tbody>
</table>
The Top-Management will support the development program in different occasions. They communicate their vision and strategy, provide feedback to their directors and reflect on training-outcomes.
The program will start in October and finish by March / April. It contains 10 modules by 3 days and will be hold outside of Muscat. Some modules can be extended regarding further support on framework-concepts.
Strategy & Leadership Development Program

Leadership Development
- Head Section -
Currently there are working 261 person in the NCSI, while there are 27 approved / acting directors and DG´s are in management positions. The management-level after app. 10% should be in charge to manage teams technical wise. Head Section needs therefore advanced technical skills and some leadership skills.

- Apr. 10% of existing staff with full focus on Management
- Need of advanced technical skills and additional leadership skills
Strategy & Leadership Development Program
Time-Planning

The start of the Development-Program for Head Section is linked to the directors-program. The acting directors will get involved into the selection-process and the training program will start after the decision regarding the new Head Section.
**Strategy & Leadership Development Program**

**Selection of Head Section**

The selection process for section-heads will be based on mandatory documents, which include a performance-evaluation from the superior as well. As (acting) directors are involved into the interviews, they will be trained in advance. The interviews will contain in addition a technical evaluation as well.

<table>
<thead>
<tr>
<th>Application</th>
<th>Interview-Preparation</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Standardized CV</td>
<td>• Interview-Training for directors</td>
<td>• 2 main-interviewer (HR and director)</td>
</tr>
<tr>
<td>• Certificate of Degree</td>
<td>• Standardized evaluation of Technical Skills</td>
<td>• Duration app. 1 hr.</td>
</tr>
<tr>
<td>• Motivation-letter</td>
<td>• Reliable Time-plan for interviews, 6 interviews a day max.</td>
<td>• for personal skills, leadership skills and technical skills 20 min. each</td>
</tr>
<tr>
<td>• Performance Evaluation</td>
<td></td>
<td></td>
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<tr>
<td>through superior and co-</td>
<td></td>
<td>• Interview-summary by end of day</td>
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<tr>
<td>evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Summarized work-time report</td>
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<tr>
<td>• Additional Certificates</td>
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</tr>
</tbody>
</table>
Strategy & Leadership Development Program
Leadership-Training for Head Section - overview

Leadership Development Program for existing and acting Head Section

- LS-Vision & pro-activity
- Own role & To Do’s
- Day by day Management
- Presentation-Skills
- Effective Communication
- Project-Management
- Self- & time-management
- Leading Teams
The training-program will include trainings the Management-Trainings (M1 – M4) from the Training-Tender `Fundamental Skills Development Program´ and will work also with internal Co-Trainers.
# Strategy & Leadership Development Program

## Leadership-Training - content

<table>
<thead>
<tr>
<th>LS-Vision &amp; pro-activity</th>
<th>Own role &amp; To Do’s</th>
<th>Day by day Management</th>
<th>Presentation Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Vision from CEO</td>
<td>• Own role today</td>
<td>• Plan and steer daily tasks</td>
<td>• Preparing presentations</td>
</tr>
<tr>
<td>• DG’s Strategy</td>
<td>• Outdoor training</td>
<td>• Monitoring tasks and staff</td>
<td>• public speaking, body language,</td>
</tr>
<tr>
<td>• Modern Leadership</td>
<td>• Personality test</td>
<td>• Efficient Meeting</td>
<td>• Handle questions</td>
</tr>
<tr>
<td>• Framework-Concepts</td>
<td>• Needs to act</td>
<td>• Trouble-Mgmt.</td>
<td>• Managing anxiety</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effective Communication</th>
<th>Leading Teams</th>
<th>Project Management</th>
<th>Self- &amp; Time-management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• effectiveness in communication</td>
<td>• requirements to contribute to a team</td>
<td>• Responsibilities</td>
<td>• Quality of life</td>
</tr>
<tr>
<td>• behavioural diversity</td>
<td>• effective structure and team process</td>
<td>• Design and Initiation</td>
<td>• Personal Objectives</td>
</tr>
<tr>
<td>• non-verbal communication</td>
<td>• Staff motivation</td>
<td>• Helpful tools</td>
<td>• Time-thief’s</td>
</tr>
<tr>
<td>• Communication cycle</td>
<td>• Problem solving</td>
<td>• Project Documentation</td>
<td>• Workload &amp; difficult situations</td>
</tr>
</tbody>
</table>
Strategy & Leadership Development Program
Resume

- The Strategy & Leadership Development Program is a significant step regarding
  - the implementation of an applied NCSI-Strategy and
  - the establishment of a qualified leadership-level

- High management support from the CEO and General Directors are crucial for success

- Quality within the delivery should be kept high, while timelines can be extended in certain limits