

MORI

What do the  
places get right?

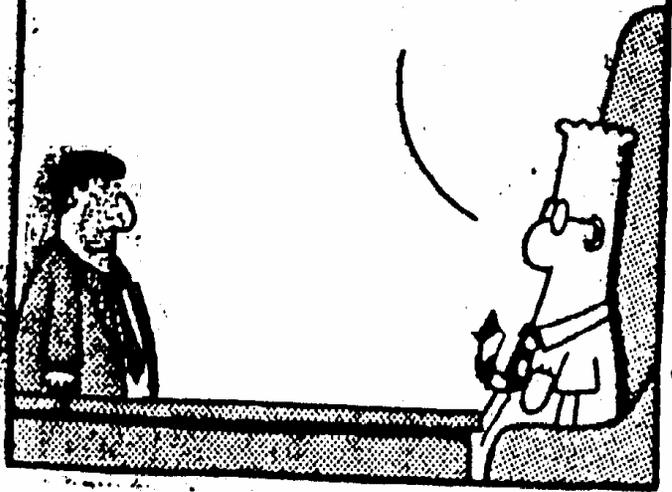
**Ben Page**  
**Director, MORI**

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0207 347 3242

DILBERT™ by Scott Adams

NOW THAT I'M CEO,  
WHAT AM I SUPPOSED  
TO ACTUALLY DO?



# Leadership is risky.....

*“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things”*

**Machiavelli, The Prince, 1513**

# What makes an excellent organisation?

- Good at listening to punters and staff
  - What does that mean for you?
- Good at communicating
  - Whose job is that?
- Focuses on things that matter most to most people
- Staff who keep their promises
  - What are your promises?
- Self aware and able to reinvent itself

# Describing local government...top of mind associations

Unreliable

Boring

High Council Tax

Invisible

Distant

Wasteful

Too many chiefs – not enough indians



Bureaucratic

Unhelpful

Ineffective

Passing the Buck

Anonymous

Spendthrifts

Waiting lists

Faceless

Takes Time

Disinterested

Councillors

Long-winded

Nothing/blank

Hands tied

Streetcleaning/refuse collection/housing/benefits

If local government was an animal – even now



*“By the way they shove their head in the sand”*



*“I thought of a sloth. It’s just that they go about things very slowly”*

So what matters for you?  
Some key drivers

# Most important drivers of reputation among local residents

Greatest drivers of overall satisfaction

Perceived quality of services overall

Perceived VFM

Deprivation and Diversity

Media coverage/mood

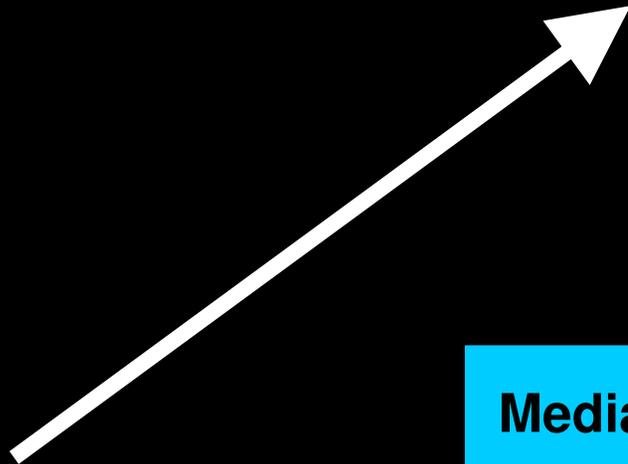
Direct communication

District/ County's performance

Street cleaning/liveability

Positive experiences of contact with staff

Weaker drivers of overall satisfaction



Communications are key –  
internally and externally

# Kent is top dog on overall Satisfaction



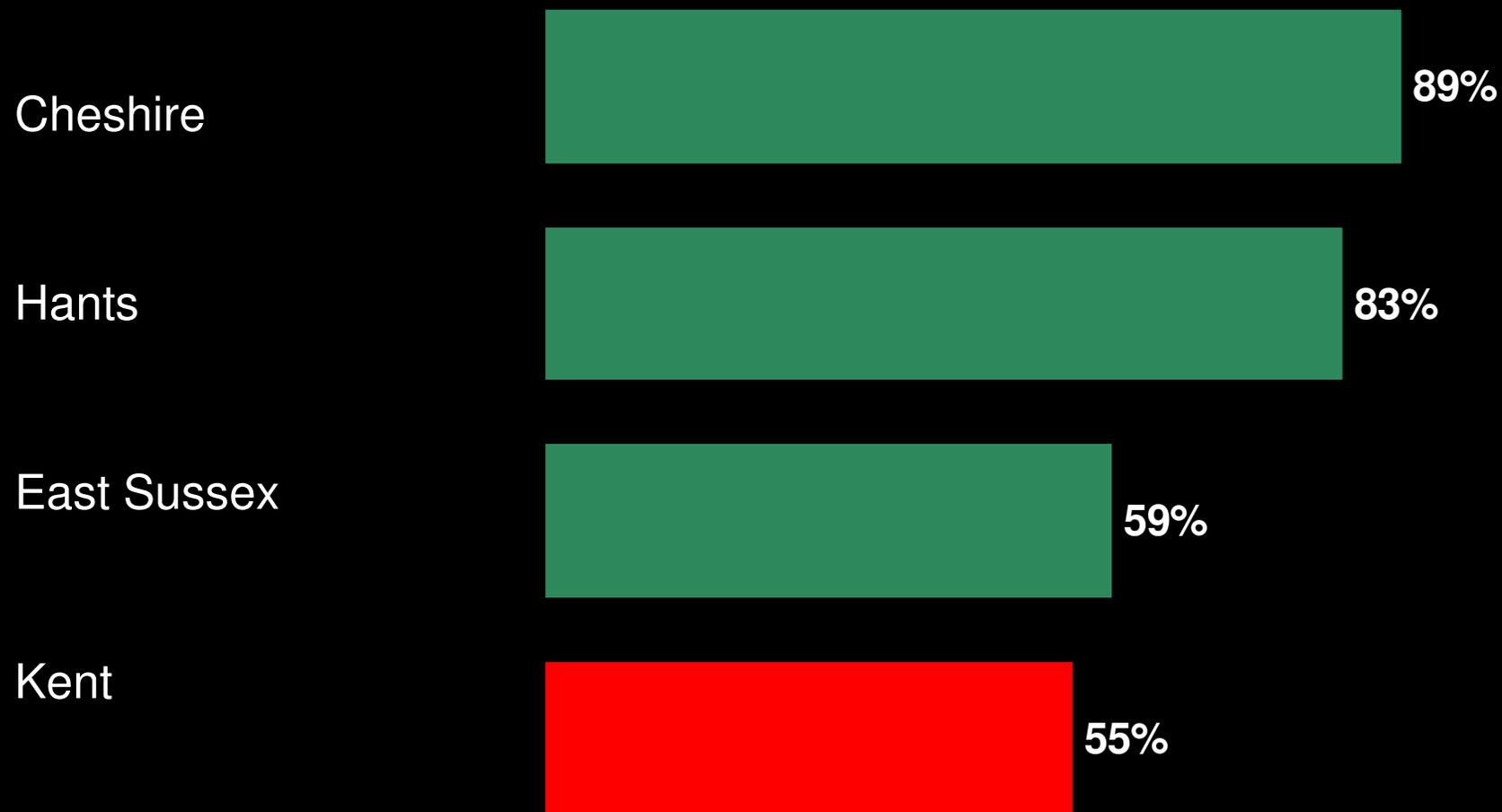
Base: BVPI surveys 2003/4

# Kent on complaint handling



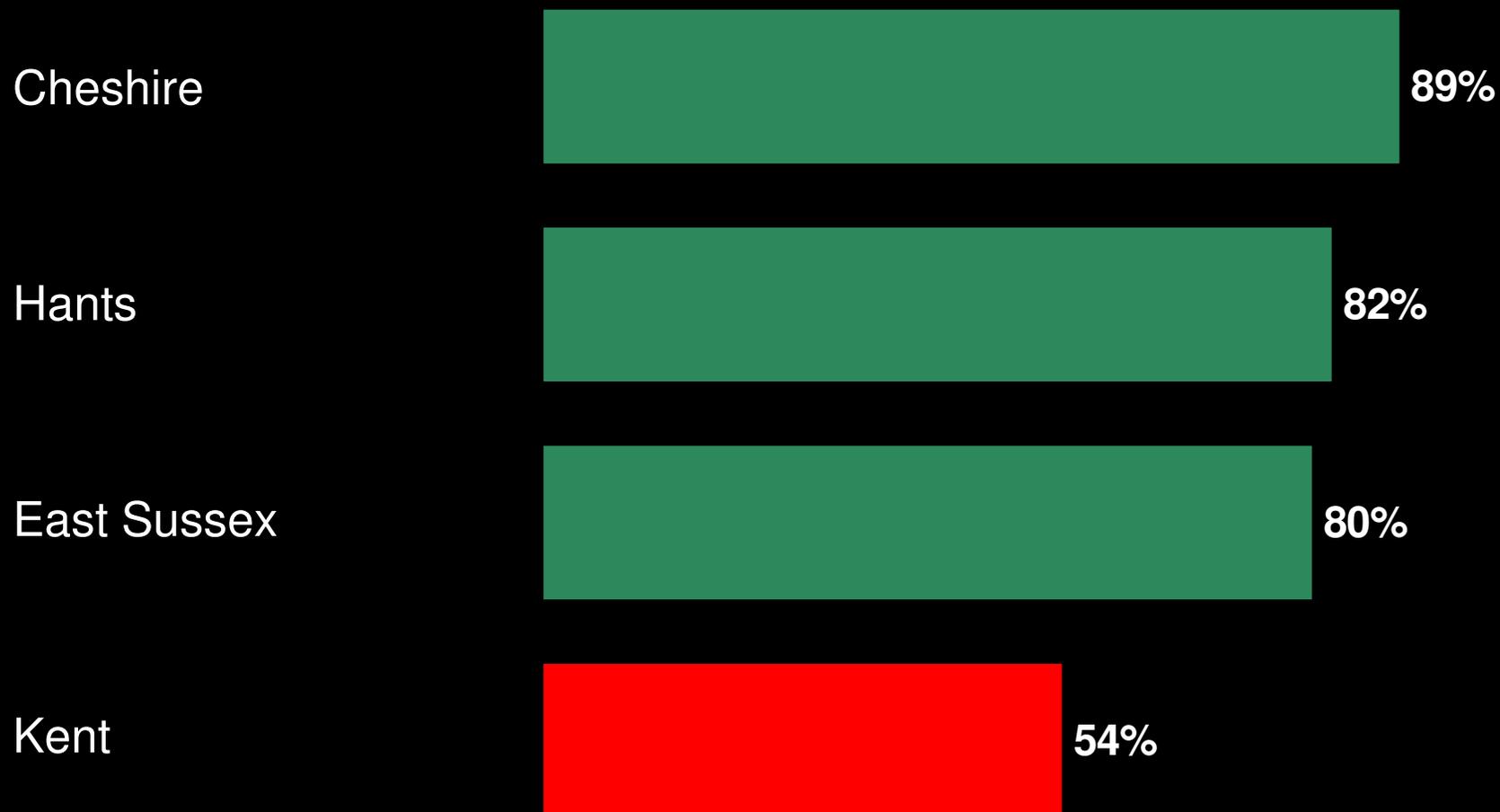
Base: BVPI surveys 2003/4

# Satisfaction with Libraries



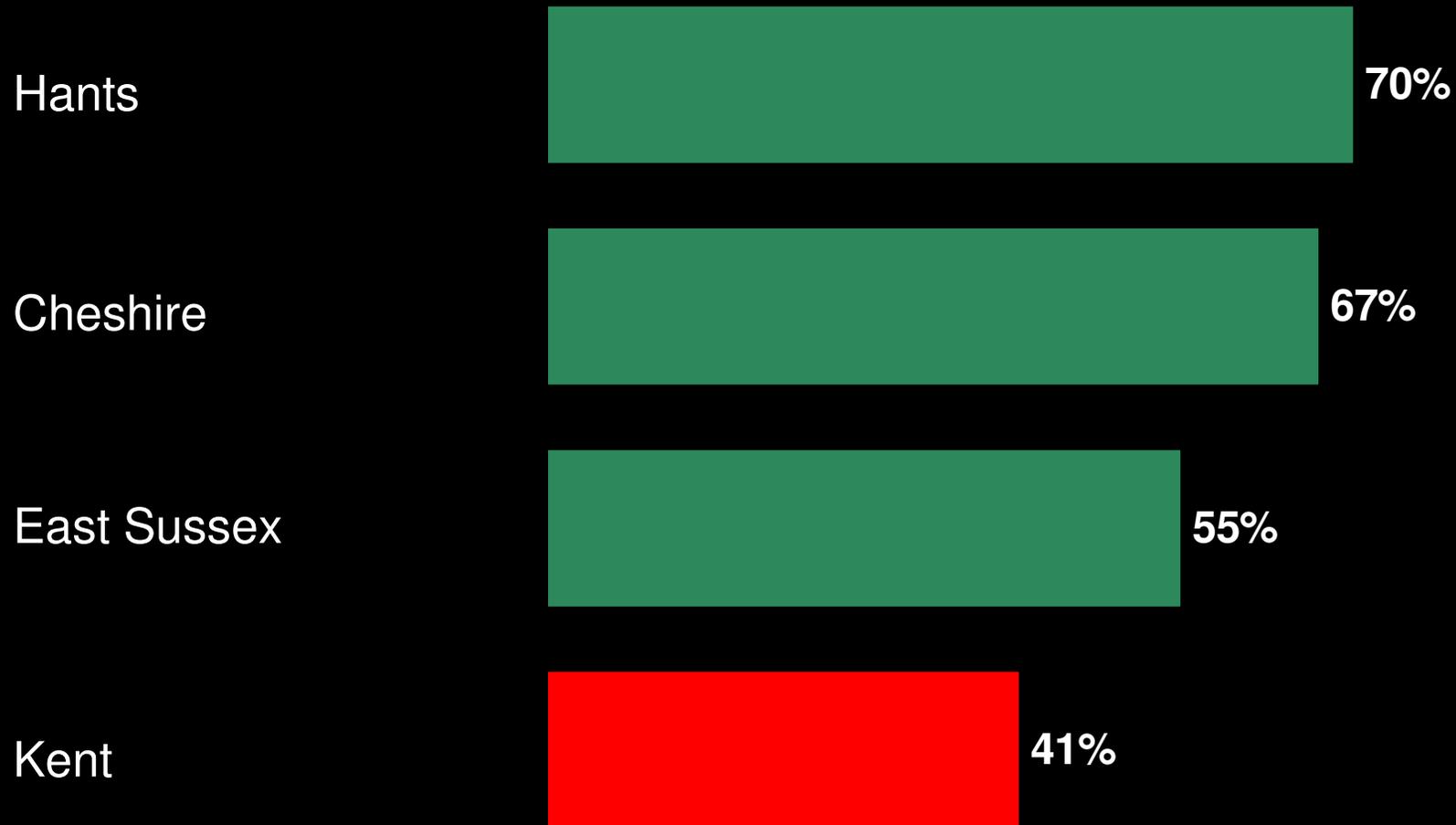
Base: BVPI surveys 2003/4

# Satisfaction with Parks/Open Spaces



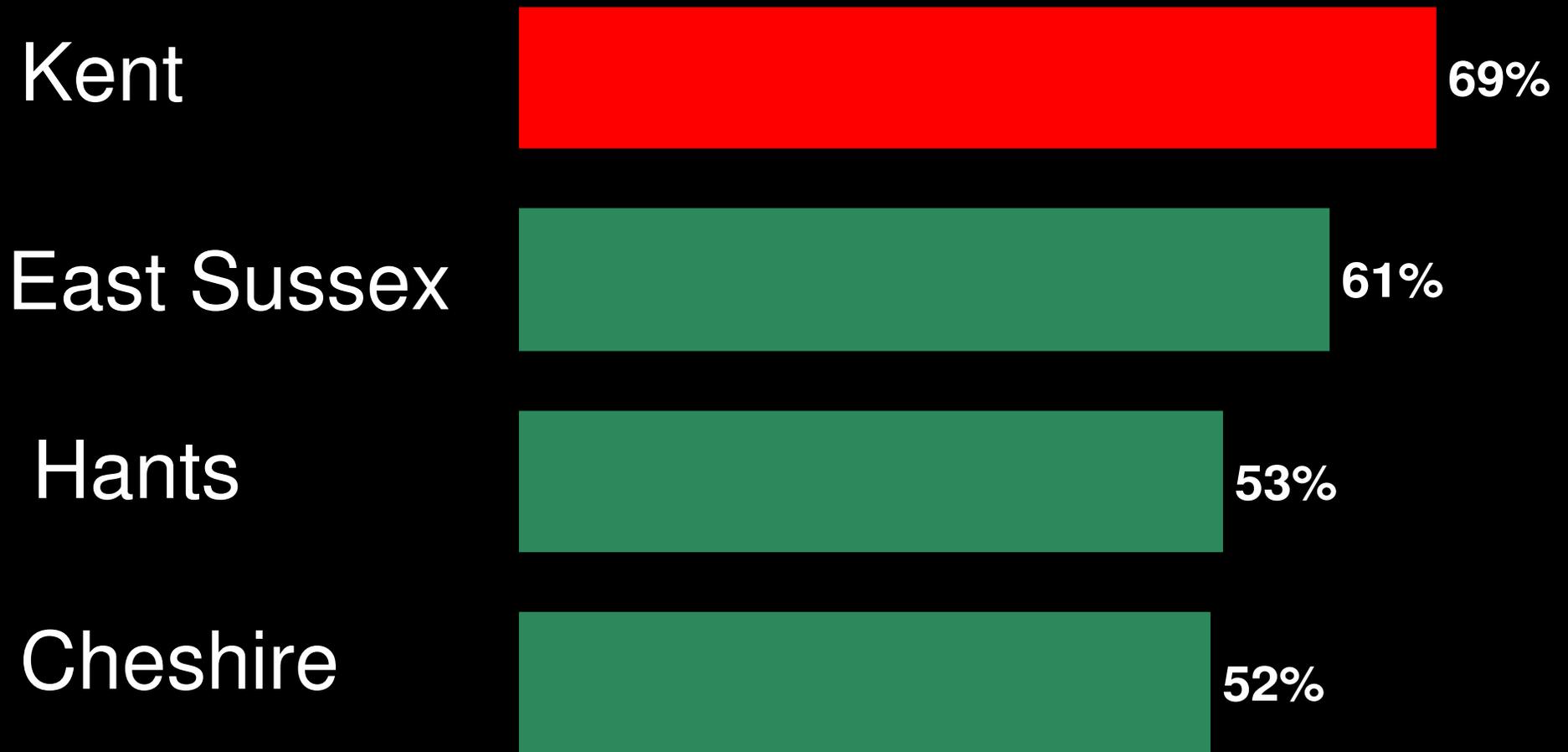
Base: BVPI surveys 2003/4

# Or on Satisfaction with Sports/leisure facilities



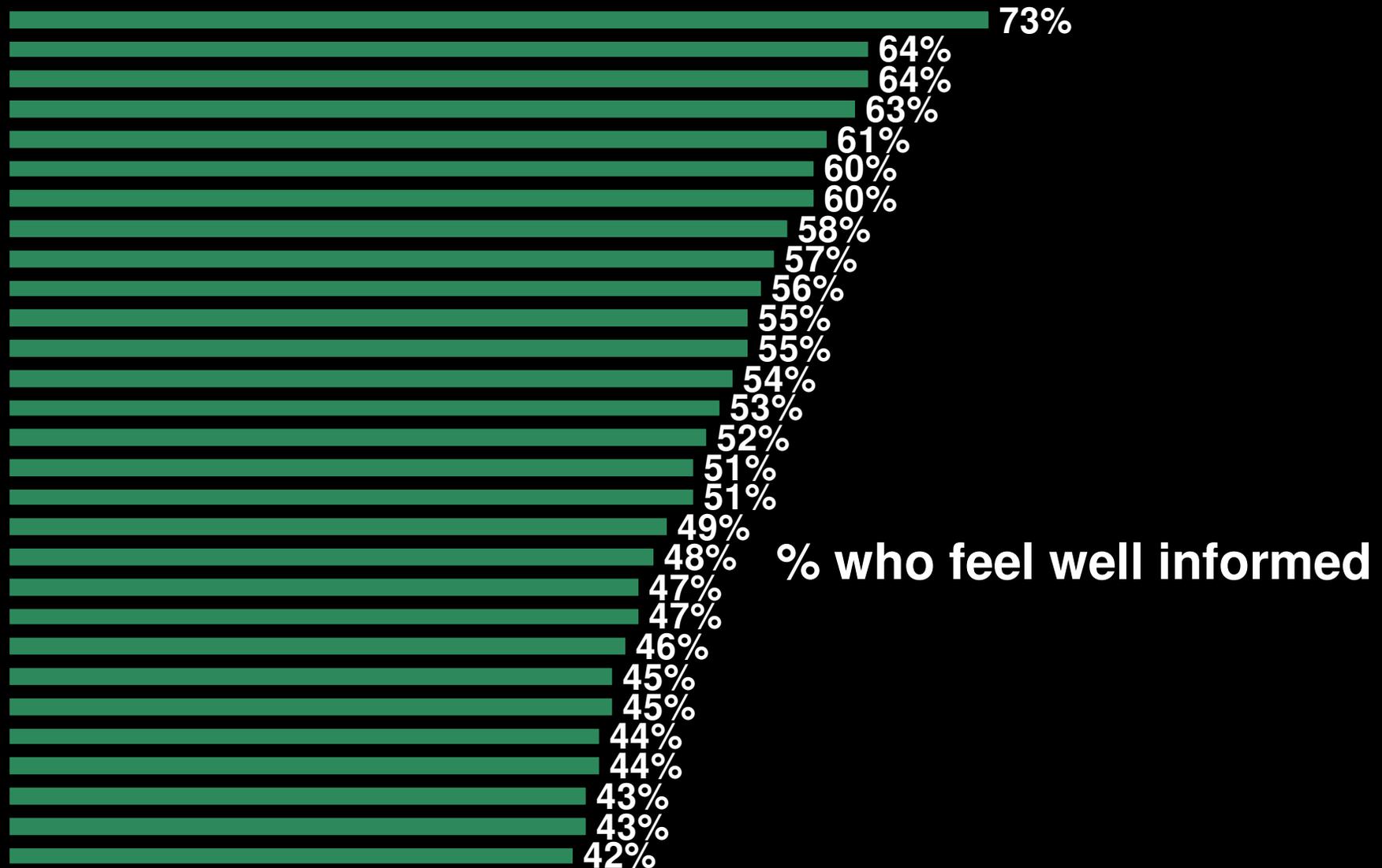
Base: BVPI surveys 2003/4

# So is it because Kent streets ahead on Communications?



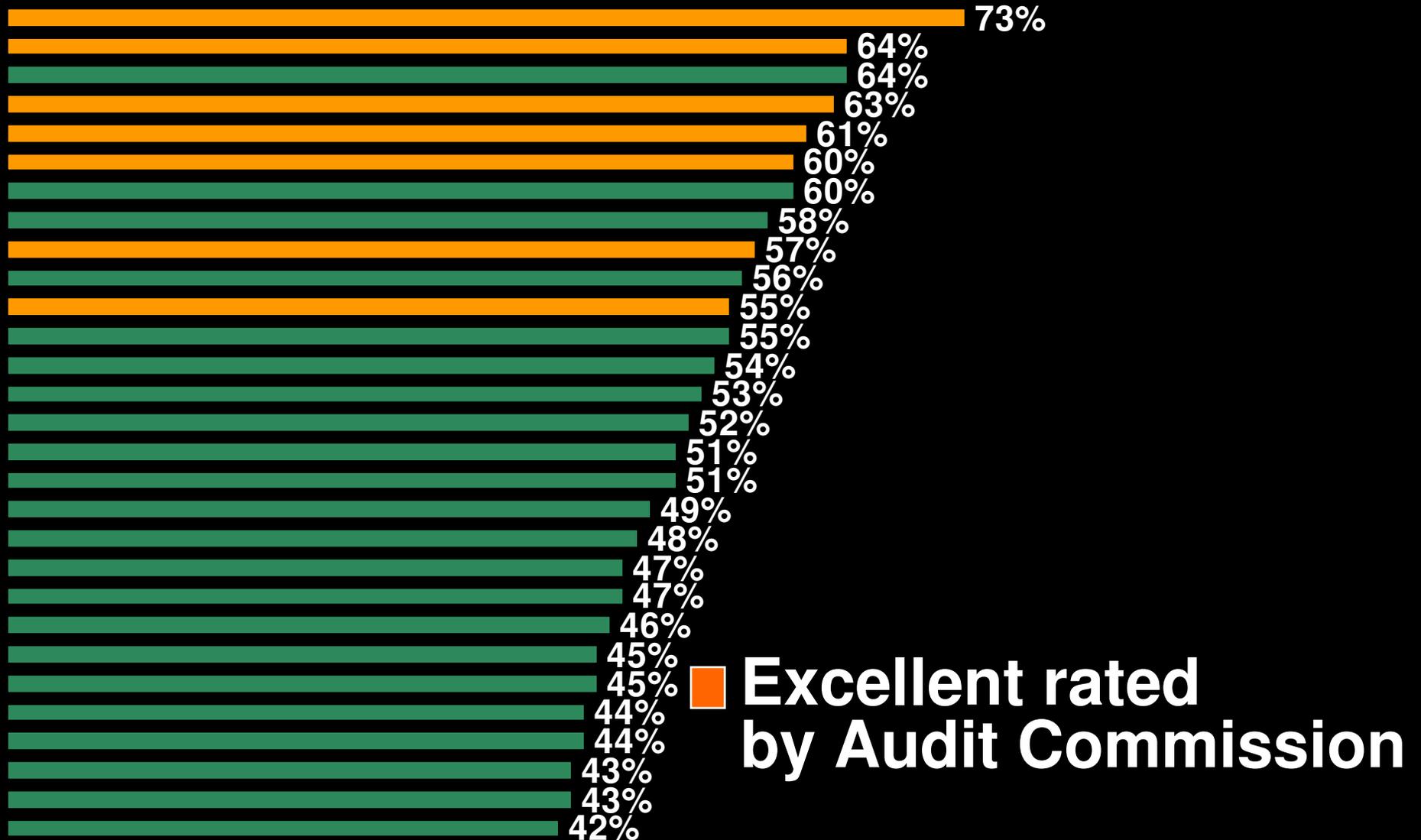
Base: BVPI surveys 2003/4

# To be good at CPA, make sure Comms are effective.....



Base: All London Councils in ALG consortium

# To be good at CPA, make sure Comms are effective.....



Base: All London Councils

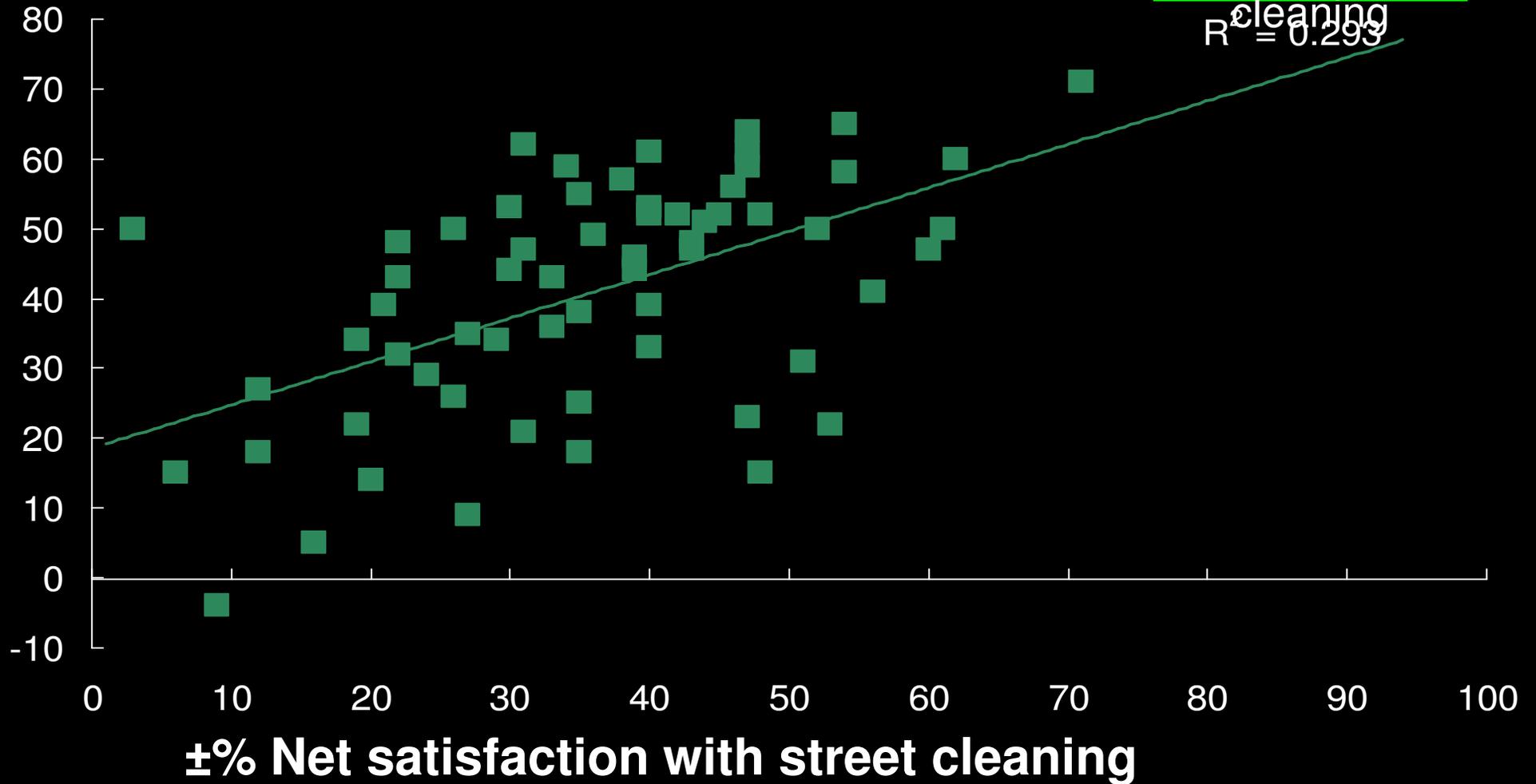
**Tell people what  
they get for the  
money.....**

Be  
obsessed  
about  
Liveability

# Clean streets matter

**±% Net overall satisfaction with Council**

Street  
cleaning  
 $R^2 = 0.293$



MORI

A Day in the Life .....

I pick up my kid  
from school....

MORI

Local schools are very  
good - in fact it's why we  
moved here.....

MORI

The sign says.....

Cromer Road JMI School  
Headteacher: Mrs P Jones

Off to the Library. It has  
won award for being a  
good service, but.....

Where is the logo to link this with the Council??



Next I go to  
the park

MORI









# At last!! A Council logo



# At last!! A Council logo



On my way home,  
I see an  
abandoned car

MORI

June



June



**Notice from  
the Met Police**

One month later.....



One month later.....

**Progress!**  
**A notice**  
**from the**  
**Council**



And they never send me  
anything – I'm fed up

**Core Communications actions for all Authorities agreed by all political groups at the LGA to be launched at Harrogate in July**

**■ Annual A-Z council services delivered to each home**

**■ Council newsletter – at least four a year – home delivered**

**■ Effective media management**

**■ Effective branding (consistent signage)**

**■ Good internal communications**

Be nice

# Handling of contact just as important as outcome

Outcome of contact

% Satisfied overall with their local council

Satisfied



59%

Dissatisfied



30%

Base: All who had contacted Council in last year or so (1,097) = BV evaluation baseline survey

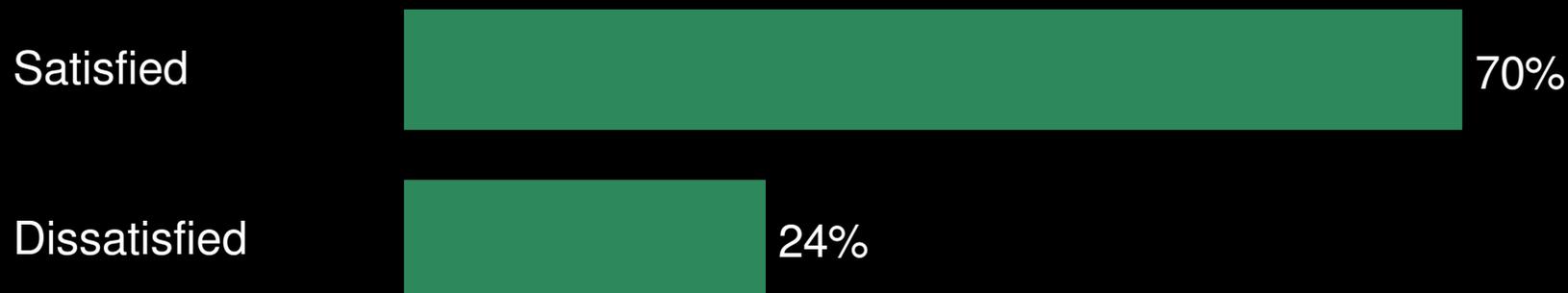
# Handling of contact just as important as outcome

## Outcome of contact

% Satisfied overall with their local council



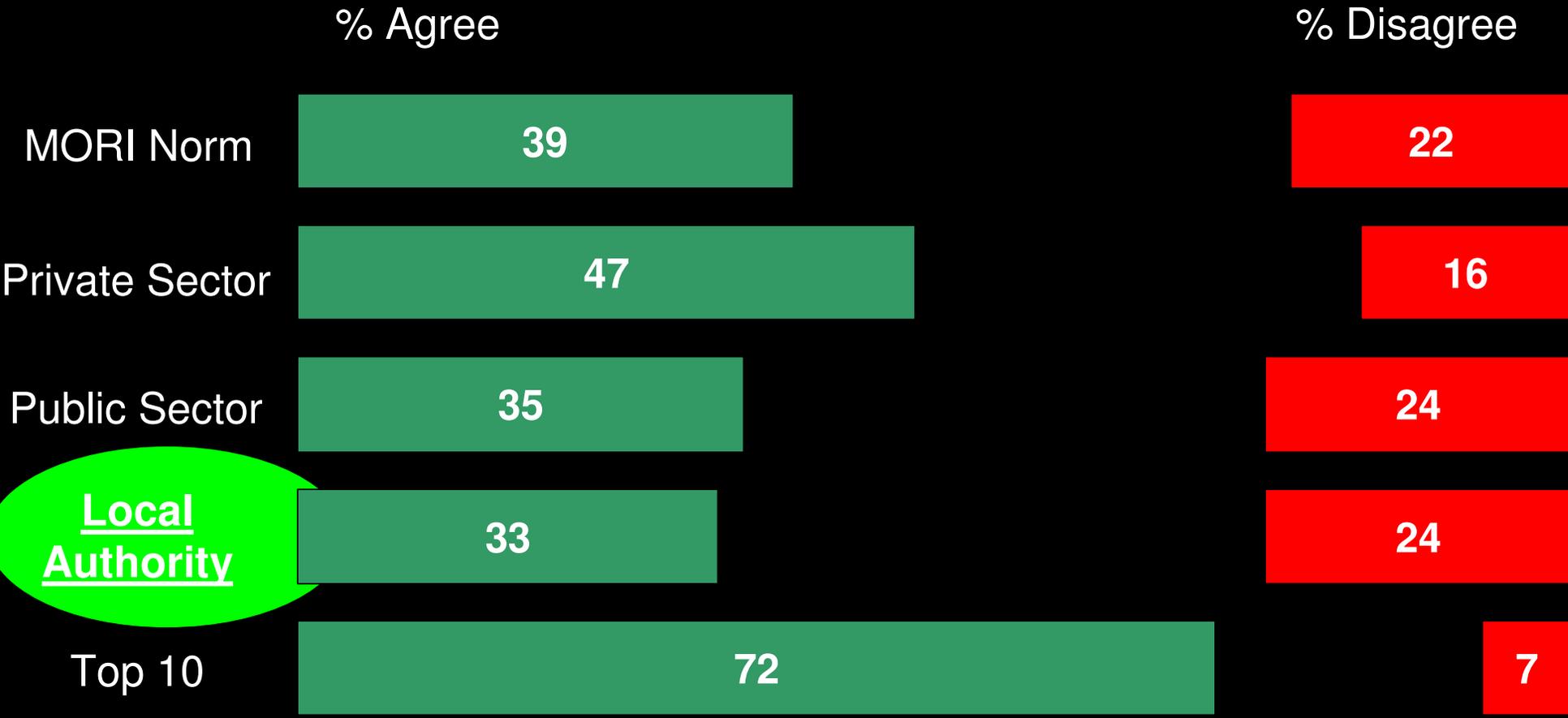
## Handling of contact



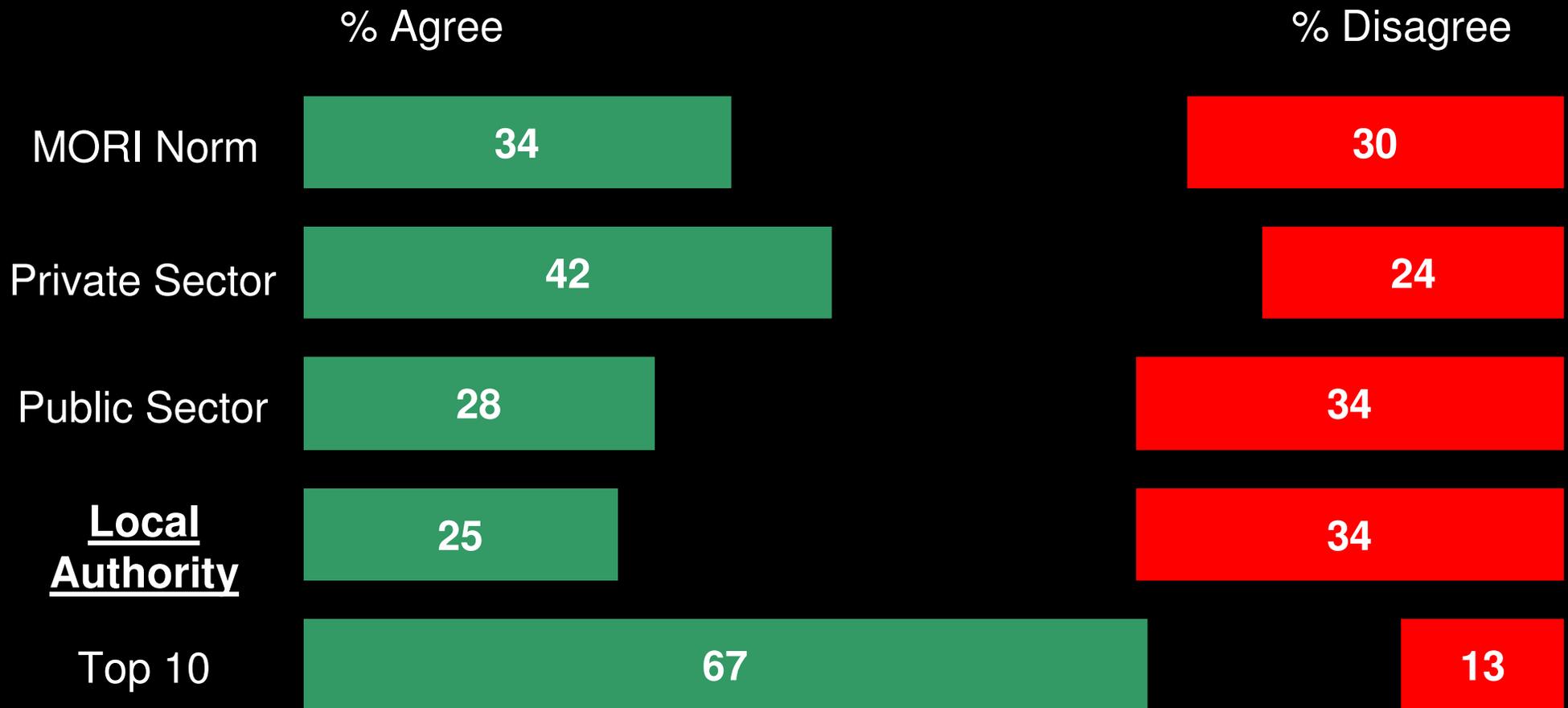
Base: All who had contacted Council in last year or so (1,097) = BV evaluation baseline survey

We have a  
problem...

# Senior management have a clear vision of where the organisation is going



# I have confidence in the senior management of this organisation



**Excellent  
councils are  
better at  
listening to staff,  
and making them  
feel part of  
things**

# Barriers identified by Local Government

- **Lack of leadership/focus**
- **Too many conflicting priorities**
- **Staff resistance/behaviour**
- **Management commitment/behaviour**
- **Communications**

What do the  
staff say?

# Attitudes to change among staff

■ %Agree   ■ %Neither/ nor   ■ %Disagree   ■ %Don't know/ no opinion

I understand the need for change



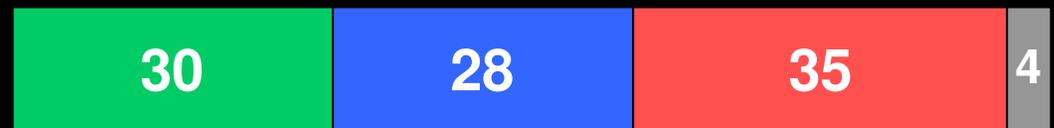
I support the need for change



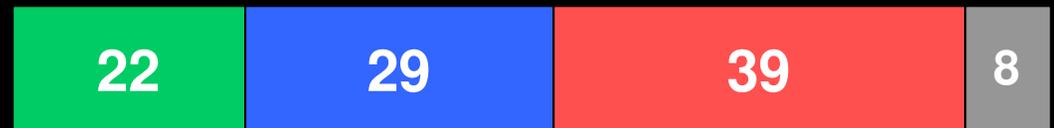
I look forward to change as a challenge



The reasons for change are well communicated to me



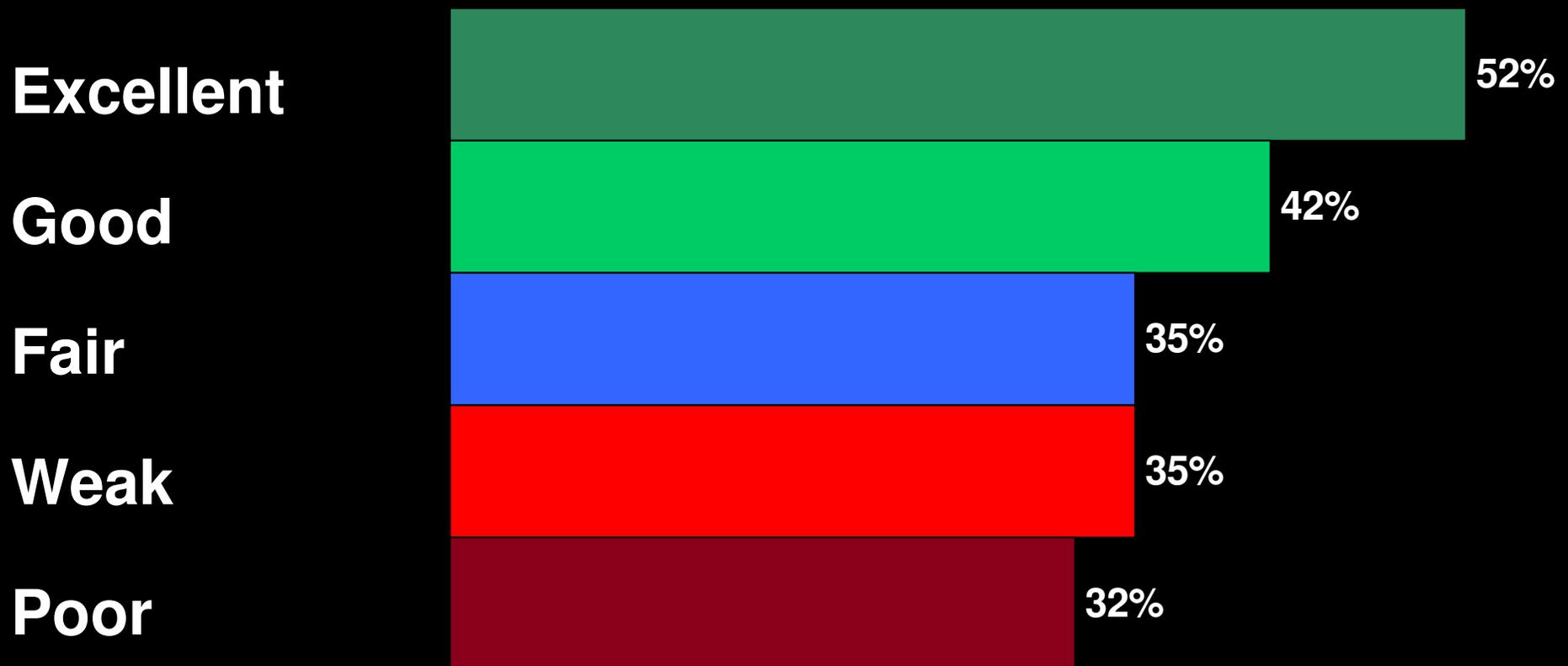
Change here is well managed



Some clear evidence of what works in Local Government

# People in Excellent Councils have higher job satisfaction...

**% very satisfied with job**



Base: 500 Council employees interviewed by telephone in late July-early August 2003

Satisfaction with Pay doesn't vary much.....it isn't a critical factor in success, more a hygiene issue

**% *satisfied with pay***

**Excellent**

72%

**Good**

80%

**Fair**

71%

**Weak**

68%

**Poor**

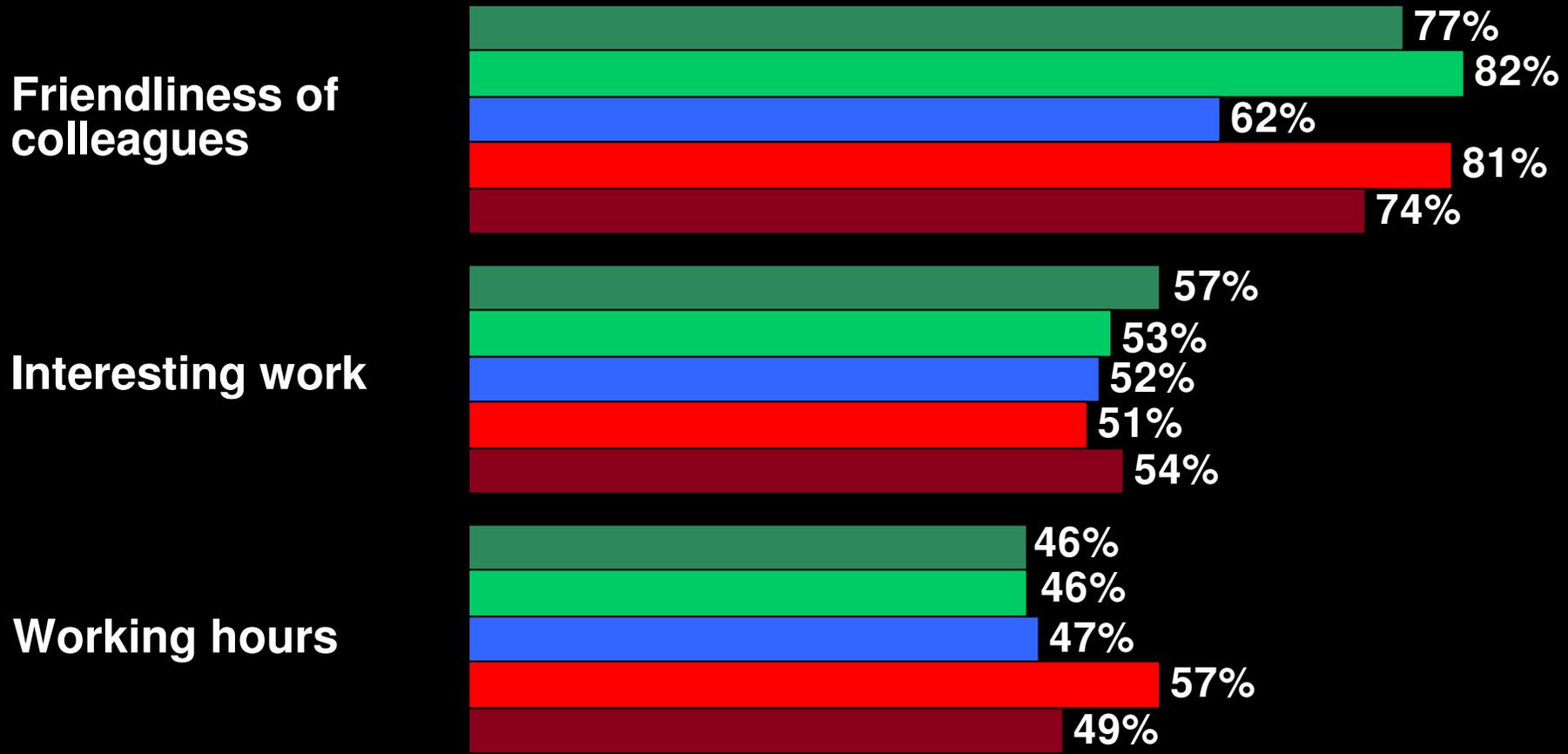
69%

Base: 500 staff interviewed by phone - July/August 2003

# Nice people, interesting work - everywhere

% very satisfied with job factors

■ Excellent ■ Good ■ Fair ■ Weak ■ Poor

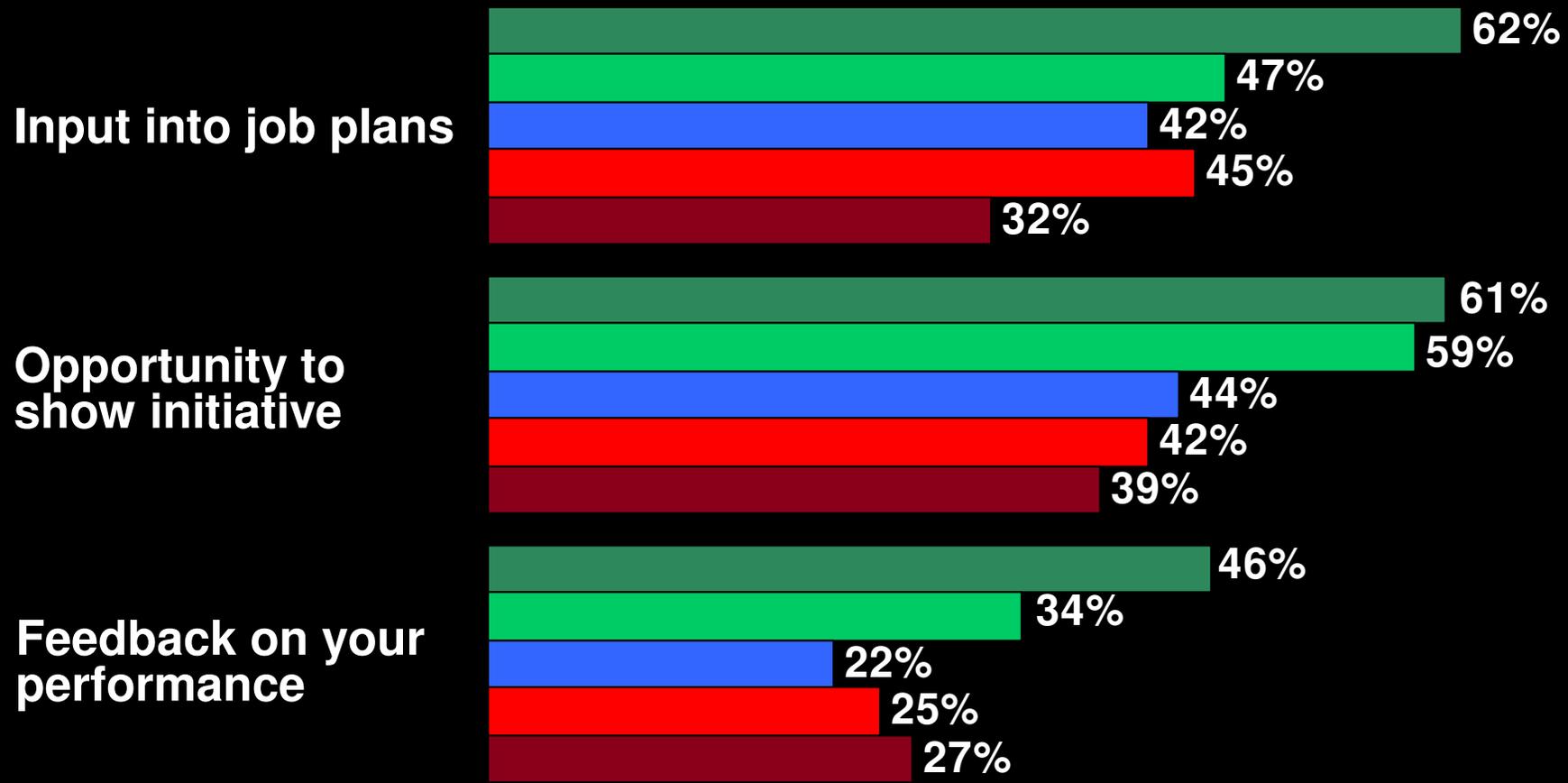


Base: All respondents (500)

# What seems to distinguish excellent performers

*% very satisfied with job factors*

■ Excellent ■ Good ■ Fair ■ Weak ■ Poor



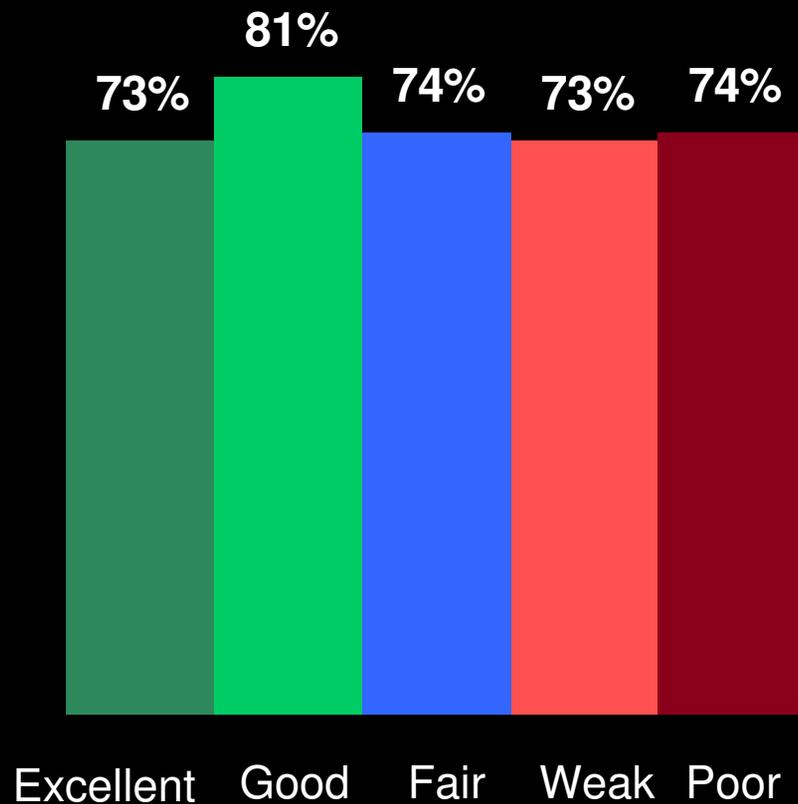
Base: All respondents (500)

**What line  
management skills  
are most important?**

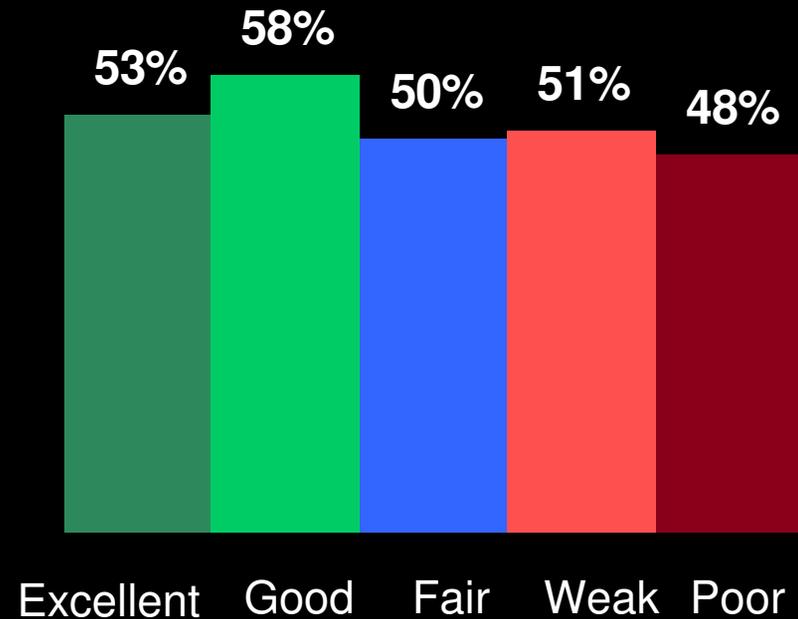
# Being nice does not seem to correlate with CPA performance

*% always applies to my line manager*

**Is approachable**



**Gives me credit when I've done a good job**

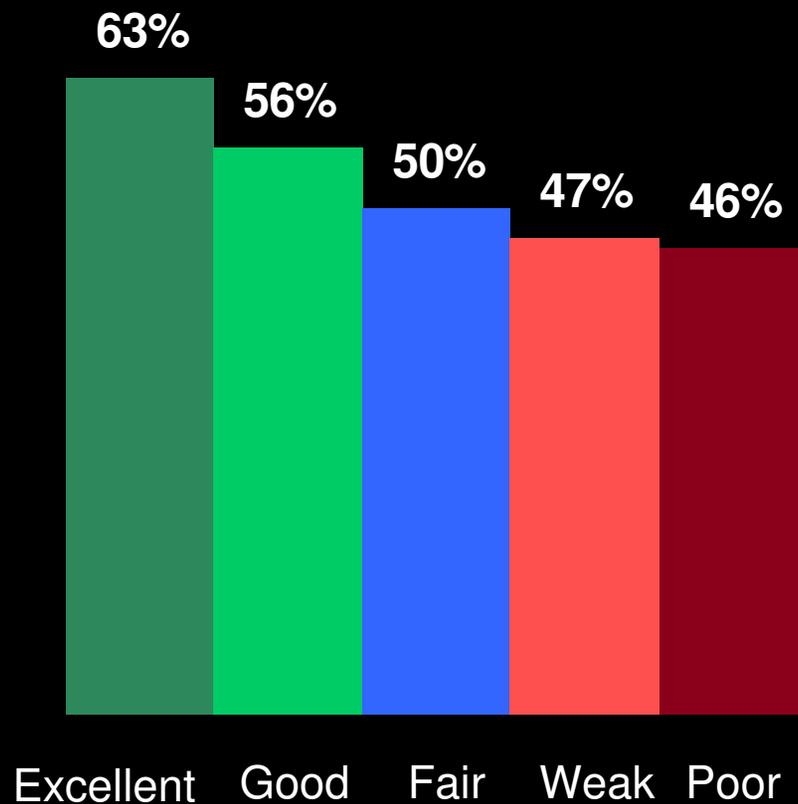


Base: 500 staff interviewed by phone - July/August 2003

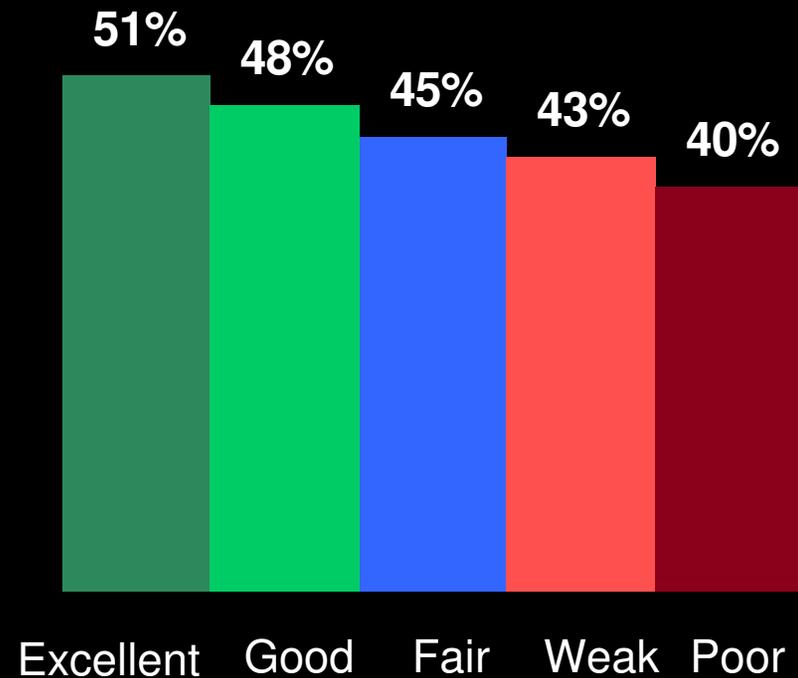
# But listening to staff seems particularly important.....

*% always applies to my line manager*

## Listens to my ideas



## Consults me on matters where I can contribute

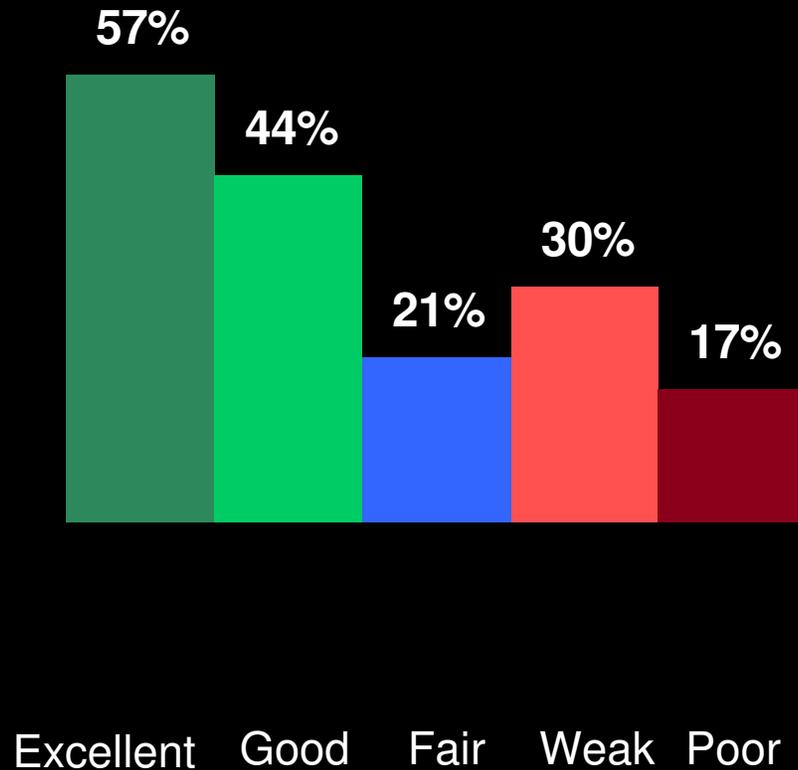


Base: 500 staff interviewed by phone - July/August 2003

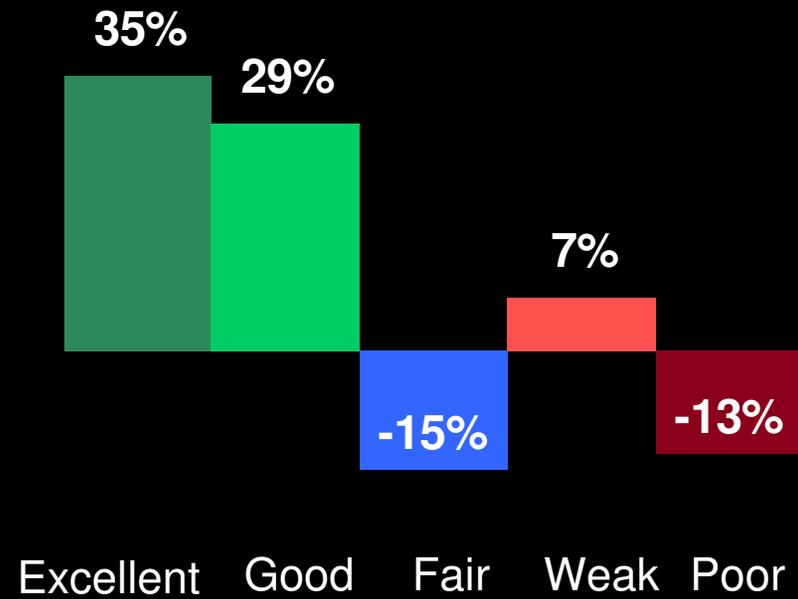
# Change - Communication and Co-ordination

*Net agree +/-*

**Reasons for change are well communicated**



**Change here is well managed**



Base: 500 staff interviewed by phone - July/August 2003



**Kenneth Williams on Jackanory 1978**



# Familiar?

*“Nobody could explain clearly what the authority claimed to stand for. Even within primary documents such as the Best Value Plan there is limited information”*

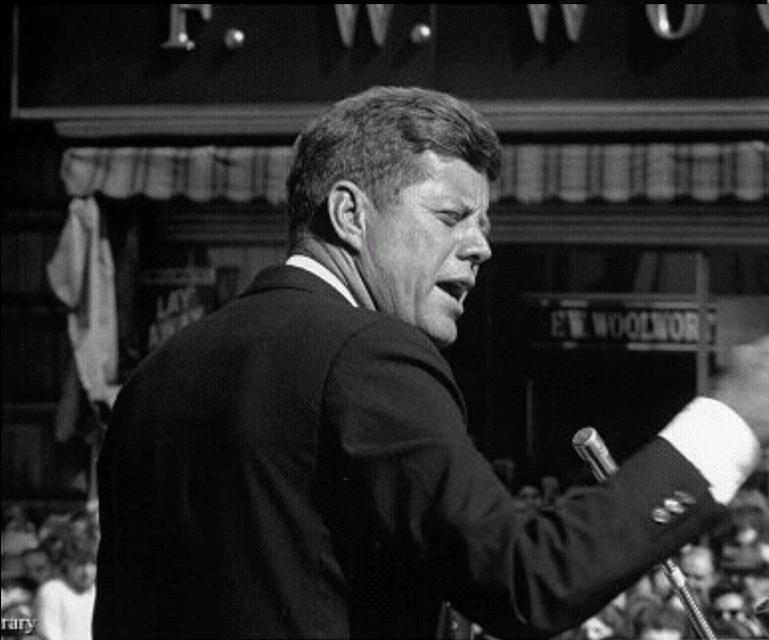
# Making a County Council a better place

**Q *What one thing would most improve CC for the better?***



Base: All respondents (6,018) 14th July - 6th September 2002

What do these people have in common?

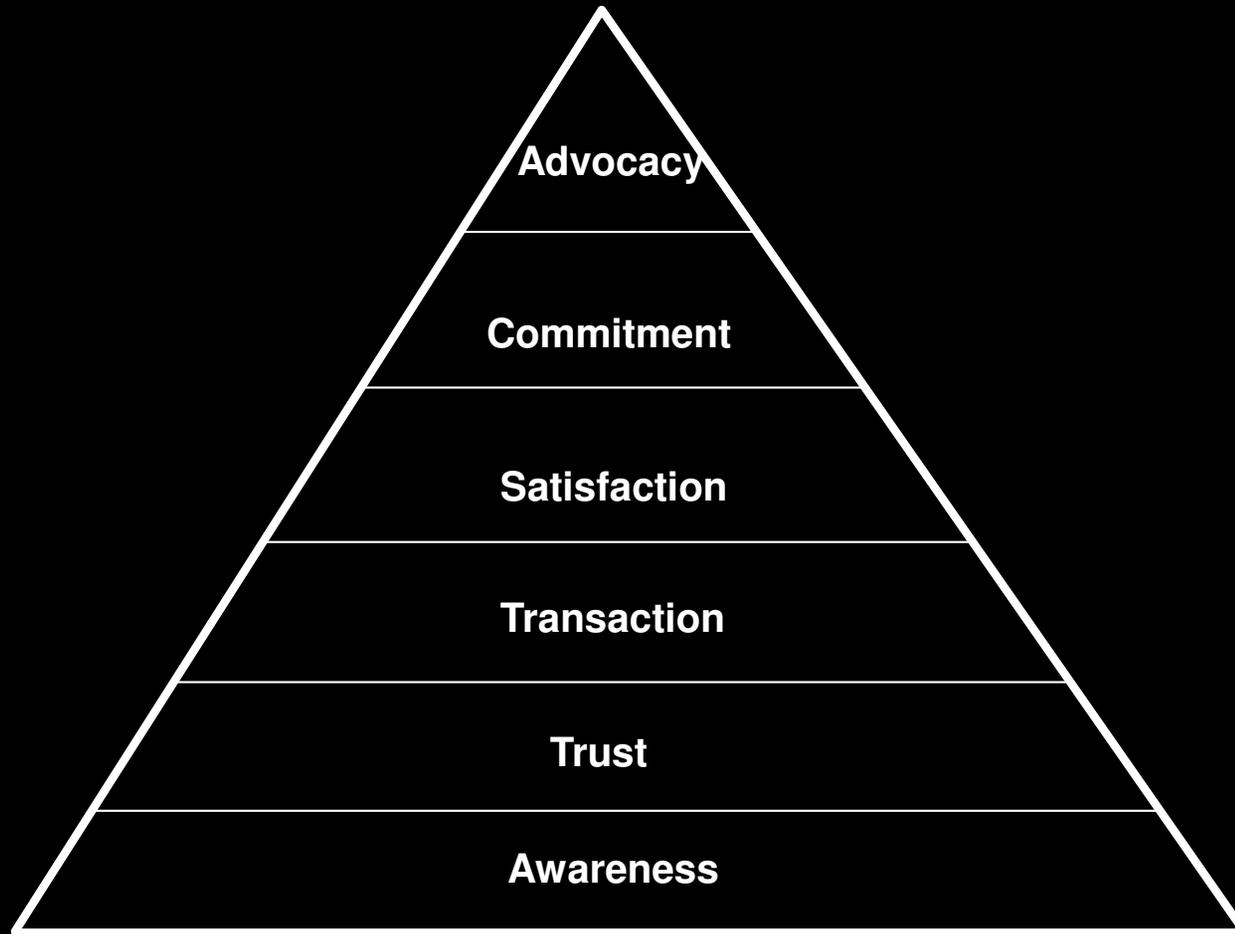


**FROM COLIN POWELL'S LEADERSHIP PRIMER**

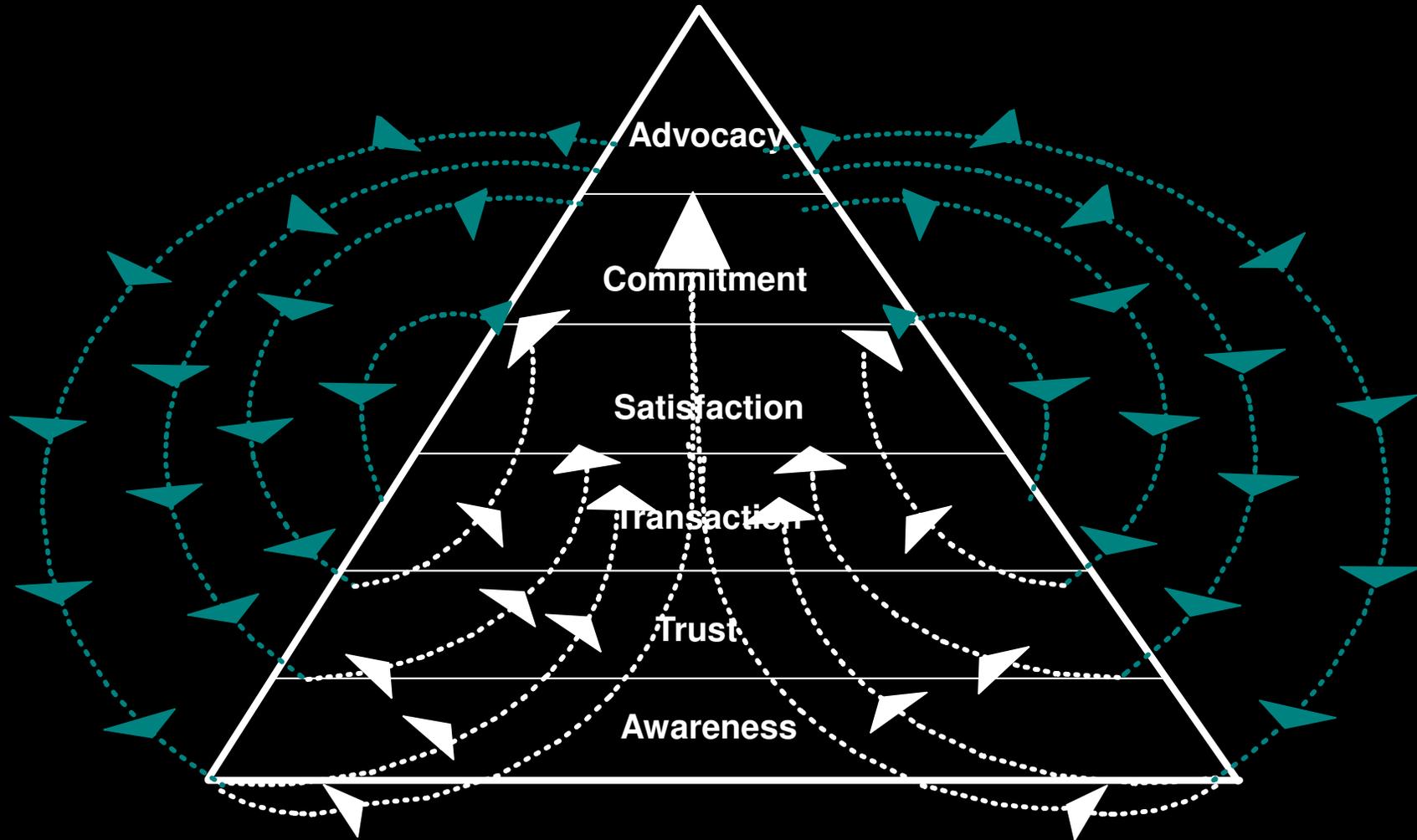
**"Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand."**

# Staff Advocacy

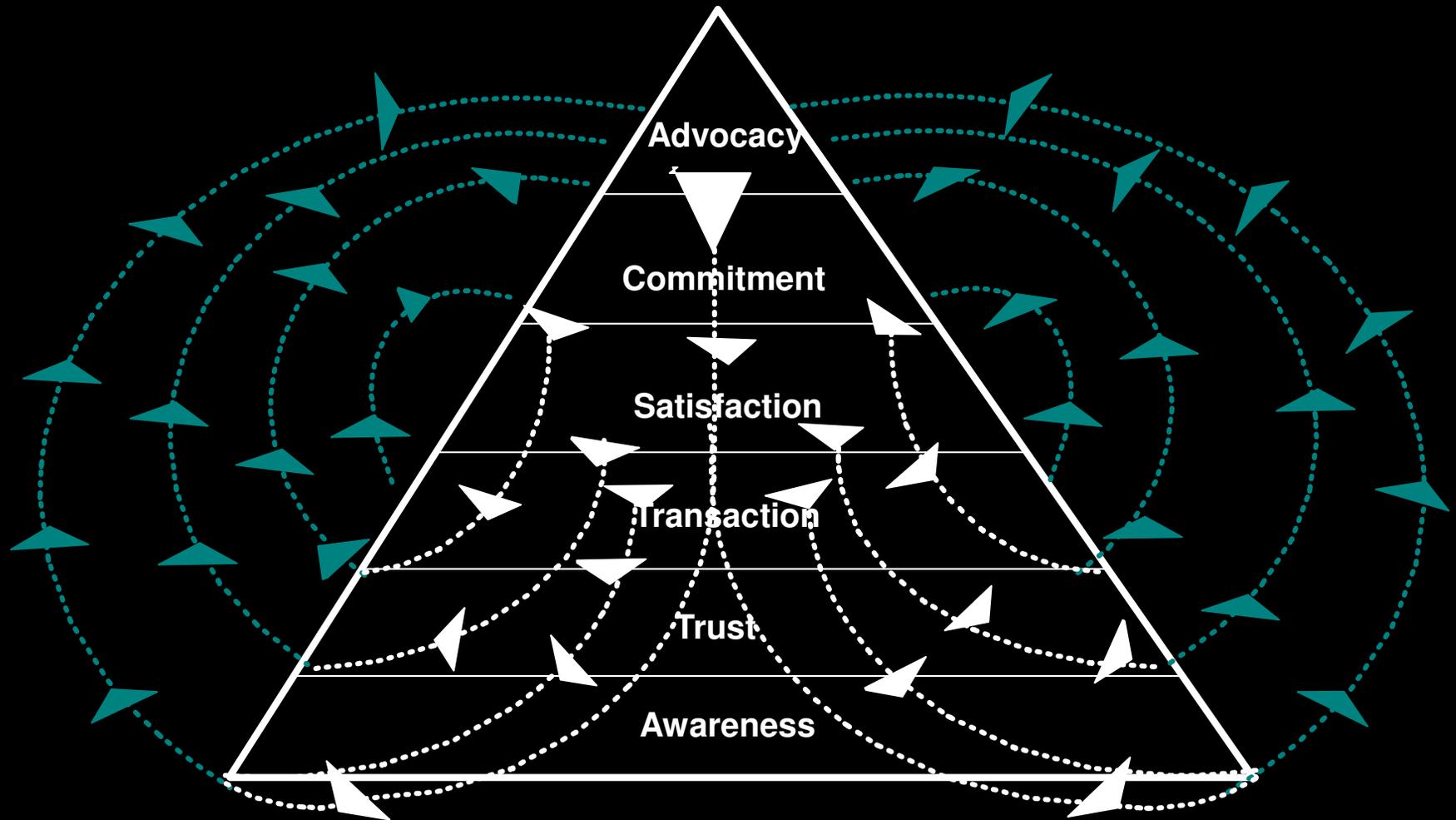
# Cycle of Success



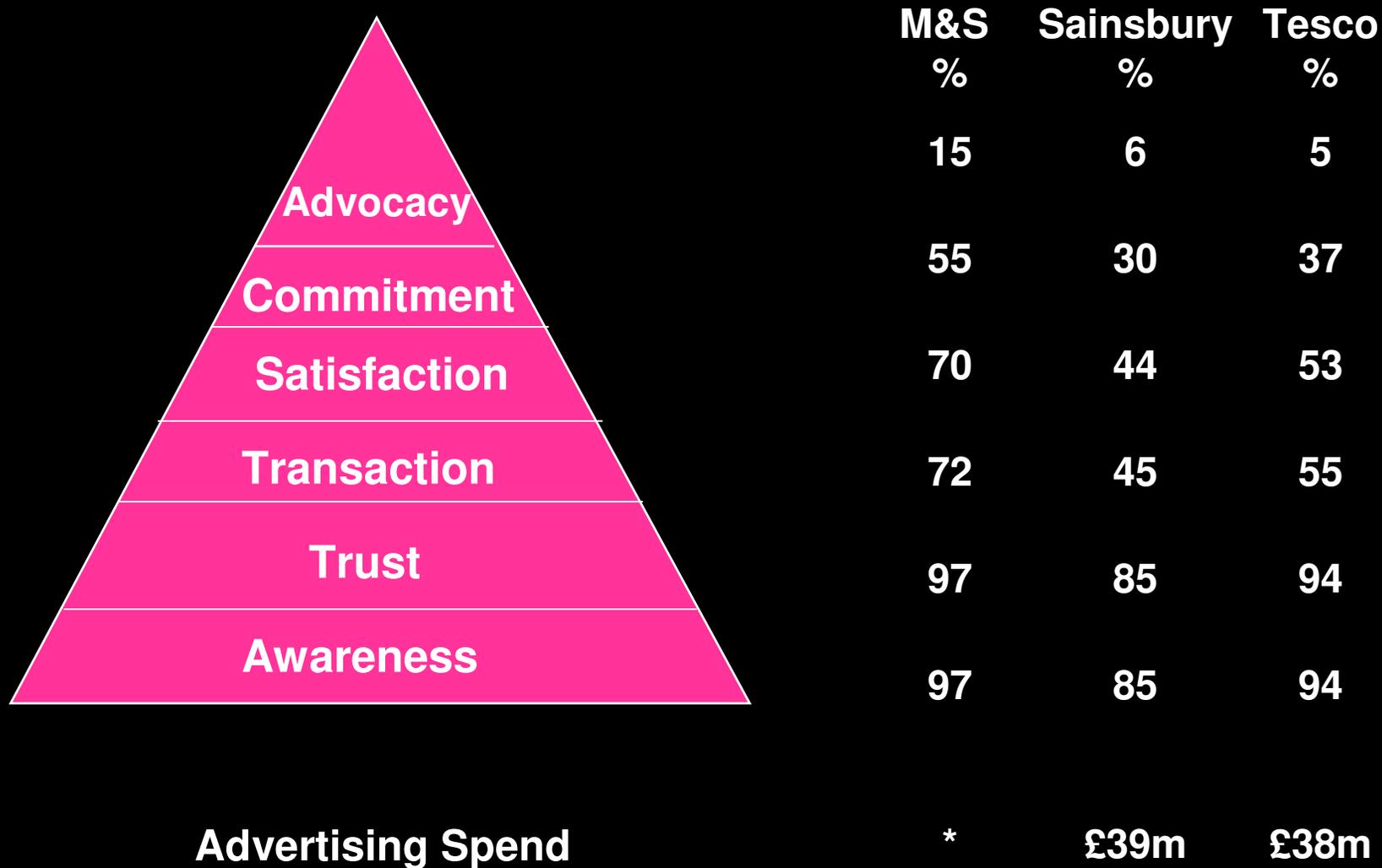
# Cycle of Success



# Cycle of Decline



# MORI Excellence Model - Consumers - 1995



Base: Those in market for each business goods/service

M&S deemed to  
be worst for  
destroying value

**Financial Times, 8 January 2001**

MORI

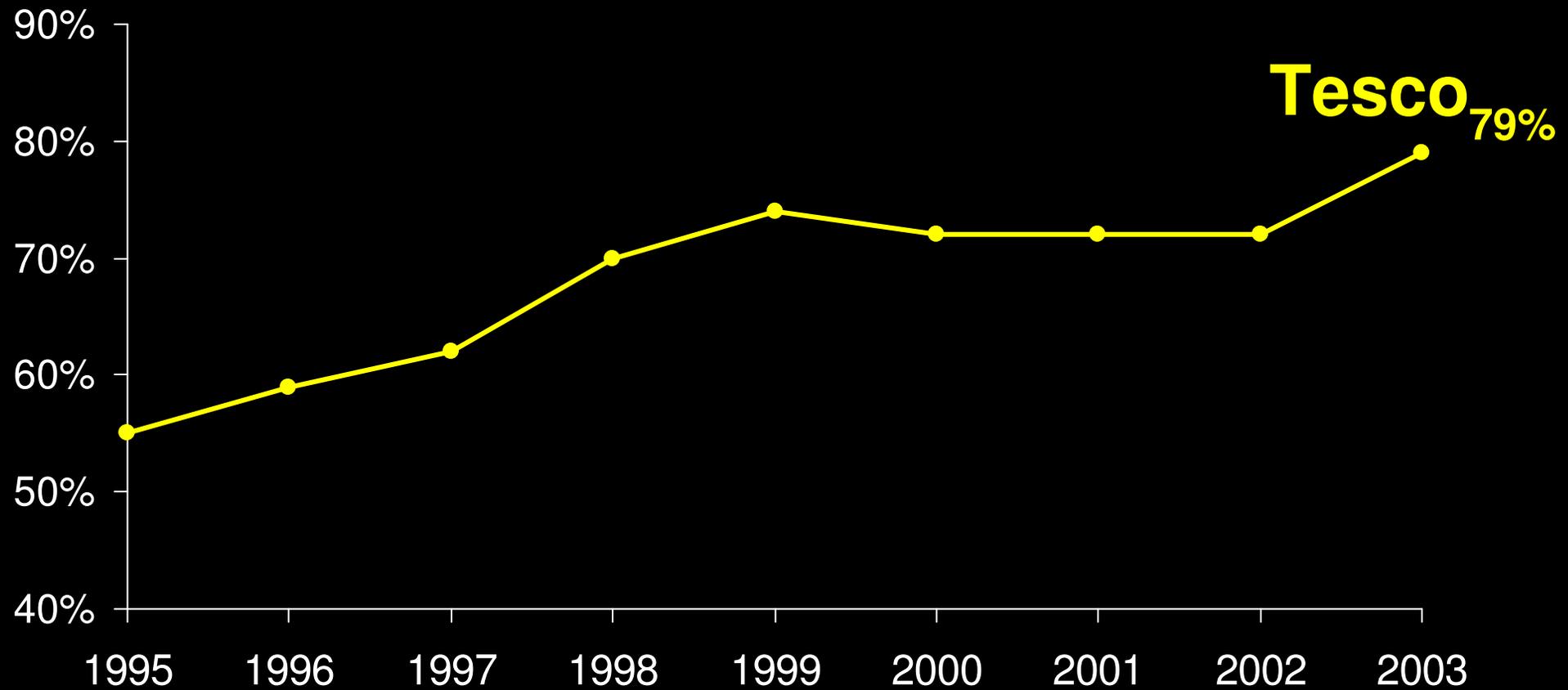
# Marks & Spencer's Trends -since 1995



Base: M&S Customers

# Learn from Tescos

## Very/mainly favourable



Base: GB adults aged 15+ (c.1,000/2,000), MORI's General Public Corporate Image Survey

# Knowledge and loyalty of shoppers is crucial

The card that gives you more!

**TESCO CLUBCARD**  
 634004 0000115 11771  
 MR T MASON

Your Clubcard is inside. Start saving today.

Our Clubs offer more

Our Clubs are free to join and exclusive to Clubcard members. They all offer great give-aways, money-off coupons and expert advice.

**Baby Club**  
 Information, advice, support ... and you can save up to £150 on baby essentials.

**Toddler Club**  
 Helps you get the best out of life with a toddler...or two.

**Kids Club**  
 Great ways to ...  
 —and save

**WORLD OF WINE**  
**baby club**  
**toddler club**  
**healthy living club**

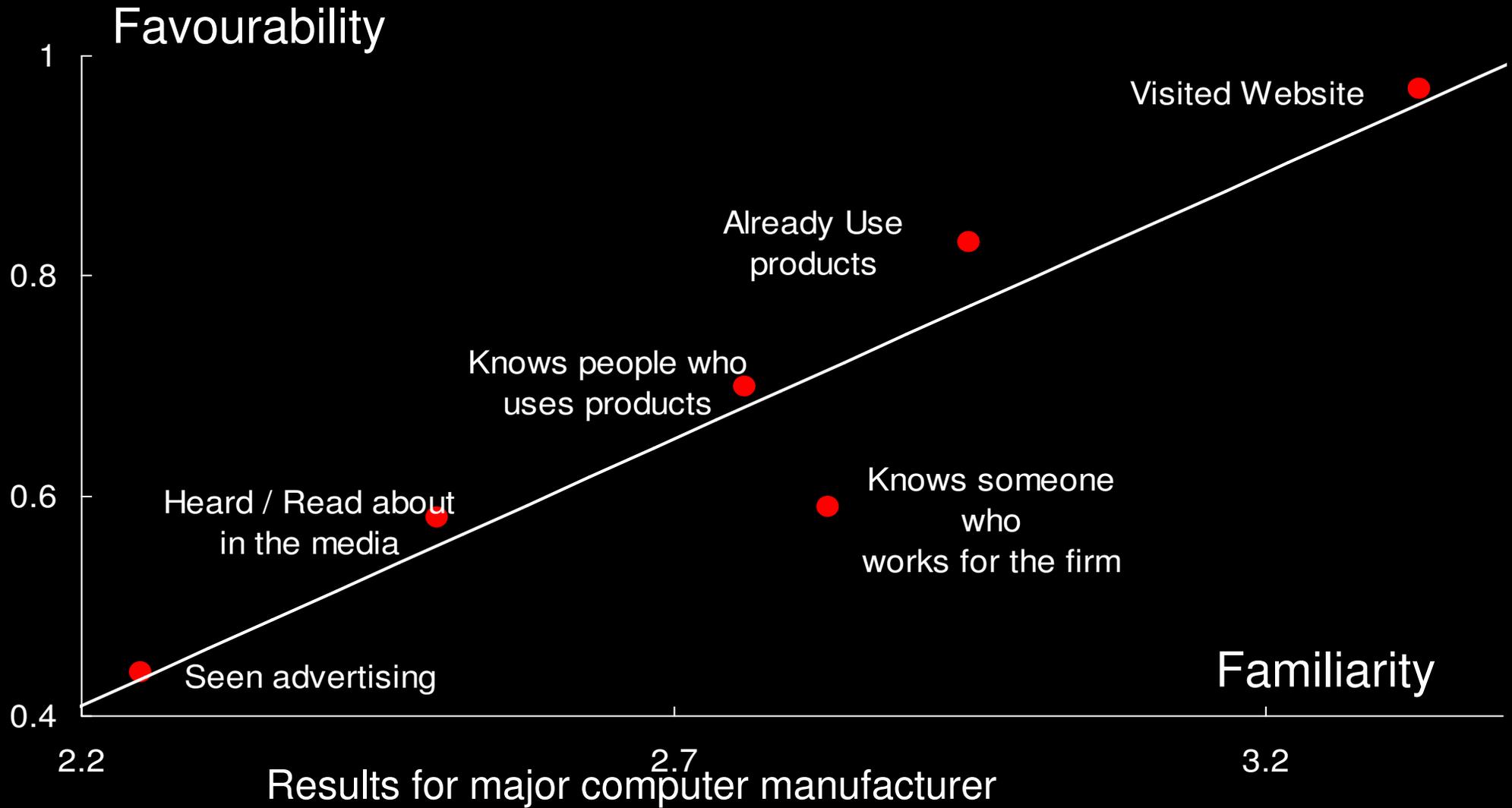
Don't ...  
 on any ...  
 in-store, c ...  
 online at w...

**TESCO CLUBCARD**  
 634004 0000115 178029  
*Every little helps*

And they show they love feedback...

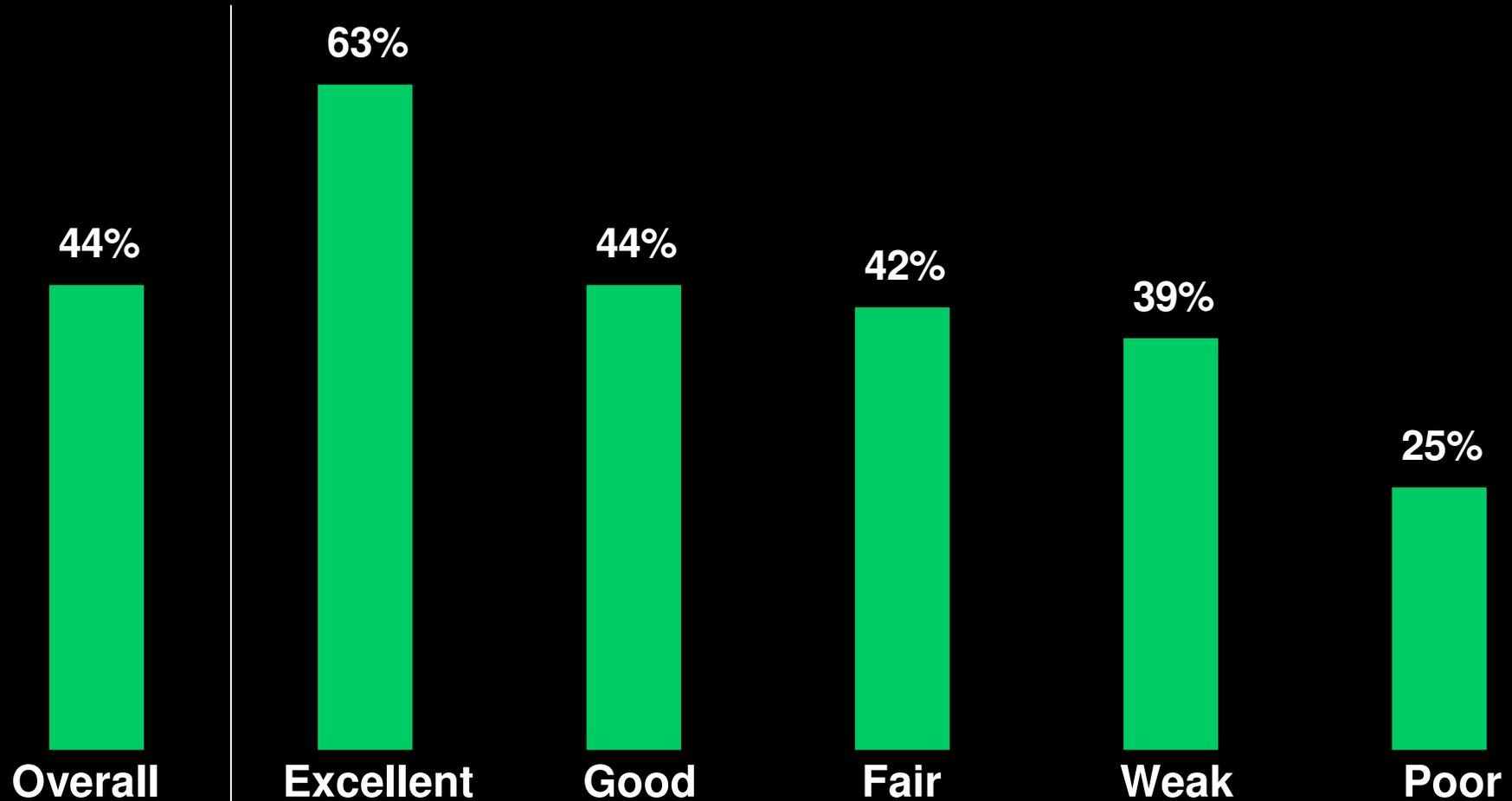


# Impact of different types of communication



# Advocacy - self fulfilling prophecy?

*% who strongly agree that they would speak highly of the authority to others outside the organisation*



Base: 500 staff interviewed by phone - July/August 2003

# Building Real Advocacy

# Keys to Advocacy - themes to focus on

- **Being able to contribute; listening and feedback**
- **Faith in the leadership/direction - understanding the story**
- **Organisational Pride**
- **Communications**
  - transparency
  - honesty
  - relevance

MORI

“Good Show. Canadian  
Ice Hockey Team”

# World Champions - 2003



*World Champions / Champions Mondiaux  
2003 IIHF Men's World Hockey Championship - Finland  
Championnat mondial de hockey masculin 2003 de l'IIHF - Finlande*

# Women's U22 Team

Canada captured gold at the European Air Canada Cup with a 6-1 win over the host German team in Hanover, Germany.



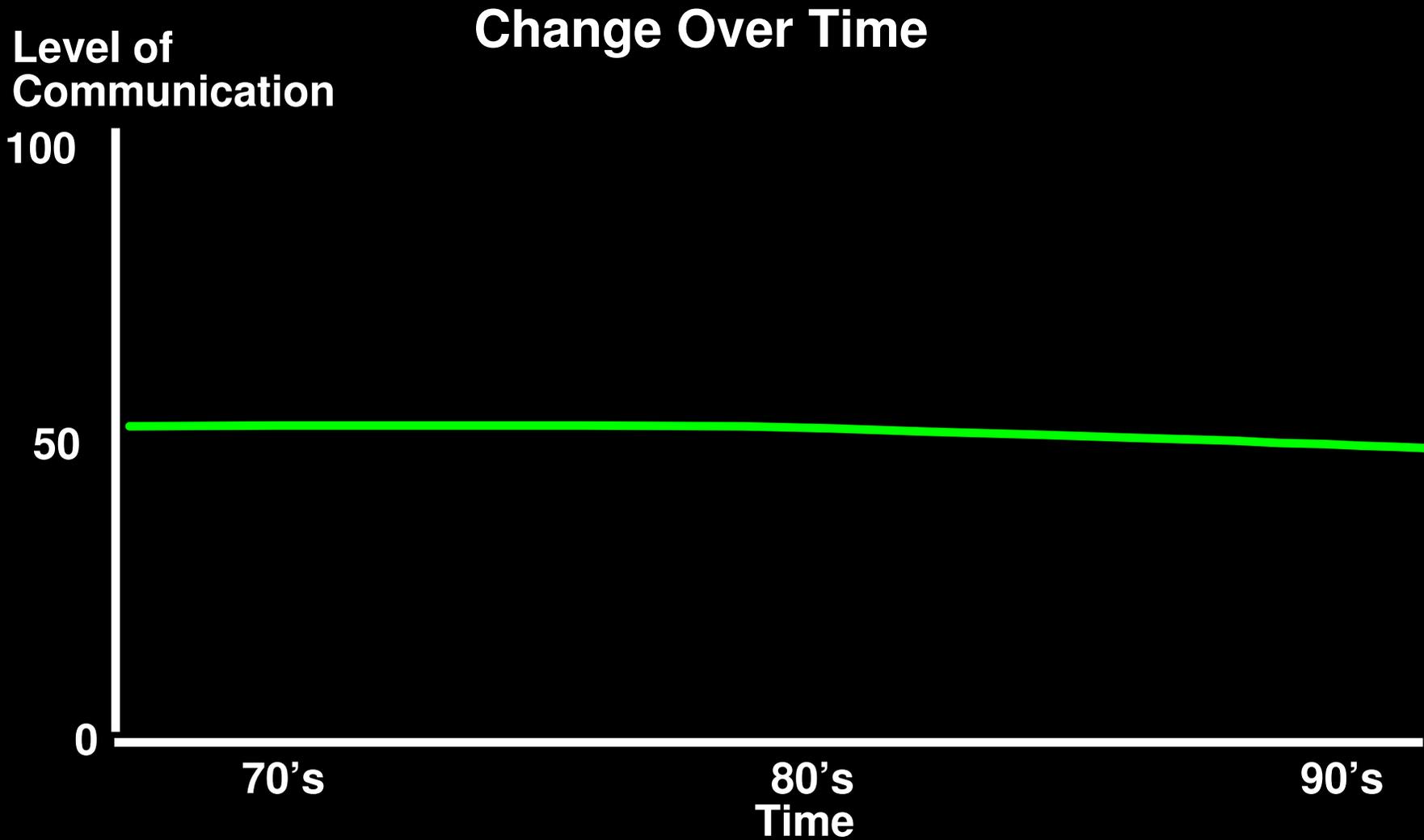
# Yugoslav Men's Ice Hockey Team



# Yugoslav Men's Ice Hockey Team



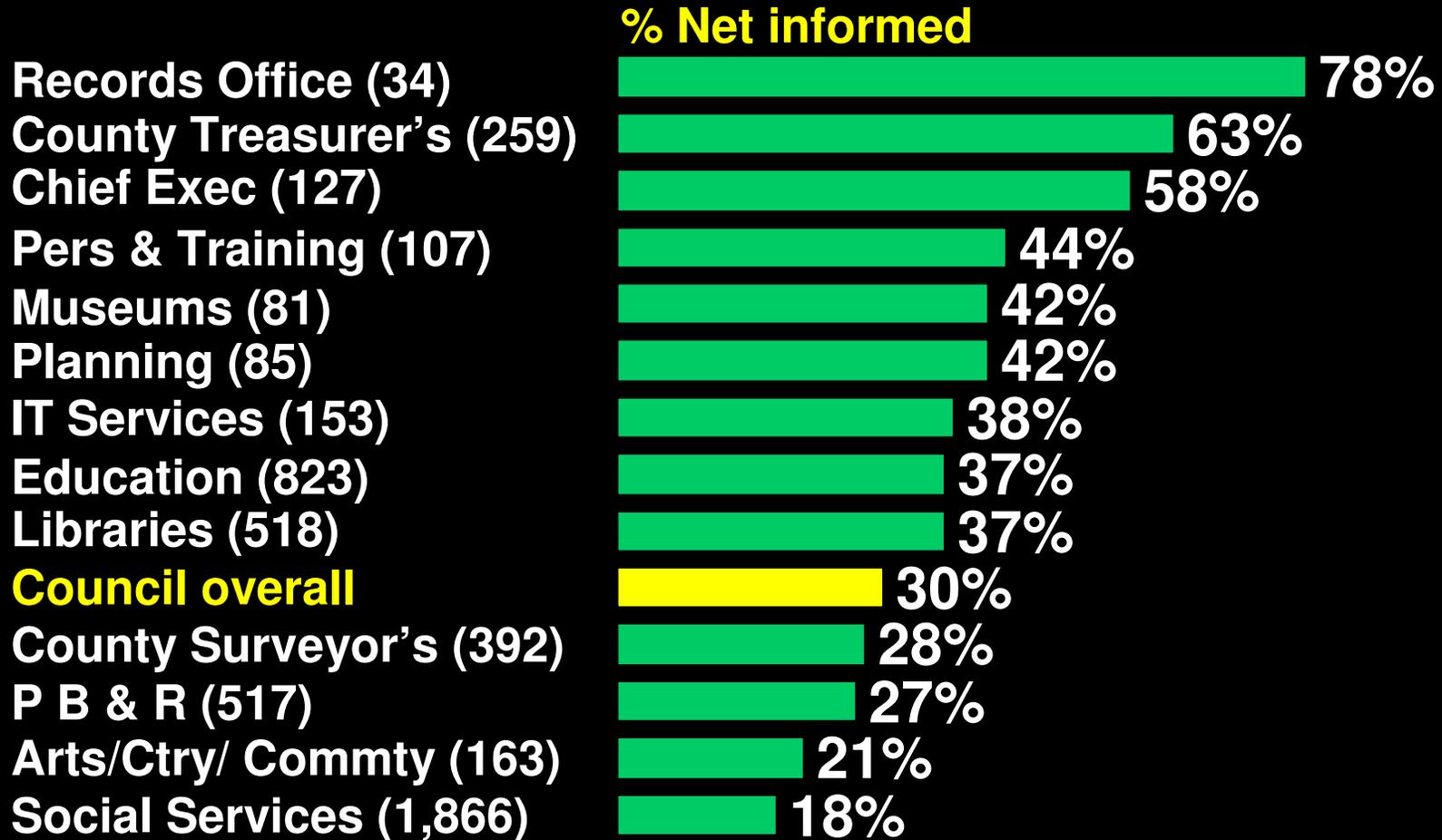
# We aren't making progress on communications



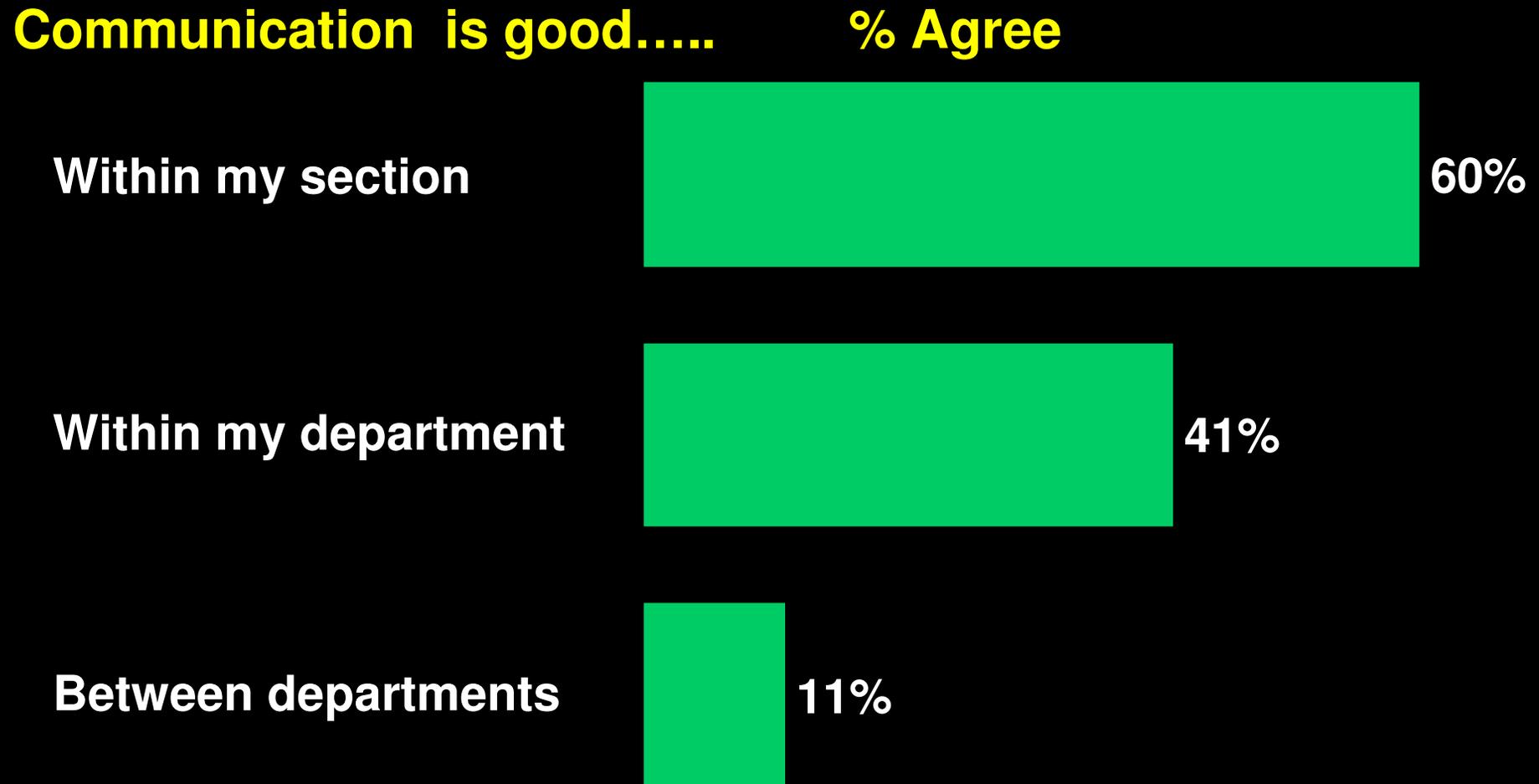
Base: MORI normative database

# Level of information varies dramatically

## Department



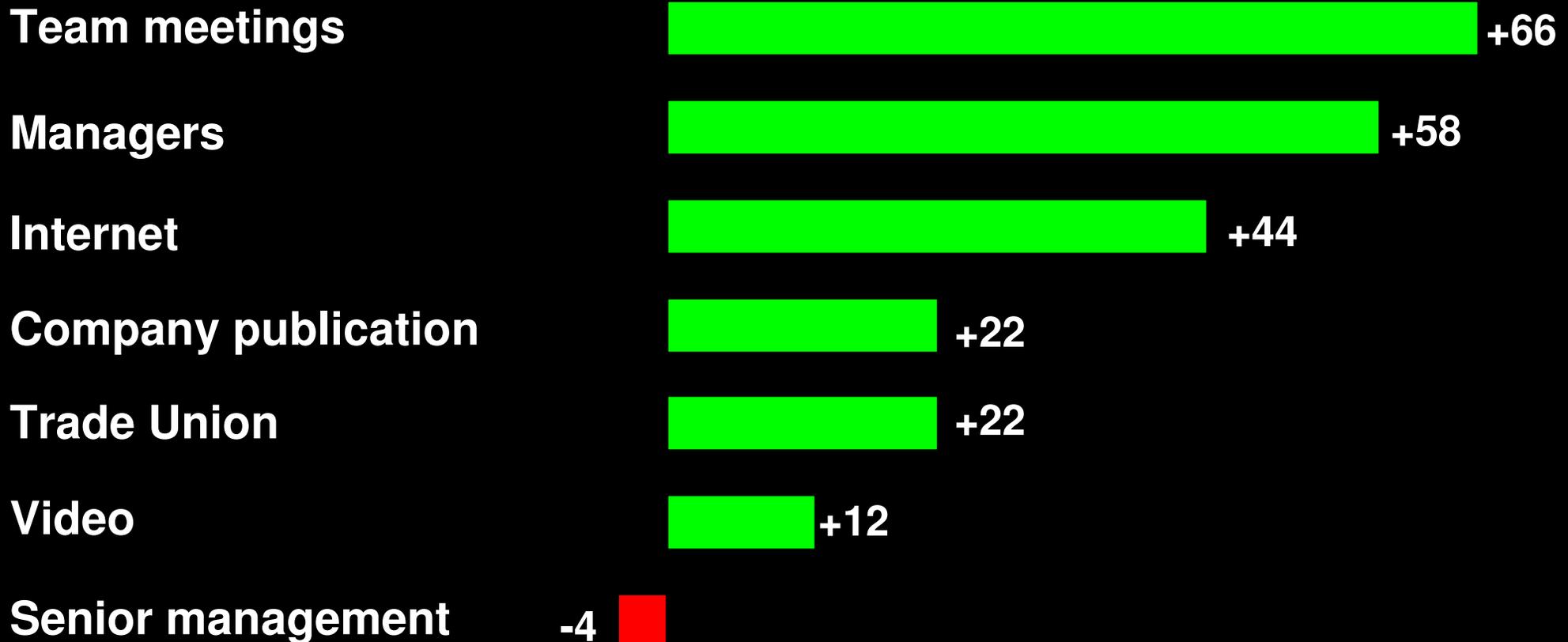
# Lateral communication



Base: All respondents (5,440) 31st January - 21st March 2000

What channels do people  
prefer?  
Who do they believe?

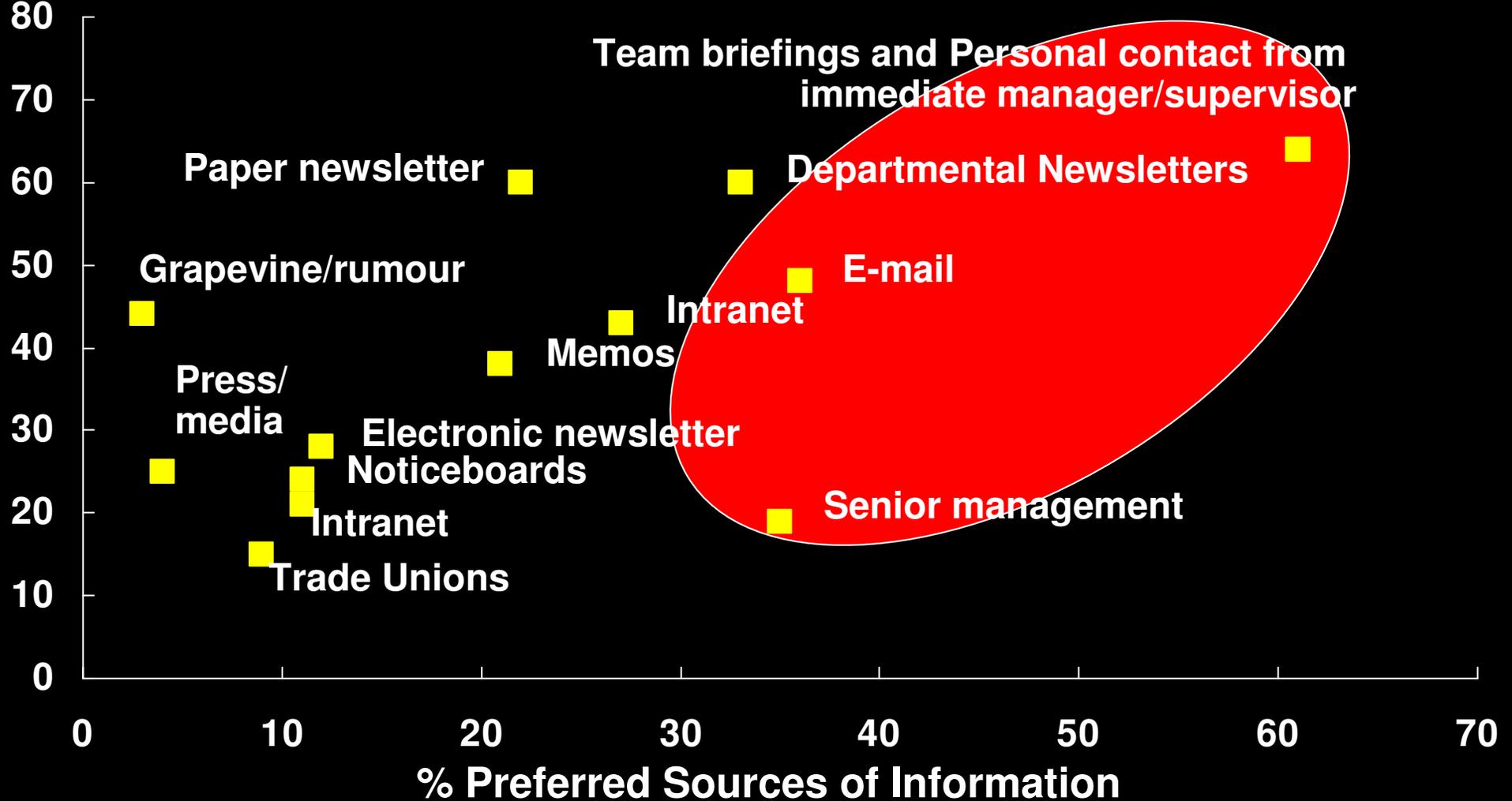
# Councilworthy?



Base: All working who expressed a view (net score)

# How do people want to hear it?

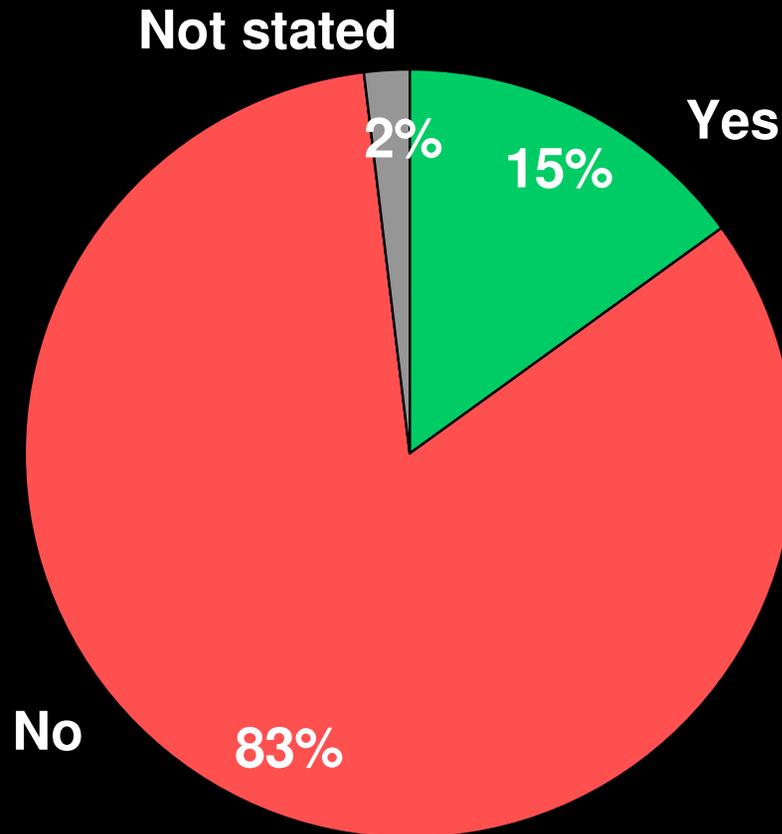
% Actual Sources of Information



Base: All respondents (4,104) 13th January - 7th April 2003

# Awareness of Management Teams....

**Q Have you heard of the Chief Officers' Team?**



**Yes:**

**3% Scale 1**

**29% Senior Officer**

**60% Principal Officer**

**51% Resources**

**5% Commercial Services**

## Stopping to think

***“As chief executive you have to be aware that you’re communicating all the time, whether you mean to or not. Everything you do and don’t do will be interpreted and you need to be aware of that”***

# Ownership

- **How many of us have objectives that individual departments can directly relate to?**
  - **have ensured that staff know what these are?**
  - **what 4 things can**
    - **Directors/Members**
    - **Chief Officers**
    - **Managers**
    - **Staff**
    - **external audiences .... all identify you as being about?**
- **Need to share ownership of the communications agenda**
- **A meaningful brand for everyone - get a bit emotional**
- **Focus on key messages**

# Key Points

# Summary

- **Need to over-invest in internal communications**
  - **Talk to each other**
- **Think carefully about how you manage your people**
- **Make sure people outside know what you are doing**
- **Decide what you are going to be famous for – and stick with it**

Questions?  
Comments?

[ben.page@mori.com](mailto:ben.page@mori.com)

# Ownership

- **How many of us have objectives that individual departments can directly relate to?**
  - **have ensured that staff know what these are?**
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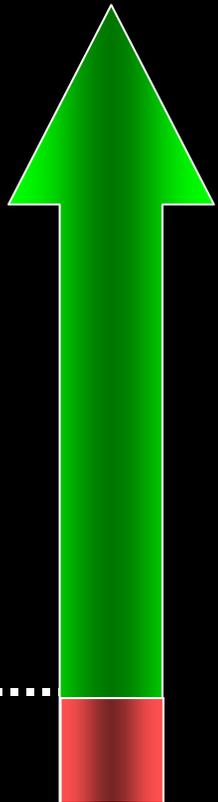
# Employees: brand alignment improves productivity

Committed to values of the organisation?

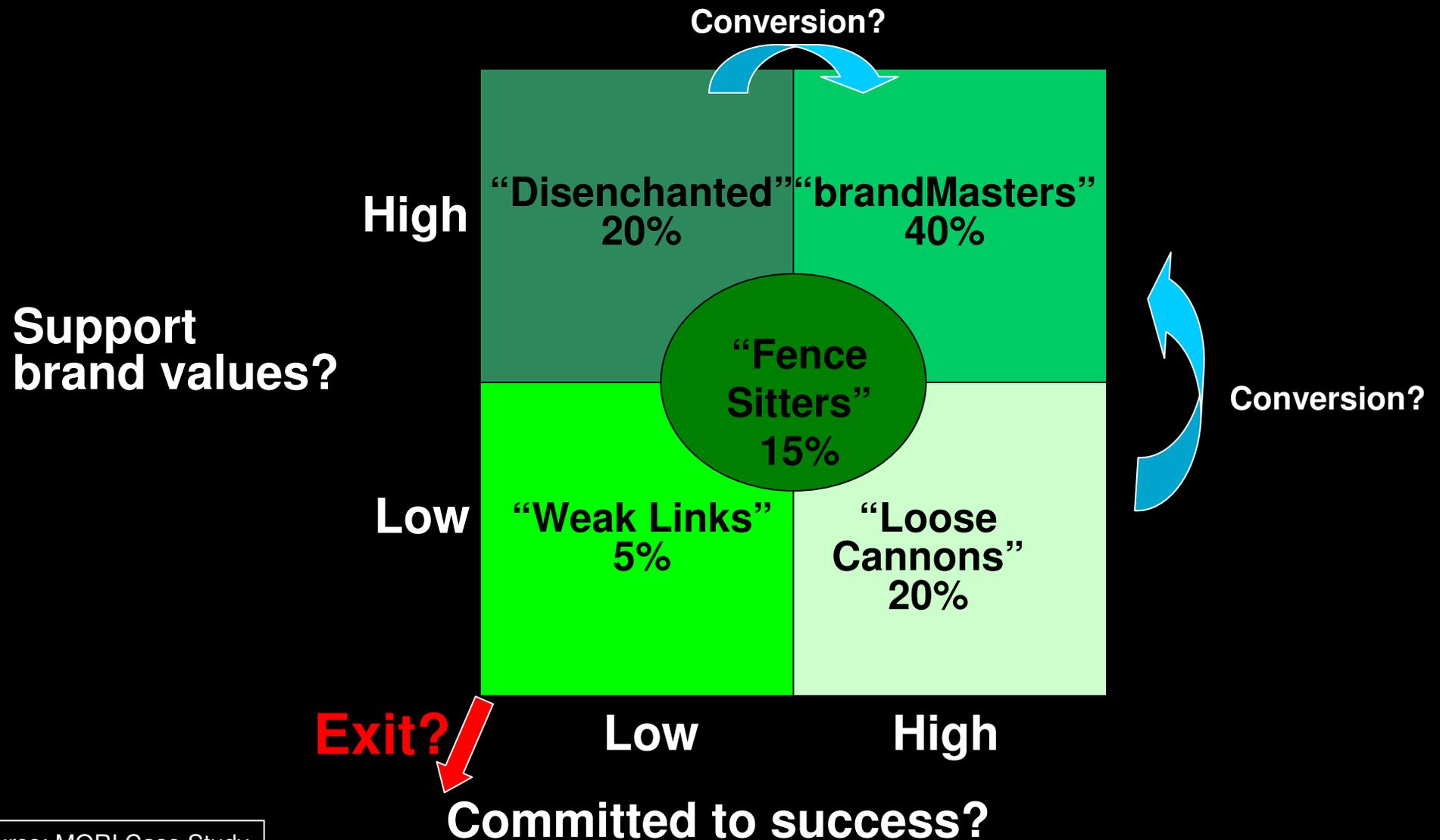


- Over 70% felt their productivity had improved over the past year

- Less than 1% felt their productivity had improved over the last 12 months



# Your Staff and Your Brand



# Key Points

# Summary

- **Internal cohesion/corporacy**
- **Getting core information to everyone - but also thinking about the mood music throughout**
- **People management is the hardest part of the job for many senior managers**
  - **institutionally under valued**
- **Can demonstrate real vfm improvements**
- **Process of developing focus widely shared and understood objectives is powerful force for change in itself**
- **You can measure your progress!**