2020 CiViTAS
Cleaner and better transport in cities

Eileen O‘Connell, Interactions, Ireland

Embedding cultural change in transport authorities: towards “learning organisations”

The SUITS approach

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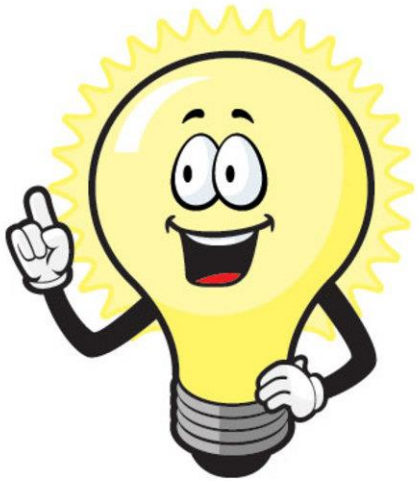
Our question…..

How many psychologists does it take to change a lightbulb?



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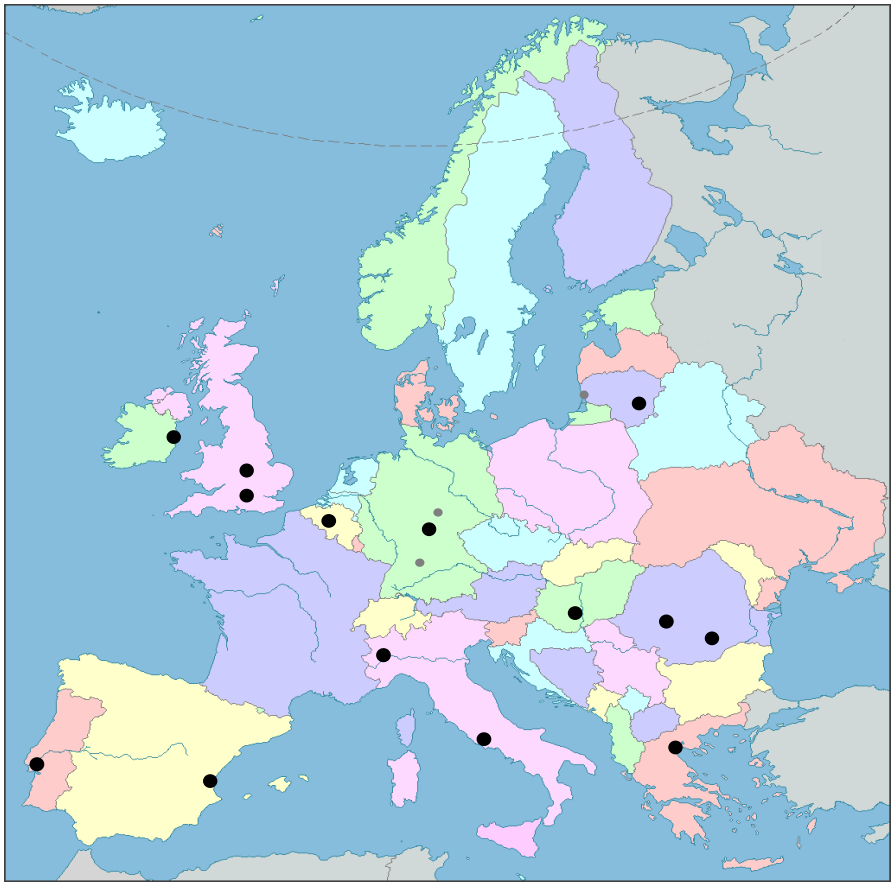
SUITS Consortium and Cities

- UK: Coventry University, **Coventry**, Arcadis
- Italy: Politecnico di Torino, **Torino**, 5T, **RSM**, Eurokleis
- Ireland: Interactions
- Greece: Lever, Sboing, Makios, **Kalamaria**
- Spain: ITENE, INNDea**, Valencia**
- Romania: **Alba Iulia**, Integral Consulting
- Portugal: VTM
- Hungary: Logdrill
- Germany: Wuppertal Institute, Technische Universistat Ilmenau (**Erfurt** & **Stuttgart**)
- Lithuania: Smartcontinent (**Palanga**)
- Belgium: SIGNOSIS



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Overall aim of SUITS

To increase the capacity of local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies;

With a particular focus on…..

- Innovative Financing
- New Business Models
- Procurement practices
- Data gathering and handling

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SUITS Points of Difference

- Simply providing training, resources and tools is not enough
- Need to look at cities' state of readiness to change the way they work
- We understand that organisation/cultural change is required

Therefore, we want to

- create **learning** organisations,
  - that are **resilient** and responsive
  - with capable, motivated and **adaptable** staff
- test the effectiveness of organisational change in the SUMPs developed in the lifetime of the project

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What is Organisation Culture?

Organisational culture is a system of shared assumptions, values, and beliefs.

These shared values have a strong influence on the people in the **organisation** and dictate how they behave, interact with each other, and perform their jobs.

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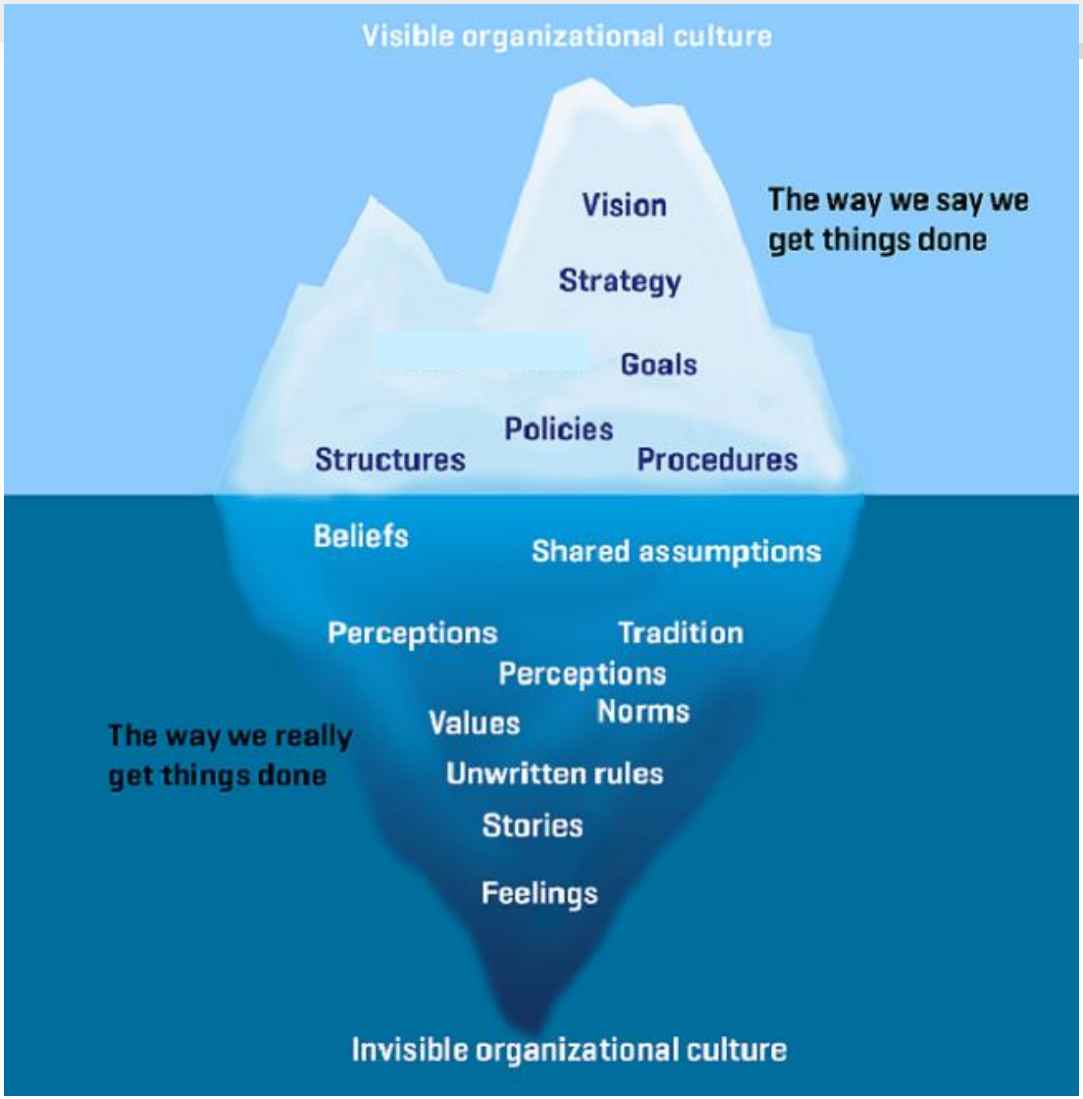
Organisation Culture Iceberg Model



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SUITS big ambition……

We can't change this……

Without changing this……

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What is a LEARNING organisation?

‘It means the continuous testing of experience and transforming that experience into knowledge – accessible to the whole organisation and relevant to its core purpose’

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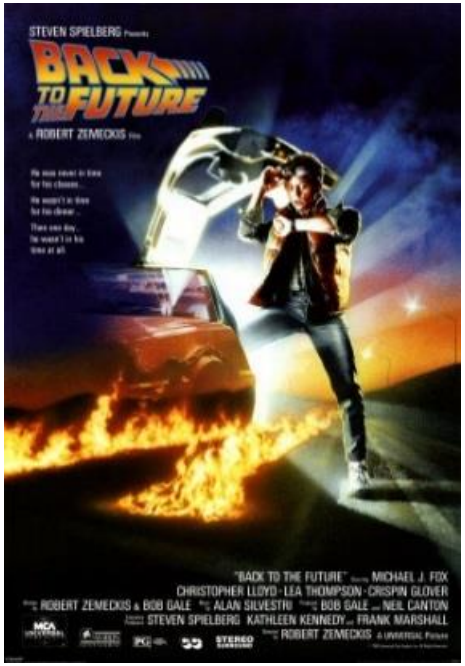
Why is it important to be a Learning Organisation?

Argyris & Schon (1996)

- All organisations need to draw lessons from the past
- Detect and correct errors
- Anticipate and respond to impending threats
- Engage in continuing innovation
- Build and realise images of desirable future



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TRUST is key for innovation

Trust

- ***is a 'willingness to be vulnerable to the actions of another party***
- ***based on the positive expectations that the other will act beneficially***
- ***or at least not inflict harm***
- ***irrespective of any monitoring or control mechanism***

(Mayer et al, 1995; Rousseau et al, 1998)

Organisation TRUST is key for innovation

SUITS - How do we evaluate all this?

City Assessments; Indicators

Organisation Surveys

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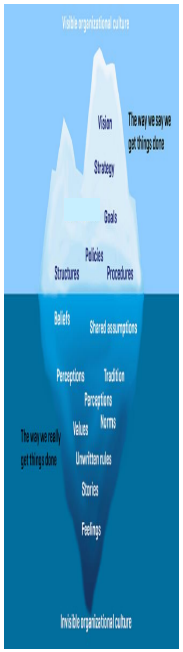
Work programme

Ex-ante

Ex-post



Indicators →

Interventions

Resources
Toolkits
Etc.

→ Indicators

Organisation Surveys →

Interventions

Change Workshops
Change Agents
Change toolkits

→ Organisation Surveys

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Organisation Survey

- To understand organisational values
- To measure trust within the organisation
- To measure attitudes to change and innovation
- To enable suitable Change Processes to be tailored for each city

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Organisation Survey

- Online
- By email link
- List of statements
- Rating Scale
- To be answered by personnel in the relevant departments in the Local Authority
- To be answered truthfully

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Sample of Survey Questions

- My organisation is concerned about the welfare of its employees
- Cooperation and exchange of knowledge is encouraged
- There is a competitive rivalry among employees
- My work environment is changing in an unpredictable manner
- I have become suspicious of this organisation
- I distrust my line manager
- I feel like it is a fight for survival around here
- I collect emails and evidence in order to cover myself
- I'm suspicious when someone does something nice for me at work
- I often pretend I do not have certain information
- As soon as I find a better job I will quit

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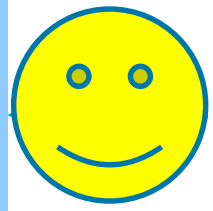
The barriers we encountered in some cities…



City Assessments; Indicators

Organisation Surveys

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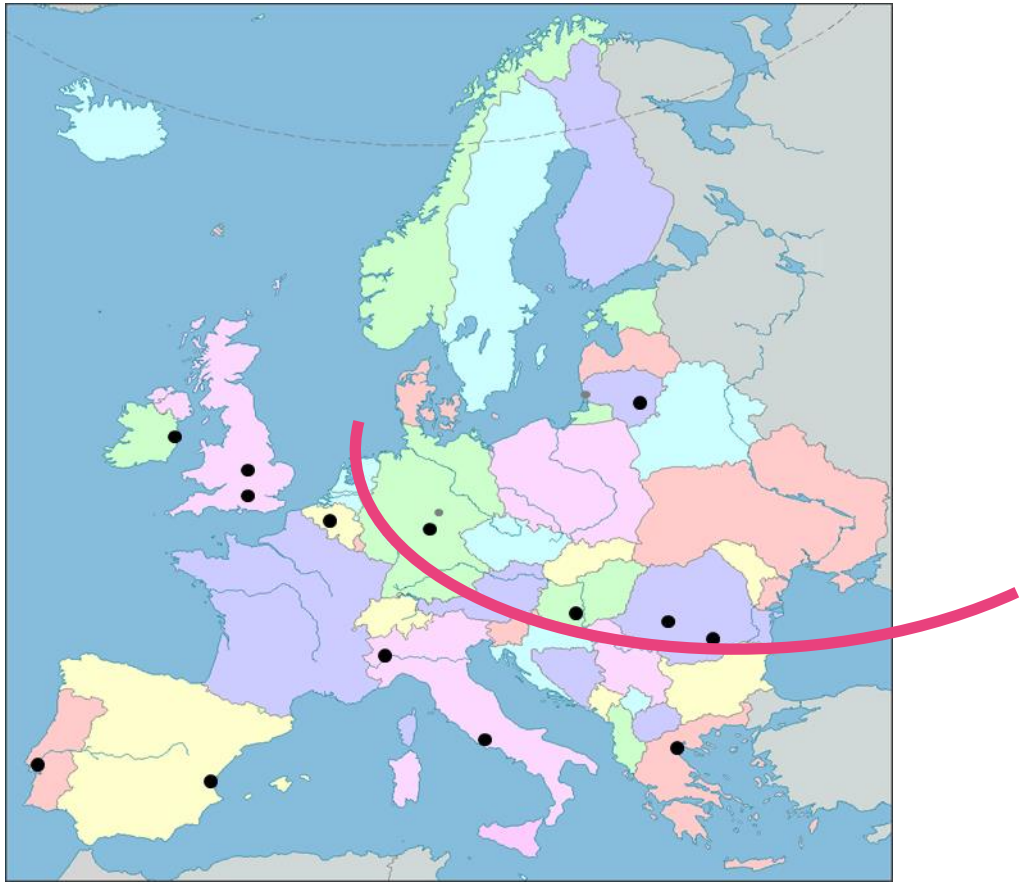
Our cities – East-West Divide



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How to overcome these barriers?

- Change Agents within each organisation
- Series of workshops
- Continuous monitoring
- Change toolkits

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What SUITS brings

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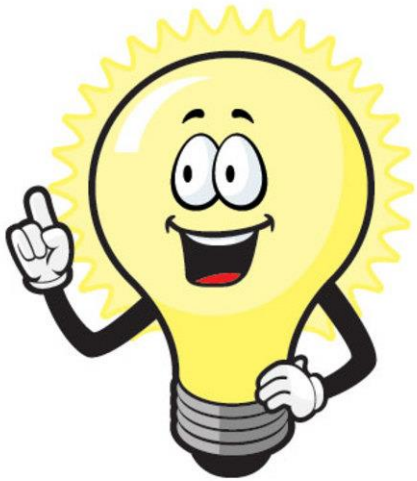
Our question…..

- **How many psychologists does it take to change a lightbulb?**



Only one, but the lightbulb must really want to change.

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Thank You

Eileen O’Connell

Interactions

www.interactions.ie