"We know that achieving a significant shift in culture requires a special 'magic.' The OD initiative must be well planned yet open to constant adjustment, and designed to motivate people to embrace change."

Discovering the Magic of Culture Shifts

A Case Study in Large Scale Culture Transformation

By Beverley Patwell, Donna Gray, and Steve Kanellakos

Between 2007 and 2010, the City of Ottawa, in the Province of Ontario, Canada, successfully developed and implemented a strategy to help foster a culture of Service Excellence (SE) throughout all city services and operations. Serving as the primary team leading this effort, we were the Director of OD and Performance (Gray), the Deputy City Manager for Operations (Kanellakos), and an external consultant (Patwell). Given that more than 70% of large-scale organizational change initiatives fail, this case study offers some valuable insights that can help OD professionals become more successful leading and managing change initiatives.

We know that achieving a significant shift in culture requires a special "magic." The OD initiative must be well planned yet open to constant adjustment, and designed to motivate people to embrace change. Leaders, managers, and employees need to be highly committed and must learn to work in alignment with each other, understanding and practicing the same vision and organizational values.

We discovered that the special magic of culture change lies in perceiving it not as a single transformation but rather as a series of small shifts occurring over time among the many groups of stakeholders. In this article, we will share our story, focusing not on the theoretical underpinnings of our design but on the practical steps we took to create a positive environment for change, to develop leaders and managers, and to motivate every city employee to adopt the mindset and practices of SE. We will provide a model of Service Excellence, a description of several innovative approaches we implemented to drive many culture shifts, and a discussion of the evaluation framework we established to assess the impact. These strategies can be incorporated into any organization's change journey that requires the engagement and collaboration of a critical mass of employees.

The Background

In 2001, the new City of Ottawa was created through an amalgamation of 11 local municipalities. The enlarged municipality now counts 912,000 residents and employs more than 19,000. Ottawa is one of the most distinctive and successful cities in Canada.

Because of its rapid population growth, and due to public pressures to be more accountable, cost effective, and responsive to its citizens' needs, the City's Council embarked in early 2007 on developing a strategy to implement the concept of SE into all its functions and operations. Senior city managers began by conducting benchmarking tours and researching best practices in SE among both public and private sector organizations and internally to help shape their plans.

Creating a Service Excellence Model

The Service Excellence Framework is based on the work of Heintzman and Marson's (2005) public sector value chain. In essence, this concept posits that a public sector service delivery organization can

develop and implement a broad strategy to ensure that the people who use government services are satisfied with those services, and that the employees who deliver those services are highly engaged in their work. SE is effectively a commitment to creating a positive employee/customer experience with each and every transaction.

The basic model of Service Excellence in the public sector incorporates three elements: 1) employee engagement + 2) customer satisfaction that leads to 3) trust and confidence. The City of Ottawa modified this model by adding "operational excellence" to reflect the realities of municipal government. Their rationale was that if a government does not have the right processes and services, it does not matter how much one invests in training employees or satisfying customers, you cannot truly achieve Service Excellence without operational excellence.

Figure 1 depicts how the City of Ottawa defined its Service Excellence Framework. The diagram shows an interrelationship between the four variables—employee engagement, operational performance, client satisfaction, and confidence and trust in the City of Ottawa—and the premises upon which each one is built.

To improve SE, Heintzman and Marson's 2005 research demonstrates that there are clear causal and measurable relationships between variables. For example, if you raise employee engagement, it tends to drive higher levels of operational performance and client satisfaction. If you increase operational performance, it boosts employee engagement and client satisfaction. Effectively, the elements of the model reinforce each other. Improving any one factor creates a positive feedback loop lifting the other variables and becoming a "virtuous circle." Once you get the cycle going, the work to increase and sustain overall SE becomes easier. Thus, to improve SE, the following steps can be taken:

» Identify the drivers that influence each of the variables of the value chain.
» Measure each of the drivers to determine a baseline.
» Identify improvement strategies and

Figure 1

The City of Ottawa's Service Excellence Framework is built on the following premises:
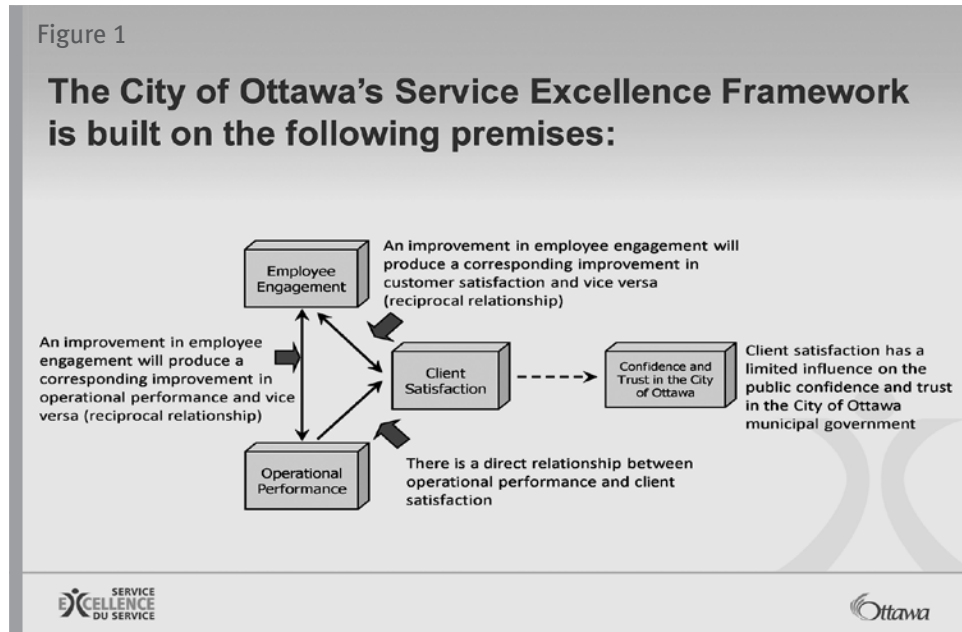
prioritize them based on quantitative measurement of the drivers.
» Implement the improvement strategies, resulting in service improvement results.
» Maintain a continual approach and measurement strategy to create sustained change.

Sensitivity to Initial Conditions

As we evaluated the steps to implement SE in Ottawa, it was clear that the culture shift would require extensive leadership buy-in and employee engagement. This would entail a large-scale organizational realignment, including restructuring jobs and roles, redefining the role of leadership, and raising employee engagement at all levels. We had to shift the city's culture so that every employee would have the customer in his or her line of sight.

We were keenly aware that culture change often engenders resistance. We would need to create a strong perception of authenticity and transparency to ensure that people accepted SE as more than just an OD or HR training exercise. We had to embed the concepts of SE into the city government culture to make it sustainable over the long-term.

We also had to show sensitivity to the existing organizational context. City of Ottawa employees already had a high

level of pride in their work. They regarded themselves as providing quality service, especially given the sometimes conflicting politics of government and the tight restrictions they faced on budgets, resources, and available technology. We had to engage employees in adopting the concepts of SE while honoring and building on their pride for their work and previous successes.

Another challenge we faced was that the City government was large and diverse. Operations were spread out amongst 18 branches and shared services. To account for the tremendous variations among them in function and character, we realized that one of our guiding principles had to be that we could not universally define SE for every branch. Each one needed to understand and implement SE according to the nature of its work and its customers.

Developing a Roadmap

Given that the City's Executive Council and Senior Management Committee had been involved in developing the SE model, most senior City Managers were already conversant with the concepts of SE. Our first goal was, therefore, to extend awareness of SE down to the city's middle (line) managers. We began by conducting a one-day Managers Forum involving more than 300 department managers. This was the first time this

level of management had an opportunity to speak with the senior City Managers about SE. We designed the event to maximize dialogue, giving department managers ample opportunity to ask questions about what SE would mean in the context of their own work.

We then asked the managers to return to their teams to discuss SE and begin thinking about their own definition of it and how it might impact their departments and clients. They were not asked to begin making any changes, simply to envision what shape SE would take in their departments. In the context of our theory on the magic of culture shifts, this Managers Forum represented the first small but necessary shift.

Using feedback from senior and middle managers, we next devised an 18-month roadmap, *City of Ottawa Service Excellence Implementation Plan*, breaking down our plans into concrete steps and key milestones. The document included a timeline, a list of deliverables, and a preliminary division of responsibilities from mid-2008 through the end of 2009. The main elements of our roadmap were as follows:

» Gather both quantitative and qualitative data that would help us develop a clear picture of the current performance levels for each of the four components of the SE framework. We would use surveys and interviews to collect the data.
» Involve managers and employees in the analysis of the data and then in the creation and implementation of specific improvement plans. This decision reflected our conviction that every branch of government had to define its own goals for SE in the context of its current operations.
» Distinguish between corporate-wide and departmental improvement efforts. This was likewise an important factor in our sensitivity to initial conditions because implementing SE could not result in holding city employees responsible for improvements beyond their control. We needed to draw a bright line between what SE entailed at the corporate level versus what it would mean for each department.

» Design improvement projects using an iterative and incremental approach. This decision reflected again our sense that culture shifts require many small movements among stakeholders across the 18 branches. We would need to orchestrate numerous efforts simultaneously, each operating independently at its own speed. This led us to recognize that we had to begin assembling a larger group of Organizational Development (OD) professionals to act as internal consultants, coaches, facilitators, and a task force who would work closely with branches and departments to help coordinate the SE efforts.
» Provide a coordinating mechanism through the Organizational Development and Performance group (ODP) to bring data from all initiatives together and create a unified strategy and evaluation process.

Leadership Development

While 2008 was spent on building awareness of SE, we devoted much of 2009 to leadership development. We first conducted several Senior Management Committee (SMC) retreats to help us create a focused leadership development strategy to guide the development of the City's Branch General Managers, Shared Service Directors, Department Managers and front line Supervisors. From their feedback, we soon rolled out dedicated initiatives to train each level of management and engage them in SE planning exercises. The following highlight some of the key workshops we held:

» **Managers Forums**—While the first round of manager forums in 2008 involved 300 department managers, this next round targeted 500. The goal, this time, was to provide updates on the SE strategy and obtain their input for next steps. Some of the educational components of the forums included: two workshops conducted by Disney focused on the "Customer Experience"; panel presentations and discussions focused on internal and external best SE practices; dialogue sessions between the Senior Managers and department

managers on what it takes to advance SE in the City; and presentations about internal SE stories that allowed managers to begin celebrating successes already achieved.
» **Supervisor Symposiums**—Addressing front line supervisors was a critical component of our leadership development strategy. In the city's history, supervisors had never previously been trained or brought together in a collaborative effort, yet they were responsible for managing employees and the customer experience on a day-to-day basis. Their engagement in SE was critical. As a result, we conducted a series of symposiums that ultimately touched nearly 1,500 supervisors. These helped establish a constructive new dynamic among supervisors, even inspiring them to form their own collaborative network to share experiences and ideas, thus breaking down some of the silos that existed among the many city departments.
» **Employee Engagement**—We also created initiatives to engage employees directly in participating in culture change. One of these was a city-wide employee survey we conducted in 2009, which collected data on current practices and solicited their feedback. From those results, we derived numerous insights about employee attitudes, motivations, and concerns that informed the actions we would eventually take to address employees.

The Gallery Walk

Following the SMC retreats in 2009, we asked all 18 Branch General Managers and Shared Service Directors to develop a 3-year Service Excellence Plan as part of their operational planning process. This reflected again our notion that each branch had to define SE on its own terms. In 2010, they began launching their plans.

However, like most senior management teams, the SMC was challenged to create a shared understanding about SE plans, transfer knowledge, and identify mutual needs and interdependencies so they could more effectively achieve the

organization's vision and goals. It is not uncommon in times of change for people at executive levels to struggle with how much of their strategic plans to disclose to peers and superiors due to political and power conflicts, or wanting to protect their limited resources of people, time, and budget.

To address this challenge, we designed an event we called the "Gallery Walk" whose purpose was to encourage the SMC members to openly communicate their SE plans to each other and share innovative ideas among their peers. We took the 18 SE plans, enlarged them to poster size, and hung them on the walls like artwork in a gallery. We then invited the General Managers to walk around the room in silence, reviewing each plan, and writing their feedback—questions, suggestions, recommendations—right on the posters. Each GM then gave a brief presentation about their plan and addressed the feedback written on the posters from their peers.

The process surfaced, in a very natural way, the many synergies and common challenges experienced by the GMs and reinforced the value of collaboration and knowledge sharing. Interestingly, it also highlighted how different each branch was in their SE process, concretely demonstrating that not everyone can be at the same place in devising or implementing their plan. But the general outcome was very positive. All branches were making progress towards their SE goals; culture shifts were underway in many places. Overall, the event proved to be a constructive experience that added synergy to the GMs' planning and implementations in a unique, engaging, and productive way.

The SE Leads Program

While the SE plans were being implemented in 2010, we recognized that department managers would need extensive advice and consulting as they put new practices into place. To accommodate this, one of the core strategies we created was the "SE Leads Program." The program sought to create a cadre of 55 "team leads," selected from throughout the city, who would be

responsible for interpreting and leading the SE implementation plan in their branch or service area. We designed a training program to build on the participants' prior experiences and backgrounds, while providing them with new tools, techniques, and processes to strengthen their leadership competencies. The SE Leads learned how to "coach and influence upwards" so they could feel comfortable speaking with supervisors and General Managers about how their departments were moving forward with their SE plans.

One fundamental principle we followed in the SE Leads Program was to "use work, not make work." We wanted participants to learn in real time, using their actual work assignments as the anchor for their training and development. To do this, we created three special assignments for the SE Leads:

» **Individual SE Project:** We asked the Leads to identify and work on a SE project of their own choice. The projects had to be within their span of control and aligned with their overall branch or departmental SE plan. Participants were invited to draw on the resources of other SE Leads to help shape and advance their projects. At the conclusion of the assignment, we asked them to report on their accomplishments. In December 2010, the 55 SE Leads presented 22 SE projects to Senior Management, who returned unanimous approval. Many of these projects are still ongoing, with some utilizing cross-functional or, in some cases, cross-departmental teams, another confirmation of how we were slowly disrupting silos and making culture shifts happen.

For example, a team from the Public Works Department sought to develop a communications plan to promote SE in their branch. Their goal was to educate both internal employees and the public about the important role that Public Works provides for residents and visitors to the city. In planning their project, they realized they could benefit by involving the city's communications group, IT, OD, and several other departments. They put together a shared

action plan to collaborate, and piloted their idea on Canada Day. They gave cameras to all Public Works employees and asked them to capture "A Day in the Life of Public Works" by photographing themselves doing their jobs that day. The photos were collected and turned into a video, which was shared with all SE Leads and internal branches of the city government.

The project spawned many interesting results. It inspired other SE Leads to replicate the idea in their own departments. It also became a model at the corporate level, as city-wide videos about SE improvements and successes were produced. Finally, it taught many managers about what is required to empower and engage their employees.

» **Service Excellence Field Study:** A second special "use work" project we created for SE Leads was to undertake a field study in which they had "to walk in the shoes of their clients." The goal was to have them experience a city service first-hand, by being "the customer." They were required to take notes during every step of their experience to evaluate the quality of the service, and even to write down their feelings about how they were treated as a client. Many participants discovered real "moments of truth" about the quality of city services. Some Leads were so inspired, they proposed new strategies to create "WOW" moments and eliminate "OW" moments in the client experience.

» **Friendly Consulting Exercise:** Lastly, we gave SE Leads a third unique exercise based on the work of Henry Mintzberg and the Advanced Leadership Program at McGill University. Called "friendly consulting," the exercise asked teams of Leads to research and analyze a key SE challenge or issue in a department or branch other than their own. They then had to present their observations and recommendations for change in a positive way to the Challenge Champion Team responsible for leading that improvement. The goal was to teach the SE Leads how to use their own knowledge and expertise to provide constructive criticism to their peers. The

exercise stretched them to go beyond their own personal experiences to understand how cultural and systemic issues can impact service excellence across the City.

Following this exercise, many SE Leads achieved a significant breakthrough, a sort of epiphany, in their understanding of culture change that aligned them with the SE philosophy and strategic approach. When we asked them to reflect on the common themes and patterns that emerged across the City, the SE Leads recognized that many departments shared common challenges. The importance of being truly client focused, collaborating, and sharing information as well as valuing teamwork became viscerally evident to them. They recognized that a common formula for success could be applied to every challenge explored.

At the same time, they also saw how positive change was already starting to happen, moving departments towards authentic SE practices. One participant referred to the City as a big tanker ship that takes time to turn around. The transformation happens not all at once, but in small movements that eventually alter the direction. It takes the efforts of many people to make these shifts, and they must happen at the right time and in the right sequence. As the SE Leads concluded, if we look at change this way, it becomes less threatening, less overwhelming, and more purposeful, powerful, magical, and rewarding.

These exercises, reflections, and checkpoint meetings began bridging the gap that had existed between senior city leaders and their employees. The SE Leads became far more effective in mobilizing the efforts of their departments to adopt the SE practices and keep progress moving forward.

Our Evaluation Framework

It is difficult to evaluate complex change. There are many OD models available to assess programs, but most address *planned* change. They fail to take into account *emergent* change. We designed the SE Leads Program Evaluation process to evaluate both.

Our model is built on the foundations of Donald Kirkpatrick's Four Levels to evaluate learning and training programs (1993) and the elements of Classical and Postmodern OD as described by Gervase Bushe and Robert Marshak (2008). Since we were working on shifting culture, we especially wanted to reflect on and evaluate learning as it showed up in the emergent changes throughout the SE Leads program. We therefore built into our evaluation methodology numerous "snapshots" and "milestones" that would allow us to assess what everyone was learning at a given moment in time. Our Evaluation Framework was thus comprised of assessing three overarching areas:

» **Vision, Context, Goals and Objectives –** Our model took into account vision and context as well as goals and objectives. Many evaluations focus only on goals and objectives in the form of cost savings and outcomes, using quantitative data that all departments map into their business strategies. But this fails to examine progress towards the purpose—the overarching vision and context for the project. This requires qualitative data. For this reason, we periodically interviewed the SE Leads and asked them to describe in words how their departments and branches were going beyond a basic understanding of the meaning of SE to truly integrating the framework, mindset, and practices in their daily work. This evaluation helped us assess the strength of the real culture shift that was underway.

» **Personal Learning and Insights—**At the beginning of the individual SE projects, many of the Leads automatically designed their projects using a classical planned change approach. They identified a start and finish date and defined a fixed outcome they wanted to achieve. However, they soon realized that they had to adapt or even alter their plans due to emerging circumstances and events as they arose. Throughout the SE Lead Workshops and other leadership activities, they learned how to adjust their personal leadership approach and redesign their plans, often requiring the collaboration and inclusiveness of other

stakeholders, groups, and connections with other departments to gain more impact. To measure their progress, we asked them to complete an open-ended written exercise called the *SE Leads Reflections on Fostering a Culture of Service Excellence*, where they had to comment on their personal learning journey. This self-reflection process proved invaluable in raising their confidence and boosting their insights into how to better lead and manage their SE projects.

» **Relationships and Community—**This element in our evaluation strategy was critical to the success of the entire project. Since one of our key objectives was to build more effective working relationships and a network of SE Leads across the City, we decided to assess the strength of their community and the connections between them. We did this using formal techniques such as evaluation surveys, but we also used informal techniques such as tapping into the feedback we received about how well the SE Leads bonded and shared knowledge during the group discussions they had in their learning clusters where they used modules from CoachingOurselves, a management and leadership development process created by Henry Mintzberg and Phil LeNir. In the end, we were pleasantly surprised to find that the SE Leads had formed a very close community, with 100% of them volunteering to continue their role in the coming years as mentors for the next group of SE Leads.

All three of these evaluation techniques were heavily weighted toward encouraging reflection and conducting strategic conversations with the SE Leads to assess the effectiveness and impact of their actions. The key influence on our evaluation framework was the work of Mintzberg, who emphasizes that what counts in the aftermath of a Learning and Development initiative is *impact*. In other words, does the learning of those who are trained transfer back into the organization beyond the manager participating in a session.

This philosophy inspired us to frequently seek to capture the impacts that would help us better gauge the effectiveness of our process and the inside story of culture change. The other influence comes from Beverley Patwell and Edith Whitfield Seashore who describe the influence of the choices leaders make in their Use of Self and the ripple impact they can have on teams and the organization.

Results of the SE Strategy

In the course of three years, from 2007 to the end of 2010, we witnessed a profound and quantifiable transformation in city services due to the implementation of SE. The list of individual corporate and departmental SE accomplishments is extensive and would take pages to detail.

More importantly, culture change at the department level has been extraordinary. To date, the SE modifications speak to a wide variety of activities that have heightened employee engagement and the quality of decision making that impacts customers. We have seen more than 200 efficiency initiatives accomplished to date, many emphasizing new efforts at automation. There are also new employee recognition programs based on service excellence.

Of special note, silos are coming down; we are seeing far more joint meetings across city departments, and more effective and strategic working relationships that had not existed before. There are new communication efforts among departments to share client experiences. The client is now on the radar of every department. Every employee understands their "line of sight" and individual impact on the citizen's experience. And many departments are still in the midst of implementing follow-on plans that will make even more changes.

Our Key Insights about Culture Shift

Most people are fearful and resist organizational culture change. This case study explains the process and strategies that we took to understand the City of Ottawa's culture and the pride that its employees have about working there. This foundation helped us, as the OD team, to understand what was sacred about the organization's values and culture, but it also pointed out clearly what operations and attitudes had to change. If we had to list takeaways and key insights in our process, we would identify the following:

1. **Think in Terms of Small Shifts—**Rather than attempting to use brute force to implement a sudden transformation in the work styles and attitudes of city employees, we chose to frame the process as a series of small but steady culture shifts. Combined, these eventually created momentum and synergy, leading to a profound and sustainable change in the entire culture.

> Rather than attempting to use brute force to implement a sudden transformation in the work styles and attitudes of city employees, we chose to frame the process as a series of small but steady culture shifts. Combined, these eventually created momentum and synergy, leading to a profound and sustainable change in the entire culture.

2. **Strong Focus on Leadership Development –** Our team focused heavily on leadership development for an entire year before embarking on the specific elements of the change initiative. We created a strong framework and process to educate and orient the city's senior executives, Branch General Managers, and Shared Service Directors around the concepts of SE. As leaders, they were responsible for introducing SE in their branches and departments and overseeing corporate and departmental SE plans. Obtaining their buy-in and commitment to change was a major factor in our success.

3. **Strong Project Management—**Our team adhered to a rigorous top-down project management philosophy by creating specific plans, timelines, and firm milestones to introduce SE to all stakeholders in the city. We insisted on adherence to honor corporate and departmental commitments to SE so as to keep the action moving forward. This strategic decision proved invaluable in overcoming resistance to change while maintaining focus, continuity and the momentum necessary for large-scale, complex systemic change.

4. **Recognition of the Importance of Knowledge Transfer—**We recognized that in large-scale transformations, it is vital to use the knowledge of the few to impact the many. Our strategic roadmap included many learning initiatives—workshops, retreats, symposiums—aimed at relaying information about SE to every level of management and staff. Other initiatives were supported with coaching and mentoring to develop a critical mass of leaders who could manage the SE implementation in their departments. The 50 SE Leads proved to be key resources and motivators, helping department managers interpret and create new SE practices quickly and purposefully.

5. **Focus on Building Community—**Many elements in our strategic planning process were aimed at building a community around SE. We needed to encourage people to network and share challenges, knowledge, and success stories that would ultimately help them to complete the tasks required for their SE plans. One of our most significant victories in this regard was being able to finally break down silos among departments in the city and create a shared understanding of the teamwork required to implement SE across the city and across functions.

6. **Commitment to "Use Work, Not Make Work"—**An important element in the success and rapidity of the effort was our decision to "use work, not make work." In all of our awareness forums

and training workshops, we had leaders, managers, and SE Leads use their actual work experiences to identify successful SE experiences, gaps, and improvement strategies rather than working on a hypothetical or textbook situation. This kept their work real and meaningful.

7. **Emphasis on Continuous Evaluation and Impact**—We sought to rethink and develop new OD evaluation practices that would take into account not just planned but emergent changes and adaptations. One reason for this was our conviction that we could not force everyone in a large organization to accomplish change at the same pace. We had to create ongoing feedback mechanisms that allowed us to constantly measure results, keep track of themes and patterns that emerged, and make new recommendations as needed. A second reason was that we believed it was vital to constantly measure the quantifiable and qualitative impact that these initiatives were having on the culture.

8. **Use of Internal and External OD Consultants**—Because of the size of the organization, we recognized that we had to augment the original staff of 6 OD internal consultants with nearly 20 new consultants who were hired to assist with coaching and training managers and departmental staff. We trained these new consultants as part of the SE Leads program so they were learning simultaneously with the SE Leads and department managers. This proved invaluable in that the OD consultants developed a strong shared sense of the challenges everyone faced, which helped them become accepted and respected advisors to the departments working alongside the SE Leads.

9. **A Long-term Shared Vision**—Right from the start of our effort, we recognized that culture change requires a long-term commitment. We were patient, yet steadfast in our dedication to see the change through. In the first year, we focused on creating alignment and a common vision of SE with the

Beverley Patwell, MA, CHRP, is President of Patwell Consulting Inc. She is an organizational development practitioner with over 25 years experience. In addition to her consulting practice she teaches in Mendoza College's Executive Leadership Program at the University of Notre Dame and American University's Masters in Organizational Development. She is an associate coach with the Niagara Institute and co-author with Edith Whitfield Seashore, of *Triple Impact Coaching: Use of Self in the Coaching Process.* She can be reached at *bpatwell@patwellconsulting.com.*

Steve Kanellakos, MPA, is the Deputy City Manager of City Operations at the City of Ottawa. In this role, he is responsible for Community and Social Services, Emergency and Protective Services, Parks, Recreation and Cultural Services, Public Works, Public Health, Corporate Communications, Human Resources, Information Technology Services, and Organizational Development and Performance. He can be reached at *Steve.kanellakos@ottawa.ca.*

Donna Gray, Director of Organizational Development and Performance Department at the City of Ottawa, has over 19 years of experience with the City of Ottawa and is responsible for organizational development, corporate planning, performance management, corporate policy administration, strategic community and client initiatives, corporate project management, and the corporate implementation of the Accessibility for Ontarians with Disabilities Act. She oversees the delivery of services to citizens through the 311 Contact Centre and the seven Client Service Centres. She can be reached at *Donna.gray@ottawa.ca.*

Senior Leadership team. Following this process, we created a strong SE leadership development strategy and roadmap for the coming years. This strategy included SE plans comprised of many initiatives to take place over three years. We directed our efforts at every level of management (executive, middle, and line supervisors) as well as employees. As stated earlier, we did not impose this vision in a fixed form on the many stakeholders involved. We asked each department to discover and interpret SE in their own context, shifting its practices relative to their own functions and at their own pace. In many ways, the effort was both top-down and bottom up, yet sharing the same overall long-term vision of a new culture.

We believe our process is transferable to any organization that needs to build employee engagement, and deeply understand their culture to achieve success. Ottawa is now benefitting from a highly engaged city government workforce that goes to great lengths to satisfy its citizens who utilize thousands of city services day after day. The culture shift is evident and palpable. In the world of OD, it would be hard to ask for a better result.

References

Bushe, G., & Marshak, R. (2008). Postmodern turn in OD. *OD Practitioner* 40(4), 9–11.

Heintzman, R., & Marson, B. (2005). People, service and trust: Is there a public sector service value chain? *International Review of Administrative Sciences*, 71(4), 549–575.

Kirkpatrick, D. (1993). *Evaluating training programs: The four levels* (1st ed.). San Francisco, CA: Berrett-Koehler.

Mintzberg, H. (2011). From management development to organizational development with impact. *OD Practitioner*, 43(3), 25–29.

Patwell, B., & Seashore, E. (2006).*Triple impact coaching: Use of self in the coaching process.* Columbia, MD: Bingham House Books.