



**THIRD STATISTICAL LEADERSHIP TRAINING AND INNOVATION SEMINAR FOR HEADS OF NSOS**  
**10-12 September 2019**  
**SIAP Headquarters, Chiba, Japan**

**INFORMATION BULLETIN**

**1. Background**

National statistical offices (NSOs) continue to be at the forefront of developing and coordinating national statistical systems (NSS) as well as in engaging with the larger data ecosystem. NSOs are expected to lead the NSS in terms of delivering the needed data that is fit for use by multitude of data users, both domestic and international. The national statistician or director-general, as head of NSO, is expected to provide strong leadership in the statistics organization to undertake the requisite role of coordinating the NSS, while at the same time ensuring that data are produced and disseminated, statistical standards are in place and adhered to, and data quality is assured within the entire NSS, including those not from official sources but are to be used for government policies and plans. Combined with the increased and evolving demand for data, NSO heads are faced with enormous responsibility of leading the NSO and in coordinating the NSS as well as engaging with the wider data ecosystem.

PARIS21 recognizes the necessity of developing leadership capacity of NSO heads to be leaders of their own organization but also as coordinators of the statistical system. As part of its program to strengthen national statistical systems, a statistical leadership training has been developed for NSO heads. As of 2018, six (6) regional statistical leadership training have been organized in Africa and Asia since 2015 to introduce essential concepts of leadership and facilitate better understanding of leadership styles of NSO heads towards improving the way they lead and manage their respective organization and coordinate their statistical system. NSO heads can improve their effectiveness through greater awareness of their strengths and weaknesses and the challenges they face both internally within their organization and externally within the larger environment they are engaging with. Often, NSO heads rarely have the opportunity to receive extensive feedback from staff and stakeholders outside. It is necessary to have to open opportunity and understanding to build a comprehensive plan for driving success within the NSO and the NSS, and by extension the data ecosystem.

Each individual has his/her own leadership style. Nurturing and developing these style and skills with keen understanding and awareness of the challenges surrounding them will significantly improve their positive self-engagement, collaboration, and contribution to the field they are engaged in. Leadership can be nurtured and developed if it is enabled to flourish in each individual using best practices built around: (1) assessment tools to help leaders look within and examine their identity, leadership skills and challenges and set developmental goals; (2) challenge-oriented, experiential, team-based activities that leverage their own experiences in co-creating solutions to enhance leadership skills; and (3) support through a peer learning and mentoring model that enable leaders to share their challenges, utilize innovation techniques and chart a course for greater effectiveness. Self-knowledge is an important key to effective leadership.

It is also essential to understand that coordination is an important part of the leadership and management role of the NSO head. Coordination includes organizing one's own work and effectively linking it with the overall organizational or institutional workflow, including external engagement. Coordination skills include:

- Attending to several activities simultaneously;
- Prioritizing and shifting activities where needed;

- Linking activity plans with those of other work streams in the NSS and working with other entities with objectives different from own organization;
- Dealing with unexpected crises, obstacles or interruptions;
- Managing upward and downward relations: the political role of coordination, etc.

As part of its continued effort to support countries in strengthening NSS and to increase the number of NSO heads that would benefit from the statistical leadership training, PARIS21 in collaboration with the UN Statistical Institute for Asia and the Pacific (SIAP) will organize a regional training for new heads of NSOs<sup>1</sup> in the Asia-Pacific region. Some of the heads of the NSO in the region have had experience working in the NSO, while others were from outside the statistical system.

PARIS21 will tap the Creative Centre for Leadership, a non-profit educational institution with an exclusive focus on and worldwide reputation in leadership development and research, to lead and facilitate the Regional Statistical Leadership Training in Asia-Pacific.

### **Innovation Seminar**

This year's statistical leadership training will include a one-day innovation seminar aimed at learning the theory and practice of innovation management in NSOs. While there is broad consensus on the importance of innovation in public service at large, and in NSS and NSOs in particular, more needs to be done to respond to this call and advance this agenda. New policy agenda and new data demands from public policies, growing pressure for efficiency gains and quality standards, increased competition from private sector data stakeholders are the typical pull and push factors for NSOs to innovate. Innovation is key for NSOs to modernize and get ready for the future.

The Seminar will provide insights into selected innovation models and will discuss their relevance for NSSs. It will discuss the role of leadership in this context, looking at bottom-up and top-down innovation processes, and the importance of having the right staff incentives. It will encourage participation from Delegates in understanding what favours and hinders innovation in their own agencies. The seminar will discuss what data innovation is. It will encourage exchange of experiences between Participants and will feature several case studies.

## **2. Leadership Training Objectives and Expected Results**

The program intends to unlock the participants' potential to be effective in leadership roles and processes. Further, the participants will be able to explain and model their learning to others in their local organizations. Participants will be able to disseminate what they have learned by taking active roles in leadership and develop creativity through the activities and tools provided in the training.

### **The participants will learn about**

- The Essential Elements of Leadership: Direction, Alignment, Commitment
- Key drivers of leadership development
- The essential role of learning to learn: Going against the grain
- The importance of Emotional Intelligence
- Understanding of Boundary Spanning Leadership
- Assessing own strengths and developmental needs
- The essentials of innovation management theory
- Innovation good practice
- The triggers for innovation in their own NSOs

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<sup>1</sup> Refers to new appointed heads of the NSO and/or those that have been in the position for less than 3 years.

**By the end of the training, NSO heads will be able to**

- Explain to others the essential concepts of:
  - ✓ Direction Alignment Commitment (DAC)
  - ✓ Emotional Intelligence (EQ)
  - ✓ Mental Models
- Articulate their own concept of leadership
- Work better as a team
- Explain the concept of Social Identity and its relevance to effective leadership
- Make use of training course material to cascade to other managers within their organisations
- Have established a network with other peers
- Work better as a team - collaborating more effectively
- Identify their own strengths and development needs
- Craft a learning plan to enhance their developmental needs by creating a Dashboard
- Enhance their own organization’s leadership capacity
- Better understand leadership as a social process (apply effective approach to enhance leadership outcomes - Direction Alignment , Commitment; assess how well leadership is happening in their group; identify actions that can take to improve leadership outcomes)
- Learn to Listen – know specifically what to do or to avoid doing to be a better listener to avoid misunderstanding
- Understand the need for providing feedback in the workplace (learn about giving effective feedback; review common mistakes in delivering feedback; create a plan of action for more effectively delivering feedback to others)
- Assess the effectiveness of their mindset , attitude , and skills regarding accountability (use accountability tools to distinguish how the tasks they are accountable for are prioritized to meet group, team or department goals; increase personal accountability for obligations)
- Explore and manage their own change preferences – understand and recognize the process of change and transition leverage the power of 3 C’s of change – Communication, Collaboration and Commitment; identify and collaborate with stakeholders during change
- Understand why influence is important – articulate personal influence strengths and development gaps recognize the components of effective influence and how to apply it to real-life situations
- Understand the power of boundary spanning for leadership success – identify the types of boundaries that limit potential recognize your role in spanning boundaries to achieve more that you imagined
- Understand why innovation matters now for NSS
- Understand how innovation works in NSS and understand its underlying factors
- Learn how to assess their organization innovation profile and what needs to be done to move towards innovation friendly agencies

**3. Program**

**2-day Leadership Training**

<b>DAY 1 – 10 September 2019</b>	<b>DAY 2 – 11 September 2019</b>
Introductions- Leaders in the room , Societal Impact	Review of Day 1: 3-2 1
DAC using Visual Explorer	Leading people through change (Change Style Indicator)
Mental Models	Influencing includes self-assessment and peer consultation
Active Listening Skills and Communication	Boundary Spanning

Emotional Intelligence	Collaboration Explorer
Move the statistical data activity	Personal Development: Dashboard Creation, Network Mapping, Smart Goals
Accountability	
SBI - Feedback	Participants Individual Presentations: completed Dashboards
VUCA and VUCA Prime (Bob Johanssen)	
Key Leadership Challenge – review/make adjustments	Evaluation and Certification

## 1-day Innovation Seminar

<b>DAY 3 – 12 September 2019</b>
Why data innovation matters now for NSS
Managing innovation in NSS
Leadership and innovation
Innovation life-cycle
Conditions and enabling factors: design thinking
Data innovation
Innovation self-assessment
Change management: phasing out and phasing in: theory and practice

## 4. Participants

Participants to the training course will be new heads of national statistical offices in Asia-Pacific. Participants are encouraged to share their leadership experiences in their own organization and in coordinating the NSS to enrich cross-country learning of good practices and identifying common leadership and coordination challenges.

## 5. Date and Venue

The Statistical Leadership Training and Innovations Seminar will be conducted on 10-12 September 2019 at the SIAP Headquarters in Chiba, Japan.

## 6. Training language

The training will be conducted in English, no translations or interpreters will be available.