

CPA - How the best achieve

Harnessing Capacity

- High levels of ambition, demanding targets, changing the way that they work – not complacent or timid
- Make effective use of their capacity, i.e. employees, resources, money – they have resources to do what they want to do
- They make use of resources outside their own organisation, e.g. partnerships with public, voluntary, commercial sectors

How the best achieve high levels of performance

Focusing and prioritising

- High level of focus – not diverted by short term crises
- Choose new initiatives to fit their priorities and leave alone less important matters
- Resolve the top-down national/bottom-up local tensions in a way that is important to local people
- Link (high) ambitions to capacity and make difficult decisions and stick with them

Source: Audit Commission

How the best achieve high levels of performance

Managing Performance

- It's more than effective Performance Management systems – employees and Councillors have a shared understanding of priorities and what's needed to realise them
- They are problem solvers and overcome barriers quickly
- They recognise that managing performance is not just about hitting targets but about producing high-quality services for local people
- Councillors are well connected to and understand performance management

Source: Audit Commission

It can be done

- *Break through* - Get people to agree on the causes of current problems and the need for change. Turnaround can be achieved; the message needs to stick. Communicate well and often
- *Sidestep the resource hurdle* - avoid the trap of slowing down change in a long search for cash. Go for the big 'pay-off' changes
- *Jump the motivational hurdle* - The strategy needs to become a movement; shifting from recognising what needs to be done to wanting to do it
- *Knock over the 'political' hurdles* - Powerful vested interests will resist the impending reforms. Anticipate resistance the more likely change becomes

All change – No change

Managing and communicating change

- “Most local authorities feel that they have been going through a bewildering array of changes and simply want it to stop. However in a very real sense, very little has actually changed.”
- “The big lie: that after this change, the change will stop.”

Source: Paul Corrigan, I&DeA
KNOWLEDGE

Old Truths

- *“So now the chief job of the leader, at all levels, is to oversee the dismantling of dysfunctional old truths and to prepare people and organisations to deal with - to love, to develop an affection for - change, as innovations are proposed, tested, rejected, modified and adopted.”*

Source: Tom Peters

Raising the Temperature

- *“To exercise leadership, you may have to challenge the assumptions that the needed change is not worth the upset it will cause. You’ll need to tell people what they do not want to hear. This may mean raising the temperature to a point where addressing the problem becomes imperative in order to move forward, or at least as likely a way to restore calm as continued avoidance.”*

Source: R. Heifetz & M. Linsky

Direction not drift

- *“Strong leaders articulate direction and save the organisation from change via ‘drift’. They create a vision of a possible future that allows themselves and others to see more clearly the steps to take, building on present capacities and strengths, to get there”*

Source: R. Moss-Kanter

Empowerment

- *“The principal challenge is to empower people (everyone) to take new initiatives - that is risks (as they see it) - on a day-to-day basis, aimed at improving and eventually transforming every routine in the organisation.”*

Source: Tom Peters

Lone Warriors

- *“The lone warrior myth of leadership is a sure route to heroic suicide. Though you may feel alone at times with either creative ideas or the burden of final decision-making authority, psychological attachments to operating solo will get you into trouble. You need partners. Nobody is fast enough or smart enough to engage alone the political complexity of an organisation or community when it is facing and reacting to adaptive change.”*

Source: R. Heifetz & M. Linsky

An 'industrial' model of leadership

- *The 'old reality' paradigm of leadership: "a fundamental understanding of leadership that is rational, management oriented, male, technocratic, quantitative, goal dominated, cost-benefit driven, personalistic, hierarchical, short-term, pragmatic and materialistic"*

Source: David M. Noer quoting
Joseph Rost

Another model of Leadership

- *"Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purpose"*

Source: David M. Noer quoting
Joseph Rost

Liberation Leadership

- *“Liberation leadership..... fosters commitment through influence and not coercion”*
- *“New reality leadership is not a spectator sport. We all need to help each other move towards the learning response (i.e. open to change). We can all exercise leadership even though we don't all have formal roles as leaders.”*

Source: David M. Noer

How to rally people to the cause

- Earn trust and then mobilise
- Provide steadiness and competence
- Give a voice to their own desires
- Demonstrate an authentic core of integrity