

WARSAW DISPA MEETING

13 – 14 October 2011

Leadership in a Changing
Public Administration

Working Group 3

Leaders as Agents of Change

Clarifying the topic of discussion

- The fluidity of the environment of public administration makes it imperative for leaders to become effective agents of change.
- **Adaptive** and **Proactive** change.
- Concentrate on:
 - **Process** (rather than content) of change (**how** to go about change, rather than what changes to bring about)
 - **Planned** (rather than spontaneous) change
 - Both **initiation** and **implementation** of change
 - **Activities** to be undertaken as well as **qualities and skills** needed.

Questions to be tackled by the Working Group

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| (1) Activities to be undertaken for change initiation. | (2) Activities to be undertaken for change implementation. |
| (3) Qualities and skills needed for change initiation. | (4) Qualities and skills needed for change implementation. |

Results of the discussion

1. Activities for change initiation :

- Have a broad perspective on the situation / monitor the system
- Identify the problem that calls for change / why introduce change
- Gather information comprehensively
- Actively involve / consult / negotiate with all the stakeholders in designing the change

- Take into account available resources
- Consider alternative scenarios and be prepared for the worst
- Develop a good plan for the change (fix targets, define steps, set timeframe, assign people, specify tools, set up feedback and adjustment mechanism)

2. Activities for change implementation

- Take care / clarify / agree organizational aspects of the change : targets, clear responsibilities, instruments, monitoring and feedback system
- Deal with possible resistance: try to understand the roots of resistance, involve stakeholders, explain benefits, ensure early successes, build coalitions

3. & 4. Qualities and skills needed for change initiation and change implementation

- Negotiation / Conflict resolution skills
- Persuasion skills
- Communications skills
- Ability to anticipate upcoming problems and to react in time
- Positive / constructive approach: focus on solution, not just on problems
- Create conditions to facilitate innovation
- Ability to stimulate creativity

- Ability to “orchestrate” innovation
- Self confidence
- Belief in the change
- “Stubbornness” / willingness to keep pressure for the change

- And finally...

LOVE OF WHAT YOU ARE DOING