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.

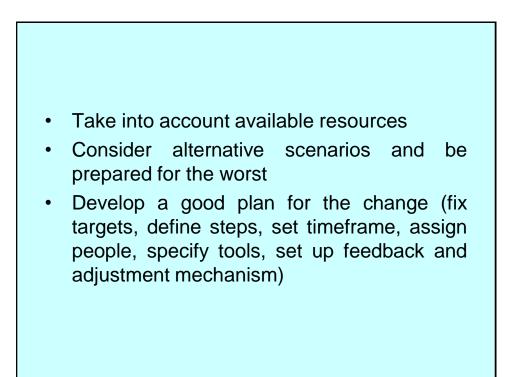
Questions to be tackled by the Working Group

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



1. Activities for change initiation :

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



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