



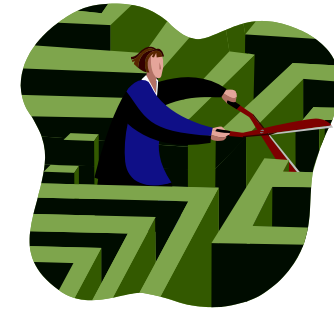
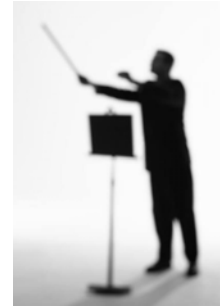
## **Theme IV**

# **Leadership & Management of Change**

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# Leadership or Management?



# Current trends in modernisation 1

## Due to different historical background and civil service tradition:

- Most of the Continental and Mediterranean countries are still implementing New Public Management reforms
- Anglo-Saxon and Nordic countries already did and are implementing NPM with elements of Welfare State policy
- Eastern European Member States have to change completely their public administration systems and are slowly implementing NPM elements at the same time



**Crisis**

## Different focus for change:

- Customer orientation, performance related, relation with politicians
- Strategic management, leadership for permanent change, cultural values, ethics and people oriented
- Efficiency, structures, implementation of tools and skills

## Current trends in modernisation 2

### Due to different employment systems:

- Most Position-based systems are developing already leadership skills of their (top) managers
- Some Career-based systems are changing to more position-based systems, especially for Top managers
- Some Career-based systems are adding several leadership elements to management skills
- Other Career-based systems still focus on management skills

→ Different approaches for change processes and for qualification of (Top) managers

# Challenges for leading change

## Double role as policy maker and employer

- **Balance** the interests of all stakeholders
- Relation with politicians: **short – long term objectives**
- **Better service delivery**
- Increase attractiveness on **labour market**

## Complexity of change processes in the Public Sector

- Use **competences of others** in effective and motivational way
- Operate as **complementary and divers team**
- Cope with the **European/international context**

## Sustainability of transformation: fundamental change

- Based on **vision**, strategic thinking and implementation **strategy**
- Focus on common **values, ethics and cultural change**
- **Whole organisation and involvement of all**
- Regular **monitoring** of process and achievements
- Permanent **self-reflection**, learning and **improvement**

## Scope and core elements for EPSA

- ❑ Top management creating a strategy, shared vision and shared values
- ❑ Working as a complementary team in the Top
- ❑ Inclusion of diversity, ethics and European or International dimension in Top public management
- ❑ Increased efficiency and effectiveness
- ❑ Increased satisfaction and motivation of employees for (permanent) change
- ❑ Innovative methods for self-reflection and development of Top public managers
- ❑ Proven evidence of change, achievements measured (internal and external) and process monitored

## Theme IV: Nominees

<p><b>Cultural and organisational change in the mainstream of a methaethics approach</b>  <i>Municipal Police of Lausanne</i></p>	<p><b>SWITZERLAND</b></p>	<p><b>Local</b></p>
<p><b>From bureaucracy to service provider</b>  <i>Danish Immigration Service</i></p>	<p><b>DENMARK</b></p>	<p><b>National</b></p>
<p><b>Training for Sustainable Change - Managing Human Capital</b> <i>at the Municipality of Porto</i></p>	<p><b>PORTUGAL</b></p>	<p><b>Local</b></p>
<p><b>Transforming Christie services for cancer patients</b>  <i>NHS Foundation Trust, Manchester</i></p>	<p><b>UK</b></p>	<p><b>National</b></p>
<p><b>Management in <i>Sant Cugat City Hall</i> - Budgeting the strategy – A new deal between political management and politic leadership</b></p>	<p><b>SPAIN</b></p>	<p><b>Local</b></p>

## Common elements of nominees

- High public concern
- Direct contact to citizens
- Clear definition of change objectives, e.g.:
  - Turn negative cycle/image into positive performance & motivation
  - From hierarchical management to participatory management
  - From inefficient bureaucracy to service oriented and performance driven organisation
  - Holistic up-skilling process for continuous self improvement
- Involvement of Universities or other experts
- Innovative (new methods or tools) and transferable
- Realised and measured (internal and external)
  - Result orientation and customer satisfaction is risen
  - Trust and motivation: employee satisfaction is risen



## Main strengths of nominees

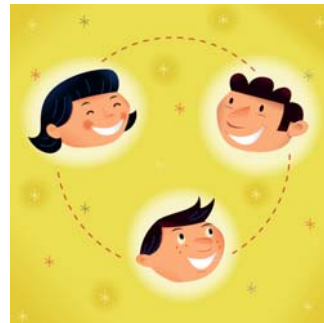
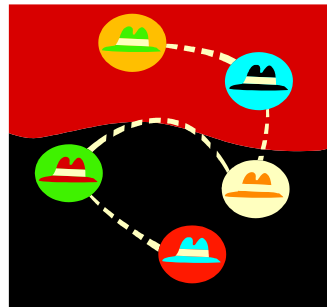
- Fundamental change of vision, values and ethics, skills, behaviour and culture of organisation
- Whole of the organisation
- Strong leadership of top management as a team *top down*
- Strategic, values-based and people-oriented
- Systematic approach: e.g. Code for Executive Excellence, Meta-ethics, Learning organisation, CAF-self assessment
- Involvement of all stakeholders (internal and external)
- Communication: open dialogue & brainstorming *bottom-up*
- Training and self-reflection, also of the (top) managers

## Conclusions 1

- **Wide range of change processes are going on in Europe:**  
**Theme 1-3, NPM, Knowledge management, HRM, Finance, ICT**
- **Some approaches were not new for everybody, but for a specific group of countries, due to different background**
- **Leadership is shown in few projects (mainly nominees); leaders were part of the change process**
- **Mostly:** Management of a restricted change process or implementation of new tools or skills
- **Stakeholders' involvement is very important but often not all groups were included**
- **Most of projects focus on internal change, not always linked to external performance or public concern**

- Only part of the projects can show real measured change
- Many of the methods and tools used are transferable but have to be adjusted to specific culture & characteristics
- Good **Management** is the base, but .....
- ..... more **Leadership** is needed for future by:
  - ✓ Including strategic thinking, the European/ International dimension, diversity in teams and multi-cultural skills
  - ✓ Combining NPM with ethical and cultural values, people-orientation and soft motivation skills
  - ✓ Clear agreements with politicians on long-term outcomes and short-term results; neutral public service
  - ✓ Self-reflection and life-long development of employees and (Top) managers for permanent adaptability to change

# How can managers become leaders?





***Thank you for  
your attention!***