

LEADERSHIP (STRATEGIC) WORKSHOP

Facilitator: Dr Mark Hughes (Brighton Business School)

Workshop Aims

To explore the development of strong leadership/management of change in challenging times

To facilitate continuing strong partnerships with the statutory sector

To be pro-active in leading change

To learn about tools to develop stronger leadership in the voluntary sector

Summary Programme

1.15 - 1.20 Introductions

1.20 - 1.35 Approaches to Leadership

1.35 - 2.05 Introducing the Change Classifications Framework

2.05 - 2.15 Stakeholder Communications with Partners

2.15 - 2.25 Kotter's – Leading Change

2.25 Final Plenary

Approaches to Leadership

Qualities or Traits Approach (established)

Assumes leaders are born not made, leadership consists of certain characteristics or traits.

The Functional or Group Approach (established)

Attention focused upon the functions and responsibilities of leadership.

Leadership as a Behavioural Category (established)

Behaviour people in leadership positions adopt and their influence upon group performance.

Styles of Leadership (established)

The concern is with the effects of leadership on those being led.

The Situational Approach and Contingency Models (established)

The emphasis is upon the importance of the situation and interactions between the variables involved in the leadership situation and patterns of behaviour.

Transformational Leadership (established)

Engendering motivation and commitment in order to create a shared vision for organisational transformation.

Inspirational/Visionary/Charismatic Leadership (established)

Personal qualities or charisma of the leader and the manner in which the leadership influence is exercised.

Servant Leadership (new)

Servant leaders take on leadership roles because they want to serve others.

Emergent Leadership (new)

Leaders emerge regardless of others, or in the absence of, any formal leader appointed by others.

Followership (new)

Focus shifts to the needs and aspirations of the followers, rather than the leaders and how we satisfy these needs and aspirations.

Shared/Distributed Leadership (new)

Shared leadership refers to the horizontal dispersal of authority and distributed leadership refers to the vertical dispersal of authority.

Source - Gill, R. (2011) Theory and Practice of Leadership, London: Sage Publications Ltd.

The change classifications framework

1. What organisational change is taking place?
2. What has been the recent organisational history of change?
3. What rationale has been offered for this organisational change?
 4. Who made the decision to change?
5. What is the scale and scope of this organisational change?
6. What is timescale for this organisational change?
7. How is this organisational change being communicated?
8. Who is managing this change and how is it being managed?
9. How will the success of this organisational change be evaluated?
10. Who can influence the success of this organisational change?

Source - Hughes, M. (2010) Managing change: a critical perspective. Wimbledon: CIPD Publishing.

Stakeholder Communications

		LEVEL OF KNOWLEDGE OF CHANGE				
		Awareness	Understanding	Support	Involvement	Commitment
STAKEHOLDER GROUP	Senior managers					
	Middle managers					
	Supervisors					
	Staff					
	Customers					
	Suppliers					
	Shareholders					

Source: Balogun, J. and Hope Hailey, V. (2008) Exploring Strategic Change, Harlow: FT Prentice Hall.

Kotter's – Leading Change

Error 1: Not establishing a great enough sense of urgency

Error 2: Not creating a powerful enough guiding coalition

Error 3: Lacking a vision

Error 4: Under communicating the vision by a factor of ten

Error 5: Not removing obstacles to the new vision

Error 6: Not systematically planning for, and creating short-term wins

Error 7: Declaring victory too soon

Error 8: Not anchoring changes in the corporation's culture

Eight errors which cause transformation failures

Source: Kotter, J.P. (1995) Leading Change: Why Transformation Efforts Fail, Harvard Business Review, Vol.73, Issue.2, pp.59-67.

1. Establishing a sense of urgency
2. Forming a powerful guiding coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short term wins
7. Consolidating improvements and producing still more change
8. Institutionalizing new approaches

Eight steps to transforming your organization (Kotter, 1995)

Source: Kotter, J.P. (1996) Leading Change, Boston: Harvard Business School Press.

Useful Links

Mark Hughes Biography

<http://www.brighton.ac.uk/bbs/contact/details.php?uid=mah11>

Managing Change: A Critical Perspective

http://www.cipd.co.uk/Bookstore/_catalogue/CorporateAndHRStrategy/9781843982418.htm

MSc Managing Change and Innovation

<http://www.brighton.ac.uk/courses/study/managing-change-and-innovation-msc-pgcert-pgdip>

Community University Partnership Programme

<http://www.brighton.ac.uk/cupp/about-cupp.html>