



TRANSFORMING RESULTS BY TRANSFORMING LEADERS AT ALL LEVELS

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GRENADA

WHO ARE IMPLEMENTATION ACTORS?

**THOSE ON THE FRONT
LINE OF SERVICE
DELIVERY?**

‘DIRECT EXECUTION’
MORE VISIBLE/TANGLE?

**ANYONE WHO IS PART
OF PUBLIC POLICY
ENVIRONMENT?**

IMPLEMENTATION COMMUNITY
DIFFERENT ACTIONS COALESCE
TO LEAD TO IMPLEMENTATION,
INCLUDING DEV PARTNERS AND
POLICY BENEFICIARIES

**WHAT ABOUT THOSE IN
HIGHEST AUTHORITY?**

DISTANCE FROM
IMPLEMENTATION?
STRONG INFLUENCE



LEADING AT ALL LEVELS





What is a transformational leader (TL)?

(Katie suggested that we each share own thoughts on this, very briefly)



Higher ideals and values; innovates



Walks the Talk, focuses on results



Charismatic, inspirational, leads with humility



Focuses on gains of the whole over personal gain, invests in people



USES PRINCIPLES OF ADAPTIVE LEADERSHIP as an essential ingredient for TL

Development Leaders are different....The decisions you make are forged by a unique understanding of realities on the ground and the trends that are driving the future of a rapidly-changing development landscape (Forbes)

ADAPTIVE LEADERSHIP – CHANGING IMPLEMENTATION BEHAVIOUR AND PERFORMANCE

○
FOCUS ON ACTIVITY AND SYSTEM NOT POSITION OF INFLUENCE AND SELF

AUTHORITY VS LEADERSHIP
SEE ONESELF AS SYSTEM
MOBILISE OTHERS, FORM COALITIONS, JOINT ACTION

○
STRONG COMMITMENT TO ENHANCE DELIVERY, TO A CHANGE PROCESS

DOING DIFFERENT THINGS, BEING COURAGEOUS AND SEIZE OPPORTUNITIES

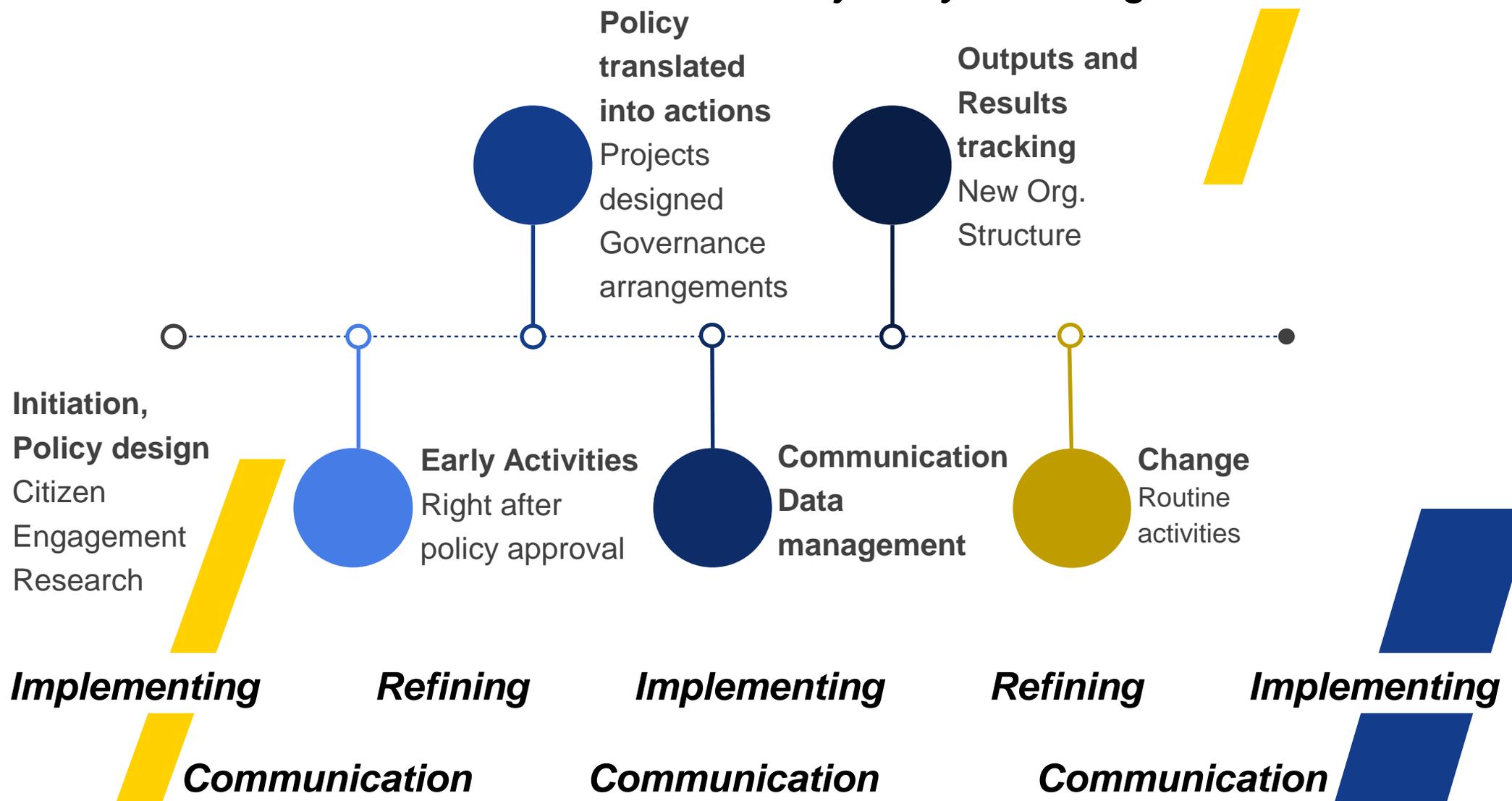
○
OWNERSHIP OF THE IMPLEMENTATION CHALLENGES

BECOME PART OF THE SOLUTION LEARNING



Implementation occurs on a continuum towards actual outcomes – false dichotomy between policy-making and implementation of projects

Phases of Project Cycle Management





UNDERSTANDING IMPLEMENTATION BEHAVIOUR AND ACTIONS



Higher-ups are also implementers

Analysing actors allows us to see that everyone is key to implementation results and are all accountable

Politicians also need to be flexible, adaptive leaders, to spur changes in behaviour across implementation community

The pitfalls of implementation being seen outside policy-makers realm of responsibility (Sutton 1999)



Politics and Power

Politicking amongst and between implementation actors thwarts implementation of the correct things or implementation of anything

Personal rivalries, competing interests, elite bargaining patronage all impede effective implementation and achieving intended results



More focus on Actions that lead to actual outcomes

Structural, systemic actions considered as building blocks, 'preparing the ground' for pushing things through

Service delivery at front line where actions are directly executed to help achieve actual change

—do we spend too much time in the process and less in actual direct execution?



Common sets of Values

implementation Community building, united by common values and expectations of implementation behaviour

An implementer should be a driver of acceptable standards of work and demonstrate what values are about

More harmonised implementation behaviour and more changes

When outcomes are uncertain, answers hard to devise, that's the time to form a team, tap dreams, and improvise... Putting lipstick on a bulldog won't transform enough. Makeup can't hide everything change takes deeper stuff (*Kanter, 1993*)

Thank You!

FUTURE LEADERS



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