TRANSFORMING RESULTS
BY TRANSFORMING
LEADERS AT ALL LEVELS

SEPTEMBER 2, 2019
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)
| 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**

1. **Policy**
   - Translated into actions
   - Projects designed
   - Governance arrangements

2. **Outputs and Results**
   - Tracking
   - New Org. Structure

3. **Initiation, Policy design**
   - Citizen Engagement
   - Research

4. **Communication**
   - Data management

5. **Change**
   - Routine activities

6. **Implementing**
   - Refining
   - Implementing

**Early Activities**
- Right after policy approval

**Initiating**,
- Policy design
- Citizen Engagement
- Research

**Communicating**
- Data management

**Implementing**
- Refining
- Implementing

**Refining**
- Communication
### UNDERSTANDING IMPLEMENTATION BEHAVIOUR AND ACTIONS

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<th>Higher-ups are also implementers</th>
<th>Politics and Power</th>
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<td>Analysing actors allows us to see that everyone is key to implementation results and are all accountable</td>
<td>Politicking amongst and between implementation actors thwarts implementation of the correct things or implementation of anything</td>
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<td>Politicians also need to be flexible, adaptive leaders, to spur changes in behaviour across implementation community</td>
<td>Personal rivalries, competing interests, elite bargaining patronage all impede effective implementation and achieving intended results</td>
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<td>The pitfalls of implementation being seen outside policy-makers realm of responsibility (Sutton 1999)</td>
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<th>More focus on Actions that lead to actual outcomes</th>
<th>Common sets of Values</th>
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<td>Structural, systemic actions considered as building blocks, 'preparing the ground' for pushing things through</td>
<td>implementation Community building, united by common values and expectations of implementation behaviour</td>
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<td>Service delivery at front line where actions are directly executed to help achieve actual change</td>
<td>An implementer should be a driver of acceptable standards of work and demonstrate what values are about</td>
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<td>–do we spend too much time in the process and less in actual direct execution?</td>
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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!