Big Ideas in Leadership: Change Management: Collaborative Leadership, Political Savvy and Strategic Agility

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THE LEADER AS NAVIGATOR AND CHANGE AGENT

SERVING THE PUBLIC GOOD and CREATING PUBLIC VALUE
WHY ARE WE HERE?
Leadership for the Public Good

A changed world demands:

• People with political savvy who learn to be collaborative leaders and followers...

• Produce organizational agility in themselves and in their organization.

• And create collaborative solutions and are open to new models for change
Review of the Day

• Introduction
• Identification of individual and collective challenges and opportunities
• Key Concepts in Leadership for the Public Good
• New Models for Social and Community Change
Review

• Common Ground: Civil Discourse through Conflict Management and Facilitation
• Common Good Solutions: Vision, Mission and Strategy with Priorities
• Making Common Cause to Realize the Vision
Review

• Political Savvy, Strategic and Organizational Agility in Identifying and Mobilizing Stakeholders
• Collaborative Leadership and Followership
• Final Application, Table Reports, Next Steps
Definition

• **Political Savvy**

• Ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and who you need on your side; knowing how to map political terrain and get others on your side
Definition

• Organizational Agility

• Knowledgeable about how organizations work; knows how to get things done formally and informally; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations
Theory of Public Administration

• Durable, coherent policy mandates constructed through political deliberation and agreement
The Reality of Public Management

• Incoherent, fickle mandates emerging from chaotic authorizing environment
What Are the Differences in Managers and Leaders?
It’s not all about leaders
Kinds of Followers

• Isolates
• Bystanders
• Participants
• Activists
• Diehards
Evolving Theories of Leadership and Social Change

- Asset-Based Community Change
- Collective Impact
- Core Competency Corporate Social Responsibility
- Collaborative Leadership
- Heifetz’s Adaptive Leadership
- Kotter and Gardner on Leading Change
Disruptive Philanthropy

- Philanthropy as a focused element of CSR
- Root causes
- Engage the people who will be served in the design of the solution
- Create cross-sector solutions against the bold vision
- Measurement not of activity but of impact
The Role of Technology

- Communication in the conversation all the time in real time
- Backdrop for all you do
- No longer just influence but create a community of influencers
Collaborative Leadership

- Traits and behaviors of collaborative leaders and followers
  - Assessing the Environment
  - Creating Clarity: Visioning and Mobilizing
  - Building Trust
  - Sharing Power and Influence
  - Developing People
  - Self-Reflection
Moore’s Key Questions for Public Managers

• What Parts of the Environment Should They Monitor in Order to Fit?
  • Political Authorizing Environment
  • Task Environment

• What is the General Character of the Environment in Which They Operate?
  • Simple v. Complex
  • Constant v. Dynamic
Moore’s Strategic Triangle

- Legitimacy & Support
- Operational Capabilities
- Public Value
Functions of the Strategic Triangle

• To help public managers/leaders position their enterprises in complex, dynamic environments

• To focus and distribute managerial and leadership attention across their “Task Environment” and their “Authorizing Environment”

• To help them envision a sustainable Public Value proposition to be pursued
Conflict Management and Facilitation for Finding Common Ground

Dr. Steve Joiner

• Dean, College of Leadership and Public Service
• Lipscomb University
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Individual Challenge

- Strategic Triangle
- Vision and Mission
- Communication and Mobilization
Why Vision is Imperative

• The Vision: Why
• The Mission: What
• The Strategy: How
Elements of a Successful Vision

- Aspirational
- Inspirational
- Achievable
3 Questions from Marshall Ganz

- Who Am I?
- Who Are We?
- What Can We Do Together?
Contextual Intelligence and Stakeholder Analysis

- Who do you have to persuade and how
- What stake do they have in success of the project?
How do they process information?

- Reason and fact/data
- Process and planning
- Emotion and relationships
- Vision, symbols, stories, the future
Individual Challenge Review

• Strategic Triangle
• Vision and Mission
• Communication and Mobilization
Putting it All Together

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