

Strategic Perspectives:

Leadership through change

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What I will be touching on....

- Alternatives to the hierarchical approach to leadership
- Managing change through a matrix approach
- Communicating risk appetite
- Leading staff through uncertainty

Alternatives to hierarchical leadership

- Decentralised decision making – empowered and accountable leaders throughout the organisation take decisions at the right level within the right boundaries
 - Clear risk appetite approach
 - Strong management and leadership competencies
 - Accountability and role understanding
- Ownership – bigger stake in delivering outcomes
- Greater levels of variety in roles and duties – more generic workforce and skills needed
- More adaptable to change and nimble in quickly changing environments

Leading change in a matrix approach

- Collaborative approach to leadership and planning
- Co-production of change to deliver outcomes
- Partnership rather than authority
- Different roles at different or the same time – leader and/or line manager

Risk appetite in practice

<i>Council leader's requirements</i>	<ul style="list-style-type: none">■ <i>be more innovative</i>■ <i>get more for less</i>■ <i>improve efficiency</i>■ <i>reduce costs</i>
<i>Chief executive's response</i>	<i>"That's fine – but how much risk can I take before you want to know about it?"</i>
<i>Identifying risk appetite provides the knowledge for informed discussion</i>	

Communicating risk appetite

- Set clear boundaries for risk taking – not being too risky, or too cautious
- Focus resources into addressing high priority risks and concerns
- Ensure that responses to risk(s) are appropriate and proportionate
- Clear outcome: better decisions

Leading staff through uncertainty

- Develop a shared vision to aim for
 - The path may be uncertain but the destination should be clear
- Be honest and transparent about the why and how
- Deliver on promises
 - If you can't deliver, explain why not. Staff won't forget what you've promised.
- Keep on talking - or communication vacuums will be filled by others
- Co-produce the change

Thank you