

LEADERSHIP ACADEMY (STAGE 3)

EXERCISE: USING INNOVATION TO DRIVE CHANGE (< 1.5 HOURS)

Objective:

Develop a more innovative approach to driving change in a municipality.

Introduction:

Municipalities that do not change will never succeed in sustaining high standards of achievement. **Not changing is a recipe for stagnation.** This is because forces both within and without the municipality are themselves changing. How does the municipality respond to this changing environment?

Within the municipality, for example, the drive for higher standards of local government requires higher levels of motivation and expertise from staff. New competent staff have to be recruited. The municipality needs to be an attractive place to work. How does a municipality attract bright professionals who are being sought after by the wider, better-paying market?

Outside the municipality, citizens' expectations of local government are changing. They see and hear what municipalities deliver elsewhere. Why should they put up with a second-rate municipality? Local accountability is becoming more critical. How does a municipality respond more effectively to the real priorities of their community?

Municipalities have for a long time delivered services to citizens, many of which have been of a high standard. But in many cases, these services have had little impact on the deeper issues of poverty and unemployment. How does a municipality make a difference at this level?

There are many communities where the municipality is too small to deliver effective local government. Why should their citizens suffer because their municipality is unwilling to cooperate with others and pool resources to tackle deliver aspects of local government jointly?

Assignment:

1. In buzz groups, consider the ways in which you might become more innovative yourself (see chart below). Select 3-4 of them that you think are most important for you in your leadership role. Be ready to give feedback in a facilitated discussion.
2. Divide in 3 groups to complete the template 'Driving Change' (attached) with reference to a typical municipality. You should develop ideas for strengthening the supporting factors and minimizing the hindering factors. Be ready to present your thinking on 2 aspects in a facilitated discussion.

BECOMING MORE INNOVATIVE

▪ Taking more risks ▪ Support from managers for taking risks ▪ Support from colleagues for trying new things ▪ Talking about the job and your practice ▪ Challenges from colleagues about your practice ▪ More experimenting, trying things out ▪ Being less critical, more appreciative of the efforts of others ▪ Encouraging people to run with ideas ▪ Combining ideas, building on suggestions ▪ Benchmarking what others are doing ▪ Trying out things that work elsewhere	▪ Sharing the knowledge of what works ▪ Setting up processes for gathering new ideas ▪ Inviting outsiders in; sending insiders out ▪ Putting idea generation on the meeting agenda ▪ Setting up little experiments ▪ Encouraging people to move around and change teams ▪ Encouraging job shadowing ▪ Making sure teams are made up of different sorts of people ▪ High diversity of people in the organisation ▪ Building networks and networking opportunities ▪ Learning from mistakes
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TEMPLATE: DRIVING CHANGE

DRIVERS OF CHANGE	SUPPORTING FACTORS	HINDERING FACTORS
Positive purpose	<i>[eg clear reasons for change; has meaning for people]</i>	<i>[eg change for its own sake or to extend ambitions of individuals]</i>
Open to ideas		
Delegation to staff		
Opportunities for partnership		
Engagement of community		
Focus on performance		
Recognition of achievement		
Other		