

LEADERSHIP ACADEMY

STAGE 2: ROUTE MAP TO A MODERN MUNICIPALITY (GROUP EXERCISE – 2 HOURS)

Objective:

Understand how good leadership will be able to modernise a municipality through learning and action, by strengthening its organisational integration and coherence and by improving its efficiency and effectiveness.

Introduction:

Modern leadership is essential if the local authority is to manage effectively within a changing environment and deliver ever higher levels of performance. Staff must be encouraged to reflect critically on their own experience (and that of others) and learn from it. Good leadership facilitates learning and action and unlocks potential throughout the organisation in a way that has not been achieved by command and control.

An effective local authority values the leadership potential of all its staff and elected representatives and understands that real change comes from within.

This is a strategy of delivering better performance through learning and action rather than, for example, through imposed targets. A 'learning and action strategy' seeks to improve competence; a 'targets strategy' seeks to achieve positive evaluation.

To learn and act upon that learning, people have to feel good about themselves; they need to feel confident in their capabilities and be willing to manage the risks to deliver change. This means challenging the status quo. Challenging questions allow the leadership to reflect, learn and perhaps change course.

Can a 'learning and action strategy' be developed to complement a targets strategy that is inevitable in local government? The key lies in *how* such a strategy is introduced. Some methods – eg 360 degree feedback, further delegation and clear accountability – are simple but powerful. Even if some initiatives to create a learning organisation are introduced, how can the momentum *be sustained*?

The challenge

You are faced with 2 challenges:

- *The personal challenge of leading and behaving differently to stimulate learning and action – within yourself and among those around you.*
- *The organisational challenge of introducing change through learning and action throughout the municipality on a systematic basis.*

Do you...

- ... have a mentor or learning group?***
- ... put time aside for your own learning?***
- ... build learning reviews into projects and meetings?***
- ... encourage and seek feedback on your own actions?***
- ... make learning and personal development a key aspect of performance appraisals?***
- ... acknowledge your own learning in public – especially where you have been wrong?***

All of these signal the importance of learning as a value; they will be noticed and imitated.

But personal example is not enough to transform the whole municipality. There needs to be processes and practices that enshrine learning throughout the organisation and encourage personal and team action.

Can you ...

- ... create development opportunities for everyone, whatever their level in the organisation?***
- ... create feedback loops based on performance as a matter of daily practice?***
- ... use performance management in a way that teaches people how to use resources more efficiently and effectively?***
- ... set up learning partnerships with partner organisations?***
- ... ensure that learning in one part of the municipality reaches all other parts as and when it is needed?***

Assignment:

1. Working in groups, consider the 8 blocks of indicators in the Route Map below for a typical (your?) municipality – one for each of the fundamental elements of a modern municipality; adapt them to your circumstances.
2. Score the municipality against each block in the Route Map (1 – non-existent; 10 – excellent), taking account of the different indicators.
3. Decide what to do with the results:
 - What do these results mean?
 - Is this an adequate measure for your municipality?
 - How integrated is your municipality?
 - How much emphasis does your municipality put on excellence?
 - What changes should your municipality give priority to?
 - What will you do next?

How will you evaluate and learn from what you do?

ROUTE MAP FOR A MODERN MUNICIPALITY

<u>LEADERSHIP</u> - Identifies challenges for future - Defines vision and values needed to succeed - Facilitates clarity of purpose - Helps create collective purpose - Is example of learning values and behaviour		<u>RESULTS ORIENTATION</u> - Strong belief in producing results for all stakeholders - Achieves good outcomes for local people and organisations - Creates good working environment for staff and elected representatives - Adds value to local government
	<u>INVOLVE AND DEVELOPING PEOPLE</u> - Training and development opportunities for all staff - Seeks to realize the potential of all staff, teams and of the organisation - Involves people in generating improvements - Creates culture of shared values, involvement and trust	
<u>FOCUS ON LOCAL PEOPLE AND ORGANISATIONS</u> - Service quality is defined by service users - Regularly surveys citizen needs and expectations - Satisfies existing users through service orientation - Attracts new service users		<u>MANAGE BY PROCESSES</u> - Thinks about services as horizontal processes - Specifies value chains from demand to provision - Identifies processes to be improved - Improves processes to generate added value
	<u>CONTINUOUS LEARNING, INNOVATION AND IMPROVEMENT</u> - Adopts policies of systematic improvement - Reflects on, and evaluates, actions for learning purposes - Disseminates information, good practice and learning within municipality and among its partners - Encourages the right climate	
<u>PARTNERSHIP DEVELOPMENT</u> - Understands need for network of supportive partners - Builds strong partnerships - Shares knowledge with partners - Strengthens partnerships over time		<u>PUBLIC AND SOCIAL RESPONSIBILITY</u> - Adopts ethical policies and approaches - Adds value to community - Seeks and practices good governance