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# The impact of leadership on successful Organisation Transformation

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# Agenda



- Context
- A definition
- Transformation v Change
- Transformational Leadership
- A collaborative approach to transformation
- Lessons learnt

# The alligator v the elephant



“of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for the top nomination. And, ironically, probably more has been written and less known about leadership than about any other topic in the behavioural sciences”.

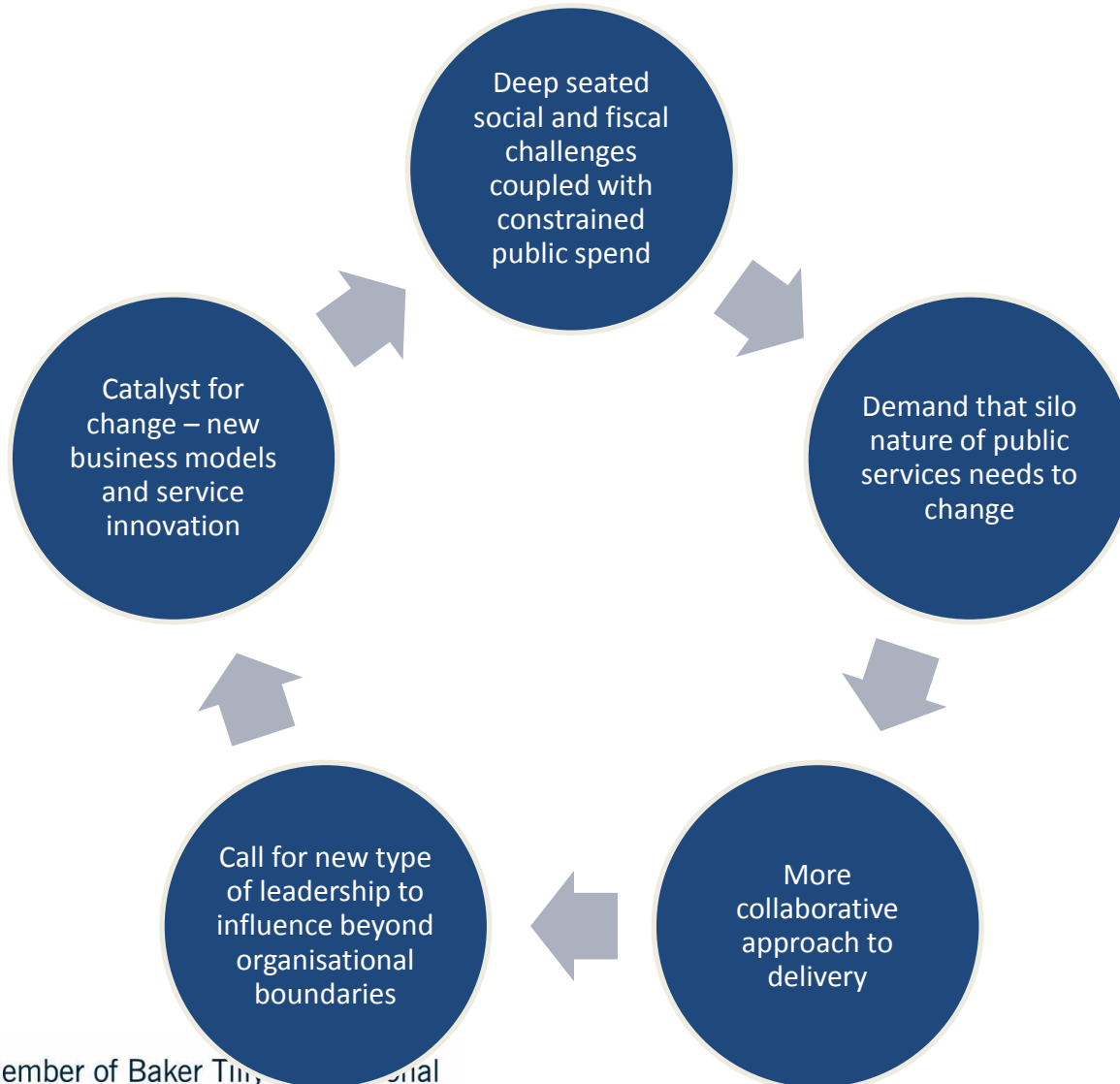
Warren Bennis 1959

“on the edge of chaos where nothing makes sense  
and everything is possible – miracles can happen”

Martyn Carruthers. Organised Chaos 2004



# The Perfect Storm



# Transformational Leadership

## – a definition



Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms.

# Transformation



- Is a specific kind of change
- Transformations involve paradigm shifts
- Transformations are complex



# The darker side of transformation



# Transformation v Change

- Subscribes to the vision
- Desire to improve the past
- Driven by tactics
- Focuses on methods and processes
- Finite initiatives which may or may not be cross-cutting
- Makes the system better
- Making setups in different format within the given system to achieve improvements in performance
- Incremental

- Prescribes the vision
- Creates the future
- Driven by strategy
- Focuses on mindsets and beliefs
- A portfolio of open-ended initiatives which are necessarily cross-cutting
- Makes a better system
- Encompasses bigger, more radical shifts
- Makes a total change of system, procedure and a total mindset to get a better transparency and communication within the process owners including the customers.

# Involves paradigm shifts

- Tends to be more radical and of a larger magnitude
- Not incremental or fine tuning
- Discontinuous change which involves redefining
  - Organisational values
  - Purpose
  - Organisational habits

# Transformations are complex



Transformation change is complex, non-linear, full of uncertainty and open-ended which means

- Change happens at uneven points in time
- Progression often followed by regression and progression again
- Unpredictability can lead to unintended outcomes
- Transformations also suggests that they could be thought of as an ongoing journey requiring adaptation to changing circumstances, rather than a destination or a predetermined outcome



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Ministers are encouraging us to take more risks, to do things differently. Departments want to do it but the pain you experience when your problems end up on the front page of the newspaper – it’s pretty sharp pain. While the leaders of the organisation might say, ‘Look, it’s okay, keep going’, it’s the people in the organisation that really feel bruised when that happens ...



# Transformation – public v private sector



- Values
- Structures
- Legal framework
- Representation
- Purpose
- Culture
- Impact of decision

# Van der Voet, Kuipers, and Groeneveld (2016) Transformational Leadership Framework



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“transformational leadership is achieved by articulating a vision, fostering the acceptance of group goals, and providing individualised support, [it is at this point that] effective leaders change the basic values, beliefs and attitudes of followers

# Transformational v Transactional



- *Transformational leader:* A leader who motivates employees in a way that transcends self-interests for the greater good of the organization (Bass, 1985).
- *Transactional leader:* A leader who assigns activities and tasks to followers and motivates individuals by punishment and reward. There is a noticeable chain of command and mostly downward communication (Burns, 1978).



# Characteristics of a Transformational Leader



1. Idealised influence. *Charismatic vision and behaviour that inspires others to follow*
2. Inspirational motivation. *Capacity to motivate others to commit to the vision.*
3. Intellectual stimulation. *Encouraging innovation and creativity.*
4. Individualised consideration. *Coaching to the specific needs of followers.*

- Transformational leaders show individualised consideration to followers by paying attention to and meeting the needs of followers
- Transformational leaders stimulate ideas and creativity from followers by creating a safe environment to challenge the status quo.
- Transformational leaders have a vision that inspires and motivates followers to achieve important goals.
- Transformational leaders serve as role models for their followers, allow them to identify with a shared organisational vision, and provide a sense of meaning and achievement.

# Dealing with the dark side of organisations



- Isolated leadership – ‘bunker mentality’
- Absence of feedback
- Employees fearful of giving frank information
- Fear is the bane of creativity and innovation and saps collaboration

# The Clinical Paradigm



1. What you see isn't necessarily what you get
2. We are not rational human beings
3. We are subjected to motivational needs systems
4. We all have a shadow side
5. We are products of our past



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They have to let people go. If people are going to *flourish and grow*, managers have to rely on them an awful lot more and trust them more. There's a thing about trusting the judgement of the people you are employing and if you don't [trust them], why are you *employing them in the first place?* *And some managers*, many managers who are very good and very strong, have a very strong [urge to be] control freaks. It is about *letting go: people only grow and flourish and have the capacity to do more if you allow them to do it.*'

**CEO, Somerset County Council**





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‘We’ve focused on developing project management and leadership skills. This is a key feature of our top-level leadership change programme. We are building a programme (now under way) using developmental activities, including secondments, volunteering, coaching and shadowing. We’re helping people experience things through action learning and sharing problems, for example working with charity and voluntary sector organisations to bring it alive.’

**Assistant Director Customers and Employees,  
City of York Council**



# Commonalities in 'landing change'



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## Design – Building Leadership for Change

- Organisational leadership with agenda for change
- Backstage preparatory work with key players
- Expert facilitation

## Techniques – Building an understanding of and commitment to Change

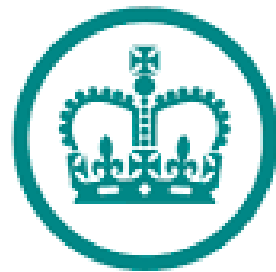
- Mass engagement events
- Repeated and consistent communication from the top
- Achieving clarity through brevity and translation through detail
- Early changes entrenched quickly
- Changing patterns of interaction

## Management – Enabling Change

- Creating change advocates
- Removing obstacles and providing resources
- Acting on measurements



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HM Revenue  
& Customs

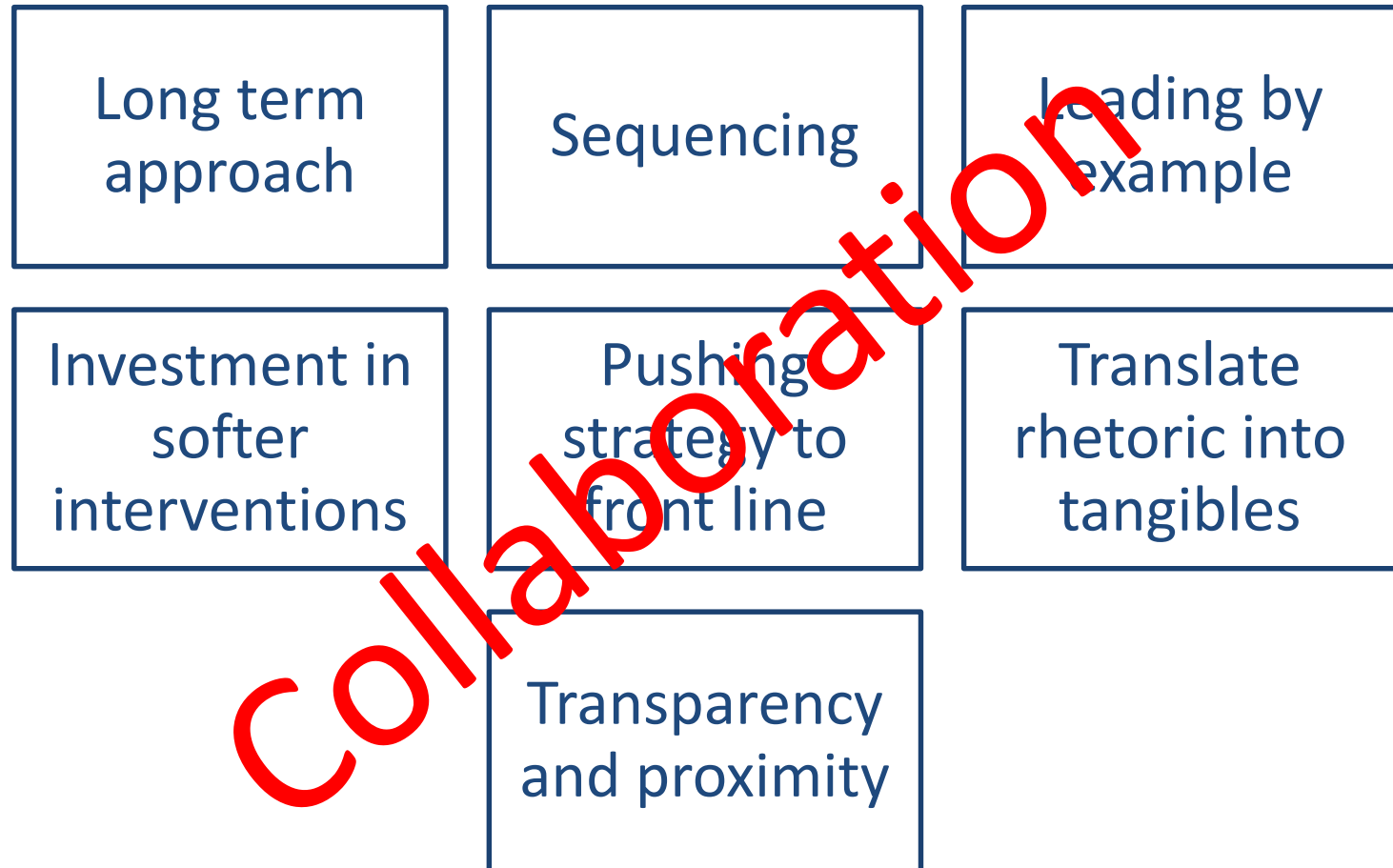
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# The understanding that underpins transformational change



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# Collaborative Leadership



Effective collaborative leaders get the results they want by focusing on three priorities: articulating compelling goals, forging alliances with partners and trading control for influence. This sets the tone for their own organisations and encourages the right behaviours in partners. It is leadership, not management, that will create longer-lasting collaboration.

# Collaborative Framework



- **Collaboration needs the right framework to flourish**

A culture of collaboration will not flourish unless it is underpinned by a workable model where priorities and money flows are aligned. The essential point is that there is a common focus on the outcomes to be achieved. This is what will get staff doing the right thing

# Improvement Journey

## EFFICIENCY

- Internal Improvements
- Outsourcing
- Shared Assets and Procurement
- Shared Services

**Driving out costs through greater internal efficiency and by sharing functions such as procurement, back office operations**

## EFFECTIVENESS

- Commissioning new business models
- Commercial and trading activities

**Driving value through the commissioning of services, the adoption of new business models and commercial activities**

## EMPOWERING

- Co-production of services
- Alignment of budgets and blended services

**Securing a new relationship with society, convening and developing stronger communities**

# Improvement Journey

## EFFICIENCY

- Collaborative Leadership within your organisation

**Driving out costs through greater internal efficiency and by sharing functions such as procurement, back office operations**

## EFFECTIVENESS

- Collaborative Leadership between organisations

**Driving value through the commissioning of services, the adoption of new business models and commercial activities**

## EMPOWERING

- Collaborative Leadership across communities

**Securing a new relationship with society, convening and developing stronger communities**

# Collaboration = Transformation



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# Lessons learnt

1. Successful transformation must have collaborations as its source.
2. It must have a common purpose
3. The theme of 'sharing power' is the hardest thing to do well.
4. A key factor in predicting the likelihood of future transformation success is the pattern of implementation results achieved during previous projects
5. 'Transformation fatigue'
6. Organisations don't change. People do -- or they don't
7. Some people are naturally more "change-adept."
8. Treating transformation as an event, rather than a mental, physical and emotional process
9. A new kind of relationship, grounded in mutual trust and respect emerges between leaders and staff.
10. Trust in the innate intelligence, capability, and creativity of your staff **and people will astound you.**

# And finally



Collaboration can take effort, emotional resilience, and courage. There are significant barriers to collaboration, including power struggles, institutional inertia, lack of passion and time, changes in leadership, and impatience

Collaboration is hard. But it is worth it.

Thank you

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