

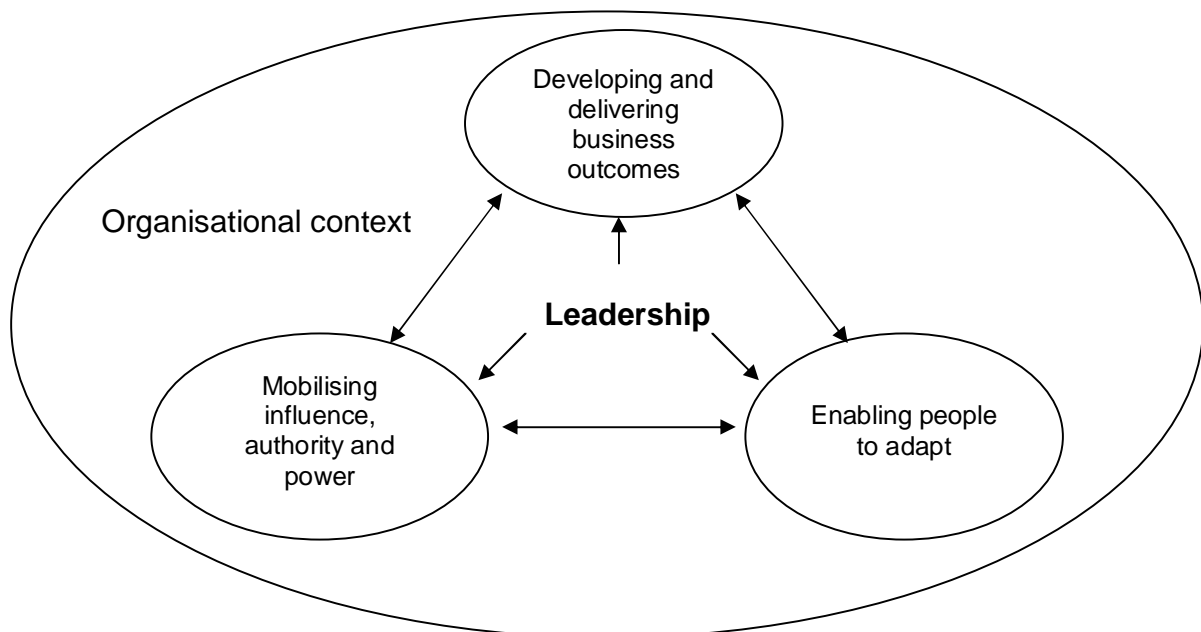
## THREE DIMENSIONAL LEADERSHIP OF CHANGE: A JUGGLING ACT

*Andy Holder, Mhairi Cameron and Mike Green*



Leaders of change need a robust model - implicit or explicit - for how to bring about change. This is particularly so with the current changes to local government which involve high levels of complexity, unfamiliarity and uncertainty. The model must match these characteristics yet be straightforward enough to us in a practical way.

Whilst there are many detailed models of both leadership and change available we have found the need for a straightforward model that balances three key dimensions. The dimensions are not new but the way in which they are expressed and balanced has proved particularly useful in bringing in change to a variety of public, social and private sector organisations.



Leaders of change need to balance their efforts across three dimensions of any particular change:

- developing and delivering clear outcomes
  - supported by good 'business' processes of strategy development, planning, implementation and performance monitoring.
- mobilising influence, authority and power
  - hearing the various interests and voices to do with change and negotiating a way forward.
- enabling people to adapt
  - acknowledging the challenges and dilemmas people face and supporting the emotional and behavioural changes.

Leaders are at the centre of these processes, shaping and directing them, though not, of course, always responsible for carrying them out. What is critical is that although one aspect seems central at any time, e.g. developing a strategy, a leader's role is addressing other aspects appropriately at the same time, e.g. building support, allaying fears.

The **context** is critical. Rarely are changes made alone – they have links to other services, organisations and indeed changes. The modernisation programme of central government and the changes demanded in practically all policy areas make consideration of the context of any change a necessity not a luxury. Just deciding on a single outcome and 'going for it' is not a serious option anymore.

However when it comes to leading a particular change each of the three dimensions involves a wide range of activities; leadership is about ensuring those responsible are effective in each.

### **Developing and delivering clear outcomes**

#### **The key activities are typically;**

- developing a shared vision or strategy;
- focusing policy and target setting;
- considering whether the organisations structures, processes, roles and culture are fit for purpose;
- project planning, particularly assessing capacity and workload and assigning resources;
- getting going and implementing changes;
- monitoring performance.

#### **The key questions are;**

What outcomes do you want?  
How are they to be achieved?

### **Mobilising influence, authority and power**

#### **The key activities are typically;**

- identifying end-users and stakeholders and how their views are typically voiced;
- informing and consulting those identified in an appropriate way;
- drawing together the diversity and convergence of views;
- negotiating a way forward using ones own influence, authority and power, and that of others.

#### **The key questions are;**

What interests and voices are there about this change?  
How do you negotiate a way forward?

## **Enabling people to adapt**

### **The key activities are typically;**

- communicating the vision and change;
- acknowledging the challenges and dilemmas for individuals and teams;
- winning support and commitment;
- preparing and supporting people for the emotional challenges;
- assisting by training and development the behavioural and cultural changes.

### **The key questions are;**

What challenges, possibilities and dilemmas will individuals face?  
How can they be enabled to face the emotionally and behaviourally  
challenging changes?

This note sets out briefly the three dimensions we regard as critical in leading change. Many elected members, board members and senior managers have found the model useful and we continually use it in our change consultancy to public, social and private sector organisations.

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## The competing demands of leadership

