

Courageous Leadership

Cindy Colvin

C.M. Colvin and Associates, LLC

What Makes a Courageous Leader?

- **Sets and Communicates a Clear Direction**

- Based on voiced constituent needs and anticipated future needs

- Measures organizational performance in relation to that direction

- Inspires others to follow by leading vs. power

- **Measures Organizational Performance**

- Constantly looks at performance data and asks “What can we do to make it better?”

- **Creates Change Before Required**
 - Anticipates change through forward thinking
 - Facilitates systemic organizational change in the face of resistance
- **Makes Demands of Others**
 - Helps others transition through change
 - Measures performance
 - Holds others accountable for results

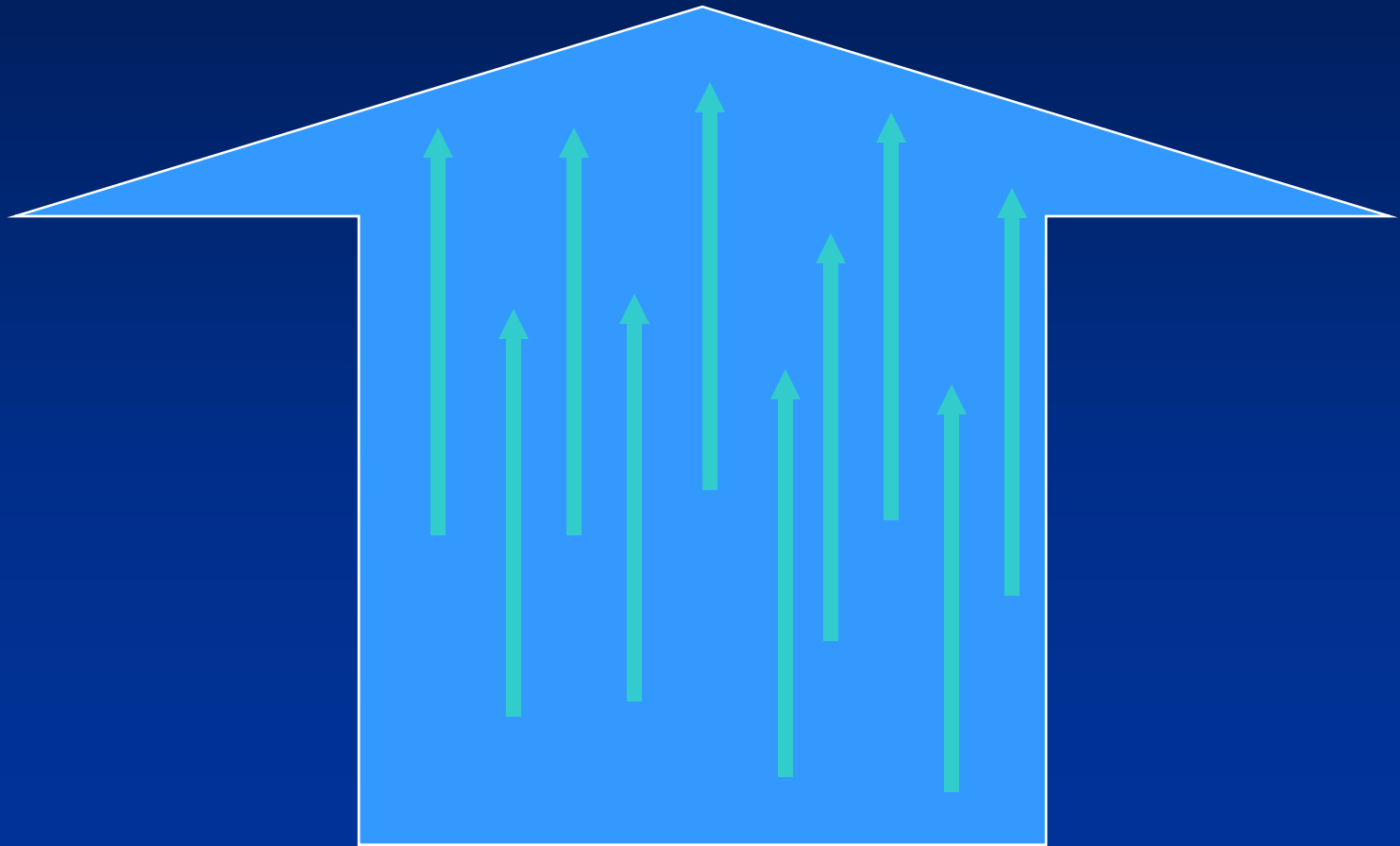
Sets and Communicates Strategic Direction



Well-intended work without strategic direction



Strategic Planning Creates Alignment



Success Indicators

- Performance is measured
- Organizational alignment
- Decisions and changes in course are made in context of strategic direction
- Clear view of future state understood throughout the organization
- Operational plans developed as part of deployment

Major Aspects

- Customer satisfaction is driver for strategic decision-making
- Focus on building operational capacity, including speed, responsiveness, and flexibility
- Improvement and learning
- Operational performance excellence is key

Vision

- Defines what the organization wants for the future
- What do we need to be for our customers?
- What is possible?
- What are we willing to commit our efforts toward achieving?

“We provide leadership when we create a vision. It is the job of every public leader to create a vision and inspire others to follow.”

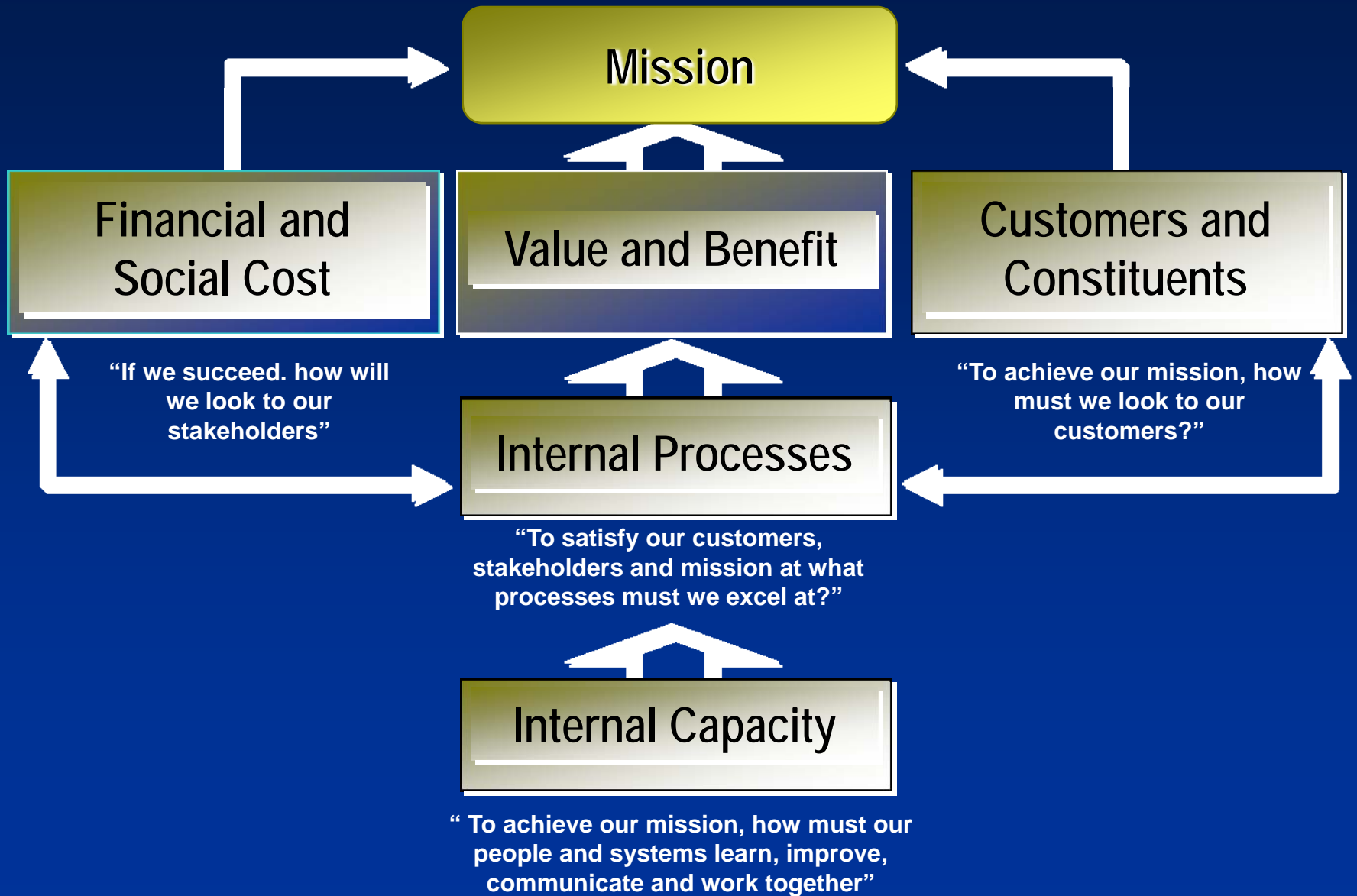
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Measures Organizational Performance



Balanced Scorecard

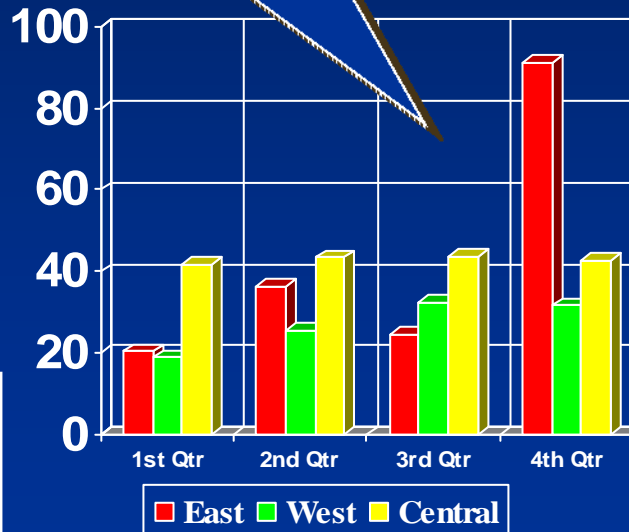


Data Driven Decisions

What happened 4th quarter in the East?
How has Central been able to continuously sustain a level of performance?

Are we measuring the right stuff?
How do we focus our energy to achieve higher results?

Eastern Region is leading the State



Region	4 th Qtr	YTD
East	91.3	172.3
West	31.6	108.5
Central	42.6	171.2

Data

Information

Knowledge



Value Chain

Drivers

External Causes

Example: Economic trends, case loads

Inputs

Examples:

\$\$,
FTEs, IT,
Facilities

Activities

Business Processes

Examples: Issuing a license, processing a claim, making something

Outputs

Products/Services

Examples: units produced, number served, cases processed
Used by: Supervisors

Immediate Outcomes

Customer Service

Examples: turn around time, % time meeting expectations
Used by: Managers

Intermediate Outcomes

Satisfaction or Behavior Changes

Example: customer satisfaction
Used by: Leadership

Ultimate Outcomes

Societal or Mission Level Results

Examples: System or societal changes
Used by: Policy Makers

Note: Efficiency Measures

Relate inputs to outputs or outcomes

Examples: cycle time, cost/unit or units/FTE or cost effectiveness

Performance Measures

How?

Why?

Successfully Facilitates Change



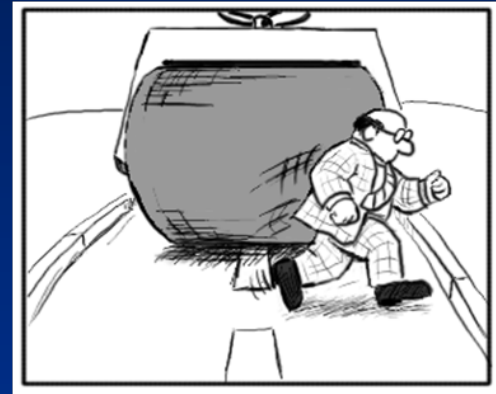
Your Choice

Ignore Change....



and Lose.

React to Change....



and Survive.

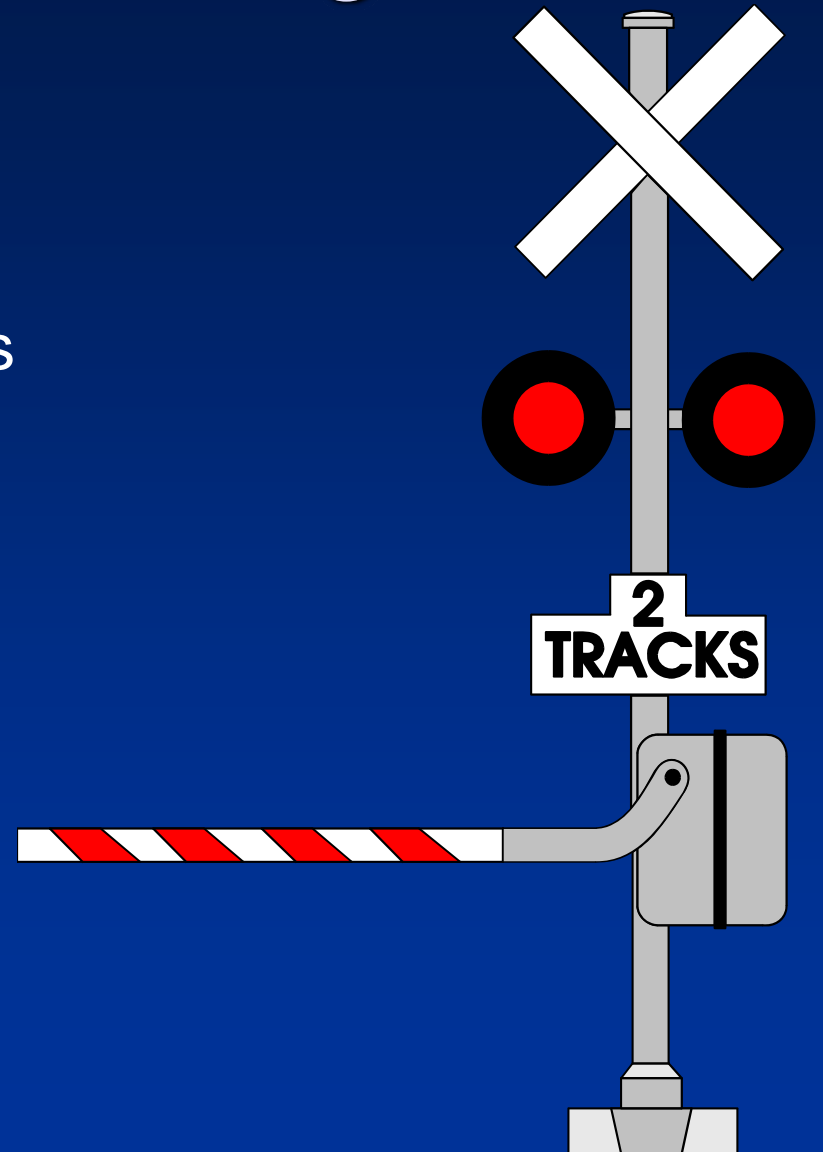
Drive Change....



and Succeed.

Barriers to Change

- Infrastructure
 - Information systems
 - Human Resource systems
- History
 - Been there, done that
 - Fear of accountability
- Human Nature
 - Different
 - Uncomfortable



Successful Change Formula

Beckhard Change Formula

$$\text{Change} = \frac{P \times CR \times V \times TPL}{R}$$

Where:

P = Pressure for change

CR = Current reality

V = Vision for change

TPL = Transition plan

R = Resistance to change

Past Change Efforts

- Think of a time when change was attempted in an organization you were involved with
- Using Beckhard's model, discuss how well it worked



Pressure for Change

- Hold people personally accountable for results
- Communicate the internal and external pressures for change
- Directly expose staff to pressures from customers, stakeholders, and other sources
- “Feed” information to informal networks
- Manage the external pressure

Current Reality

- Be clear, open, and honest about current state of things
- Share data about current performance levels
- Move away from strictly bottom-line thinking to measure success
- Celebrate successes while driving need for improvement

Vision for Change

- Clearly articulate what the future will look like, feel like, taste like
- Create “followership”
- Be open to new ideas
- Be open and honest about development needs
- Assure the organization of its ability to create the future desired
- Provide data-driven, measurable goals

Transition Plan

- Project plan with milestones and dates
- Human resource plan
- Completion date
- Celebrate milestones
- Constant review and course corrections
- Communicate progress consistently

Overcoming Resistance to Change

- Role model the behavior you expect
- Be personally accountable
- Acknowledge the resistance, work with it while positively reinforcing expectations
- Hold people accountable
- Take the time to listen, let people talk and inquire

Makes Demands of Others



Bridge's Transition Model

ENDINGS



**NEUTRAL
ZONE**



**NEW
BEGINNINGS**

Questions/Comments

