TRANSFORMATIONAL LEADERSHIP FOR EFFECTIVE PUBLIC INSTITUTIONS

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WHAT LEADERSHIP DOES

• Sets direction, builds a vision, and adapts as circumstances require
• Maps out where you need to go to "win" as a team or an organization.
• It's dynamic, exciting and inspiring
Leadership Requirements Model

**Attributes**

**Character**
- Values
- Empathy
- Service Ethos
- Discipline

**Presence**
- Professional bearing
- Fitness
- Confidence
- Resilience

**Intellect**
- Mental agility
- Sound judgment
- Innovation
- Interpersonal tact
- Expertise

**Competencies**

**Leads**
- Leads others
- Builds trust
- Extends influence beyond the chain of command
- Leads by example
- Communicates

**Develops**
- Creates a positive environment
- Fosters esprit de corps
- Prepares self
- Develops others
- Stewards the profession

**Achieves**
- Gets results

Adopted from the U.S. Military
ORGANIZATIONAL CULTURE
What is organizational culture?

- The shared values, attitudes and practices that characterize an organization.
- It’s the personality of the organization.
- It plays a large part in the employees’ overall satisfaction.
What is Culture?

**How does it feel?**
- What can you hear?
- How does it taste?

**What are the smells?**
- How does it feel?
- What can you hear?
- How does it taste?

**Things**
- Your workspace
- Buildings
- Equipment
- Office Layout
- Attire
- Workplace Decor

**Behaviours**
- Socialising
- With colleagues
- Leadership
- Decision-making
- With Customers

**Structures & Processes**
- Rewards
- Building the product
- Training and Development
- Authority – real & perceived
- Communications
- Disciplinary

**Rituals**
- Outings
- Out of Office Working
- Informal Meetings and support
- Recognition
- Parties & gatherings
CULTURAL CHANGE THAT STICKS

- Match Strategy and Culture
- Focus On A Few Critical Shifts In Behavior
- Honor The Strengths Of Your Existing Culture
- Integrate Formal And Informal Interventions
- Measure And Monitor Cultural Evolution
Align the organizational culture

- Leadership Journeys-mentoring
- Top Team Alignment-cohesion
- Cultural Development plan-living the values.
- Workflow Transformation /interaction mapping
- Monitoring and evaluation.
INNOVATION
What is innovation?

- A process by which a product or a service is renewed and brought up to date. This is done by:
  - Applying new processes,
  - Or introducing new techniques,
  - or establishing successful ideas to create new value.
DEMystify Innovation

It's not

a) Costly
b) For the Intellectuals
c) Necessarily an Invention
d) Monumentally transformational
e) An affront to authority
DEMYSTIFY INNOVATION
What is it?

• **Novelty**: new approach relative to the context where they are being introduced

• **Implemented**: Approach must be implemented not just an idea

• **Impactful**: Must result in better public service-efficiency; effective; user and employee satisfaction
• Political process that uses failure to score points rather than learn lessons.
• The pressure for uniformity in the public service.
• Lack of evaluation of the impact of previous public projects.
• Pressure of the immediate reaction to crises.
• A tradition of secrecy that hinders feedback, learning and sharing.
• The dominance of vertical silos coupled with resistance to change and vested interests
What to do?

• Tolerance for disruption
• Continuous learning through structured CPD-KAPAM: AAPAM: ICPAK: IIA:LSK
• Reward schemes
• Risk acceptance vs Aversion- Optimal level
• Trust
• Budget
• Sound Project Management
A total system effort, involving top management, with the goals of increasing general organization effectiveness and health.

Helps in the accomplishment of specific organization objectives and targets by means of planned interventions in the organization's structure and processes.

Uses behavioral and management sciences and any other relevant knowledge.
PERFORMANCE IMPROVEMENT PLANNING.

- To improve managerial, planning and problem-solving skills;
- To improve teamwork and human relations;
- To set up an effective productivity information system;
- To trigger a breakthrough to a higher level of organizational performance;
- To help revitalize the organization and its climate.
PERFORMANCE IMPROVEMENT PROGRAM.

- GEMBA KAIZEN - WASTE
- LEAN SIX SIGMA - PROCESS
- BALANCED SCORE CARD - STRATEGY
EXCELLENCE FRAMEWORKS

- JAPANESE PRODUCTIVITY CORPORATION - JAPAN
- MALCOLM BADRIGE - USA
- EFQM - EUROPE
- CONFEDERATION OF INDIAN INDUSTRIES - INDIA
- SPRING - SINGAPORE
- SAI GLOBAL - AUSTRALIA
- FUNDIBEG REDIBEX - BRAZIL
AWARD SCHEMES

- ALL AFRICA PUBLIC SECTOR INNOVATION AWARDS (AAPSIA)
- COMMONWEALTH GORDON DRAPER AWARDS
- UN PUBLIC SERVICE AWARDS (UNPSA)
- FINANCIAL REPORTING AWARDS (FIRE) BY ICPAK
- COMPANY OF THE YEAR AWARD (COYA) BY KIM
- OTHERS???????
Organizational tools for changing minds

Leadership Tools
- Inspiration
  - Vision
  - Storytelling
  - Persuasion
  - Conversations
  - Role modeling

Management Tools
- Information
  - Negotiation
  - Strategic planning
  - Decision-making
  - Learning
  - Measurement systems

Power Tools
- Intimidation
  - Traditional
  - Role definition
  - Operating procedures
  - Control Systems
  - Incentives
  - Hiring
  - Firing
  - Disincentives
  - Promotion
  - Training
  - Punishments
  - Coercion
  - Threats
  - Fiat
Thank you.
Your thoughts and experiences??