

Day 1 Session 1
Prototype Learning Module

Leadership for Results and Infrastructure Service Delivery

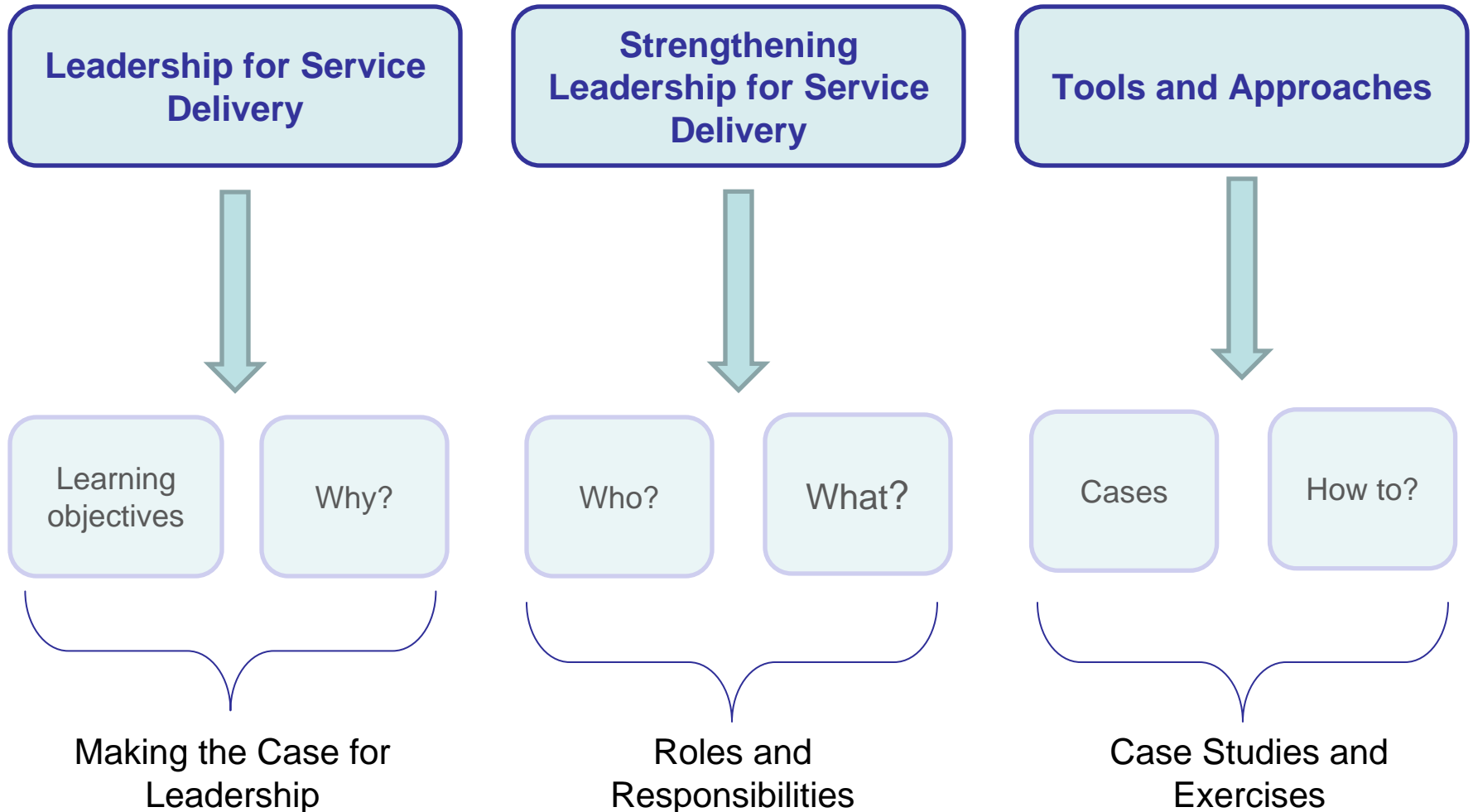
Arthur Smith

Chairman

National Council for Public-Private Partnerships (USA)

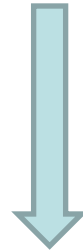
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Prototype Learning Module



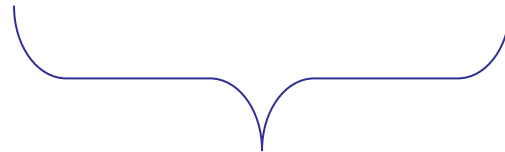
Part One

**Leadership for
Service Delivery**



Learning
objectives

Why?



**Making the Case for
Leadership**

Learning Objectives

Strengthening Leadership to Achieve Results

Recognize and advocate the importance of leadership for service delivery

Assess the constraints for results in a given context

Identify leadership characteristics needed to alleviate constraints

Select appropriate approaches, tools and references

Why Leadership Matters

To Achieve Good Governance and Results

- Leaders are principal actors in driving change processes that include engaging a variety of diverse stakeholders with conflicting interests
- They must be able to set goals and priorities, mobilize consensus, engage and inspire their governments to implement change and deliver on promised results
- Administrative leaders are responsible for actual implementation of programs and plans - i.e. for managing organizational resources to achieve the development goals of the government.

Why Leadership Matters for Infrastructure Service Delivery

To Achieve Service Delivery

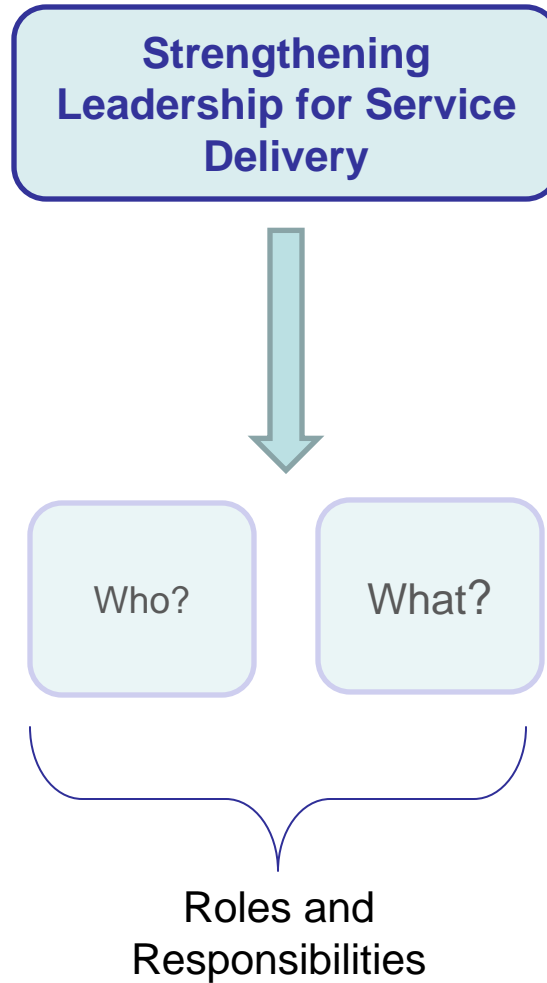
- Leadership is the process of effectively mobilizing all resources to achieve specific outcomes
- Leadership is required to:
 - Generate acceptance, and manage complexities arising from change
 - Create the authorizing environment for strategy elaboration & implementation;
 - Enable resource mobilization and capacity building
- Results-based leadership can turn strategies from concept into action, at different levels and contexts

Managing Change for Results and Infrastructure Service Delivery

Policy reforms and targeting challenging results for service delivery can involve:

- ✓ Changing appreciation for leaders roles in non familiar partnership arrangements
- ✓ Negotiating institutional arrangement between the government and non government sector;
- ✓ Requiring inputs from the private sector (for design, construction or upgrading, operation and maintenance of public infrastructure and delivery of services)
- ✓ Sharing the investment and operational risks between the government and different partners;

Part Two

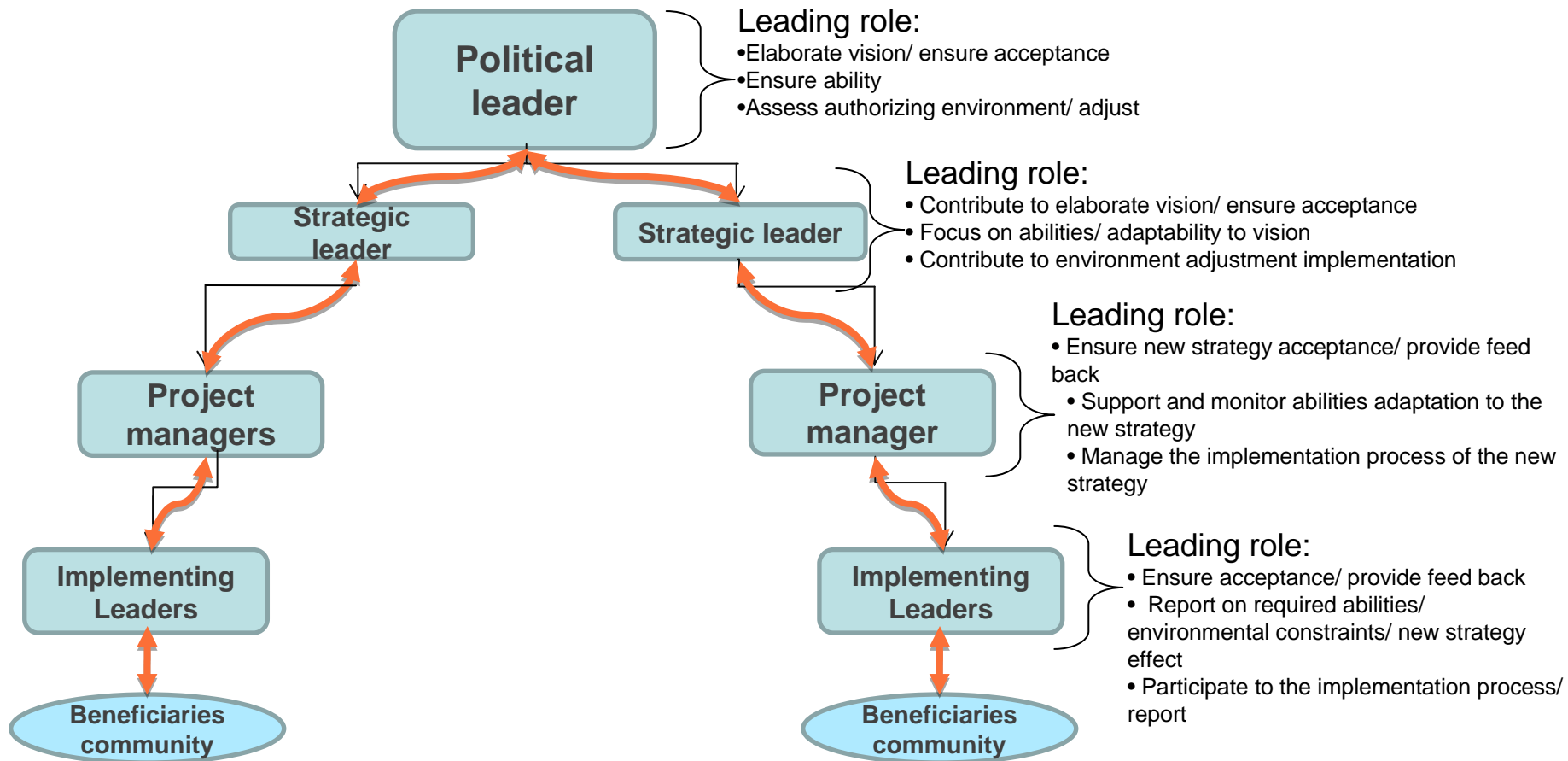


Key Learning Outcomes

- Be aware of the role of leadership in service delivery reforms
- Know what leaders do at different stages
- Conceive and develop leadership strategies for adaptive change processes

Who are the Leaders?

At every level there is a Leadership Role

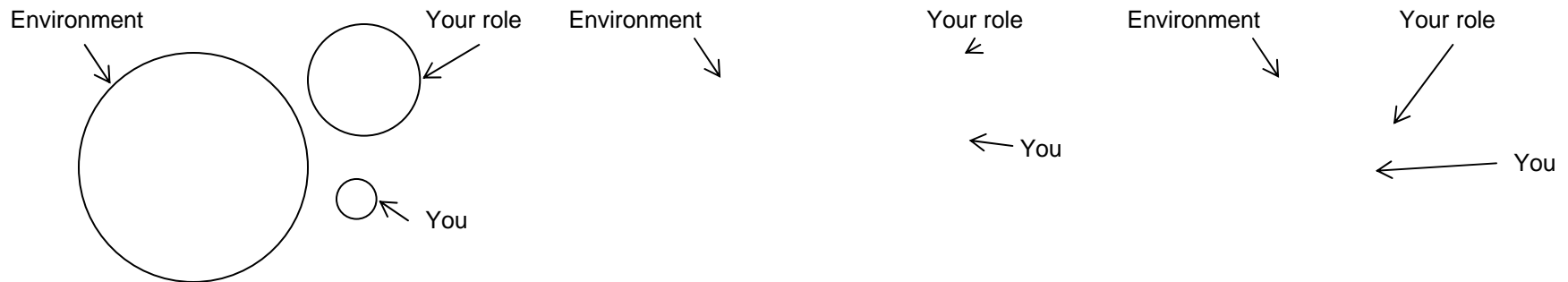


What is Leadership?

Managing Change for Results

Leadership is the art of:

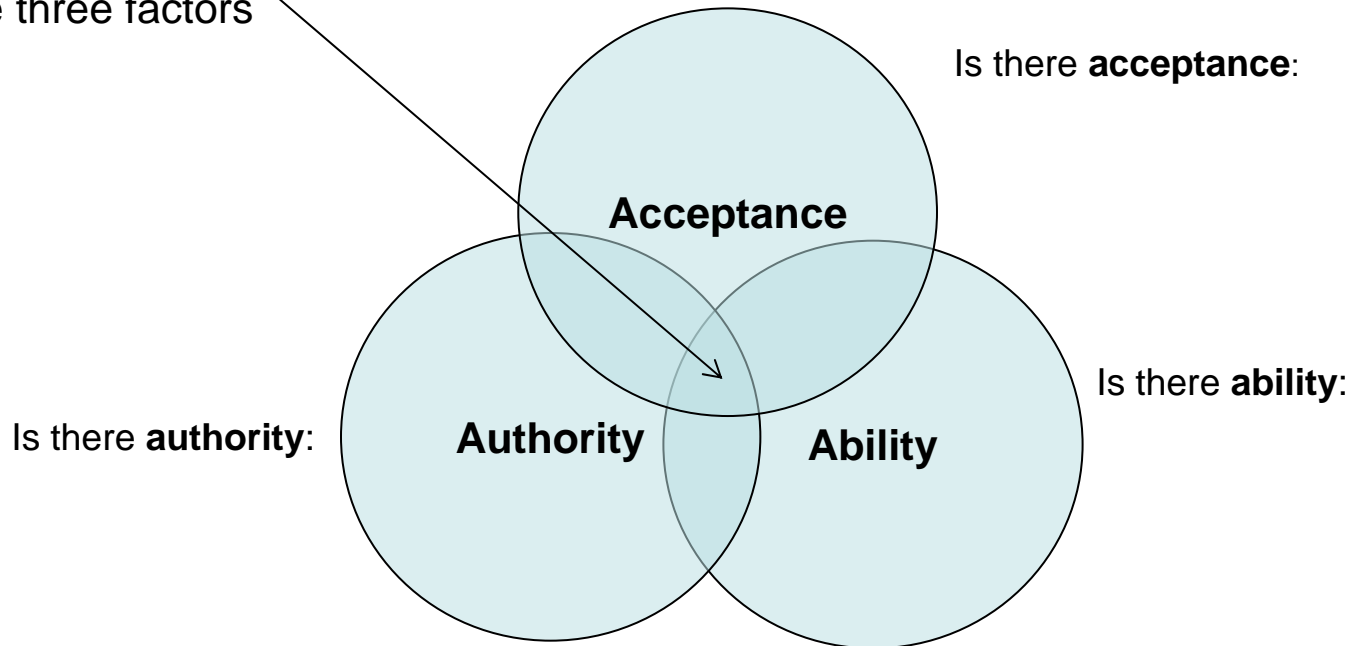
- analyzing a social, institutional, technical... environment
- identifying gaps, issues and constraints
- finding the adapted solution to align environment, peoples... to a strategy
- creating the space for change



What do Leaders do?

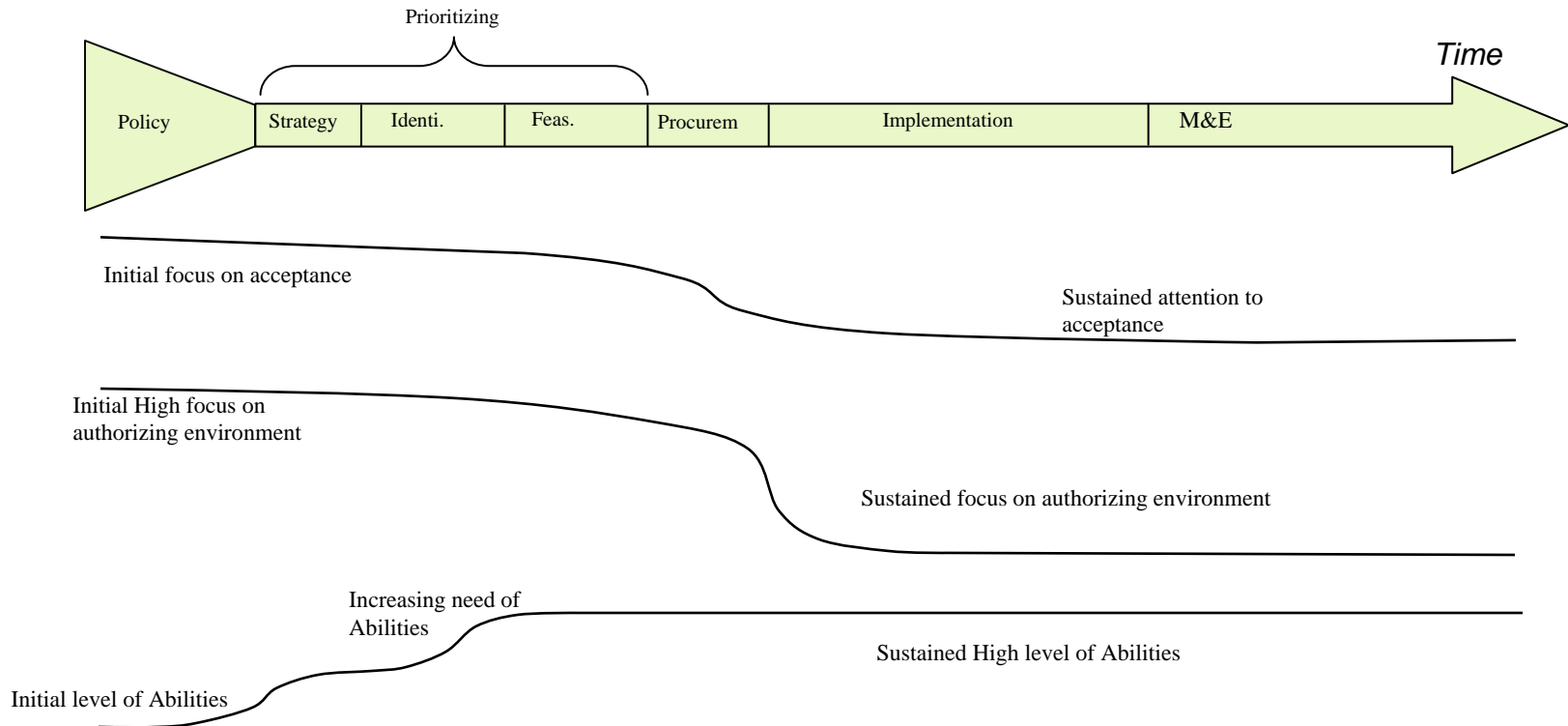
Leadership Challenges

Space for change, results
is at the intersection of
the three factors



Leadership at Every Stage

Managing the Project Cycle

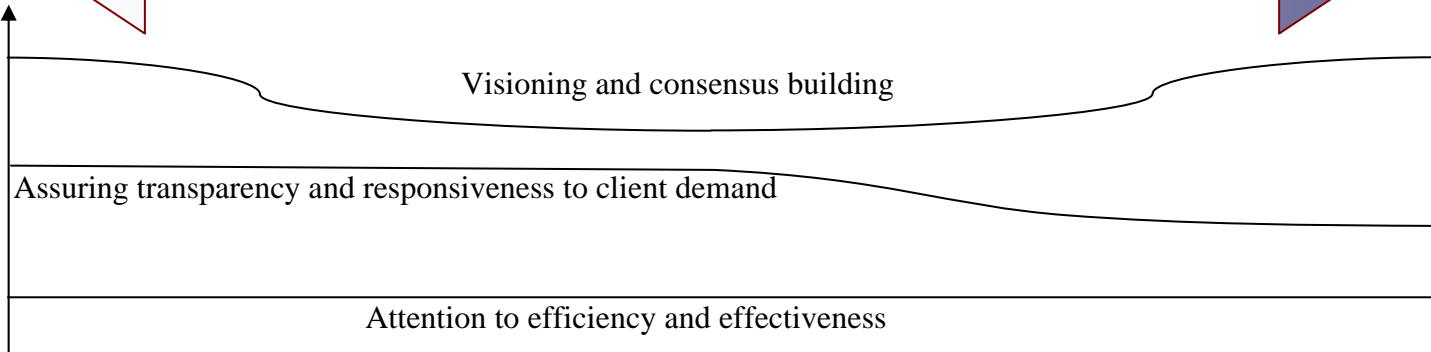


Leadership and Partners

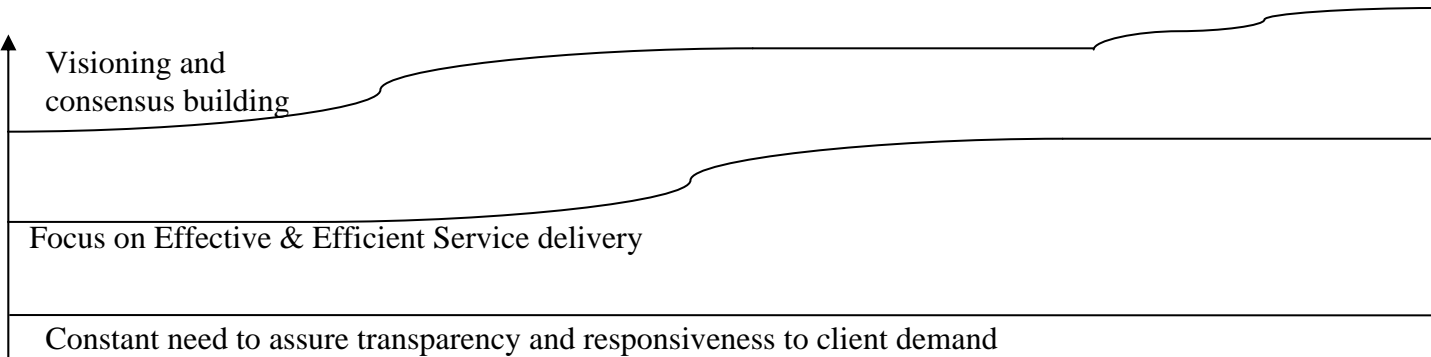
Managing Partnerships



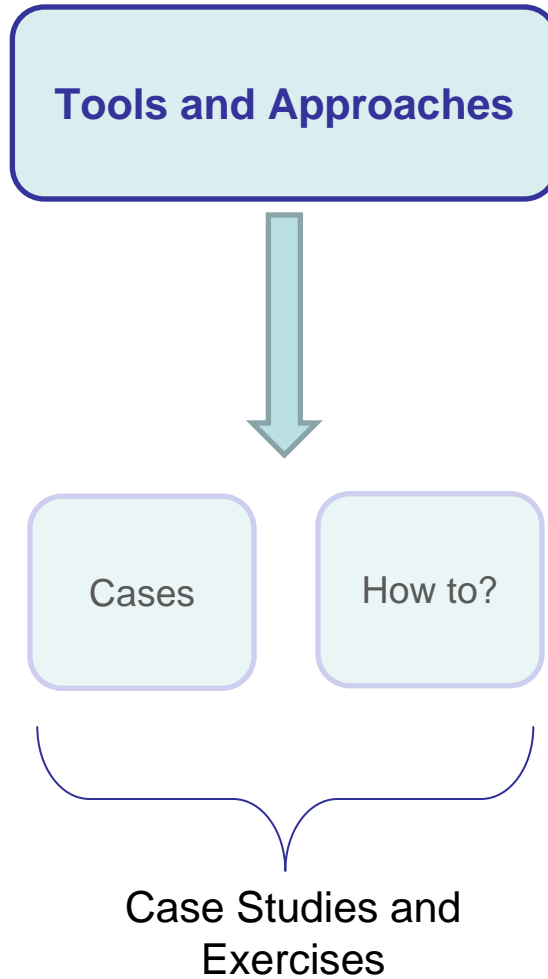
Intensity of demands on leadership attributes in public sector



Intensity of demands on leadership attributes in private sector

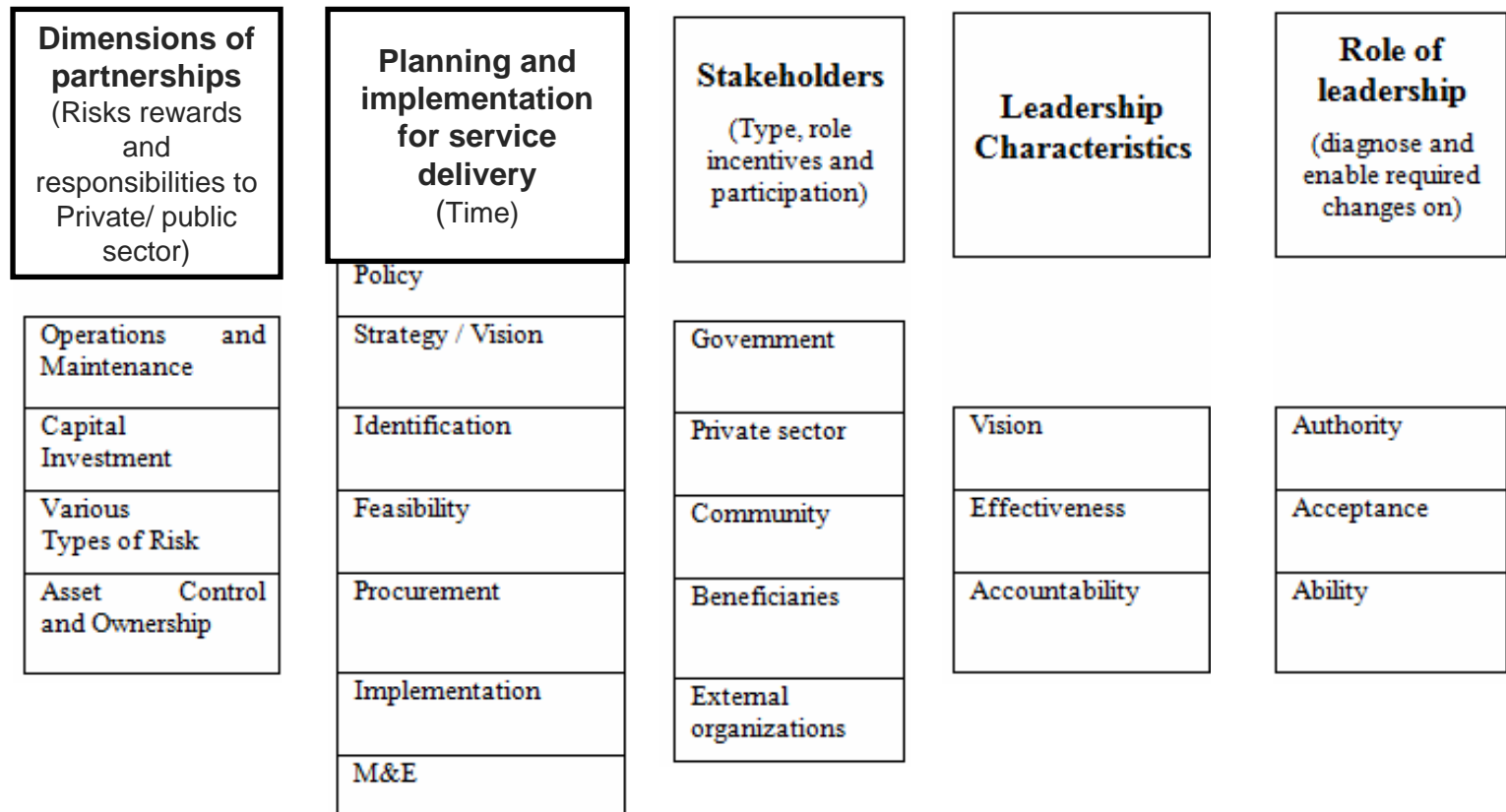


Part Three

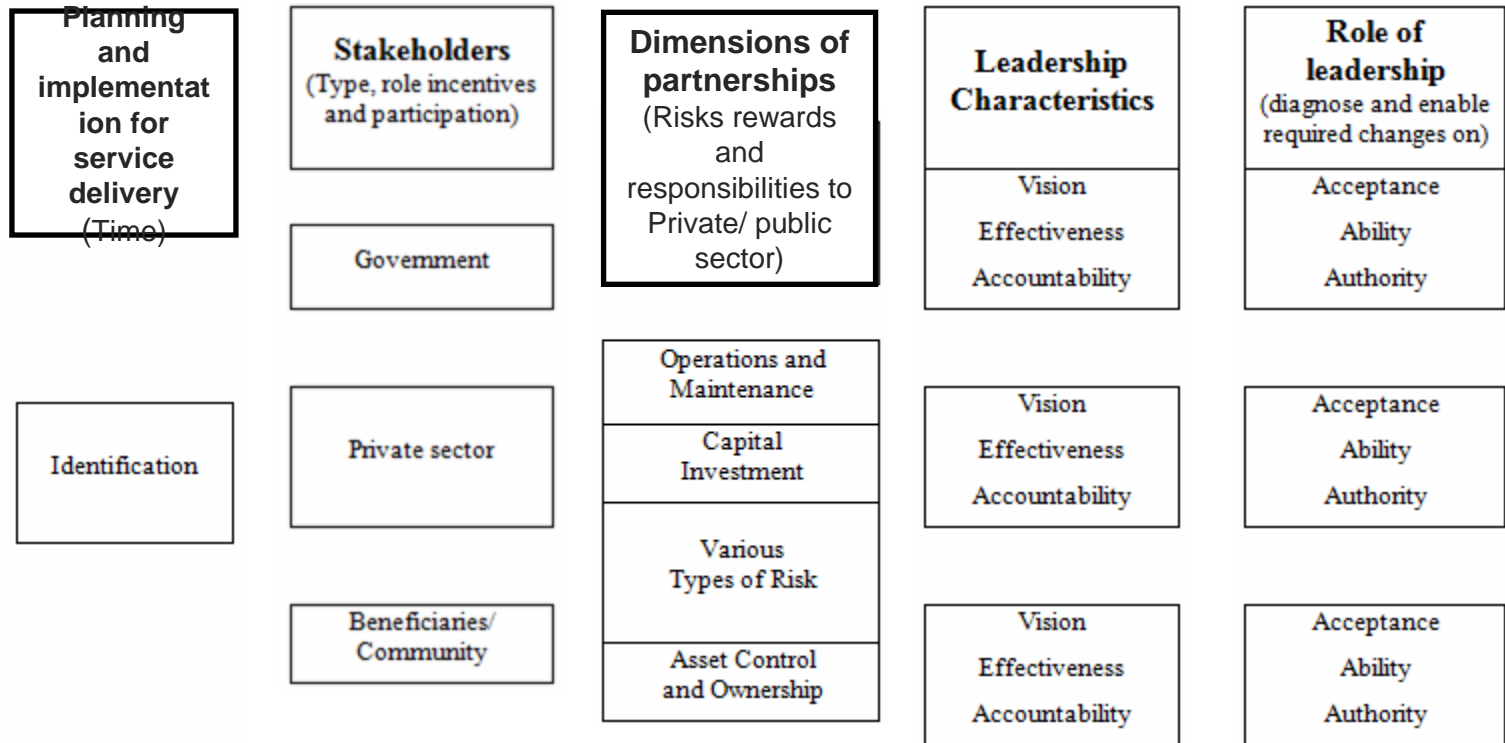


Exercise

Analyzing Leadership Requirements



Case Study: Philippines Market Centre



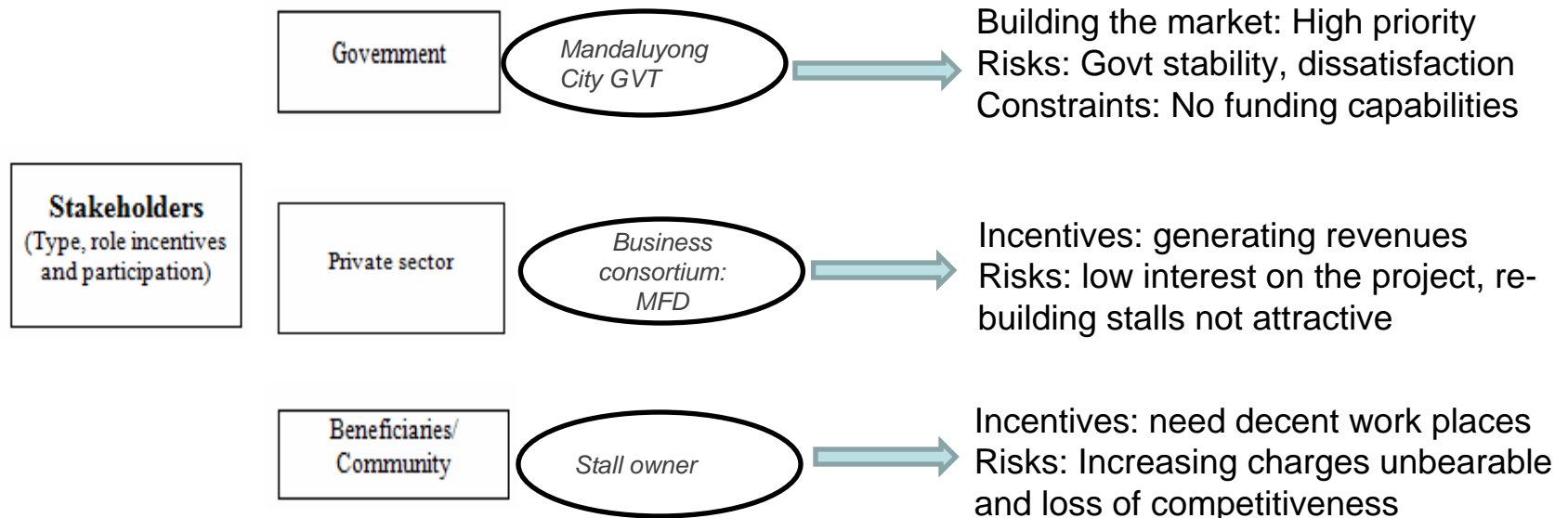
Case Study: Philippines Market Centre

Planning and implementation for service delivery (Time)

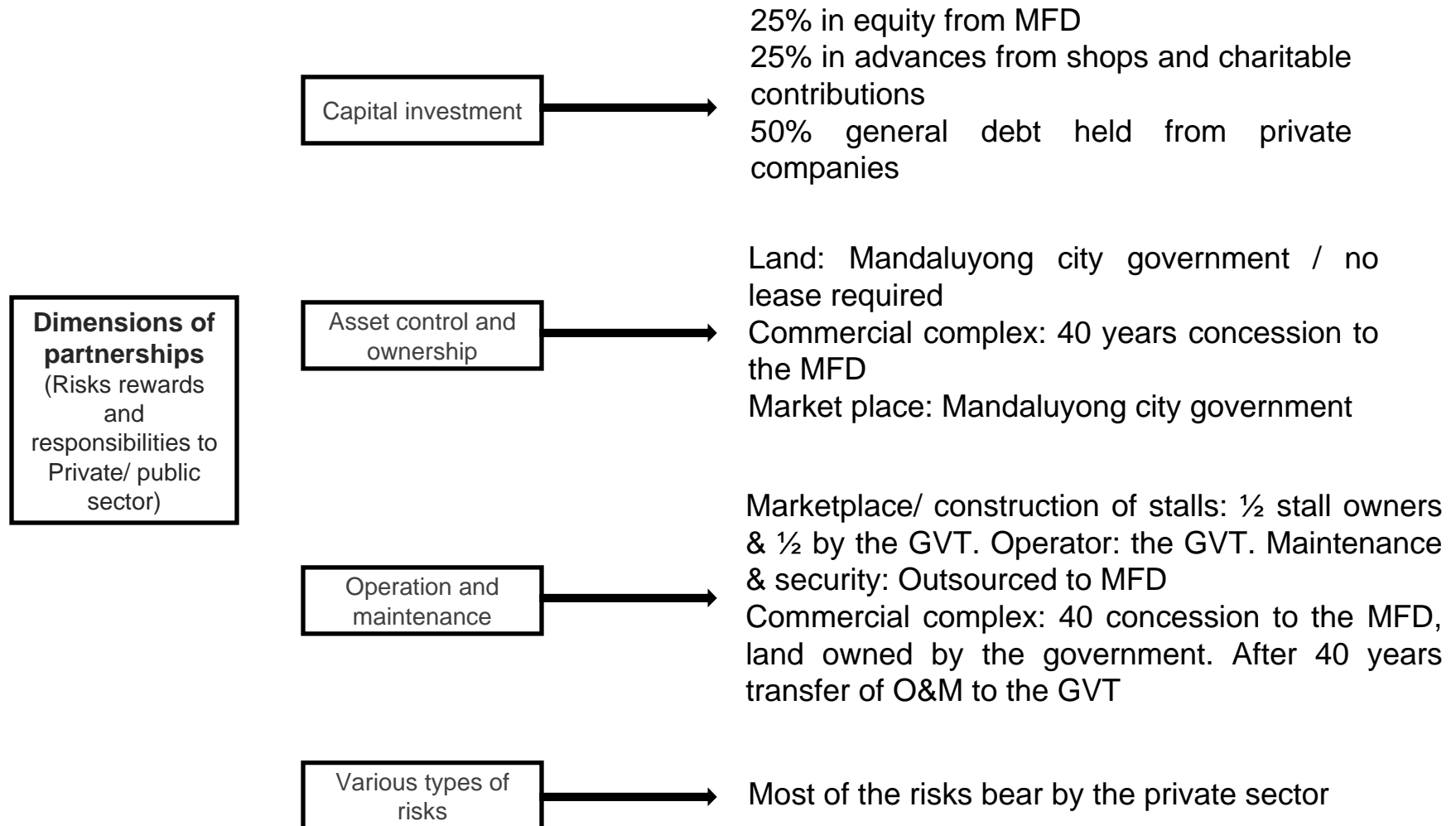
Leadership Role:
Project Identification Phase

Identification

Strong leadership was required to align all stakeholders to a common strategy



Case Study: Philippines Market Centre



Case Study: Philippines Market Centre

Leadership Role: Identification Phase

Mandaluyong City GVT

Leadership characteristics

Vision: High – Innovative way to overcome constraints
Effectiveness: High – Priority project , short time identify best solution
Accountability: Public service, accountability high and constant

Role of Leadership (diagnose & enable changes)

Acceptance: Strong need: overcome lack of acceptance of private partner, need of acceptance of administration and beneficiaries
Ability: strong, readjust project
Authority: Know how to use the new legal environment

The MFD

Leadership characteristics

Vision: High – to co design the commercial complex
Effectiveness: -
Accountability : Market place – BT scheme, High level of accountability required

Role of Leadership (diagnose & enable changes)

Acceptance: Strong, to make the GVT accept their strategy// for their companies
Ability: Strong need of abilities to be part of a complex project with different involvement levels
Authority: Create a consortium to spread the risks

Market stall owners association

Leadership characteristics

Vision: High – to defend their interest in the global project
Effectiveness: -
Accountability : Market stall owner association, accountable for the all the stall owners

Role of Leadership (diagnose & enable changes)

Acceptance: High – to defend their interests to both public and private partners; as well as to the market stall owners
Ability: Strong need of abilities to understand and be part of a complex project
Authority: Towards all the market stall owners

Case Study:

Philippines Market Centre

What role did leadership play?

- To diagnose projects gaps and constraints
- Overcome acceptance / ability and authority issues

Project highlights strong leadership capacities, both on the private and public sides.

Both partners have managed to align their strategies to implement successfully the market project

Action Learning

It's easier to ACT your way into a new way
of THINKING

...than to THINK your way into a new way
of ACTING...

Dave Ulrich: Delivering Results, 1998

Rapid Results Training Approach

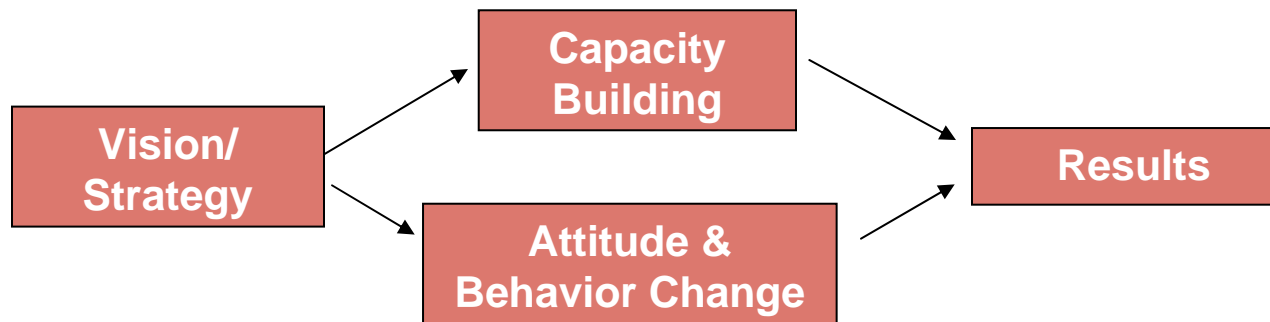
- A results-focused approach to implementing strategy
- Used to jump-start major change efforts and enhance implementation capacity
- Tackles large-scale change efforts through a series of small-scale, results-producing and momentum-building initiatives
- Unleashes existing capacity through strengthened accountability at all levels
- Ensures activities are linked to end results
- Accelerates the learning and discovery process – “crossing the river by feeling the stones”
- Reduces hidden risks inherent in long-term strategies

RRA: Why does it Work?

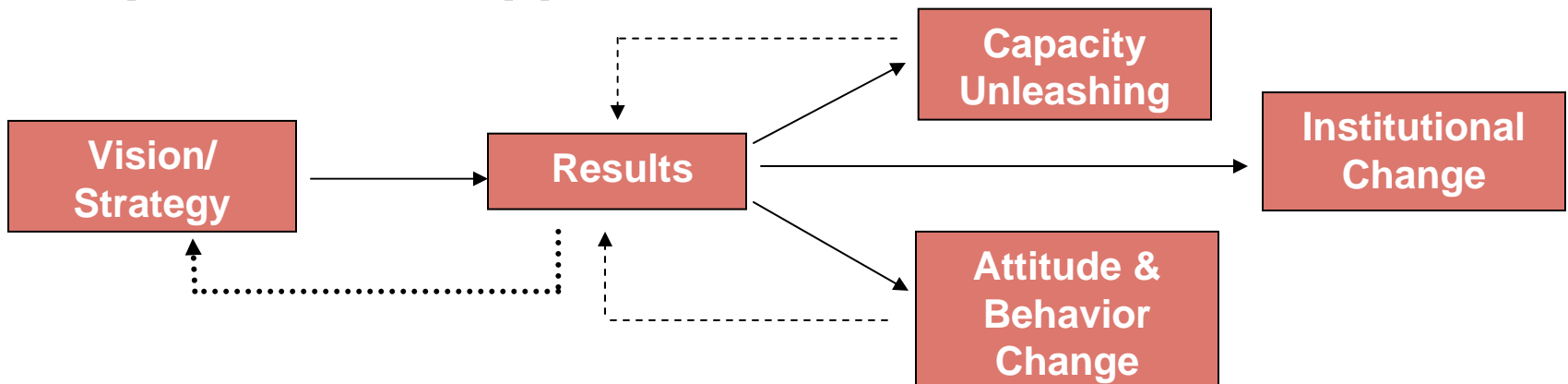
- Unleashes creativity and capacity
- Brings together a team that can get things done – within and across organisations
- Accelerates the learning cycle – collapsing it from many years to 100 days or less – so the strategy becomes more realistic
- Introduces the basic management disciplines that allow cross-organisational/cross-sectoral efforts to succeed

RRA vs Traditional Approaches

- **Traditional Approach**



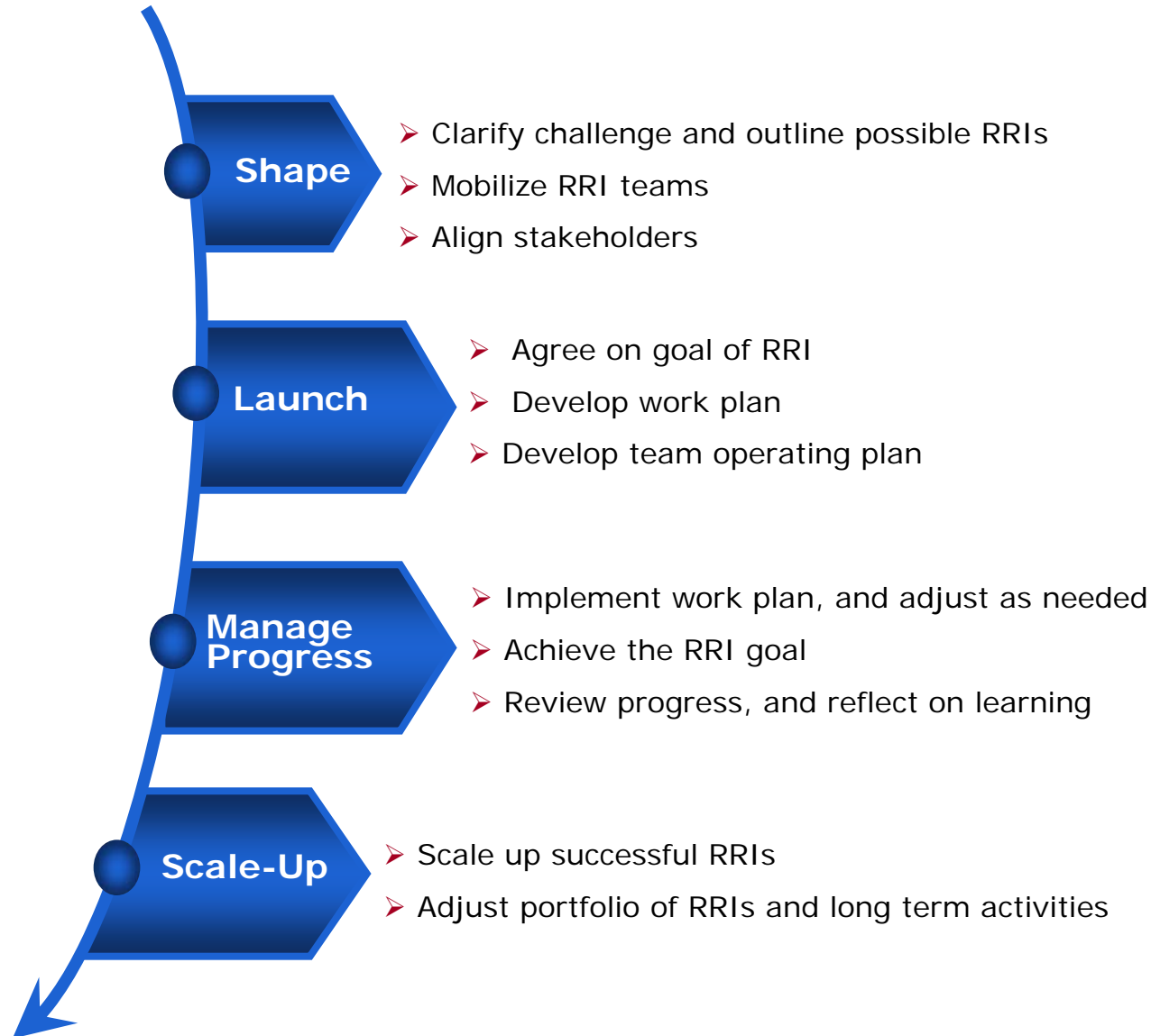
- **Rapid Results Approach**



RRA: Uses and Benefits

- A learning tool to introduce:
 - New process for implementation
 - Entrepreneurial spirit: willingness to take risks and think out of the box
- An implementation tool
 - Generate progress in critical focus area
 - Uncover insight into implementation challenges and risks
 - Are achievable within 100 days or less
 - Aim for a real, measurable result

Phases of Rapid Results Initiatives



Additional Learning Materials

Approaches, Discussion Notes, Learning Tools

Theories

- ✓ Transactional
- ✓ Transformational
- ✓ Distributed or dispersed

Approaches

- ✓ Direct
- ✓ Indirect

Outcome level

- ✓ Individual
- ✓ Organizational
- ✓ Institutional

Tools

- ✓ Peer learning
- ✓ Coalition buildings
- ✓ Trust
- ✓ Leading without authority
- ✓ Adaptive vs Technical leadership
- ✓ RRA
- ✓ Conflict resolution
- ✓ Reading material (bibliography on PPPs leadership and fragile states)

THANKS !