

Leading collaborative change?

A case study of senior public sector managers' behaviours in a period of rationalisation

Overview

- Case study: Background and focus on senior managers' role
- Leading collaborative change - the theory....
- Leading collaborative change - the practice...
- Perceptions of opportunities/constraints: Can we do it?
 - Networking and governance behaviours
 - Leadership roles

A case study of public sector rationalisation

- Presented as a 'value for money'/cost effectiveness exercise
- Integration of two bodies into a Government Department - Remits, roles, etc. appear similar
- Reality much more complex
- Focus: Role of senior managers in leading collaborative change

Leading collaborative change: the theory....

- Brings together many different literatures
- From government to governance: Public Sector reforms
- Collaborative public management: It's just a new style of management, isn't it?
- The pull of the 'dark side': Is it collaboration or something else?
- Leading change: Behaviours

Leading collaborative change: the practice...

- Case study appears to be 'classic' example of public sector rationalisation
- Reality more complex: key differences
- Reflection on my own experiences/practice
- Societal - Institutional - Managerial - Personal factors and characteristics: Influence/Impact
- Perceptions of opportunities/ constraints for leading change

Perceptions of opportunities/ constraints: Can we do it?

- A means to an end or an end in of itself: Are we actually trying to achieve **collaborative** change?
- Creating change together? Networking behaviours
- Managing the change or changing the management? Governance behaviours
- Who's leading this, anyway - and why? Collective and individual leadership roles

Making sense of it all?

- Wider factors/characteristics do come into play
- Perceptions of opportunities/constraints shape behaviours
- These in turn affect perception of leadership roles/ different understandings of requirements (or even need) to successfully lead **collaborative** change

Creating conditions for success....

- Draw upon wider lessons learned - possibilities for implementing truly collaborative change?
- Need to uncover normative assumptions (especially power/political dimensions)
- Need for dialogue and shared understanding
- But very difficult to change behaviours....
- Heading back to the future or a brave new world?



THANK YOU

WWW.COMBATPOVERTY.IE

Kasey Treadwell Shine, Head of Research
(Kasey.shine@combatpoverty.ie)