

Transformation: the what, the good and the how

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Presentation Structure

- The transformation challenge.
 - observations on current crisis; opportunities for collaborative leadership; citizen-centred, holistic approach to resource management
- Transformation: mission impossible?
 - Why? What? At what price?
 - Case-study – Cambridgeshire public services assets
- Transformers: Robots or humans in disguise?
 - Top tips



Current Crisis

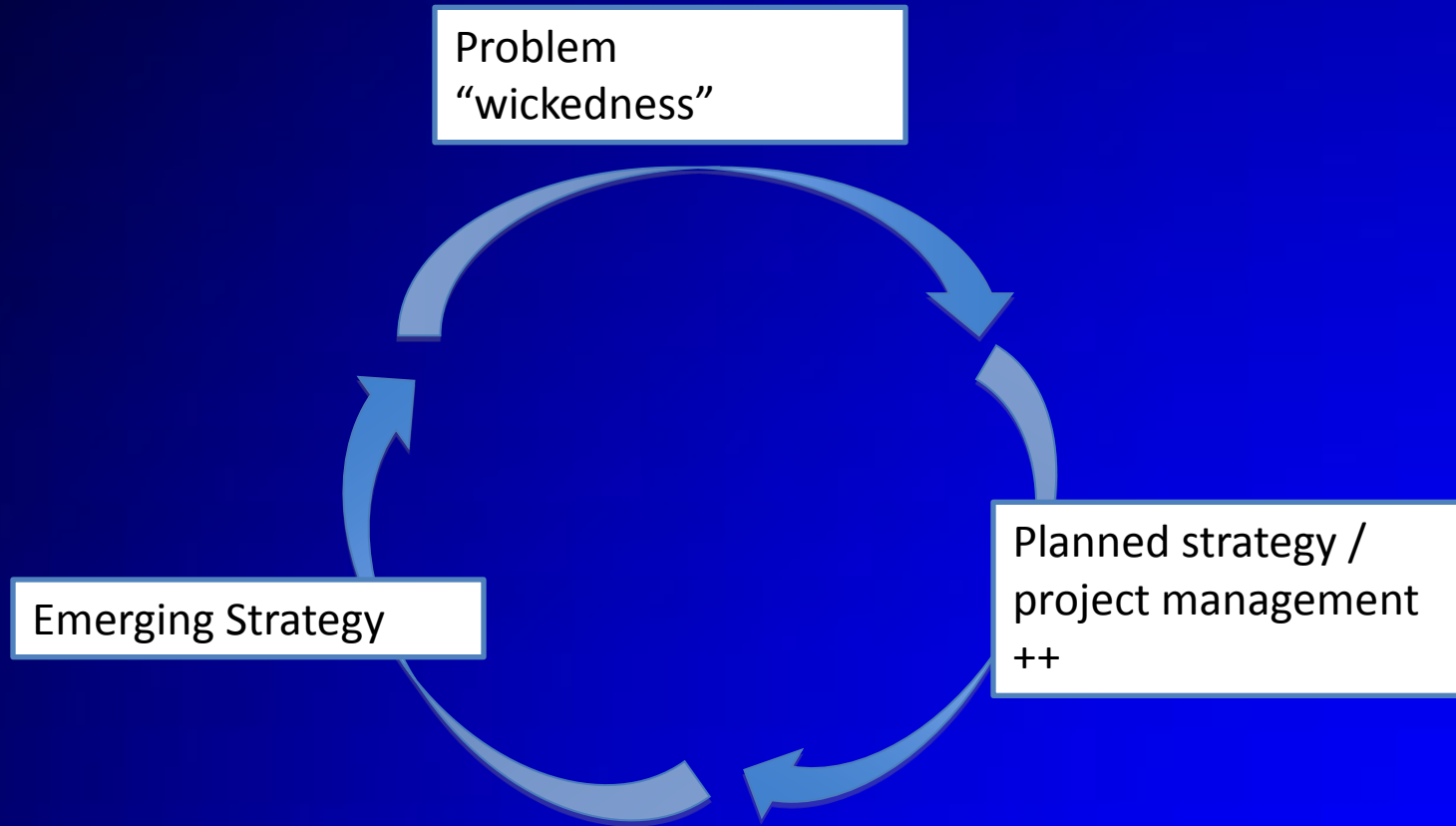
- Why are we here now?
- What went wrong?
- Corrective action?
- How can we use the crisis to our benefit?
- Reflective learning.
- Collaborate or die!



Transformation: The Challenge

- Transformation cannot be achieved without collaboration. Case study will demonstrate how collaboration was essential to achieve desired outcome.
- Practice vs Concept. Both are needed.
- Project management and transformation: Part of the solution.

What class of problem?

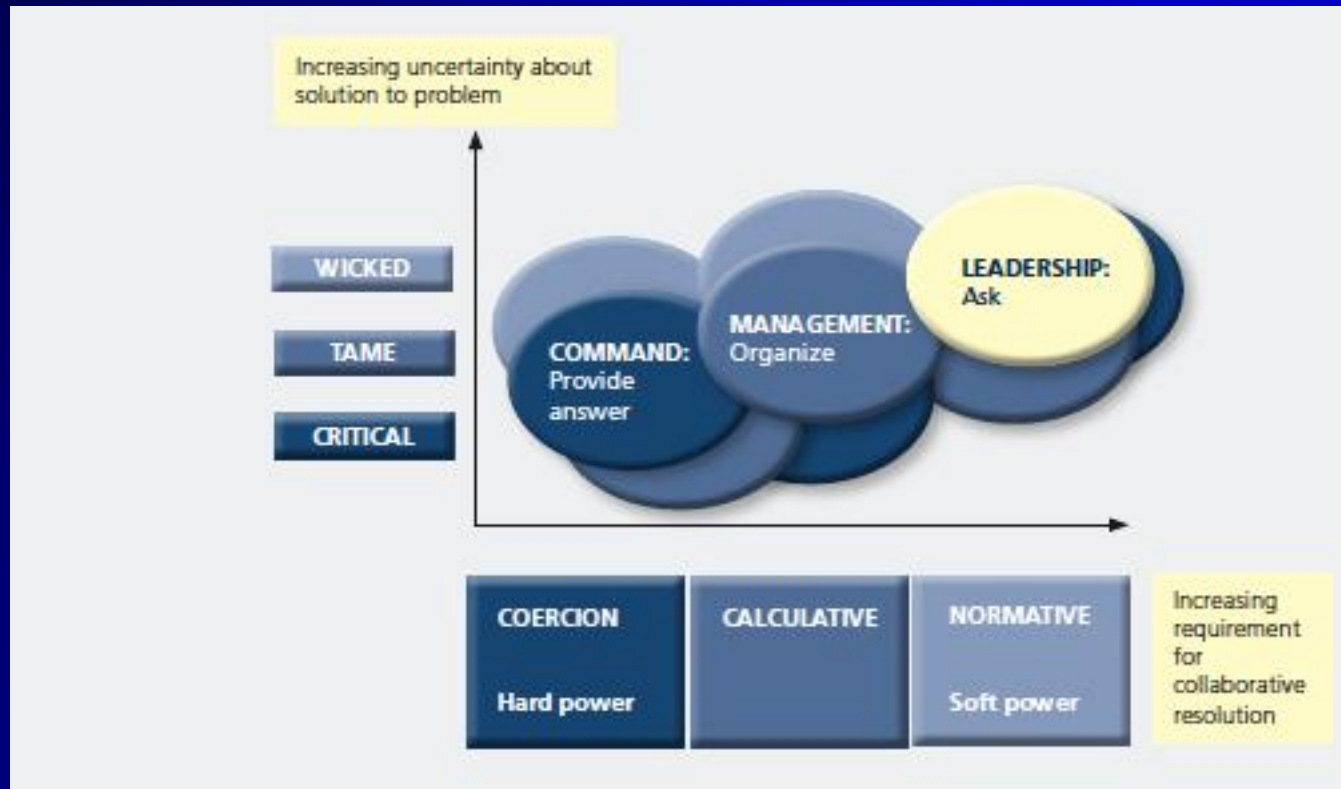


Diagnosis

- Depending on how wicked the problem is, how much the problem lends itself easily to a solution, determine how much complexity needed, then produce strategy. This in turn will determine what projects can be "managed".
- Other interventions needed. The more "political" or turbulent the environment, the greater the intrusion.
- As well as a planned strategy, you will need an emerging strategy- a strategy that arises from the dynamics produced by project management, which will create new challenges and opportunities, some of which are unforeseen.
- New set of problems- hence the need to have a sense of the "evolution" of the project, not just its mechanical implementation, and a holistic approach.

The more wicked the problem, the greater the need for collaborative resolution

Source: Grint, K (2005) page 1477

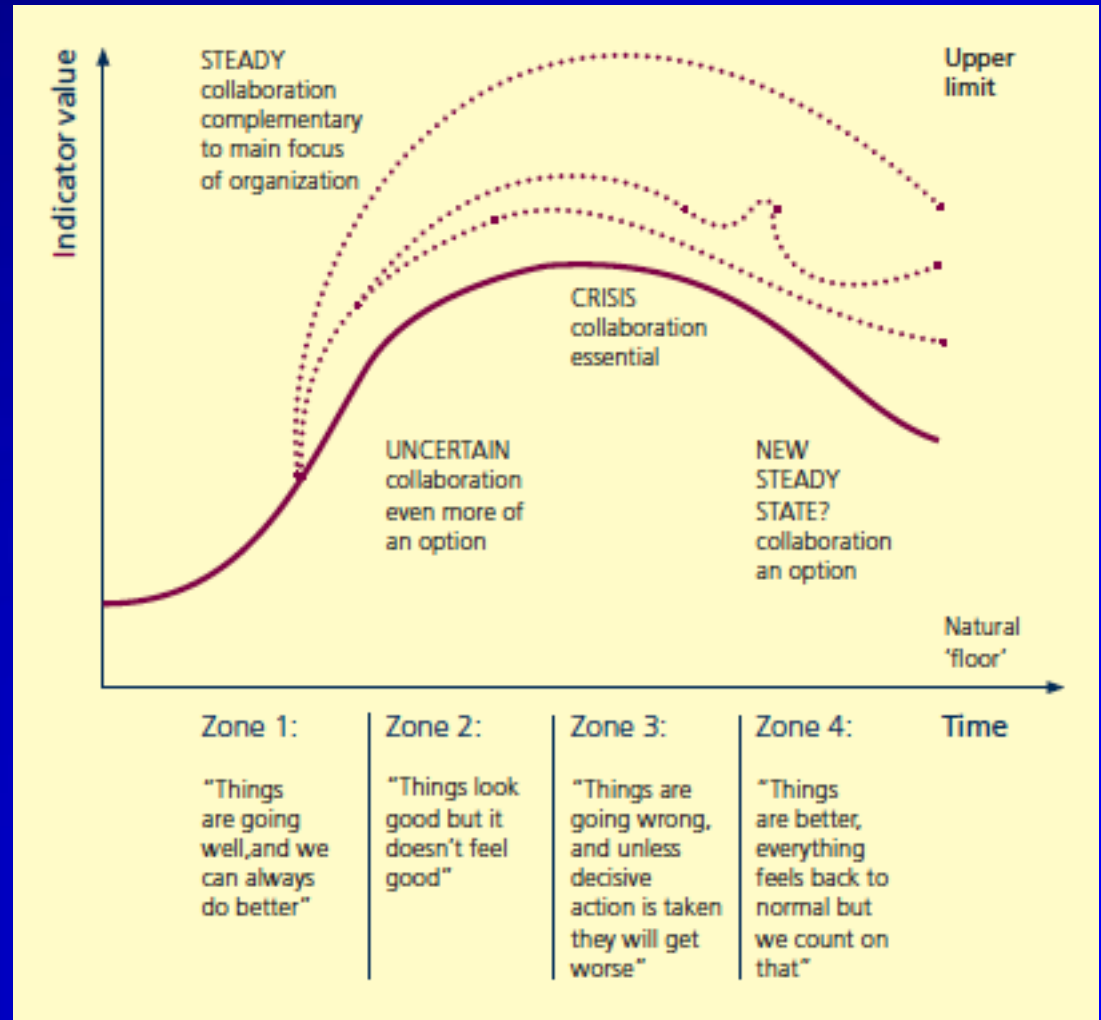


Experience produces new conceptual framework

- Collaborative resolution: best able to "tackle the intractable" TM
- Problems do not dissolve with collaboration, but lend themselves to multiple perspectives, more options, greater buy-in, and more thought-through implementation.
- Collaborative leadership aims at "emerging coherence" and "holding creative contradiction" (Patrick Beaument, Lucian J. Hudson).
- What we learn from "acute" crisis can be applied to "chronic" crisis and wicked problems.

Collaborative partnerships

Source: Hudson, Dodd, Marsay, Stamp, QinitiQ (2008)



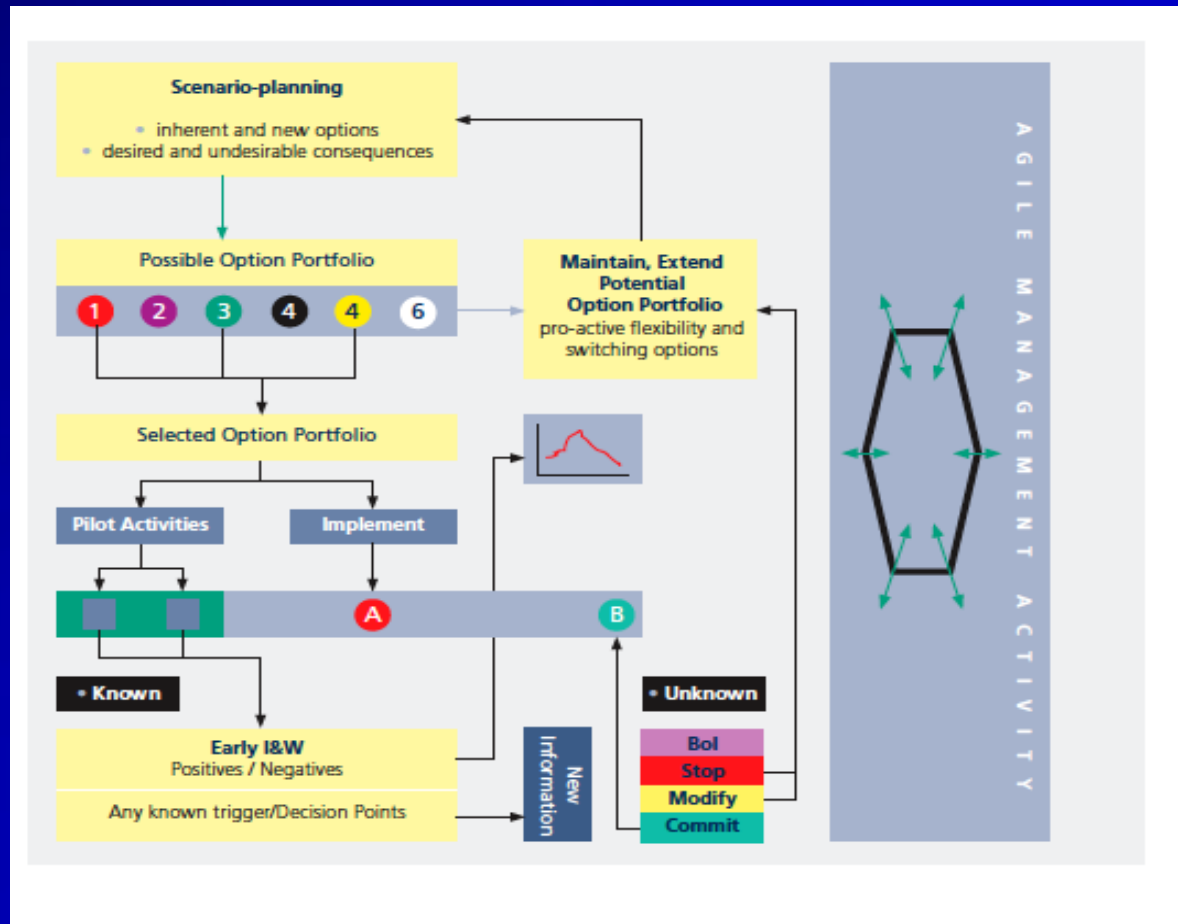
Collaboration, group and organizational dynamics

- Victim or agent of change? From "done to" to "done with" and "done by". Transformation recognises "inner", as well as "outer" change.
- "Felt experience" has both a subjective and objective dimension. Behaviour analysis - but not "behaviourism".
- Not a choice between "thinking" and "doing". Reflective practice. Action learning has to become mainstream.

Collaboration, group and organizational dynamics

Source: Analytic Red

Decision Taking



Citizen-focused vs citizen-centred

- Citizen-focused is about targeting the citizen
- Citizen-centred looks from the perspective of the demand as well as the supply side.
- Why is this important?
- Does this mean that if you are citizen-centred your are also citizen-focused?

Limited resources

- Recognition that limited resources are a long-term problem that has to be dealt with.
- Needs addressing by looking at the problems holistically, both in terms of the challenges and opportunities (a solution to one problem might also be an unintended solution to another problem – without collaboration, you are likely going to duplicate and not be resource efficient).

Putting complexity to work

- Being **holistic** is not just seeing a problem from beginning to end, but **seeing parts of a system interacting** with other parts, with parts interacting with a system, and **different systems interacting with other systems**.
- **Interaction** produces something that was not there before: fresh **challenges**, yet also fresh **opportunities**. Before deciding to manage these challenges and opportunities, you have to respond appropriately. "**Management**" is just one kind of response.

Transformation: Mission Impossible?

- Why change?
- What would change look like, and what would be its benefits and costs?
- Who is ready to make the change, at what price?
- What are the emerging results and learning?
- One-off, or shape of things to come?

Case study: Public sector assets in Cambridgeshire

- Large number of organizations.
- Cost of managing are high.
- Synergies not realized.
- Disputes commons (eg over land or property issues).

Example provided by Alex Plant, Chief Executive, Cambridgeshire Horizons

Background to problem

- Project began with 10 public service bodies including 6 local authorities, expanded to include wider number of central government bodies and agencies.
- Total capital value of over £1 billion.
- Show how collaboration was vital to success.

Why change?

- Future budgetary pressures.
- Limited scope for investment to cover growth and regeneration.
- Need to find other means of reducing costs and increasing investment.
- Sweating the property base?

Change: benefits and costs

- Pool publicly-owned assets in a given geography (say Cambridgeshire) into a public property coy.
- Drive the estate to maximize value, rationalize operational estate.
- Achieve other policy objectives such as low-carbon and to improve the services delivered from the public estate (eg driving towards more shared services from a shared estate).

Ready for change?

- Cambridgeshire public sector partners generally keen (NHS, Police, Fire, LAs).
- Surrender some control over the assets in return for better return on the assets and allow synergies to be exploited.
- Looming cash crisis means "political" nervousness about collaboration may be easier to overcome.
- Need to work things up as collaboration from start.

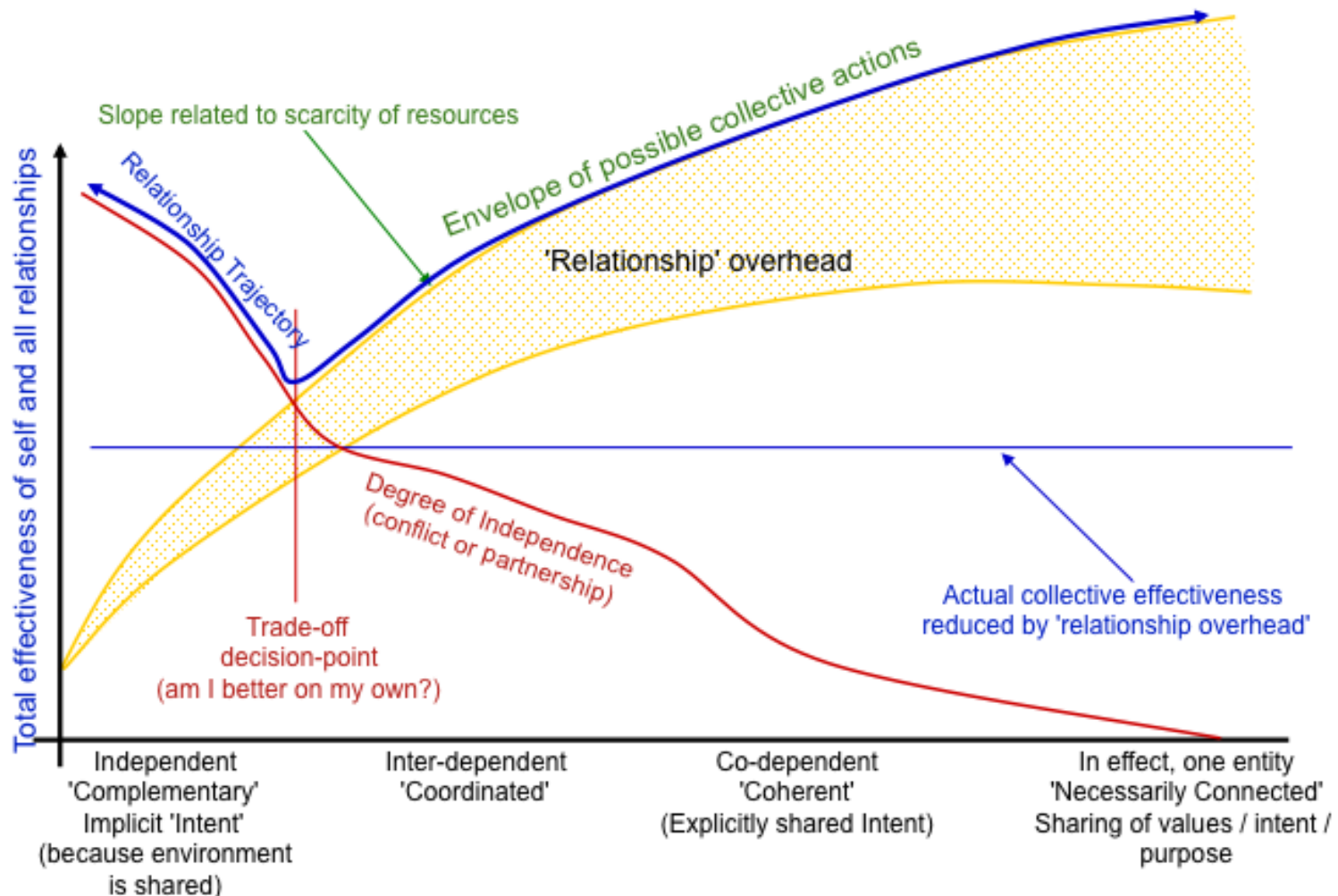
One-off or shape of things to come?

- “An example of how you can use the burning platform stuff to get something moving (impending cash crisis)”.
- “But to really get the ambition and buy-in from a wider range of partners, you need to also appeal to the heart, and this has been through an appeal to the range of public bodies”.
- “Appears to be shape of things to come”.



This diagram is about the trade-off between independence, inter-dependence (relationship) though to dependence.
You form a relationship, explicit or implicit, with any other actor in your environment - whether you want it or not.

Collaboration: Relationship / Interaction Trade Offs



Top tips

- 1. Put collaboration on a strategic (not just planning and operational) footing- even if it is collaborate to compete, or collaborate and compete. Allow for continual negotiation and re-negotiation.
- 2. Tap intangible, as well as tangible, resources. Align efficiency, effectiveness and engagement. Whom one involves determines both the problem to be addressed, and the range of possibilities available.
- 3. Put complexity to work, rather than deny or over-simplify it. Part of the complexity is different political and personal agendas, and their interaction.

Transformers: Robots or Humans in Disguise?

Eccentric example reveals the touching faith transformation puts in robots, rather than human judgment and discretion, which we need to re-emphasise:

“Civil servants ‘told to imitate answering machines’ Call centre workers used script when covering for strike”

10 March 2010 Source: PM Online

Conclusions

- Transformation: economic necessity is a necessary, but not sufficient, condition. What gets ignored comes to haunt, if not disrupt. Watch for chronic, not just acute, crisis.
- Aim of collaborative leadership is both coherence and holding "creative contradiction" (Abaci Partners). A new ethic of leadership and teamwork.
- More value is produced between organizations, than by organizations.
- Evolution: happens thanks to creeps and jerks!
- Legislation, regulation, codes of practice, project management ... blunt instruments unless they are combined with collaborative strategy- top-down or ground-up ("The Enabling State: Collaborating for Success" 2009).



Thank you!

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Tackling the intractable™

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