Forest Agency Leadership: Some Ideas

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Overview of the Presentation

- **Management Versus Leadership**

- **Leaders and Leadership**

- **Leadership Styles**

- **Some Examples**

- **What Can We Do to Bring Change?**

Management Versus Leadership

- "Management is Doing Things Right and Leadership is Doing the Right Things"– Peter F. Drucker

- Leadership is about Inspiring/influencing/Coercing a team directly or indirectly to bring about positive change in a larger scale

Leaders and Leadership

- Coordinate their followers to produce desired actions or outcomes; Capacity to direct the action of others
- Tools include a combination of Coercion, Incentives and Persuasion
- Architect of organizational change able to transform believe about what is possible
- Clarify the relationship between context and attributes of leadership
- How to instill norms and commitments within the group?

- Source: Ahiquist and Levi, 2011

Leaders and Leaderships

- Five necessary conditions for leadership:
  - Relationship,
  - Asymmetrical,
  - Salient (demands attention),
  - Domain specific, and
  - Instrumental
- Coerce or Persuade by example? Use of Hard or Soft power

  - Source: Ahiquist and Levi, 2011

Leadership Styles

- Challenging the "Comfort zone" by searching for Positive Deviance

- Steve Job's "Tweaking" Approach
  - Assemble ideas from different sources and tweak them for change

- Incremental Change Approach
  - Civil Service is so rule bound that little change can be made over time

- Integrative Model of Transformational Change
  - Subjective and Objective World
    At Collective and Individual Level

Expanding Positive Deviance

- Classical forestry was not working
  - Deforestation
  - Foresters' Image Problem
  - Villagers were marginalized
- What to Do?
  - Look for Positive Deviance
    - Indigenous management of Forestry by rural villagers
    - Practice it with Modification
    - Incorporate it in the policy process
    - Diffuse the practice and policy beyond project areas

Steve Job's "Tweaking" Approach

- Have a team of diverse people to achieve the vision/goal
- Have imagination and share it with the team
- Be assertive in some cases
- Gather different ideas from different sources and tweak it with the team

Example: "Tweaking" Approach

- Problem of funding for forest management
- Invite Forest Industry representatives and share the problem with the Minister
- Assure the Industry leaders that the money will be spent on forest management
- Examples of forest management fund from Indonesia, Malaysia etc
- Forest Industry and loggers willing to pay NRs 5/Cft and the government also the same amount; and the fund to be used for management
- Make a policy guidelines for its implementation

Example: Incremental Change Approach

- One of the objectives of Community Forestry program is to enhance the livelihood of the villagers
- An analysis of large sample of CFUGs showed that less than 5% of the CF fund was used for pro-poor program
- The result was shared in a national WS attended by multi-stakeholders
- Suggestion was made to make it mandatory to increase pro-poor investment up to 35% of the Fund
- The proposal was approved by the Ministry and the National Planning Commission for implementation

Integrative Model of Transformational Change

- Forestry is more about people than about tree management
- Human system is not like machine, but are complex living system
- Transformational change requires changes mostly in the subjective world (attitude and belief etc)
- But fundamental change can be brought about by changing in all the four quadrants
- Innovation is adopted and diffused to wider area

Integrative Approach to Change

	Subjective /Interior	Objective/Exterior
Individuals	**INTENTIONS/ATTITUDES** Attitude, ways of thinking Commitment, motivation Enthusiasm, inspiration Feelings, emotions	**BEHAVIOR/SKILLS** Behavior, actions Individual goals and work plans Skills
Organizations	**CULTURE/VALUES** Shared values/principles Shared assumptions Morals, ethics Language, conversations	**SYSTEMS/STRUCTURE** Structures, process, Procedures Policies and laws Coordinated actions Resources

Example: Transformational Change Approach

- Change the Curricula of the Institute of Forestry to make it Contextual to Nepal
- Reorganize forest agency so that CF becomes the dominant forestry program
- Detrain, train and retrain the forestry staff to be advisers to communities
- De–bundle the roles and responsibilities of forestry staff
- Constant coaching of forestry staff and CFUG members
- Periodic National WS including politicians and stakeholders to share and learn from experience

What Can We Do to Bring Change?

- Forestry staff are mobilized through Civil Service Regulations – This is a constraint
- The performance criteria of Civil Service are fuzzy
- The incentive System in civil service is asymmetrical –Most of the staff are risk averse
- For any significant change to be made, the agency Chief should have a good rapport with his/her Minister
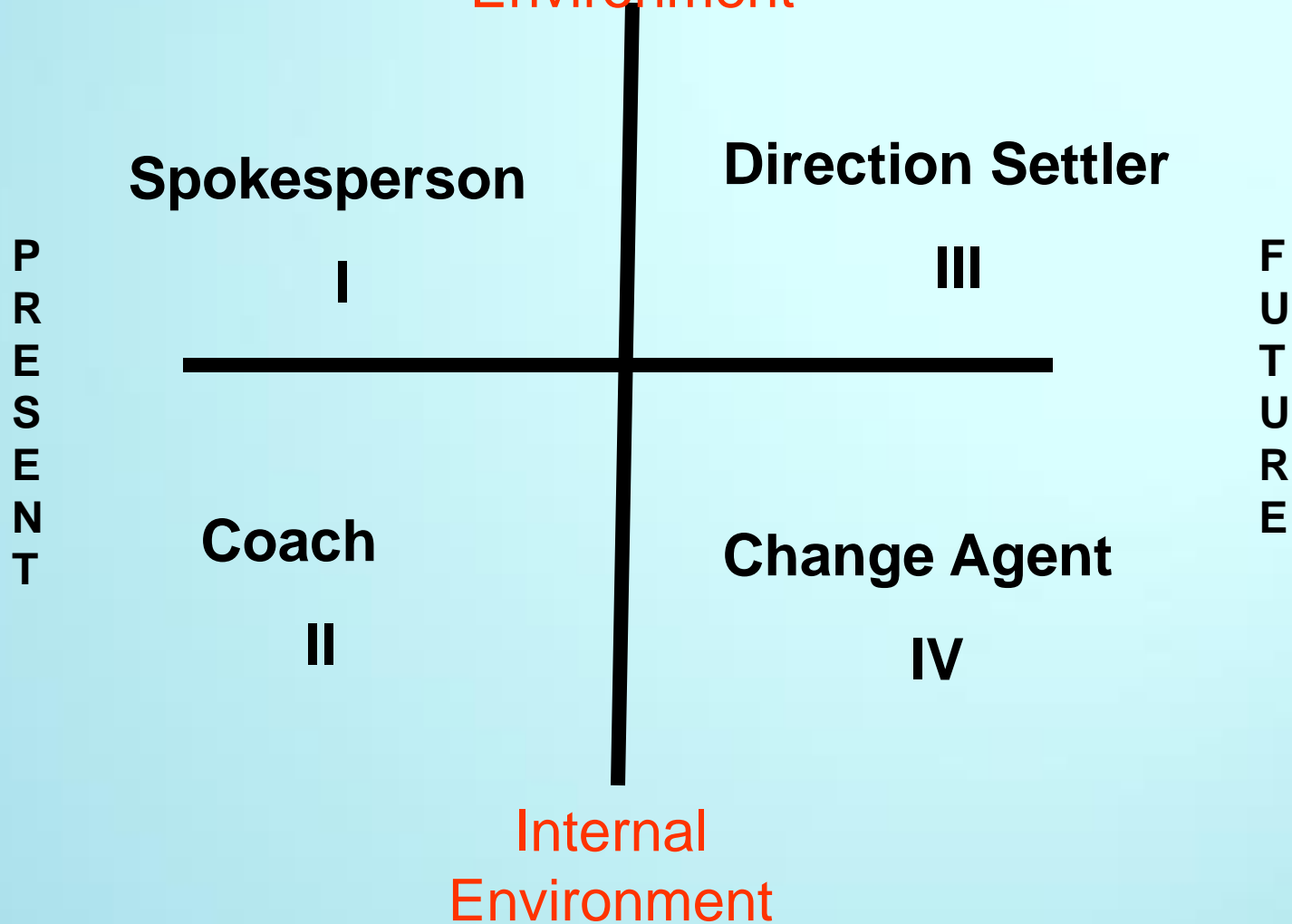- Forest Agency Change Agents are motivated by gaining achievement in life (reputation) than other things

What Can We Do to Bring Change?

- Three types of tools (Persuasion, Incentive, and coerce) can be used to bring change in performance

- The Chief of the forest agency should be the example setter in bringing change

- For Transformative change, the functions of the Forest Agency need to be reconfigured first (analogy between structure and function in ecosystem)
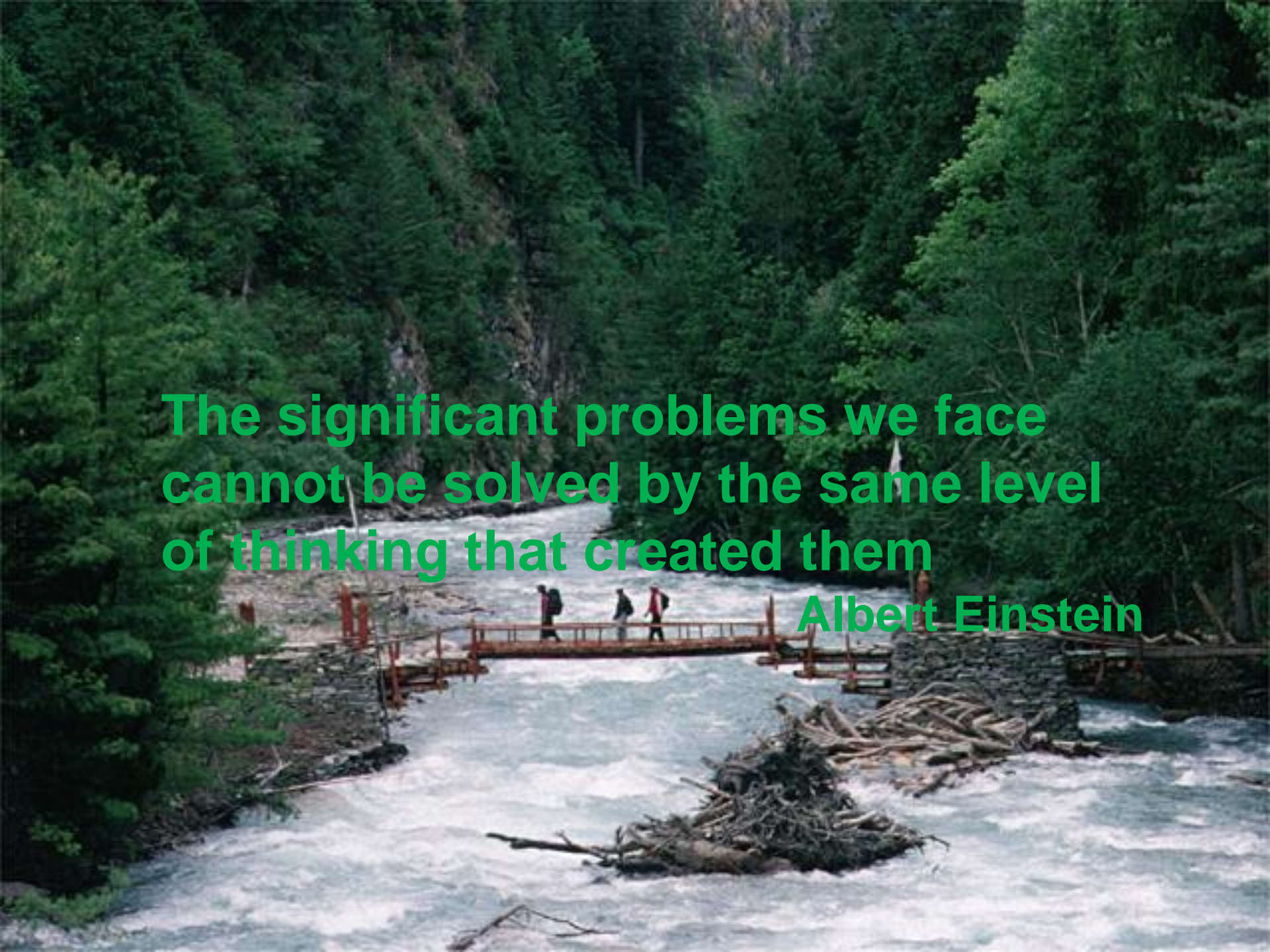
Leadership Role

External
Environment

Spokesperson

I

Direction Settler

III

P R E S E N T

F U T U R E

Coach

II

Change Agent

IV

Internal
Environment

Source: Burt Nanus (1992)

The significant problems we face cannot be solved by the same level of thinking that created them

Albert Einstein