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 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 Leaderehips

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
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
<table>
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<th><strong>Integrative Approach to Change</strong></th>
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<td>Attitude, ways of thinking</td>
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<td>Language, conversations</td>
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<td>Individual goals and work plans</td>
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<td>Skills</td>
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<td><strong>Systems/Structure</strong></td>
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<td>Structures, process, Procedures</td>
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<td>Policies and laws</td>
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<td>Coordinated actions</td>
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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
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

Direction Settler

Coach

Change Agent

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