

Leadership and governance*

What is the barrier?	What is worth considering?	What may help
Insufficient leadership of change.	<ul style="list-style-type: none"> How do leaders understand the project's financial impact and value? How do they understand the need for, and resources required to, achieve necessary change within the organisation and team to ensure project success/delivery of value? Are leadership and governance structures supportive of broader organisational change and the financial investment(s) required? How is the team/organisational leadership structured? How flexible are leadership and governance structures? Are leaders empowered to initiate change and adopt new methods or technologies? Do leaders understand the need for broad organisational change and how to achieve it? Is there an organisational change/ transformation plan? Do leaders have the necessary learning organisation/change management skills or the resources to develop them? What is the timeframe for the transformation? Where does this project fit in the timeframe? 	<p>General material on partnership working https://theknowledgebiz.wordpress.com/2011/03/19/effective-partnership-working-getting-the-basics-right-from-start-to-finish/</p> <p>Model from social partnership forum https://www.socialpartnershipforum.org/media/6217/10-Behaviours-of-Successful-Partnership-Working.pdf</p> <p>Free chapter of paid for book http://www.oasishumanrelations.org.uk/content/uploads/2014/05/Together-We-Can-chapter1.pdf</p> <p>Partnership working: its potential and the role of a senior leader (schools context but wider relevance) https://www.nationalcollege.org.uk/cm-mc-epw-tp.pdf</p> <p>Leading beyond Authority – Common Purpose Knowledge Hub http://commonpurpose.org/knowledge-hub/all-articles/leading-beyond-authority/</p> <p>Centre for Creative Leadership https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/</p>

*Please note this is a first draft/prototype reference guide. There is room for improvement and some areas where little or no identified help is listed at present. If you can recommend additional resources, suggest alternative questions, or otherwise assist in improving the guide, please contact the TRUE team leader, Paul Chatterton (P.Chatterton@leeds.ac.uk).

<p>Tokenistic or limited consultation on objectives.</p>	<ul style="list-style-type: none"> • What factors contribute to limited or tokenistic consultation? • How well are stakeholder objectives and expectations understood? • What resources are available or required to improve consultation and better align stakeholder objectives and expectations? 	<p>Leeds Code of Practice for Working Together (available from Voluntary Action Leeds – not on-line yet)</p>
<p>Funding arrangements do not align with programme/project requirements.</p>	<ul style="list-style-type: none"> • What funding arrangements are in place? • Who is responsible for funding arrangements? • What organisational strategy exists to align them with project goals? • Where and how are they misaligned with project requirements? • Are those arrangements rigid or flexible? • Can a business case be made to improve alignment based on the significance of the project to broader organisational goals? 	<p>Focus is on overall strategy alignment, not funding specifically: https://ebrary.net/2282/business_finance/business_project_strategy_alignment</p>
<p>Lack of agreed outcomes.</p>	<ul style="list-style-type: none"> • How does external uncertainty influence or impact outcomes within the organisation or team, particularly leadership and governance? • Are required leadership and governance outcomes specific and measurable even within uncertainty? • What leadership and governance outcomes exist? • Have they been agreed within the team or organisation? • Are there any external leverage points that can be used to assist in achieving broader agreement of leadership and governance outcomes? • How does the complexity of governance impact potential outcome identification and agreement? 	<p>NCVO resources on collaborative working (open pages but some additional materials available for members only) https://knowhownonprofit.org/organisation/collaboration/what_is_collaboration/collaboration</p>

<p>Insufficient or unclear governance structures.</p>	<ul style="list-style-type: none"> • What is good governance with respect to complex stakeholder interactions? • How has project governance been determined? • Can it be adapted to function better under uncertainty? • What resources would be required? • If they cannot be adapted, how might new governance structures be developed? • Is leadership in place to promote this? • What barriers block development of governance structures to effectively address the complexity of the delivery environment? • Is there a formal statement of governance structures? Is there broad organisational/team understanding of the need for - and use of - good governance structures? • Is there clear understanding of how good, clear governance structures can contribute to the necessary organisational change and achievement of project outcomes and benefits? 	<p>Guidelines in Governance – Partnerships and Collaboration https://www.acosvo.org.uk/sites/default/files/GuidelinesinGovernance-3.pdf</p> <p>Manchester City Council Partnership governance Framework http://www.manchester.gov.uk/download/downloads/id/21617/partnership_governance_framework.pdf</p>
<p>Lack of resilience and/or adaptability to circumstances</p>	<ul style="list-style-type: none"> • Has organisational inflexibility adversely impacted projects or programmes in the past? • What part has team/organisational resilience and adaptability played in success? • What is the source of the lack of adaptability or resilience (leadership, governance, staff, organisational culture, etc.)? • What circumstances impact this project? Are those circumstances subject to change as the organisation changes to deliver outcomes and benefits for this project? • How much change is really necessary to ensure the required resilience and adaptability for this project? 	<p>See general partnership links above</p>

<p>Insufficient visibility and engagement with communities/ stakeholders.</p>	<ul style="list-style-type: none"> • How might a lack of visibility and engagement negatively impact delivery of the project's strategic importance? • What existing or additional resources could improve the strategic impact of visibility and engagement improvements? • What is the team/organisation doing to make engagement with stakeholders visible? • Can one type of interaction suffice to engage with multiple stakeholder groups? • What types of engagement might improve both stakeholder relationships and their visibility? • Are there limits on visibility and engagement with partners? If so, where do they come from? • Is there good knowledge of the various boundaries and the partners who can help navigate them? • Is leadership supportive of improving relationships? • Do governance structures support expanding engagement? 	<p>Community Planning Community Engagement Toolkit https://www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf</p> <p>RTPI Effective Community Engagement Guidelines http://www.rtpi.org.uk/media/6313/Guidlelines-on-effective-community-involvement.pdf</p> <p>HCA Community Engagement toolkit http://webarchive.nationalarchives.gov.uk/20140805171010/http://www.homesandcommunities.co.uk/community-engagement-toolkit?page_id=&page=1</p>
<p>Lack of investment in organisation/ team capability.</p>	<ul style="list-style-type: none"> • What is the organisational attitude toward investment in capability development? • What capabilities should be prioritised for development? • What reason(s) are there for lack of investment? • Does the organisation have a clear understanding of the skills and knowledge required to deliver the project? • Are resources available to provide training or recruit staff with the necessary knowledge and skills? • How does available resource match with capability development requirements? • Are there non-resource availability related barriers to necessary investment? 	<p>Resources pending</p>

**Visible
difference in
assumptions,
styles and
working
languages.**

- Are team/organisational leadership and governance structured to identify, strategise and deliver strategies that accommodate differences across stakeholder groups or is the approach more one-size-fits-all?
- Is it possible to do preparatory work to build understanding and improve communications prior to or early in project delivery?
- What resources are required to support improvements?
- What non-leadership/governance barriers must be overcome?
- Are the visible differences a consequence of unexplored relationships?
- What knowledge and skills are present within the team or organisation to support resolution of the differences or accommodations across policy, culture, practices, technology, people, processes and procedures?

Leeds Code of Practice for Working Together (available from Voluntary Action Leeds – not on-line yet)

See general partnership links above