

**SHIFTING LANDSCAPES
OF LEADERSHIP
THROUGH CASE BASED
EXPLORATIONS IN
LOCAL HEALTH
SERVICES USING THE
FLUID FRACTAL LENS OF
ANALYSIS**

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The presentation

- The Preamble:
 - Crisis and change in delivery of services
- The Script:
 - Research focus
 - Research methodology and methods
 - Two case studies
 - Analysis and discussion
 - Concluding remarks
- The Post Script
 - Feedback towards a publishable output...

Making sense: The research focus

Exploring the construction of leadership at the apex of organisations looking at ways to reform/modernise service delivery

Research Objectives:

- I. To explore leadership in the voices of stakeholders at the apex– a relational & contextual construct
- II. To understand the roles and relationships between stakeholders and through their narratives to analyse the construction of leadership

The leadership jigsaw

- A journey of fascination....
- Balkanised literature
- Elusive terrain

- The tale of two case studies...

.....understanding the enigma of
leadership

TO EMBED AND FACILITATE CHANGE

FLUID FRACTALS MODEL OF LEADERSHIP

The leadership puzzle

The nested competing context in which leadership is constructed



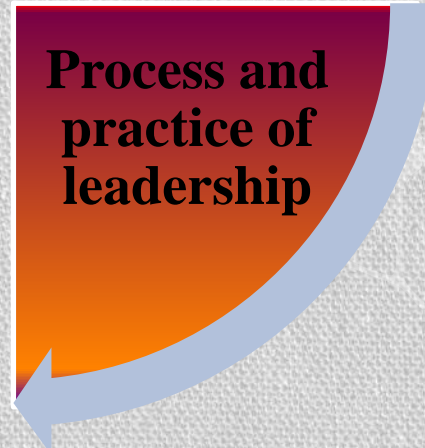
The extent to which nature of leadership is shared



The language and discourses of leadership including the narratives and stories



The doings of leadership including the processes and practices



Paradigmatic position	Constructivism/ Interpretivism
Ontological assumption	<p>Phenomena of leadership as social construction & reconstruction</p> <p>Process and practice of leadership in interactions, embedded in context</p> <p>Relational relativist realism</p>
Epistemological stance	<p>To understand how leadership is created /constructed in social interactions</p> <p>Link between investigator and investigated in context bound multiple realities</p>
Methodological Choice	Case study- qualitative study of interactions and its implications for leadership
Axiological premise	Close, interpersonal contact where researcher understands but cannot eliminate values
Rhetoric	Interpretivist, personalised descriptions

The Fractal Model

- Moving, forming and reforming...

- 4 lenses or fractals

- 1) Context

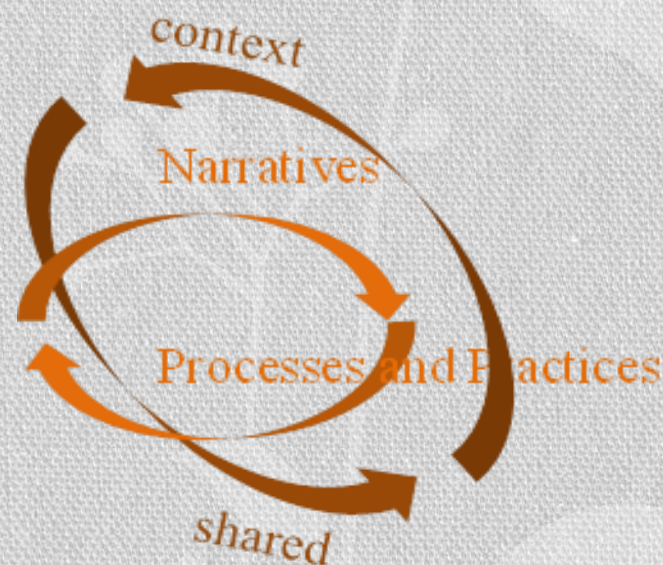
- 2) Shared nature

- 3) Process

- 4) Narratives

A rich kaleidoscope...

Applicable to other contexts – post doc work



Research Methods

I) TALE OF a LOCAL AUTHORITY

- Rich and in-depth information
- Interviews – 34 participants
- Observations at ‘public’ meetings
 - Sought but denied – leadership-in-situ
- Shadowing and Focus Groups
- Politically conscious actors (Alvesson and Deetz 2000)

Qualitative snippets ...

- 1. Context**
- 2. Nature of leadership - shared and relational interface**
- 3. Process and practice**
- 4. Narratives**

CONTEXT

- **So a city is quite complex, and it is a huge number of organisations: stars, little stars, big stars...it is three dimensional ... moving and it is turning,... the city is not simple, it is organic ...**

..in the current climate with 28% coming out of the budget, success would be we still have an organisation which we can recognise ...So for the next 3 years, it is almost as if the objective is survival ...

NATURE OF LEADERSHIP

- most of the day persuading people to do the things they do not want to do or dissuading people from doing things I do not want them to do...
- Most of the time it's making decisions... and then seeing if they're going to all come on board

PROCESS AND PRACTICE

- the strategy is determined ...because there is a discussion and interaction...

leadership is a collaborative activity ... it's not dependent on one individual who happens to be enormously charismatic or articulate

... having a shared agenda is the overriding factor... a really close alignment in what they (stakeholders) ... want to achieve....

NARRATIVES

- I have a picture in my head that this organisation was like a vessel, like a boat, like a ship and it was lumbering, it was slow...some of the engines were failing but most importantly of all, it had 3 holes below the waterline which were going to sink it. ...
- and we had phrases like ... ‘you’re either on this bus or you’re off this bus. If you’re off this bus, get off and if you’re on this bus you’ve got to have commitment, drive, enthusiasm...(officer)

Applying the model

2) CASE STUDY: MCH

Exploring a leadership action intervention in the Health sector:

With Sybille, Hilary

- Leadership constructions among stakeholders
- Focus on changes in governance, culture, processes and practices to see the shift to SE
- What difference can leadership make?
- Expectations – rhetoric and reality

MCH through the 4 lenses

1. Competed and nested contexts
 - Nationally imposed agendas
2. Shared governance and management
 - Coordination
 - Negotiation
 - Wider engagement and commitment
2. Process and practices
 - Multi-disciplinary team working
 - Decision making, partnerships, innovation
2. Narratives
 - Mission and vision
 - Stories, exemplars, best practice

Concluding thoughts...

How useful is the leadership model to understand dynamic and challenging situations within organisations and facilitate leadership interventions