

1. Record Nr.	UNINA9910963123803321
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Titolo	Development as leadership-led change : a report for the Global Leadership Initiative // Matt Andrews, Jesse McConnell, Alison Wescott; [foreword, J. Edgardo Campos]
Pubbl/distr/stampa	Washington, D.C., : World Bank, 2010
ISBN	9786612725661 9781282725669 1282725661 9780821384220 0821384228
Edizione	[1st ed.]
Descrizione fisica	vii, 75 pages : illustrations ; ; 25 cm
Collana	World Bank study
Altri autori (Persone)	McConnellJesse WescottAlison
Disciplina	338.9
Soggetti	Leadership - Developing countries Organizational change - Developing countries
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Cover Page; Title Page; Copyright; Contents; Foreword; Acknowledgments; About the Author; 1: Introduction; 2: Development as Change; 3: Leadership and Change: Theory and Propositions; 4: Examining Our Propositions: A Method; 5: Examining Leadership-led: Change Propositions:: Results and Discussion; 6: Conclusions, and a Case for More: Leadership Work in Development; Appendixes; References; Eco-Audit: Environmental Benefits Statement; Back Cover
Sommario/riassunto	Development involves change, but many development initiatives produce unimpressive results. The authors ask why and consider how to close the gap between the intended change and what we actually see in the evidence. This paper presents the findings of a study, initiated by the multi-donor Global Leadership Initiative and led by the World Bank Institute, to examine leadership in the change processes of fourteen capacity development interventions in eight developing countries, through 140 in-depth structured interviews. It explores what it takes to make change happen and in particular, the role leadership plays in

effecting change. The authors propose that leadership contributes to change when it builds "change space" by fostering acceptance for change, granting authority for change, introducing or freeing the abilities necessary to achieve change. This "change space" is required to ensure contextual readiness for change and foster progress through the difficult stages of the change process. An analytical framework is introduced to illustrate the dimensions of this "change space" and its limits in organizational and social change. The authors argue that a lack of "change space" in many development contexts may be overlooked, contributing to failure. The paper concludes that leadership manifests in different ways in different contexts, depending on the contextual readiness and factors that shape change and leadership opportunities; but the key characteristics of plurality, functionality, problem orientation and "change space" creation are likely to be common to all successful leadership-led change events.
