



# PROSPERITY

## From Learning to Outcomes

The work of mobilizing others



THE WORLD BANK

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Academy

# Daily activity

A – Session name	B – Milestone, theme <ul style="list-style-type: none"><li>• A challenge you have identified</li><li>• A question you have from the presentation</li><li>• Something important in your DRF plan</li></ul>	C - Actions to make progress on (B) <ul style="list-style-type: none"><li>• Engage with stakeholders</li><li>• Improve Regulatory Environment</li><li>• Improve the organizational effectiveness</li><li>• More information...</li><li>• More capacity on...</li></ul>	By Whom	By When

# Action plan

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Milestone	Activities	R	A	Timeframe	Comments Resources

Discussion

KEY TAKEAWAYS,  
KEY ACTION ITEMS



# Making reforms happen



## “Core Team” - Implementation units

- working together solve specific problems that cut across institutional silos

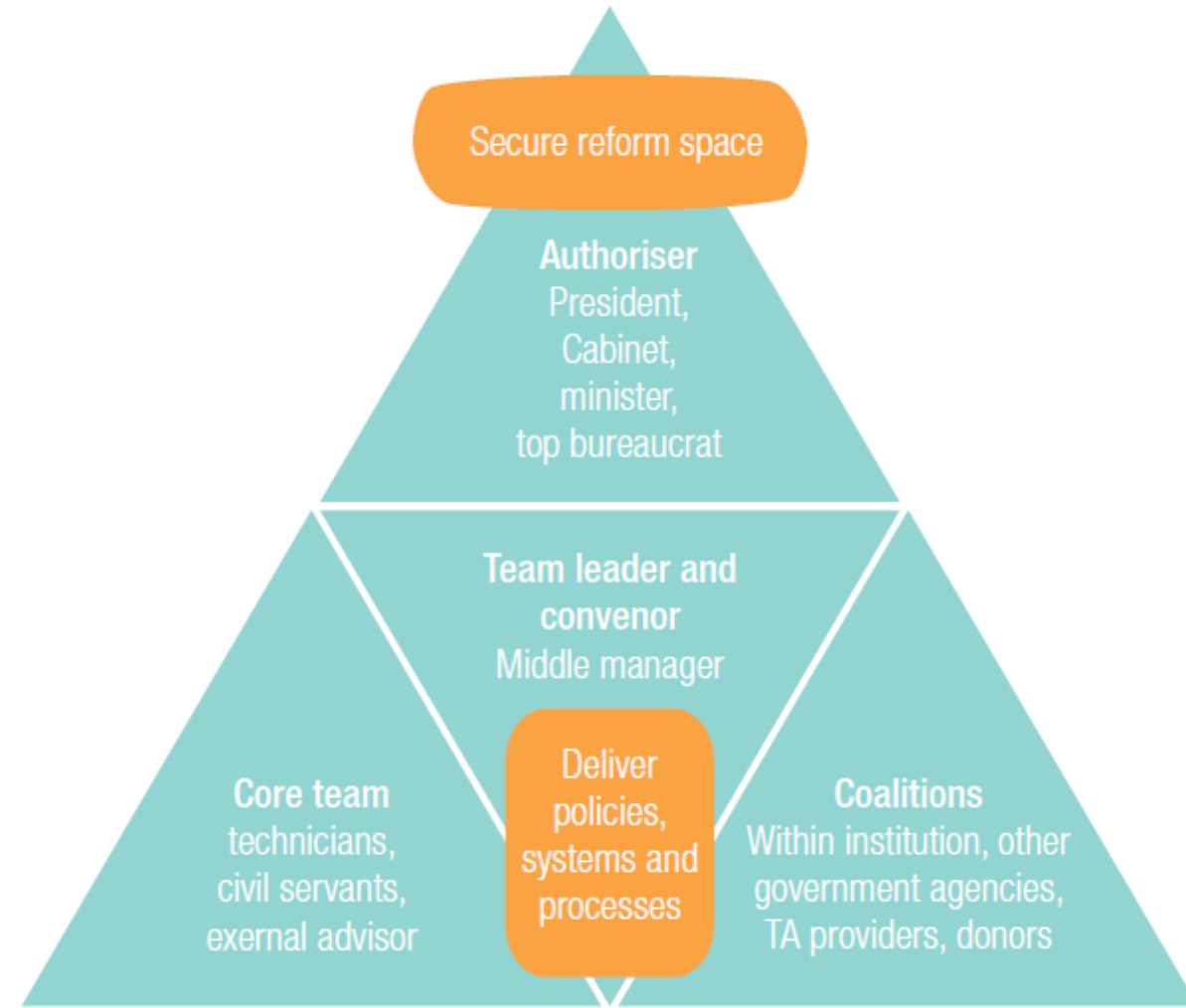


## Maintaining the reform space, by curating the support of reform authorizers

- Reform team leaders and coordinators are proactive informing of authorizers of reform progress and challenges.



## Actively building coalitions of support for reform within and outside government



Andrews M., Pritchett L., and Woolcock, M. (2017)

# One definition: mobilizing others is about change management

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The process of helping others understand the need to change and motivate them to take actions that result in a lasting change in their behavior.

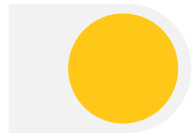
(World Bank Development Report 2015)

# Three useful concepts



Authority vs leadership

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Adaptive vs Technical challenges

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Discipline of implementation & Routines

THE ADAPTIVE LEADERSHIP FRAMEWORK (Heifetz R., Linsky M., Grashow A.)



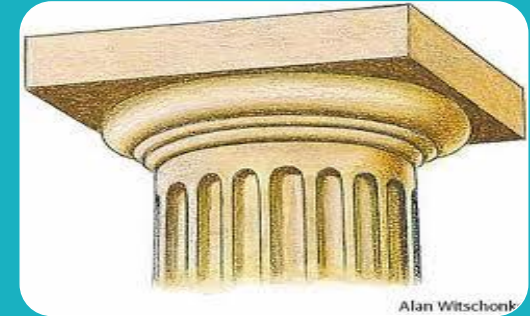
# Key Services of Formal Authority



**Direction & Sense of Purpose**



**Protection**

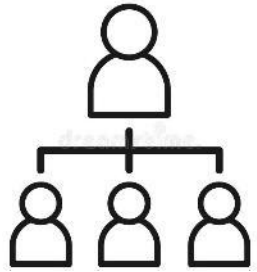


**Order:**

- Roles and responsibilities
- Conflict resolution mechanism & cohesion
- Norms



# Formal and Informal Authority



Importance and relevance of the position

## Formal Authority

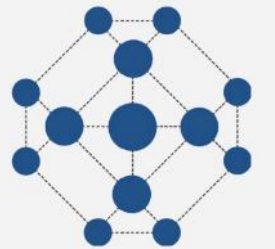
Comes with various powers of the office

Granted because the office holder promises to meet a set of explicit expectations (job descriptions, legislated mandates)

## Informal Authority

Rests on legitimacy and trust

Comes with the power to influence attitude or behavior *beyond compliance*



Credibility  
Respect  
Admiration  
Competence  
Integrity  
Reliability

# How should we define Leadership?



Leadership is not defined by:

- **The inputs** of personal capacity, or
- **The instruments** of authoritative power, and influence



Leadership is defined by:

- **The work** that is needed to solve tough problems and build capacity to thrive in a changing and challenging world.



***Leadership is better viewed as a practice, and not a set of personal characteristics***

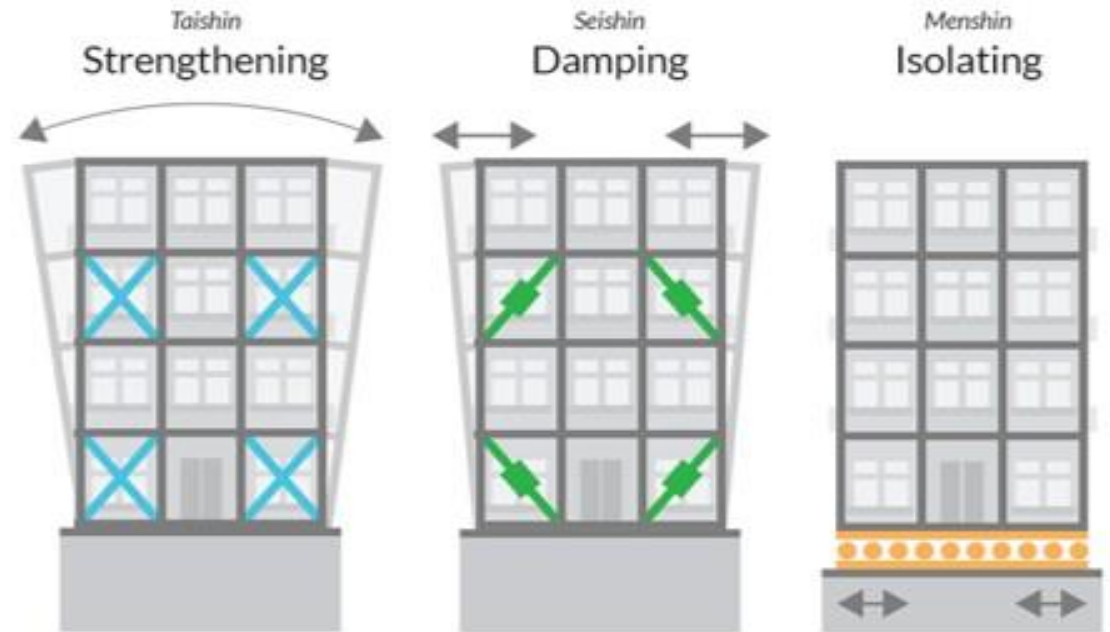
# Defining leadership

- Leadership is a **practice**
- With and without **authority**
- That builds the **capacity** of people
- To make **progress** on adaptive challenges
- In order to thrive in a changing and **challenging** world



# Technical challenges

The necessary knowledge about them already has been digested and put in the form of a legitimized set of known organizational procedures guiding **what to do** and role authorizations guiding **who** should do it.



# Adaptive challenges



No adequate response has yet been developed. They require learning to overcome the conflicts in values or reduce the gap between the espoused values and reality.



They require changes in values, attitudes or habits of behavior.



## Why do we keep building houses in places that burn down?

By [Emily Guerin](#)

Updated Feb 19, 2025 9:35 AM

Published Sep 24, 2018 12:35 PM

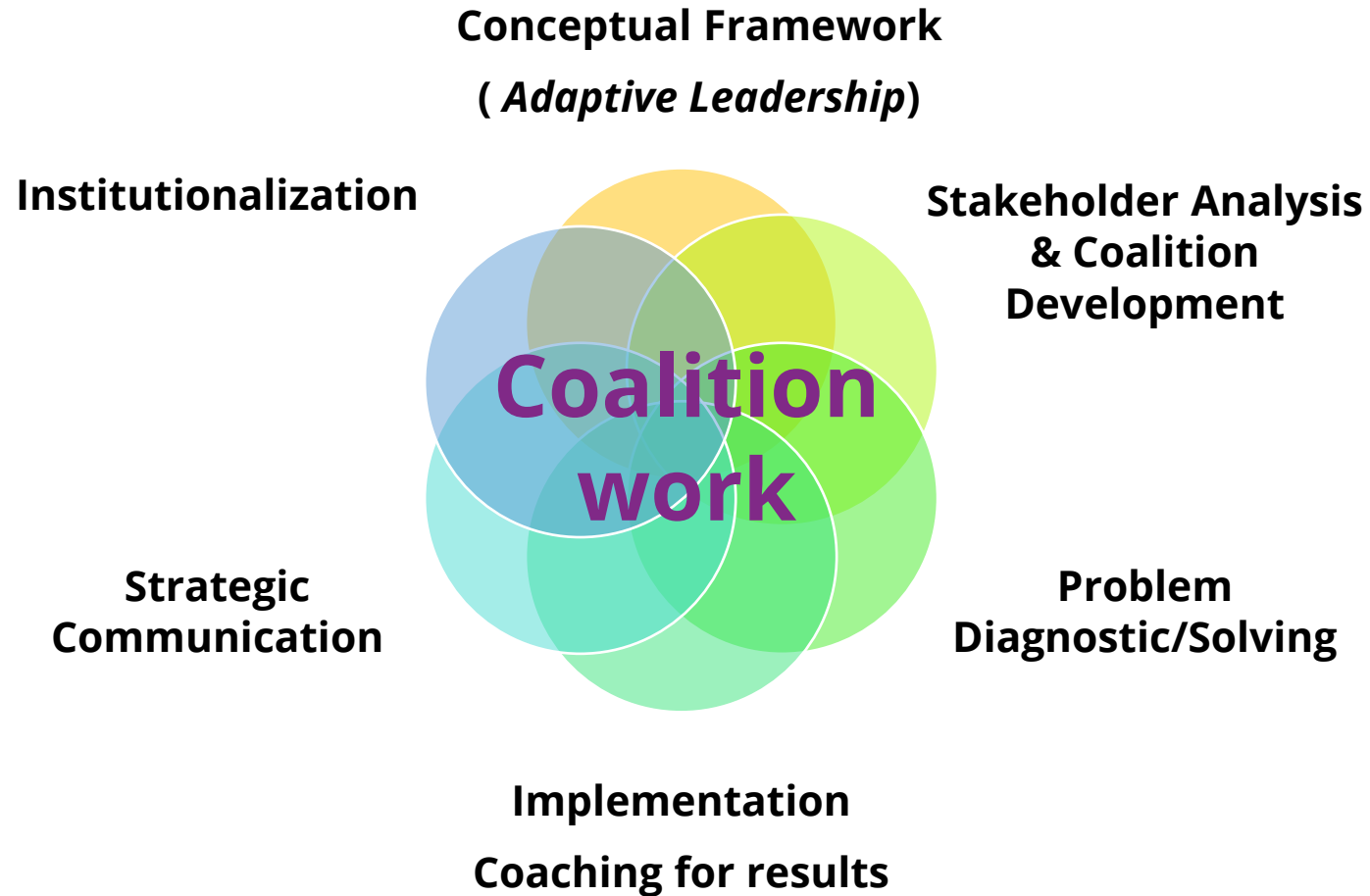


# Analyze technical and adaptive work

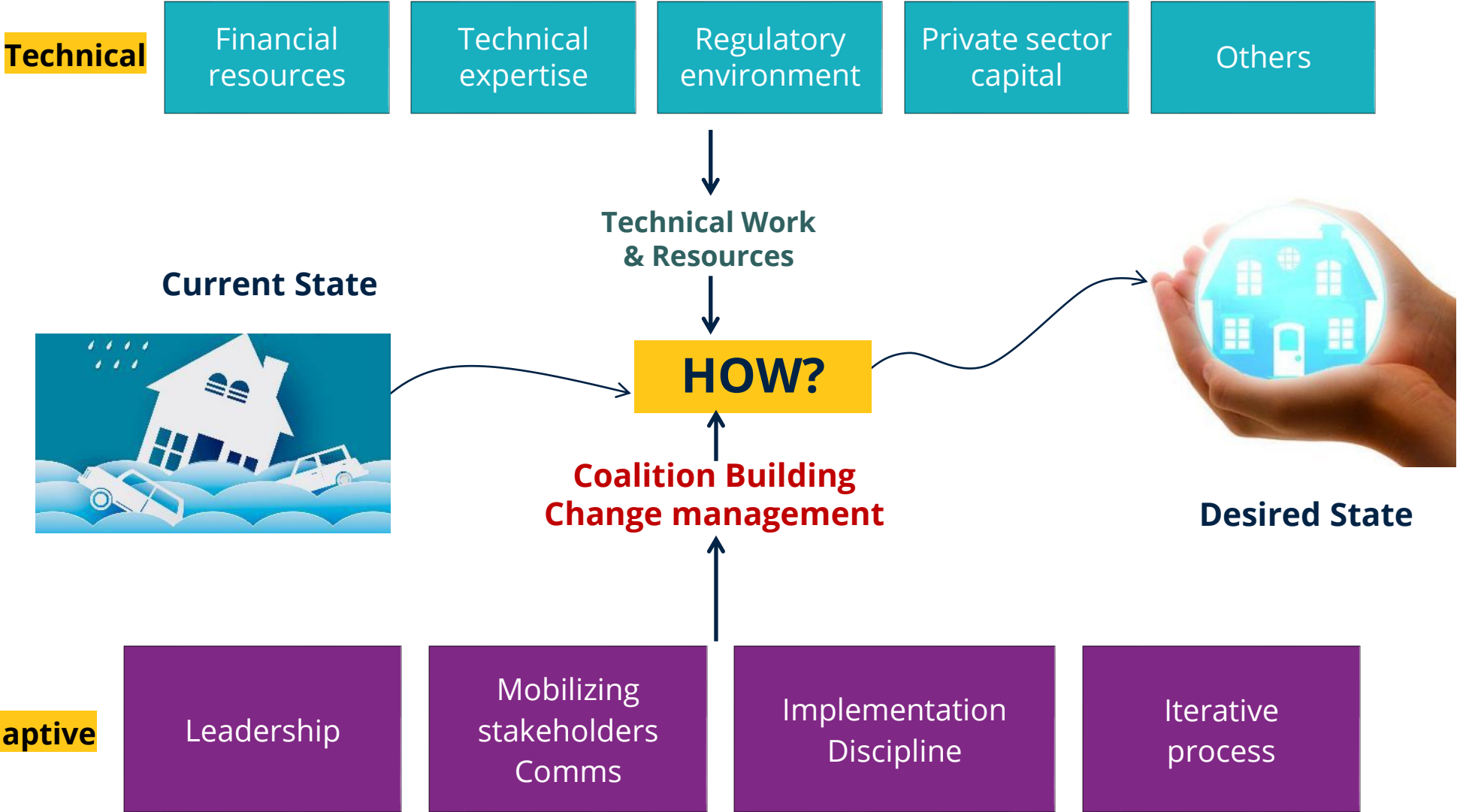
KIND OF WORK	PROBLEM DEFINITION	SOLUTIONS & IMPLEMENTATION	PRIMARY LOCUS OF RESPONSIBILITY FOR THE WORK
TECHNICAL	CLEAR	CLEAR	AUTHORITY
TECHNICAL & ADAPTIVE	CLEAR	REQUIRES LEARNING	AUTHORITY & STAKEHOLDER
ADAPTIVE	REQUIRES LEARNING	REQUIRES LEARNING	STAKEHOLDER AUTHORITY

# Collaborative Leadership tools (WBG coalitions program)

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# How to get there



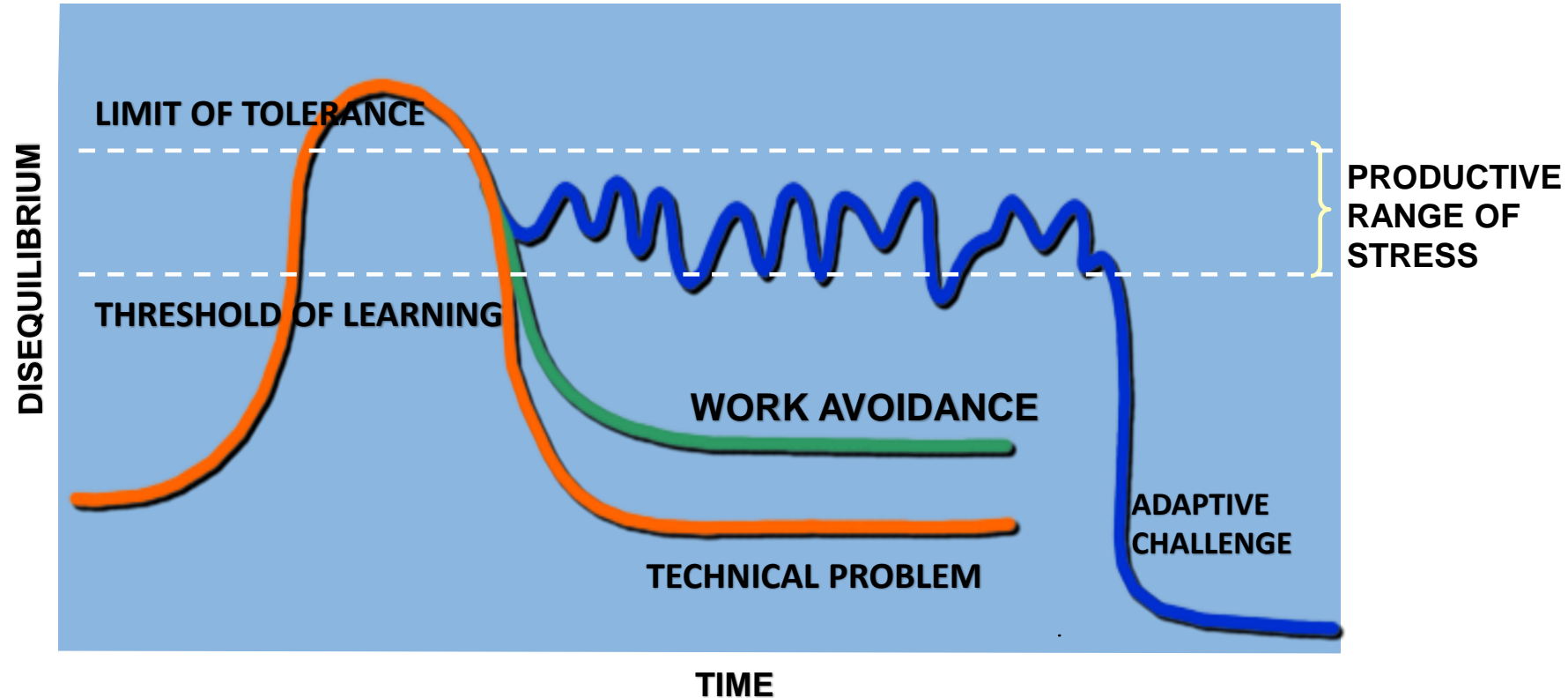


# To mobilize others is a practice of leadership

- Understand who the actors (and their constituents) are
- Understand their mental map, their interests and their brakes
- Diagnose the challenge
- Diagnose adaptive vs technical problems
- Develop solutions in common
- Develop plans and implement
- Iterate



# Maintaining the heat for work to happen



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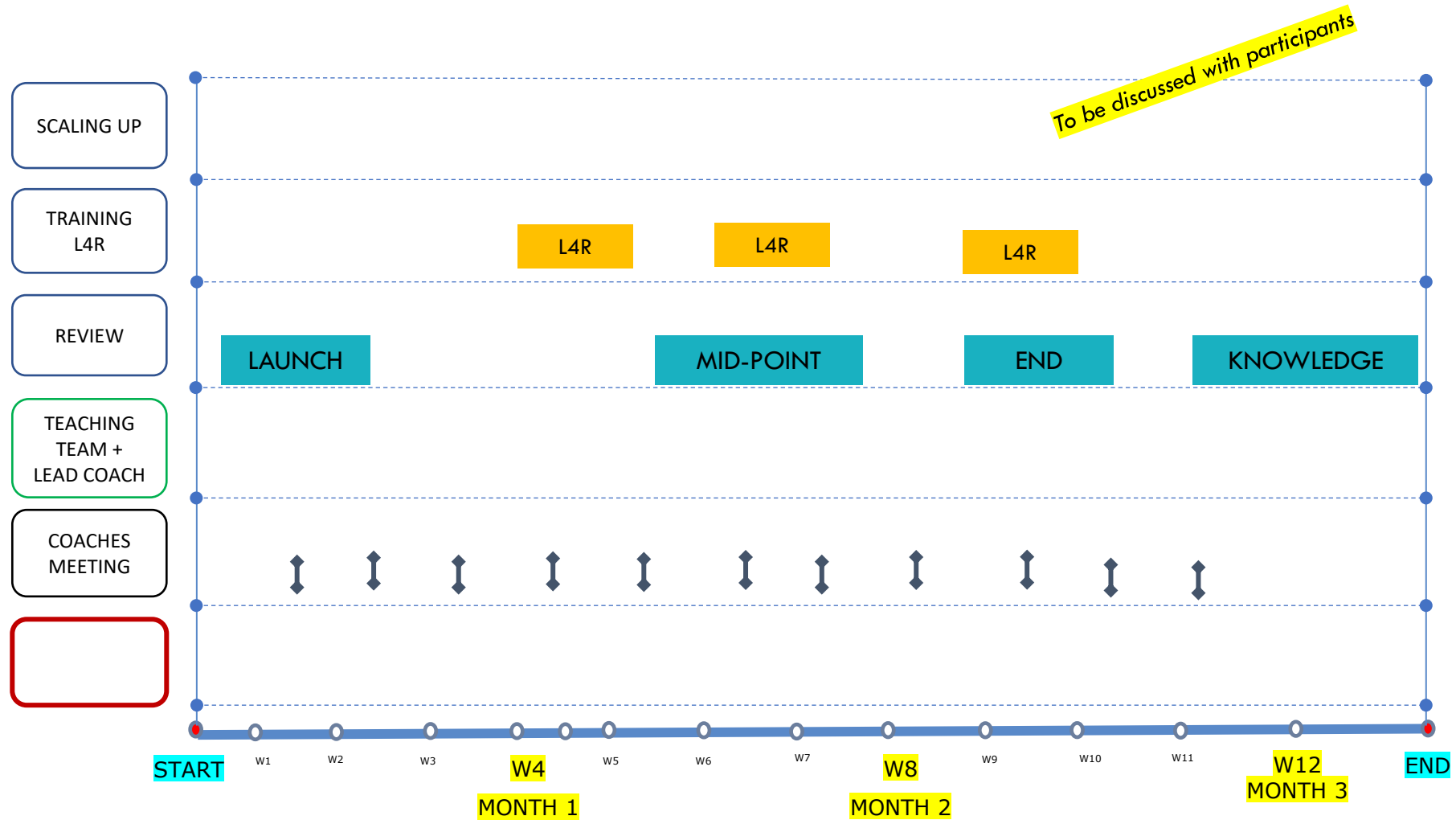
# Lessons from delivery and implementation support

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- 1 Strong, highly visible political backing.
- 2 Commit to a tightly defined scope/objectives.
- 3 A secretariat close to a political sponsor.
- 4 Competent staff and leadership.
- 5 Cross-government ownership; coalitions
- 6 Routines in place to review effectiveness and refresh operations.

- Forming results teams
- Discipline of implementation
- Routines and coaching for results

# Routines and Pace of implementation





THANK YOU !

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