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LEADERSHIP COMPETENCIES FOR
SUCCESSFUL CHANGE MANAGEMENT

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ANTECEDENTS

LEADERSHIP COMPETENCIES FOR
SUCCESSFUL CHANGE MANAGEMENT

SUCCESSFUL

CHANGE

MANAGEMENT

- Personality
- Values
- Attitudes
- Education
- Training
- Mentoring
- Coaching
- Consulting
- On-the-Job

Training

- Characteristics of
the Environment
- Work Experience
- Etc.

COGNITIVE

- Divergent

Thinking

- Critical

Thinking

- Creativity

- Problem

Solving

- Analytical

Skills

- Strategic

Thinking

- Numerical

Abilities

- Etc.

FUNCTIONAL

- Language and

Communication

Skills

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- Technological Skills (IT, media...)
 - Intercultural Competencies
 - Learning Abilities
 - Personal Development and Career Planning Skills
 - Managerial Skills
 - Decision Making Skills
 - Etc.
- PERSONAL / SOCIAL
- Self-Direction
 - Interpersonal Skills
 - Teamwork Skills
 - Compassion
 - Integrity
 - Mobilizing People
 - Stress Management
 - Ethical Dimensions
 - Etc.
 - Productivity
 - Relationship Quality
 - Number of Conflicts
 - Cooperation
 - Organizational Culture and Climate
 - Organizational Learning Curve
 - Goal Attainment
 - Change Implementation
 - Employee Satisfaction
 - Motivation
 - Adaptability
 - Customer Satisfaction
 - Superior

Agency's
Satisfaction
• Etc.

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On-line Survey

1. Demographics (page 1 of the Survey)

- Gender
- Age
- Country
- Education
- Job Title
- Rank
- Work Experience
- Work Experience in Public Administration (PA)
- Work Experience at the Current PA Institution
- Work Experience in the Current Position

2. Questions (page 3 of the Survey) regarding:

- Training
- Mentoring
- Coaching
- Consulting
- On-the-Job Training
- Characteristics of the Environment

3. Locus of Control (page 4 of the Survey):

- Internality, Powerful Others, and Chance Scales (Levenson, 1981)
- Locus of Control refers to assumed internal states that explain why certain people actively, resiliently, and willingly try to deal with difficult circumstances, while others succumb to a range of negative emotions.

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4. Values (page 5 of the Survey):

- Terminal Values from The Value Survey (Rokeach, 1967)
- The Value Survey has been used successfully to differentiate religious, political, occupational, educational, and cultural groups.

5. Personal Characteristics / Traits (page 6 of the Survey):

- Sample items – Ambitious, Broadminded, Courageous, Responsible, Ethical...

6. Personality (page 7 of the Survey):

- The Big Five Factors of Personality (the Mini IPIP Scales -Donnellan, Oswald, Baird, & Lucas, 2006)
- Factors – Extraversion, Agreeableness,

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Conscientiousness, Neuroticism, and Intellect /
Imagination (or Openness to Experience)

- In the area of job performance, Barrick and Mount (1991, 1998) reviewed 117 studies utilizing 162 samples with 23,994 participants. They found that conscientiousness showed consistent relations with all performance criteria for all occupational groups. Extraversion was a valid predictor for occupations involving social interaction (e.g. management and sales). Furthermore, extraversion and openness to experience were valid predictors of training proficiency criteria.

7. Questions (pages 8 – 11 of the Survey) regarding:

- Cognitive Competencies
- Functional Competencies
- Personal / Social Competencies

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8.

Questions regarding the Indicators of Successful Change Management in a PA Institution (pages 12 – 13 of the Survey), based on the OECD's Framework:

Traditional Values Instruments of Reform New Cultural Values

Hierarchies of control

Conformity

Impersonality of work

Authority through position

Command-control paradigm

Citizens empowerment

End of lifelong career

Policy dialogue

Normalization of employment conditions

Delegation of authority

Performance-oriented focus

Subtle leadership

Accountability

Openness

Transparency

Efficiency

Effectiveness

Authority through leadership

Managerial culture

The survey was hosted at SurveyMonkey. The data were collected in the period between January 9 and March 19, 2008.

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284 completed questionnaires:

Country	No.	%	Country	No.	%
EC	2	0.70	Italy	3	1.06
Austria	9	3.17	Latvia	20	7.04
Belgium	4	1.41	Lithuania	6	2.11
Bulgaria	32	11.27	Luxembourg	6	2.11
Cyprus	17	5.99	Malta	14	4.93
Czech Republic	3	1.06	Netherlands	2	0.70
Denmark	2	0.70	Poland	16	5.63
Estonia	2	0.70	Portugal	16	5.63
Finland	3	1.06	Romania	0	0
France	6	2.11	Slovakia	15	5.28
Germany	8	2.82	Slovenia	12	4.23
Greece	7	2.46	Spain	3	1.06
Hungary	23	8.10	Sweden	36	12.68
Ireland	14	4.93	United Kingdom	3	1.06

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- 153 (54 %) males
- 130 (46 %) females
- Average age: 46,2 years
- Education:
 - 41 (14,5 %) doctoral degree
 - 138 (49 %) master's degree
 - 95 (33,7 %) university diploma
 - 8 (2,8 %) high school diploma
- Rank:
 - 172 (61,2 %) middle managers
 - 109 (38,8 %) top managers
- Average years of work experience:
 - Total -21,4 years
 - In PA -16,5 years
 - In the current PA institution -10 years
 - In the current position -3,6 years.

Factor Analyses

Competencies – we identified seven factors (shown with sample items):

- People skills (I am very sensitive to others' needs and assumptions; I am very good in bringing out the best in people, etc.)
- Understanding, innovating and changing the organization (I have a talent for changing our PA institution's vision into reality; I thoroughly understand the need, goals, demands, and problems of our PA institution's constituents and clients, etc.)
- Emotional intelligence and self-control (I have great ability to understand and manage my emotions; I am able to integrate my

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emotions in my decision making, etc.)

- Planning and decision making (I always verify my assumptions before making a decision; When I face a problem, I take enough time to think before I attempt to solve it, etc.)

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- Numbers and logic (I am very good at making complex decisions; I have a good sense for and understanding of numbers, etc.)
- Multicultural skills (I feel confident conducting a meeting in a foreign language; I participate effectively in multicultural teams, etc.)
- Learning and using new technologies (I am a quick learner; I am well versed in using a personal computer, etc.).

We grouped them according to our model:

- Cognitive Competencies
- Understanding, innovating and changing the organization
- Numbers and logic
- Functional Competencies
- Planning and decision making
- Multicultural skills
- Learning and using new technologies
- Personal / Social Competencies
- People skills
- Emotional intelligence and self-control

Indicators of Successful Change Management in a PA

Institution – we identified three factors (shown with sample items):

- Traditional values (Our PA institution relies heavily upon a strict hierarchy of control; In our PA institution, we value uniformity; personality should be kept out, etc.)
- Fear and resistance to change (Change led by our PA institution produces uncertainty and distrust due to lack of information; There is a high level of conflict within our PA institution, etc.)
- New cultural values (All important issues in our PA institution are openly discussed and shared with the public; Leadership of our PA institution is successful in transforming organizational culture, etc.).

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Personal Characteristics / Traits– we identified two factors (shown with sample items):

- Personal Traits (Ambitious; Broadminded; Capable, etc.)
- Gregarious traits (Forgiving; Loving; Obedient, etc.)

Total Males Females

Variables: Mean SD Mean SD Mean SD F

Extraversion 4.01 1.05 3.85 0.96 4.19 1.11 7.05**

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Agreeableness 5.19 0.89 5.08 0.89 5.34 0.88 5.76*
 Numbers and logic 4.90 0.94 5.02 0.87 4.73 1.01 6.27*
 Results of ANOVA Analysis
 Dependent variable: Gender
 a n = 284 * p < .05 ** p < .01
 Total Doctoral Degree
 Master's Degree University Degree
 High School Degree or less
 Variables Mean SD Mean SD Mean SD Mean SD Mean SD F
 An exciting life 8.32 5.31 10.36 4.84 8.43 5.37 7.24 4.99 8.13 7.12 3.27*
 Happiness 10.65 4.58 9.00 4.40 11.21 4.51 10.43 4.65 11.88 4.45 2.66*
 Pleasure 7.03 4.40 5.03 3.41 7.16 4.89 7.74 3.85 7.25 3.28 3.62*
 Personal traits 5.82 0.59 5.99 0.42 5.84 0.68 5.77 0.46 5.34 0.81 2.85*
 Multicultural skills 4.71 0.95 5.17 0.86 4.76 0.93 4.55 0.93 3.77 0.83 7.10**
 Results of ANOVA Analysis
 Dependent variable: Education
 a n = 284 * p < .05 ** p < .001

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Total Middle management Top management
 Variables: Mean SD Mean SD Mean SD F
 Training 4.14 0.90 4.06 0.88 4.29 0.92 3.90*
 A sense of accomplishment 9.52 4.87 8.96 4.80 10.30 4.88 4.95*
 A world of peace 10.35 5.41 10.87 5.29 9.69 5.51 3.14*
 People skills 5.16 0.72 5.06 0.79 5.32 0.57 7.56**
 Understanding, innovating, and changing the organization 5.31 0.71 5.21 0.77 5.49 0.57 9.46**
 Emotional intelligence and self control 5.38 0.70 5.33 0.73 5.48 0.63 2.85*
 Numbers and logic 4.90 0.94 4.78 0.96 5.09 0.88 6.76**
 Fear and resistance 3.44 1.10 3.59 1.14 3.19 0.98 8.49**
 New values 4.54 0.95 4.34 1.01 4.86 0.75 17.52***
 Results of ANOVA Analysis

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Dependent variable: Rank

a n = 284 * p < .05 ** p < .01 *** p < .001

Variables 1 2 3 4 5 6

1. Planning and decision making

2. People skills .49*

3. Understanding, innovating, and changing the organization

.54* .78*

4. Emotional intelligence and self-control .53* .78* .71*

5. Multicultural skills .39* .55* .46* .53*

6. Numbers and logic .53* .48* .51* .50* .33*

7. Learning and using new technologies .30* .47* .43* .41* .48* .40*

a n = 284 *p < .001

Results of Correlation Analysisa

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Variables Training Highly regulated

legal

environment

Increasing

competition

from the private

sector

Planning and decision making .25*** .26*** .03

People skills .25** .14* .07

Understanding, innovating, and changing the organization

.27*** .11 .07

Emotional intelligence and self-control .19** .18** -.05

Multicultural skills .22*** .07 .05

Numbers and logic .22*** .14* -.01

Learning and using new technologies .13* .16** .02

a n = 284 * p < .05 ** p < .01 *** p < .001

Results of Correlation Analysisa

Results of Correlation Analysisa

Variables 12

1. Training

2. Highly regulated legal environment .13*

3. Increasing competition from the private sector .20** -.08

an=284 *p<.05 ** p<.01

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Variables Traditional values

Fear and resistance

New values

Competencies

Planning and decision making .38*** .55 .24***

Multicultural skills .08 -.05 .22***

Learning and using new technologies .11 -.01 .17**

People skills .23*** -.06 .39***

Emotional intelligence and self control .23*** -.13* .38***

Understanding, innovating, and changing the organization

.17** -.11 .39***

Numbers and logic .17** -.09 .36***

Training

Training -.02 -.20** .52***

Terminal values

A comfortable life .04 .01 .05

An exciting life -.09 -.03 .03

A sense of accomplishment -.15* -.17** .11

A world of peace .04 -.04 .14*

A world of beauty -.09 -.06 .08

Equality -.01 .01 .04

Family security .09 -.01 .02

Freedom -.09 .00 -.07 a n = 284 * p < .05 ** p < .01 *** p < .001

Happiness .03 .03 -.07

Inner harmony .08 .03 -.06

Mature love .09 .12 -.14*

National security .05 -.07 .05

Pleasure -.01 .11 -.18**

Salvation .09 .06 .03

Self-respect -.09 -.01 -.04

Social recognition -.07 -.06 .08

True friendship .05 .04 -.08

Individual traits

Personal traits .20** -.05 .31***

Gregarious traits .32*** -.01 .33***

Locus of control

Internality .16* -.04 .31***

Powerful others .33*** .21*** -.04

Chance .35*** .25*** -.05

The Big 5 Factors of Personality

Extraversion .04 .05 .06

Agreeableness .13* -.05 .23***

Conscientiousness .14* -.00 .15*

Neuroticism .22*** .17** -.15*

Openness -.24*** -.11 .08 a n = 284 * p < .05 ** p < .01 *** p < .001

(Continued)

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Demographics

Gender -.06 .05 -.05

Age -.09 -.12 .21**

Education .02 -.01 .11

Rank in PA -.04 -.18** .27***

Total amount of work experience -.07 -.12 .16*

Total amount of work experience in PA -.17** -.09 .09

Total amount of work experience at the current PA -.03 .04 -.00

Amount of time in current position -.14* .00 .06

Environment

Highly regulated legal environment .15* .07 .07

Increasing competition from the private sector -.04 .04 .08

a n = 284 * p < .05 ** p < .01 *** p < .001

(Continued)

Variables 1 2

1. Traditional values

2. Fear and resistance .32**

3. New values -.16* -.60**

a n = 284 * p < .05 ** p < .001

Results of Correlation Analysis

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Step Variable entered □ R2 R2 F p

1 Planning and decision making .2123 .2123 39.88 < .0001

2 Chance .0843 .2965 17.60 < .0001

3 Gregarious traits .0366 .3331 8.01 .0053

4 Multicultural skills (-) .0306 .3637 6.97 .0092

5

6

7

8

Inner harmony

Total amount of work experience in PA (-)

Powerful others

Gender (-)

.0228

.0188

.0177

.0100

.3865

.4053

.4230

.4330

5.35

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4.52
4.35
2.49
.0222
.0351
.0387
.1168

Results of Stepwise Regression Analysisa
(Dependent variable 'Traditional values')
a n = 284
Results of Stepwise Regression Analysisa

(Dependent variable 'Fear and Resistance to Change')

Step Variable entered

.
R2 R2 F p
1 Chance .1041 .1041 17.31 < .0001
2 A sense of accomplishment (-) .0737 .1778 13.27 .0004
3 Rank in PA (-) .0265 .2043 4.89 .0285
4 Highly regulated legal environment .0217 .2260 4.10 .0447
5 Salvation .0157 .2603 3.06 .0823
6 Extraversion .0160 .2763 3.16 .0777
7 Social recognition (-) .0168 .2931 3.38 .0679
8 Emotional intelligence and self-control (-) .0151 .3082 3.08 .0812
9 Planning and decision making .0253 .3278 5.31 .0227
10 Self-respect .0121 .3399 2.58 .1107
11 Training (-) .0114 .3513 2.44 .1203
12 Competition from the private sector .0153 .3666 3.32 .0705

an =284

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Results of Stepwise Regression Analysisa
(Dependent variable 'New Cultural Values')
Step Variable entered

.
R2 R2 F p
1 Training .2938 .2938 56.59 < .0001
2 Emotional intelligence and self-control .0926 .3865 20.38 < .0001
3 Rank in PA .0512 .4377 12.21 .0006
4 A sense of accomplishment .0304 .4681 7.59 .0067
5 A world of peace .0322 .5003 8.51 .0042
6 Highly regulated legal environment (-) .0118 .5121 3.17 .0773
7 Gregarious traits .0095 .5216 2.58 .1105
8 Planning and decision making (-) .0139 .5355 3.86 .0515
9 Numbers and logic .0109 .5464 3.08 .0815

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n = 284

Functional competencies $R^2 = .25$ $\Delta R^2 = .25$ $F = 16.20^{****}$

Planning and decision making $\beta = .55^{****}$

Multicultural skills $\beta = -.24^{**}$

Learning and using new technologies $\beta = .07$

Personal / Social competencies $R^2 = .26$ $\Delta R^2 = .01$ $F = 0.68$

Cognitive competencies $R^2 = .27$ $\Delta R^2 = .01$ $F = 1.41$

Understanding, innovating, and changing the organization

$\beta = -.22^*$

Numbers and logic $\beta = .01$

Training $R^2 = .27$ $\Delta R^2 = .001$ $F = 0.23$

Training $\beta = -.04$

Terminal values (only significant shown) $R^2 = .36$ $\Delta R^2 = .09$ $F = 1.06$

A sense of accomplishment $\beta = -.25^{**}$

A world of beauty $\beta = -.17^*$

Equality $\beta = -.17^*$

Individual traits $R^2 = .40$ $\Delta R^2 = .04$ $F = 3.44^{**}$

Personal traits $\beta = -.11$

Gregarious traits $\beta = .34^{**}$

Locus of control $R^2 = .47$ $\Delta R^2 = .07$ $F = 5.54^{***}$

Internality $\beta = .06$

Powerful others $\beta = .20^{**}$

Chance $\beta = .14^*$

The Big 5 Factors of Personality (only sig. shown) $R^2 = .49$ $\Delta R^2 = .02$ $F = 0.89$

Agreeableness $\beta = .19^*$

Demographics $R^2 = .51$ $\Delta R^2 = .02$ $F = 0.60$

Environment $R^2 = .52$ $\Delta R^2 = .01$ $F = 1.04$

Results of Hierarchical Regression for dependent variable Traditional Values

β

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Functional competencies $R^2 = .05$ $\Delta R^2 = .05$ $F = 2.58^*$

Planning and decision making $\beta = .23^{**}$

Multicultural skills $\beta = -.19^*$

Learning and using new technologies $\beta = .02$

Personal / Social competencies $R^2 = .08$ $\Delta R^2 = .03$ $F = 2.26^*$

People skills $\beta = .08$

Emotional intelligence and self control $\beta = -.26^*$

Cognitive competencies $R^2 = .11$ $\Delta R^2 = .03$ $F = 2.24^*$

Understanding, innovating, and changing the organization $\beta = -.29^{**}$

Numbers and logic $\beta = -.04$

Training $R^2 = .12$ $\Delta R^2 = .01$ $F = 2.96^*$

Training $\beta = -.14^{**}$

Terminal values (only significant shown) $R^2 = .27$ $\Delta R^2 = .15$ $F = 1.47^*$

A sense of accomplishment $\beta = -.32^{***}$

Individual traits $R^2 = .27$ $\Delta R^2 = .001$ $F = 0.40$

Locus of control $R^2 = .33$ $\Delta R^2 = .06$ $F = 3.39^{**}$

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Internality $\beta = -.00$

Powerful others $\beta = .08$

Chance $\beta = .21^{**}$

The Big 5 Factors of Personality (only sign. shown) $R^2 = .36$ $\Delta R^2 = .03$ $F = 1.10$

Extraversion $\beta = .19^{**}$

Demographics $R^2 = .38$ $\Delta R^2 = .02$ $F = 0.50$

Environment $R^2 = .42$ $\Delta R^2 = .04$ $F = 3.12^{**}$

Highly regulated legal environment $\beta = .23^{**}$

Increasing competition from the private sector $\beta = .11$

Results of Hierarchical Regression for dependent variable Fear and Resistance to Change

Functional competencies $R^2 = .10$ $\Delta R^2 = .10$ $F = 5.11^{***}$

Planning and decision making $\beta = .09$

Multicultural skills $\beta = .23^{**}$

Learning and using new technologies $\beta = .06$

Personal / Social competencies $R^2 = .22$ $\Delta R^2 = .12$ $F = 10.04^{****}$

People skills $\beta = .35^{**}$

Emotional intelligence and self control $\beta = .17$

Cognitive competencies $R^2 = .25$ $\Delta R^2 = .03$ $F = 2.71^*$

Understanding, innovating, and changing the organization $\beta = .22^*$

Numbers and logic $\beta = .16^*$

Training $R^2 = .42$ $\Delta R^2 = .17$ $F = 37.24^{****}$

Training $\beta = .44^{****}$

Terminal values (only significant shown) $R^2 = .54$ $\Delta R^2 = .12$ $F = 1.74^{**}$

A sense of accomplishment $\beta = .26^{**}$

A world of peace $\beta = .17^*$

Individual traits $R^2 = .55$ $\Delta R^2 = .01$ $F = 0.89$

Locus of control $R^2 = .55$ $\Delta R^2 = .001$ $F = 0.38$

The Big 5 Factors of Personality $R^2 = .56$ $\Delta R^2 = .007$ $F = 0.31$

Demographics (only significant shown) $R^2 = .61$ $\Delta R^2 = .05$ $F = 1.42$

Rank in PA $\beta = .18^{**}$

Environment $R^2 = .61$ $\Delta R = .002$ $F = 0.82$

Results of Hierarchical Regression for dependent variable New Cultural Values

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Conclusions

1. Traditional values and new cultural values coexist in PA; they are negatively correlated.
2. Traditional values are positively correlated with fear and resistance to change; new cultural values are negatively correlated with fear and resistance to change.
3. Traditional values are positively associated with planning and decision-making skills, beliefs in powerful others and chance, agreeableness and gregarious traits; they are negatively associated with multicultural skills, understanding, innovating and changing the organization, as well as with appreciation of a sense of accomplishment, world of beauty, and equality.
4. Fear and resistance to change are positively associated with

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planning and decision-making skills, beliefs in chance, as well as with extraversion and highly regulated environment; they are negatively associated with multicultural skills, emotional intelligence and self-control, understanding, innovating and changing the organization, training, as well with appreciation of a sense of accomplishment.

5. New cultural values are positively associated with multicultural and people skills, understanding, innovating and changing the organization, numbers and logic skills, rank in PA, as well as with appreciation of a sense of accomplishment and world of peace, but—above all—with training.

6. The results stress the importance of the following competencies:

- Multicultural skills
- Understanding, innovating and changing the organization
- Emotional intelligence and self-control
- People skills.

7. Planning and decision-making skills were associated with traditional values and with fear /resistance to change.

8. The results also stress the importance of the locus of control, especially the beliefs in powerful others and chance and their association with traditional values and fear / resistance.

9. Training has positive effects above and beyond its impact upon the competencies.

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