

Organisational Change in the Humanitarian Sector

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Problem Statement

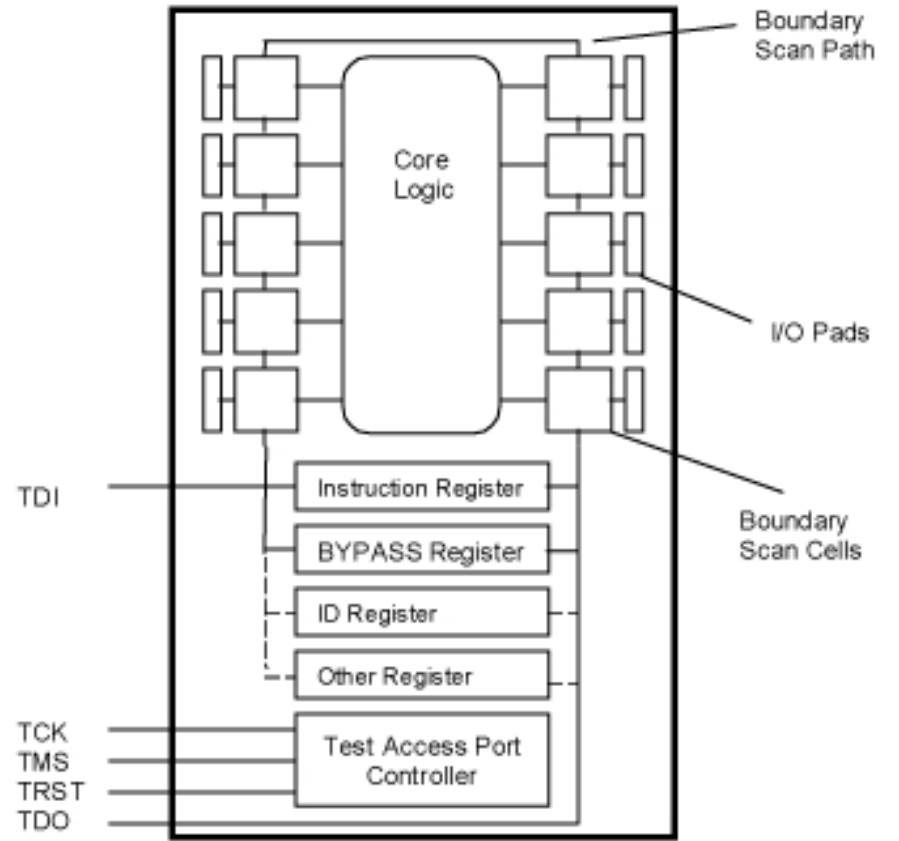
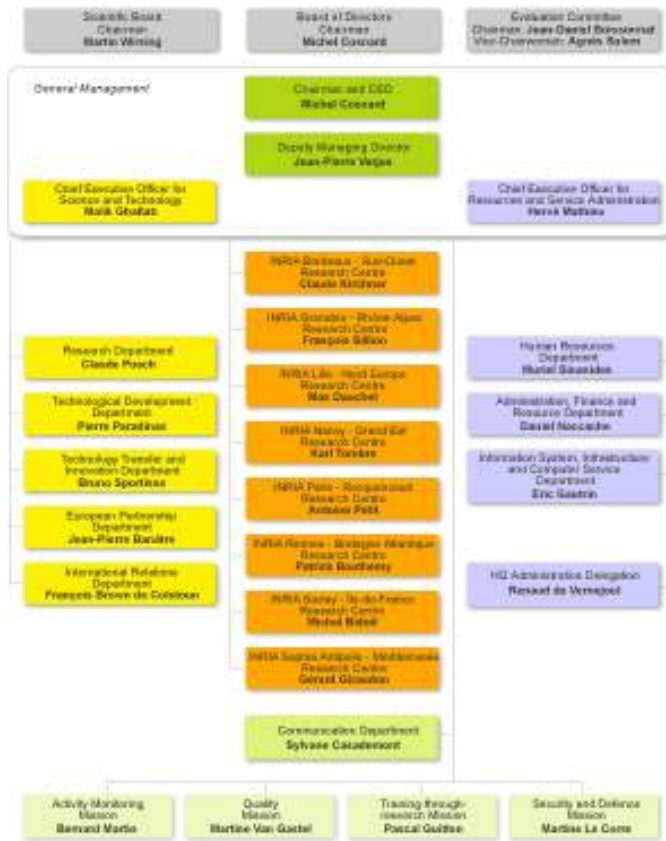
- Main approaches to change in humanitarian organisations are:
 - Evaluations;
 - Strategy and Policy;
 - Training / Staff Development;
 - Knowledge Management
- In general, not as effective in creating change as we would like



Question

- How can we make effective, sustainable change in organisations?
- Answer depends on (1) *what we believe organisations are* and (2) *how we go about changing them*

Spot the Difference....





The Organisation as Machine..

Assumes:

- Organisations are ‘rational’: best and most logical ideas will be used, information will lead to change
- Organisations are ‘simple’: can be easily understood by insiders and outsiders, input-process-output
- Organisations are made up of individual parts: can improve or replace one without affecting whole, organisations can be “re-engineered”

What's missing?

The Human Elements...

Complex
Communities
Built on relationships
With emotive elements





Which means effective change...

- Often comes down to change in human behaviour
- Comes from 'inside'
- Will meet resistance and emotional responses
- Is holistic: requires multiple, coordinated activities in various areas

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***Creating Maximum Shareholder value
through provision of quality relief
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**No Emergency too large or
Small.**

**Next time, try the
Humanitarian
Solutions (inc.) effect**





What works?

- Three phases:
 - Creating awareness of need
 - Planning
 - Ensuring changes implemented (often over long periods) and harmonised



What works? Some ideas

■ Approaches:

- Actions to address emotional component of change
- Participation and cross-functional working
- Communication
- Open to conflict / disagreement
- Specific leadership behaviours (ability to change self)

Put it another way...



If we want to see real, sustainable changes in places like this....

We should draw on what we know about change in places like this





A caveat: the price of success

- Time
- Confusion
- Money



Five suggestions

- Clear visions, using clear agreed criteria (OECD-DAC)
- Provide meaningful incentives
- Specific leadership styles
- Collective, system-wide organisational change efforts: more needed

And...

Final point



**...Everyone seeks
to change the
world... No one
thinks to change
themselves...**