Mozambique: Experiences with approaches to institutional effectiveness

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Abou the Presenter

• Alfredo Mazive is the CEO of the Academia de Desenvolvimento Humano e Organizacional Wumunho in Maputo, Mozambique. He is an Executive Committee Member of the International Organization Development Association (IODA) and a member of the International Association of Facilitators (IAF). He pioneered the OD and professional facilitation practice in Mozambique and the African Portuguese speaking countries and is among the first in African community of practitioners. He served as a Lead facilitator of the Change Management Program under the Public Sector Reform Unit in Mozambique (UTRESP). He is a trainer, coach and mentor of fellow practitioners. He is currently the Chair of the Desmond Tutu Centre for Leadership in Nelspruit, South Africa.
Mozambique
Public Sector Reform
Using a Tool-based Approach
Mozambique Experience

• Mozambique 10-year Public Sector Reform Strategy (PSRS) was approved in 2001. It aimed at improving service delivery through:
  • Decentralization and de-concentration of competencies
  • Simplification and modernization of processes
  • Democratization and high participation of citizen
  • Transparency and accountability
  • HR Capacity development
  • Fighting corruption
Some **Transitional** Quick-Wins

- Simplification of trade and industry licensing from 6-9 months to 1 month-15v days
- One-Stop Shop “Balcao Unico” for commercial and industrial licenses
- Improvement of Service delivery in Health and Education Systems
- Reducing waiting time for driver’s license
- Participatory planning at district level (PEDDDs)
- Open Presidency and open government
Transformation Challenges

• More on “vote-cracy“ than democracy leads to:
• Lack of separation of powers (Executive, Judiciary and Legislative)
• Inefficiency and Lack of transparency and accountability of the MPs who report to the Party instead of their constituencies
• Inefficiency of the judicial system in fighting high profile corruption cases as it is appointed by the Executive
• High level of corruption in public service as as agents of the state, judiciary and legislative form holdings to dilapidate the State
Evidence

• Lack of transparency and accountability on energy deals with corporations (electricity, coal, gas and oil)
• Bankruptcy of three banks (BPD, AUSTRAL and BCM) later sold and debt assumed by the State (Tax payers)
• MPs, ex-ministers, ex-head of State seating as board members of the corporations and public companies they are suppose to oversee.
The PSR in Mozambique was based on CD expertise.

It was a tool-based approach.

OD approach was pushed aside.
Richard Beckhard’s 4-Steps Change Model

1. Determine the Need for Change
2. Articulate a Desired Future
3. Assess the Present and What Needs to Be Changed in Order to Move to the Desired Future
4. Get to the Desired Future by managing the Transition
Kotter’s 8 Steps to Change

1. Create Urgency
2. Form Powerful Coalition
3. Create a Vision for Change
4. Communicate the Vision
5. Remove Obstacles
6. Create Short-term Wins
7. Build on the Change
8. Anchor the Change in Corporate Culture
Challenges Facing Tool-Based Approach

• Imposed change without a proper buy-in, ownership and empowerment of those involved and affected to chose focus, pace and destiny

• Program and performance based not a holistic and whole system approach.

• Low level of patronage and reinforcement of change gains at high level

• Leaders talking the walk without walking the talk.
What we Learned

• The problem is always at shop level: But “The flock is following the duck“.

• Neglecting the influence of powerful external factors. The ruling party controls the nature of the State. So we should think of reforming both.

• Change focusing on performing and "hardware" based and less on "software“: Creates transition without transformation.

• CD and OD practitioners need to harness their organizational change process facilitation.
Change: “Our task is not to foresee the future, but to enable it.”- Antoine de Saint Exupéry

"It does not matter how slowly you go as long as you do not stop.“ - Confucius
Few Change Management Models
Organizational Diagnosis Models

1. Force Field Analysis (1951)
2. Leavitt’s Model (1965)
3. Likert System Analysis (1967)
5. Weisbord’s Six-Box Model (1976)
6. Congruence Model for Organization Analysis (1977)
Organizational Change Models II

12. Falletta’s Organizational Intelligence Model (2008)
A common Feature of Most of The Models

Problem Solving Approach
# Metaphors For Change

<table>
<thead>
<tr>
<th>Physical/Chemical Metaphors (Fix and Rebuild)</th>
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<tbody>
<tr>
<td>Machine metaphor</td>
<td>Fix the problem; Re-engineer</td>
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<tr>
<td>Travel metaphor</td>
<td>Move to a new place; Turnaround</td>
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<tr>
<td>Construction metaphor</td>
<td>Build something new; Restructure</td>
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<td>Chemical metaphor</td>
<td>Catalyze, Mix, Compound, Crystallize</td>
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<tr>
<th>Biological/Medical Metaphors (Cure and Growth)</th>
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<tr>
<td>Agriculture metaphor</td>
<td>Grow, Regenerate, Bear fruit, Harvest</td>
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<tr>
<td>Medical metaphor</td>
<td>Cure, Inoculate, Cut, Excise</td>
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<tr>
<th>Psychological/Spiritual Metaphors (Rebirth, Revitalization)</th>
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<tr>
<td>Psychological metaphor</td>
<td>Provide insight, Change mental models</td>
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<tr>
<td>Spiritual metaphors</td>
<td>Convert, Liberate, Create, Transform</td>
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<th>Sociological Metaphors (regroup, Reorganize)</th>
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<td>Change roles and norms, Change Culture</td>
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Experience from IODA/IAF
OD Based-Approach

• “The OD consultant is a midwife that helps reality to unfold”- Otto Scharmer.
• An “OD consultant can only help a human system to help itself”- Edgar Schein.
• The most important skill in OD is the ability to build and maintain an effective helping relationship with the client that embraces change.
IODA Experience

Embracing Appreciative Inquiry and Appreciative Coaching
Change Model

Hardware
- Policies
- Systems
- Procedures
- Infrastructure
- Technologies
- Legal Framework
- Wages
- CD

Current Reality

Desired Reality

Software
- Vision
- Mission
- Values
- Norms
- Myths
- Taboos
- Beliefs
- Vested Interests
- Politics
3-Core CD Interventions to Support Change

- A holistic and integrated approach merging organizational strategic objectives and service oriented CD needs assessment supported by:
  - Training
  - Appreciative Coaching and;
  - Appreciative Mentoring
The Appreciative Inquiry Model

**Discovery**
- Establishing a positive connection
- Leading to a more empowering perspective
- Affirming a sense of the possible
- Cultivating a belief in positive future

**Design**
- Bringing dream into focus
- Affirming the reality of the dream
- Supporting mindful choices and actions

**Topic**
- Destiny
  - Helping recognize his dream in the present
  - Expand Capacity to create
  - Support in holding faith when the going gets tough
  - Saying Namaste when coaching comes to a close

**Dream**
- Creating images of possibilities
- Giving voice to a preferred future
- Affirming the dream
The Concept of Appreciative Inquiry

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<th>Problem Solving</th>
<th>Appreciative Inquiry</th>
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<tr>
<td>“Felt Need”</td>
<td>Appreciating What Is</td>
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<td>Identification of Problems</td>
<td>Valuing What Is</td>
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<td>Analysis of Causes</td>
<td>Envisioning What Might Be</td>
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<td>Analysis of Possible Solutions</td>
<td>Dialoguing What Should Be</td>
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<tr>
<td>Action Planning</td>
<td>Innovating What Will Be</td>
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Thank You Very Much!

Over to You 😊
Bibliography

• Locating the Energy for Change- Charles Elliot, IISD, 1999.
• The Challenge of Change in Organizations- Nancy J. Barger & Linda K. Kirby, Davies Black, 1995.