
THE BEDROOM TAX, BENEFIT REFORM AND LOCALISM: LEADERSHIP CHALLENGES IN HOUSING ASSOCIATIONS WITHIN ENGLAND & WALES

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Presentation Agenda

- Introduction & Philosophical Framework
- Review of the relevant literature
- Research Method
- Findings
- Contribution to Knowledge

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Introduction

- The Third Sector/ Housing Associations
 - **Characteristics and Changing Lifeworld**
 - **Stability → Global Financial Crisis** (Manochin et al, 2008; Big Society, 2010; HM Treasury, 2011; Welfare Reform Act, 2012; HMRC, 2013)
 - **“Becoming Business Like”** (Walker & Jeanes, 2001; Dart, 2004;) → **Competitive Isomorphism** (DiMaggio & Powell, 1983; Tuttle & Dillard, 2007)
 - **Steering media of law, finance and power** (Hambermas, 1987; Broadbent et al, 1991) → **Changing Lifeworld** (Coote, 2011; Morris, 2012; MacMillan, 2010; Morris, 2012; Manville & Greatbanks, 2013; McKee, 2014; Mullins & Acheson, 2014)

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Performance Management in Housing Associations

- Internal and External Perspectives
 - **Formalised Business Plans, Metrics** (Walker & Jeanes, 2001; Manville, 2007; Manochin et al., 2008) **Legitimacy, through regulatory requirements** (Mullins et al, 2012; TSA, 2012)
 - **Performance monitoring requires effective strategic leadership** (Neely & Bourne, 2000)
 - **Complexity → Governance Structure/ Self Sustaining/ Voluntary** (Morris, 2012)
 - **Leadership, Culture and Performance** (Ogbonna & Harris, 2000)

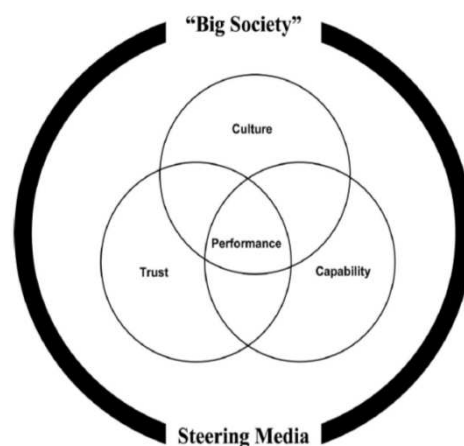
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Leadership Styles

- **Transactional** – Contingency based Reward, Management by Exception (Bass, 1985; Yammarino & Bass, 1990; Bass et al, 2003; Rowold & Heinitz, 2007)
- **Transformational** - 5 components: idealised influence, inspiring, stimulation, individual consideration (Avolio, et al., 1999; Bass et al, 2003; Burke et al, 2006; Avolio et al., 2009)
- **Servant** - Similarities with Transformational leadership but with a moral compass (Greenleaf, 1977; Graham, 1991; Ehrhart, 2004; Brown et al., 2005; Van Dierendonck, 2011)
- **Paucity of work in this area** (Kirchner, 2007; MacMillan and McLaren, 2012; Helmig et al., 2014)

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Inter-connections



Manville and Broad (2013)

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Research Questions

- How are the changes in the Third Sector influencing leadership?
- What type of leadership is present in Housing Associations?
- How does leadership lead to improved organisational performance?

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Research Method

- Multiple Case Study approach - 9 Housing Associations in the United Kingdom;
- 19 semi-structured interviews (45mins- 1 hour) with Senior Managers within each organisation;
- Audio recorded, transcribed verbatim, summary sheets for each interview and piece of secondary data;
- Transcribed data: manual analysis (Miles & Huberman, 1994).

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Findings 1


- Changing Context
 - Legislative benefit changes; “a vortex of change”; consolidation in the sector; competition; uncertainty
- Performance Management
 - Intrinsic developments; continuous improvement through performance metrics;
 - Misconceptions – “there is that view, that the third sector is just this kind of brigade of volunteers and charities, who don’t really run things in a very business-like fashion. And I don’t think that’s true at all”

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Findings 2

- Leadership
 - Empowerment; Humility; Authenticity; Interpersonal Acceptance; Providing Direction; Stewardship.
- Innovation and Improvement
 - Sustainability in event of knock-backs; “encouraging initiative and creativity”; improvements v cost reduction.

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Innovation matrix

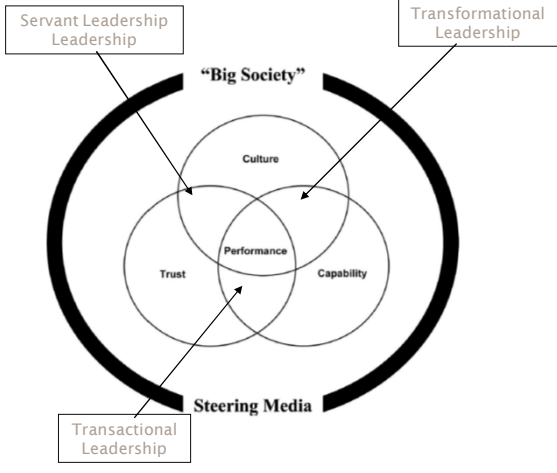
	Existing Services	New Services
Existing Clients	Incremental Development	Evolutionary Innovation
	Continuous Improvement	Complementary Services
	Process Automation/ Redesign	Stock Transfers
New Clients	Expansionary Innovation	Total Innovation
	Geographic Expansion	Social Enterprise
	Merger and Acquisition Stock Transfers	Bidding for new public sector work

(Adapted from Osborne, (1998))

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Leadership and Performance within Housing Associations



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Discussion and Conclusion

- Evidence of
 - Steering media impacting on the lifeworld of the third sector;
 - Formal planning and performance monitoring;
 - Servant leadership and other types of leadership

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Discussion and Conclusion

- How are the changes in the Third Sector influencing leadership?
 - Crisis of legitimation/ Global Financial Crisis implications/ decentralisation/ hybridisation
- What type of leadership is present in Housing Associations?
 - Servant Leadership not the only type, but evidence of 'Transactional' and 'Transformational' styles.
- How does leadership lead to improved organisational performance?
 - Leadership within housing associations was vital for improving business performance

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Thank you and Any Questions?

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