



RANEPA
THE RUSSIAN PRESIDENTIAL ACADEMY
OF NATIONAL ECONOMY
AND PUBLIC ADMINISTRATION



CAF2020 - Towards Public Administration
Reform and European Integration
February 17, 2021

IMPACT OF CAF ON LEADERSHIP STYLE

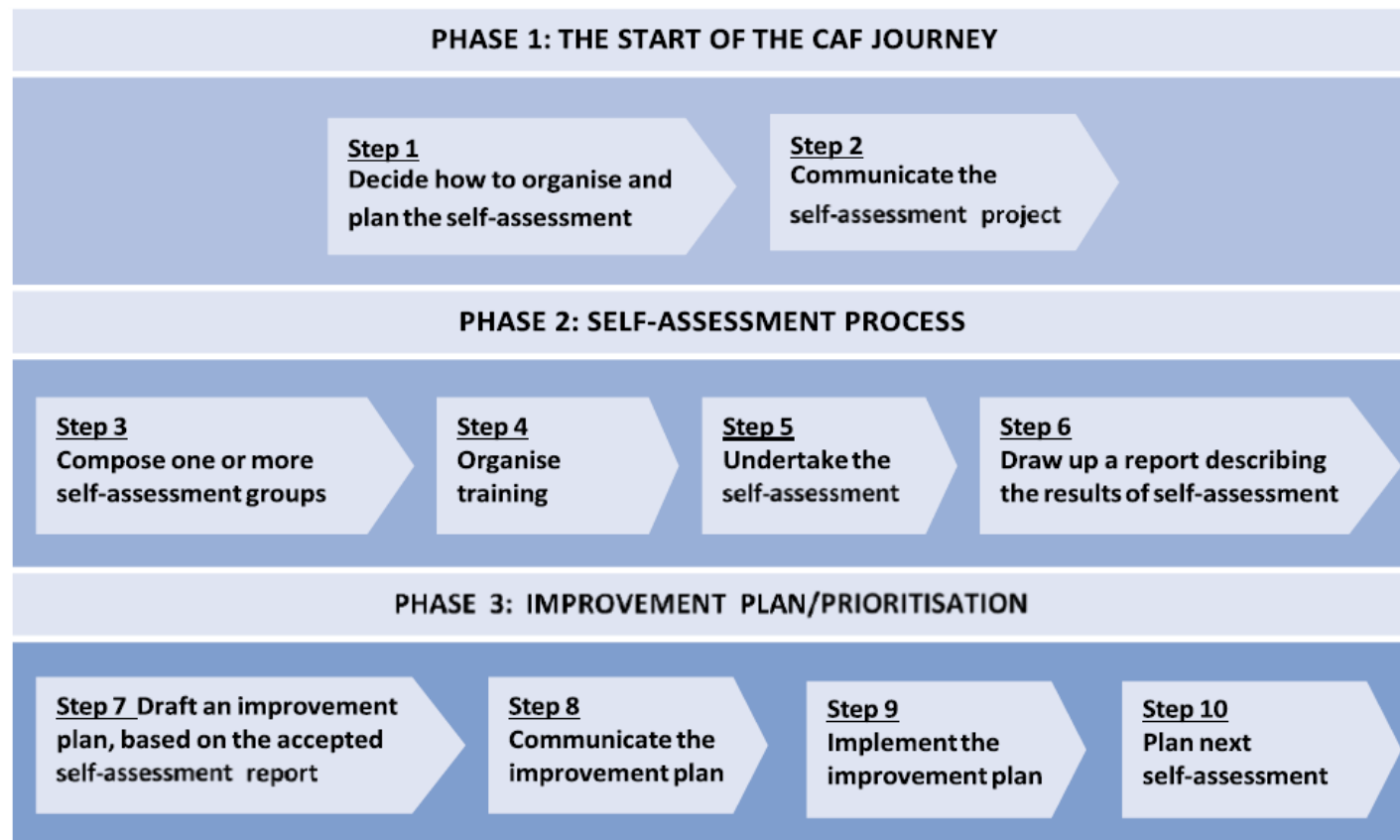
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IMPROVING AN ORGANISATION USING THE CAF

- + **Step 0**
Make a decision to apply the CAF





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Step 0 – Make a decision to apply the CAF

Bureaucratic leaders

**wait an order
from the top**

True leaders

**search for
opportunities for
improvement**



Step 1 – Decide how to organise and plan the self-assessment

Bureaucratic leaders

**need formal
evidences**

**consider as “the
next task to be
reported on”**

True leaders

**do not force but
inspire people**

**acquire common
thinkers**



Step 2 – Communicate the self-assessment project

Bureaucratic leaders

**don't care about
people attitude**

True leaders

**set productive
internal
communication
channels**



Step 3 – Compose one or more self-assessment groups

Bureaucratic leaders

**nominate people
directly by order
without consultations
with them**

True leaders

**reveal the more
engaged or
motivated
members**



Step 4 – Organise training

Bureaucratic leaders

**can skip or combine
training with other
steps**

True leaders

**find training
valuable for
successful
implementation**



Step 5 – Undertake the self-assessment

Bureaucratic leaders

**talk about
achievements and
strengths, not about
areas for
improvement**

True leaders

**create synergy
with informal
leaders and
become driving
force of changes**



Step 6 – Draw up a report describing the results of self-assessment

Bureaucratic leaders

**are often focused
on score**

True leaders

**are focused on
opportunities for
improvements**



Step 7 – Draft an improvement plan

Bureaucratic leaders

**often consider that
their CAF project
completed**

True leaders

**empower people,
appreciate their
job, increase the
level of trust within
organisation**



Step 8 – Communicate the improvement plan

Bureaucratic leaders

**can report to the
top level about
successful
implementation**

True leaders

**communicate of
self-assessment
results to all
stakeholders**



Step 9 – Implement the improvement plan

Bureaucratic leaders

**continue activities
in accordance to
former plans
without changes**

True leaders

**act consistently
and show the
importance of
people
involvement**



Step 10 – Plan the next self-assessment

Bureaucratic leaders

**act depending on
the current policy
at the higher level**

True leaders

**move to full
PDCA-cycle and
make a step
towards
excellence**



Conclusion

There is a chance that the CAF model will give true leaders opportunities for transforming hierarchical organisations, to reinvent organisational bureaucratic culture and set new priorities: citizen-customer focus, people development and involvement, continuous learning, innovation and improvement.

That is why CAF is the model worth spreading even in strong bureaucracies.



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