Republic of the Philippines
CEBU TECHNOLOGICAL UNIVERSITY
MAIN CAMPUS
Cebu City
(SUC Level IV, ISO 9001 Certified, AACCUP Accredited)

THE ROLE OF PUBLIC SERVICE VALUES PROGRAM ON ORGANIZATIONAL TRANSFORMATION

(A Paper Presented During the 2017 Public Sector HR Symposium, Philippine International Convention Center, Pasay City, July 5, 2017, Concurrent Session D, 3:30-5:00 PM, Dr. Ledesma R. Layon, Vice President, Administration and Finance, Cebu Technological University, Cebu, Philippines)

Theme: Shaping Change--Personal/ **Organizational/**Societal

THE ROLE OF PUBLIC SERVICE VALUES PROGRAM IN ORGANIZATIONAL TRANSFORMATION

I.   INTRODUCTION

2^{21}And he **changeth** (highlighting provided) the times and the seasons: he removeth kings, and setteth up kings: he giveth wisdom unto the wise, and knowledge to them that know understanding: ... (Daniel 2:21, KJV).

Change as a term is the act or instance of making or becoming different. In the milieu of public governance in the present setting, as per the leadership of the   stalwart of an appropriate public service in all government sectors of the country, the Civil Service Commission (CSC), under the present leadership of the Honorable Chairman Alicia dela Rosa Bala, **change toward transformation** in government organizations has to be shaped to meet national developmental goals at the present times.

This is the harbinger of the times, with the onset and continuance of the administration of His Excellency, President Rodrigo R. Duterte, which developmental thrusts are anchored on his 10-point agenda, as capsulized herein:

(1) Continuing and maintaining current macroeconomic policies;
(2) Instituting progressive tax reform and more effective tax collection;
(3) Increasing competitiveness and the ease of doing business;
(4) Accelerating annual infrastructure spending;
(5) Promoting rural and value chain development;
(6) Ensuring security of land tenure;
(7) Investing in human capital development;
(8) Promoting science, technology, and the creative arts;
(9) Improving social protection programs, and
(10) Strengthening the implementation of the Responsible Parenthood and Reproductive Health Law.

To quote: "By the end of 2022, Filipinos will be closer to achieving their long-term aspirations. Through this PDP, the current Administration will lay a solid foundation for inclusive growth, a high-trust society, and a globally-competitive knowledge economy by grounding its development thrusts on *Malasakit, Pagbabago*, and *Patuloy na Pag-unlad*," as stated by the Socioeconomic Planning Secretary, Honorable Ernesto M. Pernia, during his presentation at the NEDA Board meeting.

Basically, it is on this present PDP, as anchored on the 10-point agenda of His Excellency, President Rodrigo R. Duterte, that the vanguard of public service, the CSC has anchored its current program of ... SHAPING CHANGE ... OF ORGANIZATIONAL TRANSFORMATION .. through the PUBLIC SERVICE VALUES PROGRAM (PSVP) ... though its training arm, the Civil Service Institute (CSI), under Mr. Arthur Luis P. Florentin, its Executive Director IV, along the theme of Shaping the Servant-Hero toward Public Service Excellence.

In support toward the thrust for optimum development of all the sectors in the country, during its third meeting under the present Administration, the National Economic and Development Authority (NEDA) Board officially approved the Philippine Development Plan (PDP) 2017-2022 on February 20, 2017 at Malacañang Palace (NEDA, February 21, 2017).

The PDP 2017-2022 is the first medium-term plan to be anchored on a national long-term vision, or *AmBisyon Natin 2040*, which represents our collective vision and aspirations as Filipinos for ourselves and for the country. It takes off from the 0-10 point Socioeconomic Agenda of the present Administration and is informed by inputs from the cross-section of stakeholders and the general public, as it contains seven main parts, which include an overview of the economy, development challenges that lie ahead, and development strategies that are thoroughly articulated through chapters on *Enhancing the Social Fabric, Inequality-Reducing Transformation, Increasing Growth Potential, Enabling and Supportive Economic Environment,* and *Foundations for Inclusive and Sustainable Development.*

II. AN UNRAVELLING OF THE CSC-CSI PUBLIC SERVICE VALUES PROGRAM (PSVP) IN ITS QUEST FOR ORGANIZATIONAL TRANSFORMATION

The PSVP of the CSC, through the CSI, the training arm of the CSC, puts the spotlight on the concept of Servant Leadership in the CSI Leadership Series being held on March 16, 2016 (CSC, 2016).

In its thrust of shaping the servant hero, the CSC, though the CSI, has the herein salient features, pertaining to functions, approach leadership, human resource/organization development, foundation.

The **Functions** are in two layers, general and specific.

For the *General,* THE CSI is provides direct training and personnel development interventions to all government officials and employees.

As to the *Specific*, the (1) CSI IS TO provides competency-based training and development as well as best practices consulting services to all civil servants and government agencies- specifically focusing on HR/OD and Leadership Capacity Development, and Foundation Programs-to support them in their functions and in recognition of their ability to extend the work and mandate of CSI and ultimately influence the capabilities and capacities of civil servants; (b) CSI also brokers competency development solutions by creating strategic partnerships and continuing engagement with thought leaders, learning process experts and talent managers across the bureaucracy, the academe and private organizations that help promote influx of new ideas and perspectives relevant to public service; and (c) CSI unifies public servant development by creating, managing well as providing all these through deliberate approaches on research, knowledge management and learning technologies, and through key partnerships throughout the bureaucracy and external stakeholders.

The CSI employs the **Approach leadership**, as it understands how leadership will be instrumental to the vision of competent and credible civil servants. Its programs are designed to strengthen and deepen the leadership bench of the public sector, equipping both emerging and seasoned leaders with the requisite strategic mindset, competencies and character to meet the challenges of the bureaucracy today and beyond.

For the **Human Resource/Organization Development (HROD)**, the CSI believes that HROD specific to public service needs to be addressed significantly to support the CSC in realizing its vision of becoming Asia/s leading Center of Excellence for Strategic Human Resource and Organizational Development. Human Resource in the public sector need specialized training and instruction, development resources, and depth of knowledge to focus on their respective government agencies from a true public service.

As to the **Foundation**, the CSI recognizes that an understanding of civil service and what a civil servant should be must be achieved in order to align the work and efforts of all government agencies. It will implement programs designed to immerse new entrants and incumbents to the basic tenets of public service focusing on values formation, competency development and knowledge of the bureaucracy-enabling immediate contribution to the achievement of the CSC Vision and Mission.

The PSVP, in the **perspective of the Cebu Technological University (CTU)** in 2016, was considered as a **very important and timely program** for the organization in its evolution toward sustaining its vision of being a premier multidisciplinary technological university. Thus, this was availed of by the organization for all of its target 60 officials and 750 members of the rank and file for both the teachers and the non-teaching personnel. This was realized on October 18, 2016 for the officials and on November 28 and 29, 2016, as set, in two different batches (CSC-CSI, 2016).

For the **Scope of Work** to attain the aforementioned need, the CSC, through the CSI, conducted a one-day **PSVP: *Pamunuan ng mga Lingkod Bayani*** that was intended for the CTU top management and middle management. This promoted values formation, culture enhancement, and **change management** among the participants. Also, a two-batch conduct of the **PSVP *Bawat Kawani Lingkod Bayani*** was facilitated among the rank and file employees to help them appreciate the importance of personal and shared values; thus, achieving organizational goals and objectives.

To reiterate, as determined by the CTU and the CSI, the conduct of the **PSVP *Pamunuan ng Lingkod Bayani*** was on October 18, 2016, from 8:00 am to 5:00 pm while the two batch-conduct of the **PSVP *Bawat Kawani Lingkod Bayani*** was on November 22 and 23, 2016, respectively.

For the **Course Brief,** the **PSVP** course uses the Appreciative Inquiry to enable all civil servants to review personal and organizational values and commit to strengthen and harness said values for the enhancement of their organization's capability in pursuing strategic directions through appropriate programs and interventions.

Significantly, at the end of the program, the participants are expected to be enabled to clarify public service values and keep them top of mind, use these public service values during deliberations and decision-making, and use the same public service values toward achieving individual and organizational performance improvements.

Regarding the **Target Participants**, in the perspective of the CTU, for the **PSVP *Pamunuan ng Lingkod Bayani,*** these were all the top and middle management CTU officials who would participate in the activity numbering about 60 and for the **PSVP *Bawat Kawani Lingkod Bayani***, these would be all the members of the rank and file among the teachers and non-teaching, in two batches, totalling about 750.

The Objectives of the PSVP *Pamunuan ng mga Lingkod Bayani* are for the participants to be able to:

a. Appreciate the importance of personal and shared organizational values in enhancing capabilities to achieve strategic directions.

b. Discover the life force of the organization in term of the values commonly shared by the participants.

c. Dream of what the organization can accomplish in the next three to five years by deliberately harnessing its life force as derived from its articulated values and those espoused in the laws that are regulating public service officials.

d. Appreciate the power of the organization life force as exemplified in the organization.

e. Design the values by specifying the behavioral descriptors within the context of the organization.

f. Explain the principles behind clarifying and strengthening shared values in the organization and relate this to the concept of Appreciative Inquiry.

g. Identify programs and interventions that can further clarify and strengthen the organization life force.

h. Deliver the identified and agreed upon programs and interventions and echo the values course though action planning and commitment setting.

For the **PSVP** *Bawat Kawani Lingkod Bayani* component, this anticipates the participants to be able to:

a. Appreciate the importance of personal and shared organizational values in enhancing capabilities to achieve strategic directions.

b. Discover the life force of the organization in term of the values commonly shared by the participants.

c. Dream of what the organization can accomplish in the next three to five years by deliberately harnessing its life force as derived from its articulated values and those espoused in the laws regulating public service officials.

d. Appreciate the power of organization life force as exemplified in the organization.

e. Design projects and activities that can clearly manifest the shared values in concrete ways.

For the **Course Outline**, the **PSVP** *Pamunuan ng mga Lingkod Bayani* has the following course contents:

Module 1: Introduction: Importance of Shared Values in Organizations

Module 2: Discovery: The Life Force of the Organization

Module 3: Organization Values

Module 4: Dream: Leveraging Organization Values

Module 5: The Power of the Organization Values

Module 6: Design: Behavioral Descriptions of Organization Values

Module 7: Delivery: Action Planning

Module 8: Integration

Regarding the **Course Outline** of the **PSVP** *Bawat Kawani Lingkod*, it is as follows:

Module 1: Introduction: Importance of Shared Values in Organizations

Module 2: Discovery: The Life Force of the Organization

Module 3: Dream: What the Organization Can Achieve

Module 4: The Power of the Organization Values

Module 5: Design: Behavioral Descriptions of Organization Values

Module 6: Integration

III. CHALLENGES AND ISSUES IN ORGANIZATIONAL TRANSFORMATION

While organizational transformation is hoped for to be achieved by the CSC-CSI and its counterparts in public service, as the leaders in the different government agencies who adopt the program in empowering their people toward change for the best public service, given the specified objectives in each of the **PSVP *Pamunuan ng mga Lingkod Bayani*** and the **Public Service Values Program *Bawat Kawani Lingkod Bayani***, the journey can be very steep and stringently laborious.

The claim on a phyrric success for the PSVP is substantiated by statements, as **Transformation involves paradigm shifts**; **Transformation is complex; There are issues to manage and challenges to tackle in undergoing transformation; and many more**. However, the uphill journey can be mitigated with the positive thrust of the CSC-CSI, that is, touching the soft points of the human nature of being good.

People used to discuss the importance of "organizational change," but "organizational transformation" has become the latest buzzword. In a review by Tosey and Robinson (2002), it was noted that the term has many different connotations and is used to refer to a range of change efforts that meet various ends and that are achieved through various means. At the same time, it is clear that "transformation" is not just a synonym for "change". **"Change" is an overarching term referring to the process or result of becoming different while "transformation" is a specific kind of change**.

Transformation involves paradigm shifts. An examination of several definitions of the term Transformation (e. g., Burke and Litwin, 1992; Cacioppe, 2000; Dehler and Welsh, 1994; Gilley, et al., 2009; Tosey and Robinson, 2002), led to the discovery that "transformation" tends to refer to a change that is more radical and of a larger magnitude. It is not merely an incremental and a transitional change that involves a merely fine-tuning of the status quo. Instead, it is a **discontinuous change or paradigm shift that involves redefining the organizational values, purposes, attitudes, and beliefs**. It frequently requires a qualitatively different set of organizational habits, such as in term of strategy, leadership, and culture. The qualitative change in turn brings about changes to existing organizational systems, structures, management practices, organizational climate, that is termed by Burke and Litwin (1992) as a transactional change. As an example of an organizational transformation, Nokia, during the Finnish recession of the 1990s, changed its core focus to stay profitable: it transformed itself from a conglomerate with diverse businesses to a manufacturer of mobile phones (Francis, et al., 2003). Another example is the IBM, which underwent a transformation, also in the 1990s, when it changed its individualistic culture to one that emphasised teamwork, creativity, and innovation to bring about customer-focused solutions (Lagace, 2002). Singapore libraries have transformed from being mere repositories for books to being a key national institution that expands the learning capacity of the nation (Chia, 2001).

Transformation is complex. In addition, some emphasize that the change process brought about by a transformation is complex, non-linear, full of uncertainty and open-ended (e.g., By, 2005; Gilley et al., 2009; Higgs and Rowland, 2005; Tosey and Robinson, 2002). This means that the **changes may happen at uneven rates at different points in time, that there may be progress toward the desired objectives followed by regression and then progress again, and that a simple action may lead to unintended consequences**. In support of this, there is some empirical evidence that the transformation process may unfold in unpredictable ways and lead to unintended outcomes. For example, Harris and Ogbonna (2002) described the case study of a large restaurant chain which, having recently introduced a new series of customer-oriented values, had come up with a number of new rules and regulations to ensure behaviour compliance with these advocated values. However, what unfolded was that these seemingly logical and reasonable management actions led to employees putting on an act in front of managers--they displayed the expected behaviours when management was around but when no one was watching, they did things the way they had always done them.

This perspective of change as a complex phenomenon is in contrast to the prevailing, more traditional, theoretical paradigm of change as a simple and linear process which is typically represented by a three-stage model by Lewin (1951) that involves unfreezing the current system, changing, and then refreezing the new system. In the first step, the current equilibrium is disturbed such that the status quo is recognized to be undesirable and there is the motivation to change. In the second step, resources are mobilized to make the necessary adjustments. In the final step, the system is stabilized at a new equilibrium so the new behaviours are safe from regression. This model assumes that change takes place neatly and predictably in a linear movement through the three steps.

The complexity of transformation also suggests that they could be thought of as **an ongoing journey requiring adaptation to changing circumstances, rather than a destination or a predetermined outcome** (Kuepers, 2011; Tosey and Robinson, 2002). Indeed, transformation may also be distinguished from other changes by being about more than a material change. **Transformation is sometimes associated with the spiritual development of the organization**. Though there are many different definitions of spirituality, it is generally described as having to do with meaning, purpose, and a sense of community (Ashmos and Duchon, 2000). At the organizational level, soul searching that involve spiritual issues is a part of the transformation process, and may trigger the personal spiritual development of some of its members (Tosey and Robinson, 2002).

There are many issues to manage in organizational transformation.

The issues that need to be managed during an organizational transformation can be broadly categorized as **instrumental and/or technical aspect and the people and/or emotional aspec**t. Top management tends to focus their efforts on the instrumental and/or technical aspect of transformation (Dehler and Welsh, 1994; Gill, 2003).   This is about having the proper systems, structures, technologies, processes, and rewards in place, such that the work setting supports, motivates, and sustains people in their transformation efforts (Dehler and Welsh, 1994; Graetz, 2000).   The issues here can typically be addressed through a rational and technical approach.

Dealing with the instrumental and/or technical aspect alone is not sufficient; this must be complemented by a consideration of the people and/or emotional aspect of change (Appelbaum, *et al.,* 1998; Graetz, 2000). In reality, the people aspect is often less well thought through (Dehler and Welsh, 1994; Gill, 2003). Yet, organizations are made up of people and so, Branson (2008) argued that the consideration of people should precede the non-human parts of the organization in any change effort.

Different top management officials have different beliefs and values about leadership, change, and people in general. These lead them to adopt different roles to manage the instrumental and/or technical aspect and the people and/or emotional aspect of change.

There are many challenges to tackle in organizational transformation. Undergoing organizational transformation needs top management who are enablers.

Higgs and Rowland (2011) noted that the focus of change efforts needs to be more on "doing change with people rather than doing change to them" (p.331, italics added). This alternative paradigm is where leaders play an enabling role in a transformation, creating the conditions that encourage and energise people to contribute to and grow from the transformation process. Such leaders provide the instrumental/technical framework for change, and seek to engage people, facilitating sense-making and bringing about emotional alignment. Given the complex and emergent nature of change, some conclude that it may "elude or defy managerial and organisational control" (Kuepers, 2011, p.22). However, this does not mean there is no need for leadership. It means that there is no need for strictly planned and controlled management interventions and that it is all the more important for leaders to play an enabling role. In such a context, it is still possible for leaders to influence the direction and development of the change, and this is by focusing on key issues the people are facing (Karp and Helgo, 2008).

Specifically, Karp and Helgo ([2008](#)) emphasised the **need for change leaders** to facilitate the formation of identity and relationships in the organisation, as these sense-making processes are at the heart of why people change. Leaders can do this through various methods, such as role-modelling the necessary behaviours, communicating the values and purpose of the organisation, paying attention to relationships and the communication of stories and symbols that are important for the organisation. Within this environment, people have the opportunity to experience the uncertainty and conflict in a transformation process, and through this, create meaning for themselves.

Essentially**, the crux of the people aspect of transformations is emotional alignment**. Gioia and Thomas ([1996](#)) described change as "primarily not a technical but a political issue" (p.378), as it is largely about personal interests and agendas. When people perceive that there is alignment between themselves and the organisation's agenda, and there is a new identity for them that they are willing to accept, they become emotionally invested in the change ([Dehler and Welsh, 1994](#)). They then slowly begin to modify their behaviours and how they relate with themselves and others, and collaborate in determining how the transformation will proceed ([Dehler and Welsh, 1994](#); [Kuepers, 2011](#)). Collectively, when there is a critical mass of people who are prepared to change, transformation will occur at the organisational level ([Branson, 2008](#)). Such organisational energy, where everybody in the organisation is motivated and enthusiastic and committed to the shared goals, is important for successful transformations ([Aiken and Keller, 2007](#)). Summing up the various sources in the literature, we conclude that leaders can create emotional alignment by providing:

There has to be a shared vision for the future.   A compelling vision provides direction and a sense of purpose and inspiration (Dehler and Welsh, 1994; Eisenbach, *et al.,* 1999; Gill. 2003). When leaders frame the vision in a way that appeals to people's need for meaning and achievement, people understand the need for change and will be aligned with the organizational purpose, and hence, intrinsically motivated to change their behaviours (Dehler and Welsh, 1994). Importantly, this is not a vision that is thrust upon people, but one which they jointly create (McNaughton, 2003).

There must be clarity about and ownership of the strategies. Leaders need to ensure there is clarity about the strategies to bring the organisation's vision into reality, so people know what is to be done and how they contribute to the whole. Crucially, people should be involved in the development of the strategy and be empowered with the necessary skills and resources to carry out the strategy (Gill, 2003).

There has to be supportive culture and shared values. An organization's culture strongly influences how people behave, from the way they interact with each other, to how they work and how they think (e.g., Branson, 2008; Fry and Cohen, 2009). Only when the organizational culture supports the new vision can there be sustainable changes (McNaughton, 2003).   Values underlie an organisation's culture. During a transformation, it is important that leaders provide the opportunity for the organization to clarify its values and encourage people to embrace them in their everyday organizational behaviours (Branson, 2008). Leaders also need to be aware of negative group norms which can undermine the transformation effort (Higgs and Rowland, 2010).

Motivation and inspiration must be present. A compelling vision, empowerment in the change process, and a supportive culture and alignment with the organisational values all serve to motivate and inspire people (Gill, 2003). Beyond that, leaders can find other means of inspiring people, such as planning for and creating positive outcomes that people can attain and celebrate in the near term while working towards the longer term goals of the transformation (Kotter, 1995), so that people can continue to feel a sense of movement and progress in the transformation.

While the above efforts all contribute toward aligning people emotionally with the organization's transformation agenda, leaders need to remember that people cannot develop emotional alignment on demand and in accordance to a rigid schedule. This means that leaders have to decide how best to balance the need for people to be given enough time and space to discover their emotional alignment against the competing need to meet organizational timelines and milestones for their transformation journey.

As a final point to note, while enabling leaders may provide the direction and approximate definition of the destination for the transformation, the **transformation process may take a different route from what they had in mind and achieve unexpected outcomes**. This is especially likely when leaders nurture conflict, making use of the diverse points of view raised by different people to improve decisions made for the organisation (McNaughton, 2003). Karp and Helgo (2008) expressed this well when they wrote that, "leaders may find that they have to live with the paradox of being in control and not being in control simultaneously" (p. 91). But for these leaders who display more facilitating behaviours that frame the change and create capacity in people and the organization, they are likely to be rewarded with greater change success (Higgs and Rowland, 2011).

There has to be the identification of the leader of organizational transformation, as Positional leaders at different levels of the organization or Non-positional leaders or collective leadership.

Positional leaders. Even though the word "leader" has been used in a fairly generic manner in this paper, in an organization where there is a hierarchy of leaders from top leaders to line managers, the role played by leaders at each level might have a somewhat different emphasis. In general, top leaders are expected to play a more significant role in creating the vision and driving the change agenda, while middle level and line managers play a more significant role in operationalizing and implementing the change initiative (Caldwell, 2003; Gilley, *et al.*, 2009). These are complementary roles, working together to help bring about the organizational transformation.

Non-positional leaders. Another consideration is that the leadership role may be played by positional leaders as well as other members of the organization. According to Pye and Pettigrew ([2006](#)), the power to influence others is at the heart of leading transformations. The leader needs to acquire sources of power and be able to use his power skilfully, in order to get people to change their behaviours. Typically, organizational transformations are led by positional leaders, especially, top management. These are the people with ready access to many sources of power, including positional power, control over resources, as well as networks of relationships both inside and outside the organization ([Pye and Pettigrew, 2006](#)). Power may also be derived from control over information flow, one's expertise, and other social, human and intellectual capital, such as one's track record, credibility, personality, and relational abilities ([Pye and Pettigrew, 2006](#); [Rost, 1964](#), [1991](#); [French and Raven, 1968](#)). As positional authority is not necessarily needed to influence others, as it is possible that non-positional leaders could possess the power to lead transformation. These may be people who are highly influential in the organization's informal network. Positional leaders could find ways to tap on these informal leaders to guide or catalyze organizational transformation. For instance, these informal leaders could help to explain management's ideologies to the people and garner their support for new initiatives, and at the same time, they could get a good feel of ground sentiments and provide relevant input to management to guide decision-making.

In addition, **bottom-up efforts in driving the change** can make a difference, as change may sometimes be so rapid that it is impossible for senior management to know and plan everything (By, 2005). It may even be possible that an organizational transformation is initiated through bottom-up efforts rather than a top-down direction, in which case the experience and role of the positional leader will be somewhat different from what is typically presented in the literature. Importantly, regardless of who the leader is, it is important that the power is exercised in an empowering manner. As Rooke and Torbert (1998) contend, it is only such power that can generate whole-hearted transformation.

Collective leadership. Much of the literature on leading transformations (and leadership in general) tends to adopt the perspective of the positional leader as an unusually talented hero, with a strong emphasis on individual behaviour in initiating and leading organizational changes. However, "**the most successful organizations are not those led by a single powerful, charismatic leader, but are the product of distributive, collective, and complementary leadership**" ([Kets de Vries, 2007](#)). Similarly, the significance of distributed leadership in bringing about organizational transformation cannot be underestimated ([Caldwell, 2003](#)). Organizational transformation could possibly be brought about more effectively by a leading coalition with complementary skills. Thus, even if a single positional leader is put in charge of a transformation effort, it may be worthwhile for him to consider bringing on board other people to collectively lead the changes.

Leaders' personal qualities. The question of what factors are critical for leading transformations has been approached from different angles. One perspective is offered by change-oriented models of leadership. These explore what types of leaders are effective in bringing about change in their people and organisation. The focus is more general and longer term, and is not specific to any change initiative. Some of these models of leadership refer to the leader as a **transformational leader who raises "followers' aspirations and activate their higher-order values (e.g., altruism) such that followers identify with the leader and his or her mission/vision, feel better about their work, and then work to perform beyond simple transactions and base expectations**" (Avolio *et al., 2009*). These leaders inspire their followers by providing a desirable vision, articulating how it can be reached, acting as a role model, setting high standards of performance, and showing determination and confidence. They also pay individual attention to the development of their followers, and stimulate them intellectually, helping them become more innovative and creative (Bass, 1999). There is some evidence that transformational leaders have greater success with change initiatives (e.g., Herold *et al.,* 2008).

Another perspective of factors critical for leading transformations is offered by the **change leadership** literature, which has explored the **leadership characteristics and behaviours that are associated with the successful implementation of a change initiative**. These studies tend to view the change initiative as a specific event requiring particular behaviours from the leader. The focus is on the here-and-now and the leader's behaviours are tactical (Herold *et al.,* 2008). Some of these studies propose a comprehensive list of competencies covering all aspects of a change process (e.g., Higgs & Rowland, 2000), while some focus on a few critical competencies (e.g., Graetz, 2000).

In summary, the qualities that are identified to be important can be broadly clustered as follows: **Interpersonal skills, cognitive skills, self-awareness.**

(i) Interpersonal skills

Interpersonal skills frequently emerge as an essential quality for leaders to possess (e.g., Graetz, 2000), which is not surprising considering that people issues are at the heart of leading transformations. This is supported by empirical evidence—for instance, a study by Gilley et al, (2009) largely corroborated previous studies when it found that leaders who effectively implemented change possessed a set of multidimensional interpersonal skills, including the abilities to motivate, communicate, build teams, coach, involve others, and reward them appropriately.

Beyond these, leaders need to be astute about others' interests and resources, as this will help them tap more effectively on the different strategic actors in the transformation process and consider how best to strategise an intervention (Pye & Pettigrew, 2006). Astuteness about the organisation dynamics is also important, as that will help leaders have a clear understanding of the underlying systems that are influencing people's behaviours and decision whether to change (Higgs & Rowland, 2005).

(ii) Cognitive skills

Cognitive skills are important too, as a certain degree of intelligence is needed to understand issues, make judgements, solve problems, make decisions, and come up with a vision (Gill, 2003). Leaders' judgement about the change approach to be adopted is particularly important when the change is more complex (Higgs & Rowland, 2011). In sum, cognitive skills are essential for strategising and planning the change.

(iii) Self-awareness

Leaders who are self-aware are more likely to be aware of their own needs, biases and agendas, and the impact of their own behaviours on the transformation process. This helps them to raise difficult issues clearly (Higgs & Rowland, 2010) and to make more considered decisions (McNaughton, 2003). This is because such leaders tend to be more aware of their impulses and struggles and to reflect on what they could have done differently. They also seek feedback regularly and consider how their leadership is experienced by others, and this helps them learn how they can improve (Higgs & Rowland, 2010).

If we examine this list of qualities, we find that they are not very different from generic competencies for effective leadership; the only difference is that they are applied to the transformation context. Some researchers contend that managing change is a core role of leadership (e.g., Colville & Murphy, 2006; Gill, 2003), and this is not limited to leadership from the transformational leadership point of view. Furthermore, it takes time for a leader to build a trusting relationship with his followers. Thus, transformations should not be regarded as an isolated event where the leader demonstrates a particular kind of leadership behaviour only in this instance and expects to be effective. As Herold *et al.*, (2008) found, change-specific leadership practices were less strongly related to followers' commitment to a change initiative, compared to general perceptions of the leader's leadership. Moreover, as change is becoming a more frequent aspect of organisational life (Higgs, 2003) and change takes time to unfold, it is difficult to make the distinction between effective change leadership and effective leadership. Colville and Murphy (2006) even equated effective leadership with change leadership, as they contended that "leadership has no meaning in a steady-state environment. Only when we enter a new territory, when we don't know the way, do we need people to step forward and lead."

IV. HOW IS ORGANIZATIONAL TRANSFORMATION UNDERGONE (Adapted, Civil Service College)

An organization undergoes transformation with people at the nucleus

People are at the heart of an organization. Thus, a good understanding of how transformation is typically perceived and experienced by people can help leaders of transformation play their role more effectively. Importantly, leaders and supporters must not assume that others share their perspective of the transformation--what research has uncovered is that the same transformation is experienced differently by different people, even those who are within the same organization. This appears to be influenced partly by one's position in the organization, which is related to the degree of perceived control one has over the situation.

An organization undergoes transformation with leaders at the top management as initiators

Any transformation is typically initiated by the leaders at the top management, which thrust implies that the members of the top management are convinced of the necessity of the transformation. Thus, not surprisingly, these leaders tend to see the positive aspects of change, both for the organization and for themselves: for the organization, change provides the opportunity for renewal and refocusing, which might help it be more successful; for the top leaders themselves, leading an organizational transformation represents exciting professional challenges (Diefenbach, 2007; Karp and Helgo, 2008). A more cynical view is that top leaders perceive change favourably because of the strong personal interests at stake: leading such a transformation to allow top leaders to align the organizational agenda with their personal ideology, to strengthen their position in the organization, to increase the amount of power and influence they have, and to further their careers (Diefenbach, 2007).

An organization undergoes transformation with the rank-and file and the middle managers being reserved and even negative

While there can be much enthusiasm at the top management prospecting a change, a transformation, the rest of the organization, who are typically at the receiving end of the change, as the rank-and-file, tend to be less enthusiastic and even negative about change. Such sentiments may also be felt even by the middle managers who have to implement the change agenda (Karp and Helgo, 2008). While proponents of change typically emphasize the rational benefits of transformation and try to address the cognitive challenges people may face, such as a lack of know-how and a lack of conviction that change is needed, the primary reasons why people resist change are emotional (Dehler and Welsh, 1994; Kubr, 2002). People dislike having the status quo disrupted; they fear the unknown and are anxious about possible adverse consequences, such as their inadequacy in adjusting to the change (Kubr, 2002). They may also be sceptical about the motives and capabilities of those initiating the change and resent having change imposed upon them (Diefenbach, 2007; Kubr, 2002). The bottom line is that there tend to be chaos and confusion in change situations (Nixon, 2003) and change is uncomfortable for people because they are likely to lose their current role and relationships in the organizations (and with that, their sense of identity and control), and they need to put in the time and effort to deal with the new situation.

In such change situations, people need to engage in sense-making to figure out what is going on and what to do next (Colville and Murphy, 2006)

In sense-making, people draw on information available through the formal organizational structure and, more importantly, they rely on the shadow system of the organization. The shadow system refers to the network of social and political relations that are spontaneously and informally established by people within the organization (Stacey, 1996). Through the personal networks that make up the shadow system, people can hold private dialogues to exchange unofficial ideologies and uncensored emotions that may be inappropriate in public, to share their interpretations of events and decisions, and to test out new ways of relating and talking to one another, which can help them to change and adapt (Donovan, *et al.*, 2007; Higgs and Rowland, 2010; Karp and Helgo, 2008; Nixon, 2003). Sense-making is an iterative process and, gradually, people are to begin to figure out what the new situation means for them, how they relate with others, and how they are situated in the organization, what their new identity is, and how their personal interests fit in with the organizational agenda that are introduced by the transformation

V. THE OUTCOMES OF ORGANIZATIONAL TRANSFORMATION (Adapted, Civil Service College)

An organizational transformation is often a means to an end. Many organizations initiate transformation with particular objectives in mind but evaluating the success and effectiveness of a transformation is not easy which an issue that needs to be considered.

Performance-based indicatorsA successful transformation is one that achieves the stated objectives (Higgs and Rowland, 2010). Usually, when an organizational transformation is aimed at, there is a consequential changed goals typically having an economic angle--such as increased performance, increased profits, and reduced costs--and this is generally because when organizations need to provide a justification for investing in transformations, they often rely on economic reasons (Neal, *et al.,* 1999). In Philippine setting, among the SUCs, this can be hinged on utmost performance for personnel benefits, such as the Performance Based Bonus (PBB), the Collective Negotiation Agreement (CNA) Benefit. In the public sector context, though the focus is less on the financial aspect, change goals tend to be similarly based on achieving results, such as whether particular initiatives have been successfully implemented or whether particular systems have been set up. While these measures may serve as a rough gauge of the performance of an organization, their usefulness as indicators of the success of a transformation is debatable. For one thing, transformation is a lengthy and, at times, discontinuous process; change often takes time to unfold and people need time to acquire new habits. Consequently, organizational behaviours may not change immediately and it may be hard to determine if particular initiatives would have been successfully implemented.

Non-performance-based Indicators, as Spiritual. Moreover, the transformation process in and of itself and the spiritual aspects of the transformation (such as focusing on core values or empowering the employees) may be just as valuable and these are critical for organizational learning and longer term sustainability (Neal, *et al.,* 1999). Furthermore, organizations are complex, self-generating systems with many inter-relational dynamics and so, any transformation cannot be wholly controlled but may lead to an unpredicted outcome. Thus, multiple dimensions should be considered when identifying the objectives of a transformation effort, these should be sufficiently broad but not too broad, and emphasis should be given to the transformation journey as well as the destination, and appropriate indicators need to be used to evaluate its success. In addition to measures of organizational performance, these may include a range of indicators reflecting affective, behavioural, or cognitive changes. Just to list a few, these may include the extent to which people feel involved in the change process, the extent to which the organization has learnt from the transformation process, and the extent to which people find the organization's new purpose to be meaningful.

Success and/or effect of transformation. A transformation may be successful but not necessarily effective, as it is not in the best interests of the organization. Kuepers (2011), for instance, noted that a transformation may sometimes be implemented simply for the sake of change, with little regard for costs and consequences. Some leaders may be introducing a transformation to pursue their personal agenda at the cost of the organization (Diefenbach, 2007). Thus, it is critical to evaluate, first and foremost, why the organization is seeking transformation (Kuepers, 2011).

For the CTU, seventh to eight months after its partnership with the CSI, with the conduct of the **PSVP *Pamunuan ng Lingkod Bayani*** on October 18, 2016, from 8:00 am to 5:00 pm and the two batch-conduct of the **PSVP *Bawat Kawani Lingkod Bayani*** on November 22 and 23, 2016, respectively, it has slowly and painstakingly yet in stronger strides, continued manifesting both performance and non-performance outcomes from its century of existence for the Main Campus and about 10 years of diversified yet unified directions as a state university of one main campus, 10 satellite campuses, and nine extension campuses, or a total of 20 in all, straddling the Province of Cebu in strategic municipalities.

To follow is a glimpse of some vestiges of the CTU organizational transformation, as contributed in by th conduct of the **PSVP** *Pamunuan ng Lingkod Bayani* on October 18, 2016, from 8:00 am to 5:00 pm and the two batch-conduct of the **PSVP** *Bawat Kawani Lingkod Bayani* on November 22 and 23, 2016, respectively,

The present **Values and Work Ethics** at the CTU reflect its Roadmap, Vision. Mission, Goal, and Outcomes, core Values,

For the Roadmap, it has its Outcomes, as: Filipinos with competencies and high-level skills for national development and global competitiveness; **Strategies**, as:

(1) Access--Expand access to quality education and training**,**
(2) Capability--Develop competencies required for inclusive growth particularly in Key Employment Generators (KEGS)**,**
(3) Excellence: Develop globally competitive instruction and programs**,**
(4) Transparency--Implement good governance, and
(5) Internationalization-- Strengthen international linkages toward a facilitated faculty and students mobility.

The **Vision, Mission, Goals, and Outcomes (VMGO)** *(Approved Per BOR Resolution Number. 62, Series of 2015*), be perused, as:

Vision

A premier multidisciplinary-technological university

Mission (Republic Act Number 9744, Section 2)

The University shall primarily provide advanced professional and technical instruction for special purposes, advanced studies in industrial trade, agriculture, fishery, forestry, aeronautics and land-based programs, arts and sciences, health sciences, information technology and other relevant fields of study. It shall also undertake research and extension services, and provide progressive leadership in its areas of specialization;

Goal

The University shall produce scientifically and technologically oriented human capital equipped with appropriate knowledge, skill and attitude. It shall likewise pursue relevant research, strengthen linkage with the industry, community and other institutions and maintain sustainable technology for the preservation of the environment;

Outcomes

(1) Relevant, effective and quality education for sustainable growth

(2) Access to quality education for the underprivileged students

(3) Relevant research for economic, environmental and sustainable development,

(4) Expanded community engagement, and

(5) Effective and efficient management of resources.

For the set of **Core Values of the CTU**, this is as follows **CTU-PIES:**

C – ommitment
T – ransparency
U – nity
P – atriotism
I – ntegrity
E – xcellence
S – pirituality

There are also some **highlights of its accomplishments and thrusts.**

The **Accomplishments/Blessings**:

Empowered faculty and non-teaching staff being sent out to Fulbright and CHED scholarships, research-extension-other relevant presentations, trainings, workshops, seminars; all other travels, both international and local

Regional level-confirmed state university and college level (SUC) V

Number one funded SUC, out of 114, academic year 2017-2018, for free tuition fee for higher education in the SUCs

One of the billionaire SUCs

Some others.

The **Thrusts**: Continued empowerment of the faculty and the non-teaching staff by sending them out to research-extension-other relevant presentations, trainings, workshops, seminars; all other travels, both international and local; Attaining and sustaining the state university and college level V, national level; Achieving the university category for the Institutional Sustainability Assessment; Gaining the Certificate of Compliance for all curricular programs; Establishing the Center of Development toward the Center of Excellence status for all curricular programs; Reaching and sustaining the Accrediting Agency for Chartered Colleges and Universities of the Philippines, Incorporated Level IV; Some others.

X. CONCLUSION

While organizational transformation may seemingly be an effervescent goal for the PSVP when considering the list of issues and challenges, however, with the persevering thrust of the CSC-CSI in partnering with all of us at the government in the different agencies that we belong, this can be possible within the time frame as set, that is, three to five years. **3[2]** To every thing there is a season, and a time to every purpose under the heaven: ... (Ecclesiastes 3: 2, KJV). ... a time to conceive ... a time to implement ... a time to harvest EXCELLENCE IN PUBLIC SERVICE ... , as transformation is from time to time, associated with the spiritual development of the organization. Though there are many different definitions of spirituality, it is generally described as having to do with meaning, purpose, and a sense of community ([Ashmos and Duchon, 2000](#)). At the organizational level, soul searching that involves spiritual issues is a part of the transformation process, and may trigger the personal spiritual development of some of its members ([Tosey and Robinson, 2002](#)), which, ultimately, bring an organization to its apex of transformational maturity, in the mercy and blessing of the heavenly Father.

At the CTU, or any other government organization wherein all of us belong, what each one can do toward the acme of its aspirations for an utmost organizational transformation can be contributed in with the daily practice of **public service values, as exemplified by one each for the alphabet**, **except for q and x**, as follows: accountability, benevolence, commitment, dependability, ethics, fairness, guidance, honesty, integrity, judiciousness, knowledge, leadership, maturity, nature, open-mindedness, professionalism, reliability, service, teamwork, unity, vision, youthfulness, zeal, with the **top five values in life** being identified as honesty, integrity, lawfulness, benevolence, and selflessness, and the **top five core public service values** in the United States of America, as transparency, accountability, code of ethics, professionalism, and leadership.

The PSVP of the CSI, in partnership with all of us in the government, can wither all the human storms of indifference and nonchalance toward organizational transformation, as aptly stated during the times of the Apostles, that in 8^{28} And we know that all things work together for good to them that love the heavenly Father, to them who are the called according to his purpose (Adapted, Romans 8:28, KJV).

For all of us, the planning, the toil, the accomplishments; to the heavenly Father, be the disposal hereof, the glory.

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