

# a stance for leading

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# public leadership

“ **conduct** that  
encourages others to  
**act responsibly** in the  
**public interest**, so that they  
achieve more **together**  
than they would have achieved separately  
and/or on their own. ”

# leading organisational change

$$(AG + ANS) \times DCR > OI$$



# six factor model for appraising management

- 1 managerial "grip and go": focus, drive & empowered delegation
- 2 business management & commercial skills
- 3 personal communication & impact
- 4 rational thinking & acting
- 5 citizen, customer & community focus
- 6 credible leadership with Members, managers & stakeholders

# five traits of successful managers

- **tolerance of ambiguity:** acceptance and enjoyment of uncertain environments
- **tolerance of risk:** capable of working in unstable and unpredictable environments
- **internal locus of control and sense of self-efficacy:** the belief in one's ability to influence and control events or outcomes and to achieve specific goals
- **affective disposition:** the tendency to respond positively to the environment
- **openness to experience:** curiosity, adaptability and broad mindedness

Pucick, Judge & Welbourne (1995) **Organisational Transformations.**  
An examination of executive temperaments and career paths

# five types of thinking for the future



- **disciplined:** mastery of at least one way of thinking; associated with scholarly discipline, craft or profession
- **synthesising:** takes information from a variety of sources, understands and evaluates them objectively
- **creating:** breaks new ground; puts forth new ideas, conjures fresh ways of thinking, arrives at unexpected answers
- **respectful:** notes and welcomes difference between individuals and between groups
- **ethical:** keen to serve the needs of others and wider society rather than simply self-interest



# five things leaders do

# PRECONDITIONS

**trustworthy**  
**emotionally balanced**  
**tolerant of change**  
**energetic**



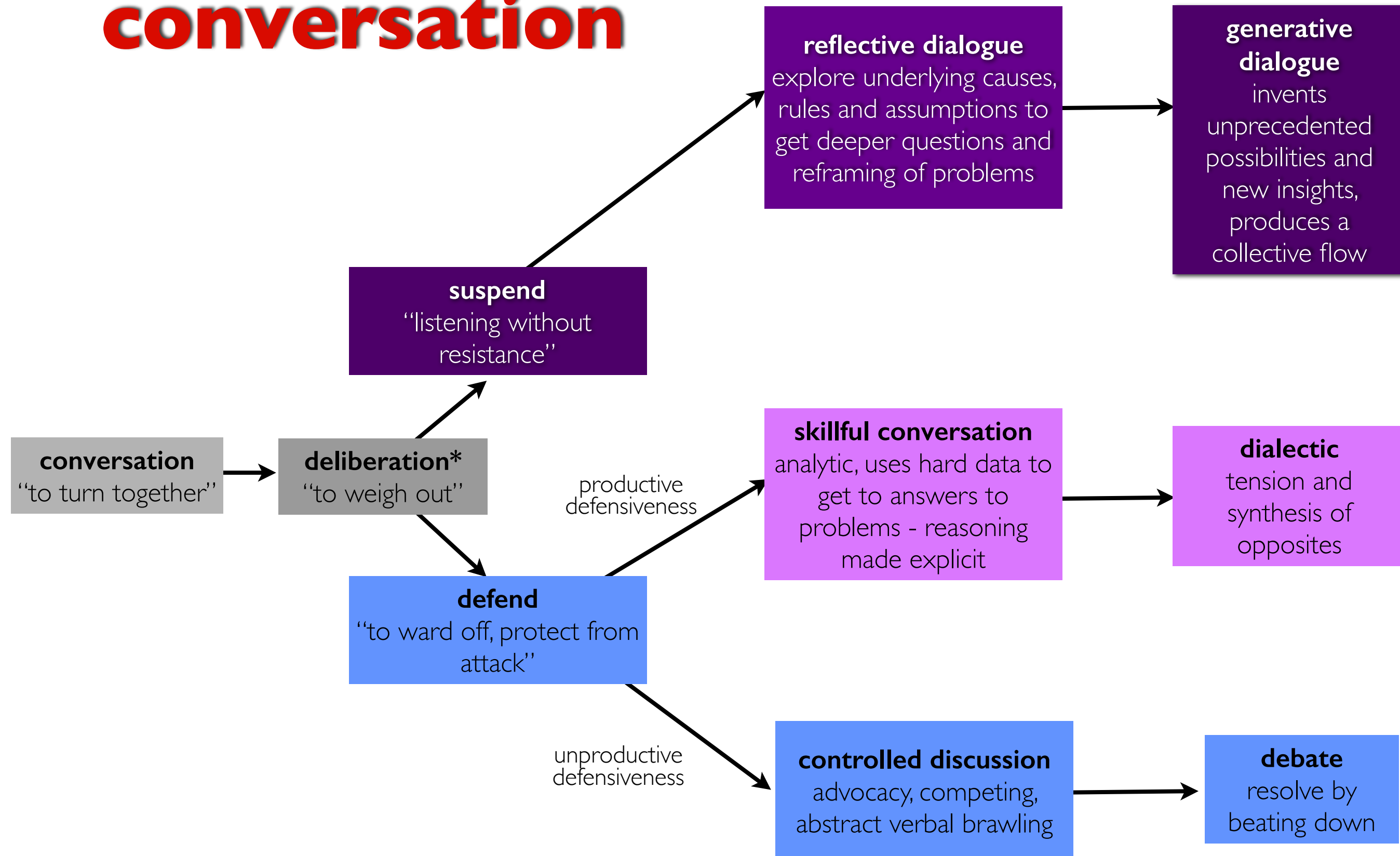
## POSITIVE IMPACT on others

# to achieve successful communities, local government professionals need to:

1. Add value to the quality of public policy and produce results that matter to their communities
2. Take a long-term and community-wide perspective
3. Commit themselves to ethical practices in the service of public values
4. Help build community and support democratic and community values
5. Promote equitable, fair outcomes and processes
6. Develop and sustain organizational excellence and promote innovation



# the character of conversation



\* Hobbes argued that there are two roots of deliberate:  
*de liberare* - free oneself from constraint to have the liberty of choice  
or instead from *de librare* - to weigh

# four steps to organisational success

## capabilities planning

### how to build internal capability by:

- (1) developing new skills and capabilities
- (2) generating new approaches with existing skills
- (3) incubating innovation and creative solutions

## operating models

### the role of organisational and resource mapping:

- (1) that shows where the money flows to deliver public value
- (2) that links responsibilities for sourcing and delivering services
- (3) that connects organisations into a system of delivery

## resource pathways framework

### whether to “build, borrow or buy” resources by:

- (1) building upon existing internal capability
- (2) borrowing from others by way of contracts and/or alliances
- (3) buying resource capability and strengths through acquisition

## sustainable business models

how to generate more revenues  
than costs over the longer term

### whether the business model is sustainable:

- (1) keeping costs below revenues (by generating income or reducing costs)
- (2) long term strategic financial modeling at organisational level
- (3) building in resilience and adaptability to disruptive change

# effective leaders develop a “message platform”

If you don't inspire yourself, you won't inspire anyone else

Ask yourself - “who am I, why am I excited about this?”

Develop a message platform that explains what you are about; the values that you consistently live by and guide your conduct

Try to tap into other peoples' “subjective state of becoming” – organisations have goals, aims and objectives; people want to “become”

Leadership involves, “communication that inspires other people to willingly take action to effect change”

adapted from Terry Pearce (2003) Leading Out Loud: inspiring change through authentic communication, Jossey-Bass



in what way are things changing?

what is the nature of public leadership?

what approach is needed to succeed?



## **private value:**

buying your own land, service or book

## **social value:**

sharing your land, service or book with other people like you

## **public value:**

making sure that land, services or books are available to everyone

# leadership is ...

**intellectual drive and emotional labour**

## **hardware**

**strategies & plans**  
**structures**  
**reporting lines**  
**programmes**  
**projects**  
**products & services**  
**activities**  
**deliverables**  
**outputs**



## **software**

**ambitions**  
**relationships**  
**responsibility**  
**hopes & fears**  
**dynamism**  
**the act of becoming**  
**the craft of work**  
**confidence**  
**pride**

the Leader's relationship to others





# the Leader's relationship to self



self-aware; self control  
self confident; self efficacy