

a stance for leading

Solace
master class
Public Sector Leadership

February 2013

Barry Quirk.

Twitter feed



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in what way are things changing?

what is the nature of public leadership?

what approach is needed to succeed?

let's start by understanding what's unique about “public value” and public values

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

then let's review the
rhythm and character
of change in our
environment

super cycles

two past super cycles

from 1870 to 1913

from 1945 to 1973

generational change, technological growth, debt and consumer cycles

we are in one now!
it is just not happening here!



Nikolai Kondratiev

Marxian economist sent
to the gulag

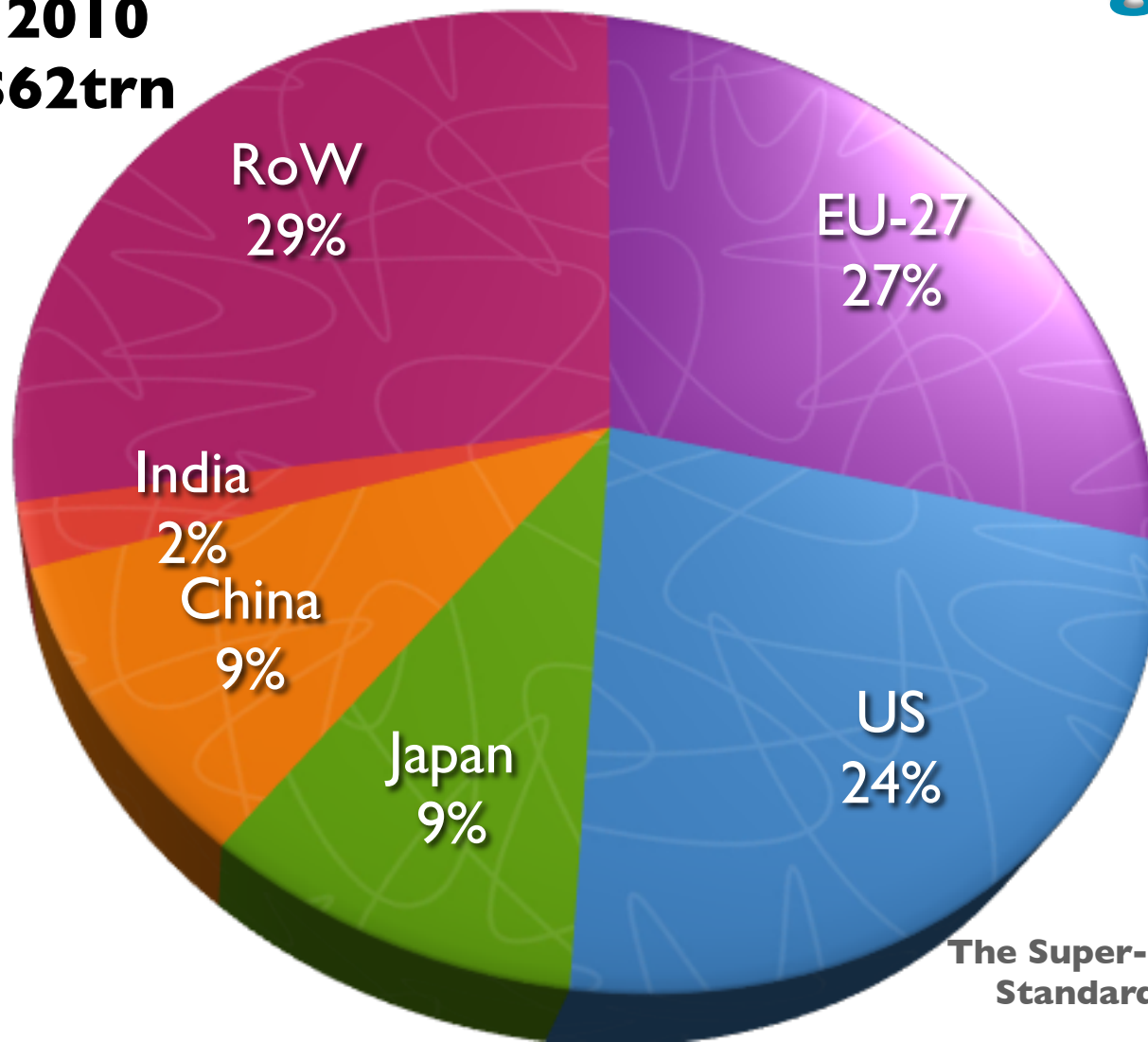


Ralph Nelson Elliot

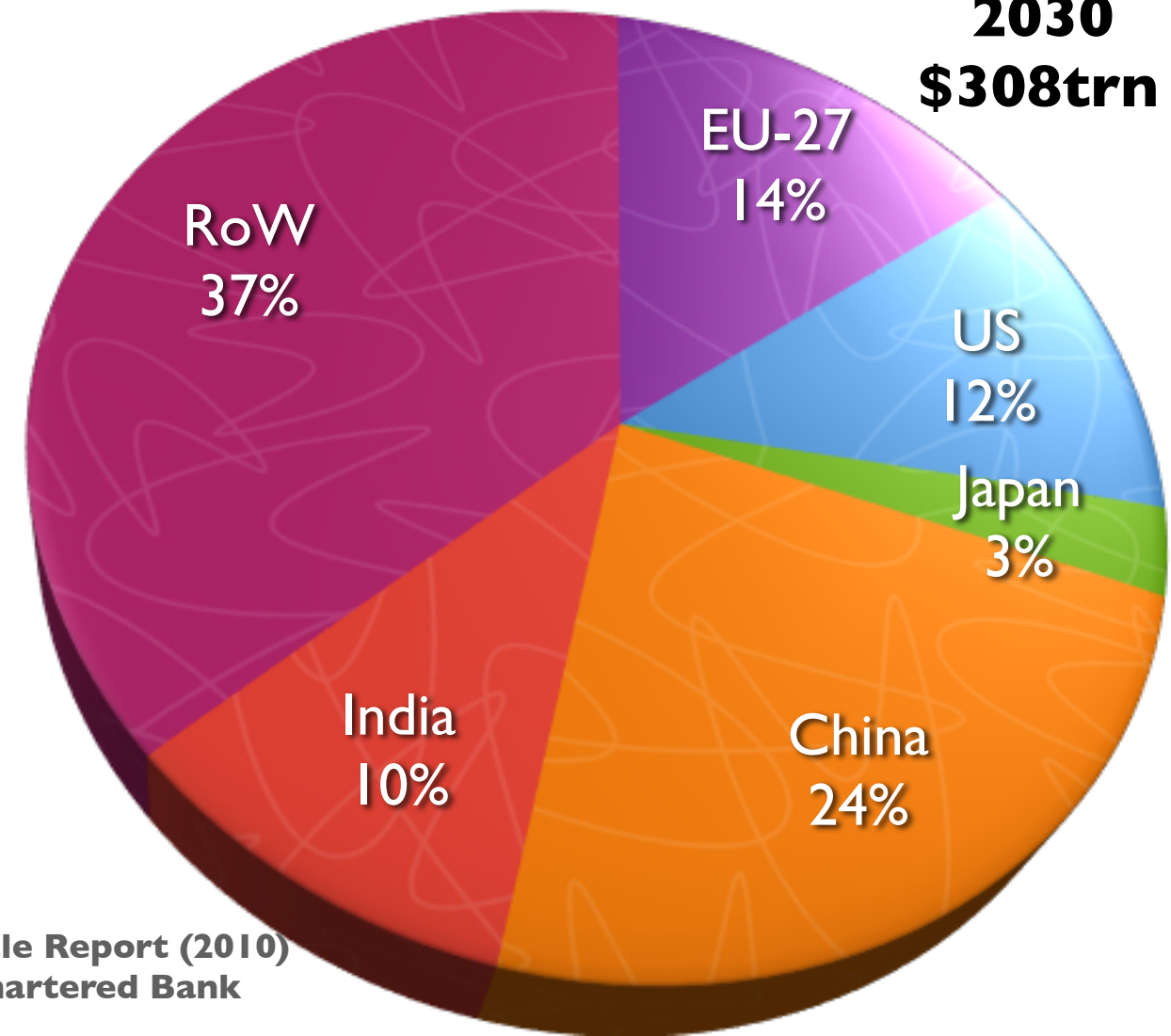
Kansan accountant sent
to Nicaragua

nominal global GDP

2010
\$62trn

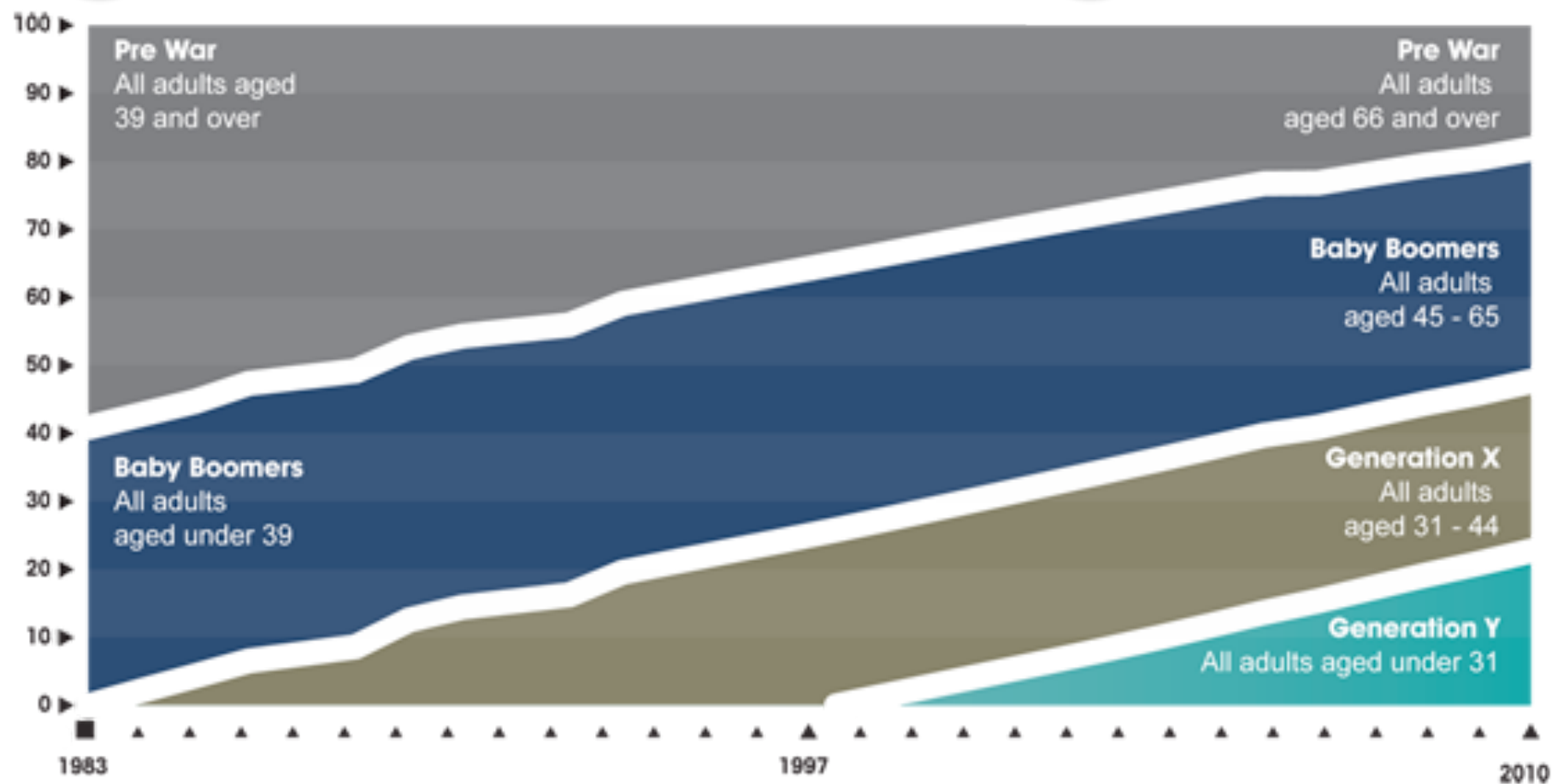


2030
\$308trn

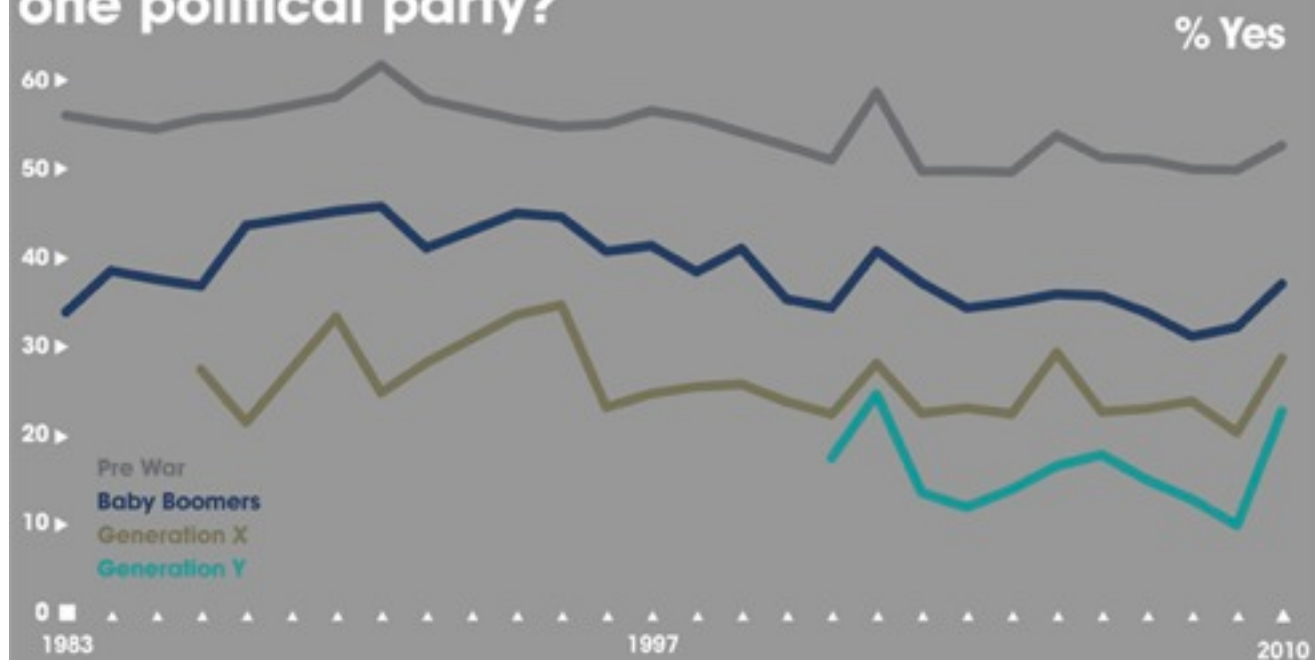


The Super-Cycle Report (2010)
Standard Chartered Bank

generational changes in UK

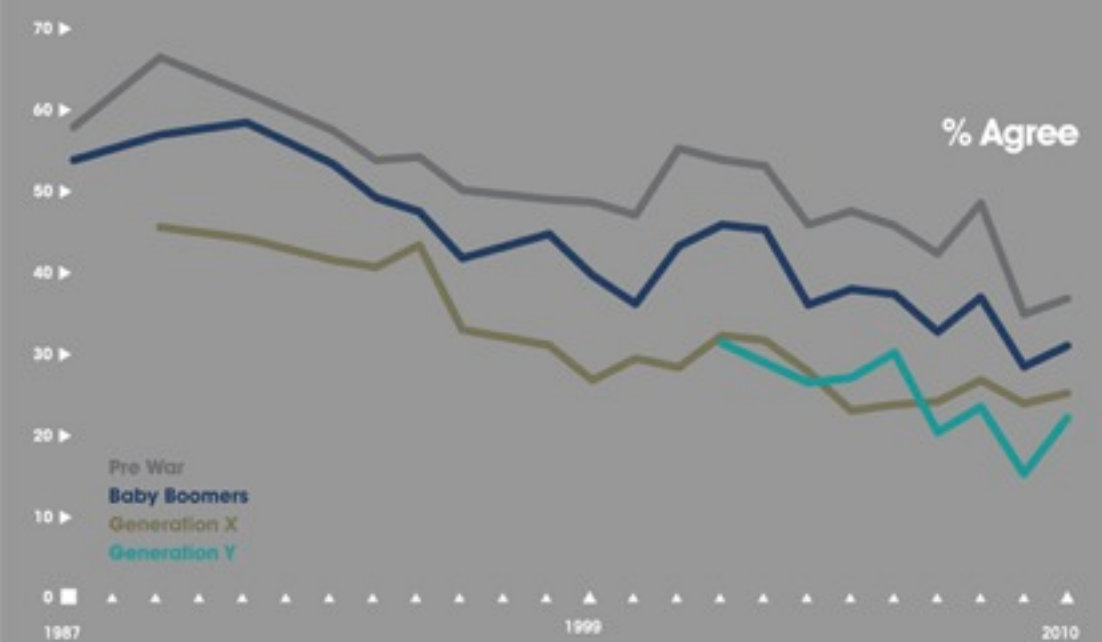


Do you think of yourself as a supporter of any one political party?



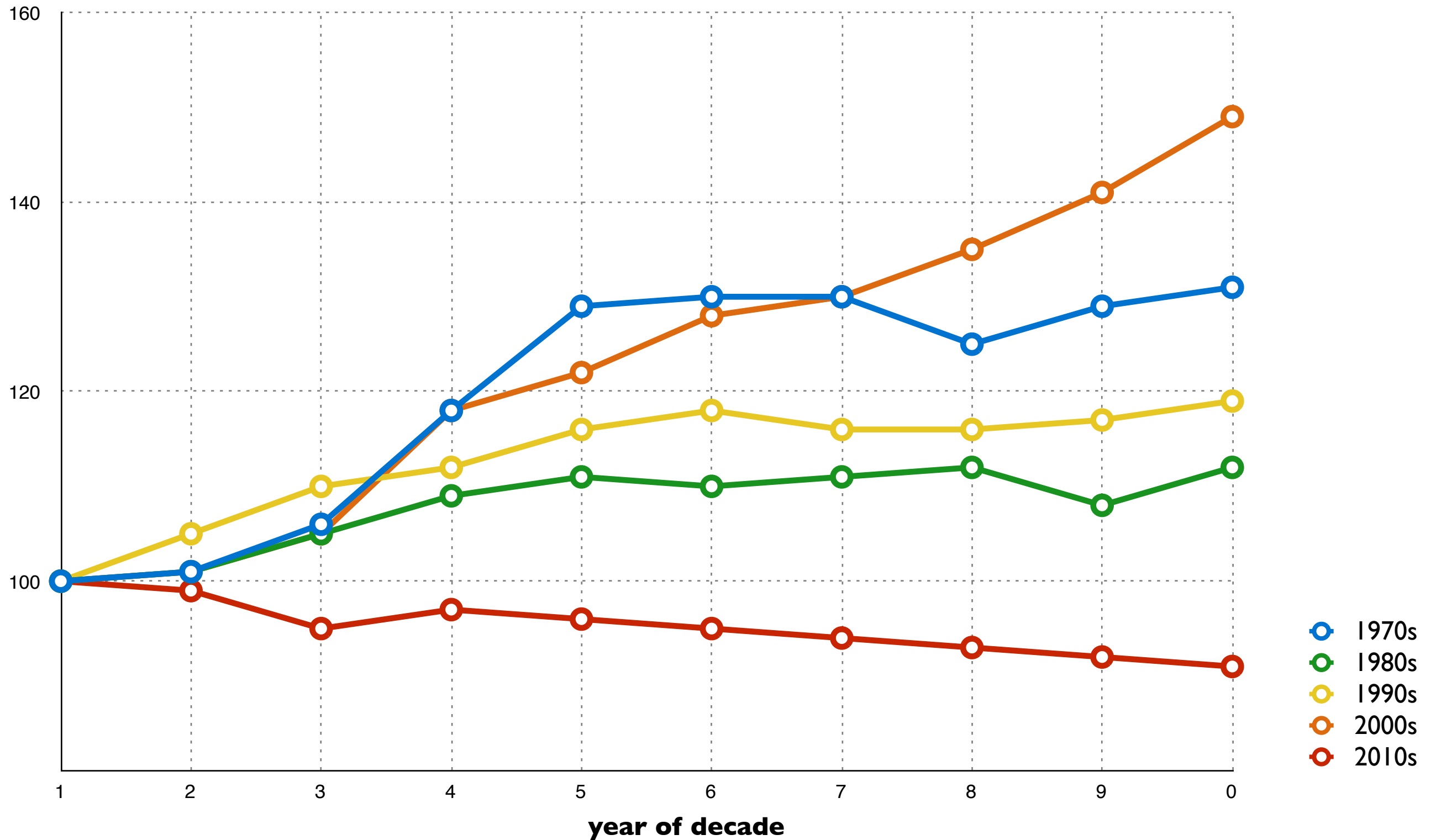
Source: NatCen/British Social Attitudes © Ipsos MORI

The government should spend more money on welfare benefits for the poor, even if it leads to higher taxes.



Source: NatCen/British Social Attitudes © Ipsos MORI

LOOKING BACK NATIONALLY OVER 50 YEARS: real terms growth in public spending by decade*



* CiPFA - The Long Downturn based on IFS data

public service reform:

three paths

**strategic
planning and
collaboration**

**user-led change
and choice**

**“sponsored
disruptive
innovation”**



1990s

**securing,
designing and
delivering
services**

managerialism
the craft of management

2000s

**finding local
problems and
helping to
solve them**

behaviouralism
the science of networks

2010s

**building
community
capabilities
and
possibilities**

communitarianism
the art of community building

**“On or about December 1910,
human character changed.”**

Virginia Woolf (1924) *Mr Bennett and Mrs Brown*

changing
economies
communities
technologies

values about “the public”

from welfare state to “relational state”?

leading organisational change

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



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. ”

Barry Quirk

in respect of
managerial leadership
what's needed is more
“stance” than skill

more general posture than specific mastery

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

a normative model

Howard Gardner (2009) **"Five Minds for the Future"**

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

an empirical model

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

five things leaders do

PRECONDITIONS

trustworthy
emotionally balanced
tolerant of change
energetic



POSITIVE IMPACT
on others

leadership is ...

intellectual drive and emotional labour

hardware

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



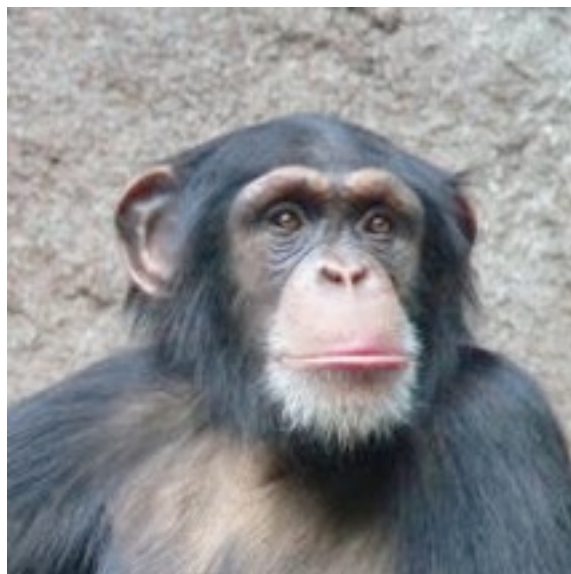
software

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

the egalitarian leader



Gorilla



Chimpanzee



Bonobo



Humans

reverse dominance hierarchy?

see Christopher Boehm (1999) Hierarchy in the Forest

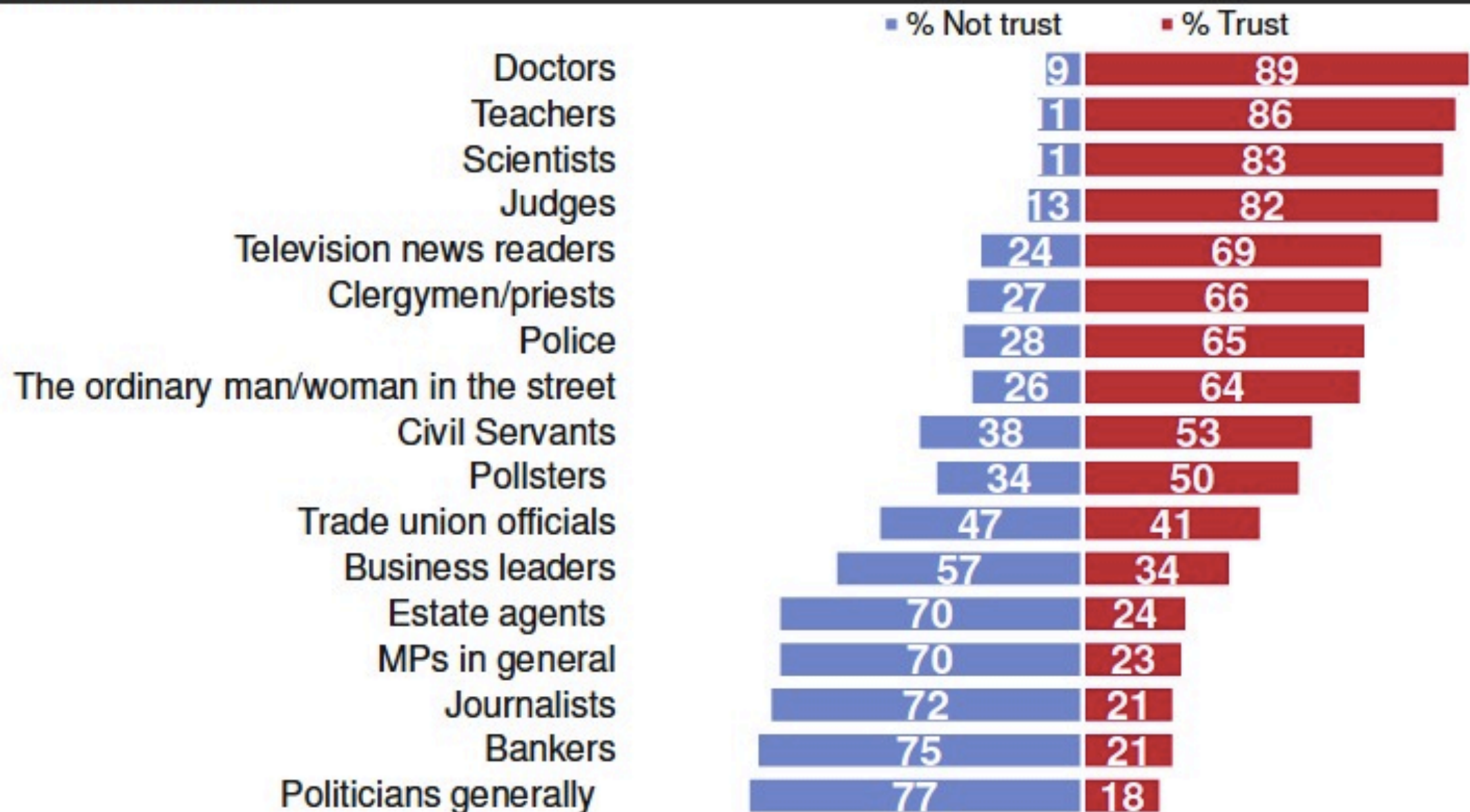
to lead successfully
you have to be
trusted

the specificity of trust

and the challenge to non-experts in an expert world

Veracity Index

I am going to read out some different types of people. For each, please tell me if you would generally trust them to tell the truth or not.



Base: 1,018 British adults 18+, 9th - 11th February 2013

Source: Ipsos MORI Political Monitor

being trustworthy

earning trust requires ...

the ability to focus on the other person, self-confidence, ego strength*, curiosity, inclusive professionalism

$$T = \frac{(C + R) \times I}{S}$$

Where

T = trustworthiness

C = credibility

R = reliability

I = intimacy

S = self-orientation

* **Ego strength** allows one to focus on the matter at hand, and not on who gets blame or credit for getting there. Just as wanting all the credit or none of the blame is self-focused, so too is taking all the responsibility.

who fills the gap?

