

MODERN LEADERSHIP

APPLYING LEADERSHIP TO LOCAL GOVERNMENT (SECTION 2)

John Jackson
Capacity Building International

THE LIGHTNING ANALOGY

How to bring political intention down to earth?



MODERN LEADERSHIP REQUIREMENTS

..of organisation

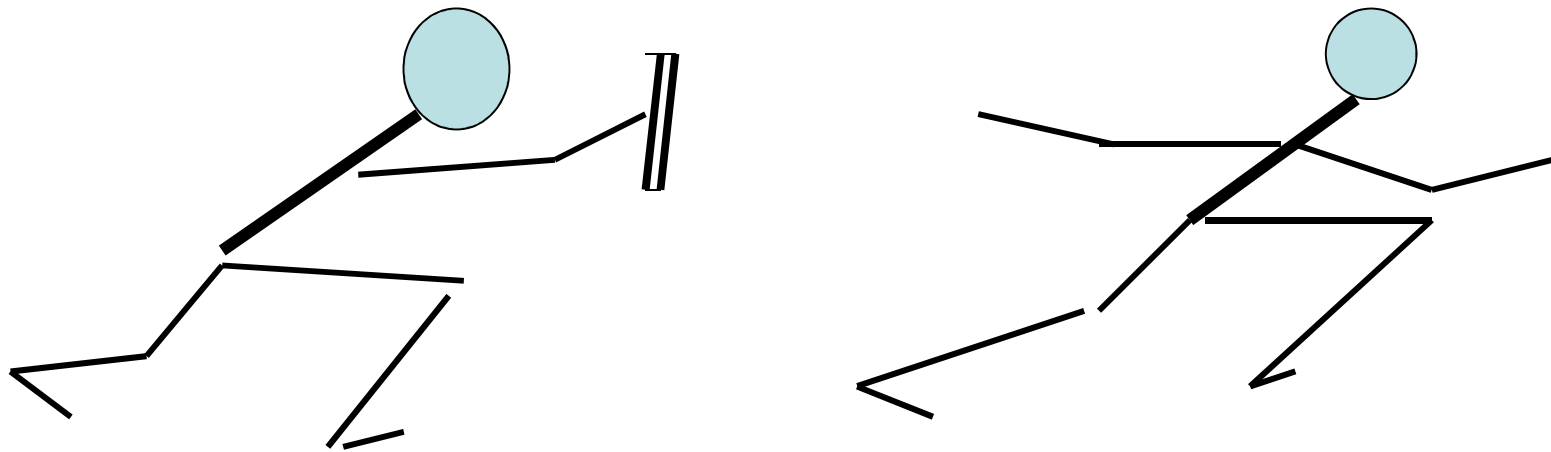
- Management
- Spending to budget
- Building info system
- Efficient staff
- Future of organisation
- Directing
- Containing risk
- Service delivery focus

..of community

- Relationships
- Generating resources
- Sharing info
- Responsible staff
- Future of community
- Influencing
- Managing risk
- Development focus

THE POLITICAL – EXECUTIVE INTERFACE

From policy development to implementation



1. **Strategy, priorities, resources**
2. **Performance management**
3. **Community leadership**
4. **Partnership working**
5. **Capacity building**

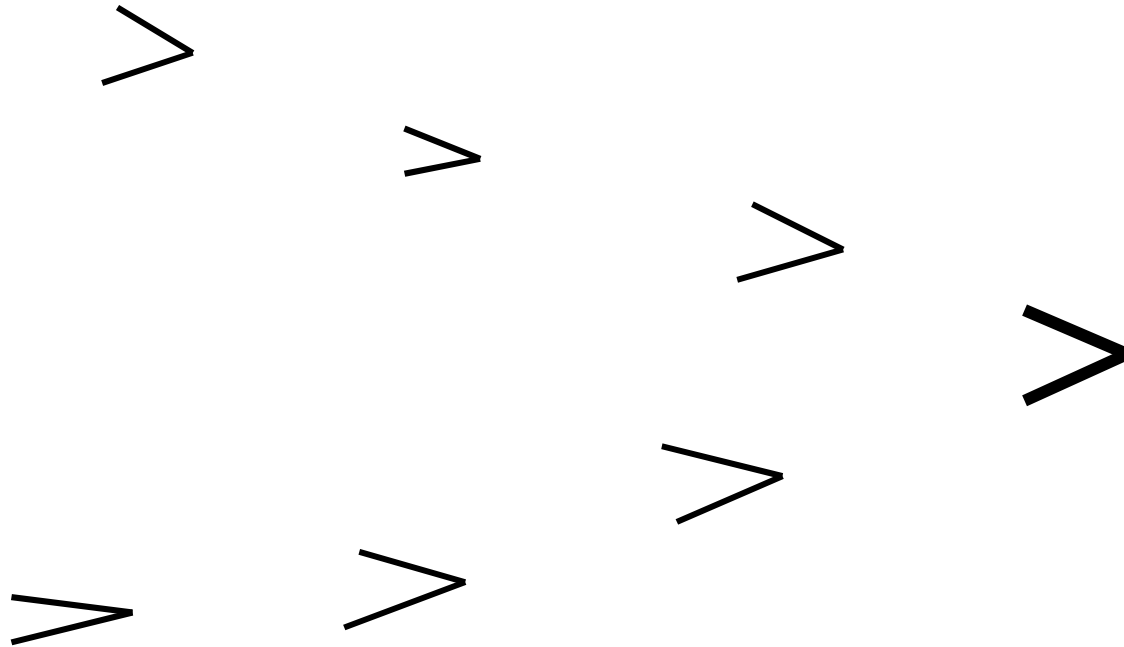
ORGANISATION ICEBERG

Reaching the soul:



THE GEESE ANALOGY

Lessons from formation flying



USING POWER

↗ - Control

• **Position:** → - Reward

↘ - Punish

↘

- Delegate

↗

↗ - Influence

• **Personal:** → - Harness energy

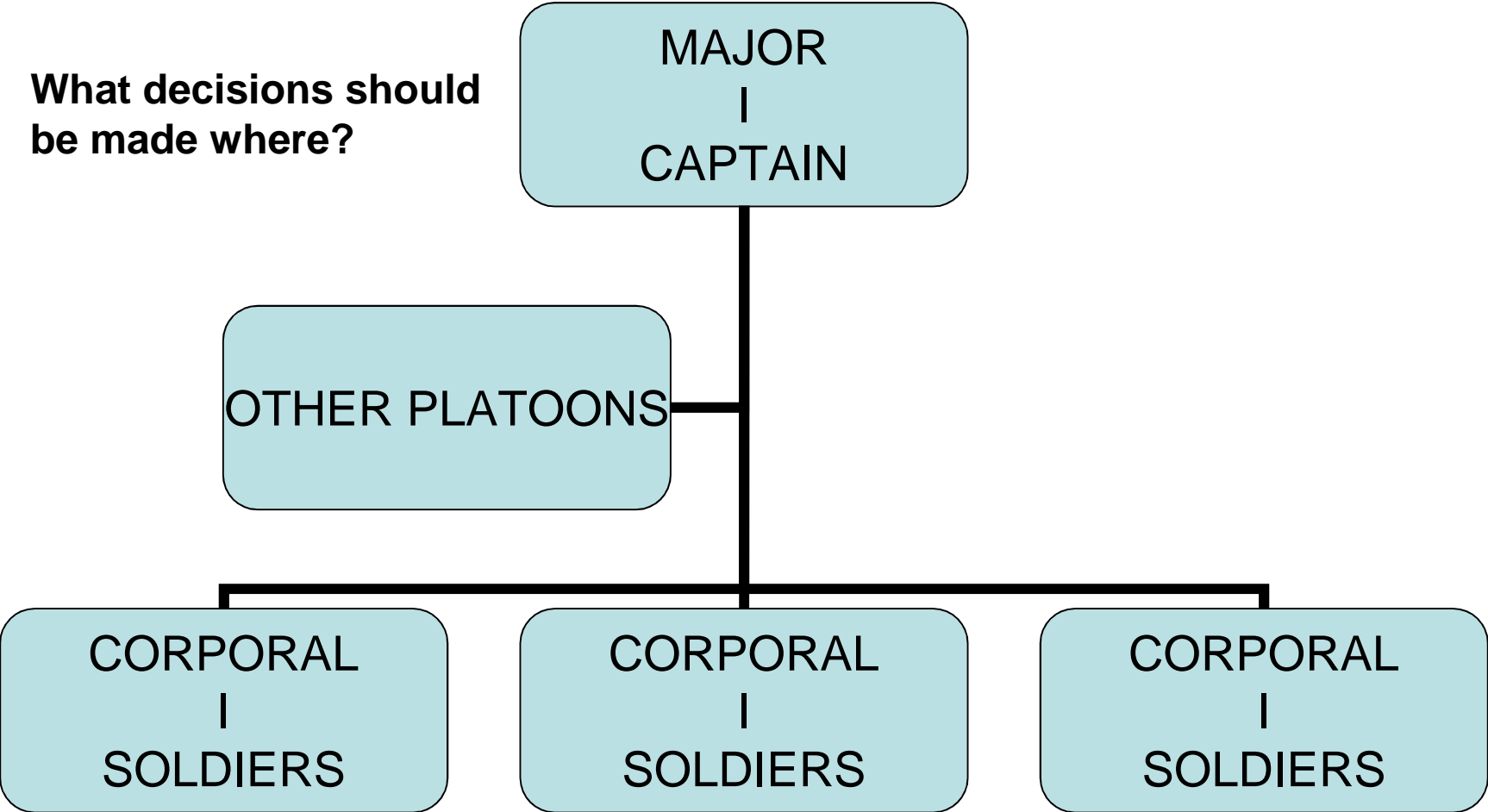
↘ - Give sense of direction

DELEGATING POWER

- Gives staff a sense of purpose and responsibility
- Creates space for creativity
- Emphasises accountability
- Engages stakeholders
- Harnesses energy

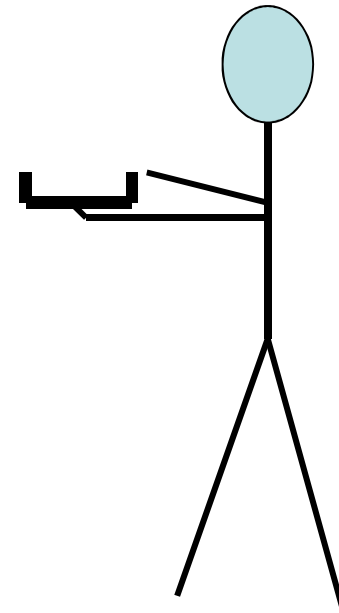
Delegation creates a more powerful organisation

THE STRATEGIC CORPORAL ANALOGY



THE RESTAURANT ANALOGY

Leadership to create the right environment



LEADERSHIP THROUGH FACILITATION

Leadership is:

- Taking a long term view
- Pointing out the challenge to be faced
- Giving work back

Facilitation is:

- Helping people to see own future
- Relating challenge to individuals
- Helping staff get work done together

THE CONVERSATION ANALOGY

Leadership from commanding to sharing



FEATURES OF INNOVATION

- Supporting managers in taking risks
- Gathering new ideas
- Using diverse teams
- Learning from mistakes
- Sharing knowledge of what works
- Challenging colleagues about practices
- Appreciating the efforts of others

Hierarchy and bureaucracy do not release the energies of staff

MANAGING RISK

COURAGEbalanced with**CAUTION**



not



RECKLESSNESS



not



COWARDICE

What balance for what circumstances?

ENGAGING INTERNAL AND EXTERNAL STAKEHOLDERS

- What is their view of the issue?
- What would they like to see in the future?
- How to balance with your own views?

Are you ready to face this challenge?

MANAGING PERFORMANCE

- Manage Key Performance Indicators
- Learn from the best; learn from experience
- Celebrate achievement
- Welcome an external perspective
- Challenge poor performance
- Focus on what must change

Distinguish leaders that transform from those that wield power

GO PUBLIC WITH PERFORMANCE

- Agreed priorities and targets to be achieved
- Performance against targets
- Reasons for under- or over-achievement
- Fundamental performance review
- Clear responsibility and accountability

Why not publish an annual Performance Report with last year's results and next year's plans (and beyond)?

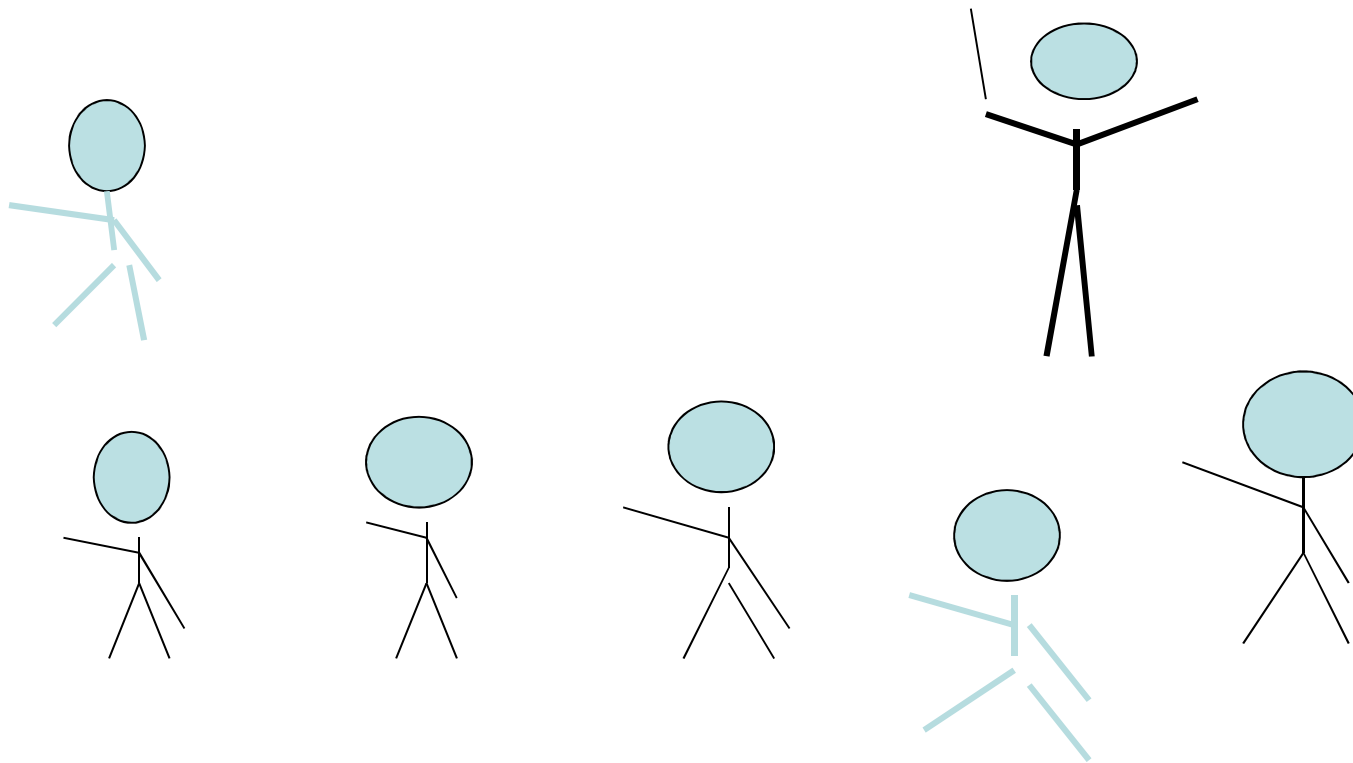
THE LOW-HANGING FRUIT ANALOGY

*Balance easy wins with focus on
priorities*

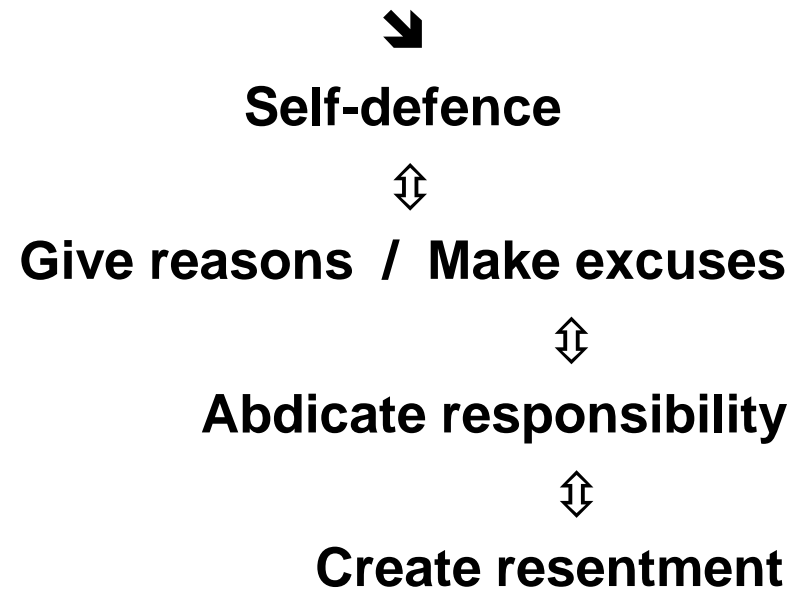
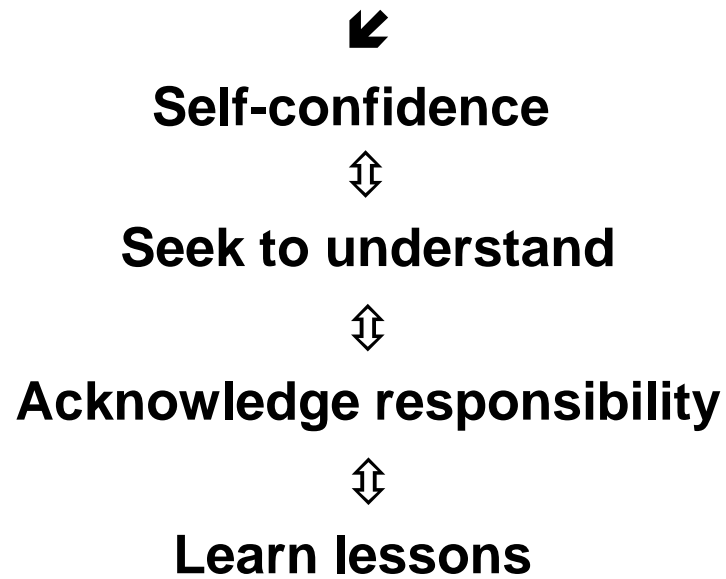


THE ORCHESTRA ANALOGY

Creating a common wavelength

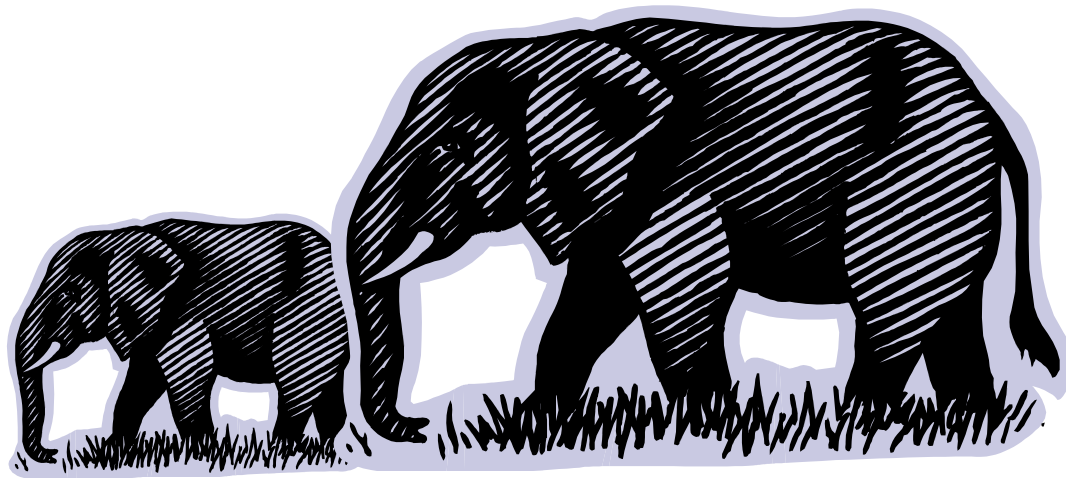


MANAGING CRITICISM



THE NUDGE ANALOGY

How to change behaviour



PROMOTING VALUES

- Learning from mistakes
- Sharing good practice
- Seeking the best
- Valuing diversity
- Challenging existing practice
- Demanding results
- Putting citizens first

What if values clash (eg public service with profit)?

THE SAILING ANALOGY

Harnessing energy



THE PUB TALK ANALOGY

What do staff talk about after work?



MANAGING SELF

- Develop your leadership practice
- Manage your own learning
- Know your own values
- Build your own strength

USING SIMPLE RULES

- See things through the eyes of local people and organisations
- Find better ways of doing things
- Look at the whole picture
- Give staff the time and tools to tackle the challenges
- Take small steps as well as big leaps

HOW TO LEARN LEADERSHIP

The parent experience

