

MODERN LEADERSHIP

A NEW APPROACH TO LOCAL GOVERNMENT (SECTION 1)

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DEFINING LEADERSHIP

Management: about routine delivery

- *economy, efficiency, effectiveness*

Leadership: about delivering change

- *giving purpose; managing across trad. boundaries in difficult context; outcomes*

Which boundaries? What outcomes?

MODES OF LEADERSHIP

1. Person-centred leadership (who)
2. Results-based leadership (what)
3. Process-based leadership (how)
4. Position-based leadership (where)

What are the risks of each in themselves?

How is the balance decided?

Are space and time irrelevant to leadership?

LEADERSHIP AS PERSON

- A popular concept
- In any endeavour, 'leader' has limited role
- Needs relationships
- Is charisma necessary?
- Starts with group
- Never just the person – there are always props
- Uses influence rather than power

Who should rule us – the wisest or the most popular?

LEADERSHIP BY RESULTS

- Leaders often associated with results
- Usually difficult to see clear causal line
- So many other factors
- What about strong leaders that fail?

What do leaders like Hitler, Attaturk and Spartacus teach us?

LEADERSHIP BY PROCESS

- Skills acquired through experience
- People learn to lead within parameters of organisation
- Requires honest feedback and courage to cross boundaries

What kind of organisation would you yourself, as leader, build?

LEADERSHIP FROM POSITION

- Easier in hierarchy but more difficult in modern organisation
- Moving from control to facilitation
- May be good for crisis or uncertainty
- Can be constructive or destructive
- By itself, fails to harness willing energy

Leadership is different from power; it must be earned.

WHY IS LEADERSHIP IMPORTANT NOW? (1)

- **Pressure of decentralisation**
 - Municipalities must demonstrate achievement
 - Further decentralisation must be negotiated
- **Pressure from local community**
 - Demand for better services / development / accountability
 - Modern communications shows what is possible

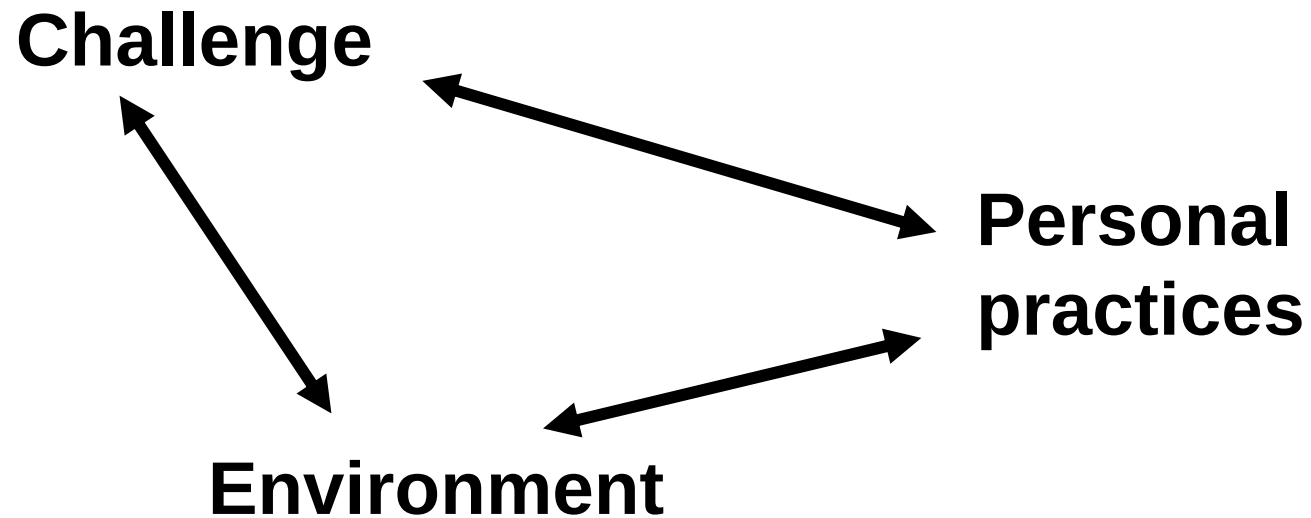
WHY IS LEADERSHIP IMPORTANT NOW? (2)

- **Pressure for higher standards**
 - Focus on European standards
 - Use of performance management
 - Requires clear responsibilities for staff / elected representatives
- **Importance of sustainability during change**
 - Help people understand new meanings
 - Give sense of direction
 - Ensuring prudence and ethical practices

FROM GOVERNMENT TO GOVERNANCE

- Engaging stakeholders in shared purpose; focus on inclusiveness
- More intelligent customers
- Starting from need; demand for joined-up approach
- Shared authority
- Search for excellence; making a difference

LEADERSHIP STARTS WITH THE CHALLENGE



Challenge: to strengthen the organisation to support the development of the community

FROM CHALLENGE TO OUTCOME

Challenges



Leadership practices



Organisational development



Community outcomes

CORE MUNICIPAL COMPETENCES

Leadership

- Vision and values
- People management
- Communications
- Transparency and accountability
- Political management

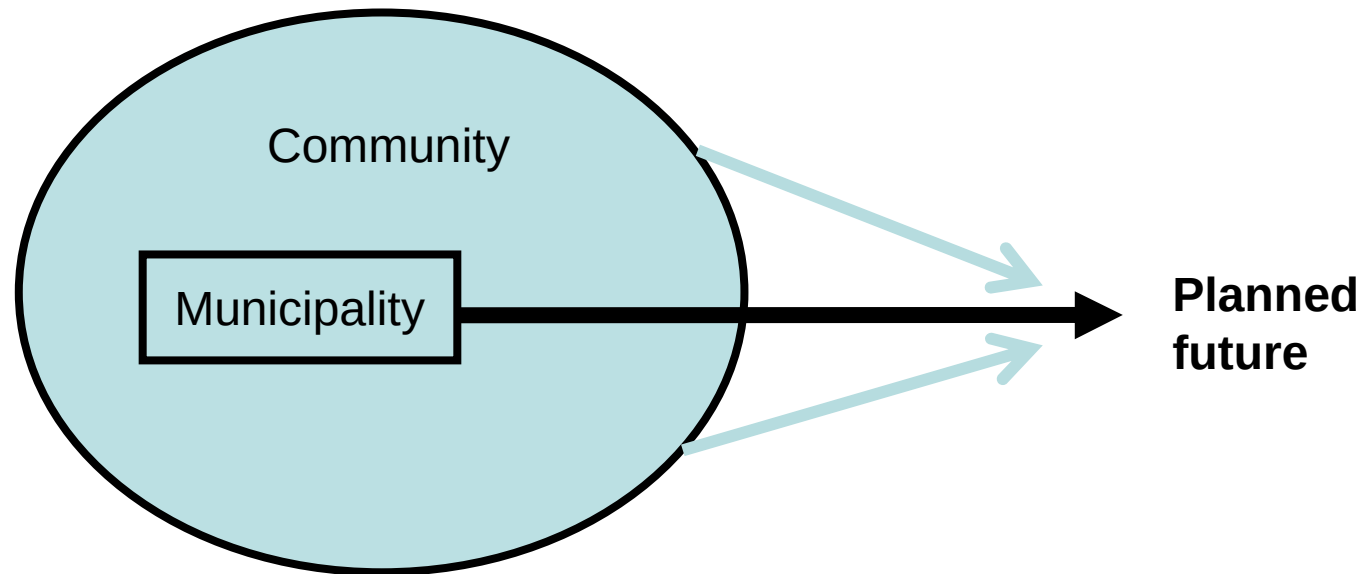
Service delivery

- Planning and review
- Innovation and change
- Service management
- Resource management
- Partnerships

Community engagement

- Citizen participation
- Alliance-building

ENGAGING OTHERS IN A COMMON PURPOSE



Going beyond a municipality's own capacity to deliver a shared vision

BENEFITS OF PARTNERSHIP

- Bringing in new expertise
- Extending range of services
- Raising quality of services
- Making better use of specialised knowledge
- Ensuring local services are joined up
- Tackling tough challenges
- Managing demand better

NEED TO CROSS BOUNDARIES

- ✓ Political - // - executive
- ✓ Municipal organisation - // - community
- ✓ Local - // - regional - // - central
- ✓ Public - // - private - // - voluntary

LOOKING TO THE FUTURE

- Long term, strategic thinking
- Engaging stakeholders
- Dynamic planning
- Managing performance
- Making a difference

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