

# **PERSONAL LEADERSHIP IN LOCAL GOVERNMENT**

**John Jackson**

**Capacity Building International**

# REACHING THE SUMMIT

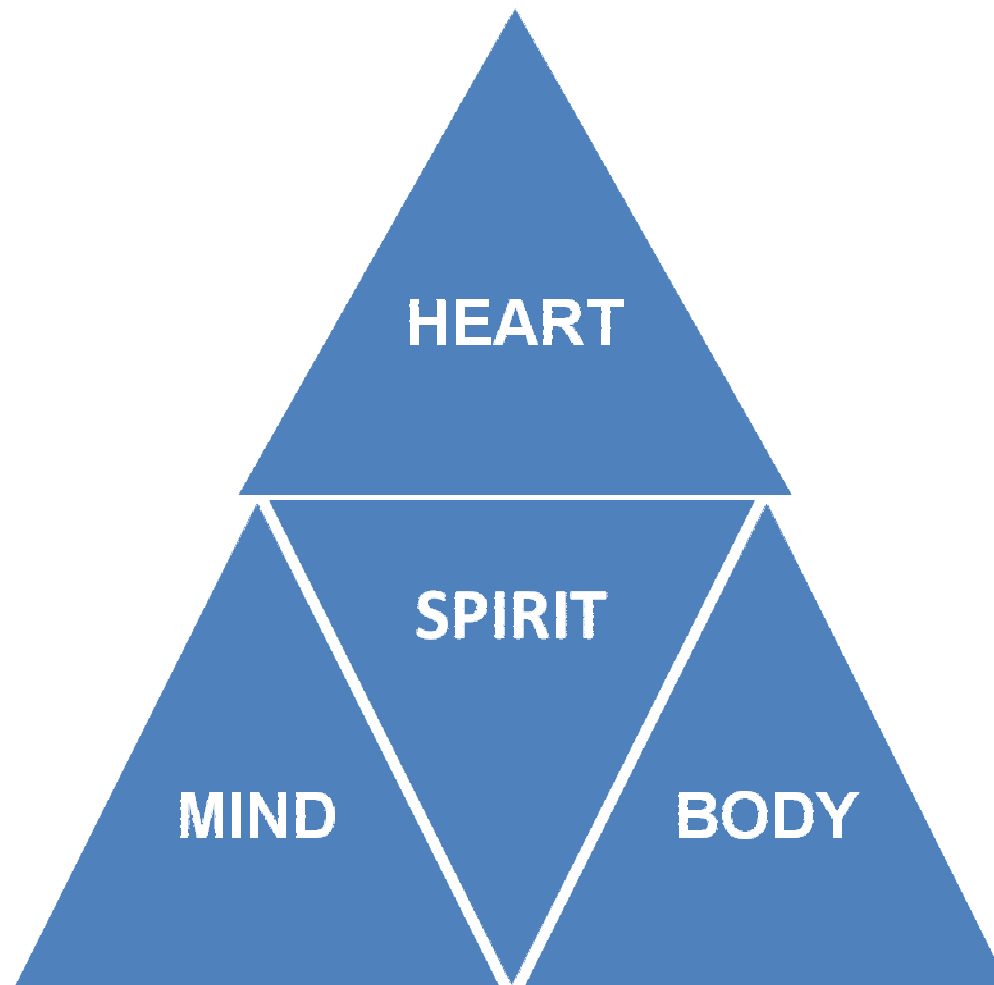
*Most climbers who start never reach the top of Mt Everest; how can you be one of those who do?*



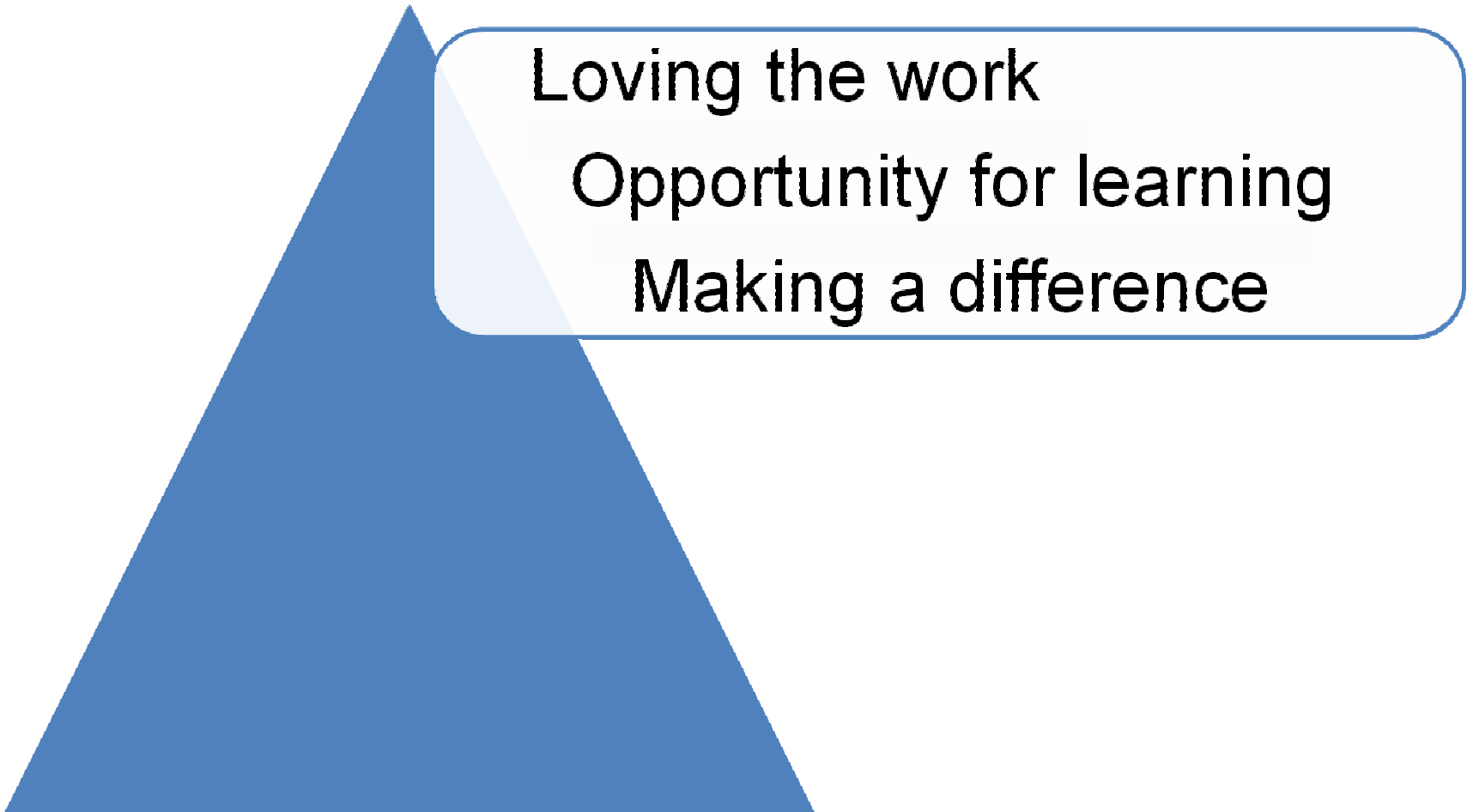
**PART 1**

**WHAT DO STAFF SEEK  
IN THEIR WORK?**

# WHOLE PERSON



# JOB SATISFACTION AT ITS BEST



Loving the work

Opportunity for learning

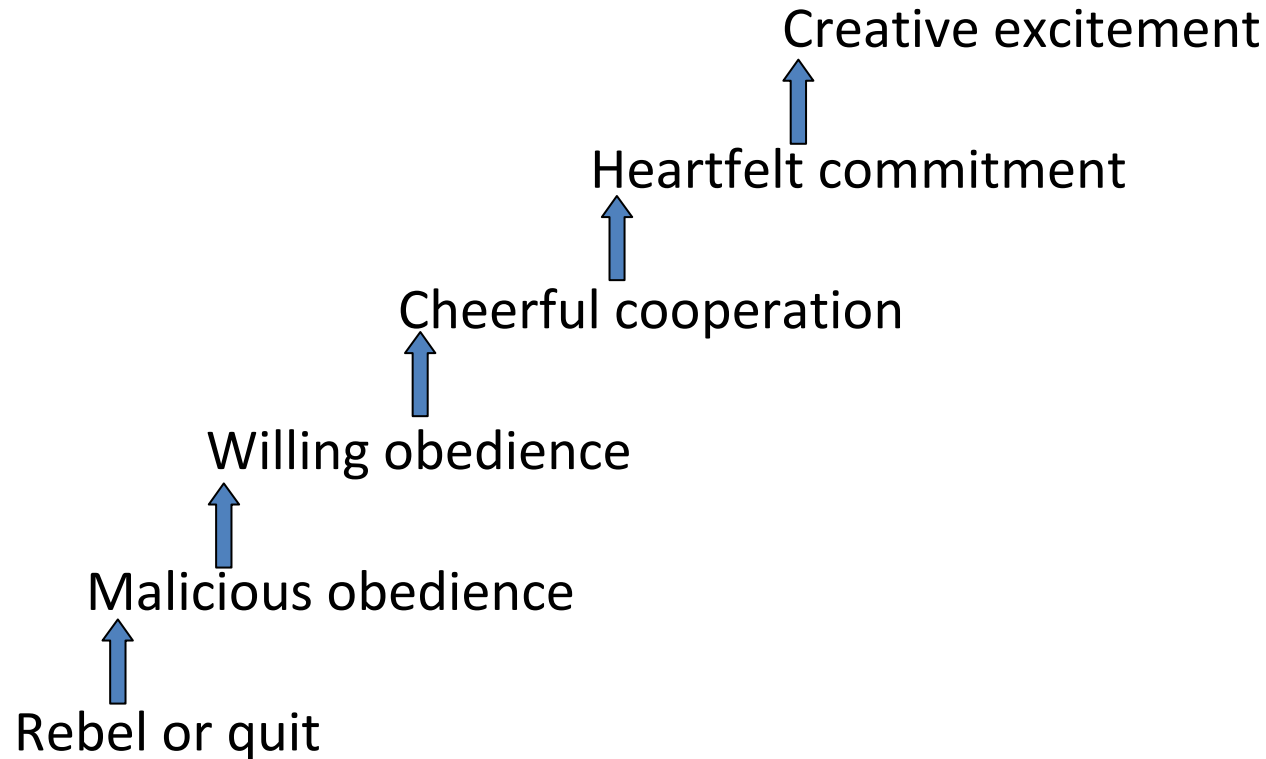
Making a difference

# WHAT STAFF WOULD LIKE

- ✓ Use me creatively
  - ✓ Treat me kindly
    - ✓ Employ me fairly
      - ✓ Give me meaningful and principled work

**Question: what are the forces in a municipality that prevent a person reaching his/her full potential? Why are they there?**

# PERSONAL RESPONSE OF STAFF TO SITUATIONS



**Question: how many staff have more talent than their current jobs allow or require?**

# PERSONAL LEADERSHIP CAPACITY



# PERSONAL LEADERSHIP FOUNDATIONS

**Passion:** What are you passionate about?

**Abilities:** What are you really good at?

**Opportunity:** What do people want?

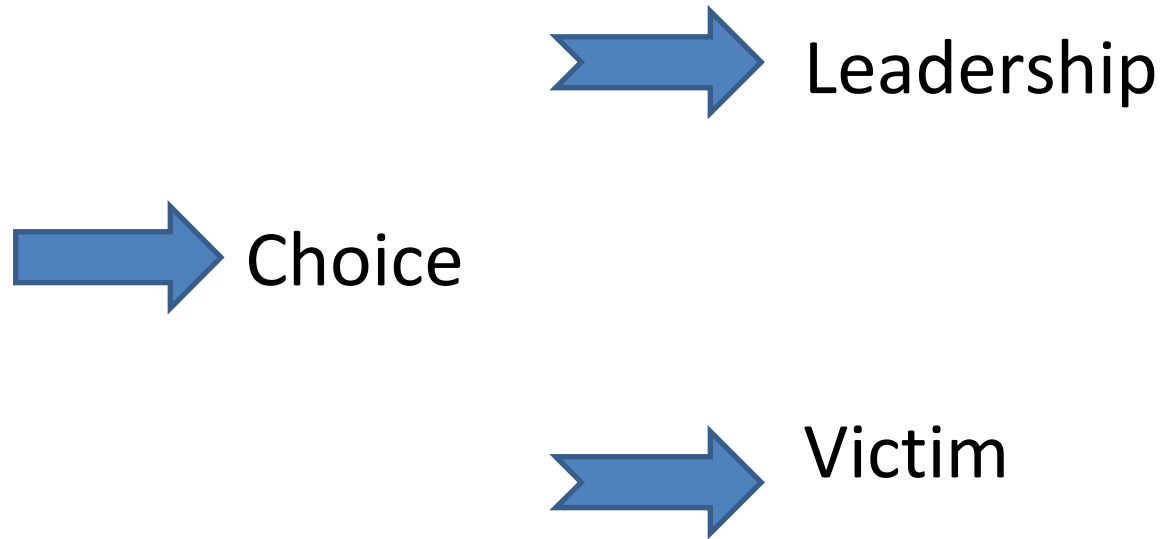
**Conscience:** What do you think is right?

**Leadership gives you your Voice**

**PART 2**

**LEADERSHIP - A MATTER  
OF CHOICE**

# RELEASING POTENTIAL

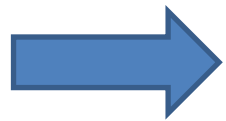


***By not choosing leadership, you allow yourself to be at the mercy of others, systems etc. You can only lead where there is freedom of choice.***

# POWER OF CHOICE



Strengthens us by creating possibilities and potential



Power to choose



Frightens us because we become responsible and accountable

# POWER OF CHOICE



Power through position



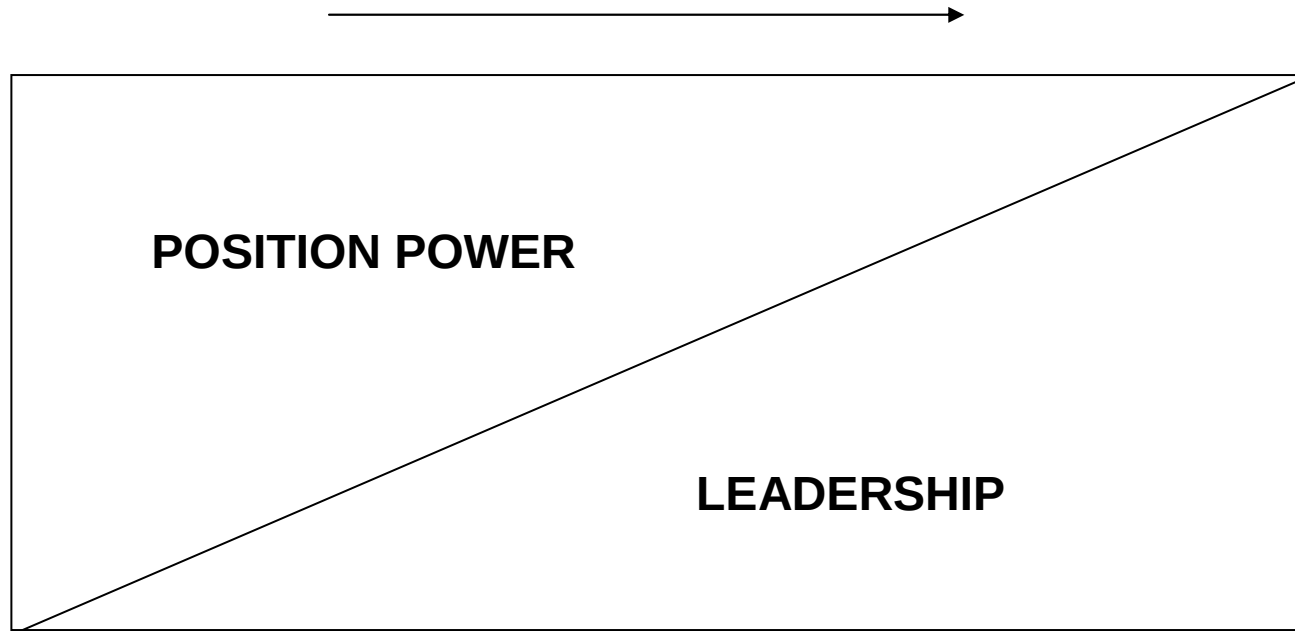
Power to choose



Power through leadership

# THE PARADOX OF POWER

*Leadership increases as position power is used less.*



# **PART 3**

## **CHANGING THE MIND-SET**

# WHAT IS THE MIND-SET?

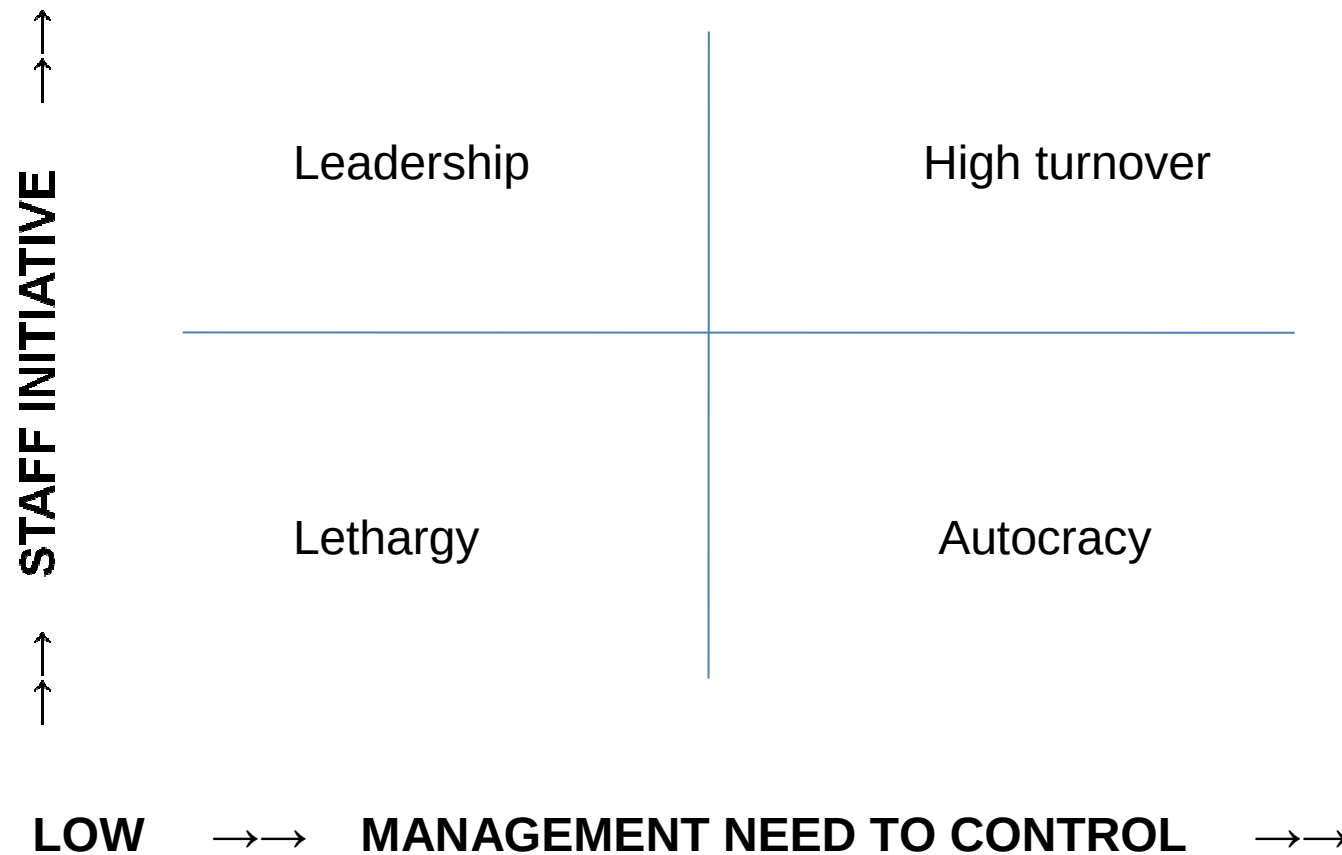
## Traditional practice:

- Managers treat people as things
- Staff accept being treated as things
- Managers focus on control

## Modern practice:

- Managers treat people as a resource
- Staff choose personal leadership
- Managers harness personal leadership

# CONSEQUENCES OF MIND-SET



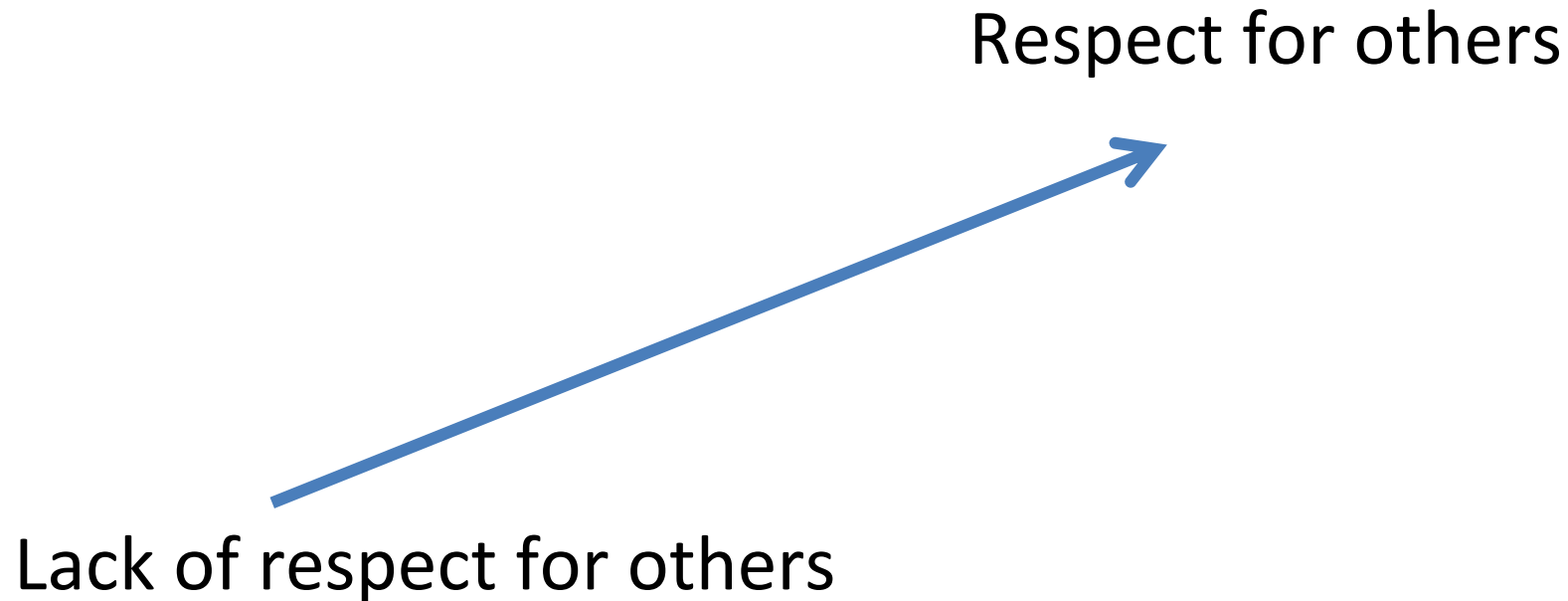
# **TRADITIONAL MIND-SET OF USING FORMAL AUTHORITY**

- Controlling
- Disempowerment
- Power of position
- Vertical communications only
- No customer care

# MIND-SET OF USING LEADERSHIP

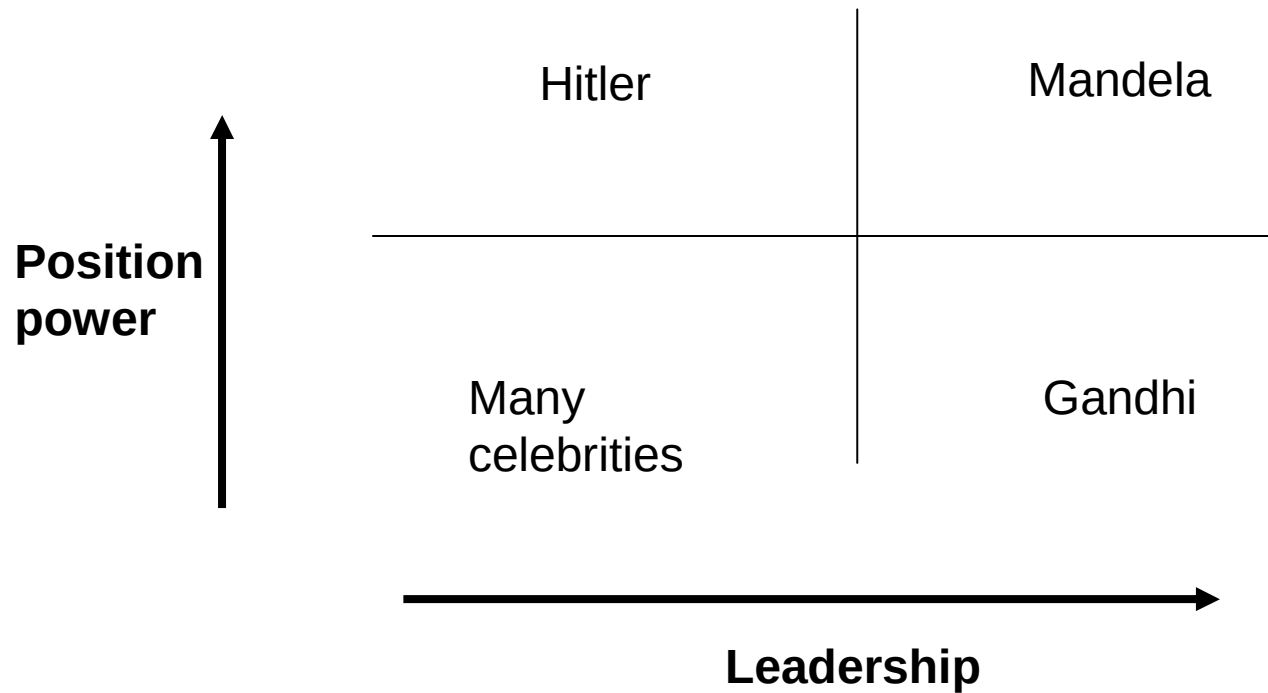
- Defines organisation boundary by values / purposes; sees traditional walls dissolving
- Builds connections based on choice, not control
- Sees each staff member as a whole person
- Creates commitment rather than dependency

# A MATTER OF RESPECT



**Question: where is your organisation culture on this spectrum?**

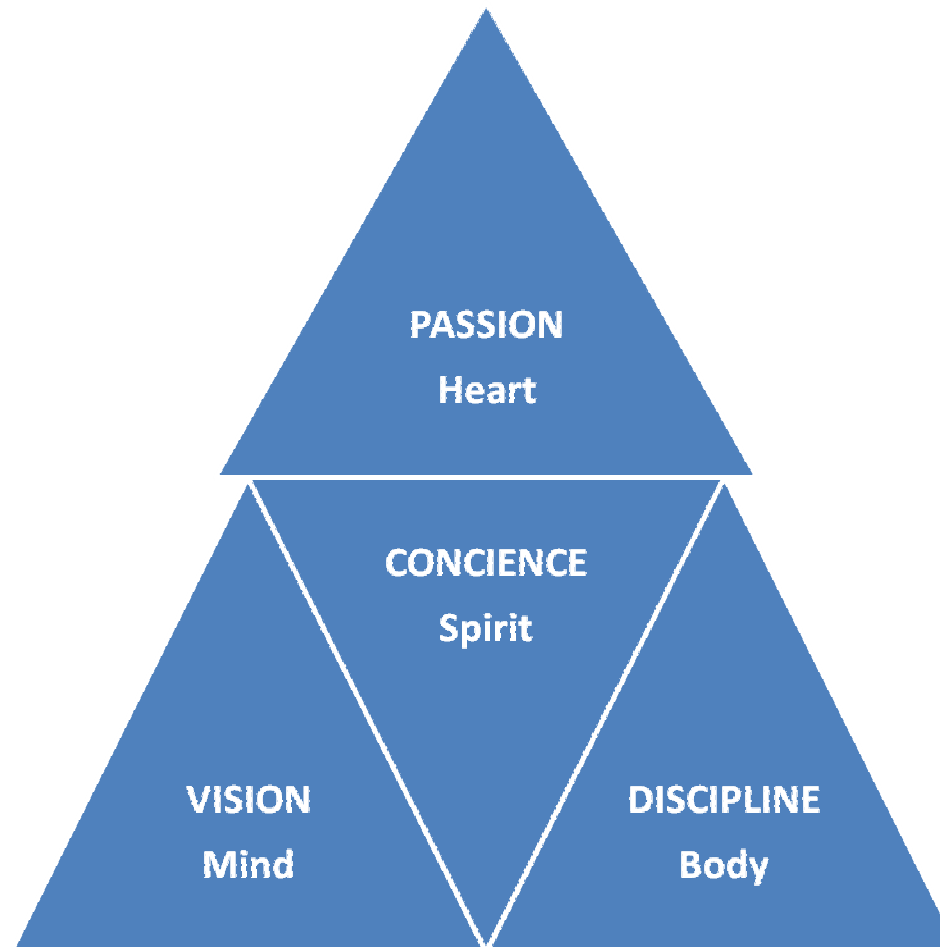
# THE POWER GRID



# **PART 4**

## **PERSONAL POWER**

# SOURCE OF PERSONAL POWER



# USING PERSONAL POWER

- Conscience** – why you are seeking to achieve
- Vision** – what you are seeking to achieve
- Discipline** – how you are seeking to achieve
- Passion** – creates the strength to achieve

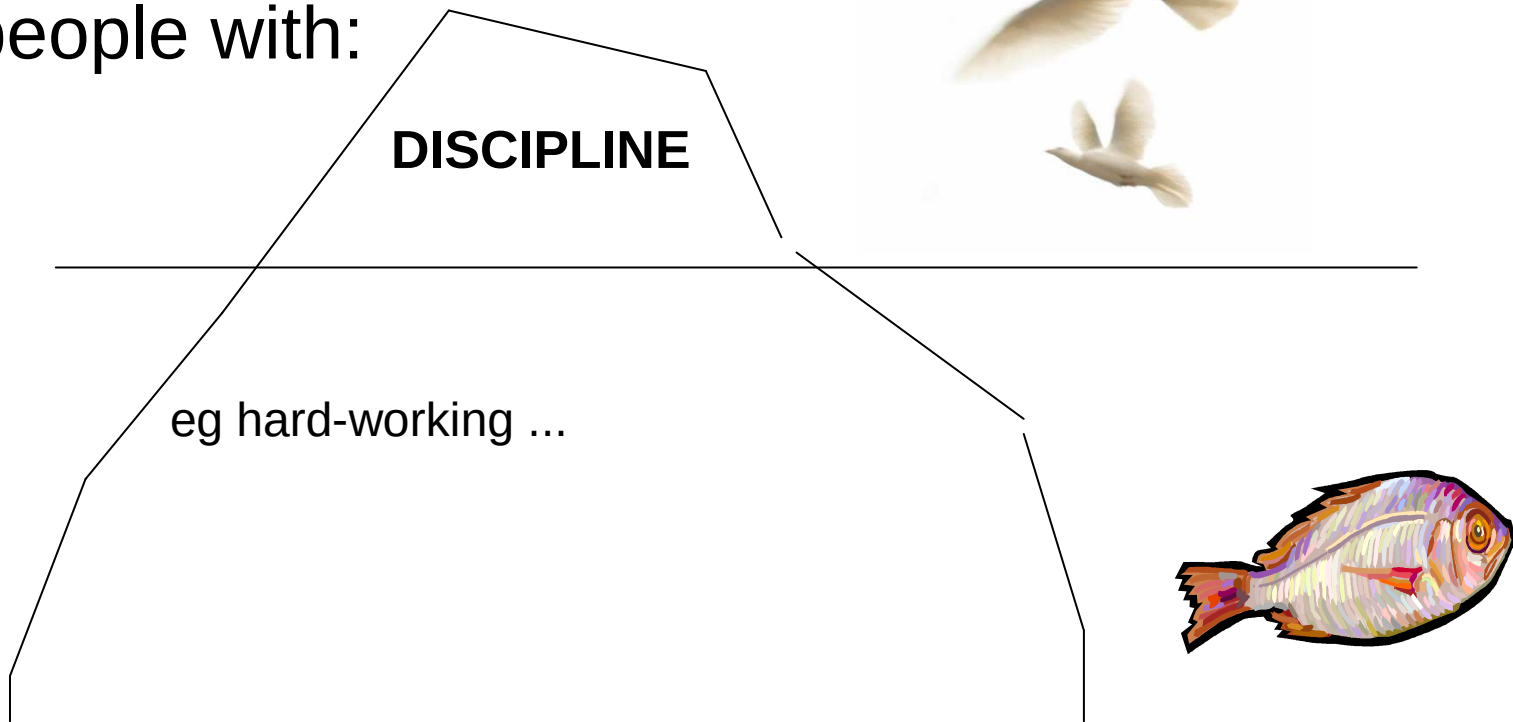
# ICEBERG OF PERSONAL POWER - 1

Characteristics  
of people with:



# ICEBERG OF PERSONAL POWER - 2

Characteristics  
of people with:



# ICEBERG OF PERSONAL POWER - 3

Characteristics  
of people with:

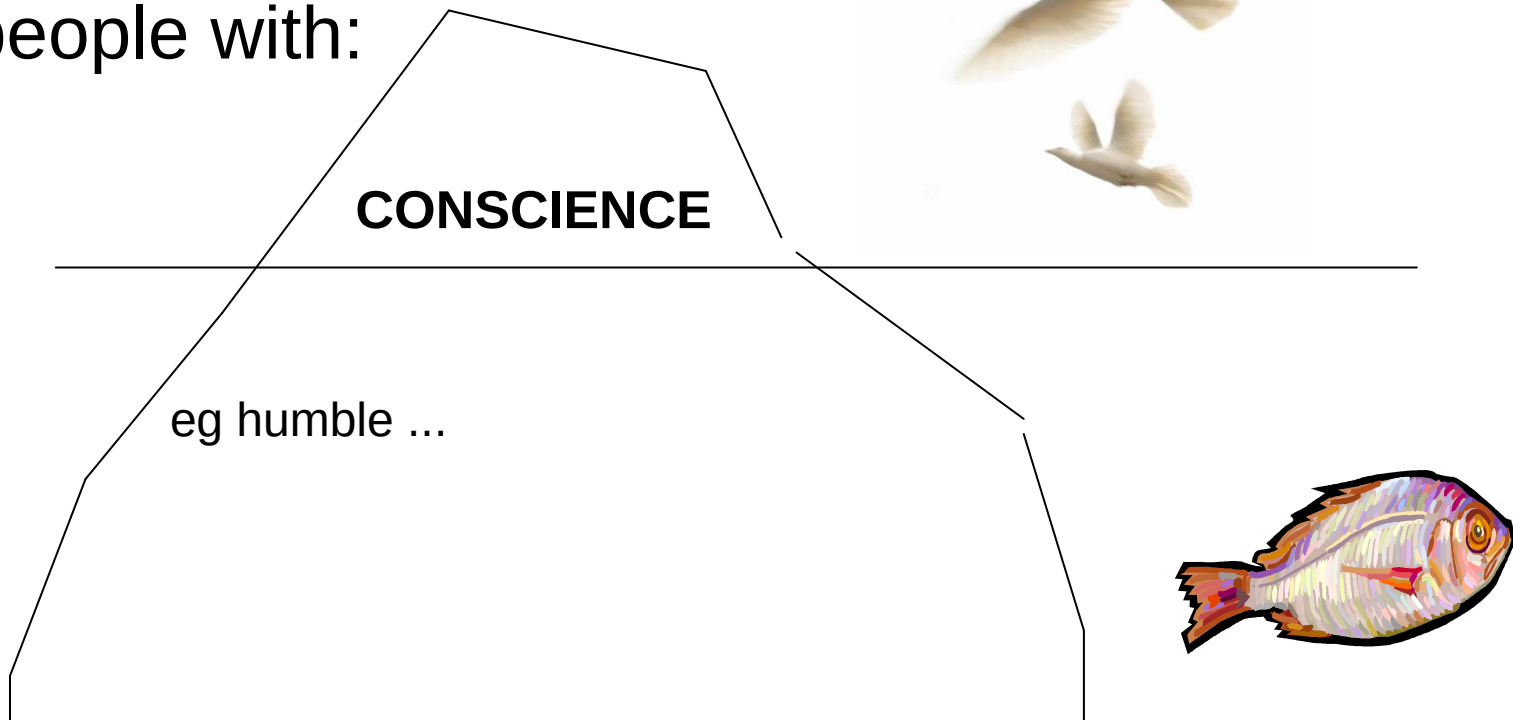
**PASSION**

eg fearless ...



# ICEBERG OF PERSONAL POWER - 4

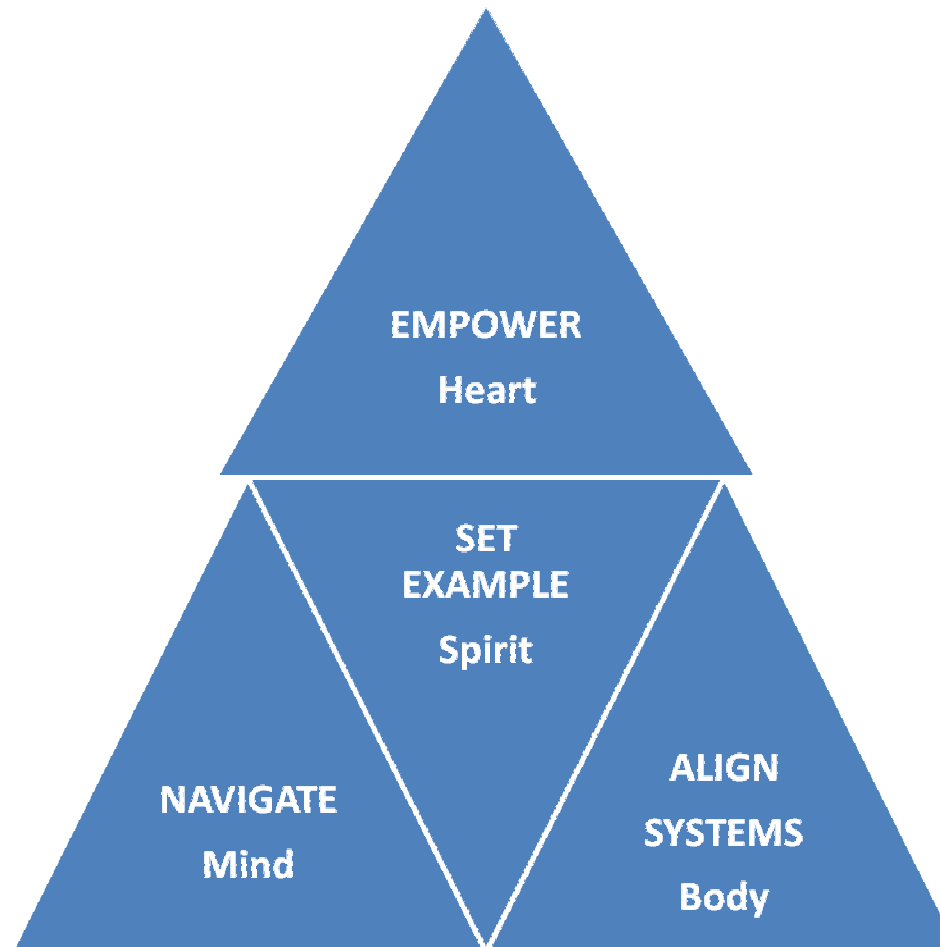
Characteristics  
of people with:



**PART 5**

**BEING PERSONALLY  
EFFECTIVE**

# LEADERSHIP ROLES



# LEADERSHIP STARTS WITH PRINCIPLES

- Fairness
- Kindness
- Respect
- Honesty
- Integrity
- Service
- Contribution
- Trust
- Value of promise

***Do the values of your municipality reflect universal principles?***

# LEADERSHIP BELIEFS

- People can manage high levels of personal responsibility.
- Win-win attitudes allow all sides to gain.
- Value differences; harness mutual strengths; each has something to offer.
- Focus on the whole person.
- Seek excellence.
- Do not let artificial boundaries become a constraint.

# FROM LEADING SELF TO LEADING OTHERS

## Leading self

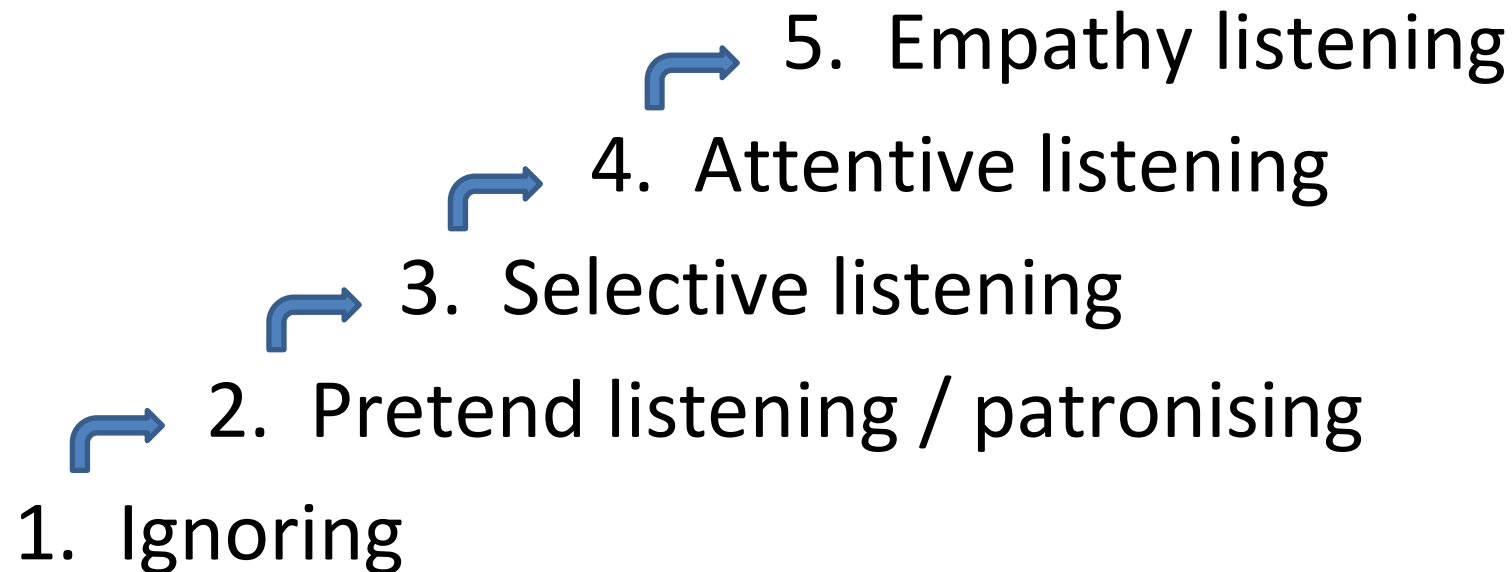
1. Show integrity
2. Build trust
3. Take initiative
4. Search for win-win

## Leading others

1. Develop shared vision, values, strategy
2. Empower others
3. Align the organisation

# LISTENING CONTINUUM

*Only level 5 is about listening within the other's frame of reference.*

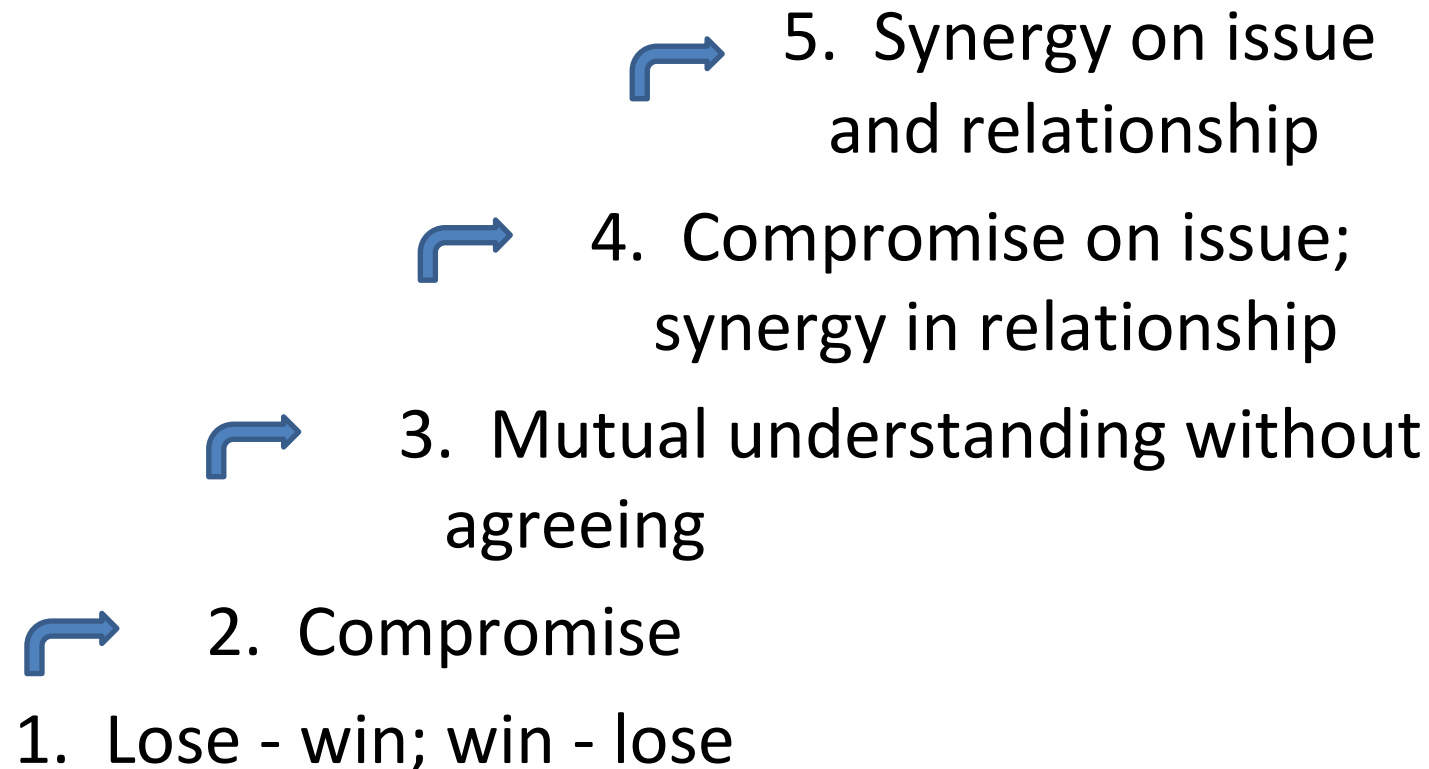


# UNDERSTAND LISTENING

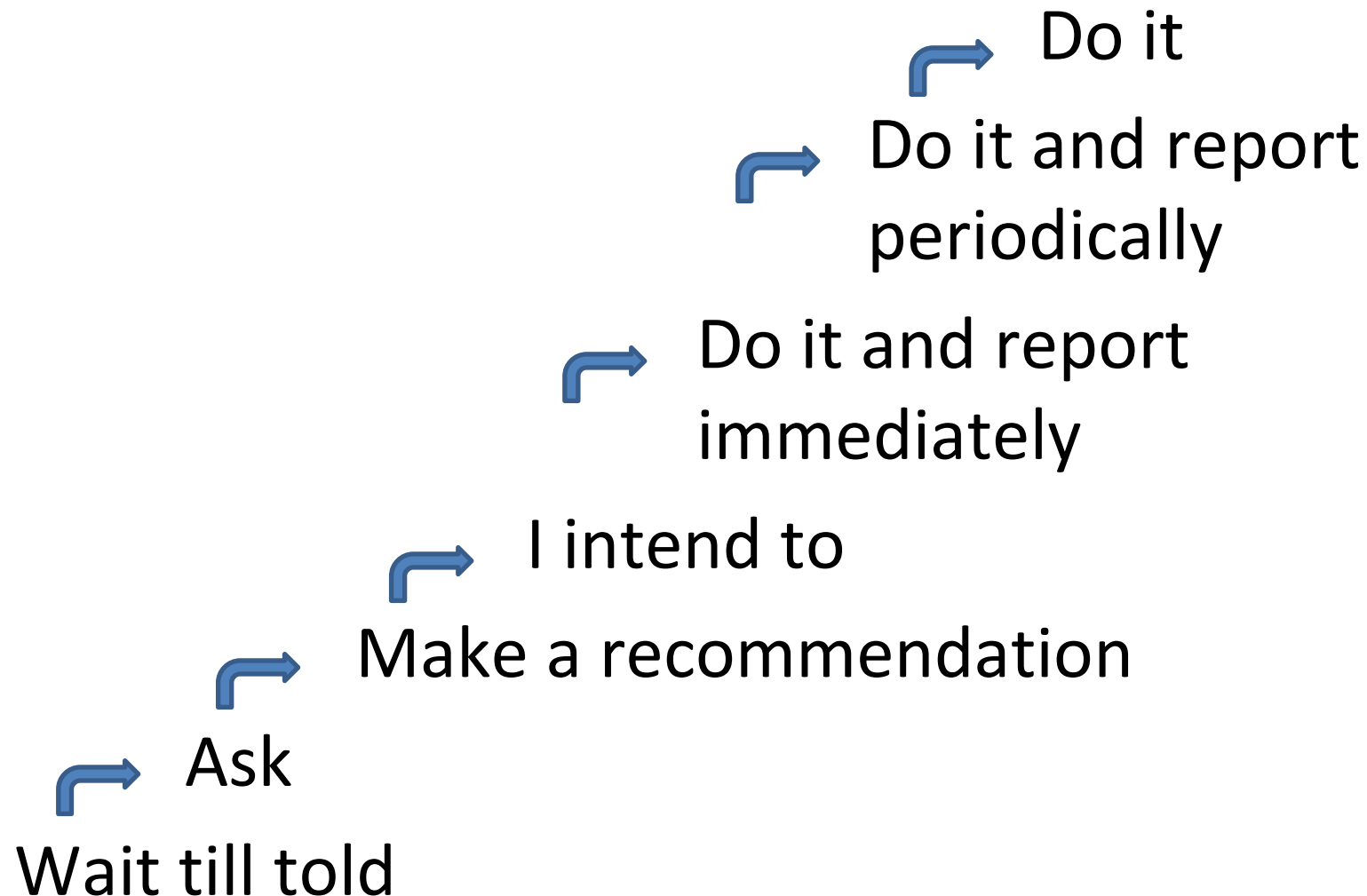
- Be sincerely open to hearing what the other thinks and why.
- Be aware that previous experience conditions the way you hear something.
- There is more than one way of interpreting; does your position give you the right to be right?
- It is easy to invest emotion in your interpretation; it is hard to disinvest.

# SOLUTIONS CONTINUUM

*Levels 1-2 are about transaction; levels 3-5 begin transformation.*

- 
1. Lose - win; win - lose
  -  2. Compromise
  -  3. Mutual understanding without agreeing
  -  4. Compromise on issue; synergy in relationship
  -  5. Synergy on issue and relationship

# INITIATIVE CONTINUUM



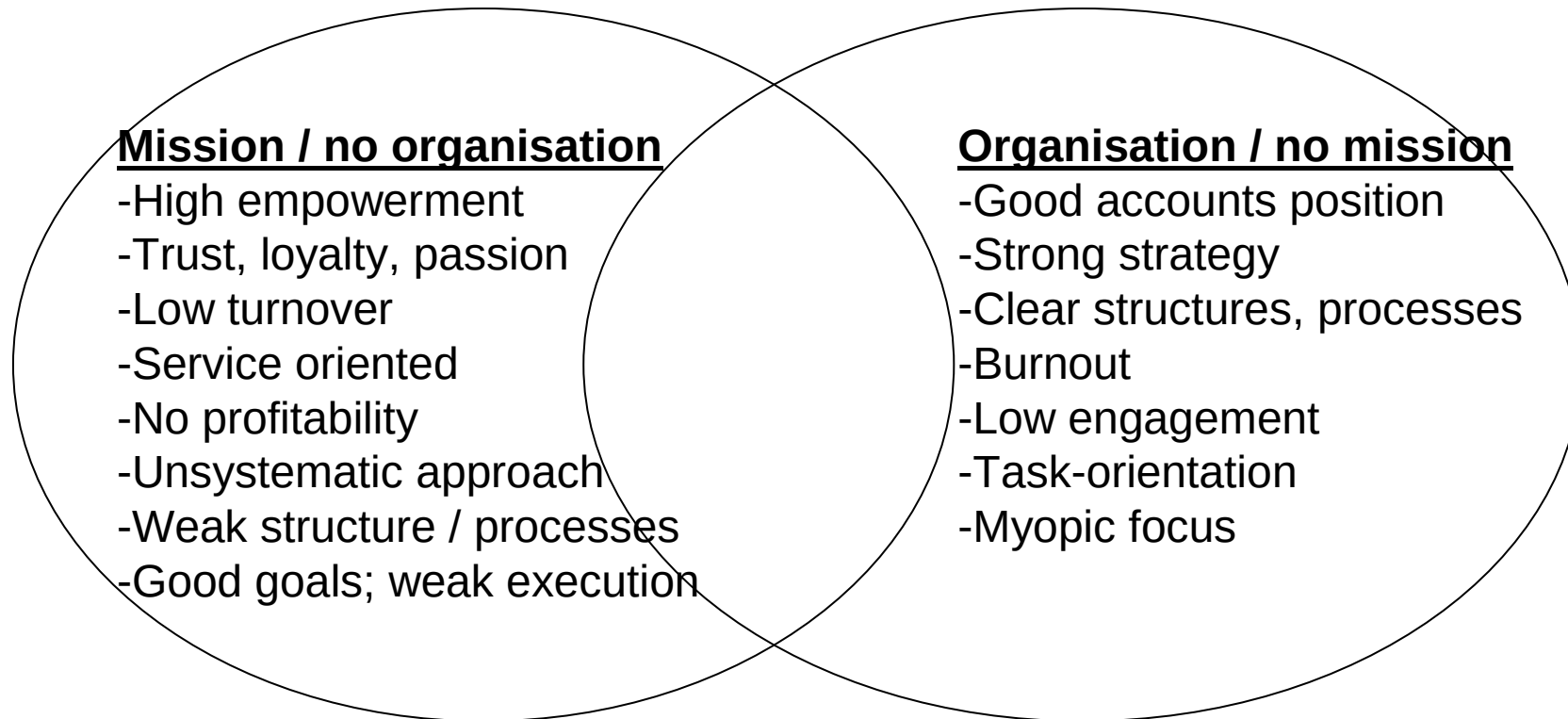
# LEADERSHIP ACTION

1. Take initiative (personal responsibility)
2. Begin with the end (vision)
3. Set priorities (action-oriented)
4. Understand each other (mutual respect)
5. Harness energies (mutual understanding)
6. Help all sides win (enough for all)

# **PART 6**

## **FOCUS ON EFFECTIVENESS**

# FOCUS ON BOTH MISSION AND ORGANISATION



# EVIDENCE OF WEAKNESS

- Clarity: - do not know strategy
- Commitment: - no buy-in
- Translation: - don't know how to implement
- Enabling: - structures, processes not aligned
- Synergy: - no teamwork
- Accountability: - no holding each other to account

# 3 PILLARS OF EXCELLENCE

