

efficiency | quality | accountability

Elected Members Masterclass

28th May 2010

Improving Personal Leadership Skills

(1) What is Leadership ?

Mark McAteer

The Improvement Service

efficiency | quality | accountability

The Purpose of The Masterclass Series

- To allow elected members to engage directly with the IS on issues relevant to local government
- To allow elected members from different councils to engage in debate & learning with one another

Why Does Political Leadership Matter ?

- Financial retrenchment : -12% over the next spending review period; tough choices required
- Outcomes the 'why' of public service delivery raises political challenges :
 - what matters most ?
 - what do we want our community/ communities to look like ?
 - what is the balance between the 'state'/ individual/ family/ & community ?
- What service delivery models do we need going forward
- Securing greater public engagement & co-production

The Great Leader Version of the World

- Leadership as explanation
- The leader as pivotal factor

BUT

- Historical events - military victories, political revolutions, religious revivals or revolutions

What Is Leadership?

"My definition of a leader . . . is someone who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it." (Harry S. Truman)

"Leadership is the ability of a superior to influence the behaviour of a subordinate or group and persuade them to follow a particular course of action." (Chester Bernard)

"The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet." (Theodore M. Hesburgh)

"A leader is a dealer in hope." (Napoleon Bonaparte)

"A leader shapes and shares a vision which gives point to the work of others."
(Charles Handy)

efficiency | quality | accountability

Typically Asserted Leadership Characteristics/ Traits

Foresight

Fortitude

Strength

Commitment

Consistency

Self-Confidence

Dominance

Vision

Fairness

Judgement

Decisiveness

Intelligence

Will

Trait Theory assumes leaders are born not made – inherited, not learned, characteristics

- Long list
- Often contradictory
- No relevance to situation
- Ignores supporting factors
- Different traits often equally effective

The trouble with this is that it ignores the 'supporting cast'
Leadership is typically linked to *hierarchy*

- Superiors & inferiors
- Superordinates & subordinates
- Hierarchy as an idea is deeply ingrained in some cultures
- Leading to strange behaviour

Leadership is also typically linked to *power*

- Controlling resources, decisions & people
- Ideas; shaping thinking

efficiency | quality | accountability

Leadership

Hierarchy

Followers

Power

Ideas

But Views about leadership have changed across time:

- Leaders are born not made
 - *traits/ selection of right leader critical*

- Focus on behaviour
 - *what a leader does is more important*

Behavioural Theories

- Leadership flows from **roles** we play in organisations/ situations
- Leaders draw on certain styles/ acting to play these roles
- Leadership is about how people act/ behave
- Leaders are not confined by personality traits – we can learn & behave differently

efficiency | quality | accountability

Leadership: Behaviour/ Style

Communicating

Discussing

Participating

Persuading

Informing

Supporting

Helping

Involving

Ohio Leadership Studies

- Purpose was to understand leadership behaviours that support delivery of organisational goals

Two dimensions of Leadership :

Initiating - concerned with task

Leader more concerned with the job - relationship directive, critical of poor work, pressure to perform

Consideration - concerned with people/ relations

Leader concerned with subordinates' feelings & respects their ideas- relationship is friendly, supportive, consultative

Ohio Leadership Studies.....But

- Evidence shows relationship between individual leader's behaviour & group/ organisation performance is weak

Things that matter...

- Social status of employee
- The technological base of the organisation
- Employee's expectations of leadership style
- Employees psychological rewards of working with particular leadership types

Need to look at **situations** in which relations occur

Contingency Theories

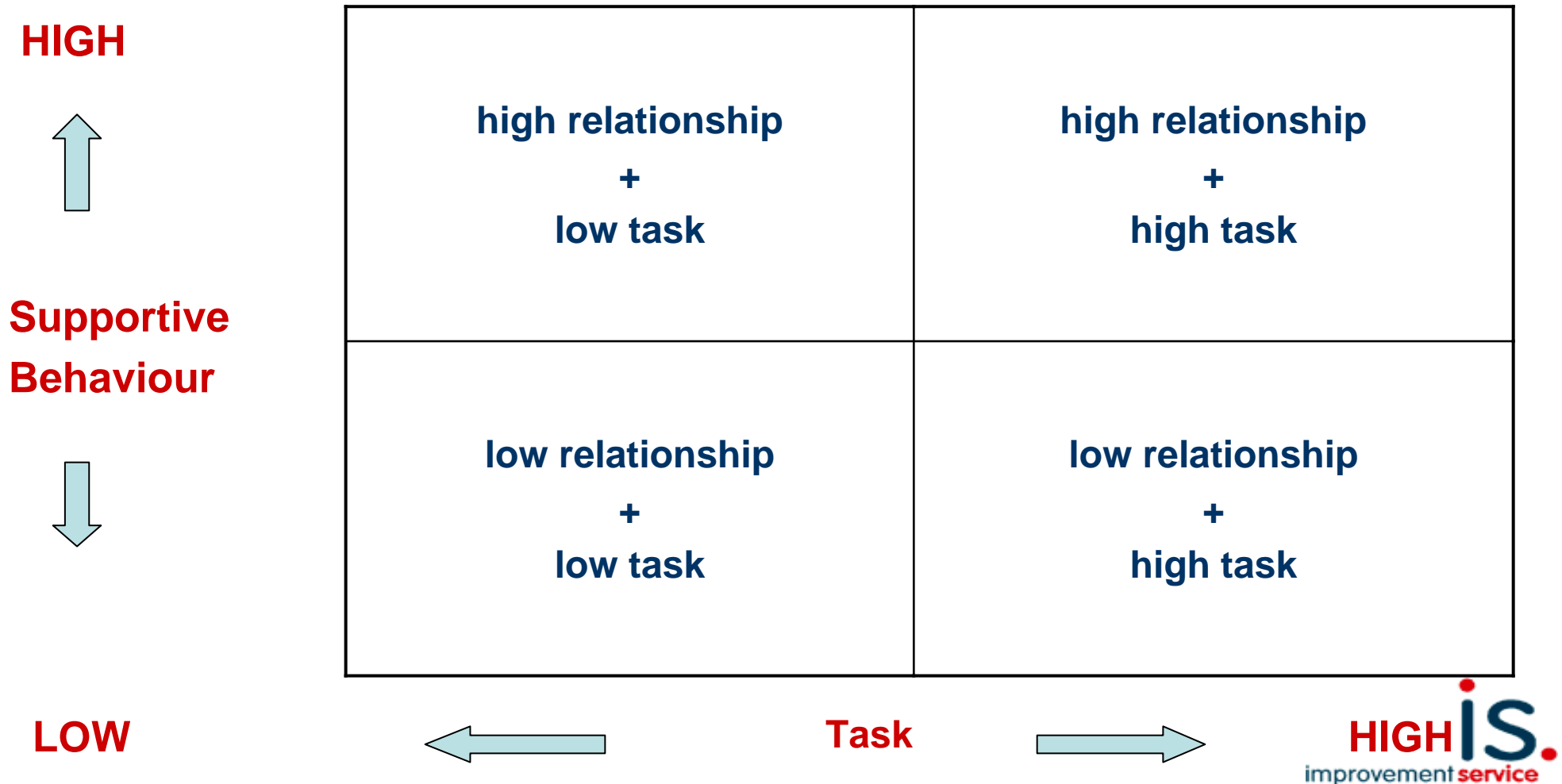
Need to understand

- The power of the leader
- The structure of the task
- The quality of the relationship between the leader & members of the team
- The pressures within/ around the organisation
- Organisational cultures

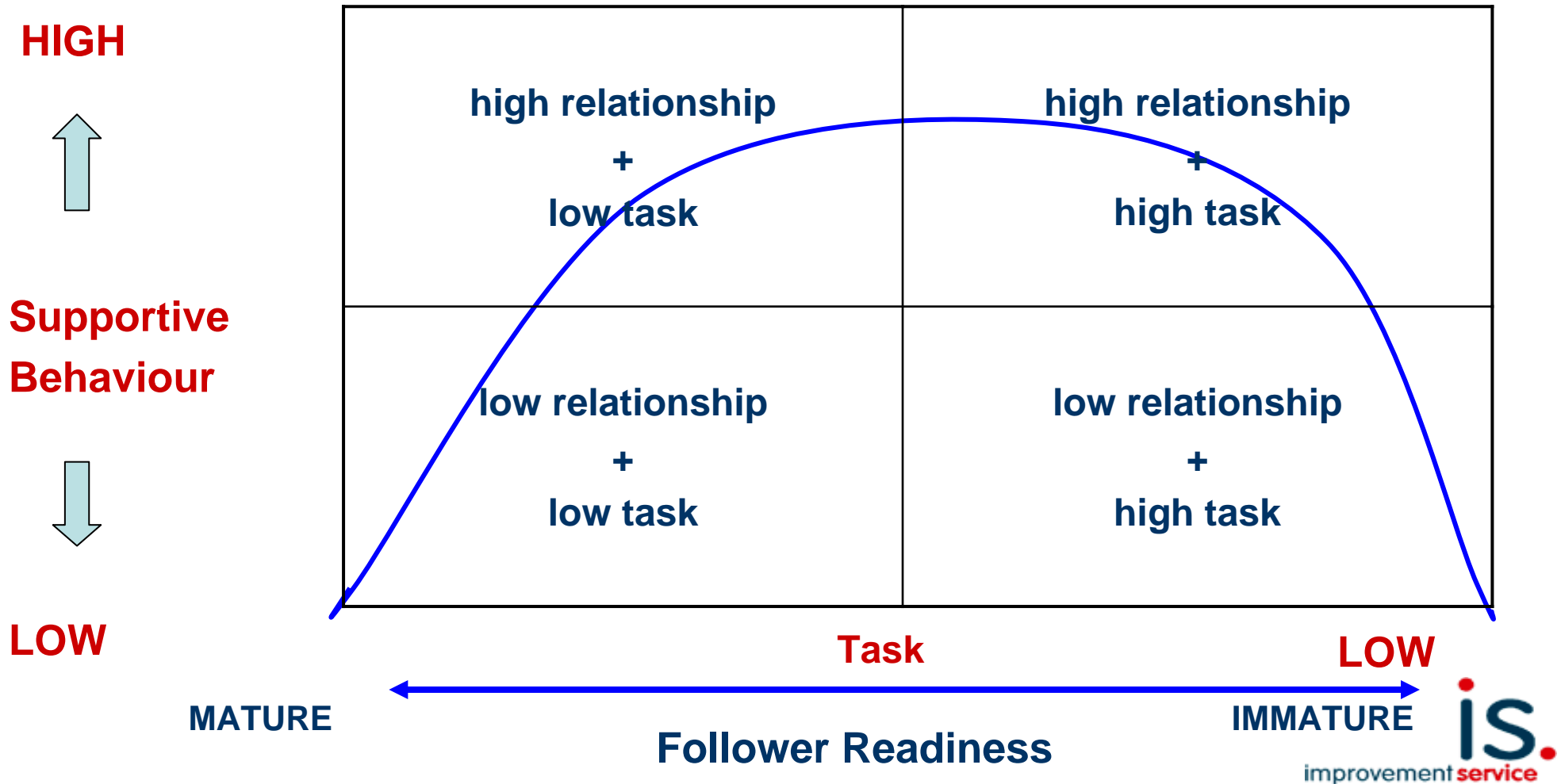
Hersey & Blanchard

- Need to get the balance between coercion & supportive behaviours in different circumstances
- **Task** - the extent of the need to spell out to followers what to do/ where to do it/ when to do it/ how to do it – close supervision of employee's behaviours
- **Relationship** – extent to which leader listen/ provide support/ encouragement/ involve subordinates in decision making
- **Followers readiness** – ability & willingness of subordinates to perform tasks

HERSEY & BLANCHARD



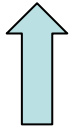
HERSEY & BLANCHARD



efficiency | quality | accountability

HERSEY & BLANCHARD

HIGH



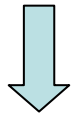
**Supportive
Behaviour**

PARTICIPATING

high relationship
+
low task

SELLING

high relationship
+
high task



LOW

DELEGATING

low relationship
+
low task

TELLING

low relationship
+
high task

Task

Key Points

- When situation is really good, R.O. is not needed
- When situation is really bad, R.O. won't help
- R.O. useful in the middle range

So Think About....

Diagnosis

- What kind of situation am I in?
- What are the key factors impacting on the situation/ people?
- How is the situation likely to develop?

Adaptability

- What is the best way of dealing with the situation as diagnosed?
 - Tell?
 - Sell?
 - Discuss?
 - Leave it to them?
 - they know what to do
 - they know better than me what to do
 - they have to learn and this is a good opportunity

efficiency | quality | accountability

Elected Members Masterclass

28th May 2010

Improving Personal Leadership Skills

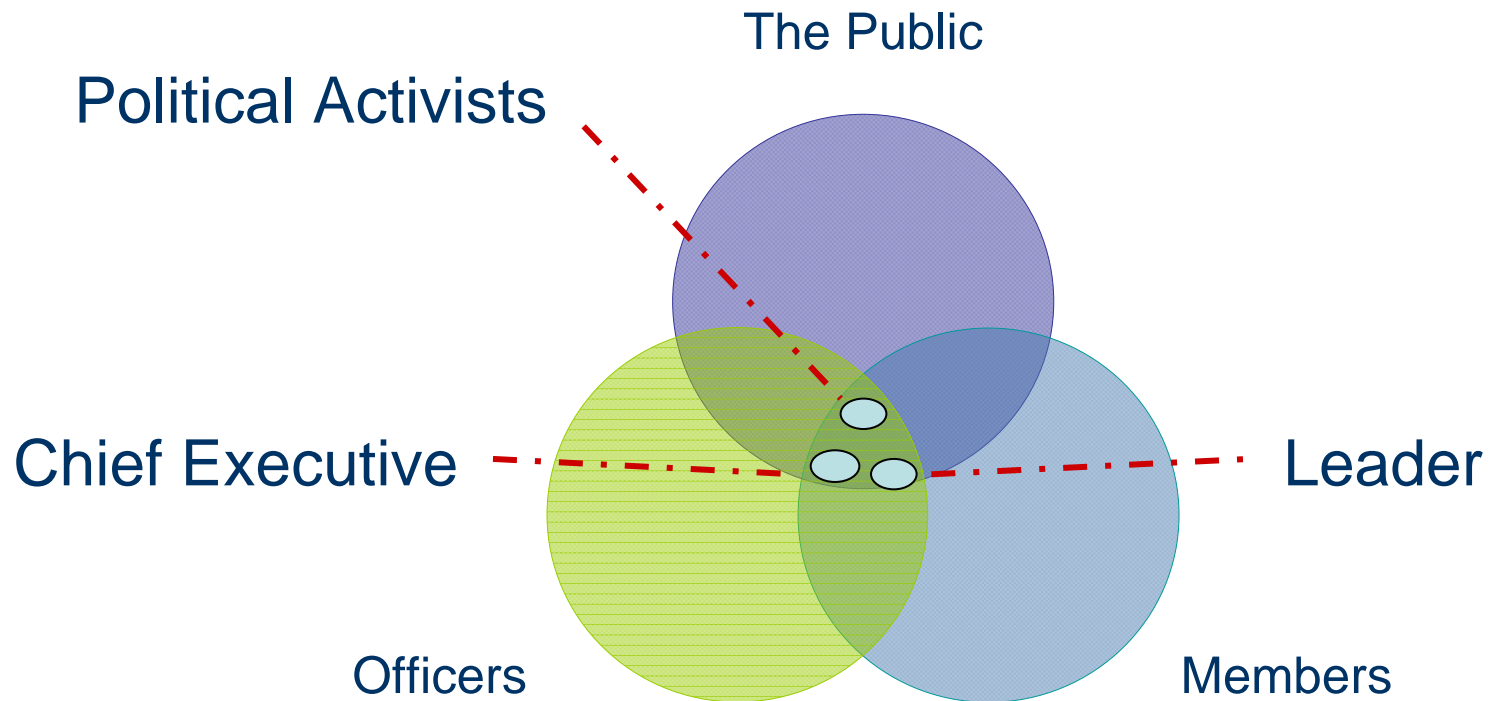
(2) Is Political Leadership Different ?

Mark McAteer

The Improvement Service

efficiency | quality | accountability

Political / Management Interface



Interdependence & Restrictions on 'Power'

Political Leadership Roles

- Maintain support – party group/ leading members/ officers...
- Developing strategic policy direction – overall outcome framework for authority / CPP
- Leader of & within community – contacts with wide range individuals/ organisations to further strategic agendas/ respond to issues
- Tasks – ensuring outcomes; policies & priorities are delivered

Key Political Leadership Role: Defining 'Public Value'

- Identifying & delivering the value of:
 - Publicness
 - Outcome focused
 - Localness
 - Democratic accountability

- All these need to be linked

That Means...

- Analysis: thinking matters through rigorously: challenge status quo; define the problems & solution
- Narrative: developing coherent, tellable stories for alternative approach
- Authorisation & mobilisation: getting stakeholders on board
- Lead from purpose : drive outcomes

All need political leadership

2 Examples

- Subsidised leisure provision
- Centralisation of education

Leisure

- Why public and subsidised? Why local?
- Market failure; inclusion; health improvement; local culture & preferences
- Options matrix – in house; trust; outsource; joint venture...
- Performance matrix – cost per use/ who uses/ how often/ what do they do
- Narrative & authorisation: what do you want leisure services to achieve & does it deliver

Education

- No challenge on 'public': human rights; opportunity; collective gain
- But: what added value of local & democratically accountable
- Delivery options: integrated children's services; learning communities; independent academies....
- Shared capacity: assisted support for learning; curriculum development; procurement
- Performance matrix: costs & benefits (for whom)
- Narrative & authorisation: rights; culture & diversity; responsiveness & local accountability

Political Leadership - Vision & Value Driven Behaviour

- Holistic → in the round
- Proactive → think ahead; scan
- Open minded → range of options
- Consultative → involve everyone concerned
- Action Focused → outcome is the point
- Constrained → cost & priorities

Leadership **style** is contingent

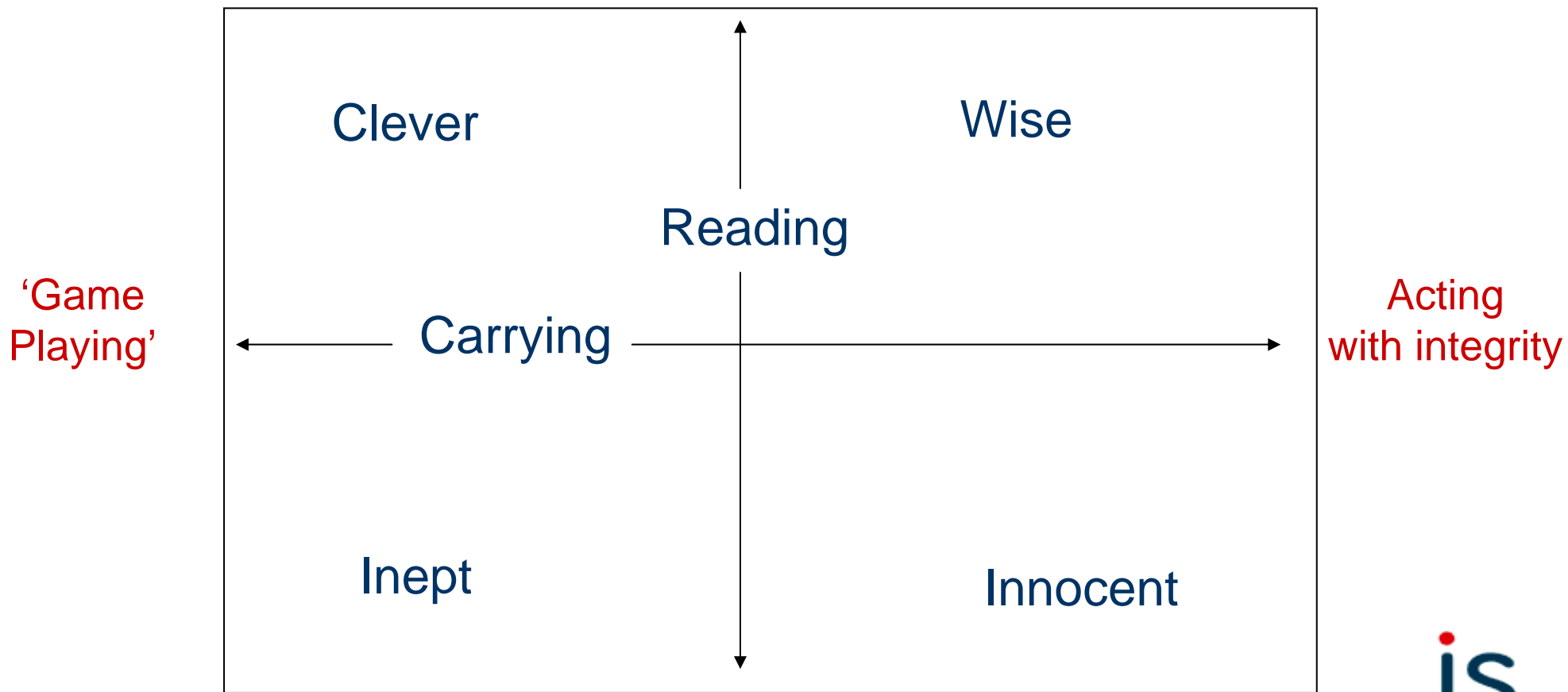
Key Points

- Only politicians can lead these types of debates
- Key leadership role: promotion; defensive; developmental options
- Blending evidence, analysis & values
- Leadership as
 - Shaping how people make sense of.....
 - Shaping context & agenda for....

efficiency | quality | accountability

Leading in a Political Environment

Politically aware



Politically unaware

End Points

- Leading in a complex arena requires complex set of skills
- Balancing differing interests & dealing with multiple decision making points
- Key skill is ability to 'read' political situations & carry others with you – political 'nous'