

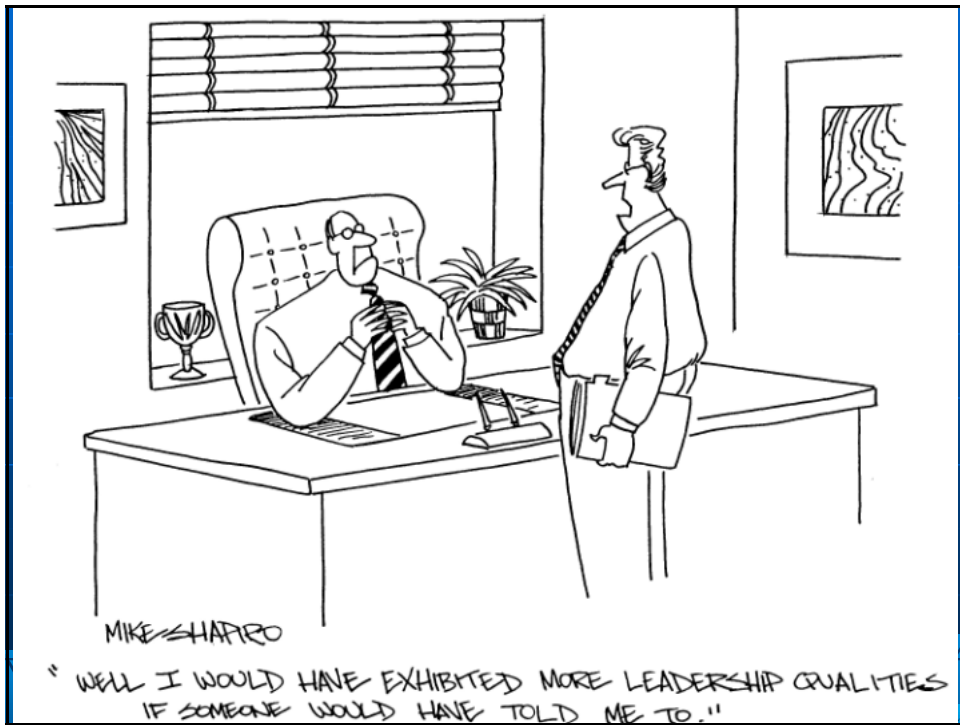
What Leadership for the Public Service?

An International Perspective

Maria Maguire

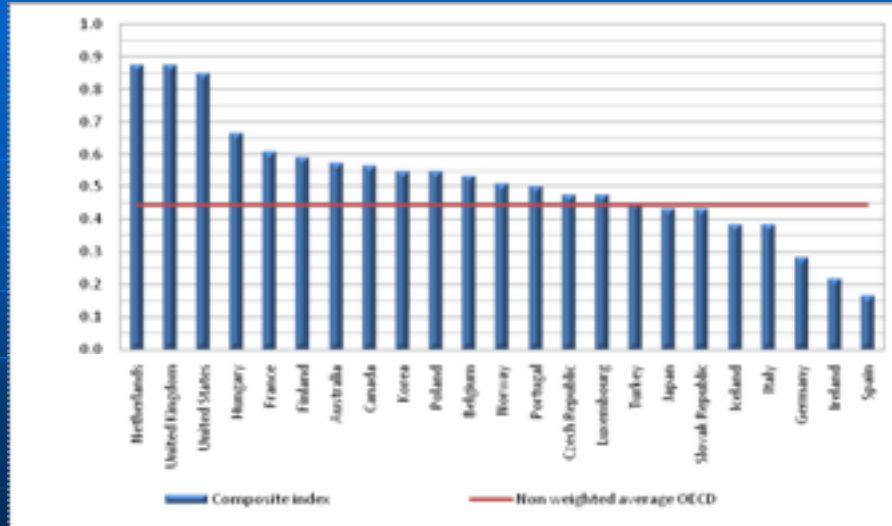
Conference on Leadership in the Public Service
Centre for Innovation & Structural Change
NUI Galway, 8th April 2011

leadership
values
organisational culture



"We need political leaders and senior civil servants who truly understand what Ireland must do."

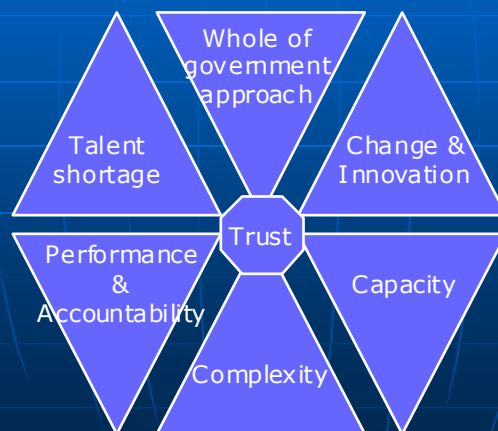
Institutionalisation of senior public service group



Source: Survey on Strategic Human Resources Management in Government, OECD, 2006, and GOV (OECD) estimates (missing data estimated by mean replacement).

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Focus on leadership driven by multiple factors



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- Systematic, strategic, ambitious approaches
- Increasing use of formal senior executive service systems/senior leadership groups
- An overall view of government-wide leadership requirements and available leadership talent
- New approaches to identifying, developing and selecting leaders

Public service renewal and future capacity

- Initiatives driven by need for public sector renewal and building capacity for the future
- A way for senior public servants to engage with political leaders in new ways
- Enables public servants to provide networked corporate leadership
- Joint problem solving

1. Leadership Strategy

- Run from the top & highly visible
- Strengthen current capability & ensure future needs are met
- Integrated policies and processes aim to create a common leadership culture
- Institutionalised SES or identifiable senior group
- Leadership capabilities defined and used as the cornerstone
- Strategic career planning and leadership development
- Constantly reviewing and improving

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New Zealand's Senior Leadership Strategy

- Focused on chief executives and other senior roles with significant impact
- Led by the State Services Commissioner
- Whole of government approach
- Aims to improve the quality, quantity and diversity of the senior leadership pool
- A standard leadership capability profile linked to executive leadership programme
- Long-term focus on identifying and developing leadership talent

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U.K. Senior leadership strategy

- Senior Leadership Committee led by the Head of the Civil Service
- Leadership framework defines what's expected of senior leaders
- Corporate leadership group –Top 200
- Focus on selection, succession planning & talent management, developing leadership skills
- Assessing the strength of Departmental top teams

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U.K. Senior leadership strategy

- Leadership Framework
- Measuring progress – Senior Civil Service Survey
- Civil Service Capability Group responsible for corporate development of:
 - Permanent Secretaries
 - Directors General
 - Directors
 - Members of the High Potential Development Scheme
- High Potential Development Scheme
- Diversity objectives
- Senior Women's Network
- Corporate leadership induction course

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2. Leadership capabilities

- Systematic identification of required capabilities
- Sets the standard, reinforces the desired culture
- Underpins key processes:
 - Selection
 - Succession planning
 - Identification of potential leaders
 - Leadership development
 - Performance management
 - Assessment of department/agency capabilities
- Well researched and validated
- Inclusive process involving external and internal stakeholders in developing the capability profile

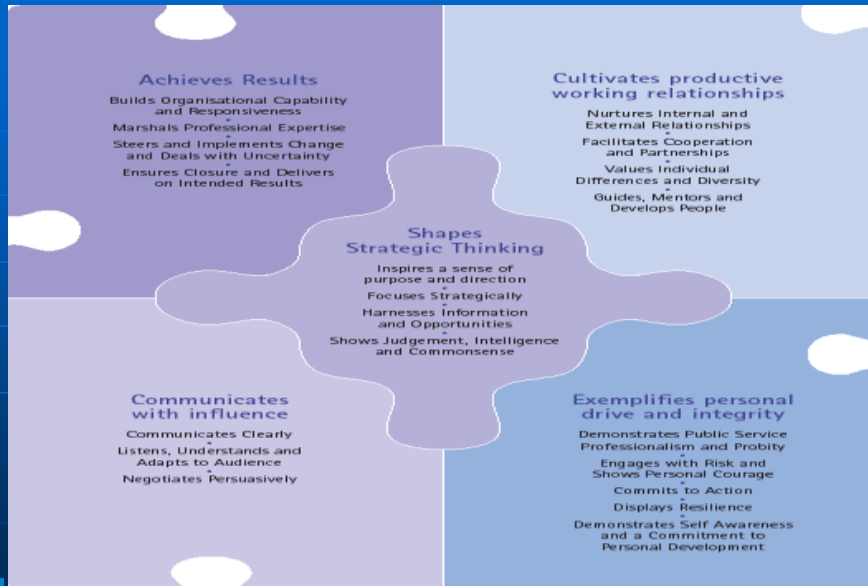
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Typical elements

- Role model for core values
- Delivers results
- Interpersonal skills
- Drive & courage
- Strategic
- Innovative
- Self-aware, open to learning

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Australian Public Service Senior Leadership Capability Framework



Source: Australian Public Service Commission

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Canadian Public Service Key Leadership Competencies

Values and ethics	Serving with integrity and respect
Strategic thinking	Innovating through analysis and ideas
Engagement	Mobilizing people, organizations, partners
Management excellence	Delivering through action management, people management, financial management

Source: Treasury Board of Canada Secretariat

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New Zealand: Expectations of public sector leadership

- Leaders who have confidence and courage
- Prepared to work differently
- Committed to innovation
- Challenge the *status quo*
- Take responsibility for joined up solutions
- New approaches to policy making bringing together public and private sector expertise to grapple with big issues

Source: Speech by Deputy Prime Minister and Minister for Finance, the Hon Bill English, 16 Nov. 2010, reprinted in Leadership Development Centre Quarterly Newsletter, Issue 35, Dec. 2010.

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New Zealand: Leadership Capability Profile

Focus on Results

Public Sector leaders manage the business & lead the change

Personal Attributes

Personal & interpersonal
 Courage
 Energy & drive
 Honour & integrity

Learning agility

Results
 Intellectual
 Change
 People

Leadership Capabilities

Strategic skills
 Operational skills
 Organisational positioning skills

Deliver Results for all New Zealanders

- Outcomes
- Org. capability
- Trusted
- Service

Whole of Government Focus

Community Focus

Source: Leadership Development Centre, New Zealand

Strengthen People, Culture, Leadership

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U.K. civil service leadership framework



Source: U.K. Civil Service website
<http://www.civilservice.gov.uk/about/leadership/developing/framework/index.aspx>

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3. Developing leaders

- An integrated, strategic approach
- Consistent with leadership capability profile
- Service-wide approaches to identify and develop diverse talent
- Multi-faceted leadership development
- Development an ongoing process even at the most senior levels

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Some examples

- **Finland** – new Public Management & Leadership Development Programme set up by the Finnish Innovation Fund to create new leadership practices and new management models
- **Canada** – shift from centrally run leadership programmes to departmental programmes in 2008
- **New Zealand** – shift from decentralised to more central co-ordination in 2003 & establishment of Leadership Development Centre
- **Netherlands** – Centrally co-ordinated Learning Lines Programme and Senior Civil Service candidates programme

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4. Diversity in leadership

- A range of perspectives and experience needed at the top
- Diverse backgrounds an important element for innovation
- Public service representative of more diverse society
- Diversity a key part of leadership strategies
- U.K. recently reached gender parity in Permanent Secretary roles

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5. The challenge of innovation

- Creating the conditions that allow innovation to flourish is difficult
- Especially in the public service
- Inhibitors of innovation: a bureaucratic, hierarchical, fearful environment (McKinsey)

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Leadership that fosters innovation - what the research shows

- Support from the top for innovation and innovators
- Leaving space for others to contribute
- Scope for experimentation – especially middle managers and frontline staff
- Listening
- External outlook
- Networking, especially outside
- Valuing different perspectives
- Open mind
- Self-awareness
- Willingness to learn from failure

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Issues

- Resistance to adopting institutional leadership models in some cultures – tall poppy syndrome
- Top level commitment & leadership missing
- Weak/absent strategic focus – the pieces don't join up
- Weak institutionalisation
- Willingness to learn from others
- Danger of losing capacity during periods of downsizing

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Thank you

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