EFFECTIVE LEADERSHIP

Building Leadership Capacity for the Public Sector

Dr. Gwendoline Williams
The word **LEADERSHIP** can refer to:

- The process of leading.
- Those entities that perform one or more acts of leading.
- The ability to affect human behavior so as to accomplish a mission designated by the leader.
Leadership is influence; without influence one cannot lead.

- Influence is the ability to get followers and influence self, others, group, organization, bigger community

“He who thinks he leads, but has no followers, is only taking a walk.”
Follow because they adore you
Follows because they trust in you
Follow because they believe in you
Follow because they like you
Follow because they HAVE TO

5: Personhood
4: People Development
3: Production
2: Permission
1: Position
Leadership development is a Systemic Process

- Emergent
- Self-organizing
- Interdependent
- Synergetic
- Evolving
LEADERSHIP QUALITIES

- **HUMILITY**: Often found in the most effective leaders
- **INTEGRITY**: Beyond the rules, Integrity inspires trust and followership
- **DECISIVENESS**: The ability to make decisions even unpopular ones
- **TAKING RISK**: The courage to act
- **EMOTIONAL RESONANCE**: The ability to inspire and motivate
- **OPENNESS**: To new ideas, leadership in others
LEADERSHIP QUALITIES

- BUILDING TEAMS: Recognize talent, build consensus, manage conflict, coach
- SELF KNOWLEDGE: In touch with and responsive to personal strengths and weakness
- PASSION: Essential for good leadership
- CONVICTION: Firm belief in what you’re doing
- DEDICATION: The time and energy to get the job done
- MAGNANIMITY: Appreciative of all effort
BASIC LEADERSHIP STYLES

- AUTOCRATIC
- BUREAUCRATIC
- LAISSEZ-FAIRE
- DEMOCRATIC
OTHER LEADERSHIP STYLES

- **TRANSFORMATIONAL**: Make change happen in self, others, group – usually charismatic, very hard to teach
- **TRANSACTIONAL**: Managerial, leaderships within the status quo
- **CREATIVE**: Inspirational, generates innovative responses
- **CORRECTIVE**: Empowering, collaborative
- **SERVANT**: Servant leaders are "servants first"
OTHER LEADERSHIP STYLES

- INTELLIGENCE: Embracing ambiguity and reframing problems as opportunities
- MULTICULTURAL: Fosters team and individual effectiveness; thrives on diversity
- PEDAGOGICAL: Enabling learning and intellectual growth of followers
- BRIDGING: Creating a climate of trust and confidence
- PURPOSEFUL: Leader and the community share a common purpose
- EVOLUTIONARY: Evolutionary thinking, sustainable practice
THE JOURNEY TO THE NEW PUBLIC MANAGEMENT AND EFFECTIVE GOVERNMENT
The Journey to a New Public Management and Effective Government

- Globally, the Public Service has been evolving with several configurations related to structure and services being tested towards a new modality of GOOD GOVERNANCE or EFFECTIVE GOVERNMENT.

- In the Caribbean, Public Sector Reform initiatives from the 1970’s continue towards a ‘new’ Public Sector Management and Effective Government.
Forces Leading to Change to the New Public Management

Technology
Structural Adjustments
New Ideology
Change in Environment
Change in Political Regime
Change in Customer Expectations

PUBLIC ADMINISTRATION

NEW PUBLIC MANAGEMENT/GOVERNANCE FOCUS
# Shifting to Governance

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<td>‘Pitch’</td>
<td>Bulwark against nepotism, cronism, patronage</td>
<td>Optimized service quality and customer responsiveness</td>
<td>Whole of Government embedded in society</td>
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Traditional Model: Government pushes out service to individual citizens

Social Eco-system Model: An accountable community pulls the help they need from Government
Expected Characteristics of the ‘New’ Public Service

- Customer and Market Driven
- Lean and Efficient
- Flexible/Responsive/Less Bureaucratic
- Integrated Technology
- Competitive
- High Performing/Organizational Excellence
Expectations of the ‘New’ Public Service Officer

The thrust to a New Public Management and Effective Government has resulted in the need for new skills, attitudes and behaviours among public officials at all levels.
Expectations of the ‘New’ Political Directorate

There are also expectations for a new political directorate, who also requires new skills and competencies to perform in the rapidly changing environment – for example, parliament representation, cabinet representation, ministerial performance, globally interaction, civil society engagement.
Requirements to Achieve the Transformation

- Leadership
- Vision/Ideation
- Customer Focus
- Strategy Alignment
- Structure and Culture Alignment
- Collaboration between the political directorate and the technical directorate
- New skills/New competencies
- Re-designed systems
- Monitoring and Evaluation/Performance Management
- Change Management
Evolutionary Leadership for the Public Service

**SHARED VISION:**
A sustainable world through living institutions

**PERSONAL MASTERY:**
Integrity from walking the talk. The embodiment of evolutionary leadership.

**EVOULTIONARY SYSTEMS THINKING:**
Understanding patterns of change and our interconnectedness

**STRATEGY:**
Applying sustainability principles and practices, creating solutions, designing living institutions

**COLLABORATION AND COMMUNICATION:**
Bringing people together, harvesting diversity, engaging in conversations that translate the vision into commitments and actions, creating evolutionary learning community
Four Pillars of Leadership for Service

- A Connected Populace
- Effective Policy
- Commitment to Excellence
- Excellent service via the four pillars of leadership

Citizen-Centered Perspective | Cohesive multi-Channelled service | Fluid Cross-government service | Proactive Communication and Education

4 Pillars of Leadership for Service
PUBLIC SECTOR TRANSFORMATION IN TRINIDAD & TOBAGO
National Strategic Development Plan (Vision 2020)

Vision 2020 Operational Plan – Results Based Management

Strategic/Managerial Response of Ministries

Ministerial Performance Management Framework (C.O.M.E Strategy)

- Competency Based Approach
- IT Integration - IHRIS
- Other HR Innovations

Strategic/Managerial Response of Ministries

Ministerial Performance Management Framework (C.O.M.E Strategy)

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Background: Vision 2020

“We are a united, resilient, productive, innovative and prosperous nation with a well-disciplined, caring fun-loving society comprising healthy, happy and well educated people and built on the enduring attributes of self reliance, respect, tolerance, equity and integrity..."
To achieve the goal of developed country status by 2020 (Vision 2020), the Government of Trinidad and Tobago has identified **Effective Government** as one of five ‘pillars’ or enablers.
Vision for Effective Government

“Trinidad and Tobago is served by an efficient, accountable, participative and transparent government that is committed to providing quality public institutions, promoting public safety and security for all citizens, cooperating with local, regional and international bodies, and ensuring justice and equality for all.”
In that regard, reform of the Public Service to customer oriented, high performing and results-driven is consideration a critical success factor to achieving Vision 2020.

“It is critical that public servants be motivated, committed to their nation, fully engaged, well trained and well led.”

(Vision 2020 National Strategic Plan)
One of the aims of Vision 2020 is to create Total Quality Public Institutions.

“Public service personnel must be well-trained, qualified, efficient and courteous individuals. Promotion, compensation and recognition should be based on performance and merit as opposed to seniority or nepotism”
Some of the Strategies for Effective Government and create Total Quality Public Institutions include:

- **Strengthen the Human Resources in the Public Service**
  - Increase the number of training programmes available to public servants
  - Improve the recruitment and selection process
  - Move to a system of meritocracy where promotion and rewards are results

- **Execute Existing Strategies and Programmes**
  - Finalize and implement the “Performance Management Framework for Ministries”
Some of the Strategies for Effective Government and create Total Quality Public Institutions include:

- **Restructure and institutionally strengthen the Public Service**
  - Reform the Service Commissions
  - Implement e-government strategies as outlined in the National ICT Plan 2003-2008
  - Revise legislation governing the public service, giving particular attention to technology changes
  - Strengthen regulatory institutions
A COMPETENCY-BASED APPROACH TO SELECTION OF CHANGE MANAGEMENT LEADERS IN THE PUBLIC SERVICE
The purpose of the project is to select **seven (7) team leaders** for teams of New Systems Facilitators (NSFs) for the:

- Ministry of Education
- Ministry of Finance
- Ministry of Health
- Ministry of National Security
- Ministry of Social Development
- Ministry of Works and Transport
- Ministry of Tourism/Small Public Agencies

The role of the NSF Team Leader is to guide, direct, and coordinate the activities and efforts of the NSFs in their designated Ministry.

The Team Leader acts as a coach/mentor to the other NSFs.

The Team Leader also acts a liaison between their Ministry and the Ministry of Public Administration to address the challenges or concerns their team members may have.
The NSF Team Leader must be able to:

- Provide leadership and vision to team and steer projects through life cycle
- Identify and analyse complex problems and recommend workable solutions
- Analyse and choose between options where solutions are not always obvious
- Devise fresh and innovative ideas/solutions to problems and adopt best practices towards public sector reform initiatives.
The NSF Team Leader must be able to:

- Develop project plans and organise work schedules.
- Plan and coordinate / facilitate workshops.
- Resolve conflict situations and negotiate agreements.
- Keep abreast of new, innovative developments and integrate them into day-to-day work.
- Adapt to rapidly changing needs and priorities without losing sight of overall plans, priorities and objectives.
The project was implemented in four (4) phases:

PHASE I
Preparation & Administrative Design

PHASE II
Screening & Preparation for Selection Activities

PHASE III
Execution of Selection Activities

PHASE IV
Reporting & Exit
Phase I: Preparation and Administrative Design

- Document Study
- Stakeholder Meetings
- Development of Critical Leadership Competencies
- Choosing tools for selection
- Orientation of Candidates
- Mapping and Documentation of Phase I Activities

Customizing the process
Phase II: Screening and Preparation of Selection Activities

• Screening of applications
• Preparation of selection activities
• Choosing and Training of Selection Panel
• ‘Dry Run’
• Mapping and Documentation of Phase II Activities
Phase III: Execution of Selection Activities

- Implementation of selection activities
- Listing of successful candidates
- Feedback Sessions with candidates, selection panel
- Mapping and documentation of Phase III activities
Phase IV: Reporting and Exit

• Preparation of Final Report
  • Recommendations to support Team Leaders

• Preparation of Selection Guide
The Selection Process used a Competency-Based-Assessment Centre Model developed by the Consulting Team.

The Model focused on determining the ‘core leadership competencies’ required for the NSF Team Leader position and then selecting the most suitable candidates based on their observable abilities across the required competencies.
Approach to the Selection Process: Using the Assessment Centre/Competency-Based Model

To establish the Core Competencies for the position, the Consulting Team intensively researched the position, reviewing documentation and meeting with stakeholders to verify the scope of work of the Team Leaders, further to the Job Description.

This process was necessary in light of the fact that the Team Leader is a new position in the Public Service. Engaging stakeholders in the ministries/agencies that would receive Team Leaders was a particularly important step to gain insight into the priorities of these agencies and therefore how they would likely assign the new officers.
Approach to the Selection Process: Using the Assessment Centre/Competency-Based Model

From both the document study and the stakeholder sessions, the Consulting Team found that the NSF Team Leader would need to have a mix of competencies in three areas:

- **Behavioral/Core Competencies** – these are competencies related to Leadership, Orientation to Change, Managing Change etc.
- **Administrative/Managerial Competencies** – these are managerial competencies such as planning, organizing, communicating etc.
- **Sector Related/Technical Competencies** – these competencies address the knowledge of and skills related to public service processes and procedures and specific knowledge of socio-economic sectors where the Team Leaders would be assigned e.g. Health or Tourism or Industrial Court
Examples of Competency Profiles for Team Leaders

**TOURISM**
- **Sector-Related/Technical:** Knowledge of the Tourism industry (3), Knowledge of transformation initiatives in the public service (3)
- **Administrative:** Familiarity with Cabinet Note writing (3), Knowledge of procurement practices (3)
- **Behavioural:** Networking and Relationship Building (4), Knowledge of Community and Cultural Issues (4)

**SOCIAL DEVELOPMENT**
- **Sector-Related/Technical:** Knowledge of monitoring and evaluation practices (3); Knowledge of poverty reduction mechanisms, schemes and practices (2-3)
- **Administrative:** Records and Information Management (3), Knowledge of applicable legislation and policies and procedures within the public service (4)
- **Behavioural:** Developing others (4), Conscientiousness and Reliability (3), Communication (4)
Examples of Competency Profiles for Team Leaders

**HEALTH**
- **Sector-Related/Technical**: Knowledge of community based health care systems (1); Knowledge of environmental health planning (1)
- **Administrative**: Knowledge of Human Resources (4), Ability to use office technology, software and applications (2),
- **Behavioural**: Results Oriented, confident, flexible, resilient and self-assured (4), open-minded with an aptitude to learn and be trained (4),

**SOCIAL DEVELOPMENT**
- **Sector-Related/Technical**: Knowledge of the Industrial Court's strategic Direction, its functions and programmes (2-3); Understanding of Industrial practices and procedures (2)
- **Administrative**: Knowledge of Government's Fiscal environment (1), Knowledge of research principles and practices (2),
- **Behavioural**: Persuasiveness (4), Courage of Convictions (5), Teamwork (4),
MPMF 14 Leader/Manager Competencies

FUTURE BUILDING
Visioning

INTELLECTUAL
Cognitive Capacity
Creativity

RELATIONSHIP
Interpersonal Relations
Communication

MANAGEMENT
Action Management
Organizational Awareness
Teamwork
Partnering

PERSONAL ATTRIBUTES
Stamina/Stress Resistance
Ethics and Values
Personality
Behavioural Flexibility
Self Confidence
Selecting Leaders for the Public Service

The Competency Based-Assessment model presents an opportunity for more effective recruiting for key positions in the Public Service, including Leadership.

Using Multiple Tools, though it can be time consuming, allows candidates to display a wide range of core competencies.

– The tools chosen must be appropriate to the position to be filled.
Effective, timely, constant communication is essential for the selection process.
- An important aspect is the orientation for the client and candidate and discussion around the core competencies, the methods for assessing the competencies and the components of the assessment centre.

Introducing a new approach to selection in the Public Service is a process of change and in that regard must have a change management framework.
Selecting Leaders for the Public Service

Training and Preparation of the Panel is critical for selection of leaders.

The Selection process must be linked with the overall development plan for Leadership.
QUESTIONS

THANK YOU