

Re-imagining Leadership



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Why do we want to reimagine leadership?



I am pleased to introduce you to this workbook on 'Reimagining Leadership'. The presentation to which this workbook is a resource is based on my research and writing in relation to public leadership in particular and selfless leadership more generally. History has shown that we need to think more broadly than the traditional focus on the individual leader. I hope to encourage you to think differently about leadership!

Dr Stephen Brookes QPM FCI FRSA



Pre-Session Reflections

Before you attend the module or workshop we would like you to consider some questions and to identify a leadership challenge that you are facing in your workplace and which you would be happy to share (in total confidence) with your peers and your facilitator. Please include your brief reflections in the box to the left and a brief description of your leadership challenge in the box to the right.

Your Initial thoughts on Re-imagining Leadership?

Try and imagine what leadership could be WITHOUT constraint (i.e. not limited by financial or human resources).

- What would leadership look like in your organisation if it was shared more equally across the different levels of leadership?
- How could leadership be changed to better reflect the interests of the public?

Maximum of 3,000 characters (350 words)

Describe a Leadership Challenge that you are facing in your workplace

Think of a leadership challenge that you are currently facing within your workplace and which you would be willing to explore with your colleagues and your facilitators during the session.

This will help you to put your module learning and experience into context when seeking to apply your learning in practice.

Maximum of 3,000 characters (350 words)

Our Workshop Aims

Welcome to this workshop on 'Reimagining Leadership'.

This is a foundation for exploring the difference between leadership and management. The session will also focus on Public Leadership's aims to provide:



(its purpose),
(in its places),
(through its practice)
(in achieving its public value);
Whilst
maintaining the sustainability of the
Organisation's Values and Mission
(its services and public good)

*Selflessness
- the Impossible Ideal*

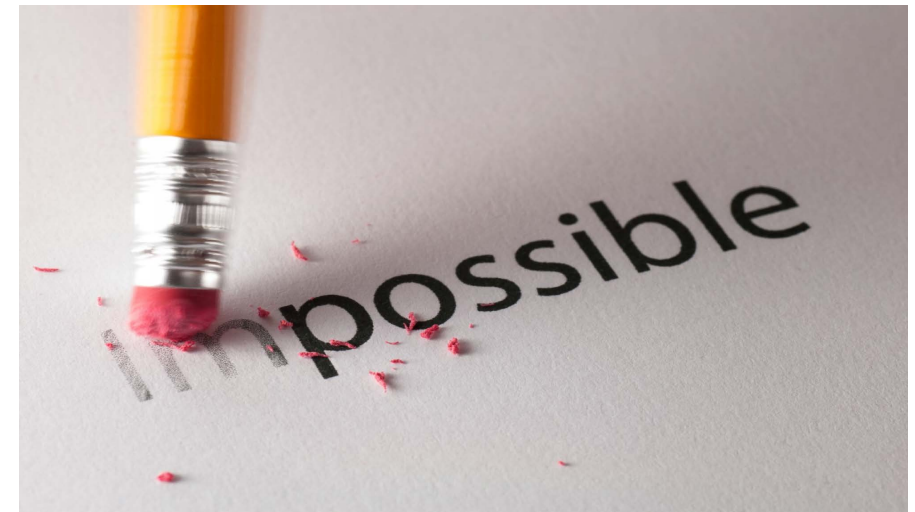
A key question: What do you think?

Is Selflessness an impossible ideal?

How can we re-imagine what leadership could be?

New Challenges Require New Thinking First

"The world we have made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them" – Albert Einstein



The Art of the Possible

Selflessness - particularly given our innate need for survival (the selfish gene) - may be difficult to achieve but it is not impossible. We just need to acknowledge this and understand that we need to think differently about leadership, our role as a leader and how to understand and lead those who rely upon our leadership.

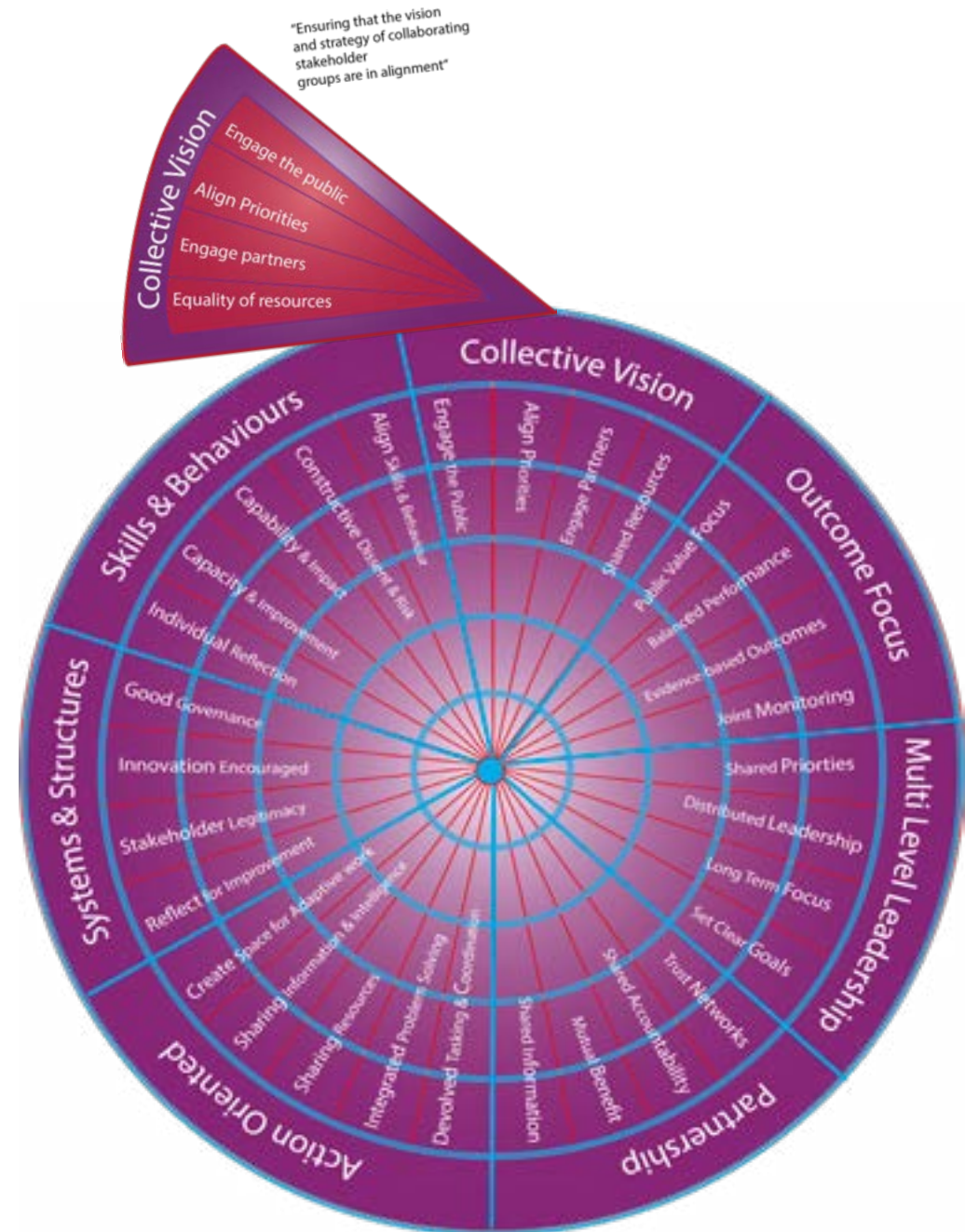
Public Leadership as a form of Collective Leadership

Public leadership is viewed as:

A form of collective leadership in which public bodies and agencies collaborate in achieving a shared vision based on shared aims and values and distribute this through each organisation in a collegiate way which seeks to promote, influence and deliver improved social and economic outcomes.



Collective leadership means everyone taking responsibility for the success of the organisation as a whole – not just for their own jobs. It requires organisations to distribute leadership power to wherever it is needed.



New Public Management (NPM) - v New Public Leadership (NPL)

Leadership has traditionally focused on the individual. Recent research however argues that collective leadership is more agile and responsive to the complex requirements of modern organizations – especially in the public sector. Collective leadership therefore offers an alternative perspective to both management and traditional leadership bringing a fresh dimension to the understanding of leadership.

The Selfless Leader explores leadership through the collective lens. It provides a brief historical background to the development of leadership as a discipline and discusses the evolution and applications of collective leadership. It is grounded in solid academic research and illustrated with topical real-work examples.

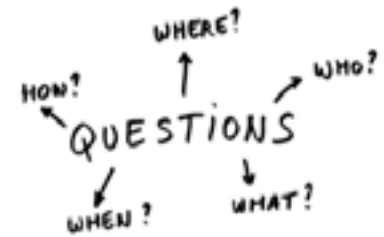
In supporting a shift towards collective leadership, I argue that this approach has more potential to translate shared values towards relevant and appropriate leadership behaviours. This in turn is more likely to lead to increased trust, confidence and legitimacy.



Another challenge is to work collectively to achieve the aims and objectives in support of the shared values through appropriate behaviour. A leader who is able to accept that she does not have all the answers is a much stronger leader than he who is unable to do this. It is the role of the leader to ask the intelligent question and create the conditions to enable 'collective others' to consider solutions.



The role of public leadership in the asking the intelligent questions



The importance of relationships through networks



The overall goal of public leadership vis a vis the overall goal of public value



A New Public Leadership (NPL) Framework

(EXTERNAL) CONTEXT

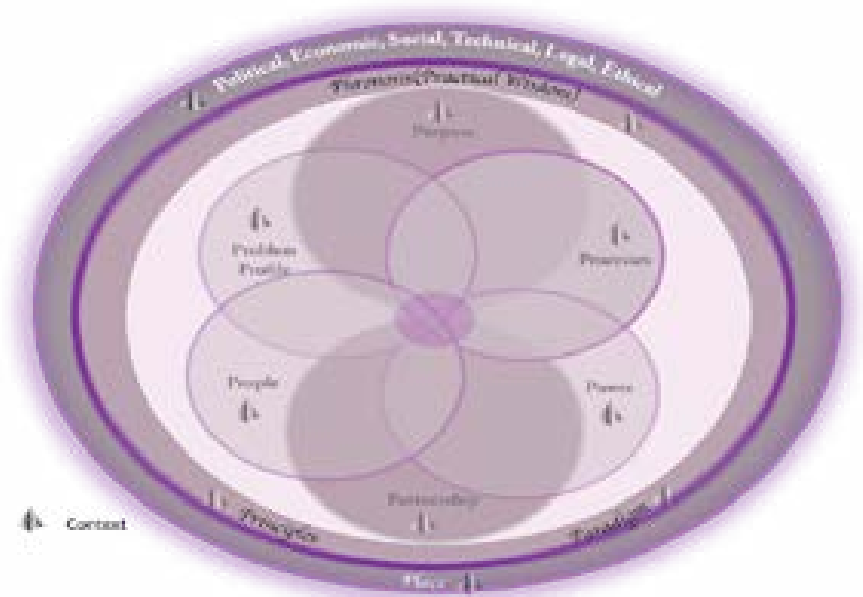
The External Context represents the operating environment in which organisations exist and within which leaders lead.



The NPL framework comprises what I have described as the 20P framework, the first 'P' of which is the external (PESTLE) context. This external context coexists with, and influences, the six internal contexts (to follow). The link between the external and internal contexts are mediated by four further contexts; the prevailing paradigm ("the way things are done around here"), its principles (the givens that define the values and purpose), place (which will differ from context to context) and, finally phronesis (practical wisdom), drawn together through the process of Leading.

(INTERNAL) CONTEXT

Context concerns the environment in which leadership occurs and how it is perceived. Individual contextual conditions are described.



Purpose

Its literal definition is 'the reason for which something is done or created or for which something exists' and which incorporates 'one's intention or objectives'.

Problem

Problem profiles underpin and inform the purpose.

Process

A process describes a series of actions or steps taken in order to achieve a particular end and this includes a natural series of changes, a systematic series of operations "that are performed in order to "produce something" and a "multitasking operating system".

People

Within a democracy, the 'people' are described as the primary principals.

Power

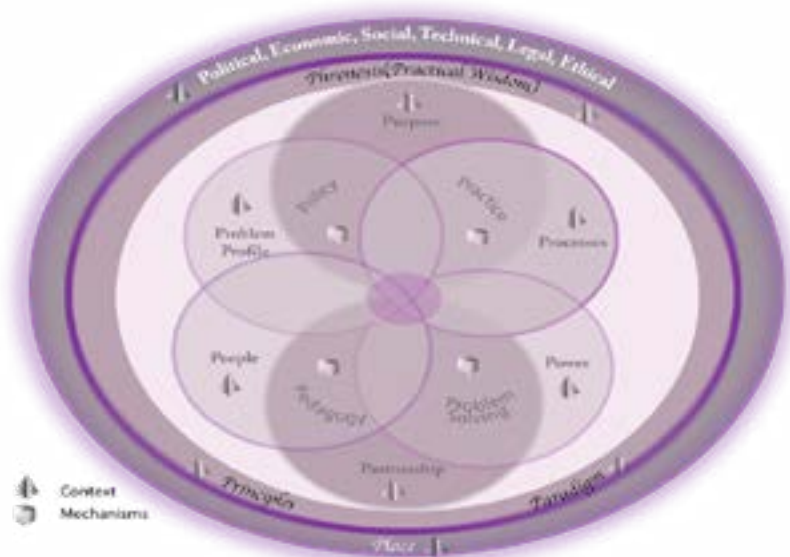
The literal definition of 'power' is considered to represent 'the ability or capacity to do something or act in a particular way; to direct or influence the behaviours of others or the course of action.

Partnership

Members of different organisations but who come together to design and deliver shared outcomes through shared activities.

MECHANISMS

Mechanisms refer specifically to what is done and how it is done and focuses on the behaviours and actions of individuals and the policies, which are designed to have an effect and ensure that the outcomes are achieved within a given context.



Policy

A course or principle of action adopted or proposed. It is closely related to the overarching context of purpose and can be considered as the means by which the purpose is put into effect.

Practice

The actual application or use of an idea, belief, or method, as opposed to theories relating to it. It can also describe the customary, habitual, or expected procedure or way of doing of something, or in the repeated exercise in or performance of an activity or skill so as to acquire or maintain proficiency in it.

Problematisation

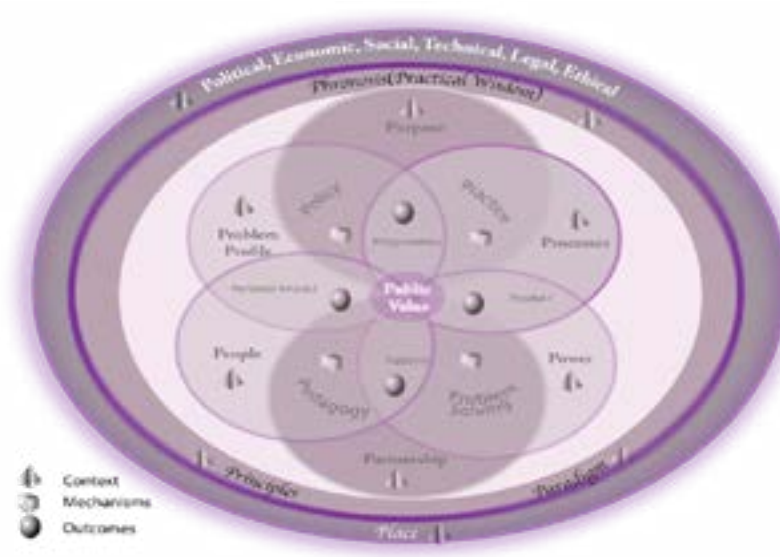
To "make into or regard as a problem requiring a solution" (Oxford English Dictionary). Policy and practice may together rely on the extent to which problem solving occurs, particularly in aligning practice with the contextual problem profiles that underpin the purpose of leadership.

Pedagogy

Aligning leadership development directly to leadership practice

OUTCOMES

The overall outcome of public leadership is the creation and demonstration of public value (hence its position at the core of the Collective Leadership Framework)



Programme

A programme is a deliberate means of taking forward a course of action and each can be evaluated. Programmes can thus be viewed as a public statement of intent, with an itinerary, plan and schedule of what will be definitely undertaken.

Patterns

An arrangement or design regularly found in comparable objects; a regular and intelligible form or sequence discernible in the way in which something happens or is done as a model or design or an excellent example for others to follow.

Personal Impact

The individual lies at the heart of collective activity and personal impact will often rely on the strength of relationships.

Product

A product is defined as "an article or substance that is manufactured or a thing or person that is the result of an action or process" (for example, an outcome from a particular mechanism).

Playing your part as a Transformational Leader



Where did you Start?



2020 to 2030



Where are you going?

You are part of your own Leadership Journey



Leadership is a journey, not a destination.

It is a marathon, not a sprint.

It is a process, not an outcome.

John Donahoe, president of eBay
(cited in George (2007:3))





Leadership, management and governance co-exist within a virtuous collective leadership cycle. This cycle is driven by leadership which is required in both management and governance. In practical terms, the role of governance is to assess and understand the impact of either transformational or transactional interventions, whether through leadership or management, respectively. Governance requires leadership just as much as does management practice.

Governance thus assesses the impact on local processes and relationships and the synergy (or lack of synergies) between action (mechanisms) and its results (outcomes) within its wider contexts. Governance draws these together by exploring how the right things are done by the right people doing things right (mediated through leadership and management), in the right way for the right people and in the right places. Collective leadership is the synergy that exists between the three elements.

Leaders need to explore, understand and address the differing interests of different stakeholders. This can only be achieved through effective negotiation (in terms of leading across teams and organisations) and empowerment (in terms of encouraging the ownership of problem).

Back to our Original Question:



What do you think; is selfless leadership an impossible deal?

References

1. Brookes, S and Grint, K (2010) "A New Public Leadership Challenge? In Brookes, S and Grint, K (eds) (2010) "The New Public Leadership Challenge, Palgrave Macmillan: London: Page 1
2. Brookes, S (2016) "The Selfless Leader: A Compass for Collective Leaders", Palgrave Macmillan: London.

