

The dialogical leader Creating leaders at all levels in the Public Sector



February 7, 2011

Objectives

- Our objectives for today's session are to help you:
 - Understand a simple but powerful model – how you utilize dialogue to lead others
 - Provide you with practical techniques to help you develop your leadership capabilities
 - Build your strength
 - Build your flexibility
 - Provide you with practical ideas to take back in support of your own development

Agenda

- Leadership at all levels
- The leader in dialogue
 - Style
 - Sources
 - Roles
- Developing personal leadership
 - Understanding your style
Breakout exercise 1
 - Understanding your sources
Breakout exercise 2
 - Understanding your role
Breakout exercise 3
- Taking it back and making it count

Leadership at all levels

Leadership at all levels

Key drivers in the public sector

- The public sector is experiencing increased pressures and complexity:
 - Cost containment
 - Client satisfaction
 - Innovation
- Increased focus on:
 - Governance
 - Accountability
 - Leadership within the public sector
- The public sector faces a number of workforce complexities
 - Demographic shifts
 - Generational diversity
 - Mobility

Leadership at all levels

What is leadership?

What is leadership?



“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

Marian Anderson



Leadership is the **ability to mobilize others** to get better results

Based on the work of Ronald Heifetz

Leadership at all levels

Who comes to mind as great leaders?



Leadership at all levels

Acting in the moment



The Act of Making a Difference rather than “Great Leaders”

Leadership at all levels

A shift in concept

“When I’m looking for leadership,
I look upwards and wait”

“When I’m looking for leadership,
the first place I look, is in the mirror”

The leader in dialogue

The leader in dialogue

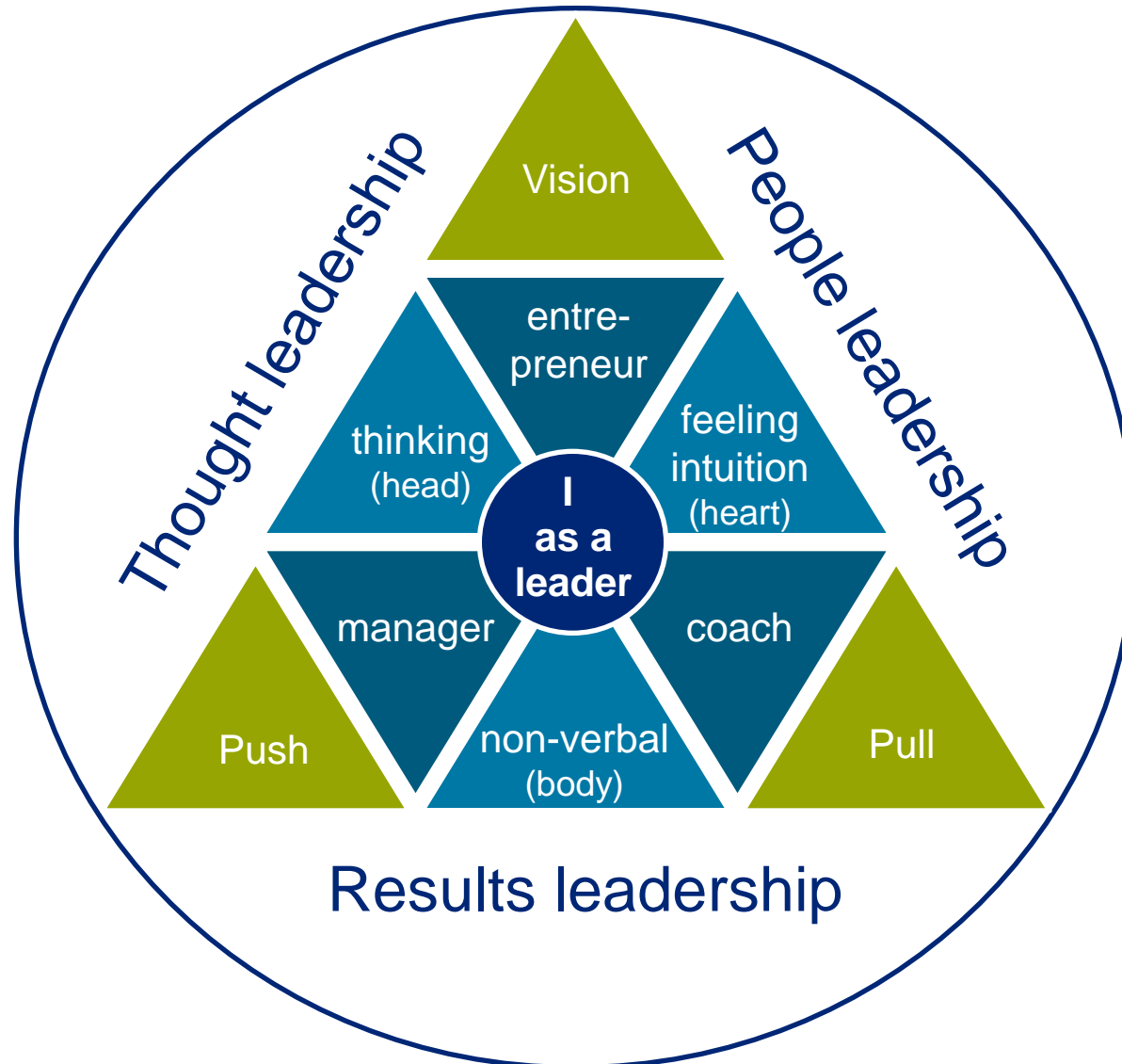
Becoming more effective

- What are the primary tools that leaders have to mobilize others?
 - Authority
 - Dialogue
- Which groups of people are you most comfortable/effective at mobilizing (leading)?
 - People that report to you
 - People you report to
 - Your peers
- Most of the time what is the primary reason those that report to you do what you want?
 - Your authority
 - Your ability to effectively engage them with dialogue (communication)

The leader in dialogue

Mobilizing others

- An effective leader *flexibly* uses different modes and sources.



“Communication is the
real work of leadership.”

Nitin Nohria

Deloitte.