

Leadership is more than Managership

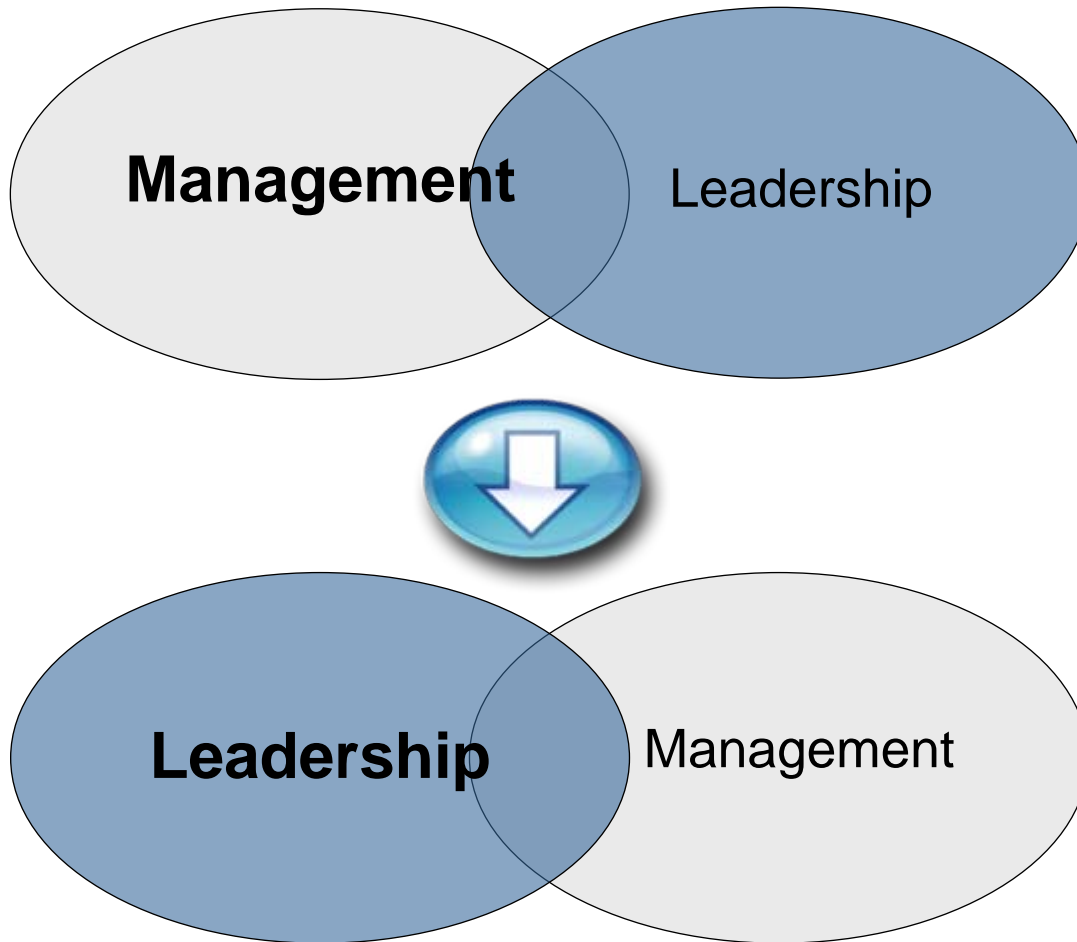
The Honourable Kevin G. Lynch
Vice-Chair
BMO Financial Group

IPAC Leadership Conference
Toronto, February 8, 2011



Leadership is more than Management ... “Underperforming organizations are usually over-managed and under led.”

Warren Bennis, President, University of Cincinnati



“So much of what we call management consists of making it difficult for people to do work.”

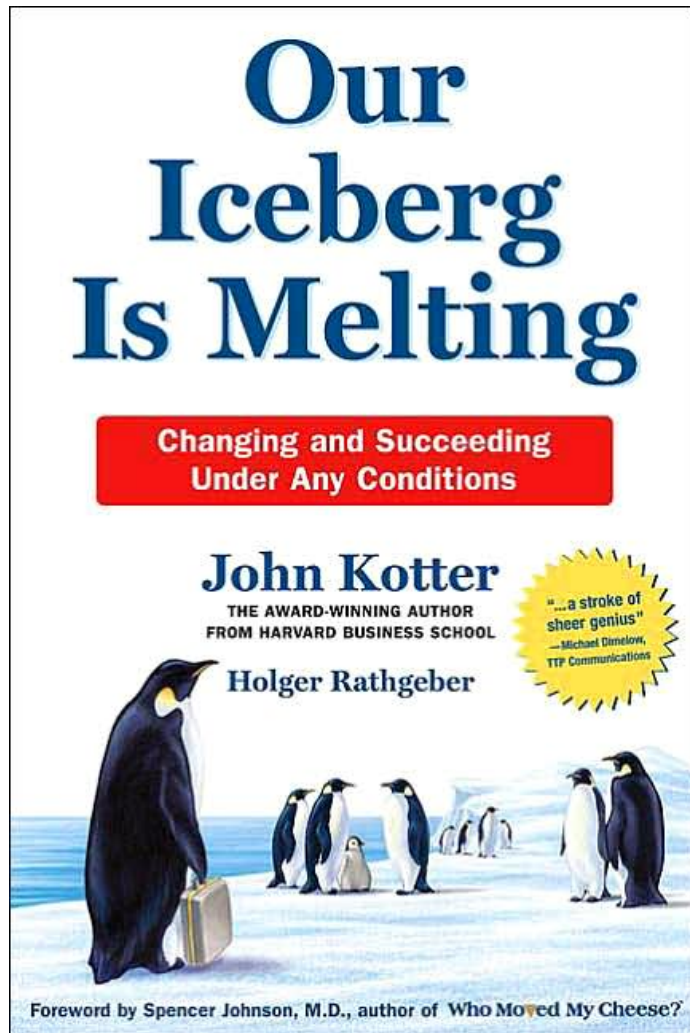
PETER DRUCKER, Management guru.

So what denotes a “leader” ... what are the unique attributes, the capabilities?

1. Leadership **CREATIVITY** ➤ the ability to create, inspire, mobilize, and manage change
2. Leadership **AWARENESS** ➤ a strong situational awareness: ability to “connect the dots” and “see the big picture”,... and, an instinctive self-awareness
3. Leadership **KNOWLEDGE** ➤ a deep understanding of the institutional history, organization structure and “leadership history” of one’s firm/sector
4. Leadership **ETHICS** ➤ clarity between what is right and wrong ... setting the moral compass for the organization
5. Leadership **SKILLS** ➤ an innate feel for communications: the power of messaging, ... and an instinct for decision-making: knowing the right balance between consulting and deciding; the sweet spot on the risk-return continuum



Leadership and CREATIVITY ... public sector leaders need the capacity to create, inspire, mobilize and manage CHANGE ... in the global context facing Canada, the status quo may be the riskiest option and change the safest long term course ...



“The Change Steps”

- ➔ Sense of Urgency
- ➔ Guiding team, strategy for change
- ➔ Communicating like crazy
- ➔ Expanding the “change team”
- ➔ On-going, visible “wins”
- ➔ Not letting up, new culture

Leadership AWARENESS ... the ability of analysis to transform understanding and affect behaviour ... Mary Follett was originator of business thinking on situational awareness; importance of team not personality; and the value of purpose as a motivating narrative.

“...look further at the essentials of leadership. Of the greatest importance is the ability to grasp a total situation. The chief mistake in thinking of leadership as resting wholly on personality lies probably in the fact that the executive leader is not a leader of men only but of ... “the total situation.” This includes facts, present and potential, aims and purposes and men. Out of a welter of facts, experience, desires, aims, the leader must find the unifying thread. He must see a whole, not a mere kaleidoscope of pieces. He must see the relation between all the different factors in a situation ... The leader then is one who can organise the experience of the group – whether it be the small group of the foreman (section), the larger group of the department (enterprise) ... and thus get the full power of the group. The leader makes the team. This is pre-eminently the leadership quality ...” *Mary Follett (1933): pioneering “leadership guru”*

**Analysis that
stands the
test of time**

- >>> develop leadership at all levels of an organization, not just at the top
- >>> mantra of: situational awareness; lever the team, not just the person; and the power of purpose

Leadership and SITUATIONAL AWARENESS ... the dynamics of a shifting world ... structural trends and events are reshaping economies, societies, politics ... and leading to a changing world order.



Globe is Restructuring



After three centuries, the re-emergence of Asia: 50% of world GDP within decade.



New Global Competitiveness



Competitiveness increasingly defined by creativity (innovation), human capital (skilled workforce, entrepreneurial management) and natural resources.



Information is New Global Currency



The 24/7 global digital universe is reshaping the value of information, and how information can be used.



Great Global Talent Hunt



Demographics of aging: puts incredible premia on skilled workers globally.



Loss of Trust



Cumulative impact of corporate debacles, financial crisis, natural disasters, etc ... is the loss of trust in leadership.



Re-emerging Government



With global crisis and loss of trust, government is re-emerging ... but how, doing what, is less clear.

Leadership KNOWLEDGE: understanding the power of writing to inspire, to motivate, to lead, to change events in ways big and small ... i.e. in today's terminology: messaging, purpose and communications.

Thomas Paine: "Common Sense" (1776)

... intellectual underpinnings of the American Revolution.

Karl Marx: "The Communist Manifest" (1848)

... intellectual underpinnings of communism.

Abe Lincoln: "The Second Inaugural Address" (1865)

... moral underpinning of ending slavery; intellectual reconciliation between those on different sides of the civil war.

Rachel Carson: "Silent Spring" (1962)

... intellectual, emotional and literary underpinnings of the environmental movement.

Martin Luther King Jr: "I Have a Dream" (1963)

... emotional underpinning of desegregation, and movement towards equal rights for all.

Leadership KNOWLEDGE ... Public sector leaders require a deep understanding of the governance system they work in ... for federal public servants, it is the Westminster system of government with its institutions, symbols, history ...

The Pillars

Legislative



Executive

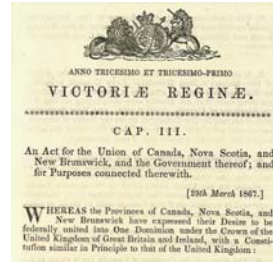


Courts



The Instruments

British North American Act (1867)



Constitutional Act (1982)



Charter of Rights and Freedom



The Symbols

Vimy Ridge (1917)



RCMP (1873/1919)



Canadian Flag (1965)



Leadership KNOWLEDGE ... institution building: ensuring “institutional resilience”, ... today, key aspect is Risk Management and Crisis Management.

ESSENTIAL OF RISK AND CRISIS MANAGEMENT:

First, leadership communications matter. Successful crisis management relies on strong leaders who can effectively frame how events should be contextualized and manage expectations as to what may be achieved and in what timeframe.

Second, delegation and networking matters. Very few crises are respectful of jurisdiction, or institutional mandates or even sovereign boundaries. Achieving distributed authority and intelligence capacity to act rapidly typically requires extensive networks, within and across organizations, which have to be built up over time, invested in and nurtured.

Third, reputation matters. In the face of a crisis, an institution’s reputation is no longer based on prior direct experience, but moves to “macro perceptions”. Transparency, expertise, commitment and empathy are key to maintaining credibility and minimizing reputational damage.

Fourth, perspective matters. Taking a broader and longer term view in the heat of crisis seems counterintuitive, but is not; there is a before and after. It is a variant of the precautionary principle: over-invest to ensure the crisis is properly contained.

Fifth, information matters. Information is a key element of both risk management and crisis management. The more complex and global the interconnection is in a crisis, the greater the informational challenge, and the higher its value.

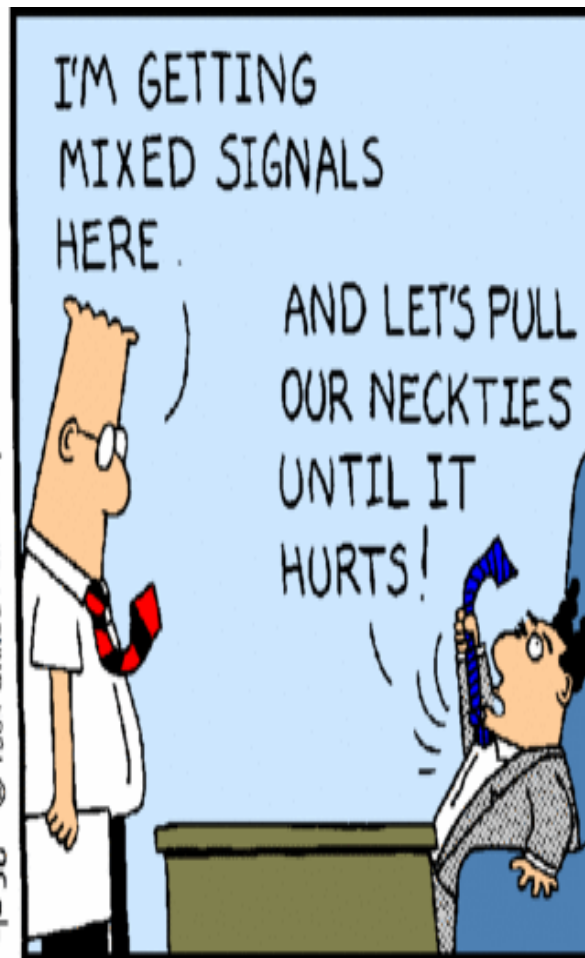
Leadership ETHICS ... a fundamental public service values tenet is “fearless advice and loyal implementation” ... leaders need to continually instil this value in their employees, and practice what they preach in their organizations.



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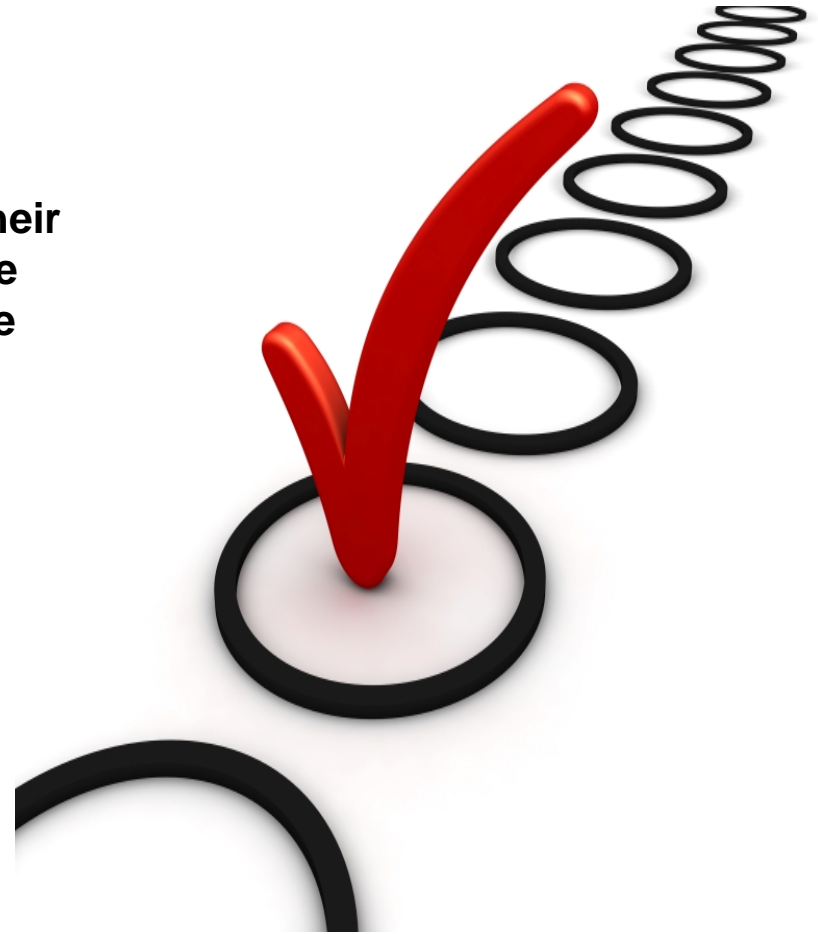
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Leadership SKILLS ... the importance of understanding your ACCOUNTABILITY obligations, ... and the complexity of the FIVE accountabilities of a public servant.

ACCOUNTABLE TO:

- ✓ 1. the elected government, for fearless advice and loyal implementation;
- ✓ 2. their institution, to be the stewards of their department and ensure it always has the capacity to meet the requirements of the government ... past, present and future
- ✓ 3. Parliament, through their accounting officer roles;
- ✓ 4. the Public Service Act of Parliament (1906), for non-partisanship, independence and impartiality; and
- ✓ 5. the public, to provide non-partisan information directly or indirectly (ATIP).



Leadership SKILLS ... all leaders must work effectively with **OVERSIGHT**; the complexity of public sector leadership is highlighted by its multiple and often conflicting layers of oversight.

Oversight: Officers of Parliament

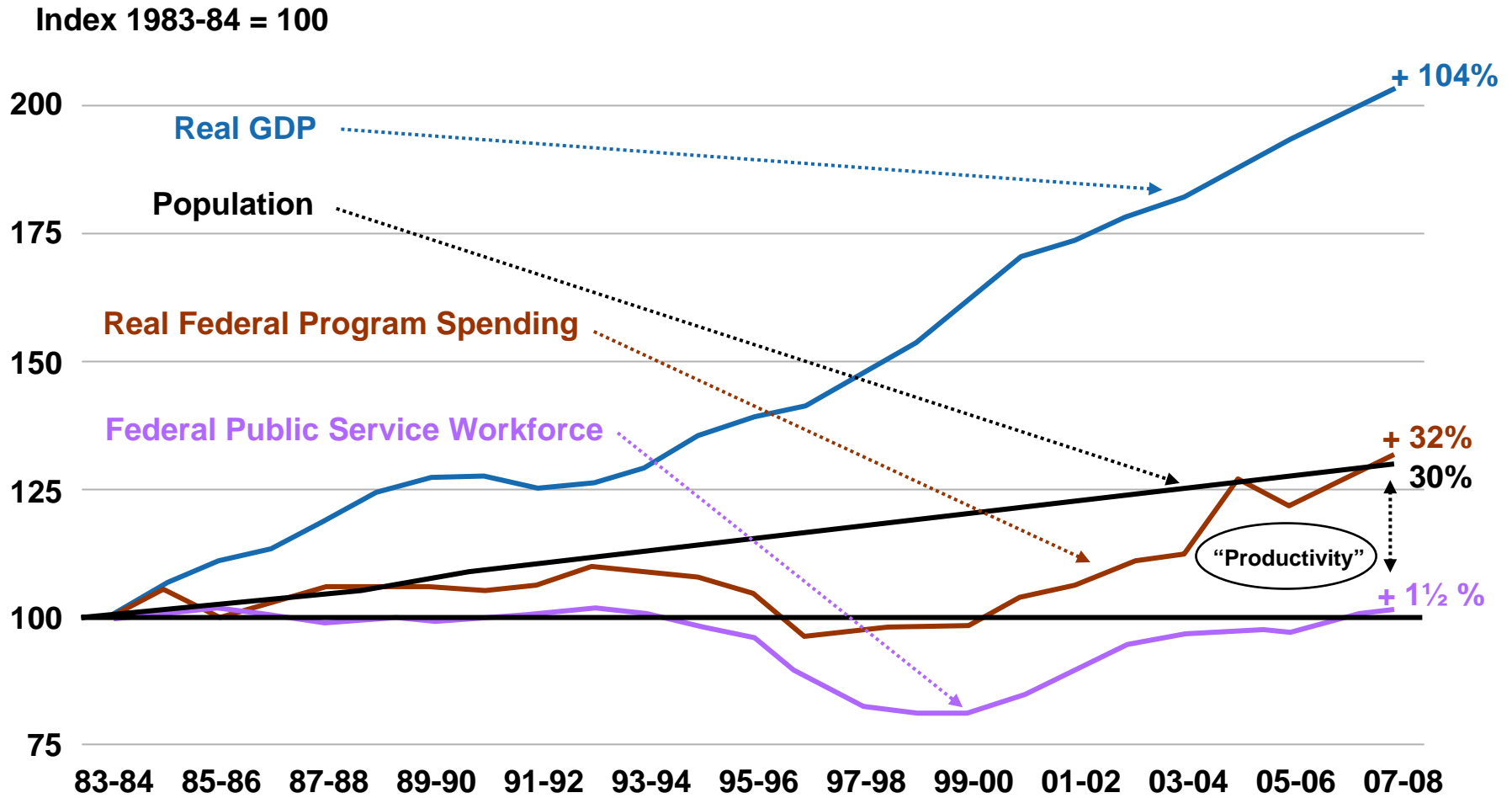
- Auditor General
- Sustainable Development Commissioner
- Official Languages Commissioner
- Privacy Commissioner
- Human Rights Commissioner
- Public Integrity Commissioner
- Ethics Commissioner
- Lobbyist Registration Commissioner
- Public Service Commissioner
- Parliamentary Budget Officer
- Chief Electoral Officer
- ATIP (Access-to-Information)



Oversight: Parliamentary and Executive Processes

- ✓ Parliamentary Committees
- ✓ Ombudsmen
- ✓ Treasury Board
- ✓ External Audit Committees
- ✓ Whistle-blower legislation
- ✓ 15+ mandated annual reports including
- ✓ Performance; Staffing; Language; Sustainable Development; MAP, etc.
- ✓ Media

Leadership SKILLS ... mobilizing innovation and productivity: citizens want more productive, more efficient, more effective delivery of government services and this requires a continuous embrace of innovation and productivity by leaders.



Last Thoughts on Leadership ...

Thomas Friedman
(NY Times, 26-12-10)

... policy leadership

... “the leaders who will deserve praise in this new era are those who develop a hybrid politics that persuades a majority of voters to cut where we must so we can invest where we must. To survive in the 21st century, America can no longer afford a politics of irresponsible profligacy. But to thrive in the 21st century — to invest in education, infrastructure and innovation — America cannot afford a politics of mindless austerity either.”

Theodore Sorensen,
Advisor to President
Kennedy

... purpose leadership

... “Once in office those who wish to stand up and stand out and leave something enduring behind must build new institutions, not new images ... they must look to the next generation not merely the next election”. They must talk in terms of fundamental values, not merely costs. “They must appeal to our hopes as well as our needs, to what we long to be and what we know is right”. That’s leadership”.

Peace Tower of
Canada Inscription

... ideas leadership

... “Where there is no vision, the people perish” ...

... ALL OF YOU CAN MAKE A DIFFERENCE. DO IT! ...