

Strategic Leadership in Public Organizations

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Why Strategic Approach?

- Politically Neutral Bureaucrats?
- Leading Changes from Below?
- Actively Discover, Define and Produce Public Value
- Integrate Politics, Substance, and Administration.



Wilson's idea of political neutral bureaucrats, giving guaranteed job tenure to public servants

RED TAPE, inaction, following the orders from the elected "Soul-less Public Servants"

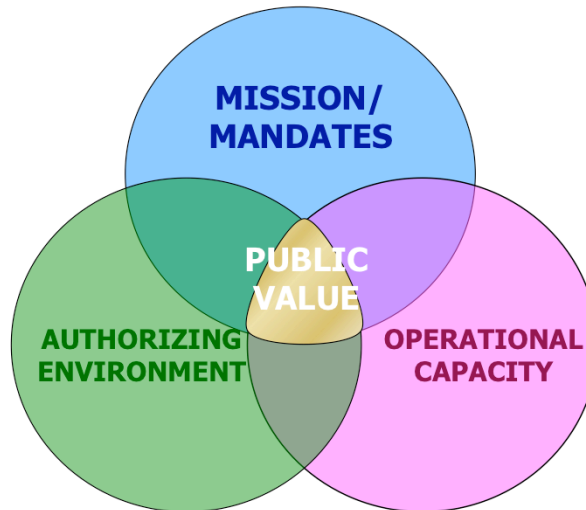
Exercise influences from below: help decision-makers to make "Informed Decisions"

Need to seek actively to Discover, Define, and Produce Public Value: → "Adding Value", "Doing more with Less"

Then it becomes essential to integrate Politics, Substance, and Administration. To do so, one must understand the operational context of public servant, regardless of the position a person is in: Top, Middle, Bottom.

Operational Context

The Strategic Triangle by Mark Moore



Leadership Role in a Public Sector Management means identifying Obligations, Setting Priorities, & Utilizing Management Tools to produce value-addition. In such a context, strategic approach becomes daily practices of any public servant. Formulating feasible strategies will greatly enhance your chance of success.

Managers are responsible for:

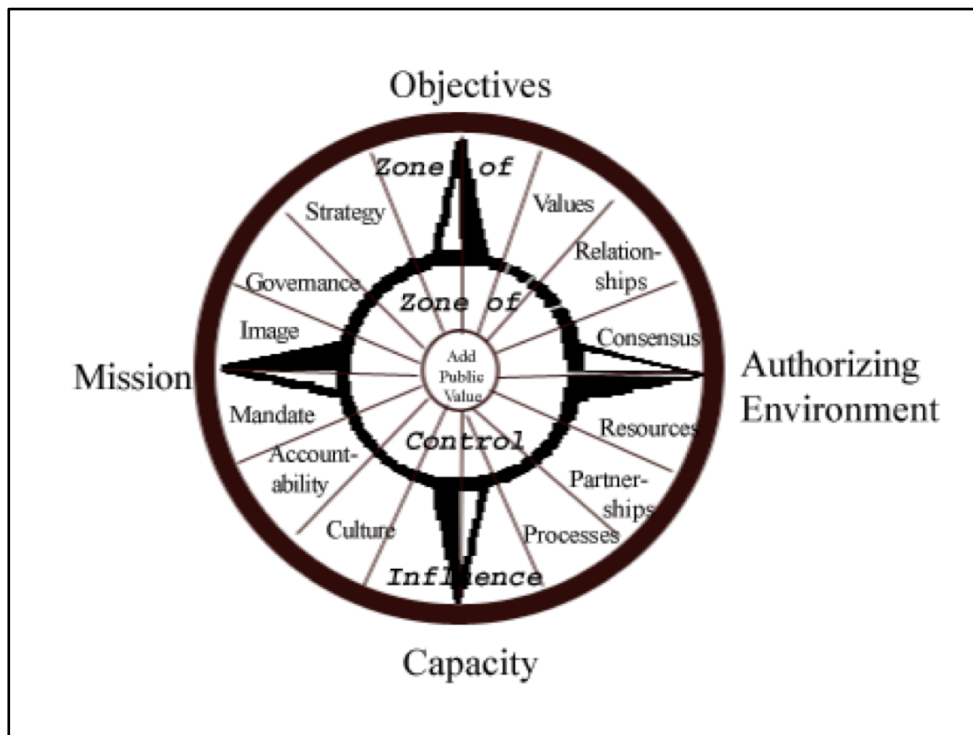
1. adding value
2. Strategy and Overall direction
3. Selecting and directing the strategy
4. Leave the organization and its mission better than you found it
5. Even nurturing future leaders who can take over when you leave the organization.

You must have a strategy to guide your decisions, or you will misallocate your time and organizational resources

So, let's first discuss the nature of the three dimensions:

1. Mission/Mandate: Vague, abstract, contracting, typically a list of things with no clear instruction on how to achieve them. Must supplement, re-construe or refocus mission, define objectives, or ramp up capacity or political support to make it more likely to achieve. Certain degree of maneuvering can be done by how you prioritize which over the other.
2. Authorizing Environment: Stakeholders out there ranging from your personal network to institutional setups, where the constitution, law, and charters define each stakeholders roles. Official actors and Unofficial actors co-exist where you cannot ignore any of them.
3. Operational Capacity: Internal management belongs here. Always limited resources in every respect, and stakeholders have high expectations from you. You cannot readily hire or fire your staff, and have to find a way to work with what you have at hand.

Balancing the Managerial, Political, Policy and Performance Aspects of Organizational Life would allow to reach the 'Golden Area' where your strategy is not skewed towards any one of the dimensions.



Unless you have a good sense of balance among competing objectives and multiple dimensions of managerial issues, your chance of success decreases dramatically. Simply put, you have to allocate your limited time and attention to balance all of these aspects.

So even to think about developing a good strategy, these are the checkpoints which in turn will alert you for all the necessary elements of effective strategy.

Also important is for you to recognize your scope of own authority and influence. Need to understand what is in my direct control, or you can only hope to influence. —takes more time, advance planning, less certain

Adding Value – the zone where public value is achieved though careful balance of the compass headings

To become a reality, strategy then requires a plan for achieving the value added by altering capacity or other variables you can affect.

In developing strategic action plans, consider: available tools, allies, key constraints; short and long term horizons and needs; and priorities & order.

Try to use tools and affect variables in your “Zone of Control”, then in your “Zone of Influence”

Practical Tips for Good Strategy

- Strategy comes from careful assessment
- Value Added Strategy depends on balancing mandates and mission, politics, and capacity
- Develop a strategy after listening, not before, and after integrating information
- Test the strategy with key players
- Events may alter strategy, opportunities
- Flexible Application: Aim, Fire and Ready
- Use Moore framework to keep factors in mind♪



The Six Leadership Styles at a Glance

	Coercive	Authoritative	Affiliative
The leader's modus operandi	Demands immediate compliance	Mobilize people toward a vision	Creates harmony and builds emotional bonds
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances
Overall impact on climate	Negative	Most strongly positive	Positive
	Democratic	Pacesetting	Coaching
The leader's modus operandi	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"What do you think?"	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Positive	Negative	Positive

Next is understanding and defining your leadership role and style that is suitable for the situation at hand. Of course, situations constantly change as stakeholders change and your organization grows or shrinks. This would imply you need to be able to adopt and rely on at least two or three different types of leadership style.

This is a copied table from Daniel Goleman, "Leadership That Gets Results" Harvard Business Review published 2000.

He focuses on the relationship between the Leadership Style and Organizational Climate, which in turn will affect the overall performance of the organization. And he defined six leadership styles and six dimensions of organizational climate (organizational culture). (NEXT SLIDE)

Impact of Leadership Styles on Drivers of Climate

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.35	-.28	.38
Commitment	-.13	.35	.34	.26	-.20	.27
Overall Impact on Climate	-.26	.54	.46	.43	-.25	.42

Organizational Climate is defined in terms of:

Flexibility: Feel how free to innovate

Responsibility: sense of obligation to organization

Standards: Expectation of people at the job

Rewards: sense of accuracy of performance feed-back

Clarity: About mission and values

Commitment: To a common purpose

Draw attention to the bottom row: most effective to the least effective.

He concludes: Leadership style affects organizational climate, and organizational climate affects its performance almost up to 1/3 of the result.

Yet he further argues even the leadership style that is negative to the organizational climate needs to be employed depending upon the situation at hand. (PAUSE for Q&A)

Finding Authority and Influence

- Many ways to earn authority and influence.
 - Knowledge / Information
 - Hard work and evident commitment
 - Outside influence in authorizing environment
 - Keeper of a respected or needed process
 - Have something to give in a trading relationship
 - Bring resources, allies
 - Bring order and direction out of confusion
- Examine mission, relevant governing laws, charter; understand traditions♪



It is often thought that your authority comes with your position. Meaning when you become director, deputy mayor, mayor, and even the president of a nation, your authority is automatically given and you're free to exercise them willingly.

However, nothing can be far from the truth. It is true that your official authority is defined and constraint by your position in the organization, and yet one can achieve much higher level of authority and also can have very little authority, depending upon what you do and how you exercise them.

Actually it is tips for how to increase your 'power and influence.'

Also, there are things not explicit in the mission, mandate, governing laws, charter and yet certain expectation of leadership role on you, which could be from traditions or sheer expectations.

You need to check your boundaries and constantly seek to expand them to do your job efficiently and effectively.

Practical Tips for Finding Your Role

- Must understand where you fit at that time
- Know what you bring-what's needed on team
- Find a value-added relationship between you and the electeds, board members, staff, others
- Have them find your presence valuable
- Keep ego out; not personal
- Behavior affects credibility and influence
- Choose a role that fits; that you can perform
- In some instances be an advocate, in some a convener, or other role
- Sometimes you have to lead from below



So for you to define your role, with a good understanding of your operational context, your degree of authority and influence, and expectations upon you, you need to think strategically about the role you need to play to deliver the results, and ways to expand your influence while doing your work.

Need to respect the roles others have to play within an organizational setting, and by the governing law (constitution) especially of politicians and decision-makers.

This leads to the next area: Stakeholders in the authorizing environment.

Mapping the Stakeholders

- Actors who possess sources of power and influence
- Political allies and opponents
- Control Funding or Revenue
- Oversight Authority
- Informal Networks
- Constituencies
- Law and Regulations
- Friendships or favors
- Media Accessibility
- Courts
- Moral Authority
- Accountability
- Discretion
- Technological Expertise



These are the list of stakeholders, the 'usual suspect'. They are not complete, and it is shown here as an example. Also these list of stakeholders changes as your managerial situation changes: in times of budget processing, in times of policy design, in times of project implementation, etc. the list of stakeholders will change.

As situation changes, the relevant importance of these stakeholders also changes. This implies that you need to prioritize among them, and yet also consider who would become more relevant as things progresses, and try to include them from the early stages.

Once you have identified and prioritized stakeholders, try drawing out on a board (as maps) and put yourself in their shoes, think whether they can help or hinder your effort. (NEXT SLIDE)

Understanding the Stakeholders

- Assessing an actor's pressures and position
- Style of Learning
- Sources of power
- Attitude for or against
- Ways they can help or hinder
- Long term relationships
- Their Allies and Enemies
- Zones of control and influence
- Constraints upon them
- External pressures



This is to think through how you can influence them. By assessing the same situation from their perspectives, you can anticipate their moves and countermoves, and actions they may take to help or hinder your efforts.

Communication is a key factor on top of maintaining good working relationships with them. Same argument will not fly with different stakeholders, so need to understand their concerns and needs, and develop your persuasive arguments to win their support. If not, at least make them indifferent/neutral to your effort.

Recognize Multiple Obligations

- Multiple obligations needs to be sort out in each situation
 - Boss
 - Board or legislature
 - Funder
 - Clients
 - Laws and mandates
 - Administrative, legislative and judicial process
 - Professional ethics
- Don't use the multiplicity as an excuse to dodge a responsibility♪



Put it differently, from your personal level, you have multiple obligations: difficult job for public servants since they have to try meeting all these obligations and do not become skewed to one over the other. Again, how to balance becomes critical.

Tips for managing Relations, Accomplishments.

Develop relationships with major players appropriate to your role

Understand their needs, their maps; so you will know how to influence them, what you must attend to. Show respect for their roles

Authorizing environment changes with time, change in players, issues and priorities

Be likeable, don't burn bridges

Approach those who are opposed; or find someone who can

Many important "authorizers" are not reflected in the formal relationships

Be aware of possible opponents who may be created by your actions or issues

You must engage sufficiently in politics to minimize the affect of inappropriate politics.

External Perceptions

- Communication externally is central to gaining support, sending signals
- You rarely communicate with “the public”; your audiences are far more specific. Know who they are and the medium to use
- Use media, language and data meaningful to those you are trying to convince
- Consistency of message is normally important
- Don’t be a victim of press coverage♪



Perceptions matter, no matter how different they may be from the reality. Managing other’s perceptions is also one of the key obligations you have.

For instance, the Press.

The press is an important vehicle that shapes your agency’s image, goals, capacity, internally as well as externally

Coverage can be affected and influenced

Reporters are part of authorizing environment

Know the conventions of the press, the local scene

Know your themes

Be strategic and anticipatory when possible

Your Internal Tools

- Delivering Results to reinforce your credibility
- Align incentives w/mission, objectives, culture
- Decision forums to reflect strategy, key issues needing attention, and needed expertise
- Have the mission define the decision criteria and priorities
- Top-down; bottom up balance
- Walk around; know the culture, real work
- Attention to costs, service results
- That which gets measured gets done



Without effective service delivery, agency will not be credible in authorizing environment; it will be hard to attract resources or support.

Key levers for effective service

- Staff and their interaction in support of mission
- Decision quality and timeliness
- Facilities
- Services and service systems
- Costs
- Sources and uses of funds, and related relationships
- Resource allocation according to strategy
- Alter culture to better support the mission

Remember the Zone of Control and Zone of Influence. You would have more control over these elements depending on your position at your organization.

MORETOOLS

1. **Mission and Purpose**
2. **Objectives of the Manager**
3. **Risks and Problems**
4. **External and Internal Actors**
5. **Tools and Constraints**
6. **Opportunities**
7. **Outcomes and Elements of Stable Solution**
8. **Legacy**
9. **Strategies and Related Action for Obtaining Desired Outcomes**



No one “must” do anything.

Thus, action relies on agreements, accountability, process, incentives, recognizing needs, having authority

Use tools that are realistic; realistic goals

Work to remove barriers to others’ success.

Be sure you have effective internal channels of information exchange re: key issues

Apply power and influence to priorities; not secondary issues that interest you

Measure and be accountable for results.

Leaving a Legacy, Adding Value

Leave a legacy of people and capacity that will continue to add value

Leave a legacy of better services to the relevant community

Leave an agency that can more easily respond to the next manager, yet keep the progress you made

Leave the place and it’s clients better than you found it.

Be active daily in pursuit of value added goals

Explanation of the MORETOOS framework in developing own’s strategy.

Analytic Reminders

- Get a full and detailed picture before deciding
- Hold your conclusions and guesses until after analysis and consideration
- Be flexible in applying frameworks that help you understand situation
- Integrate the information you develop
- Be disciplined in words and ideas in order to achieve needed precision for strategy, actions
- Test ideas against mission, objectives, reality



Practical Tips for Prioritizing

- Time and resource constraints require that you focus on problems that most interfere
- Don't be diverted to secondary issues that interest you, but which aren't central
- Capacity changes should be prioritized
- Find simplest solutions that solve the problem
- Set stage for future progress
- Try to use familiar processes and settings
- Easiest, most lasting changes are those that respect the values people brought, resonates with key authorizers, result in good service♪



Priorities, Simplicity of Action

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