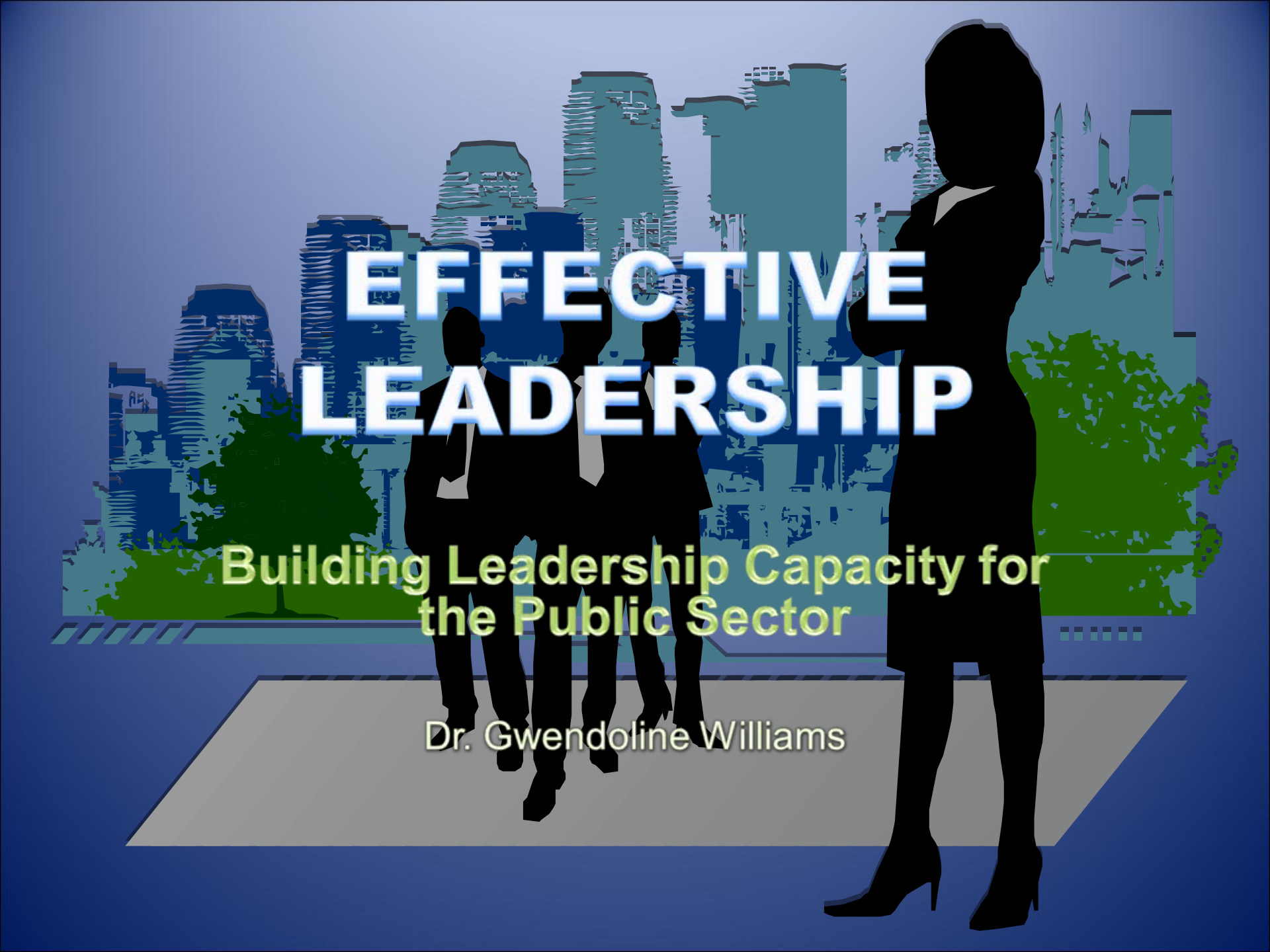

EFFECTIVE LEADERSHIP
Building Leadership Capacity for the Public Sector
Dr. Gwendoline Williams

Structure of the Presentation

- Brief Notes on the Concept of Leadership
- Background: Journey to the New Public Sector Management Through Governance for Effective Government
- Public Sector Transformation in Trinidad and Tobago --- The New Mandate for HR in the Public Service: A Strategic Imperative
- Vision 2020 and the Ministerial Performance Management Framework (MPMF)
- The Case Study in Leadership Selection of NFSs as Change Agents in the Public Service
- Lessons Learnt

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

Wikipidea

LEADERSHIP

- 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."

5 Levels of Leadership

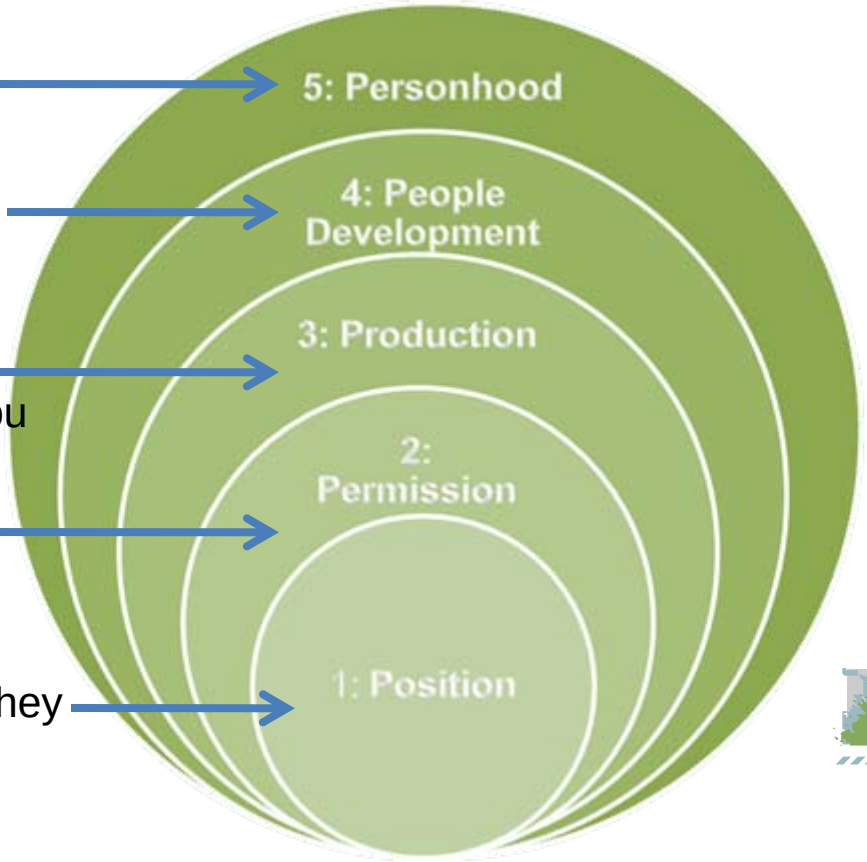
Follow because they adore you

Follows because they trust in you

Follow because they believe in you

Follow because they like you

Follow because they HAVE TO



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

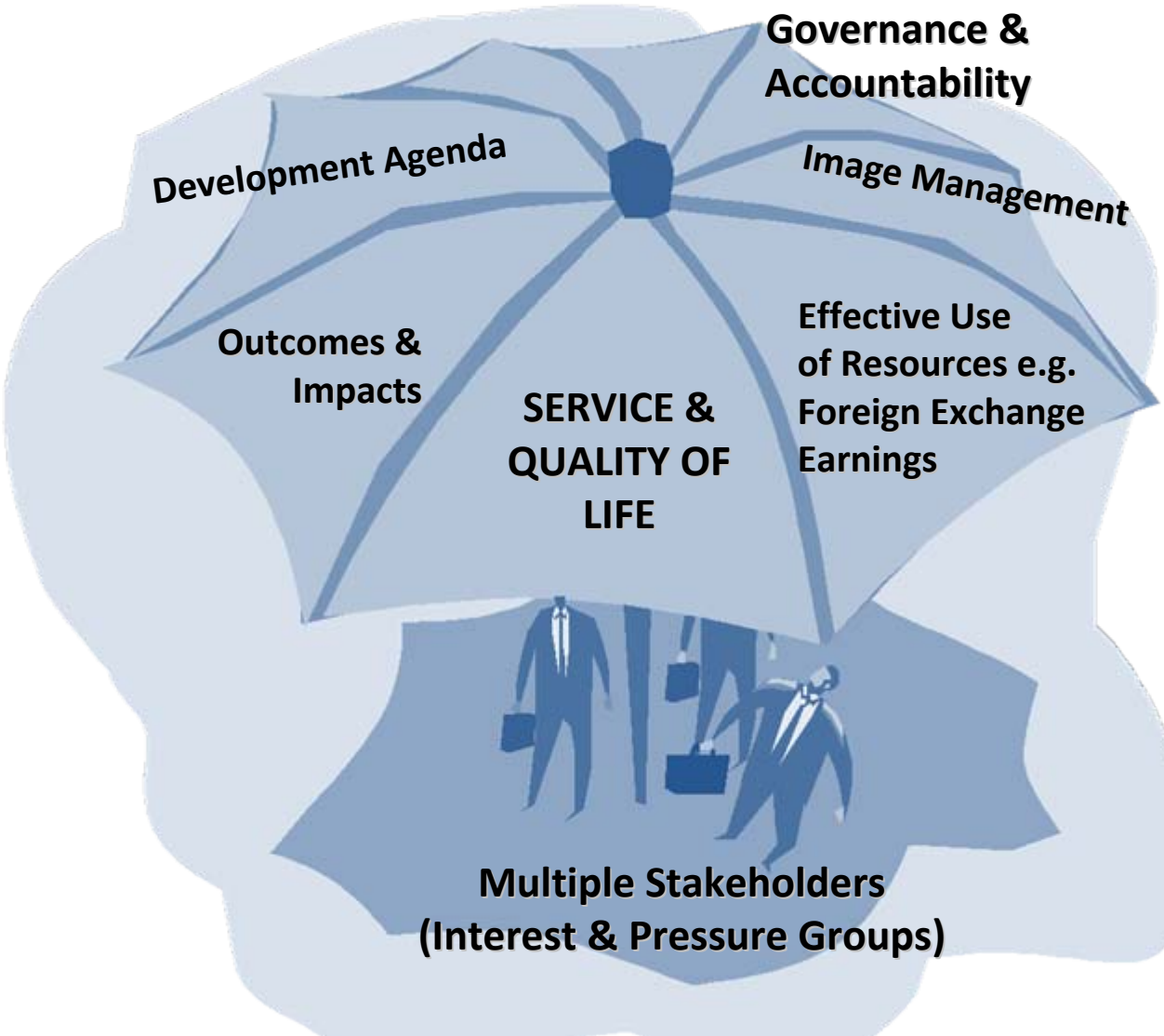
THE JOURNEY TO THE NEW PUBLIC MANAGEMENT THROUGH GOVERNANCE FOR EFFECTIVE GOVERNMENT

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 creating Effective Government through 'Good Governance'

Umbrella of Policy and Planning – Outcomes and Impacts



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

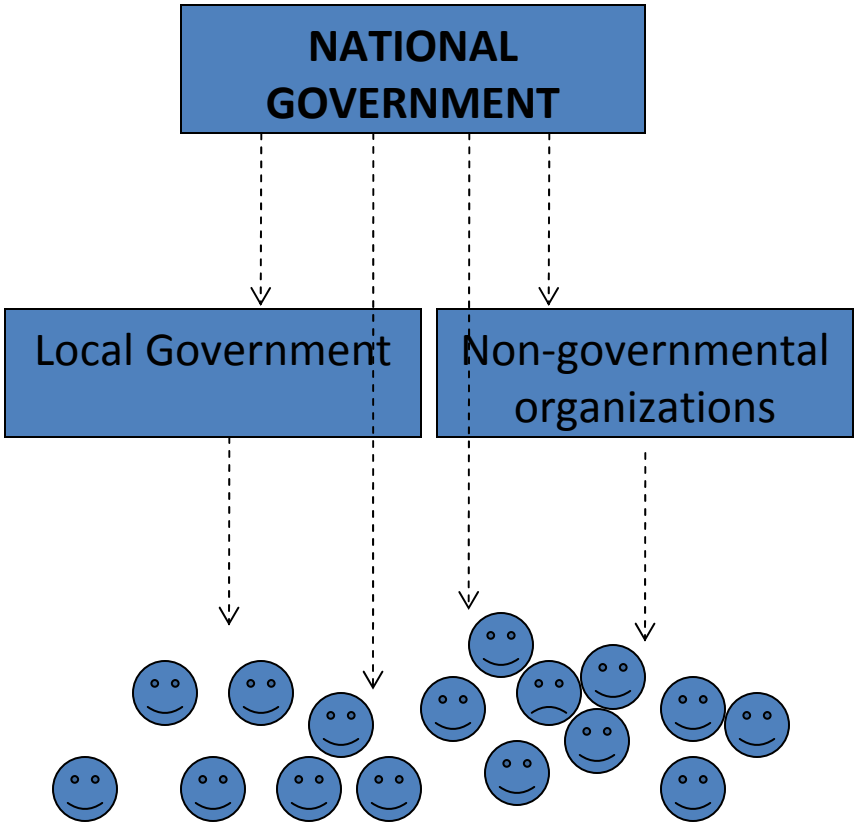
NEW PUBLIC MANAGEMENT/ GOVERNANCE FOCUS

Shifting to Governance

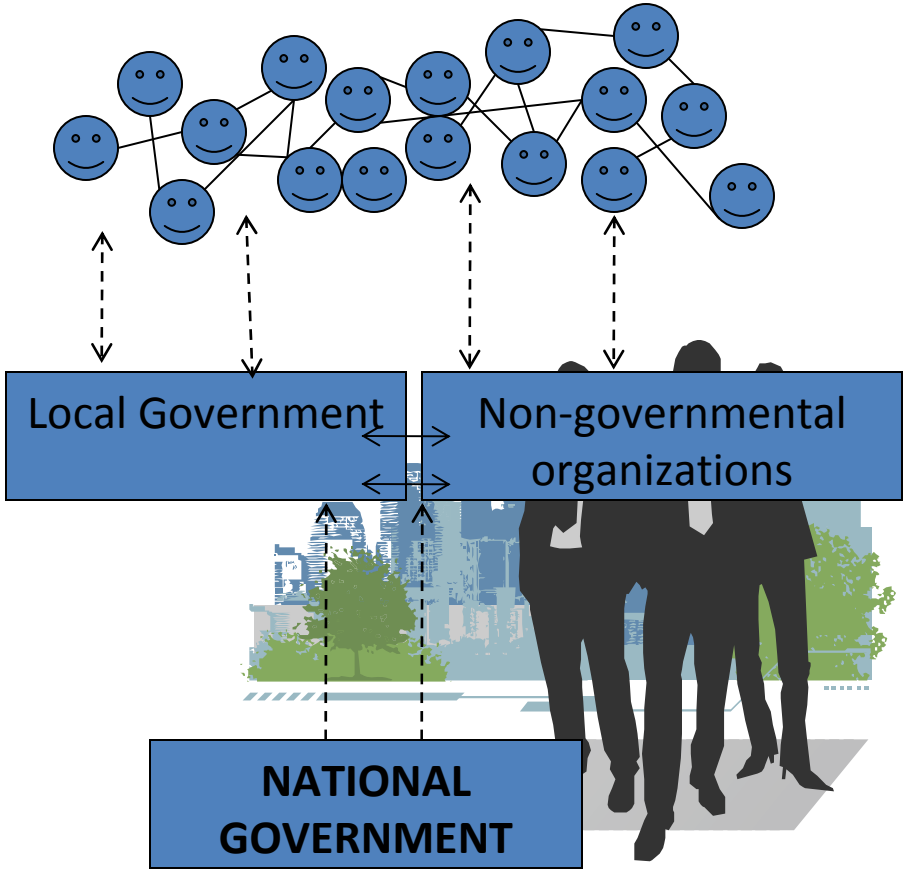
	PUBLIC ADMINISTRATION	PUBLIC MANAGEMENT	GOVERNANCE
Citizen – State Relationship	Obedience	Entitlement	Empowerment
Accountability of Senior Officers	Politicians	Customers and clients	Citizens and stakeholders
Organizational Characteristics	Administrations	Management	Leadership
Guiding Principles	Compliance with Rules and Regulations	Efficiency and results	Accountability, transparency, participation
Criteria for Success	Output	Outcome	Process
Key Attributes	Impartiality	Professionalism	Responsiveness
'Pitch'	Bulwark against nepotism, cronyism, patronage	Optimized service quality and customer responsiveness	Whole of Government embedded in society

Traditional vs Collaborative Models

- 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

- The 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

EVOLUTIONARY SYSTEMS THINKING:
Understanding patterns of change and our interconnectedness

COLLABORATION AND COMMUNICATION:
Bringing people together, harvesting diversity, engaging in conversations that translate the vision into commitments and actions, creating evolutionary learning community

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

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

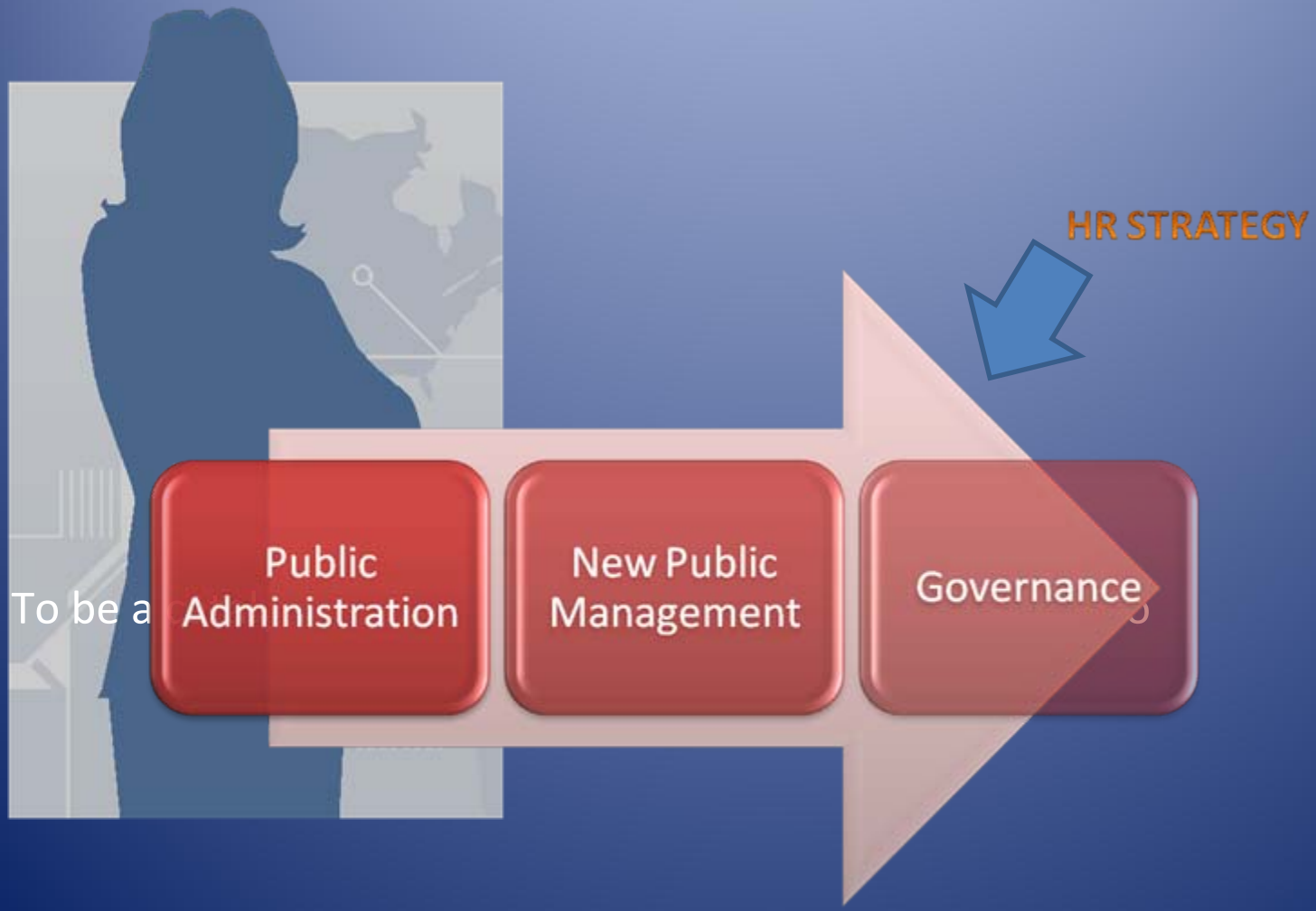
Four Pillars of Leadership for Service

4 Pillars of Leadership for Service

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

PUBLIC SECTOR TRANSFORMATION IN TRINIDAD & TOBAGO

A NEW MANDATE FOR HR



A New Mandate for HR in the Public Service

Orient and train line managers for high employee morale

Be a visible employee advocate

Ensure employee development

Ensure employee performance

Define organizational architecture

Conduct organizational audit

Renovate organizational architecture

Review/evaluate itself

Ensure routine processes work well

Identify and fix inefficient processes

Re-think execution of work

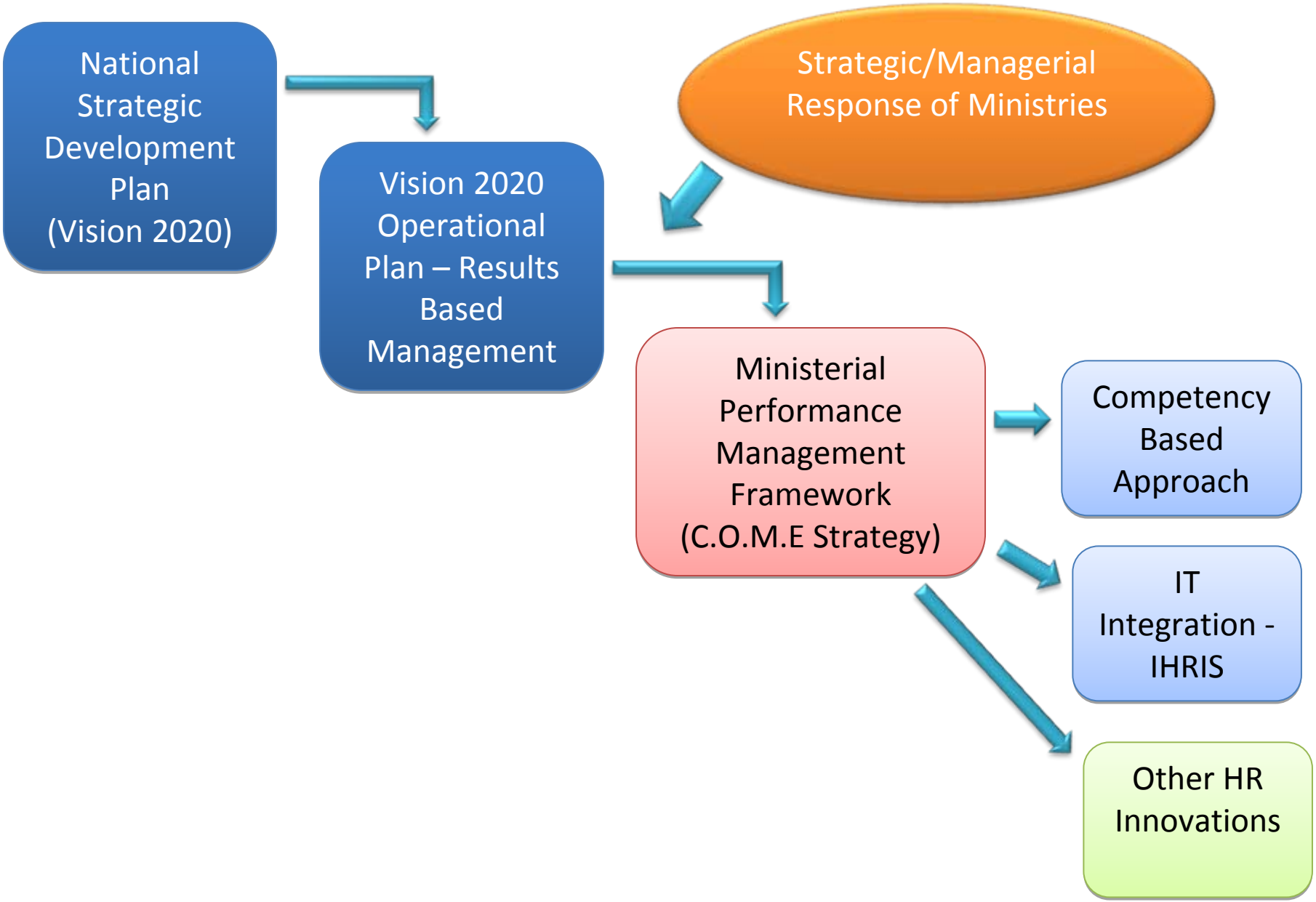
Create centres of expertise

Define, develop, deliver change initiatives

Convert vision to supporting behaviours

Create environment for culture change

Lead culture change process

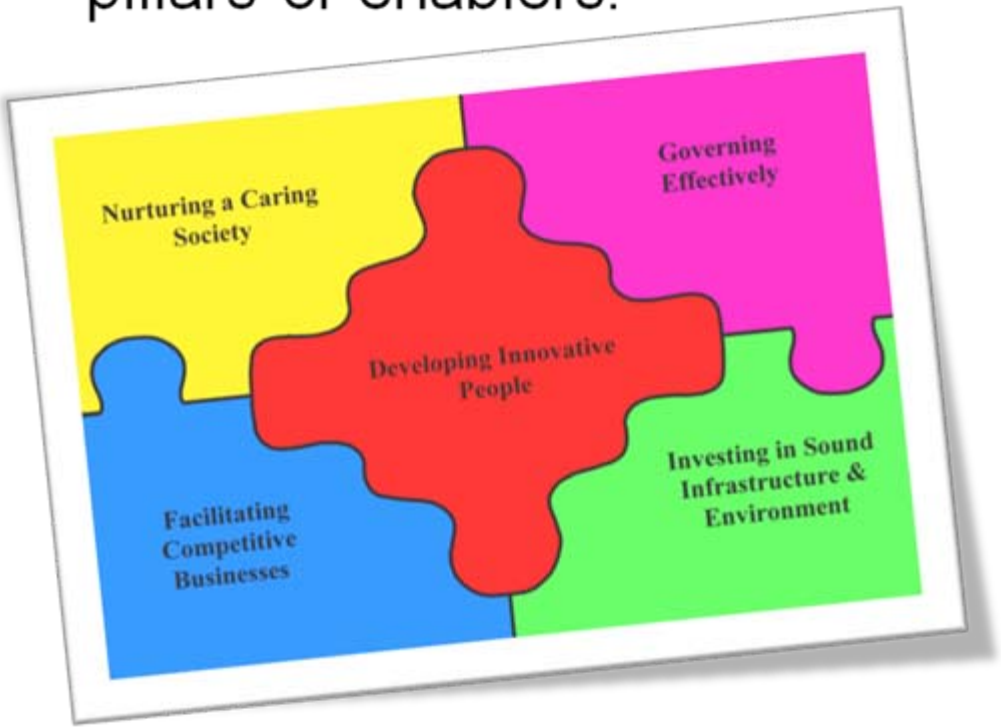

National Strategic Development Plan (Vision 2020)
Vision 2020 Operational Plan – Results Based Management
Strategic/Managerial Response of Ministries
Ministerial Performance Management Framework (C.O.M.E Strategy)
Competency Based Approach
IT Integration - IHRIS
Other HR Innovations

Strategic Development Plan for the Public Service of Trinidad and Tobago: 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..."

Background: The T&T Public Service

- 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."

T & T's Shift to Effective Government

- 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)

Vision 2020, Effective Government and the New Public Service for T & T

- 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".

The Five Pillars of Vision 2020 and the MPMF

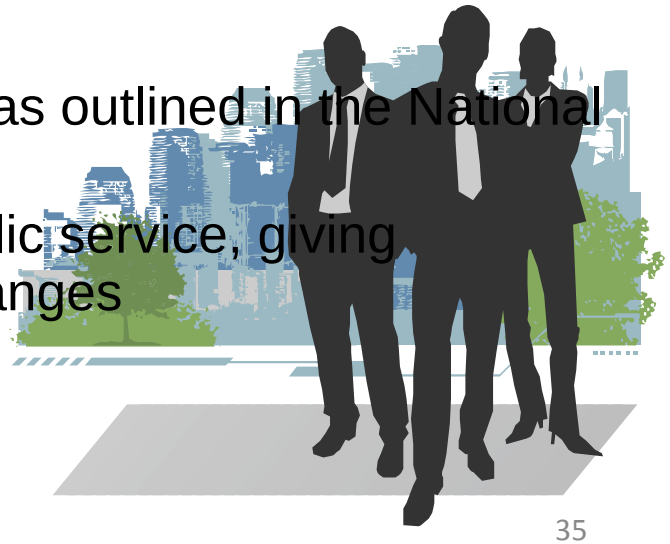
- Innovation People → Education Policy
- Caring Society → Social Services Policy, Housing Policy
- Competitive Business → Trade Policy, SME Policy
- Sound Infrastructure → Environmental Policy & Environment
- Effective Government → Public Sector Reform Policy Development & Management

Vision 2020, Effective Government and the New Public Service for T & T

- 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”

Vision 2020, Effective Government and the New Public Service for T & T

- 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

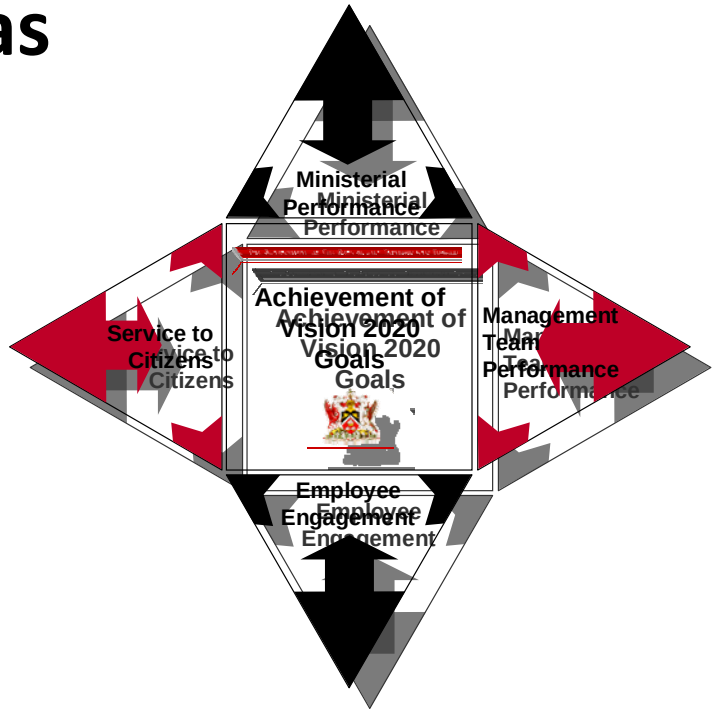
Leadership Development for Improved Performance – 3 Recent Innovations

- The Ministerial Performance Management Framework (MPMF)
- A Competency-Based Approach to Selection of Contract Officers
- Introduction of the IHRIS Syste

The Components of the MPMF

- **Based on Vision 2020 goal achievement, the model has four other components:**

  1. **Citizen service**
  2. **Employee engagement**
  3. **Organizational performance**
  4. **Managerial performance**



Component 1: Service to the Citizens

1. Set service standards
2. Secure citizen feedback on the services you offer
3. Seek citizen input into the development of new ideas and programming
4. Communicate effectively with citizens

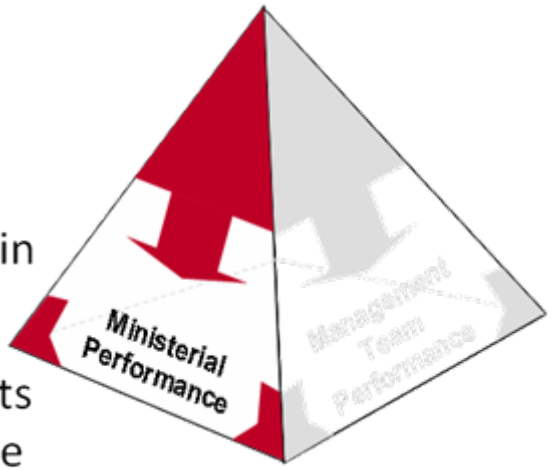
Component 2: Employee Engagement

An assessment of how employees:

- Understand government and organizational goals
- Understand their individual role in attaining Vision 2020 goals
- Are changing from a process focused to a results focused culture
- Demonstrate pride in their work and their organization
- Are improving management systems and promoting excellence
- Care about the services they deliver and the people who receive them

Component 3: Organizational Assessment

- An assessment that documents and analyses critical organizational factors under these four headings:
  - **Effectiveness:** the extent to which an organisation fulfils its mandate or mission and realises the stated objectives of its programmes.
  - **Efficiency:** measures an organisation's ability to provide exceptional services and provides them within an appropriate cost structure.
  - **Relevance:** the extent to which an organisation adapts to keep its mission, goals and programmes responsive to changing needs and expectations.
  - **Sustainability:** the adequacy of the resources available to an organisation to meet its mandate and the reliability of these resources.



Component 4: Managerial Performance (the Leadership Factor)

360° Assessments

Individual coaching and development

Articulates team strengths and areas for improvement

Provides basis for taking action to improve

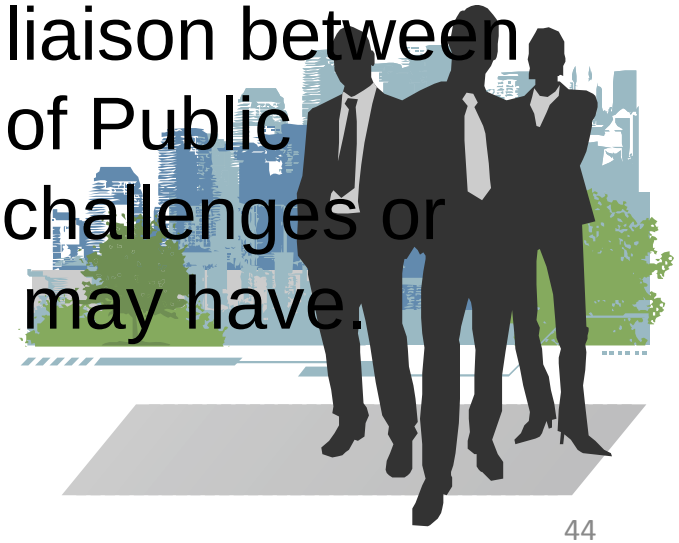
Innovation 2-- Competency Base Selection -- Purpose of the Exercise

- 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[1]

[1] The Office of the Parliament, The Statutory Authority, The Service Commission, The Industrial Court, The Integrity Commission, The Registration, Recognition and Certification Board

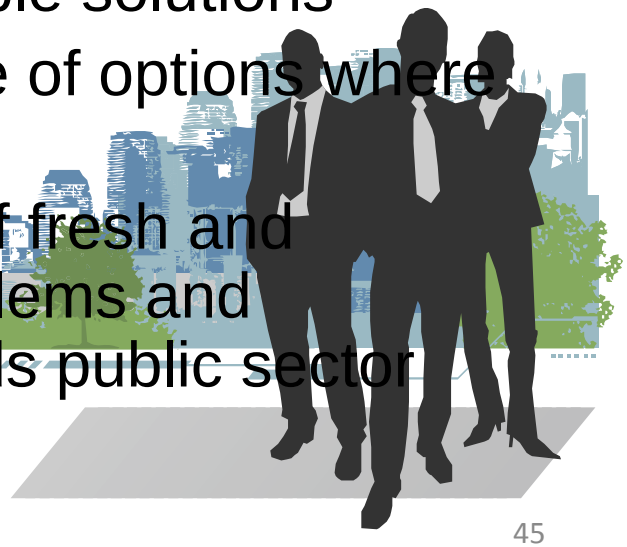
The NSF Team Leader

- 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

- The NSF Team Leader as specialist change agent throughout the Public Service must be able to:
  - Provide leadership and vision to team and steer projects through the change management life cycle
  - Collaboratively identify and analyse complex problems and recommend workable solutions
  - Support the analysing and choice of options where solutions are not always obvious
  - Encourage and lead in devising of fresh and innovative ideas/solutions to problems and adopt/adapt best practices towards public sector reform initiatives.



The NSF Team Leader

- 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.

Methodology

- 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

Methodology

- Phase I: Preparation and Administrative Design

  - Document Study
  - Iterative Stakeholder Meetings

  Customizing the process

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

Methodology

- 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

Methodology

- 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

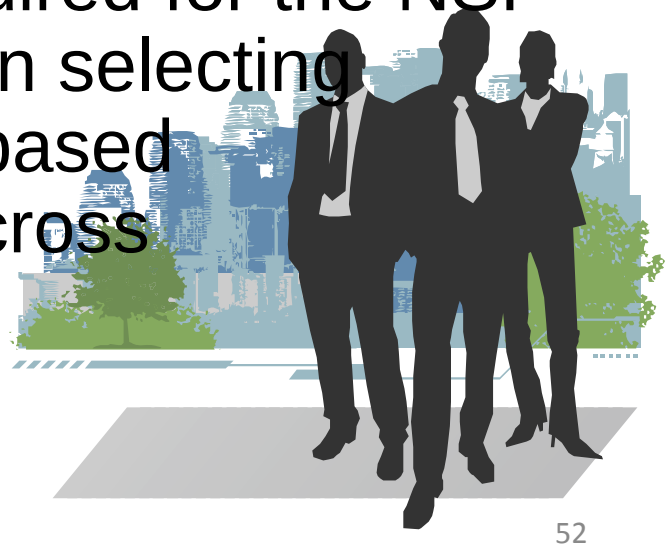
Methodology

- Phase IV: Reporting and Exit
  - Preparation of Final Report
    - Recommendations to support Team Leaders
  - Preparation of Selection Guide

Approach to the Selection Process: Using the Assessment Centre/ Competency-Based Model

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

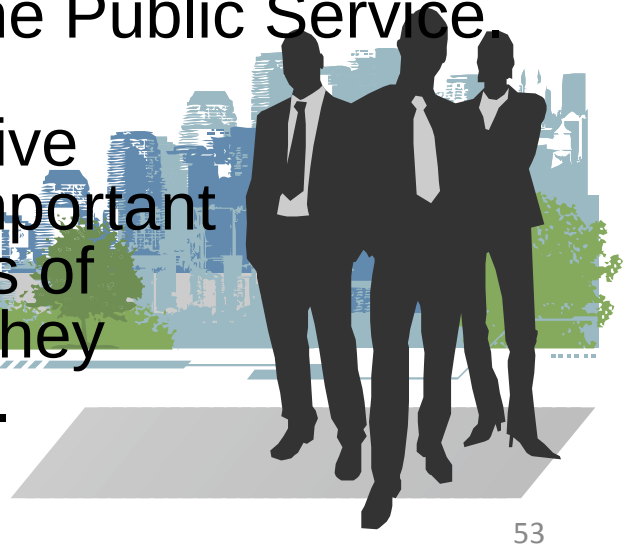
- The Model focused on determining the 'core leadership competencies' required for the NSF Team Leader position and then selecting the most suitable candidates based on their *observable* abilities across the required competencies



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)

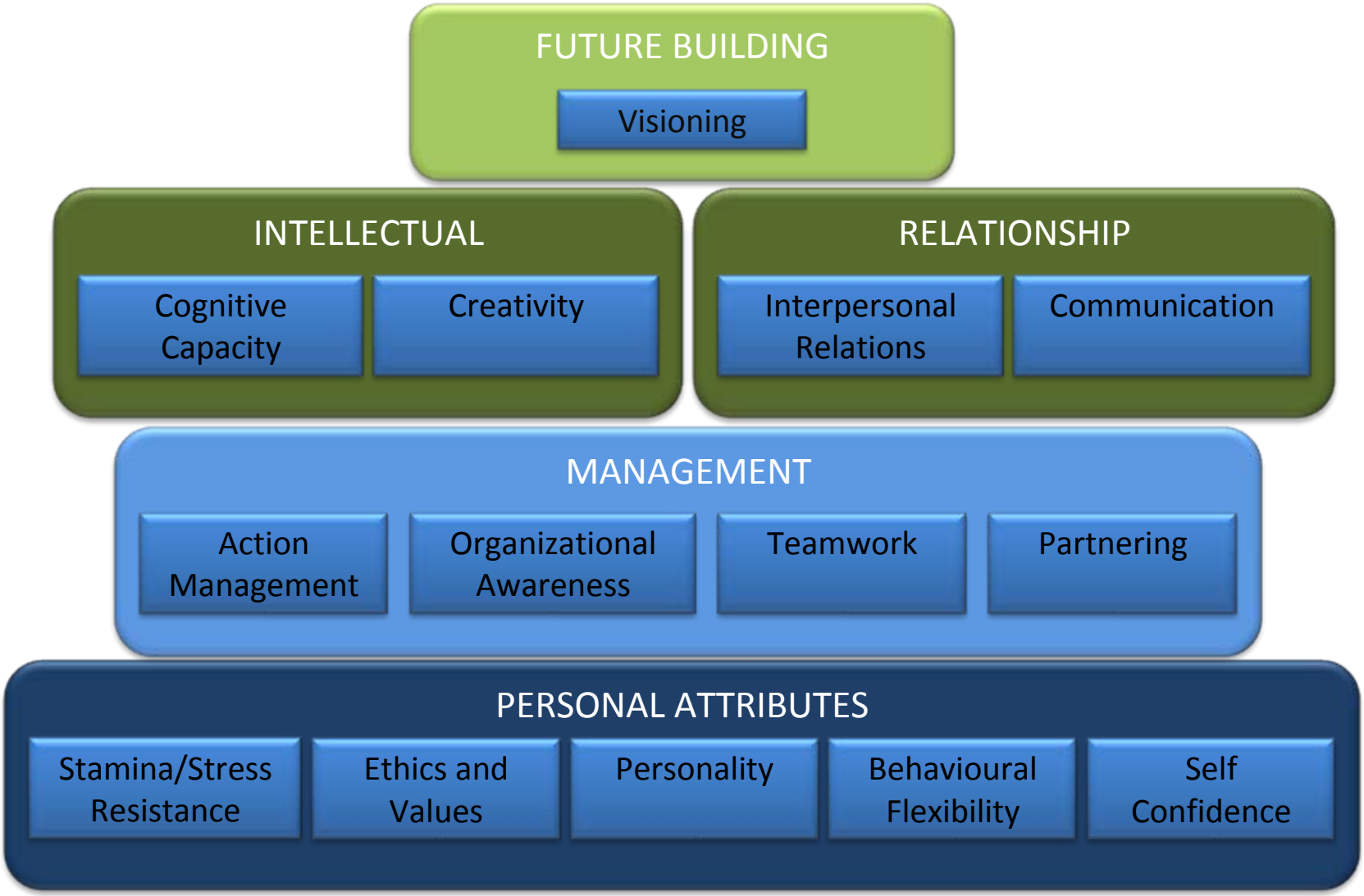
- **SOCIAL DEVELOPMENT**
  - **Sector- Related/Technical:** Knowledge of monitoring and evaluation practices (3); Knowledge of poverty reduction mechanisms, schemes and practices (2-3)
  - **Administrative:** Records and Information Management (3), Knowledge of applicable legislation and policies and 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



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

Selecting Leaders for the Public Service

- 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 as a critical success factor in implementing the country's National Strategic Development Plan, Vision 2020.
- The Selection must be linked specifically to the Ministerial Performance Framework – C.O.M.E.

Developing the Model for Selection

- Notwithstanding the primary purpose of the Selection exercise to select the seven Team Leaders, the research/consulting team were aware of the Ministry's desire to develop a model for selection in the Public Service that would be embraced and used by all.

- In this regard, the project emphasized documenting of each phase of the process, creating an archive for future reference.

- The team also developed a Guide for Selection from the experience that may be adopted or adapted by the Ministry of Public Administration or by other ministries.

- A recognition that leadership recruitment/selection cannot only depend of 'paper qualifications' but just as importantly on evidence the likely competence for the leadership position and a commitment to continuing education and skills development in an environment of uncertainty and intense change

QUESTIONS
THANK YOU

Approach to Selection: Using the Assessment Centre and Competency-based Model as a Tool of Learning

- The Selection Process used a Competency-Based-Assessment Centre Model developed by the Consulting Team.
- The Model focused on determining the 'core competencies' required for the NSF Team Leader position and then selecting the most suitable candidates based on their *observable* abilities across the required competencies.