

A photograph of the United Nations Secretariat Building in New York City. The building is a tall, modern skyscraper with a grid of windows. In the foreground, a row of flagpoles holds various national flags, including those of the United States, Mexico, and several African nations. A security barrier and a sign that says "ONE WAY DO NOT ENTER" are visible on the right side of the image. The sky is overcast.

DEVELOPING TRANSFORMATIVE LEADERSHIP AND ENHANCING RELEVANT COMPETENCIES OF PUBLIC SERVANTS

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STRUCTURE OF PRESENTATION

I. Introduction

II. Transformational leadership for the Sustainable Development Goals

- Transformational leadership as sound judgement
- Characters of Transformational Leadership

III. The role of competent public servants

- Strategic foresight and innovativeness
- Adaptive and evidence-based policymaking
- Socioculturally literate negotiations
- Outcome assessment
- Accountable discretion

IV. Challenges in achieving transformative leadership and relevant competencies of public servants to SDGs

- Customized training
- Integrated human resources management
- Balanced political and merit-based appointments
- Embedded public ethics

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IV. Challenges in Achieving...

SOME MAIN QUESTIONS...

- ❑ Why do we need transformative leadership and relevant competence for SDGs?**
- ❑ What do we mean with TL and the characters of TL?**
- ❑ How to create and strengthen the TL for SDGs?**
- ❑ What relevant competencies should be build and strengthen?**
- ❑ How we build the relevant competencies?**
- ❑ Challenges ad Prospect**

Part I :

INTRODUCTION

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□ **The 2030 Agenda for Sustainable Development (ASD) as a promise by leaders to all people everywhere to end poverty in all its forms**

□ **2030 ASD: 17 SDGs, 169 targets to eradicate poverty, fight inequality and tackle climate change**



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- ❑ **MDGs lifted ± 1 billion people out of extreme poverty**
- ❑ **However, inequalities persist and progress has been uneven**
- ❑ **Learning from MDGs: there are compelling reasons for involving public administration in the 2030 Agenda**



MOVING FORWARD TO SDGS

Some failed of development programs, and maybe will occur to SDGs, is not because unclear program and outcome, but more to insufficiency of enabling factors or necessary condition that related to the leadership, capacity, system, culture/values and inability of adaptive policies

Part II :

**TRANSFORMATIONAL LEADERSHIP
FOR THE SUSTAINABLE DEVELOPMENT GOALS**

Transformational leader engage with their followers in an effort to improve awareness of the significance of the specific outcomes to be achieve

Kerry Barnett, John Mc Cormick and Robert Corners

- ❑ **Transformational leadership is essential to development**
- ❑ **Transformational leadership is needed for the implementation of the 2030 Agenda**

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LEADERSHIP CAN BE EITHER TRANSACTIONAL OR TRANSFORMATIONAL

Four key features of transformational leadership:

1. **Individual consideration** → UN act as coaches/mentors and listen to host country's needs and concerns
2. **Intellectual stimulation** → UN should develop and nurture host country by stimulating and encouraging innovative ways of thinking and acting
3. **Inspirational motivation** → UN disseminating the vision of 2030 SDG to host country
4. **Idealized influence** → UN should lead an exemplary inclusive, trustworthiness, ethical, equality and respect

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CHARACTER TRAITS OF TL:

- ❑ Agents of change**
- ❑ Taking risks and confronting reality**
- ❑ Believe in the people they lead**
- ❑ Driven by a strong set of values**
- ❑ Can overcome problems in managing complexity, uncertainty and ambiguity.**
- ❑ Most are visionaries.**

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The Drawbacks of TL:

- ❑ Lacks of conceptual clarity**
- ❑ Treats leadership as a matter of personality or personal preference, not as a behavior that can be learned**
- ❑ Criticized as being elitist and anti-democratic**

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SOUND JUDGEMENT

- ❑ Transformational leaders rely on the ability to translate their wisdom into practical applications
- ❑ SDGs have become an avenue of knowledge dynamism, on the basis of the specific context of each country, including, in particular, in public sector organizations.



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**TRANSFORMATIONAL
LEADERSHIP
AS SOUND
JUDGEMENT**

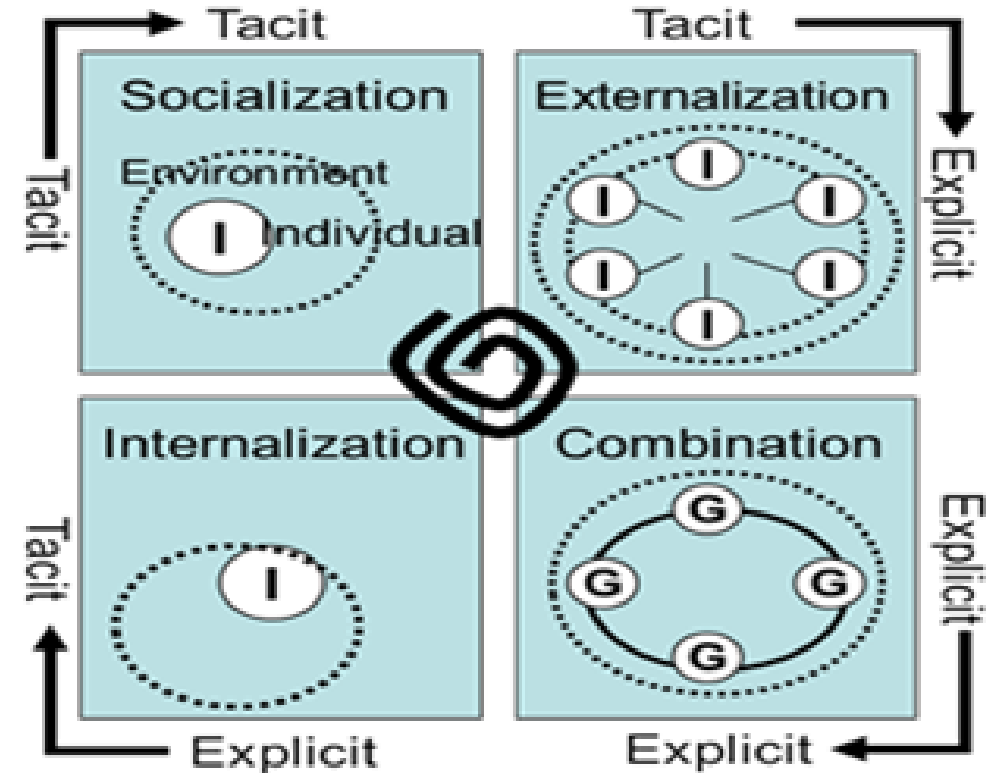
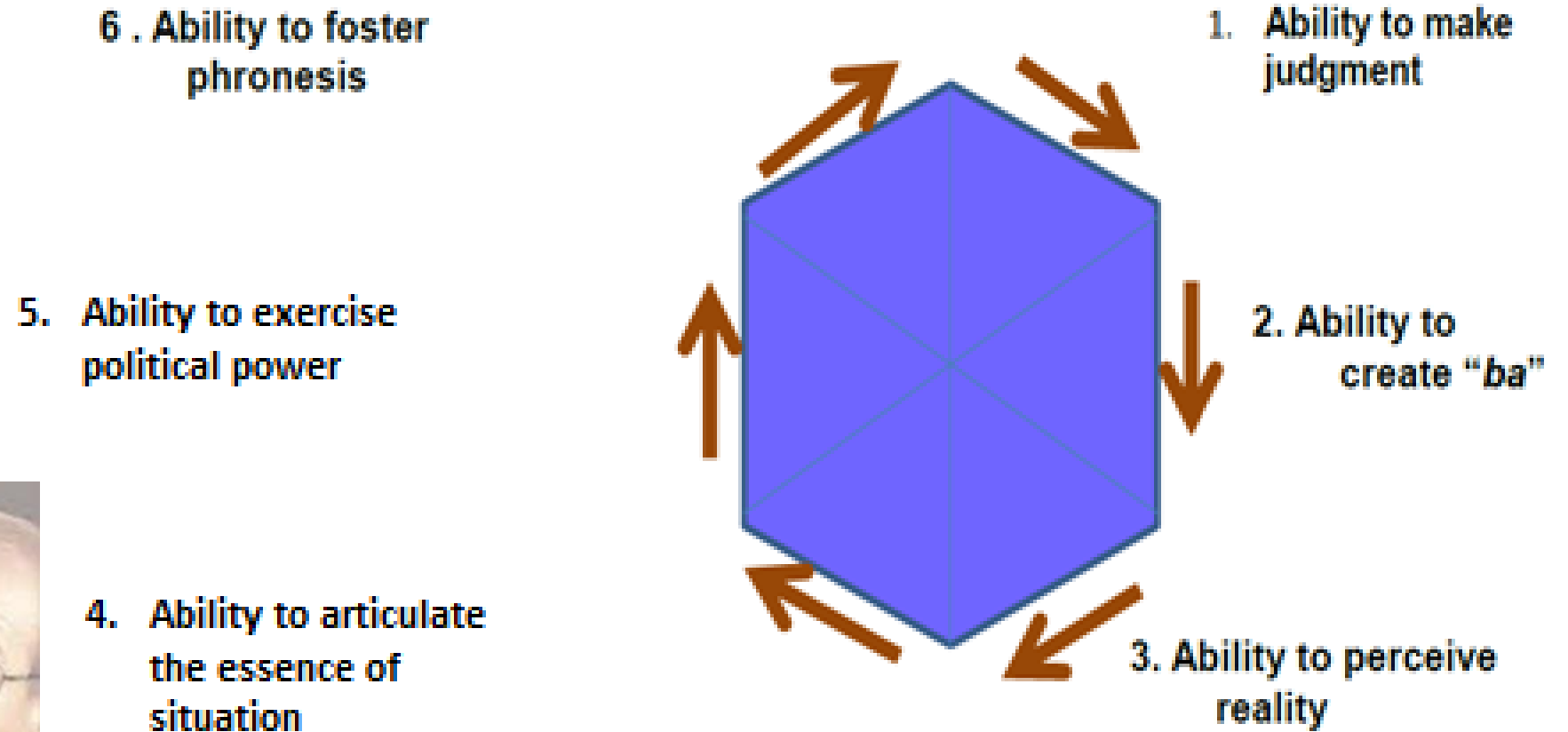


Figure: the SECI Model of Knowledge Conversion Process
Source: Nonaka and Takeuchi, 1995

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HOW DOES IT WORK?



**HARVARD
BUSINESS
PUBLISHING**

Wise Leadership

An interview with
Hiroataka Takeuchi
Professor, Harvard Business School

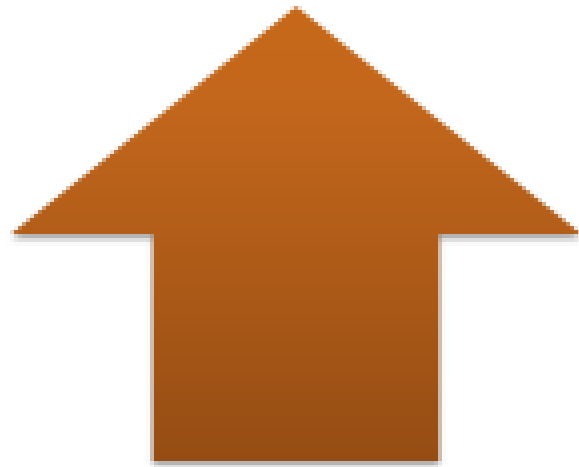
Ikujiro Nonaka
Professor Emeritus, Hitotsubashi University



Part III:

THE ROLE OF COMPETENT PUBLIC SERVANTS

Existing Gap prior to the SDGs

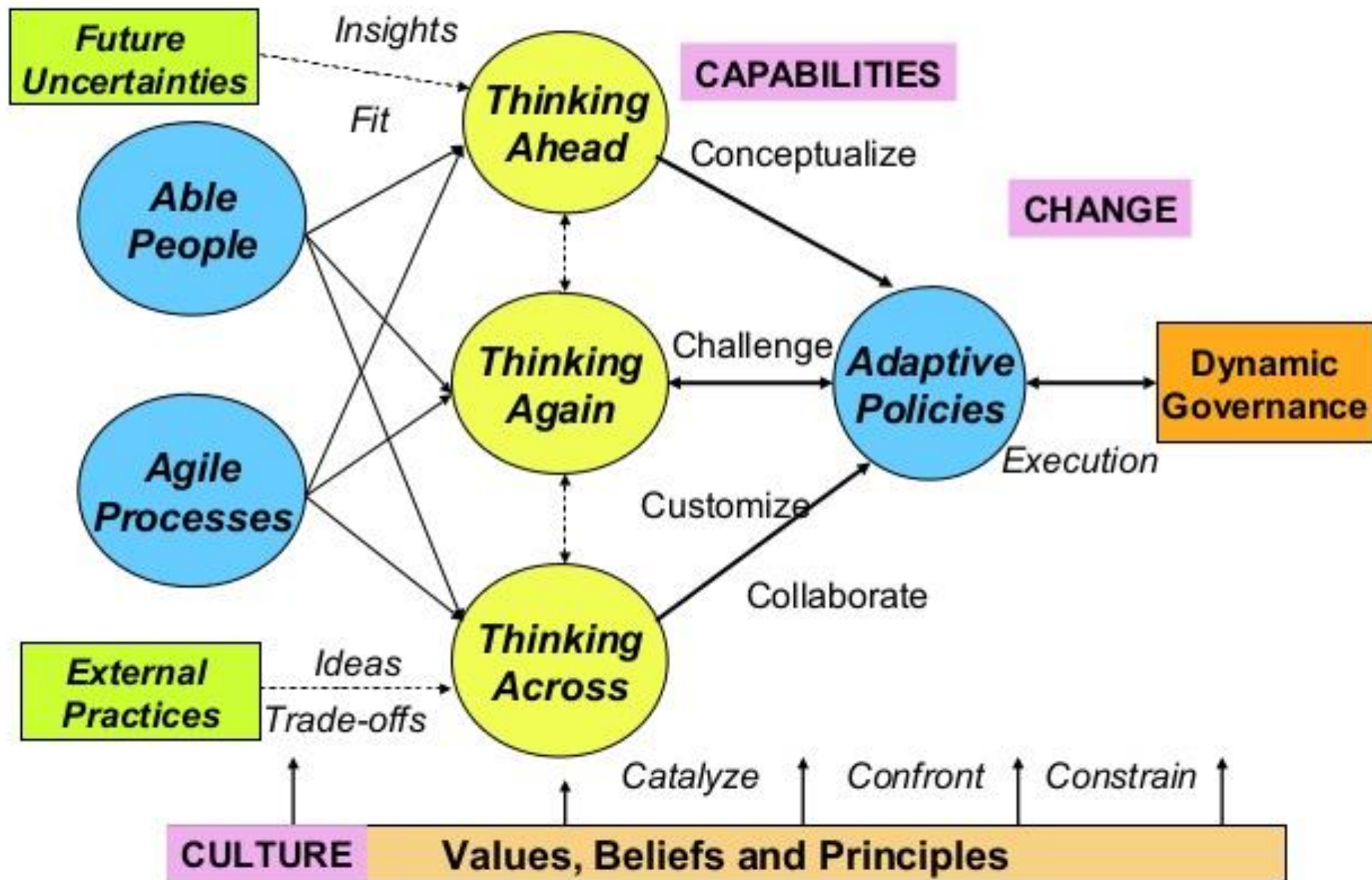


Expected further upgrading of the MDGs achievements



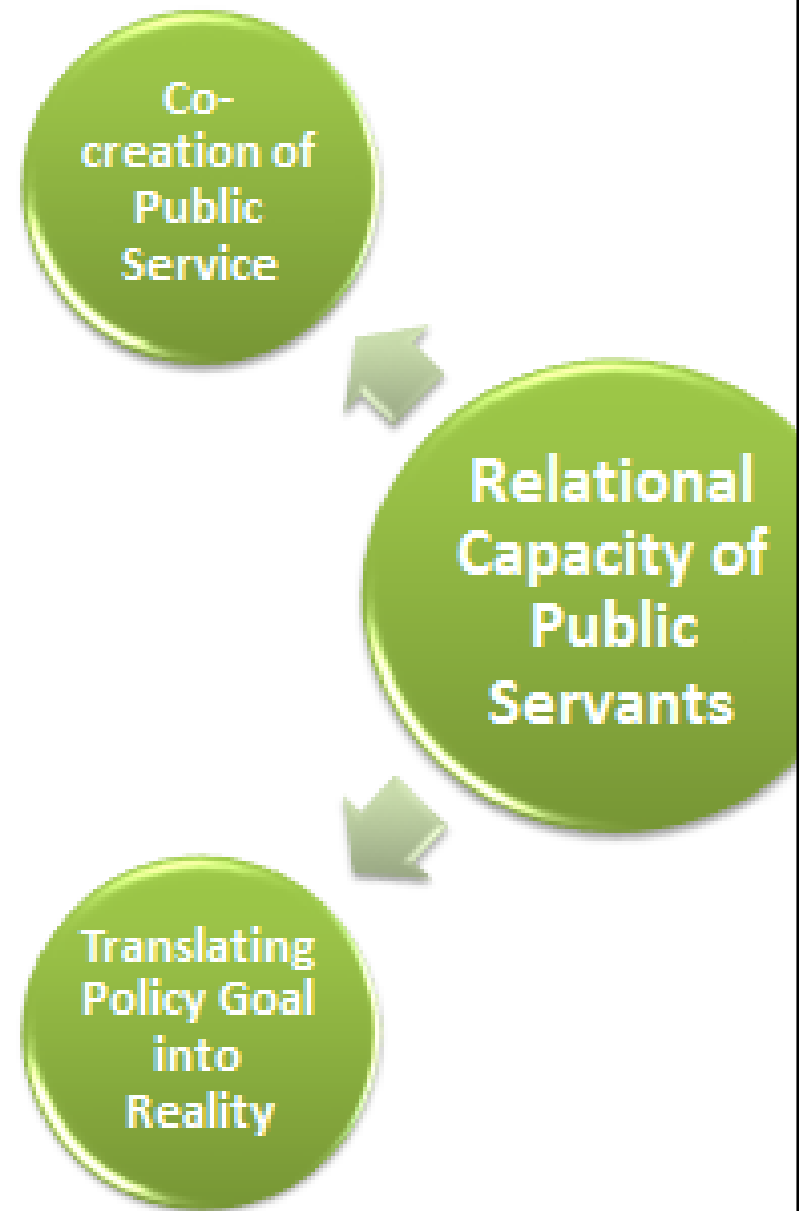
Actual public sector competences

Framework for Dynamic Governance



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COMPETENCIES NEEDED BY CIVIL SERVANTS



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STRATEGIC FORESIGHT AND INNOVATIVENESS

- Innovation-driven policy processes are especially important for economic growth and development**

- A primary role of the competent public servant is to facilitate complementary interaction among governance actors**



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STRATEGIC FORESIGHT AND INNOVATIVENESS/2

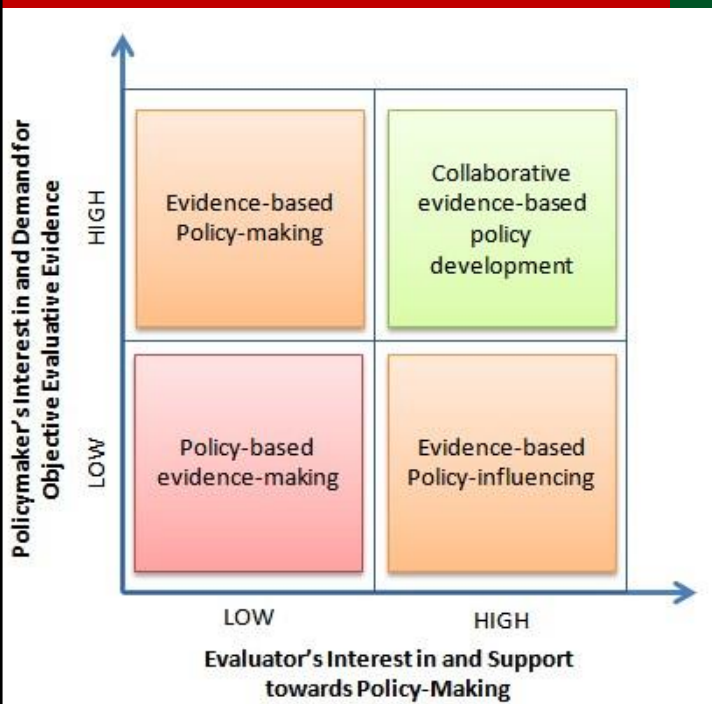
- ❑ Since the SDGs require attention to long-term development in many areas, public servants should master the techniques of long-term strategic foresight
- ❑ The main challenge is to translate strategic foresight into policies that conform to the ideals of the SDGs.



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ADAPTIVE AND EVIDENCE-BASED POLICYMAKING

- ❑ Public servants need to enhance their competencies in evidence-based policymaking
- ❑ A focus on evidence furthermore drives openness through communication, including in negotiations, problem-solving and information-sharing
- ❑ Using knowledge product from the research institutes/universities and NGOs



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SOCIOCULTURALLY LITERATE NEGOTIATIONS

- Deliberative mode of coordination is pivotal to strengthening consensus-based policy processes**

- The competent public servant should facilitate win-win solutions that lead to greater equality and well-being on the part of disadvantaged people, as well as increased returns for the wealthy**

- Public servants are acknowledged as capable negotiators if they possess a sociocultural literacy that enables them to act as a moderating influence**



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OUTCOME ASSESSMENT

- ❑ Countries in Asia and the Pacific attempted a performance-oriented management structure and have linked it to the whole reform agenda
- ❑ Singapore : goal-based learning
- ❑ Indonesia : balanced scorecard
- ❑ Malaysia : regulatory impact analysis
- ❑ Thailand : results-based management



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ACCOUNTABLE DISCRETION

- Problems arise when regulatory frameworks derived from best practices are applied in political and administrative systems that are incompatible**

- Under conditions such as these, public servants need to be able to exercise discretion**

- At the same time, discretionary authority must be subject to appropriate accountability mechanisms**



Part IV:

**CHALLENGES IN ACHIEVING TRANSFORMATIVE
LEADERSHIP AND RELEVANT COMPETENCIES OF
PUBLIC SERVANTS TO SDGS**

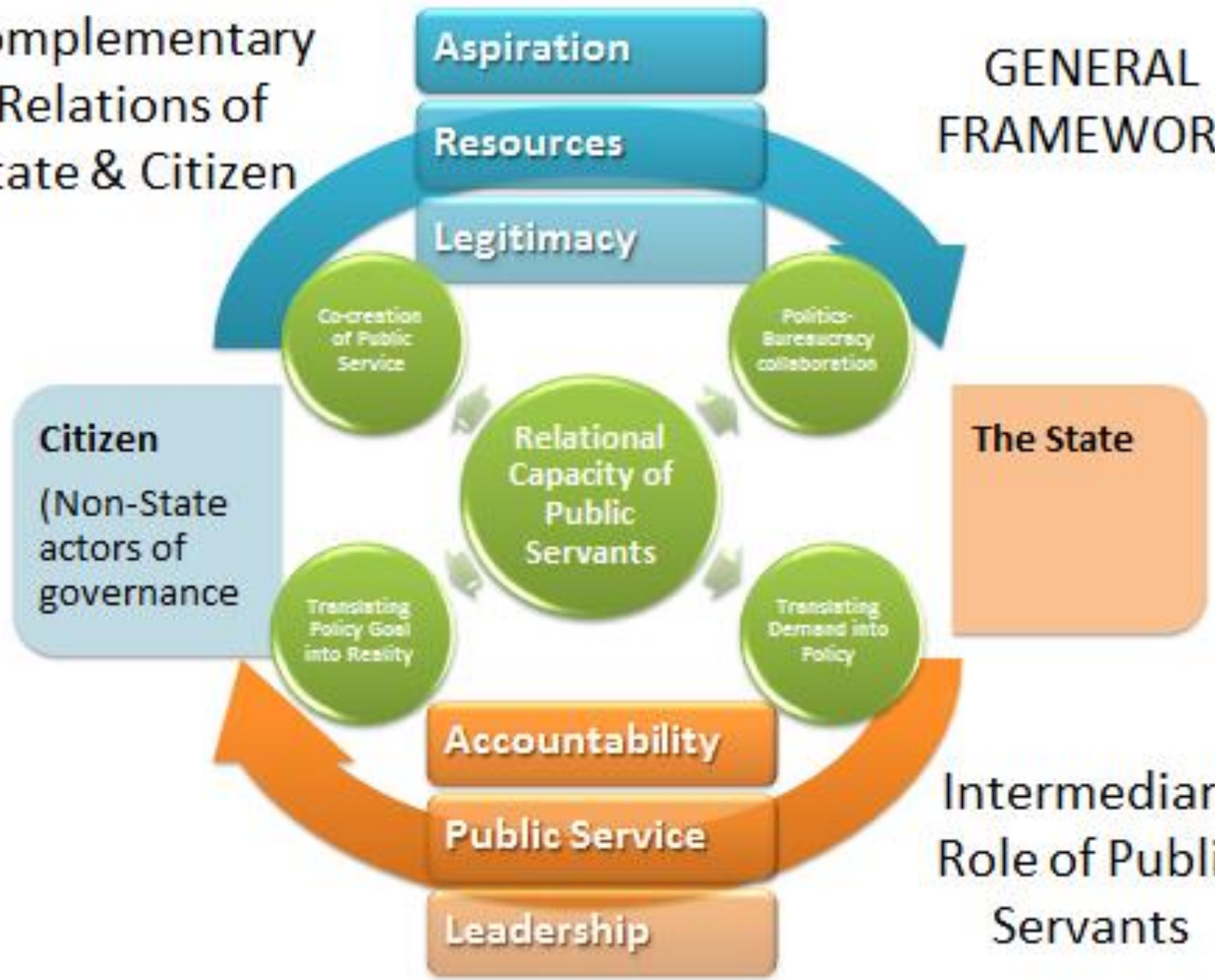
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- Many policies have failed to achieve significant progress because the roles and competencies of public servants are not adequate for charting an effective course of implementation.**



Complementary
Relations of
State & Citizen

GENERAL
FRAMEWORK



Citizen
(Non-State
actors of
governance)

The State

Aspiration
Resources
Legitimacy

Co-creation
of Public
Service

Politico-
Bureaucracy
collaboration

Relational
Capacity of
Public
Servants

Translating
Policy Goal
into Reality

Translating
Demand into
Policy

Accountability
Public Service
Leadership

Intermediary
Role of Public
Servants

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HOW TO BUILDING A COMPETENCE CIVIL SERVANTS FOR SDGs:

- 1. Customized training**
- 2. Integrated human resources management**
- 3. Balanced politicization and meritocracy, and**
- 4. Embedded public ethics**

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CUSTOMIZED TRAINING/1

- Training is the most common way of cultivating the desired competencies of public servants**

- Customization and problem based learning is a key feature of training in contemporary human resources management strategies**

- The balanced scorecard practiced in Indonesia, Malaysia and Singapore has allowing public servants to cascade reform ideas by means of key performance indicators**

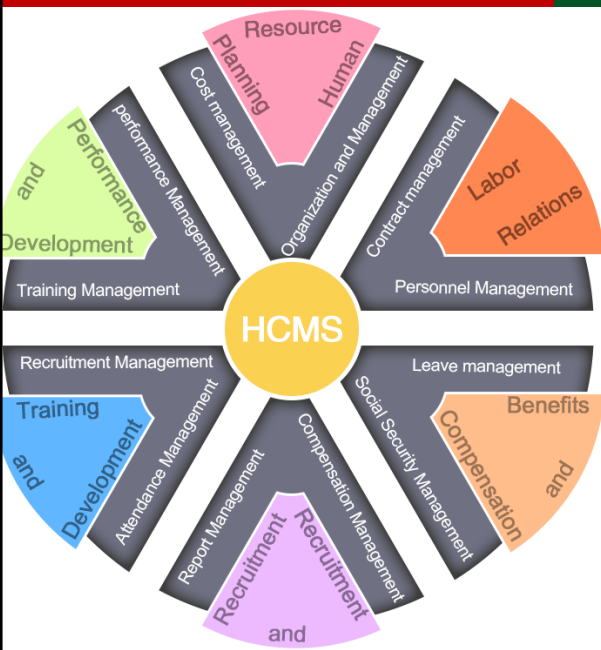


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INTEGRATED HUMAN RESOURCES MANAGEMENT

- Integrated human resources management can be supported by an integrated management information system for personnel development and utilization.

- But a key question is whether management information systems support interoperability performed by different organizational entities to be undertaken in a transparent and synchronized manner



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BALANCED POLITICAL AND MERIT-BASED APPOINTMENTS

- With a merit-based system in place, all the necessary settings for HRM in the public sector are set up and public ethics are introduced.**

- It is important to note that public organizations, in particular government agencies, are also not neutral entities as a matter of course**

- A balance between a merit-based civil service system and political appointments maximizes the performance of competent public servants.**



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EMBEDDED PUBLIC ETHICS

- ❑ Ethics plays a valuable role in preventing corruption and addressing underperformance on the part of public servants.
- ❑ Public servants should stand firm in their resolve to maintain autonomy in administrative decision-making without isolating themselves from society
- ❑ Embedded public ethics is essential to fostering incorruptibility and integrity on the part of public servants, enabling them to pursue the achievement of the SDGs in an effective manner



DNA FOR PUBLIC SERVANT IN SDG's TIME

EXISTING

Single Actor
Fragmented
Centralized
Static
State
Local
Manual
Competition
Control Authority
Make Procedure

SDGs TIME

Multi Actors
Interconnected
Decentralized
Dynamics
Society
International
Digital
Co-Creation
Develop Knowledge
Make Innovations

SUGGESTED STRATEGIC DIRECTION FOR SDGs IMPLEMENTATION

- ❑ More focused programs and targeted beneficiaries**
- ❑ Link programs to national and sub-national policies and programs**
- ❑ Increase engagement experts, officials and communities in all implementation stages**
- ❑ Integrated value chain program development (cycle, actors and function)**
- ❑ Increase coordination with local, national and international agencies**
- ❑ Focused on front liner and back liner (manufacturing) service**
- ❑ Engage both supply and demand-side**
- ❑ Knowledge and evidence based programs**

TapadhLeat Köszönöm Murakoze
 Shukriya Buznyg WaadMahadsantahay Enkosi
 ThintKo TapadhLeibh Takk Bedankt Zikomo aDank
 Blagodaram AsanteSana Waita Rahmat FaafetaiLava M-Sapo BarakAllahufiik Grazzi Nouari Grazie
 Matondo Mercé TesekkurEderim Sobodi Aabhar Trugarez Dhanyavaad BarakAllahufiik Mési Chokrane Kiitos
 Taiku Dankon Mamnun Welalin TangioTumas Tanan Dhanyavad Dhanyavaad Maururu KyayTzuTinPaTe GoRaibhMaithAgat Mochchakkeram
 Dakujem Berika Mammun KeYalLeboha Tanemirt Vinaka Tanke Tenki Gracias Dziakuju Barkal KurreSumanga GratiasAgimus
 Toda Mersi Dhanyavadagalu Terimakasih anikie Nizzik ajr Aguyje Diolich Danke Spacibo Patilics KhobChaiDeu Miesker Dhanyabead
 Merce Grandmercé Dhanyavadalu Sulpay Mahalo Gracinas DankJuWel Wado Asante Spas Gratias Agimur Ghorakaloutoun Akpe Mochchakkeram
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