**Programmatic Cooperation Framework for
Armenia, Azerbaijan, Georgia, Republic of Moldova, Ukraine and Belarus**

COUNCIL OF EUROPE

Funded
by the European Union
and the Council of Europe

EUROPEAN UNION

Implemented
by the Council of Europe

CONSEIL DE L'EUROPE

LEADERSHIP ACADEMY
MODULE 1: LEADERSHIP FOR GOOD GOVERNANCE

1. **The challenge of good governance**
2. **Personal and institutional capacity**
3. **Institutional and community leadership**
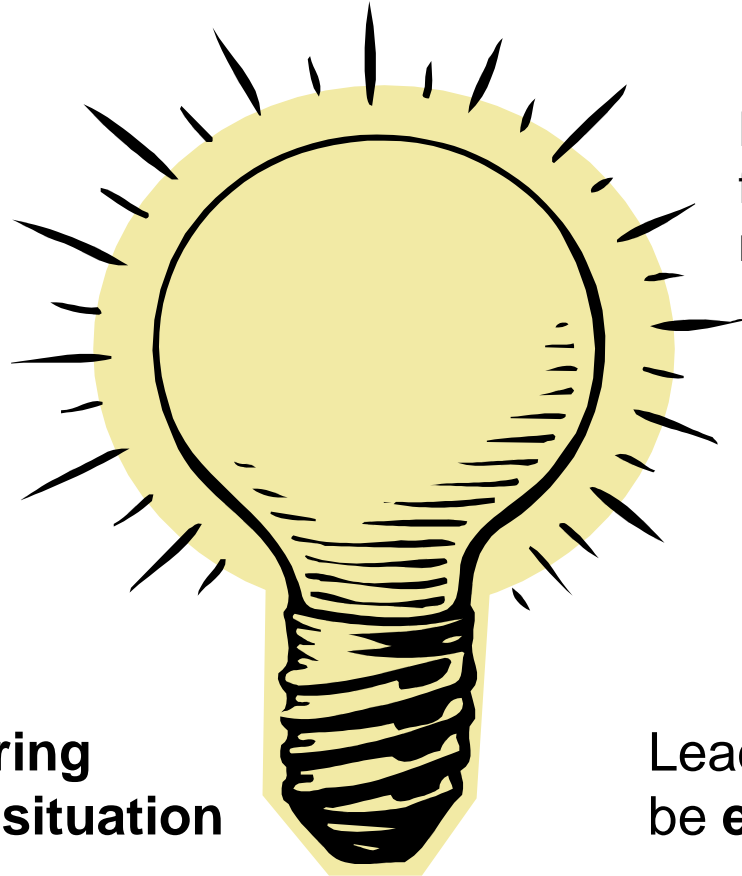
THE CHALLENGE OF GOOD GOVERNANCE

STAGE 1

WHAT IS LEADERSHIP???

Most people have the capacity for leadership - it's a matter of **choice**

Leadership is found in **relationships**

Leadership is much more than a set of qualities
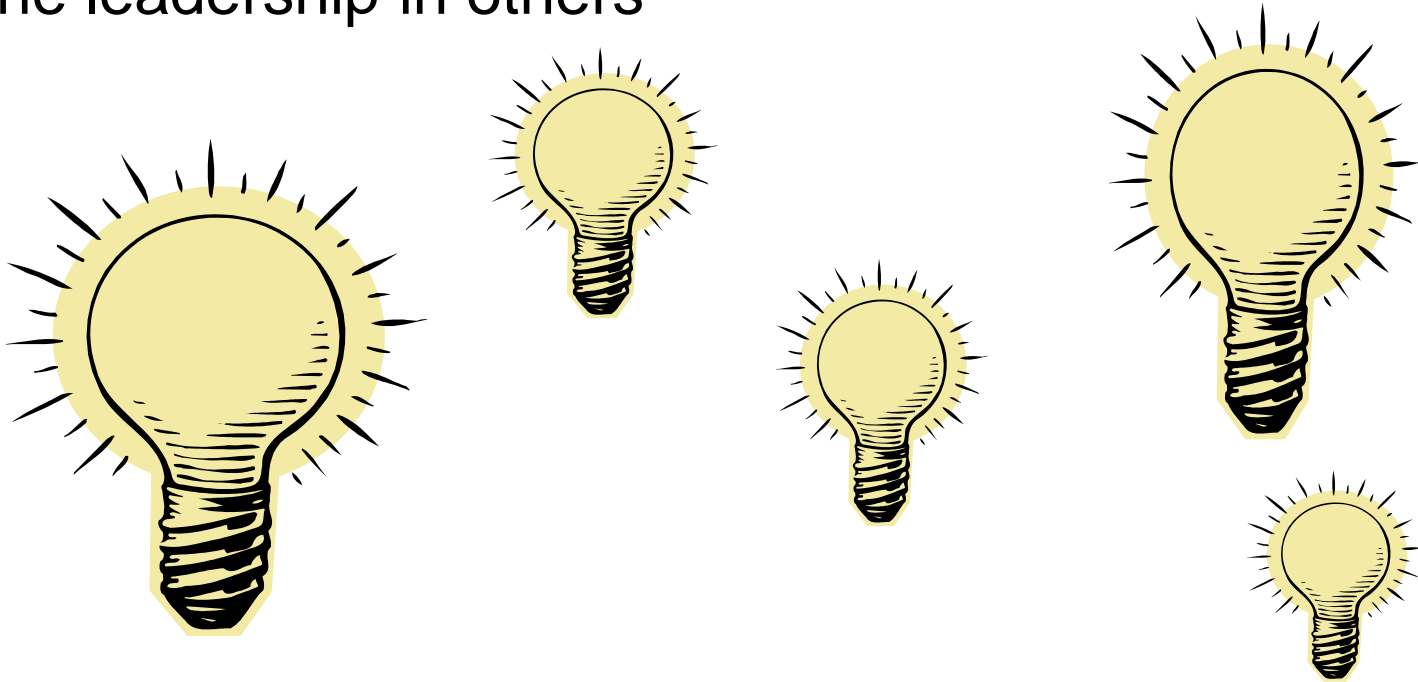
Leadership is about ensuring there is leadership in any situation
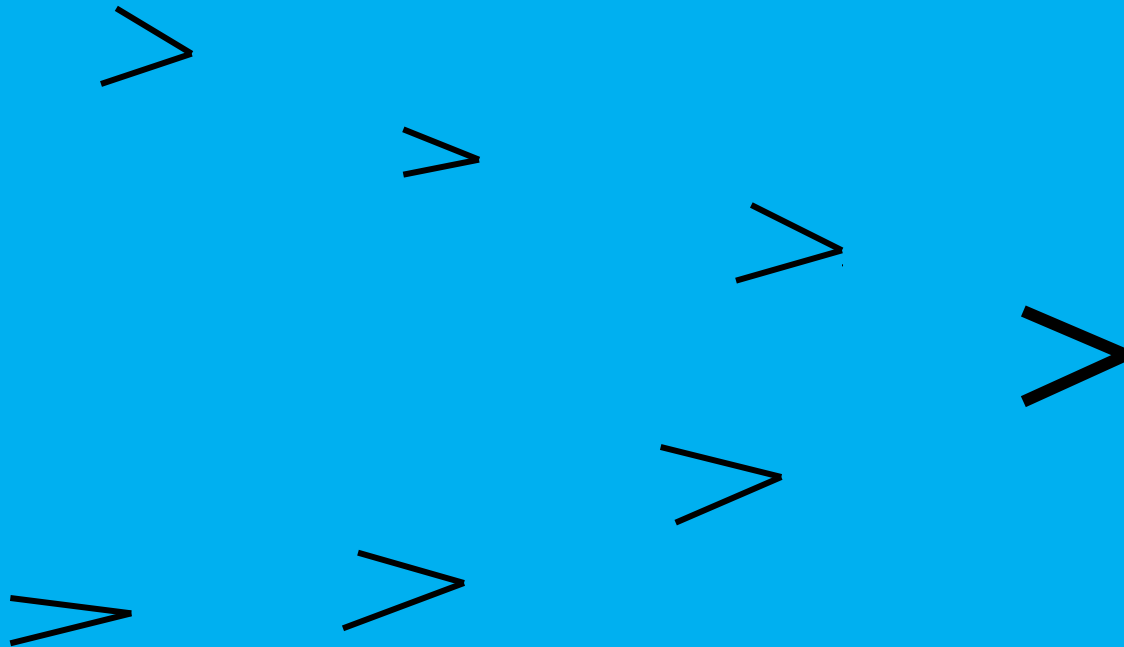
Leadership must be **earned**

LEADERSHIP'S ROLE

The role of leadership is to bring out
the leadership in others

ALWAYS IN FRONT?

Lessons from formation flying

NOT MANAGEMENT

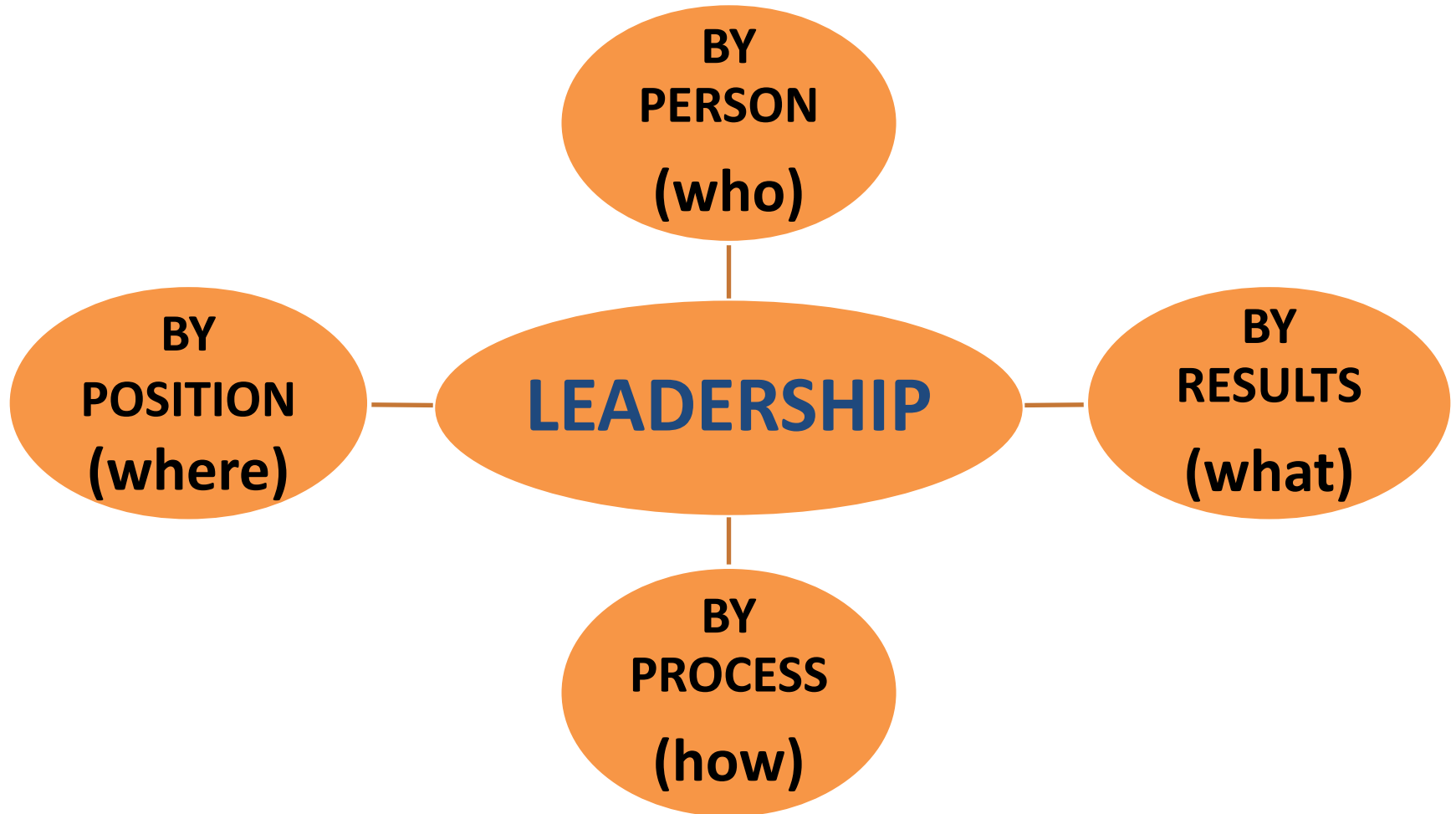**Management: about <u>routine delivery</u>**

- *economy, efficiency, effectiveness*

Leadership: about <u>delivering change</u>

- *giving purpose; crossing traditional boundaries; harnessing energy*

   Which boundaries? Do managers need leadership skills?

INTERPRETING LEADERSHIP

FROM POLITICS TO ACTION

DIMENSIONS OF LEADERSHIP

Motivating purpose	Task, progress, results
Upholding group unity	Attention to individuals

LEVELS OF LEADERSHIP

COMMUNITY

ORGANISATION

TEAM

PERSONAL

LEADERSHIP STARTS WITH THE CHALLENGE
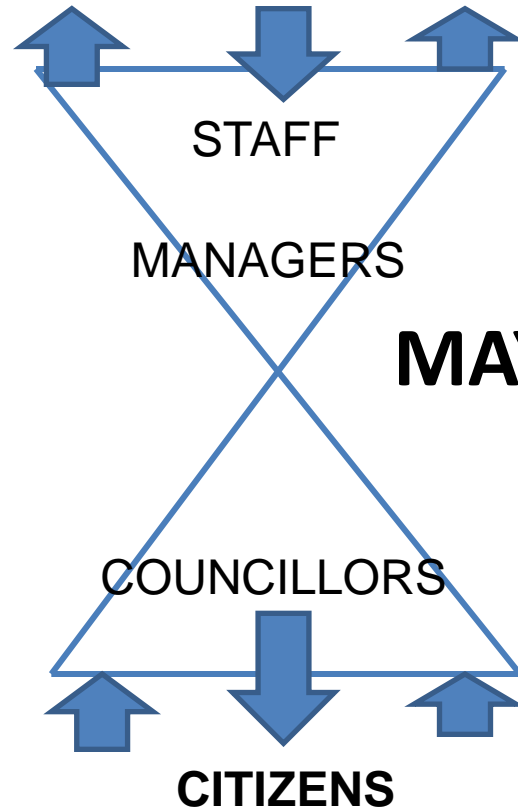
Challenge

Personal leadership practices

Context
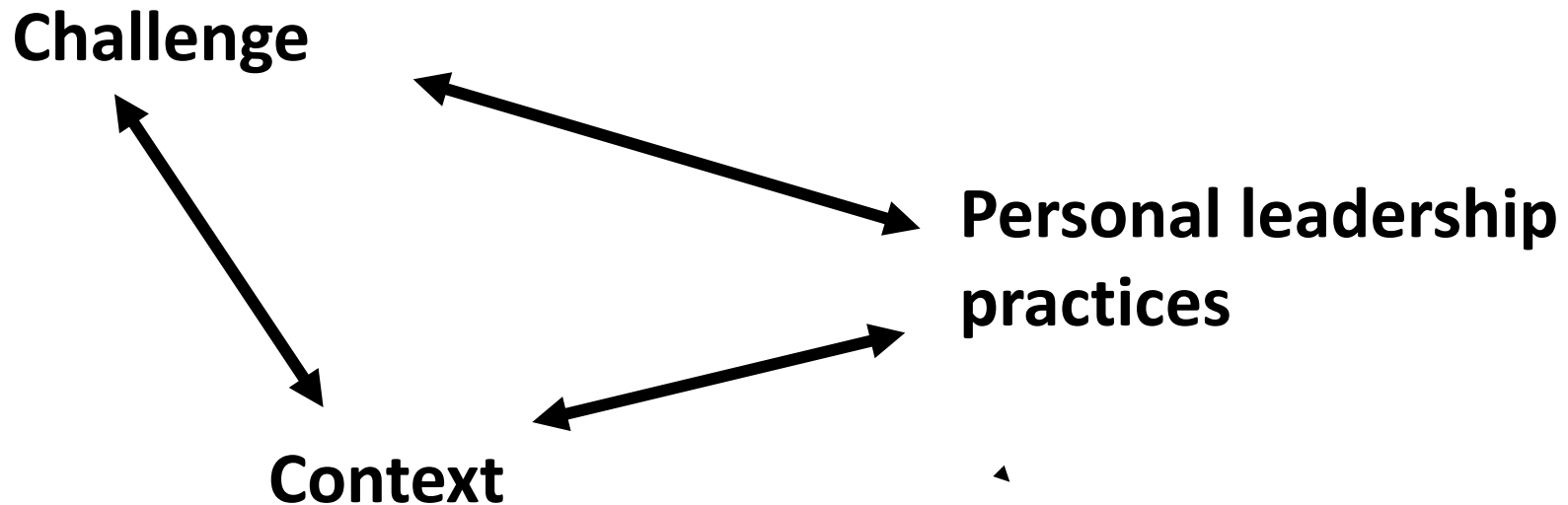
Challenge: to strengthen the organisation to deliver good local government

WHAT IS LOCAL GOVERNMENT???

LOCAL PEOPLE AND ORGANISATIONS

STAFF

MANAGERS

MAYOR

COUNCILLORS

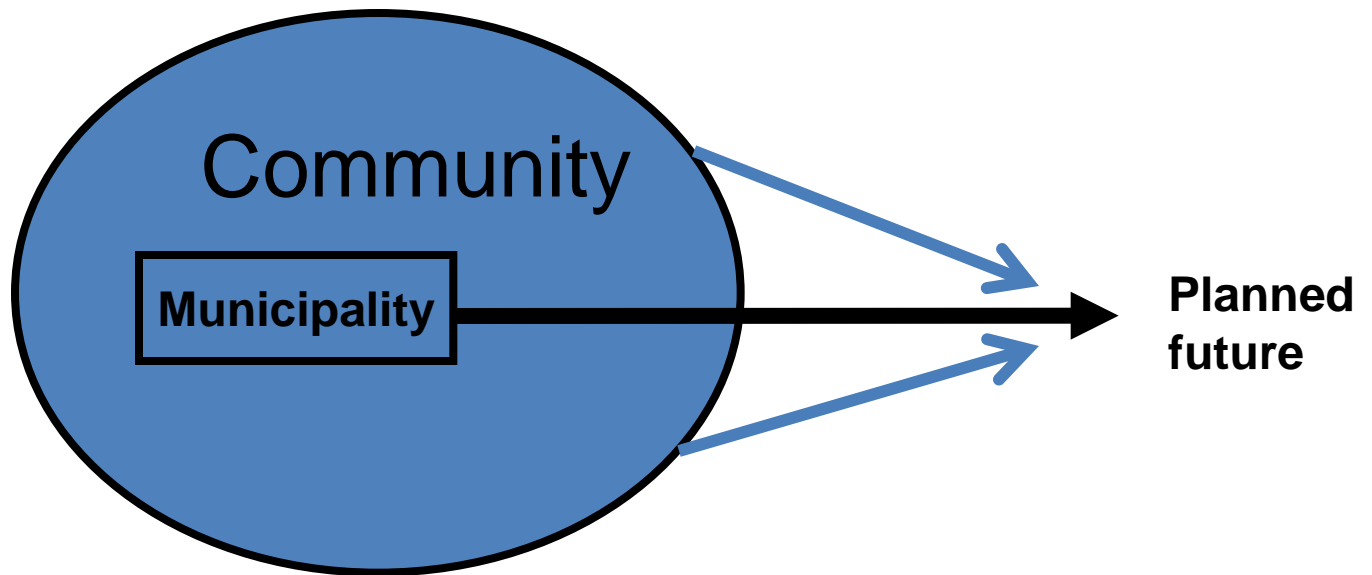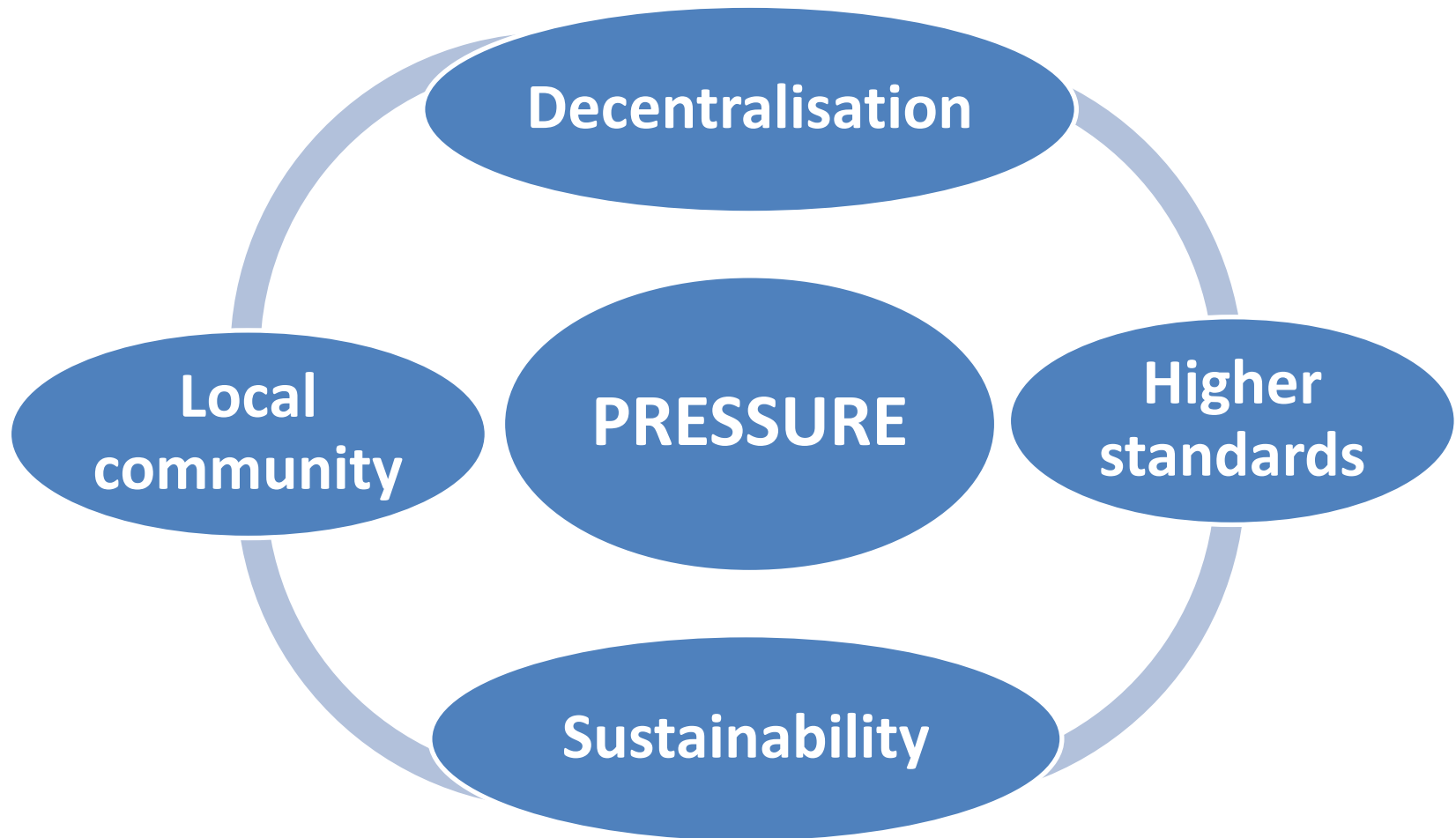**CITIZENS**

TREND FROM GOVERNMENT TO GOVERNANCE

❖Engaging stakeholders in **shared purpose**

- Active listening to **citizens**
- Working with **community organisations**

❖Focused on **community need**

❖Sharing **authority**

❖Seeking **high standards** of performance

❖Idea of **community leadership**

ENGAGING OTHERS IN A COMMON PURPOSE

Community

Municipality → Planned future

Working in partnership to deliver a shared vision

WHY IS COMMUNITY LEADERSHIP IMPORTANT NOW?

Decentralisation

Local community

PRESSURE

Higher standards

Sustainability

MODERN LEADERSHIP REQUIREMENTS

..*of organisation*		..*of community*
Management	+	Relationships
Spending to budget	+	Generating resources
Building info system	+	Sharing info
Efficient staff	+	Responsible staff
Future of organisation	+	Future of community
Directing	+	Influencing
Containing risk	+	Managing risk
Service delivery focus	+	Development focus
Obeying rules	+	Building integrity

A MATTER OF MINDSET

I see others behaving differently

Structures and processes are supportive

I WILL CHANGE MY MINDSET IF...

I accept what is being asked of me

I have the necessary skills
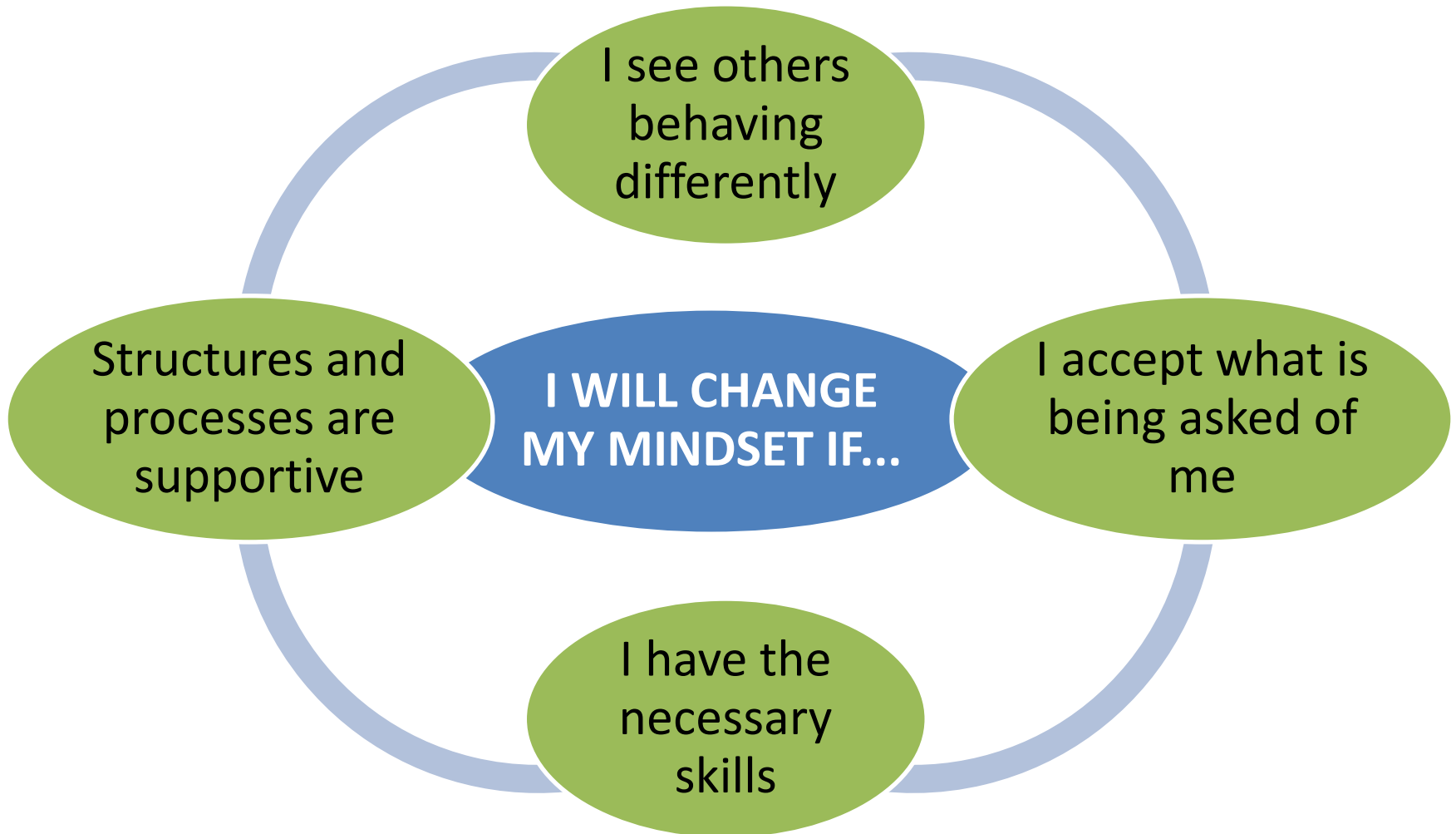
HOW TO LEARN LEADERSHIP
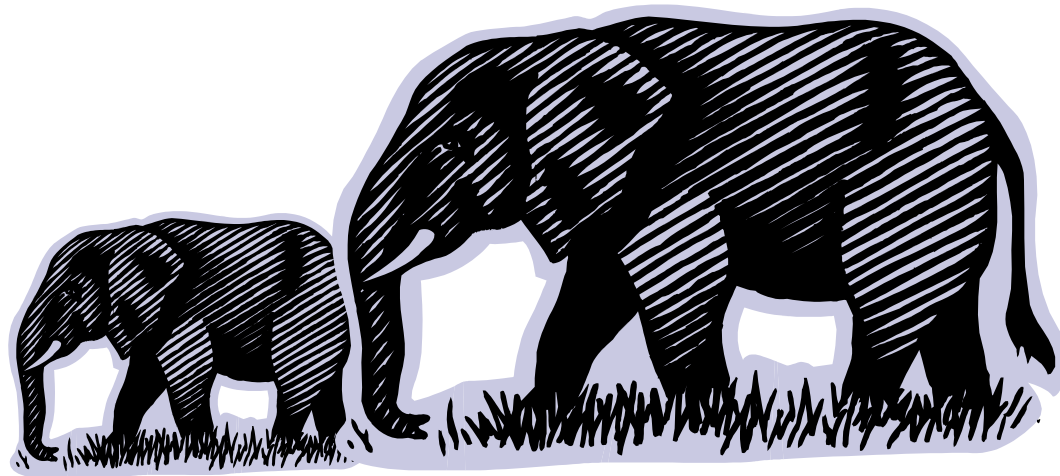
PERSONAL AND INSTITUTIONAL CAPACITY

STAGE 2

PICKING LOW-HANGING FRUIT
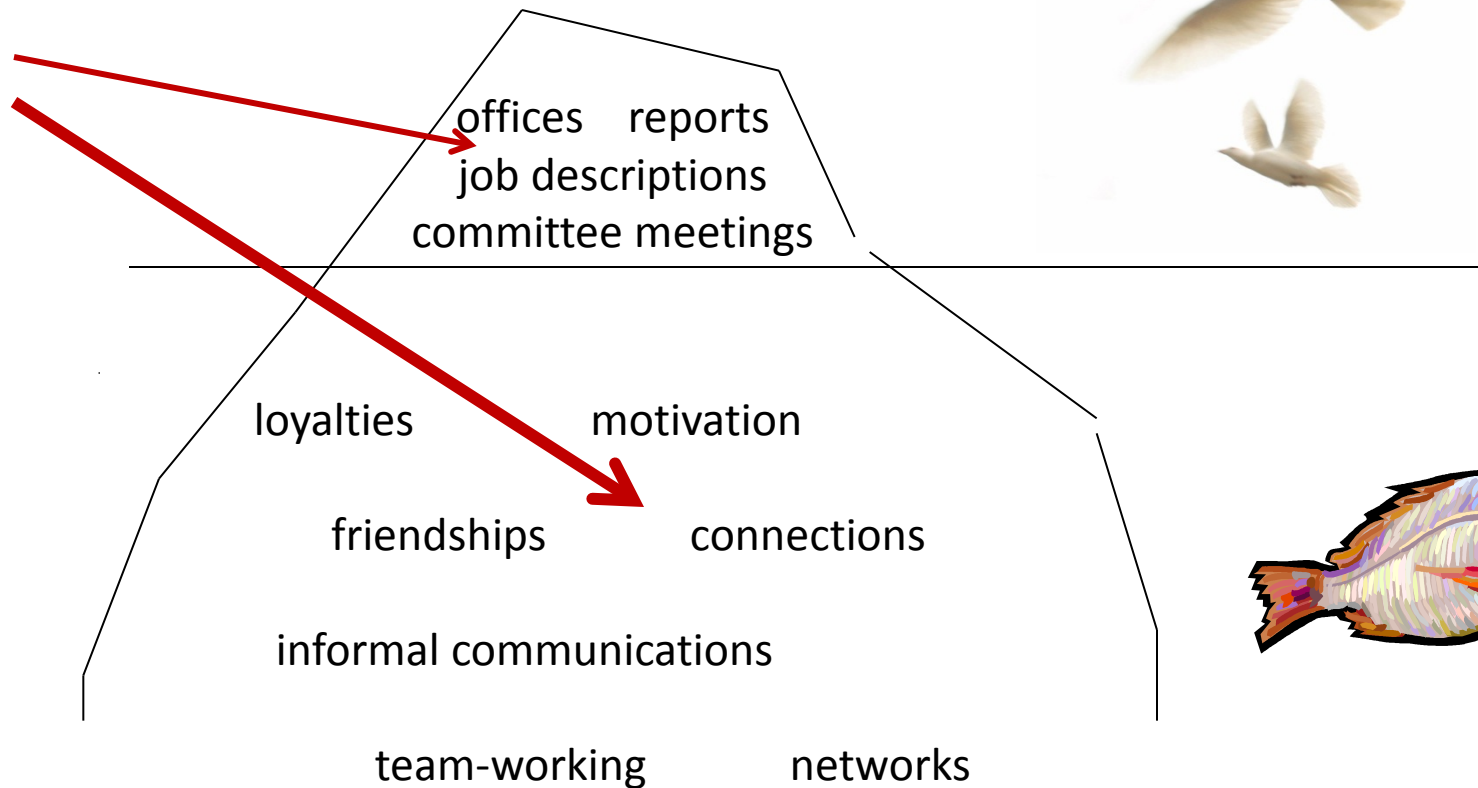
Balance easy wins with focus on priorities
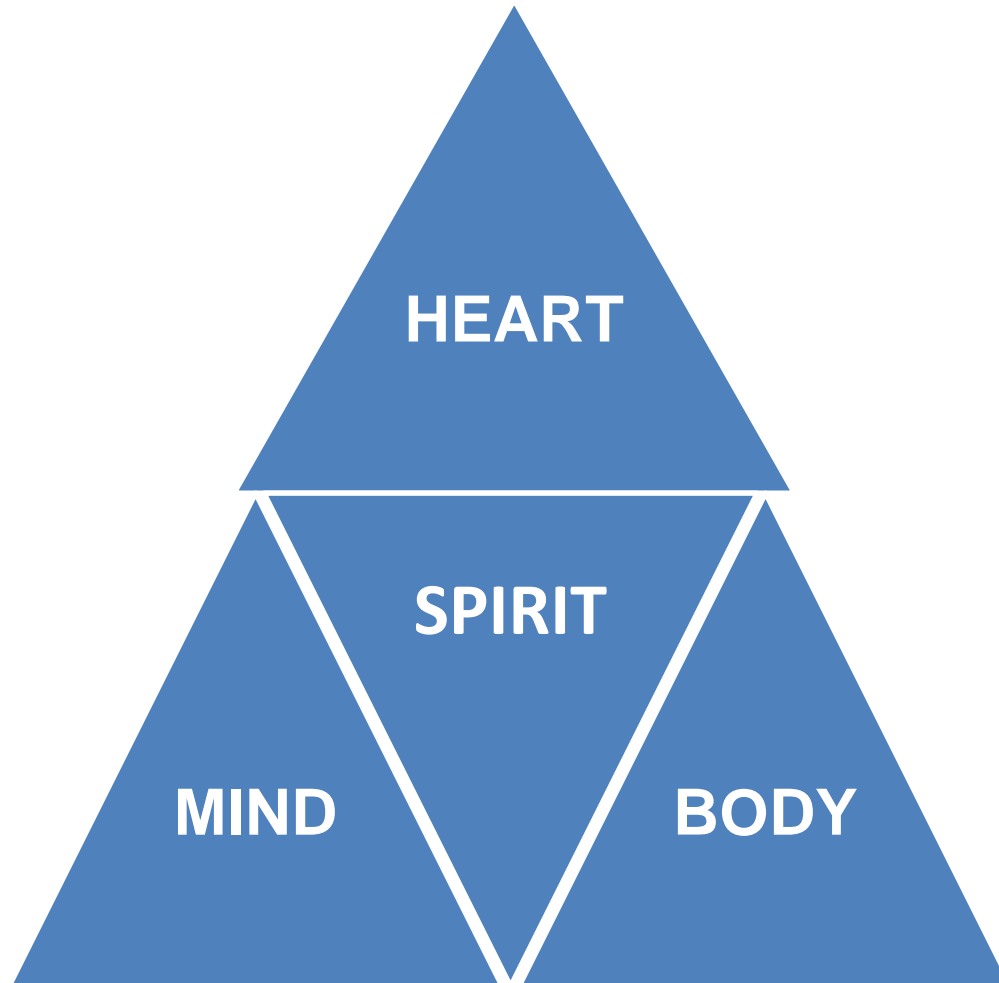
LEADERSHIP BY NUDGE

How to introduce change

ORGANISATION ICEBERG

Reaching below the surface:

offices   reports

job descriptions

committee meetings

loyalties   motivation

friendships   connections

informal communications

team-working   networks

WHOLE PERSON

PROMOTING VALUES

- Learning from mistakes
- Sharing good practice
- Sharing information
- Seeking the best
- Valuing diversity
- Giving responsibility
- Seeking opinions of others
- Encouraging innovation

- Challenging existing practice
- Demanding results
- Trusting citizens
- Welcoming partnership working
- Listening and responding

LISTENING

From directing to listening and sharing

USING POWER

↗ - Control

- **Position:** → - Reward

↘ - Punish

Trust → **Set parameters**

↗ → **Delegate / relate**

↗ - Influence
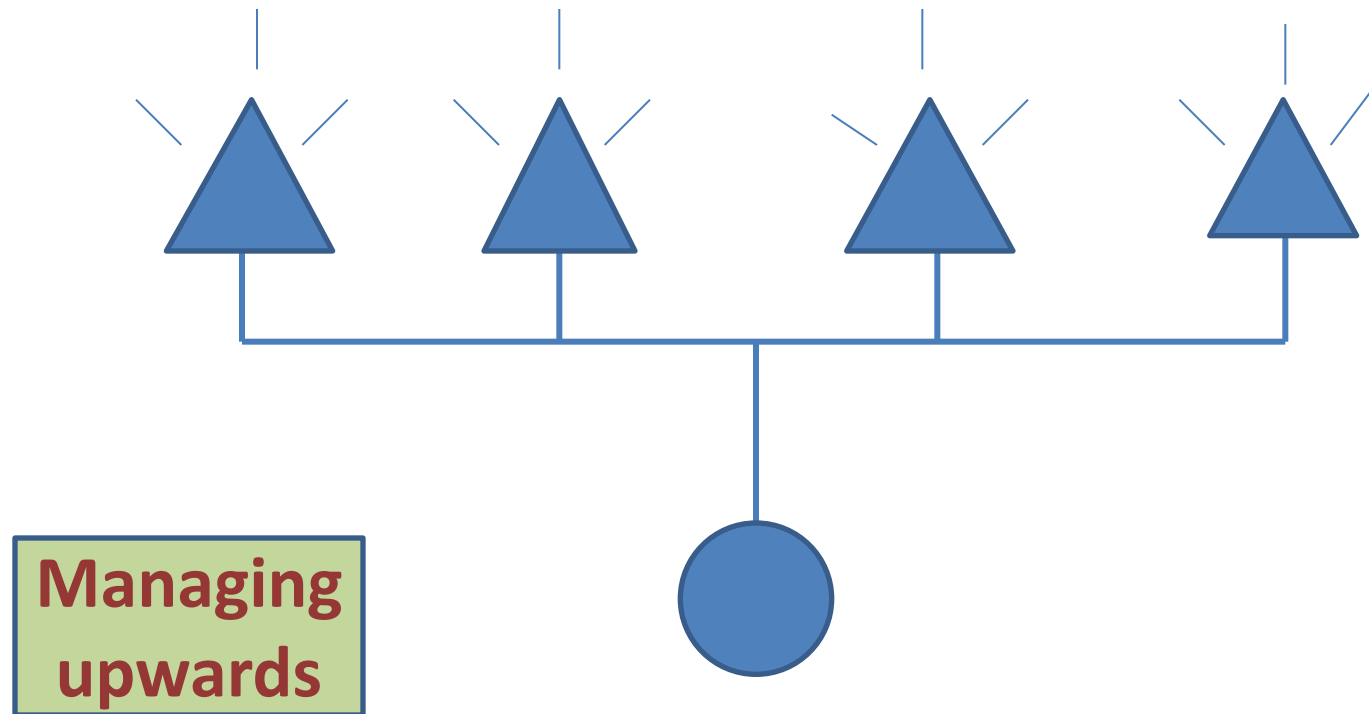
- **Personal:** → - Harness energy
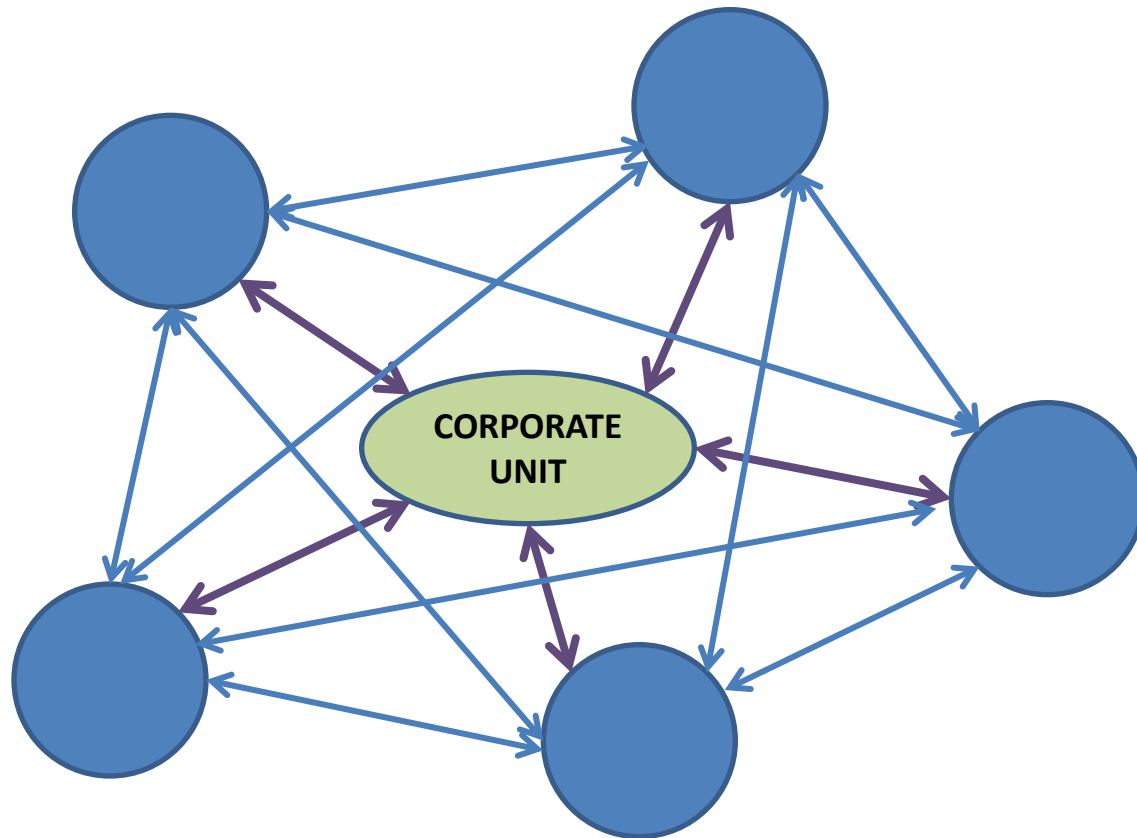
↘ - Give sense of direction

DELEGATING POWER

- Gives staff a sense of purpose and responsibility
- Creates space for creativity
- Emphasises accountability
- Engages stakeholders
- Harnesses energy

Delegation creates a more powerful organisation

CREATING THE ENVIRONMENT

Managing upwards

MATRIX STRUCTURE

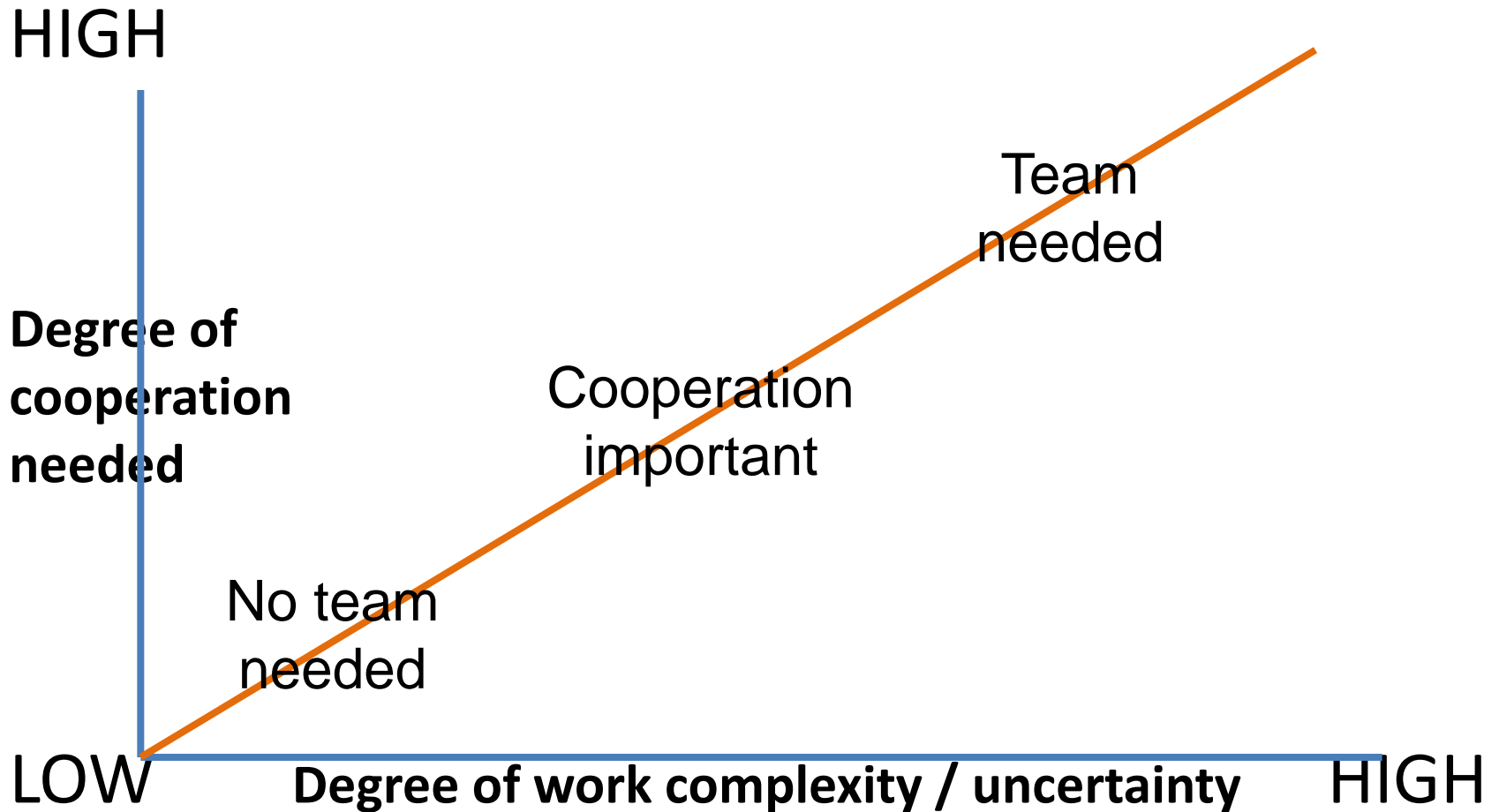CORPORATE UNIT

MAKING MATRIX WORK

Drivers of units:

- Corporate strategies

- Unit strategies
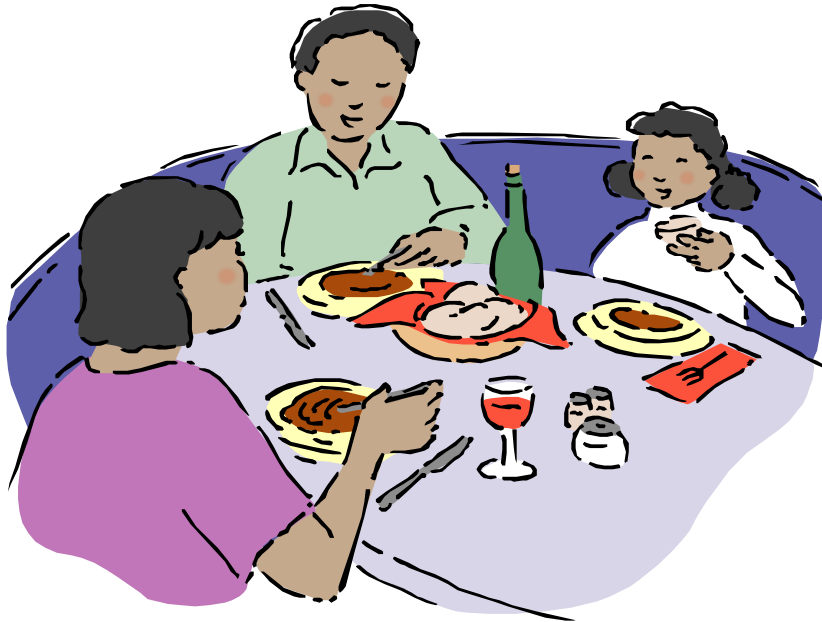
- Staff

- Constraints

Principles of units

- Specialisation

- Coordination and cooperation

- Knowledge and competence

- Commitment and control

- Innovation and adaptation

TEAM-WORKING

HIGH

Degree of cooperation needed

Team needed

Cooperation important

No team needed

LOW **Degree of work complexity / uncertainty** HIGH

STRATEGIC THINKING

Are formal and informal conversations aligned?

Happy staff talk about work after work

MANAGING CRITICISM

Self-confidence

⇕

Seek to understand

⇕

Acknowledge responsibility

⇕

Learn lessons

Self-defence

⇕

Give reasons / Make excuses

⇕

Abdicate responsibility

⇕

Create resentment

MANAGING RISK

COURAGE .....<u>balanced with</u> .....**CAUTION**

↓	↓
↓	↓
if excess	if excess
↓	↓
↓	↓
RECKLESSNESS	**INDECISIVENESS**

CREATING THE CLIMATE

LEADERSHIP LANDSCAPES

1. Personal

2. Team

3. Organisation

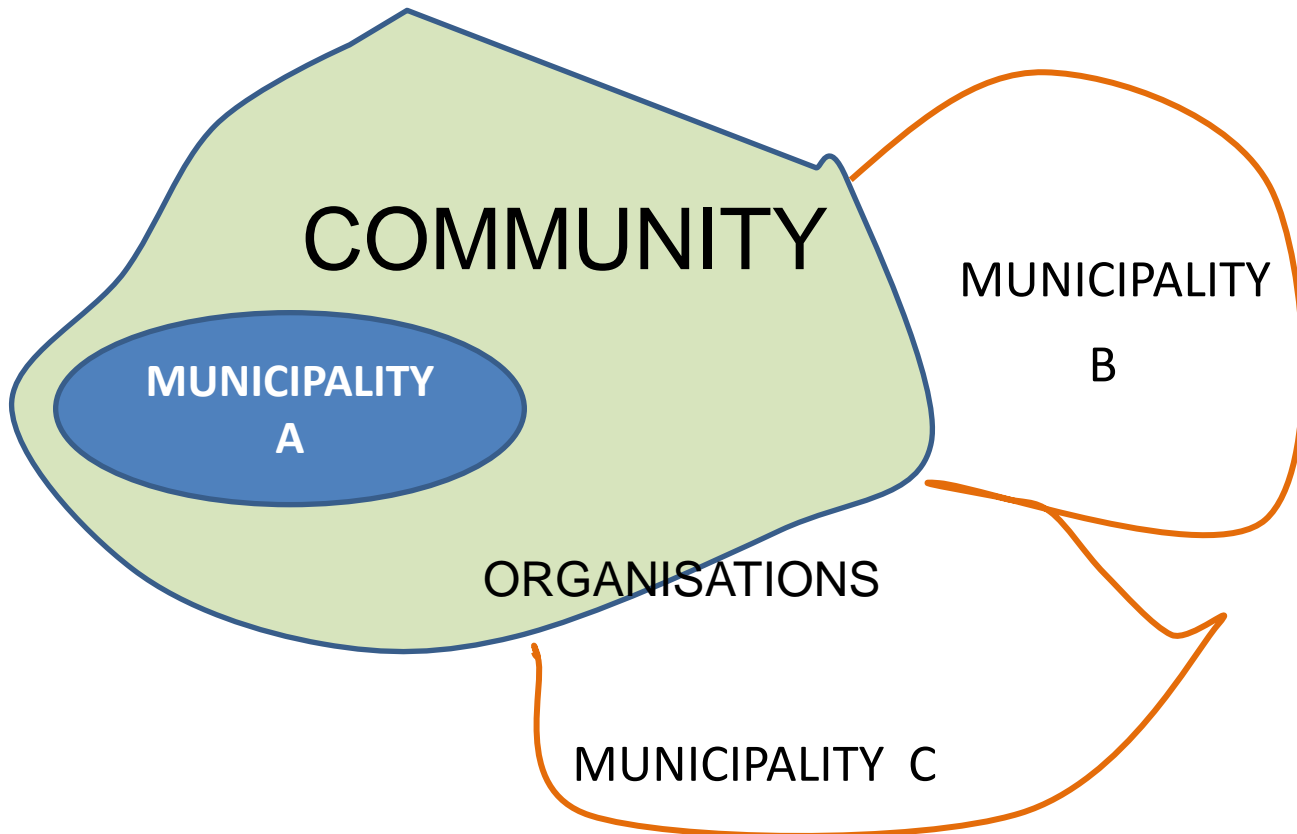4. Local government

5. Wider environment

INSTITUTIONAL AND COMMUNITY LEADERSHIP

STAGE 3

CROSSING BOUNDARIES

Going beyond your comfort zone

BENEFITS OF PARTNERSHIP

- Bringing in new expertise
- Extending range of services
- Raising quality of services
- Making better use of specialised knowledge
- Ensuring local services are joined up
- Tackling tough challenges
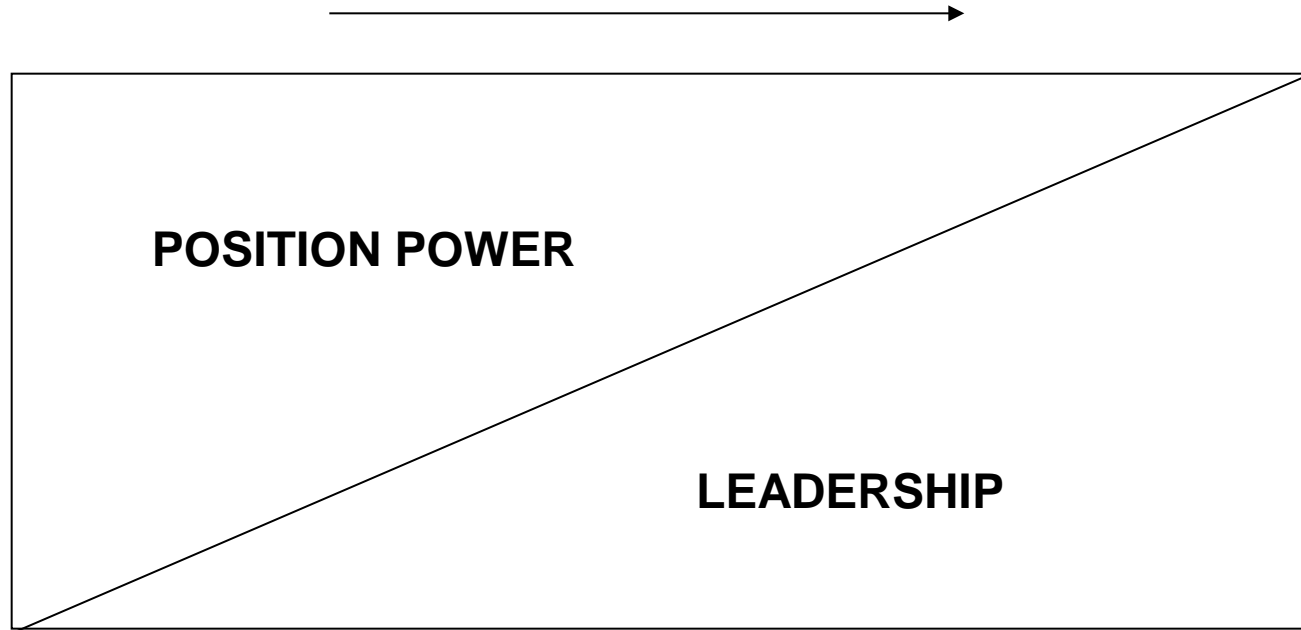- Managing demand better

WHOSE PERSPECTIVE?

Requires curiosity

SHARED INTERESTS

YOUR INTERESTS

THEIR INTERESTS

SHARED INTERESTS
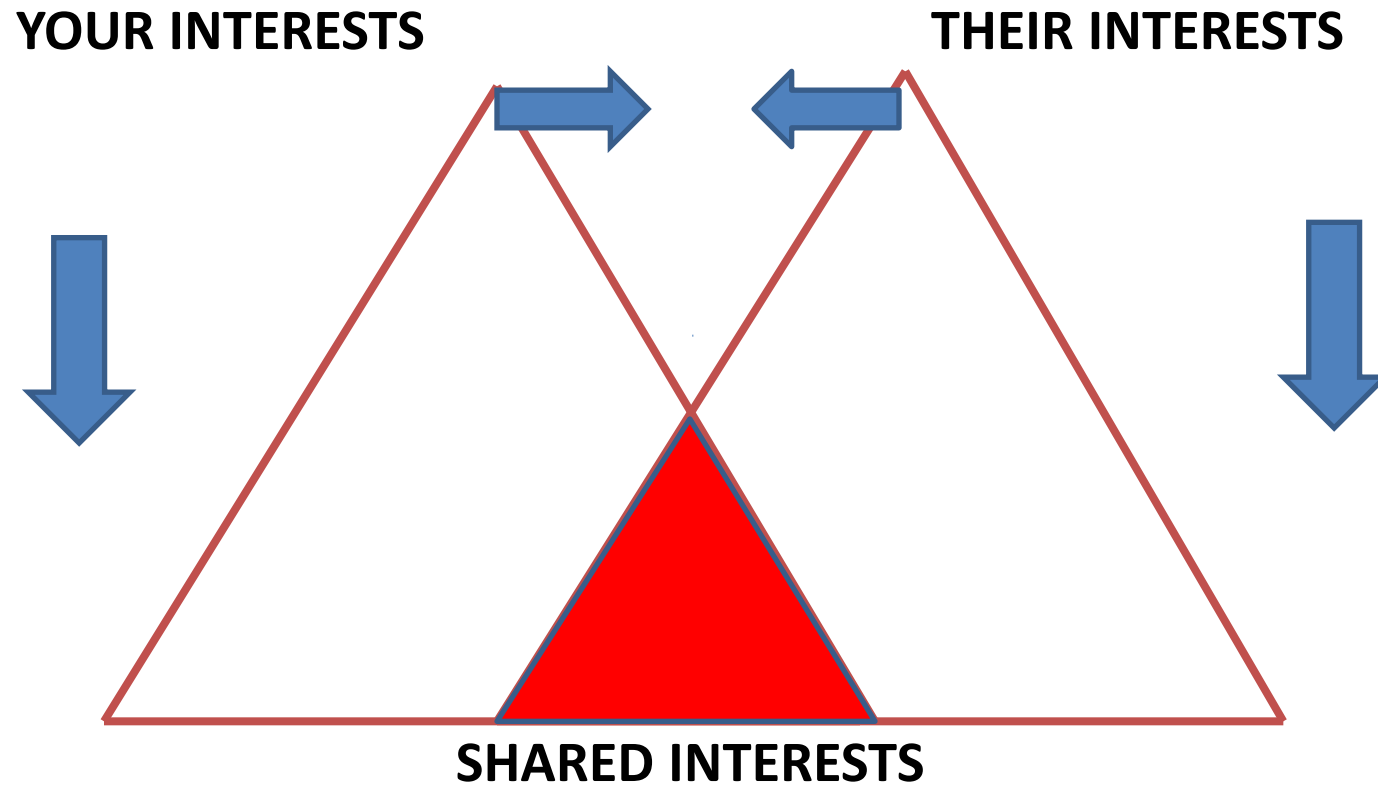
THE PARADOX OF POWER

Leadership increases as position power is used less.

HARNESSING RESOURCES