

# Ten Leadership Lessons

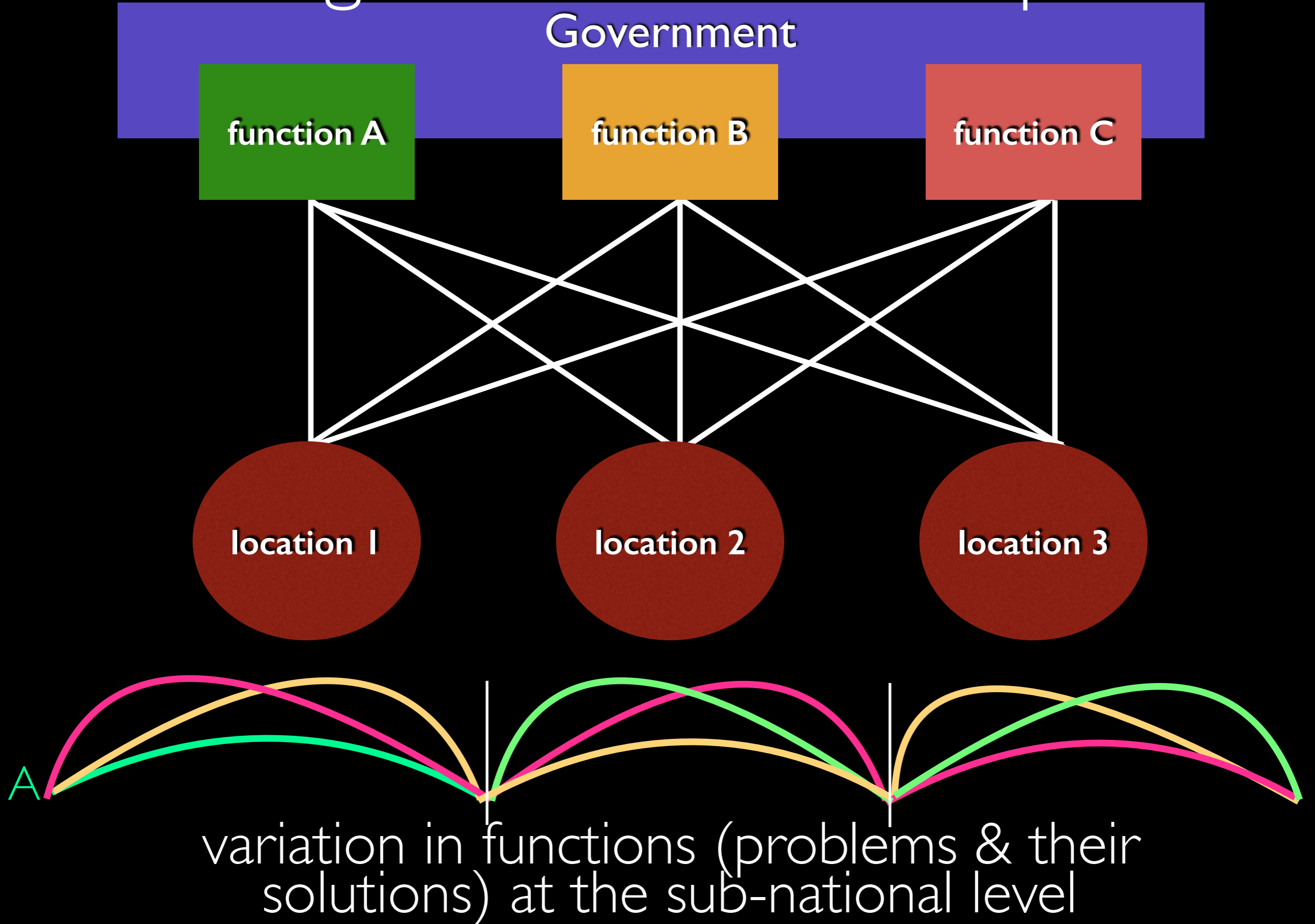


## Chief Executives' Forum

Riddel Hall, Stranmillis Rd, Belfast

Barry Quirk  
chief executive  
London Borough of Lewisham

# “tiers of governance: it’s complicated”



1

the claims to the  
**public interest**



aspects of  
"the public"

the demands of  
**public reason**

the expansion of  
**public value**

2

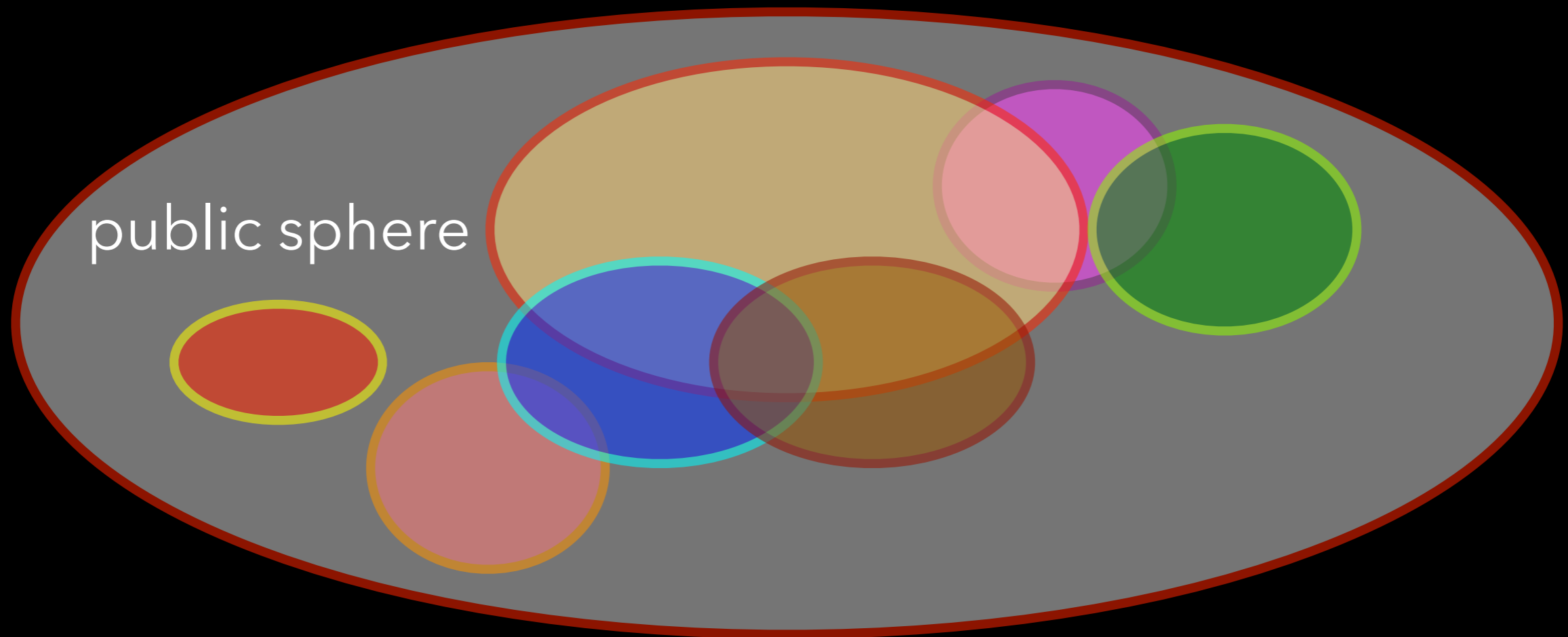
# leadership management supervision

- Tim the hospital CE
- Kate the Police Commander
- Ruth the chair of the head teachers' forum
- Mark the GP who chairs the CCG
- Pat the Warden of Goldsmiths
- Gary the lead IT supplier

# 3

## gaps and overlaps:

exist between policies, institutions, services, activities and service users



**GAPS:** the emphasis is on missed needs and improved effectiveness - may lead to increased overall costs

**OVERLAPS:** emphasis is on duplicated efforts, resources and increased efficiency - may lead to lowering costs

# 4 trustworthiness

$(C \times R) \times I$

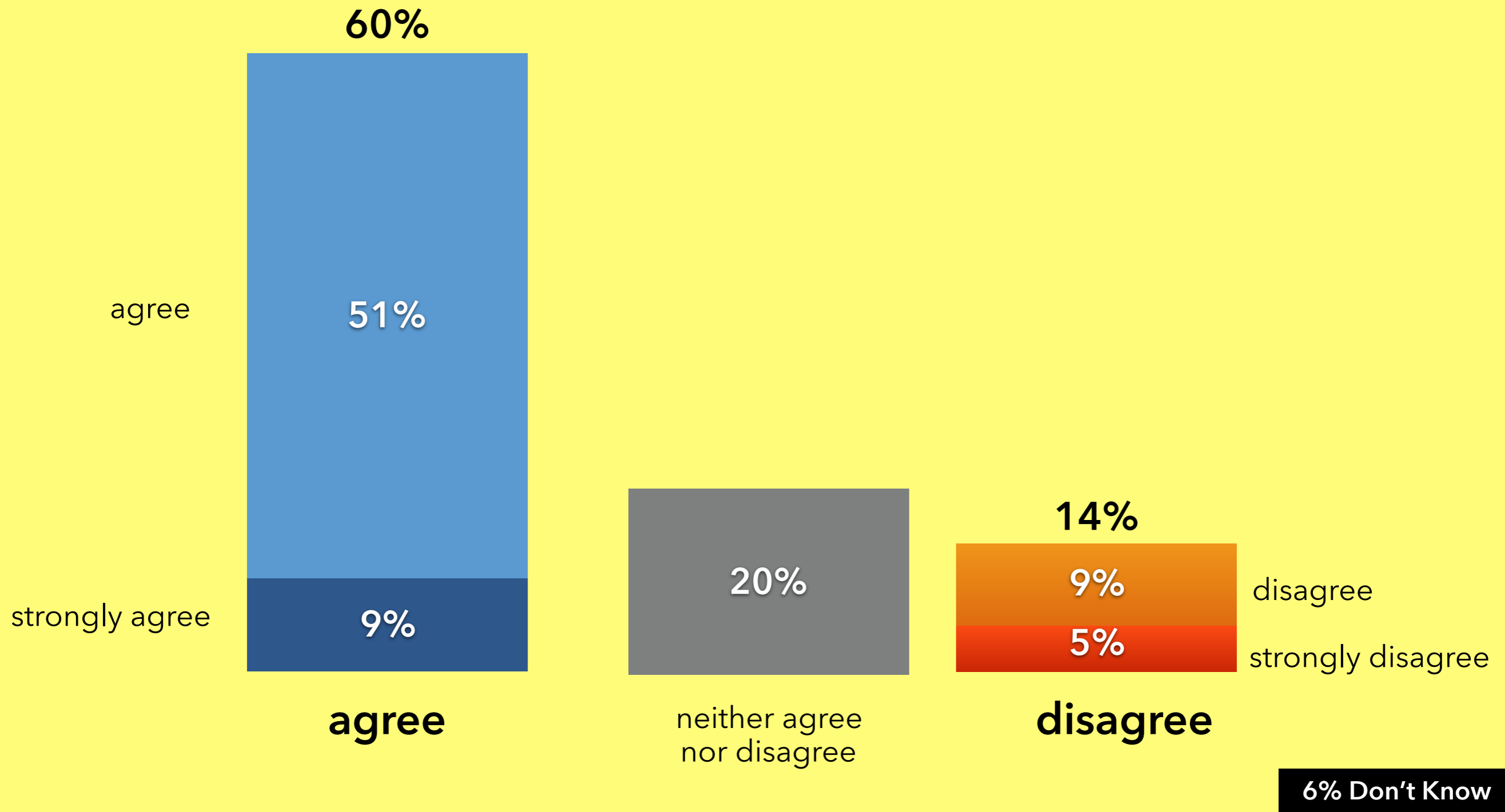
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SO

# cooperation can be learnt

- enlarge the shadow of the future:  
mutual cooperation is stable if the future is important relative to the present
- change the incentives and "pay-offs" so that non-cooperation is more heavily penalised
- teach people to understand the benefits of long run cooperation, mutuality and reciprocity

**"I trust Lewisham Council to make the best decisions for the borough as a whole even if I personally disagree with a decision."**





5

# system leadership: depth and breadth of knowledge?



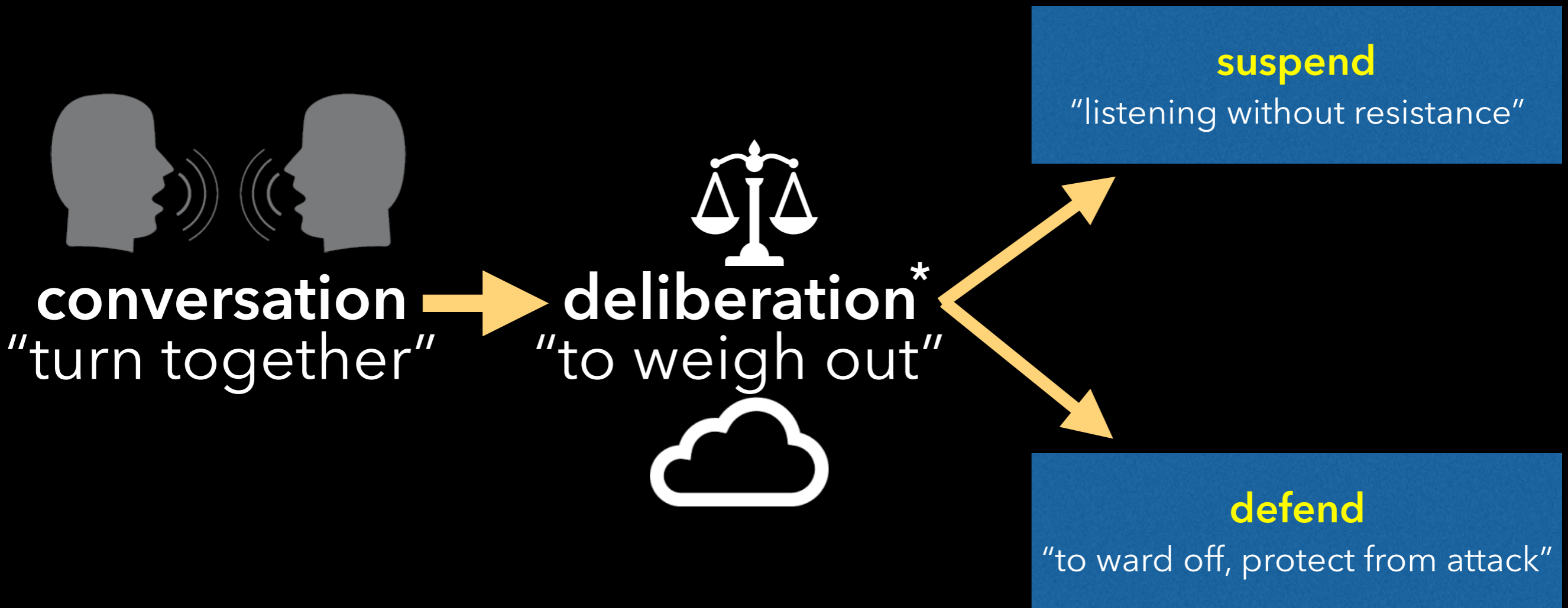
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inform

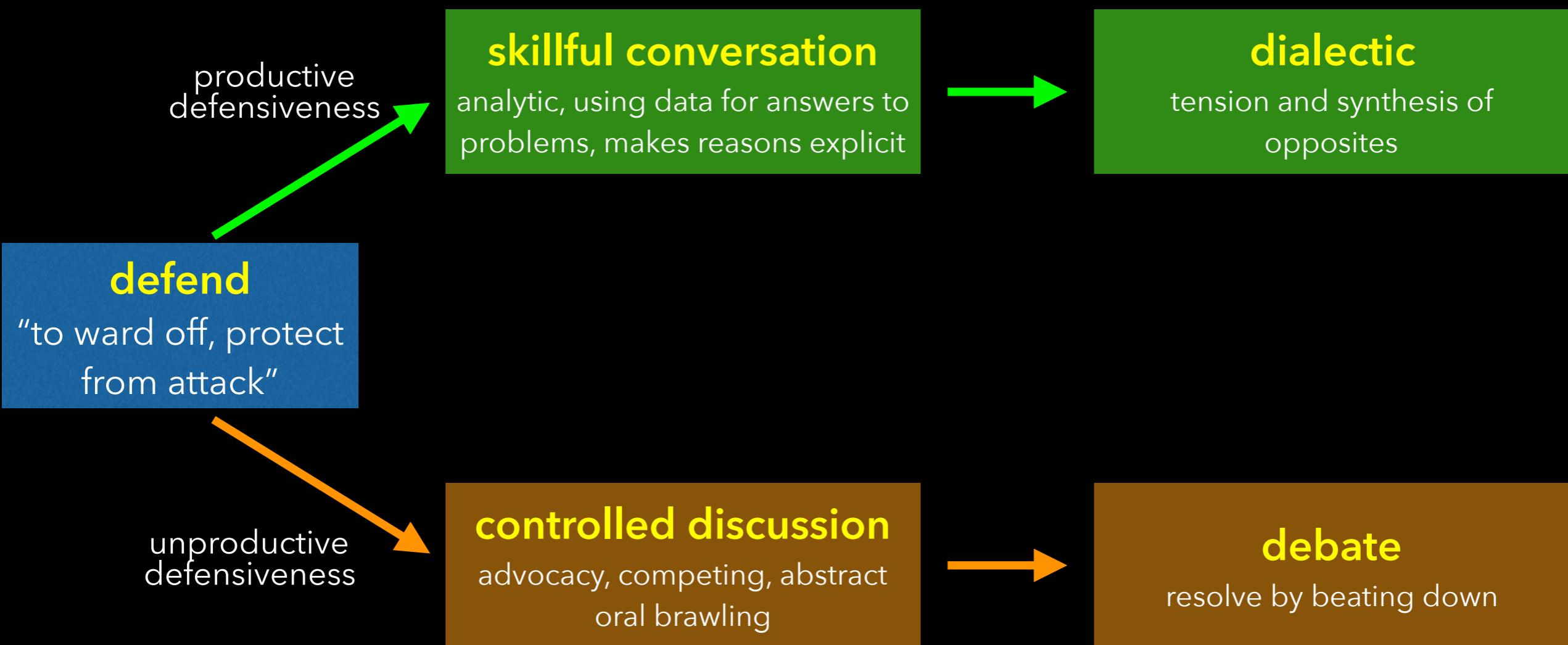
consult

negotiate

# the nature of dialogue



\* liberare - to balance, weigh  
OR  
to "deliberate" oneself - to decide to act so  
that one is no longer free to do anything



**generative dialogue**

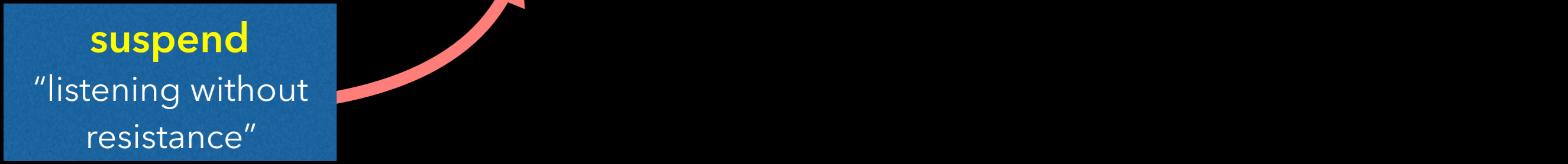
invents  
unprecedented  
possibilities and new  
insights, produces a  
collective flow of  
discovery

**reflective dialogue**

explore underlying  
causes, rules and  
assumptions to get to  
deeper questions and  
reframing problems

**suspend**

"listening without  
resistance"



7

purposeful change only happens when

$$(AG + ANS) \times DCR > OI$$

services & outcomes improve  
through disciplined trials & errors, and creative innovation

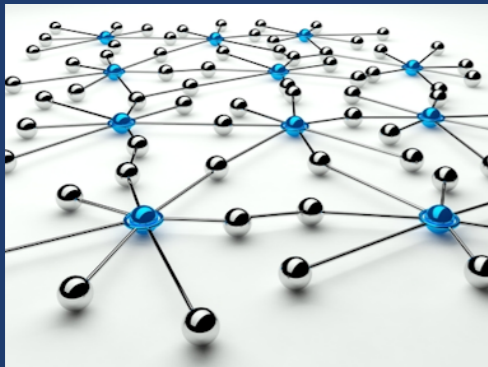
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# our dynamic context

TECHNICAL PROGRESS &  
SOCIAL ACCELERATION



NATURE OF  
ORGANISATIONS



# BIG SQUEEZE

CHARACTER  
OF WORK



DYNAMIC NEEDS &  
FLUID DEMANDS



# 9 Machiavelli's challenge

“Whosoever desires constant success must change their conduct with the times.”

but ... “No man is so wise that he knows how to adapt his own nature ...

Both because he cannot deviate from the path to which his nature inclines him.

And because he cannot be convinced to abandon a well-known path that has always brought him success by his following it.”





10

“how’s the water boys?”

“what is water?”

The most

**obvious** and

important **realities**

are often the ones that are

**hardest to see**

**and talk about ...**



Public servants add most value through their focused awareness of the **needs of others.**

Awareness of what is so real and essential, so hidden in plain sight, all around us, all the time ...

that we have to keep reminding ourselves, and our staff, over and over:

This is water.  
This is water.