



The CEO in government

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About Nous

Nous Group is an international management consultancy operating in 10 locations across the UK, Australia and Canada.

For over 20 years we have been partnering with leaders to shape world-class businesses, effective governments and empowered communities.

400

PEOPLE

10

LOCATIONS

3

COUNTRIES

Our approach blended broad engagement with Nous expertise.

COMPREHENSIVE AND ROBUST REPORT



**NOUS
EXPERTISE**



SURVEY

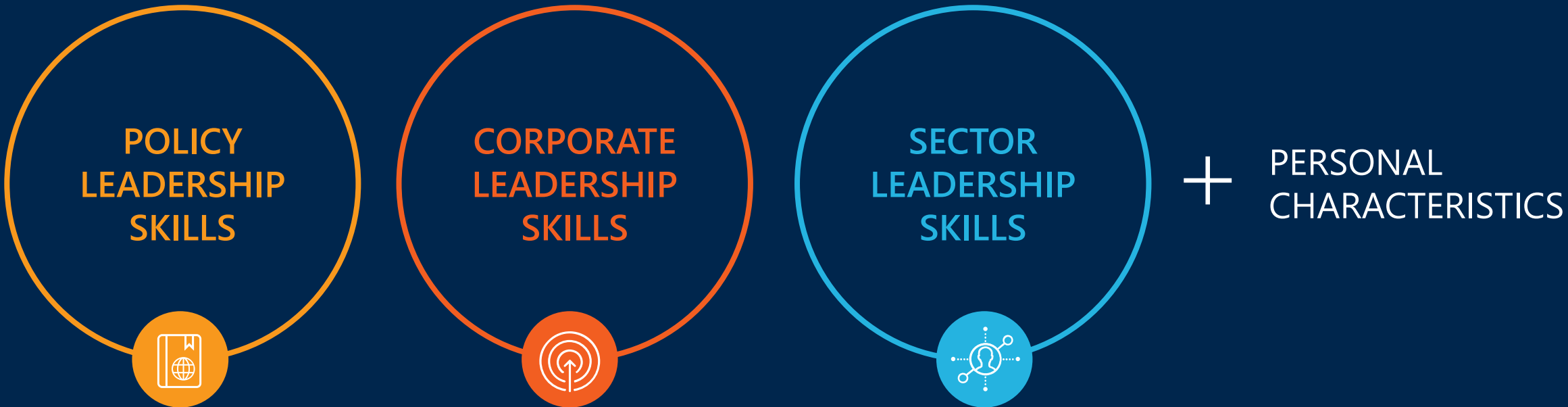


**~30 IN-DEPTH
INTERVIEWS**



**DIGESTIBLE
FINDINGS**

Three (plus one) skill sets are at the core of the CEO role.



Aspirant CEOs do not need the 'complete set' at the start.

THE CIVIL SERVICE STAR



THE SECTOR SAGE



THE ALB AFICIONADO



Policy leadership skills concern the ability to work in government.

Work effectively with ministers and government departments

Engage well with parliamentarians

Understand how to drive change through appropriate channels

Recognise the government's political context

Corporate leaderships skills are about leading your organisation.

Provide stewardship, strategic direction and purpose

Drive organisational change

Lead for operational outcomes

Access your organisation's full capabilities

Meet your legal obligations

Delegate effectively

Act commercially

Focus on results

Work through others

Sector leadership skills consider the organisation's place in its systems.

Understand your
ALB's place in the
sector

Know your
customers

Credibly explain
your ALB's value
to the sector

Master the
sector's policy
environment

Balance detailed
sector knowledge
with a wider lens

Personal characteristics underpin all parts of the CEO role.

Be curious

Show resilience

Appreciate
complementary
skill-sets

Demonstrate
sound judgement

Have a customer
focus

Listen well

Challenge
upwards and
downwards

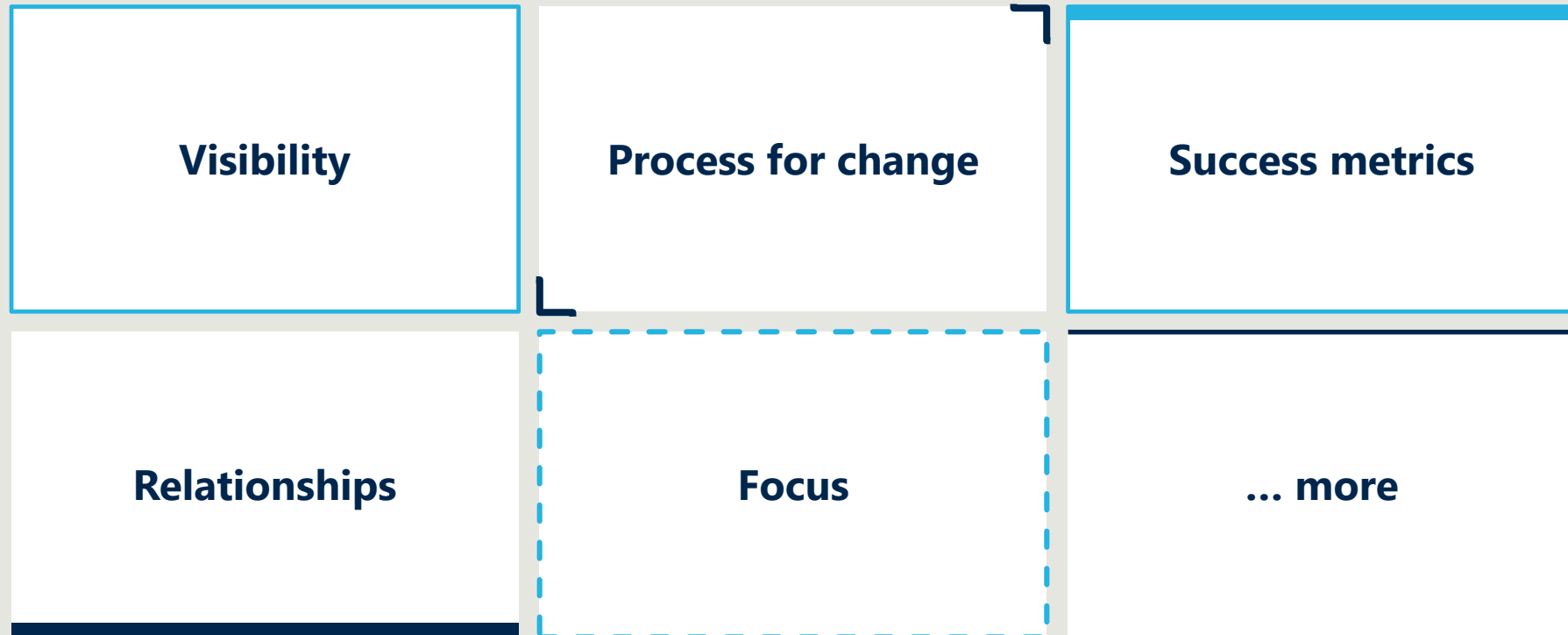
Communicate
clearly and well

Show empathy

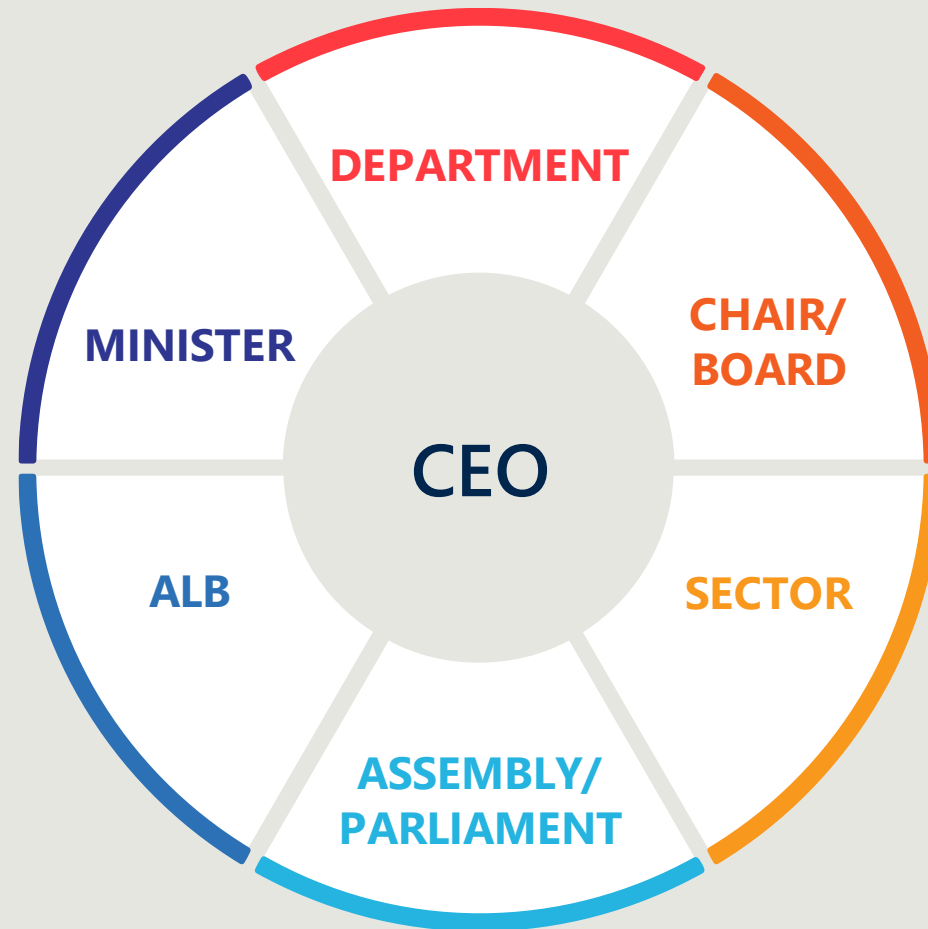
Be consistent

Engage well with
stakeholders

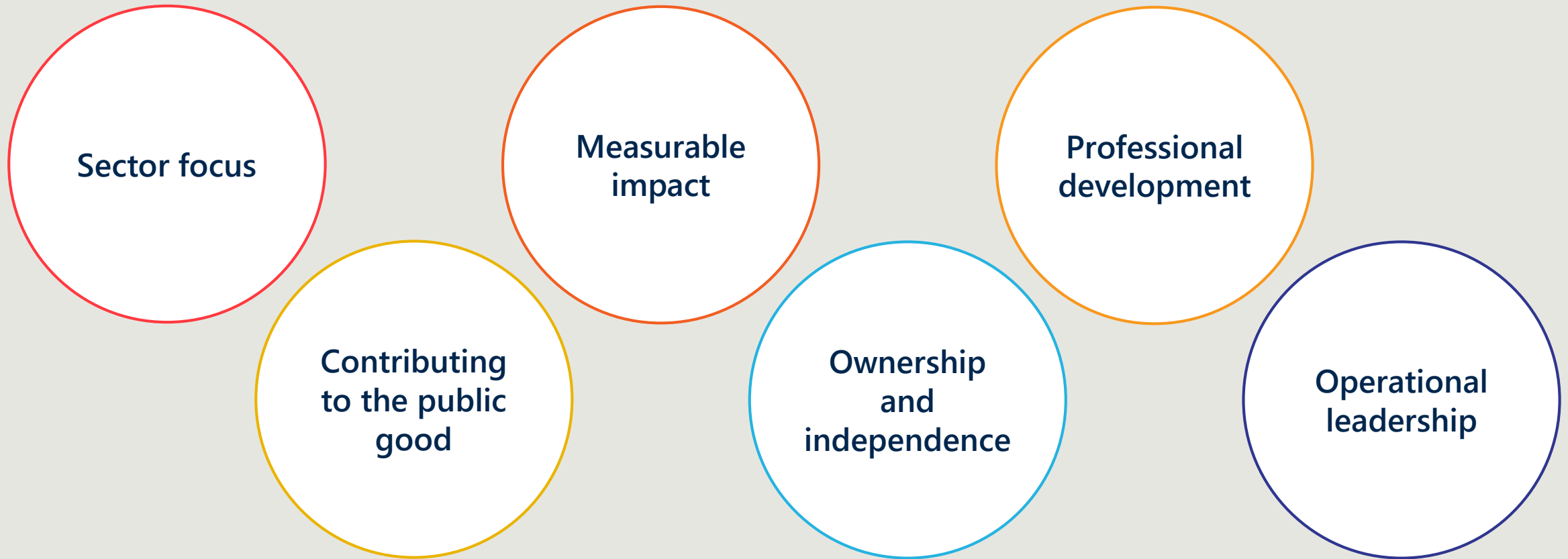
The ALB CEO role is unlike any other inside or outside government.



Relationships are essential for effective CEOs.



It's a hard job that people love.



We have some questions for you.

1 Does this framework align with your experiences of ALB leadership?

2 Does this apply differently in the Northern Irish context?

3 What steps are you taking to support the ALB CEO pipeline?



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