

Leadership in the Public Sector

Developing a robust organizational model

Professor P T Brown

Fulbright Economics Teaching Program

Ho Chi Minh City

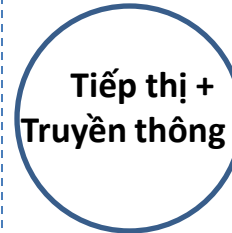
Lecture 4 Session 1 : 11 August 2016

Nhân dân

Bên trong

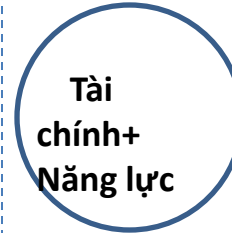
Bên ngoài

Chiến lược



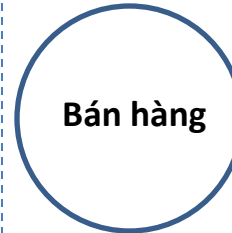
Văn hóa

Hoạt động + Chăm sóc



Phát triển

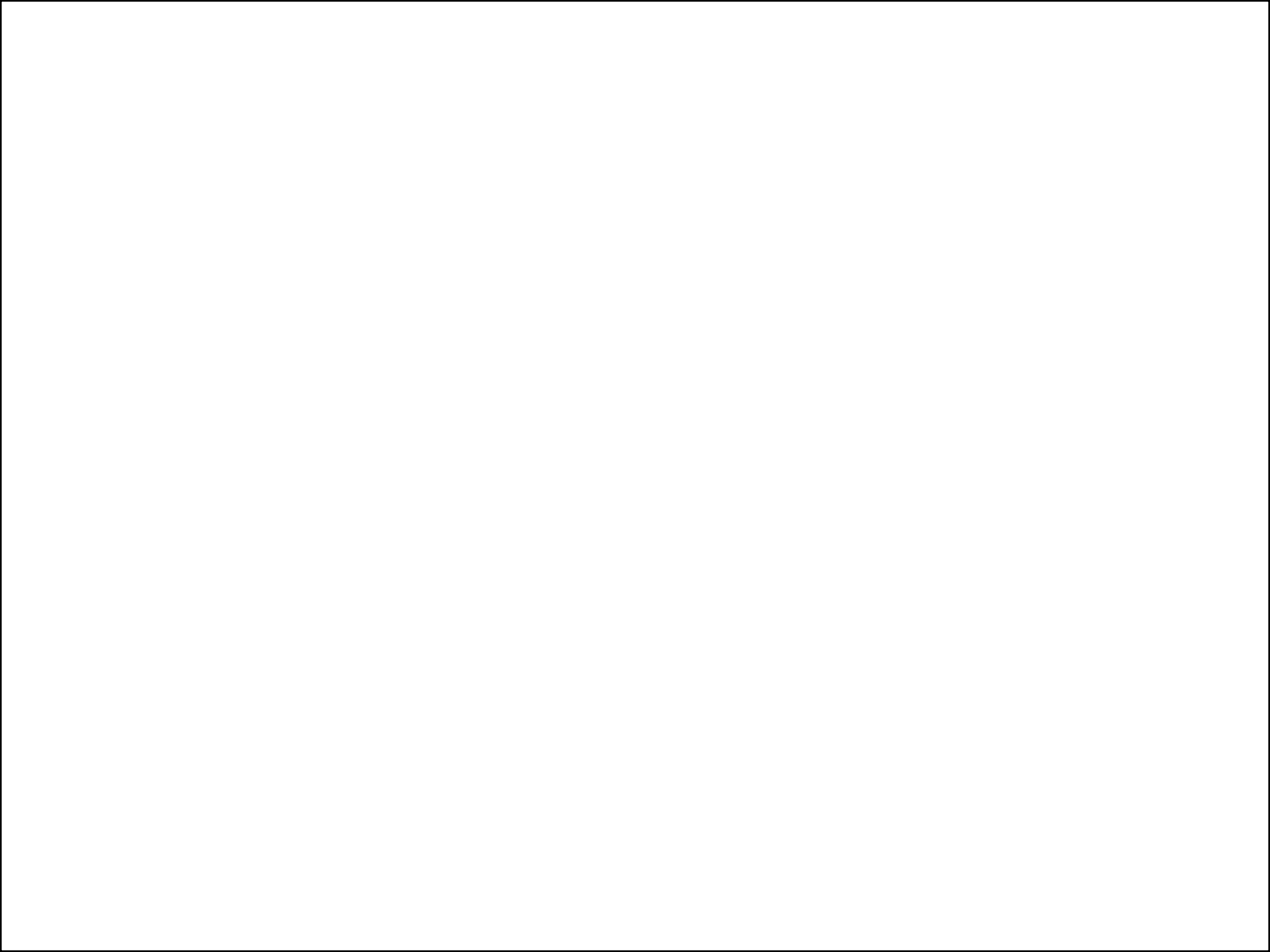
Chiến thuật



Nhân viên

Khách
hàng

The 11 vital organs
of any organization
The names can be changed
but the function stays the same.



Leadership in the Public Sector

Vision, Mission, Strategy and Tactics

Professor P T Brown

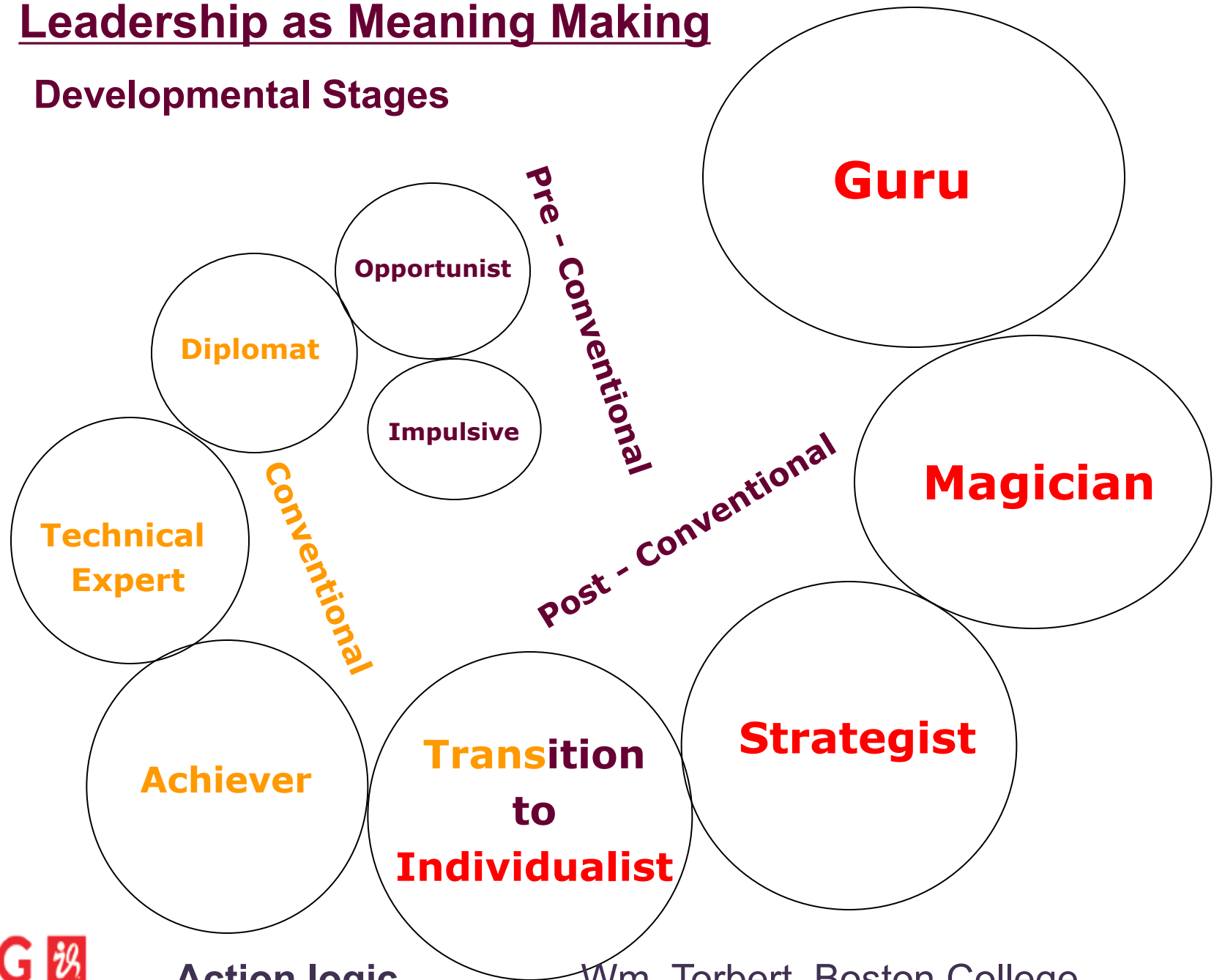
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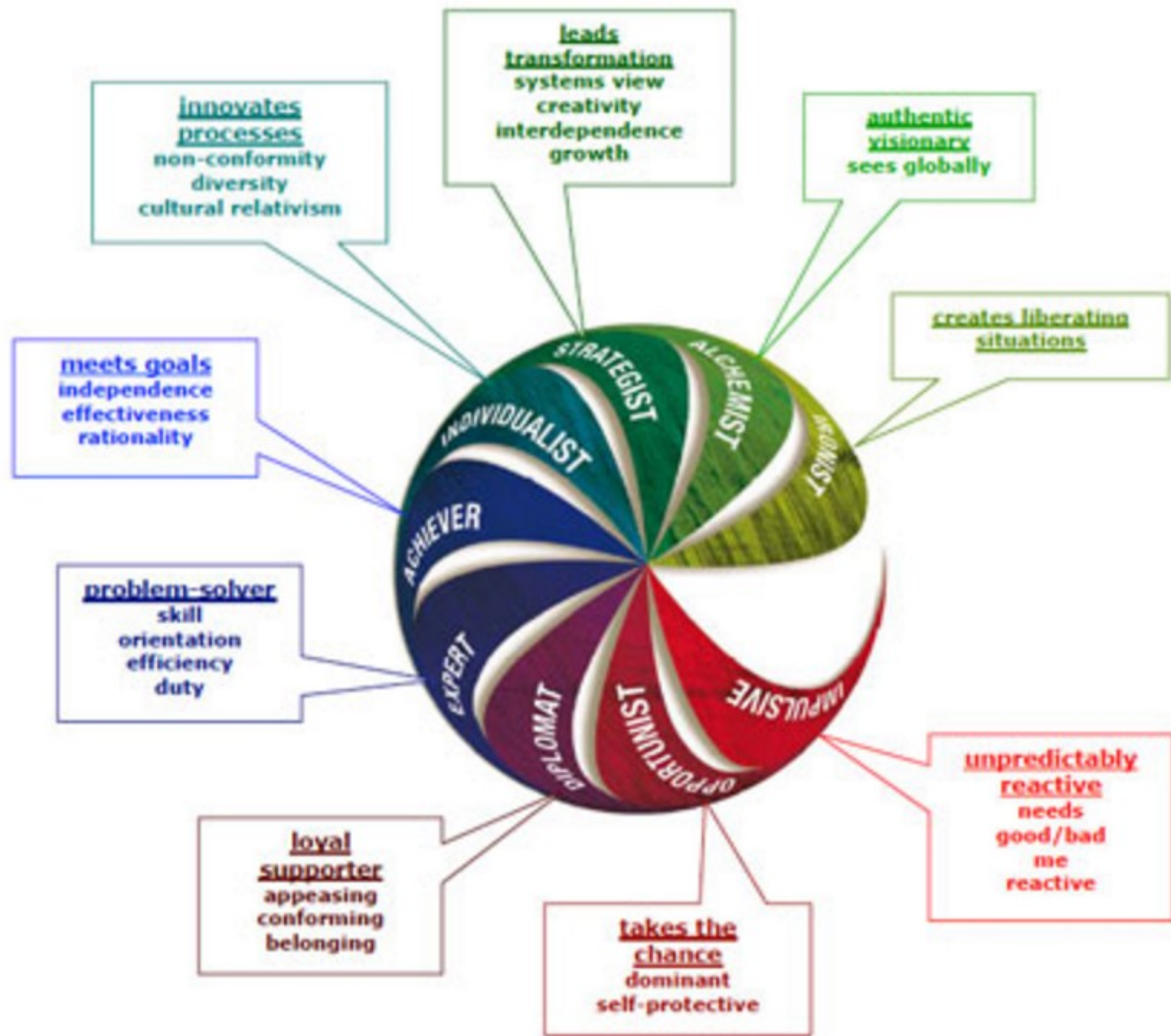
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Leadership as Meaning Making

9 Developmental Stages





Seven Transformations (Action Logics) of Adulthood: Growing “Up”

Alchemical – Integrates material, spiritual, and societal transformations

Transforming – Generates organizational and personal transformations

Redefining – Reframes complex problems in unique ways

Achiever – Driven by personal and team achievement

Expert – Focuses on logic and expertise

Diplomat – Wants to belong and fit in

Opportunist – Wins for self in any way possible

Rooke, D., & Torbert, W. R. (2005, April). **Seven transformations of leadership**. Harvard Business Review, 66–77.



Seven Levels of Leadership

Positive Focus/ Excessive Focus

Wisdom/ Visionary

7

SERVICE TO HUMANITY
Long -term perspective. Future generations.
Ethics.

Mentor/ Partner

6

COLLABORATION WITH CUSTOMERS AND LOCAL COMMUNITY
Strategic alliances. Employee fulfilment. Environmental stewardship.

Integrator/ Inspirer

5

DEVELOPMENT OF CORPORATE COMMUNITY
Positive, creative corporate culture. Shared vision and values.

Facilitator/ Influencer

4

CONTINUOUS RENEWAL
Promotes learning and innovation. Team builder. Empowers others.

Manager/ Organiser

3

BEING THE BEST, BEST PRACTICE
Productivity. Efficiency. Quality. Systems and processes.
Bureaucracy. Complacency.

Relationship Manager

2

RELATIONSHIPS SUPPORTING CORPORATE NEEDS
Good communication between employees, customers and suppliers.
Manipulation. Blame.

Crisis Director

1

PURSUIT OF PROFIT & SHAREHOLDER VALUE
Able to manage adversity. Directive. Willing to take charge.
Exploitation. Over-control.

Dialogue & Insight for Intelligent Change

