Leadership in the Public Sector

**What kind of a leader
do I choose
to be?**

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Fulbright Economics Teaching Program
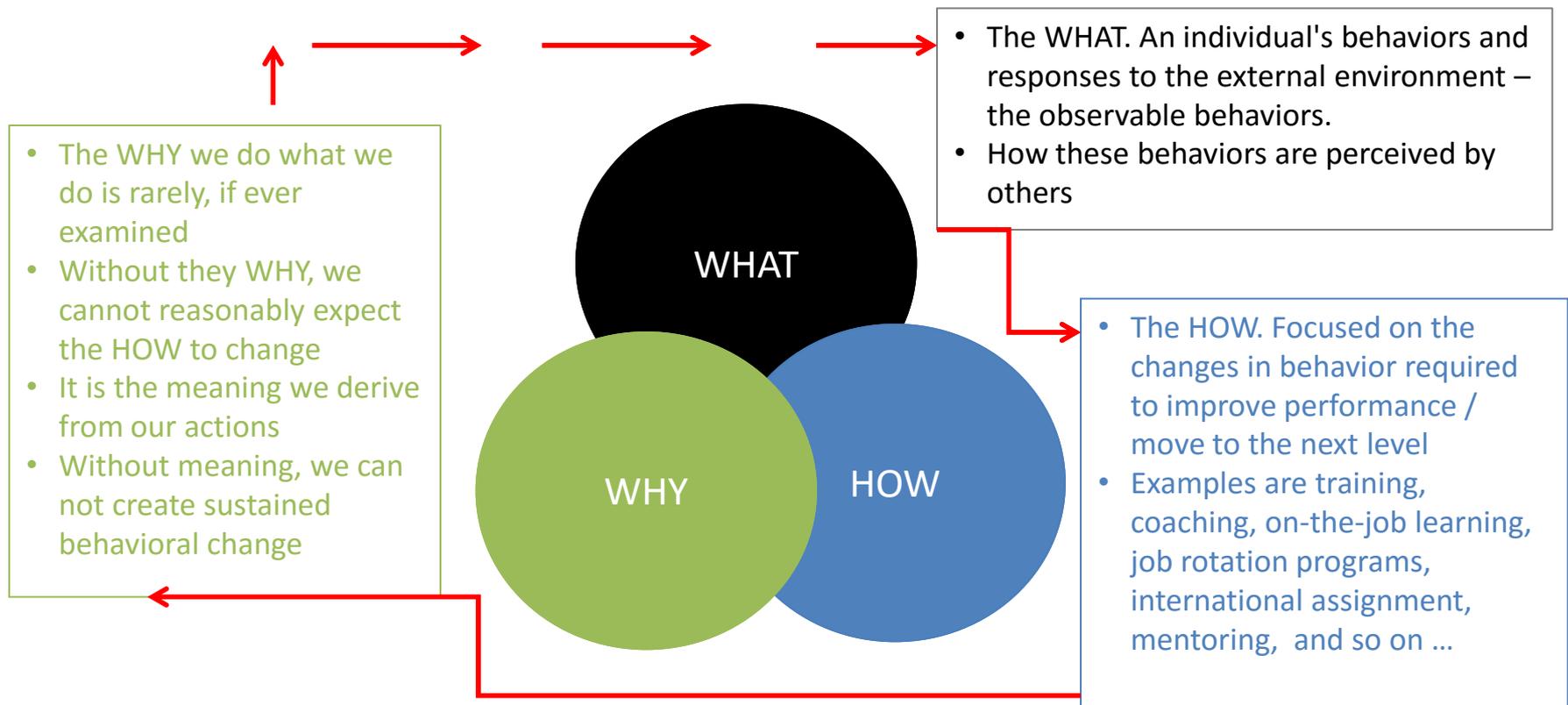
Ho Chi Minh City

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Personal Leadership Development Framework

The ultimate objective of a personal leadership development program is to improve individual performance

➢ To do this requires an understanding of three core elements

- The WHAT. An individual's behaviors and responses to the external environment – the observable behaviors.
- How these behaviors are perceived by others

- The WHY we do what we do is rarely, if ever examined
- Without they WHY, we cannot reasonably expect the HOW to change
- It is the meaning we derive from our actions
- Without meaning, we can not create sustained behavioral change

WHAT

WHY

HOW

- The HOW. Focused on the changes in behavior required to improve performance / move to the next level
- Examples are training, coaching, on-the-job learning, job rotation programs, international assignment, mentoring, and so on …

How to look at yourSelf

- Hierarchy – in my family

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- Attachment – emotional patterns

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- Identity – who I know I am

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- **S**iblings – make teams

- **I**dentity – who I know I am

- **E**motions - 8 basic / my dominant

Strategic SWOT

A Strategic SWOT analysis can produce issues which very readily translate into one of four categories of strategic action. A Strategic SWOT takes the completed SWOT analysis and uses it as the basis to define a "To Be" state. This second stage in using SWOT centres on the question 'what shall we do' about the issues in each of these categories? Again an organisation simply follows the headings and plots its Offensive, Development, Re-positioning and Defensive strategies.
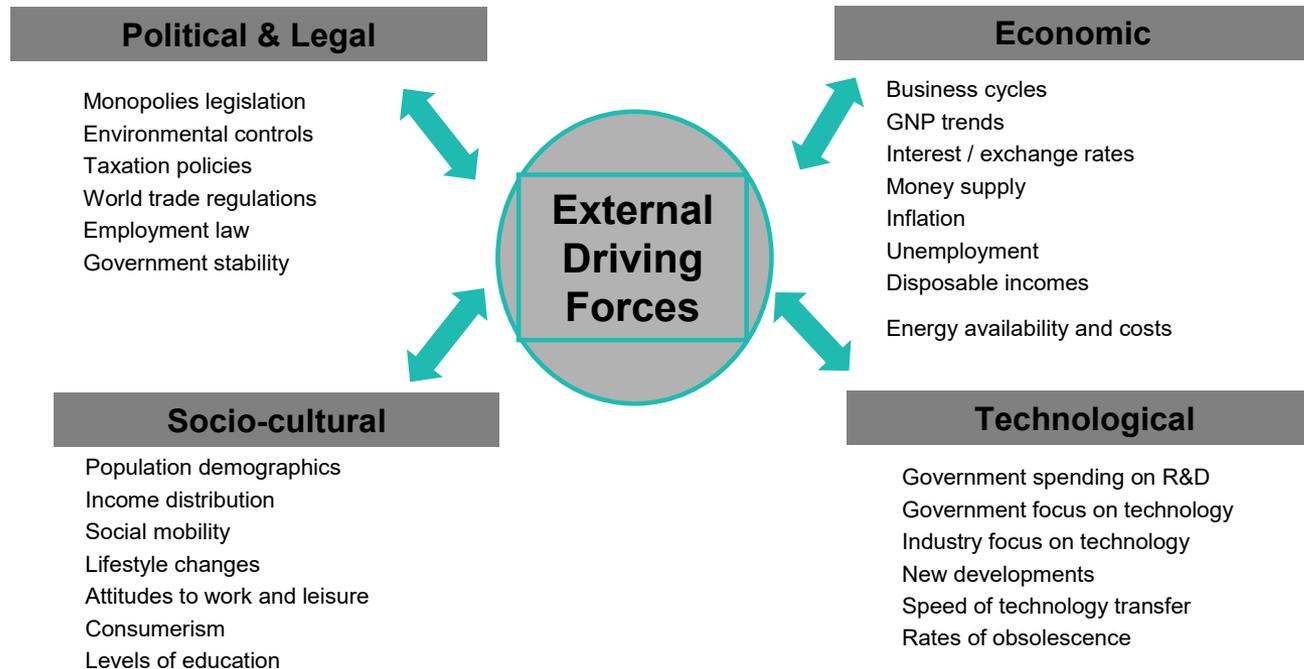
The SWOT analysis headings provide a good framework for reviewing **strategy**, **position** and **direction** of a company or business proposition.
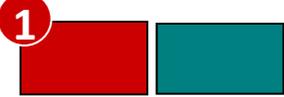
	Internal Strengths	Internal Weaknesses
External Opportunities	**SO** **Offensive Strategies** *Go for it!*	**Developmental Strategies** **WO** *Acquisition or JV to reduce capability gap* *Organic development if time allows*
External Threats	**Re-positioning Strategies** *Move into adjacent sector which exploits strengths* **ST**	**Defensive Strategies** *Survival strategy* *Merger or major cutbacks* **WT**

PEST Analysis

PEST Analysis is a strategy framework used to scan the external macro environment in which an organisation operates. PEST factors are usually beyond the control of the organisation and are considered either threats or opportunities. Sometimes extended forms of analysis are used such as STEEPLE: Social/Demographic, Technological, Economic, Environmental (natural), Political, Legal and Ethical factors.

Completing a PEST analysis is relatively simple and can be done in workshops using brainstorming techniques.

Political & Legal

Monopolies legislation
Environmental controls
Taxation policies
World trade regulations
Employment law
Government stability

Economic

Business cycles
GNP trends
Interest / exchange rates
Money supply
Inflation
Unemployment
Disposable incomes

Energy availability and costs

Socio-cultural

Population demographics
Income distribution
Social mobility
Lifestyle changes
Attitudes to work and leisure
Consumerism
Levels of education

Technological

Government spending on R&D
Government focus on technology
Industry focus on technology
New developments
Speed of technology transfer
Rates of obsolescence

External Driving Forces

De Bono Visioning (6 Thinking Hats)

This tool helps individuals deliberately adopt a variety of perspectives that may be different to the ones they would naturally assume. It can be used for exploring different perspectives within a situation or challenge. Individuals simply "put on" a different hat and then consciously adopt that perspective for a time.

The white hat	Neutral, logical, information-based, factual	White	Let's have the facts; neutral and objective What do we actually know to be a fact? Is it a fact or a likelihood, or a belief?
The red hat	Intuitive, feelings-based, no explanation needed	Red	The opposite of neutral objectivity Hunches, intuitions, impressions - don't justify Reacting and getting upset!
The black hat	Logical, negative, cautious, risk-averse	Black	Logical-negative; why it won't work It doesn't fit our knowledge and experience Devil's advocate; what about the risks?
The yellow hat	Logical, positive, benefit-seeking	Yellow	Positive; optimistic; focus on benefits Constructive thinking; making things happen Speculative, seeking opportunities; visionary
The green hat	Creative, out-of-the-box, imaginative, unconstrained	Green	New ideas, concepts, perceptions and approaches Alternatives and more alternatives; change Lateral thinking; creativity; random provocation
The blue hat	Overview, process control, agenda-creating, decision-seeking	Blue	Thinking about thinking; organisation; control Define the problem; ask the right question Observation; overview; summaries; conclusions

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