

*McArthur*

The future of leadership  
LGMA Queensland

September 2011

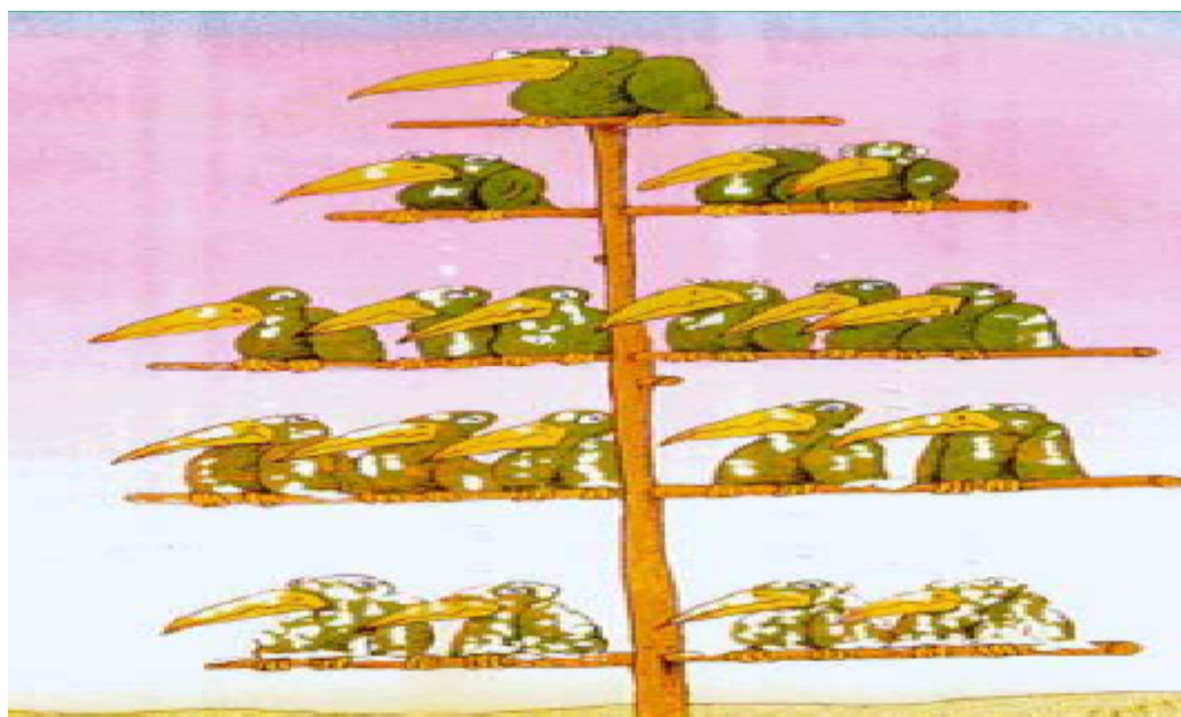
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# Why this session

- In small groups of 4 spend five minutes discussing
  - Why you chose this session
  - What you are hoping to get from today's session
- Identify 3 major challenges your Council is facing today
  - Write them down; we will be using them later

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1769 - 1821

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# The world in 1800s

- World population in 1800 – 900M
  - Beijing largest city – population 1.1M
- 1807 - first gas light
- 1835 - first photograph taken
- 1829 - horse drawn buses start running in London
- 1833 – law passed banning children under 9 from working in textile factories
- 4 months to travel from England to Australia
- A teacher in the US earned \$110 pa
- Life expectancy - 37

# Out of time and out of touch

- Our prevailing view of leadership was suited to a time when most people performed work that was routine, mechanistic and predictable
- This is no longer true
- So why do we cling to this outdated view of leadership

## 21<sup>st</sup> Century reality

- Technical
- Adaptive
- Of the problems you identified at the start of the session, which are technical and which are adaptive

# Rethinking leadership and leadership development *McArthur*

- “The problems of today cannot be fixed with the same level of thinking that created them.”
  - Einstein
- We need to rethink and redefine effective leadership and leadership development

# The traditional view of leadership – leaders and followers

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# A different paradigm - a leaderful organisation

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# Jim Collins research

- Study of 1435 Good Companies
- Examined their performance over 40 years
- Companies that outpaced the rest of the industry  
(exceeded the stock market by at least 3X over 15 years independent of industry)

# Level 5 Leadership

- Professional will/Personal humility
  - When great leaders have finished their work the people will say “We did this ourselves.”
- The window and the mirror
- Success beyond their term

# Robert Greenleaf and Servant Leadership

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- *The function of leadership is to produce more leaders, not more followers."*

Ralph Nader

- The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?
- If you want to lead people walk behind them

# Where are the servant and level 5 leaders?

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- We are stuck in a world of charismatic hero leaders
  - The great irony is that the aggressive nature and personal ambition that often drive people to positions of power stand at odds with the humility required for Level 5 leadership.
  - Combine that irony with the fact that boards of directors (and councillors even more so) frequently operate under the false belief that they need to hire a larger-than-life egocentric leader

# Why should anyone be led by you?

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- Take 5 minutes to answer this question and share your answer with 2 other people

# What leaders do

- Leadership is about influencing the organisation to face its problems and live into its opportunities.
- To do this requires us to consider three kinds of realities at once.
  - What values do we stand for and what is the gap between how we behave and what we say we value?
  - What skills and talent do we have and what is the gap between what is required and what we have?
  - What opportunities exist for us, and what is the gap between these opportunities and our ability to grasp them?

# WL Gore –the ultimate in followership

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- New hires are not assigned to a team
- New hires are not attached to a manager
- Getting new projects underway
- 150 optimal size

# WL Gore at your place

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- Can the WL Gore model work in local government?

# A new approach to leadership development

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## FROM

- Building effective leaders
- Individual leadership development
- Leading others
- Leaders at the top
- HiPos
- Learner

## TO

- Building a leadership brand
- Strong leadership teams
- Leading self
- Leaders at all levels
- Opportunities for many
- Teacher

# Team and individual development

***“In great companies, leadership programs are a core competence. And they are based on developing the team as well as the individual.”***

***Manfred Kets de Vries***

How serious is your council about leadership development?

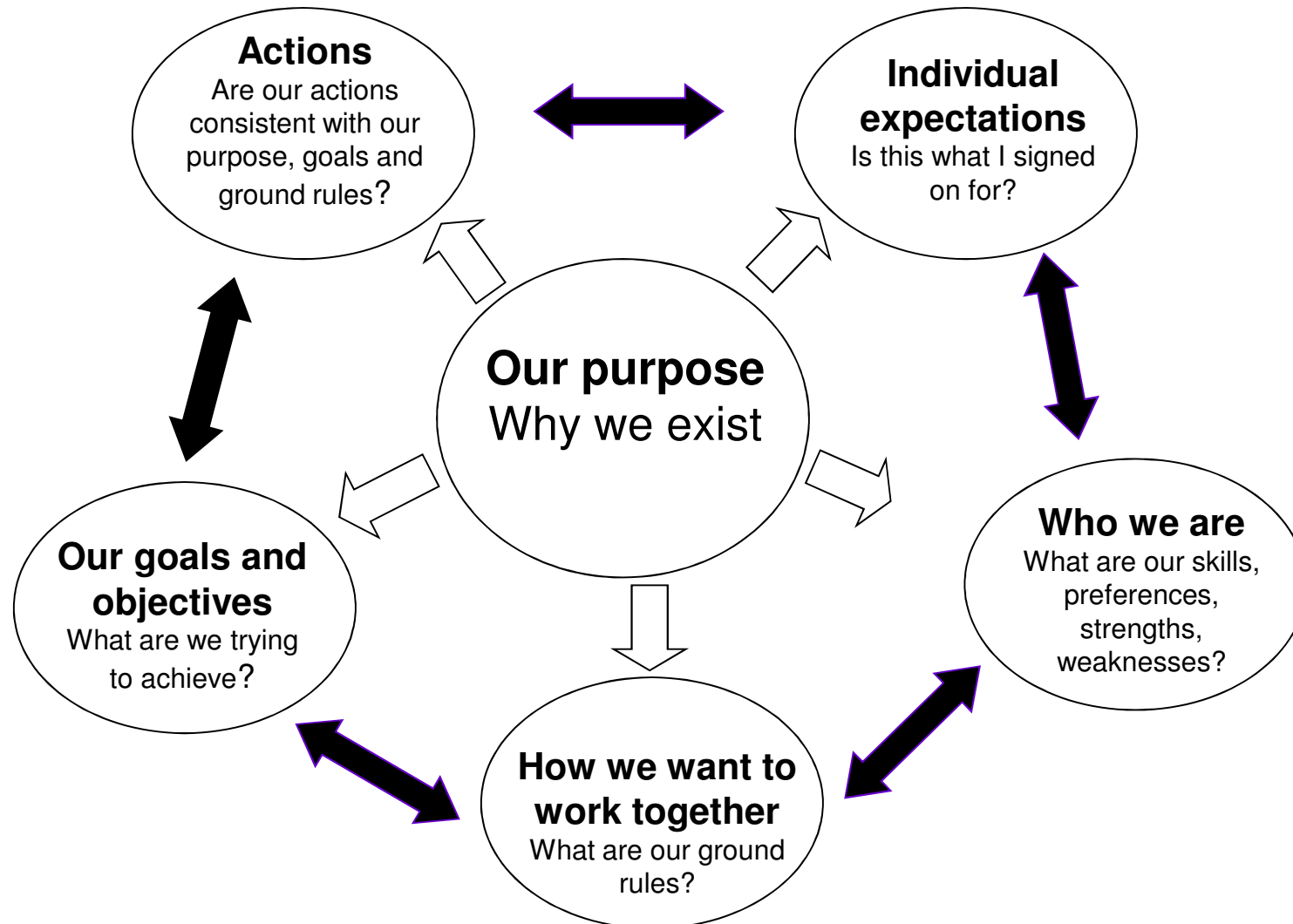
What percentage of your salary budget is spent on leadership development?

# Underpinning pillars for a leadership program

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- You can't lead others if you can't lead yourself, and you can't lead yourself if you don't know yourself.
- We know what makes for high performance teams

# Building an effective leadership team *McArthur*



# Building the leadership brand

- Leadership teams need to consider questions such as:
  - What does it mean to be a leader at Council X
  - What legacy do we want to leave the Council and the Community?
  - What are our stakeholders' expectations in outcome and behavioural terms

# Design and administer diagnostic tools

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*“He that is taught only by himself, has a fool for a master.”*

- Organisational leaders rarely get the opportunity to see themselves through the eyes of others.
- Use 360<sup>0</sup> or multi-rater feedback tool that is based on a leadership model that defines what it means to be an effective leader at Council X
- 70/30 rule
- Leads to the creation of a personal development plan that may include personal coaching where appropriate.
- Significant contributor to the creation of a feedback culture

# Leadership in my organisation

- My organisation supports leadership by:
- My organisation obstructs leadership by:

# Leadership in my organisation

- What conclusions can I draw from the previous charts:

## Where to from here

- What do you intend to do with the outcomes of today's session when you return to work?
- What barriers might you encounter and how will you overcome them?

- Leadership is not magnetic personality—that can just as well be a glib tongue. It is not “making friends and influencing people”—that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.