



A Conversation about Civil Servants Leadership Training

TAKING RISKS FOR CHANGING TIMES

Luc Roulet, Y-Motions International, October 13th 2011

CHALLENGES EVERYWHERE YOU LOOK AT!

- ✘ Economic crisis and deficits: *do more with less!*
- ✘ Demography: *from Papy-Boomers to Gen-Y*
- ✘ *Environmental challenges*
- ✘ EU vs. National vs. Regional vs. City vs....
- ✘ Etc.

Copyright Y-Motions International, 2011

LEADERSHIP TALENTS ARE IN HIGH DEMAND

- ✘ Most honest answer to many complex problems:
« I don't know ! »
- ✘ How do you engage collective intelligence?
- ✘ How do you think in time, plan various scenarios, ripen ideas, solutions and mindsets?
- ✘ European States and the EU need civil servants who think systemically, help dealing with losses and stimulate innovation

Copyright Y-Motions International, 2011

WHAT SUPPLY OF LEADERSHIP TALENTS?

- ✘ Will the majority of your student body bring the right kind of leadership skills to their teams and to their citizens?
- ✘ Are you getting them ready to shift from the school paradigm to the professional paradigm?
- ✘ Are they touching and feeling what new skills are expected from them?
- ✘ Will they reproduce models, or challenge and propose new ones?

Copyright Y-Motions International, 2011

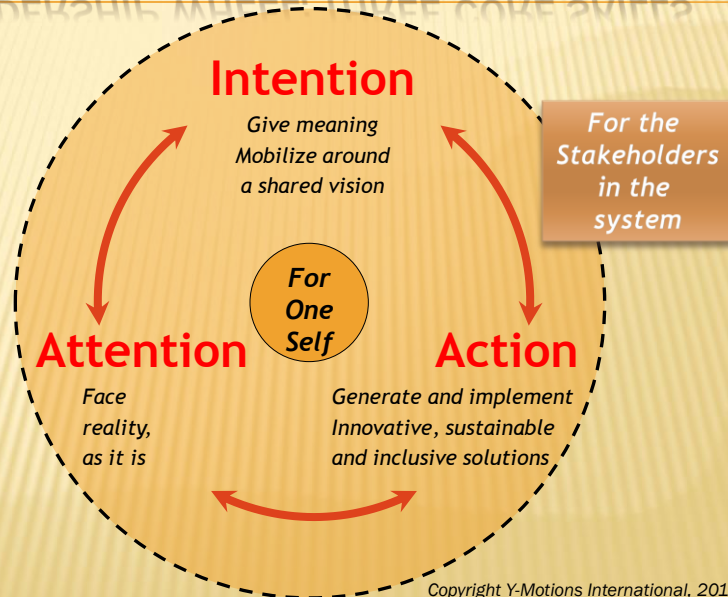
A DEFINITION OF LEADERSHIP

Etymologically, « leith » : « to go forth and to die »

*Leadership is
the art
to unleash and mobilize
the potential of each and every one
to succeed
together*

Copyright Y-Motions International, 2010

THE LEADERSHIP WHEEL: THREE CORE SKILLS



Copyright Y-Motions International, 2010

MAJOR QUESTIONS IN LEADERSHIP TRAINING

✘ Isn't it that only experience can develop leadership?

YES!

✘ Can leadership be taught?

Well...

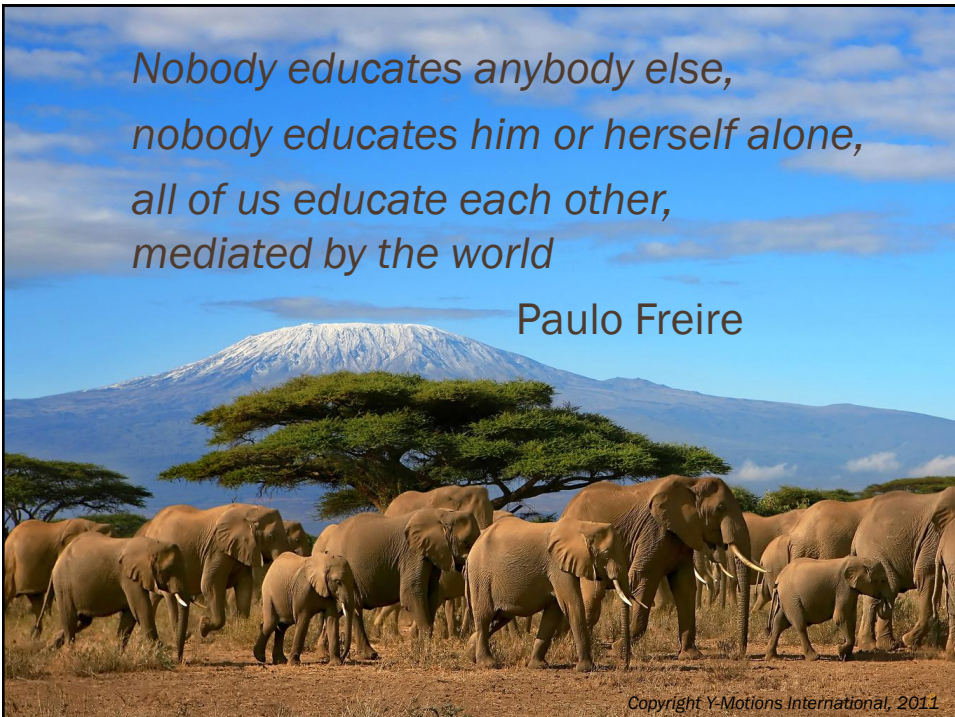
✘ Can leadership be learnt in a classroom?

YES!

Copyright Y-Motions International, 2011

*Nobody educates anybody else,
nobody educates him or herself alone,
all of us educate each other,
mediated by the world*

Paulo Freire



Copyright Y-Motions International, 2011

HOW DO YOU PREPARE CIVIL SERVANTS TO LEAD? (1/3)

Trainer's role

1. Lecture-type
2. Case-studies with clear-cut solutions
3. Case-studies with open solutions

Trainees' role

4. Simulations
5. Case-studies brought by the trainees
6. The classroom dynamics themselves, used as a case-study

Copyright Y-Motions International, 2011

HOW DO YOU PREPARE CIVIL SERVANTS TO LEAD? (2/3)

Some ideas for the leadership development puzzle

3 useful formats:

1. Large experiential classes
2. Revisiting personal experience in small groups
3. Revisiting personal experience alone

And possibly a fourth:

4. Group projects for « real clients » with leadership coaching

Copyright Y-Motions International, 2011

HOW DO YOU PREPARE CIVIL SERVANTS TO LEAD? (3/3)

Some ideas for the content

Trainees should:

1. Develop personal AND collective skills
2. Learn how to regulate group disequilibrium
3. Distinguish between authority and leadership
4. Profoundly develop their listening skills

Copyright Y-Motions International, 2011

1. DEVELOP PERSONAL & COLLECTIVE SKILLS

Leadership is partnership and relationship

1. Play with different pedagogic formats
2. Use 360° questionnaires
3. Have trainees mobilize each other's intelligence, not only the trainer's

*In leadership,
the ship is more important than the leader*

Copyright Y-Motions International, 2011

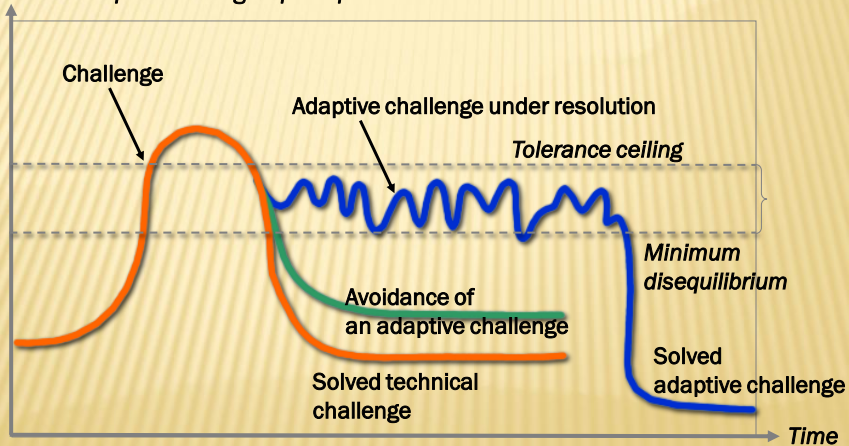
1. DEVELOP PERSONAL & COLLECTIVE SKILLS



Y-Motions International, 2011

2. LEARN HOW TO REGULATE DISEQUILIBRIUM (1/2)

Level of disequilibrium: « group temperature »



From: « Leadership Without Easy Answer », Ronald Heifetz

2. LEARN HOW TO REGULATE DISEQUILIBRIUM (2/2)

1. Bring trainees to their own limits, intellectually and emotionally, for inner and collective shifts
2. Have them talk about hidden issues, hold difficult conversations
3. Help them differentiate « self » from « role »

From: « Leadership Without Easy Answer », Ronald Heifetz

3. DISTINGUISH BETWEEN AUTHORITY AND LEADERSHIP



1. Any group needs authority
 - + But not all authority figures know how to exercise leadership
 - + Leadership talents help you gain informal and formal authority
2. Courses should promote « self-authorization »
3. Partner with authority figures

From: « Leadership Without Easy Answer », Ronald Heifetz

4. PROFOUNDLY DEVELOP LISTENING SKILLS (1/2)



✗ HEAD: facts, reasoning behind the situation, rational



✗ HEART: feelings, emotional state, which can close or open the door for real listening



✗ GUTS: motivations, needs, inner fire

From: Anne Carpe and Serge Brenel, Ecole Centrale Paris

4. PROFOUNDLY DEVELOP LISTENING SKILLS (2/2)

1. Listen to factions, be curious to understand their ideas, their emotions and their motivations, and build with them
2. Silence: most underused communication tool
 - + Silence of others
 - + Your own silence
3. Listen to yourself
4. Listen musically:
 - + Dissonance is entirely part of the harmony

From: « Leadership Without Easy Answer », Ronald Heifetz

CREATING YOUR « HOLDING ENVIRONMENT »

- × Hold on to your *purpose*
- × Go ahead with a *team*
- × Seek for *allies*
- × Rely on one or two *confidants*
- × Regenerate yourself in your *sanctuary*

From: « Leadership Without Easy Answer », Ronald Heifetz



To exercise
leader-ship,
focus on the
ship!

Copyright Y-Motions International, 2009

CREATING A HOLDING ENVIRONMENT FOR THE GROUP YOU LEAD

- A team/project purpose, shared by everyone
- Collective values
- Team spirit and power
- External allies
- Possibly a confident for the team, an outsider
- Moments, if not even places, for the team to regenerate

***The team takes care of everyone,
and everyone takes care of the team***

From: « Leadership Without Easy Answer », Ronald Heifetz

CALL FOR ACTION

In order to prepare trainees to be the entrepreneurial civil servants who will build the next generations of public services,
let's keep inventing pedagogies that will shift their habits
for them to be ready to take the risk of changing their own habits and practices
and the habits of their teams, organizations and beyond!

Copyright Y-Motions International, 2011

ENOUGH LECTURING!!!

ANY THOUGHTS?

To contact Luc Roulet at Y-Motions International : luc@y-motions.com

Copyright Y-Motions International, 2011