



Presidenza del Consiglio dei Ministri
Scuola Superiore della Pubblica Amministrazione



Leadership in a changing administration

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Outline

- The Italian experience of leadership in changing times
- PA Reform Package and Transparency
- What kind of Leadership
- What the SSPA offers



Context of Leadership 1/3

- The 2009 PA Reform Package:
 - New Performance management requirements
 - More managerial autonomy
 - Sanctions



More Pressure on Managers



Context of Leadership 2/3

- The 2009 PA Reform Package:
 - Alliance with citizens-users through:
 - Customer satisfaction as integral part of evaluation and incentives
 - Transparency requirements (total disclosure and participative transparency)



Even More Pressure on Managers



Context of Leadership 3/3

- The Debt-Crisis :
 - Linear financial cuts
 - Short-term results vs. Long term planning (Reform)



Too much pressure to take responsibility?

Yet now is when we desperately need Leadership.



First set of Conclusions

- How can we avoid a “natural” resistance: Change or Continuity? Less or More public administration?
- Leadership must encompass both of these concepts, that are not mutually exclusive in the public administration.
- The answer is a more productive public administration, for a more productive economy.



Leadership Training

- **Three main channels of training:**
- Lifelong learning
- Management training (non competitive) for appointed managers
- “Corso concorso”, a selective competition run by the SPPA



Leadership Training

- **Three main objectives:**
- 1. SHAPE THE DEBATE ON PA CHALLENGES
 - Aimed at senior managers and leaders, to foster a common view on the change and continuity dilemma.
 - Less demanding forms of training, rather a network builder.



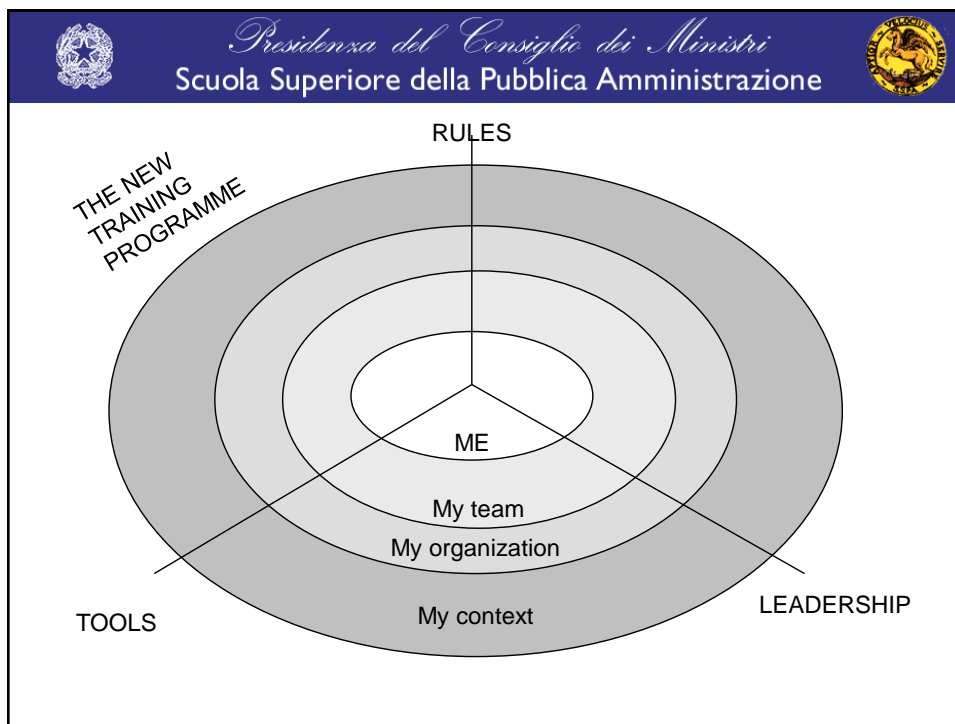
Leadership Training



- **Three main objectives:**
- **2. A DISRUPTIVE APPROACH FOR NEWLY APPOINTED MANAGERS:**
 - From hierarchical and legalistic views of leadership to collaborative and self-awareness .
 - Redefine the roles and appropriate behaviors to an effective leadership



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Leadership Training

- **Three main objectives:**

3. HOW TO COMBINE COMPETITION AND COLLABORATION IN LEADERSHIP TRAINING:

The next corso-concorso is a great occasion to learn from in-class experience, since it can re-create the dual conditions of any organization: competition and collaboration.

Reflective Case and simulation approach to Leadership rather than a "to-do list".



FINAL CONCLUSIONS

- THE CLASSROOM IS A PROTECTED BUT NOT NEUTRAL ENVIRONMENT
- LEADERSHIP CAN BE BEST EXPLAINED AND INTERIORISED IF WE USE WHAT HAPPENS IN THE CLASSROOM
- A MESSAGE BOTH FOR TRAINERS AND PARTICIPANTS