

Identifying and Developing Leadership Talent

KSAP Warsaw

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Leadership

*“Exercising leadership is a way of giving
meaning to your life by contributing to the lives
of others”*

Heifetz and Linsky

For this reason we must continue to foster leadership
in the public sector and continue to attract people who
are driven by public service values.



Question One

What do we mean by Leadership?

- Do we confuse leadership with authority?
- The services of authority: Direction, Protection and Order (roles, conflict, norms)
- Do authority figures exercise Leadership?
- Or is Leadership a practice, a verb, an activity, that some do some of the time?
- Sometimes we have to exercise Leadership where we do not have direct authority

Question Two

Are the challenges facing our public servants technical or adaptive?

- Technical challenges have a clear definition and clear solution, no systematic change is required
- Adaptive challenges are not clearly defined, have no each answers, the authority figures cannot solve them, values, norms and beliefs have to change and shift

Question Three

In our respective public sectors do we value authority or leadership?

- Do we get the elephants on the table – focus attention on the issues?
- Do we look after our own patch or take responsibility for the whole?
- Do we value the development of our people?
- Do we get on the balcony, reflect, get perspective, and learn?

Question Four

What measures do we take to identify and develop leadership potential and are they sufficient?

- Has sufficient thought been given to Leadership development?
- Has Leadership a role in harnessing talent and developing potential?
- Do we wait too late to identify future leaders?
- Could we do more?

Finally

If there is an almost universal agreement that Leadership can be developed, rather than it is an inherent trait, will new structures and processes be sufficient to foster leadership for the future?

