

Dynamic Leadership for the Ever-changing Public Service Environment

**Mpumalanga Provincial Public Service Summit
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Department:
National School of Government
REPUBLIC OF SOUTH AFRICA

**Milly Daweti
National School of Government**



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Introduction

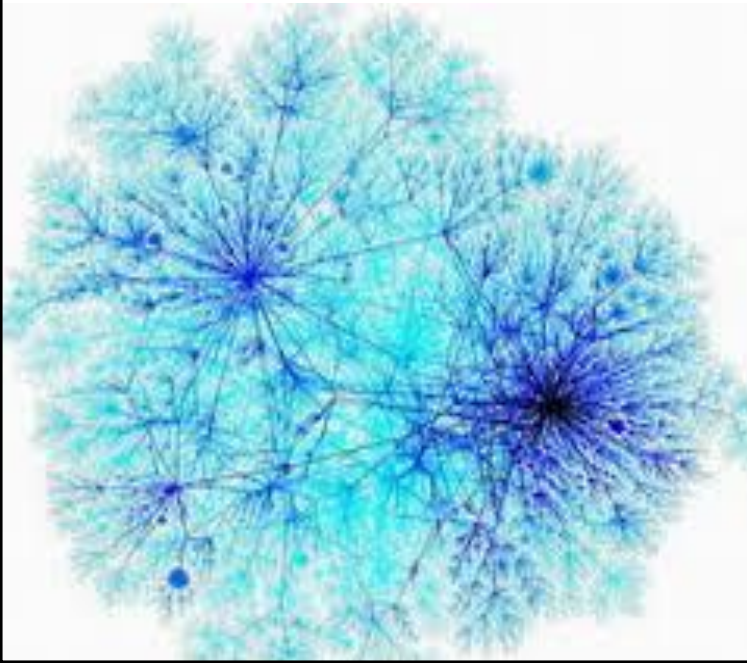
Joint reflection

- Why am I a leader?
- What is the main task I am called to fulfil?
- How is my and my department's leadership oriented?
- What do I know I don't know?
- What am I willing to let go?
- What am I ready to embrace?



Context and complexity of change (1)

- Complex, multi-factor conditions rather than linear cause-and-effect relationships
- Inter-connected systems
 - Sectors; actors; nations; interests
 - Social; economic; political; technological; environmental issues and factors
- Human life
 - Needs; aspirations; rights; responsibilities
- Values



Context and complexity of change (2)

- Between 1994 and 2011, the number of households with access to electricity and water infrastructure increased from 61.7% to 94.5% and from 50.9% to 84% respectively.
- Turnaround time for issuing ID documents has been reduced from an average of 127 days in 2007 to less than 45 days today.
- Fewer South Africans are dying of HIV/AIDS, but more of diabetes.
- The number of unemployed people in SA decreased slightly by 3,000 to 5.2million in third quarter of 2014.
(Statistics SA, October 2014; Midterm Review of the Priorities of Government, March 2012; Development Indicators, 2008)



Context and complexity of change (3)

- South Africa's Gini coefficient, at around 0.70, is among the highest in the world.
South Africa's economy is energy-intensive and overly reliant on coal for electricity generation. Also, coal-fired power plants, on which South Africa relies almost exclusively, are very water-intensive. (OECD Economic Surveys: South Africa Report, March 2013)
- "It's easy. All you have to do is put maybe less steel in the foundations, or change the cement mix. Be imaginative." (Mail & Gurdian, 21 November 2014)
- A nursing sister at a provincial hospital is alleged to be receiving a child support grant for a child that does not exist. (Corruption Watch, 20 November 2014)



Public service as public trust



“We would like to thank all South Africans who contributed to this State of the Nation Address through mainstream media, social media such as Facebook and Twitter, as well as direct contact. The inputs have been very helpful.” (SONA 2011)

“We have set a growth target of 5 per cent by 2019. To achieve this, we will embark on various measures and interventions to jump-start the economy.” (SONA 2014)



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Leadership as service

Government has also demonstrated the possibilities of using technology to facilitate access to information and some services through hundreds of Thusong Service Centres, in even the most remote parts of the country. ...The secret of innovative (and thus productive) organisations lies in the capacity to leverage the talent and motivation of their people. (Service Review 9:2, 2012)

The views of the citizens have led to the development of new programmes and responsive intervention strategies in the respective departments. ... Departments at both national and provincial governments, should institutionalise public participation as a service delivery and good governance mechanism. (Public Service Commission Report, 2008)



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Call to action

- Character
 - Competence
 - Social responsibility
 - Strategy and vision
 - Collaborative planning
 - Decisive, ethical action
 - Agility and empowerment
- Thinking purpose, outcomes, impact.
- Being an enabler of tomorrow's success today.
- Doing what is required even when it is not easy.



Learning and professional development (1)

- There are no short cuts to delivering... excellence. Requiring public servants to undergo high-quality education, training and development that provide values, skills and knowledge for entry, in service and career progression purposes is arguably the most realistic and viable option.

(MPSA, On the occasion of the launch of the National School of Government, 21 October 2013)



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Learning and professional development (2)

I can!

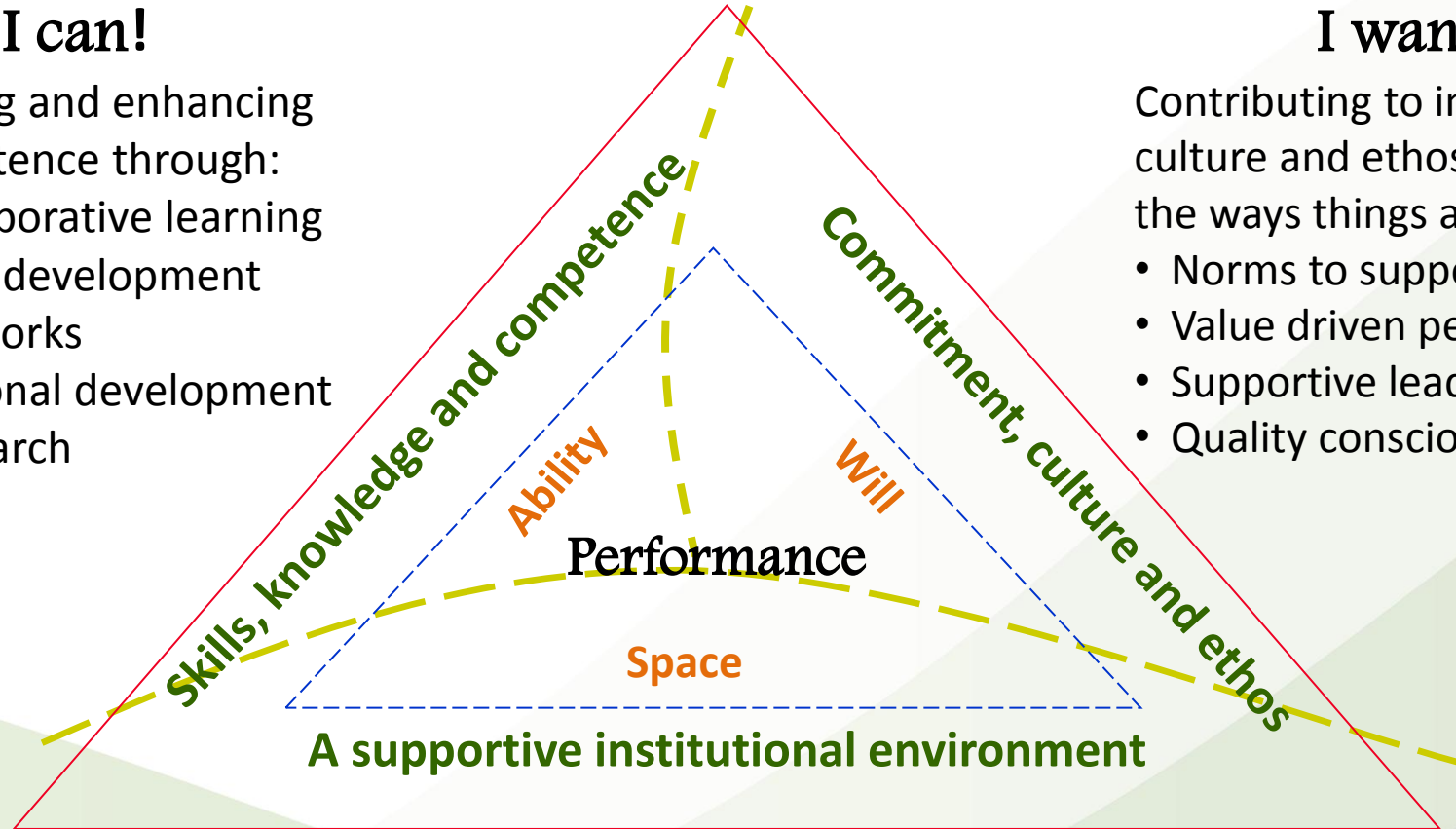
Building and enhancing competence through:

- Collaborative learning
- Skills development
- Networks
- Personal development
- Research

I want to!

Contributing to institutional culture and ethos that define the ways things are done:

- Norms to support delivery
- Value driven performance
- Supportive leadership
- Quality consciousness



I am allowed!

Formal and informal authority, structures, regulations enable or limit participation and engagement to move beyond policy to practice.

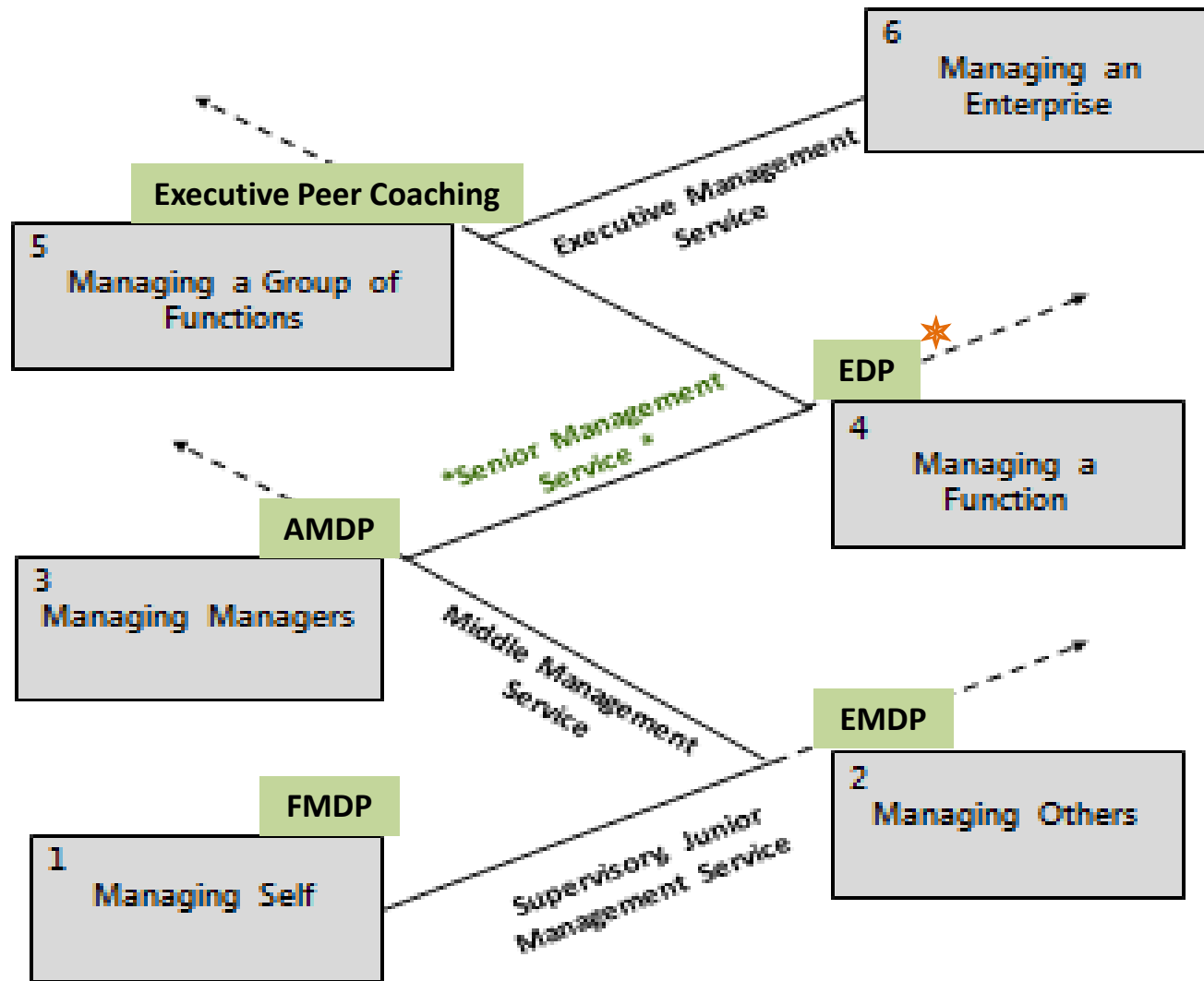


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Learning and professional development (3)

Public Service values, principles, ethos
Lifelong learning and continuous professional development



Specialist competences at appropriate performance level

Generic competences

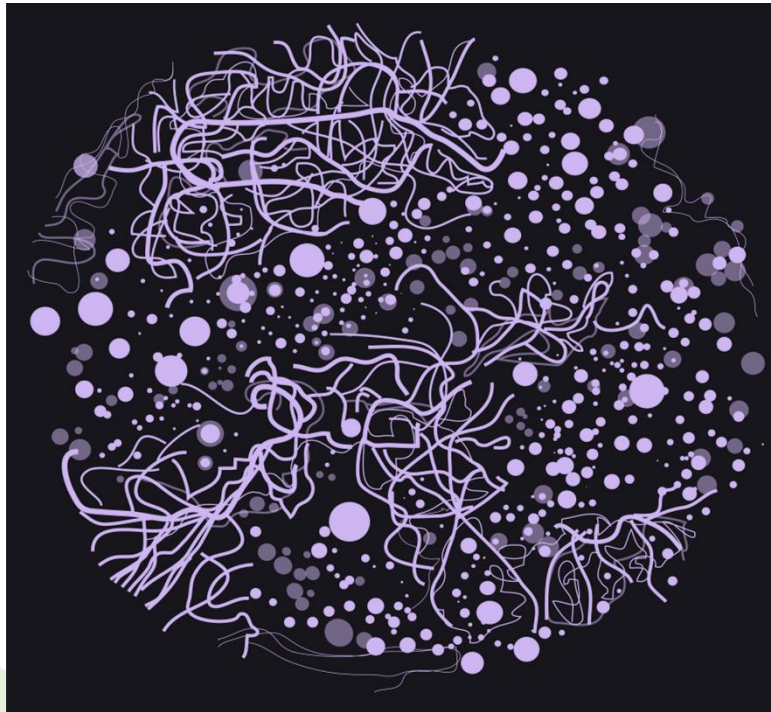
Leadership Pipeline (adapted from Charan, Dotter & Noel, 2011)

Senior management service agency (1)

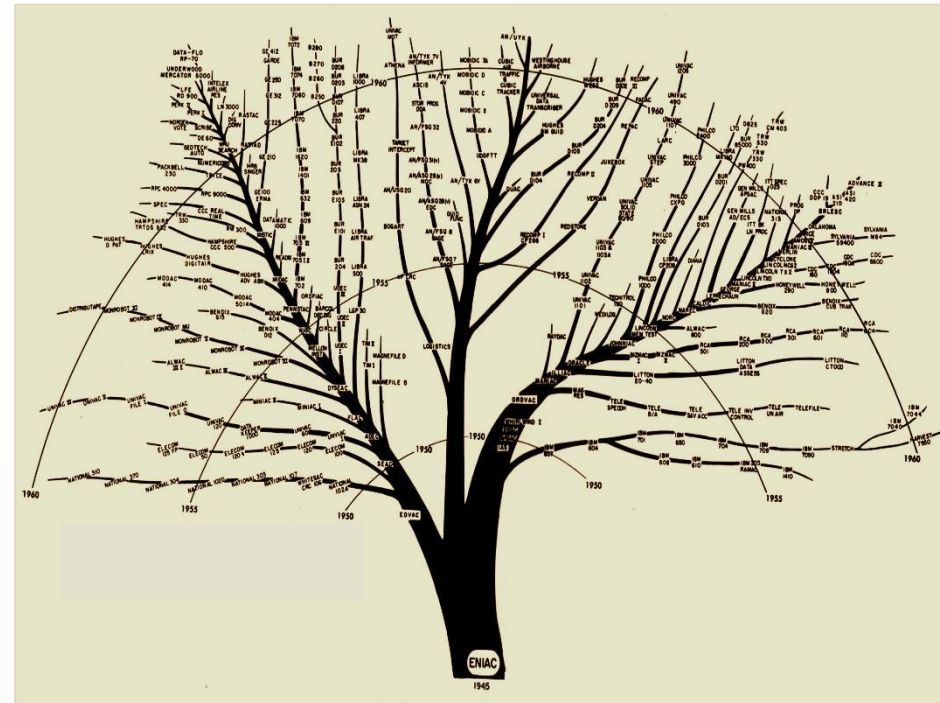
- Members of the SMS shall-
 - (a) display the highest possible standards of ethical conduct;
 - (b) set an example to their subordinates and maintain high levels of professionalism and integrity in their interaction with political office-bearers and the public; and
 - (c) ensure that they minimise conflicts of interest and that they put the public interest first in the performance of their functions.
- (Public Service Regulations 2001 as amended in 2010)



Senior management service agency (2)



- Clogging the leadership pipeline
- Breeding toxicity



- Nurturing and letting others lead
- Stewardship and influence



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Conclusion

Ethics and equity and the principles of justice do not change with the calendar (D.H. Lawrence)

- Dynamic leadership
 - Is not ad-hoc, flavour of the month, individualistic, piece-meal, reckless, controlling
 - It is principled, relational, distributed, sustainable, and builds on previous accomplishments.



Mpumalanga – the place where the South African sun rises



We respect ability, competence and talent.

Now our economy is growing.

Our prosperity is increasing.

We are energised by our resourcefulness.

National Development Plan, Vision Statement (2011:14, 17)

Re a leboga ✨ Siyabonga