

# "LEADERSHIP AT ITS VERY BEST"

## Introduction

**The Future Culture. The Way Forward.**  
**"Do those you serve no harm"**

At all levels the England Nation-state need, leaders, managers, organisations and institutions, with a risk aware culture that's dominant and thriving, with an entrepreneurial, altruistic philanthropic leadership culture.

Elected representatives are there to serve the citizens who elect them. Therefore, this applies equally to elected politicians and political leaders at all levels.

We need professional leaders who are role models and who earn respect through the example they show.

We need a system where value for money is based on achieving top quality at the lowest cost at all levels, throughout the public sector.

A system with a leadership culture, based on professionalism, vocation, dedication, and a commitment to service, that is paramount in every aspect of behaviour, management and service delivery.

**"Inspiration, creativity and imagination, not followers of fashion."**

This approach and model is based on significant and substantial years of learning, experience, leadership and management. With associated knowledge and examples, acquired from many hundreds of colleagues in the fields of leadership, management and education world-wide.

I have applied over 40 years of knowledge, learning and experience to this approach and model, which is tried, tested and proven.

My experience from the shop floor to the board room, are gained across a wide breadth of areas of operation in the private and public sectors. I have had a most successful and rewarding career and life so far to date. I have also made mistakes, had failings, learned from them, made good. Picked up, got better and moved on.

I have considered sufficient (never enough) information from people and books to fill a library. Also included are many pearls of wisdom from peers and so-called gurus in the field of leadership. Some of these are mentioned in the text later.

Here are the key points from the page:

- **Altruistic Leadership:** Emphasizes the need for leaders who prioritize the well-being of those they serve, with a focus on professionalism, dedication, and service.
- **Value for Money:** Advocates for achieving top quality at the lowest cost throughout the public sector.
- **Experience and Learning:** Highlights the author's extensive experience and learning from various sectors, emphasizing the importance of continuous improvement and learning from mistakes.

- **Inspirational Quotes:** Includes several motivational quotes about leadership, problem-solving, and personal growth.

I will focus and cover the "big areas" as I call them. Ranging from my own thoughts, to structures, systems and culture. Then will follow an overview of pearls of wisdom and behaviours, concluding with an ABC quote for the readers to reflect on.

Firstly, the overview will outline my professional beliefs on the subject of leadership.

Secondly, I will be looking at structures, systems and culture and consider how perhaps how to make that next or even first "Paradigm Shift".

Finally, I will consider a variety of areas, in particular some pearls of wisdom I have collected from my own repertoire, but equally from many others I have come to regard and respect over time. I will also look at the key principles and approaches required for leadership.

I will indicate the key behaviours which are the core requisites in a tried and tested framework for leaders and managers alike. They are essential for role models as exemplar leaders to follow and advocate.

## 1.1 Overview.

From the outset you need to note that each section and key point is an overview and each in its own right, could easily justify a lengthy article or book.

However, my aim is to wet your appetite with lots of food for thought and reminders to jog the memory. The target audience are those who have experience or at least studied the field of leadership and will be conversant with the concepts and language used.

For those who wish to review or study in more depth. I have included a number of references for you to source and research further.

**"The ALTRUIST as an Exemplar ROLE MODEL"**

**"A PARADIGM"**

**"A model some cynics will consider naive, and others may fear to follow"**

## ROUTE REASON RESULT

Know the route you need to take and follow, be firm in your understanding of the reason for what you are pursuing and deliver the best result possible.

Every day in every way make sure there are:

More Altruism. Less Machismo.

**Altruism** the principle and practice of concern for the well-being and/or happiness of other humans or animals above oneself. While objects of altruistic concern vary, it is an important moral value in many cultures and religions. It may be considered a synonym of selflessness, the opposite of selfishness.

**MACHISMO** the sense of being "manly" and self-reliant, a concept associated with "a strong sense of masculine pride: an exaggerated masculinity"

## 1.2 Background.

There exists a veritable "mountain range" of books and articles on the subject of management and leadership. You will also find enough gurus, demi-gods, and experts to fill Wembley stadium.

You can go from theory 'X', to theory 'Y' and back again and be no wiser or have made any lasting impression or changed anything for the better.

Those who are keen enough, can take a trip through the wonderful world of Maslow, to Machiavelli, to Kobasayashi, to Hertzberg, to Drucker, to Peters & Waterman. To Blanchard & Johnson, and to Handy, just to name a few.

Most current leaders and managers who follow the above, will still struggle to implement any sustainable change. Even after consuming such a wealth of knowledge and experience from their well-known books on the subject namely, "In Search of Excellence", to "The One Minute Manager", to "Winnie the Pooh on Management" and many more including "Gods of Management".

In the recent past, leaders and managers have been distracted by proliferation of books, theory, pontification and a mode for the latest fads. The majority of sensible managers and leaders could easily improve as individuals. While also improving, organisation performance greatly, by concentrating on the basics and having more fun on the job.

Critically performance will improve through upholding certain values and beliefs, fundamental to success is commitment to improve one's own quality of life and that of others where possible.

The truism that "power corrupts and absolute power corrupts absolutely" has survived the test of time and prevails to this day at a substantial cost to the long-term quality of people and society.

Leadership based on power is self-driven and tends to be focused on the short term.

People and organisations driven by power will self-destruct, have a culture where blame and fear prevail and are likely to be dysfunctional at most levels of their hierarchy.

Some fundamental failings and weaknesses. As displayed by leaders and managers are as follows:

Basics & fundamental beliefs & values needed.

Truism "power corrupts & absolute power corrupts absolutely".

People & organisations driven by power, will self-destruct.

Blame & fear prevails unnecessarily.

Systems and people dysfunctional at most levels.

Recurring scandals and systemic failings.

Many organisations suffer from inertia and a degree of stagnation due to historical prejudice by managers towards their professional, artisan and general staff. For instance, in the UK Education and Health sector, teachers, tutors, doctors and nurses, have been victimised for decades and continue to be, despite several major attempts at reform.

They (the majority) are caricatured, and stereo typed as over emotional, too close to the issues, and institutionalised. Considered as fit for the clinic and classroom not the boardroom. Whilst an ever increasing, yet minority growing army, of bureaucrats, unaccountable distant administrators and civil servants manipulated and maintained power and control and avoided responsibility and accountability. Through creating complexity, bureaucracy and systems to manipulate and maintain control.

They are considered in the main as fit for the bed side, the shop floor, the classroom.

But not the board room, not to be trusted and not the right sort. Not for the top table or the top jobs, and not from the right school. They are often seen as being motivated by their professional self -interest, good fire fighters but not strategies, certainly a breed apart from management.

I believe this example to be very common, and similar examples exist in many large organisations and sectors. I have experienced similar prejudice about teachers in education, journalists and production staff in media, engineers and scientists in research and production companies.

Professional's caricatured and stereotyped.

Fit for the bed side/coal face/shop floor, not board room.

Over the past three decades, or more, many of the best professionals, the most able, have given up, got out early or are in virtual hiding. They have moved from the service to academia, sit in representative organisations and professional bodies. Take early retirement. Or back seat jobs in their organisations and just keep their heads down.

### **"Where have all the flowers gone"**

Many have given up

Many able gone

    Moved to academia or professional organisations

    Retired early

    Taken a back seat, keeping heads down.

Far too many clinical, scientific, and technical professionals have been carved up by the so-called power barons from the fields of administration and finance. Many have not survived the change process and fallen foul of management games, cock-up's and conspiracies.

It's time for a new approach and some recovery, as many still exist and have yet to realise their potential, their destiny still awaits them. The costs of this waist to industry and public services is a national scandal.

The cost to society in lost intellect and productivity, also the cost to the taxpayer over time is incalculable and unacceptable, with billions after billions of taxpayers and saver money wasted. Thousands upon thousands of quality people not used properly but abused, left to play victim.

Many have become disenchanted and have been thrown on the proverbial scrap heap of human apathy and misery. Some become ill, bitter and twisted, others move on and add considerable value to other organisation or walks of life.

There are those who could and would still contribute and add value. It's time to challenge the established, explore the myths, and instil the key principles, approaches and behaviours in our future leaders of all ages.

### 1.3 Leadership & the future

In a truly legitimate democratic and open society, to be a leader in either the private, voluntary or the public sector, requires the values, beliefs and morals of altruism to be preferred and seen as a strength. The leaders of the future, well into this millennium, will need to be altruistic by nature and have a leadership approach based on a responsibility to and for others.

Organisational and societal cultures will need to mature, be open and demonstrate legitimacy. This approach to leadership is more likely to balance all interests and consider important priorities, from a long-term perspective.

People and organisations where the principles of altruism are valued, will be caring, dynamic, visionary, and have a learning culture where people can maximise their potential. One where talent and innovation is nurtured, promoted and absorbed.

Altruism to the fore.

Leaders altruistic by nature.

Leadership based on responsibility to and for others.

Principles of altruism highly valued.

Dynamic & visionary organisations.

Learning culture, maximise potential.

Professional leaders and managers as respected role models.

Right principles, approaches, & behaviours.

Organisation managed by skilled management professionals are likely to be more adaptive than those managed by those trained in others technical and associated areas.

For instance, many health and educational professionals, with clinical and education backgrounds, who have substantial management experience, can and do provide excellent leadership.

However, the majority tend to be biased towards their own vested interests, in particular in those of their chosen profession. Professional managers must be primarily interested in making their organisations work, and not protecting the interests of any particular profession or profession organisation.

Whilst top quality administration and financial management is critical and of equal importance to other parts of the operation. Any organisation dominated by administrators and finance professions will never thrive and be dynamic. Just like mandarins and auditors, many will tell you the cost of everything, but little of the value of anything worthwhile.

They set up elaborate cumbersome systems and procedures to justify their existence and protect themselves. They have a critical part to play in any proper organisation, but must never be allowed to stifle innovation, learning and vision.

## 1.4 Structures systems

### "Making the paradigm shift"

The next key area to look at are those areas of management and organisations related to structures, systems and culture. Making fundamental, sustainable change, making a paradigm shift.

Moving away from limitations of an organisational structure reflected by a hierarchical family tree or some other form of wire diagram. Although these have their limitations, they are needed but should be seen as a one set of relations within an organisation.

They do not reflect other vital parts of the system and overall environment related to behaviour, values and culture.

Leaders must design or redesign their organisations through relationship mapping using this soft systems approach to significantly enhance the limitations of hard systems methodology, such as wire or hierarchical diagrams.

It is particularly important to use soft systems methods when considering change, and all organisations need to develop and adapt over time. People need to be part of change and on board with it, not victims of change or not left behind by it.

Structures systems:

Make a Paradigm Shift.

Relationship Mapping.

Design & Redesign.

People on board not behind.

Most organisations will have multiple structures, and various systems and sub systems will exist. These usually tend to reflect particular sets of relationships in the management hierarchy and for accountability.

As a leader or senior manager, when you take time to reflect on your organisation, you will readily identify an environmental supra-system, with a number of subsystems.

Relationship mapping is an essential tool, to understanding your organisation and your role within it.

A proper analysis will allow you to view your organisation as a set of subsystems and processes such as:

Environmental Supra-system

Managerial Subsystem

Strategic Subsystem.

Human-Cultural Subsystem.

Technological Subsystem.

Structural Subsystem.

There will also be a variety of inputs into these processes, which energise the organization, produce the organisations outputs, whether they are products or services.

Other analysis and design may reveal a complicated map of the decision flow, in relation to service or business strategy formulation. Whilst this may seem very complicated, it nevertheless, will still be too simplistic and too neat.

This is because it can and invariable will, be distorted by human input. The usual structures are seen as examples of wire/hierarchical diagrams created from simplistic analysis and understanding of organisations.

Other examples, based on relationship modelling need to compliment line diagrams of structures. In the public, private and voluntary sectors, education and care for vulnerable people, the young, mentally ill, disabled and older people is often very complex.

In many demand and vulnerable cases, to provide comprehensive education and/or care, requires teamwork and inter agency collaboration across numerous individuals, departments and sectors.

The systems and process between social teams, health teams, families etc. These systems are far too complicated, and many generations of managers are responsible for letting it get like this.

It's no small wonder there are such frequent "systemic failures". It's equally no wonder people can "fall between two stools" as it were, with consequential disasters and enquiries.

The important thing to remember where vulnerable people are concerned, is that someone needs to be a primary coordinator. An individual who can be responsible and have the authority to act in a timely fashion, without fear or hindrance.

Everyone involved needs to understand the complexity. However, for the customer/recipient and front-line staff, it needs to appear simple and be effective and efficient.

For all involved, the system needs to be clear and work as simply as possible.

Therefore, it's imperative to design and map relationships, structures and systems.

Systems and structures need refinement and redesign. They need to be reconfigured and adapted, from time to time. Essentially this needs to reduce complexity and help reduce systems and systemic failures in the future.

## 1.5 Culture and Behaviours

**"Do those you serve no harm"**

Professional leaders need to develop people and organisation that are risk aware. Ones that are strong and resilient and fit for purpose.

Underpinning this style will be key concepts, values, principles and behaviours as follows:

The Great 8 P's

PRIOR  
PREPARATION

PROPE  
PLANNING  
PREVENT'S  
PEE POOR  
PERFORMANCE

Prior being to ensure sufficient time in advance and anticipate.

Preparation based on gathering all essential information, proper in establishing the validity and substance in your approach.

Planning through good daily diary management, with associate action place daily/weekly/monthly/annually and strategic plans 5/10/20 years ahead.

Prevention is better than cure, so anticipate challenges and have reserve options.

Pee into the wind and wet yourself, swim upstream and get nowhere so pick your timing and route carefully, Poor outcomes can be anticipated and avoided.

Performance is the best result at lowest cost.

#### The Risk Approach

Risk aware  
Not risk awash  
Not risk adverse

EAT APPLE'S EVERY DAY (digest mentally and apply in practice)

A – ATTITUDE (be positive)  
P – PLAN (of action)  
P – PEOPLE (empower)  
L – LEARN (to be lucky)  
E - ENERGY (to excel)  
S – SELLING (?????)

LOT (use it a lot)

L - LISTEN

O – OBSERVE

T - TALK

You have two eyes, two ears, and one mouth, use them proportionately. So, listen and observe more than you talk.

The 3 P's and C's (For leaders, staff and organisations)

POSITION (be aware of your position at all times)  
POSSESSION (have the most up to date knowledge and information)  
POSITIVE (seek and promote the positive)

CONCENTRATION (be focused on priorities)  
CONTROL (be in control at all times)  
COMMITMENT (believe in yourself, your staff, your product/service)

## KISS EVERY DAY

K - KEEP  
I - IT  
S - SIMPLE  
S - SILLY

### **The ABC of Leadership Quotes:**

"Accentuate the positive and limit the negative."

"Anticipate the difficult by managing the easy."

"Assume, to assume is to potentially make and ASS of U and ME"

"Blame is a coward's easy way out"

"Change for changes sake is a consultancy dream"

"Change is not made without inconvenience even from worse to better."

"Conceit will inflate the ego but fools the self"

"Common sense is difficult to apply if it's not common and people cannot understand the sense"

"Culture is not a substitute for life but the key to it."

"Don't raise your voice, improve your argument."

"Don't plan the future from the past"

"Followers of Machiavelli should live with him in his time."

"Gratitude is the attitude."

"Gratefulness for all is plenty for each."

"It's easier to be critical than to be correct."

"It's good to listen and to be listened to."

"Learning is for life."

"Lead by example and not excuse."

"Let the strong strengthen the weak."

"Never give up on someone until they fail at something they like."

"Never leave for tomorrow what you can do today."

"People who act big are at their smallest."

"Power is trust."

"Power corrupts, absolute power corrupts absolutely."

"Power used with restraint is impressive."

"Praise given is a joy doubled."

"Practice what you preach."

"Practice makes perfect."

"Problems are challenges in disguise."

"Problems are solutions waiting to be found."

"Success is about doing ordinary things extraordinary well."

"Time spent in a job is not the same as experience."

"To be wise after the event is to use your wisdom to late."

"Truth is denied by prejudice."

"Truth and honesty, not hype and jargon."

"You reveal who you are in the way you treat others."