

# Leadership “Test Model”

## Continuous & Recursive Balancing

Proposition: Public leadership requires continuous balancing of conflicting values in the midst of complex changing realities.

## Public Good

Proposition: Public leadership requires selfless service for the sake of a larger public good.

## Globalized Interdependence

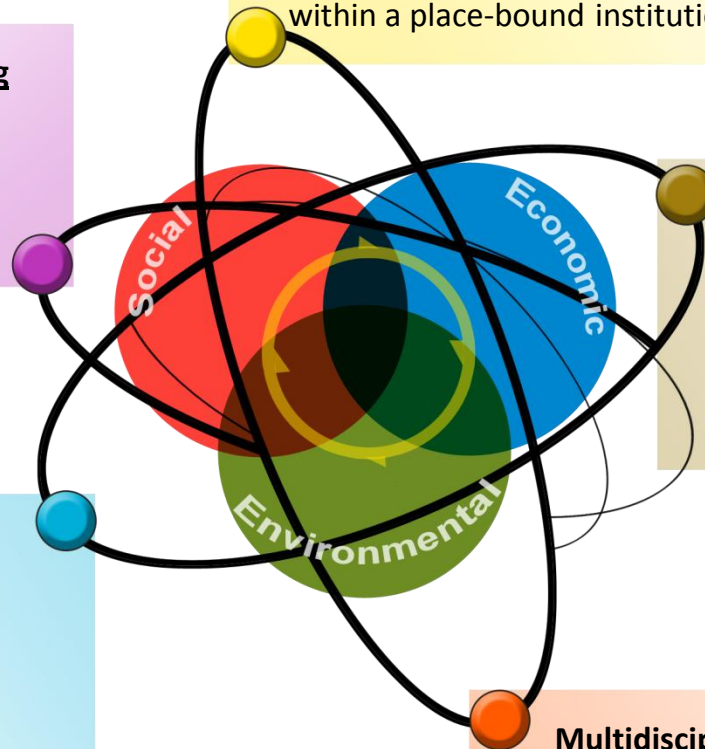
Proposition: Public leadership for sustainable development is relational, requiring leaders to take into account the global consequences of acting within a place-bound institutional context.

## Visionary

Proposition: Public leadership requires the creation of visions that successfully link past, present and future realities and transforms them into possibilities.

## Multidisciplinary Competence & Continuous Learning

Proposition: Public leadership requires the competence to use and integrate multiple disciplines in a continuous learning process.



# **Public Good:** Has to be constructed out of social, economic, and cultural fragmentation.

- **Political** interests have expanded in both the number and in the nature of their single issue advocacy.
- **Technology** has provided citizens with the ability to create self-authoring and self-organizing groups.
- **Governance** systems have fragmented as a result of the creation of boutique special districts for the provision of government services.

**Globalization:** Economic growth and technological innovation have rapidly increased international interdependence while challenging traditional sources of legitimacy (culture, race, history, customs, national sovereignty, etc.).

- **Political** - Traditional political & legal controls need to be supplemented by negotiation (Examples: trade negotiations and impact on U.S. copyright laws).
- **Economic** – There is a growing gap between the rich and the poor (Somalia pirates; 7 million peasants in China).
- **Cultural** – Threats to culture and traditions invigorate the forces of “tribalism” and fosters “culture wars”.

**Vision:** The conditions described above require leaders who can create and sustain a common vision between leaders and followers.

- **Leadership Becomes a Meaning-Making Activity** – Leaders need to draw on a broad repertoire of resources to restore meaning to the lives of followers who experience increased uncertainty, ambiguity, and conflict.
- **Leaders Build Legitimacy** – Leaders need to rely on multiple sources of legitimacy to build and maintain support (i.e., charisma, horse-trading, policy agreements, legal protocols, honoring differences, cultural and historical traditions, etc.).
- **Co-Production** – Visions need to be co-produced with followers in an iterative process.

**Integration:** Leaders must develop the “integrative competence” necessary to bring together multiple sets of technical, disciplinary, managerial, political, legal, historical and cultural expertise.

- **Weaving New Patterns of Meaning Out of Existing Cloth** – In the emerging global, hyper-pluralized and ecological interdependent world, leaders have to acquire the synthetic ability to integrate conflicting, ambiguous and uncertain information into new patterns of meaning that help to define the situation of action.
- **Tools for Leading in a Power-Shared World** – Leaders need to acquire new leadership tools that enable them to build and sustain agreement across multiple organizational, jurisdictional and stakeholder boundaries.

# **Balancing Competing Values:** Leaders must have the intellectual and moral capacity to balance competing and equally important values.

- **Multiple Systems of Competing Logics** – Ecological, technological, political, economic and cultural systems each have their own distinct system of logic. This logic includes a core animating principle and an ancillary set of assumptions that create internal order and coherence.
- **Facilitating the Balancing of Conflicting Values** – The contemporary backdrop of public service requires leaders who can persuade followers on the need to accept outcomes for the larger public good that may conflict with their personal values.