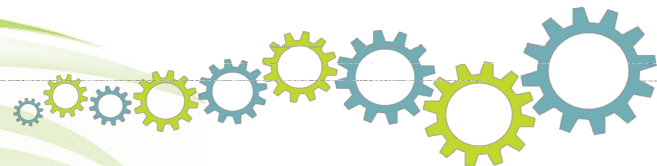


# Effective leadership and networked governance:

*Public service and community leadership - What works and why?*

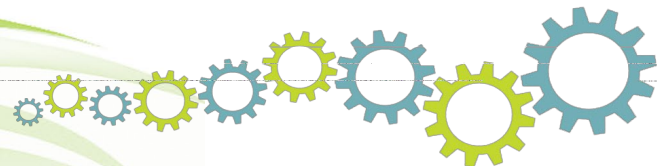


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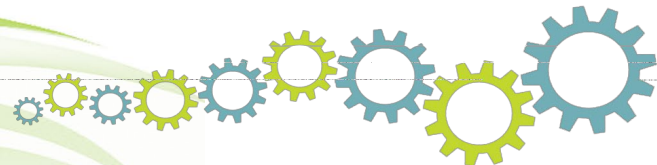
# Public service Leadership- What works and why?

## Chris Chapman



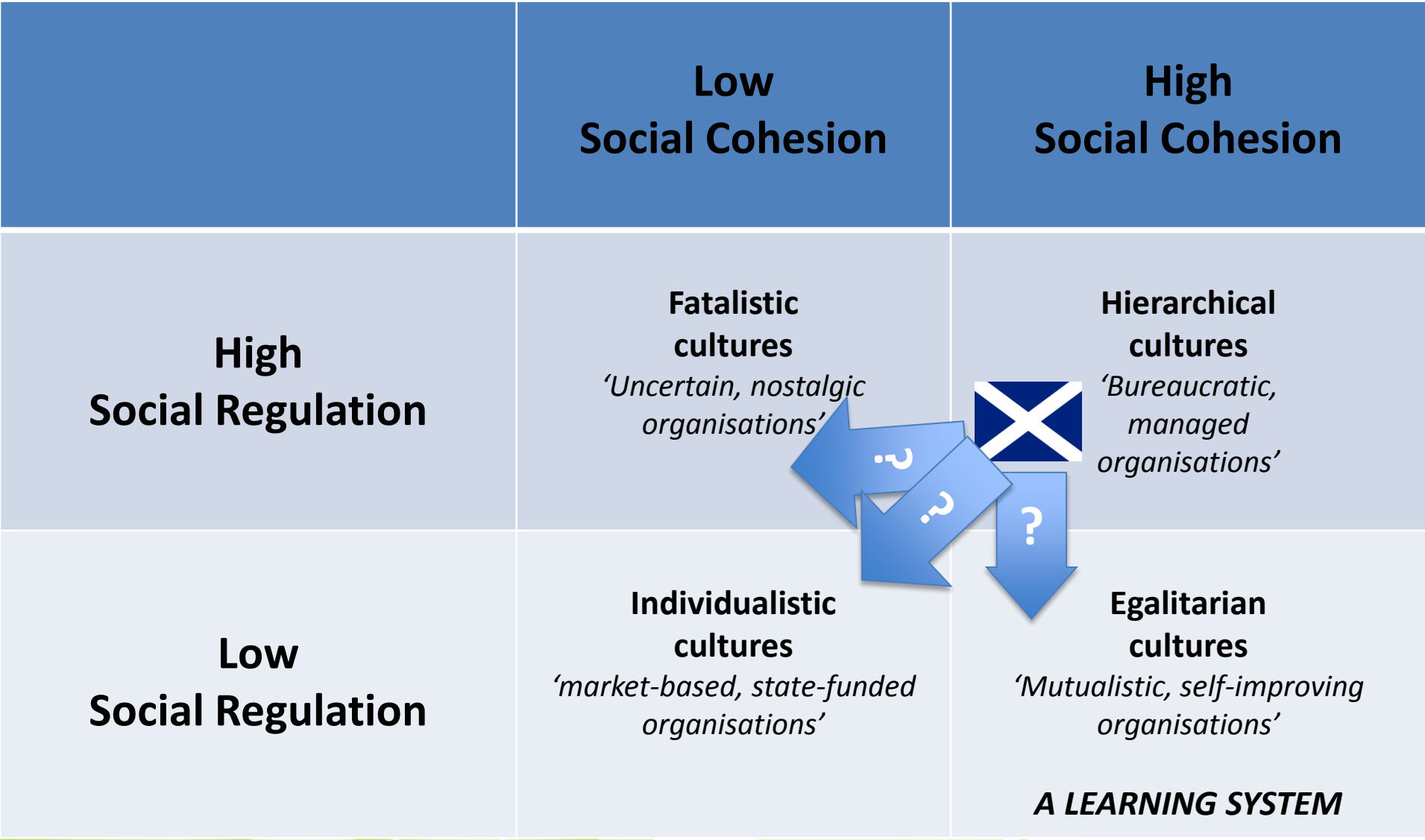
# Coverage

- Perspectives on public service reform and collaboration
- Leadership of Christmas past
- Leadership of Christmas future
- Leadership of Christmas present
- Reflections on leadership development and public service reform



# Perspectives on public service reform: Beyond hierarchy

(building on Douglas. M,1982; Hood, C.1998; Hargreaves, D. 1995; Chapman, C and Salokangas, M. 2012; Chapman, 2018)



# A typology of collaborative endeavor



**Collegiality-** Long term commitment to a shared enterprise underpinned by shared long-term vision and set of common values with a focus on sharing and developing new knowledge, resources and practice

**Collaboration-** more sustainable ways of working underpinned by a set of common values and commitment to share knowledge, resources and practice with some development of new practices

**Cooperation-** Short-term task focused activity around a specific issue incidental sharing of knowledge or resources on specific issues

**Association-** Traditional pattern of working with incidental meetings often initiated through a hierarchy. Very little or no sharing of knowledge or resources

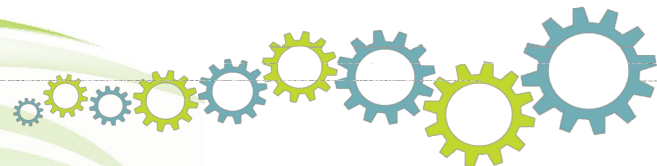
(building on Ainscow and Chapman, 2003; West and Ainscow 2005)



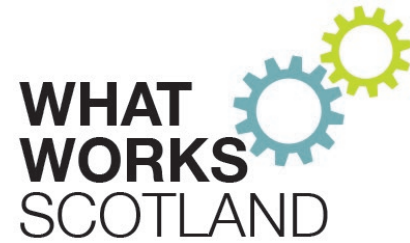
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# The dark side of collaboration



**Illusion of association-** Passive buy-in as a ‘sleeping partner’

**Fabricated cooperation-** Pursue your own agenda often at the expense of others

**Collaboration with the ‘enemy’-** Engage to control damage limitation but often turns into collusion, become trapped by the discourse and taken in by it

**Contrived collegiality-** False public expression of values and belief systems, particularly prevalent where unequal power relationships

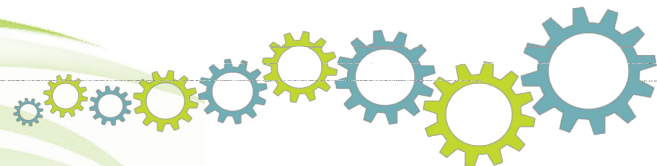
(Building on Peter-Koop et al, 2003 and others)



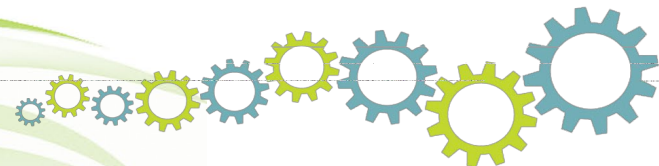
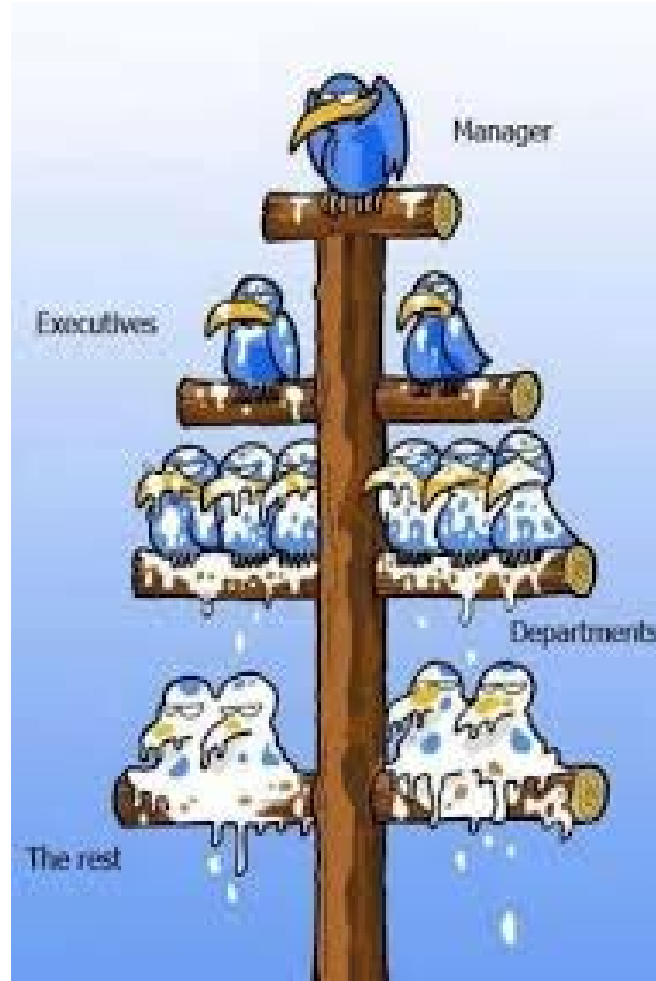
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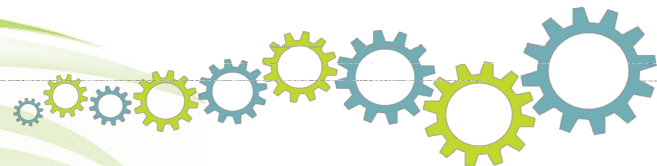
# Leadership of Christmas past: Leadership of organisational structure and position





# Leadership of Christmas future: The emergence of public service reticulists

- Skilled communicators
- Excellent networkers
- Strategic in orientation
- Contextually astute
- Problem solvers
- Self-managing





# Leadership of Christmas present: Leadership paradigm war



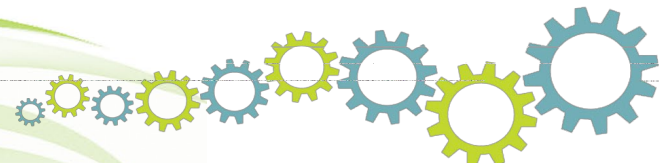
There is a commitment to working across boundaries

Local context plays a key role in determining the emergence and nature of new public service leadership practices

Innovative and traditional leadership approaches emerge in combination

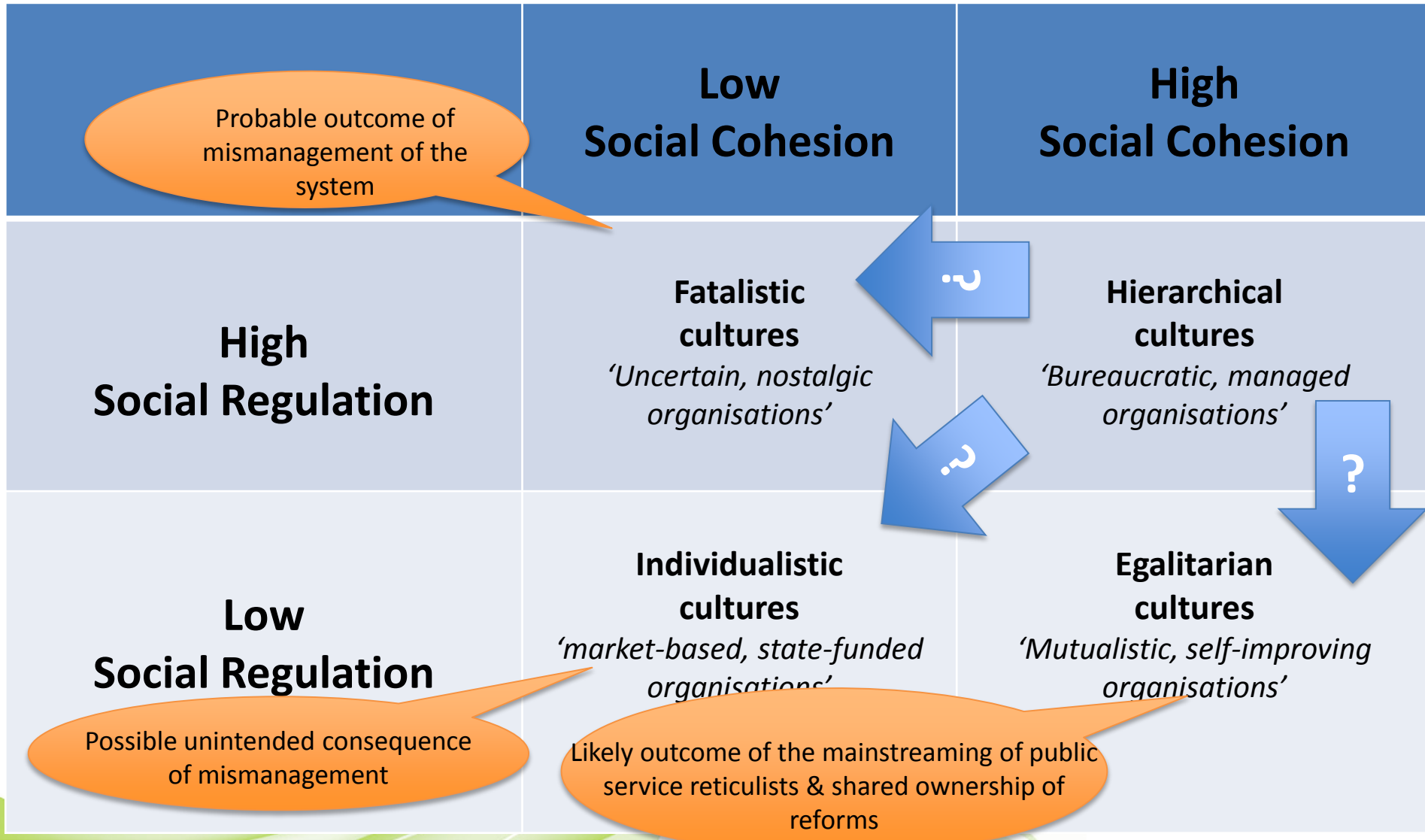
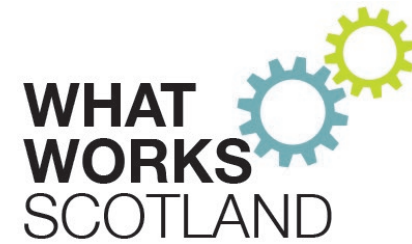
New ways of working have further complicated management arrangements and patterns of accountability

For working across boundaries to become mainstreamed appropriate incentives, checks and balances need to be put in place



# Making sense of public service reform in Scotland?

(drawing on Douglas, M, 1982; Hood, C. 1992; Hargreaves, D. 1995; Chapman, C and Salokangas, M. 2012; Chapman, 2018)

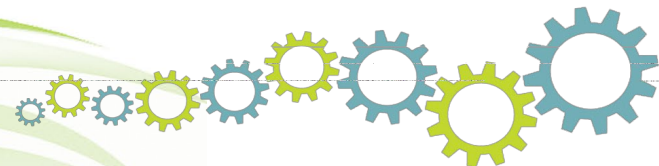




**So will (the ghost of) leadership of Christmas past hold us back?**



**or will the leadership of Christmas future prevail?**

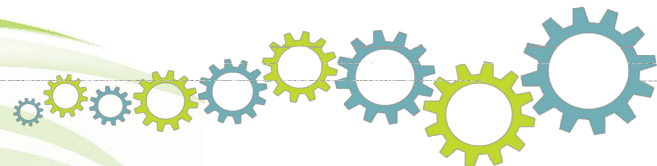


# Thank you

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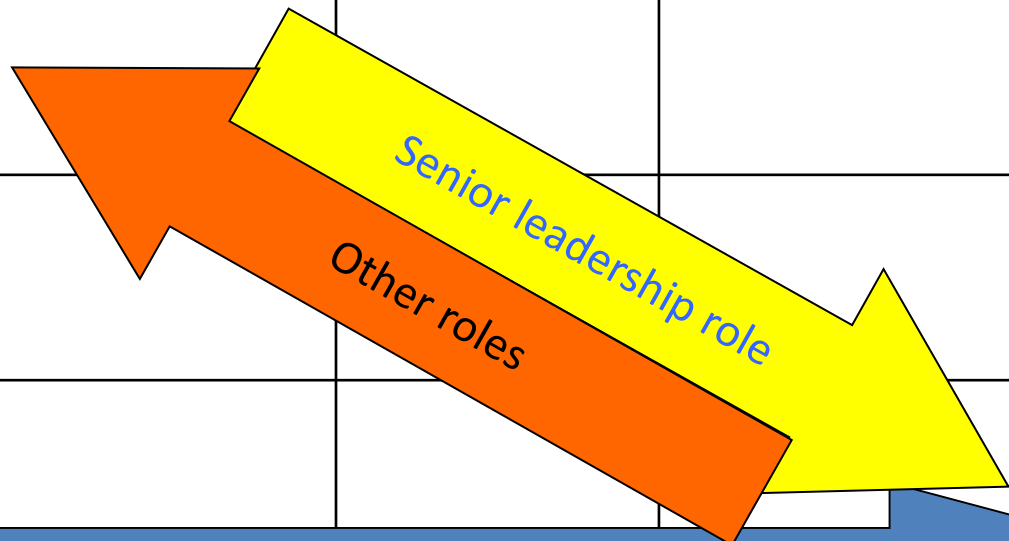
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# Effective Leadership for PSR?

	Within service	Between services	Beyond services
Management			
Leadership			
Governance			



Direction of System Travel- A continuously improving system? 

