

NATIONAL
LEADERSHIP
CENTRE



Public Leaders Programme

2021/2022

Residential One:
Pre-Work



Pre-Programme Activities

These activities have been designed to support your learning before attending the programme. You may find it helpful to make notes in a dedicated notebook. Links to additional reading and other resources have also been included to support what you are learning during the module.

Pre-Work for Day 1 - Personal Leadership

Birmingham Leadership Institute

Pre-Reading

In the session, you will be working in small peer-consultation groups, using a guided process which helps you deepen your understanding of one of the capacities. To get the most out of the conversation with your peers, it will help if you:

- Read this book chapter - '[Systemic Leadership Capacities](#)' describing the four capacities and how they link to systemic leadership (if you are pushed for time, just read the first 3 pages, which outline the ideas);
- Select a current personal 'leadership challenge' to work on in the session.

From previous experience, we have found that applying the following criteria can help people to frame a leadership challenge. Your challenge should:

- be a live issue that you are grappling with - one which you would like to build a greater understanding of by inquiring with your programme colleagues;
- be personally meaningful to you and important to your organisation - not just a technical fix or a theoretical issue - something that really matters to you;
- be complex, ambiguous and contested (ie there is no clear, commonly held view of the definition of the problem, let alone the solution);
- not be resolvable by using positional authority alone (i.e. there are significant stakeholder aspects which will require inquiry and influence to diagnose and shift);
- be an area where visible collaborative leadership is required.

You do not have to prepare anything in advance on your challenge (in fact, doing too much prep may hamper your meaning-making process!). Just come with a rough idea about the issue you want to work on and be prepared to be open, inquiring and to enjoy some collective new thinking.

Optional additional reading

If you get interested in the ideas, you can also have a look at these additional articles:

- ['More rave than waltz'](#) - why complexity of public service means the end of hero leadership' by Catherine Mangan and Christopher Pietroni. This book chapter links the demands of 'adaptive leadership' with 21st century public service and the need for complex meaning making
- Excerpt from ['Upgrade - Building your capacity for complexity'](#) by Richard Boston and Karen Ellis. These two book chapters outline the four capacities in more depth and make the link to leadership in a VUCA world.

Simon Shepard, Optima Life Energy & Performance Profiler

In advance of the session, Simon has requested that you complete an online profiler which provides a simple report evaluating the way people think, work, recover, eat and exercise. The report also provides an insight on 16 key traits that relate to smart living and smart working. It takes about 15 minutes to complete.

The link is: <https://survey.optima-life.com/index.php?sid=52945&lang=en>

When you visit the page, you will be asked to enter your details and an email containing the link to complete the profiler will be sent immediately. Please note that you must be registered to complete the profiler.

Pre-Work for Day 3 - Systems Leadership

Professor Veronica Hope-Hailey

In advance of the session, Veronica has requested that delegates read two of her recent publications. The first is an [article](#) published in the Financial Times which summarises hers (and others) key findings surrounding lessons learnt during the pandemic. Secondly, she has requested that delegates read her [short piece](#) published in the People and Strategy Journal on trust as the new leadership test.

NATIONAL
LEADERSHIP
CENTRE



NationalLeadership.gov.uk

[Twitter](#)

[LinkedIn](#)

