



MASTERING THE FIVE FOUNDATIONS

of Leading for Political Effectiveness



Frieda K. Edgette, MSc, ACC
Novos Consulting

This presentation in its entirety is © 2015 Novos Consulting, LLC.



PRESIDENTIAL
DEBATE
#CSPAN2012

LIVE
9:04pm ET

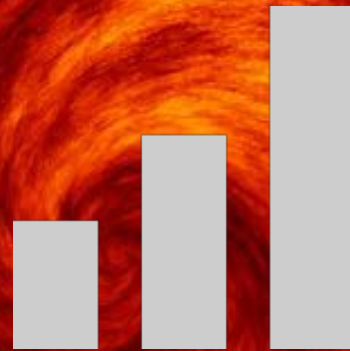
C-SPAN
c-span.org

our story begins... 

within a 'whirlwind'



well-being



peak performance



greater good

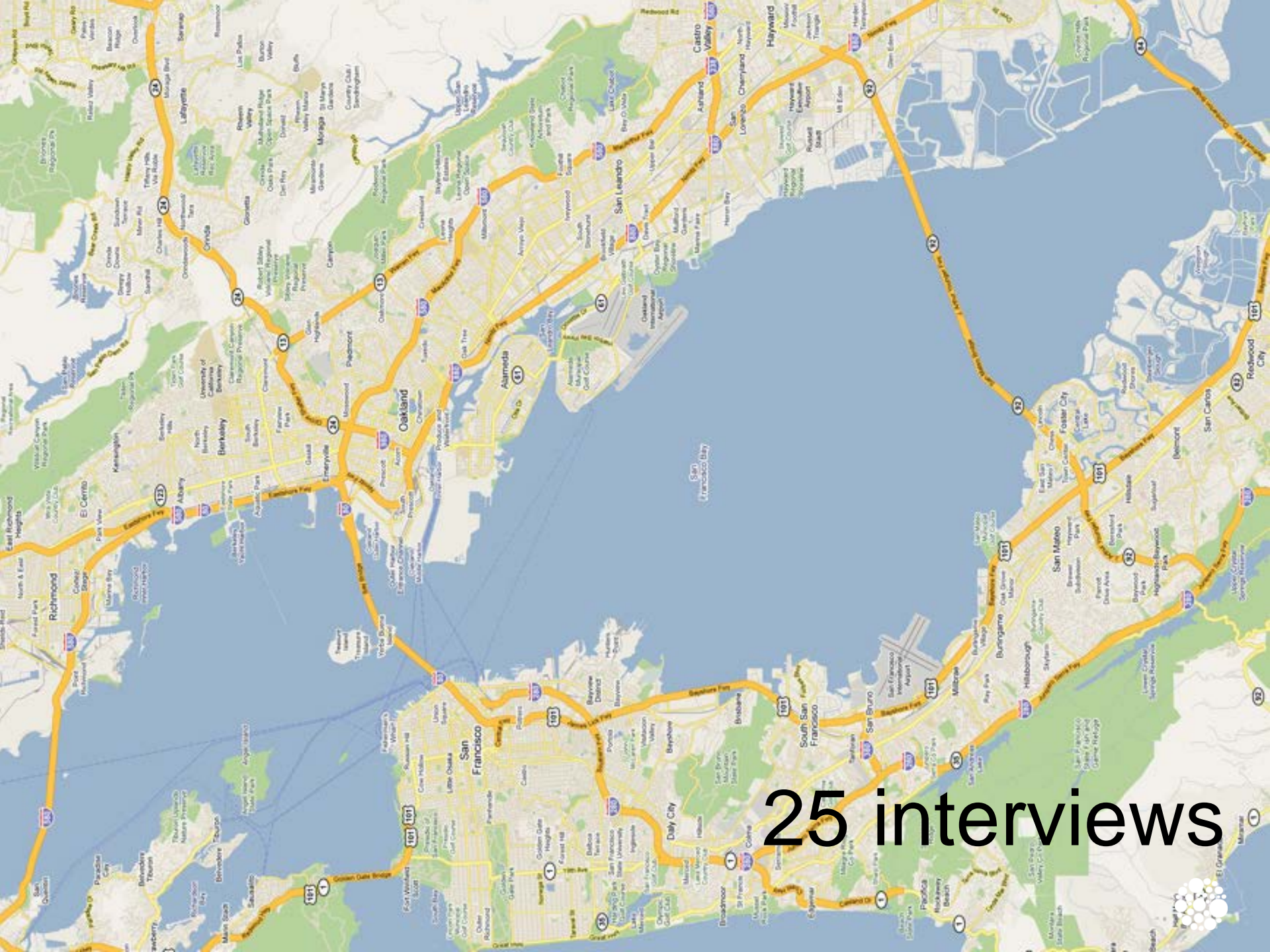


Within the increasingly complex political landscape, how do electeds perceive their experience, and what do they need to be effective?



literature review





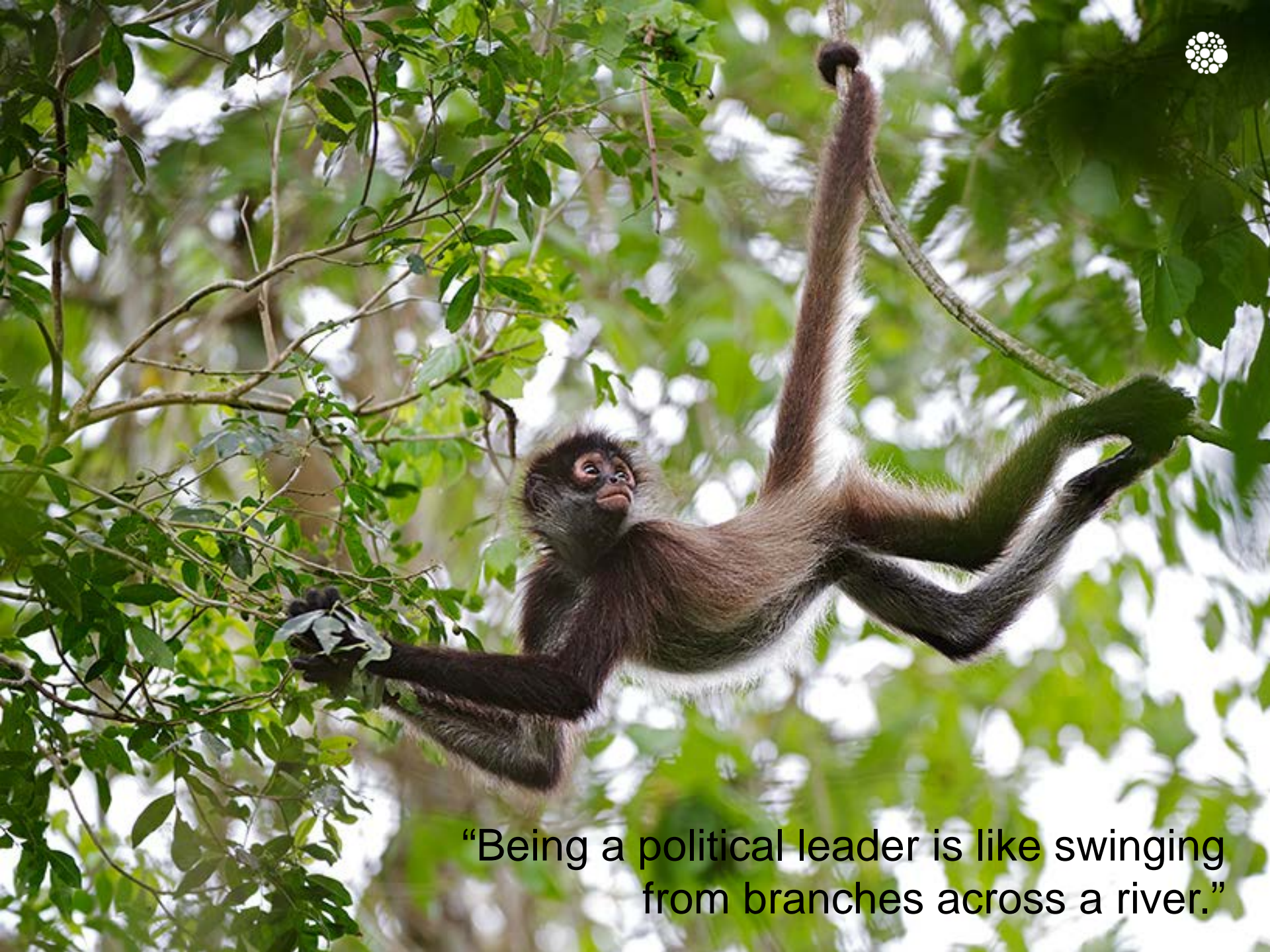
25 interviews



asked about

- words that describe political leader experience
- what is working (and not so much)
- letting go
- needs





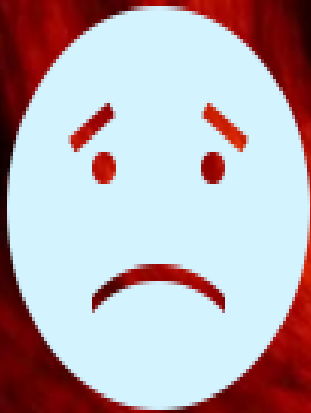
“Being a political leader is like swinging from branches across a river.”

interferences

- bureaucracy
- isolating
- politicking, “thrown under the bus”
- competing stakeholder interests
- intra/inter-government dynamics
- misunderstanding
- characterized
- sycophantic behavior
- public expectations
- fundraising
- infinite asks > finite time
- reduced trust
- cannot do everything



- impacts



fear



avoidance



micromanage



slipping



- rewarding
- inspiring
- impactful
- interesting
- courageous
- purposeful

flip side



from challenge to reward





100% said
'letting go of ego'



this means...

- honest about what we can and cannot control
- focus on **collective** impact
- certainty of purpose =
- feelings of reward, empowerment +
- group-level trust, satisfaction, well-being and performance

**potential – interferences =
contribution/impact**



Public Sector Values	Demonstrate ethical behaviors
Questioning Thinking	Challenge themselves and others in ideas and suggestions
Decision Making	Effectiveness at making decisions
Personal Effectiveness	Skillfully deals with others; strong self awareness and self management
Strategic Thinking and Action	Think and act strategically in their work
Advocacy and Representation	Skillfully represents others
Political Intelligence	Degree to which members show astuteness and political awareness
Communication	Skills in listening and talking
Organizational Mobilization	Ability to bring about major changes both inside the local authority organization and across partnerships
Systems and Tasks	Degree to which members are able to ensure the implementation of policies and practices

Table 1: Hartley and Fletcher (2005) Ten Capability Dimensions of Effective Political Leadership (Hartley, J. and Pinder, K. (2010). Coaching political leaders. In: Passmore, Jonathan ed. *Leadership Coaching: Working with Leaders to Develop Elite Performance*. London: Kogan Page, p. 164).

political leadership: ability to inspire collective action across diverse stakeholder groups to achieve a civic goal



authenticity: being true to oneself

Positive psychological capital	Possesses capacities of confidence, optimism, hope and resilience
Positive moral perspective	Engages in a decision making process that draws from moral capacity, efficacy, courage and resiliency to address ethical issues and achieve consistent actions
Leader self awareness	Understand unique talents, strengths, purpose, core values, beliefs and motivations Includes having an awareness of one's knowledge, experience and capabilities
Leader self regulation	Align values with intentions and actions Exercises self control and internal monitoring
Leadership processes/behaviors	Influences followers through identification, "leading by example", emotional contagion, supporting self determination and positive social exchanges
Follower self awareness/regulation	Open and positive exchanges between leader and followers in pursuit of common goals that reflect shared values
Follower self development	Followers come to know who they are and become more transparent with the leader, whose own development also benefits from honest exchanges
Organizational context	Promotes an inclusive organizational climate that enables themselves and followers to continually learn and grow
Veritable and sustained performance beyond expectations	Draws from values and purpose to foster to achieve ongoing high performance and growth over the long term

Table 2. Authentic leadership sample items (Avolio and Gardner, 2005).



How can political leaders lead
through political realities
authentically and effectively to
address complex challenges?



Following interview transcription and coding, results indicated significant overlap between political leadership capabilities and authenticity dimensions. Table 3 reflects the perceived conceptual similarities between political effectiveness and authenticity in Columns 1 and 2. Column 3 reflects the practical application as demonstrated by interviewed political leaders.

Political Effectiveness	Authenticity	Application
Personal Effectiveness Public Service Values	Leader Self Awareness Leader Self Regulation	Master the Internal
Questioning Thinking Decision Making	Positive Moral Perspective	Balance Data
Questioning Thinking Decision Making Strategic Focus and Direction Political Intelligence	Leadership Processes/Behaviors Veritable and Sustained Performance Beyond Expectations	Visualize and Direct Strategically
Communication Organizational Mobilization Advocacy Representation	Follower Self Awareness/Regulation Follower Self Development Organizational Context	Engage with Integrity
Communication Public Service Values Systems and Tasks	Positive Psychological Capital Leadership Processes/Behaviors Follower Self Development Organizational Context	Lead through Change

Table 3. Blended theories reinforced by coded interviewees' experience that translate into practical applications.





LEAD
change



ENGAGE
with integrity



VISUALIZE
strategically



BALANCE
data



MASTER
the interna

LEADING

for political effectiveness



MASTER

the internal



- self awareness
- self management
- self care





think analytically

+



read people &
situations

+



gather objective
knowledge

BALANCE

diverse data



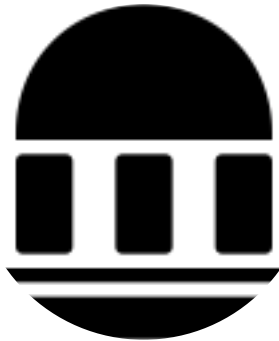
VISUALIZE

direct strategically



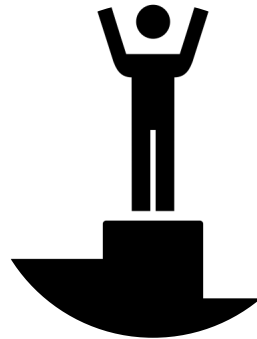
ENGAGE

with integrity



REPRESENT

Respond to emails and calls.
Take meetings.
Attend events.
Listen to and understand needs.
Empathize with concerns.



ADVOCATE

Champion issues and people.
Influence.



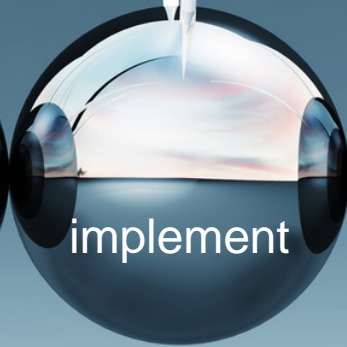
PARTNER

Build alignment around goals.
Give and receive.
Be realistic about what others offer.
Create shared purpose.





LEAD through change



← review, feedback, iterate, celebrate →





LEAD
change



ENGAGE
with integrity



VISUALIZE
strategically



BALANCE
data



MASTER
the interna

LEADING

for political effectiveness



Novos Consulting Political Leadership Effectiveness Assessment

Please take a moment to respond to the following statements based on "Where am I today?" There are no right or wrong answers. This is your tool. Your responses are intended to honestly highlight existing strengths to leverage, and those areas for improvement. Results craft a unique road map for you to perform at your full political effectiveness potential. A "1" signifies "Not at all". A "5" represents "Expert" and no further work is necessary. A "0" signifies "Don't know".

Part I: Personal Mastery

1. Has clear understanding of guiding principles	0	1	2	3	4	5
2. Maintains self discipline and application despite difficult circumstances	0	1	2	3	4	5
3. Is resilient and not easily deflected by set backs and disappointments	0	1	2	3	4	5
4. Patient and controlled in expressing feelings in the face of provocation	0	1	2	3	4	5
5. Copes with pressure effectively and draws on support where necessary	0	1	2	3	4	5
6. Seeks, accepts and acts on feedback, learning from it	0	1	2	3	4	5
7. Willing to acknowledge errors and accept responsibility for them	0	1	2	3	4	5
8. Shows enthusiasm and makes time for self development activities	0	1	2	3	4	5
9. Demonstrates good self awareness and knows how perceived by others	0	1	2	3	4	5
10. Willing to engage with turbulent change and flexible in responding to it	0	1	2	3	4	5
11. Vigorous, quick and efficient in handling own workload	0	1	2	3	4	5
12. Displays strong motivation and determination to deliver against objectives	0	1	2	3	4	5
13. Manages detail effectively, without letting it obscure the big picture	0	1	2	3	4	5
Part I Subtotals:						Total

Part II: Reads People + Situations

1. Intuits and observes dynamics when stakeholders and proposed policies come together	0	1	2	3	4	5
2. Recognizes and appreciates difference	0	1	2	3	4	5
3. Can decipher core motivations and underlying issues	0	1	2	3	4	5
4. Critically evaluates stakeholder arguments rather than taking them at face value	0	1	2	3	4	5
5. Uses knowledge of institutions, processes, systems to understand what is or what might happen	0	1	2	3	4	5
6. Recognizes when I may be seen as a threat to others	0	1	2	3	4	5
7. Understands formal and informal power relations, and their impacts	0	1	2	3	4	5
8. Delves beneath the surface to get a thorough understanding of an issue	0	1	2	3	4	5
9. Is objective in weighing the evidence and does not let emotion cloud judgment	0	1	2	3	4	5
10. Consults experts and other sources where necessary	0	1	2	3	4	5
11. Looks outside the organization for new ideas and approaches	0	1	2	3	4	5
12. Is able to see connections between problems and draw wider conclusions	0	1	2	3	4	5
13. Makes time to listen to the views of the people who actually deliver the services	0	1	2	3	4	5
Part II Subtotals:						Total

Part III: Strategic Focus + Direction

1. Has a clear and long-term view of what seeks to achieve	0	1	2	3	4	5
2. Does not lose sight of the vision in dealing with day-to-day pressures	0	1	2	3	4	5
3. Understands how to turn the strategic plan into specific action(s)	0	1	2	3	4	5
4. Shows sensitivity to changes in wider context that may impact existing policies	0	1	2	3	4	5
5. Abides by collective responsibility for decisions	0	1	2	3	4	5
6. Transcends sectional differences and facilitates consensus	0	1	2	3	4	5
7. Shows understanding of how own area of responsibility fits in wider picture	0	1	2	3	4	5
8. Makes a constructive input to the formulation of authority-wide strategic plans	0	1	2	3	4	5
9. Supports colleagues to help maintain common purpose and direction	0	1	2	3	4	5
10. Contributes to discussions outside own immediate function or area of interest	0	1	2	3	4	5
11. Able to think through scenarios of possible futures and potential impacts analytically	0	1	2	3	4	5
12. Notices small changes which may probe big shifts	0	1	2	3	4	5
13. Comfortable engaging with uncertainty	0	1	2	3	4	5
Part III Subtotals:						Total

ASSESS YOUR IMPACT

Measure your political leadership effectiveness. Identify strengths to leverage. Pinpoint areas for ongoing development. Activate. Achieve peak performance – authentically and sustainably.





Be.





follow your thread
courageously





connect for complete report, references and tips:

edgette@novosconsulting.com | 415-939-6169 | @FKEdgette | novosconsulting.com

FRIEDA K. EDGETTE

novos consulting 