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**KEYNOTE SPEECH:
LEADERSHIP: Theory into Practice**

DIFFERENT STYLES OF LEADERSHIP

1. There is No One Grand Theory of Leadership

- Winston Churchill: a great prime minister in May 1940 but a mediocre one 1951-5
- Unresolved debate: do great leaders make great events or do great events make great leaders? Examples of Ronald Reagan and Mikhail Gorbachev
- in politics, most leaders are now followers: they find out where the crowd is going and then run in front of it; it is not true to say that politicians ignore public opinion – the problem is that they often follow it too slavishly
- we would never run a company in the way we run a country, with leaders dashing from one headline to the next: role of tabloid media

2. Three Waves of Leadership Models

- prior to late 19th century: male general on a horse
- late 19th century-late 20th century: middle-aged male manager
- present: communicator/ co-ordinator; leaders are now seen as envisioning, energizing and enabling
- traditionally leadership came from the top; now it can come from a variety of people; leaders can be at virtually any level of an organization/ country eg Georgia Sadler, Californian nurse

3. Analysing Leadership Styles

Temperament:	Positive	Negative
Energy:		
Active	JFK/ Clinton	RMN/ Bush
Passive	Reagan	

RISING EXPECTATIONS

4. The Pace of Change Will Continue to Accelerate

- clients in disability services have increasingly higher expectations
- 1981: International Year of Disabled Persons (IYDP): one of the UN's most successful "international years"

5. "The Experience Economy" (Joseph Pine and James Gilmore)

- it is not true to say that the "rich are getting richer and the poor are getting poorer" – the rich are getting richer and the poor are getting richer (but at a slower rate)
- old era: three layers of economic activity: commodities, goods and services
- people now have so much wealth that we need to find new ways of extracting money from them
- new era: four layers of economic activity: commodities, goods, services and experience
- experiences are memorable (rather than tangible)

- luxury pens write just like ordinary Birus – but they create a “writing experience” to demonstrate that the owner has wealth
- bookshops that sell coffee: just what are they selling? (romance)
- how can our industry meet the rising expectations of the “experience economy”?

6. Consumer Participation

- 1948 United Nations Universal Declaration of Human Rights: human rights revolution: people now “know” their rights
- end of the “deferential” society/ people have to earn respect
- cynicism about “leaders”/ era of media transparency
- Internet and the flow of information: consumers go to GPs and other professionals for a second opinion
- it is important to give clients an incentive to take better care of their own health needs (and move away from learned helplessness)

7. Role of Human Agency

- traditional view was that of the human being as the passive consumer of services: “authorities know best”; “doctor as god”; a dying patient may not have been informed of what was happening to them; “stolen children” were removed for their own benefit
- now there is a changed assumption of what humans are like: agents of their own destiny: human potential movement (as illustrated by the “self-improvement” books eg “The Secret”); reduced respect for institutions; patients are not so compliant (and nurses complain about violence towards them); decline in organized religion (with an increase in New Age individualized spirituality - “what works for me”)
- in health terms and community service terms, a human is expected to act rationally to maximize their own outcomes (and not rely so much on government assistance)
- in community services we need to do better in the collection of statistics: the pioneering work of the National Community Services Data Committee

WORKFORCE SHORTAGES

8. No Magic Answers

- there is a general shortage of skilled workers in the western developed world eg Ghana produces skilled nurses but most of them are in the British National Health System
- don’t rely on young Australians to follow the former Treasurer’s advice and start having more children: there seems to be little reason to assume that people will soon start having a lot more children (they are too expensive, they disrupt careers and many workplaces are still not family friendly)
- new mindset required: staff retention is more important than recruitment; have staff retention as an indicator of how well a manager is performing (people tend to join firms but often leave managers)
- “lifelong learning”, with schools operating extra shifts to cater for “older” students
- deferred retirement (to counteract people leaving the workforce too early)
- increased skilled migration (despite what some conservative politicians may say), with the Department of Immigration handling the applications more quickly
- the media have a role here to help create the right inter-generational culture of work eg more older people (especially women) on the television screen
- paying extra is not necessarily going to solve the problem: why not defer bonuses until the person has been with the company three years
- younger workers are not just here for the money: they want career development, time off for sabbaticals
- mobilize younger workers as mentors to the old (the Nokia example)
- keep in touch with those who have left in the hope that they may want to return after they have gained more skills

CHANGES IN TECHNOLOGY

9. Information Technology

- Gordon Moore of Intel: "Moore's Law": power of computers will double every 18 months-2 years, price of computers will halve every 18 months-2 years
- impact of doubling: rice grains on the 64 squares of a chess board; lily pond doubling every day for 30 days: 29th day
- lack of attention to the impact of Moore's Law
- too much interest in "toys for the boys" and gadgetry (such as the IT supplements in newspapers) – and not enough attention on the social implications
- we over-estimate the impact of IT in the short-term and under-estimate it in the long-term
- next big leap: converging technology ("intelligent underwear")
- pervasive computing: all data, anytime, anywhere: portable health/ welfare files
- greater comparability on care: waiting lists, costs, quality of care (eg readmission rates, rates of infection)

10. The Life Sciences Revolution

- speed of change: for example, stem cell technology: hardly mentioned as a major issue before about a decade ago
- life sciences can be a pharmaceutical gold mine (eg a cure or a way of preventing of dementia) and so there is still a major financial incentive to do this research
- pace is itself increasing: eg harvesting eggs from aborted fetuses, so that a baby can be born who never had a "live" mother (Israeli research, June 2003)
- nutri-ceuticals: "healthy food": eat yourself well
- animal/human hybrids: grow your own spare parts
- pharmaceutical revolution: a pill for everything: "if you cannot change the world, change yourself"

THE ROLE OF CORPORATE CULTURE

11. Corporate Culture Makes a Difference

- the importance of "culture": Gorbachev did not understand the role of western entrepreneurialism in underpinning western capitalism
- different cultures help explain why some management techniques work for some corporations and not others
- cultural – rather than structural - change should be the target? (Policy makers and managers restructure because they can – it is easier to do than culture change but the real issue is often culture eg Nokia and the development of texting: mentors can be of all ages)

12. Checklist for Corporate Culture

- does your organization have an "open" corporate culture? Is your leadership transparent so that staff can make decisions in your absence knowing intuitively how you would decide an issue?
- do your staff feel able to share information about mistakes (in the interests of creating a "learning organization") – or does the company culture require only "good news stories"? Do you learn from your mistakes or just become skilled in burying them?
- qualities for a learning organization: there is mutual respect between us; time is taken to really consider matters: not a rush to judgment; we explore questions that really matter; we develop a shared meaning that wasn't there when we began; there is co-operation between people, competition between ideas
- - people will change – but they resent being changed

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6 March 2008