



Caring



Fair



Trusted



Responsive



Professional



# Leading Complexity

Summer School 2017

Chief Constable - Jeff Farrar

Amddiffyn a Thawelu Meddwl | Protecting and Reassuring

# Theme of the day- Leading Complexity

- Maintaining leadership resilience and strength during times of challenge and complexity, and how your own decision making effectiveness can help you flourish and thrive.
- Opportunity to develop your leadership practice with a focus on how you might change your behaviour to enable us to lead from, and for, the emerging future.





# Setting the Scene - A brief look back in time

## 1940's - Traditional Public Administration

(Wilson, 1887, Fayol, 1930, Taylor, 1939, Weber 1948)



## 1990 's - New Public Management

Hood, C., 1995. The "New Public Management" in the 1980s: variations on a theme. *Accounting, organizations and society*, 20(2), pp.93-109.

Pollitt, C. 1993. *Managerialism and the public services: Cuts or cultural change in the 1990s.* Blackwell Business.



## 2000's - Public Value

Moore, M.H., 1995. *Creating public value: Strategic management in government.* Harvard university press.

Kelly, G., Mulgan, G. and Muers, S., 2002. *Creating public value. An analytical framework for public service reform.*



LEAGUE TABLE	
1	STICKVILLE CONSTABULARY
2	STICKTOWN POLICE
3	STICKCITY COPS
4	STICKCHESTER POLICE
5	STICKSHIRE CONSTABULARY
6	STICKBOROUGH POLICE DEPT.

Handwritten annotations to the right of the table:

- Arrow from rank 1: THE BEST! ☆☆☆☆☆
- Arrow from rank 2: VERY GOOD
- Arrow from rank 3: GOOD
- Arrow from rank 4: MUST TRY HARDER
- Arrow from rank 5: VERY POOR
- Arrow from rank 6: DREADFUL, UTTER FAILURE!

A vertical dashed line between ranks 4 and 6 is labeled "BELOW AVERAGE".





# What's the incentive in non profit organisations?

- Public service motivation?
- Motivation to achieve the mission of the organisation?
- Task-related incentives, such as interest in the work tasks themselves?
- Pay or other benefits e.g. self advancement ?



We need a private sector mentality don't we?



Rainey, H.G. and Steinbauer, P., 1999.



# So, why is the public sector more complex than other sectors?



Our Values - Caring, Fair, Trusted. Responsive & Professional



# What that looks like in reality



Buckley Family



Rachael Williams



Joanna Michael



Caroline Parry

# BREAKING POINT

» £46m cut from budget  
...ian jobs axed  
...ice officers to go  
...ons set to close  
...LINE GETS THINNER, SPARKING



to summit



## Gwent Police must do better - report



Crimes 'misrecorded' but figures 'not manipulated' - Gwent chief constable Jeff Farrar



### NATO SUMMIT: Look back at the week when the world came to Newport

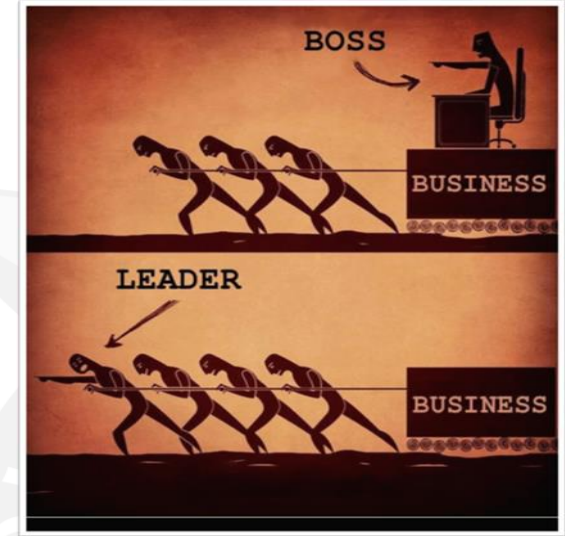
WE'LL never see a week like it again. The US President drops in on a Newport Primary school, world leaders gather just off the Coldra, the city is thronged with thousands of police and circled by military helicopters.





# Resilient Leadership – What's worked for me

- Culture of trust, empowerment & innovation
- Clarity of Purpose
- Driven by Values
- Appropriate Governance
- Effective Communication
- Lean Systems
- Embracing Technology
- Sensible use of Consultancy
- Suitable Structure

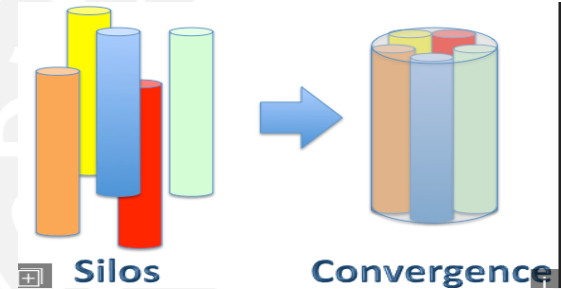
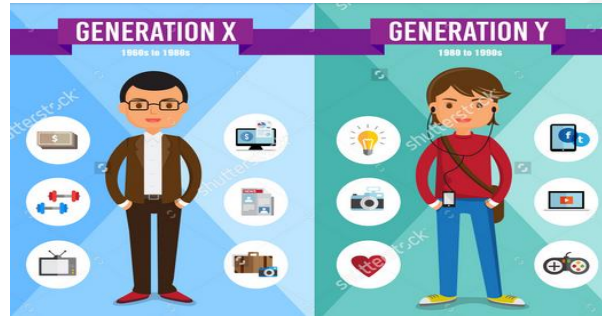
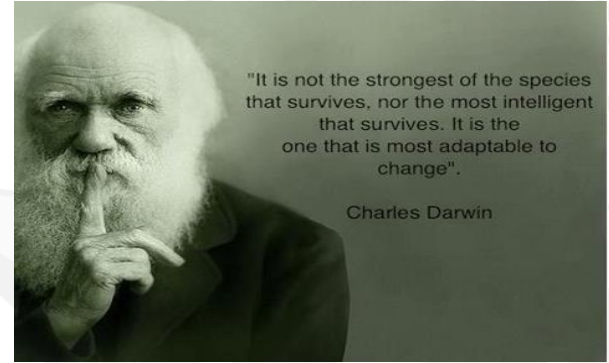






# Reflections over the last 35 years in Wales

- Changing culture
- Adaptability
- Sense of Community
- Digital Leadership
- One Public Service





# Some suggested reading

