

LCD Networking Event



Your role as a leader of place

Dr Rob Worrall
Enabler

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Tullamore Court Hotel, Tullamore



An Roinn Forbartha
Tuaithe agus Pobail
Department of Rural and
Community Development

Who am I?



- **Enabler** - working with leaders across Ireland, UK and internationally building their individual and collective capability of leaders to collaborate more effectively to achieve *collective impact*
- **Passionate** about the transformational power of **place-based leadership development** on people, places and problems
- **Starting** from what we have and where we are so that Innovators (like you) can reach their true potential
- **Embracing** complexity/messiness – working with the world as it is – getting it to how we would like it to be

Productive Discomfort

In a standing position

- Fold your arms one way, then the other (don't stop)

Find a partner

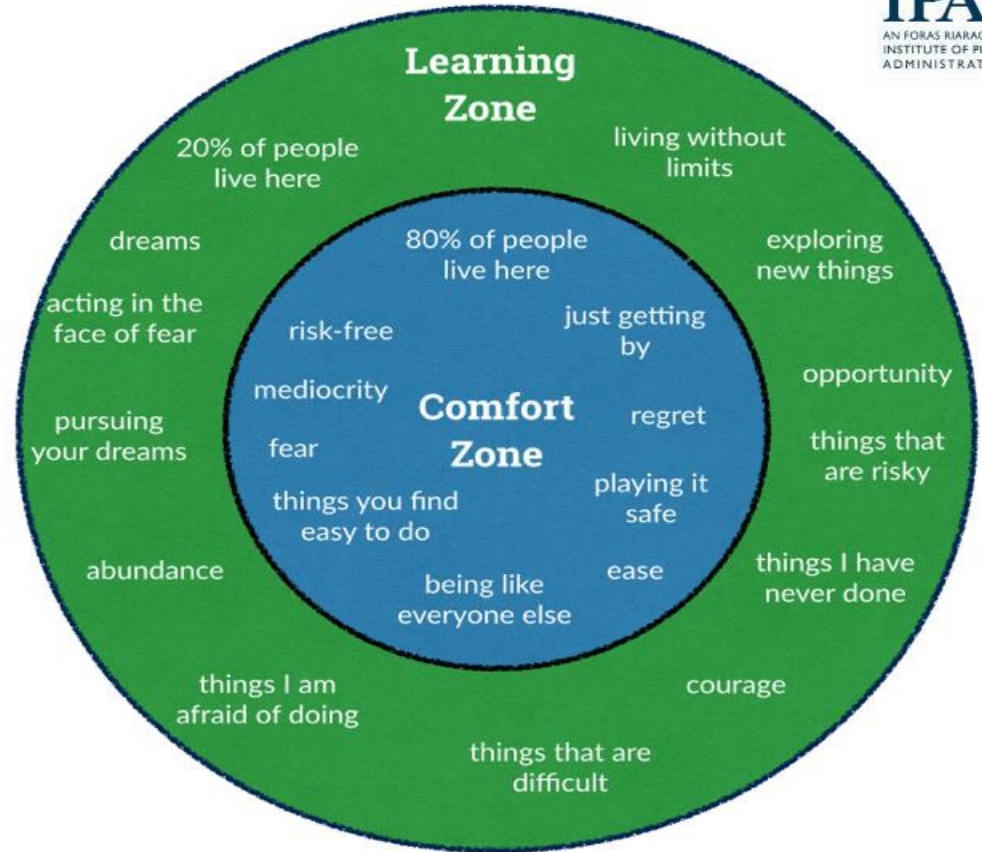
- Share how it feels
- Discuss why?



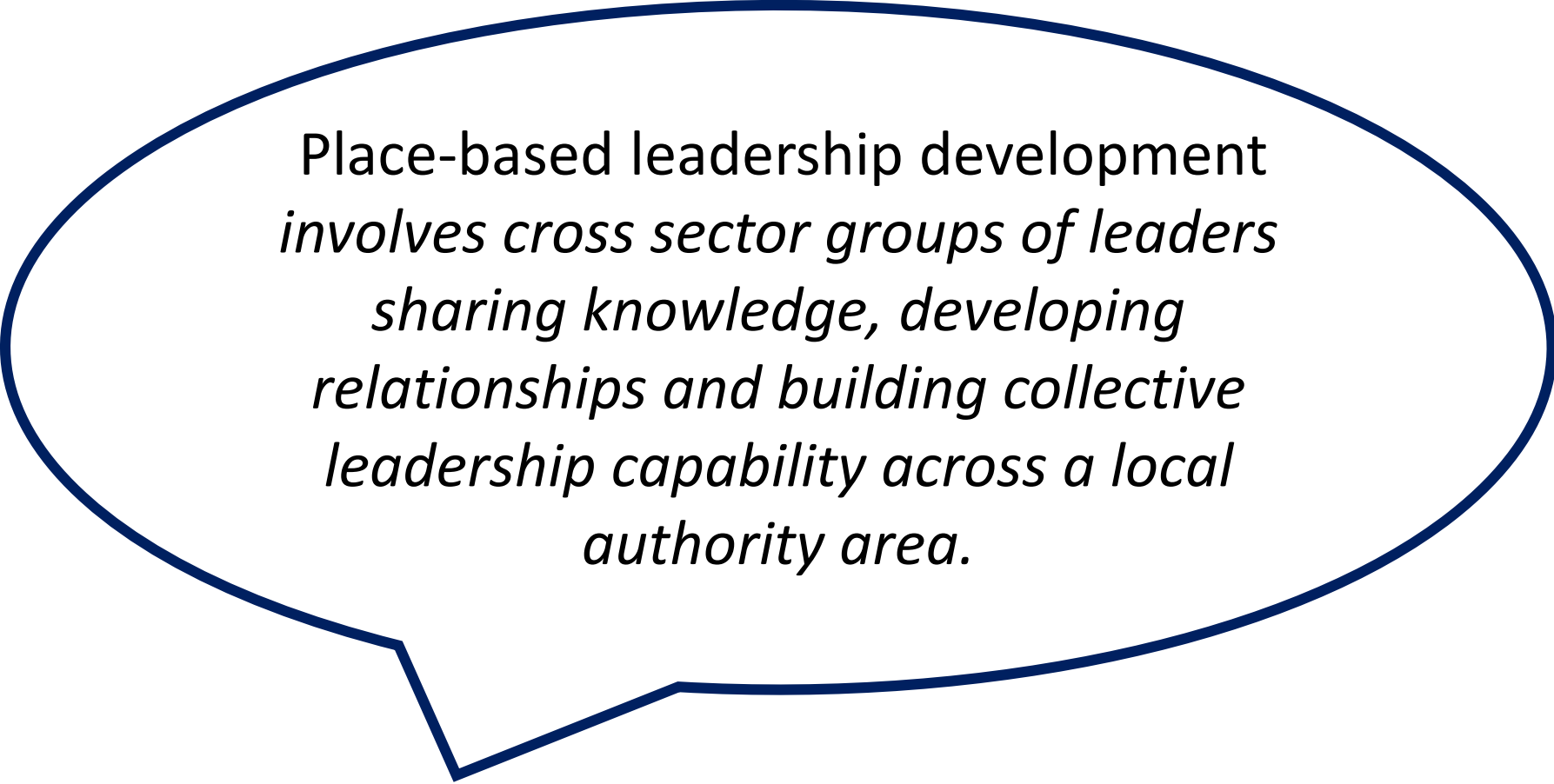
Form a larger group

- Fold and unfold in time with each other
- Discuss how you
- are feeling now

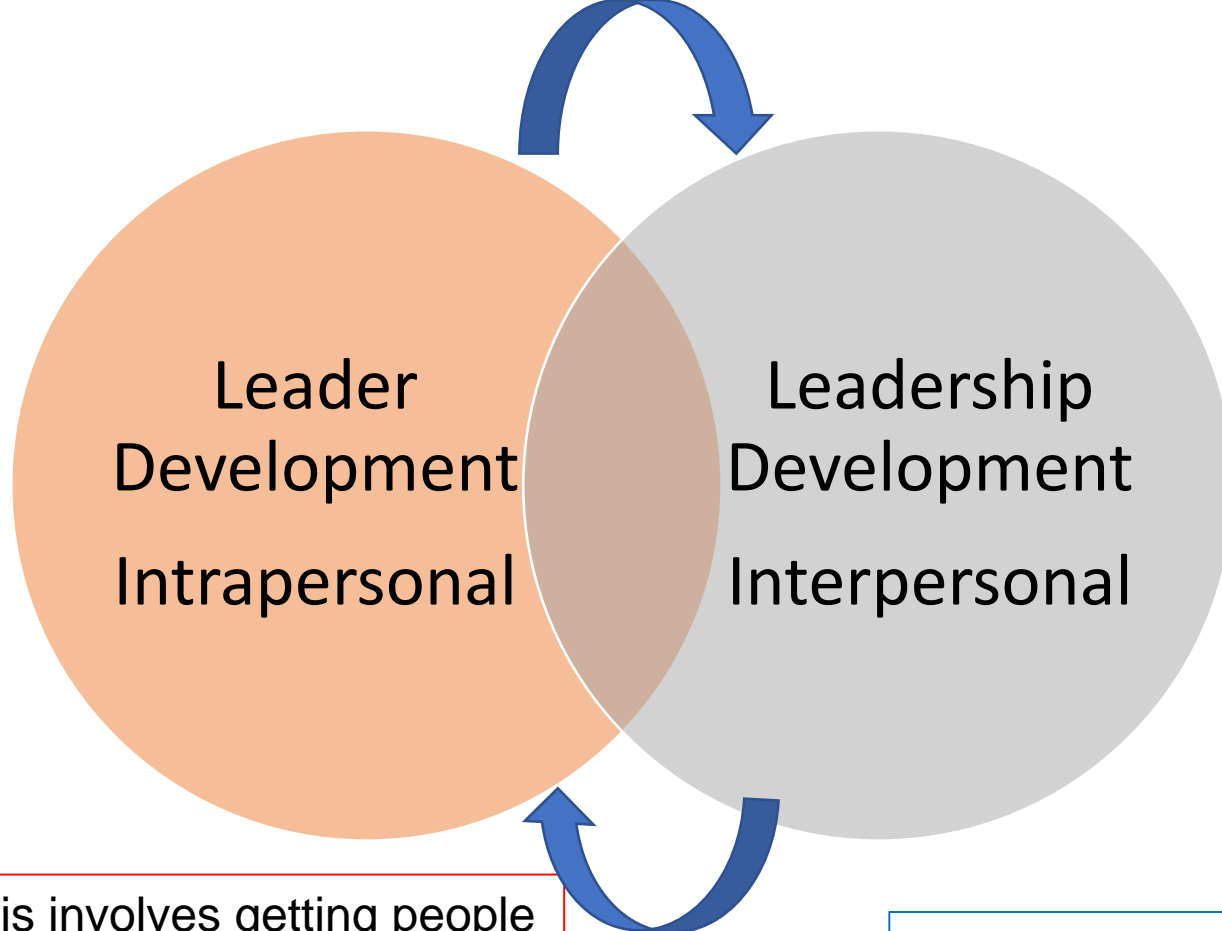
“We need a place of productive discomfort ... if you’re too comfortable, you’re not productive. And if you’re too uncomfortable, you’re not productive. Like Goldilocks, we can’t be too hot or too cold.”



Daniel H. Pink, author of “Drive: The Surprising Truth About What Motivates Us” (Riverhead, 2009).

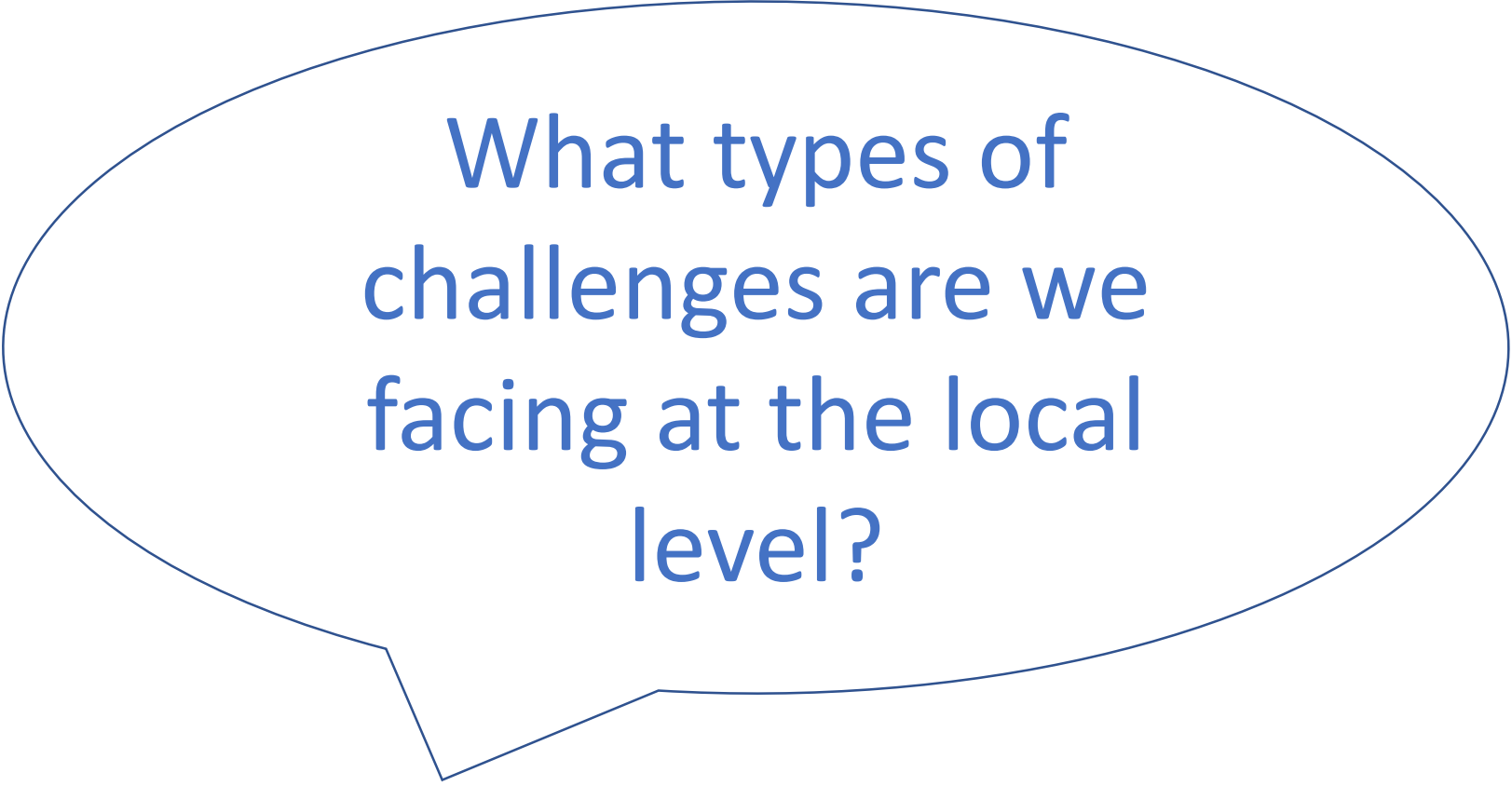


Place-based leadership development
*involves cross sector groups of leaders
sharing knowledge, developing
relationships and building collective
leadership capability across a local
authority area.*



This involves getting people *from the inside looking out* to reflect on how their experiences have shaped their values, behaviours, attitudes and ultimately their identity as a person, a professional and a leader.

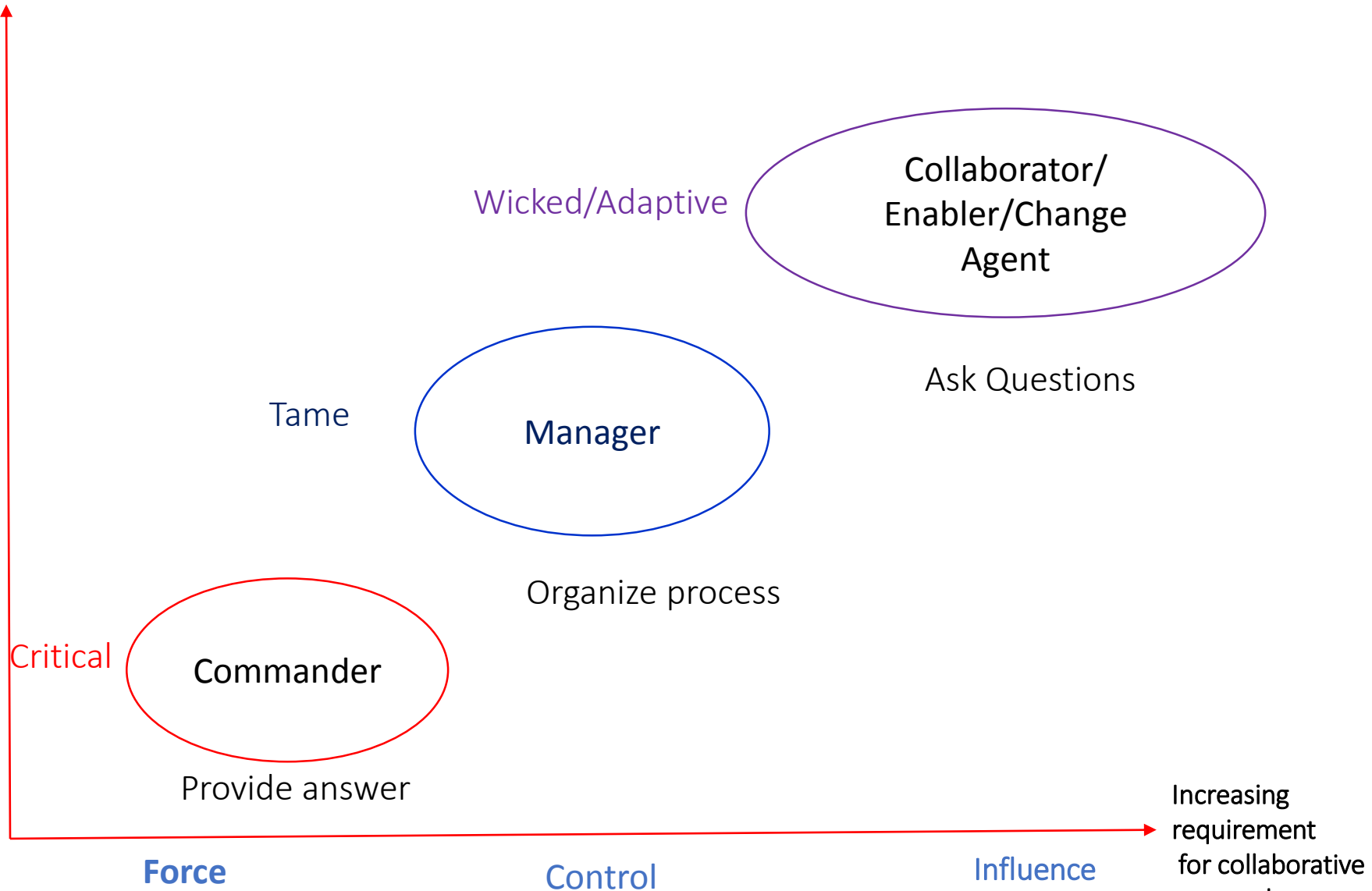
And then *from the outside looking in* how this identity is perceived to influences their leadership in their interaction with others.



What types of
challenges are we
facing at the local
level?

Types of Problems

Increasing uncertainty
about solution to the problem



{Adapted from Grint, 2005}

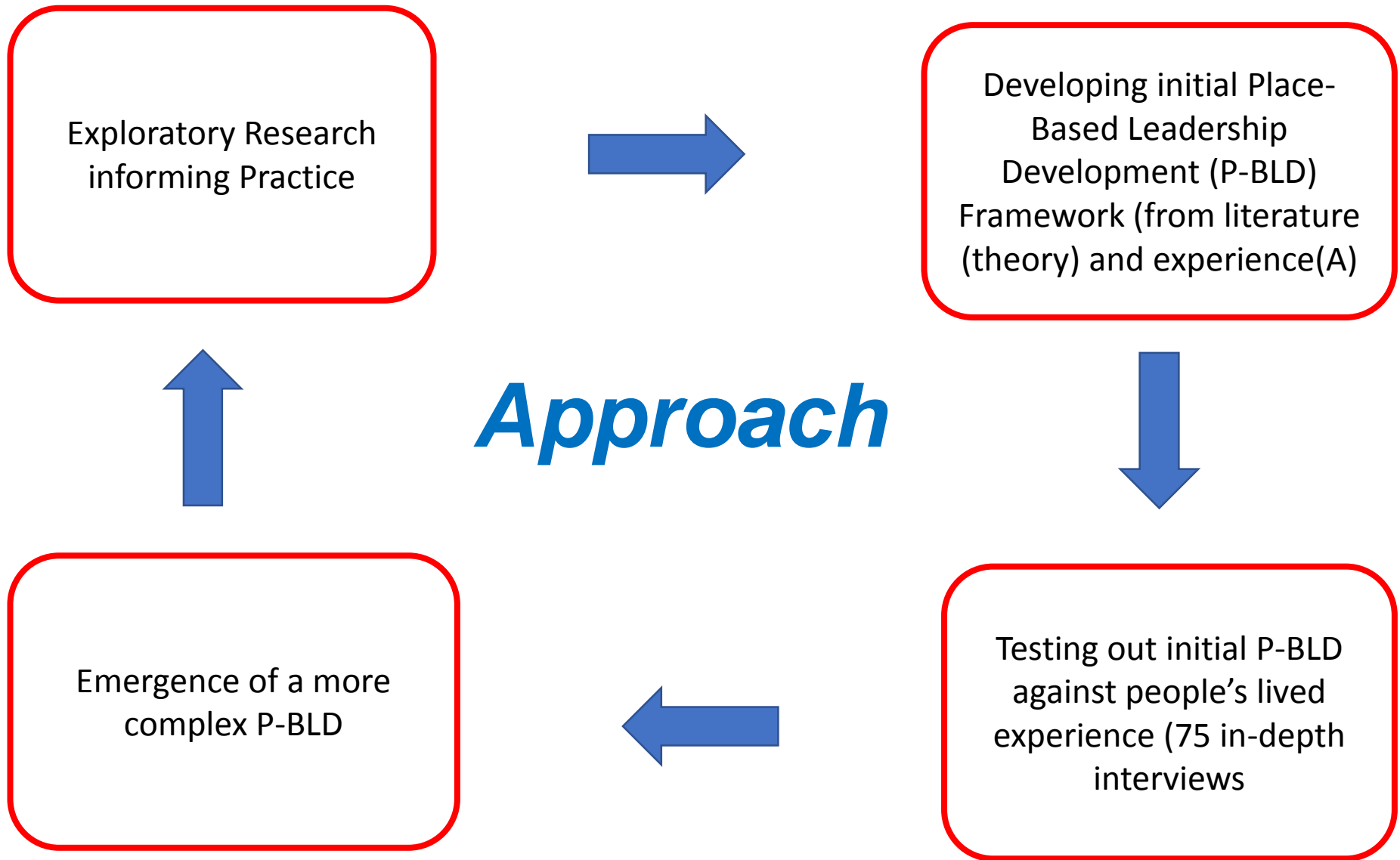
***Why do some places seem to
be more effective at
addressing the challenges
they face?***



A Story of Three County Collaboratives

Case Study A Worcestershire	Case Study B Leicestershire	Case Study C – Suffolk
<ul style="list-style-type: none"> • Mainly Rural shire county (small city and towns) • Two tier local government system • Participants from public, private and third sectors • Senior leaders (including politicians) • High levels of prosperity/ Pockets of deprivation • Independent facilitation 	<ul style="list-style-type: none"> • Rural county/Unitary city (large city and towns) • Two tier (but unitary city) • Mainly public sector (limited third sector) • Emerging Leaders • No politicians • Academic element - delivered by a Higher Education Institution • Medium Prosperity/Significant areas of deprivation 	<ul style="list-style-type: none"> • Rural and urban county (large town) • Two tier • Public and not for profit • Senior Leaders • No politicians • Independent facilitation • High levels of prosperity • Pockets of deprivation

{Source: Worrall, R. (2014). Illuminating the Way: Towards an Emergent Theory of Place-Based Leadership Development, *Paper presented at the Doctoral Colloquium*, British Academy of Management, Ulster University, Belfast, 8 September. }



Approach

Exploratory Research
informing Practice

Developing initial Place-
Based Leadership
Development (P-BLD)
Framework (from literature
(theory) and experience(A))

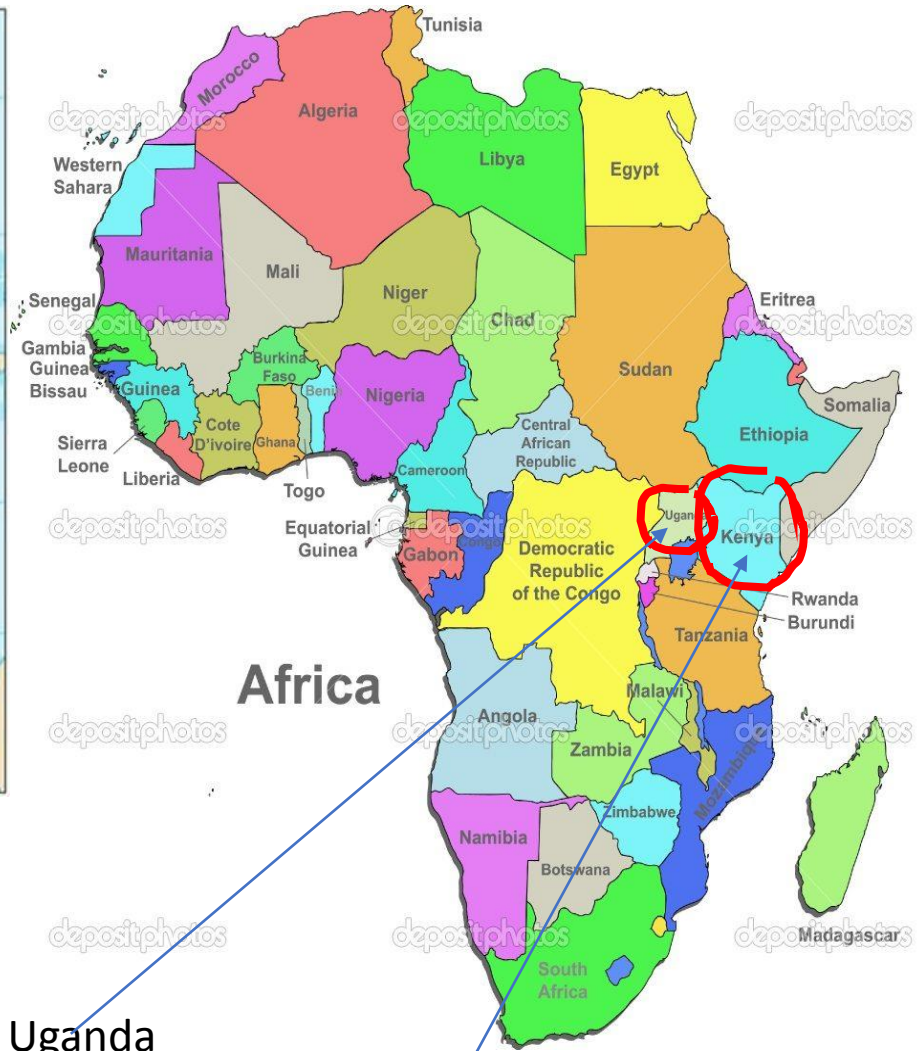
Testing out initial P-BLD
against people's lived
experience (75 in-depth
interviews)

Emergence of a more
complex P-BLD

And after working with some very different places.....



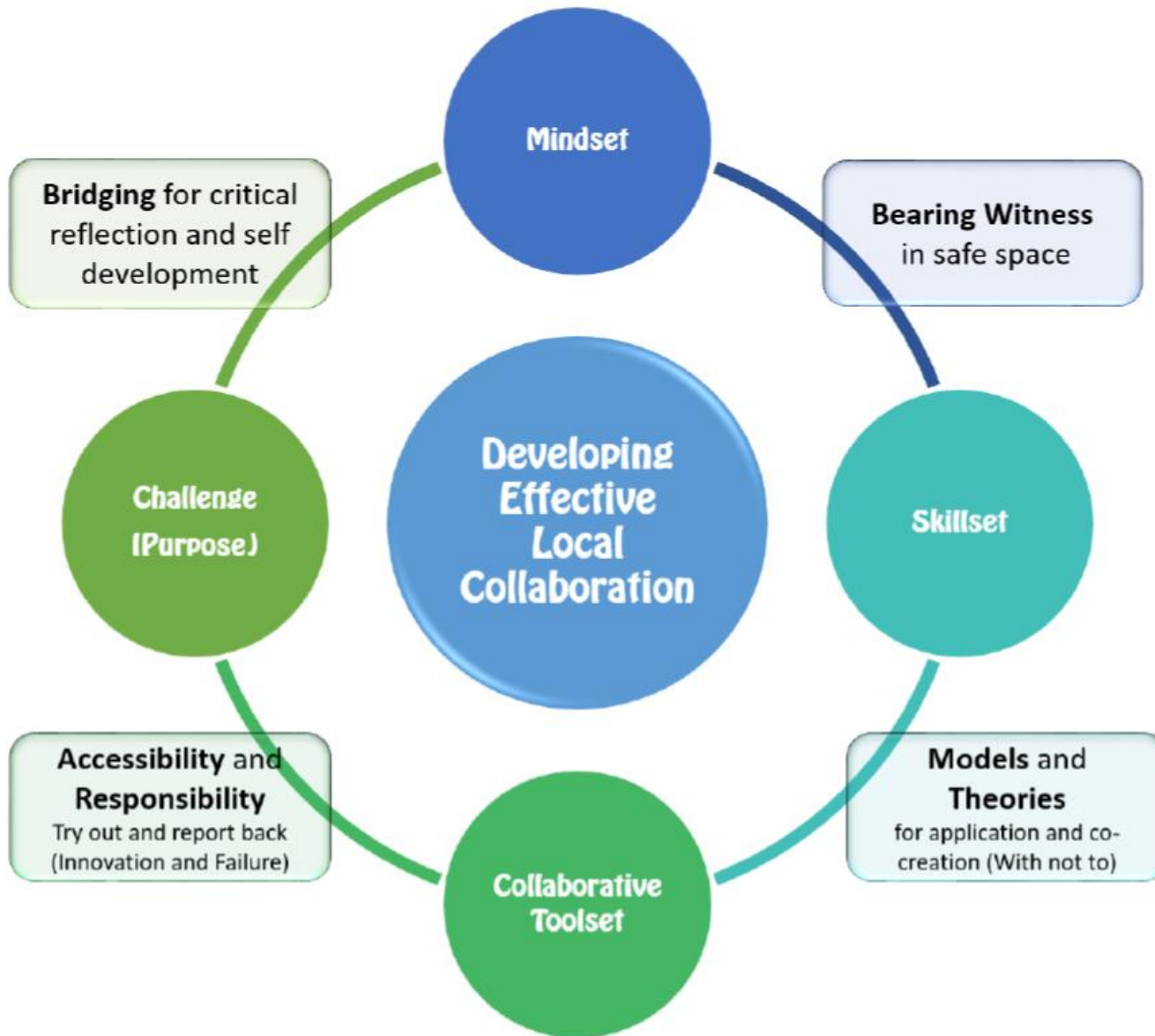
Cuilapa, Dept of Santa Rosa, Guatemala



Mbale, Uganda

Nakuru and Naivasha Municipalities, Kenya

What We Know Works



Isolated Impact

*“a solution embodied in
a single
organization/sector
with the hope that most
effective organizations
will grow or replicate to
extend their impact
more widely”*

VS.

Collective Impact

*The commitment of a
group of important
actors from different
sectors to a common
agenda for solving a
specific social*

*“there is scant evidence that isolated initiatives are
the best way to solve many social problems in
today’s complex and interdependent world...”*

Place-based innovation

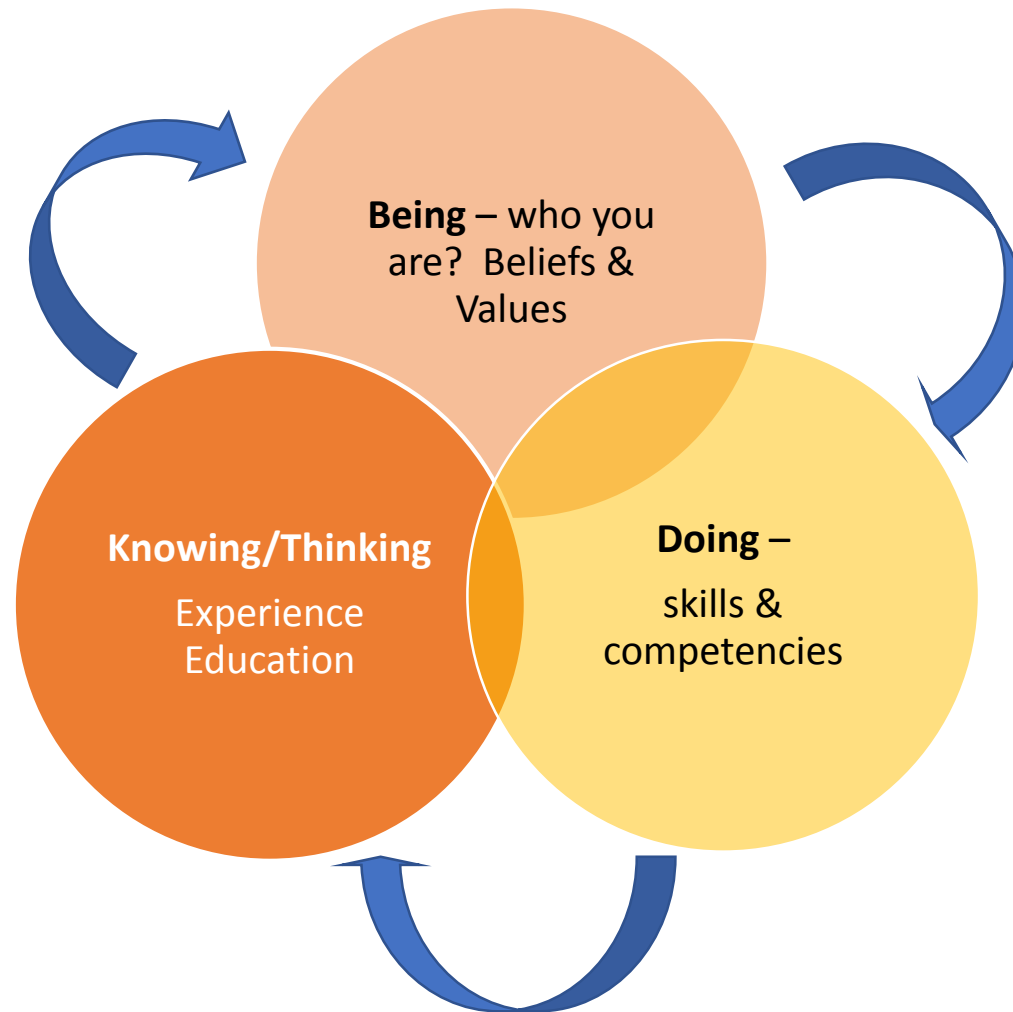


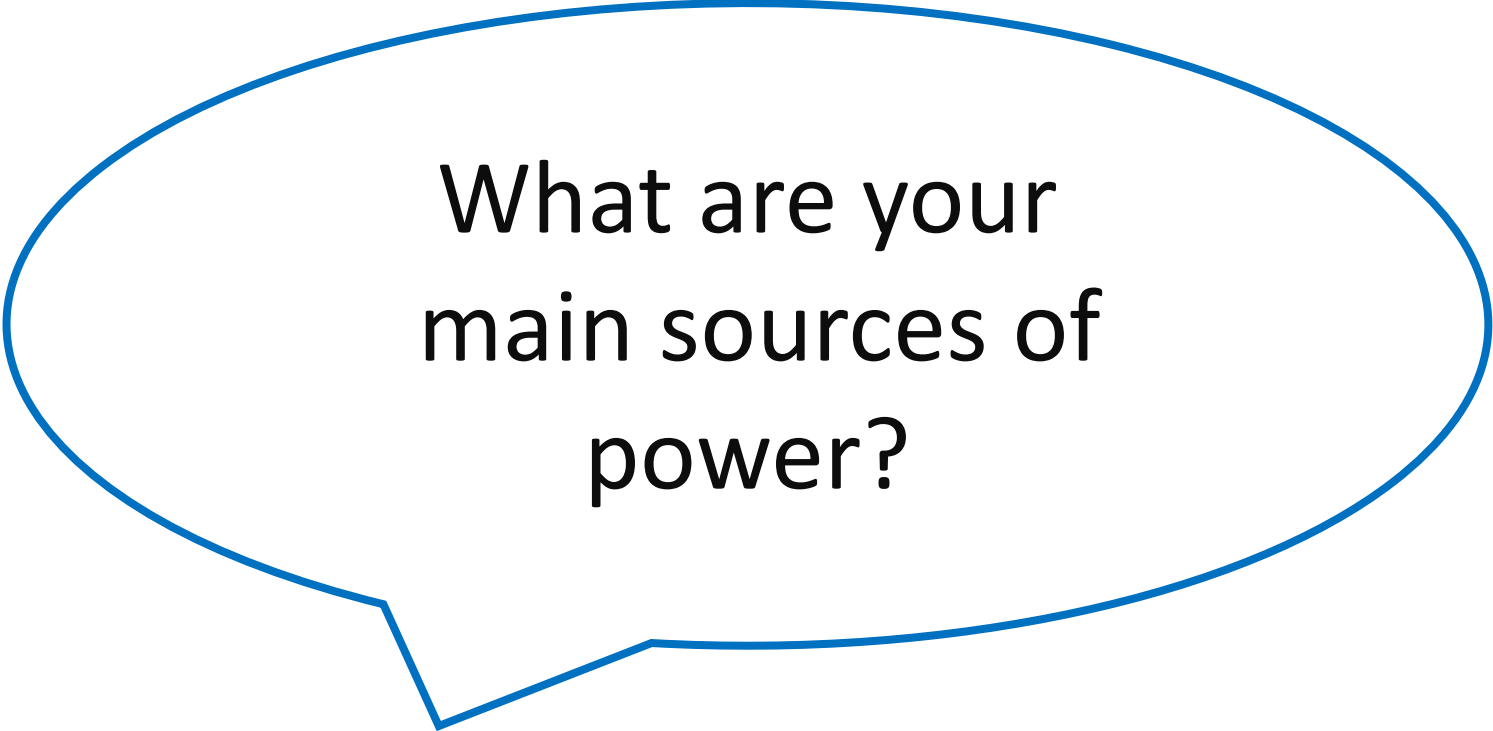
potential zones of innovation

What is your role?



You as a leader?





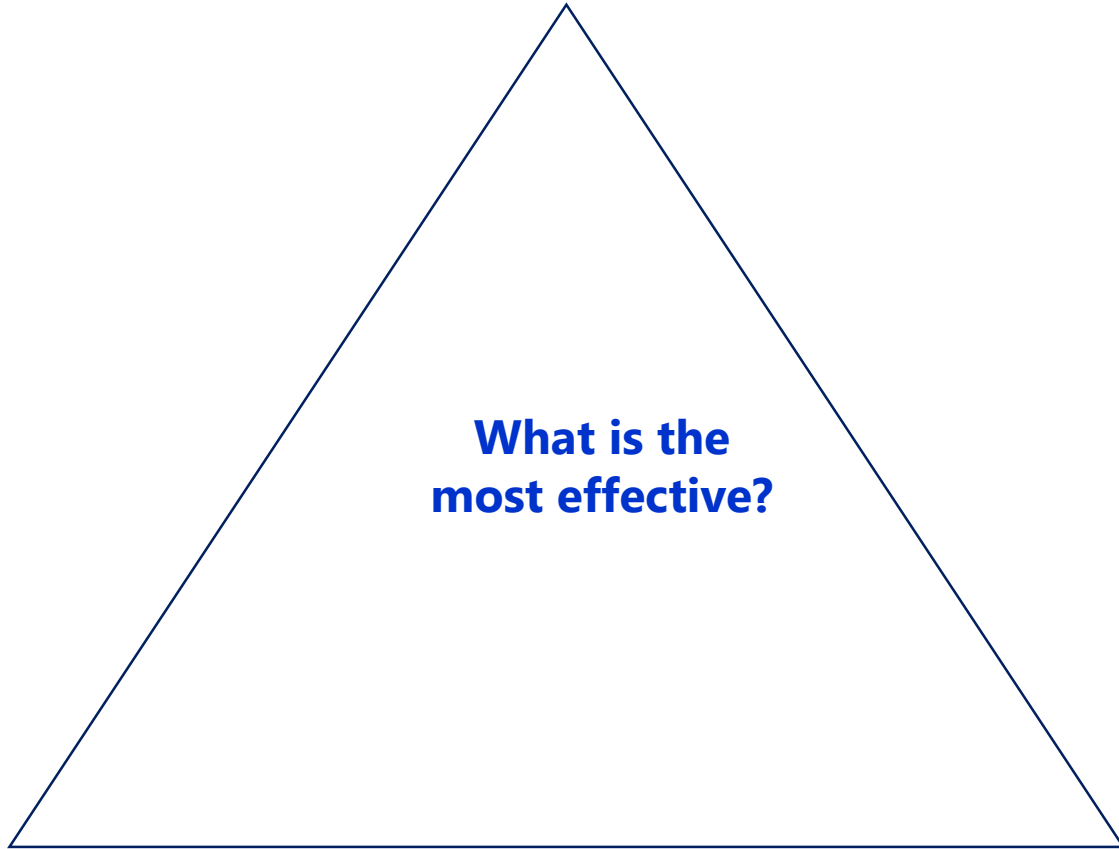
What are your
main sources of
power?

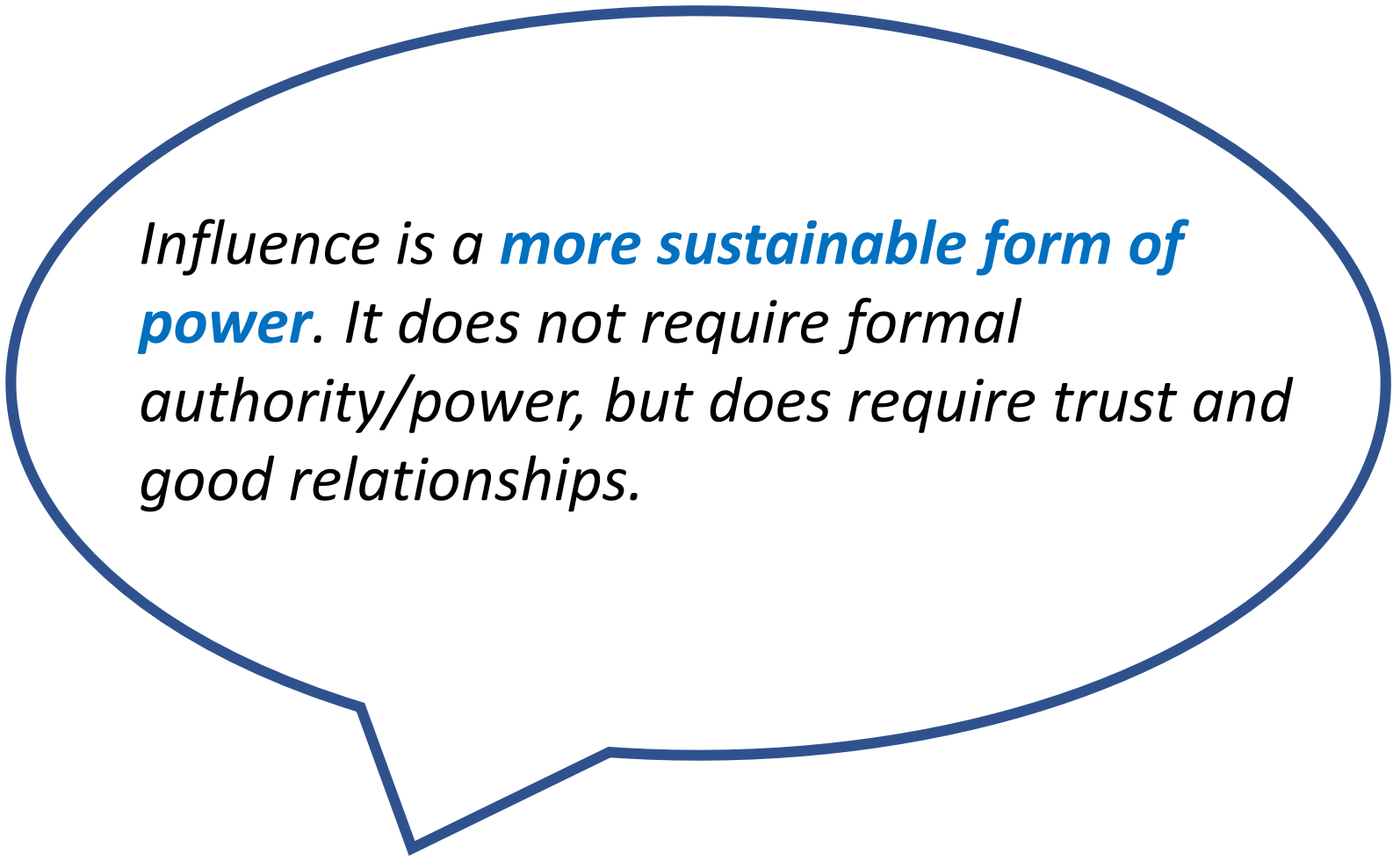
Personal (influence)

**What is the
most effective?**

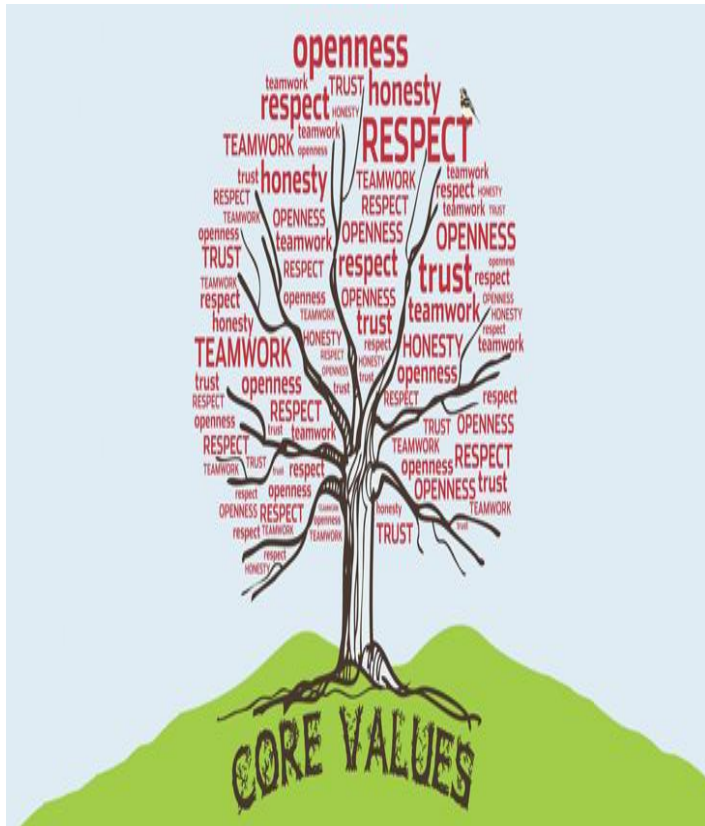
Positional

Resources

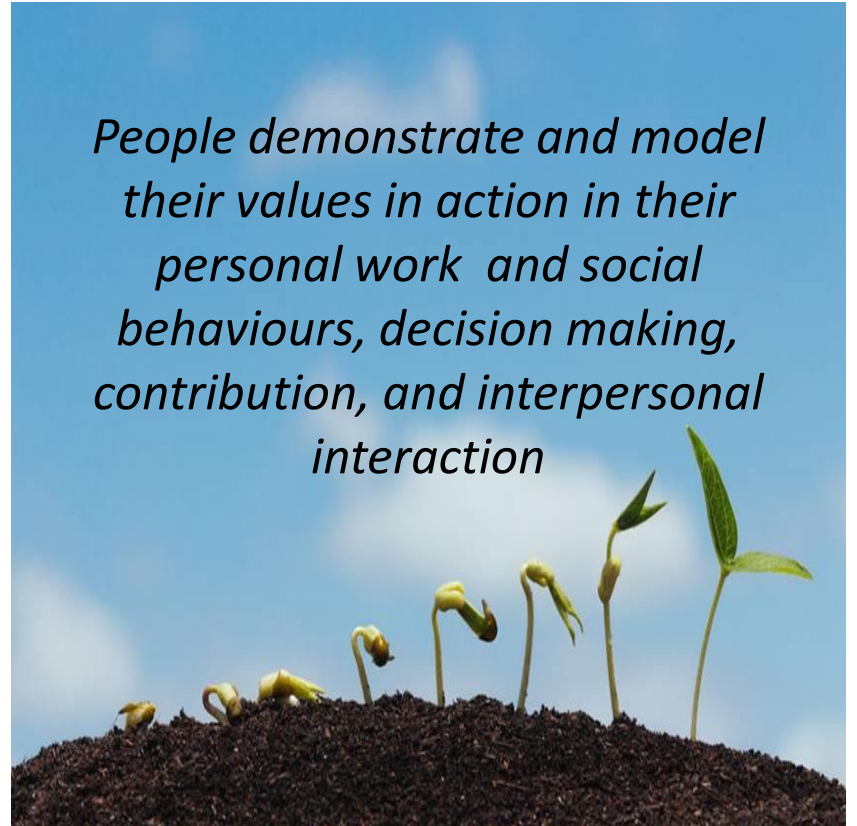




*Influence is a **more sustainable form of power**. It does not require formal authority/power, but does require trust and good relationships.*



People demonstrate and model their values in action in their personal work and social behaviours, decision making, contribution, and interpersonal interaction



Behaviours bring values to life



And... how do we start?

It starts with you and your MINDSET!



What Kind of Mindset Do You Have?



I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.



I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

[Fixed vs Growth Mindset](#)

Fixed Mindset

intelligence is static

- **Challenges** ... avoid
- **Obstacles** ... give up
- **Effort** ... no point
- **Criticism** ... deflect
- **Success of others** ...
feel threatened



Growth Mindset

intelligence is developing

- **Challenges**... embraces
- **Obstacles** ... fortitude
- **Effort** ... work hard
- **Criticism** ... learns
- **Success of others** ...
celebrates



Dedication, hard work, intelligence and talent are merely the starting point – ongoing reflection, challenge and stretch are essential to performance and personal growth.

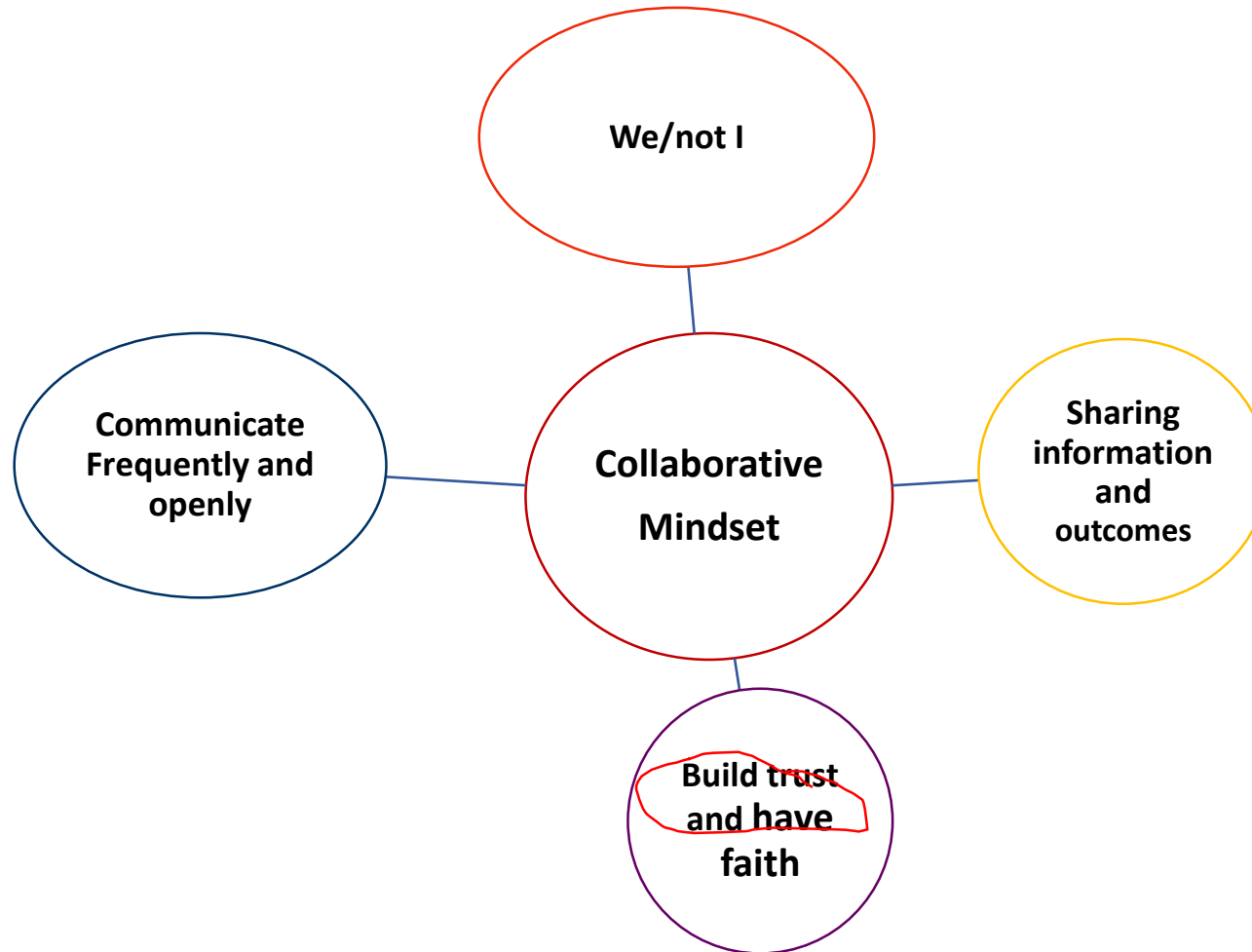
To lead others with credibility, influence and impact, one must explore and master how to lead your whole self: in your life, health, attitude, feelings and ambition.

Two attributes that define you as a leader, giving you the ability to lead effectively.

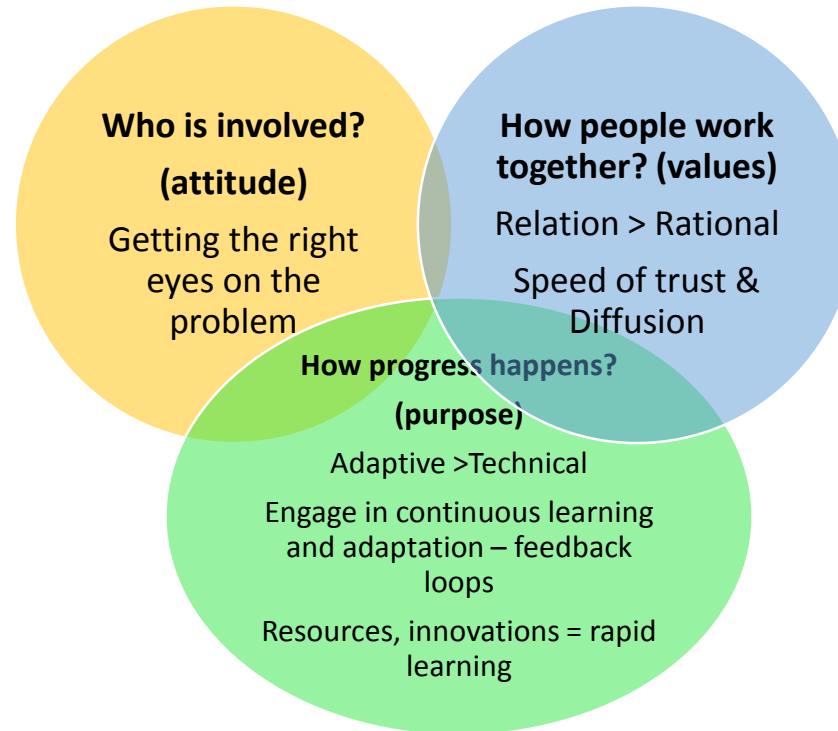
“What does effective
collaboration require of you,
and more specifically your
mindset?”



Four essential elements of a collaborative mindset



Essential Mindset Shifts



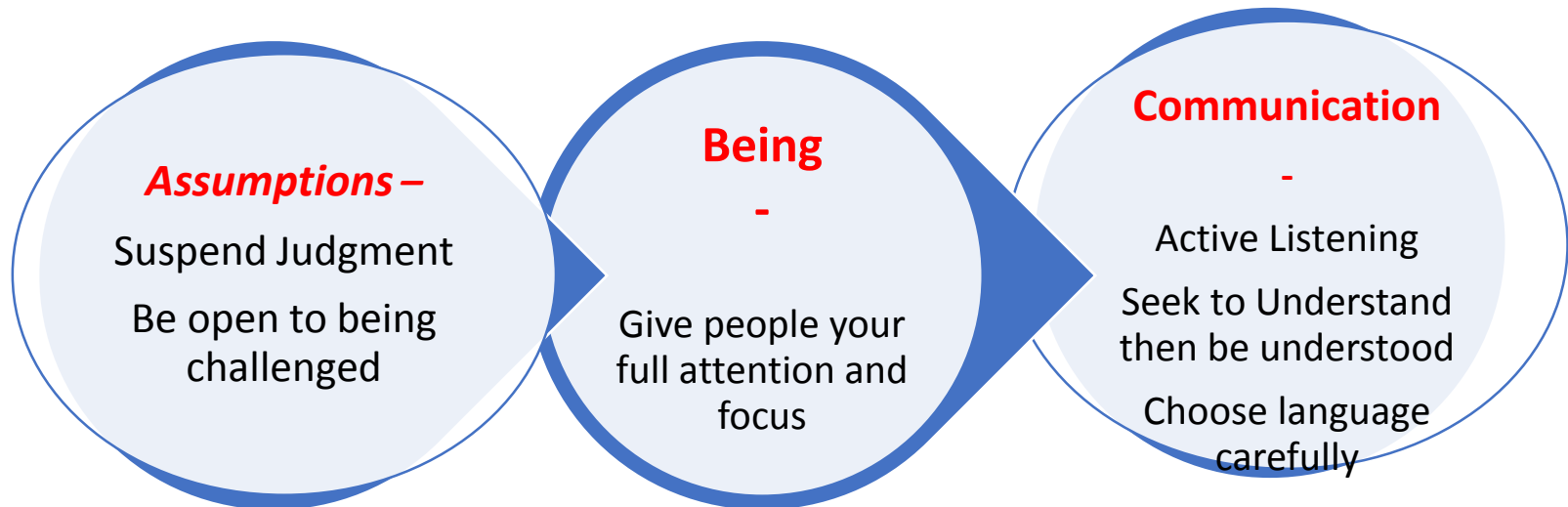
Leadership of the Process

“when people with a collaborative mindset work together toward a common purpose or goal, there is an atmosphere of trust, cooperation and empowerment”

..end result is
worked out among
all of the participants



Leader Presence





*If your leadership was a
song... what would it be?*

And why?

