

Diversifying Leadership in Public Service

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taxpayers pay £707bn for public services

they want ethical cost effectiveness
for NHS, Welfare, Education, Local Government services, and
the capital financing of large projects

ends

means

results, impact
& outcomes

procedural justice,
equity & ethics

they need diversity in their public leadership

reducing the “gender gap” and leading in conditions of “hyper diversity”

- substantial “gender gap” in the profile of public service leadership
- social diversity describes variety in ethnicity, sexuality, faiths, culture, and so on
- existing biases overlooks enormous talents
- Brexit has raised issues of nationality (EU & Non-EU)
- leading a diverse work group requires diverse leadership
- distributed leadership: political, civil society, organisational, professional, team based, etc

Place based leadership: the police commander, the vice-chancellor, the college principal, the clinical leaders, the hospital CEs, the head teachers, the local government executives, the managers of public service suppliers

the business case for diversity

1)talents unrealised and wasted because of existing and systemic biases

of women, black & minority ethnic people, LGBT people, people with disabilities, people of varied faiths and ages

2)Ashby's "law of requisite variety":

in order to deal properly with the diversity of problems the world throws at you, you need to contain as much diversity as the problems you face.

- when your operating environment is changing dynamically and unpredictably
- you need to anticipate the unexpected, be prepared and be flexible and adaptive
- diverse organisations with open minded diverse leaders have a better prospect of shaping the future

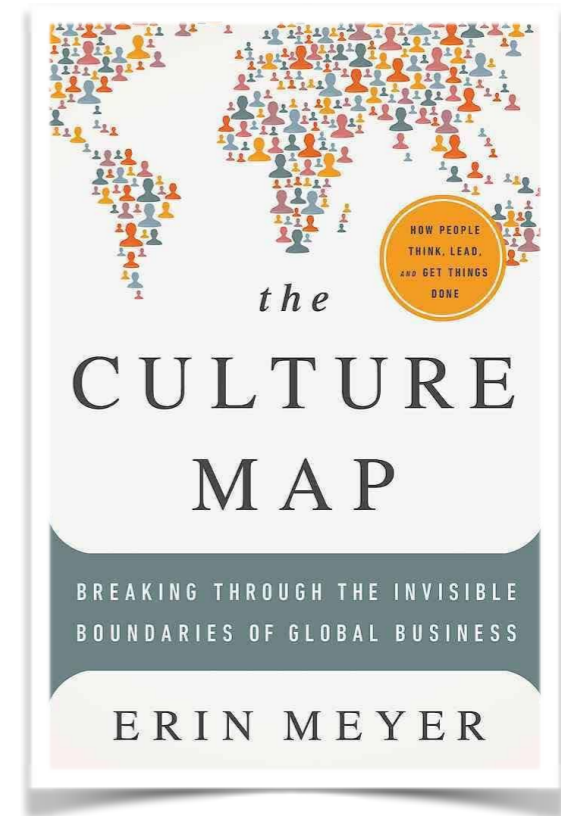
practices that ensure diversity

- senior level visible commitment to diversity
- organisational and professional cultures that are open and foster diversity
- positive managerial and professional development
- individually focussed development that takes account of systemic biases and discrimination
- hard headed disciplines not just good intentions

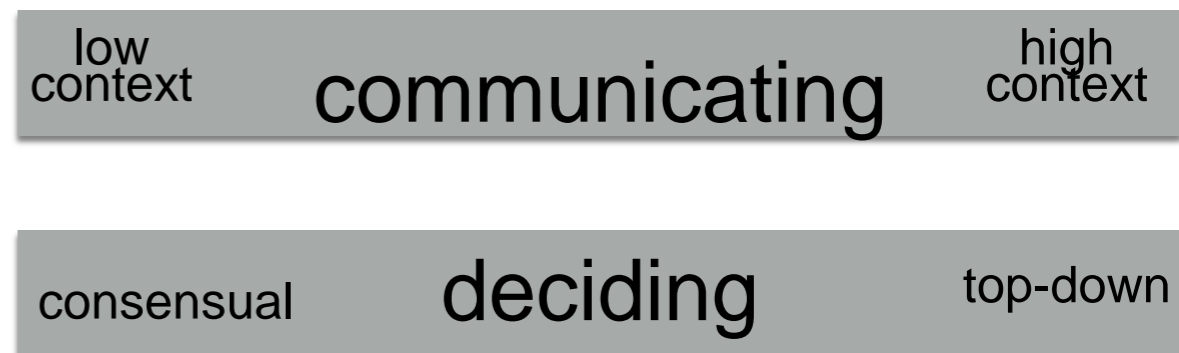


leading diverse cultures

- culturally homogenous organisations are increasingly unusual
- leaders need to embrace principles of equality, as well as social and cultural diversity
- leaders need to appreciate the social and cultural basis for behavioural norms
- leaders need to manage across cultures and help people deal with their differences productively



leading across cultures:
two of Erin Meyer's dimensions



socially diverse
people

whether engaged
through
employment contracts
or service contracts

are much more likely to be
creatively innovative

and thereby deliver
valued public services

but they can't do it without **effective and diverse leadership**