

**WHEN WORK
IN THE PUBLIC
ARENA IS MOST
CHALLENGING,
IT'S THESE IDEAS
THAT HELP US
GET UNSTUCK
AND **MAKE
PROGRESS.****



**LEADERSHIP
IN PUBLIC
SERVICE**
AUTHORITY LAB

THE NATURE OF LEADERSHIP AND AUTHORITY

AUTHORITY	LEADERSHIP
POSITIONAL INFLUENCE <ul style="list-style-type: none">• Use your role and position.	EARNED INFLUENCE <ul style="list-style-type: none">• Use relationships and earned credibility.
PROVIDE EXPERTISE <ul style="list-style-type: none">• Provide direction and speak from your expertise.• Demonstrate your knowledge.• Act based on your expertise.	MODEL NOT KNOWING <ul style="list-style-type: none">• Explore what you and others don't know.• Demonstrate curiosity and learning.• Take smart risks, even when unsure.
FOCUS ON EFFICIENCY <ul style="list-style-type: none">• Create efficient agendas.• Hold to tight timelines.	FOCUS ON PROCESS <ul style="list-style-type: none">• Loosen agendas and timelines.• Ensure engagement and honest conversation.
PROVIDE SUPERVISION <ul style="list-style-type: none">• Answer questions.• Give direction.• Provide accountability.	PROVIDE SUPPORT <ul style="list-style-type: none">• Ask questions.• Encourage ambiguity.• Tolerate uncertainty.• Encourage collective accountability.
MANAGE CONFLICT <ul style="list-style-type: none">• Avoid.• Manage and control.• Resolve quickly.	ENCOURAGE PRODUCTIVE CONFLICT <ul style="list-style-type: none">• Support and allow productive conflict.• Help others explore sources of conflict.• Stay curious and don't rush to resolution.• Encourage collective accountability.
USE HIERARCHY OR RANK <ul style="list-style-type: none">• Stay within your span of control.• Decide whom to engage.• Engage those who have clear connection to the work.• Make most decisions.• Use authority to override undesired results.	STRETCH BEYOND HIERARCHY OR RANK <ul style="list-style-type: none">• Act beyond your pay grade.• Engage all levels in the system equally to identify and solve problem.• Let others decide whom to involve.• Give decision making authority to the group.• Cede control of the outcome to the group.• Trust the outcome even if it isn't what you imagined.

UNDERSTAND PROCESS CHALLENGES.

The problems behind
“the problem.”

See role of authority to **create**
trustworthy processes.

Elevate process to a conscious level.

Look for patterns in the system.

Consider what needs attention
now, later?



START WHERE THEY ARE.

Acknowledge that people look at situations from other perspectives.

Understand systemic pressures, patterns and roles.

Ask about their perspectives, values and experiences.

You'll be more successful if you **begin** diagnostic work early.



CHOOSE AMONG COMPETING VALUES.

Explicitly **choose** between competing values when working on adaptive challenges.

Recognize that others have deeply held values that we may have to elevate over one of ours.

Understand how systemic pressures dictate individual values.



GIVE THE WORK BACK.

Recognize that systems tend to push work back to authority.

Involve and energize factions—the sooner the better.

Practice giving the work back from a position of authority.

Help others navigate the change and loss that comes when doing adaptive work.



WORK ACROSS FACTIONS.

Find common ground about purpose rather than strategy or tactics.

Use powerful questions to energize and connect with other factions.

Experiment outside your comfort zone to energize people who think differently than you do.

