

ASSESSING LEADERSHIP SUCCESS

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Assessing government leaders



Assessing opposition leaders



Assessing extra-parliamentary leaders



Assessing administrative leaders



Assessing leaders: common sense

Effectiveness	+	-
Decency		
+	Superstar	Benign incompetent
-	Hard bastard	Disaster

Kellerman on 'Bad' leadership: Ineffective, indecent

- ❑ Incompetent: not hacking it. Example: Samaranch
- ❑ Rigid: unyielding, not adaptive. Example: Putin
- ❑ Intemperate: lacking self-control. Example: Jesse Jackson
- ❑ Callous: uncaring, unkind. Example: Giuliani
- ❑ Corrupt: lying, cheating, stealing. Example: William Aramony
- ❑ Insular: indifferent to outgroup. Example: Clinton
- ❑ Evil: committing atrocities. Example: Karadzic

Other common leader assessment modes

1. By 'numbers' ("It's the economy, stupid")
2. By 'history-making events' ("Nixon goes to China")
3. By 'reputation' ("Dicky's such an asshole"; "Not happy, John")
4. By 'experts' ('greatness' polls)

BUT:

Does who leads really matter all that much?

- Issue 1: Which yardsticks for which leaders?
- Issue 2: Do leaders really call the shots?
- Issue 3: Do leaders control their own fates?

One leader, different roles: Failure + success =?



One leader, different roles: Success + failure = ?



Assessing style: Being popular or 'right'?

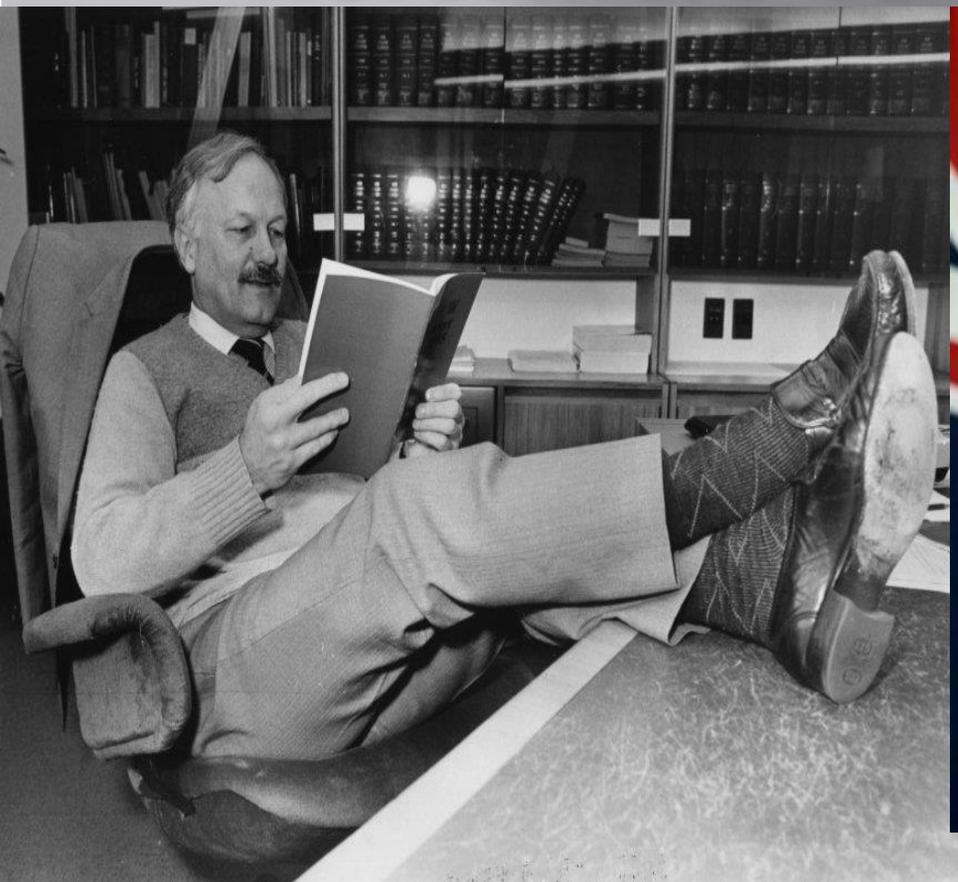


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Assessing ambition: Reformers vs consolidators?



Assessing philosophy: transactional vs transforming



Assessing leaders in context: prosperity vs adversity?



Towards sensible leader assessment: 4 principles

- ▣ We need to appreciate the dilemmas of leadership in democratic political systems
- ▣ We need to appreciate the different roles public leaders may (be required to) perform
- ▣ We need to be explicit about the substantive criteria we use
- ▣ We need to be sensitive to the role of context factors shaping the fates of leaders

Democratic leaders(hip)

- ▣ Popular sovereignty vs risk of populist tyranny
- ▣ Need for leadership vs risk of oligarchic autocracy
- ⇒ *In-built tension for leaders to navigate*

- ▣ Dispersed power/ office
- ▣ Distributed authority
- ⇒ *Multiple loci of leadership*

- ▣ Institutional norms: due process, accountability
- ▣ Government and opposition
- ⇒ *In-built checks and balances*

Public leadership roles

Political leadership

Interpreter: Teaching realities and mediating identities

Prism: Focusing government agendas

Norm setter: Choosing rules and policies

Crisis manager: Regulating collective stress

Administrative leadership

Servant: Advising and facilitating government

Guardian: Safeguarding administrative integrity

Organizer: Crafting, adapting and transforming public organizations

Civic leadership

Advocate: challenging and exhorting government

Watchdog: monitoring and evaluating government

Service provider: circumventing and complementing government

Assessing democratic leaders: criteria 'families'

- ▣ Prudence: good judgment (Platonic)
- ▣ Trustworthiness: constrained exercise of power (liberal)
- ▣ Authority: internal and public support (democratic)

Prudence

- ▣ Process dimension:
 - Political skill
 - Organizational capacity
 - Effective use of information and advice
 - Tolerance for cognitive and value complexity
 - Management of self

- ▣ Outcome dimension:
 - ▣ 'Big' decisions
 - ▣ Public resources
 - ▣ Policy legacy

Trustworthiness

- ▣ Process dimension:
 - Observance of institutional role requirements in exercise of the office
 - Mode of handling role conflicts and/or ethical dilemmas

- ▣ Outcome dimension:
 - Reputation for public integrity
 - Incidence of transgressions/scandals within leader's area of responsibility during leader's tenure

Authority

- ▣ Process dimension:
 - Public communication proficiency
 - Engagement with accountability forums

- ▣ Outcome dimension:
 - Depth, width, duration of key constituency's willingness to sustain
 - Depth, width, duration of wider public's willingness to sustain

Factoring in context

- ▣ Political context:
 - Nature and political capital of outgoing leader
 - Strength of new leader's mandate
- ▣ Fiscal/economic context:
 - State of the relevant budget(s)
 - State of the economy
- ▣ Situational context:
 - Crises of the day
 - Domestic/international agendas/pressures

Final remarks

- ▣ Leadership is overrated as a cause of policy or organizational success
- ▣ Skills are overrated in contemporary leadership talk
- ▣ Leadership is a problem as much as it is a solution
- ▣ Leadership thought and training needs to be less prescriptive and more evaluative/reflective