

# Advanced Leadership Residential

Irwin Turbitt

## Forget 'Learn'

‘The problem is never how to get new, innovative thoughts into your mind, *but how to get the old ones out.*’

Dee Hock

# Circumstances

"People are always blaming their circumstances for what they are.

**I don't believe in circumstances.**

The people who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, make them"

George Bernard Shaw in "Mrs Warren's Profession"

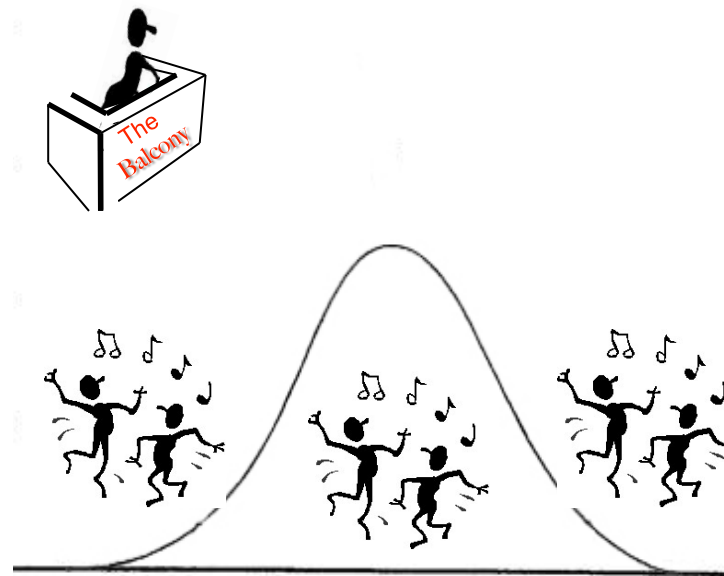


# Irwin Turbitt

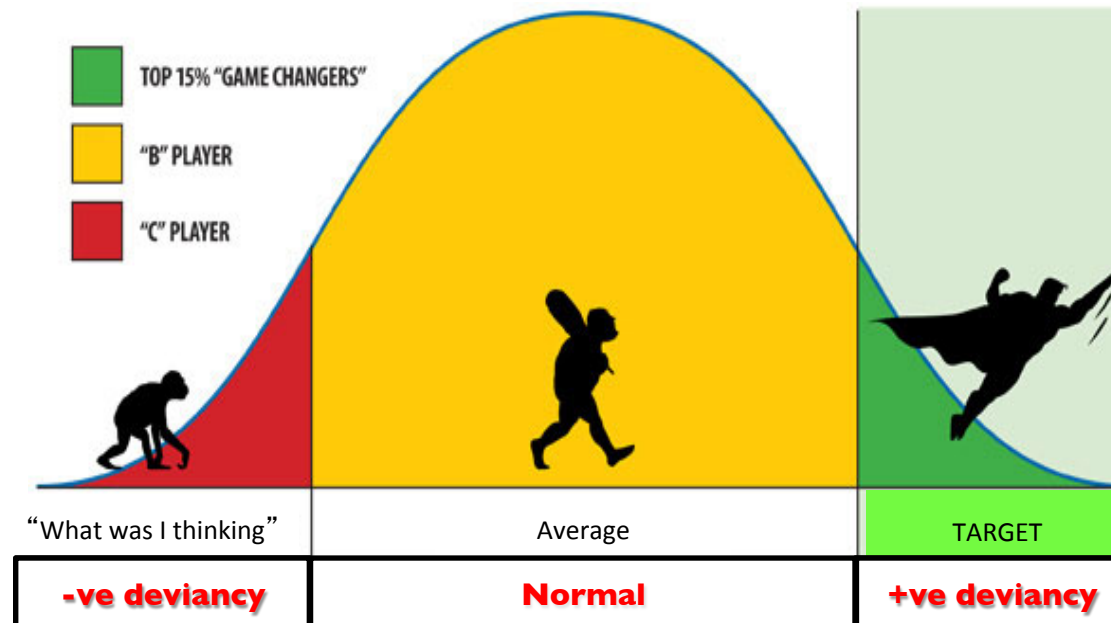
Introduction to the Balcony  
concept



# Normal distribution or bell curve



# NORMAL DISTRIBUTION or BELL CURVE



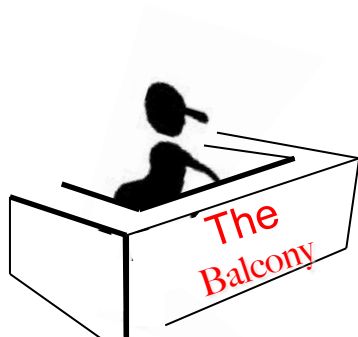
What you see depends on what you're looking for!



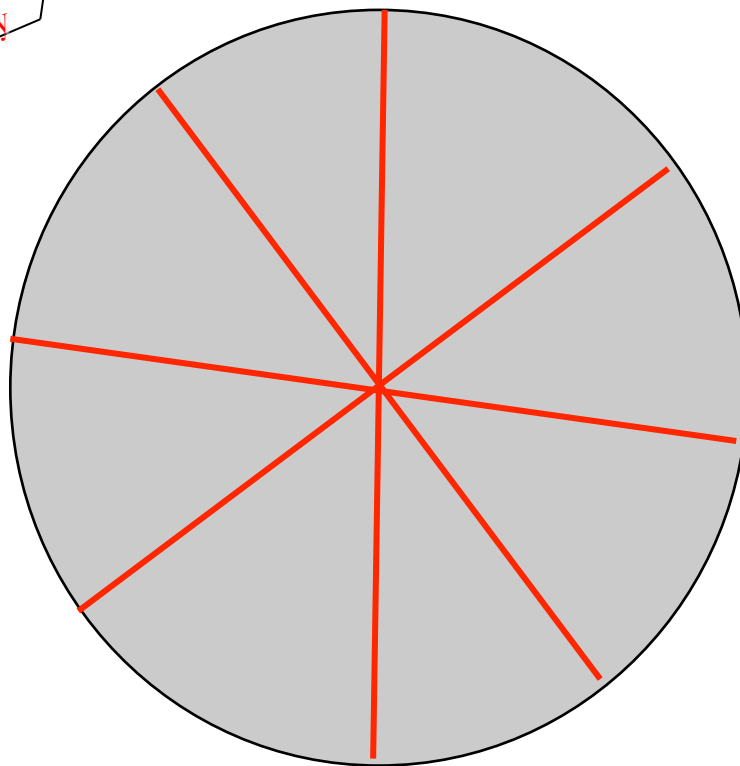
“It’s not what you look at that matters,  
it’s what you see.”

Henry David Thoreau





## Factions in a situation



# Balcony Work

Observations

**Interpretations**

Ideas, propositions, theories.....

Interventions

relieved of the burden of judgment



# Balcony Work

Observations

Symptom (stuff)

Interpretations

Patterns

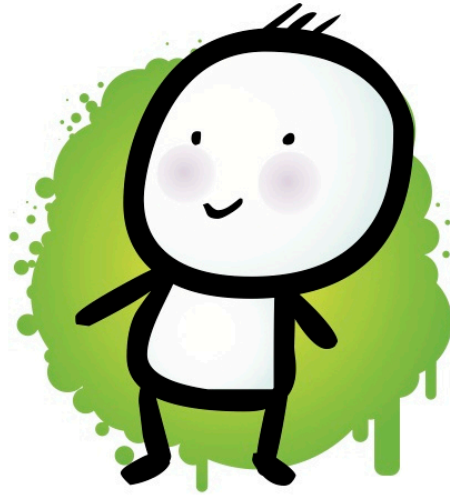
Interventions

So what?

Generators

Interventions





**GET  
CURIOUS**



**NOT  
FURIOUS**

**ASK YOURSELF: What else can this mean?  
How might this be a good thing in disguise?**





## BEING TOO CURIOUS

might not end very well for you...

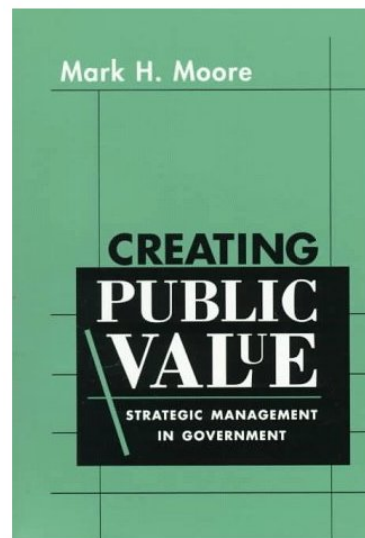
Demotivation.us



# Introduction to Public Value

Irwin Turbitt

# ‘Leading for Public Value’ : Mark Moore (1995)



Moore M H (1995) *Creating Public Value*, Cambridge, Massachusetts: Harvard University Press



# Creating Value

The Private Sector aims to create Private Value

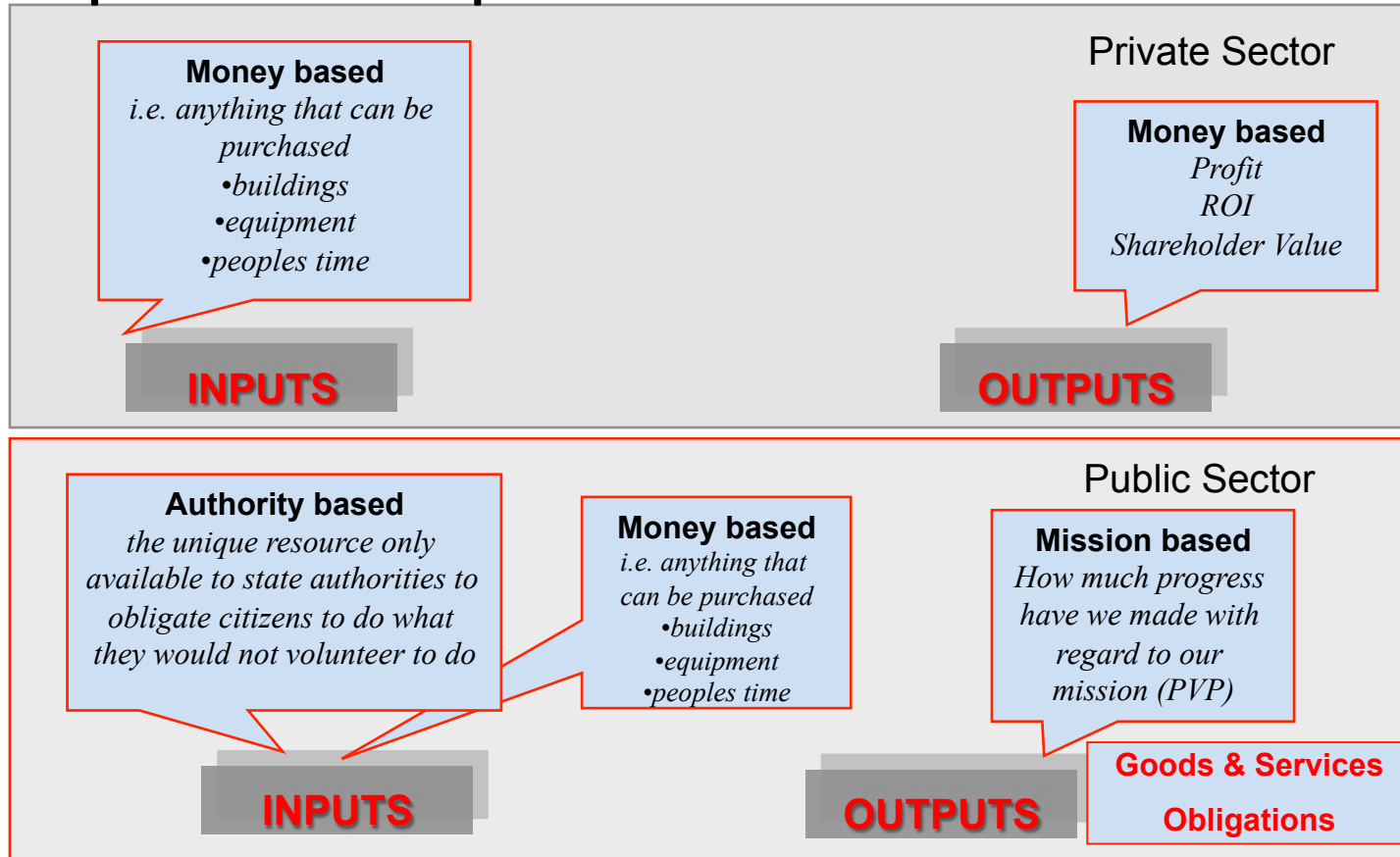
- Financial Profit

The Public Sector aims to create Public Value

?



# Inputs & Outputs



# Inputs & Outputs

Public Managers are not limited, as they are in the private sector, to the provision of goods and services; *“often public managers are in the business of imposing obligations not providing services.”*

Probably the public managers most commonly thought to be engaged in this “retail delivery of obligations” are those in policing.

*Moore (1995)*



# Public managers and criminals

What do public managers and criminals have in common?

*“They use force and other people’s money to accomplish their objectives”*

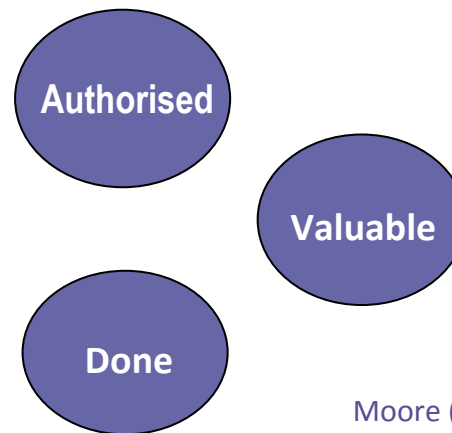
Mark Moore (1995)



# Creating Public Value

*“In short, in envisioning public value,  
Managers must find a way to integrate  
politics, substance and administration”.*

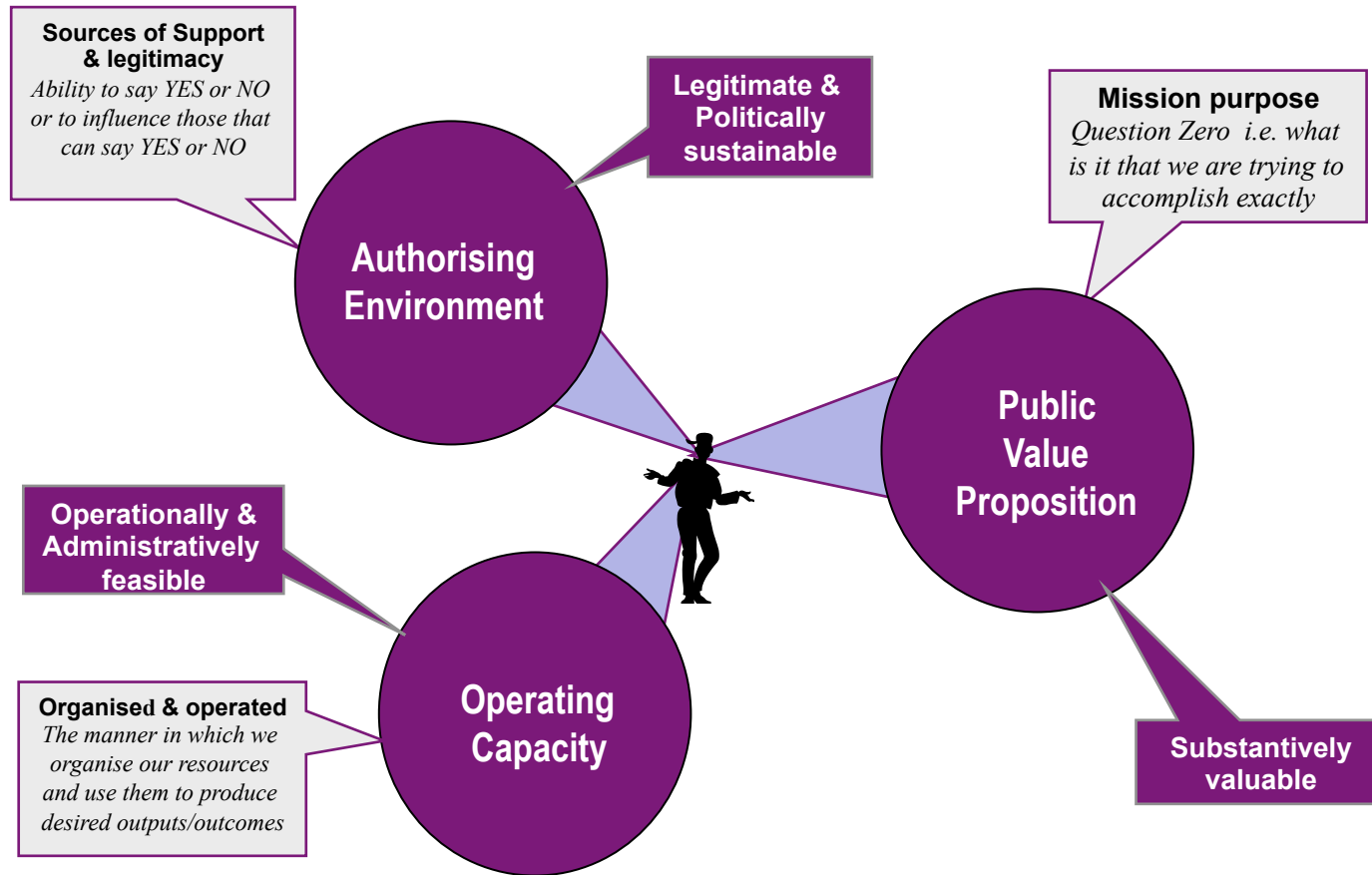
Moore (1995 p. 22)



Moore (1995)







# Group exercise – Public Value Proposition

**What is your public value proposition for your leadership challenge?**

Individually reflect on how you would define the public value proposition for **your leadership challenge**

- Then share as a table and identify on flip charts:
  - key areas of commonality
  - key areas of disagreement / variation
  - key questions this poses for you / points requiring clarification



# Creating Value

The Private Sector aims to create private value  
Financial Profit

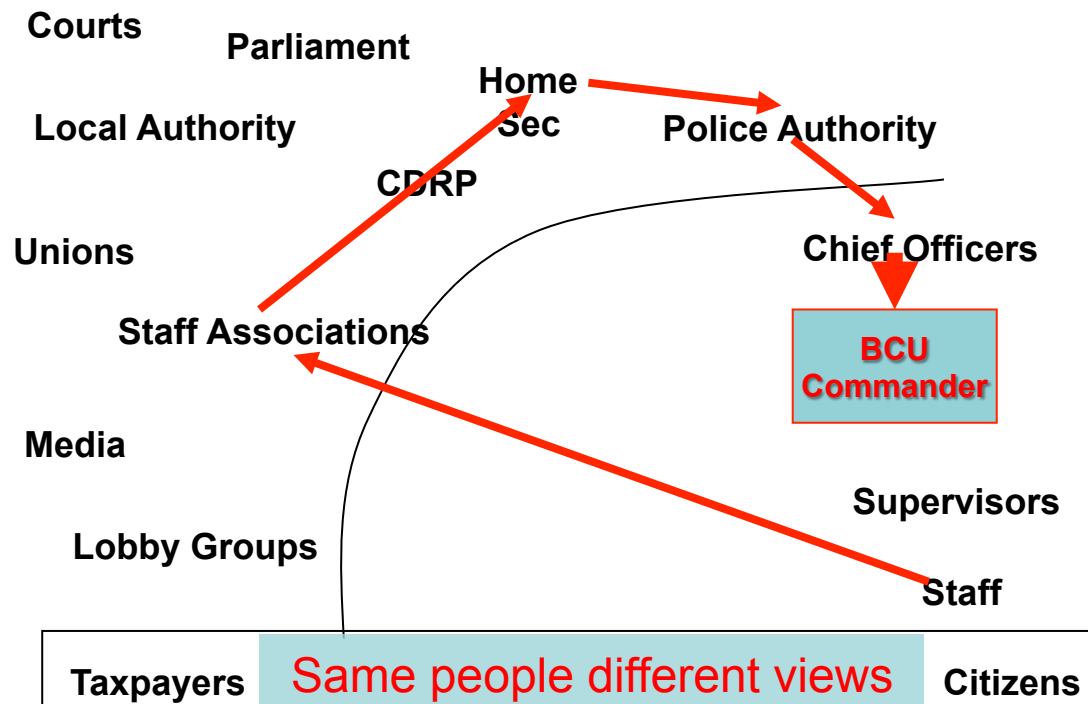
The Public Sector aims to create Public Value

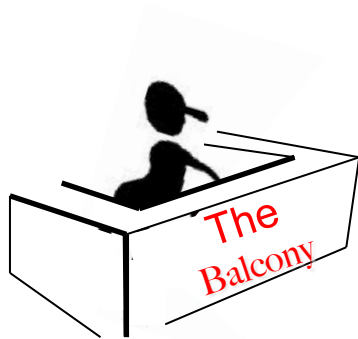
? Who Decides?



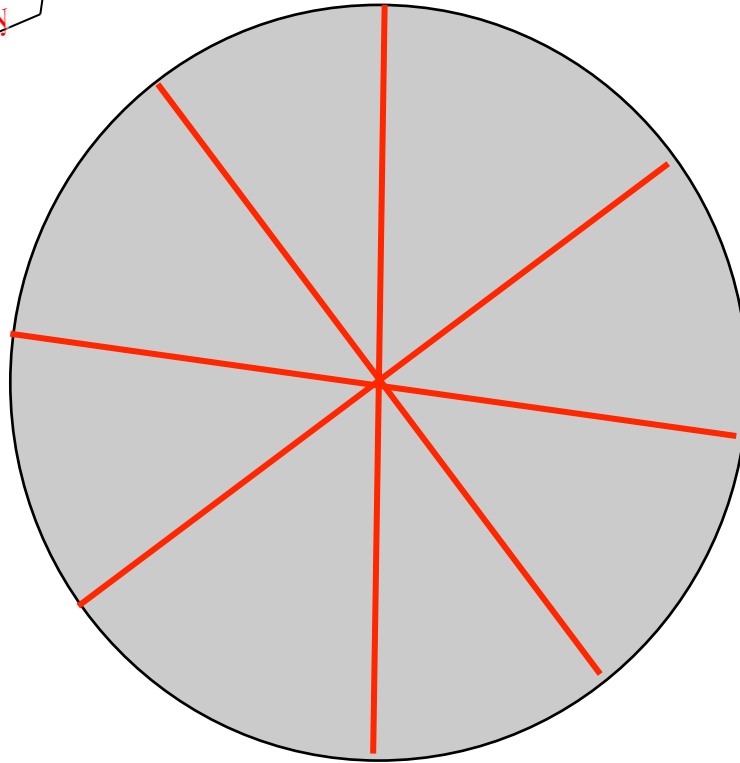
# Stakeholders / Authorising Environment

People who can say Yes or No or influence those who can say Yes or No





## Factions in a situation



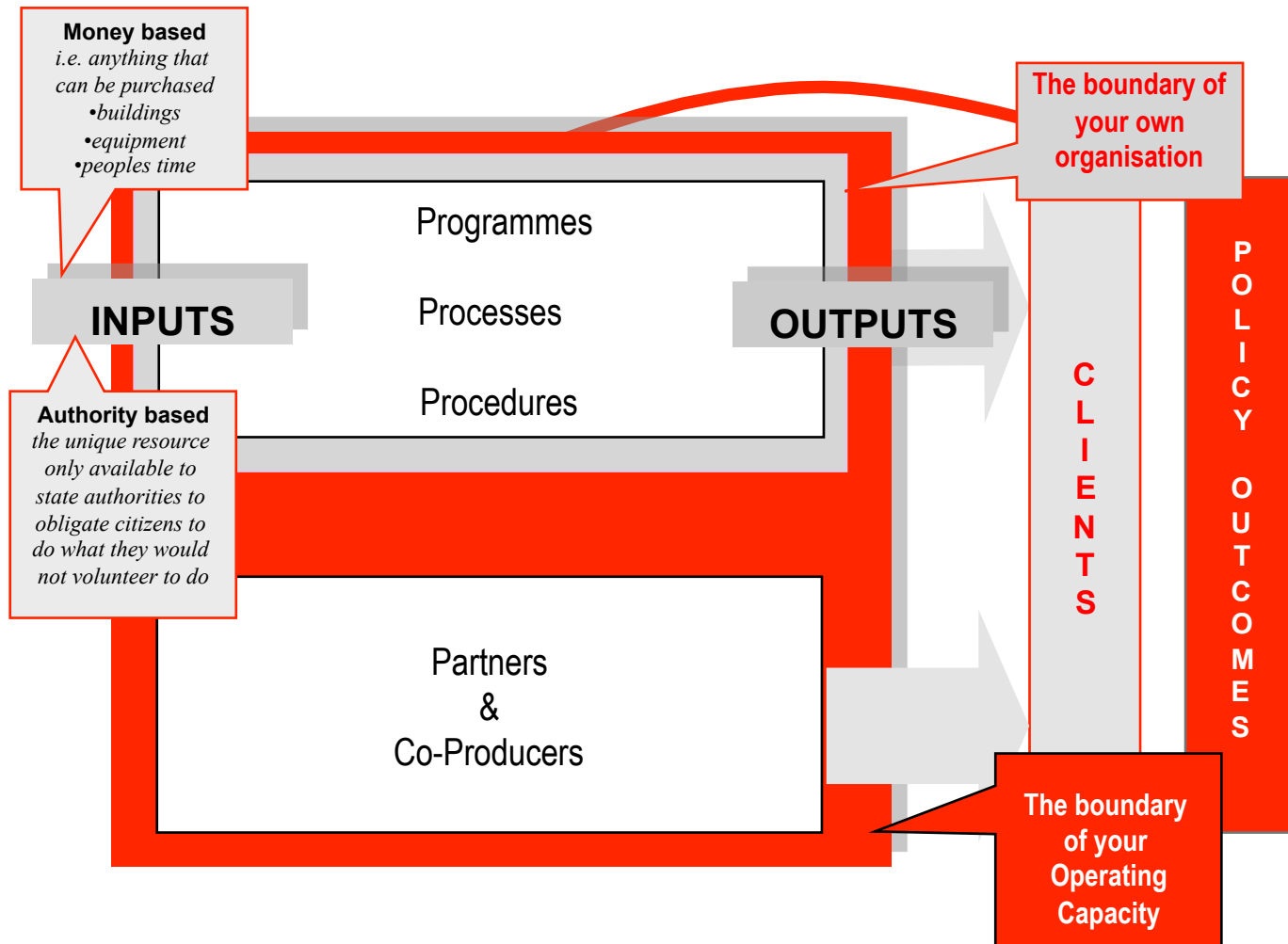
# Group exercise – Authorising Environment

**Thinking about your public value proposition for your leadership challenge?**

- As a table pick one Leadership Challenge
- Using the PVP for that challenge
- discuss the Authorising Environment for that PVP



# The Value Chain within the “Operating Capacity”



# The Police & Community Policing

17, 048 police  
officers in Scotland

Absence and office  
duties

3,272,220 citizens of working  
age in Scotland

16,000 police officers  
work 6.25 hrs a day  
218 days per year

15, 456, 200 front  
line hours on duty  
per annum

47secs policing per citizen of  
working age per day





# Group exercise – Operating Capacity

## Thinking about your leadership Challenge?

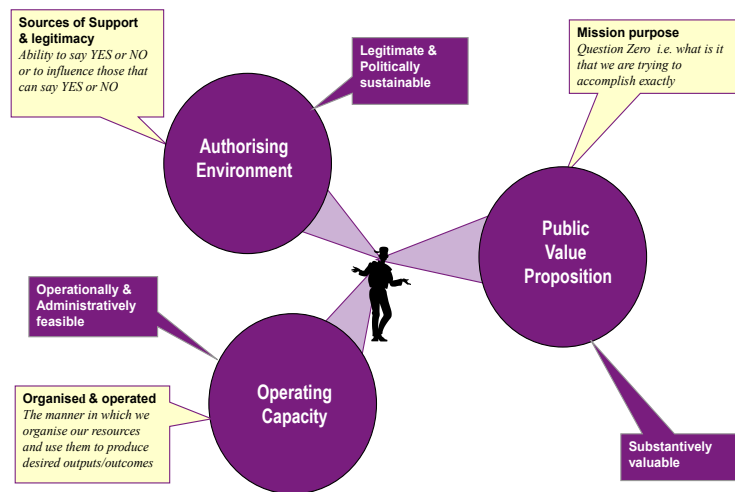
- Individually reflect on how you could expand your operating capacity
  - not just beyond your organisation
  - not just to include partner agencies

But beyond that as far as imaginable

- Then discuss as a table:
  - How you could do this
  - NOT why it is not possible!



# The strategic triangle: Mark Moore



## Three questions:

- is it administratively and operationally possible?
- is it politically and legally possible?
- is the purpose publicly valuable?

## Three activities:

- managing downward towards improving the operating capacity for achieving the desired purpose
- managing upward, towards politics, to get or maintain legitimacy and support for that purpose
- judging the value of your imagined purpose

# Mark Moore (1995)

Public managers should be seen as:

*“explorers who, with others, seek to discover, define, and produce public value. Instead of simply devising the means for achieving mandated purposes, they become important agents in helping to discover and define what would be valuable to do. Instead of being responsible only for guaranteeing continuity, they become important innovators in changing what public organisations do and how they do it”*

Moore M H (1995) *Creating Public Value*, Cambridge, Massachusetts: Harvard University Press



# Adaptive leadership

Irwin Turbitt

Leadership

What do we mean by Leadership?

LEADERSHIP



The diagram consists of two main parts. On the left, a light blue oval labeled 'Leaders' is connected by a grey speech bubble to a grey rounded rectangle containing the text 'People in positions of Executive & Symbolic Authority'. On the right, a grey rounded rectangle containing the text 'People (with or without executive authority) who choose to practise leadership' is connected by a grey speech bubble to a light blue oval labeled 'Leadership'. A horizontal rainbow-colored bar is at the bottom of the slide.

**Leaders**

**People in positions  
of Executive &  
Symbolic Authority**

**People (with or without  
executive authority) who  
choose to practise  
leadership**

**Leadership**

## Executive Authority

“The young Executive arrived at a unionised textile mill and told the Union Officer

‘I am the new Manager here, and when I manage a Mill, I run it. Do you understand?’

The Union Agent nodded and waved his hand.

Every worker stopped; every loom stopped.

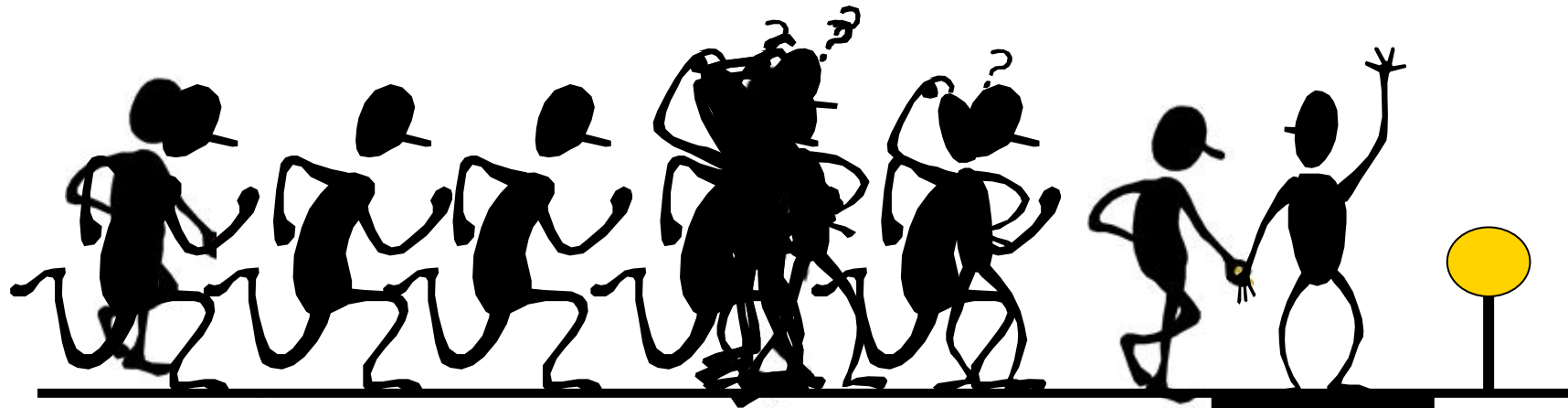
Then the Agent turned to the Manager and said,  
‘Go ahead, run it.’

**Authority is a relationship not a possession**

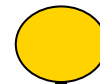
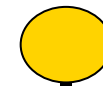
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# Symbolic Authority

## Golden moments of Truth

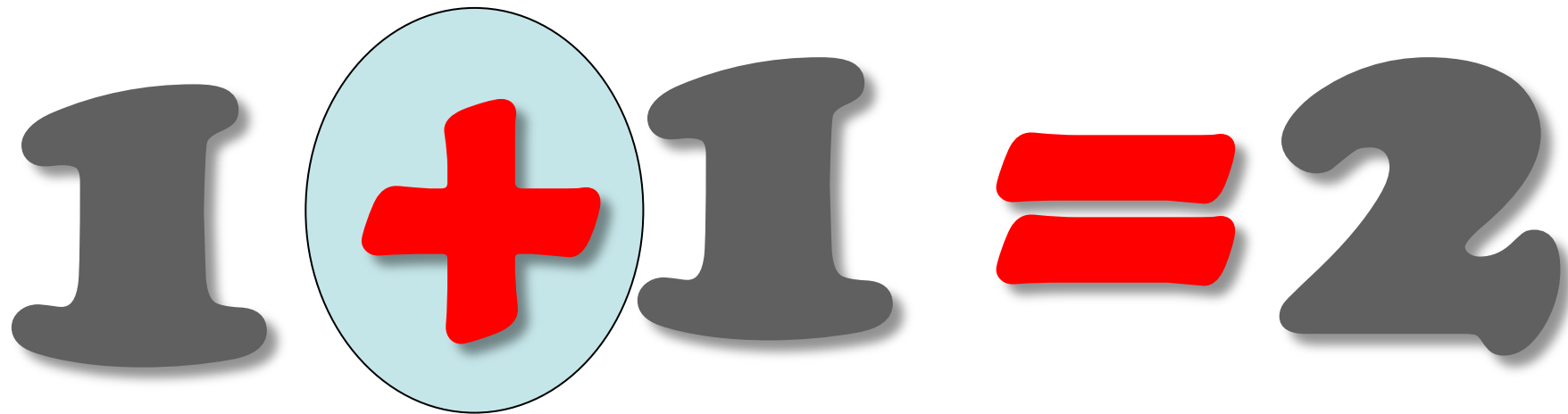


**I hear what you say but  
I see what you do and seeing  
is believing**





# Complex Adaptive Social Systems



relationship determines outcome

**Authority is a relationship not a possession**

I hear what you say; but I see what you  
do and **seeing is believing**

**Leaders**

The diagram consists of three main elements: a light blue oval at the top left containing the word 'Leaders', a central text block 'choosing to exercise' in dark blue, and another light blue oval at the bottom right containing the word 'Leadership'. A horizontal rainbow-colored bar is positioned at the very bottom of the image.

**choosing  
to exercise**

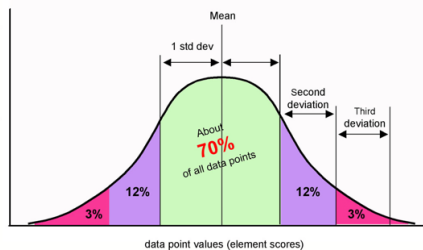
**Leadership**



A horizontal bar with a rainbow color gradient, transitioning from orange on the left to purple on the right.

# Leadership

Leadership requires Change  
Change requires LOSS  
Loss leads to DISTRESS  
Distress can be PRODUCTIVE  
Productive zone of Distress



**MAINTAINING** people within **THEIR**  
Productive Zone of Distress

# Change as a Journey.....



**from** A to **B**.....

.....*to*.....

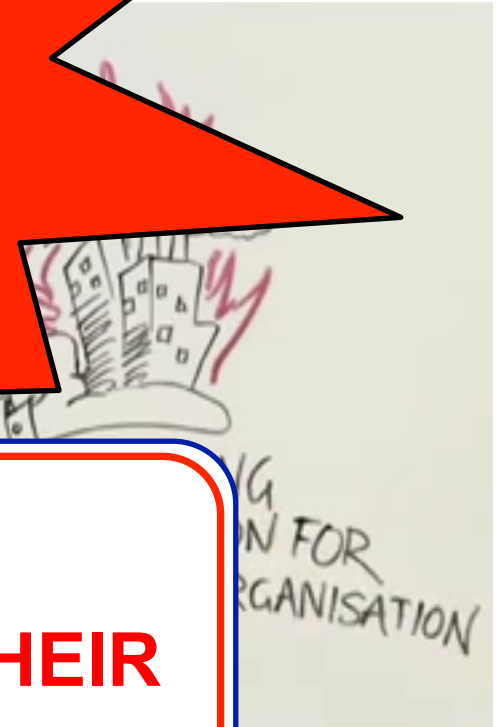
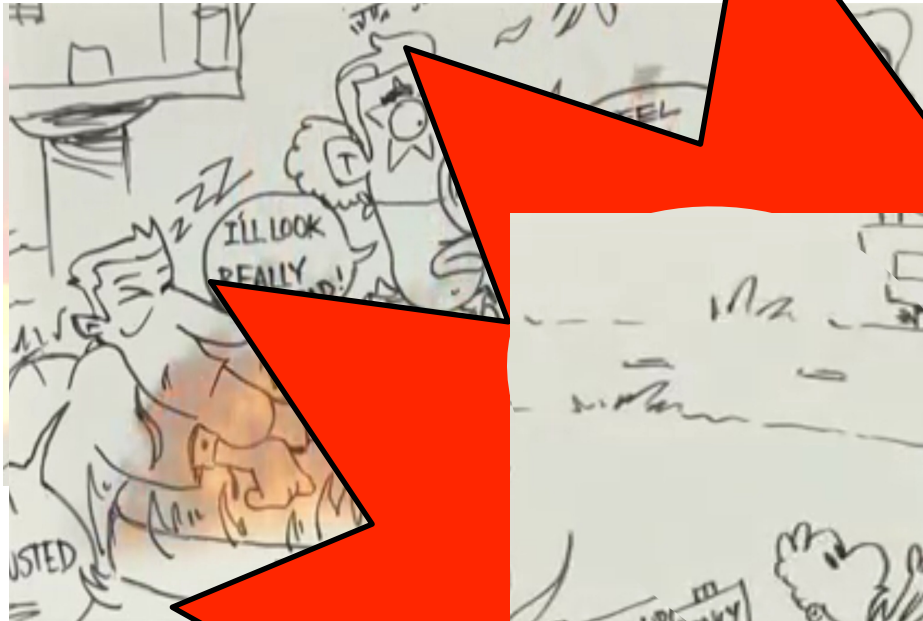


# Change as a Journey.....

from A to **B**.....

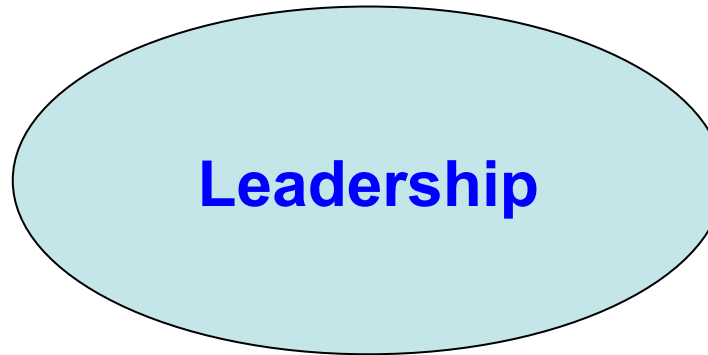


# Change as a Journey.....



## Tough Love

**MAINTAINING** people within **THEIR**  
Productive Zone of Distress



that **MAINTAINS** people within **THEIR**  
Productive Zone of Distress

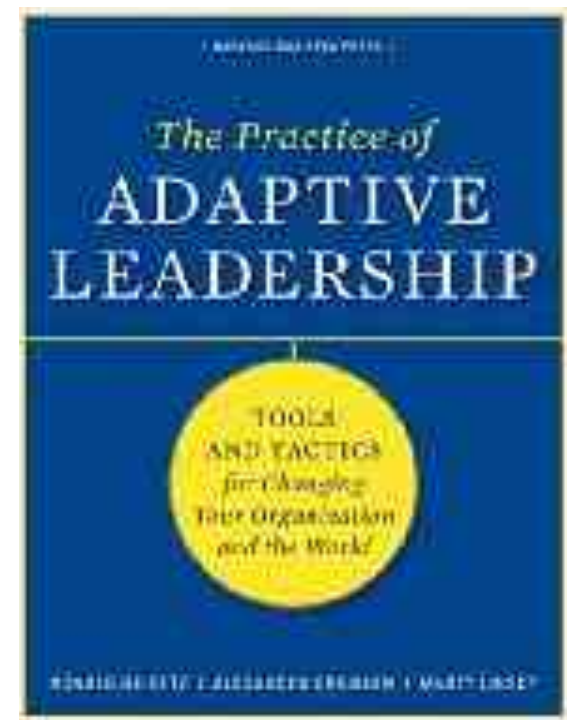
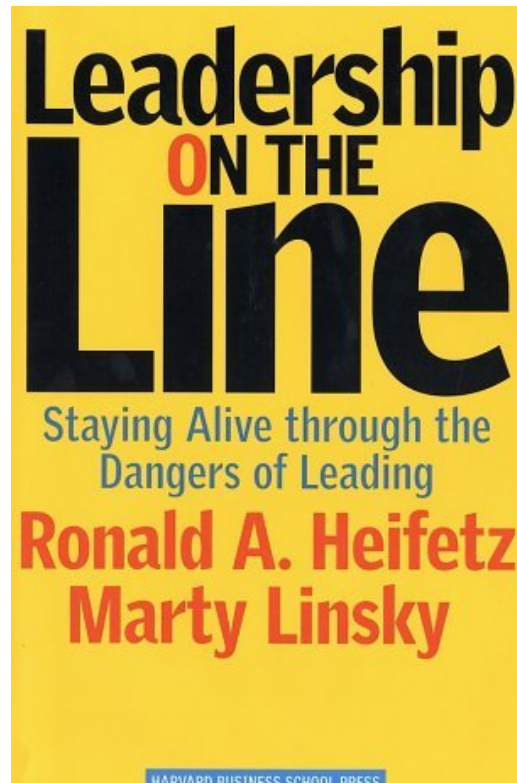
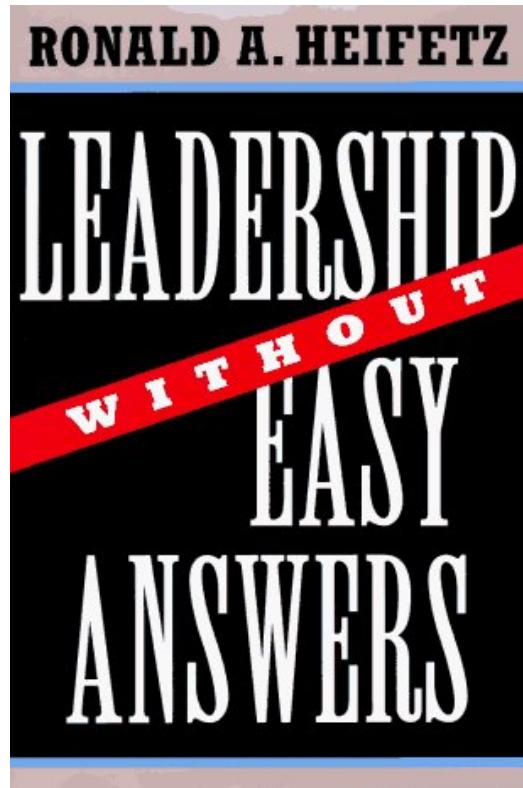
**Adaptive leadership**





# Adaptive leadership

## Reference Books





# The Seven Principles for Leading Adaptive Work

## Get on the Balcony

- A place from which to observe the patterns in the wider environment as well as what is over the horizon  
(prerequisite for the following five principles)

## Identify the Adaptive Challenge

- A challenge for which there is no ready made technical answer
- A challenge which requires the gap between values, beliefs, attitudes and behaviours to be addressed

## Create the Holding Environment

- May be a physical space in which adaptive work can be done
- The relationship or wider social space in which adaptive work can be accomplished

### Regulate the distress

- Create the heat
- Sequence & pace the work
- Regulate the distress

### Maintain Disciplined Attention

- Work avoidance
- Use conflict positively
- Keep people focussed

### Give back the work

- Resume responsibility
- Use their knowledge
- Support their efforts

## Protect the voices of Leadership from below

- Ensuring everyone's voice is heard is essential for willingness to experiment and learn
- Leaders have to provide cover to staff who point to the internal contradictions of the organisation

“Adaptive work is required when our deeply held beliefs are challenged, when the values that made us successful become less relevant, and when competing perspectives emerge.”

Heifetz, R. A. and Laurie D.L. (1994) p. 173



The image at the heart of the Heifetz book is the image of the leader **influencing a community to face its problems** – mobilising people to tackle tough problems as opposed to a more common view of the leader as someone who **influences the community to follow the leader's vision**

Heifetz, R. A. (1994) *Leadership Without Easy Answers*,  
Cambridge, Massachusetts:  
The Belknap Press of Harvard University Press



# Adaptive Leadership case study

## Drumcree

Irwin Turbitt

# Drumcree 2002

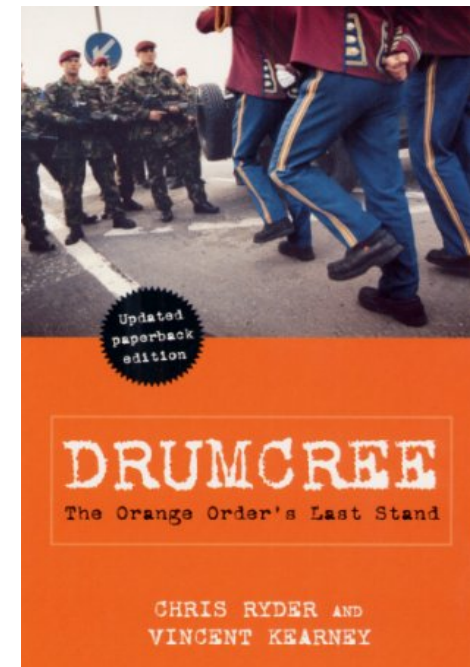


# Understanding Drumcree

“When we set out to trace the origins of the crisis at Drumcree and chronicle the turbulent events there from year to year, we initially underestimated the size and complexity of the task.”

Chris Ryder

Vincent Kearney



## Opposing Views

Portadown District LOL No 1 regard Drumcree as a solemn occasion as they march to and from their place of worship.

The Nationalist community regard the parade as a show of strength by Loyalists: an opportunity to march in triumph through their midst.





# Route

Carleton St Orange

Hall

Town Centre

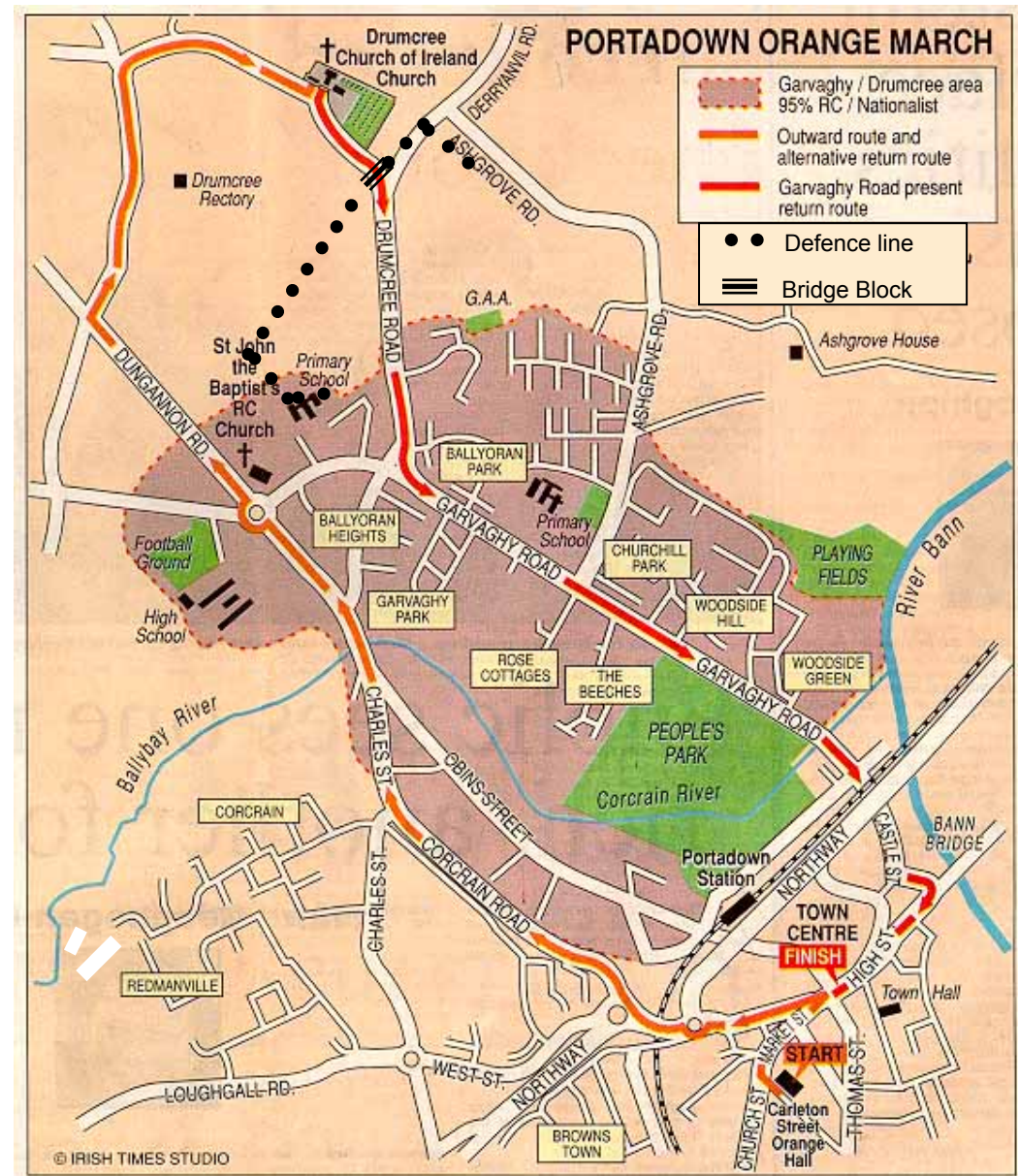
Corcrain Road

Charles Street

Dungannon Road

Drumcree Road

CHURCH SERVICE





# Planning Process

There will be many plans that will never be used

No plan survives the first contact with the enemy



# The Results: 2002

Brief Disorder

Damage to Police property

31 Police Injured

31 People Arrested

Cheaper Overall

Shorter Tail



# Criminal Justice

A Pro-active Intelligence led Operation

## Commanded & Integrated

Full use made of all available agencies

Live time evidence gathering, analysis and use

New methods of using technology

Robust approach towards Rioters

Smarter and Harder

Best evidence of the worst offences by the worst offenders



# Community Consultation

The police can contain the problem of Drumcree.  
It will be the Community that solves it.

## Community Representatives

Broadly there are four groupings

- Unionist Councillors
- Nationalist Councillors
- Portadown District LOL No 1
- Garvaghy Road Residents Coalition

Ensuring that there were no surprises as to police actions and why they took place.



# The Media

**Providing Factual Information to the Public in a Timely Manner**

**Recognition of how the media put a story together.**

**Work with the media.**

Briefings by a uniformed officer.

**Granting the Media access.**

**Having them on our side of any cordon is advantageous.**

Our perspective not the crowd's.



# In the Courts

As of 5 September 2002

- 31 People Arrested
- 25 Persons Charged
- Offences Including
  - 20 Riot at Common Law
  - 5 Riotous Behaviour
  - 5 Disorderly Behaviour

As of 3 October 2003

- 10 people convicted
- 19 awaiting trial

As of December 2003

- 29 people convicted



# The Results: 2003

No Disorder

No Damage to property

No Injuries

Shorter Operation

Cheaper Operation

Summer Holidays



# Drumcree 2007

**Drumcree parade passes peacefully** - Sunday, 8 July 2007

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**The annual protest by Orangemen at Drumcree has passed off peacefully.**

The parade, which was banned from returning along the mainly nationalist Garvaghy Road, left Carleton Street Orange Hall at 1020 BST.

After a service at Drumcree Church, Orangemen walked to a police gate at the bottom of Drumcree Hill and staged a brief protest.

PSNI Chief Superintendent Alan Todd said the day had gone very well and police had to use fewer officers than at any previous Drumcree.

BBC News





# Drumcree 2008

**Drumcree march passes peacefully** - Sunday, 6 July 2008

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**The Orange Order march at Drumcree, Co Armagh, passed off peacefully today.**

The Parades Commission had ruled that the Drumcree march be rerouted away from the Garvaghy Road, continuing a ten-year ban.

The Drumcree parades dispute has caused tensions since the mid-1990s, but recently it has not generated the large scale violence seen in the past.

Recently, talks between Sinn Féin leader Gerry Adams and Portadown Orangemen fuelled speculation the issue has been drawn into wider political negotiations between Sinn Féin and the DUP, but both parties have denied this.

[The Irish Times.com](http://TheIrishTimes.com)



# Drumcree 2009

**Annual Drumcree Orange march held** - Sunday, 5 July 2009

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**The annual Orange Order parade at Drumcree in Portadown has passed without incident.**

After a service at Drumcree Church, about 300 Orangemen and two bands walked to a police gate at the bottom of the hill.

Police chief inspector Jason Murphy said it was welcome that the parade had passed without incident.

"That reflects the responsibility shown by the parade organisers and marchers," he said.

He added: "I look forward to a time and circumstances when even this type of scaled-down policing operation is no longer necessary."

BBC News



# Drumcree 2009

**DUP MP repays cost of hotel films** - Sunday, 5 July 2009

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**Jeffrey Donaldson has paid back £555 to the Commons authorities for the cost of watching pay-to-view movies in hotel rooms in London.**

According to the Daily Telegraph, the DUP MP submitted 68 receipts related to films.

The Lagan Valley MP shares a flat with DUP MP Sammy Wilson, but before that was bought four years ago he stayed in hotels when on parliamentary business.

In a statement to the paper Mr Donaldson denied any wrongdoing.

DUP leader Peter Robinson told the Daily Telegraph that Mr Donaldson should be "entitled to a presumption of innocence".

# Drumcree 2010

**Orangemen hold Drumcree parade** - Sunday, 4 July 2010

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**The annual Orange Order parade at Drumcree in Portadown has passed without incident.**

Orangemen have been banned since 1998 from going down the mainly nationalist Garvaghy Road in Portadown after their annual march from Drumcree church.

Hundreds of Orangemen took part in the march and Sunday service at the church.

They handed a protest letter to police over the Parades Commission's refusal to allow them to return along what they say is their traditional route.

BBC News



# Drumcree Leadership Reflections

## **Understand & learn from history**

- But don't be determined by it

## **People need Authority**

- Forthright & listening

## **Resources need managed**

- This is not the leader's work
- Mastering detail



# Drumcree Leadership Reflections

## **Stability does not enable progress**

- Destabilising has unintended consequences also

## **Reward requires Risk**

- Risk & Uncertainty are different
- Risk is not the same as Reckless



So....

**Be Leaders  
(With or without  
Authority)**

Who when faced with **wicked** problems

**Will** practise

**Adaptive  
Leadership**

And **Will** create Public Value

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BRIGADE

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