public SPACE

Centre on Strategies for Public and Civil Entrepreneurs

Civil Leadership as the Future of (Public) Leadership

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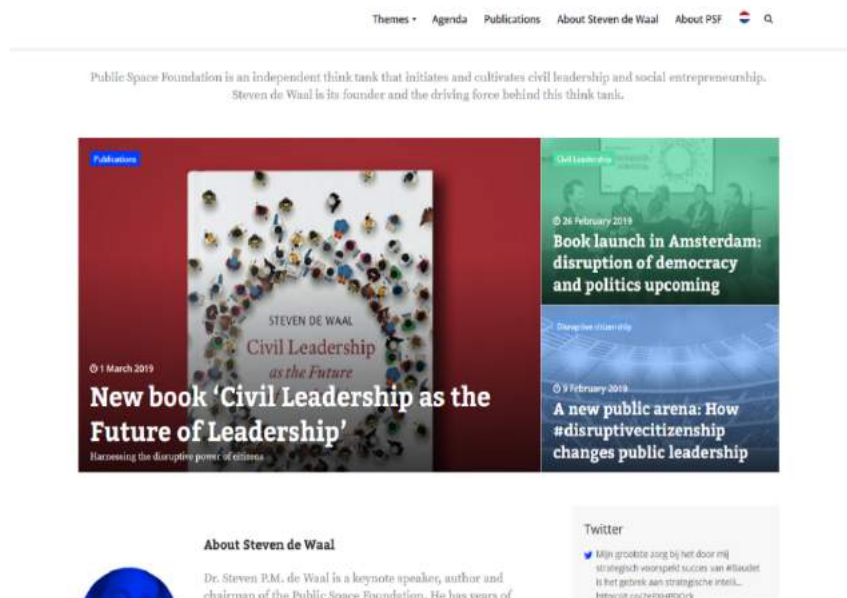# The Public Space Foundation (since 2004)
(www.publicspace.eu)

Our Mission

- Contribute to *'Winning strategies for the common good'* by means of an open non-ideological inquiry, an active international outlook for best practices and an interdisciplinary approach.
- The main mission is **promoting active citizenship, social entrepreneurship and civil leadership.**
- **Messages, blogs and archive of publications on our website www.publicspace.eu as a public forum and library.**

The ThinkTank

The ThinkTank has evolved into a Think Network. This consists of prominent executives, academics, opinion leaders and other decision makers. They have backgrounds in all domains of public interest and in a broad range of organizations

Latest Book (Amazon.com 2018)

- **Digital Civil Revolution as best description of current technological revolution**
- **Disruption is not restricted to markets**. It totally transforms the media landscape, public opinion, political debate, and the attitudes and roles of industry and state towards citizens
- The real revolution is that these technologies **increase citizen power enormously** in opinion production, public debate, collecting information and self-organization
- **A special kind of leadership, Civil Leadership, is** needed to harness this new civil power

2 main parts:

I. **Strategic Analysis**: the cause of the #DigitalCivilRevolution and how is it changing humanity, society, communities and also politics, democracy and public services

II. The strategic answer is a **new public leadership, civil leadership**

STEVEN DE WAAL

Civil Leadership
as the Future
of Leadership

Harnessing the
disruptive power of citizens
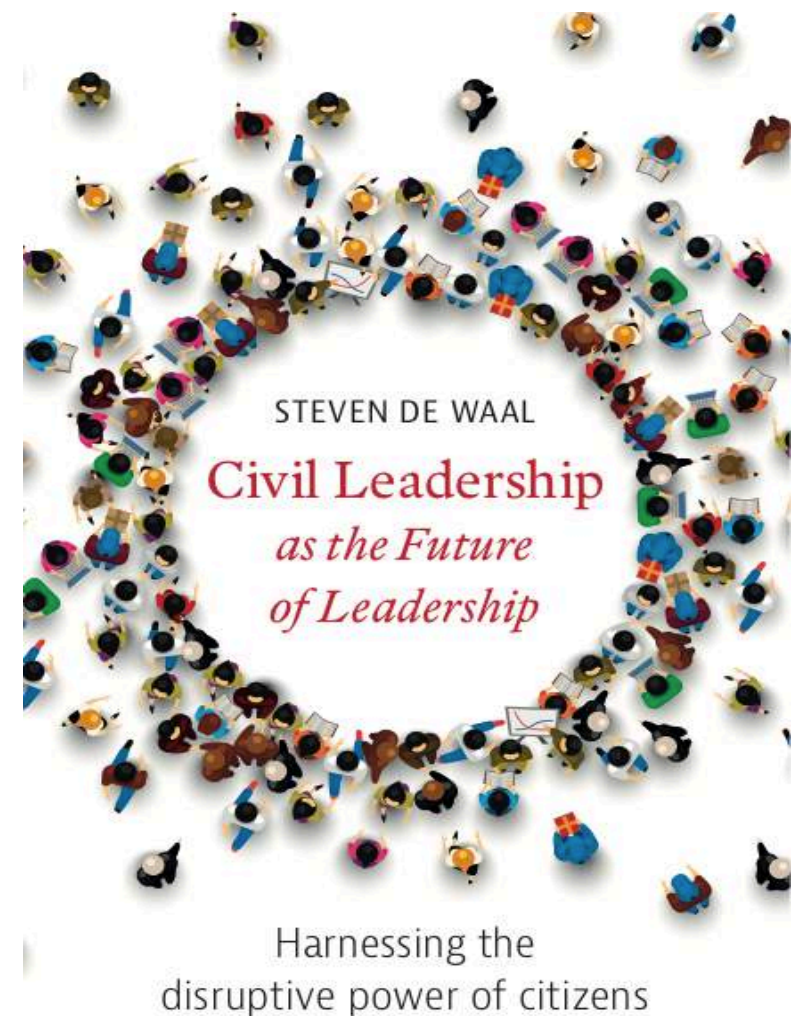
Available as e-book and paperback on Amazon.com and in local (online) bookstores worldwide.

Core Strategic Analysis (1)

We are in the 3rd phase of humanity due to the revolution in worldwide digital technology, the #digitalcivilrevolution

Impact 1: Public opinion is now really of, from and directly made by the public itself

Impact 2: There is a permanent public grandstand that is always 'on'

Impact 3: There is a new medialandscape with a 3rd (next to 'old' media television/radio and newspapers) direct channel of, from and by every citizen him-/herself (including politicians, celebrities and executives that must act there as 'one of them')

Predicted and analyzed strategic effects:

1. *Battle for the eyeballs*: main competition is now about attention, no longer a given for anybody or any institution

2. *Everybody is a journalist* and can generate news, new data, new insights and public support for it is publicly measured (permanent polling)

3. **Third channel will win** in political and public agendasetting, because the other two and politics must follow and acknowledge their messages and so reinforce them

4. **Democracy will be disrupted**, starting with political parties in their selection of persons

Core Strategic Analysis (2)

Impact 4: Selforganizing of citizens, masses and communities is now much easier, in bigger numbers, much faster and more powerful

Predicted and analyzed strategic effects:

5. *Swarmbehaviour*

6. *Pop-up locations and events*

7. *Cooperatives and Commons* as the new and dominant type of public governance ('private for public')

It's not technology, stupid, it is mentality (& tools & training)

Why is Civil Leadership the best answer?

1. **Always context for leadership:** Leadership is not just 'a good thing in itself' and 'always right', it needs a cause and context.

2. **Revolution is such a context**: it generates powerstruggles, search for new meanings, deep unrest and decline of institutions and institutional trust. The only answer is new public leadership. It's no longer about policies and programs, but personalities.

3. **The public and political context also revolutionary changed** elements like being recognized as a leader, generating public impact and media- and political competition. So, this changes attitude (1), competence (2) and purpose (3) of anyone trying to be a public leader.

4. That's why many democracies are now failing to deliver this new public leadership: **disruption of democracy** (many current politicians 'by profession' behave like the incumbents in markets that were disrupted)

5. **The good news is: both state and private contexts can and must generate this new public leadership, because it basically is leadership in a powerful civil society.**

Main line of analysis

- New technologies create **another public arena and a powershift** towards citizens, individually and collectively

- **A different public leadership is needed**, as democratic politics as the most competing system on public leadership is proving by the success of runner-ups.

- **The 'battle for the eyeballs'** demands personalities, personal motivation and even personal conflict and so further increases the pressure on leadership in general

- This new public leadership is **strategically necessary** and based on public values:

  - because of **defence of democracy and other institutions**

  - **in learning what citizenship and civil society** means for and prescribes to citizens. The new technologies mainly facilitate only (massive) public protest and anger

- This new leadership is analyzed as **civil leadership**: the right attitude, based on the right values and the right rhetorical skills and position

The defining elements of Civil Leadership

1. **Character and Values**

   - Operating and an attitude as 'one of us'-citizens
   - Passion and entrepreneurship for public and societal cause and issues
   - A fitting and credible biography* (one of the weaknesses of politicians 'by profession')

2. **Competences**

   - Rhetorics (because of the permanent public grandstand)

3. **Purpose and (aimed) Impact**

   - Trust
   - Generating followership out of public passion
   - Public support

* **Following Aristotelian rhetorical theory: 'Ethos' (personal involvement, authority and credibility) (next to Pathos and Logos)**

Some Examples

Proof of the new medialandscape and disruption of political parties

Victory Trump:

Step 1: **Famous on TV and social media**

Step 2: **Newspapers had to follow**

Step 3: **Republican party had to follow**

Donald Trump clinches Republican presidential nomination.

– AP Delegate count

The Tweeter-in-chief

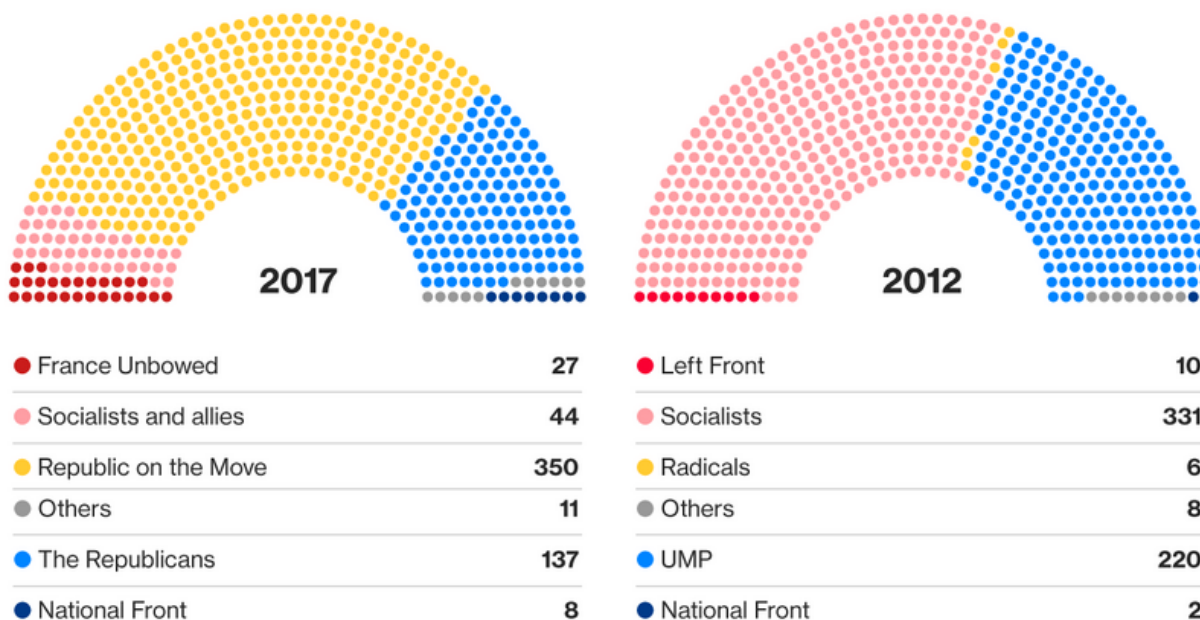# Still stronger case: French president Macron

Step 1: Initiate a new party, 5 months before election

Step 2: Big electoral victory with new list of politicians, avoiding professional politicians

Macron's Landslide
Republic on the Move and its allies won 350 out of 577 seats in France's lower house

2017		2012	
● France Unbowed	27	● Left Front	10
● Socialists and allies	44	● Socialists	331
● Republic on the Move	350	● Radicals	6
● Others	11	● Others	8
● The Republicans	137	● UMP	220
● National Front	8	● National Front	2

Source: Interior Ministry

Bloomberg

Visible swarmbehaviour: direct and fast massive behaviour, no official structure or leader or manifesto

Fast learning in public (!) of a political administrator in a political culture that likes formality and thinks it gives status and authority

Jacinda Ardern: still stronger case of public leadership as 'one of us- citizens'

Politics is losing monopoly of public leadership. Much more public leaders from private contexts to come (and strategically necessary!)

- **Leoluca Orlando**: Mayor of Palermo publicly welcoming illegal immigrants, *against the wish of his government*
- **Flavia Kleiner**: *Active citizen* as winner of a Swiss referendum that was started by right-extremists
- **Marjan Minnesma**: *Active citizen* who put legal pressure about climate change policies on government through a courtcase she started and won

ADDENDA:
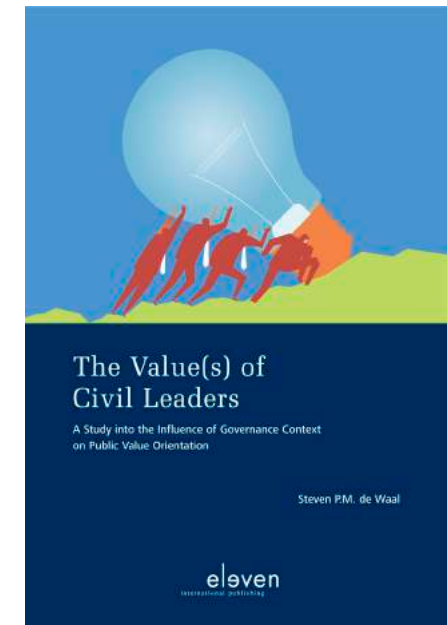# Public Space Foundation & Personal background of Steven P.M. de Waal

Public Space Foundation: operating between executive practice, academia and public debate

Based on the public/private concepts of social entrepreneurship (1994) and societal enterprise (2000) Steven de Waal founded Public Space in 2001 as a **private thinktank within the management services firm of Boer & Croon Strategy and Management Group**.

Upon his departure as board chair and equity partner at Boer & Croon in 2004, Public Space was registered as the independent Public Space Foundation, chaired by him.

Many publications and books (in Dutch), including a manifest (2006) and books about strategic management for the public cause (2008), youth care (2010) and the Dutch transformation and decentralization of social care systems (2015).

Dissertation and PhD: 'The Value(s) of Civil Leaders' (Eleven 2014)

The Value(s) of Civil Leaders

A Study into the Influence of Governance Context on Public Value Orientation

Steven P.M. de Waal

eleven
international publishing

Main topics Public Space in lectures and literature

- **Citizenforce** (has a historical right as the private basis for much of public sector, (Dutch) 2000) **to be extended with citizen power** like: 'right to challenge', 'vouchers' and a legal preference for societal enterprises (Dutch, 2015)

- **Citizen disruption of Democracy:** There is already a direct and open information- and mediachannel for citizens. It threatens to disrupt representative democracy if not used and embraced by current politicians (2014)

- **Citizen disruption of public services** by rise of self-organization, demand for co-production and influence of peer-reviews & own choice (Dutch, 2015)

- **ChinaHealthcare**: The Dutch healthcaresystem is hardly marketlike, but very government steered in finance, services, innovation and structure. Main problem as a 'market' is that patients have not much influence and hardly any choice in providers (in lectures and columns since 2011)

- **Strategy**: 'Beating the odds'

- **Aristoteles**: Virtues, Character, Balance of middle in strategic context, Practical Wisdom. Governance codes must be principle based not rules-based

- **Civil Leadership:** persons and personal behaviour more important than institutes or structures. Citizenship can and must be also in boardrooms (2014)

Personal background Steven P.M. de Waal

- **Profession: Strategy Consultant**. Mainly public sector, especially health care, housing, higher education, public broadcasting and energy. On a national level: reorganizations of and studies commissioned by many umbrella organizations and national government and ministeries

- **Study 1973-1979 Andragologie (University of Utrecht)(Adult Development),** cum laude, then a **PhD at USBO** (Public Administration) on 'Value(s) of Civil Leaders' (Eleven, 2014)

- **First steps in career (1979-1984):** Municipality (welfarepolicy) and Ministry of Home Affairs (reorganisation of national civil service)

- **1985 to 2003: Boer&Croon Strategy and Management Group**

  1992 - 2003 Equity partner; 1997-2001 Executive Chairman

- **2001-2005: Member of the national executive committee of PvdA (Labourparty),** a.o. chairman of the advisory committee about the new system of health care (2005)

- **Now:**

  - **Founder (2004) and Chairman of the Public Space Foundation**

  - **Active Citizen,** mostly as **chairman of non-executive boards** with an emphasis on turnaround and strategic reorientation, a.o. culture, professional soccer, social housing and public broadcasting