



Centre on Strategies for Public and Civil Entrepreneurs

Civil Leadership as the Future of (Public) Leadership

Lectures at Wellington, New Zealand, April 2019

Dr. Steven P.M de Waal

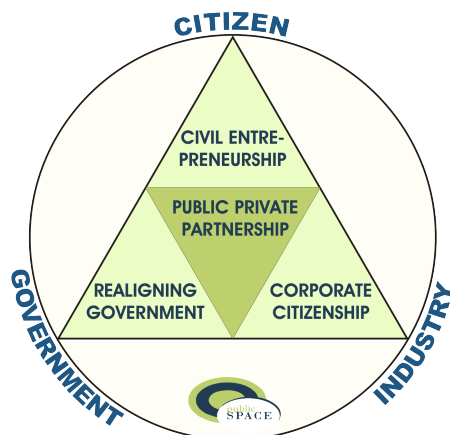
@stevendewaal



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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 and social entrepreneurship in public services.

Main messages, blogs and archive of publications on our website
www.publicspace.eu


The ThinkTank

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

They are especially committed to our **main mission of promoting active citizenship, social entrepreneurship and civil leadership.**

[Themes](#)
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[About PSF](#)

Public Space Foundation is an independent think tank that initiates and cultivates civil leadership and social entrepreneurship. Steven de Waal is its founder and the driving force behind this think tank.




© 1 March 2019
New book 'Civil Leadership as the Future of Leadership'
 Harnessing the disruptive power of citizens

© 26 February 2019
Book launch in Amsterdam: disruption of democracy and politics upcoming


Disruptive citizenship

© 9 February 2019
A new public arena: How #disruptivecitizenship changes public leadership



About Steven de Waal
 Dr. Steven P.M. de Waal is a keynote speaker, author and chairman of the Public Space Foundation. He has years of

Twitter

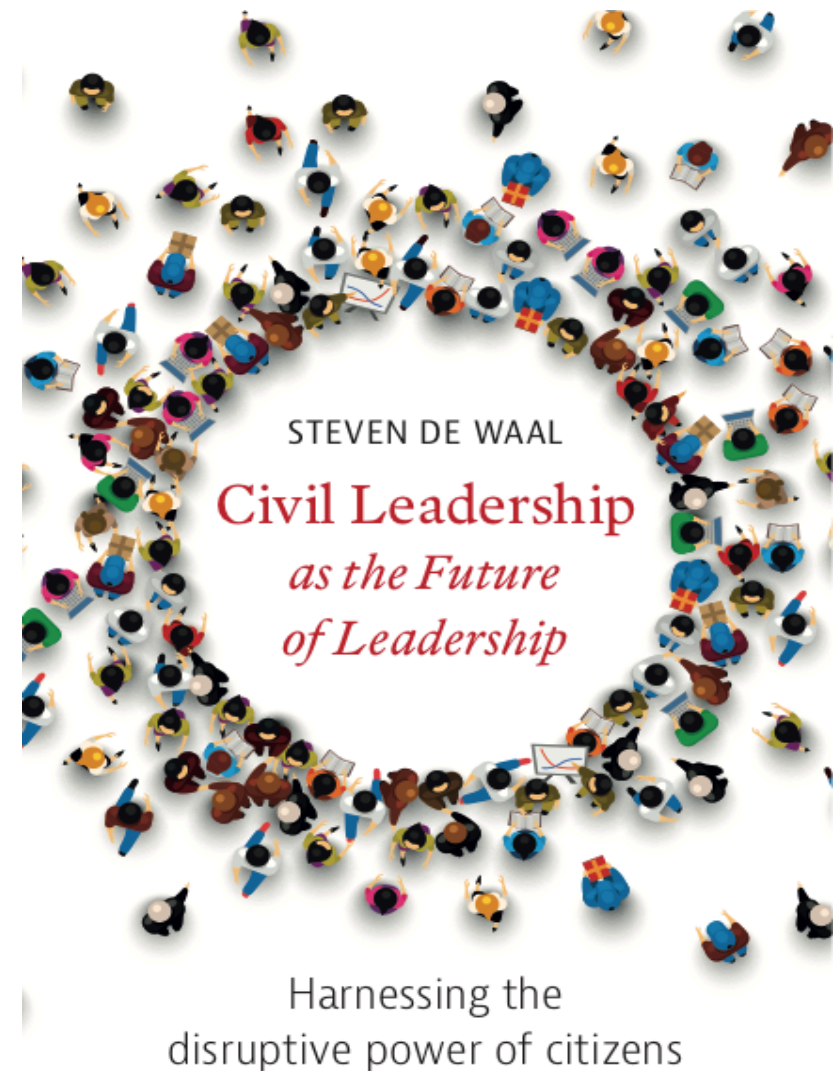

 Mijn grootste zorg bij het door mij strategisch voorspeld succes van #Baudet is het gebrek aan strategische intelli...
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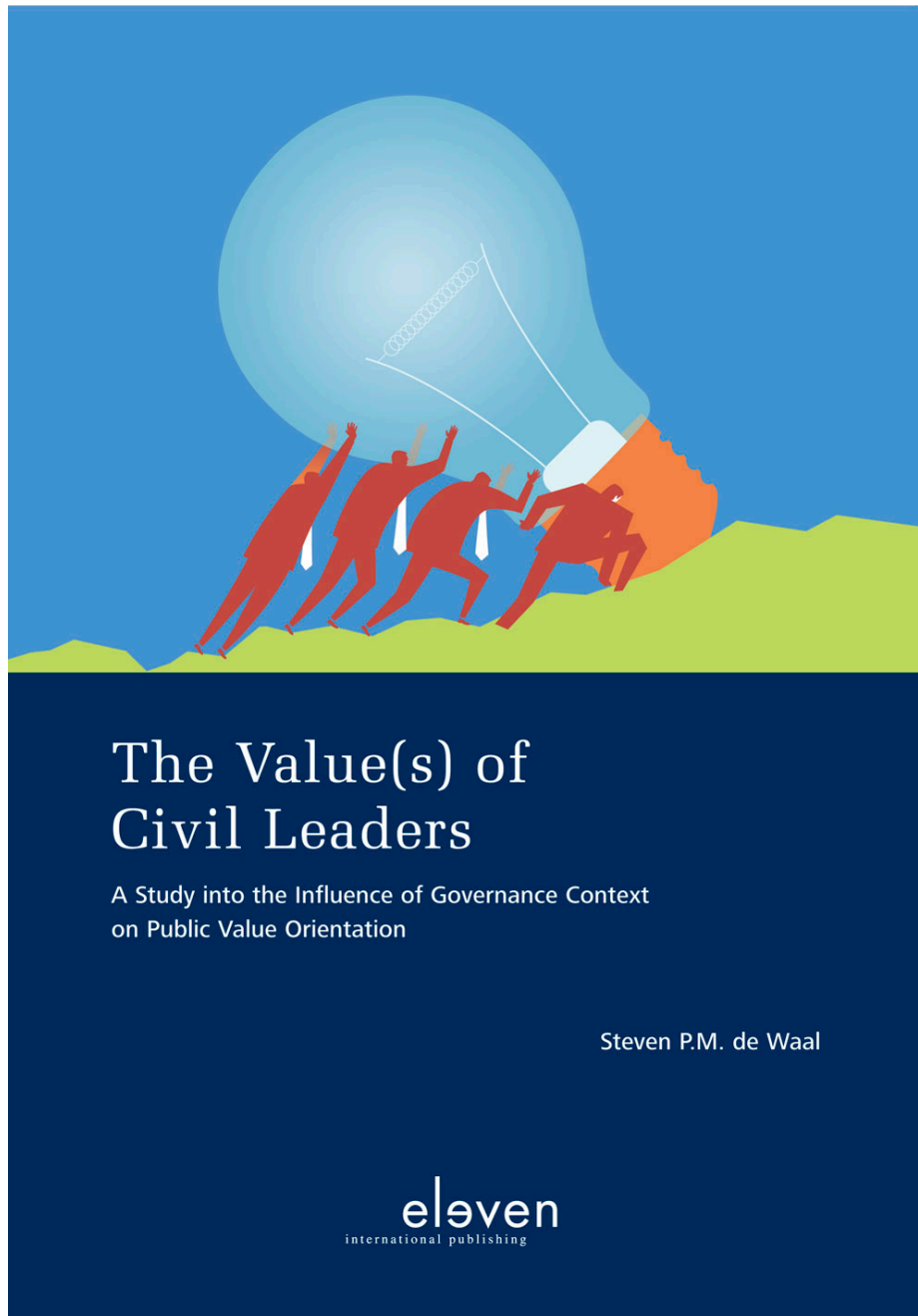
New Book (Amazon.com 2018)

- **Digital Civil Revolution.**
- **Disruption is not restricted to markets.** It totally transforms the media landscape, public opinion, political debate, and the roles of industry and the state towards citizens.
- Technologies **increase citizen power** in opinion, information and self-organization
- **Special kind of civil leadership** needed to harness this new civil power that already is disrupting the public domain.

2 main parts:

- I. **Strategic Analysis:** What is this third #DigitalCivilRevolution and how is it changing humanity, society, communities and so, also, politics, democracy and public services?
- II. The only real strategic answer is a **new public leadership, civil leadership**, as 'one of us, citizens'.





Dissertation, PhD, October 2014

Research on 30 selected civil leaders and a websurvey on 200 executives with experience in different governance contexts.

- a. How values and value orientations differ between governance contexts (for-profit, non-profit, informal active citizenship) and influence leadership
- b. What the value patterns are of these civil leaders and how it is influenced by their governance context.

Main concepts used and outlined in the study:

Values, Civil Society, Valuepatterns of Market, State and Civil Society, Public Value, Governance Contexts and Leadership.

Main results

- Yes, the value patterns of the three governance contexts (for-profit, non-profit, active citizenship) differ substantially and probably influence leadership
- No, the value pattern of these civil leaders doesn't differ accordingly
- Amazing: there is a common value pattern for all civil leaders, they are 'a breed of their own'

Side-results:

- Civil leaders, despite their citizenship, are often seen as competitors by politicians (who claim a monopoly on public debate about public issues)
- Civil leaders are often challenged and have the competence to be active in public debate
- In most cases of executive positions there was a tension between civil leaders and their non-executive boards, basically on the managerial technical attitude versus their own value based attitude. They are not 'easy' executives.

Civil leaders in my study have a value pattern of their own (a breed of their own)

Freedom of Choice (13)	Sustainability/ stability (11)	(Social) Justice (9)	Solidarity (8)	Independence (7)
<i>and</i>	<i>and</i>		<i>and</i>	<i>and</i>
Entrepreneurial spirit (13)	Respect (11)		Self-actualization (8)	Bonding & Bridging (7)

They have a value-pattern with two tracks:

On the one hand: **entrepreneurial**, selfsteering, autonomous, pigheaded,
independent

On the other: socially committed and passionate about **societal results** for
targetgroups and vulnerable citizens or changing failing public
services

Handling the public debate is crucial for civil leader. The public domain is not just for politicians anymore.

The civil leader's approach, style and character in these public debates are as important, both for the public acceptance of their innovative work as for the possibility of further institutionalizing this innovation, as the actual public value of their effort.

Other lessons can be drawn:

- *Any issue can be charged with values*
- *Purely private initiatives with positive public value generate little public debate*
- *The public debate is a special arena with little control*

So, the public debate can hit hard, affecting civil leaders personally as well as their organizations/networks, with little opportunity to control the result.

Core Strategic Analysis (1)

We are in the 3rd phase of humanity due to the revolution in worldwide and connected digital technology, defined in this book as the #digitalcivilrevolution

Impact 1: Public opinion is now really of and from the public

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 of Television/Radio and Newspapers) direct channel of, from and by every citizen him/herself (including politicians, celebrities and executives)

Predicted and analyzed strategic effect:

1. **A battle for the eyeballs:** attention is no longer a given for anybody and any institution
2. **Everybody is an (amateur-)journalist** and can generate news, new data, new insights publicly and its public support is publicly measured



Core Strategic Analysis (2)

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

Predicted and analyzed strategic effect:

- 3. *Swarmbehaviour***
- 4. *Pop-up locations and events***
- 5. *Cooperatives and Commons* as new 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 as context:** generates powerstruggles, search for new meanings, deep unrest and decline of institutions and institutional faith. The only answer is new public leadership. It’s no longer about policies, 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** (current politicians behave like 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.**

The defining elements of Civil Leadership

1. Character and Values, leading to a special attitude

'One of us'-citizens

Passion and entrepreneurship for the public and societal cause and issues

Fitting and credible biography*

2. Competence

Rhetorics (because of the permanent public grandstand)

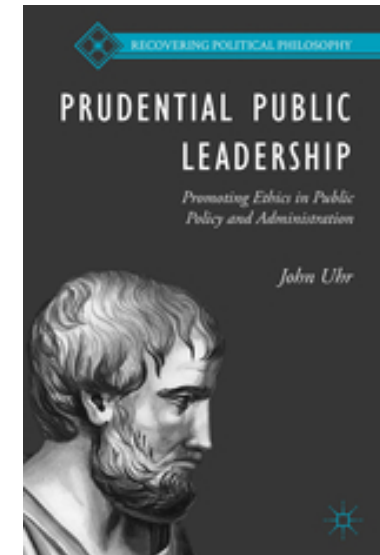
3. Purpose and (aimed) Impact

Trust

Generating followership out of public passion

Public support

- Aristotelian 'Ethos' (personal involvement, authority and credibility)
(next to Pathos and Logos)



Some analyzed examples

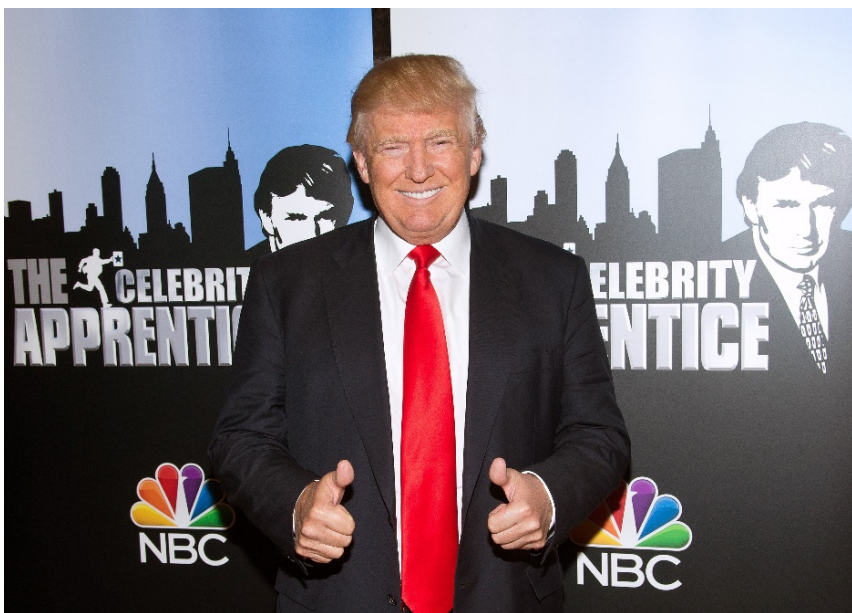
Proof of new media arena: New direct channel

Victory Trump:

Step 1: Famous on TV and social media

Step 2: Newspapers had to follow

Step 3: Republican party had to follow

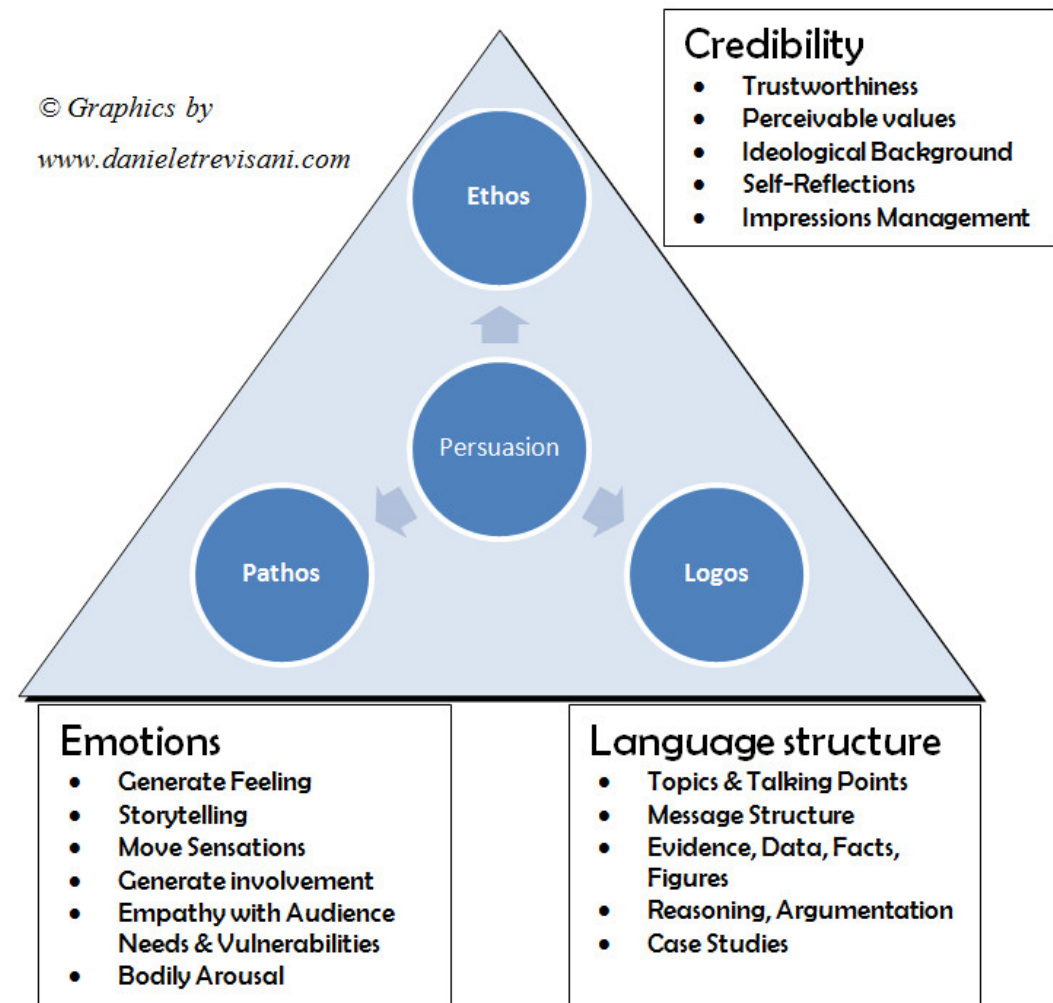


Although Trump lost the popular vote, he won the presidency due to his much better rhetorical skills (in the technical sense!)



Fig. 1 - Aristotle Categories and the Holistic Approach to Communication

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Still stronger case: victory Macron

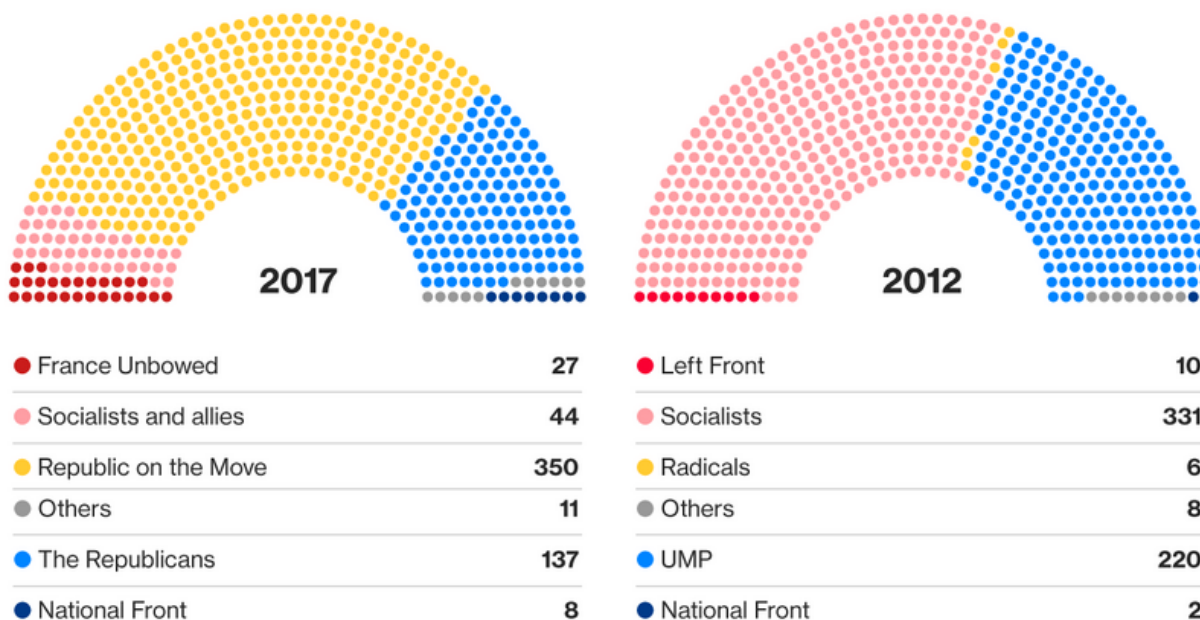
Step 1: Initiate a new party, 5 months before election

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



Source: Interior Ministry

Bloomberg 

Fastest learning in public (!) political executive I know



A stronger case of public leadership? Proving my point of 'one of us- citizens'? Better than Macron's official dialogue?



So far missing in my examples: private for public!



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 Steven P.M. de Waal

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 preference for social 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 fault is that patients have not much influence and hardly any choice in provider (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 in the boardroom (2014)



Latest book in Dutch, May 2015

Title translation:

Citizen initiatives with Citizen power

Presented to Director of Social Cultural Planbureau, a major adviser for central government on health and social issues and policies.

Based on large debates, physical and virtual and literature study.

Main message:

Positive about recent political attention to active citizenship in health, social welfare and social security, but:

- too political top down and too much linked to political agenda (budget cuts)
- naive about powershift
- doubts if municipalities are closer to citizen force

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

Study 1973-1979 Andragologie (RUUtrecht)(Adult Development), cum laude, then a **PhD at USBO** (Public Administration) on 'value(s) of civil leaders' (2014)

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

From 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 committee about a new vision on 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