Aspire
Strategic HR & OD Business Partner Programme

"Because you have to be able to sleep at Night" - Purposeful Public Sector Leadership in a Digital Age.

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This report is structured as follows:

1. <u>**EXECUTIVE SUMMARY**</u>

Leading on from CIPD research (June 2017) on "Purposeful Leadership: what is it, what causes it and does it matter?" we wanted to explore what Purposeful Leadership looks like in a public sector organisation and what employees and citizens would experience if an organisation was portraying Purposeful Leadership.

We also wanted to test what barriers there may be to engaging with this concept, as a comparison with constraints identified by the CIPD in their study. Further aspects were to test if there were views on HR's role in supporting Purposeful Leadership and any perceived impacts on Purposeful Leadership by increasing digitalisation in the workplace today.

What we found was that our respondents readily engaged with the idea of the "moral self" aspect of Purposeful Leadership. The title of this report was drawn from comments from one respondent who acknowledged that whilst leaders were making difficult and sometimes unpopular decisions which had a direct impact on people's lives they needed to do so in a way that meant they did not breach their own moral code.

Respondents were able to identify organisations, which they felt displayed Purposeful Leadership and why and provided information about how this would be perceived by employees and citizens, in terms of partnership working and a clear vision.

Whilst some constraints identified by respondents were the same as those identified in the CIPD research, for example, finances and pressures created by the short term nature of the political environment, we did note some new areas, most interestingly around trust – which we concluded has a direct link to the demonstration by leaders of their moral self.

Digitalisation was seen as a force for good in respect of the opportunities for increased communication by leaders and organisations, a way of offering a modern 2-way conversation (often more timely and covering a wider geography) between employees and stakeholders, at times and in a way that created real time engagement. However, the potential risks of taking the financial benefit of new automated and digitised processes ahead of proper implementation were also highlighted.

2. __INTRODUCTION__

__Background__

Coming together to do the Aspire programme and finding an area that was of sufficient interest took some time, as we knew it had to be something to which we were going to be able to give commitment. We also wanted to continue the tradition of Aspire HR Business Partner reports having a **current and practical focus**, something that we could perhaps continue to draw on in our day-to-day roles and would be of interest/use to our organisations.

During our search for a research subject, Melissa read and shared an article about Purposeful Leadership. This provoked further discussion around what skills and behaviours were seen as becoming more relevant for senior leaders as they responded to the challenges they faced and our roles as Senior HR Business Partners in supporting them to shape the strategic direction of our sector, Local Government.

The idea of the Purposeful Organisation, driven by values, with a high level of aspiration to deliver business outcomes based on ethical outcomes to their stakeholders - above that of achieving short-term gains; also felt a good fit with the public sector where we worked.

Our research led us to explore further the themes of Purposeful Leadership; we also wanted to explore these with some senior leaders known to us. In addition, we wondered if the impact of increased digitalisation in the UK and globally in the future might provide further opportunities for exercising a Purposeful Leadership style.

The future of work is likely to occupy a very different landscape to that existing now. The Aspire programme has introduced us to a future where the driverless car is our mode of transport, waste collections and shelf stacking are automated tasks and robots will be, for those of us who have not been replaced, our new colleagues in the workplace. Some workers in Sweden already have computer chips inserted into their arm to access the office and use the photocopier. In Japan we hear of drones patrolling the office to play Auld Lang Syne to employees in order to force them to go home in a bid to end presenteeism.

The research carried out by the CIPD on this subject outlines the concept of Purposeful Leadership as "the extent to which a leader has a strong moral self, a vision for his or her team, and takes an ethical approach to leadership marked by a commitment to stakeholders'. Examples provided were "supporting good causes, taking care of employees, and being environmentally responsible".

We wanted to start to explore if the concept of Purposeful Leadership could help leaders in the public sector to understand how to build better organisational performance and people management practices and as a result to deliver improved services to our citizens. We decided to benchmark our findings against a number of enablers and constraints identified from the CIPD research and ask our interviewees how they felt digital advances may influence this.

With the broad outlines for our research agreed it was time to start.

3. **RESEARCH AIMS AND OBJECTIVES.**

The main initial research objectives are shown below:

1. Gain a better understanding of the concept of Purposeful Leadership by an examination of some of the literature focussing on but not restricted to, "Purposeful Leadership".

2. Identify some of the skills and behaviours of leadership that are relevant to this.

3. Collect primary data from senior managers about their views on "Purposeful Leadership", including examples, and what citizens and employees would experience if an organisation were displaying it.

4. Examine the role of Strategic HR in supporting Purposeful Leadership.

5. Identify some practical or pragmatic ways to evidence Purposeful Leadership within an organisation.

6. Review enablers and constraints identified from our interviewees against those identified by the CIPD.

7. Consideration of the particular impact of Digitalisation on Purposeful Leadership and whether this was an enabler or constraint.

8. Draw conclusions that could be shared learning for our organisations and ourselves.

3.1 THE CONCEPT OF "PURPOSEFUL LEADERSHIP"

Local Government has faced some big challenges in recent years with increasing demand for services, reductions in government funding and changes in the way citizens want their services provided. Increasingly this has led to a number of transformational activities, a greater move to digitalisation and more cross partnership and system wide working.   What has not changed is the need for a motivated, skilled and engaged workforce, managed and led well.

This research required an initial review of a large number of areas of relevant literature. This was then refined and a smaller number of concepts were concentrated on, guiding the data collection and subsequent analysis. We wanted to guide our thinking, "about what exactly it is that you will investigate", Trafford and Lesham (2008:44).

The research carried out by the CIPD in 2017 outlines the concept of Purposeful Leadership as "the extent to which a leader has a strong moral self, a vision for his or her team, and takes an ethical approach to leadership marked by a commitment to stakeholders'. Examples provided were "supporting good causes, taking care of employees, and being environmentally responsible" and the model below acknowledges the interlocking nature of the construct.

Their research also looked at the prevalence of purposeful leaders within the UK population and case studies were carried out in a number of organisations as part of the research, which also included interviews.   The CIPD found that a range of employee outcomes were positively impacted by Purposeful Leadership, including intentions to leave the organisation, job satisfaction, willingness to go the extra mile, sales performance and lower levels of cynicism. However the impact was not uniform across all organisations, the suggestion was that the context in which the organisation operated in was a factor here.

The CIPD's construct below illustrates the three key areas that need to come together for Purposeful Leadership to be demonstrated.
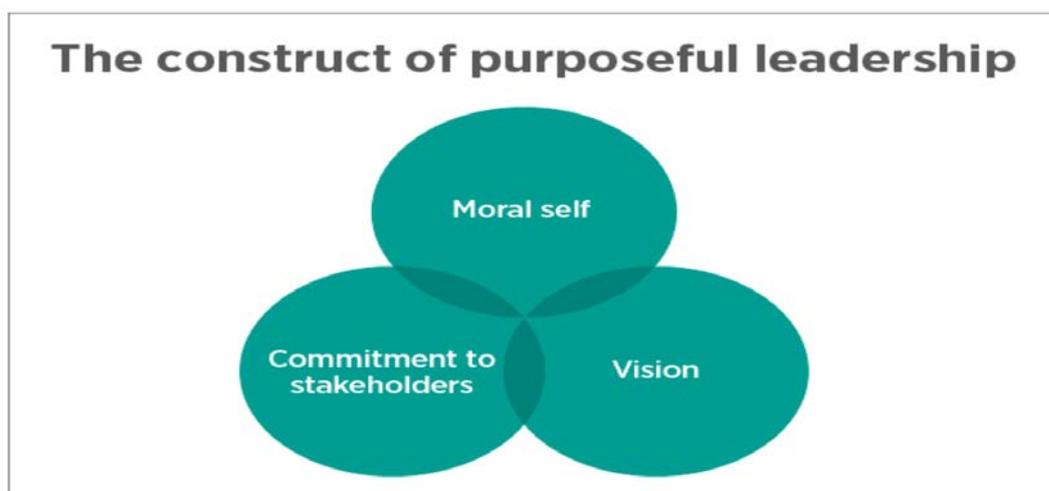

Figure 1. Construct of purposeful leadership. CIPD 2017

3.2 DEFINITION, SKILLS AND BEHAVIOURS OF LEADERSHIP

<u>Definition.</u>

Our research and this report deliberately looks at leadership of people within the organisation rather than management activities such as planning, measuring, monitoring and solving issues around resourcing.   Leadership has been defined in a number of ways; one quote that resonated particularly during this research was that of TATE 2013 :-

"Leadership is foremost a social activity, an empathic as much as a cognitive pursuit, one conducted through relationships. Moreover, leadership wholly depends on interacting not just with colleagues and other people, but also with other organisational things. These various interconnecting pieces are part of a complex leadership puzzle located in the manager's immediate environment, in what goes on around and between managers".

Whilst the definition above notes the social nature of leadership, it does not overtly dwell on the qualities of the leader themselves. As part of our research, we identified a number of leaders from popular and historical culture and used images of these interactively during our presentation. The images ranged across race, gender, age and nationality, they could be good or bad leaders. These were used to provide a short quiz during our presentation of our report on the Celebration Day.

<u>Qualities of leaders.</u>

Within the CIPDs model, the moral self - one of the interlocking aspects of the Purposeful Leadership construct, was identified as being a critical component of the values that leaders hold. Reference was also made to some of the characteristics identified as evident in these leaders.

KIEL, F. (2015) reports on "character-driven" leaders who display four cardinal virtues — integrity, compassion, the ability to forgive and forget, and accountability — consistently deliver return on assets up to five times larger than the return on assets produced by their counterparts with a "self-focused" leadership style, who never or rarely exhibit those four traits.

In its 2014 report, "Experiencing Trustworthy Leadership", the CIPD indicated, "followers experience those leaders as trustworthy who they perceived primarily as human, personal and relational", – thus linking to the moral self.

For some moral identity can be as a kind or self-regulatory mechanism motivating moral action (Erikson, 1964: Hart, Atkins, & Ford, 1998). There appear to be some personal traits, identified with moral identity even when respondents from a range of ethnicities and these include caring, compassionate, ethical, forgiving, hardworking, honest, kind and trustworthy. Others have stated that leadership should be a key source of ethical guidance for employees, (Brown, Trevino & Harrison 2005) and that leadership involves influence, (Yukl, 2002).

Authenticity is demonstrated by being genuine and self-aware, showing your real self to others, described by Lance Secretan as "the alignment of head, mouth, heart and feet –

thinking, saying, feeling and doing the same thing – consistently. This builds trust and followers love leaders they can trust".

The Archbishop of Canterbury joined the debate recently, identifying a number of leadership styles in his recent Sung Eucharist service, "In 2017 we have seen around the world tyrannical leaders that enslave their peoples, populist leaders that deceive them, corrupt leaders that rob them, even simply democratic, well-intentioned leaders of many parties and countries who are normal, fallible human beings."

We know that issues about trust in senior leaders pre-dated the financial crisis, (Hope-Hailey et al 2012) in part compounded by, but not exclusive to, cuts in public services, MP's expenses revelations, and the conduct of some newspapers in phone hacking.

As an example, Winston Churchill, was seen to be honest, decisive and persistent in his approach. Churchill led at a time when trust was crucial and this has also been the subject of much research - with its impact on organisational performance being seen as positive.

Context.

Debates on leadership have always been in the public eye to a greater or lesser extent. The Romans placed a number of restrictions on who could be a Senator, with censors enforcing the ethical standards of the Senate. It may be that the restrictions in use around fitness for public life then would still ring true today, particularly those around corruption and the abuse of power. However those relating to poor performance as a gladiator or negative auspices from the output of an animal sacrifice perhaps less so?

Various researchers, (Raelin 2011: CIPD 2017) have argued that heroic leadership is not suited to the context of our fast paced and increasingly volatile, uncertain, complex and ambiguous (VUCA) workplaces where operating a systemic leadership approach (Tate 2013) is impacted by more than our own organisation and what impacts on that.

We know that leadership does not exist in a vacuum, it is set against a societal and structural context and as part of our research we explored that context to understand the impact on the operation of Purposeful Leadership. The idea of a context, which is volatile, uncertain, complex and ambiguous (VUCA), describes well the background in which managerial strategy and leadership exists.

The wider public as well as their own employees also increasingly challenge businesses on their societal legitimacy. In recent years, a number of scandals/collapses such as Lehman Brothers, Lloyds Bank and Volkswagen emissions have led to a perception that some leaders put profit before morals with devastating results for their customers and shareholders. Perception of businesses now links closely with their public image whether that relates to corporate malfeasance or philanthropy.

Debate was also intense around the nature of political and business leadership as the country undertook the last general election in June 2017. The perceived rise of populism and the rejection of 'mainstream' political leaders was much discussed in social and other media.

Summary

In the public sector as elsewhere, change is a constant; organisations are flatter and more inclined to be working in partnership as resources reduce. The move to work within a wider social context has led to a more systemic leadership approach (Tate 2013). Organisational culture is also seen as important with a focus on "the way that things are done around here" or alternatively, "is a set of beliefs and values shared by members of the same organisation that influences their behaviours", (Schein 1990:O'Reilly et all 1991).

This links with the vision and commitment to stakeholders elements of the CIPD's Purposeful Leadership construct in that as organisations and services develop and are delivered differently our leaders are required to ensure that stakeholders views are considered and listened to and that a clear vision is portrayed to both employees and citizens so that both groups trust in their leaders to do the right things and to deliver that vision.

The connection between character, leadership excellence, and organisational results has been considered (KIEL 2015) with findings that leaders of strong character achieved up to five times the Return on Assets for their organisations than leaders of weak character.

Leadership has and continues to evolve as society changes, and it is recognised that a vision is required and a commitment to stakeholders. However, some traits, in particular trust and character appear to remain of value – thus linking to the moral self. We therefore found that our secondary research aligned to the CIPD and their construct.

4.0 METHODOLOGY

This section provides detail about the research methodology used in collecting information and primary data to inform the research. We have used a definition from Ragin (1994:191) "Research design is a plan for collecting and analysing evidence that will make it possible for the investigator to answer whatever questions he or she has posed."

We had approval for the research, timescales were set, resources considered. The primary aim of the research was to answer the questions raised by our research aims and objectives as set out in section 2 using primary data to consider against the secondary data of our literature review.

4.1 RESEARCH PHILOSOPHY

Easterby-Smith et al (2002) suggests that management research is different from research conducted in disciplines such as sociology. It draws on a range of disciplines and requires outputs which can be applied practically, the consultancy approach as described by Jupp (2006).

We have applied some primary data collection methods that are qualitative via information collected from semi structured interviews with a number of senior leaders from within and external to Local Government.

4.2 ANALYSIS AND FINDINGS OF OUR RESEARCH

- Interviewers used the same semi structured questionnaire. Interviewees were selected based on their seniority within the organisation and were senior managers from a range of management disciplines from within the Public Sector, not just local government.
- Interviews tended to last around 30 minutes on average, were recorded and then typed up and analysed.
- As a starting point after introductions, interviewees were shown a podcast produced by the CIPD on Purposeful Leadership https://www.cipd.ae/knowledge/reports/purposeful-leadership/concept-video-interview before being asked 8 questions.
- A copy of the template used to conduct the interview is shown at Appendix 1.

4.3 ORGANISATIONS THAT PORTRAY THE DEFINITION OF PURPOSEFUL LEADERSHIP.

We asked respondents if they could name any organisations that they thought portrayed the definition of Purposeful Leadership and what made them think of that organisation. The table in below shows which organisations were perceived by interviewees as purposeful after they had considered the CIPD definition and model, as the reasons why.

ORGANISATION	FREQUENCY	NOTES
3rd sector organisations	1	(Usually defined as voluntary and not for profit sector).
Armed forces	1	Because of the way they organise their leadership – divisional system, responsibility of leadership to care for the people under their command. Also the decentralised approach to being clear what the leadership want, what the mission is and what the outcome is but leaving front line people to decide how to achieve that.
BBC	1	
Centre Point	1	(Centrepoint provides housing and support for young people in London, Manchester, Yorkshire and the North East and through partnerships all over the UK).
Community interest companies	1	
The Co-op	1	Although the respondent noted that their reputation and values were tarnished by recent events.
Education services	1	Respondent acknowledged that not all parties engaged within the relationship would agree but that despite this they cooperated to, for example, create shared learning platforms for produce outcomes/deliverables.
Kawasaki international org	1	Respondent noted that as a customer the workforce share the greater vision of the international company when delivering services more locally – staff were noted as actively talking about the vision.
Marks and Spencer	1	
NHS	1	
Public Sector organisations	3	None were specifically mentioned and one was noted as not there yet.
Shelter		
Skanska	1	The respondent noted their active commitment to the recruitment of ex-offenders
Some tech companies – no names	2	No particular names identified. One respondent noted that the values espoused were somewhat diminished by reports of profits held offshore.
Waitrose	1	
Wessex Water	1	

Table 1. Perceived purposeful organisations.

4.4 REASONS WHY AN ORGANISATION SEEN AS PURPOSEFUL AND HOW CITIZENS AND EMPLOYEES WOULD KNOW THIS.

We then asked respondents if your/our organisation was portraying PL, what would citizens see or experience? Also what about employees?

The following were raised by our respondents as what stakeholders/citizens would see if the organisation demonstrated Purposeful Leadership.

Whilst some felt that there should be responsibility for their communities, others felt that partnership working and opportunities for engagement as well as "*Citizens being at the heart of activities and their perspective acknowledged*" were more relevant.

Visible characteristics of Purposeful Leadership were noted as:

The vision is clear, and is *"a vision rooted in strong values and a strong belief system"*. Goals are created from vision rather than a reliance on outputs and clearly stated moral and ethical values and goals are evident, *"a strong values framework"*, and demonstrated by a clear purpose and or vision. There is a clear commitment to the public good and an *"Altruism about our own position"*.

Finances, in the shape of the "public purse" are well used and the choices made explained. Trust would be generated by the integrity demonstrated by the organisation. The population would know the purpose of the council and were working with them in partnership and with opportunities for engagement. Customers would see themselves as the heart of the organisation – although this does raise questions around the quality of the customer experience (the subjective response to direct or indirect contact with a company) as opposed to customers always getting what they want. This would be seen in improved and more personalised services.

As well as "being Outward Looking and reaching out" a purposeful organisation also looks to the future and despite the constraints around, for example, finances and shrinking resources, needed to *"have ambition",* and be mindful of the need to develop itself. In one interview a respondent noted that organisations needed to ensure that employees possessed *"the key features to make us resilient, sustainable"*. This did not mean that they were just able to quote from a particular strategy but were able to adapt and collaborate.

Mention was made of the structure of the organisation in terms of needing *"Networks which support matrix working across colleagues own organisation and other organisations"*.

A conflict was identified when an organisation was clear on vision from the smallest transactional process to the highest vision for long term change but then did not adapt that to, for example, resident's circumstances, and would then be perceived as not listening.

The following were raised as what employees would see if the organisation demonstrated Purposeful Leadership

All respondents recognised the value of the employee at the centre of Purposeful Leadership and the delivery of services. It was acknowledged by several respondents that

employees had experienced a difficult few years of austerity and cut backs and that it was time to move forwards.

It was important that employees feel valued, that they recognise their contribution to the wider organisational aims and objectives, "*if it is a successful organisation that they would be happy within their work*". One respondent said that a Purposeful organisation needed to demonstrate a clear focus on employees "*they should feel that the organisation cares about them, listens to them is open to their ideas, invests in them and their training and development and there is an interest in the organisation in them progressing and developing as individuals.*" This was seen as a motivator which would make people want to come to work.

There was also a focus on *"making sure we are improving the outcomes that those people receive".*

Again, with reference to the discussion on trust, it was felt that employees needed to see role modelling and a positive culture, where people were *"living the words"*. The importance of role modelling was noted by Aristotle, "the spirit of morality…… is awakened in the individual only through the witness and conduct of a moral person" (Gini 998, p.29). The ability *"to challenge the prevailing culture"* was identified by one respondent. It is noted that one of the enablers of Purposeful Leadership identified by the CIPD was the existence of clear policies and procedures around acceptable behaviours, which supported the ability to challenge.

Reporting issues, for example whistleblowing, can be seen as an "extra role behaviour" unless specifically required within the role, with a risk to employees and research has shown that it is more likely if employees have trust and confidence in the ethicality and trustworthiness of management (Brockner, Siegal, Daly, Tyler & Martin, 1997; Mayer et al., 1995)

4.5 THE ROLE OF STRATEGIC HR IN SUPPORTING PURPOSEFUL LEADERSHIP

Respondents were asked how they saw the role of strategic HR in supporting Purposeful Leadership.

All respondents felt that strategic HR had a positive role to play in supporting Purposeful Leadership and they offered a number of suggestions about how this may be enacted. These ranged from supporting more transactional elements (such as the recruitment, induction, training, management and review of employees,) albeit with a view to ensuring they fit the vision and values of the organisation to making sure that culture change was embedded within activities such as technological change to drive that change forward.   It was felt that HR was integral to impacts within the organisation but also in having a positive impact outside of the organisation for example via STP programmes with Health.

The ability of HR to cross organisational boundaries was highlighted by suggestions around a role as researchers, "generating ideas to assist the Senior Leadership Team embed them across the organisation" and as sharers of consistency, further qualified as " *not a blind consistency but picking up good ideas from one bit and helping others to use those*".

A wider role for HRM was noted as a result of being seen as independent from management and being able to pick up issues around relationships between managers and employees when observing management behaviours and coaching and activities across the organisation.

Finally HRM acting as a role models was identified as important by several respondents, "*they (HROD) absolutely need to show those leadership traits first and foremost*" and "*I think they have a strong role to help the organisation develop as well in the wider sense*".

Research undertaken around the behaviours that help to build trust between leaders and employees (Whitener et al 1998, Gillespie and Mann 2004), identify the following:

- Behavioural consistency
- Behavioural integrity
- Sharing and delegation of control
- Communication – accuracy of message, explaining decisions and the collective vision.
- Demonstration of concern
- Consultation when making decisions
- Exhibiting shared values.

The role of strategic HR was seen as "*vital in terms of helping leaders to set that framework and deliver that cultural change to ensure that what we actually say and do are the same*". Reference was made to "*Investing in the culture of the organisation*". It is noted that role modelling was also highlighted in a previous questions around what employees would see in an organisation portraying Purposeful Leadership.

The opportunity for taking a wider view was outlined by one respondent in terms of developing the community, "how people are connected to the jobs they do to improve outcomes for citizens but also HR can gear its activity to things such as work experience, apprenticeship recruitment, diversity and the make-up of an organisation".

One HR Director commented on how the organisation needed to "*start to look at how we engage with our communities, not just recruit but how we support some of our community leaders and the tools we have here. So, the Learning Centre (an on line learning portal), there is no reason why we could not make this available and start sharing. There is a massive link here in how HR can work to improve outcomes for our citizens – and demonstrating Purposeful Leadership.*

Another respondent commented that "*HR is as caught in the question of operational detail as leaders about the quality of conversations – the amount of time that you and I will speak about Purposeful Leadership will be a tenth or hundredth of time spent talking about change.*"

A further view was that "It is the *HR role to bring in that sense of what a good thinking environment looks like and facilitate that – if you could work with own staff who know the contest to create a thinking environment – to get the best to introduce change to benchmark and learn from others – no more personal development – need thinking time in the org e.g. what are the features of success.*"

<u>Summary</u>

It was good to hear that respondents believe there is a role for HR in supporting Purposeful Leadership – ranging from providing a solid and stable platform for transactional activity to occupying a position alongside and between leadership and employees in which they can role model effective behaviours that facilitate engagement on more human and holistic level.

Research suggests that ethical leaders use a number of more transactional processes, which hold others to account for their ethical behaviours. These include standard setting, performance appraisal, reward and punishment (Trevino et al 2013) and this may provide a good starting point for HR professionals looking to add more transformational value to what may be seen as pure transactional activity by some. Our research also acted as a useful reminder that a healthy organisational culture is critical to success.

4.6 IDENTIFICATION OF WAYS TO EVIDENCE PURPOSEFUL LEADERSHIP WITHIN AN ORGANISATION

Respondents were asked to provide the details of any tangible or measurable which may demonstrate Purposeful Leadership in action within an organisation. Whilst offering some suggestions around this there was a plea that any measurement was of things that could offer meaningful data, "*do you know what I think the public sector is obsessed with metrics and I don't get it because we measure the wrong things and it then affects behaviours*". This comment was specifically about metrics reporting the number of appraisals undertaken by managers but with no measurement of the impact of the activity on performance or quality of the conversation that had taken place.

The responses were mixed, some with a focus on outcomes such as staff engagement and satisfaction and citizen satisfaction scores and surveys were seen as an appropriate way of gaining data on this. Despite views expressing that the annual appraisal is dead this was still seen as a way of gaining insight into how performance against values could be offered from peers as well as manager.

It was suggested that staff/customer surveys could include targeted questions about whether respondents felt an ethical or moral approach was being taken within the organisations and test perceptions about leadership in the organisation. The testing of staff values, ensuring that there was a minimum expectation on awareness of technology and working to industry standards such as IIP were also mentioned.

Leadership competencies and expectations were seen as measurable for example via a fully functioning leadership qualities framework across an organisation which would be used to assess where people are against the framework. This would also offer the opportunity for the inclusion of information about the values expected within the organisation so a judgement could be made around whether or not people were meeting these as well as technical aspects of the role.

This offered a link to activities such as succession planning, performance management and values based recruitment as well as managing talent.

4.7 REVIEW CONSTRAINTS IDENTIFIED FROM THIS REPORT AGAINST THOSE IDENTIFIED BY THE CIPD.

The CIPD research produced an infographic which gave details of the enablers and constraints of Purposeful Leadership identified from their work with 5 different companies and a copy and constraints is shown below. We asked our respondents about their views on constraints and their views are shown in Table 2, page 19.
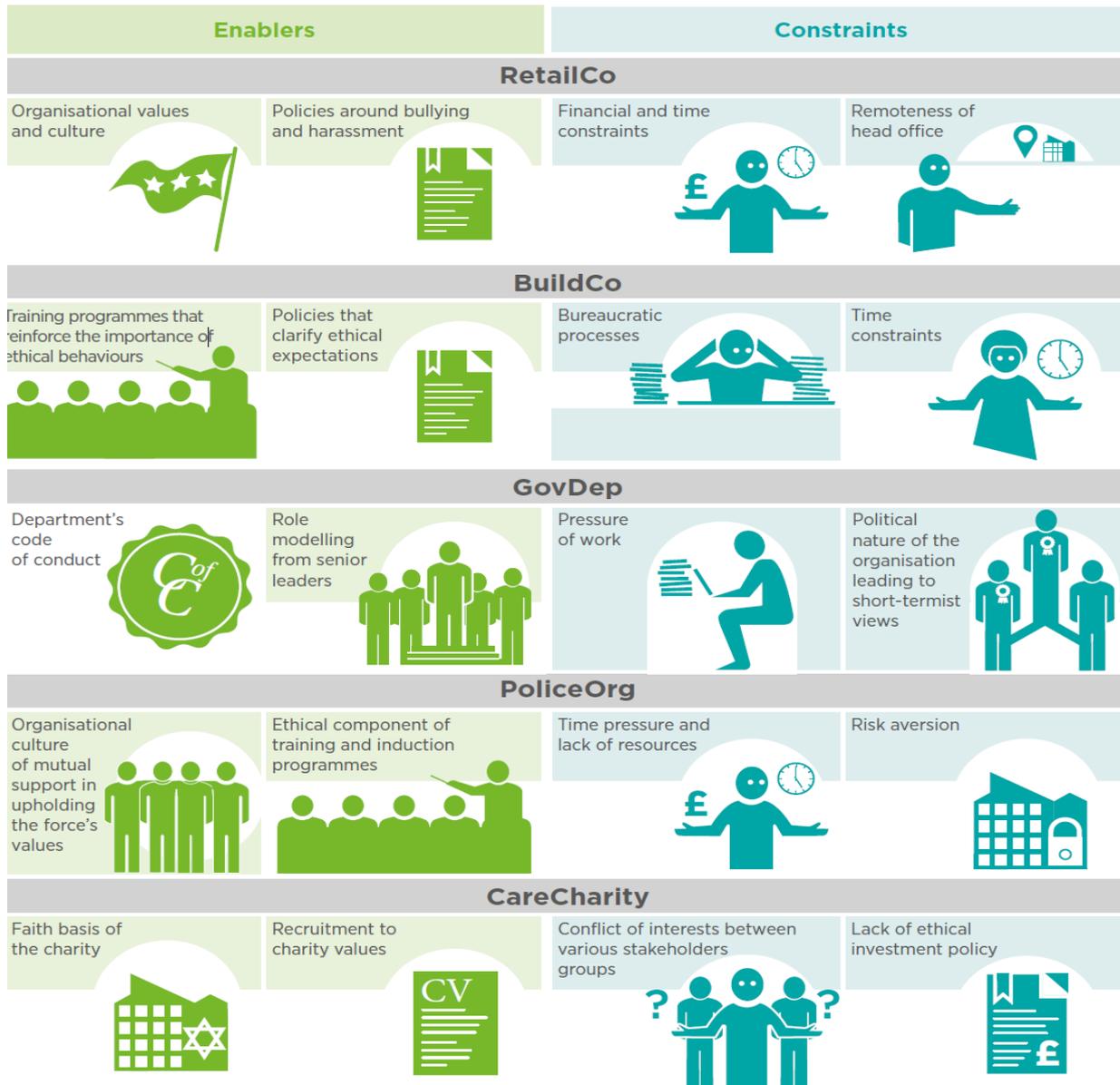
Purposeful Leadership

What is it, what causes it, and does it matter?
Enablers and **constraints** of purposeful leadership

CIPD
Championing better work and working lives

Enablers of purposeful leadership coalesce around policies and processes, which reinforce ethical behaviour, role-modelling from senior managers, and a focus on ethics. Constraints centre around time and resource pressures and poor communication leading to the prioritisation of short-term business interests.

Enablers		Constraints	
RetailCo			
Organisational values and culture	Policies around bullying and harassment	Financial and time constraints	Remoteness of head office
BuildCo			
Training programmes that reinforce the importance of ethical behaviours	Policies that clarify ethical expectations	Bureaucratic processes	Time constraints
GovDep			
Department's code of conduct	Role modelling from senior leaders	Pressure of work	Political nature of the organisation leading to short-termist views
PoliceOrg			
Organisational culture of mutual support in upholding the force's values	Ethical component of training and induction programmes	Time pressure and lack of resources	Risk aversion
CareCharity			
Faith basis of the charity	Recruitment to charity values	Conflict of interests between various stakeholders groups	Lack of ethical investment policy

CONSTRAINTS (CIPD)	CONSTRAINTS as identified by respondents
Financial and time constraints	Focus on cost saving. Funding /Lack of finance /Austerity/lack of finance. Want to be more environmentally aware – e.g. purchasing Fair Trade products - not able to because of financial constraints. Taking savings out without first implementing digital improvements.
Remoteness of Head Office	NOT NOTED AS A REASON BY THIS GROUP
Bureaucratic processes	Focussing on processes, being seen as a bureaucracy
Pressure of work	Time constraints, no time to develop and implement vision, not able to have thinking time, reflection
Political nature of the organisation leading to short-termist views	The domino effect on the authorising environment – e.g. political focus, and how that changes creates distraction. External factors that get in the way, which is often politics, in the wider sense, Distraction from vision if this keeps changing where ruling parties change regularly.
Time pressure and lack of resources	Pace of external change throwing off course. Interruptions by inspection regimes, dragged in to quasi management issues, firefighting on operational issues. Our reaction to external forces – government drive, social, technical etc.
Risk aversion	NOT NOTED AS A REASON BY THIS GROUP
Conflict of interest between various stakeholder groups	The diversity of stakeholders, partners and needs we are trying to meet, competing pressures that pull in opposite directions, being seen as an emergency provider of services etc. External factors that get in the way, which is often wider politics, in the wider sense. Citizens not understanding
Lack of ethical investment policy	NOT NOTED AS A REASON BY THIS GROUP. Some references to behaviours.
NEW THEMES	
Trust	Lack of trust – People having personal agendas as opposed to a shared and common purpose. People within the organisation absolutely get in the way of that and that affects the whole of the organisation if you have the wrong people who don't display those visions and behaviours. Sometimes not challenging behaviours to ensure delivery of vision.
Leadership	If as a leader others are not clear on ethical and moral framework Not being seen in a leadership context but as a provider of services Leadership during crisis – defensive behaviours you see when people feel under threat in some way shape or form Failure to provide employees with the message from SLT, lack of clarity of purpose for employees. Inability to focus on leadership
Personal qualities	Introspection/introversion, (as opposed to looking outwards). Resilience and confidence in self – so much coming at you. In age of leaders coming and going quite quickly, instability, never lack confidence in having to be able to sleep at night.
Technical skills	Lack of technical skill, savvy, lack of aptitude for IT/technical skills within the organisation.

The grid above shows the constraints identified by the CIPD and where also noted by our respondents the relevant feedback is mapped. The constraints column indicates feedback from all respondents related to that constraint. Of the 9 CIPD constraints, 6 were also referred to by our respondents.

Our respondents also highlighted 4 other, new, areas. A lack of trust within an organisation was highlighted as being a key constraint alongside leadership skills, personal qualities and technical skills. It is noted that from our primary research all the "constraints" related to personal attributes. It is also noted that constraints have the potential to become enablers if acknowledged and invested in and this therefore gives opportunities to develop Purposeful Leadership in organisations.

4.8   CONSIDER THE PARTICULAR IMPACT OF DIGITILISATION ON PURPOSEFUL LEADERSHIP AND WHETHER THIS WAS AN ENABLER OR CONSTRAINT.

Respondents were asked to consider the impact of increased digitalisation in the workplace and how this could affect Purposeful Leadership. They were also asked if they could think of three ways in which digital advances will impact on work in the next five years.

Respondents were generally positive about the benefits that increased digitalisation would provide in enhancing opportunities, particularly for senior leaders who would be able to provide a presence in remoter areas of larger organisations – e.g. by use of Skype.

Tools such as leadership blogs were seen as a way of using technology to become more familiar to a wider audience.   Digital approaches also providing the opportunity to engage with the workforce who are not working standardised hours e.g. those starting at 6am or working late.

Social Media was see as "*a really good way of demonstrating to wider citizens your Purposeful Leadership*", offering a chance for a 2 way conversation if a lack of clarity existed with the message. This was also seen potentially as a double-edged sword with the need to be careful not to mix or confuse any personal comments with a public persona. It was also noted that organisations needed to respond more quickly to posts and on line feedback as it is so instant as well as the opportunities around engaging employees as ambassadors of the organisation in sharing messages and news.

Some respondents noted the opportunities that a move away from standard hours of work, such as 9am to 5pm, could offer for a better work force balance, described by one respondent as a way of being able to "*allow people to integrate other activities more successfully with work*".   It was also noted however that with people working at different time slots and for example sending emails at 11pm, there needed to be clarity on the expectations around response time scales.

The need to be physically present was seen as not always essential when communicating, perhaps encouraging a view that leadership should be judged by "*outcome rather than by presentism*". Being able to work from a number of locations including overseas for some work packages also meant that consideration could be given to recruiting people from a wider geographic pool as constraints around travel time were not such an important consideration.

One respondent saw that a digital approach could assist with "*transforming ourselves from faceless bureaucrats to real people*" with employees realising their roles as representatives of the organisation whatever their level.

Technology was seen as a driver for improved and more efficient services by the way it can join up the exchange of information between different services, for example those undertaking assisted bin collection services being able to report concerns around wellbeing and safeguarding of vulnerable residents they came into contact with to social care colleagues who may be in their own or increasingly in other organisations.

Efficiency could be gained where the primary purpose of, for example a waste collection vehicle visiting routes around the organisations footprint as a way of combining services to gain double use of resources e.g. using the underside of waste collection vehicles to map the state of the highways automatically.   Productivity could be created by better and faster access to data and systems, this also allowed management in real time and potentially a quicker response to customers, however raised the need for leaders being aware of the greater agility this required, particularly around workflows and processes.

In terms of changing the culture of an organisation and increasing the visibility of engagement a number of themes emerged. The enabling of more transparent conversations, and direct conversation between all levels of the organisation e.g. Directors communicating directly with staff at all levels via Yammer and cutting out middle managers .

Social and other approaches offer an opportunity for stakeholders to engage directly, allowing leaders to identify "*what resonates with stakeholders based on values held and identified with*".

Respondents did feel that face-to-face contact was still required and is not yet obsolete. This chimes with the view that it is important for leaders to be seen in person and frequently in order for employees to gain their own impressions of, for example a leader's trustworthiness, (CIPD 2012). It may also explain why in staff engagement surveys front line managers tend to record higher levels of trust than more senior people within the organisation do.

One respondent reported that despite agreeing with the need for the organisation "to *put digital at the heart of everything we do………..I think too much can be made of a digital future when we are dealing with personal services*".

A digital approach was also identified as requiring a more adaptable approach to managing employees – being more trusting, "*stop the clocking in clocking out culture which most organisations display*", and an investment in the infrastructure to make it happen. Overall it was recognised that a shift was required to outcome based work and again trusting employees to work more flexibly.

5   CONCLUSIONS

The research and collation of primary and secondary data used for this report has involved a number of different resources. It has become clear that whilst leadership has evolved over time it remains a crucial part of today's local government landscape and can have significant impact on how citizens and employees see us as organisations and therefore on how services are delivered.   The CIPD construct appears to hold true and our research supports this. Our respondents have particularly found resonance in the moral self and the importance of a clear vision and engagement with citizens (stakeholders).

The move to more technological solutions for transactional processes, the increase of AI in workplaces, more predictive analytics and the rise of the omni-employee will not remove the need for HR and other professionals to have the skills for honest conversations, to differentiate performance. ,

In terms of how this can be achieved, we feel that the concept of trust has evolved throughout the research. In an increasingly collaborative world where we operate with multiple partners relationships become more important than formal governance structures and contracts. Trust helps to cement the informal network that takes a large part of what was that formal structure.

We developed a postcard, as an aide memoir and a "take away" that we feel could be a tool to remind leaders of how to engage with others in their work – be this employees and/or citizens/stakeholders. We have shown in Appendix 2 a copy of the card that we printed and shared with delegates when we presented our work.

6.0 APPENDICES

APPENDIX 1 - Copy of questionnaire
APPENDIX 2 - Post card
APPENDIX 3 – Copy of presentation
APPENDIX 4 – References

QUESTIONNAIRE TEMPLATE USED

- **Introductions**
- **Brief outline of project, definitions, timeframes.**

I am currently undertaking the Aspire Business Partnering Programme which is being jointly delivered by the Chartered Institute of Personnel and Development, CIPD, and South West Councils. This is a programme that seeks to raise the strategic focus, ambition and profile for HROD Business Partners.

As part of that programme delegates undertake a research based project relevant not just to their own organisations but with reach and potential impact across the wider sector. This is presented to colleagues and senior HR and business professionals in February 2018 at the conclusion of the programme.

I am working in a group with HR colleagues from Plymouth City Council, Somerset County Council, Tewkesbury Council. The working title of our research is "Can Strategic HRM shape Purposeful Leadership in a Digital Age?" Purposeful Leadership is a fairly new concept, arising from growing disillusionment with the type of short term financial imperatives that caused the 2008 recession.

The CIPD definition of Purposeful Leadership is "the extent to which a leader has a strong moral self, a vision for his or her team, and takes an ethical approach to leadership marked by a commitment to stakeholders".

Our research, informed by a review of literature in this area, looks to test the knowledge of this concept, seek ideas about what it looks and feels like in the workplace and understand what may get in the way.

Our research also looks at the potential impact of increased digitalisation in the workplace and how that could impact on PL.

There are 8 questions and the interview is likely to take around 30 minutes.

I want to record the interview; this will be typed up. Our group won't share the information further but it would be helpful if you could agree that we could use anonymised quotes to illustrate our research findings? You are welcome to have a copy of the transcript.

- **Comfortable and ready to start?**

TIME STARTED.

TIME FINISHED.

SEMI STRUCTURED INTERVIEW

 Id number …..   Date…..   Time…..

I would first like to show a brief clip produced by the CIPD about Purposeful Leadership, it only lasts XXXXX and hopefully will set the scene ahead of some specific questions.

SHOW CLIP https://www.cipd.co.uk/knowledge/strategy/leadership/purposeful-leadership-report/what-is-video

I have a copy of the model produced by the CIPD which may be helpful to just keep handy for reference.

1. Now that you have seen the clip and model, can you name any organisations that you think portray the definition of PL?

If yes go to question 2. If no go to question 3.

2. Why did you mention that organisation?

3. If your/our organisation was portraying PL, what would citizens see or experience?

4. And what about employees?

5. What 3 things do you think would create barriers to an organisation being able to be Purposeful?

6. How do you see the role of strategic HRM in supporting PL?

7. Can you think of any tangible and measurable metrics that may demonstrate PL?

8.   Our research also looks at the potential impact of increased digitalisation in the workplace and how that could impact on PL. Can you think of 3 ways in which digital advances will impact on work in the next 5 years?

- That's the end of the questions and I just wonder if you want me to repeat anything?
- Is there anything else you would like to say that that may be relevant or helpful to our project?

- Thanks very much for your help, would you like a copy of the transcript from our conversation?

Truth – speaks and role models the truth

Relationships – creates meaningful and lasting professional relationships

Understands - the vision and can articulate it

Shares - across own organisation and the wider system

Transforms – balances the opportunities that new Technology brings with wider culture and people implications

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"If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea". Antoine de Saint Exupery. (Author of the Little Prince)