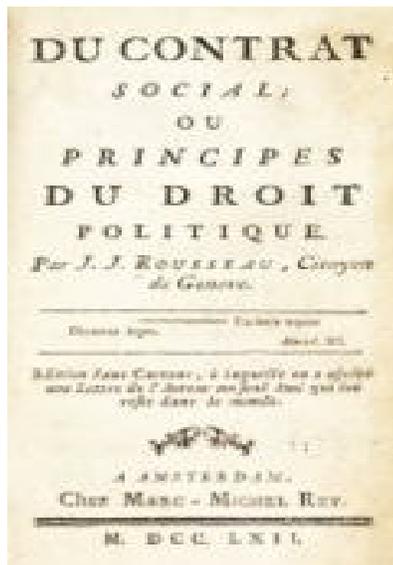


Editorial

Enhancing the National Dialogue On Leadership

This is the second contiguous issue of the *CSL Leadership Review* dedicated to “Leadership in the Public Sector.” Its content focuses mostly on the notion of public service. It encourages the reader to think deeply about the many facets of public service with special emphasis on the compelling question: “who is serving whom?”

The French philosopher Jean-Jacques Rousseau’s seminal 1762 work, *Du Contrat Social* [*The Social Contract*], brings us to a world where the social contract is founded on universal values in a changing and complex world community. It also differentiates between sovereignty and the served. While it is fundamentally a treatise on universal values, the sources of political power and the ideal socio-political order, it sheds light on the question of “who is serving whom?” It states that the fundamental power of any society resides in the people and not the nominal sovereign. Rousseau describes a world in need of recalibration where all levels of authority are there to serve rather than be served. His ideas contributed to a physical and socio-political revolution in France later in the century, brought about, in no small degree, by a lack of respect for the survival needs of the real source of authority, the people.



The cover of the original edition of Jean-Jacques Rousseau’s 1762 treatise:

Du Contrat Social ou Principes du Droit Politique

Today, the world faces a different, but no less significant, revolution of sorts brought on by globalization, fundamentalism, fractured states, the advanced and evolving stages of free enterprise/capitalism, and the issue of social, economic and human survival in an increasingly interconnected world. The related questions of “what is the source of authority” and “who is serving whom” are even more relevant, given the sheer number of lives affected. Based on our study of leadership, we know that getting beyond institutional/individual survival needs is critical if a society is to both engage in the dialogue and actualize the concept of servant leadership. The Canadian experience provides a model of understanding the leadership required for building a culture of cooperation and collaboration.



Nowhere is this dialogue more relevant than in the public sector. We are fortunate in this issue of the *CSL Leadership Review* to focus on “who is serving whom” through the reflections of key Canadian public servants, political scientists, and leadership scholars.

We begin with an article by Maria Barrados, the President of the Public Service Commission of Canada. This article is based on her keynote address at the CSL International Leadership Conference in May 2007. From the outset, Ms. Barrados speaks of her significant role as one of service in leadership of the largest employer in Canada, the Public Service Commission. She describes a world where Canadian civil servants at all levels in all of the 180 countries in which they are located are mission-focused and deeply respectful of the government in power...the vehicle of the will of the people. Systems of control and accountability are put in place to facilitate this process. This brings about some cultural integration challenges, but the new planning process helps facilitate the transitions. Having established “who we serve,” Ms. Barrados’ goes on to describe the kind of leadership at multiple levels that will make this a reality: “Leadership in the public service requires above all, I think, the determination to understand the issues, the ability to look creatively for solutions, and the perseverance not to give up in the face of doubt, risk, or challenges—particularly in respect to the high standards of accountability.”

Denise Amyot is the Vice-President of the Leadership Network (changed to the Leadership and Talent Management Sector as of October 2007), the Public Service Human Resource Management Agency of Canada (now known as the Canada Public Service Agency). Ms. Amyot, a member of the CSL Advisory Board, describes herself as a veteran public servant who is thoroughly committed to accountability and transparency. She describes a public service in transition. After briefly outlining how the Canadian government is structured, she candidly states that employees have different needs today from twenty years ago. One of the great challenges is to attract, develop, and retain employees committed to public service as a career option. She describes it this way: “Leadership is not the same anymore. Today, as a leader, you need to ensure that you motivate your people and that your people feel as if they are growing. If not, guess what? They have a choice. Twenty years ago there was not that much choice.” She goes on to say that this requires leadership behaviours which are strategic to fill the gap. Like Ms. Barrados, Ms. Amyot’s passion for public service comes through. She sees a world where commitment to public service is on the ascendancy, celebrated by multi-generational employees who reflect the ethnic and cultural diversity that is Canada.

Michael Cox and William DeMarco are veteran leadership scholars and practitioners. Their article describes the synapse between leadership theory and practice. They focus on what it will take to align culture, community and capability. Their concept of servant leadership and strategy identifies a need to thoroughly understand oneself and the communities served. They present a culture model which identifies and defines the major elements of culture and provides an accurate way to gain insight into its three major components: Values, History, and Folklore. This Culture Analysis is part of a fully integrated Vales Based Leadership process that helps leaders in a variety of contexts. It connects the three integral components of a total leader—character (EQ, emotional intelligence), competency (IQ, leadership intelligence), and capability (SQ, strategic intelligence). In the final analysis, they demonstrate their insight of and commitment to sustainable community development.

Richard Phidd and O.P. Dwivedi are two of Canada’s most distinguished scholars in the field of public service and administrative reform. Scholars and advisors/consultants to governments on several continents, Doctors Phidd and Dwivedi present a detailed



analysis of Prime Ministerial Leadership, the Public Service and Administrative Reform in Canada. They provide a historical and longitudinal framework of public sector leadership. In Part 2 of this article (Part 1 appeared in Volume 1, Issue 4), the authors continue their description of the history of the public service and administrative reform in Canada, bringing the narrative to the year 2000. While the role of the respective prime ministers is central to their discussion, they carefully describe legislation and institutional changes which impacted the public service as well. Detail is given concerning the role of the Privy Council, Treasury Board, Civil Service Commission and other agencies, offices, task forces and commissions. Prime ministerial initiatives are juxtaposed against environmental challenges and government power blocks, suggesting a need to pay greater attention to how public sector organizations are led. The authors go on to describe how contemporary public administration studies have pointed to the complexities involved in public sector organizations. They further suggest that this requires more analysis of what happens within public sector organizations. This article can be well used as a companion-piece on the history of the Service Canada (see article by Maria Barrados) and the Leadership Network (see article by Denise Amyot).

All four of the articles published in this issue were presented at the *2007 CSL International Conference on Leadership in the Public Sector*, which is also highlighted in these pages. The articles are representative of a larger body of work from the many conference presenters/participants. They provide history, context, and insights into the many facets of the query “who is serving whom?” These authors, and the participants of the CSL leadership conference, all demonstrated a passion for servant leadership in the public sector. Given Jean-Jacques Rousseau’s admonition, this bodes well for society at all levels: ***“As soon as any [person] says of the affairs of State, ‘what does it matter to me,’ the State may be given up for lost.”***

William DeMarco

- Editor

