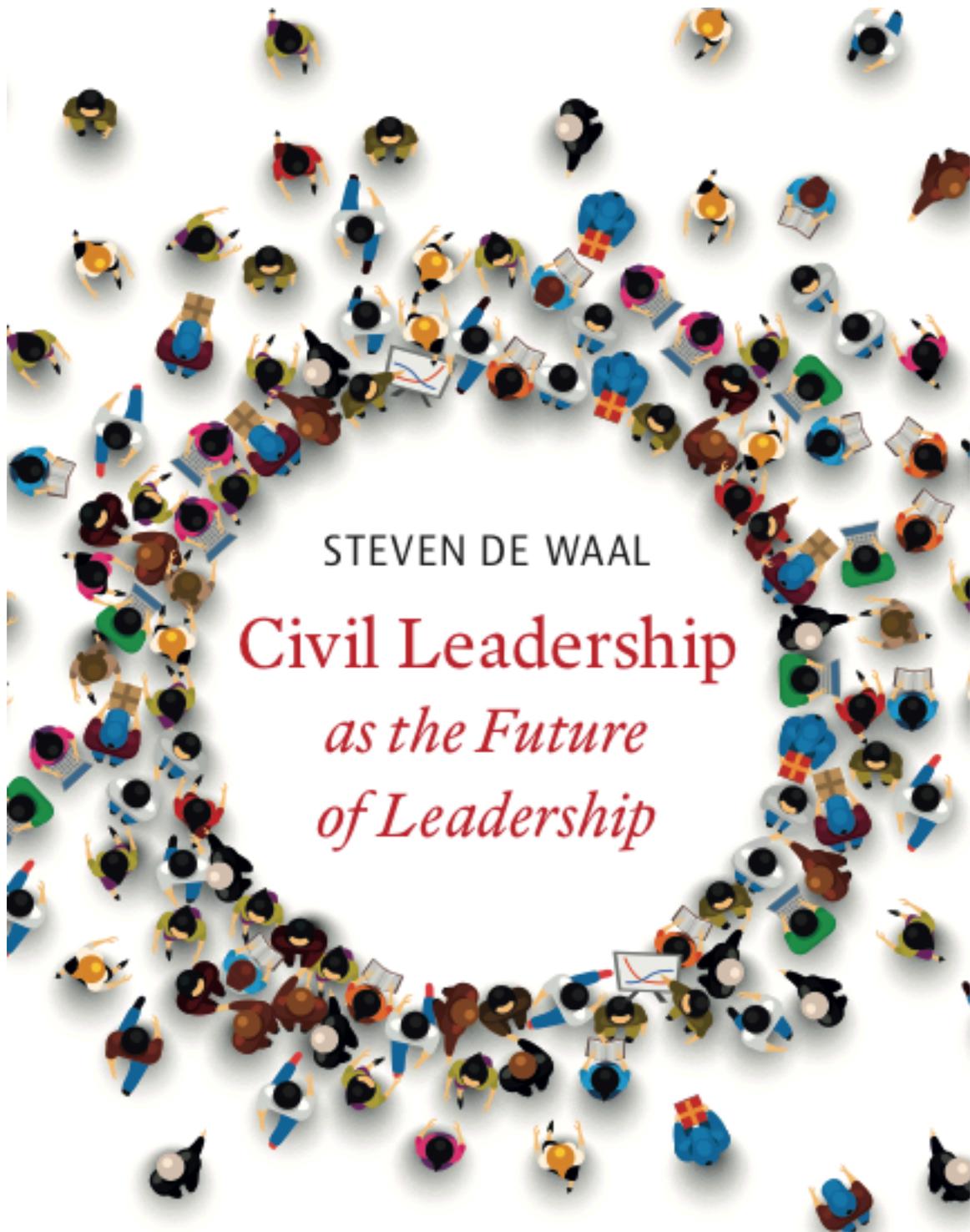


Synopsis

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STEVEN DE WAAL

Civil Leadership

*as the Future
of Leadership*

Harnessing the
disruptive power of citizens

INTRODUCTION

Our societies, institutions and social fabric are currently in the early stages of the third revolution of humanity, the Digital Civil Revolution.

Disruption is not restricted to markets. The same technologies that cause and fuel it, are giving citizens more knowledge and information, public and political influence, and tools to organize themselves and so to disrupt politics, democracy and public services. It totally transforms the media landscape, public opinion, political debate, and the roles of industry and the state towards citizens.

Using multiple examples from across the globe, this book explores, analyzes and defines this revolution, its impact, the underlying technology and trends, as well as the special kind of civil leadership needed to harness this new civil power that can disrupt the public domain.

While writing this essay, I had a slogan in mind that paraphrased the famous statement of Bill Clinton in 1998: *"It is not technology, stupid, it is the mentality and power of citizens."*

One aim of this book is to ensure that disruption and the underlying developments in technology do not take the government officials and executives of public service organizations by surprise, as was the case for many private sector CEO's some years ago. Simultaneously, this essay addresses those citizens who are actively engaged members of (civil) society and concerned with social fabric, public issues and related policies. At the forefront of civil leadership, they are even more important.

In part based on the author's academic research and thesis (2014), this book demonstrates an overlap between these persons and their roles. Civil leadership can also be practiced as part of management positions; (luckily) there is civil engagement in the boardroom. In fact, their status, positions of power and access to resources make their embrace of civil values, responsibilities and engagement more crucial to the impact on human society than does its embrace by members of the classic civil society biosphere, one that tends to be limited to volunteerism, philanthropy and the informal networks and connections of civil society.

We find ourselves at a strategically important phase of the Digital Civil Revolution. Its impact on humanity and society is so significant that this book considers it the third fundamental human revolution, after the agricultural and industrial revolutions.

It's time for a thorough, open and bold exploration of the Digital Civil Revolution; one that will enable you to adapt, plan strategically and master the civil leadership skills required to understand and harness the new disruptive powers of citizens.

CHAPTER SUMMARIES AND TABLE OF CONTENT

Chapter 1. Introduction: The Digital Civil Revolution

The same new technologies that can disrupt markets, are currently leading to a third revolution (after the agricultural and industrial revolutions), one that fundamentally changes our humanity, social fabric and citizenship: The Digital Civil Revolution. This isn't necessarily all good news: those in power will resist, and authoritarian regimes will work to prevent it. These new technologies can also be misused by states to monitor and control citizens, and by big business to manipulate consumers. Finally, citizens are (not yet) familiar with their new potential and the accompanying responsibilities. Only (civil) leadership will ensure that we all benefit from this technology-driven revolution.

Chapter 2. Disruptive technologies empower citizens

The Digital Civil Revolution shifts the triangular order of all Western countries: the state, market and civil society. Citizens become more independent, increasingly vocal, more informed and better organized. The state and market will need to accept this shift and adjust to it.

Both leaders and citizens will need the strategic intelligence required to both anticipate the disruption of (democratic) political and public institutions and services, and to take the necessary steps in time.

As a result of competition in the platform economy and the internal application of those same technologies, organizations themselves are increasingly becoming platforms. This is disruptive to the roles and functions of standard management. The ongoing battle for increased leadership will intensify.

One desirable result is the development of citizenship platforms; a process that has started but still needs considerably further development. Platforms that link citizens' insights and wishes to participate in and contribute to social and democratic issues, in open dialogue with one another and focused on true contribution, impact and influence. Technologically it's possible already, and it's visible in some cases, but there is still a long way to go. The slow pace reflects the ongoing power struggle and lack of civil leadership.

1. Market disruption: phenomenon and technological explanation
2. New balance in the triangle of state, market and civil society
3. Disruption of standard organizational structures and management
4. New balance between the virtual and the physical
5. Need for strategic intelligence
The politician's split: strategic intelligence on two fronts
6. Alternative: citizenship platforms

Chapter 3. Disruption of politics and the public sector

The new technologies have an immense effect on the public sector.

First and foremost, on democratic politics that function as a market of voters and their votes. The disruption of position and function of political parties is the largest and most visible one in this area. It threatens to undermine the representative democracy in favor of a permanent direct democracy. Hopefully professional politicians possess sufficient strategic intelligence to be able to shape a new mix with direct democracy in time, although they might initially experience this as threatening to their position.

The swarm behavior of citizens and a new media landscape are other factors that affect change.

The new direct media channel is one of self-production: of, by and for citizens. It allows citizens to publicly share and support ideas. It is visible, shareable, and easily cited on other media channels as well as during public debates on formal government decisions such as laws, policies and appointments. This enables it to generate great influence.

Civil service officials will need also to innovate and realize the creative means, new channels and working methods necessary to manage the disruption.

1. Disruption of politics
The power of the swarm
2. A new media landscape, a truly public opinion and a permanent public arena
The battle between media for domination as public channels
3. Disruption of democracy
The media and framing power struggle
Strategic answer: new blend of representative and direct democracy
4. Disruption of civil service
Strategic answer: an independent agency for citizenship assessment as a countervailing power
5. Disruption of public services
Other citizenship-boosting technological innovations
Types of impact of the new power of citizens
Strategic answer: co-production with citizens

Interlude: Overcoming disruptions with strategic intelligence

The new technology-driven revolution will boost the power, influence and organizational powers of citizens and civil society and thereby have an enormous effect on the institutional order of western countries. This is why this book substantiates and defines it as a new, third revolution: The Digital Civil Revolution, one that will go well beyond industrial, economic or instrumental processes.

This will also lead to a re-discovery of the importance, added value and functioning of commons, as the basis of governance of self-directing citizens and their communal management of public issues. As is the case during every revolution, it will also cause a power struggle as the classic dominant and paternalistic government and political leadership will want to maintain their power.

The representative democracy and its bureaucracy are not necessarily in favor of a more vital and powerful citizenship, however strange this may appear considering the principles of democracy. In their rhetoric, they will always embrace these democratic principles, while their actions may be more focused on power retention and re-election. This attitude and behavior however, will increasingly be noticed and undermined on the public forum.

The building blocks of a powerful civil society will need to be strengthened, something that will require more and different leadership, civil leadership, than just the currently available technologies and well-intentioned citizens.

1. The new strategic context: reinforced citizen power
2. The growing power of citizens over the market and public services
3. Commons: future governance mode of the people, by the people, for the people
The state's struggle with a strong and vital civil society
4. Building a new civil society
5. Conclusion: The Digital Civil Revolution directly impacts our humanity, our social fabric and therefore our citizenship

Chapter 4. Civil leadership as the leadership of the future

Although initially cause for concern, the disruptive effect and (public and social) value of new technologies on the market, politics and public services, also have a positive effect as they equip citizens with more influence, knowledge and power.

The underlying opportunities for a better society and institutional order can only be realized via a different model of leadership, civil leadership, one shared by those very citizens, those in power, and institutions. The values of this civil leadership will need to align with those of civil society and, therefore, with what citizens wish to see and follow in their leaders. It is leadership by “one of us, citizens”.

The value of traditional sources of public authority such as formal position and function, education, knowledge and expertise, is greatly reduced. This civil leadership must, however, be suitable for boardrooms and management positions; only then can the authority of administrators be re-conquered in the modern public arena. Therefore, this new leadership is the only bridge connecting the rising empowered citizenship and the necessary change of institutions, between citizens and administration, between the disruptions of the inescapable rising empowered citizenship on one side and the political and public sector innovations that must follow it on the other side.

1. From disruption to civil leadership
2. Good leadership can save society from abuse of technology and the power struggle
 - What is citizenship?
 - The risks involved in new technology
 - The need for ‘Good’ leadership
3. Eliminating misconceptions: What is leadership?
4. The building blocks of new leadership
5. The key elements of civil leadership
 - Values
 - Values assessment: Aristotle and Practical Wisdom
 - Private for Public: The battle over public leadership between the private sector and politics
 - Citizenship in the boardroom
 - Strategic intelligence and administrative skills
 - Civil leadership as the Future of Leadership
6. Inspiration from civil leaders’ practices
 - Engage with the social issue and the target group
 - Your social makeup includes your goals and public passion: you will stop at next to nothing to achieve these goals
 - Actively interact with the social powers: authorities, media, decision-makers; use your position and your network
 - Let your passion drive you; your passion drives others
 - The best isn’t good enough for the public cause; pitifulness and good intentions are no excuse for amateurism or quality concessions
 - Shamelessly use societal support
 - Ensure legitimacy at all times
 - Only personal offers and choices are credible
 - Have and share a good story; never underestimate the power of rhetoric
 - Go for the solution, not for routine or the customary
 - Poke some fun at authorities and rules

Chapter 5: Hope in times of disruption and revolution

AUTHOR'S BIOGRAPHY

Steven P.M. de Waal, PhD, has extensive experience in the boardroom, as strategic consultant, entrepreneur and chairman of an executive board and multiple non-executive boards. He combines this major aspect of his career with research and academic reflection which he shares with an executive audience during numerous lectures.

To systematize, substantiate and share his in-depth reflections, Dr. de Waal has written five (Dutch language) books. Additionally, he has published a multitude of articles and given numerous interviews and lectures. His writing focuses on strategic thinking, practical wisdom of executives and social entrepreneurship.

In 2014, Steven's thesis "The Value(s) of Civil Leaders" (Eleven) earned him a doctorate degree from the University of Utrecht's Department of Public Management and Governance. His dissertation conceptualized civil leadership and researched civil leaders' value patterns in the different private contexts (for-profit, non-profit, active informal citizenship).

Dr. de Waal gained most of his extensive management experience while providing strategic consultancy to the leadership of numerous public sector organizations experiencing strategic challenges. His clients included many hospitals and other health care organizations, housing corporations, universities, municipalities, national departments and umbrella organizations.

In addition to this consultancy practice, Steven became an entrepreneur. He started out as co-owner and managing director, to later become chairman of the executive board of Amsterdam-based Boer & Croon Strategy and Management Group, a leading firm in a broad range of high-level management services.

Simultaneously he was, and still is, chairman of the non-executive boards of, to give a few examples, organizations focused on healthcare, housing, education, public broadcasting, cultural services and a professional soccer club. Most often Dr. de Waal is invited to chair these boards during strategically difficult periods in the organizations' existence.

During the turbulent political climate that surrounded the murder of Dutch right-wing populist politician Pim Fortuyn in 2002, Steven served for five years as member of the national party leadership of Holland's PvdA (labor) party. In 2005, he served as chairman of the party commission tasked with the development of the party's vision on the proposed new Dutch health care system.

In 2001, Dr. de Waal launched one of the first Think Tanks in the Netherlands, Public SPACE (www.publicspace.eu). After the firm flourished under his leadership, he left Boer & Croon in 2004, to focus on Public SPACE and its mission to develop Strategies for Public and Civil Entrepreneurs (SPACE) and to promote social entrepreneurship and active citizenship. This enabled him to further develop his ideas by means of new articles, interviews, blogs, lectures and while chairing numerous debates, as well as to assess their value to the executive practitioners he so closely worked with.

In this context, Steven is a member of several international associations including the European Healthcare Management Association, Academy of Management, Network for Public and Political Leadership and International Leadership Association, with membership often a mix of scientists and practitioners.



Steven originally learned this attitude of combining practice and academic reflection during his study (Andragology, the study of human development and the institutes, interventions and intentions that support it) (graduated cum laude, 1979) that searched for a social science that fully matched the objective of this study and so aimed to contribute to a human and worthy existence.

Dr. de Waal is a popular and frequent speaker at national and international management conferences and seminars throughout The Netherlands and Europe.

BOOKS BY DR. STEVEN P.M. DE WAAL

'The value(s) of Civil Leaders. A Study into the Influence of Governance Context on Public Value Orientation' [Eleven, 2014], also his doctoral dissertation, leading to his PhD in October 2014.

View on and definition of Civil Leaders in this study

The importance of civil leaders can hardly be overestimated. They contribute to a better society, they mobilize people and resources for good causes or focus attention on urgent problems. They appeal to the public, politicians and societal organizations to come to the aid of downtrodden target groups. They start or innovate public services and support for the vulnerable in society. In short, they cure or expose social ills.

Civil leaders do not work for the government, but endeavor to solve social problems and realize public results from the private domain. For that purpose they use their entrepreneurial, organizational and/or political skills. They do so voluntarily, moved by personal motives: *beyond the call of duty*, so over and above the formal requirements of their position. Civil leaders feature actively and visibly in the public domain. In doing so, they exercise public leadership, but - and this is where civil leadership differs from political leadership or statesmanship - they operate from the private domain.

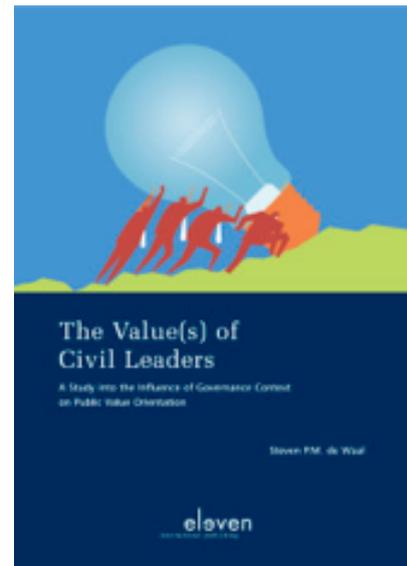
Civil leaders can be found in various places. They include famous and lesserknown philanthropists, celebrities supporting charitable causes, and volunteers standing up for vulnerable citizens. But they may also be committed directors of non-profit and public organizations in sectors like education, social housing and healthcare. And there are certainly also business entrepreneurs tackling social needs as a business venture.

This study aims to contribute to the advancement of academic knowledge on civil leadership, in particular on the influence of differing environments (contexts) on the values of such leadership. The societal goal of this study is to better understand, appraise and re-appraise the phenomenon of civil leadership in the political, social and institutional context of modern developed Western countries.

The research

It comprises a theoretical section and an empirical section.

The theoretical section discusses the core concepts of the study and establishes a conceptual framework for the empirical part of the study. The main concepts that were studied and outlined to be tested in the empirical research and are retaken in this book are Civil leaders, Leadership, Values and Public Value



The empirical section comprises a comparative case study and a comparative survey using a standard questionnaire. The comparative case study involves 30 civil leaders from all backgrounds and sectors in Holland. The comparative value survey was based on a value scorecard. This scorecard was used in the case studies and in an online survey of 230 respondents. The respondents were found among people who had moved from one governance context to another, so they had personal experience of the influence of values in those different contexts. The findings in terms of the value patterns of different governance contexts have subsequently been compared to those of the 30 civil leaders in their specific governance context.

Main conclusion from the study: This study clearly shows a common value pattern among civil leaders. They make up a kind of 'breed of their own', diverging from the value patterns we found for the various governance contexts.

In that common value pattern we see a dominant combination of entrepreneurial values (related to the market domain in the value set) and societal values (related to the civil society domain). The five highest scoring values for civil leaders were: 'freedom of choice', 'entrepreneurship', 'sustainability', 'respect' and '(social) justice'. The one level lower scoring categories demonstrate the same combination of entrepreneurial and societal values: 'solidarity' and 'self-realization', 'independence' and 'bonding and bridging'.

The typical value pattern of civil leaders therefore is a combination of values from the market and civil society domains. The aid philosophy they share also reflects this combination, which can be summed up as: helping others to help themselves.

The value pattern of civil leaders therefore deviates from the values of the distinct governance contexts, based on the perception of values from others in the same contexts. This can also be explained from a different perspective. It is because 'entrepreneurship', 'independence' and 'self-realization' are so prominent among their preferred values, that civil leaders are less susceptible to governance context influence. The context provides values, but they also have their own values.

Thematic sketch of his books in Dutch

Apart from this book and study Dr. Steven P.M. de Waal has written five books in Dutch, in addition to several smaller essays, studies, numerous articles, blogs and many consultancy reports. The main topics are

- the practicalities of social entrepreneurship (1994),
- his original analysis of the Western institutional model as a triangle of state, market and civil society and his concept of the societal enterprise as a unique Dutch model (2000),
- the renewal of Dutch national strategy to make it competitive in the globalizing world: main focus on public-private alliances and more 'grand design' and 'iconic' thinking and deciding (2007)
- strategic management tools for the public cause and the common good (2008)
- the critical analysis of the transformation of the Dutch welfare system: the need to take current citizen force and initiatives seriously, leading to a new alliance of state and citizen power (2015)