Leadership in Public

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CITIZEN

CIVIL ENTRE-PRENEURSHIP

PUBLIC PRIVATE PARTNERSHIP

REALIGNING GOVERNMENT
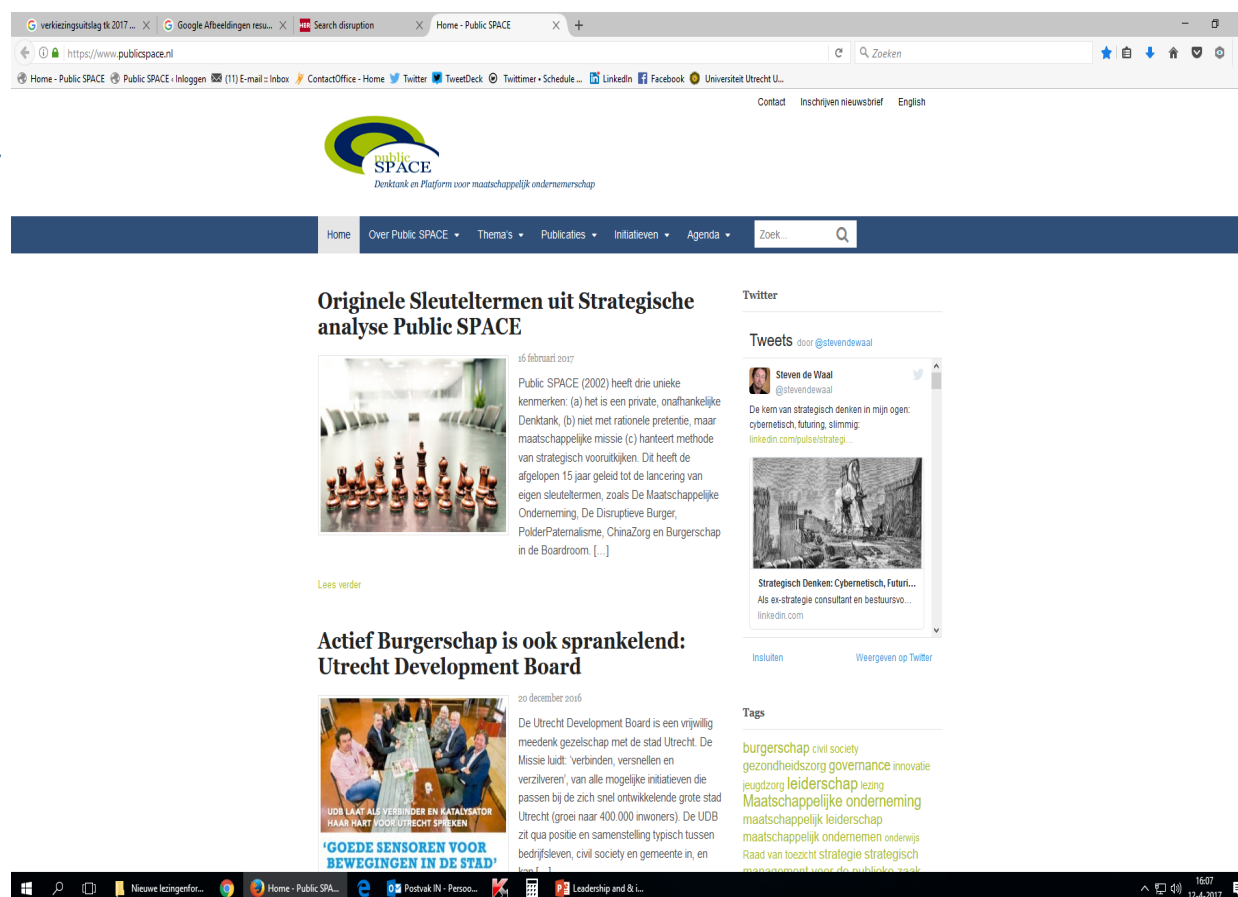
CORPORATE CITIZENSHIP

GOVERNMENT

INDUSTRY
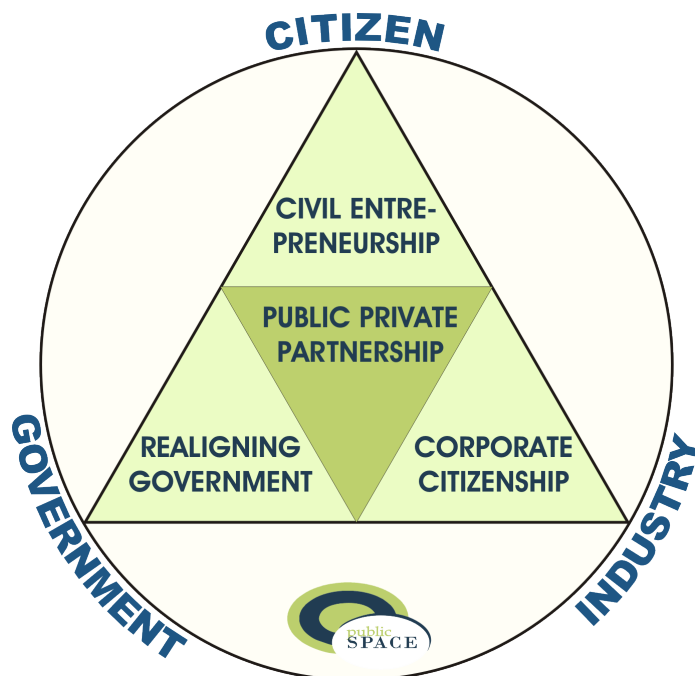
The ThinkTank = ThinkNetwork

Our ThinkTank consists of prominent executives, academics, opinion leaders and decision makers operating in strategic frontiers of public/private alliances. They have backgrounds in all domains of public interest and in a broad range of organizations.

Our Mission

Our mission is to research and design innovative and sustainable strategies for the production of public services and collective goods. We want to contribute to *'Winning strategies for the common good'* characterized by an open non-ideological inquiry, an active international outlook for best practices and an interdisciplinary approach.

Overview

I.   **The rise of the disruptive citizen:** Ongoing revolutionary change of the public domain

II.   **Research on Leadership:** Design and results of my dissertation

I. The rise of the disruptive citizen

Most important issue in Strategy Literature: Disruption

Recent definition:

Rise of new and unexpected competitors, from outside current market, innovative in their direct access to and exchange with customers

[Common Conclusion: CEO's see it last]

Direct Exchange and Real Time Information is key:

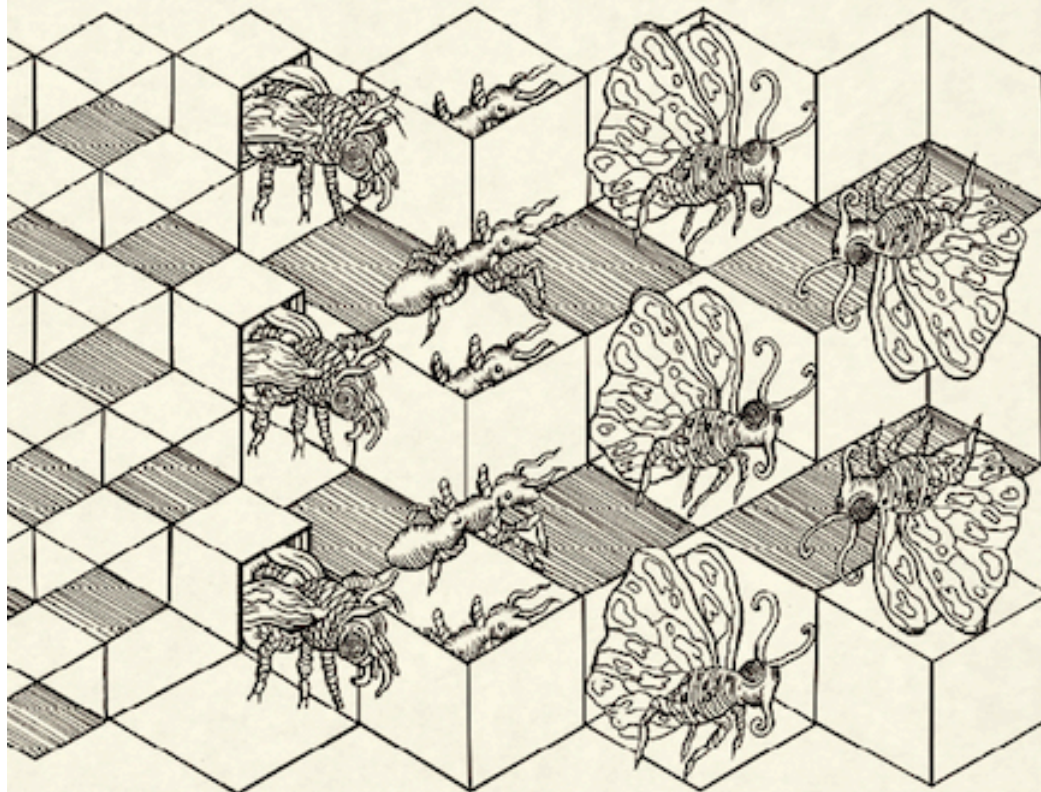Economy and Competition dominated and dictated by **Platforms**

This is still a market. Competition between Platforms is on:

sympathy, belonging, community-feeling, hands-on service, feeling and tools of self-steering.

These values the market teaches customers, will also be the values and expectations of citizens in their connection with politics and public services

Techbedrijven met hoofdkantoor in Silicon Valley

Twitter
Opgericht **2006**
werknemers **3.638**

Salesforce
Opgericht **1999**
werknemers **19.000**

airbnb
Opgericht **2008**
werknemers **2.368**

UBER
Opgericht **2009**
werknemers **6.700**

CISCO
Opgericht **1984**
werknemers **71.833**

intel
Opgericht **1968**
werknemers **107.300**

YAHOO!
Opgericht **1994**
werknemers **11.260**

facebook
Opgericht **2004**
werknemers **12.691**

Alphabet (Google)
Opgericht **2015**
werknemers **61.814**

Tesla
Opgericht **2003**
werknemers **13.058**

Apple
Opgericht **1976**
werknemers **110.000**

ebay
Opgericht **1995**
werknemers **11.600**

NETFLIX
Opgericht **1997**

San Francisco

Palo Alto

Sunnyvale

San Jose

Santa Clara

Cupertino

2km

Door onze redacteur
Wouter van Noort

En Turkse ondernemer staat op het podium bij een bijeenkomst over medische technologie in Sunnyvale, Silicon Valley. Hij pitcht zijn idee, *Hospital on Mobile*, voor een publiek van ondernemers, techneuten en investeerders, maar vergeet van de zenuwen zichzelf goed voor te stellen. „Onze app moet ervoor zorgen dat ziekenhuizen overbodig worden", zegt hij vol ambitie. Maar zijn gammele Engels helpt zijn boodschap niet.

De vragen uit het publiek na zijn presentatie zijn onverbiddelijk: hoe kom je aan alle medische gegevens van patiënten die hiervoor nodig zijn? Hoe zit het met de strenge regulering voor medische apps? Hij heeft geen goed antwoord, en stamelt: „*But is great opportunity*." Na afloop staat hij hoopvol te wachten, maar er komt niemand naar hem toe. De rest van de zaal is niet overtuigd van deze geweldige kans.

Wat Hollywood is voor acteurs, is Silicon Valley voor technologie-ondernemers. Start-ups van over de hele wereld komen naar de regio van San Francisco om hun geluk te beproeven. Hoewel de grote meerderheid mislukt, wordt het model van Silicon Valley wereldwijd bewonderd en - zelden met succes - gekopieerd. Het is de bakermat van Google, Facebook en Uber en tot voor kort leken de homon
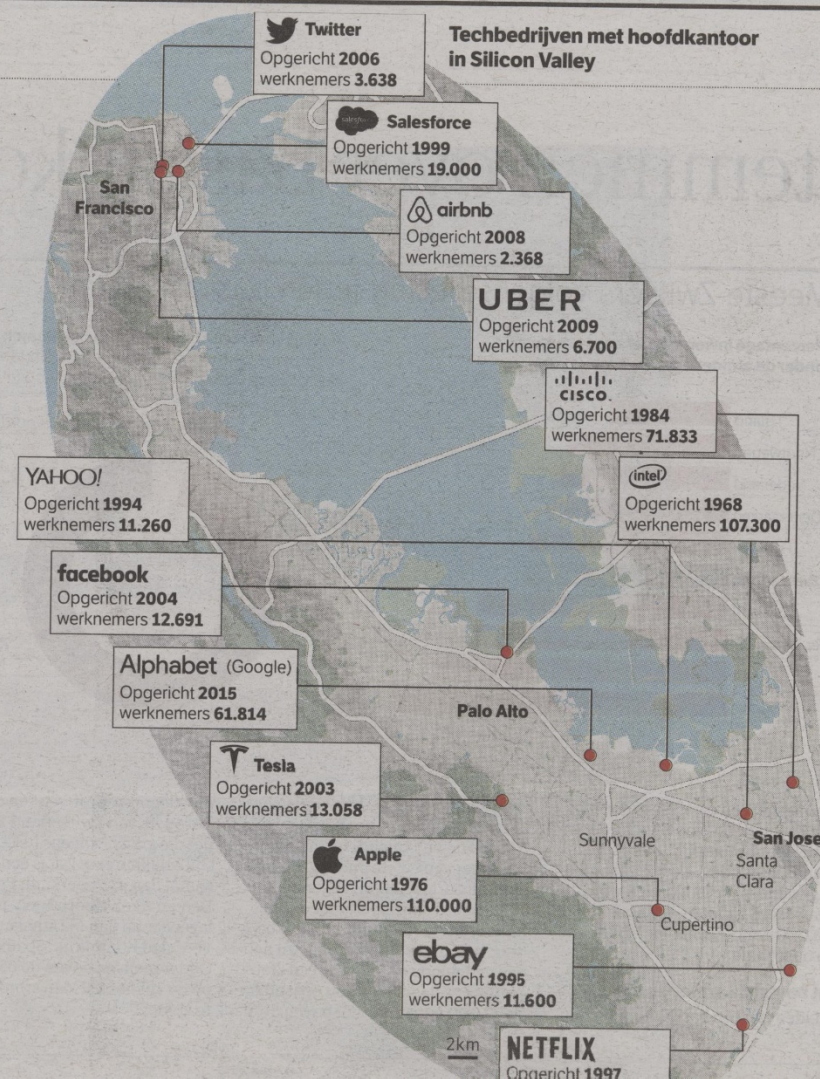
Platformeconomy has already won:

A virtually new world

World, largest listed companies by market capitalisation, $bn

Sector: ▇ Energy ▇ Financials ▇ Health care ▇ Industrials ▇ IT ▇ Telecoms

End 2006

	0	200	400	600
Exxon Mobil				
General Electric				
Gazprom				
Microsoft				
Citigroup				
Bank of America				
Royal Dutch Shell				
BP				
PetroChina				
HSBC				

2016*

	0	200	400	600
Apple				
Alphabet				
Microsoft				
Berkshire Hathaway				
Exxon Mobil				
Amazon				
Facebook				
Johnson & Johnson				
General Electric				
China Mobile				
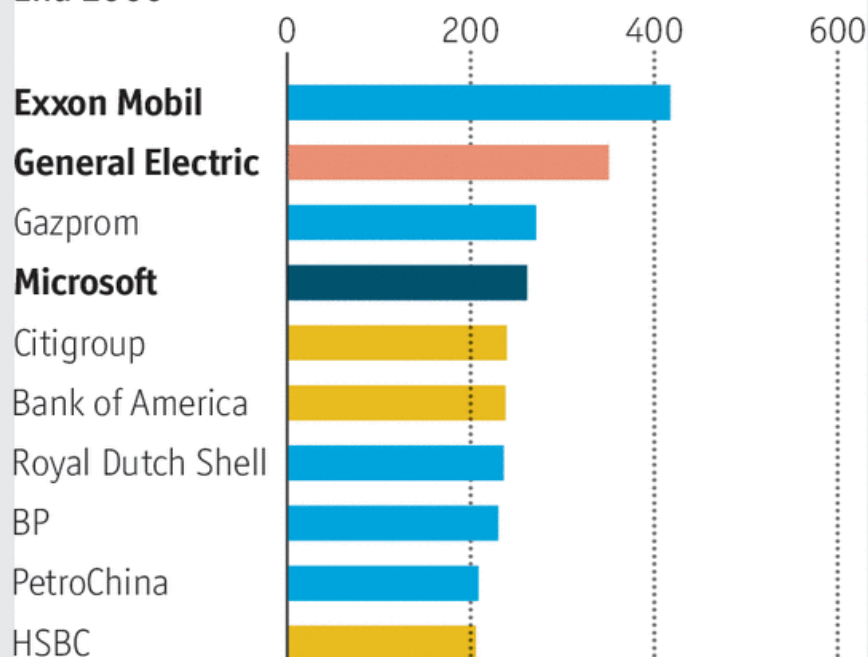
Source: Bloomberg
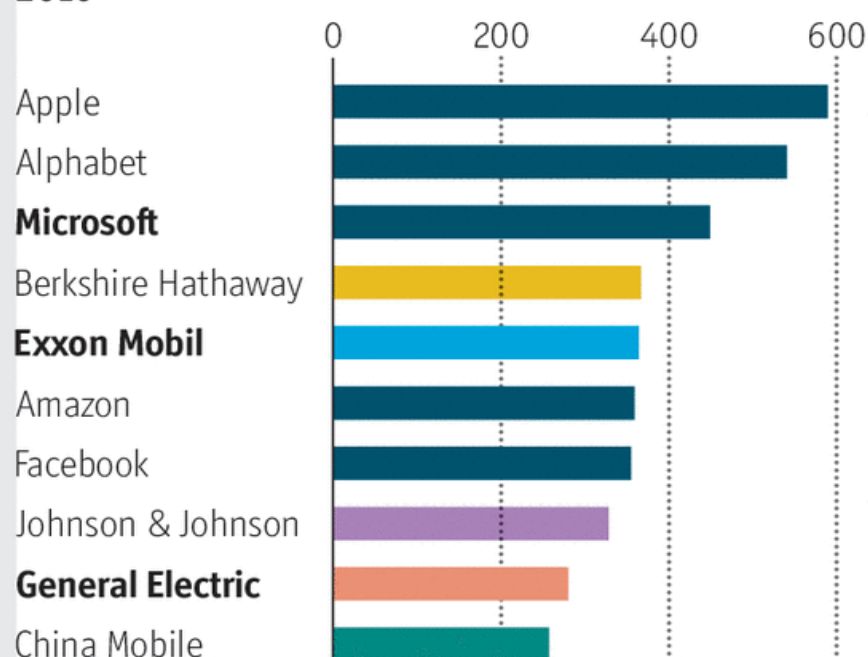
*At August 24th 2016

Economist.com

The Disruptive Citizen: Autonomous Technological Revolution & Power

The good news (in my mission) is that it is not politics GIVING power or influence to citizens, it is thanks to this technological revolution already in their hands and connecting power, politics and public services have to adapt. It is new power over Information, Communication and Media!

- *Smart*   *Enormous, still growing computerpower*

- *Wearable (small and mobile)*   *Close to person, personalized, always at hand*

- *Not just data, also pictures and film* *The connections and impact includes close, real life and real time awareness*

- *Mass Reach and Relied on*   *Connections, exchange, community everywhere and always within reach, expected*

It is not technology ('stupid'), it is a social-technological & political revolution

Impact on Politics:

• **Distrust and Inconvenience of indirect democracy**

• **Personality (Biography, Emotions, Style) and its Consistency with the message of politicians is crucial (ethos and pathos**). It is at face-value for the citizen in his/her life*

• Much less the classical criteria within the professional community for professional politicians: knowledge, network, negotiation skills, reasonable attitude. **One of the reasons why career politicans (the most nowadays) are having problems.**

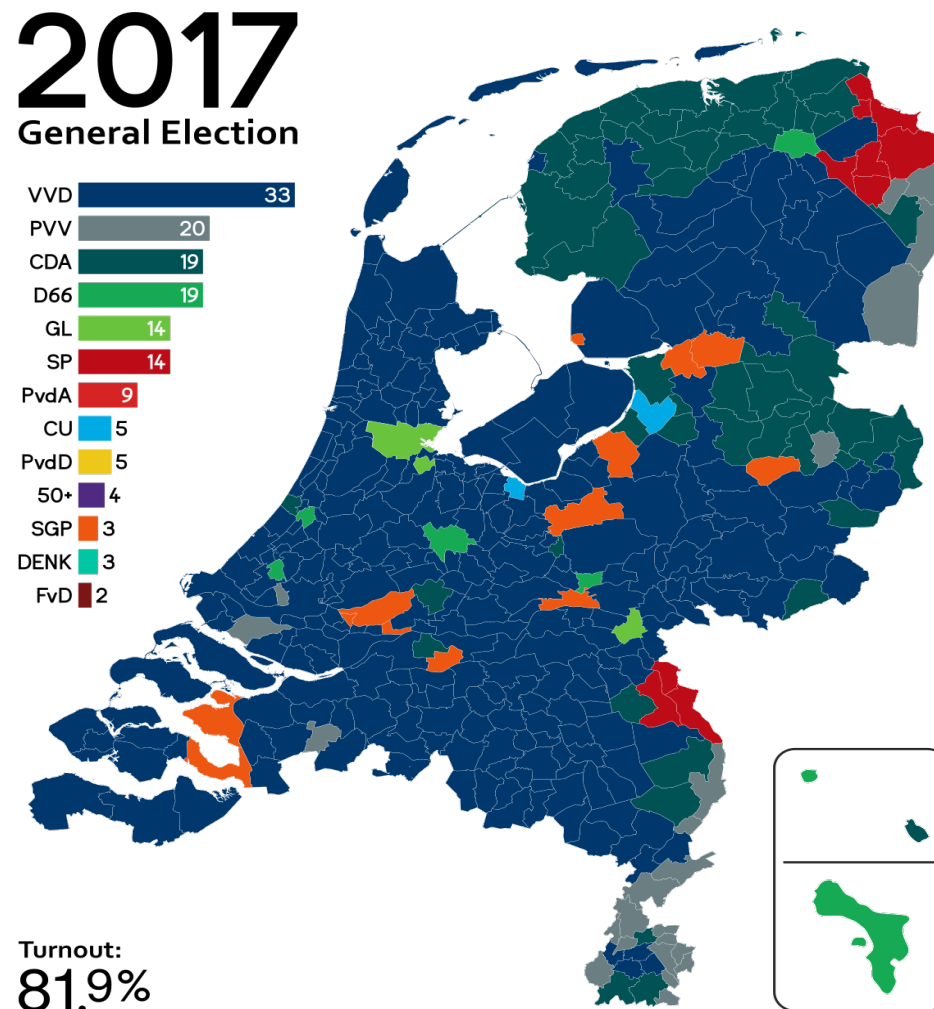* **New rhetorical demands, back to Aristoteles:**

1. Ethos (Visible and consistent connection between speaker, subject and message), **2. Pathos** (Appeal on Public) and **3. Logos** (Rational Argumentation).

Explains success Trump over Clinton: On first two elements he was more competent and by his consistency even more trustworthy!

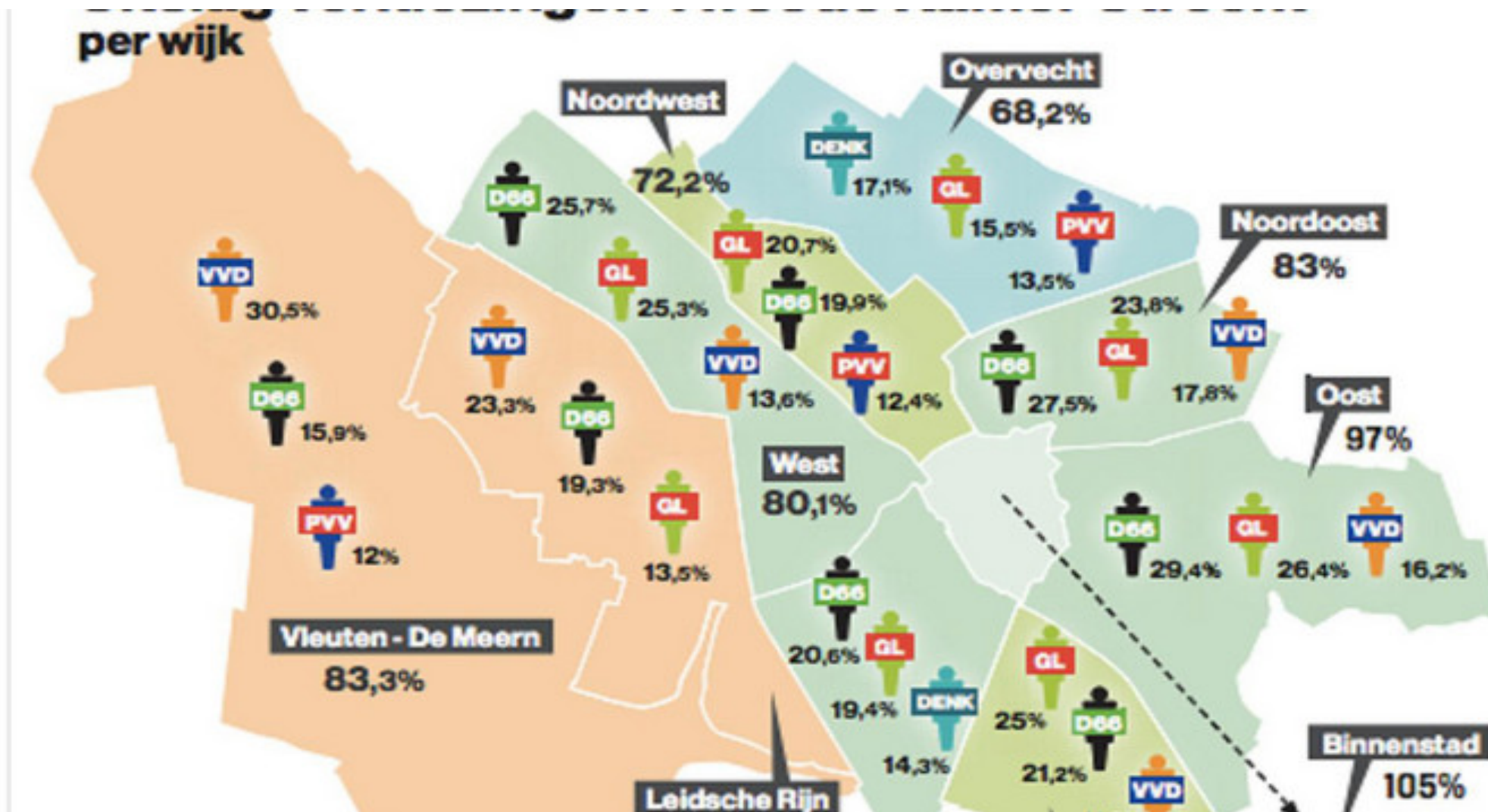# Disruption in politics already visible:

a. Politics: New rhetorical laws

b. Disruption as in market: New entrants

c. Politics: Adaptation of indirect democracy, addition with
   direct democracy

d. Citizens: Cooperatives

e. Citizens: Commons Governance

General election 2017 Netherlands proves: more new entrants, dispersed electorate:

2017
General Election

VVD	33
PVV	20
CDA	19
D66	19
GL	14
SP	14
PvdA	9
CU	5
PvdD	5
50+	4
SGP	3
DENK	3
FvD	2

Turnout:
81.9%

It is a new segregation:

II. Research on Leadership
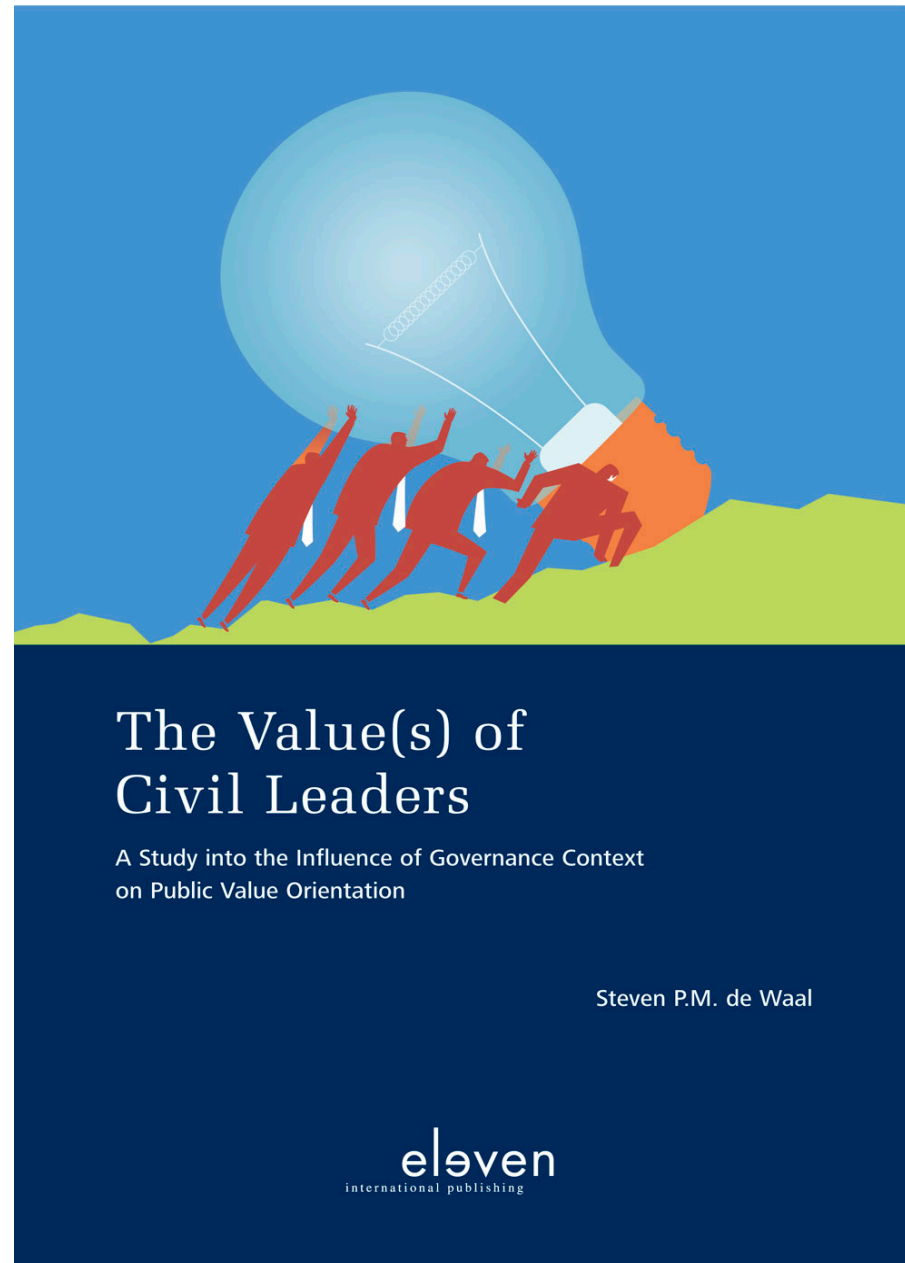
Nadere info op de site (Nederlands, also summary in English):

Respect voor de nieuwe leiders!

Ze stuiten soms op weerstand, maar nu de overheid zich terugtrekt zijn ze steeds meer nodig: maatschappelijk leiders. Ze handelen niet uit egoisme of politieke motieven, maar omdat ze een misstand willen aanpakken. Toch worden ze vaak wantrouwig bekeken. Ten onrechte.

Steven de Waal

https://www.publicspace.nl/2015/03/16/portretten-maatschappelijk-leiders

Voor Samenvatting, portretten en overzicht onderzochte maatschappelijk leiders

Apart blog met 10 punten samenvatting:

https://www.publicspace.nl/2014/11/06/de-waarden-van-maatschappelijk-leiders-10-punten

Plaatje is uit samenvattend FD artikel.

Civil Leaders in our definition:

Persons not operating from a government function (elected or appointed) who involve themselves in and contribute to the solution of social problems and strive for public value by using their entrepreneurial, organizational and/or political competences.

Consideration: Public leadership (aimed at public value en operating in the public domain) can be distinguished in political leadership, bureaucratic leadership (both positioned in the state) and civil leadership. The last one is often forgotten in studies or public debate.

*Zie o.a. 't Hart en Uhr (ed.), 'Public Leadership. Perspectives and Practices', ANU Press 2008

Three research questions:

1. Do civil leaders have a common values pattern that explains their orientation on public value and the way they perform their activities?

2. Does the governance context have a typical influence on the values patterns of these civil leaders?

2. In what way and measure can the values of civil leaders be explained from their position in these specific governance contexts?

Researched Governance Types

1. **For-profit**

2. **Non-profit**

3. **Informal Citizen**

Clusters of Values per Domain

Market-based values	State-based values	Civil society-based values
freedom of choice	(social) justice	responsibility
consumer sovereignty	solidarity	loyalty
independence	collective interest/ serving public cause	connectedness/ bonding and bridging
result oriented/ performance-based	legislation	(social) caring
entrepreneurial spirit	consent/consultation	generosity
objective validation	equality	communality
individuality	democratic procedures	citizenship
individual responsibility	objectivity	respect
	sustainability / stability	Privacy
		Self-actualization

Derived from Klamer, 2003.
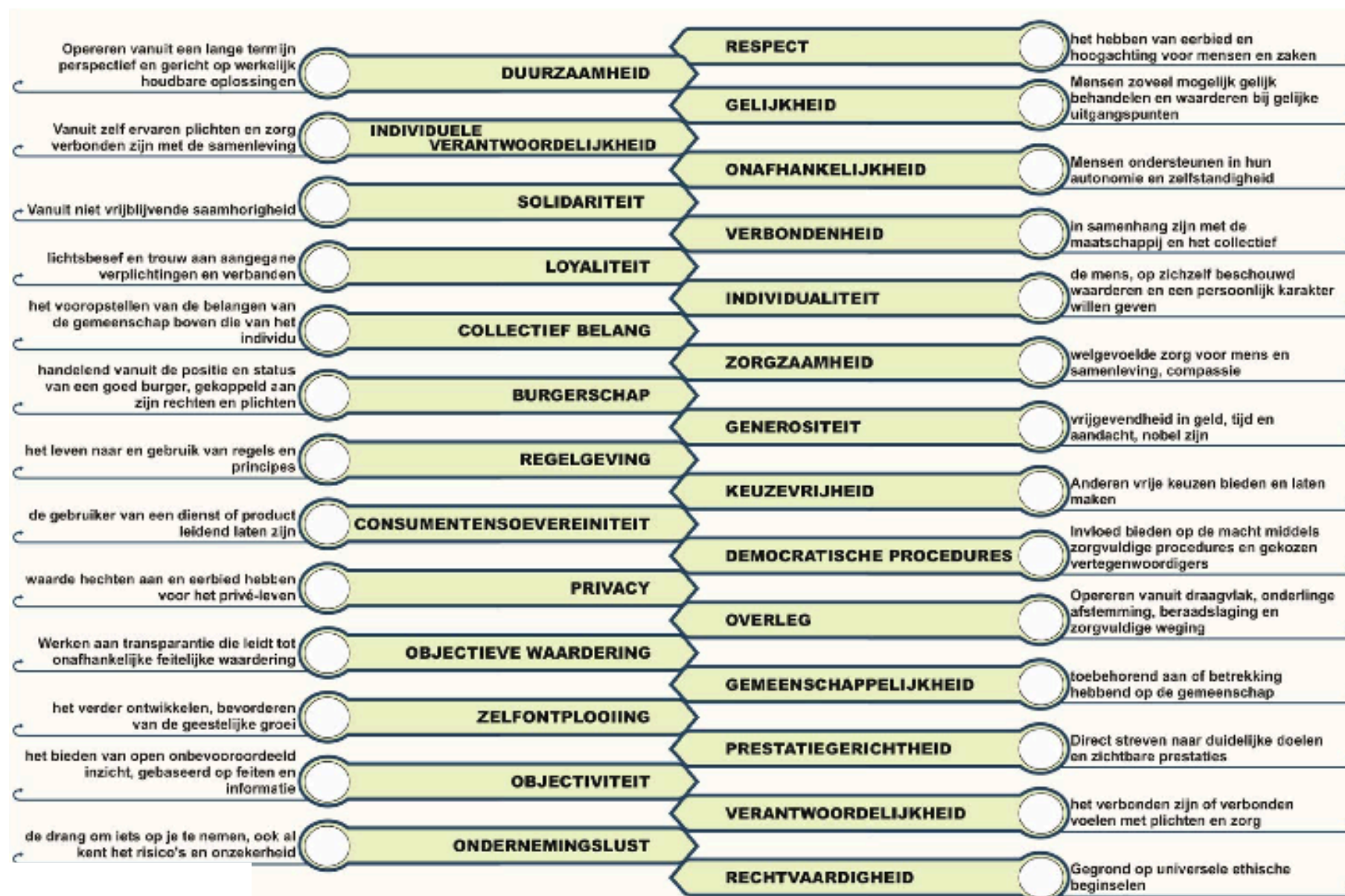
We found that indeed governance contexts differ in values pattern, but Civil Leaders prove to be 'a breed of their own'

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

The main characteristic of **their values pattern**: **Entrepreneurial**, autonomous, stuborn, risktaking (typical market values) AND **passionate about public problems** and the drive tot solve them (typical civil society values)

We found four keydimensions of civil leadership style:

Together these key dimensions define the style of a civil leader.

Every civil leader has to make choices on these key dimensions to establish their typical style, and operate in a way that they feel makes them credible and effective as a civil leader at the same time.

1. The value-driven-instrumental-neutral value stance
2. Backstage to front stage
3. Elitist to common touch
4. legitimization to innovation.

Handling the public debate is crucial for the success of the civil leader:

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.

Main scientific questions of the study

- Is the **values pattern of the governance types not too Dutch**, especially because of the special position of private nonprofits in the Netherlands?

- Is the **values pattern of the civil leaders** not too much biased by the Dutch selection of the population?

- Is the selection **based on public value not too much biased by performance, in stead of character**?*
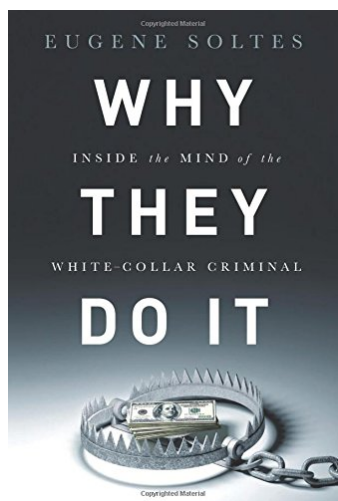
*They are not the saints as most people talk about public leadership