

Public Governance Code for Chief Executive Excellence

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Agenda

- The public sector in Denmark
- The starting point
- The Code
- The process
- Lessons
- The future

Forum for Top Executive Management

Our starting point

- Good leadership makes a difference
- Huge current and future challenges
- Public governance is different from corporate governance

But how ... !?

Ambitions of the Forum

- To provide a framework for a debate on top executive leadership.
- To create a common understanding of the challenges, the functions, and the roles of top executives.

And thus ...

- To develop a code for Public Governance – a holistic set of recommendations that would apply to the most important tasks of chief executives.

Fundamental traits - emerging challenges

Fundamental traits

- Tandem management
- Complex bottom line
- Openness and transparency

Emerging challenges

- An expanded management universe
- Openness is not enough
- Multiple competing management principles

Code for chief executive excellence in Denmark

Nine recommendations

1. Clarify your management space with the political leader

9. Safeguard the public sector's legitimacy and democratic values

2. Take responsibility for ensuring that the political goals are implemented throughout the organisation

8. Display personal and professional integrity

3. Create an organisation which is responsive and capable of influencing the surrounding world

7. Exercise your right and duty to lead the organisation



4. Create an organisation which acts as part of an integrated public sector

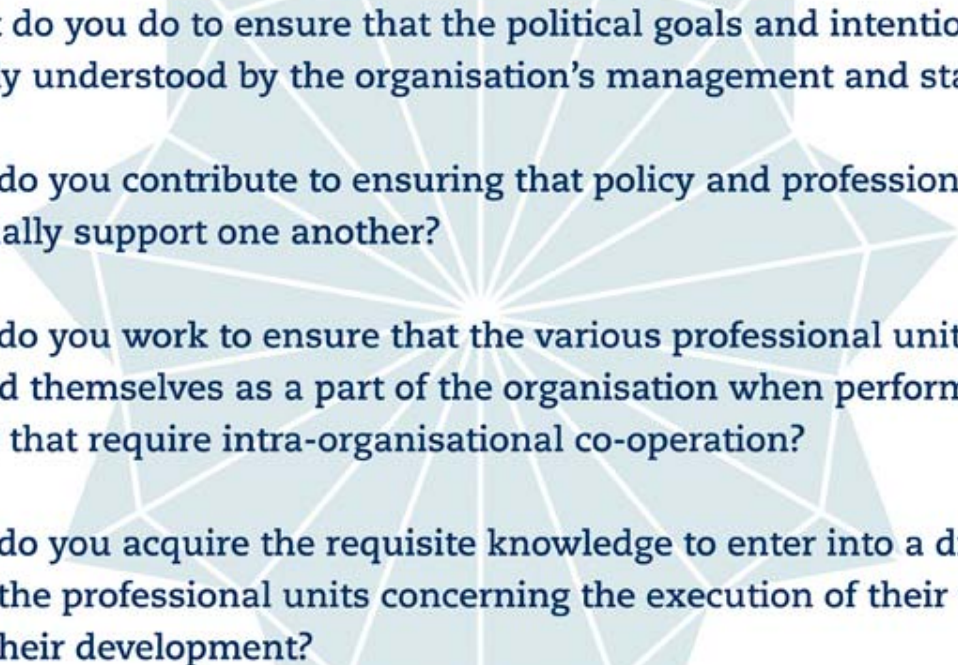
6. Possess vision and work strategically to improve the way that your organisation accomplishes its assignments

5. Require the organisation to focus on results and effects

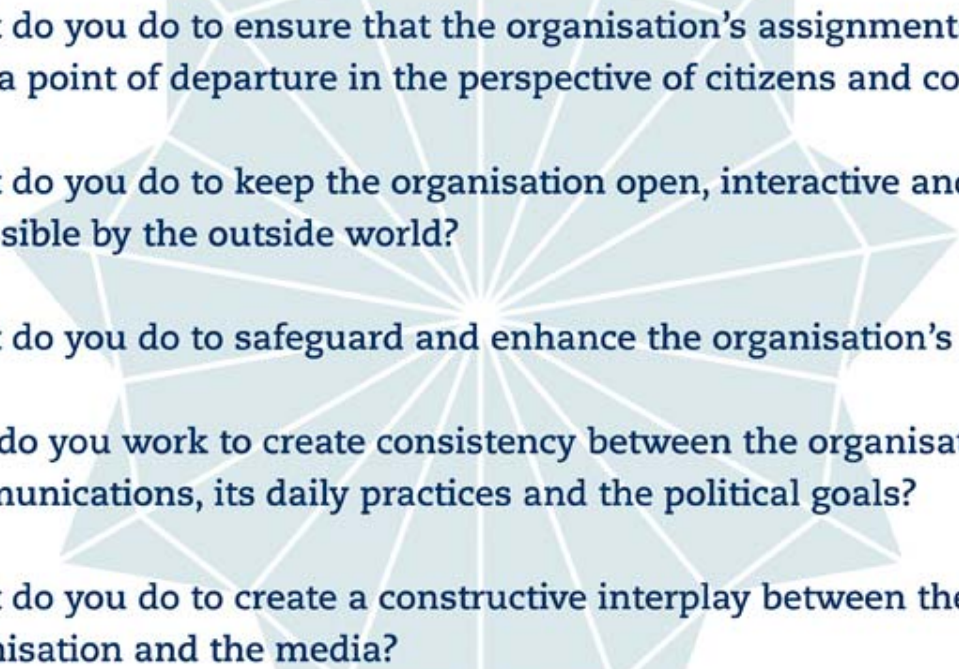
1. Clarify your managerial space with the political leader

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- A. What do you do to ensure that you and your political leader have a shared understanding of the nature of your interplay in the management of the organisation?
 - B. What do you do to encourage ongoing discussions between you and your political leader concerning your specific division of responsibilities with respect to the management of the organisation?
 - C. What weight do you assign to your respective roles as advisor to the political leadership and leader of the organisation?
 - D. What do you do to reconcile the political demands towards the organisation with the framework for the execution of its tasks?


2. Take responsibility for ensuring that the political goals are implemented throughout the organisation

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- A. What do you do to ensure that the political goals and intentions are clearly understood by the organisation's management and staff?
 - B. How do you contribute to ensuring that policy and professionalism mutually support one another?
 - C. How do you work to ensure that the various professional units regard themselves as a part of the organisation when performing tasks that require intra-organisational co-operation?
 - D. How do you acquire the requisite knowledge to enter into a dialogue with the professional units concerning the execution of their tasks and their development?

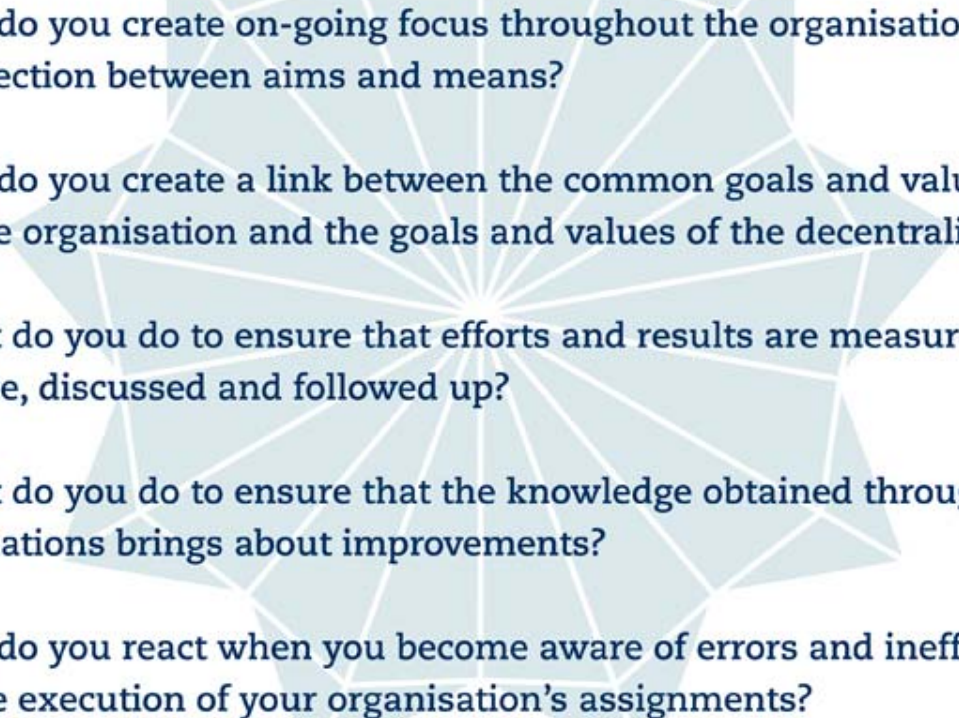
3. Create an organisation which is responsive and capable of influencing the surrounding world

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- A. What do you do to ensure that the organisation's assignments are tackled with a point of departure in the perspective of citizens and consumers?
 - B. What do you do to keep the organisation open, interactive and accessible by the outside world?
 - C. What do you do to safeguard and enhance the organisation's reputation?
 - D. How do you work to create consistency between the organisation's communications, its daily practices and the political goals?
 - E. What do you do to create a constructive interplay between the organisation and the media?


4. Create an organisation which acts as part of an integrated public sector

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- A. What do you do to encourage the organisation's management and staff to plan and organise their assigned tasks in co-operation with other relevant working partners?
 - B. What do you do to ensure that the assigned tasks are executed in a manner which improves the consistency and quality of services for citizens?
 - C. What do you do to ensure that the organisation's management and staff perceive themselves, develop themselves and act as elements in an overall public chain of value, in which each element, in interaction with others, contributes to the wholeness, efficiency and coherence of the overall task performance by the public sector?
 - D. What do you do to contribute to the on-going debate concerning which frameworks promote or hinder the coherent and co-ordinated performance of public sector assignments?

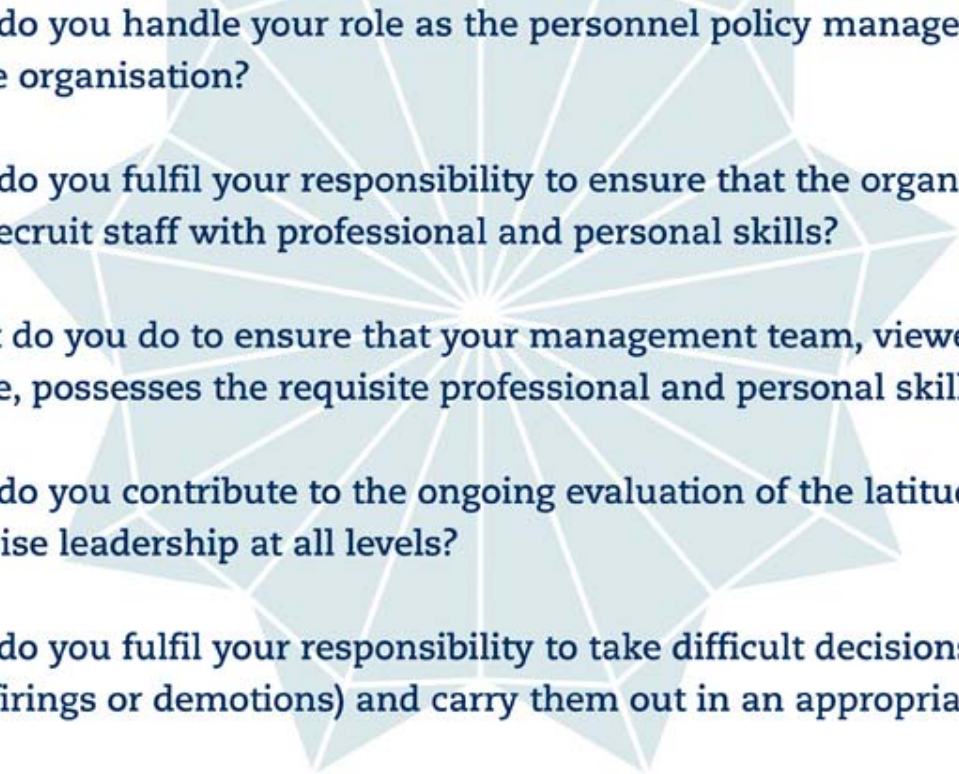
5. Require the organisation to focus on results and effects

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- A. How do you create on-going focus throughout the organisation on the connection between aims and means?
 - B. How do you create a link between the common goals and values of the whole organisation and the goals and values of the decentralised units?
 - C. What do you do to ensure that efforts and results are measured, made visible, discussed and followed up?
 - D. What do you do to ensure that the knowledge obtained through evaluations brings about improvements?
 - E. How do you react when you become aware of errors and inefficiencies in the execution of your organisation's assignments?

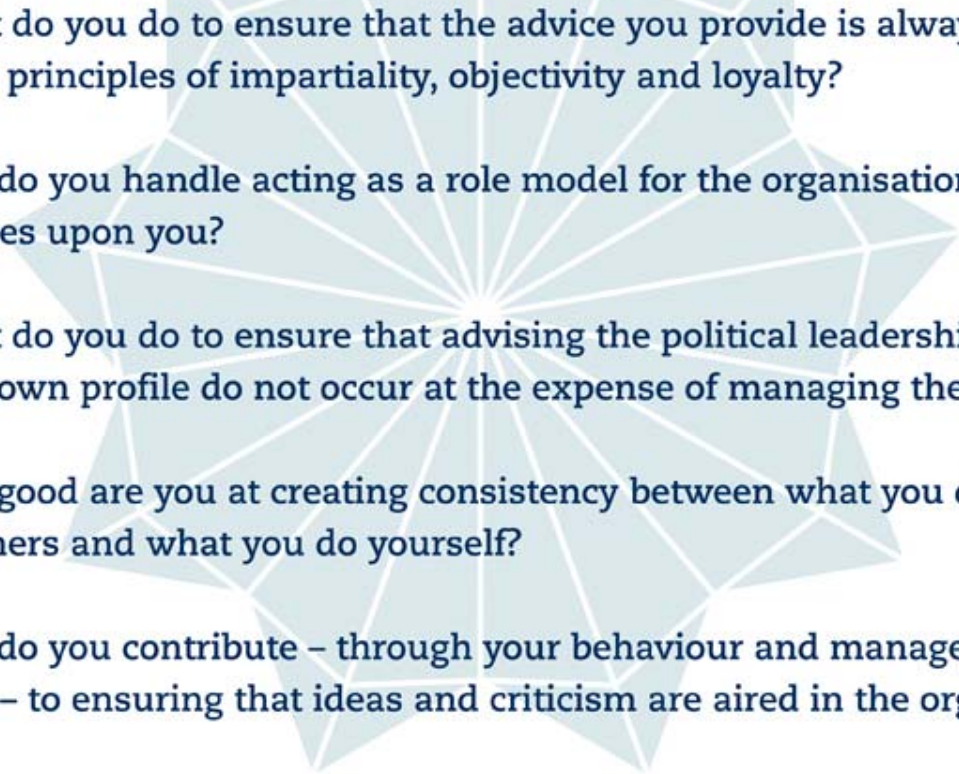
6. Possess vision and work strategically to improve the way your organisation accomplishes its assignments

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- A. What do you do to make your organisation aware of and inspired by what takes place outside the organisation – both locally and globally?
 - B. What do you do to create an organisation that can act in an international setting?
 - C. How can you create a balance between reliable operations, innovation and a willingness to take risks?
 - D. How do you help to ensure that you and your political leader are in continual possession of the knowledge and broad perspective required to develop new ways of executing the organisation's core tasks?
 - E. How good are you at promoting and leading innovative processes that can convert ideas and new knowledge into practice?
 - F. How do you form a general view of strengths and weaknesses by combining hierarchical, market-based and network forms of management?
 - G. How do you promote internal and external knowledge sharing?


7. Exercise your right and duty to lead the organisation

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- A. How do you handle your role as the personnel policy manager for the entire organisation?
 - B. How do you fulfil your responsibility to ensure that the organisation can recruit staff with professional and personal skills?
 - C. What do you do to ensure that your management team, viewed as a whole, possesses the requisite professional and personal skills?
 - D. How do you contribute to the ongoing evaluation of the latitude to exercise leadership at all levels?
 - E. How do you fulfil your responsibility to take difficult decisions (e.g. firings or demotions) and carry them out in an appropriate manner?
 - F. How do you ensure that management decisions are explained, communicated, and acted upon?
 - G. How do you ensure that you are accessible for members of your

8. Display personal and professional integrity

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- A. What do you do to ensure that the advice you provide is always based upon principles of impartiality, objectivity and loyalty?
 - B. How do you handle acting as a role model for the organisation, with all eyes upon you?
 - C. What do you do to ensure that advising the political leadership and highlighting your own profile do not occur at the expense of managing the organisation?
 - D. How good are you at creating consistency between what you demand of others and what you do yourself?
 - E. How do you contribute – through your behaviour and management style – to ensuring that ideas and criticism are aired in the organisation?
 - F. How good are you at giving and receiving feedback?
 - G. How do you acquire knowledge of the concerns within your organisation?

9. Safeguard the public sector's legitimacy and democratic values

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- A. How do you help citizens and users to remain confident that the execution of your organisation's tasks is grounded in objectivity, equality and impartiality, and that every decision can be justified?
 - B. What do you do to ensure that your organisation is open and responsive to special needs and wishes, while at the same time considering the needs of the whole?
 - C. What do you do to ensure your organisation continuously develops the requisite methods and skills to be open, communicative and engaging?
 - D. How do you help to maintain the public sector's fundamental values of impartiality, equality and objectivity?
 - E. How do you create clarity concerning when the decision-making process is open and when it is closed?

Self-evaluation method

3 phases

- The full code – a first sounding
- My chief executive role and management style
- My chief executive role in the future

The Forum Process

Opening Conference – Sept. 2003

- Three Theme Panels
- Three Research Teams
- Three E-surveys

Workshop Conference – Feb. 2004

Midpoint Conference – Aug 2004

- Code Seminars
- Camp Code (I & II)
- International Seminars

Conference – May 2005

Forum for Top Executive Management



Lessons

- Common *need* to discuss conditions and challenges among chief executives
- Chief executives across the public sector have a lot in common – fruitful to work cross sector
- Fruitful cooperation between chief executives and academics
- Challenge to keep the focus on the chief executive as an individual

The next milestones

Proceed from a development phase to an action phase

Three approaches:

- A cross sector approach
- An organisational approach
- An individual approach

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