THE LEADERSHIP
DILEMMA
IN
A DEMOCRATIC
SOCIETY

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The Leadership Dilemma in a Democratic Society

Constitutional Requirements

Public Chooses

Candidates Differentiate Themselves

R1
The Leadership Dilemma in a Democratic Society

Constitutional Requirements

Public Chooses

Candidates Differentiate Themselves

▲ Short-term Reportable Results

▲ New Initiatives

▲ Elected Officials Need to Fulfill Promises
The Leadership Dilemma in a Democratic Society

Constitutional Requirements

Public Chooses

Candidates Differentiate Themselves

Elected Officials Need to Fulfill Promises

New Initiatives

- Trust In Employees Willingness / Ability

- Ability to Lead & Manage Complex Integration

- Short-term Reportable Results

- Learning Curve

- Mutual
The Leadership Dilemma in a Democratic Society

Constitutional Requirements

Public Chooses

Candidates Differentiate Themselves

Elected Officials Need to Fulfill Promises

New Initiatives

Trust In Employees Willingness / Ability

Ability to Lead & Manage Complex Integration

Mission Outcome

Ability to Produce Long-term Results

Resource Pressure on Frontline Managers (Triage)

Resource Pressure on Current Efforts

Mutual Learning Curve

Ability to Produce Long-term Results

Short-term Reportable Results

Ability to Lead & Manage Complex Integration

Mission Outcome
The Leadership Dilemma in a Democratic Society

Constitutional Requirements

R1 Public Chooses Candidates Differentiate Themselves

R2 Elected Officials Need to Fulfill Promises

R3 Trust In Employees Willingness / Ability

R4 Ability to Produce Long-term Results

△ Short-term Reportable Results

△ Ability to Lead & Manage Complex Integration

△ Mission Outcome

△ Resources for Current Efforts

△ Resource Pressure on Frontline Managers (Triage)

△ New Initiatives

△ Mutual Learning Curve

△ Trust In Employees Willingness / Ability

△ Ability to Produce Long-term Results

△ Short-term Reportable Results

△ Ability to Lead & Manage Complex Integration

△ Mission Outcome

△ Resources for Current Efforts

△ Resource Pressure on Frontline Managers (Triage)
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Mission Outcomes
- Long-term Results
- Focus on Task

R1
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Mission Outcomes
- Long-term Results
- Focus on Task
- Employee Engagement
- Employee Satisfaction
- Meaningful Work

R1 (Red)

R2 (Black)
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Focus on Task
- Mission Outcomes
- Meaningful Work
- Bureaucracy
- Employee Satisfaction
- Employee Engagement

R1

R2

R3
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Employee Engagement
- Productivity
- Meaningful Work
- Mission Outcomes
- Focus on Task
- Bureaucracy
- Employee Satisfaction
- Outcomes

R1
R2
R3
R4
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Employee Engagement
- Productivity
- Mission Outcomes
- Focus on Task
- Bureaucracy
- Employee Satisfaction
- Ability to Prioritize
- Reactive
- Crisis
- Burnout

R1, R2, R3, R4, R5
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Employee Engagement
- Productivity
- Focus on Task
- Mission Outcomes
- Bureaucracy
- Employee Satisfaction
- Crisis
- Reactive
- Ability to Prioritize
- Burnout
- Triage
- Reactive

R1: Clarity of Purpose → Leadership Capacity
R2: Leadership Capacity → Long-term Results
R3: Long-term Results → Employee Engagement
R4: Employee Engagement → Productivity
R5: Bureaucracy → Crisis
R6: Employee Satisfaction → Burnout
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Employee Engagement
- Productivity
- Public Trust of Government
- Meaningful Work
- Mission Outcomes
- Focus on Task
- Bureaucracy
- Employee Satisfaction
- Burnout
- Ability to Prioritize
- Reactive
- Crisis
- Command and Control Behavior
- Cynicism

- Triage
- R1
- R2
- R3
- R4
- R5
- R6
- R7
The Effects of the Leadership Dilemma in a Democratic Society

- Clarity of Purpose
- Leadership Capacity
- Long-term Results
- Employee Engagement
- Productivity
- Public Trust of Government
- Mission Outcomes
- Focus on Task
- Bureaucracy
- Employee Satisfaction
- Triage
- Burnout
- Ability to Prioritize
- Reactive
- Crisis
- Command and Control Behavior
- Cynicism

R1: Clarity of Purpose → Leadership Capacity → Long-term Results → Employee Engagement → Productivity → Public Trust of Government
R2: Mission Outcomes → Focus on Task → Bureaucracy → Employee Satisfaction
R3: Clarity of Purpose → Mission Outcomes
R4: Leadership Capacity → Long-term Results
R5: Ability to Prioritize → Reactive
R6: Employee Satisfaction → Triage
R7: Public Trust of Government → Cynicism
The SES Leadership Dilemma In a Democratic Society

Constitutional Requirements

Public Chooses

Candidates Differentiate Themselves

R1
The SES Leadership Dilemma In a Democratic Society

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Candidates Differentiate Themselves

Short-term Reportable Results

Elected Officials Need to Fulfill Promises

New Initiatives
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Candidates Differentiate Themselves

Elected Officials Need to Fulfill Promises

Short-term Reportable Results

New Initiatives

Command & Control Mentality

Recognition Rewards

Candidates Needs to Fulfill Promises

Short-term Reportable Results

New Initiatives

Command & Control Mentality

Recognition Rewards
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Public Chooses

Candidates Differentiate Themselves

Elected Officials Need to Fulfill Promises

New Initiatives

Short-term Reportable Results

Command & Control Mentality

Productivity

Visibility of Behavior and Rewards

Recognition Rewards

Behavior Institutionalized

Trust

Engagement / Morale

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The SES Leadership Dilemma In a Democratic Society

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Visibility of Behavior and Rewards

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Behavior Institutionalized

Productivity

Trust

Engagement / Morale

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Culture of Compliance

$\uparrow$ Command and Control Mentality

Short-term Reportable Results

B1
Culture of Compliance

- Command and Control Mentality
- Short-term Reportable Results
- Organizational Quality and Maturity

Career Work Force Mental Models of Political Appointees

- Career WF
- Insulate Selves

B1

B2

R1
Culture of Compliance

- Command and Control Mentality
- Short-term Reportable Results
- Insulate Selves
- Career WF
  - Mental Models of Political Appointees
  - Selection of Career Work Force Who Do Well in Compliance
  - Maturity of Career Work Force

Organizational Quality and Maturity

B1

B2
Command and Control Mentality

Career Work Force
Mental Models of Political Appointees

Selection of Career Work Force Who Do Well in Compliance

Selection of Leaders Who Can “Whip Them Into Shape!”

Organizational Quality and Maturity

Short-term Reportable Results

Career WF Insulate Selves
Selection of Leaders Who Can “Whip Them Into Shape!”

Maturity of Leaders

Organizational Quality and Maturity

Command and Control Mentality

Career WF Maturity of Career Work Force

Selection of Career Work Force Who Do Well in Compliance

Career WF Insulate Selves

Short-term Reportable Results

Maturity of Career Work Force

Culture of Compliance

Selection of Leaders Who Can “Whip Them Into Shape!”

Maturity of Leaders

Organizational Quality and Maturity

R1

R2

B1

B2
Culture of Compliance

- Command and Control Mentality

Selection of Leaders Who Can “Whip Them Into Shape!

Maturity of Leaders

Organizational Quality and Maturity

Short-term Reportable Results

Career Work Force Insulate Selves

Selection of Career Work Force Who Do Well in Compliance

Maturity of Career Work Force

B1

R1

R2
Escalating Complexity

- Complexity
- Government Barriers
- Bureaucratic Process
- Add New Laws
- Initiatives
- Regulations
- Programs
- Social Issues Need for Gov’t Attention and Need to Fulfill Promises
- Stakeholders Special Interest Groups
- Public Engagement in Government

R1
Complexity
Government Barriers
Bureaucratic Process

Add New Laws
Initiatives Regulations Programs

Social Issues Need for Gov’t Attention and Need to Fulfill Promises

Stakeholders Special Interest Groups

Public Engagement in Government

Serving Special Interest Needs

Escalating Complexity
Escalating Complexity

- Complexity
- Government Barriers
- Bureaucratic Process

- Add New Laws
  - Initiatives
  - Regulations
  - Programs

- Social Issues Need for
  - Gov’t Attention and
  - Need to Fulfill Promises

- Stakeholders Special
  - Interest Groups

- Serving Special
  - Interest Needs

- Public Engagement in Government

R1

R2
The Case For A New Leadership Model

Leadership Dilemma in a Democratic Society

_esc_ Escalating Complexity

Culture of Compliance

The Senior Executive Service Dilemma

The Effects of the Leadership Dilemma

R1