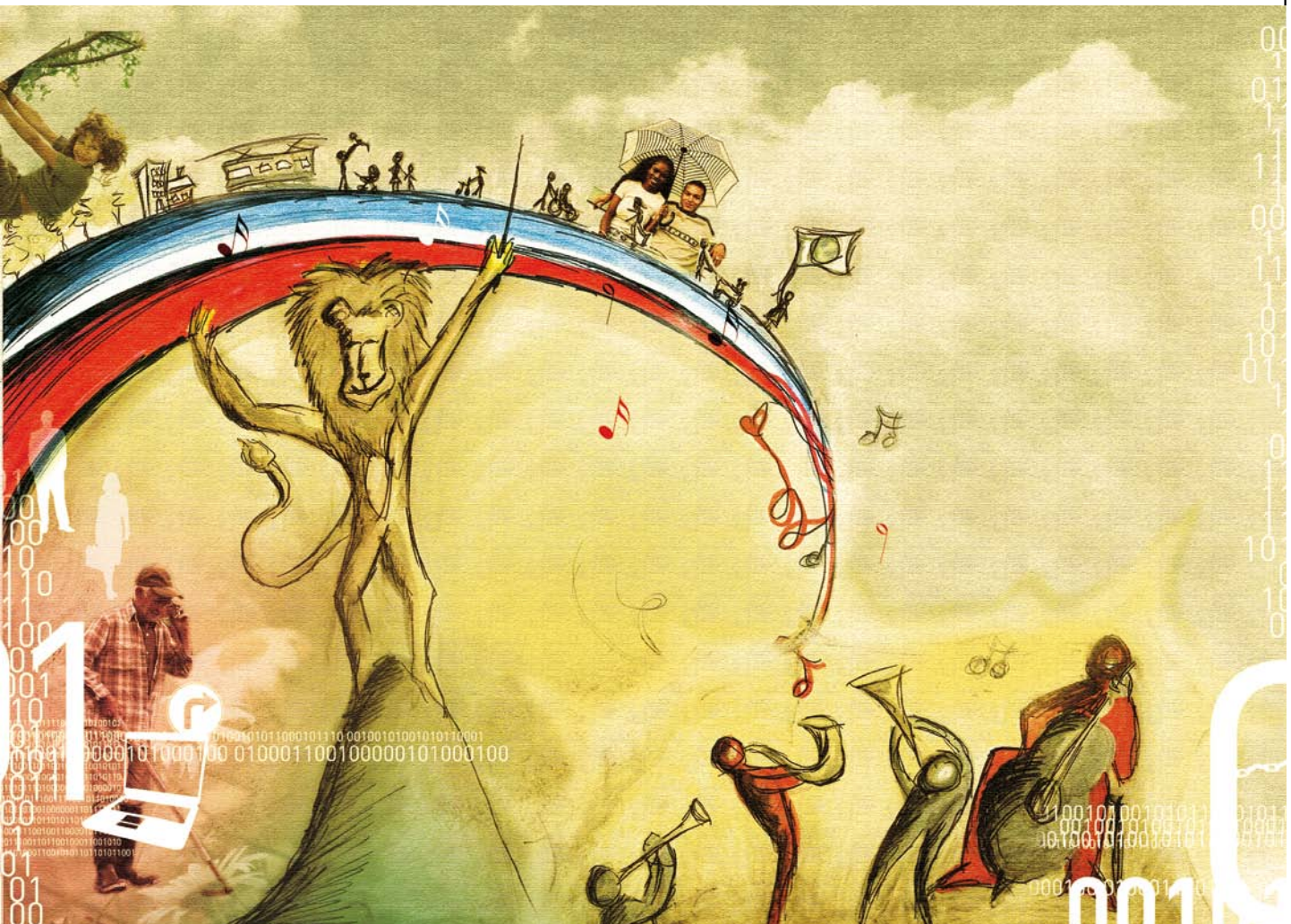




NORWEGIAN MINISTRY
OF GOVERNMENT ADMINISTRATION AND REFORM

Leadership in Norway's Civil Service





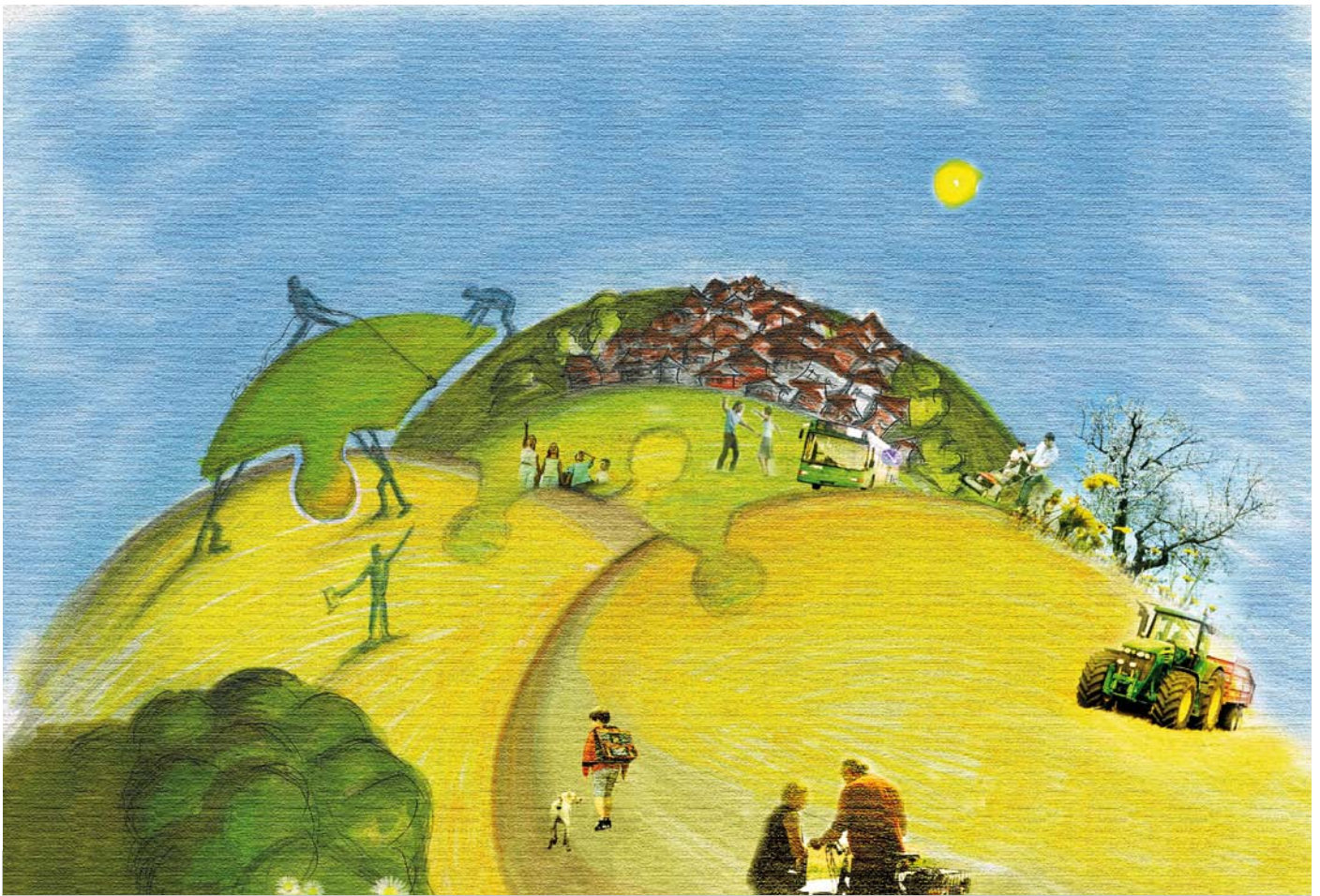
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Introduction



This document concerns leadership in the Civil Service in Norway. It is primarily intended for leaders who have managerial responsibility in a central government body, but it is also relevant for employees, union representatives and others with an interest in leadership in the public sector.

The document sets out the basis, framework and principles of leadership in the Civil Service. It establishes that the leadership policy must be based on the distinctive nature, value base and overall objectives of the Civil Service.

The Norwegian Government has decided that this document is to be used for developing leadership within the Civil Service.

Civil Service managers are required to contribute to the development of a public sector that is strong and effective, provides high-quality public services, and ensures freedom of choice and customer participation. Managers have a responsibility for taking environmental challenges seriously and for ensuring that the public sector reflects the diversity of our society. Managers are expected to contribute to public sector reform with the aim of providing more welfare with less administration and more open, accessible and customer-focused services. The public sector must have high ambitions with regard to professional standards, customer satisfaction, a healthy working environment, cost control and continuous human resource development.

The Civil Service will show appreciation for high quality leadership, and further efforts will be encouraged. At the same time managers are encouraged to take a critical view of their own leadership. This applies to managers at all levels, whether they are at the beginning of

their careers or have long management experience. Leadership requirements and expectations change over time, and responsibilities and roles must therefore be reviewed at regular intervals. This document includes a number of questions for reflection that may be useful in such a review process. (These questions are placed in boxes).

High-level officials and other Civil Service managers can use this policy document to draw up a local leadership profile, both individually and as a group. The profile must take into account the leader's role, position in the organisation, responsibilities and challenges. These guidelines can also be used in connection with leadership development, recruitment and the introduction of new leaders.

Leadership is important. However, its effects are not always visible. In crisis situations, major restructuring processes or particularly demanding individual matters, high quality leadership tends to be both visible and decisive for a positive outcome. But good leadership is also important in the day-to-day work of the Civil Service because:

- political objectives must be realised with a view to ensuring the best interests of the public and the environment in an increasingly diverse society;
- employees need stimulation and support in order to ensure that their combined competence is made best use of in solving tasks; and
- efficiency and willingness to set priorities are needed to ensure that limited resources are used effectively.



For reflection

Consider the following description of the overall perspective on leadership in the Civil Service:

Leaders in the Civil Service, in cooperation with their staff, shall seek to achieve results that are in the community's best interests in accordance with political priorities and basic social values.

What is your immediate reaction to this statement?
How does it relate to your leadership approach?

1. The distinctive nature of leadership in the Civil service

Leadership involves working together with employees, their organisations and other parties to achieve results. Leadership in the Civil Service differs from leadership in other contexts in that the Civil Service has a particular basis in and mandate vis-à-vis society as a whole.

The Civil Service belongs to the community and is committed to the principles of democracy and the rule of law regardless of who is in power. But it is also a tool for the elected authorities.

1.1 Serving the community and safeguarding values

The Civil Service exists for the public. It acts on behalf of the community, exercises public authority and provides certain services to the general public, the business community and the rest of the private sector.

- The Civil Service is legitimately entitled to issue instructions to individuals, public bodies and private organisations.
- The Civil Service must safeguard members of the public and their fundamental rights, including the right of participation in democratic processes and the right to fair treatment.
- The Civil Service provides various services to the public. Some of these are services the public are entitled to, while others are offered to those who wish to make use of them. Some services are available to everyone regardless of social or economic status, while others are intended for specific groups.

The Civil Service has complex tasks to perform and various considerations to take into account. This makes Civil Service leadership complicated. The diversified Civil Service requires diversified leadership. Leadership functions and roles vary according to level, framework conditions, type of responsibility, competence requirements and degree of autonomy. The ministries, supervisory bodies, directorates and other public bodies are part of the political-administrative system. At the same time, the Civil Service must ensure continuity regardless of changes in the political leadership. These considerations form the framework for leadership in the civil service.

The public administration is based on fundamental values that have deep roots in Norwegian culture and traditions. Many of these values are universal and are also reflected in a number of human rights conventions that Norway has approved. These values characterise excellent administrative practice. They must be reflected in the tasks performed by the public administration and in the way they are performed.

- Democratic values such as the principles of representative government, freedom of expression, equality, participation, involvement in decision-making, community responsibility, customer focus and transparency.
- Rule-of-law values such as the principle of legality (i.e. that the exercise of authority requires a statutory basis), neutrality, equal treatment, justice, predictability and the principle of hearing both sides of a case.



International administrative values

Norway shares many of its administrative values with other countries. In a study of core values in 28 EU countries and applicant countries in 2006, the following values had the highest score: the principle of the rule of law, impartiality/objectivity, transparency, professionalism, duty of care and accountability.

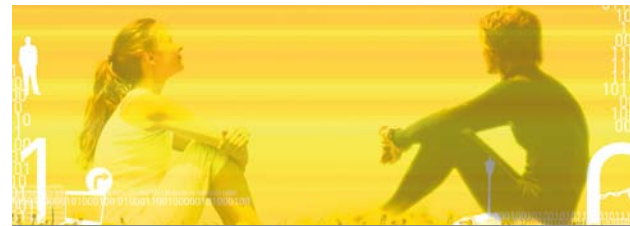
The Civil Service acts as a steward for the community's assets and resources, and Civil Service leaders must ensure that these are properly managed, well taken care of and effectively utilised. The public must be able to feel confident that these resources are used in line with political targets. This imposes special requirements with regard to caution and impartiality. This is important for the Civil Service's legitimacy and reputation.

Civil Service leaders have a responsibility to further develop democracy in the workplace both because it is fair and because it is effective. Managers and staff must work together to perform tasks in a way that ensures the best interests of the general public, and specific customers and clients. Civil Service managers must ensure a good framework both for representative co-determination, in accordance with the relevant agreements and regulations, and for employee participation. Staff must be respected and involved in such a way that their combined skills and expertise are utilised to produce high quality results. Managers must delegate tasks, provide guidance and follow up individual employees, and at the same time set clear guidelines and performance requirements. Employees' organisations must be treated as equal partners and with respect.

Civil Service managers must highlight, express and realise the values of the public administration. At times there may be a conflict between the various values. Managers must therefore balance them with great care, for example taking professionalism and quality into account on the one hand and efficiency on the other.

Relevant statutes, regulations and agreements for the Civil Service and its managers

- The Public Administration Act
- The Freedom of Information Act
- The Working Environment Act
- The Civil Service Act
- The Basic Collective Agreement for the Civil Service
- The Basic Agreement for the Civil Service
- The ethical guidelines for government employees and any local ethical guidelines.



For reflection

- ✓ What are the most important values in your leadership approach?
- ✓ Is it obvious to your staff what these values are? If so, in what way?
- ✓ Is there any discrepancy between what you consider important and the expectations placed on you as a leader in the Civil Service? If so, does this pose a dilemma?

1.2 Meeting political challenges

Leaders in the Civil Service face many expectations; from the general public, whom the Civil Service is expected to serve, from their own staff, from the Storting (Parliament), and from the Government, which constitutes the political leadership in the country. The Civil Service must help to realise visions, ideas and the principle of solidarity in ways that are not possible for individuals, companies or the market. But this entails obligations. The Civil Service must follow the proper procedures and set an example. Civil service managers must play a proactive role in efforts to achieve results. Managers are needed who seek to ensure that:

- the public are provided with excellent customer-oriented services with focus on transparency, freedom of choice, participation in decision making, and high quality;
- due account is taken of the rule of law, and that all matters are handled in a professional and responsible manner;
- effectiveness is increased through careful

- prioritisation, purposeful measures, good utilisation of resources and cost control;
- there is continual improvement and development in the manager's area of responsibility by means of appropriate management systems and a stimulating organisational culture;
- employees have a sustainable and healthy working environment, challenging tasks and an opportunity to continually develop their knowledge and skills;
- the Civil Service is a responsible consumer that seeks to use environmentally friendly goods and services;
- the Civil Service acts responsibly and applies high ethical standards in all its activities;
- and diversity and a broad range of skills and expertise are ensured by recruiting staff from groups that do not always have ready access to the labour market.

The Civil Service is an instrument for the elected political authorities. Some Civil Service managers are asked to give advice and guidance to the political leadership, and they are required to loyally implement policies once they are decided. At the same time, managers must seek to ensure that decisions are based on professionally and legally sound assessments and that they take proper account of the interests of the general public both today and in the future. There may be a clash between these two considerations. Short-term political gains are sometimes made at the expense of long-term policy goals.

Civil Service managers have a duty to make politicians aware of such conflicts. They must carry out critical analyses, provide constructive counter-arguments, explore alternative solutions and carry out reliable



For reflection

- ✓ What are the defining characteristics of Civil Service leadership?
- ✓ In what ways does it differ from leadership in the private sector? What are the most important similarities?
- ✓ What obligations do you have towards the general public? To what extent does this affect your leadership role?
- ✓ What do you find most challenging in your work as a leader in the Civil Service?
- ✓ As a leader, you have a duty of loyalty to the political leadership, to your staff and to the general public. How do you reconcile these different loyalties?

impact assessments. They must have courage. The duty of loyalty must not be imposed in such a way that it compromises a manager's professional integrity or undermines the regard for well-informed and knowledge-based decisions. Managers have a responsibility for ensuring that freedom of expression is safeguarded for all Civil Service employees within the framework of the ethical guidelines for the Civil Service and notification routines in the agency concerned.



2. Focus areas for leadership in the Civil service

The previous chapter dealt with leadership in the Civil Service in relation to the general values and considerations that characterise public administration in a well developed democracy. This chapter looks more closely at key focus areas for all leadership in the Civil Service.

2.1 Targets, results and customer-focus

The manager must ensure high quality results and achieve the targets set within his or her area of responsibility. The principles of performance management are set out in the Regulations for Financial Management in the Government Administration. Performance management has been widely implemented in the public administration, and has increased the degree of autonomy for the individual manager within the given targets and performance requirements.

The introduction of performance management has increased attention on results and generally appears to have improved efficiency and performance, primarily within the individual government agencies. However, public administration can also involve long, complex value chains, conflicts between various objectives, and results that are difficult to measure against simple criteria. Good flow of information, transfer of knowledge and coordination are necessary in all phases and areas of public administration. Better coordination between agencies and levels of administration would generally contribute to a more effective use of resources and better performance.

Managers have a responsibility for implementing overall objectives in their respective areas of responsibility, using the resources at their disposal effectively and distributing tasks in the best possible way in relation to achieving these objectives. Various tools are designed to clarify authority and responsibility for results, such as letters of allocation, individual contracts for managers, and dialogue between ministries and subordinate agencies (the on-going management dialogue). The use of resources and the results achieved must be documented. Managers must ensure that the effects of alternative approaches are made clear. This is a necessary basis for political decisions.

Agencies that have direct contact with customers and the general public gain insight into how the use of policy instruments affects individuals, the private sector and other parts of society. Managers must ensure that this knowledge is gathered and used in their respective areas of responsibility, and that it is taken into account in developing general framework conditions. In many cases, different needs and considerations will have to be weighed up against each other, for example in terms of the distribution of limited resources and the exercise of public authority. Managers have a particular responsibility for dealing with dilemmas and conflicting considerations.

The use of ICT (Information and Communication Technology) has changed the global distribution of labour, world trade, business organisation, efficiency and the range of services available. Some potential provided by advances in ICT is still unexploited by the public sector. Identifying and following up this potential is a leadership challenge.

Civil Service managers must:

- ensure results consistent with the overall objectives of their respective sectors, while at the same time taking into account cross-sectoral objectives and considerations;
- ensure a good management dialogue and seek to raise awareness of the effects of various policy instruments;



For reflection

- ✓ What are the greatest challenges in your area of responsibility as regards prioritising targets and tasks within the given resource framework?
- ✓ What are the strengths and weaknesses of performance management in your area of responsibility? Does it help to clarify the degree of autonomy you have as a leader?
- ✓ Do you find the autonomy you have to be too limited? If so, what could be done to change this?

- contribute to effective coordination between the various administrative levels;
- contribute to improving the government's policy instruments in terms of customer needs and at the same time ensure that different considerations are taken into account;
- actively develop their own leadership role and degree of autonomy within the current framework, in dialogue with their superiors, colleagues, staff and employees' representatives; and
- seek actively to use ICT to develop and improve the range of services.

2.2 Cooperation and coordination

Civil Service leaders are involved in extensive cooperation both within the public administration and with bodies outside it. This cooperation is partly formalised and structured and partly informal and "ad hoc". A number of different tools and mechanisms are used for coordination in the central administration, including for the preparation of budget propositions, bills and white papers. A number of forms of cooperation and coordination have also been established between external agencies. Nevertheless, there is a constant need for improving cooperation and strengthening coordination. The hierarchical structure of the central administration ensures orderly relations vis-à-vis the political leadership, within the administration and vis-à-vis the general public. However there can easily be too one-sided a focus on one's own organisation or sector, which can result in gaps between sectors, duplication of effort, and services that are poorly suited to the needs of customers.

When performance management is tailored to specific agencies, the need for direct contact and coordination between these agencies increases. New tasks and solutions across well established professional and agency boundaries may result in new patterns of organisation and coordination. ICT is gaining increasing importance for solution of tasks, for cooperation and communication and for further development of the range of services provided.

The Civil Service must use and improve the coordination mechanisms that already exist in the public administration and encourage the development and use of new methods of cooperation both within and between the various parts of the administration. The

aim is to foster a solution-oriented culture of cooperation and team spirit. This is particularly important with a view to addressing the major challenges related to environmental and climate issues, which can only be dealt with through a joint effort.

Viewed as a whole, this requires responsible, clear and courageous leaders who take a proactive role and promote dialogue and coordination both within and between agencies and levels of administration.

Civil Service managers must:

- clarify lines of responsibility, distribution of tasks and forms of communication so as to promote cooperation and ensure the best possible coordination;
- seek to prevent and resolve conflicts, and use incentives that foster communication, cooperation and appropriate coordination between agencies and levels of administration;
- promote team spirit and technical expertise as a driving force for closer cooperation with other government or private institutions;
- look beyond the boundaries of their own areas of responsibility, and ensure coordinated compliance with international obligations;
- use the opportunities provided by ICT and ensure that operations and competence-building in the ICT area are properly taken care of; and
- use alternative organisational structures to ensure that flexible, task-oriented work forms can be used where appropriate.



For reflection

- ✓ Draw a diagram of your most important cooperative relationships. Who do you cooperate well with and why?
- ✓ How can this experience help you to cooperate better with those you cooperate less well with?
- ✓ What are the greatest challenges as regards achieving appropriate cooperation? How can you meet these challenges?
- ✓ What are the greatest challenges as regards achieving suitable coordination? How can you meet these challenges?

2.3 Competence, learning and development

The Civil Service is a knowledge-intensive organisation with leading centres of expertise in many fields. Ensuring that this knowledge is utilised, maintained and further developed is a challenging task. Moreover, there are shortages in the labour market in many fields, and the Civil Service has to compete for highly qualified personnel. There is a need to further develop and express the advantages of working in the Civil Service: meaningful and socially beneficial tasks, good opportunities for professional development in stimulating learning and knowledge environments, well regulated, secure working conditions, good flexible working hours and leave of absence schemes, and competitive pension schemes.

Competent and highly qualified employees have high expectations with regard to their work, their opportunities for professional development, autonomy and level of responsibility. Creative, independent employees, who have secure working conditions, are decisive for ensuring both high quality and innovative solution of tasks. Leadership in knowledge organisations is both demanding and rewarding. Leaders must ensure the appropriate delegation of responsibilities, positive dialogue, professional guidance, personal feedback and proper organisation of work processes. There should be a framework for systematic and structured training programmes, for example exchanges between different workplaces. The Civil Service frequently has to solve tasks that require assistance from other experts. Therefore a culture of interdisciplinary cooperation and professional development across professional boundaries is vital for achieving the best possible results.

The Civil Service must utilise the breadth and diversity of the labour market. This is important with a view to creating a more inclusive workplace and increasing the recruitment base. Diversity in the workplace increases creativity, and the breadth and quality of the task solution. Moreover, the Civil Service should reflect the diversity of the society it serves. This indicates the need for a recruitment policy that pays regard to the gender perspective and equal pay and also increases the proportion of employees from minority groups and employees with disabilities. The Civil Service must have a personnel policy adapted to the various phases of life and ensure that older employees remain in work

for as long as possible, for example, by providing opportunities for professional development. The knowledge that these employees possess must be used and disseminated to the benefit of the organisation. It is important both for the organisation and for the individuals concerned that long experience is valued.

Civil Service managers must:

- take responsibility for ensuring that the Civil Service is perceived as an attractive employer;
- meet the challenges that arise in our knowledge society through targeted recruitment policies, opportunities for professional development, and systematic development of the agency's skills and expertise;
- contribute to the development of a stimulating multidisciplinary learning environment and a healthy and inclusive working environment;
- recruit persons from minority groups and disabled persons, and ensure diversity and a good gender balance in the agency; and
- help to ensure that senior employees stay in work longer, for example by utilising their expertise and giving them opportunities to renew their skills and expertise.



For reflection

- ✓ Do you and your staff have the necessary skills and expertise?
- ✓ What are the learning and development opportunities in your agency?
- ✓ What are you most pleased with?
- ✓ What are you least pleased with?
- ✓ What is needed to make the conditions for learning and development even better?
- ✓ What can you do, as a leader, to attract competent personnel?
- ✓ Are you, as a leader, able to fully utilise the expertise in your agency?

2.4 Co-determination and participation

Civil Service leaders are obliged to comply with the democratic rules and regulations governing working life. Section 110 of the Constitution sets out “the right of employees to co-determination at their workplace”. The employees are directly involved in the solution of tasks as individuals, but also exert an indirect influence through their employees’ organisations.

Employees have considerable opportunity for co-determination in administrative matters through their organisations and employees’ representatives. The employees’ organisations have the right to negotiate salary and working conditions, and the right to receive information and to take part in discussions and negotiations in accordance with the relevant agreements. Representative democracy in working life safeguards individual interests, provides a secure basis for development and innovation, and provides knowledge, frameworks and procedures for dialogue, cooperation and conflict management.

Norwegian managers tend to have an informal, inclusive, supportive and non-authoritarian leadership style. They give their staff considerable autonomy and opportunities to participate actively in the solution of tasks and the development of processes in the workplace. There is opportunity for participation both in relation to the individual’s tasks and through interaction with others in various groups or teams. Employees are generally highly motivated to use their professional expertise. This must be actively utilised in the development of working methods and high-standard performance.

The Civil Service will actively follow up the legislation and agreements governing co-determination and participation in cooperation with the employees’ organisations. Co-determination and participation must be practised in such a way that they contribute to effective development, solution of tasks and results. Public sector reforms are to be achieved by means of better use of technology, more expedient organisation and solution of tasks and better use of employees and their talents, ideas and ability to find solutions.

Civil Service managers must:

- foster an atmosphere of trust, and seek to develop

- a culture of cooperation through openness, accountability, democratic dialogue and involvement;
- seek actively to create a performance-oriented, bold and creative learning and development environment where employees’ skills, expertise, talents and ideas are utilised;
- demonstrate the ability and willingness to bring out the best in each employee and encourage employees to take responsibility for their own development and task solution;
- utilise the opportunities provided by legislation and agreements, respect employees’ representatives and their role, and provide a proper framework for real co-determination in matters relating to the working environment and working conditions; and
- take responsibility as employers in decision-making processes, involve employees and employees’ representatives and ensure through these processes that there is a legitimate basis for implementing the decisions taken.



For reflection

Participation and co-determination are mutually dependent, and the parties must have a shared sense of ownership and responsibility in order to realise these forms of involvement, results and development. One of the main challenges in the time to come will be to develop cooperation in the Civil Service in a way that facilitates flexible and customer-friendly services with a good working environment, high quality leadership, better performance and a good relationship with the general public (cf. Section 1.1 of the Basic agreement for the Civil Service).

- ✓ How does this affect your leadership role, and what can you do to meet this challenge?
- ✓ What is your relationship with employees’ representatives and organisations? What can you do to develop this relationship?
- ✓ What is your educational background as regards legislation and agreements?

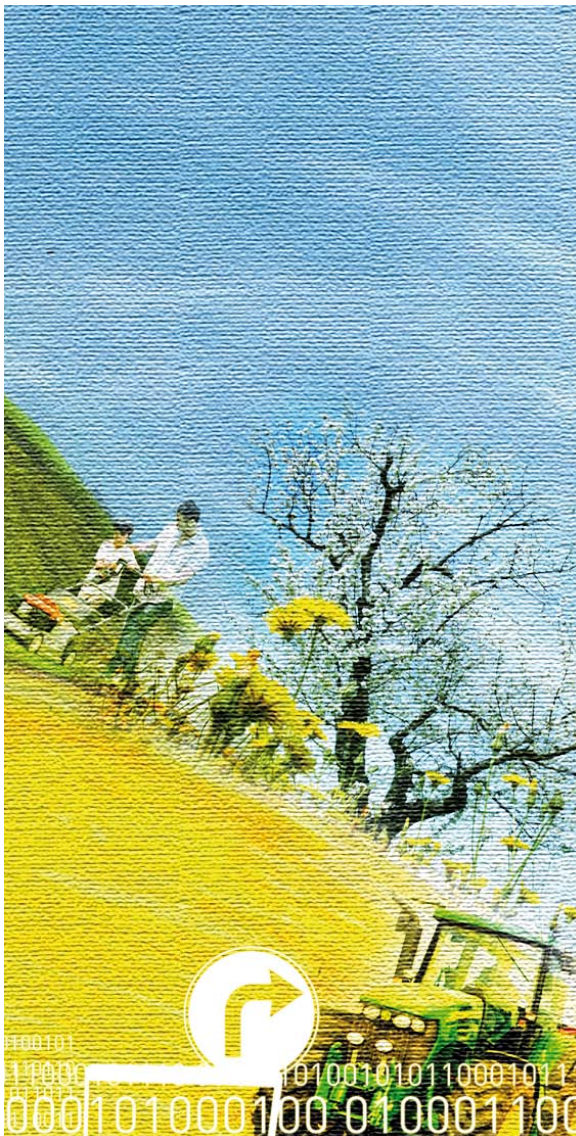
3. Leadership development in the Civil service

The broad range of objectives and tasks addressed by the public administration makes it difficult to define exactly the role of a Civil Service leader. The form of leadership will also be determined by the type of agency and the level of management in question. High-level officials, middle-level officials and first-line managers have different responsibilities and different tasks, and these will influence the content of the leadership role in different ways.

All Civil Service managers must clarify their own areas of responsibility and have a clear perception of the leadership role and of the forms of leadership that are most appropriate. There may be a clash between the

various objectives and considerations, and managers will have to be able to deal with dilemmas in a responsible way. The leadership role will be affected by local and regional conditions and by a number of different internal and external factors, and managers must continuously assess the need for change and renewal.

Despite these differences, there are some general functions that all managers must succeed in handling and adapting to their role and position in the administration. These are strategic functions, operational functions, administrative and work processes, relational functions (both internal and external) and information and communication functions.



Factors affecting leadership in the Civil Service

External factors such as:

- The general public's increased expectations of the public sector
- Environmental and climate challenges
- Media attention
- The influence of the international community, particularly the EU
- An increasingly diverse society
- Influences from professional organisations and other interest groups
- Challenges associated with rapid technological development

Internal factors such as:

- Developments in the Storting and its relationship to the government
- Changes in the relationship between politics and administration
- Greater expectations of leadership from superiors, colleagues and employees with a high level of expertise
- Greater diversity among employees
- Changes in the range of tasks to be performed by the Civil Service
- Organisational and structural changes in the public sector
- Changes to legislation and the legal basis for the Civil Service
- Requirements for performance management and reporting
- A higher level of control through greater focus on oversight and performance audits
- Requirements related to public procurement
- Requirements for cooperation, negotiation and mediation

Strategic functions. Managers at all levels have to make choices and set priorities, for example with regard to targets, plans and effective measures. Before such decisions are taken, the expectations of higher authorities, target groups and customers as well as the manager's own staff must be clarified. All Civil Service managers are responsible for following up sectoral policy objectives in their own areas and for complying with the general regulations and values governing the public administration.

Managers must:

- decide how financial, human and other resources are to be used in order to ensure the best possible performance, and organise personnel management accordingly;
- choose methods, coordination procedures and forms of leadership that produce the best results; and
- view facts in the light of expert assessments of risks and impacts. Decision making can be particularly demanding for Civil Service managers since their decisions often affect the general public.

Operational functions. Managers often have to introduce, develop and maintain systems in order to ensure that tasks are performed and goods and services are delivered. This applies in particular to technical, financial and personnel systems. The manager must ensure best possible general administration, personnel management, financial management and quality assurance.

In large agencies, the responsibility for various operational functions may be delegated to managers at lower levels. In small agencies, the top senior executive may have to take care of a number of tasks relating to day-to-day operations. High-level officials must in any case distribute the responsibility for operations and results, and ensure that the agency complies with the relevant requirements and standards, for example for financial management, quality, and health, safety and environment.

Building relations. Managers must establish, foster and develop relations both within and outside their own agencies. All Civil Service managers are part of a politically governed apparatus, including those who have little or no direct contact with the governing political leadership in their day-to-day work. Building relations is important for ensuring that political signals are picked up and implemented effectively. Managers must build solid working relations with their own staff and the employees' organisations. High-level officials have a particular responsibility for ensuring that sound personnel management is practised throughout the agency.

The various agencies in the Civil Service have all been established for the benefit of the general public and for the customers. The customers may be individuals, companies, groups or organisations. Leaders have a responsibility to listen to the various target groups and to relay experience and feedback to those who set the framework conditions. Civil service managers must contribute to closer coordination between agencies and administrative levels in order to ensure effective use of resources and prevent unnecessary fragmentation. Civil service managers are often required to balance different interests and in some cases help to resolve conflicts. Civil service managers have a responsibility for preventing and reducing conflicts, both between different interest groups and between individuals

Communication and information functions.

The Civil Service shall be characterised by transparency both in relation to the general public and the employees and between the various parts of the public administration. This means that managers have to ensure adequate communication and the dissemination of necessary information. Information and communication have their own intrinsic value, but are also vital for successful task solution and for developing democracy in working life and society as a whole. The Public Administration Act and the Freedom of Information Act provide clear guidelines for this. Each individual manager must think through how this responsibility is to be carried out.

For reflection

- ✓ What external conditions are particularly important for the area you are responsible for?
What significance does this have for your leadership?
- ✓ What internal factors have the greatest effect on
- ✓ How much time do you spend on functions relating to strategy, administration, relations and information?
- ✓ Is the distribution of your time as you would wish?
- ✓ If not, how would you like this to change?

What are the main challenges of your leadership role?

The table below shows the links between the four basic leadership functions and the four focus areas. The green cells contain examples of questions that

may be useful for managers who wish to increase their awareness of their leadership role. It may be more relevant to ask other questions that relate more specifically to a particular leadership situation or area of responsibility.

FUNCTIONS	FOCUS AREAS			
	TARGET, RESULTS AND COSTUMERFOCUS	COOPERATION AND COORDINATION	COMPETENCE, LEARNING AND DEVELOPMENT	CO-DETERMINATION AND PARTICIPATION
STRATEGY	<ul style="list-style-type: none"> • What are the right priorities? • What needs to be achieved in relation to the various customer groups? 	<ul style="list-style-type: none"> • Who is it important to cooperate with? • To what extent is coordination with other units or agencies needed? 	<ul style="list-style-type: none"> • What strategies are needed for developing your own and your staff's skills and expertise? 	<ul style="list-style-type: none"> • How are the employees and employees' organisations involved in strategic processes?
OPERATIONS	<ul style="list-style-type: none"> • How well do systems and routines work in your area of responsibility? • How are work processes organised, and how can they be improved? 	<ul style="list-style-type: none"> • How can I ensure that cooperation and coordination really take place? 	<ul style="list-style-type: none"> • What should I do to develop a more professional administration? 	<ul style="list-style-type: none"> • How good is my personnel management? • To what extent could the administration be made more effective through greater employee participation?
BUILDING RELATIONS	<ul style="list-style-type: none"> • Which employees should have primary responsibility for which tasks? 	<ul style="list-style-type: none"> • What should I do to promote a proper internal climate of cooperation? • How can I achieve good external interaction? 	<ul style="list-style-type: none"> • What skills and expertise are important to develop in my area of responsibility? 	<ul style="list-style-type: none"> • What can I do to promote a sense of participation on an equal footing between the various units in the agency? • What can I do to resolve the tense relations with NN?
COMMUNIC ACTION AND INFORMATION	<ul style="list-style-type: none"> • What must I do to establish a communication and information platform in the agency? 	<ul style="list-style-type: none"> • What information do our cooperation partners need? • How can ICT be used to promote communication and coordination externally? 	<ul style="list-style-type: none"> • How can I develop my own and my staff's communication skills? 	<ul style="list-style-type: none"> • What should I do to improve communication and cooperation with the employees' organisations.

It is important to reflect on the expectations of the leadership role, not only because this is part of taking one's own leadership seriously, but also in order to see the situation from the perspective of other colleagues: *"How can I develop, and how should we develop each other, so that we can become an even better leadership group?"*

High-level officials have a particular responsibility for putting leadership on the agenda. It is vital that managers give one another support and encouragement to further develop their leadership skills. It is also in the interest of individual managers to review their

leadership responsibility, role and ambitions. This should be done both with a view to their own staff's needs and with a view to clarifying the interface with the other managers in the agency. Leadership is a social phenomenon and can only be practised and developed in interaction with others.

The box below sets out some key words that may help managers to review and further develop their leadership profile. They can also be used by leadership groups that are developing a leadership programme for their agency.

Elements that can be used in developing your own leadership profile

As a leader in the Civil Service, I have:

- A standpoint: My leadership is based on fundamental democratic and administrative values.
- A privilege: I am taking part in efforts that further develop democracy, the rule of law and the welfare state.
- A vision: I want to be part of a team of employees and colleagues, working effectively together to ensure the best possible results for customers and the general public.
- An ambition: I want to practise a form of leadership that has the highest ethical standards and can set an example for others.
- A commitment: I am aware of my leadership responsibility and will, to the best of my ability, give concrete answers to these questions:
 - ✓ What are my main priorities as a leader? [strategic focus]
 - ✓ What is the most important achievement I want to accomplish in the agency as a whole or the unit under my charge? [focus on results]
 - ✓ What attitudes and behaviour do I want to practise for the personnel under my charge? [focus on staff]
 - ✓ What are my most important contributions outside the agency or unit? [cross-organisational focus]
 - ✓ How can I ensure the right focus on the general public and specific customers? [societal focus]



This document and the poster on this page, are available at www.regjeringen.no/ledelsesplattform



A leader in Norway's Civil Service...

... manages and develops public resources

Leaders uphold democratic and constitutional values, irrespective of political power. They administer resources on behalf of present and future citizens, achieving results for the common good.

...assists publicly elected authorities

Leaders adhere to political rulings and the needs of citizens. They uphold professional integrity and assist in making informed and rational decisions.

...ensures openness and involvement

Leaders ensure that communication with members of the public and agencies is developed through openness, discussion and plain language. They encourage employee participation and accountability.

...cooperates across the public sector

Leaders aim to develop public management as a solution-oriented arena characterised by cooperation and flexibility.

...creates attractive workplaces

Leaders practise and promote expertise and diversity within their activities. They use new technology and varied working methods.



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