

LEADERSHIP WITHIN THE CONTEXT OF PUBLIC SERVICE – THE ROLE OF ACCOUNTANTS

**THE INSTITUTE OF CERTIFIED PUBLIC
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**THE 4th PUBLIC SECTOR ACCOUNTANTS
CONFERENCE**

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REFLECT ON THIS:



Katilya, the then Prime Minister and Emperor Chundragupta of India identified forty ways of embezzlement of funds by employees in Public Sector and he had this to say:

“Just as it is impossible not to taste the honey or the poison that finds itself at the tip of the tongue, so it is impossible for a Government servant not to eat up at least a bit of the King’s revenue.” Consequently he wondered where the public finance leaders were to influence the change of this habit.

Statements to reflect on leadership:

- The higher up the tree, the thinner the branches – **sensitivity of public position**
- Do not start the quarrel when the gun is loaded – **Be tactful when you lead**
- If you and your boss reason the same one of you is redundant- **Be independent minded**
- It is not necessarily the one who has facts who wins the debate, but one who sounds the best – **Effective communication .**

Then what is Leadership?

According to Myles Munroe he defines leadership as “The capacity to **influence** others through **inspiration** generated by a **passion** motivated by a **vision** birthed by a **conviction** produced by a **purpose**.”

meaning of key words used in definition:

- **Purpose**-original intent
- **Conviction**- believe in significance
- **Vision**- Your future address i.e a seed seeing a tree with a fruit in it
- **Passion**- desire stronger than death
- **Inspiration**- People are always inspired by your passion
- **Influence**- The ability to cause others to do something or think in a particular way, without the use of sanctions.

What is your approach?

Manipulating/Exploiting People?



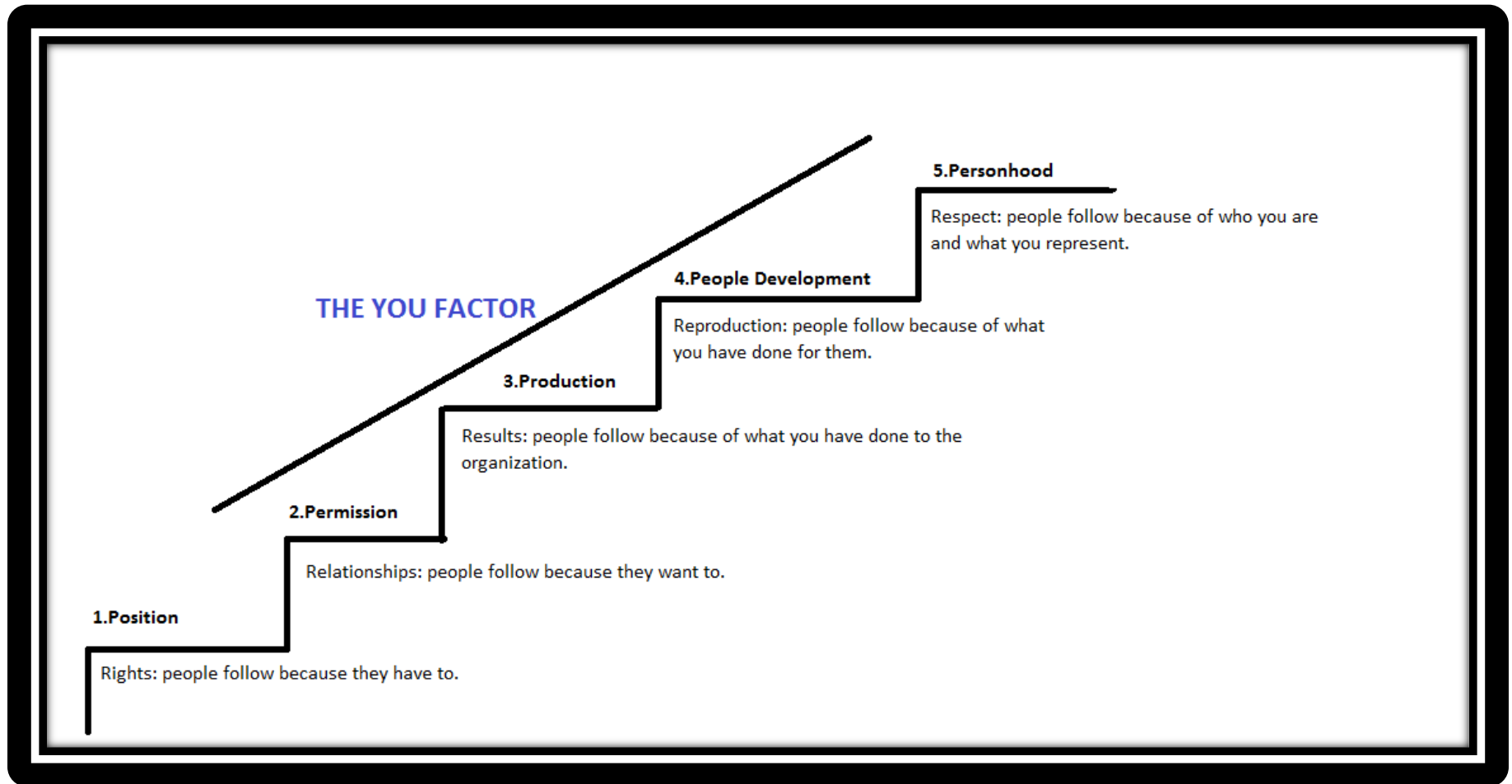
Guiding people?

Commanding people?

Influencing people?



Levels of Leadership



Illustration



Since this leadership definition is expressed rather abstractly, let us show concrete illustration to be able to internalize:

- Abraham Lincoln once attempted to convince his secretary of treasury, Salmon Chase , that it was a good idea for the government to issue interest bearing currency as a means of raising money to support the war effort.
- Chase however objected to the proposal and

Illustration cont..



argued that it was unconstitutional.

Rather than simply ordering Chase to do it, which he could have as president, he chose to tell him a story of influence and ended by saying...."these rebels are violating the constitution in order to destroy the union, I will violate the constitution if necessary to save the union." He further told Chase that public leadership is about public interest and trust

Trust: The foundation of Leadership

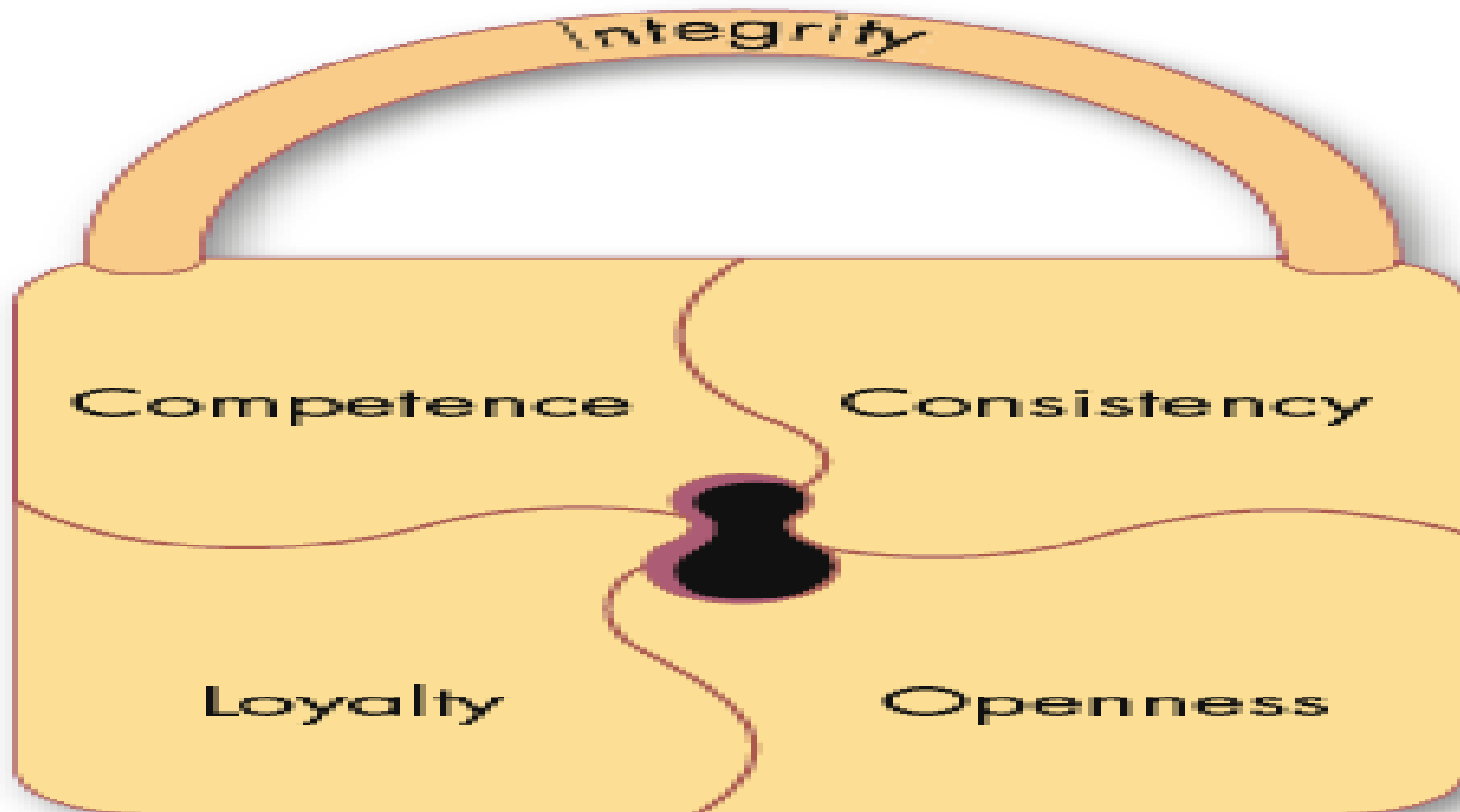


Trust

An experience based *positive expectation* that the one trusted **will not—through words, actions, or decisions—act opportunistically**



Dimensions that secure Trust



Leaders Behavior that destroys Trust



- On the 13th of December 2013, the world stood still for a true son of Africa – Nelson Mandela.
- African leaders who made comments spoke with such authority and clarity about great leadership which suggests that they actually know what great leadership is about.
- They talked of Madiba's humility and yet they have zero tolerance for divergent views.

Leaders Behavior that destroys Trust cont...



- They talked about love and forgiveness as some of the key attributes of Mandela's greatness and yet they spit venom on their enemies.
- They talked about how Mandela stood for public good and yet some scheme to defraud and plunder public resources.

They are inconsistent in their actions and do not understand what true leadership is all about.

True leadership



- True leadership is not finding something to live for but soothing to die for.
- True leadership is finding a human cause worth sacrificing yourself for.
- True leadership is discovering the problem you were supposed to solve and solve it.

- Therefore, if you do not nurture a strong philosophy in your leadership you may find difficulties in managing through public sector especially with other departments as a team.
- You must continually influence your colleagues through team spirit.

Team Spirit



Distilling the wisdom of ducks in team spirit



- You have noticed, ducks on flight. With two observable characteristics in the movement. First, they always fly in a **V-formation**
- Second, one side of the V is always slightly longer than the other side.
- The reason that one side of the V is always slightly longer than the other side is simply that the side that is longer has more ducks in it.
- On the other hand the reason ducks fly in a V formation is to take advantage of the partial wind vacuum created in the wake of each duck.
- By periodically changing the lead duck they can fly nearly twice as far together as they could on their own.

Team of diverse skills



Build a strong team



- CBS anchor Kate Couric asked Barak Obama which one book he would take with him to the White House apart from the Bible.
- Obama singled out '**Team of Rivals**' written by Doris Goodwin.
- He clearly knew there was no better author to put the subject of leadership in better perspective than Doris Goodwin.

What did Obama want to learn from the book?

Build Strong Team Cont..



- He wanted to understand how Lincoln was able to surround himself with people including his rivals during times of crisis of civil war, who had strong egos and high ambitions, who felt free to question his authority and who were unafraid to argue with him.
- For example, Lincoln brought **Salmon Chase** into his cabinet as **treasury secretary**, knowing full well that Chase craved the presidency with every fiber of his being.

Build a strong team cont..



- On learning this, Obama reprised Lincoln's strategy by creating a team composed of his most able rivals, people who were unafraid to take issue with him and who were confident of their own leadership abilities.
- That is why he chose his chief rival, Hillary Clinton to be secretary of state, Joe Biden as his deputy and also included powerful Republicans in his cabinet like Robert Gates and Ray LaHood.

Critical lessons from Lincoln

- Your genius as an accountant is to manage the ambitions and egos of your members / staff to form a team that can confront the challenges of the issues at hand as a leader.
- Your ability to create a team of different interest groups must be rooted in an extraordinary level of emotional intelligence. You must learn from your mistakes, share responsibility for mistakes of others and do not hold grudges.
- In times of emergency, give hope to the employees and shareholders that you will weather the storm.

Laws of Teamwork you may adopt

- 1. The Law of significance. 2. The Law of big picture. 3. Law of the niche
- 4. Law of mount Everest. 5. Law of the chain. 6. Law of the catalyst
- 7. Law of the compass. 8. Law of the bad apple 9. Law of countability.
- 10. Law of the price tag. 11. Law of score card"
- 12. Law of the bench. 13. Law of identity
- 14. law of communication. 15. law of the edge. 16. law of higher morale.
17. law of dividends.

Principles Linked to Laws of teamwork in that order



- 1. One is too small a number to achieve greatness. 2. The goal is more important than the role. 3. All players have a place where they add most value
- 4. As the challenge escalates, the need for teamwork elevates 5. The strength of a team is impacted by its weakest link. 6. Winning teams have players who make things happen
- 7. Vision gives team members direction and confidence. 8. Rotten attitudes ruin a team 9. Teammates must be able to count on each other when it counts 10. The team fails to reach its potential when it fails to pay the price. 11. The team can make adjustments when it knows where it stands.
- 12. Great teams have great depth. 13. Shared values define the team. 14. Interaction fuels action. 15. The difference between two equally talented people is leadership.
- 16. When you are winning nothing hurts. 17. Investing in the team compounds over time

Roles of Accountants in Public Service Leadership.



- Being in the lead to ensure any payment from public resources is done as per Public Finance Management Act, 2012.
- Being in the lead in contributing for the drafting of appropriate payment clauses in contracts for projects.
- Being in the lead to help county citizens understand intricacies of matters of budgeting with relation to counties.

Roles of Accountants in Public Service Leadership cont..



- To volunteer as non-state actors as member of County Budget and Economic Forums as per Section 137 and help strengthen the county finance planning process.
- Be in the lead to set financial controls system in the corporation and implement it as set out.
- Being in the lead to protect and conserve public resources at all times.

Back to you!



General timeless principles



- These 21 ideas, insights and strategies are the springboards to your leadership success as a public sector accountant in your endeavor to lead.
- Take note that the failure to apply any one of them can by itself undermine and even destroy your chances of becoming effective in your leadership. They are hereby presented verbatim...

General Timeless Principles cont..



1. Dream big dreams
2. Develop a clear sense of direction
3. See yourself as a self employed
4. Be passionate and do what you love to do
5. Commit yourself to Excellence
6. Work Longer and Harder
7. Dedicate yourself to Lifelong learning

General Timeless Principles cont..



- 8. Develop a positive attitude in your work
- 9. Learn Every Detail of Your Work
- 10. Dedicate Yourself to serving Others
- 11. Be Absolutely Honest with Yourself and Others.
- 12. Determine Your Highest Priorities and Concentrate on Them Single – Mindedly.
- 13, Develop a Reputation of Speed and Dependability.

General Timeless Principles cont.



- 14. Be Prepared to Climb from Peak to Peak.
- 15. Practice Self-Discipline in all situations
- 16. Unlock your Inborn Creativity.
- 17. Get around the Right people.
- 18. Take Excellent care of your Physical Health.
- 19. Be Decisive and Action Oriented.
- 20. Never Allow Failure to Be an Option.
- 21. Pass the “Persistence Test”.

Quotable Quotes



'I dream of men who take the next step instead of worrying about the next thousand steps'.

Theodore Roosevelt (Former US President)

"I'm in this race not just to hold an office, but together with you to transform a nation."

"In the face of impossible odds, people who love their country can change it."

Barack Obama quote from his February 10, 2007 Presidential announcement.

Quotable quotes



To be able to lead others, a man must be willing to go forward alone.'

- Harry Truman (Former US President)

'If I have the belief that I can do it, I will surely acquire the capacity to do it, even if I may not have it at the beginning'.

Mahatma Gandhi

'The word impossible is not in my dictionary.'

-Napoleon Bonaparte

Over To You...your Memoirs...



- ☐ What will the future remember you for?
- ☐ Will history condemn or vindicate you?
- ☐ What do you want your great grandson to say about you with pride?
- ☐ Will your eternal pillow give peace to your conscience or disturb your dreams?

