



Centre on Strategies for Public and Civil Entrepreneurs

Civil Leadership as the Future of Leadership in Health Care

Lecture EHMA Annual Conference Espoo, Finland, 17th of June 2019

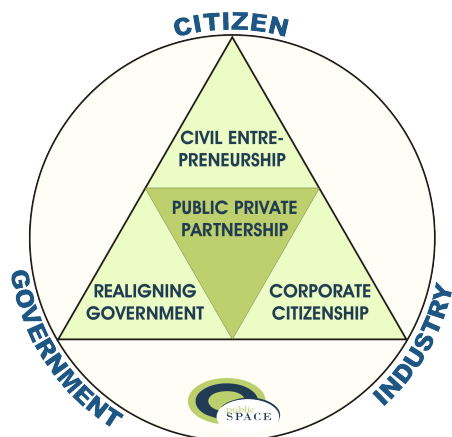
Dr. Steven P.M de Waal

@stevendewaal



www.publicspace.eu

The Public Space Foundation (since 2004) (www.publicspace.eu)




Our Mission

- Contribute to **'Winning strategies for the common good'** by means of an open non-ideological inquiry, an active international outlook for best practices and an interdisciplinary approach.
- The main mission is **promoting active citizenship, social entrepreneurship and civil leadership.**
- **Messages, blogs and archive of publications on our website www.publicspace.eu as a public forum and library.**

The ThinkTank

The ThinkTank has evolved into a Think Network. This consists of prominent executives, academics, opinion leaders and other decision makers. They have backgrounds in all domains of public interest and in a broad range of organizations

Themes · Agenda · Publications · About Steven de Waal · About PSF · 

Public Space Foundation is an independent think tank that initiates and cultivates civil leadership and social entrepreneurship. Steven de Waal is its founder and the driving force behind this think tank.



About Steven de Waal

Dr. Steven P.M. de Waal is a keynote speaker, author and chairman of the Public Space Foundation. He has years of

Twitter

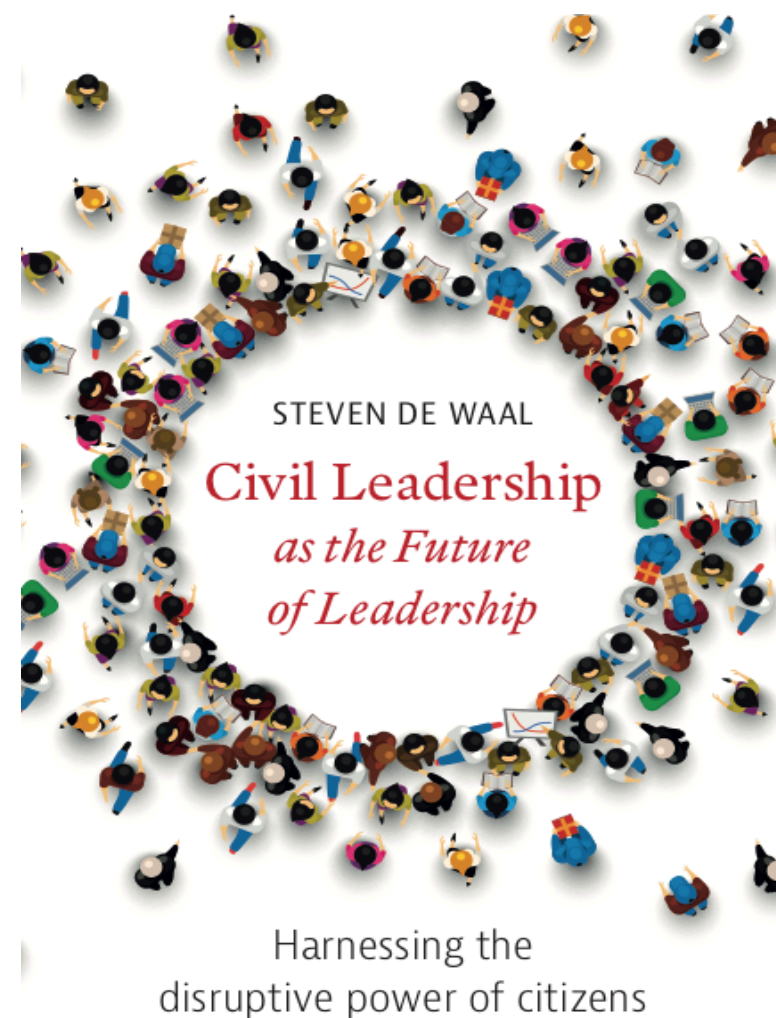
• Mijn grootste zorg bij het door mij strategisch voorspeld succes van #Baudet is het gebrek aan strategische intelli... <https://t.co/2ePK9PQdck>

Latest Book (Amazon.com 2018)

- **Digital Civil Revolution as best description of current technological revolution**
- **Disruption is not restricted to markets.** It totally transforms the media landscape, public opinion, political debate, and the attitudes and roles of industry and state towards citizens
- The real revolution is that these technologies **increase citizen power enormously** in opinion production, public debate, collecting information and self-organization
- **A special kind of leadership, Civil Leadership, is needed to harness this new civil power**

2 main parts:

- I. **Strategic Analysis:** the cause of the #DigitalCivilRevolution and how is it changing humanity, society, communities and also politics, democracy and public services
- II. The strategic answer is a **new public leadership, civil leadership**



Available as e-book and paperback on [Amazon.com](https://www.amazon.com) and in local (online) bookstores worldwide.

Impact on public services

Public services are still delaying impact by using protection of state, laws and lobbies

Not sustainable: traditional politics will learn quickly: **no re-election without listening to new civil channel and power**

- 1. Need/demand for co-production and co-creation;** no longer just voice and passive consumer service, but co-choice, co-production, partnering with 'amateur'-cooperatives
- 2. Reputation based on peer-reviews on direct channel, be there!**
- 3. Monopoly is gone: civil initiatives and cooperations are here to stay; simple supplyside attitude won't work**
- 4. Quality standards are not only based on technical/professional and bureaucratic paradigm, add peer-review and reputation**

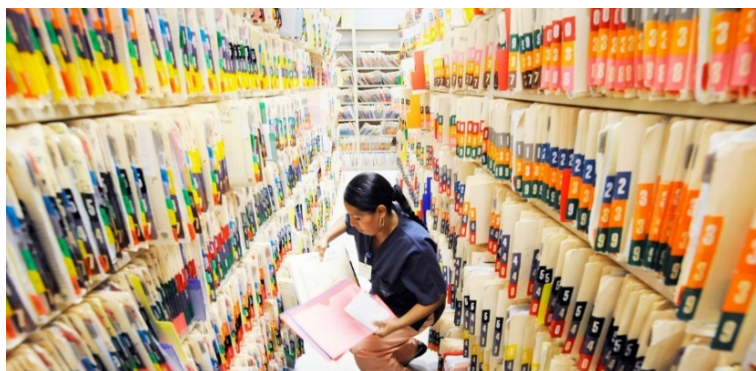
NEW CIVIL LEADERSHIP

The Digital Civil Revolution has a big impact on health care:

1. **Governance:** Cooperatives and Commons
2. **Civil Society:** Mutual care in neighbourhoods and informal networks
3. **Public Pressure:** Complaints and incidents publicly shared. Must be answered and then again judged publicly (leads to need of choice based on peer-review between providers and even individual professionals)
4. **Selfmonitoring and personal management of personal chain and demands for fitting personalized care, including co-production**
5. **Independent Information gathering and knowledge:** individual patients search, share and compare knowledge of diseases and treatments, also in informal networks of patients
6. **ICT:** Ownership of files and patient-data

Some Examples

New processing and access to files:



FACTS ABOUT PATIENT EDUCATION

50% OF PATIENTS walk out of the physician's office **NOT KNOWING** what they were told or are supposed to do.



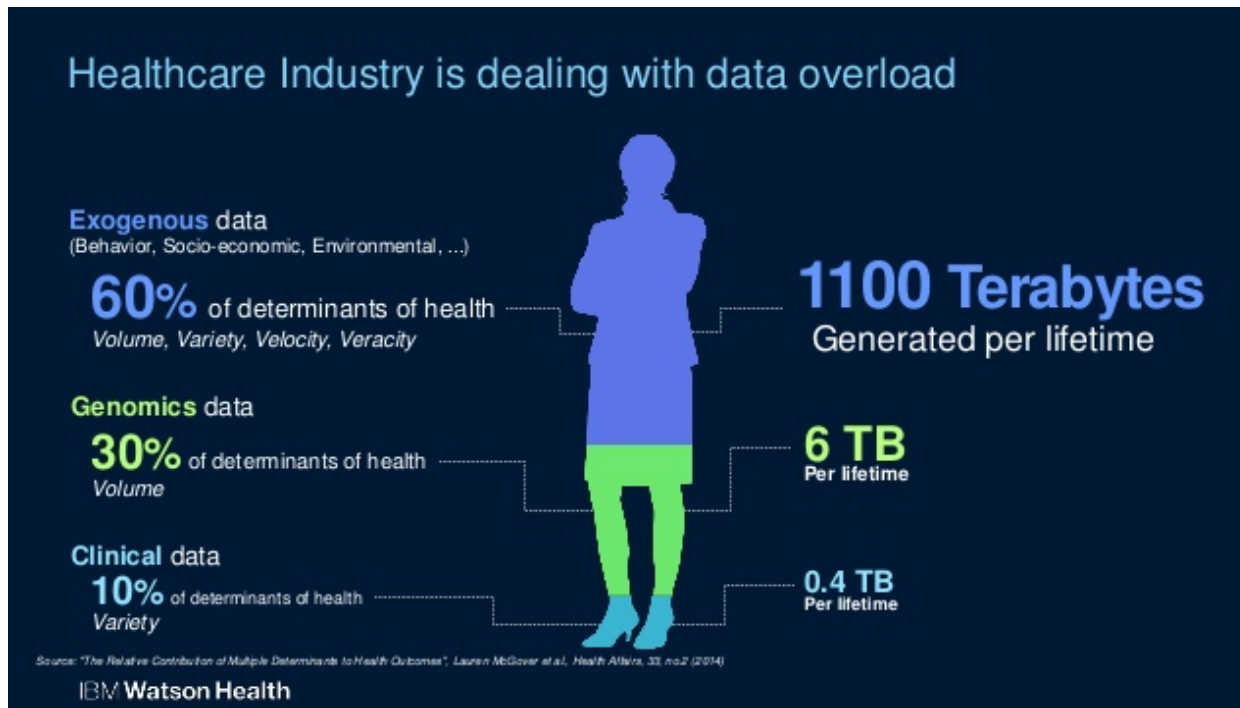
RESEARCH SHOWS THAT:

- Physicians often over estimate the topics and duration of what they have talked about with their patients
- Telling patients once...is usually not enough to get the patient's attention or buy-in
- Patients filter what they hear from their doctor in a variety of ways that physicians usually know nothing about, i.e., the patient's health beliefs, values, previous experience and illness explanatory models.



www.alamy.com - JDT4XF

The rise of AI as a way to access overload in medical data



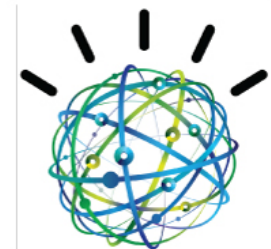
Too Much Information: The Doctor's Data Dilemma



The answer? IBM Research and the Cleveland Clinic are bringing IBM® Watson™ to medical school to create a learning application for students.

Watson will help students navigate medical information and make the best decisions for **improving patient care.**

Students will also be able to **teach and train Watson** to advance its knowledge.



WATSON.

¹William Stead, IOM Meeting, October 8, 2007. Growth in facts affecting provider decisions versus human cognitive capacity
²University of Oulu, Finland, January 15, 2009

The end of professional monopoly like in energy



Main scenario for current supply will be: **Grid Function:**
co-production, partnering, emergency backup, facilitating of civil initiative

Direct access patientdata, before the doctor

Patientenportal

Home
Meine Gesundheit
Meine Krankenakte
Communities

Speichern und Freigeben: 

- Diagnosen
- Medikation
- Labor
- Dokumente
- Bilder
- Prozeduren
- Blutzucker
- Blutdruck
- Übersicht

gehen Sie zu:

➔
Community für Koronare Herzkrankheit

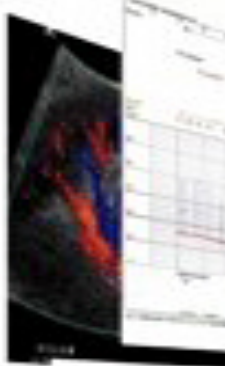
➔
Community für Diabetes mellitus




Omron RX Classic, Blutdruckmessgerät mit

Bilder

Sie haben 5 Bilder






+ Bild Hinzufügen

Holen Sie sich die neuesten iPhone Programme zum Thema Gesundheit

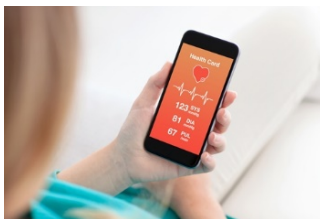
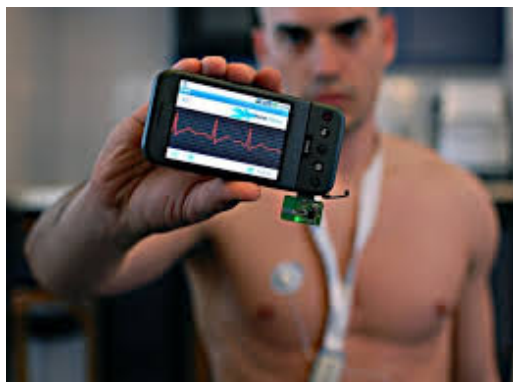
Medikamente einnehmen!

Kostenlos: Erinnerung Ihre

Studie räumt mit Vorurteilen auf: **Betablocker schützen Herz vor Stress**

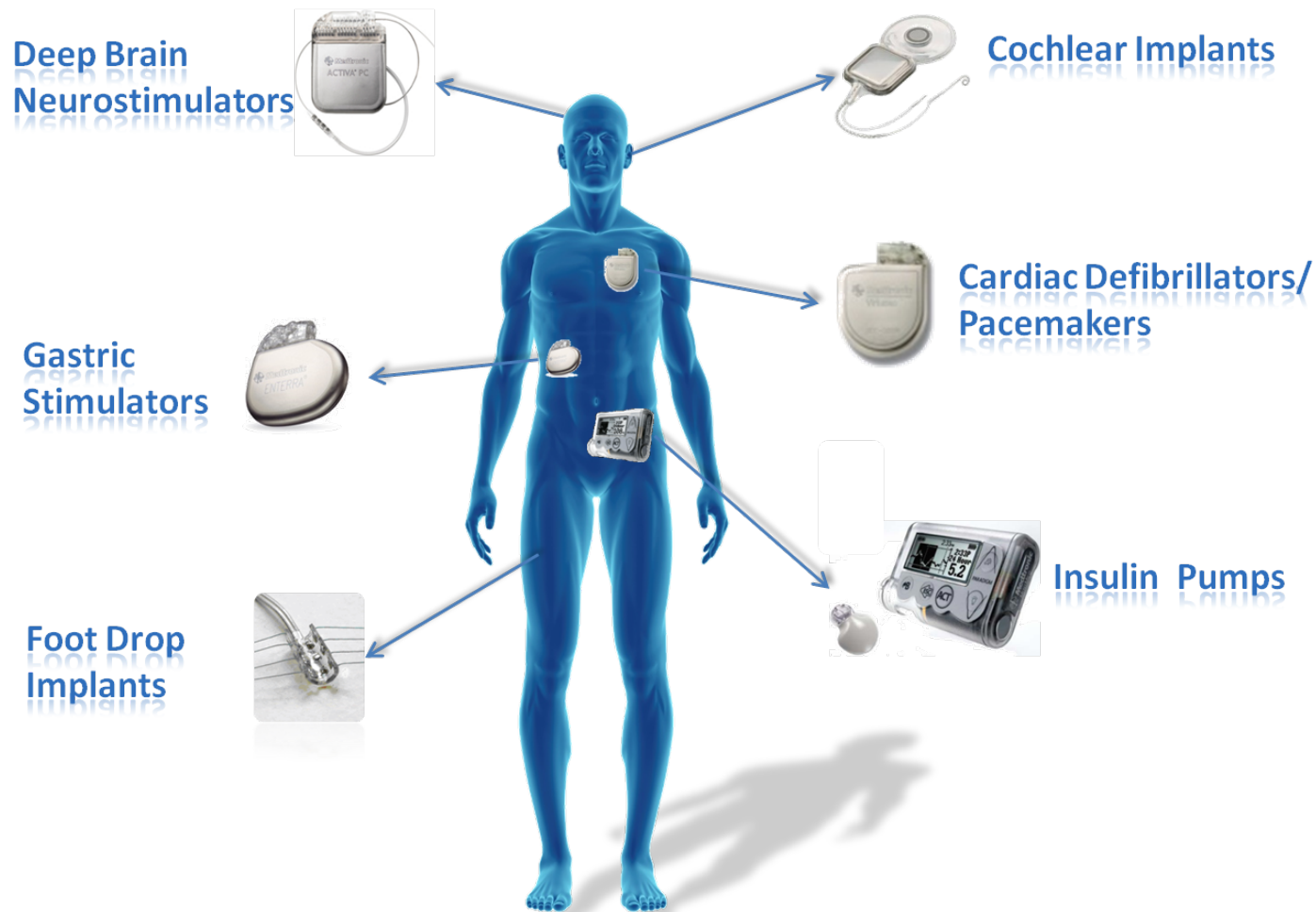
Eine große Patientenstudie belegt, dass Betablocker ein gesundes Herz...

Self-monitoring leads to minimum of ambulant care and maximum at home digitalization



Even patientbodies become machine park

WIRELESS IMPLANTABLE MEDICAL DEVICES



Or their homes

Long Reach

Wireless devices for remote patient monitoring

Blood-pressure monitor >>



Digital scale >>



Telestation >>

Patients use the buttons to answer questions on their condition.



EKG recorder >>



Pulse oximeter >>

A noninvasive check of blood oxygen level.



Enormous logistical centres to plan and manage total chain + self-management patients



In love with the new doctor?



Civil Leadership

The defining elements of Civil Leadership

1. Character and Values*

- Operating and an attitude as 'one of us'-citizens
- Passion and entrepreneurship for public and societal cause and issues
- A fitting and credible biography** (one of the weaknesses of politicians 'by profession')

2. Competences

- Rhetorics (because of the permanent public grandstand)

3. Purpose and (aimed) Impact

- Trust
- Generating followership out of public passion
- Public support

* *Research in dr. SPM de Waal 'The Value(s) of Civil Leaders' (Eleven 2014)*

** *Following Aristotelian rhetorical theory: 'Ethos' (personal involvement, authority and credibility) (next to Pathos and Logos)*

**ADDENDA:
Public Space Foundation &
Personal background of
Steven P.M. de Waal**

Public Space Foundation: operating between executive practice, academia and public debate

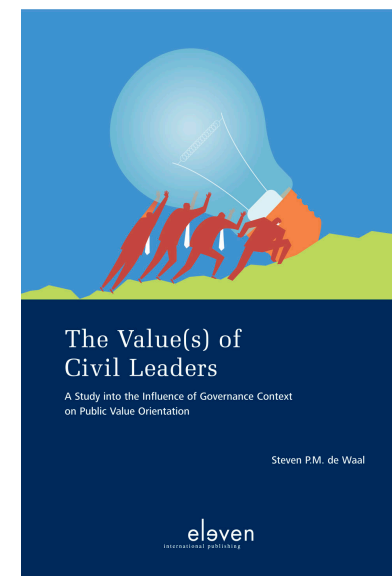
Based on the public/private concepts of social entrepreneurship (1994) and societal enterprise (2000) Steven de Waal founded Public Space in 2001 as a **private thinktank within the management services firm of Boer & Croon Strategy and Management Group**.

Upon his departure as board chair and equity partner at Boer & Croon in 2004, Public Space was registered as the independent Public Space Foundation, chaired by him.

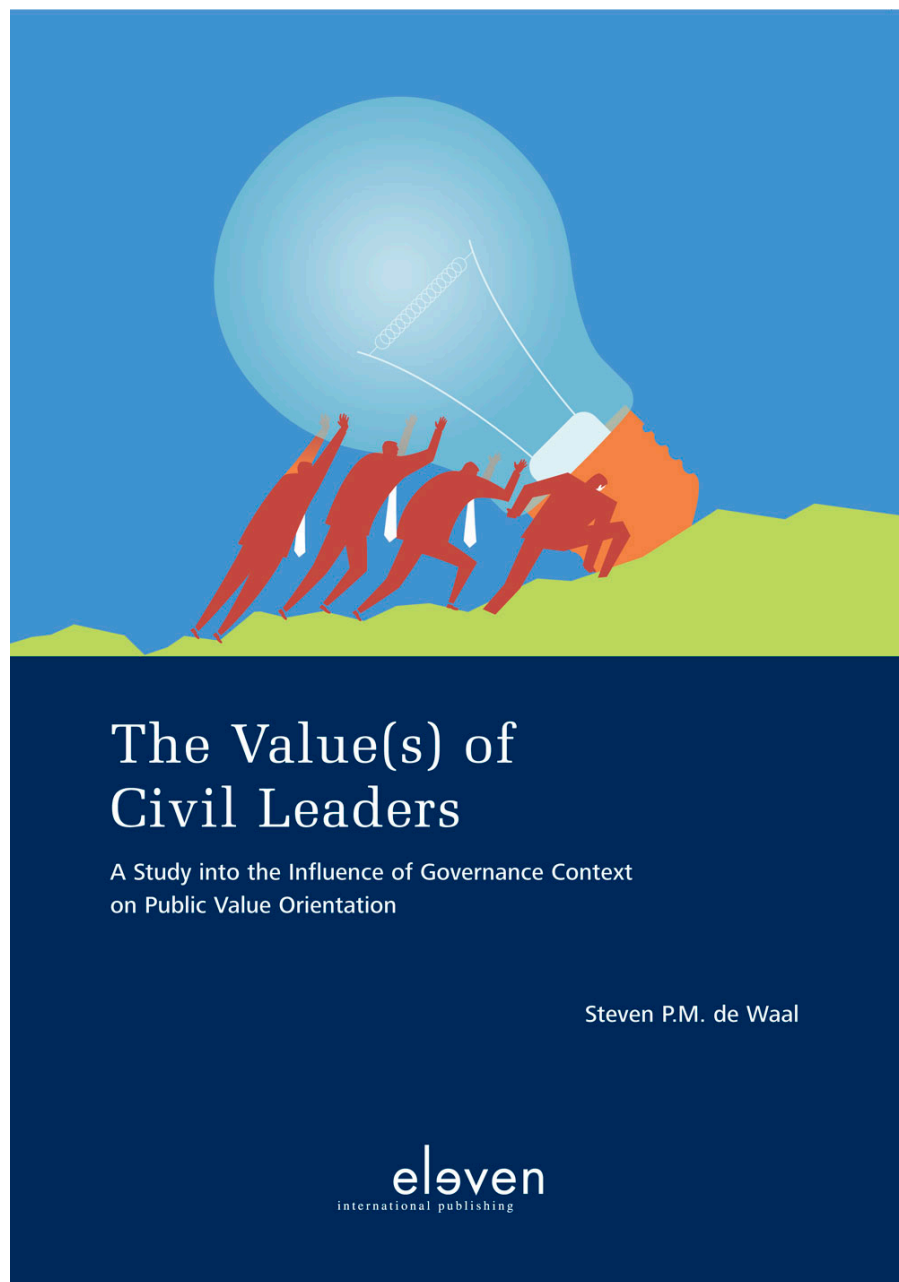
Many publications and books (in Dutch), including a manifest (2006) and books about strategic management for the public cause (2008), youth care (2010) and the Dutch transformation and decentralization of social care systems (2015).

Dissertation and PhD: 'The Value(s) of Civil Leaders' (Eleven 2014)

Health care studies a.o. 'The future of Hospitals', 'Entrepreneurship in primary care' and 'Transformation of longterm Care'



Summary of dissertation
'The Value(s) of Civil leaders'
(Eleven 2014)



My dissertation, PhD in October 2014

Research on 30 selected civil leaders and a websurvey on app. 200 executives with experience in different governance context.

- a. How values and value orientations differ between governance contexts (for-profit, non-profit, informal active citizenship) and influence leadership
- b. What the value patterns are of these civil leaders and how it is influenced by their governance context.

Main concepts used and outlined in the study: Values, Civil Society, Valuepatterns of Market, State and Civil Society, Public Value, Governance Contexts and Leadership.

Main results

- Yes, the value patterns of the three governance contexts (for-profit, non-profit, active citizenship) differ substantially and probably influence leadership
- No, the value pattern of these civil leaders doesn't differ accordingly
- Amazing: there is a common value pattern for all civil leaders, they are 'a breed of their own'

Side-results:

- Civil leaders, despite their citizenship, are often seen as competitors by politicians (who claim a monopoly on public debate about public issues)
- Civil leaders are often challenged and have the competence to be active in public debate
- In most cases of executive positions there was a tension between civil leaders and their non-executive boards, basically on the managerial technical attitude versus their own value based attitude. They are not 'easy' executives.

Civil leaders in my study have a value pattern of their own (a breed of their own)

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

They have a value-pattern with two tracks:

On the one hand: **entrepreneurial**, selfsteering, autonomous, pigheaded,
independent

On the other: socially committed and passionate about **societal results** for targetgroups and vulnerable citizens or changing failing public services

We found four key dimensions 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 his/her typical style and operate in a way that he/she feels it makes him/her credible and effective as a civil leader

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



BOOM | LEMMA

Burgerkracht met Burgermacht

Het einde van de maatschappelijke onderneming
en het polderpaternalisme

Steven P.M. de Waal

Latest book (in Dutch), May 2015

Title translation:

Citizen initiatives with Citizen power

Presented to Director of Social Cultural Planbureau, a major adviser for central government on health and social issues and policies.

Based on large debates, physical and virtual and literature study.

Main message:

Positive about recent political attention to active citizenship in health, social welfare and social security, but:

- too political top down and too much linked to political agenda (budget cuts)
- naive about powershift
- doubts if municipalities are closer to citizen force

Main topics Public Space in lectures and literature

- **Citizenforce** (has a historical right as the private basis for much of public sector, (Dutch) 2000) **to be extended with citizen power** like: 'right to challenge', 'vouchers' and a legal preference for societal enterprises (Dutch, 2015)
- **Citizen disruption of Democracy:** There is already a direct and open information- and mediachannel for citizens. It threatens to disrupt representative democracy if not used and embraced by current politicians (2014)
- **Citizen disruption of public services** by rise of self-organization, demand for co-production and influence of peer-reviews & own choice (Dutch, 2015)
- **ChinaHealthcare:** The Dutch healthcaresystem is hardly marketlike, but very government steered in finance, services, innovation and structure. Main problem as a 'market' is that patients have not much influence and hardly any choice in providers (in lectures and columns since 2011)
- **Strategy:** 'Beating the odds'
- **Aristoteles:** Virtues, Character, Balance of middle in strategic context, Practical Wisdom. Governance codes must be principle based not rules-based
- **Civil Leadership:** persons and personal behaviour more important than institutes or structures. Citizenship can and must be also in boardrooms (2014)

Personal background Steven P.M. de Waal

- **Profession: Strategy Consultant.** Mainly public sector, especially health care, housing, higher education, public broadcasting and energy. On a national level: reorganizations of and studies commissioned by many umbrella organizations and national government and ministeries
- **Study 1973-1979 Andragologie (University of Utrecht)(Adult Development),** cum laude, then a **PhD at USBO** (Public Administration) on 'Value(s) of Civil Leaders' (Eleven, 2014)
- **First steps in career (1979-1984):** Municipality (welfarepolicy) and Ministry of Home Affairs (reorganisation of national civil service)
- **1985 to 2003: Boer&Croon Strategy and Management Group**
1992 - 2003 Equity partner; 1997-2001 Executive Chairman
- **2001-2005: Member of the national executive committee of PvdA (Labourparty),** a.o. chairman of the advisory committee about the new system of health care (2005)
- **Now:**
 - **Founder (2004) and Chairman of the Public Space Foundation**
 - **Active Citizen,** mostly as **chairman of non-executive boards** with an emphasis on turnaround and strategic reorientation, a.o. culture, professional soccer, social housing and public broadcasting