



Centre on Strategies for Public and Civil Entrepreneurs

The disruptive power of citizens and the necessary new leadership: Civil Leadership

Lecture Public Sector Executives Finland

Management Events, 13 November 2019

Dr. Steven P.M de Waal

@stevendewaal

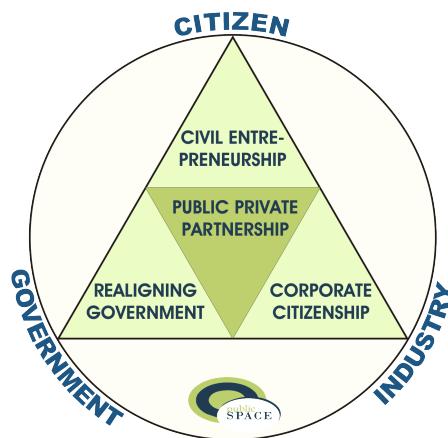


www.publicspace.eu

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

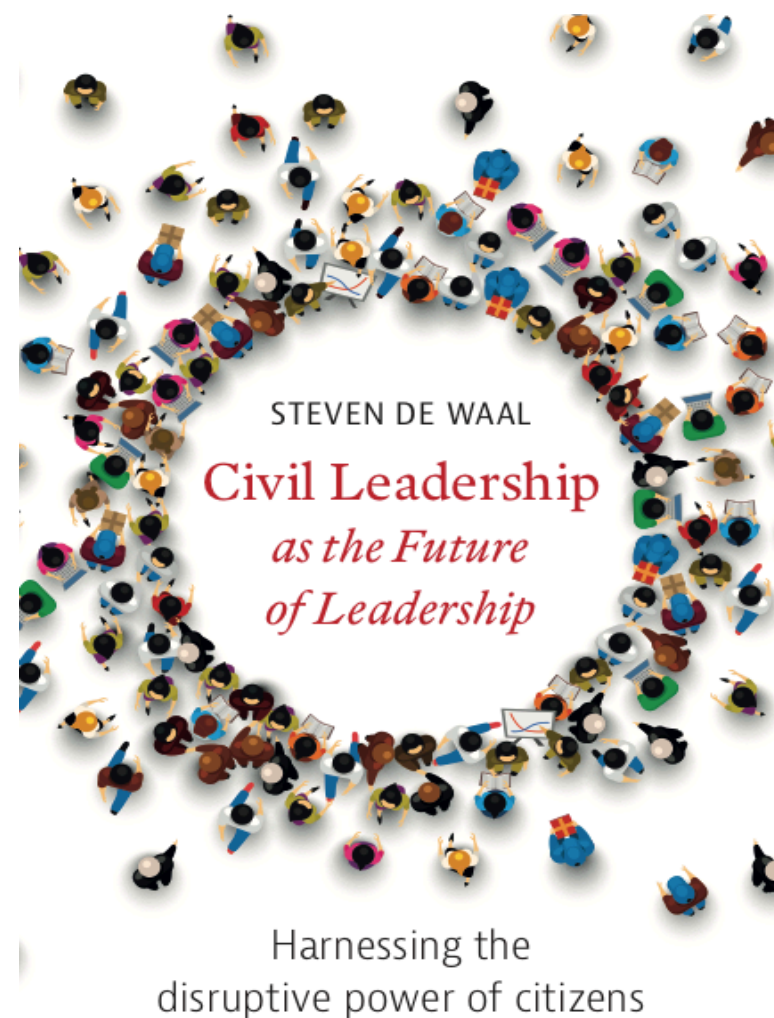
• Mijn grootste zorg bij het door mij strategisch voorspeld succes van #Baudet is het gebrek aan strategische intelli... <https://t.co/2ePK9PQdK>

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 and in local (online) bookstores worldwide.

Core Strategic Analysis (1)

We are in the 3rd phase of humanity due to the revolution in worldwide digital technology, the #digitalcivilrevolution

Impact 1: Public opinion is now really of, from and directly made by the public itself

Impact 2: There is a permanent public grandstand that is always 'on'

Impact 3: There is a new medialandscape with a 3rd (next to 'old' media television/radio and newspapers) direct channel of, from and by every citizen him-/herself (including politicians, celebrities and executives that must act there as 'one of them')

Predicted and analyzed strategic effects:

- 1. *Battle for the eyeballs*:** main competition is now about attention, no longer a given for anybody or any institution
- 2. *Everybody is a journalist*** and can generate news, new data, new insights and public support for it is publicly measured (permanent polling)
- 3. Third channel will win** in political and public agendasetting, because the other two and politics must follow and acknowledge their messages and so reinforce them
- 4. Democracy will be disrupted**, starting with political parties in their selection of persons

Core Strategic Analysis (2)

Impact 4: Selforganizing of citizens, masses and communities is now much easier, in bigger numbers, much faster and more powerful

Predicted and analyzed strategic effects:

5. *Swarmbehaviour*

6. *Pop-up locations and events*

7. *Cooperatives and Commons* as the new and dominant type of public governance

It's not technology, stupid, it is mentality (& tools & training)

Platformeconomy has already won

LARGEST GLOBAL COMPANIES IN 2018 VS 2008:
SEVEN OUT OF TEN ARE NOW BASED ON PLATFORM BUSINESS MODELS

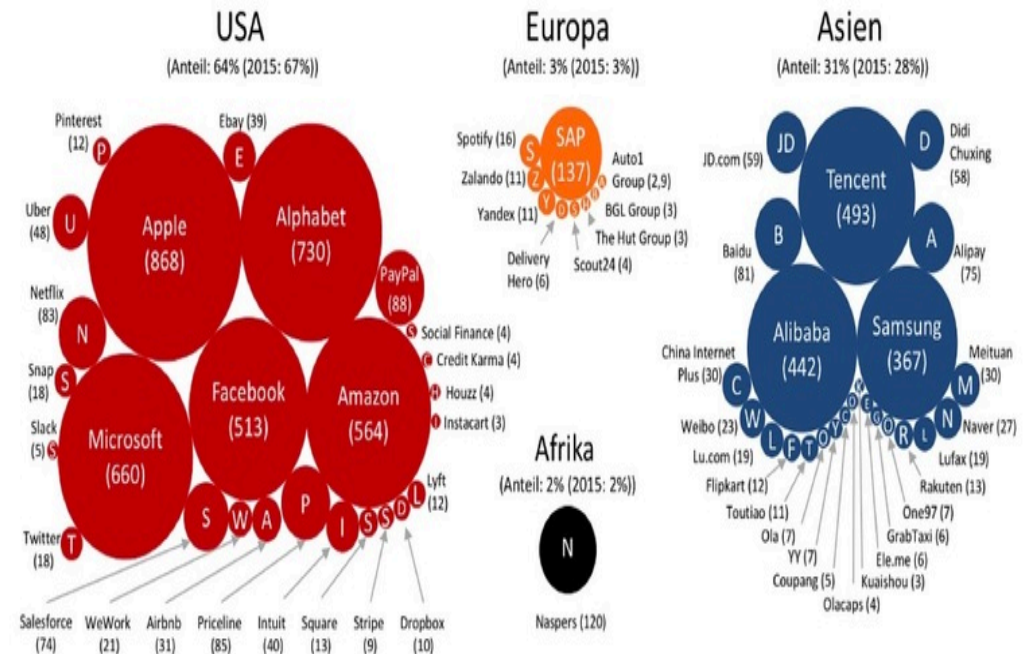
2018				2008			
RANK	COMPANY	FOUNDED	US\$bn	RANK	COMPANY	FOUNDED	US\$bn
1.	*	1976	890	1.	PetroChina	1999	728
2.	*	1998	768	2.	EXON	1870	492
3.	*	1975	680	3.	GE	1892	358
4.	*	1994	592	4.	中国移动 China Mobile	1997	344
5.	*	2004	545	5.	ICBC	1984	336
6.	Tencent 腾讯 *	1998	526	6.	GGAZPROM	1989	332
7.	BERKSHIRE HATHAWAY	1955	496	7.	Microsoft	1975	313
8.	Alibaba.com *	1999	488	8.	Shell	1907	266
9.	Johnson & Johnson	1886	380	9.	SINOPEC	2000	257
10.	J.P.Morgan	1871	375	10.	AT&T	1885	238

* Companies based on the platform model

Sources: Bloomberg, Google

The imbalance of platform economy

The 60 most valuable global platforms in billion USD on December 31, 2017

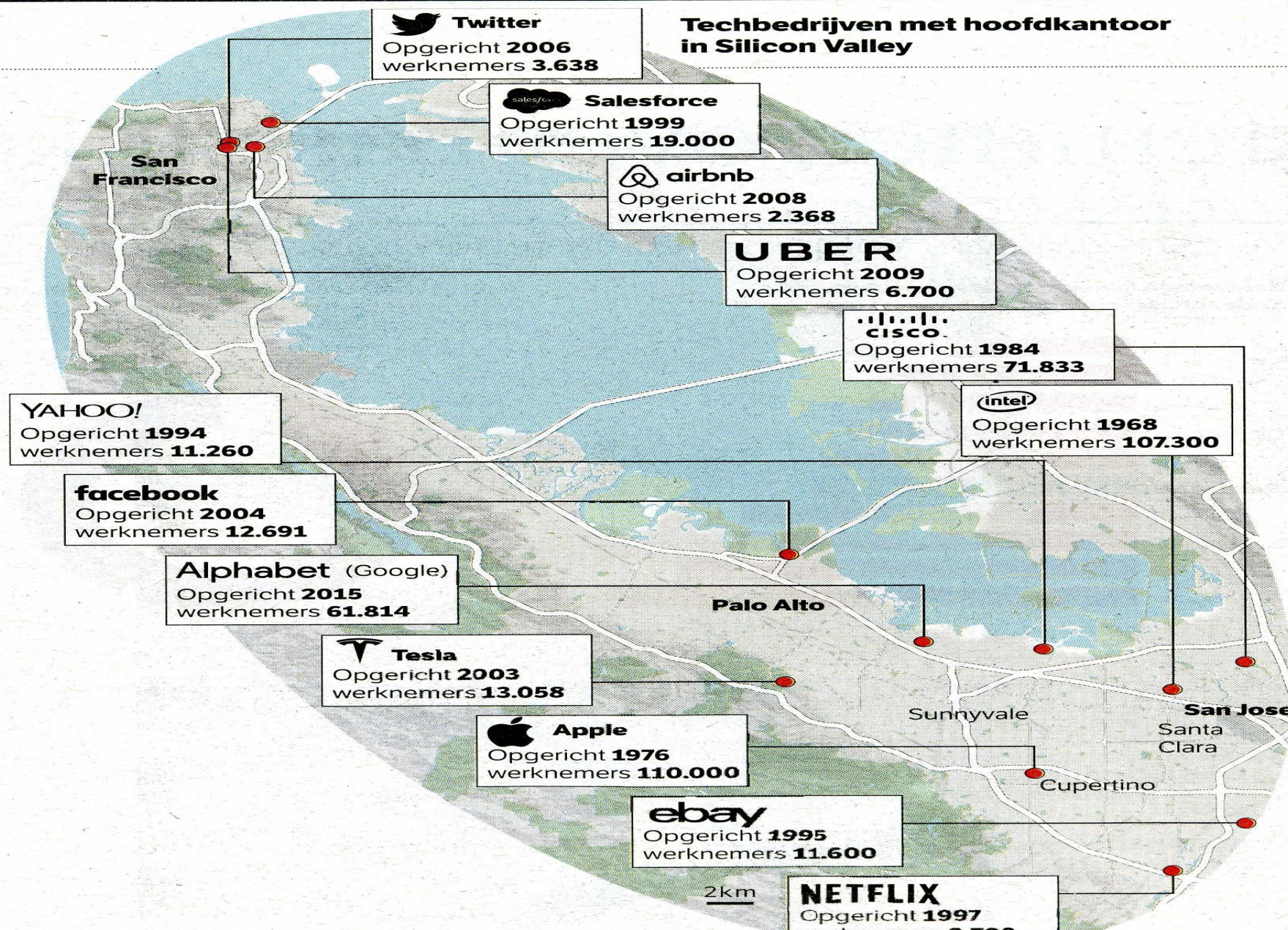


Quelle: Netzoekonom.de / Idee: Peter Evans

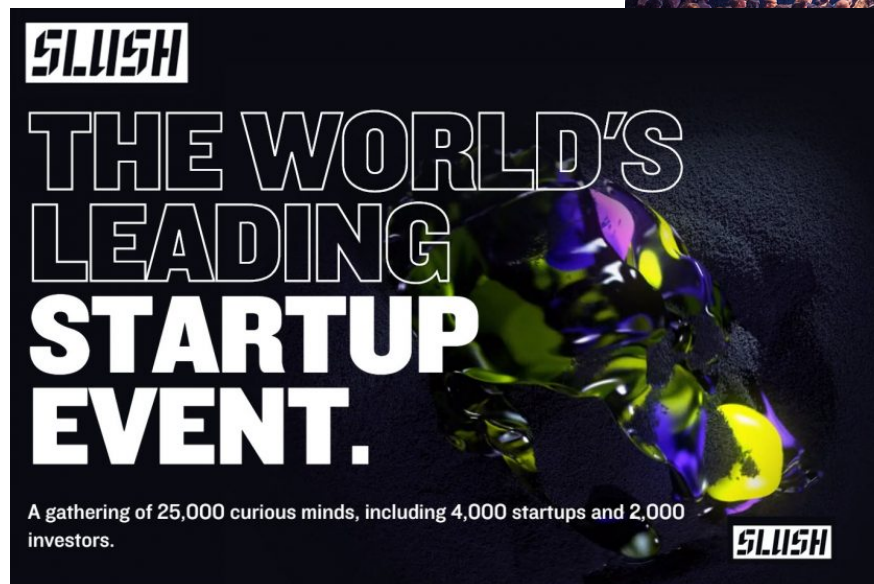
Dr. Holger Schmidt | Netzoekonom.de | Handelsblatt | TU Darmstadt | Ecdynamics.io | Platformeconomy.com

Also theme Issue of Harvard Business Review, April 2016

Techbedrijven met hoofdkantoor in Silicon Valley



Helsinki as the Silicon Valley of Europe?*



* Next phase after Nokia?

Warning: success of Silicon Valley has some disturbing impact on San Francisco (my visit 2019)



Maybe a better plan for the next phase?
Not technology, but new learning, problem solving
and new education of next generation?



Some Examples of Disruption of Democracy

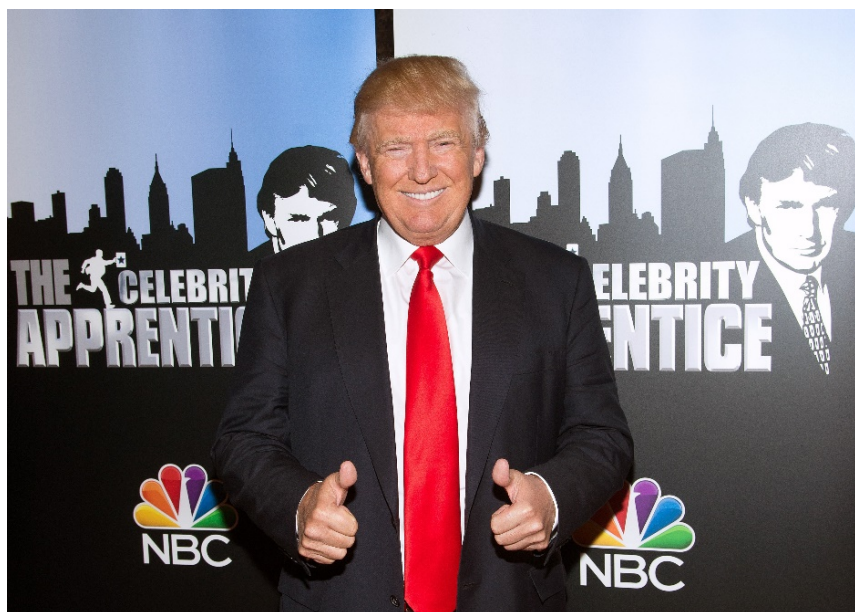
Proof of the new medialandscape and disruption of political parties

Victory Trump:

Step 1: Famous on TV and social media

Step 2: Newspapers had to follow

Step 3: Republican party had to follow



The Tweeter-in-chief

Visible swarmbehaviour: direct and fast massive behaviour, no official structure or leader or manifesto



Increasing public protests are based on power of new technologies



Hong Kong: digital tools to gather massive protest and swarming across the streets, avoiding police



Lebanon/Beiroet: Protest started against Whatsapp Tax. But then same technologies are used to protest and take care of each other in turmoil

Dutch Farmersprotest: started on website and Facebook-groups by 3 individual farmers



Disruption of democracy as in markets: outsiders take over by better use of new technologies and new mediachannels



Beppe Grillo (Italy)
Zelensky (Ukraine)
Baudet (Netherlands)
Trump (USA)



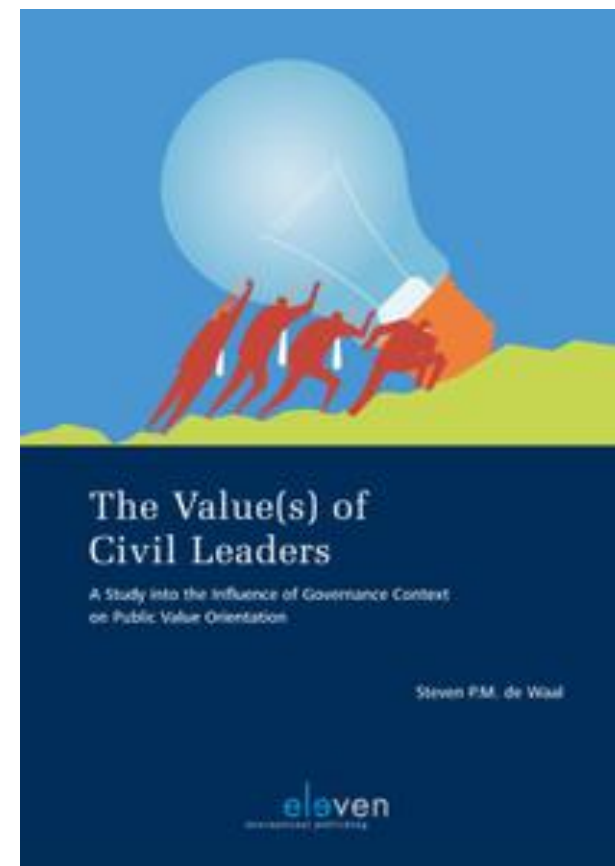
The main effects for Public Sector Executives

- A. **The new public arena** leads to a **new battle for public leadership** (including private-for-public leadership) and the battle for the eyeballs leads to **more public theatre** (rhetorics and demagogy)
- B. **The permanent grandstand** is making the agenda and **judging** all actions of you and your organization; new public leadership is necessary to explain, communicate, defend etc.
- C. **Citizens** are used to comparing information and choosing and wish **to partner, co-produce, be in charge and adapt public services to their style and wishes**
- D. **Citizens can much better organize themselves in producing (parts of) their 'own' public services, like in cooperatives and associations.** Civil leadership is necessary to adapt your organization to this 'new' partner (or competition?)

Main impact on civil servant leadership

Power of disruptive citizenship will come closer and change roles between political executives and civil servants

- Frontline civil servants need much more decisionpower in their interaction with citizens
- Who (politicians or civil servants?) knows citizen's opinions best?
- How to provoke and evaluate this information? How and who to influence with these opinions?
- Bureaucratic attitude in interaction with citizens change to commitment and valuedriven character
- How to choose between civil initiatives? And between them and current public services?



Some Examples of the power of Co-Producing Citizens

Co-Producing Safety



\$100,000 Warrant - Issued For Maria Ayala
AMBER ALERT
 Taken From Palmdale California - IF SEEN CALL - 661- 272-2400

5-month-old Joliet Cedano



Maria Cedano Ayala - 43 - Suspect

Investigators believe that 5-month-old Joliet Cedano may be with her biological mother, Maria Cedano Ayala.

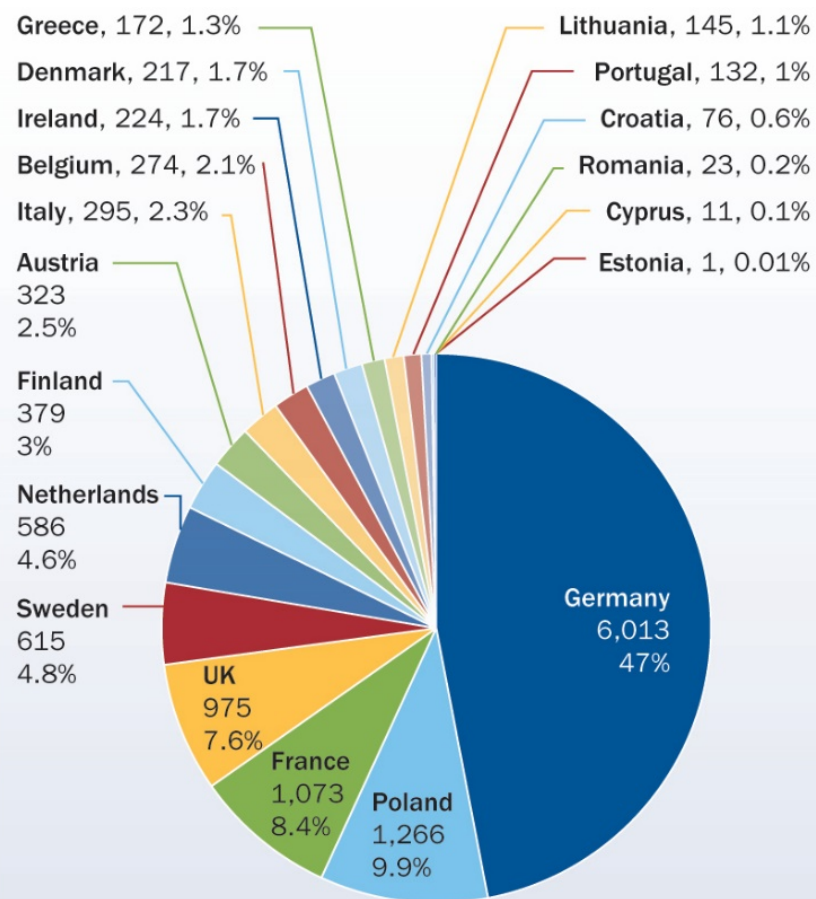
Joliet Cedano is 23 inches tall and weighs 12 pounds, and was last seen wearing a red and white shirt and blue jean overalls.

The screenshot shows a police website with the word "VERMIST" (Missing) in large letters. It features a photo of a young boy, Anass Aouragh (13), and text in Dutch: "Jongen. Vermist sinds 06-02-2013 uit Wassenaar. 1m68, kort zwart haar, groen Diesel jack, bruine broek". There are buttons for "Details vermissing" and "Deel dit alert:" with social media icons.

The website has a green background with silhouettes of children and a large question mark. The title "My Child is Missing" is written in white. Below the title are four navigation buttons: "Login | Register" (blue), "My Child is Missing" (red), "I Have Sighted A Child" (green), and "Search A Missing Child" (yellow).



The positive side of co-producing citizens: Windmills owned by citizens grow faster than government management



Dutch Planning Agency:
In 2012 installed windenergy in Germany (now Denmark is following the same model) in civil hands 50%, in the Netherlands at that time 4%.

Why is Civil Leadership the best answer?

1. **Always context for leadership:** Leadership is not just ‘a good thing in itself’ and ‘always right’, it needs a cause and context.
2. **Revolution is such a context:** it generates powerstruggles, search for new meanings, deep unrest and decline of institutions and institutional trust. The only answer is new public leadership. It’s **no longer about policies and programs, but personalities.**
3. **The public and political context also revolutionary changed** elements like being recognized as a leader, generating public impact and media- and political competition. So, this changes attitude (1), competence (2) and purpose (3) of anyone trying to be a public leader.
4. That’s why many democracies are now failing to deliver this new public leadership: **disruption of democracy** (many current politicians ‘by profession’ behave like the incumbents in markets that were disrupted)
5. **The good news is: both state and private contexts can and must generate this new public leadership, because it basically is leadership in a powerful civil society.**

SUMMARY: 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* (weakness of politicians 'by profession')

2. Competences

- Rhetorics (because of the permanent public grandstand and battle for the eyeballs)

3. Purpose and (aimed) Impact

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

Core of civil leadership: the right attitude and skills (**personal!**) AND using your position and power right for the common cause (**delivering!**)

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

Best international example of Civil Leadership: Jacinda Ardern



Politics is losing monopoly on public leadership Much more public leaders from private contexts to come (and strategically necessary!)



- **Leoluca Orlando:** Mayor of Palermo publicly welcoming illegal immigrants, *against the wish and policies of his government*
- **Flavia Kleiner:** *Active citizen* as winner of a Swiss referendum that was started by right-extremists
- **Marjan Minnesma:** *Active Dutch citizen* who put legal pressure about climate change policies on government through a courtcase she started and won



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

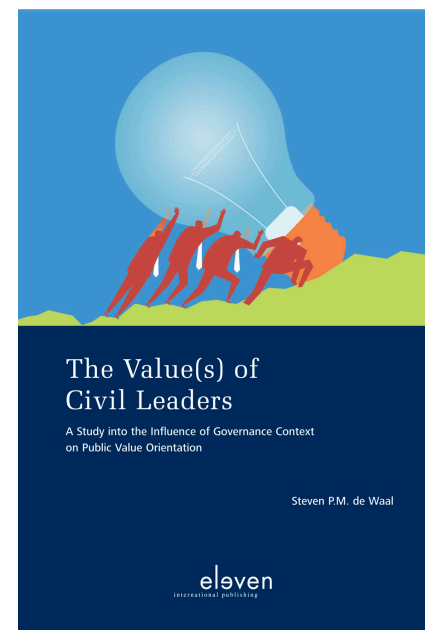
Public Space Foundation: operating between executive practice, academia and public debate

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)



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