Why Canada needs Generative Leaders

IPAC 2022 National Conference
September 7-9, 2022
Context

IPAC and BCG collaborated to survey Canada's public sector (PS) employees on the state of leadership across the public sector.

The objective was to identify strengths and areas for development, as well as define future leadership models that will empower public sector teams to address the key challenges in today's disruptive times.

This presentation was given at the 2022 IPAC annual National Conference on September 8th, 2022.

BCG leveraged the Generative Leadership (GL) survey, which had previously been taken by more than 9000 private sector employees. The survey was retooled for the needs of the Canadian PS with input from IPAC.

Results were augmented with 1:1 interviews with PS leaders across Canada.

In all, from July to August 2022, 750 PS respondents, across the country and at all levels of government, departments, and seniority, participated in this survey.
BCG team | For any questions on the following material, please reach out to...

Janice Horne
Managing Director & Partner
Leader of Canadian Public Service Practice

Janice is an accomplished, inclusive, and authentic leader with over 25 years of experience in professional services working with private and public sector organizations. Janice has worked extensively with public sector at all levels of government and has held senior executive positions with Treasury Board of Canada Secretariat (TBS), Deloitte and KPMG.

Before joining BCG in January 2022, Janice served as the Assistant Deputy Minister of Executive Leadership and Development for the Government of Canada. In that role, she led an expansive mandate related to all matters pertaining to the 8000+ executives employed by the Government of Canada (e.g., DEI, talent strategy, compensation, and leadership development). While there she led the development of a Senior Leadership Strategy and design and launch of a transformation change program.

Janice holds a Commerce degree from Dalhousie University, a Certificate in Public Sector Leadership and Governance from the University of Ottawa, and a Masters Certificate in Project Management from Saint Mary’s University.

Keith Halliday
Director
Centre for Canada’s Future (CCF)

Keith leads the BCG Centre for Canada's Future, whose mandate is to bring the best of BCG’s consulting capabilities to Canada’s most pressing issues and opportunities. The Centre drives BCG thought leadership in Canada, working for impact in partnership with corporate, non-profit and government partners.

The Centre's recent work covers public sector leadership, the climate transition and Canada’s long-term growth and prosperity.

Keith has 25 years of experience advising BCG clients in North America, Europe and Asia with a focus on banking and leadership/organization. He led BCG’s global expert team in Corporate Banking. Prior to BCG, Keith was a Canadian Foreign Service Officer and served as EA to the Premier of the Yukon.

Keith has a MSc in economics from the London School of Economics and a BA in economics and history from the University of Victoria.
Generative Leadership critical to navigate today's world...and this is especially true for PS professionals

- Pandemic has altered lives & shifted employee expectations
- The pace of technological disruption continues to increase
- Global social and political risk has never been so high
- Protecting the climate is now a leadership imperative
Public sector leaders face unique challenges not felt by their private sector counterparts

- **Ecosystem complexity**: Hard to navigate ecosystem with several stakeholders
- **Long-term perspective**: Longitudinal view of projects with a Future of Canada perspective
- **Visibility and risk**: Have to work under close and constant scrutiny
- **Ethical obligation**: Impact of decisions far beyond financial focus
- **Shifting Priorities**: Constantly shifting priorities based on political landscape
- **Elusive accountability**: Consequence of individual actions diluted in complexity of mandates, processes

Quality of leadership even more important in public sector

Source: BCG Analysis
The Pandemic had profound impact on Canadian Public Sector employees

### Higher burnout

<table>
<thead>
<tr>
<th></th>
<th>Prepandemic</th>
<th>During</th>
<th>Today</th>
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<tbody>
<tr>
<td>% of respondents stating high or very high burnout levels</td>
<td>23%</td>
<td>48%</td>
<td>40%</td>
</tr>
<tr>
<td>Change</td>
<td>+17%</td>
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### Lower motivation

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<thead>
<tr>
<th></th>
<th>Prepandemic</th>
<th>During</th>
<th>Today</th>
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<tbody>
<tr>
<td>% of respondents stating high or very high motivation</td>
<td>86%</td>
<td>81%</td>
<td>70%</td>
</tr>
<tr>
<td>Change</td>
<td>-16%</td>
<td></td>
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### Weaker relationships

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<th>Prepandemic</th>
<th>During</th>
<th>Today</th>
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<tr>
<td>% of respondents stating strong or very strong quality of relationships at work</td>
<td>87%</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Change</td>
<td>-15%</td>
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Yet when a lot was asked of PS leaders, they showed up

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td><strong>23%</strong></td>
<td><strong>77%</strong></td>
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Would you say that, during the COVID-19 crisis, the leaders of your organization have lived up to your expectations?

By focusing on 3 Generative Leadership dimensions

- **Head** | Reimagine and reinventing the business to serve all stakeholders
- **Heart** | Inspiring and enriching the human experience
- **Hands** | Executing and innovating through supercharged teams

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
Public Sector employees expect leaders to balance across Head, Heart, and Hands.

**Head**
- Reimagine and reinventing the business to serve all stakeholders
- Clear, open, and fact-based; listen across the organization
- Insist on having and hearing diverse voices

**Heart**
- Inspiring and enriching the human experience
- Coach and provide feedback to help others realize their potential
- Celebrate success and progress rather than perfection

**Hands**
- Executing and innovating through supercharged teams
- Open, curious, and humble; they seek out and act on feedback
- Show courage, make and own the tough decisions

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
Generative leaders already creating more engaged teams

Engaged public sector employees are more likely to have leaders who display GL principles

- Reimagining and reinventing business to serve all stakeholders
- Inspiring and enriching the human experience
- Executing and innovating through supercharged teams

<table>
<thead>
<tr>
<th>Principle</th>
<th>High</th>
<th>Low</th>
<th>Improvement</th>
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<tbody>
<tr>
<td>Clear, open, and fact-based</td>
<td>52%</td>
<td>24%</td>
<td>+27pp</td>
</tr>
<tr>
<td>Insist on having and hearing</td>
<td>54%</td>
<td>40%</td>
<td>+14pp</td>
</tr>
<tr>
<td>diverse voices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coach and provide feedback</td>
<td>49%</td>
<td>19%</td>
<td>+30pp</td>
</tr>
<tr>
<td>Celebrate success and progress</td>
<td>61%</td>
<td>32%</td>
<td>+29pp</td>
</tr>
<tr>
<td>Open, curious, and humble</td>
<td>54%</td>
<td>19%</td>
<td>+35pp</td>
</tr>
<tr>
<td>Show courage</td>
<td>61%</td>
<td>31%</td>
<td>+30pp</td>
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Public Sector Employee Engagement Level

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
Opportunity for more leaders to display GL principles and in a way that more effectively connects with direct reports

Leaders at all levels rate themselves higher on leadership principles than their direct reports rate them

**Head:** Reimagining and reinventing business to serve all stakeholders

**Heart:** Inspiring and enriching the human experience

**Hands:** Executing and innovating through supercharged teams

Note: Composite results include 6 principles for each of Head, Heart, Hands

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
PS employees highlighted larger gaps on 5 principles

- Boldly **reinvent future vision** for the benefit of all stakeholders
- Deliberately pause and intentionally **entertain opposing views** before acting
- **Nurture creativity**, foster and reward imagination
- **Connect deeply**, empathize, and give without expectation
- Cultivate learning from **risk-taking and trial and error**

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
Increased leadership development key to close gaps

Opportunity to provide leadership training, coaching, and high-quality feedback more frequently

Frequency of public sector employees receiving...

### High-quality leadership training & coaching
- **Rarely or Never**: 56%
- **Sometimes**: 31%
- **Often or Always**: 13%

Survey Respondents

### Coaching on work objectives, personal performance
- **Once a year or Never**: 24%
- **Monthly**: 42%
- **Daily or Weekly**: 34%

Survey Respondents

### High quality feedback and specific, actionable guidance
- **Rarely or Never**: 42%
- **Sometimes**: 38%
- **Often or Always**: 20%

Survey Respondents

Source: 2022 BCG-IPAC Canadian Public Sector Generative Leadership Survey
Embedding Generative Leadership in the Public Sector

Selected quotes from conversations with PS leaders across Canada

Leadership front and center
Having an open and honest discussion about leadership behaviors & capabilities to nurture

"If we are not talking about leadership, how do we expect to get better at it"

Setting up leaders for success
Leadership training and mentorship as a key pillar in developing and shaping PS employees

"When I became a manager, there was no training/coaching to support me as a leader"

Empowering leaders
Creating the culture in which leaders can experiment, thrive, and shape outcomes

"We must foster leaders with the willingness and ability to define vision"

Embracing new ways of working
Co-creating flexible models for impact, betting on digital for connectivity & teaming

"We are experimenting with work models; it speaks to the potential the public sector has to innovate"
Introducing and living a more Generative Leadership approach is a long-term pursuit that requires a fundamental change.

- Acknowledge behaviors we must let go of
- Address fears openly & discuss risks, negative changes, and issues
- Shift to a solution-focused mindset, look for ideas to become more generative every day
Leaders should jointly develop a tailored leadership model across the Head, Heart, and Hands, and identify key capabilities to support it.

**Behaviors**

**Create clarity**
- Know key areas of improvement, communicate about them regularly
- Explain the why and ensure understanding across organization
- Keep everyone focused on impact
- Seek input from a diverse range of perspectives, then act decisively

**Inspire optimism**
- Speak with candour and authenticity
- Practice self care visibly and encourage others to do the same
- Conduct regular pulse checks with team
- Approach conversations with an inquiry vs advocacy mindset

**Embed agility**
- Track and monitor short- and long-term metrics
- Leverage technology to stay connected for impact
- Continuously experiment with new solutions and new ways of working
- Go where the work happens

**Capabilities**

**Managing mental complexity**
- Cultivating mindfulness

**Decision-making under uncertainty**
- Building team resilience

**Communication in ambiguity**
- Listening empathetically

**Coaching and feedback**
- Agile leadership
- Goal-setting and tracking
Even after establishing and introducing a tailored leadership model, leaders can only win as a collaborative team.

It’s no longer possible for any one individual leader to grapple alone with the complexity of the world.

Generative Leadership calls on leaders to build teams that bring together and act on different perspectives.

Generative Leaders also think about who is not on their leadership team - to ensure that they aren’t missing a key voice or stakeholder.

Generative Leaders do not look to be heroes. Rather, they create teams of champions to tackle complexity together.
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