

the character of change

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change in three dimensions

- generational, demographic and social change
- economic change and an era of public retrenchment



social change

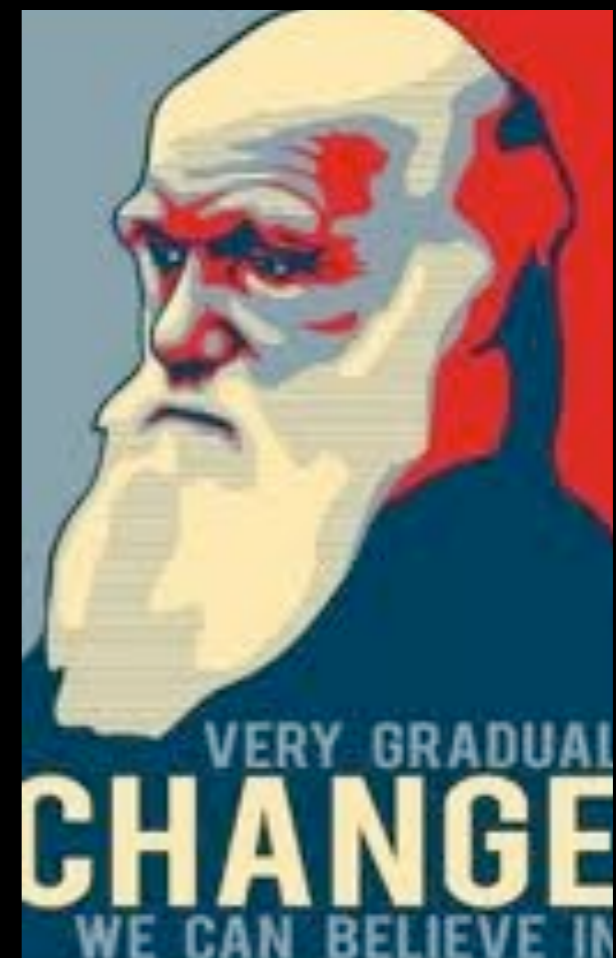
new generational
expectations

arrhythmic: life-cycles, skills
and the cycle of work

networks, social media and
the “strength of weak ties”



change of degree
leads to change in
kind



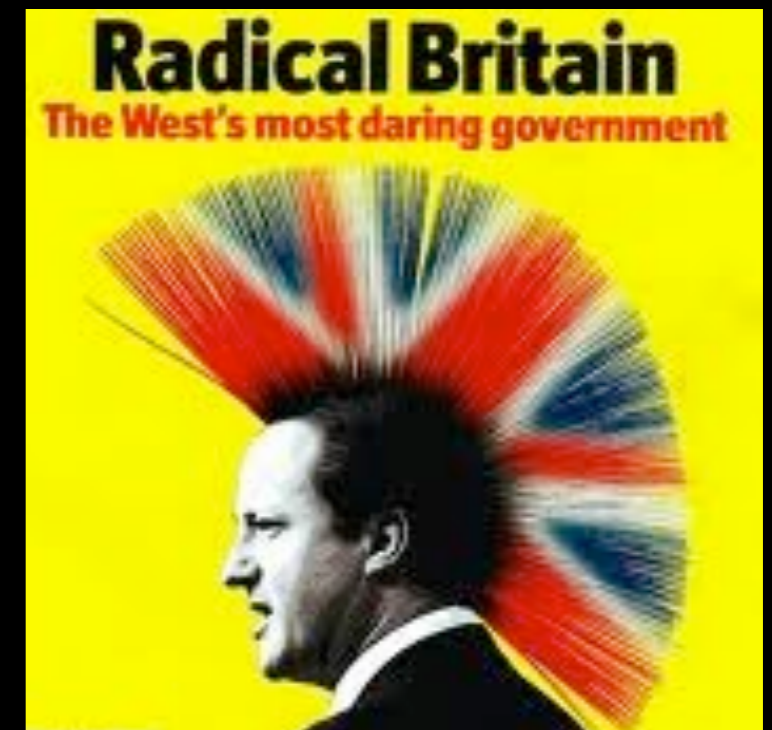
from recession to retrenchment

6 per cent drop in private sector
leads to 28 per cent cut in local
government spend

- £81 bn cuts in public spending
- the shadow of job insecurity
crowds out middle class
consumer spending
- a faltering economy



or





diversify the supply of public services -
by ending public sector monopolies, ensuring a level playing field for all suppliers, giving people more choice and a better standard of service

three routes for PSR?

**smarter
collaboration**

**user directed
change**

**sponsored
disruptive
innovation**



leadership challenge

intellectual energy & emotional labour

hardware

strategies & plans

structures

reporting lines

programmes

projects

products &
services

activities

deliverables

outputs



software

ambitions

relationships

responsibility

hopes & fears

dynamism

the act of becoming

the craft of work

confidence

pride

the demands on you as a leader to achieve positive results through others

PRECONDITIONS

smart
tolerant of change
energetic
emotionally balanced



IMPACT
presence
resilience
belonging

adapted from Joanna Barsh et al,
McKinsey Quarterly October 2010