THE INSTITUTE OF LEADERSHIP

Leading in Different Contexts: Public Sector Leadership

This worksheet will help you focus on the challenges facing leaders in the public sector and analysis of those challenges using PESTLE and SWOT.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

1. Collaboration and the Public Sector

''As the public sector becomes more collaborative, the best leaders will be able to exert influence beyond the boundaries of their own hierarchy. The most effective leaders will be highly networked.''

George, R. et al (2019). A new mindset for public sector leadership https://www2.deloitte.com/

Do you agree? Use the space below for your answer:

2. Public Sector PESTLE and SWOT

PESTLE is a strategic tool to analyse the key factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation's external environment.

SWOT analysis is used to identify an organisation's Strengths, Weaknesses, Opportunities and Threats. Strengths and Weaknesses are internal factors, Opportunities and Threats are external.

Although PESTLE and SWOT can be used separately, they are particularly effective when used in combination, with PESTLE being completed first and SWOT then interpreting the PESTLE findings.

a. Undertake a PESTLE analysis to identify key public sector drivers of change. Identify the importance of each factor to your organisation as High (H), Medium (M), or Low (L):

POLITICAL	ECONOMIC	SOCIOLOGICAL
TECHNOLOGICAL	LEGAL	ENVIRONMENTAL

b. Undertake a SWOT analysis to outline actions to take to leverage opportunities and mitigate threats identified in your PESTLE analysis. You may wish to complete the external factors (opportunities and threats) first to identify 'critical threats' and 'promising opportunities':

	Favourable	Unfavourable
	Opportunities	Threats
External		
	Strengths	Weaknesses
Internal		

c. Now rank your SWOT factors in order of importance based on what you consider to be the potential impact of each factor on your organisation and the likelihood of that impact:

Strengths	Weaknesses	Opportunities	Threats

d. Use the space below to recommend actions to take arising out of your analyses:

Action(s) to leverage Opportunities	Action(s) to mitigate Threats
Action(s) to capitalise on Strengths	**Action(s) to compensate for Weaknesses**

3. How would you start a conversation to explain the difference between leadership in the public sector and leadership in the private sector?