



Leadership in Changing Times

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What I hope to cover today...

- A bit about my own “leadership journey” to becoming Dunedin Council’s first “Woman CEO”
- Some information about the Council (and why we needed to change)
- Generic lessons about leadership, and change

How on earth did I get to be CEO?



My background:

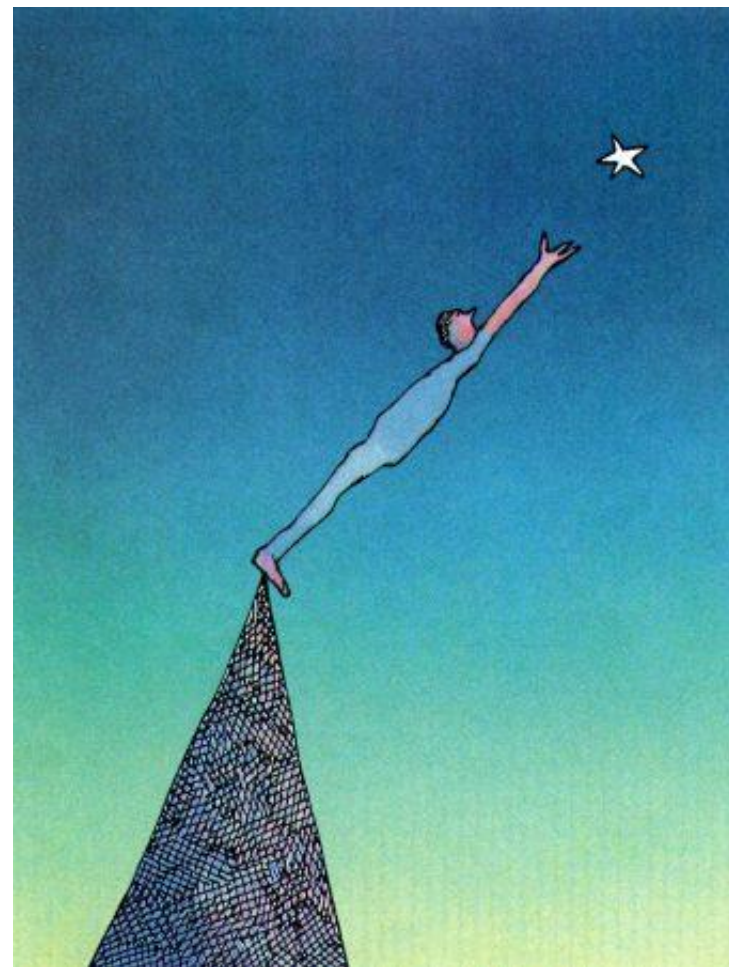
- Public servant in Wellington's 'Invermay' at age 16
- Not for profit, community sector
- University years
- Ministry of Social Development
- Local Government: Waitakere (West Auckland) and now here
- One day, someone will realise ...

What matters to me?

We are Dunedin's government. We spend people's money on their behalf. I want Dunedin people to know we are their council. What that means:

- Public service ethic and values.
- Customer service.

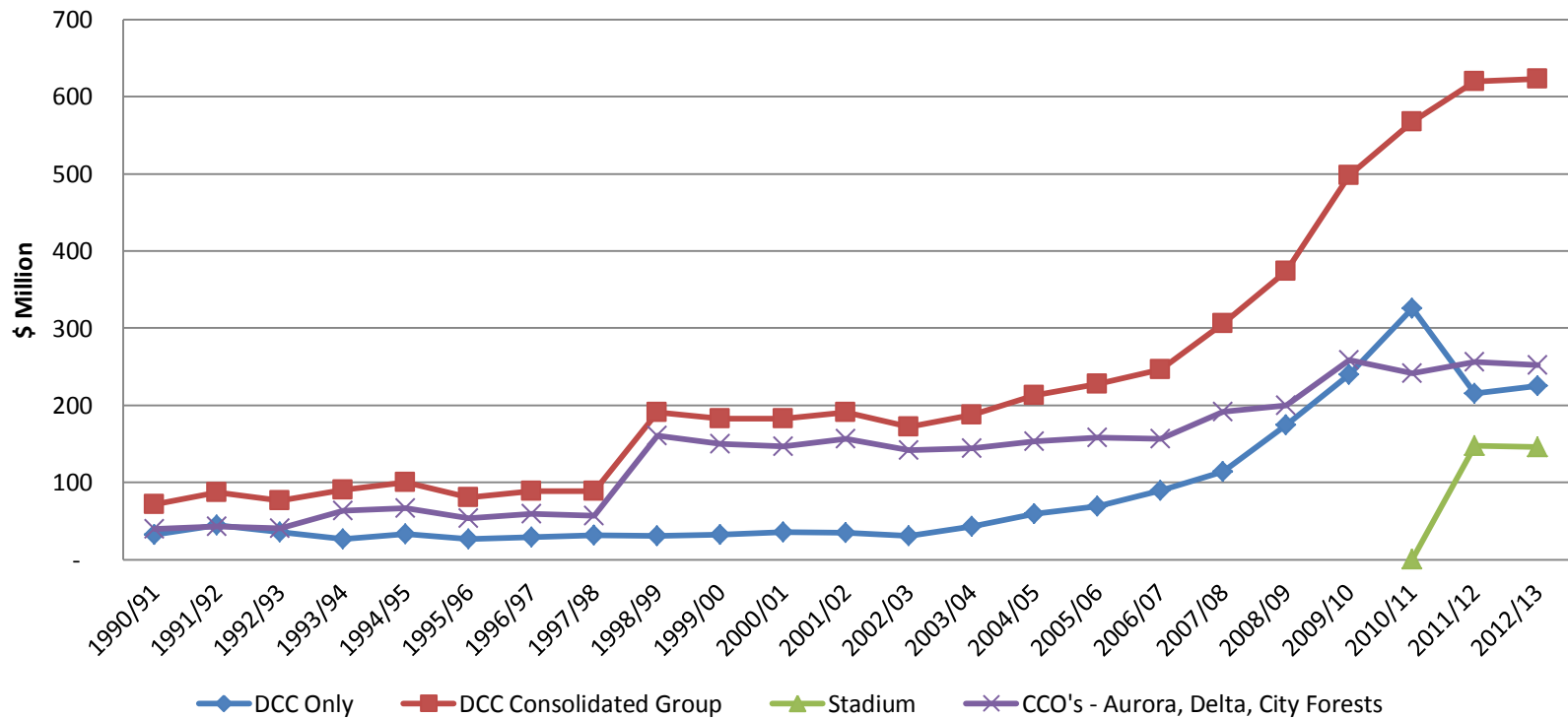
This is a change. And it starts at the top, but also from the ground up.



First of all, our internal need for change.

DCC's background – our rates, our city, our debt

Dunedin City Council Debt





And the external need for change

- Our ratepayers were loud and clear – they changed Mayor
- Central Government context: rates expectations, core business
- International change: public service ethic

Public Service Ethic

- I'm a bit 'old school' – it is more than ethics
- Politicians set the agenda: staff espouse it
- Dedication to the public interest
- Return to the ratepayer

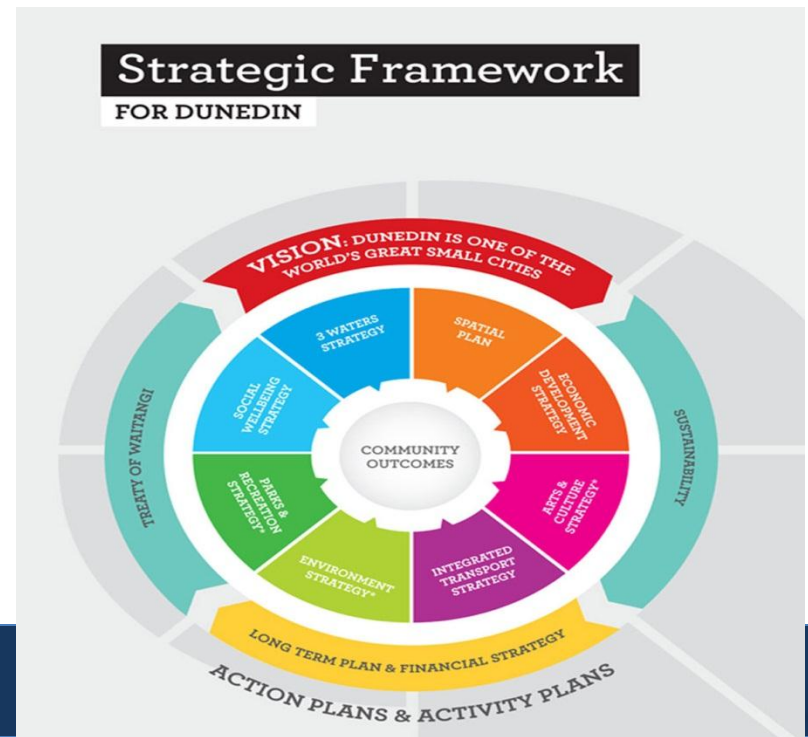


And on leading PEOPLE

I told my staff about this presentation. Asked them for their thoughts – what do THEY think matters.

Three things we have done came back strongly

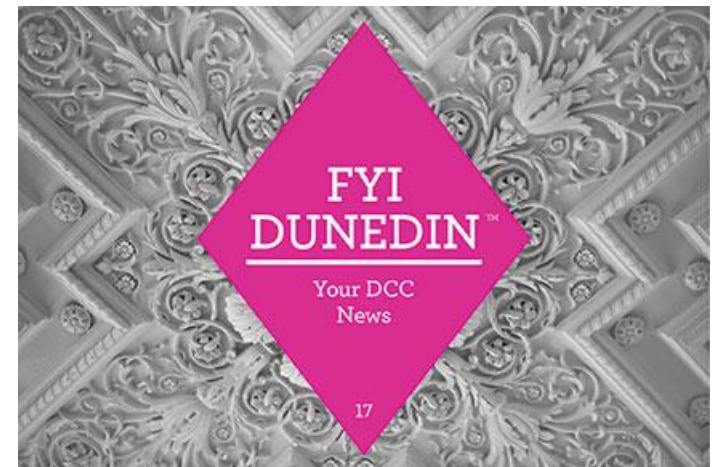
- Values and ethics
- Strategic vision
- Communication with staff





Also, pragmatically on the ground, they told me what we need to do more of

- Communication between teams
- Using cross-council teams to drive change
- I need to get around more



A few general points to finish

- Be nosy. Pinch other people's ideas
- Hire for attitude, train for skills
- Partner promiscuously
- Lead from alongside