The Professional Public Servant
Towards a Transcendent Public Service

December, 2010
A Widening Gap

Increasing demand by Society and the Planet

Creative Tension

Gap: Risk and Opportunity

Real Capacity to Respond Effectively
Key Assumption

“We can't solve current problems with the same kind of thinking that we had when we created them”

Albert Einstein
Paradigm

- “...a constellation of shared concepts, values, perceptions and practices under which a community creates a particular vision of reality that becomes the basis to organize itself”

  Thomas Kuhn
Our Exploration

- Under which paradigm have we organized ourselves in the past to provide Public Service?
- Which new paradigm should we envision in order to successfully face current and future challenges?
Current Paradigm

- Designed for still water
- Leader: Command and Control
- Facing the leader, with their backs to the future
- Designed for a straight trajectory
- Team: Standardization and Obedience
Consequences of Current Paradigm

**In the Organizational BEING**
- The Being subordinated to the Doing
- People used as resources
- Lacks of passion, energy and commitment
- Lost meaning of life at work
- Blocked human potential

**In the Organizational DOING**
- Lost illusion of prediction and control
- Increased anxiety, fear and aggressiveness towards the organization
- Addiction to external “recipes”
- Undermined internal capacity to create required outcomes
Threshold

- If the water is a metaphor for our human and planetary environment...¿how is the water nowadays?
- ...and if we are under white water...what are we doing in these kind of boats?
- What are the implicit risks we face when navigating white water in a rowing boat?
New Paradigm

Leader:
Inspires with his/her acts to arrive safely together to our destiny

Team:
Alertness and adaptability at every moment

Acting on the present with our sight in the future

Design to flow in harmony with the context

Risk and joy

Flexible and resistant design
## Consequences of the New Paradigm

<table>
<thead>
<tr>
<th>In the Organizational BEING</th>
<th>In the Organizational DOING</th>
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<tbody>
<tr>
<td>Being and Doing harmonize and synergize each other</td>
<td>Acting with confidence even under uncertainty</td>
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<tr>
<td>People exercise freedom and develop their capacities</td>
<td>Self control is promoted</td>
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<tr>
<td>High level of passion, energy and commitment</td>
<td>Risk is faced with determination and solidarity</td>
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<td>Work has a transcendent meaning</td>
<td>Permanent doing and learning</td>
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<tr>
<td>Unleashed human potential</td>
<td>Increased collective capacity to face crisis and complexity</td>
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What is the real work?

- Under current paradigm results are achieved at any rate.

- Today we require public servants that, based on a transcendent purpose, create enabling conditions to foster positive impact in individuals, the organization, society and the planet.
Proposal:
The Virtuous Spiral of a Transcendent Public Servant

Core: Dynamic Unity among the individual, the collective and the planet

Source: Carlos Mota Margain - Human Management Systems
The Virtuous Spiral of a Transcendent Public Servant

Purpose

Being

Doing

Impact

We transcend in our daily life, moment by moment...

Source: Carlos Mota Margain - Human Management Systems
Two Attributes of the New Public Servant

Integrity

Source: Carlos Mota Margain - Human Management Systems
Two Attributes of the New Public Servant

Source: Carlos Mota Margain - Human Management Systems
“In essentials, unity
in the rest, freedom”
and in everything, generosity

Saint Agustin
A Cell

Freedom

Agreement In Essentials

Generosity and Collaboration

Source: Carlos Mota Margain - Human Management Systems
A Living Network of Transcendent Public Servants

Source: Carlos Mota Margain - Human Management Systems
Roles of the New Public Servant

- Clarify the Purpose
- Inspire
- Provide Direction
- Focus
- Enable
- Unleash Human Potential
- Co-create superior outcomes
- Permanent Learning and Impact
Initial Steps

- Create an “oasis” in a team or work community
- Attract/invite other team and create learning and collaborative links
- Gradually widen the network
- Principles: Flexible, decentralized, progressive, inclusive, through dialogue
Conclusion

- Work has become dehumanized
- It is imperative to make a transition towards a new paradigm
- The best possible way is through Transcendent Leadership
- The vehicle to achieve it is the Professional Public Service Career Path
- ¿When? - Now
- ¿Who? - Us
- ¿How? - Together