



## **MPA 823: Concepts of Leadership**

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### **The importance of leadership in public policy: a brief rationale**

Welcome to the Queens University Professional Master of Public Administration program (PMPA). Everyone in the Queens School of Policy Studies (QSPS) looks forward to working with you over the next few years.

Each of your first two years in the PMPA begins with a half credit course (MPA 823: Concepts of Leadership in the first year and MPA 824: Leadership in Practice in year two) focused on leadership in public policy. We do this because the Mission of the QSPS is centered on fostering excellence in public policy leadership in all its forms.

MPA823 is an intense course with two equally important objectives, firstly to deepen our understanding of the importance of leadership and secondly to enable you to quickly establish working relationships with your fellow PMPA students. In MPA823 and throughout the PMPA program a strong emphasis will be placed on the cohort model of “face-to-face” learning, with the sharing of experience and insights from all participants being important elements of the learning and development process.

### **Leadership: what is it?**

The concept of leadership is a fundamental thread that will run throughout the PMPA. So at the end of the PMPA you will not only be able to use the “tools of the trade” in conducting public policy but you will be ready to assume leadership in crafting effective and successful public policy.

Leadership can mean many different things, but at QSPS we bring a holistic perspective based on the following core beliefs:

- Leadership is independent of position.
- Leadership is a behaviour not a person.
- Opportunities to lead occur at all levels and come daily.
- Leadership is episodic and moves from person to person.
- Leading in public service means creating the grounds for others to lead.

- Leadership and followership are interwoven.
- Leadership can be developed.

As such we see leadership as being much more than a hierarchical organization structure or an attribute of a single, great leader. These are part of the equation, but only one. So much of what we do when we develop policy is to produce analysis, recommendations and support for others to make decisions. Therefore “leading up” is as important as the traditional “leading down”.

In addition “leading out” or “sideways”, working with others within government, the private sector, civil society etc. are all part of the leadership competencies required to prepare effective policy.

All these activities are forms of leadership and are critical to how we develop and implement public policy.

### Public Policy: an ongoing iterative approach

When we use the term “public policy” at QSPS, we mean the entire spectrum of the public policy process. This process is presented in a stylized fashion in the QSPS Policy and Delivery Road Map (below), recognizing that all these elements are happening at the same time and that the sequence varies with situation.



### Leadership and Public Policy: the PMPA

The objective therefore of the PMPA is to bring the two elements of understanding the importance of leadership and mastering the policy process together. At its core one can't have one without the other.