



### Relevance

**Awareness of personal level of development and adult development stages in general supports effective empathic leadership and communication, offering appropriate references to values, identity and culture - the best basis for engagement of citizens & hence urban resilience.**

### Context



#### Urban Resilience

- ◆ **Cities:** complex social structures, high diversity and little ownership esp. in large cities
- ◆ **Evolutionary approach to multiresilience:** ability to resist stressful events, absorb stress while maintaining proper function, how quickly the system can recover, and how it evolves
- ◆ **! Effective leadership and management of empowered stakeholders & social cohesion**
- ◆ **Ambiguous role of diversity:** contributor to resilience & stress due to reduced predictability
- ◆ **Multioptional society:** megatrends urbanisation & individualisation > < human need of identity and belonging

Main sources: ARUP, 2014; Dippon, 2019; Mirescu, 2020



#### Social Cohesion

- ◆ **Definition:** resilient social relationships, positive emotional connection between members of the community and pronounced focus on the common good
- ◆ **Indicators:** trust, tolerance, belonging, solidarity, participation, acceptance of norms
- ◆ **Prosocial behaviour factors:** shared identity and purpose, fair distribution, and fair and inclusive decision-making
- ◆ **Challenge:** established life-styles/values challenged through diversity - increased polarisation
- ◆ **! Responsiveness at communal level** supporting networks of local actors with broad participation; considering local context, constitution, mentalities, moods and current interests/needs

Main sources: Dippon, 2019; Atkins et al., 2019



#### Public Leadership

- ◆ **! speak to all parts of citizenship** - emotional value-based leadership and framing by leaders
- ◆ **Types of leaders:** political leadership; public services leadership; community/civic leadership (formal and informal); private sector leadership generating public goods/value through corporate social responsibility
- ◆ **! Bridging the gap** between political acceptability (politics) and operational sustainability (administration)
- ◆ **Context:** level of responsibility, auctoritas of leader/authority, potestas of authority
- ◆ **Types of authorities:** legitimate - achieving - collaborating - responsive authorities
- ◆ **Supportive trends:** customer orientation, participation, use of behavioural economics
- ◆ **Leadership qualities:** self-awareness, self-regulatory and self-world capacity, integral perspective on mind (reason, emotions, felt sense) required for effective sense-making and -giving
- ◆ **Current education:** for politicians/senior public officials mainly party schools/public sector academies; limited opportunities for civil servants esp. on local level

Main sources: De Ruitter, 2018; Hartley, 2018; O'Neill & Nalbandian, 2018; Vittoria & Iglesias, 2011

### Research Question

**Can adult development models provide a useful tool to support urban resilience efforts, and - if so - what would need to be taken into account in mainstreaming them into the public sector at various levels?**

### Methodology

- ◆ Literature review
- ◆ 10 explorative interviews with adult development and public sector experts
- ◆ Delphi method

#### Experts confirm

- ◆ wider perspective
- ◆ increased agility and empathy
- ! integrated individual, organisational and cultural development
- ! go where energy is

### Recommendations

#### Public Leaders

- ◆ **Why:** biggest leverage, decide on systems
- ◆ **Objectives:** widen perspective to complete urban system and context, integral decision-making and communication, increased personal resilience
- ◆ **Implementation:** debriefing, development impulses through coaching, accompanying self/expert assessments; assessments for new hires; integration of knowledge via current strategic/operational issues
- ◆ **Links to:** systems thinking, change management
- ◆ **Exchange through:** mayors networks, public management courses
- ◆ **! Assessments difficult to digest;** include top level; integrate four voices of the city in joint trainings
- ◆ **Challenges:** measured by conventional standards and definition of "good leadership" as „people who know"; short-term perspective based on votes

#### Important Sources

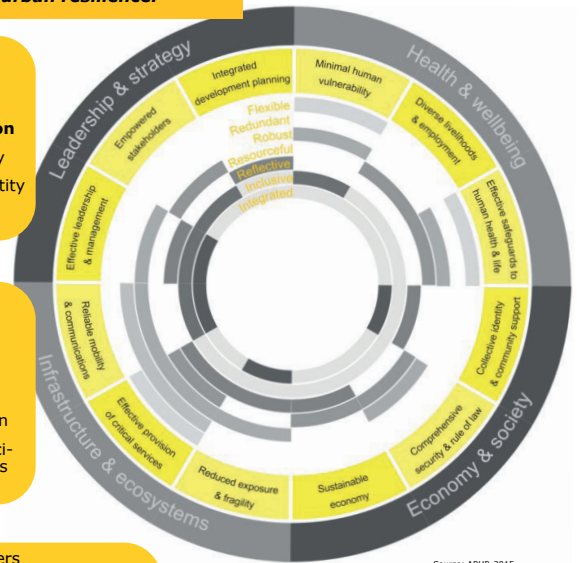
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My gratitude extends to the experts interviewed, so forthcoming in sharing their expertise!

#### Civil Servants

- ◆ **Why:** creating micro-stories via decision-making and communication; emotional contagion
- ◆ **Objectives:** understand importance of their role for urban resilience and thus continued existence of system: increased sense of agency; effective communication; deepened service culture; personal resilience
- ◆ **Implementation:** assessment (mixed models or generic computer-based); longer-term informal peer groups across functions/hierarchies practising deep listening; learning journeys
- ◆ **Links to:** communication, mindset and mindfulness, agility/creativity methods
- ◆ **! Language-specific offers,** integration in existing offers, mindfulness difficult to digest, fostering via nudges and accountability partners
- ◆ **Challenges:** difficulty in linking incentives to performance; lower level of employee satisfaction and different work-related values; conformist mindset

#### Organisations

- ◆ **Objectives:** strengthen service culture, attract young talent esp. where less legitimacy and very diverse target groups
- ◆ **! Models:** non-hierarchical language; phenomenological, reliable narrative (verbal and non-verbal); explore pairing models/developing proxies; action research accompanying pilot; avoid simplistic use, judgement, subjective interpretations, comparisons
- ◆ **! Culture:** of diversity and compassion; deliberately developmental environment and integrative culture; clear learning & development vision; consent-based narrative supporting sense-making and mindful management; opportunities for communication at eye level – common experience in safe spaces
- ◆ **! Structure:** longer-term support via trusted advisors with adult development expertise, strong link to other experts; agile systems, or at least principles/values; integration in quality management, audit, value review, performance management fostering growth mindset and failure culture
- ◆ **! fixed application can hinder development**
- ◆ **Challenges:** lack of transformation necessity as monopoly; bureaucracy
- ◆ **Exchange through:** u.lab, European Commission Quality of Public Administration Toolbox, City Resilience Index Solutions Hub



Source: ARUP, 2015



#### Definition of Stages

Dynamic, biographically developed equilibrium at a certain degree of complexity, a form of self-supporting balance within mind, brain, organism - located within an open system of continuously ongoing interactions with the environment.

Source: Freinacht, 2017