

Public Leadership Inquiry

What is our 'Inquiry' process?

'An inquiry is any process that has the aim of augmenting knowledge, resolving doubt or solving a problem.' Wikipedia

Leaders in public service today run complex organisations facing considerable turbulence and the challenge of providing public value with less resource.

From time to time, and perhaps increasingly more often, leaders need assistance in tackling the challenges they face, especially in dealing with complex issues, such as:

- how to become more agile
- how to engage staff effectively
- how to deliver in different ways, and
- how to build new relationships across Government, sectors and with the citizen.

'For every human problem, there is a neat, simple solution - and it is always wrong' HL Mencken

The PLI approach offers a powerful means of accessing and gaining insight into complex issues of public service leadership. We call this approach an 'inquiry'. 'Inquiry' means that we do not judge, pretend to have the answers or provide pre-cooked solutions, but work alongside leaders to help them to explore the issues, to generate solutions, and to implement and evaluate them. We select from a range of tools, pull on a wealth of analytical models, and adapt our Inquiry approach to suit the client's context. An Inquiry is not an academic piece of work, but an *intervention* in the leadership of an organisation; the benefits emerge in the form of rich, localised research-based insights matched by real-world, practical solutions.

The process of inquiry is designed to help leaders to:

1. shed new light on the problematic nature of the situation they experience
2. provoke alternative ways of looking at the situation
3. utilise existing evidence and generate new data
4. formulate hypotheses and craft real-world solutions
5. guide action
6. review

We get right inside and underneath the skin of the issues that leaders face, but remain objective in our search for solutions. In this way we match the skills and rigour of *research* with the insights and contribution of *consultation*. In doing so we deliver both immediate and long-lasting value.



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