

STATISTICAL LEADERSHIP: its role in navigating resilient recovery

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The challenge of the pandemic

Statisticians have risen to the challenge:

- Mapping the spread of infections, hospitalisations, and mortality;
- Measuring the impact of testing and the rate of vaccinations;
- Modelling future scenarios to help decision makers; and
- Monitoring the impact on human behaviour and economies.

Leadership by organisations

- ▶ Statistical offices, research institutes and universities need to show statistical leadership
 - To ensure the right data and analysis is available to support decision making
 - To support public confidence in statistics

Statistical Leadership

Statistics

- ▶ Is a profession
- ▶ **Knowledge and skills** are needed to collect and summarise data to provide insight
- ▶ **Values** are based on integrity, trust and objectivity
- ▶ See ISI's [shared professional values](#)

Leadership

- ▶ Setting a clear direction
- ▶ Using a vision to inspire
- ▶ Supporting your followers
- ▶ Need excellent communication skills
- ▶ Work through a strategic plan

Is statistical leadership just needed at the top?

- ▶ Leadership qualities needed at all levels
- ▶ Part of a 'talent pipeline'
- ▶ Key leadership skills – listening, communications and negotiation– are needed for the relationships with stakeholders:
 - Customers, budget holders and staff
- ▶ Working within a strategic framework towards the organisation's goals

Statisticians as leaders

- ▶ To become leaders, statisticians need to:
 - See how they can contribute to their organisation's higher goals
 - Develop self awareness; understand their own leadership style and how they need to change
 - Demonstrate good listening skills and empathy
 - Be pragmatic when addressing the needs of users and decision makers while maintaining professional integrity
 - Become comfortable with change and develop emotional intelligence
- ▶ Statisticians have a unique insight with good powers of analysis and problem solving.
- ▶ Adding leadership skills turns them into powerful leaders.

How to grow statistical leadership

Leadership capabilities can be learnt

Values plus skills plus leadership

Skills

- ▶ Through professional training, at university and the workplace, and on the job

Values

- ▶ Through policy, discussion and consistent example

Leadership

- ▶ Mainly through example, encouragement and reward, culture, and training,

Needs a planned programme which exposes capable staff to new situations and complex problem solving experiences.