

LDW Action Learning Group Presentation:

Strategic Leadership Approach



Leadership Development for Women – Final Workshop

Our Team. Our Process.





Who	Myers Briggs II	What This Person Brings To The Team	Our Key Learnings
Jane	ENFP	Is inclusive in her approach, holds generous assumptions of others and has an incredible ability to juggle priorities across a number of complex areas. She is motivated by jumping in and trying new things and her high-spirited energy is contagious	<ul style="list-style-type: none">• Slow down. Creating time for thinking and reflection enables you to perform at your best.• Embracing vulnerability and creating safe spaces is key to developing trust. These are the building blocks to lead in an inclusive way.
Jacquie	ENFJ	Offers beautiful insights from the perspective of politics of gender, and has ensured that we keep our voice as women at the core of our purpose. She reminds us of the strength of a united voice and that our voice together is what will help us to break down barriers	<ul style="list-style-type: none">• Listen to others and take time to think, consult, and collaborate. Depth of thought is critical for sound leadership decisions.• Use the strengths of those around you and learn to think differently from the ways you are used to thinking. People experience the world in different ways and this needs to be incorporated into the way things are considered.
Jenny	ESFP	Has been an incredible anchor that has helped us to sum things up, and has a charming ability to keep us on track when we go down yet another rabbit hole (sorry, Jenny). An astute observer with the most fabulous ability to be clear and concise with her contributions	<ul style="list-style-type: none">• Quick decisions are not necessarily the best decisions – don't rush to a decision. Sitting with indecision for a period allows others time to express their thoughts/ideas and so new ideas will emerge that wouldn't have otherwise.• Don't be closed off to thoughts and ideas that don't resonate with you straight away. Again, allow time for these ideas to be explained and properly understood. Often your understanding of someone else's idea is not quite right initially.
Katie	INTP	Laid a solid foundation for our project, capturing and crafting a structure for us to build on. Has kept pace with the twists and turns of the group's thinking, clearly documenting our ideas so we could see where we have come from and focus in on a plan of where we were going. No good idea has lost because of her commitment to documenting our journey	<ul style="list-style-type: none">• The LDW program has helped me to identify that demonstrating a deep curiosity of others, listening without judgement, being brave enough to have authentic conversations and leading with a growth mindset are key qualities of successful leaders that resonate with me. The program has provided me with a toolkit of resources and connected me with people that have helped to nurture and grow these qualities and empowered me to try new techniques in practice, for the betterment of my own professional development and the people I work with.
Tamara	ENFP	Has an amazing aptitude for linking ideas back to the formal learning and encouraging our curiosity for learning and thinking about ideas more deeply, which has strengthened our relationship as a group and encouraged meaningful growth	<ul style="list-style-type: none">• Using Myers Briggs profile to become more aware of effective ways to interact in discussions where conflicting views are present• Effective models for different types of conversations• Understanding different leadership models ie strategic leadership, reflective leadership• When a team all shares the same values, other differences can be overcome
Tracey	ISTJ	Is splendidly insightful and has a remarkable ability to thoughtfully draw out a good ideas from dense material (or something we may not be able to articulate well), perceptively interpret, summarise, and magically weave it back into our project so eloquently	<ul style="list-style-type: none">• A leader does not need to know all the answers; good leaders ask good questions• A leader is not responsible for everything, rather they draw on the skills, knowledge and expertise of those around them to achieve goals• To be an effective leader you need time to reflect, develop and grow



Our Myers Briggs II

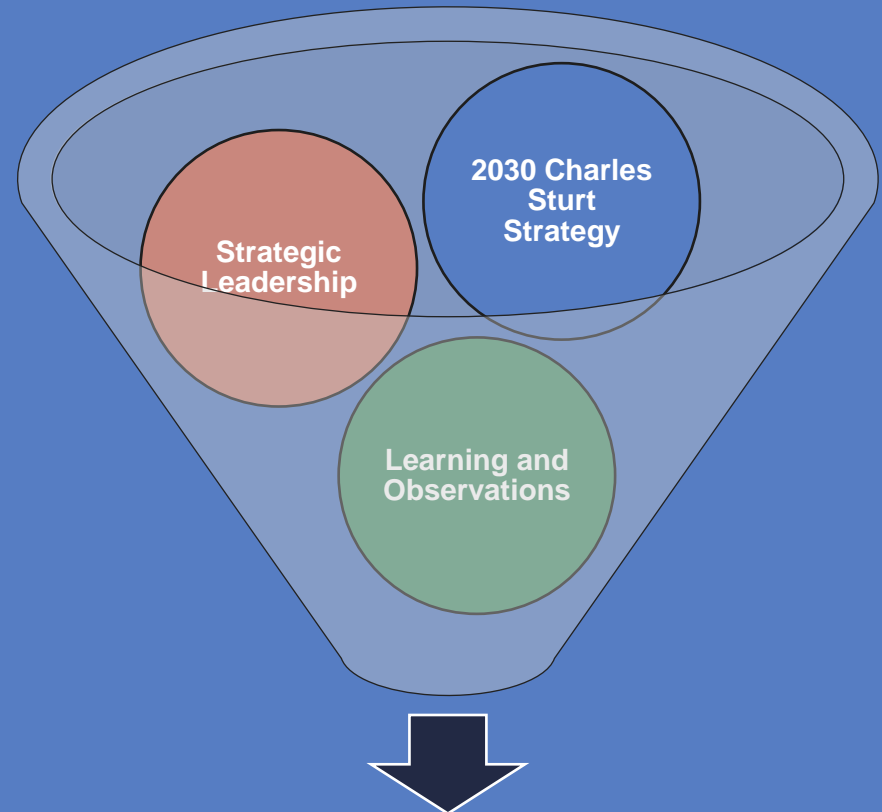
Jacquie Jane Jenny Tamara	Extravert	Introvert	Katie Tracey
Jenny Tracey	Sensing	Intuition	Jacquie Jane Katie Tamara
Katie Tracey	Thinking	Feeling	Jacquie Jane Jenny Tamara
Jacquie Tracey	Judging	Perceiving	Jane Jenny Katie Tamara

Our Task



Explore how a strategic leadership approach might support the relaunch of the University Strategy and set up the organisation for sustained, long term success?

- Examine current beliefs or constructs that create potential barriers to women thriving using this leadership approach
- Consider how current University culture might support or undermine a strategic leadership approach
- What recommendations would you put forward to encourage a universal strategic approach at Charles Sturt?



Recommendations

Charles Sturt University 2030 Strategy



Purpose: *Yindyamarra Winhanganha* - a Wiradjuri phrase – meaning ‘the wisdom of respectfully knowing how to live well in a world worth living in’.

Commitments to First Nations and enabling our people

Our four strategic focus areas:



Students

Connecting our students with the knowledge and wisdom to shape the world.

- Sector-leading course profile.
- Designing leading-edge learning experiences.
- Excellence in teaching and graduate outcomes.
- Supporting student pathways for aspiration, equity and diversity.



Research

Collaborating with our partners on research with impact.

- Growing our research in agriculture, water and the environment.
- Developing opportunities for growth in rural health research.
- Developing opportunities for growth in cyber, data and security research.
- Supporting the key research needs of our communities.



Our people

Supporting, empowering and inspiring our people to deliver excellence.

- Creating opportunities for our people to excel.
- Developing capability and recognising achievements.
- Building and planning for the future.
- Promoting a healthy, equitable and inclusive culture.



Social responsibility

Engaging regionally and globally to drive sustainable prosperity.

- Supporting vibrant communities and regional development.
- Strong industry, government and community partnerships.
- Environmental and financial sustainability.
- First Nations engagement and cultural safety.



Strategic Leadership

“Strategic leadership is the ability to communicate a strategic vision and motivate your team to achieve that vision” (ManagementStudyHQ, 2021)

- What does strategic leadership mean at Charles Sturt? Is this the best leadership approach for the task and the times?



The Power of Questions

Especially when they find themselves in the midst of crisis and uncertainty, leaders should ask powerful and inspiring questions. Asking questions well can put you on the path to solving intractable problems and will also help you connect with others and, counterintuitively, to earn their trust. Those questions should be big in scope: What new opportunities have emerged that we don't want to miss? How might we use new technologies to change our business model? And you should involve others in answering those questions —employees, stakeholders, and even customers. Doing so can not only help you generate better answers, it can also help you to change your organization's culture. (Hagel, 2021)

Our Experiences and Observations



Beliefs and constructs that might present barriers to women thriving, or, undermine a strategic leadership approach.



Mentors' Thoughts About Strategic Leadership

- There are diverse understandings of strategic leadership and its purpose, and the role of inclusion.
- There are diverse ideas about the extent to which the Strategy should be top-down or ground-up.
- Creating safe spaces in which all staff have trust that they will be listened to is very important for the likely engagement of staff with the Strategy roll out.
- The culture underpinning the roll-out of the Strategy needs to demonstrate real commitment to equity, diversity and inclusion.
- All staff need to be supported to be part of the consultation.
- Experts exist – this expertise could be better utilised.



	Status - our relative importance to others	Certainty - our ability to predict the future	Autonomy - our sense of control over events	Relatedness - how safe we feel with others	Fairness - how fair we perceive the exchanges between people to be
When all is well	People are recognised for their standing and position	People experience familiar patterns that lead to safe, predictable outcomes	People make decisions about important matters that affect them	People are treated as colleagues and as part of the group; they know that they're among friends	People see that the organisation treats everyone with fairness and respect
Are we good at preventing a threat response?	<input type="checkbox"/> Identify and draw on people's areas of expertise <input type="checkbox"/> Encourage people to master new skills <input type="checkbox"/> Reward acquisition of new skills	<input type="checkbox"/> Share plans and goals <input type="checkbox"/> Explain what will stay the same amidst change <input type="checkbox"/> Break complex tasks into smaller, manageable tasks <input type="checkbox"/> Reduce ambiguity whenever possible	<input type="checkbox"/> Give people the latitude to make their own choices <input type="checkbox"/> Allow staff to organise their own work and set their own hours <input type="checkbox"/> Set a goal and allow people the authority to choose how to accomplish it	<input type="checkbox"/> Design projects that involve collaboration <input type="checkbox"/> Connect in person rather than by email <input type="checkbox"/> Favour inclusion over exclusion whenever it makes sense <input type="checkbox"/> Avoid situations that bring negative, public attention to individuals	<input type="checkbox"/> Allocate rewards and privileges based on clear, objective criteria <input type="checkbox"/> Spread information quickly, clearly, and widely <input type="checkbox"/> Share the rationale behind tough decisions
Examples of what we do well at Charles Sturt	<ul style="list-style-type: none"> Charles Sturt has a good set-up of coaching and mentoring opportunities for staff eg LDW Program 'Our People' is embedded in the 2030 Strategy The RED program is a great example of recognition and reward 	<ul style="list-style-type: none"> The new VC will provide stability. She has demonstrated early in her tenure a high level commitment to the strategic plan and inclusion, allowing us to focus on the future in a hopeful way 	<ul style="list-style-type: none"> We have flexible working options COVID has provided the opportunity for people to demonstrate how flexible working options can really work (eg working from home, working flexible hours) Pulse surveys Qualitative inquiry to come 	<ul style="list-style-type: none"> The LDW Program We were successful in our pivot to working from home because we were already a strong network of colleagues already working across campuses and had the infrastructure to support this Leading for the Future program 	<ul style="list-style-type: none"> RED Excellence Awards We are working towards increased diversity within the University The Ally Network Athena Swan LDW Program
Where could we do better?	<ul style="list-style-type: none"> There is a hierarchical approach to management that has emerged in the past few years Increased commitment to diversity including overcoming gender bias at all levels of the organisation Permission and encouragement for people to feel safe to share ideas and to feel heard regardless of their position in the University 	<ul style="list-style-type: none"> Acknowledge that people are coming from a place of constant change, restructures and the impact of COVID on the tertiary sector in general Managing and communicating rationale(s) behind decisions that affect the whole organisation Divisional and Faculty restructures appear reactionary. A number of restructures have only lasted a couple of years before another one is being proposed. Makes it difficult for people to invest in the next necessary change that will "secure our future". Continuous improvement involves more staff and exhausts goodwill 	<ul style="list-style-type: none"> Lack of perceived inclusion and engagement of all staff eg Opportunity to provide reflection on what has and hasn't worked is minimal with "frontline" staff Inability to influence structure of the strategic plan Sense that some decisions are made without engagement and/or explanation Change does not always need to be so wholesale- we have lost some good practices because of this approach. Staff feedback process could be more genuine. More detailed responses to staff feedback and not so "anonymous" and detached. 	<ul style="list-style-type: none"> Increased working from home has made connectedness more difficult at times for some Confidence in senior leadership (trustworthiness) 	<ul style="list-style-type: none"> There is a feeling that the development and delivery of the strategy has not been effective to date There is confusion about whether the strategy has been launched and what the associated timelines are for involvement The approach to consultation and 'trickle down' approach to rolling out the strategy is not effective to date There is a lack of inclusion Our decision-makers don't seem to be aligning with our University values (inclusive, impactful, inspiring, insightful) Widespread feeling we are not part of the strategy - we are only told what the strategy is going to be. More opportunities for grassroots considerations
Key recommendations to address threat(s) early	<ul style="list-style-type: none"> Explore what 'inclusion' and 'diversity' really look like in the Strategy - do people feel 'included'? What does 'inclusion' look like? Supporting staff through formal study is also important. The Graduate Certificate in University Leadership and Management was suspended as part of Sustainable Futures. Perhaps a new course could be introduced - maybe using micro-credentials to scaffold the learning and built on some of the subjects already designed for the GC Community Leadership and Resilience <p>QUESTIONS</p> <ul style="list-style-type: none"> What might it look like to have strategic leadership that really has inclusivity at its core? 	<ul style="list-style-type: none"> An element of authentic inclusive leadership as part of a strategic approach and here is the evidence Consider language used around change Workshop rather than presentation/ seek feedback authentically <p>QUESTIONS</p> <ul style="list-style-type: none"> What does the Strategy vision mean to people across CSU - what are the areas most likely to work or not work, engage or not? 	<ul style="list-style-type: none"> Moving from just having policies and paying lip service to the initiative, but not actually enabling the actions to take place. <ul style="list-style-type: none"> Willingness to really discuss with staff, and to acknowledge the impact of policies and strategies on staff. Especially in Strategic Focus Area 4 - People - and 'promoting a healthy, equitable and inclusive culture' - what would this really mean? Not just covered off by themed days (eg International Women's Day 2021) at the university, but attention to how entitlements are able to be taken up by staff eg flexible work, buying additional leave can meet barriers from managers who worry that 'everyone will want to do that' and it will make it impossible for the university to function Activities to make real connection with pulse survey results and staff <p>QUESTIONS</p> <ul style="list-style-type: none"> What will increased engagement look like? 	<ul style="list-style-type: none"> Processes for naming issues of toxic culture and working on erasing these <ul style="list-style-type: none"> EG male privilege, acceptable masculinist ways of conducting meetings, and challenge for women of being assertive (masculinist way of behaving) but being frowned-upon for behaving in this 'unwomanly' way. <p>QUESTIONS</p> <ul style="list-style-type: none"> Turning around the idea that it's up to the staff to engage with the Strategy - to ask where does the extra work need to go in from CSU to foster a culture that supports the vision of the Strategy. In particular, and in support of Charles Sturt's commitment to Athena SWAN, to consider what forms of unconscious bias are at play in the Charles Sturt institutional culture? 	<ul style="list-style-type: none"> Create a reference group (and a diversity/inclusivity policy) for Athena Swan to help move our standing from bronze to silver <p>QUESTIONS</p> <ul style="list-style-type: none"> What does working to support the strategy look like for all

Reframing the Challenge Question



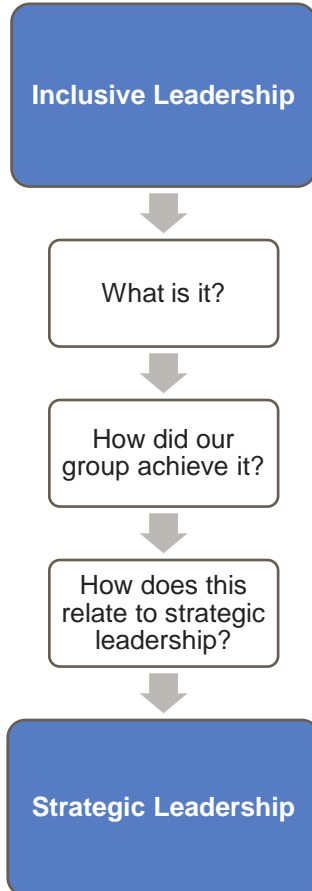
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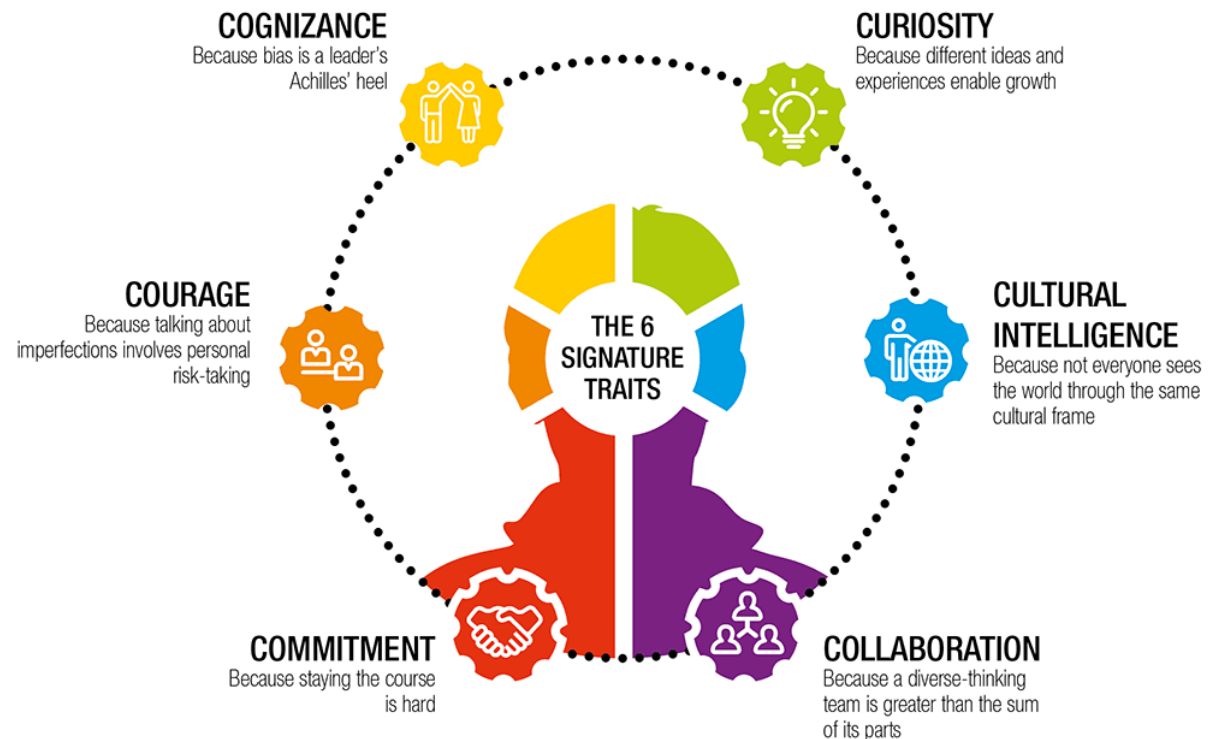
Explore how the use of an authentically inclusive approach to strategic leadership might help to increase engagement and support the success of the 2030 University Strategy



Inclusive Leadership: Our Understandings and Actions



SIX SIGNATURE TRAITS OF AN INCLUSIVE LEADER



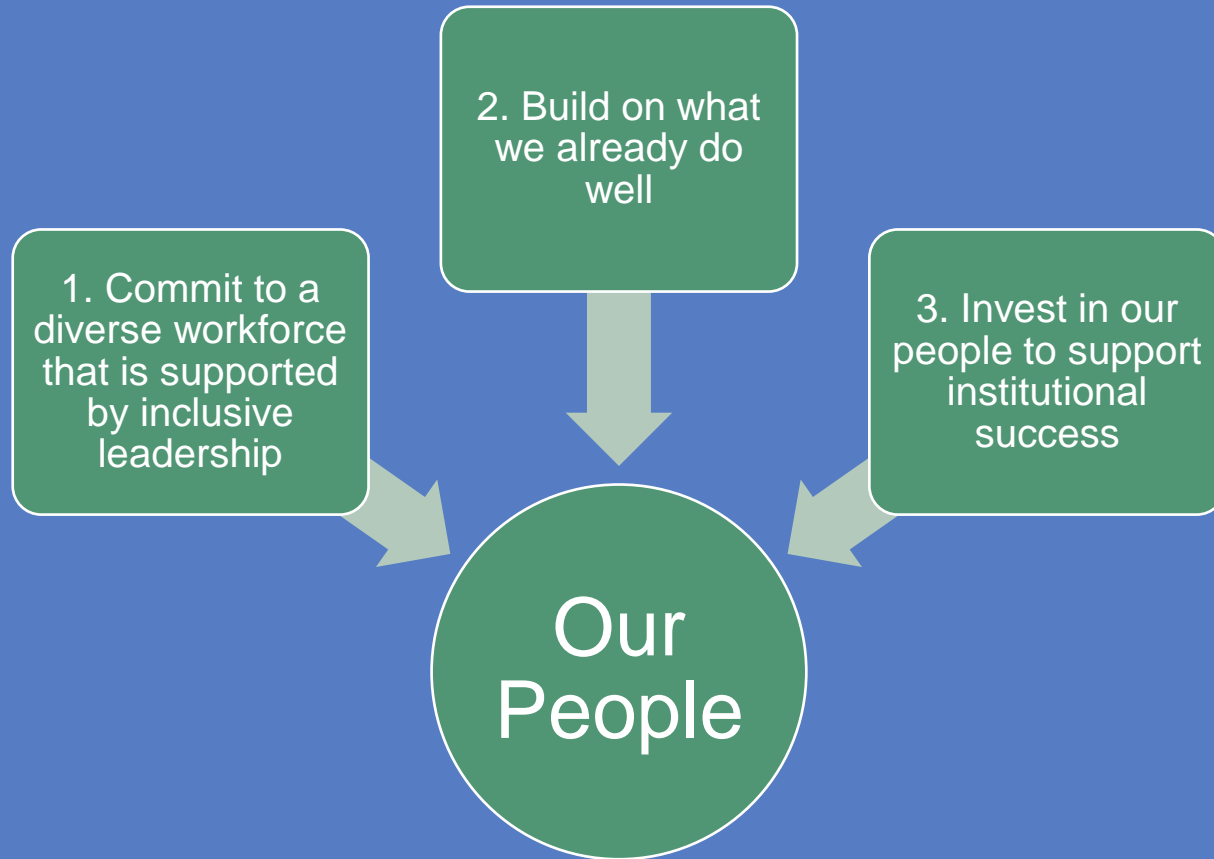
<https://www.journalofsalestransformation.com/hear-my-voice-lessons-in-inclusive-leadership/six-signature-traits/> (2021)

Our Reflections



- Strategic Leadership and Inclusive Leadership are interconnected and strengthen each other
- Implementing the strategy is a process. It is not static, but ongoing
- Combining both approaches will help promote engagement and achieve the 2030 Strategy

Our Suggested Way Forward





“ We are all individuals. We have different needs and different priorities, and we like to be treated as individuals rather than as a group. People want to feel important and that they contribute to the business. Inclusive leaders are **interested**; they **care for people** and are **willing to listen**.”

Aase Aamdal Lundgaard
(Deloitte Norway, 2012)



Thank You