

# A LEADERSHIP CHALLENGE SHARED = SUCCESS

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# BACKGROUND

May you live in interesting times.... (Chinese curse)

## Sector challenges

- Funding cuts 2012, Higher Ed and PAVE
- Rapid expansion of private providers
- Highly competitive environment
- Uncapped demand
- Move to different delivery modes
- AQF

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# THE ORGANISATION

## August 2012 – Transforming Swinburne

- Financial efficiency
- Reduced admin
- Streamlined processes – avoid duplication
- Compressed and consistent faculty structure
- Improve student experience
- Improve service



# CHANGE MANAGERS vs CHANGE LEADERS

**CHANGE  
IS GOOD.**  
You go  
first!

## Change Management

- a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change.

## Change leadership

- concerns the driving forces, visions and processes that fuel large-scale transformation.'

*John Kotter, Harvard Business Review, July 2011*

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# CHANGE MANAGEMENT - KOTTER AND LEWIN

Kurt Lewin	John Kotter
<b>Unfreeze</b>	<ol style="list-style-type: none"><li>1. Establish a sense of urgency</li><li>2. Create the Guiding Coalition</li><li>3. Develop a Vision and Strategy</li><li>4. Communicate the change vision</li></ol>
<b>Change</b>	<ol style="list-style-type: none"><li>1. Empower broad based action</li><li>2. Generate short term wins</li><li>3. Consolidate gains and make more change</li></ol>
<b>Re-freeze</b>	<ol style="list-style-type: none"><li>1. Anchor new approaches in the culture</li></ol>



# CHANGE LEADERSHIP

— JOHN KOTTER, HARVARD BUSINESS REVIEW, JULY 2011

Change leadership is associated with:

- the bigger leaps we have to make,
- windows of opportunity coming at us faster, staying open less time,
- bigger hazards and bullets coming at us faster, a larger leap at a faster speed.



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## Managers

Seeks order and consistency

During planning and budgeting- establishes agendas, sets timetables and allocates resources.

With relation to staffing – provides structure, job placements and defines rules and processes.

Focuses on control and the solving of issues by taking actions to correct issues, creating solutions and defining incentives to reward good work.

## Leaders

Seeks change and movement

Establishes direction – looks at the big picture, clarifies the situation, creates a vision and determines strategies.

With relation to people - aligns people, communicates goals, builds teams, looks for commitment.

Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energizing people.

# RAPID STEP CHANGE

- Faculty restructure 6-3
- Implementation of shared services delivery model
- New Student Management system
- Development and Implementation of Faculty Support Structure



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# OUR ROLE - THE LEADERSHIP CHALLENGE



Our challenge was three fold:

1. Lead and define the administrative structures and function for the three new faculties to ensure maximum efficiency and effectiveness.
2. Lead and foster our teams throughout the change period, irrespective of their future placement in the organisation.
3. Support fellow colleagues through the change period.

# OUR ROLE - THE LEADERSHIP CHALLENGE

## Approach

- Maximizing collaboration,
- Maintaining a clear purpose
- Recognition - strengths and weaknesses
- Senior Executive buy-in.

“Challenges  
are what  
make life  
interesting  
and overcoming  
them is  
what makes  
life meaningful.”

Joshua J. Marine

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# WHAT DID OUTSIDERS SEE?

- Commitment
- Unification
- Caring
- Communication



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# IMPACT- THE LEADERSHIP CHALLENGE

- Turmoil
- Support
- Advice
- Training



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# WHAT WE LEARNT

## Reflection

- Authoritative – ‘Come with me’
- Affiliative – ‘People come first’
- Coaching – ‘Try this’

*Goleman (2009) -Theory of leadership characteristics*

Cannot do it alone.....



**KEEP  
CALM  
AND  
REFLECT**

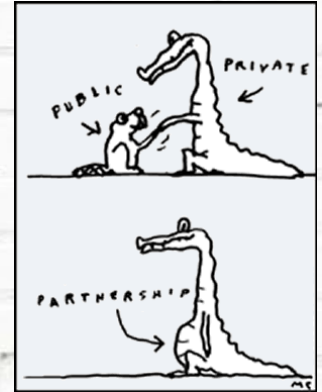
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# WHAT TRENDS EXIST IN THE GLOBAL LEADERSHIP SPACE?

Existing Trends

Emerging Trends

- Thinking Globally
- Appreciating cultural diversity
- Developing Technological savvy
- Building partnerships and alliances
- Sharing leadership



# TAKE AWAY MESSAGES

- Define the goals required and stick to them
- Plan your approach
- Provide support to all staff throughout the change
- Don't try to do it alone



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