



Curtin University

CREATING a SUCCESSFUL LEADERSHIP DEVELOPMENT PROGRAM for HEADS of SCHOOL

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Curtin University

- WA's largest and most multi-cultural university
- 47,000 students across multiple campuses (Australia, Malaysia & Singapore)
- ~3,500 (FTE) staff



Organisational Development Unit

- Established late 2007
- Team of 10
- Mandate to build organisational capacity & help transform the culture
- Focus on leadership development
- Intensive literature review

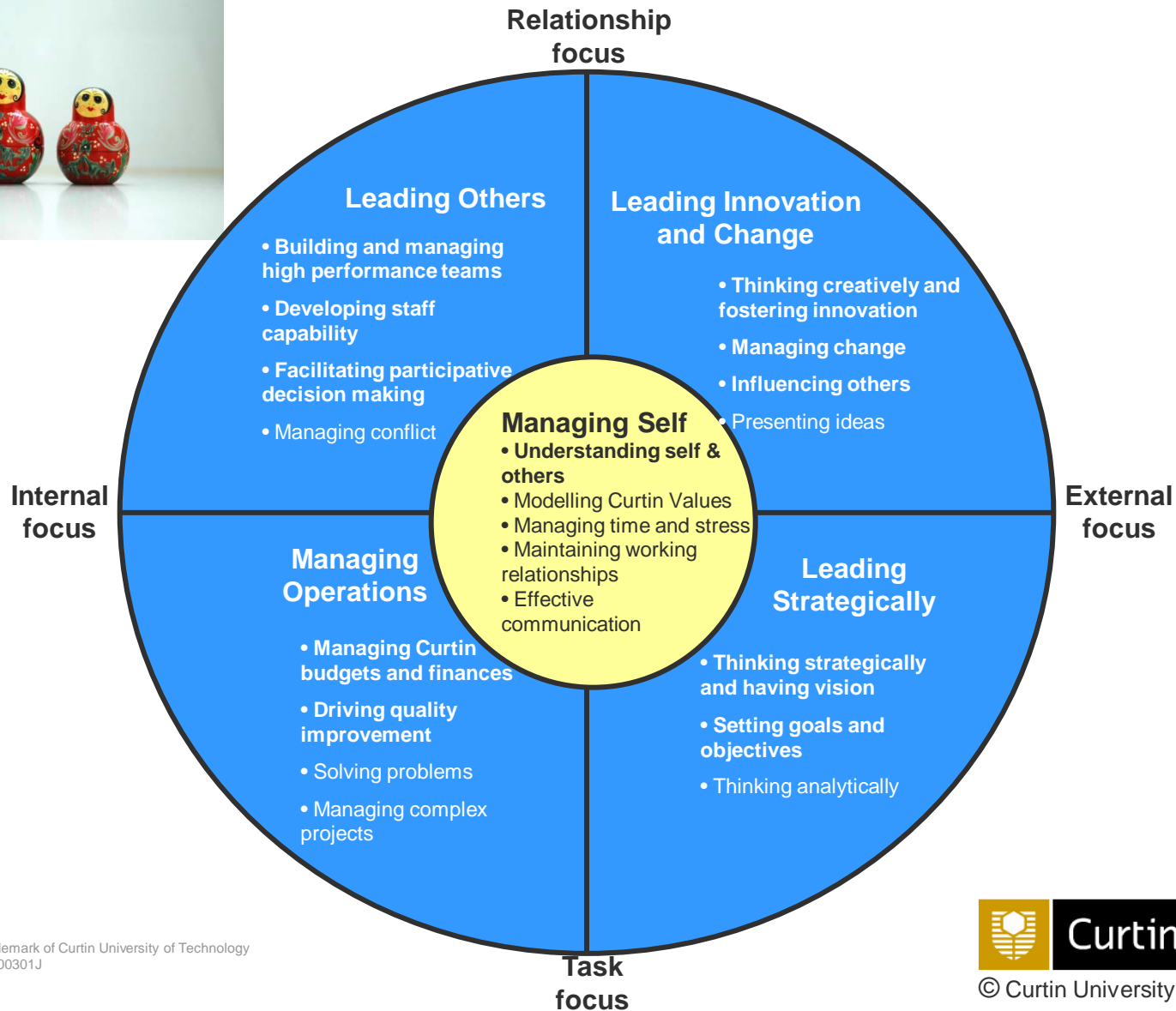


Curtin Leadership Framework

- 20 capabilities, 3 levels
- 3-5 behavioural statements per capability
- Draws on CVF & ICFV
- Approved 30 November 2010



Curtin Leadership Framework

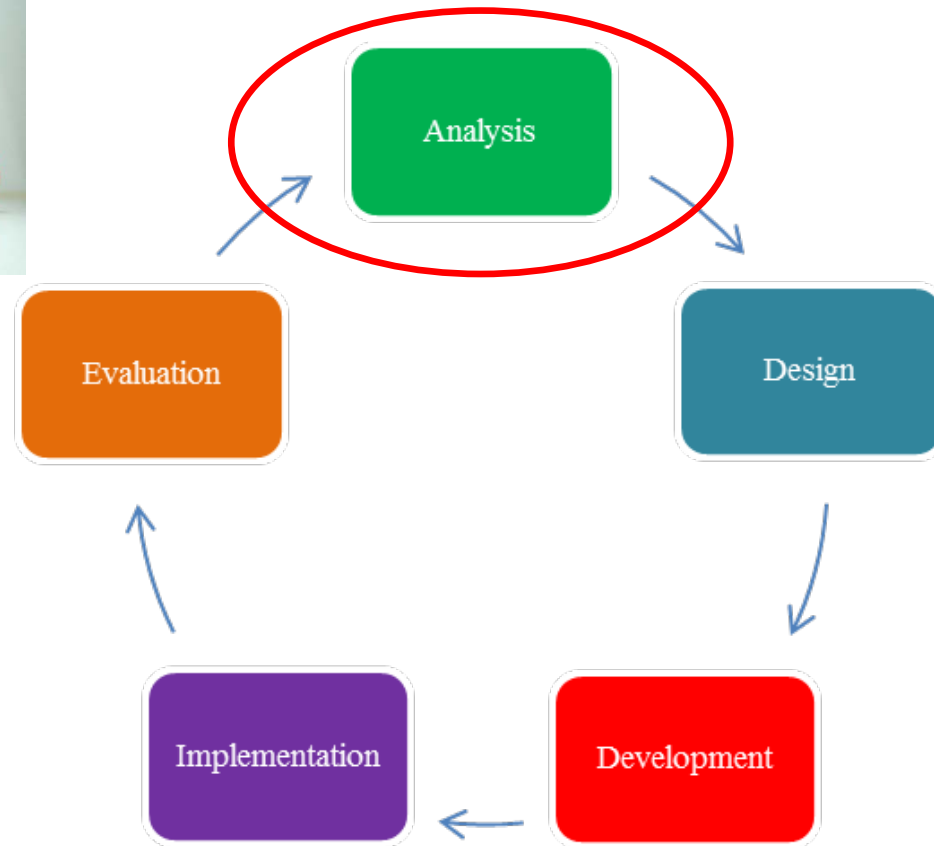


Head of School Development Program

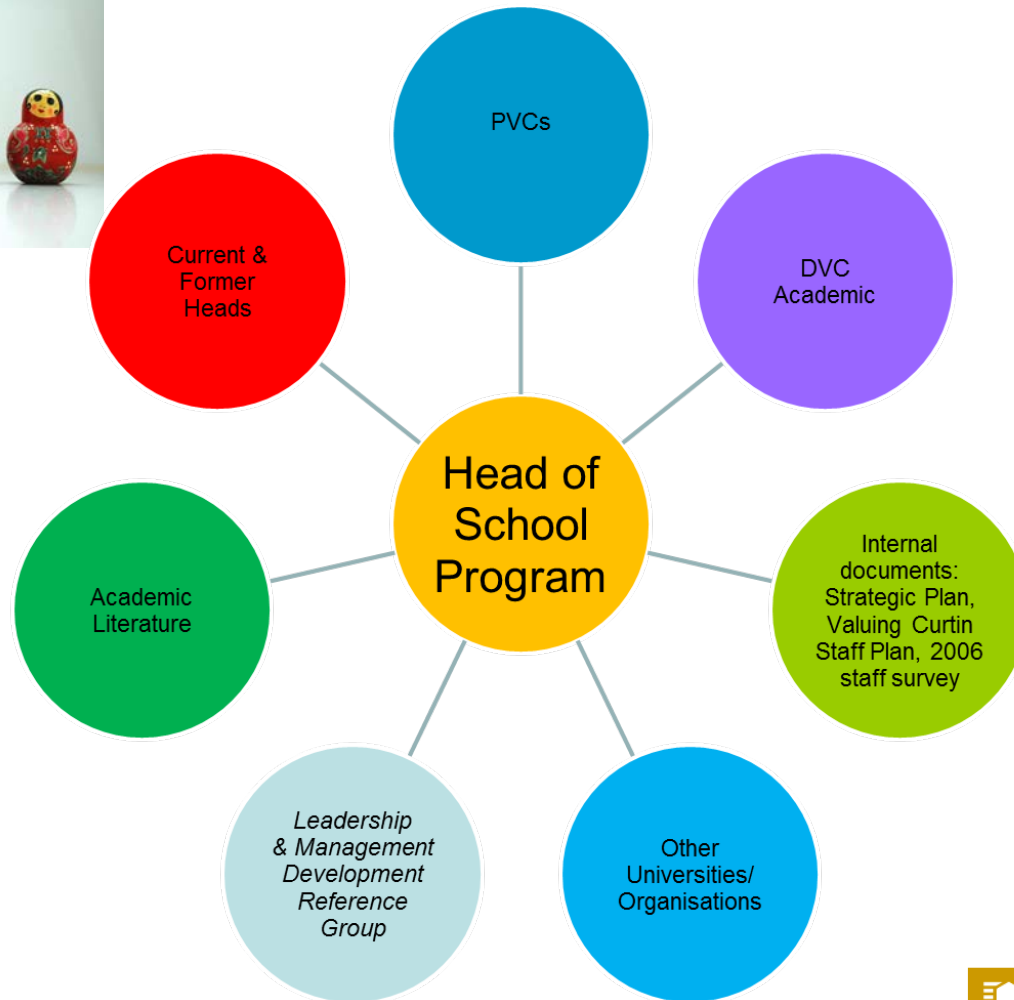
- ADDIE model utilised



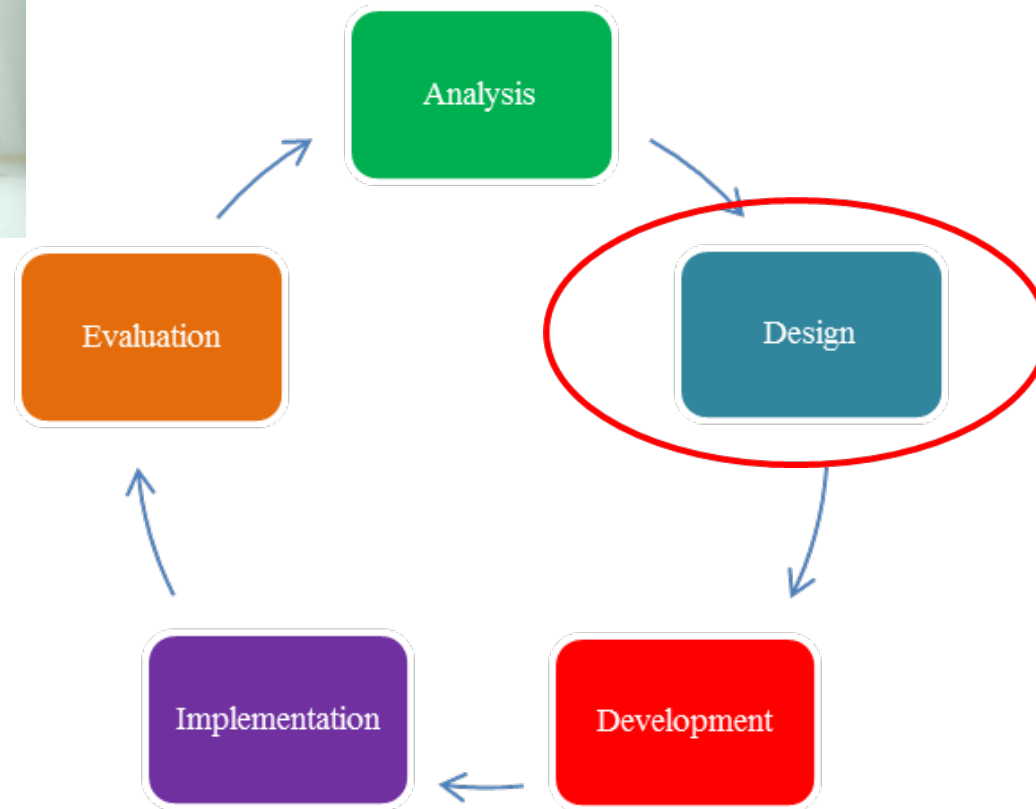
The ADDIE model



Analysis map



The ADDIE model

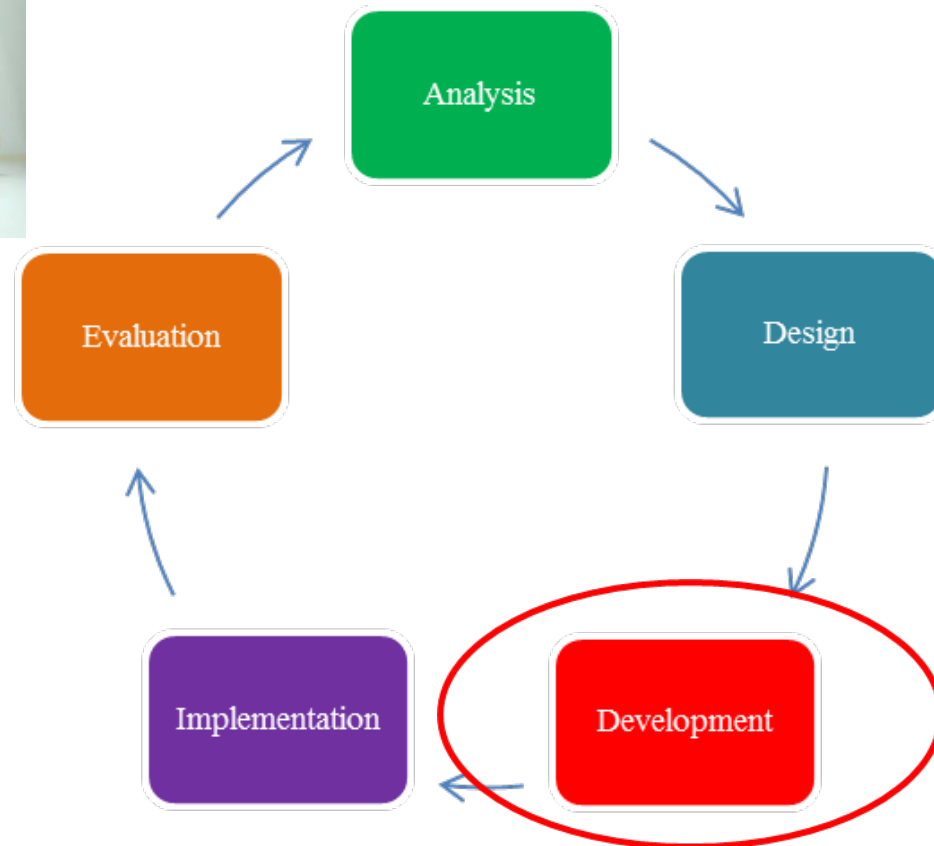


Design – program objectives

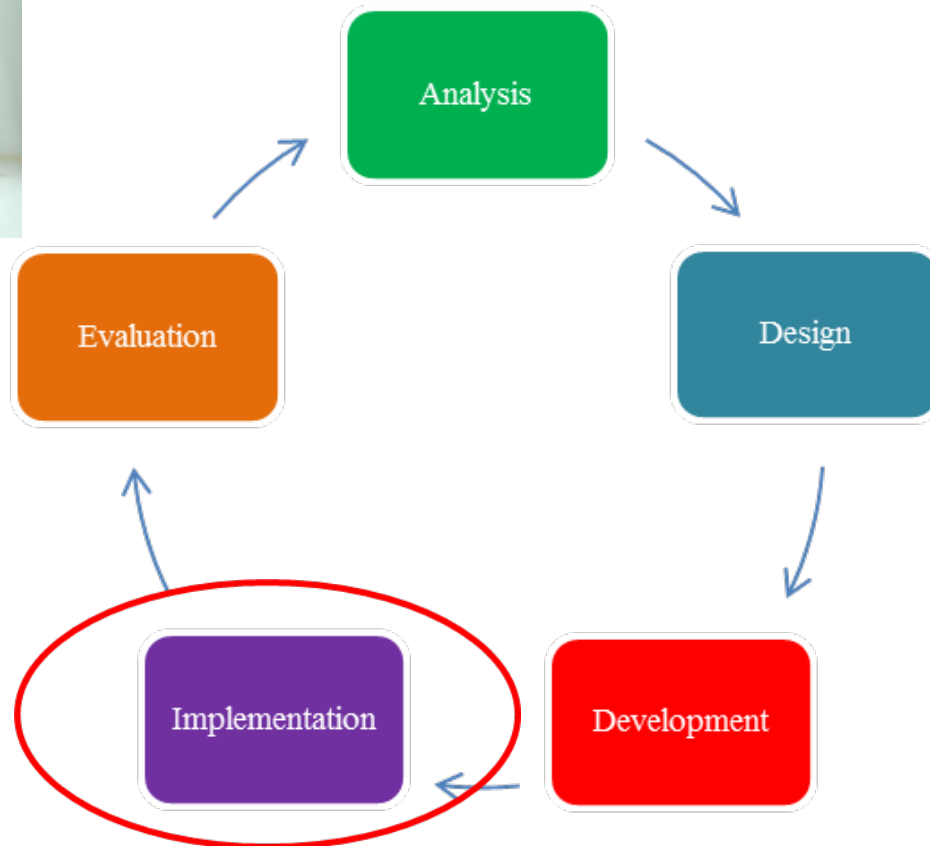


- Further develop the leadership and management capabilities of HOS
- Extend participants' self-knowledge, personal capacity and confidence as leaders
- Develop a range of practical skills for leading others and a significant portion of the University's business
- Enhance participants' skills to align the team and school's objectives with the University
- Build and strengthen working relationships and collegial networks across the University
- Deepen Curtin's leadership and succession planning capacity.

The ADDIE model



The ADDIE model



The ADDIE model



Evaluation – Cummings' reported



- a large majority of participants and stakeholders indicated they were satisfied the program was conducted to a high standard and achieved its objectives
- 88% of participants indicated they would recommend the program to their colleagues;
- the large majority of stakeholders and participants indicated they believed the program had achieved its stated aims, to at least some extent;
- a number of line managers of the participants commented that they had observed positive changes in the behaviour of staff who had completed the program; and
- there was convincing evidence that the program is building both individual and university leadership and management capability and strengthening succession planning capacity.

Curtin community

- Reference group
- Extensive consultation
- Acceptance & success



ODU reflections

- Pleased with results
- HOS program tweaked
- Continue listening
- New collaborative opportunities



Current challenges

- Executive sponsorship
- Ensuring programs meet current & future needs
- Whole of University responsibility



Questions?



<http://odu.curtin.edu.au/leadership/>