

# Organisational and Leadership Development at UWS



## Context

The University of Western Sydney's (UWS) leadership development framework is underpinned by the recognition that its managers and leaders have a key role in influencing and shaping organisational culture.

Leadership development at UWS is aimed at helping to build commitment, accountability, improved performance and relationships, and promote leadership behaviours, values, skills and capabilities that positively influence and shape organisational culture and foster employee engagement.

Organisational and leadership development is an identified project within the University's strategic staffing framework "*Our People 2015*". We recognise the need to develop and strengthen leadership and management capabilities to address workforce planning, talent management and succession planning needs.

The Leadership Development framework is and will be informed by data<sup>1</sup>, and benchmarked practice and research in effective leadership<sup>2</sup>.

Leadership Development programs will align with the achievement of organisational objectives and the UWS leadership and management capabilities framework, and will offer a range of learning and support activities including Leadership Seminars and Forums, development of leadership performance portfolios, on-line learning resources, 360 degree feedback, and coaching and/or mentoring linked to individual development plans and business plans.

There are a number of identified key groups who will be the focus of the program in the first three years (2008 – 2010) linked with the criteria established through the Workplace Productivity Program grant<sup>3</sup>. These groups are the Senior Executive and Board of Trustees, Associate Deans, Heads of Schools and Directors, Associate Heads of Schools, and emerging leaders group. The leadership program will eventually extend to all managers and leaders at UWS.

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<sup>1</sup> Reference data includes results of a Culture/ Climate survey, workforce analytics and Human Resources demographics data to inform workforce planning, succession planning needs and talent management gaps.

<sup>2</sup> This includes benchmarking with other universities, contemporary leadership practice and research including research into academic leadership capabilities outlined in "Learning Leaders in times of change" (2008).

<sup>3</sup> DEST WPP Grant awarded over 3 years with the primary objective of improving workplace productivity and performance.

# UWS Leadership and Management Development Framework



## UWS Leadership Values and Capabilities

Underpinning a culture of leadership is having a shared and explicit set of leadership values and capabilities. Such UWS leadership values reflect the UWS mission of *Bringing Knowledge to Life* and the core values of:

- Excellence and quality in all endeavours
- Scholarly rigour and integrity
- Equity of access and inclusiveness
- Collegiality and participatory decision-making
- Academic responsibility and freedom
- Relevance and responsibility to our communities
- Ethics and accountability.

At UWS, in addition to the above, supervisors, managers and leaders are expected to demonstrate leadership values including:

- Having high ethical and professional standards and integrity
- Being transparent, accountable and responsible for their actions
- Committed to the mission and values of UWS
- Engaging with people and the community
- Engendering a culture of service, excellence and quality<sup>4</sup>.

Leadership Development is described by Lillas Brown (2001) as “*Blending the inner work of intense personal development and the outer work of leadership in action*”.<sup>5</sup>

Leadership in action requires the demonstration of leadership values, behaviours and capabilities.

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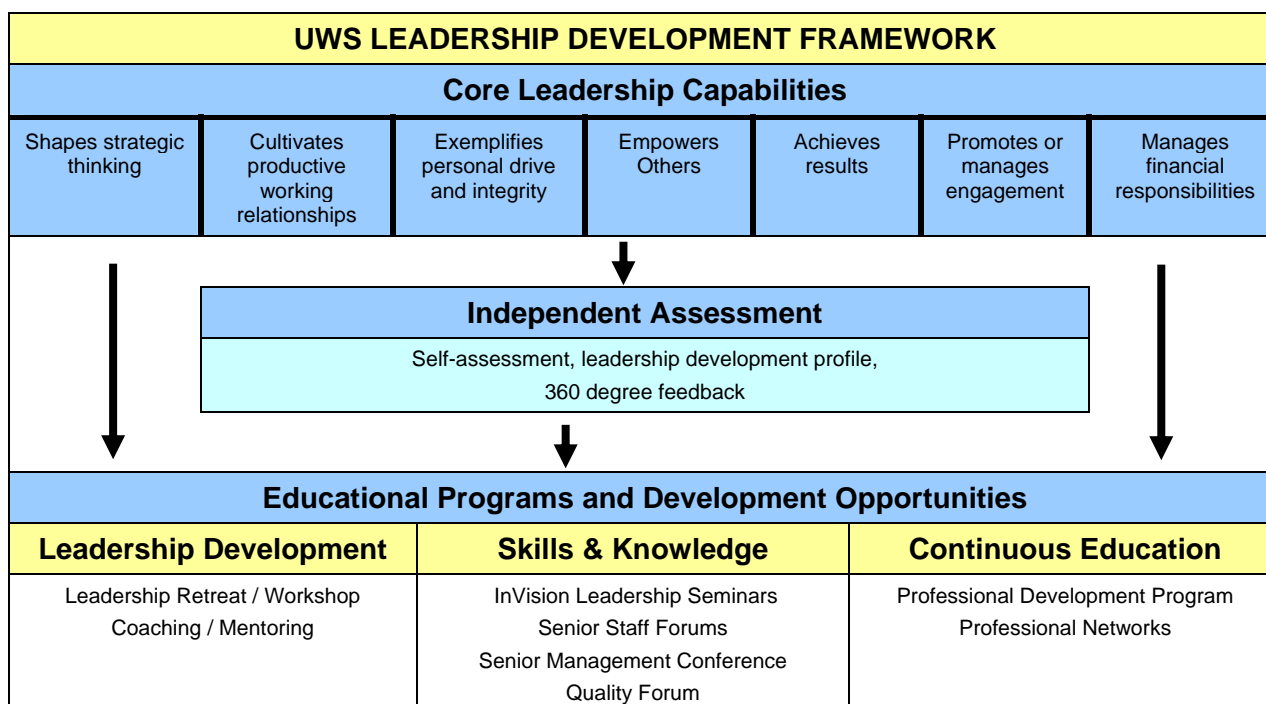
<sup>4</sup> These leadership values are endorsed by the Vice-Chancellor.

<sup>5</sup> Lillas M. Brown, Leading Leadership Development in Universities: A Personal Story Journal of Management Inquiry 2001; 10; 312 <http://jmi.sagepub.com/cgi/reprint/10/4/312>

## Key Leadership Capabilities

The UWS Leadership Development Program is underpinned by a leadership capability framework that reflects the essential capabilities required of those in leadership positions and the attributes and behaviours a contemporary leader needs in order to be effective and successful. Similarly, a management capability framework underpins the Emerging Leaders and Management Development Programs. Core capabilities for all staff have also been developed<sup>6</sup>. The Leadership Program will also integrate academic leadership capabilities identified through comprehensive research undertaken by Professor Geoff Scott<sup>7</sup>.

*Enhancing the leadership capabilities of our leaders is critical for meeting current and future challenges as the University positions itself for the future.*



The following programs promote the enhancement of management and leadership values and capabilities.

**The InVision Leadership Program** is a strategic leadership development program for senior academic and professional managers at UWS, including Associate Deans, Heads of Schools, Associate Heads of Schools and Directors. Over a period of 12 months participants are expected to participate in intensive workshops, coaching or mentoring, forums, and work collaboratively with senior colleagues on a range of issues including academic leadership, diversity and well-being, governance and financial management, managing people, and managing risks.

*The UWS InVision Leadership Program is about formulating a clear and shared vision of the future for UWS, its people, students and programs, and engaging and leading one's team towards that vision informed by a deep insight into one's leadership practice, values, behaviours and emotional intelligence.*

<sup>6</sup> For a description of the UWS Capability Framework see [www.uws.edu.au/staff/intheloop\\_staff/ourpeople/capabilitydevelopment](http://www.uws.edu.au/staff/intheloop_staff/ourpeople/capabilitydevelopment)

<sup>7</sup> Scott G. et al, (2008) Learning Leaders: Academic Leadership Capabilities for Australian Higher Education, UWS, ALTC and ACER.

**Company Directors Program (CDC)** is a comprehensive program focussing on the roles, duties and responsibilities of board directors and members, with an emphasis on good governance at the University. The CDC is being offered for the first time at UWS through the Australian Institute of Company Directors. Senior managers who currently sit on boards have been invited to participate in this program. Participants are eligible to sit for a Diploma.

**The Leadership Coaching Program** is being offered for the first time at UWS and will provide a structured coaching program. Participation in the leadership coaching program will involve 360 degree feedback, individual development plans and coaching support to focus on implementing strategies and actions to meet identified objectives or areas for strategic and/or personal development.

**The Management Essentials Program** is a comprehensive University-wide management development and training program for all UWS supervisors, managers and leaders, both academic and professional, to ensure they are fully informed of their legal obligations, have a common understanding of the University's expectations of them, and are given the opportunity to enhance their leadership skills.

**The AHOS Leadership Development Program and HOPNet Development Program** provide a forum for Associate Heads of Schools and for Heads of Program to develop strategies and skills related to their leadership role.

**The Emerging Leaders Program** is a new initiative under the umbrella of *Our People 2015*, the University's strategic staffing strategy and will be developed during 2009. The Emerging Leaders Program is targeted towards identifying potential future leaders and providing a range of leadership and management learning and development opportunities including mentoring and work assignments and projects.

**The Women in Leadership Program** will explore issues and strategies for women preparing for advancement and/or promotion, and achieving work-life balance while pursuing a career in higher education. The Women in Leadership Program will be offered as part of the Emerging Leaders Program.

**The Frontline Management Program** is specifically designed for early career supervisors and managers, enabling the completion of a nationally accredited certificate in management (Certificate IV or Diploma in Business) with the potential of articulating into further studies at undergraduate level at UWS.

All programs are linked to the UWS leadership and management capabilities framework, the UWS Strategic Plan, goals and priorities, and the UWS staffing strategy *Our People 2015*.

## **Continuing Professional Development**

It is proposed that UWS adopts continuing professional education and development (CPD) to demonstrate a commitment to leadership and management development and as a framework for supporting and encouraging continuing professional development for all staff.

It is proposed that, taking into consideration the level and requirements of the position, that staff be encouraged to undertake 105 hours every 3 years (or 35 hours per year) for individual professional development and that this is negotiated between the individual and their supervisor at the time of the annual performance review and career development meeting. This is comparative with industry standards for professions.

## **Program Aims and Themes**

The Leadership Development Program aims to support managers at UWS in their leadership role; to provide a wider perspective on leadership and management; and to promote an understanding of the higher education context, its challenges and drivers for change and the need for accountability in all aspects of governance and management. The program examines the strategic leadership and change agenda at UWS, the tools needed to bring about change, and provides a forum for personal and professional development opportunities and networking with colleagues.

Themes and topics have been developed from an initial needs analysis in consultation with senior managers and Heads of Schools and the leadership capabilities framework. Themes include the future of higher education; strategic leadership and leading change; financial and risk management; business development, quality management in Learning and Teaching, Research and Engagement, managing people and performance, and mentoring and developing others.

The importance of leadership and management development is well recognised. The approach adopted recognises that learning about leadership at a strategic level needs to be aligned with individual and institutional needs and aspirations. The program design draws from current leadership literature and research into higher education's operating and strategic context<sup>8</sup> and combines a variety of elements – skills workshops, leadership and networking forums/ communities of practice; the use of coaching or mentoring; survey and feedback tools and individual development plans for personal development; tailored case studies; site or industry visits; and projects/ assignments.

The content and delivery of the program may differ according to the focus for each individual or group. For example, senior staff would undertake a 360 degree feedback process and coaching as part of the program.

An important aspect of the development of managers and leaders is the opportunity to network with other managers and leaders, and to discuss and develop strategies for meeting the current challenges and issues in the higher education and public and private sectors. The program recognises the value of supporting managers to visit or undertake short term placements with similar organisations or universities in Australia or overseas, or to undertake formal studies, professional development short courses, research, or project work, and to bring back examples and share experiences of good practice in e.g. transformational leadership, leading edge thinking, knowledge management, people management, organisational development, or innovative and creative ways of doing things to assist the University to move forward.

Refer to the Appendix for a more detailed outline of aims, themes and delivery.

## **Resource Requirements**

A detailed costing is available outlining resources required for the above. In 2007, UWS was successful in its submission for funding for a leadership development program to be implemented from 2008 to 2010, under the Government's Workplace Productivity Program.

Aggie Lim  
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<sup>8</sup> Middelhurst R. and Garrett R. (2002) Developing Senior Managers in Higher Education, HESDA and Scott G. et al, (2008) Learning Leaders: Academic Leadership Capabilities for Australian Higher Education, UWS, ALTC and ACER.

## Appendix

### Leadership Development Program Aims

The Program aims to support leaders and managers at UWS in their leadership role; to provide a wider perspective on leadership and management; and to promote an understanding of the higher education context, its challenges and drivers for change and the need for accountability in all aspects of governance and management. The program examines the strategic leadership and change agenda at UWS, the tools needed to bring about change, and provides a forum for personal and professional development opportunities and networking with colleagues.

The UWS Leadership and Management Development Program aims to improve leadership capabilities, employee relationships, organisational culture, productivity and performance through:

- Identifying and strengthening the key capabilities and values required for UWS managers and leaders
- Fostering quality and excellence in management and leadership which aligns with the organisation's strategic goals and priorities and reflects principles-based, values-based and ethical leadership
- Transforming leadership behaviours and influencing the culture of the organisation
- Showcasing good practice in governance, managing resources, systems/ technology and business processes and in engaging with people at all levels
- Engaging with higher education, business and industry leaders in the sharing of effective leadership practice
- Improving performance and productivity through a structured program of development and support for managers and leaders
- Reviewing and implementing improvements to policies, processes and systems for recruitment, selection, induction, career development, mentoring and succession planning for senior and other management positions.

### Leadership Topics and Themes

These have been developed from an initial needs analysis in consultation with senior managers and Heads of Schools and aligned to achieving strategic goals and strengthening leadership capabilities. Themes include the future of higher education; strategic leadership and leading change; financial and risk management; business development, quality management in Learning and Teaching, Research and Engagement, managing people and performance, and mentoring and developing others. Themes include:

- The future of higher education – what will be the impact of external factors on UWS and my school or unit e.g. globalisation and trans-national education, changing research agenda, government policies?
- Strategic leadership – what is strategic leadership and how can I enhance my capacity to lead strategically? What changes might be needed in the form and structure of how I lead and manage my school or unit?
- Leading change – what helps and what hinders the process of effecting strategic change? How do others achieve sustainable change?
- Knowledge transfer and strategic financial management – how should the process of knowledge transfer and interaction between business and higher education be managed? What financial issues do I need to consider as a strategic leader?
- Strategic human resources management – what good practice exists that will enhance the culture and climate of UWS and my school or unit? How do I get the best performance from my people?

- Career management – what are my current career aspirations and what can and could I be doing more of to enhance my career?
- Personal growth and development – how do I currently operate as a strategic leader? How might I enhance my current performance and develop my capabilities as a strategic leader?

## Program Approach

The importance of leadership and management development is well recognised. The approach adopted recognises that learning about leadership at a strategic level needs to be aligned with individual and institutional needs and aspirations. The program design draws from current leadership literature and research into higher education's operational and strategic context<sup>9</sup> and combines a variety of elements – skills workshops, leadership and networking forums/ communities of practice; the use of coaching or mentoring; survey and feedback tools and individual development plans for personal development; tailored case studies; site or industry visits; and projects/ assignments.

- Intensive workshops/ forums – focussed on current strategic issues in higher education combined with the lessons of experience from other relevant sectors
- Personal development – the use of accredited psychometric profiling and/or 360 degree feedback and individual development plans will form a core part of the program
- Case studies – the use of tailored case studies
- Group and individual projects – the use of collaborative and/ or individual projects to provide a forum for individual and group learning
- Coaching and mentoring – from a qualified business/ executive coach to support and challenge current practice and behaviours
- Speakers from a range of sources – higher education, government, business and the professions
- Leadership portfolio – establishing a portfolio that documents leadership practice, achievement of key result areas, improving leadership and management capability development, and leading and managing others

## Delivery

The content and delivery of the program may differ according to the focus for each individual or group. For example, senior staff would undertake a 360 degree feedback process and coaching as part of the program. Delivery methods will include:

- Leadership Seminars and Forums including the Senior Management Conference and Quality Forum
- On-line learning / blended learning – using a blend of on-line learning (using the Harvard Business School Management Modules) and face-to face workshops
- 360 degree feedback and /or personal profile questionnaire
- Coaching –included as part of the program for senior managers who complete the 360 degree feedback and individual development plans
- Mentoring – support for participants through a structured mentoring process
- Case studies / problem-based learning
- Project work
- Presentations by distinguished leaders
- Site/ workplace visits/ placements
- Leadership portfolio
- Support for further study

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<sup>9</sup> Middelhurst R. and Garrett R. (2002) Developing Senior Managers in Higher Education, HESDA and Scott G. et al, (2008) Learning Leaders: Academic Leadership Capabilities for Australian Higher Education, UWS, ALTC and ACER.