

Welcome

Shaping Futures, Changing Lives

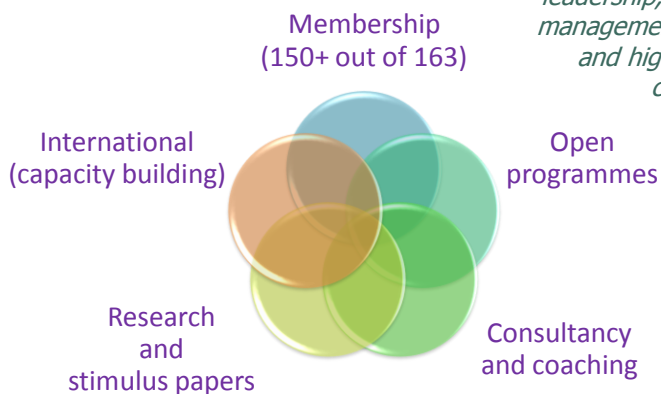


Doug Parkin
Programme Director

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The Leadership Foundation for Higher Education

Provides a dedicated service of support and advice on leadership, governance and management for universities and higher education colleges

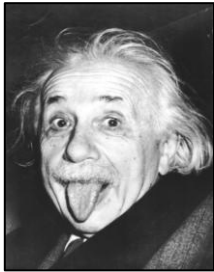


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Insanity

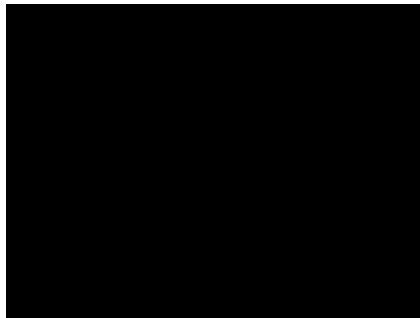
“Insanity: doing the same thing over and over again and expecting different results”



(Albert Einstein – 1879 to 1955)

Often change is a debate, but...

Sometimes things just have to change!

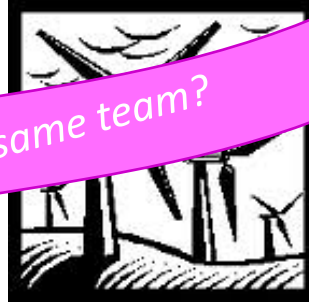


To reshape action in the future you must reshape
thinking in the present

When the wind of change blows...

風向轉變時,有人築牆,有人造風車

*When the wind of change blows, some build walls,
others build windmills*



Are we on the same team?

Changing the course of leadership!

Pulling on a lever with nothing attached...



Outline

The changing role of universities

- From upholder of orthodoxy to gateway to the future

Developing senior leadership

- Moving sustainability to the centre-ground of senior strategic leadership

Creating collective commitment

- Using collaborative engagement to create collective commitment and mutual accountability

The changing role of universities

The role of universities (1)

Upholder of
orthodoxy

Gateway to the
future

To preserve and
pass on existing
knowledge
and beliefs

To create new
knowledge
and share it
with others

The role of universities (2)

The beacon principle

The leader factory

Discovery and innovation

GRIPP – informing crucial decisions

Spanning boundaries and borders

Raising the ~~intellectual~~ sustainable tone of
society

The role of universities (3)

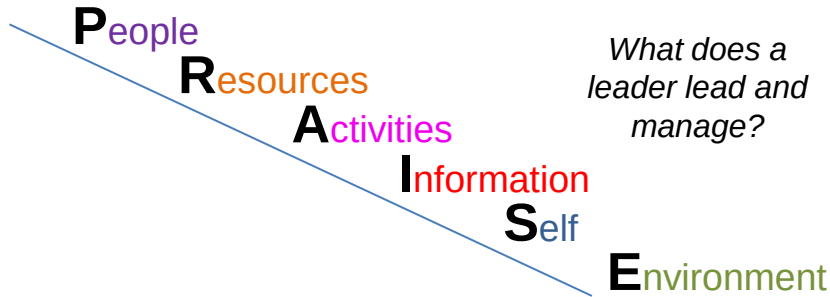
Linking critical
learning agendas



Developing senior leadership:
moving sustainability to the
centre-ground of
senior strategic leadership

Senior leadership development

- Part of every conversation
- Part of every goal
- Not leadership of but leadership for sustainability
- Using the **four levers for strategic engagement**



Using the four levers for strategic engagement

1. Language

*Inspiring and
persuasive language*

3. Business case

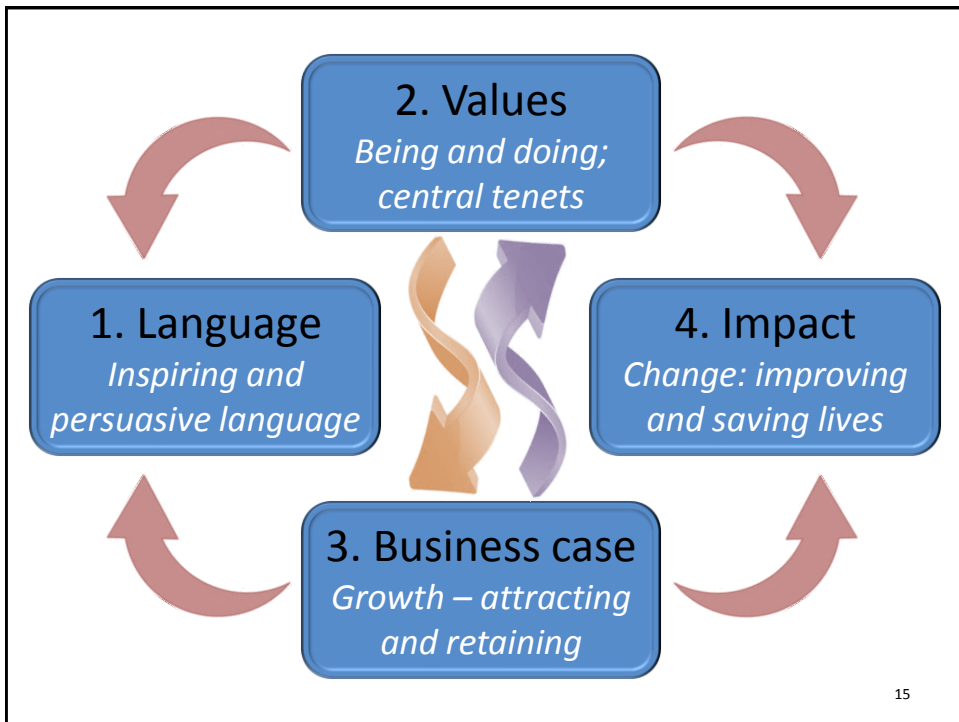
*Growth – attracting
and retaining*

2. Values

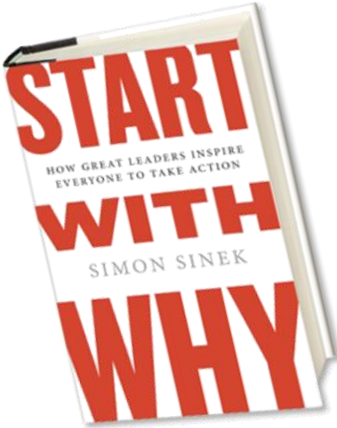
*Being and doing;
central tenets*

4. Impact

*Change: improving
and saving lives*



1. Language and strategy: *start with 'Why?'*



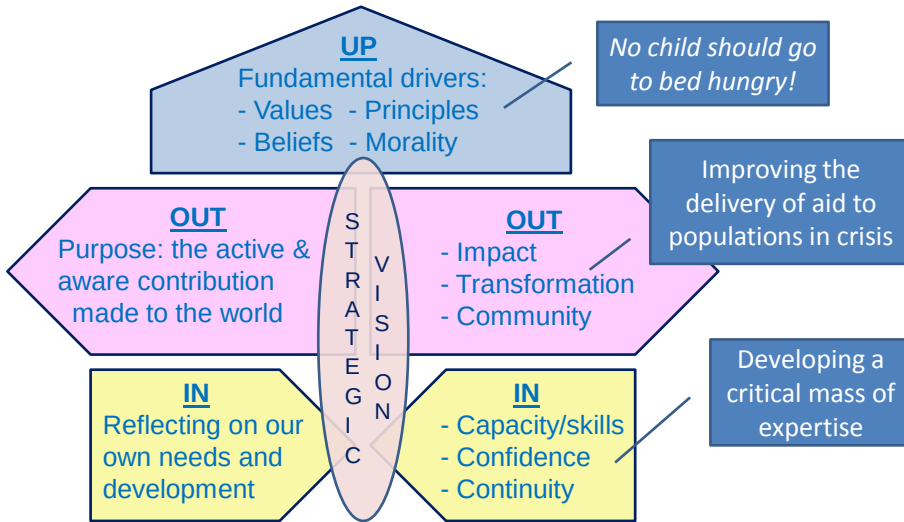
"All organizations start with WHY, but only the great ones keep their WHY clear year after year"

"Leadership requires two things: a vision of the world that does not yet exist and the ability to communicate it"

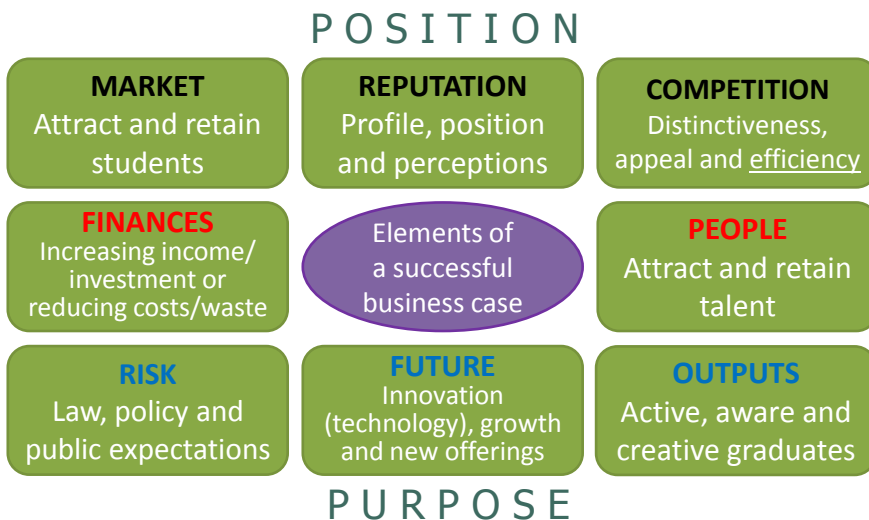
Inspiring Leadership | Leadership Foundation | Inspiring Leadership

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2. Values and strategy: *up - out - in*



3. The business case and strategy



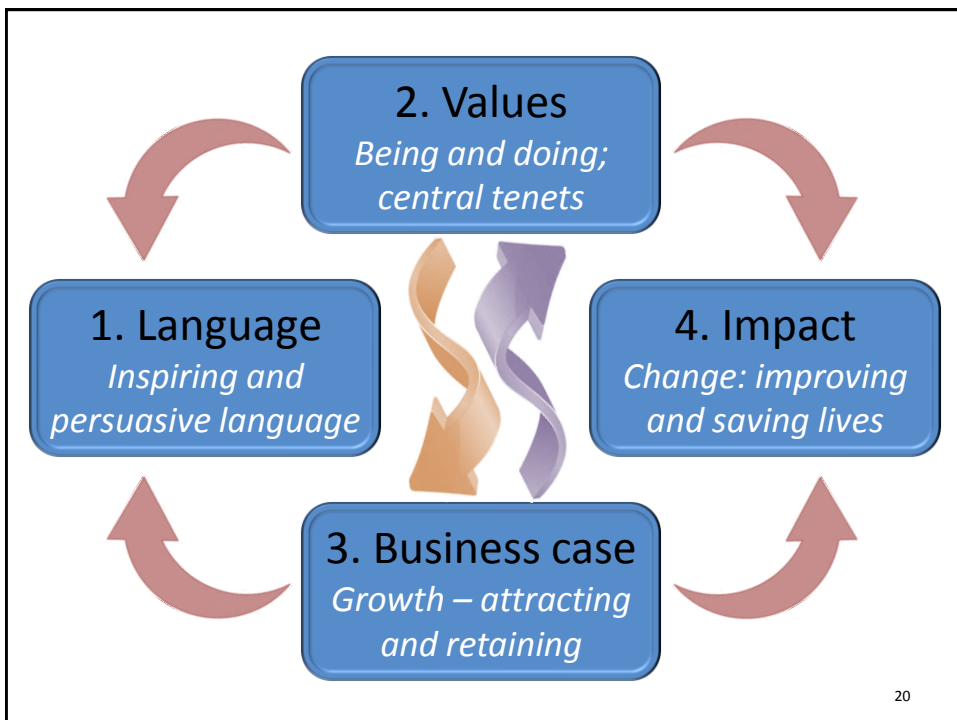
4. Impact and strategy

Shaping Futures, Changing Lives

Within the institution	Around the institution	Through the institution	Beyond the institution
• Staff • Students • Volunteers • Visitors	• Community • Partners • Suppliers • Enterprise	• Disciplines • Professions • Schools • Consortia	• Society • Policy • Economy • Global

Immediate or distant impact?

Time? Geography? Community?



Creating collective commitment

Collective commitment

Collaborative engagement



Collective commitment



Mutual accountability

Strategic alignment and connectivity



Inspiring the development of university educators in ESD

- Collective commitment – the strategy cascade
- Professional competencies – being, doing, knowing
- Confidence –
 - Feedback, recognition and reinforcement
 - Working across professional and disciplinary boundaries
 - Fluency with SD concepts, principles and practices

State of the Art



**THE ROAD
TO SUCCESS**
is Always Under Construction

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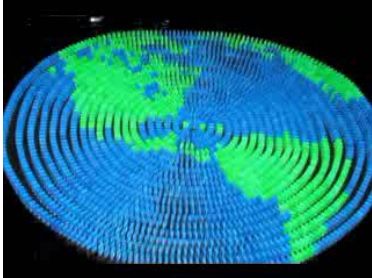
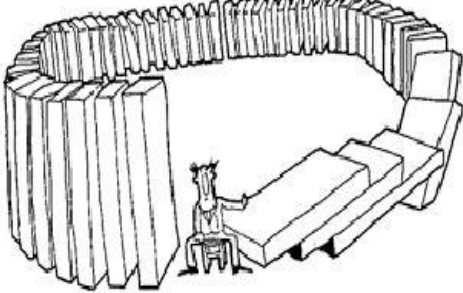
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The dominoes are falling all around us

In complex systems, cause and effect are often distant in time and space



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Thank you for listening

“This is a mission everybody issue”

So do take “no” for an answer...

...but only if the question is...

“Can we wait and do nothing?”