Leading People

The Strategic Context: Planning

Version 1.0
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Acknowledgement:
Workplace Productivity Program (WPP) grant from DEEWR.

This module and these resources will be available on the Organisational Development, Division of Human Resources website from second session 2008.

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To continue to reinforce your learning from this workshop and prior to the follow up Leading and Facilitating Planning module, when you return to your team use the table below to assist you to reflect on the concepts introduced. Your reflection may also incorporate other behaviours that you have observed from other leaders within your workplace as well.

As part of your reflection, identify some of your key strengths and opportunities for improvement in the way you obtain and apply strategic planning information within the workplace. How may you improve your practice?

<table>
<thead>
<tr>
<th>What was the outcome? Describe this in terms of the characteristics of leadership in setting the strategic context.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What attributes of strategic leadership did you display?</td>
</tr>
<tr>
<td>How have you applied this? Try to think of a specific work situation.</td>
</tr>
<tr>
<td>Strategic context concept</td>
</tr>
</tbody>
</table>

LPS The Strategic Context Version1.0-2008
PROGRAM OVERVIEW

This module will provide participants with an awareness of:

- their responsibilities for leading and guiding consultative planning and why to plan?
- the framework for strategic planning and quality assurance at CSU, including the external and internal drivers and processes

Note: this module builds on the Vice-Chancellor’s road shows held every six months to identify the current strategic context. This is an important forum that as a leader or aspiring leader you are urged to attend or download the Power Point at Office of the Vice-Chancellor - Charles Sturt University

What will we cover?

What is the strategic context?

Who (should) manage planning? The manager as leader & facilitator of planning.

Why plan? The CSU/university context.

When to conduct planning? The CSU Planning & Review Cycle.

How to plan? What are the resources available to assist planning: an introduction to Leading and Facilitating Planning.

The workshop will be a mixture of facilitated and focussed discussions as a whole group and/or in groups as well as presentation of key concepts and information.

ICONS

The following icons appear within this learning resource. They highlight important information as well as activities that can be completed:

<table>
<thead>
<tr>
<th>Icon</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>🌟</td>
<td>These are the outcomes that relate to a section of the resource.</td>
</tr>
<tr>
<td>🧑‍💻</td>
<td>An Individual or group exercise.</td>
</tr>
<tr>
<td>💡</td>
<td>A key message or important point</td>
</tr>
<tr>
<td>💭</td>
<td>Self-reflection</td>
</tr>
<tr>
<td>📝</td>
<td>This is a workplace activity</td>
</tr>
</tbody>
</table>
## SESSION PLAN

| Session 1  | Welcome
|---|---|
| 9.00am or 1.00pm | Objectives of the Session
| | Introductions & role in planning
| | Generic responsibilities and accountabilities of leaders & managers

| 9.30am or 1.30pm | The Strategic Context: External & Internal
| Facilitator | Papers & group exercises

| 10.30 or 2.30 | Morning or Afternoon Tea

| 10.45am or 2.45pm | The University Strategy
| | CSU Planning & Processes

| Facilitated discussion & group exercises | 11.45-12noon or 3.45-4.00pm | Applying it in the workplace; reflections & homework as an introduction to Leading and Facilitating Planning Evaluation & Close
FRAMEWORK FOR DELIVERY OF PROFESSIONAL DEVELOPMENT RESOURCES

For leaders and managers to enhance their business knowledge and increase organisational effectiveness and readiness for change.

1. FRAMING:
   - University
     Strategy & core plans & frameworks
   - Core processes & University/Enterprise Model:
     yourCSU; WPI; BPM
   - OD Frameworks

   Delivery:
   - Resources: books, articles, web links
   - Workshops
   - Online learning modules

2. SKILLING & TOOLS
   - Discipline, systems, delegations
   - Project management tools & templates
   - Initiatives & funding proposals & mechanisms
   - Reports – committees, Academic Senate etc
   - Business and report writing skills
   - Leadership programs & Leading People Series
   - Online learning resources on OD website

How will the program be delivered?

**Leading People Series of Workshops:**
- Change Management
- People Management
- Resource Management
- Planning (Strategic Context)
- Business and Report Writing Skills

**Leadership Programs and Management Forums**
- Frontline Management; Graduate Certificate in University Leadership and Management; Leadership Development for Women
- Senior Managers Forum; senior Women’s Network; Middle Managers Forums; Heads of School Forum; Course Coordinators Forum

**Online Learning Resources:**
- Change Management
- People Management
- Resource Management
- Planning (Strategic Context)
- Business Reporting Language

For details on dates refer to the Staff Development Calendar:
http://www.csu.edu.au/division/humres/services/sd/
Charles Sturt University (CSU) in its University Strategy 2007-2011, under Institutional Development, has committed to:

“Continue to build institutional strength, reputation and sustainability by aligning institutional values, planning and performance through commitment to quality and continual improvement”

A number of other initiatives, some outlined below, importantly Work Process Improvement (WPI), the CSU Planning Cycle, the adoption of a quality cycle (referred to as PIRI) by our senior managers and the Performance Management Scheme, support Faculties, Divisions and Centres to conduct operational planning and continual improvement.

Workplace Productivity Program (WPP) and the Enterprise Model

Plan

CSU Project Management Framework

PD delivery & development: OD & WPP

Review

Business Knowledge modules & Leading People Series:
- Change Management
- People Management
- Resource Management
- Planning

Organisational Development Frameworks:
- Leadership & Management
- Performance
- Continual PD
- Change Management

Improve

Work Process Improvement (WPI) 2006

University Strategy
Institutional Development
- Organisational Culture (& Change)
- Service Alignment
- Workforce Planning
- Sustainability

Implement

Workplace Productivity Program (WPP)
- Enterprise model yourCSU
- Organisational Change & Renewal Framework
- PD resources for leaders & managers (YOU)
- WPI Stage 2: Business Process Management (BPM)
WHY PLAN?

Exercise – Introductions

Consider the following and report back to the group.

Why plan? What is my role as a leader and manager in planning?
Introduce yourself, your position, your role as a leader in planning (and strategic development) and the need to plan.

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Workplace Learning Activity - Planning

Hold a similar discussion to that above with your team before your next planning event.
WHO MANAGES PLANNING?

THE MANAGER AS LEADER AND FACILITATOR OF PLANNING

Managing work (Generic responsibilities) Services and Systems - Division of Human Resources - Charles Sturt University

The supervisor/manager:

- establishes the work unit’s objectives and priorities to align with and support the objectives and priorities of the Faculty/Division and University;
- understands and communicates the relationship between individual, team, Faculty/Division and University objectives to staff;
- regularly evaluates the work unit’s objectives, plans, procedures and practices, and makes appropriate changes if needed; and
- defines and evaluates the work unit’s achievements within the context of the University’s objectives and priorities.

Accountability statements for Executive and Senior/Middle Managers:

- leading and guiding consultative planning and the management of performance to set and implement a Division’s, Faculty’s, Section’s objectives and strategies that contribute to the achievement of the University’s objectives;
- leading and guiding the development and implementation of policies and procedures that contribute to the achievement of the University’s mission, values, priorities and objectives

Exercise: Reflection and brainstorm – Roles and Responsibilities

Group discussion with your team or individual brainstorm

Considering your role in ‘leading and guiding the development & implementation of (plans) that contribute to the achievement of the (University Strategy)’, what are the key challenges and opportunities facing CSU/the Higher Education Sector? This is an initial reflection and brainstorm leading into the next session.
CSU’S STRATEGIC CONTEXT

Charles Sturt University and other universities have increasingly needed to place themselves within a rapidly changing higher education political sector. Positioning ourselves and responding in the following five areas are important for our future viability:

1. **Distinctiveness of universities/innovation**: CSU, a national University for inland Australia, the professions, strategic and applied research, flexible (and blended) learning & teaching
2. **Community demand, customer focus and the student experience**: public accountability/quality service delivery (AUQA); HE reforms and reviews; measurable outcomes (Institute Assessment Framework); Learning and Teaching Performance Fund; student experience and (consumer) expectations of intellectual, cultural, social opportunities and access
3. **Research policy focus**: national priorities (ERA); CSU: agriculture and health professions; research quality, income and outcomes
4. **Resource challenges and sustainability**: decreasing revenue and compliance from government and declining student numbers; increasing infrastructure costs; increasing need for sustainability – economic, social and environmental
5. **Staff engagement and the employee lifecycle**: an ageing workforce in rural, regional NSW; attracting, retaining, developing, rewarding and supporting staff – workforce planning and performance management

As a leader, where do I find out about the strategic context?

As a leader and manager it is important that you continually scan the internal and external environment to be able to lead your staff to become responsive to organisational change and renewal. Some useful sources and links are provided below, however, you are expected to be an explorer, to navigate links from these sites and check other university sites and resources, nationally and internationally:

1. **Vice-Chancellors Roadshows** are an important forum that provide strategic context: [http://www.csu.edu.au/division/vcoffice/strategy-structure.htm](http://www.csu.edu.au/division/vcoffice/strategy-structure.htm) and March 2008 Roadshow can be found on the Vice-Chancellors website: [http://www.csu.edu.au/division/vcoffice/papers/docs/Roadshow_March08.ppt](http://www.csu.edu.au/division/vcoffice/papers/docs/Roadshow_March08.ppt)
STRATEGIC CONTEXT: WHAT IS CSU DOING?

Higher Education Review Terms of Reference
The Terms of Reference for the HE Review are important context within which CSU needs to respond:
- Diverse, high performing institutions with a global focus
- Productivity and participation
- Effective and efficient investment
- Underpinning social inclusion through access and opportunity
- Enhanced quality and high standards
- A broad tertiary education and training sector
- Policy linkages

CSU’s Response
1. CSU has developed a Government Relations Plan
   http://www.csu.edu.au/division/vcoffice/oca/relations/government-relations.htm that includes:
   - Key meetings and letter to ministers
   - CSU Week at Parliament 31 March-4 April
   - “Growing our Communities through Education and Research” CSU Agenda for Inland Australia paper
     (http://www.carrickinstitute.edu.au/carrick/go/educationforpractice/cti/growCom.pdf) - workforce development, social development, economic development and educational development

2. CSU has prepared a number of papers in response to the higher education and innovation reviews, and to set the strategic context for the next 25 years:
   http://www.csu.edu.au/division/vcoffice/papers/ and also
   http://www.csu.edu.au/division/vcoffice/oca/relations/government-relations.htm

A brief list of how CSU is responding to the Terms of Reference for the Higher Education Review follows:

- Diverse, high performing institutions with a global focus
  - Senior Executive Committee has committed to a high performance culture and the PIRI cycle of quality and continual improvement (following page)
  - One of the AUQA quality themes is “Internationalisation” responding to our global focus

- Productivity and participation
  - Refer to the “Growing Communities” paper (above) – workforce, economic and social development
  - A Discipline Model (yourCSU) (Planning and Audit website) is now the structure within which Faculties and Schools provide research and teaching and recruit for their staff
    http://www.csu.edu.au/division/plandev/resources/aboutDisc.htm/

- Underpinning social inclusion through access and opportunity
  - CSU’s agenda for Inland Australia: Refer to the “Growing Communities” paper – workforce, economic and social development
  - Improving access and reducing attrition for inland students

- Enhanced Quality and High Standards
  - Learning & Teaching Performance Fund/Carrick Institute
    http://www.carrickinstitute.edu.au/carrick/go
  - Institutes: Education for Practice Institute and Institute for Innovation in Flexible Learning and Teaching; Performance Based Funding; Carrick awards and citations
  - Institution Assessment Framework - accountability of universities:
    - Organisational sustainability: CSU Green Office (INSERT HYPERLINK) and Sustainability Plan and Committee
    - Achievements in higher education provision
    - Quality outcomes
    - Compliance
  - WPI: Work Process Improvement: in 2006 a major review of our high level work processes was undertaken with a recommendations now being undertaken by Faculties and Divisions. A Workplace Productivity Program (WPP) grant was obtained by CSU that has resulted in


**Exercise: Reflection, Interpretation and Response to CSU’s Discussion Papers**

Read and/or attend the Vice-Chancellor’s road show to identify the context for CSUs direction. List some of the key challenges that are arising for CSU. Now read the discussion papers prepared in response to these external challenges. Write a short report in the form of a briefing paper or executive summary for your team. Prepare this as an interactive conversation/discussion session for your team. Record the important points in the team’s collective response. Identify some actions you may undertake to move these forward with your team, other sections and/or senior management.

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## PIRI Cycle for Quality and Continuous Improvement

Since 2005 CSU Strategic Planning has been linked to performance outcomes using the PIRI cycle:

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<thead>
<tr>
<th>Year</th>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>Planning stage</td>
<td>- to set direction and intent for the University.</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Implementation stage</td>
<td>- gaining a better sense of quality and excellence;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- leading a performance culture to drive CSU outcomes;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- creation of a line of sight for the individual to organisational planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and outcomes through the Performance Management Scheme.</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Review stage</td>
<td>- AUQA review; determining the framework for quality for CSU planning for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the next iteration of the University Strategy 2011–2016.</td>
</tr>
<tr>
<td>2011</td>
<td>Improvement stage</td>
<td>- realisation and assessment of outcomes; defining the next steps to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>achieve the vision; beginning the implementation of the University Strategy</td>
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<tr>
<td></td>
<td></td>
<td>2011-2016.</td>
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</tbody>
</table>
A culture of planning and performance for quality in learning and teaching and research is built through continuous improvement.

- **organisational performance** is continually monitored
- annually evaluated and reported in relation to KPIs

**PLAN**

- CSU’s strategic directions;
- identifying, assessing & managing risks;
- developing & managing a budget to achieve strategic goals & priorities

**IMPLEMENT**

- the strategic priorities are implemented in accordance with the plans and budget

**REVIEW**

- areas for improvement are identified, and
- the plans are modified to improve quality

**IMPROVE**

**PIRI CYCLE**
Exercise: AUQA Quality Audit 2009

CSU’s two themes for the AUQA Audit are:
- International Education
- Education for Practice

Group exercise with your team or individual brainstorm:
Considering the theme that has most relevance to your area, discuss three things that CSU is doing well and three things that CSU could do to provide a quality student experience, most importantly for ‘current’ students, however you may wish to consider the other two areas: prospective and alumni students. Report back to the whole group and discuss.
CSU’s PLANNING CYCLES: NOTHING IS BY CHANCE!

The University has a planned approach to its strategic direction. The following key resources provide the context and content for this planning:


1. Preliminary Timeline for Planning, Budget and Review Activities 2008 (Attachment 1)
2. Users Guide to Planning – The Planning and Review Cycle (below)
3. Faculty and Divisional planning and risk assessment documentation guided by planning templates

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CSU’s Planning Processes

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[Diagram of planning cycle]
Exercise: The University Strategy

Considering the University Strategy and Operational Plans of your Faculty or Division: Cascading down from these higher level plans to my workplace: How does my performance plan and the performance and professional development objectives of my team, School, Division, Faculty fit into the University Strategy? How and when should I be conducting planning and reporting? Discuss with your team in relation to the team’s performance.
Reflection – Putting the Strategies into Practice

Identify 3 strategies from this planning that you will implement with your work team. Try to be specific and think in practical terms.

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WORKPLACE LEARNING ACTIVITIES

To continue to reinforce your learning from this workshop with your team, use some of the workplace learning activities identified. When undertaking team planning use some of the strategies, tools and templates that you have practised in the workshop.

Exercise: Developing Strategic (or longer term) and Operational Plans

Considering the strategic context, The University Strategy 2007-2011, the CSU Planning & Review Cycle, and the attached readings and resources (including resources from CSU Frontline Management Program), how will you (and your team) plan for the next 3 years (2008-2011)? What else do I need to plan with my team?

Record your planning ideas and drafts to be used in the next planning module Leading and Facilitating Planning. In this second module you will be provided with tools and resources for developing strategic and operational plan.

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REFERENCES AND FURTHER READING

Note: these references are relevant for 2008. We are living, however, in a rapidly changing times. As a leader, to maintain currency and to foster a culture responsive to organisational change and renewal, you are required to network and build relationships internally and externally with colleagues in other universities, nationally and internationally. Attendance at relevant conferences and continually scanning the literature and relevant website is important.

Australian Universities Quality Agency (AUQA) http://www.auqa.edu.au/ Quality Audit
Campus Review: http://www.campusreview.com.au/ - a weekly review that will assist to keep you up to date with rapidly changing sector.
Carrick Institute: http://www.carrickinstitute.edu.au/carrick/go: Carrick communiqué
Department of Innovation, Industry, Science and Research (DIISR):
Financial Review, April 7, 2008, Education supplement: Regional universities show their worth.
- Higher Education 2020 Newsletter Issue 01
- Institute Assessment Framework (IAF) (2007 submission)
- Institution Assessment Framework (IAF)
- New ERA for Research Quality: Excellence in Research for Australia initiative
- Preliminary Timeline for Planning, Budget and Review Activities 2008
- Review of Higher Education: Terms of Reference
- User’s Guide to Planning documents at Charles Sturt University
- CSU Discipline Profile and About the Discipline Profile
Universities Australia: http://www.universitiesaustralia.edu.au/ - reports and responses to government and sector changes and reforms.
**ATTACHMENTS**

Attachment 1: Preliminary Timetable for Planning, Budget and Review Activities 2008
Attachment 2: Transformational Leadership for CSU
Attachment 3: Vice-Chancellor’s Roadshow

**ATTACHMENT 1 Preliminary Timeline for Planning, Budget and Review Activities 2008**


<table>
<thead>
<tr>
<th>Date</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 January 2008</td>
<td>Performance Management plans finalised for academic staff.</td>
</tr>
<tr>
<td>21 February 2008 (University Council Meeting)</td>
<td>University Council to review institutional performance in relation to the Institutional Development Plan.</td>
</tr>
<tr>
<td>March 2008</td>
<td>2006 Operational Plans are published on each Section's website.</td>
</tr>
<tr>
<td></td>
<td>Links to 2006 Operational Plans established on the Planning Section of the Planning &amp; Audit webpage, together with confirmation that a risk register and workforce plan have been submitted.</td>
</tr>
<tr>
<td></td>
<td>Commerce payment of performance bonuses to academic staff and common anniversary date for salary progression.</td>
</tr>
<tr>
<td>4 &amp; 5 March 2008</td>
<td>Review of key themes emerging from November 2007 Planning Meeting.</td>
</tr>
<tr>
<td></td>
<td>Review of strategic initiatives.</td>
</tr>
<tr>
<td>31 March 2008</td>
<td>Performance Management plans finalised for general staff.</td>
</tr>
<tr>
<td>16 May 2008</td>
<td>Research publications database closes.</td>
</tr>
<tr>
<td>21 May 2008</td>
<td>Faculty Courses Committees will have finalised approval of all new and revised courses and subjects for introduction in 2009 for reporting to DEEWR (1 August 2008).</td>
</tr>
<tr>
<td>25 May 2008 (University Council Meeting)</td>
<td>End of Year Review – Performance against the University Strategy in 2007</td>
</tr>
<tr>
<td>26 May 2008</td>
<td>Face to Face Planning Workshops for Board of Graduate Studies and Research Management Committee.</td>
</tr>
<tr>
<td>31 May 2008</td>
<td>Expert call for CDP bids from DEEWR.</td>
</tr>
<tr>
<td></td>
<td>Executive Staff Performance Management plans finalised and recommendations provided to Division of Human Resources.</td>
</tr>
<tr>
<td>June 2008</td>
<td>Commerce payment of performance bonuses to general staff and common anniversary date for salary progression.</td>
</tr>
<tr>
<td></td>
<td>DEEWR provide guidelines for the Institution reporting during 2009.</td>
</tr>
<tr>
<td>June - July 2008</td>
<td>Specifications for submissions to the Commonwealth for the Institution Assessment Framework (IAF) are distributed to relevant areas of CSU to develop submissions and present to the SEC for endorsement:</td>
</tr>
<tr>
<td></td>
<td>Strategic Direction – Director, Planning and Audit</td>
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<tr>
<td></td>
<td>Capital Asset Management Plan – DVC (Administration)</td>
</tr>
<tr>
<td></td>
<td>Equity Report – DVC (Administration)</td>
</tr>
<tr>
<td></td>
<td>Indigenous Education Statement – DVC (Administration)</td>
</tr>
</tbody>
</table>
ATTACHMENT 2: Transformational Leadership

TRANSFORMATIONAL LEADERSHIP

- Builds Trust (IA)
- Acts with Integrity (IB)
- Encourages Innovative Thinking (IS)
- Inspires Others (IM)
- Coaches People (IC)

Key Success Factors For Supportive Leadership: Building CSU’s Performance Capability (Sept 2007)

Supportive Leadership

Alignment

Performance

Relationships

Inspire deeper respect and emulation
A persistent role model
Generates confidence in the vision
Transparency in actions
Questions current ways
Generates simpler solutions
Enables innovation
Overcomes resistance to change
Encourages matching of individual and organisational goals
Motivates and encourages – “I care about your development, as a person and professionally”
ATTACHMENT 3: Vice-Chancellors Roadshow 2008

March 2008 Roadshow can be found on the Vice-Chancellors website:

http://www.csu.edu.au/division/vcoffice/papers/docs/Roadshow_March08.ppt