



University of
South Australia

People, Talent
& Culture

Australia's University of Enterprise

LEADERSHIP DISCOVERY





DISCOVERY

OVERVIEW

As Australia's University of Enterprise, UniSA is deeply committed to developing a diverse and high performing enterprising culture in which talented people thrive.

That commitment has remained at the fore as we transitioned to our new academic structure and as we contemplate the next phase of our implementation of the *Enterprise25* aspirations, we are launching a fresh leadership initiative to assist our leaders to evolve their leadership practices in response to the challenges and opportunities that arise.

People, Talent and Culture's Talent and Organisational Development team is pleased to launch a new leadership program Leadership Discovery.

Leadership Discovery is a 6-month program that has been co-designed with UniSA colleagues to provide a highly practical and experimental learning experience to strengthen leadership capability. *Leadership Discovery* includes impactful workshops, Hogan's assessment, external coaching, access to a broad range of contemporary leadership resources, ELT leadership anecdotes and an opportunity to work with colleagues across the university.

Leadership Discovery will:

- Explore the UniSA leadership expectations and how individual actions, behaviours and language can impact leadership legacy, team performance and collective leadership impact.
- Establish strong collaborative connections with peers from across the university to strengthen leadership insights and build effective networks to respond with agility on potential opportunities.
- Identify how to create a trusting, collaborative and collegiate environment within and across the university and with our external partners.
- Enhance participant's emotional intelligence to expand their personal effectiveness, political navigation, and leadership reputation.
- Understand how to navigate performance conversations to enhance the potential, contribution, and performance of others.
- Learn how to make impactful Enterprising decisions that balances multiple stakeholder perspectives, considers operational and sector context, and aligns to UniSA ambitions and commitments.

DISCOVERY ROADMAP

DATES & COMMITMENTS

It is extremely important that potential participants can attend all required learning elements of the full program prior to application. Line managers will also need to support this commitment as alternative dates will not be available due to the number of components and speakers utilised in the program. If a potential participant is unable to attend all these dates, they are encouraged to participate once alternative dates and cohorts are announced.

The proposed timelines for *Leadership Discovery* in 2022 are:

SCHEDULE

23 & 24 MARCH, 2022	Leading Self (2-days)
12 MAY, 2022	Leading Others
8 JUNE, 2022	Enterprising Relationships, Networks & Practice
20 JULY, 2022	Enterprising Teams
22 SEPTEMBER, 2022	Discovery Enabled

Leadership Discovery will occur over a 6-month period and consist of 5 business days spread over 6 dates. In addition to these workshops, and to ensure participants gain the full experience, they will be asked to undertake a Hogan's assessment and attend up to three coaching sessions with a qualified coach from the UniSA external coaching panel to discuss the survey observations.

LEADS

Leadership Discovery will be co-facilitated by Alex Dickinson, Manager Talent & Organisational Development, UniSA and Tracy Maxted, Director, The Missing Think. They will be joined by several members from the Enterprise Leadership Team and Senior Leadership Group to provide a highly practical and experiential learning experience to strengthen our leadership capability.

DISCOVERY LEAD



Tracy Maxted,
Director: The Missing Think

DISCOVERY LEAD



Alex Dickinson
Manager: Talent &
Organisational Development,
UniSA

DISCOVER LEADERSHIP

Who is Leadership Discovery for?

Leadership Discovery is currently open to all mid-level leaders which may include: Mid-Career Academics (level C/D), Course Coordinators, Heads of Research Concentrations, Program Service Managers, Executive Officers, HE07-09. Newly appointed HLP's and other newly appointed established leaders may benefit and be considered.

The anticipated participants will be in people leadership roles or be responsible for people and resources across multiple functions (e.g. Project Managers) to ensure the full learning experience can be applied in their current position.

Participants should ideally have 2 years' experience in a leadership role (or equivalent) either at UniSA or in another organisation to ensure participants have sufficient experience from which to build their leadership capacity.



Nomination Process



**APPLICANT SEEKS
ENDORSEMENT FROM LINE
MANAGER & LEARNING
GOALS IDENTIFIED**



**APPLICANT SUBMITS
PROGRAM APPLICATION
FORM TO PEOPLE, TALENT
& CULTURE**



**ALL APPLICANTS NOTIFIED
OF THEIR APPLICATION
OUTCOME BY LINE
MANAGER**

NOMINATION PROCESS

How to nominate?

Potential participants can register their interest in the program through a self-selection process and agreed learning outcomes with their line manager or supervisor's support. Applications will be sent to [People, Talent & Culture](#) and participants will be endorsed by the senior leader of each academic unit or central administration unit to enter the program.

When is the program?

The initial cohort will commence their Discovery program in March 2022 and will conclude in September 2022. The selection criteria for each cohort will be dependent on:

- The total number of applications received: Senior leaders will prioritise individual applications for their business area
- Cohort diversification: Collaboration across multiple functions is an important design principle. To ensure participants can optimise their learning experience, the diversity of each cohort will be taken into consideration.
- Ability to attend all learning activities and workshops: As each component of the program is deemed pivotal to the learning experience, a commitment from the participant and line manager would be required before program commencement.

What time commitment will be required?

The program will occur over a 6-month period and consist of 5 business days spread over 6 dates. In addition to these workshops, and to ensure participants gain the full experience, they will be asked to undertake a Hogan's Assessment and attend up to three coaching session with a qualified coach from the UniSA external coaching panel to discuss the survey observations.

Optional recommended activity to build effective internal networks between participants will be encouraged (accountability buddies) and a range of self-paced learning activities will be available on the Leadership Discovery Portal.



DISCOVERY ELEMENTS



Leading Self

This chapter consists of two consecutive days which launches the full *Leadership Discovery*, defines leadership at UniSA and builds participant self-awareness of their leadership impact. Participant's line managers will be encouraged to attend a 60-minute program launch and an ELT member will formally open the 2022 Leadership Discovery. Topics include:

- EQ and self-awareness
- Emotional management
- Mastering the leadership mindset
- Leadership models for future
- Managing energy, priorities and time
- Unconscious bias



Leading Others

Enhances participant's ability to diagnose individual capability and motivation, and how a person's leadership approach can deliver optimal performance. This session also explores how to navigate difficult conversations and provide feedback that builds individual motivation, capability and builds a positive platform for change.

Topics include:

- Adapting leadership style and approach to audience and context
- 'Enterprising' conversations
- Art & science of high impact feedback
- Transition conflict to collaboration
- De-escalate emotion in self and others



Enterprising Relationships, Networks & Practice

This chapter has two specific focus areas: building strong enterprising trusted relationships and practicing agility. By exploring how to utilise and apply network maps, political navigation, critical thinking and dynamic problem solving, participants will be enabled as enterprising future focused role models.

Topics include:

- Building strong professional relationships and networks
- Navigate internal and external politics
- Build and maintain a culture of trust
- Communicating direction during ambiguity
- Critical strategic thinking & dynamic problem solving



Enterprising Teams

Run as a two hour zoom meeting, this chapter focuses on the strategies to enhance team performance and leverage the power of any team, regardless of location and size. Topics include:

- Identify strategies to leverage the power of team
- High performing teams



Discovery Enabled

This final half day session enables participants to share their personal reflections as a leader at UniSA during the program, personal discovery highlights and opportunities for growth. These reflections will be shared with the immediate line manager and members of ELT during a formal program close celebration.

Leadership Discovery has been designed in collaboration with several UniSA leaders. The aims to strengthen our leadership capability in support of UniSA's ambitions. It extends the understanding of cultural competence and deepens the leadership accountability for role modeling the staff core attributes in service of our enterprising culture.

DISCOVERY MODULES



Leading Self

23-24 MARCH 2022

2 - days

Focus areas

- Leadership Discovery Launch
- Self Awareness & Management
- Social Influence
- Self as Leader
- Personal Effectiveness
- Walking in my Footsteps

Guest Speakers

- Professor David Lloyd, Vice Chancellor & President
- Ms Jane Booth, Executive Director: People, Talent & Culture



Leading Others

12 MAY 2022

Focus areas

- Leadership Transition
- Situational Leadership
- Enterprising Conversations

Guest Speakers

- Provost & Chief Academic Officer



Enterprising Relationships, Networks & Practice

JUNE 2022

Focus areas

- Building strong Professional Networks
- Being Agile
- Enterprising in Practice

Guest Speakers

- Professor Marnie Hughes-Warrington, Deputy Vice Chancellor: Research & Enterprise
- Professorial Leads
- Directors & Deputy Directors



Enterprising Teams

20 JULY 2022

Focus areas

- Deliberate Teaming
- High Performing Teams

Guest Speakers

- Chief Academic Services officer



Discovery Enabled

22 SEPTEMBER 2022

Focus areas

- Leadership Discovery Celebration
- Strategic Reflections

Guest Speakers

- Professor David Lloyd, Vice Chancellor & President
- Members of the Enterprise Leadership Team (ELT)



Hogan's Assessment



Coaching Program



Accountability Buddy



Networking Activities



Self-directed e-learning

SUPPORT ENABLERS



University of
South Australia

MORE INFORMATION

For more information on how to nominate for *Leadership Discovery*,
please contact staff.development@unisa.edu.au.

