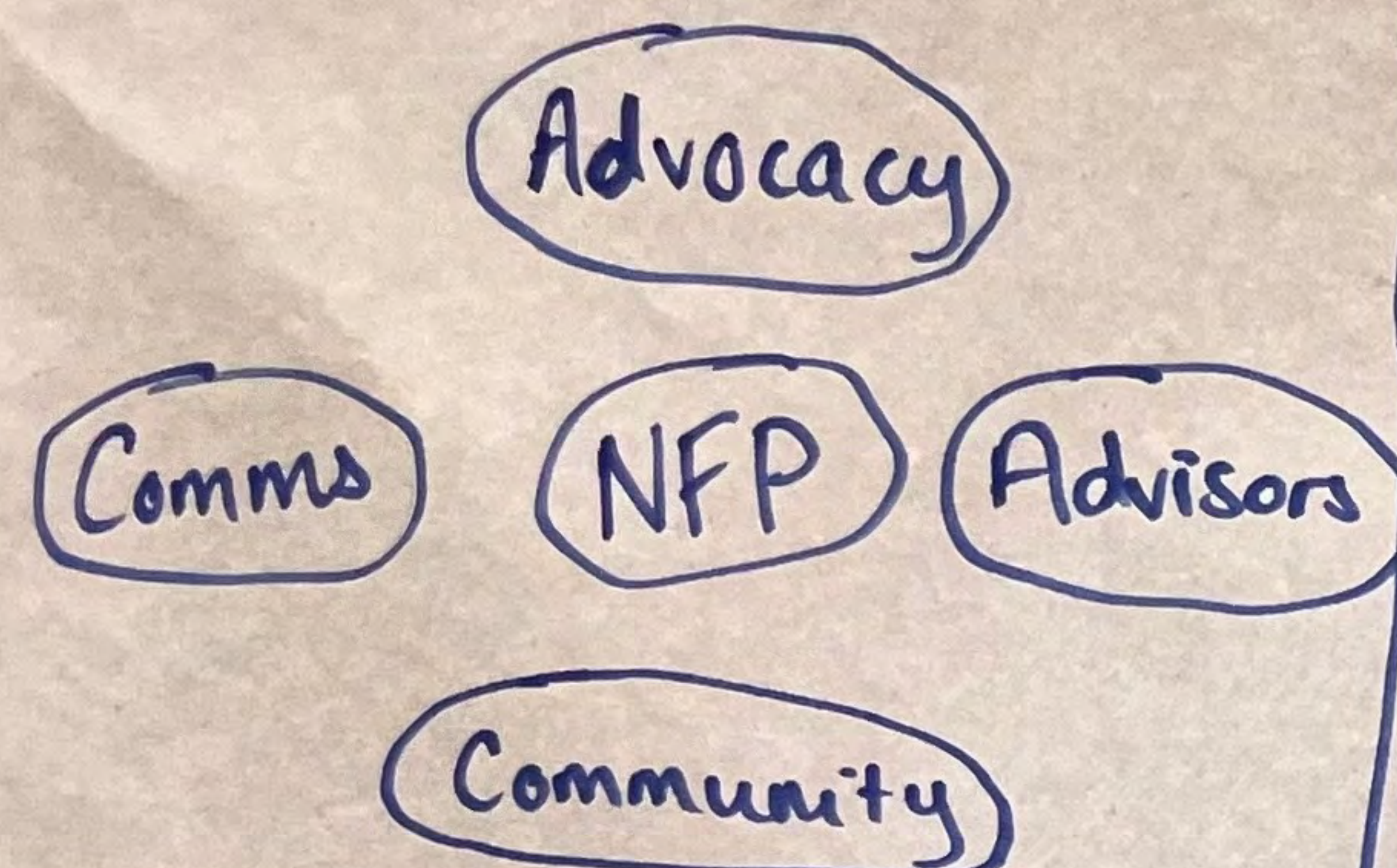


What is leadership?

- ★ Accountability
- ★ Responsibility
- ★ Insight
- ★ Open minded
- ★ Support
- ★ Emotional Intelligence
- ★ Decisive

What do you hope to get out of this program?

- ★ being an active listener
- ★ insight into other leadership styles
- ★ leadership styles & personality
- ★ flexible for colleagues
- ★ responding to trauma of others (vicarious trauma)
- ★ build confidence
- ★ culture setting with peers
- ★ managing imposter syndrome



Leading a corporate
function v. leading
people

Comfortable working
in flatter structures
(org charts, not buildings)

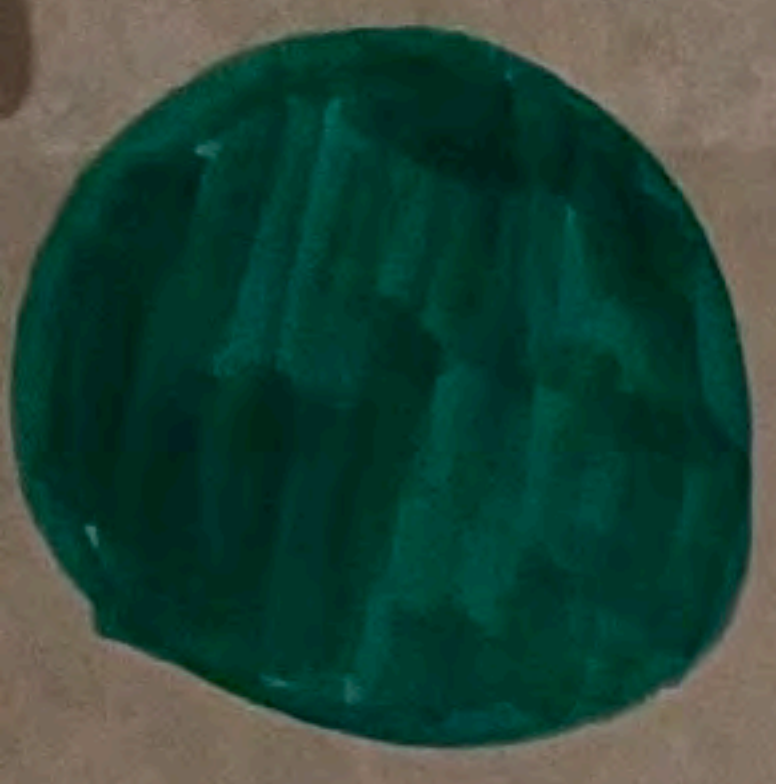
WHAT IS LEADERSHIP?

- taking people along the journey; setting direction & common goals
- nurturing people outside of just operational management
- going beyond hypothetical support policies & implementing meaningful support; walk the ~~many~~ walk!
- not just about people management; leadership through problem-solving, initiative or change implementation

WHAT ARE WE HOPING FOR?

- mentorship & community building
- exposure to more diverse models & styles of leadership
- building confidence & support for current or shared barriers

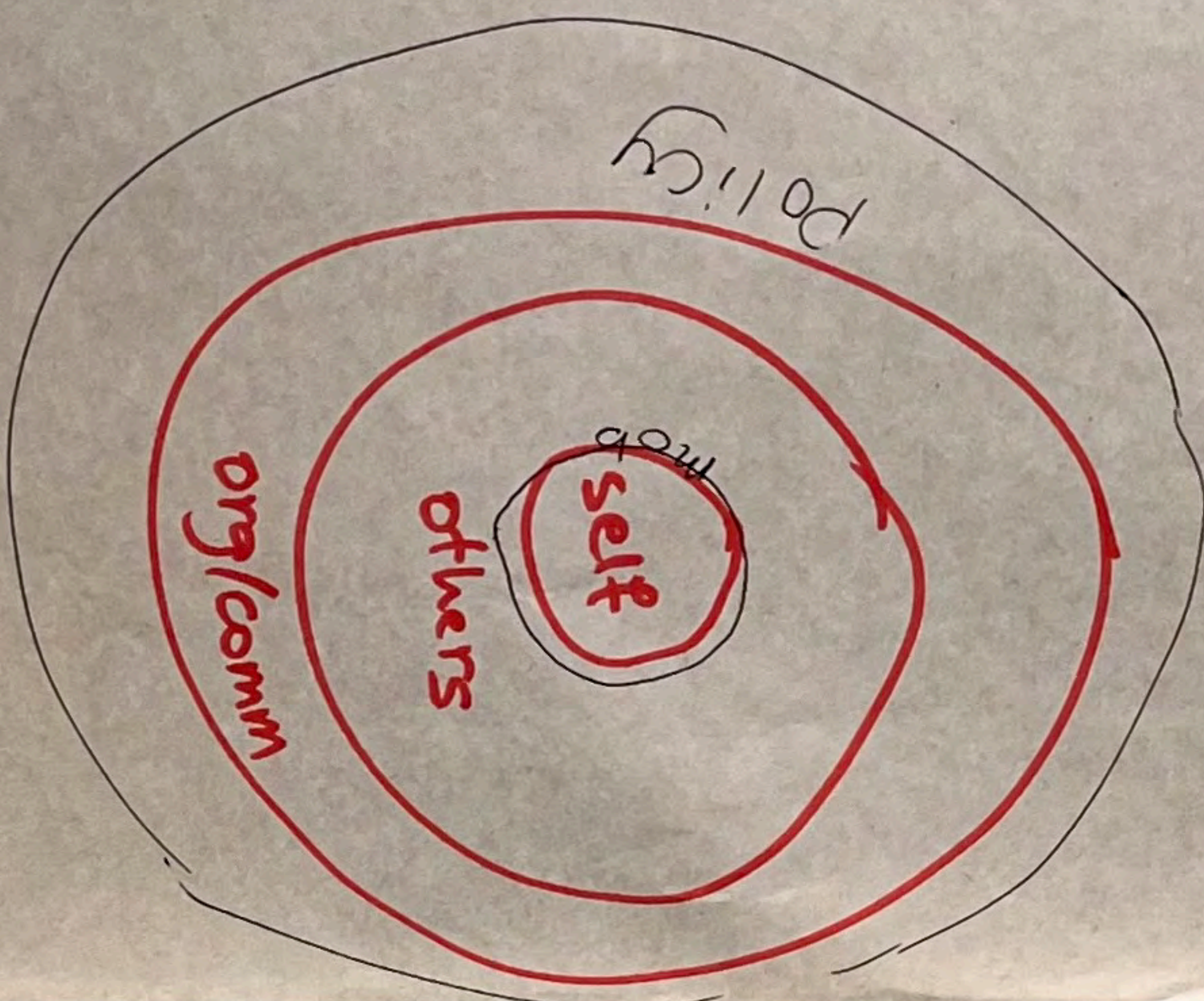




Ruhee (she/her) Emily (she/her)
Na S (she/her) Brodi (she/her)

Same team
Same goal for betterment
understand + elevate
accountability
responsibility

what we hope
→ understanding of leadership
in Australian context
→ tools to get good foundation
of leadership
→ next step into senior leadership
→ values alignment
→ upper limiting beliefs (getting over)



Teamwork
Work ethic
Innovation
Mode Uling
Diversity
Inclusivity
Efficacy
Transparency
Accountability
Program vs People
Human-centred
'Leading up'
from all levels
Compassion
Empowerment
Confidence
Adaptability
Collaboration
Humility
Bravery

LEADERSHIP

YELLOW POD

- NETWORKING.
- CULTURE, SUPPORTIVE LEADERSHIP
- EFFECTIVELY LEAD.
- MANAGING CONFRONTATION
- HYBRID LEADERSHIP
- IMPOSTER SYNDROME
- RIGHT KIND OF LEADERSHIP & PURPOSE
- MICRO FEMINISM
- BREAKING DOWN GENDER BASED ROLE

What are some practical examples of everyday ethical leadership?

* Company gossip.

- Define: Talking about someone who's not there
- Gossip will happen But what does it look like?

Q How do you coach someone having issues with a colleague without feeding into negativity, toxic culture and conflict?



→ Finding the line to advocate for people being left behind and safety / design

(How can you design a theme park for mobility aids while keeping the rides safe and usable for those without aids?)

What are some of the considerations that need to be taken into account?

* Are inclusive measures actually impacting your colleagues and their workload

* The bigger picture: what's our mission?
what ~~can we~~ flexibility can we implement while still achieving the mission?

* How can you define 'reasonable adjustment'?

What are some practical examples of everyday ethical leadership?

- ★ Letting staff know with notice regarding FT contracts.
 - ★ Challenging FT contracts vs ongoing.
 - ★ Understanding dire circumstances vs. EBA/policy.
-

What are some of the considerations that need to be taken into account?

- ★ trust + understanding of boundaries

What are some practical examples of everyday ethical leadership?

- Open-Mindedness
- Awareness that values and ethics can be different.
 - ↳ biases
- Understanding your "hats" in different places
- holding the tension of confidentiality and duty of care

What are some of the considerations that need to be taken into account?

- \$ Doing right vs being right
- What are people legal responsibilities / taking in all the facts
- affording everyone the opportunity to weigh in
- Being aware that two things can be true!
- Asking - who's benefiting / who's not?!

What are some practical examples of everyday ethical leadership?

- * PROMOTING BEING SICK / GOING ON HOLIDAY → DON'T WORK WHEN YOU SHOULDN'T BE WORKING
- * DOING A GOOD JOB / MAKING YOUR TEAM BETTER THAN ANY THE SAME
- * GIVING BACK (CORPORATE giving back through CSR)
- * DEVELOPING & FOCUSING TO STRENGTHS, RATHER THAN JUST FOCUSING ON WEAKNESSES
- * KPIs & VARIOUS PRODUCTIVITY / PROCESS
- * DINNER WITH LEVEL / DINOSAURS
- * HUMAN - CONTACT, CLARITY IS KINDNESS

What are some of the considerations that need to be taken into account?

- * THE ANSWER ISN'T ALWAYS EASY / THERE CAN BE MORE THAN ONE TRUTH

What are some practical examples of everyday ethical leadership?

Saying no
Looking at the bigger / whole picture
Empowering people to also make their own decisions
Being empathetic
Understanding the limitations of your role / org / funding

What are some of the considerations that need to be taken into account?

Work health & safety
Psychological safety
Cultural bridging
There might be more than 1 way to do something
Is there more harm in saying yes than saying no?

What are some practical examples of everyday ethical leadership?

- personal values
- transparency + accountability

What are some of the considerations that need to be taken into account?

- Different belief systems

What are some practical examples of everyday ethical leadership?

- Walking the walk while talking the talk
- Commitment to continual learning
 - e.g. understanding ethical implications of tech/policies and its impact on communities and people
- Being deliberate about potential partners and stakeholders to ensure values/ethics/morals alignment
- Taking time to hear and include under-represented voices without contributing to cultural load
- Taking time as a team to explore power structures, hierarchies, policies etc - from implicit to explicit
- Creating space for other opinions and voices on ethical dilemmas

What are some of the considerations that need to be taken into account?

- Nothing is 100% ethical - decision-making around what creates the least amount of harm
- access to impartial mentors/coaches who will hold you accountable if you stray from your ethics
- some company values may never be ethical (e.g. gambling), so decisions will need to be carefully considered
- consider an 'ethics tax' to minimise harm

What are some practical examples of everyday ethical leadership?

- * being informed + actively curious
- * "who's in the room + who needs to be?"
- * evaluating consequences + impacts
- * challenging / avoiding "gaslighting"
- * equity - difference between 'equality' + 'equity'!

What are some of the considerations that need to be taken into account?

- * Differing opinions & ideas $\Rightarrow$ respectful considerations
- + evaluating consequences + impacts
- + they may always be good + bad $\Rightarrow$ appropriate evaluation & assessment process
- + being okay to pivot & adapt.
- + can be tricky to find 'balance'!

GOLD STAR

♡ How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

- create separation where possible (boundaries)
 - ↳ breaks, out of office, right to disconnect
- prioritise your priorities
- don't let other people prioritise you

♡ How do your ethics help and/or hinder your leadership practice?

- cultural ethics vs finance ethics
 - ↳ conflicting, worried for people
- creating space for others
- utilising traits (honesty) to build confidence in followers + respect

♡ What are some strategies and tools to help lead in complex situations/environments?

- positive with a negative
- be clear not cruel / use clarity
- benefit vs keeping people in the dark
- acknowledge the feelings you feel is okay

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

- protected time / protect basic needs.
- understanding limits
- conserve energy, put boundaries in place
- sharing the burden, escalating issues.
- personal support network
- not feeling guilty
- opportunities to lessen burdens
- adjust

How do your ethics help and/or hinder your leadership practice?

- Act as a compass
- Provide clarity (for everyone)
- Helps to evaluate actions
- values misalignment

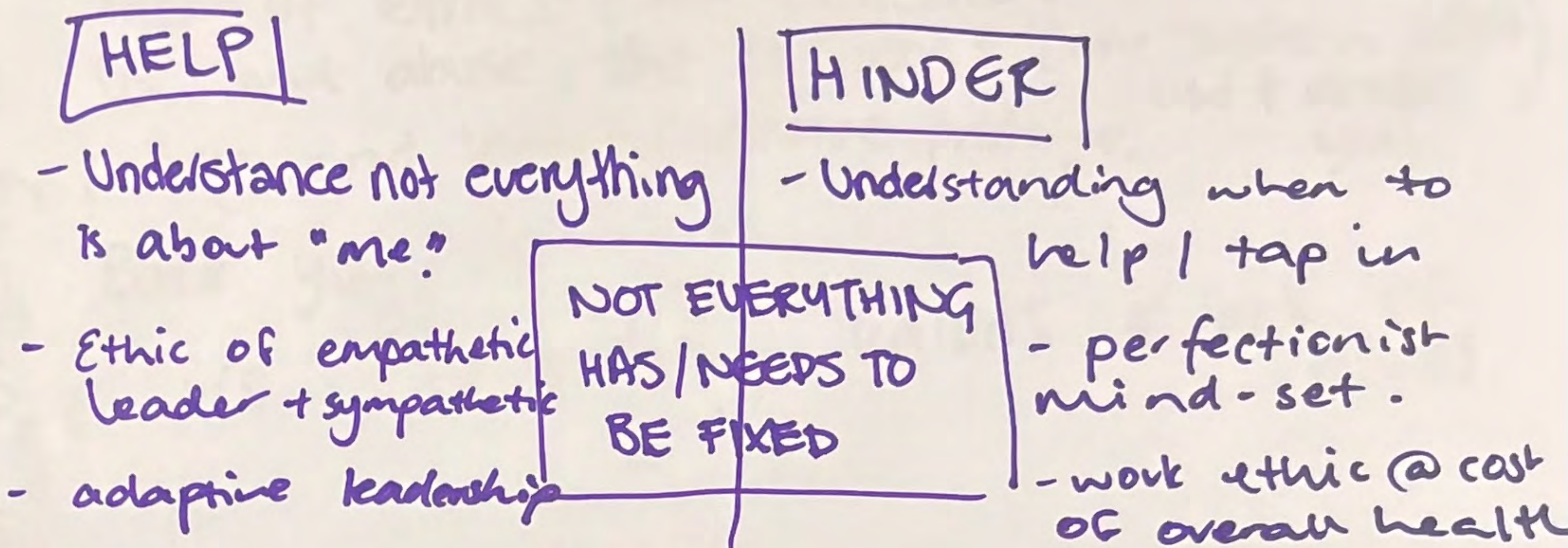
What are some strategies and tools to help lead in complex situations/environments?

- Use the collective genius / delegate
- mentorship
- get to the 'balcony':
- utilise available education / tools
- 'Hold' the tension.
- Practise / learn stuff

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

- Prioritising breaks / rest / downtime
- Knowing when to delegate
- Ask for help
- Debrief with mentor / coach
- Creating space to disconnect (listen to music)
- Listen to your body.

How do your ethics help and/or hinder your leadership practice?



What are some strategies and tools to help lead in complex situations/environments?

- "who needs to be in the room?"
- being objective (when needed).
- being adaptable
- look after yourself.
- clear tasks & guidelines & processes/procedures/policy
- debriefs or seeking additional guidance/support.
- setting boundaries - escalate up, if necessary.

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

what is a crisis

lie down (listen to your body) walk

prepare - conversations

Don't foster other people's drama

compart mentalise

don't suppress / acknowledge it

gather perspective

We're not brain surgeons. / know your role

take your entitlements eg leave.

own your time

How do your ethics help and/or hinder your leadership practice?

lack of ethics / too ethical.

Use and abuse the systems (the system will use & abuse you)

policy and law - continue privilege.

Back your decision

ethics = competing values $\neq$ lack of values

What are some strategies and tools to help lead in complex situations/environments?

- confidence of a medocrorche white man

unwavering Peter principle $\rightarrow$ you are promote to your level of incompetence

- emotional regulation

- don't compromise your own wellbeing

- build systems not solutions

- there's only so much time } time is a construct
time management
energy management

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

Take a break (even 5 mins)

Choose to breathe

Checking in with those around you.

Be mindful of those around you.

Saying No

How do your ethics help and/or hinder your leadership practice?

Project ^{unrealistic} standards onto others

Willing to sit in discomfort or unknown

Collaborative practice

Truth + transparency

Conflict with org. ethics - get in the way of good outcomes

What are some strategies and tools to help lead in complex situations/environments?

+ appropriate
Open communication

Curiosity

Available information

Policies + procedures

Vision or goal

Structure / Frameworks

Point of contact

Values - adhered to

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

- Slow down and take a beat before acting
- Prioritising work-life balance
- Being proactive
- Being vocal and communicative with those around you

How do your ethics help and/or hinder your leadership practice?

- Juggling tension between personal and organisational values
- Treating others the way you want to be treated.
- Self-honesty about alignment of own ethics and values with organisational culture and values

What are some strategies and tools to help lead in complex situations/environments?

- Consider gender/neurodiversity lens in communication
- Situation-behaviour-impact model to help guide conversations and complex situations
- Meaningful use of AI to help model thinking

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

Going for a walk

Nature time

Take a break from what you're doing

Scheduling breaks in your calendar

Boundaries esp. from the person who's causing the stress

Self-soothing

Lean on your support network / community

Debrief w/ your manager / superior

Cuddle w/ ur pets

Remember to breathe

Mindfulness

Box breathing

Cry! let it out

How do your ethics help and/or hinder your leadership practice?

Hinder: Your ethics might not align with company values / policies / procedures
Being too nice / empathetic can lead to struggles in having difficult conversations.

Help: Ethics can connect you with like-minded people / those whose ethics align with yours
Can give others perspective in their roles, provide guidance
Can guide you in your decision making

What are some strategies and tools to help lead in complex situations/environments?

Get the whole picture / a ~~best~~ holistic view before making decisions

ask
Questions

don't
assume

Prioritisation & delegation - 4 quadrants

Lean on team and your support networks

Reflect on ~~your~~ past experience

Trust yourself & don't trust yourself

Continually asking for feedback

Set aside
time to
organise
yourself

Sleep!
Be well rested

How can you prioritise your own wellbeing in times of stress and/or urgency (including crisis)?

- * Setting boundaries (and stick with it)

- * Taking enough breaks

H HUNGRY

A ANGRY

L LONELY

T TIRED

- * Get enough sunlight

- * Take some time for yourself 😊

How do your ethics help and/or hinder your leadership practice?

- * Moral compass vs external pressure

- * Hard to fit in

- * Inspire others to make ethical decisions

- * Advocacy.

What are some strategies and tools to help lead in complex situations/environments?

- * Manage expectations

- * Have a set framework/guide lines

- * Collective leadership model

- * Being comfortable in silence

- * Not Rushing

- * Remember the common goals. End results are what matter.

- * Accept that you can't make everyone happy

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

- ★ Effective communication
- ★ trust
- ★ shared respect
- ★ constructive conflict
- ★ openness
- ★ collaboration
- ★ mutual respect
- ★ shared mental model / common goal
- ★ clear role expectations
- ★ accountability

2. How do you empower effective followers?

- ★ constructive feedback
- ★ Sharing the load
- ★ listening to their concerns/feedback
- ★ encourage solutions
- ★ empower voices
- ★ positive reinforcement
- ★ flexible/adaptable
- ★ flexibility in your leadership
- ★ honey ☺
- ★ team values reflected in recruitment.
- ★ trust + not micromanage

3. How can you effectively move to and from the dancefloor to the balcony?

- ★ making space when possible
- ★ prioritisation
- ★ give away monkeys
- ★ know self limits
- ★ "no"
- ★ personal life / work life boundaries
- ★ maintaining relationships
- ★ maintaining leadership & management balance.

positive
culture

Confidence

Connection
inspiration

direction
'unblock'

Leadership

Collaboration

non-exec.
leadership

Support

tools +
strategies

Empowerment
getting things done

open

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

Strong top down leadership

Stability

Staff retention

Senior Staff diversity - reflect ^{clients /} people the organisation support and the dancefloor staff

↳ impacts burnout ~~and~~ from educating

Lived experience + practical knowledge of what the organisation does

Connection - creating space for staff to connect with senior leaders
→ building relationships & staff feeling heard

Small actions e.g. having pads/tampons in the bathrooms, Friday lunch & yap
→ creating a nice environment to work in, knowing who you work with so

2. How do you empower effective followers?

you can work together better.

Staff feeling valued + heard

Transparency, being able to provide feedback

Inclusivity

Lead by example - get down on the dance floor for a boogie

3. How can you effectively move to and from the dancefloor to the balcony?

Role clarification & expectation

Clear progression pathways

Scheduling + prioritising time for the balcony
↳ Boundaries

Sponsorship - giving people opportunities

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

Support + connection with other leaders.

Transparency, communication + honesty.

Strategy + roadmapping.

Same direction.

Understanding of business + roles.

Regular and fair feedback loop.

2. How do you empower effective followers?

Clear vision + effective communication.

Feeling seen + heard + included.

Recognition in different forms + activities (task + strategy)

Opportunities for lateral growth as well as 'traditional' progression
(making space for secondment + higher duties)

Celebrating people well.

Recognising people's strengths.

Scaffolding.

3. How can you effectively move to and from the dancefloor to the balcony?

Intentionally

Creating right culture at all levels.

Find opportunities for 'light' thinking.

Create time between meetings + tasks.

Visibility on progress (e.g. dashboard)

Physical distance from 'dancefloor'.

Identify your own 'productive' time for thinking.

GOLD ★

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

- time
- accountability
- trust
- delegation
- automations
- clear roles/responsibilities
- feedback.

2. How do you empower effective followers?

- time
- support
- clear process map
- training / PD
- trust
- listening
- career development opp.
- recognition
- effective communication
- reward/team celebration
- feedback
- forward thinking

3. How can you effectively move to and from the dancefloor to the balcony?

- delegation
- communication
- focus for long term/sustainability
- time
- time management & structure
- collaboration

CHELSE
SARA
FREYA
KIM
NITI

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

core values - backed by behaviour
↳ understanding context - modernizing institutions
consult, RACI matrix,
trust, governance,
emotional intelligence, EQ, diverse perspectives
communication,

2. How do you empower effective followers?

deep listening

co-designer
genuine consult
solution-focused
clear roles

scaffolding

network

storytelling

3. How can you effectively move to and from the dancefloor to the balcony?

embrace the messiness

know the audience, who is who?

stakeholder management

multiple perspectives - communication

brainbreaks, 'Aces in their places'

understand your role

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

- Supportive / enabling policies
- Growth opportunities | PD
- Mentorship offered, intentional growth & positive modeling
- Feedback loops & mechanisms for accountability
- Psychological safety
- Adequate resourcing & accommodating realistic workloads
- Integrated decision-making & collaborative engagement

2. How do you empower effective followers?

- equity across all levels regarding access to & availability of support & development
- role clarity & autonomy
- identifying personal & professional projects
- acknowledgement & ongoing recognition; celebrating successes
- awareness of vulnerability to burn-out
- opportunity for input & open communication channels

3. How can you effectively move to and from the dancefloor to the balcony?

- intentional & protected organisation & time planning
- disrupting regular routine on occasion
- letting go of obligation to be constantly available while still communicating clearly with teams
- reflecting on personal routines & productivity
- meditation & other focus-setting exercises
- being conscious of distinct spaces & work brains

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

- accountability measures/transparency
- respect
- shared values
- psychological safety
- safe environment
- Clear vision
- clear expectations / clear PD
- open communication
- recognition.

2. How do you empower effective followers?

- Clear communication
- providing space for 'thinking'
- involve in decision making
- remove barriers
- empathy
- supportive delegation
- flexibility
- training + education
- teamwork
- knowing your team
- clinical
- time for debrief + reflection
- supervision

3. How can you effectively move to and from the dancefloor to the balcony?

- knowing your limits
- supportive delegation
- time management
- prioritising
- Scheduled critical thinking
- Succession planning

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

- Flexibility
- Leave policies
- Cross-team collaboration (no silos)
- Employee validation & recognition.
- Role clarity
- Transparency
- Two-way communication ↔
- Clear values
- Shared vision

Power equity!



Teamwork!

2. How do you empower effective followers?

- Clear obstacles
- Role modelling
- Creating safety and trust in the workplace
- Trust that a leader/manager will 'have your back'
- Clear prioritisation & support.
- Effective delegation
- Role clarity
- Team advocacy to upper management (e.g. effective resourcing)
- Inclusivity and belonging

3. How can you effectively move to and from the dancefloor to the balcony?

!!! "Sometimes a leader needs to move to the DJ decks to set the vibes for the team, rather than strategic oversight from the balcony!"
- Julia McDonald, 2025

- Active listening
- Willingness to give & receive feedback
- Taking and applying actions/operational knowledge to strategic planning
- Trying out a new move - flexibility!
- Time carveouts
- Effective delegation

Culture vs culture

1. How do different cultural aspects influence individual's experiences in the workplace?

everything,
individualism vs collectivism
lack of integrity
recognition of others

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

clear boundaries, expectations, roles, values
Feedback framework, resources (time)
equity vs equality, reconsidering the needs. money
just ask, don't assume space
conflict resolution, what needs to be done

3. How can you lead effectively in a crisis?

Show up. transparency, trust, acknowledge the crisis
get legal advice, know your rights, and responsibility
plan for them. PR management
know your skeletons

4. What are some opportunities in your current workplace to drive positive change?

continue being a positive force for good.
external factors - eg. treaty
practice good culture habits.
expand networks - engage with other departments.

1. How do different cultural aspects influence individual's experiences in the workplace?

- ability to bring one's full authentic self to the workplace.
- safe to speak up - e.g. consideration of hierarchy/authority
- minimising cultural load

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

- ensuring that systems are designed to support dedicated cultural roles
- to 'zone' particular areas of the office - e.g. collaboration zone
quiet zone
- adapting to different ways of working (hybrid)
 - if adaptation not possible for business reasons, facilitate easy communication of requirements
- clear communication and transparency on working arrangements

3. How can you lead effectively in a crisis?

- preparation - e.g. for tough conversations, potential outcomes
- prioritisation
- put your own oxygen mask on first
- pre-briefing and de-briefing
- risk management

4. What are some opportunities in your current workplace to drive positive change?

- accessible and easy-read policies that are 'lived' in daily work life. To 'cheat sheet'
- ongoing training and development - e.g. for cultural load
- starting conversations on affirmative action
- prioritising natural light, greenery

- focus on the individual, not others

1. How do different cultural aspects influence individual's experiences in the workplace?

Option to take cultural / birthday / religious (non-Christian) leave / working on 26th Jan

union + EBAs

Birthday celebration - cake + chats

Gifted xmas leave (RIP)

"Wellness" day for 2nd Jan this year - coming back on Monday after New Years

Flexible work arrangements (around caring responsibilities, kids coming to the office during school hols)

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

Provide clarity around vision & end goals

Clear communication

Openness to role change within the organisation

Advocacy → flexibility for staff to move to other suitable roles

Listening to team to understand their needs

Accept everyone is different

3. How can you lead effectively in a crisis?

Being empathetic - seeing people as humans over policy + procedures

Being vulnerable; admitting you don't know all the answers but you can figure things out together

Acceptance + allowing people to process things

Listening to your team

Being there in the crisis - not avoiding it e.g. by taking sick leave

Showing up

Having open conversation & communication

4. What are some opportunities in your current workplace to drive positive change?

Listen to people

Ask questions - don't assume

Follow through (e.g. w/ People Matter survey)

Set people up properly in their roles

(not just backfilling roles or giving away responsibilities/tasks to other staff)

Take accountability

Close the feedback / problem loop

1. How do different cultural aspects influence individual's experiences in the workplace?

Life.

Interactions.

Hot-desking + flexiworking (sense of belonging and place)

↓
Loss of personality → neighbourhoods.

Anchor days (team).

↑
Motivation
↓

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

Continuous conversation.

Psychological safety — space to share

3. How can you lead effectively in a crisis?

Continuous communication. Acknowledge everyone ~~can~~^{will} react differently

Prepare for adversity + crises — risk matrix or flexible procedures.

Flexible comms + stakeholder list to communicate to and when.

Debrief + lessons learnt

Crisis warden

(who's seen this before?)

4. What are some opportunities in your current workplace to drive positive change?

↓
Unity

↓
shared identity

→ visibility

Boundaries

See change through!

1. How do different cultural aspects influence individual's experiences in the workplace?

- equitable support structures
- visibility
- modelling
- observable behaviour
- culture of innovation

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

3. How can you lead effectively in a crisis?

4. What are some opportunities in your current workplace to drive positive change?

- streamline communication
- implement boundaries
- policy review → workshop dedication time.
- create opportunities for engagement

1. How do different cultural aspects influence individual's experiences in the workplace?

- * Overall wellbeing
- * Shared cultural understanding

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

- * Fostering cultural safety
- * Making sure policies aren't a check list
- * Listen to your team member's needs (Don't Assume)
- * Team members not having to disclose personal challenges

3. How can you lead effectively in a crisis?

- * Actively listen
- * Don't stress
- * Fake it till you make it! 😊

4. What are some opportunities in your current workplace to drive positive change?

- menopause + perimenopause initiative
- challenge: getting everyone on board
- positives: increased support, perceived benefits
- staff feedback/concerns driving change

GOLD ★

1. How do different cultural aspects influence individual's experiences in the workplace?

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

- Create a psychological safe environment for peers to share but have a line that doesn't allow overstepping.

3. How can you lead effectively in a crisis?

→ Reinventing \$ to
The way new staff members
Community Engagement recognition

4. What are some opportunities in your current workplace to drive positive change?

- menopause + perimenopause initiative
- challenges: getting everyone on board
- positives: increased support, increased knowledge.
- staff feedback/concerns driving change.

1. How do different cultural aspects influence individual's experiences in the workplace?

- communication expectations - language
- alignment or misalignment in values + expectations
- body language / tone impacts
- facilities + services availability.
- time off - ie. swapping public holidays etc + operational Needs / constraints
- physical work environment - layout, accessibility etc.
- interactions → verbal + non-verbal?

2. As a leader, how can you support diverse and potentially conflicting needs within your team?

- understand bias + unconscious bias.
- give visibility to diverse & conflicting needs
- find common ground - support & work together.
- understanding yourself + views - how these may impact?
- be curious + ask questions (respectfully)!
- knowing personal boundaries + setting these respectfully.
↳ "limits."

3. How can you lead effectively in a crisis?

- keep calm ("carry on... stop, drop & roll")
- delegate appropriately
- assess & prioritise - de-escalate
- keep all stakeholders appropriately informed
- ensure team/s is appropriately trained prior to and after a crisis (ie. "learnings") - same w/ policy & procedures

4. What are some opportunities in your current workplace to drive positive change?

- curiosity.
- professional development - training + education
- addressing work needs (e.g. burnout response)
- open + respectful conversations - respecting boundaries.
- equal + equitable opportunities + setting boundaries.
- flexible work arrangements (if possible)

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

create national workforce database

2. Describe the change: What, when and why it was significant to you

Failed - lack of shared vision
- lack of resourcing.
- lack of consultation

3. Emotions and reactions: Your thoughts and feelings

Confusion
Frustration
Anxiety.

4. Response: Did you embrace the change, resist it, or something else?

Recognise need but not
vision

5. Support system: Who did you seek advice from? How did this impact your experience?

Mentor

~~Profess~~

Professions who'd had success (generous)

6. Learnings: Both about the change itself and how you manage change

Need for frameworks / structure
Feedback loops

7. Future approach: What lessons or strategies would you apply to managing change in future?

Shared mental model
Engagement.

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

Redundancy, leadership change, role responsibilities

2. Describe the change: What, when and why it was significant to you

- Socio-political environment
- Team wasn't fit for purpose
- Economic downfall in AUS
- CEO shift / change

3. Emotions and reactions: Your thoughts and feelings

- mistrust
- frustration
- uncertainty
- ↑ anxiety
- ↑ fear, 'what if'
- question sense of worth
- survivors guilt

- operational sustainability

- minimal capacity to deliver project

- Employed people to make sudden change that hasn't been responded to effectively

- ↑ burnout

- Potential for growth, though a lot of negative human experience

4. Response: Did you embrace the change, resist it, or something else?

- finding your role, purpose during the change
- Understanding the vision, though others struggled
- If the why is communicated clearly, change is embraced well
- Hold heart for others

5. Support system: Who did you seek advice from? How did this impact your experience?

- Personal board of directors (mentors, coaches, friends)
- Manager, coworkers, P+C
- Clinical supervision (nurse) or peer support pending work place
- Shadowing senior folks when change is happening

6. Learnings: Both about the change itself and how you manage change

- Balance of accountability + human centre behaviour
- Two things can be true
- When one door closes, another one opens
- Learn how to trust leadership, and in the decision

7. Future approach: What lessons or strategies would you apply to managing change in future?

- Change is the process of the death of the ego
- How to let go, and not cling onto that one identity
- Not forgetting you're dealing with people
- Communication, respect, trust, empathy
- Have more than one plan B

- ADKAR

Acknowledge, desire, knowledge, ability, reinforcement

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

2. Describe the change: What, when and why it was significant to you

- By the book change management doesn't mean each step is done well.

3. Emotions and reactions: Your thoughts and feelings

- Guilt & grief

- Relief.

4. Response: Did you embrace the change, resist it, or something else?

- Focus on personal priorities

5. Support system: Who did you seek advice from? How did this impact your experience?

6. Learnings: Both about the change itself and how you manage change

- Importance of personal resilience.

- Personal mindset changes.

7. Future approach: What lessons or strategies would you apply to managing change in future?

- Internal champion: voice of reason

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

Rise of artificial intelligence

2. Describe the change: What, when and why it was significant to you

Adjacent orgs using it badly or ^{breaching} ~~the~~ privacy etc

3. Emotions and reactions: Your thoughts and feelings

'The most dynamic field. It's currently the best and the worst it'll ever be'.

Exciting; feel efficient and productive!

Frustration

Fear (loss of critical thinking)

Sceptical—how much is accurate?

4. Response: Did you embrace the change, resist it, or something else?

We are all wary: * misinformation

* lack of guidance / policy on use.

We acknowledge its potential and are open-minded for the future; with proper governance

5. Support system: Who did you seek advice from? How did this impact your experience?

6. Learnings: Both about the change itself and how you manage change

Education piece is needed everywhere!

And guidance on how to correct / dispell misinformation resulting from AI outputs.

7. Future approach: What lessons or strategies would you apply to managing change in future?

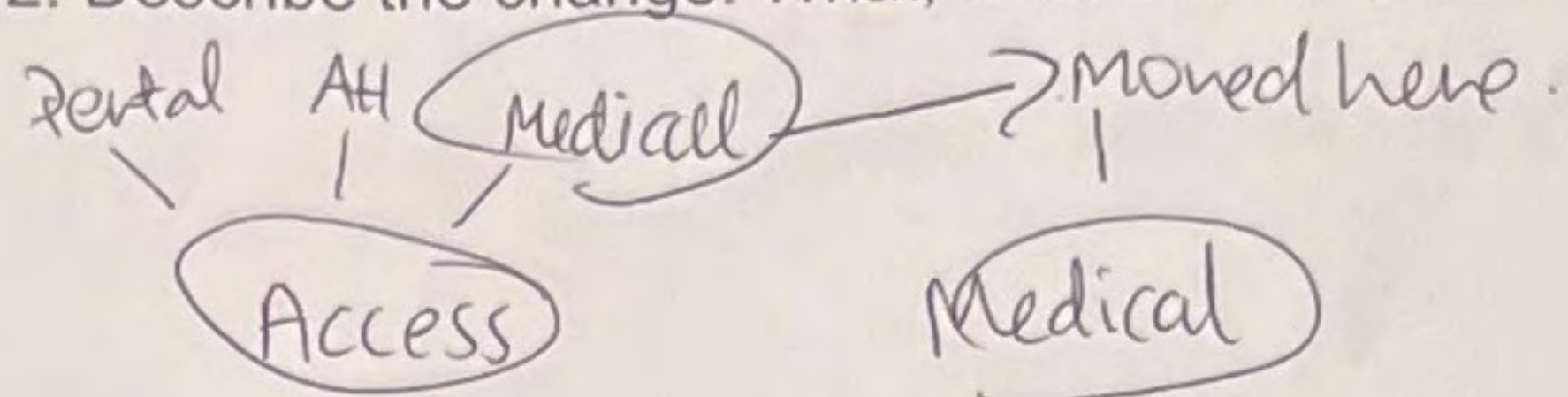
We need education, frameworks, transparency, policies

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

Org change between 2 teams

2. Describe the change: What, when and why it was significant to you



3. Emotions and reactions: Your thoughts and feelings

- stuck in middle
- felt rushed
- avoidance of PIP/frustrations

4. Response: Did you embrace the change, resist it, or something else?

- just going along with it but not embracing
- friction within team due to resistance

5. Support system: Who did you seek advice from? How did this impact your experience?

- None.
- didn't want to be stepping the line in one role.
 - didn't want to come across "emotional" in P+C.

6. Learnings: Both about the change itself and how you manage change

- Model for "managing complex change" drives everything

7. Future approach: What lessons or strategies would you apply to managing change in future?

- New processes, making people put those thoughts in their heads to think about the "why" behind the change + how to support staff members in the change.

Breakout activity: How do you respond to change?

1. Identify a change you've recently experienced

- organisational name change - (proposal)

2. Describe the change: What, when and why it was significant to you

- changing name to avoid links to right wing orgs.

3. Emotions and reactions: Your thoughts and feelings

- exhaustion - embraced
- overwhelming
- 'acceptance' + support
- frustration

4. Response: Did you embrace the change, resist it, or something else?

- some embraced, some resisted.
- "Is it necessary?"
- "What's the benefit?"

5. Support system: Who did you seek advice from? How did this impact your experience?

- reached out to other orgs + shared experiences
- case study presentation/s - pros vs cons of proposed change

6. Learnings: Both about the change itself and how you manage change

- understanding motives + how these may influence the change
- acknowledge the "stand apart" / "stand alones"
- provide ownership / accountability - opportunity for inclusion.
- involve different voices - collaboration

7. Future approach: What lessons or strategies would you apply to managing change in future?

- look at and listen to all experiences
↳ draw on these when making / articulating change.
- vision: importance?