

ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

Acknowledgement of Country

This map attempts to represent the language, social or nation groups of Aboriginal Australia. It shows only the general locations of larger groupings of people which may include clans, dialects or individual languages in a group. It used published resources from the eighteenth century-1994 and is not intended to be exact, nor the boundaries fixed. It is not suitable for native title or other land claims. David R Horton (creator), © AIATSIS, 1996. No reproduction without permission. To purchase a print version visit: <https://shop.aiatsis.gov.au/>.

First languages interactive map:

<https://gambay.com.au/>



Program overview

Session 1: The chair as compass and wayfinder (Navigating with an ethical lens)

Nina Laitala, Community Directors trainer

Session 2: Strategic funding: developing your case for support

Catherine Brooks, lawyer with expertise in strategic fundraising

Session 3: The chair's relationship with the CEO

Sheena Boughen OAM, chair of the Australian String Quartet

Session 4: Backstage and front of house: using both to make good decisions

Jeremy Stowe-Lindner, educator and school principal

Session 5: Strategic foresight for chairs: building for a future that's increasingly uncertain

Dr Dalia Ben-Galim, policy and strategy consultant

Check in...

Poll

How is your relationship with your CEO currently?

- Excellent – we are true partners in leadership
- Pretty good and generally effective
- Ok but needs work
- Tense and ineffective
- I am the Chair AND the CEO



The Chair's relationship with the CEO

Presenter: **Sheena Boughen, Chair of the Australian String Quartet**

Images, left to right: Sheena Boughen (Chair, ASQ), Angelina Zucco (CE, ASQ), Elizabeth Tyler (co-Founder & Managing Director, Goods International Pty Ltd), Heather Friedman (Immigration Lawyer, NGO USA) and Hannah Angus (Co-Founder, Powerhaus Engineering).





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Section 1 - The Incomplete Leader

**Leadership is the capacity of a human
community to shape its future.**

- Peter Senge

Section 1 - The Incomplete Leader



Reference links:

<https://hbr.org/2007/02/in-praise-of-the-incomplete-leader>

Leadership today – Team Success and the incomplete leader – Metrifit Ready to Perform

Section 1 - The Incomplete Leader

Break Out Questions:

Of the follow four capabilities that the *Incomplete Leader* holds, identify the ones you and your CEO are strongest and weakest in.

How does this add value to your working relationship, or create a tension?

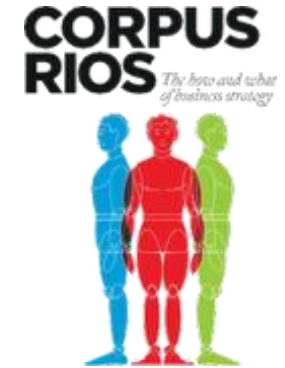
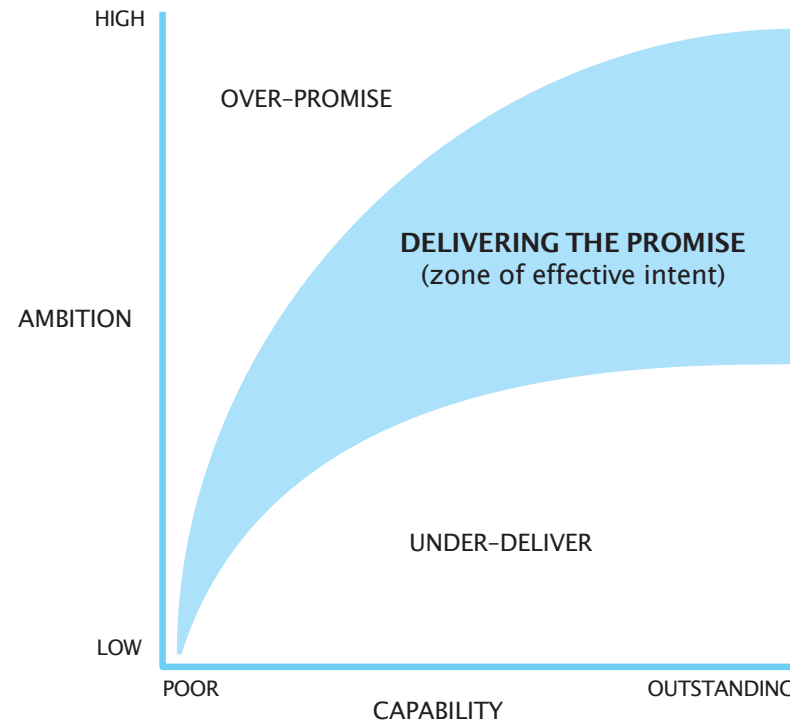
- i) **Sensemaking** (understanding the context in which a company and its people operate),
- ii) **Relating** (building relationships within and across organizations),
- iii) **Visioning** (creating a compelling picture of the future), and
- iv) **Inventing** (developing new ways to achieve the vision).

Section 2

All About People The Relationship

Section 2 – All About People: The Relationship

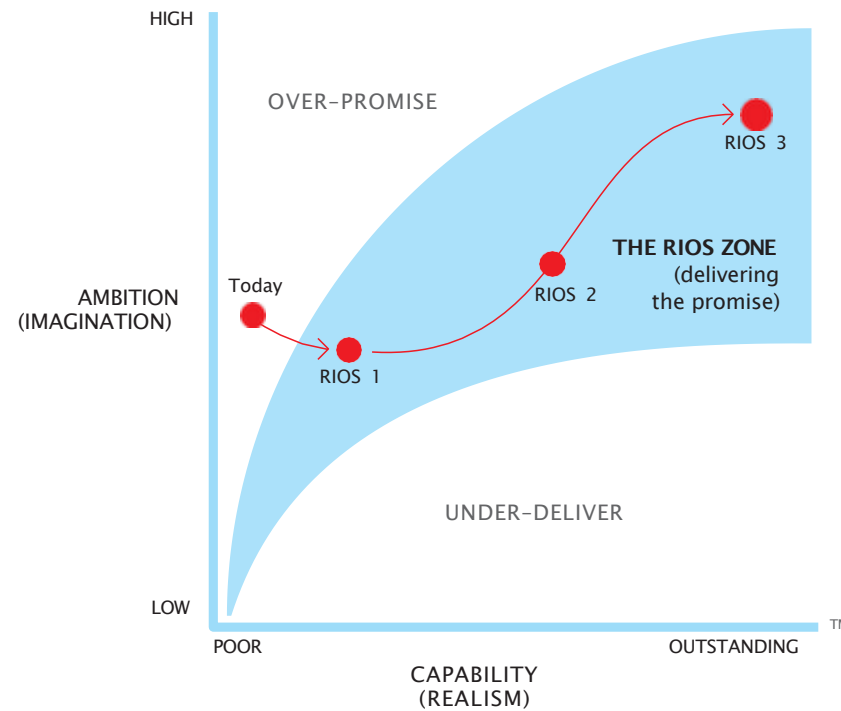
The zone of effective intent *(delivering the promise)*



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Section 2 – All About People: The Relationship

The RIOS Pathway



**CORPUS
RIOS** *The how and what
of business strategy*



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Section 2 – All About People: The Relationship

Break Out Questions:

How do you manage the ambition vs capacity framework?

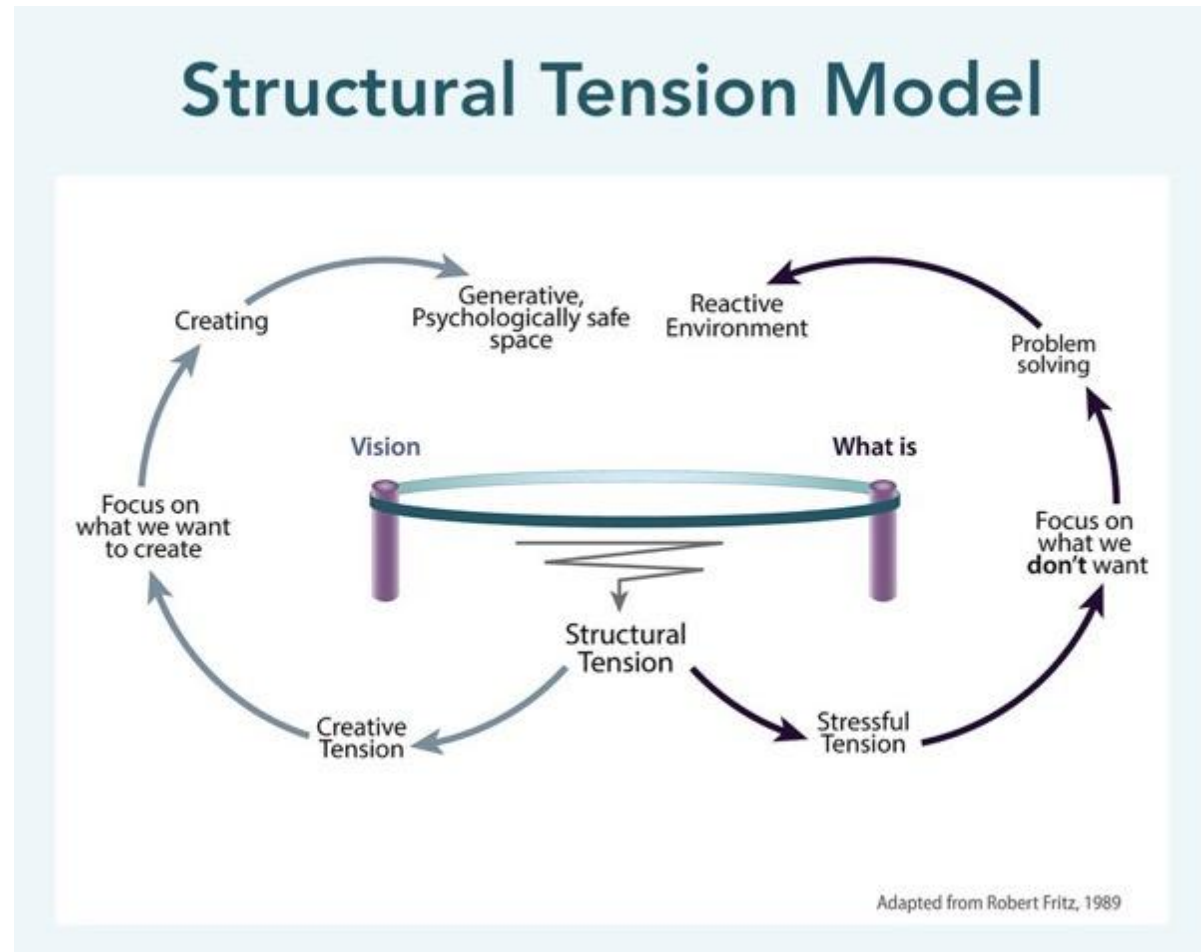
How are you setting conditions for success?

What is the opportunity?

Section 3

Tension Vs Conflict

Section 3 – Tension Vs Conflict



Reference: <https://www.larafoss.com/structural-tension>

Section 3 – Tension Vs Conflict

The Preventative approach

Open up a regular dialogue and ask –

How are we going?

- What's good on the ship
- What's challenging you
- What can I do to support you
- Anything else?

Section 3 – Tension Vs Conflict

Break Out Questions:

Describe where you sit on the tension & conflict continuum.

What am I uncomfortable with re this topic?

Who are my allies to talk this through with?

Section 4 – Summary

Top Tips

Section 4 – Summary

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