POD #1

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

- Opportunities
- Culture of support and curiosity from the Board
- Respect
- Psychosocial safety
- Have trust
- Ownership and Accountability

How do you empower effective followers?

- Collaboration
- Communication/ Transparency
- Listening
- Autonomy when needed and also mentoring when needed
- Set boundaries and then step back - don't micro-manage
- Curiosity / inquisitive mind

How do we ensure we balance ethical obligations with legal obligations?

- Governance
- Carefully - evaluation and measurements
- Asking "what should we do" not just "what can we do?"
- use skill matrix to "recruit" board members based on needs
- Open and honest conversations and transparency, strong policies and procedures
- have a network of peers you can talk through with
- Consultation

POD #2

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

- Tone, done with integrity and honesty
- Clear communication, trust, shared values
- space and opportunity to grow
- Support
- Confidence. Clarity decisiveness and follow through
- Consistency and modelling it at all levels

How do you empower effective followers?

- Positive communication and reassurance not always when its negative
- opportunity for input and ideas
- Checking in with Staff, curiosity assume good intent
- Create a safe space for speaking up or asking questions
- Understanding learning and communication style
- Creating space for difference

How do we ensure we balance ethical obligations with legal obligations?

- Looking at fairness
- Really good governance, policies and procedures
- Taking in the whole picture, sometimes good to step back before deciding - Proactive vs Reactive
- Risk appetite as an organisation or at leadership level
- Do scenario testing, map it out a little. Talking with different people for different perspectives

POD #3

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

- Clear understanding of values and strategy
- Being around for your team
- Structure
- Inclusive - highlighting small and big wins
- leaders leading by example

How do you empower effective followers?

- Inclusion/ buy-in
- creating and environment where independent thinking and proactive support is encouraged
- Listening - no question is to silly
- Transparency as a leader
- Reliability, trust, honesty
- clear structure

How do we ensure we balance ethical obligations with legal obligations?

POD #4

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

How do you empower effective followers?

- entoring

How do we ensure we balance ethical obligations with legal obligations?

POD #5

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

- Sense of safety - contributing & collaborating
- appreciate different learning styles, backgrounds, etc - Tailor to people we're trying to lead
- Adaptability
- Dependability
- Acting on feedback - feeling heard combined with action
- Trust
- Autonomy
- Approachability - Making space for team

How do you empower effective followers?

- Open communication
- Reliability
- Taking ownership
- Collaborating
- Patience
- Demonstrate willingness to learn, get hands dirty
- Creating shared meaning
- Listening to others stories and input
- Shared goals
- Clear delineation of roles and accountabilities
- Role modelling

How do we ensure we balance ethical obligations with legal obligations?

- Personal ethical stance can be in conflict with legal
- Understanding intent of law/ regulation, aligning with ethics
- Interpretation of compliance with an ethical lens
- Focus on fundamentals
- Balance financial viability/ sustainability with ethics - can be hard!
- Making hard choices, sticking with decisions
- Lean on constitutions, strategies, policies or principles

POD #6

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

- effective communication - everyone heard and involved in decisions.
- open and safe space
- shared vision - everyone moving towards same goals (updated/ reviewed regularly)
- Common path - what steps are next
- Being available for your team (and present)
- Team having autonomy - guiding. Balance of decision making

How do you empower effective followers?

- Communication
- Shared vision - inclusive vision
- Support and ownership
- building the relationship with staff - looking after their wellbeing
- Build team relationship - be part of a team
- Using the skills and knowledge
- Be an effective follower ourselves

How do we ensure we balance ethical obligations with legal obligations?

- Clear code of ethic and practices. Adding ethics into workflow. Provide training.
- Modelling the behaviour
- How conflict is overcome - confidentiality, following proceedures
- Being available
- Staff know their responsibilities
- Make the tough decisions

POD #7

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

- LH: Transparency, collaboration
- EY: Open and clear communication around expectations
- KS: Trust, honesty, clarity of roles and responsibilities,
- HH: Honesty, commitment to working ethically, consideration for others & their views and opinions

How do you empower effective followers?

- LH: Leading by example, listening, collaborating, transparency
- EY: By making time to meet and discuss their experiences and advocating for them when necessary.
- KS: Active listening, building trust
- HH: Listening and being willing to take on feedback - especially when it's negative or difficult to hear; actioning that feedback

How do we ensure we balance ethical obligations with legal obligations?

- LH: Robust discussion with stakeholders to gain greater perspective and ideas. Not relying on one person to make decisions
- EY: Open communication and clarity on decision-making process and responsibilities.
- KS: Clearly define both to guide the team to the goal
- HH: Starting with a strong foundation using existing governance polices and legal requirements, then considering stakeholder needs in terms of ethical obligations

POD #8

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

How do you empower effective followers?

How do we ensure we balance ethical obligations with legal obligations?