POD #1

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

- Organisational values - representation of those values in the leadership space
- Establishing shared values for a leadership culture i.e. collaboration
- Becoming aware of what leadership styles exist in the organisation - so you have an understanding of your leadership group
- Compare existing leadership styles to org values and where flexibility is required
- Code of conduct - outlining how you conduct yourself (not just leaders)
- Having space for people to move into leadership roles

How do you empower effective followers?

- Giving big motivational speeches
- Discussing which areas teams can grow - what education etc do they need to fulfill their leadership (personal growth)
- Empower people / give them ownership (not just tasks)
- Have structure in place - individual development plans that link back to org strategic goals
- Recognising and acknowledging contributions and achievements
- Transparency, explaining the purpose of a direction.

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

- Having decisions made as a group - not just one person. Ensure whoever needs to be in the room, is in it.
- Keeping the vision and purpose in view
- Ethics is knowing the difference between what you have a right to do and what is right to do.
- Asking who benefits from a decision, manage conflicts
- Ensure management and board understand the legal risks. Collaboration ensures safeguarding
- Being aware of insurance constraints. Get external/ independent advice where required.

POD #2

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

- Opportunities for Connection
- Time together with your team, having adequate time
- Structure set up and resourcing
- Sharing the vision/ Strategic alignment
- Leadership visability
- Providing growth opportunities/ Supporting Development

How do you empower effective followers?

- Recognition, empowering them.
- Being listened to and following up
- Feedback
- Allowing sufficient time for connection
- Articulating the why!
- Collaboration, bringing the right people into the planning
- Trust and having a safe environment.
- navigating situations where things have gone wrong "mistakes viewed as growth opportunities"

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

- Values alignment
- Equity
- Recruiting the right people, culture and values.
- Having the confidence to check something is correct
- Acknowledging when something is beyond your scope and finding the right support
- Checks and balances, Oversight and discussion, oversight over decisions.
- Training, people understanding what governs decision making
- Seeking clarity when you are unusre.
- Utilising resources

POD #3

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

- Trust from board, clarity of structure
- Allowing time, budget for training
- making time with all staff to voice concerns/ provide feedback/ be heard
- Modelling, trust, and adaptability with org values
- Listening to all staff's opinions about the directions of the organisation.

How do you empower effective followers?

- Not micro managing - showing trust in your followers' skills and expertise
- Provide clear planning - delegate well - support staff strengths
- Ensure consistent onboarding, training, support and expectations so staff know what is expected and can then thrive.
- Clarity around Purpose, Vision, Mission and Values
- As a leader following through with what you say you will do and if you can't - provide clarity / reasoning as to why.

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

- Having solid quality and assurance policies, and codes of conduct as well as operational policies and training staff in this. Conflict of interest is a big one that some people do not understand.
- Governance training for leadership, Management, Boards
- Accept limits of organization & seek ext. support where needed
- Ensuring time to think & discuss between stakeholders about ethical & legal
- Keeping in touch with what happens on the frontline as a manager or board member
- Genuinely following advice of accreditation and audit processes

POD #4

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

- Strong support, strong governance structure and resources - removes the personality-driven decisions
- Having an approachable leadership team
- Knowing requirements and expectations of other/external stakeholders (e.g. government funders)
- Organisational values - which are supported/ adopted by staff
- personal support, good governance, acknowledge funding constraints, good to have someone who has your back

How do you empower effective followers?

- Make people feel heard, address poor team culture
- Challenge with different cohorts of followers - how to promote effective and move people from one stage to the next
- Difficulty balancing impact on the broader team when there are staff members not engaging or performing well
- effective followers feel heard and valued

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

- Good governance
- Structured quality assurance practice - bringing P&Ps to life
- important to have vision and respond to the community but with a considered approach