POD #1

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

- Trust, safety
- Open dialogue times/spaces
- Leader needs to be approachable
- Collaboration
- Autonomy
- Shared values

How do you empower effective followers?

- Give them information and autonomy
- Let them work to their strengths and interests
- Listening
- Opportunities for growth
- Strong culture of team and organisation
- Humility and falability, empathy

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

- Clear, up to date, informed policies
- Depersonalise
- Supervision/ mentorship over important decisions
- Use ethical decision making models
- Clear knowledge and understanding of both values and legal obligations
- Staff feeling safe to be transparent about conflicts/ concerns

POD #2

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

- Clear understanding of mission and vision - staff & Board. Strong communication & transparency.
- Policy and procedures. Risk management - whole team effort.
- Creating space for people to actually lead. Not micro-managing.
- Explaining the why, not just giving the directives.
- Providing space for flexibility to take new approaches.

How do you empower effective followers?

- Trusting staff to be involved in shared decision-making.
- A good follower is also a leader. Empower people to take their own initiative.
- Getting the buy in from the team for the overarching goals.
- Giving people a better understanding of the bigger picture - gives them the why.
- Sharing progress alongside the big picture.

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

- Assess risk management of when ethical & legal obligations May not align.
- Ideally ethical & legal obligations will align - but will depend on the org.

POD #3

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

- org values, policies
- influence
- cross-communication
- open dialogue & safe spaces.
- time management
- accountability and integrity

How do you empower effective followers?

- lead by example
- feeling heard, and not just listened to
- recognition
- Follow-through
- Consistency
- balance

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

- legal obligations come first
- legal is the bare minimum and do more to get more
- ensure clarity - everyone needs to know what the requirements are
- regular review of the obligations, continuous learning
- accountability to the board and vice versa
- Induction training - onboarding

POD #4

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

- Clear expectations What good looks like
- Culture of feedback for change, openness to pivot, effective ways
- Clarity of purpose, willingness to work with others to achieve like minded goals, inspiring teams
- Communication and Transparency , two way input
- Taking time to build culture, focus on building as opposed to just doing. Putting the work in early
- Commitment to operational process

How do you empower effective followers?

- Honing into people's strengths
- Positive reinforcement, supervision, reflection
- Authentic, it's ok to make mistakes, "we are in this together" ownership, safe soace
- Inviting feedback, good and bad
- certain vulnerability, staff contributions
- Communication, responsibility

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

- Always alignment to policies and procedures
- Professional boundaries, staying in check
- Guided by policies, while understanding the ongoing shift of governance and operational level
- Being explicit in conversations, considerations between ethical and legal
- Legal = clarity whereas ethical can be open to interpretation
- Connection between ethical and legal needs be aligned

POD #5

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

- Clear vision Have resources to do the work that needs to be done.
- Be able to make difficult decisions
- Shared vision
- Collaboration Listening

How do you empower effective followers?

- Understand scope
- Give them a guide on how to manage priority
- Clear guidance and direction, asking questions when needed and follow through, check-ins.
- Followers are aware of company's mission
- Understanding and communication
- Transparent

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

- Aligning Job Discription to guide the discussion
- Company policy needs to regularly updated
- Risk management and have process to ensure everyone on the same page
- Seek adivise when needed
- Understand when you need to escalate issues
- HR consultation

POD #6

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

- Organisation values that align with your values as a leader
- Culture needs to be a safe space where people can make mistakes, openness to learning
- Supportive environment
- Inclusive and accepting people's diversity e.g. experience, culture
- Training and leadership development is encouraged and supported
- Clear role responsibilities/ delegations

How do you empower effective followers?

- Encouraging feedback from the team
- Checking back in for shared understanding
- Fostering people's strengths
- Having a psychologically safe workplace, safe to challenge decision
- Empowering people to work independently
- Helping with understanding how work we do connects to organisation and bigger picture

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

- Strong legal framework (governance framework)
- Having a space to talk about this to explore further
- Training and knowledge of escalation pathways
- Getting different opinions and more than one voice in decision making e.g. balanced view
- Organisational policies in place and team involved in regular reviews
- Shared vision for what we do

POD #7

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

- Shared vision
- Communication
- Active listening
- Trust and accountability
- Psycho-social
- Role clarity

How do you empower effective followers?

- Communication and active listening
- Buy-in - empowerment and engagement
- Reward and recognition
- Opportunity for growth
- Including in decision making
- Understanding intrinsic motivators

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

- Knowing values and adhering to them
- Having clear processes for legal obligations
- Seek advice and confer with experts

POD #8

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

- Integrity; clear communication; shared goal
- open dialogue
- modeling the behaviour you expect
- accountability
- trust between leader and followers trust in competence and goals
- showing up - following what you say

How do you empower effective followers?

- open conversation
- prompting team for the solution
- allowing mistakes where possible for the team to learn
- mutually caring
- modelling
- structure of safety
- working alongside values

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

- Capacity
- Name the tension
- Consult policies/ guidelines
- discussing options
- manage peoples expectations
- supporting sitting in the gray

POD #9

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

- The organisation having a clearly communicated vision and shared goals
- Good support and guidance from upper management
- Effective resourcing including appropriate staffing and budgets
- Supportive culture that encourages questioning and critical thinking
- A strong team culture that is psychologically supportive

How do you empower effective followers?

- Valuing all team members and making sure they know they are supported
- By being a good communicator
- Knowing the skill sets of team members and encouraging them to share those skills
- Giving people authority and responsibility over their own work, with support, accountability and trust

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

- Having clarity of what each obligations are
- Transparency, and having a clear decision making framework
- Having clear records and file note keeping to demonstrate decision making processes
- Good open discussions with staff with critical thinking
- Keeping the client at the centre of the decision, with a background of risk
- Clear organisational policies and procedures