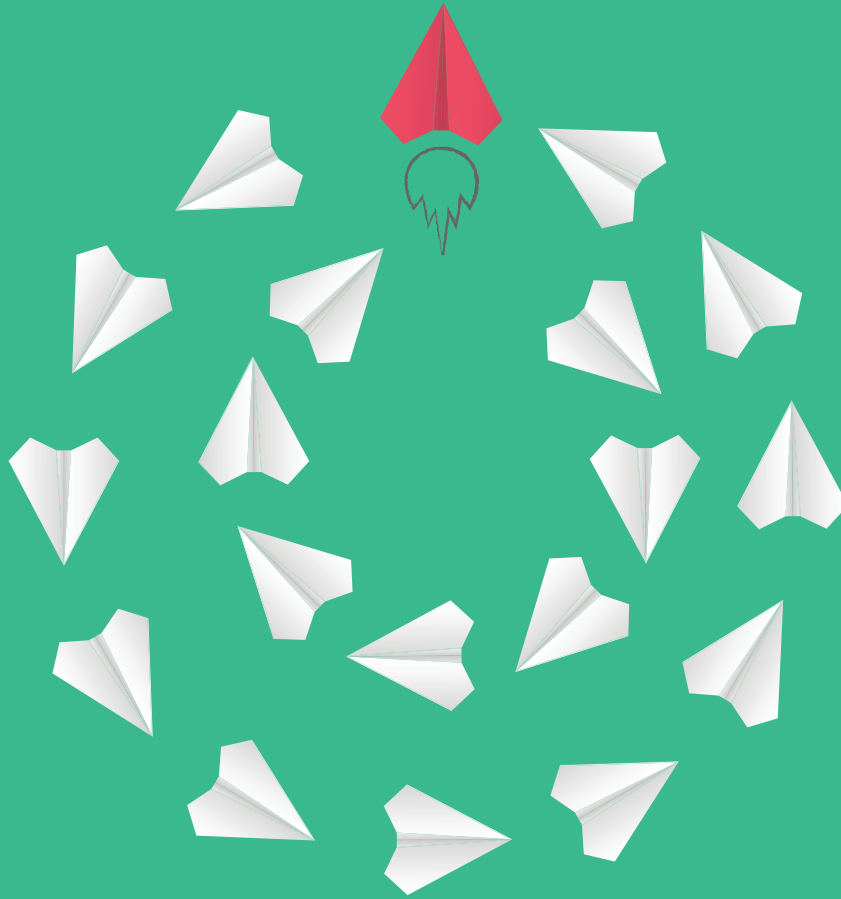


# Leading for transformation

THE WORKBOOK



INSTITUTE OF  
**COMMUNITY DIRECTORS**  
AUSTRALIA  
► Knowledge ► Connections ► Credentials



an enterprise of:  
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Where not-for-profits go for help



# Introduction

Welcome!

Through this course we will discuss six key areas of leadership:

- 01 **Leadership theory**
- 02 **Leadership and management**
- 03 **Leadership and ethics**
- 04 **Leadership through strategy and culture**
- 05 **Leadership and yourself**
- 06 **Leading through change**

This workbook features the core concepts covered in the course and will prompt you to take notes and answer questions about your own leadership practice and philosophy.

It also includes the questions you'll be discussing in breakout groups with other students during the online sessions.

Accompanying this workbook is an A3 poster for you to complete as a reminder of the key ideas and strategies that will transform your leadership now and in the future.

# 01 Leadership Theory

## Charismatic leaders

**Aretha Franklin**, often referred to as the “Queen of Soul,” was a charismatic leader in the music industry. Her powerful and emotive voice, combined with her commanding stage presence, made her an iconic figure in the world of music. Aretha Franklin’s popularity was rooted in her ability to connect with audiences on a profound emotional level, and her songs, such as “Respect” and “Natural Woman,” carried messages of empowerment, love, and resilience. She not only entertained but also used her music to advocate for civil rights and social justice, leaving a lasting impact on the music world and society as a whole.

**Steve Jobs**, the co-founder of Apple Inc., was characterised by visionary inspiration and a relentless pursuit of excellence. He had an innate ability to articulate compelling visions for the future of technology, captivating both his teams and consumers. His passion, attention to design, and unwavering commitment to innovation made him a magnetic figure. Despite his demanding and at times brusque demeanor, his success lay in his ability to inspire and lead others in the pursuit of groundbreaking ideas and products.

**Elon Musk** is the CEO of SpaceX and Tesla. Musk’s leadership is evident through his ability to mobilise people around ambitious and visionary goals, such as space exploration and sustainable energy. He combines his innovative thinking with a compelling vision for the future, making him a captivating figure in the fields of technology and space exploration. Musk’s strong public personality has played a significant role in building enthusiasm and support for his ventures.

**Charles Perkins** was a trailblazing Australian Aboriginal activist, soccer player and bureaucrat, advocating for Indigenous rights and social justice. As the first Indigenous Australian to graduate from university, Perkins used his charisma to inspire change. His passionate advocacy during the 1965 Freedom Ride saw him addressing racial segregation. Perkins’ ability to connect with people, coupled with his unwavering commitment to justice, left a lasting legacy in the push for Indigenous rights in Australia.

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## Authentic leaders

**Brené Brown** is a research professor at the University of Houston and a best-selling author. Brown’s work on vulnerability, courage and shame has resonated with many, as has her transparent approach to her research and public speaking. She openly shares her personal experiences and struggles, emphasising the importance of authenticity in building connections and fostering trust, in both personal and professional settings.

**Dolly Parton** is a country music legend and prolific songwriter. She is celebrated not only for her extraordinary musical talent but also for her philanthropic endeavors. Parton’s genuine and humble personality shines through in her music, which often tells the stories of her upbringing and her values. She is a vocal advocate for causes such as literacy, children’s health and disaster relief, using her platform to make a positive impact. Her authenticity, down-to-earth approach and generosity have earned her a devoted fan base and respect from across the music industry.

**Dr Anthony Fauci** is an immunologist and the director of the National Institute of Allergy and Infectious Diseases (NIAID) in the United States. Dr Fauci has an unwavering commitment to public health and was known for his transparent communication during the COVID-19 pandemic. He has consistently provided evidence-based information to the public, even when faced with challenging political situations. Dr. Fauci's leadership, dedication to science and commitment to public health have earned him respect and trust, making him a prominent leader in the field of medicine and public health.

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## Adaptive leaders

**Barack Obama** was the 44th president of the United States. During his two terms in office, Obama faced a wide range of complex and evolving challenges, including the financial crisis, healthcare reform and foreign policy issues. Obama's leadership was evident in his ability to shift his approach based on the changing political and social landscape. He emphasised collaboration and sought to build consensus, while also making strategic decisions to address complex issues such as the Affordable Care Act and climate change.

**Sir David Attenborough** is a renowned British naturalist, broadcaster and documentary filmmaker. Attenborough's leadership in raising awareness about environmental conservation and climate change has seen him address the evolving global challenges of biodiversity loss and climate crisis over a long period. As a prominent figure in the field of natural history and conservation, Attenborough has adapted his communication methods to reach new generations, from making traditional television documentaries to engaging with social media and online platforms. He has consistently adjusted his message and methods to reflect the pressing need for environmental action.

**Jacinda Ardern** is a former prime minister of New Zealand. Ardern demonstrated leadership through her response to a variety of challenges, including the Christchurch mosque shootings, the White Island volcanic eruption and the COVID-19 pandemic. Ardern's approach involved clear and empathetic communication with the public, an ability to make swift policy adjustments in response to crises, and a strong focus on collaboration with different sectors of society. Her leadership during these complex and rapidly changing situations earned her international recognition as an effective and compassionate leader.

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## Transactional leaders

**Warren Buffett** is renowned for his disciplined value-based approach to investment and management. He carefully analyses financial data, sets clear objectives, and closely monitors performance metrics. His emphasis on accountability and adherence to established investment principles has contributed to his success as one of the world's most prominent investors and business leaders.

**Rupert Murdoch** is the chair and CEO of News Corporation, a global media conglomerate. Murdoch is known for his hands-on approach to running his media empire, setting clear expectations, and holding his organisations to strict performance metrics. His leadership style often reflects transactional leadership principles, emphasising efficiency and financial results.

**Baroness Margaret Thatcher** served as the prime minister of the United Kingdom from 1979 to 1990. She was known for her strong and decisive leadership style, characterised by setting clear expectations, emphasising individual responsibility, and implementing policies that focused on economic efficiency and stability. Her leadership during a time of significant political and economic change in the UK often aligned with transactional leadership principles.

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## Transformational leaders

**Oprah Winfrey** is a media mogul, television host, actor, producer and philanthropist. Her influence extends across various domains, including media, entertainment and social impact. Oprah's leadership style is characterised by her ability to inspire and motivate others through her communication, authenticity and vision. She has used her platform to empower and uplift people, address important social issues, and create positive change through initiatives such as her book club, media network and educational projects. Her ability to connect with and transform the lives of her audience has made her a transformative figure in the world of media and beyond.

**Bill Gates** is the co-founder of Microsoft and one of the world's most prominent technology entrepreneurs. Gates is known for his long-term vision of making computing accessible and revolutionising the software industry. He recognised the need to adapt and diversify Microsoft's business interests as technology evolved, reflecting a commitment to staying relevant and effective. Gates has inspired countless individuals in the tech industry and beyond. He has used his platform to advocate for philanthropy, education and global health, motivating others to address pressing global challenges. He challenged employees and colleagues to think critically, solve complex problems and push the boundaries of technology.

**Dame Jane Goodall** is a British primatologist and ethologist. Her pioneering research on chimpanzees revolutionised people's understanding of primates and our connection with nature. Goodall has a compelling vision for wildlife conservation, unwavering dedication to her cause, and a profound ability to inspire others to protect the environment. Through her global activism and the Jane Goodall Institute, she has motivated countless individuals to engage in conservation and take action to safeguard the planet's biodiversity.

**Sir Richard Branson** is the founder of the Virgin Group. Branson has been at the forefront of numerous industries, from music and airlines to telecommunications and space exploration. Branson is known for his visionary ideas and innovative business ventures, which often disrupt traditional industries. He has shown a willingness to take calculated risks, challenging the status quo and pioneering new approaches in various sectors. Branson's engaging personality inspires his employees and the public. His ability to communicate his vision and passion is a hallmark of transformational leadership. He empowers his employees to think creatively and take ownership of their work, encouraging them to push the boundaries of what's possible. Branson is involved in various philanthropic endeavors and environmental initiatives, reflecting a commitment to broader social and environmental goals.

### **Breakout question:**

**Name a leader whom you believe has had a great impact. What is their impact?**

**How would you describe their leadership style?**

## **Learning about myself as a leader**

**What do I respond positively to, as a leader?**

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**What do I respond negatively to, as a leader?**

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**Do I favour my instincts or pause to think about options when I make a leadership-related decision?**

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**What are my three most honed leadership skills?**

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**What is one leadership skill I would like to develop?**

## Charismatic leadership

Max Weber was a German sociologist. He wrote about charismatic leadership as part of his broader work on the theory of authority and bureaucracy in his 1922 essay “Economy and Society”.

Charismatic leadership theory suggests that leaders can inspire followers through their personal charisma, vision and charm.

Charismatic leaders are seen as transformational figures who can create strong emotional connections with their followers, instill a sense of purpose and mobilise them towards shared goals.

Charismatic leadership theory often centres on the individual leader, so it neglects the importance of institutional and structural aspects of leadership. It doesn't provide a clear pathway for leadership development within organisations because it gives the impression that leaders are born, not developed.

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## Authentic leadership

Authentic leadership is a theory described by Bill George in his book “Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value” in 2003.

Authentic leadership focuses on leaders' genuine and self-aware expressions of their values, emotions and beliefs.

Authentic leaders are seen by others to be transparent, self-reflective, and consistent with their principles.

Authentic leadership is valuable because it promotes trust, ethical behavior and follower engagement.

It's worth considering what “authentic” might actually mean, and considering how as a leader you can remain balanced between maintaining vision and values, and adapting to different circumstances and people, and developing yourself through learning. Sticking to what you feel is your “authentic self” risks a narrow-minded approach that doesn't learn from others and is seen to be out of touch with followers. In complex, results-driven environments, the emphasis on authenticity may not always lead to effective decision-making or problem-solving.

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## Adaptive leadership

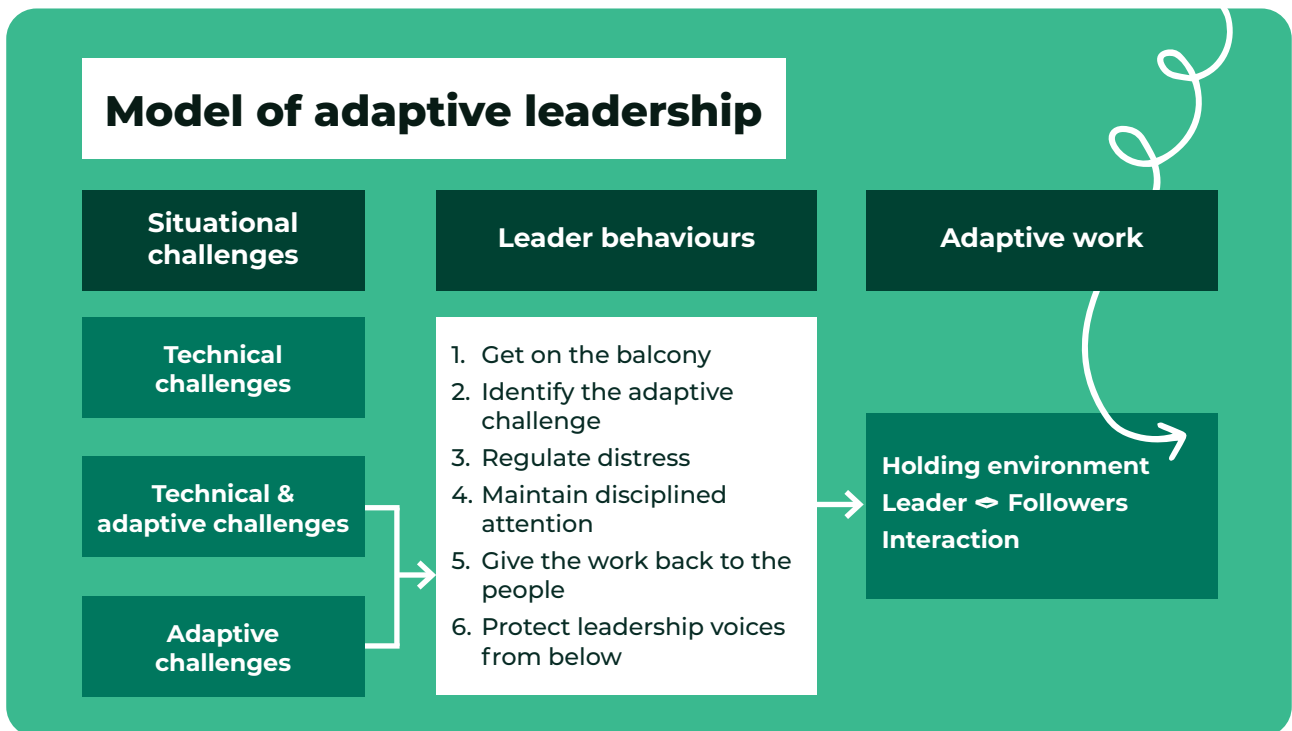
Adaptive leadership theory is a leadership framework that was first developed by Dr Ronald Heifetz and Dr Marty Linsky in the early 1990s.

Adaptive leadership is a dynamic approach that community leaders can use in general, but it's most useful when you're seeking to address complex challenges and drive positive change. ‘Complex challenges’ are problems that lack straightforward solutions and require innovative thinking and adaptability.



Adaptive leadership emphasises the ability of leaders to mobilise and empower their followers to adapt to changing circumstances and thrive in the face of uncertainty. That's no small thing! Humans are not always fantastic with change.

Adaptive leadership theory can be bitsy and difficult to implement. The theory often requires leaders to navigate uncharted territory, which can be overwhelming and demanding, particularly in organisations or communities with deeply ingrained traditions and practices. Speaking with a coach or mentor about the changes you are seeking to drive can be helpful.



## Transactional leadership

Transactional leadership theory was first introduced in the early 20th century and further developed over time. It is associated with the work of sociologist Max Weber and, in the late 1970s, James MacGregor Burns.

In transactional leadership, leaders and followers engage in a transaction where followers provide effort, compliance or loyalty, and leaders in return provide rewards or punishments based on performance.

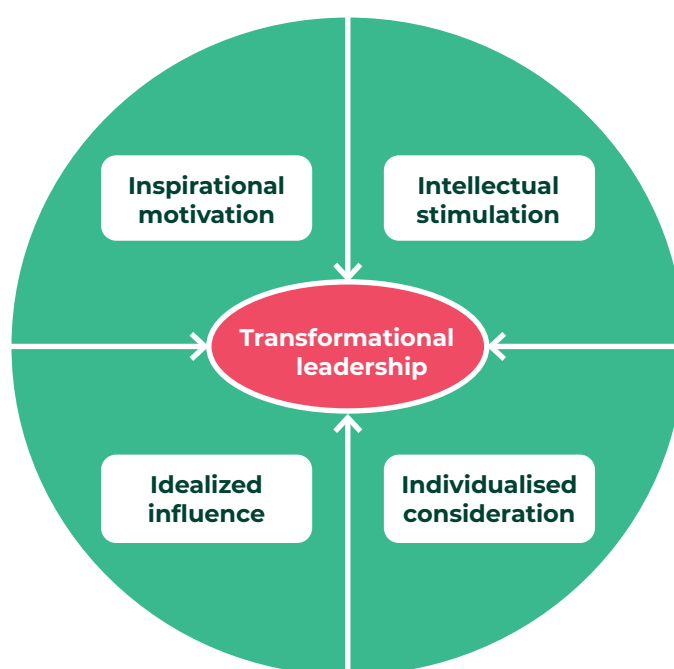
## Transformational leadership

Transformational leadership is a leadership theory that was first introduced by James MacGregor Burns in his 1978 book *Leadership*. Burns developed this theory to describe a leadership style that goes beyond transactional exchange to inspire and motivate followers to achieve exceptional results.

Transformational leaders inspire and motivate their followers by presenting a compelling vision of the future. This vision can ignite enthusiasm and commitment, making people feel that their work has purpose and meaning.

Transformational leaders empower their followers, providing them with the autonomy to make decisions, take risks, and be creative. This fosters a sense of ownership and personal growth.

Transformational leadership is best suited to workplaces and individuals with certain personality traits and needs. While transformational leadership can be highly effective in many contexts, it may not be the best fit for all situations or for leaders and staff who prioritise clarity, structure or risk minimisation.



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## Servant leadership

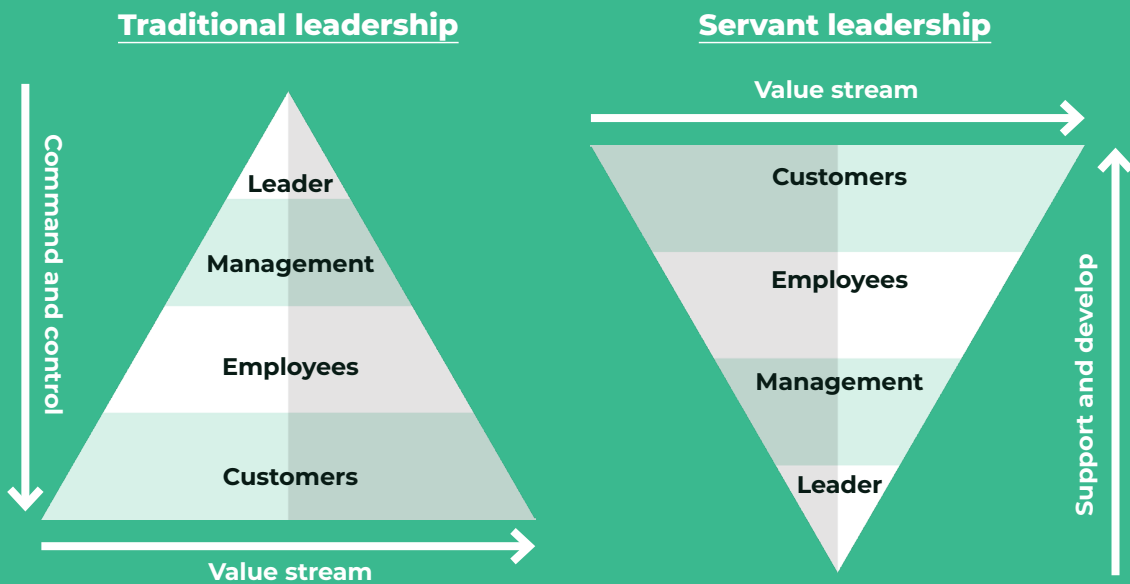
The concept of servant leadership was initially introduced by Robert K Greenleaf in his 1970 essay “The Servant as Leader”.

Servant leadership is a leadership philosophy that emphasises serving others as the primary role of a leader. Servant leaders prioritise the well-being and development of their followers, creating a supportive and empowering work environment.

Servant leadership is often appreciated by individuals who value collaborative, people-focused and community-oriented leadership.

Servant leadership may be less suitable for organisations that have a rigid environment or a competitive culture, or for crisis situations or situations with a short-term focus.

## Traditional vs servant leadership



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## Followership

Followership theory is a concept that focuses on the role of followers in the context of leadership.

It recognises that leadership is not solely about those in authoritative positions but also about the active and critical role played by followers.

Followership theory emphasises that followers have their own skills, motivations and abilities, which can greatly affect the effectiveness of leaders. It challenges traditional hierarchies by acknowledging the potential for followers to influence leaders and the organisation's direction.

Effective followers can contribute to problem-solving, innovation and the achievement of organisational goals. They provide constructive feedback, exhibit initiative, and challenge leaders when necessary.

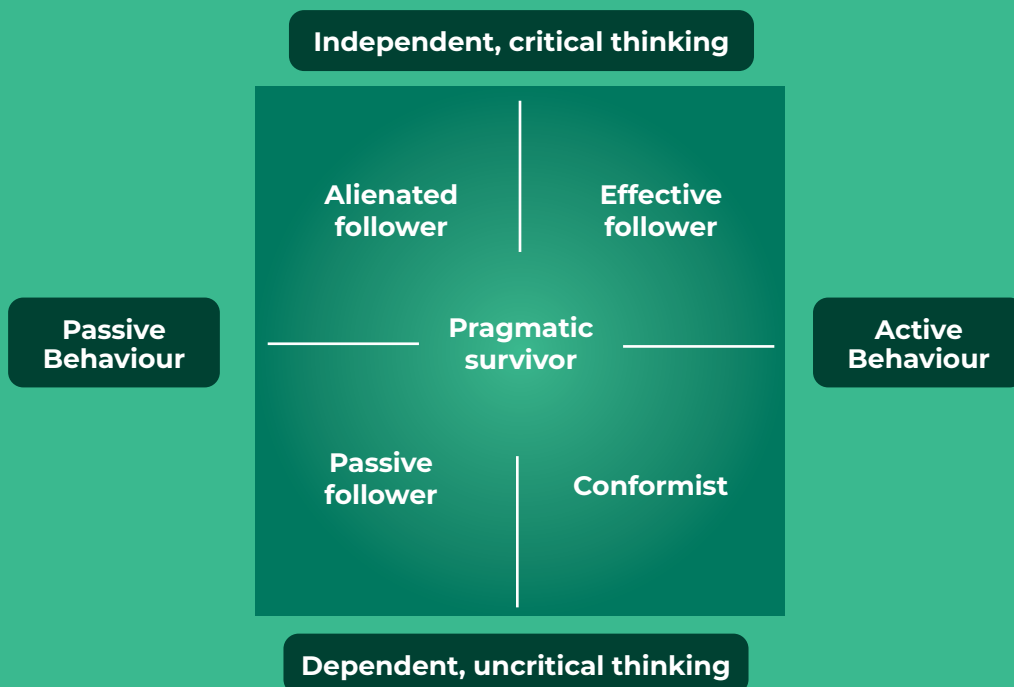
In turn, effective leaders recognise and value the contributions of their followers and create an environment where followers' skills and talents can flourish.

## **Breakout question:**

**What does being a good follower mean to you?**

**How have you been a good follower or experienced a good follower as a leader?**

## **Kelley's five followership styles**



## **Analysing followership styles**

**Which followership style resonates with you in your current leadership situation?**

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**What changing elements might prompt a different followership style?**

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**Can you identify other followership styles in your current work environment?  
How do they affect your leadership?**

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**Think about your followers (those you manage). Can you identify specific traits that align them with particular followership styles?**

# Notes on leadership theory

A series of horizontal dotted lines for taking notes.

# 02 Leadership and management

## Leadership Compared with Management

Leadership is the art of influencing and inspiring people to pursue a shared vision or goal. It's about guiding and motivating individuals to achieve their full potential, often by setting an inspiring direction and fostering commitment. Leaders focus on strategy, vision, innovation, and adapting to change, emphasising long-term results.

Management is the science (art?) of planning, organising, and controlling resources and processes to achieve specific objectives.

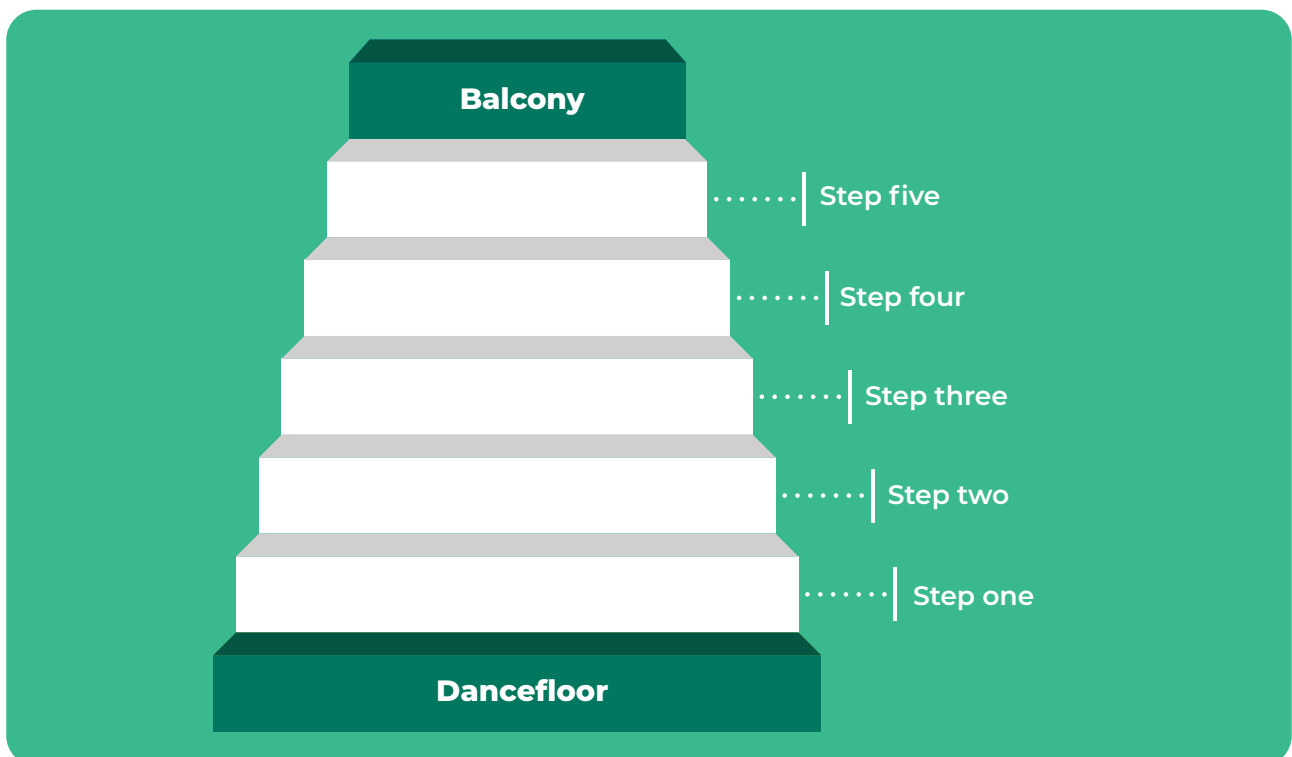
Management involves dealing with day-to-day operations, organising tasks, ensuring efficiency, and maintaining stability. Managers concentrate on processes, structures, and short-term results, often maintaining the status quo and minimising risks.

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## Your steps from the dancefloor to the balcony

The dancefloor is a place for gaining an understanding of the key operational tasks and day-to-day aspects of the organisation. For leaders, it's important to have a broader perspective that is more strategic. This perspective is possible only from the balcony.

Try to identify five steps you need to take, or factors you need to consider, to be able to effectively move from the dancefloor to the balcony.



# Connecting leaders

Associate Professor Zahira Jaser of the University of Sussex Business School, writing in *Harvard Business Review* in 2021, identified four types of “connecting leaders” – that is, leaders who connect boards or executive leaders with frontline staff, or leaders who connect the balcony with the dance floor.

## Four types of connecting leaders and practices

Connecting leader	Practice	Main risk	Mitigator
<b>Janus</b>	Empathizing with both sides	Burnout and emotional labor	Coaching and psychological support
<b>Broker</b>	Negotiating with both sides to bring them together	Senior colleagues' lack of availability	Embracing a culture of transparency and humility
<b>Conduit</b>	Speaking up for others	Exposing oneself personally to the top	Fostering a culture of psychological safety
<b>Tightrope walker</b>	Critical thinking and appraising both sides of dilemmas	Cognitive overload, confusion, and being slow to action	Encouraging safe critical-thinking spaces for peer discussions

Choose a type of connecting leader you identify with:

In what way have you faced a type of risk as listed in the grid?

What action can you take to mitigate that risk?



## Getting things done versus micromanagement

When have you felt micromanaged in your work?

What did it feel like?

What is one thing you can do to reduce your micromanagement or prevent it?

Scaffolding refers to a learning process in which a manager supports a staff member with information, guidance and modelling, then gradually removes these supports as the staff member develops their own learning. When might it be appropriate to provide scaffolding?

## **Influence and authority**

Influence is not tied to a job title. Authority is tied to a position in a hierarchy. Both are related to power.

### Breakout question:

What are the differences between using authority in an organisation and using influence?

## The monkey on your back

Consider the tasks and responsibilities you listed during the group activity.

Name one monkey on your back.

What is the origin of the monkey?



Who should own the monkey?



How will you give it to that person?



How will you know they have kept hold of it?



## **Group dynamics**

### **Communicating through disagreement**

Consider a problem or potential weakness in a project, program, product or policy you have heard about or recognised within your workplace or team.

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**Who could you talk to, and get input from, about what the problems might be?**

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**How can you ensure that you do not take the input personally?**

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**How can you prevent yourself from being defensive?**

## **Developing your people**

What are three things you could do to develop the people in your team?

1.

2.

3.

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## **Working with the board**

How does what you do, or what you report on, connect with the organisation's strategy and direction?

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What additional analysis and interpretation of the data can you offer the board or CEO?

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What data can you share to demonstrate to the board and CEO how the organisation is faring?



## 03 Leadership and ethics

***“Ethics is knowing the difference between what you have a right to do and what is right to do.”***

*Justice Potter Stewart, US Supreme Court 1958–1981*

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Governance is intricately connected to leadership. An ethical approach to governance should:

- set out the fundamental **principles** that should guide the actions of not-for-profit organisations, and the boards and committees that govern them, and the employees and volunteers who work for them
- set out the **standards** that those who deal with these organisations can expect of them, and their employees and volunteers
- require these organisations to build these aspirations into their **day-to-day operations**, including monitoring and reporting standards, recognition and rewards for compliance, and penalties and sanctions for breaches.

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***“It’s easy to dodge our responsibilities, but we cannot dodge the consequences of dodging our responsibilities.”***

*Josiah Stamp (1880–1941), industrialist, civil servant,  
Bank of England director*

## Values

What are the values of your organisation?

How do you demonstrate these values through your leadership?

Values			
Demonstrated by			

What are three ways you can create an environment where mistakes are used as learning opportunities?

1.

2.

3.

# Notes on leadership and ethics

A series of horizontal dotted lines for taking notes.



# 04

# Leadership through strategy and culture

## Leadership through strategy

*“The best way to predict the future is to create it.”*

*Peter Drucker (1909–2005),  
management consultant and theorist*

### SWOT Analysis

	Helpful	Harmful
Internal	<b>S</b> Strengths	<b>W</b> Weaknesses
External	<b>O</b> Opportunities	<b>T</b> Threats

# PESTLE Analysis



How might changes in these areas affect your strategic plans?

<b>Political</b>	
<b>Environmental</b>	
<b>Social</b>	
<b>Technological</b>	
<b>Legal</b>	
<b>Environmental</b>	

## Strategy on a page

Vision / mission / both

Theme #1	Theme #2	Theme #3	Theme #4
a) activities / initiative b) activities / initiative c) activities / initiative d) activities / initiative	a) activities / initiative b) activities / initiative c) activities / initiative d) activities / initiative	a) activities / initiative b) activities / initiative c) activities / initiative d) activities / initiative	a) activities / initiative b) activities / initiative c) activities / initiative d) activities / initiative
Value	Value	Value	Value

## Leadership through culture

***“Culture eats strategy  
for breakfast”***

*attributed to Peter Drucker*

***“In a world that’s now particularly  
volatile, uncertain, and complex,  
crafting and pursuing a top-down and  
linear strategy is rather pointless.***

***Which company could have predicted  
the Covid pandemic? Or put together a  
detailed strategy that could survive the  
consequences of the war in Ukraine?***

***What teams need is a guiding frame  
to be effective and energised when the  
unexpected invariably happens.”***

*Hubert Joly (1959–), Harvard Business School lecturer*

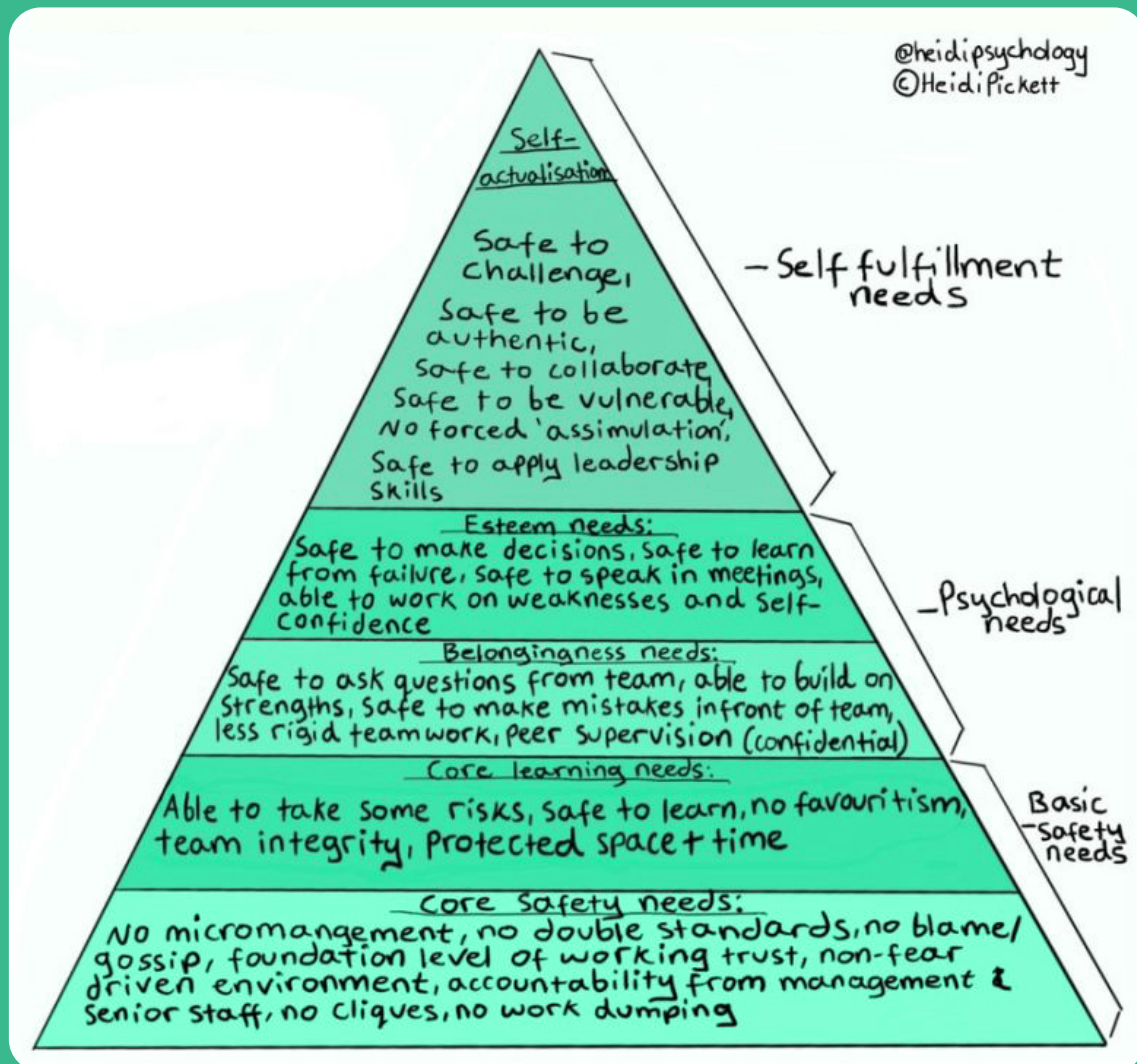
# Psychological safety

Psychological safety is written about extensively by Amy Edmonson.

*“Often in meetings, I will ask people when we’re discussing an idea, “What did the dissenter say?” The first time you do that, somebody might say, “Well, everybody’s on board.” Then I’ll say, “Well, you guys aren’t listening very well, because there’s always another point of view somewhere and you need to go back and find out what the dissenting point of view is.”*

Amy Edmonson, *The Fearless Organisation*

## Psychological safety hierarchy of needs at work



## In the room: setting the scene for psychological safety

Tick the items you aim to implement in the coming month.

- Avoid sitting at the head of the table
- Create warmth and informality
- Model vulnerability
- Ask before advocating
- Reward challenges to the status quo
- Push back with humor and enthusiasm
- Buffer strong personalities
- Give targeted praise

### Culture building



**Culture of  
busy-ness**



**Culture of  
innovation**

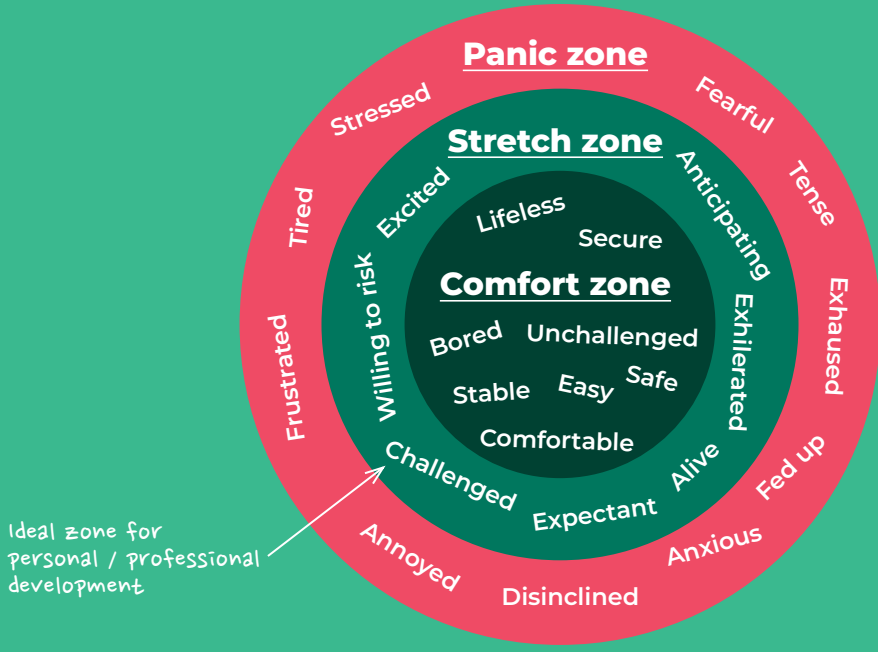


**Learning  
culture**



**Clique  
culture**

# The learning zone



What kind of culture do you have?

What kind of culture do you aspire towards?



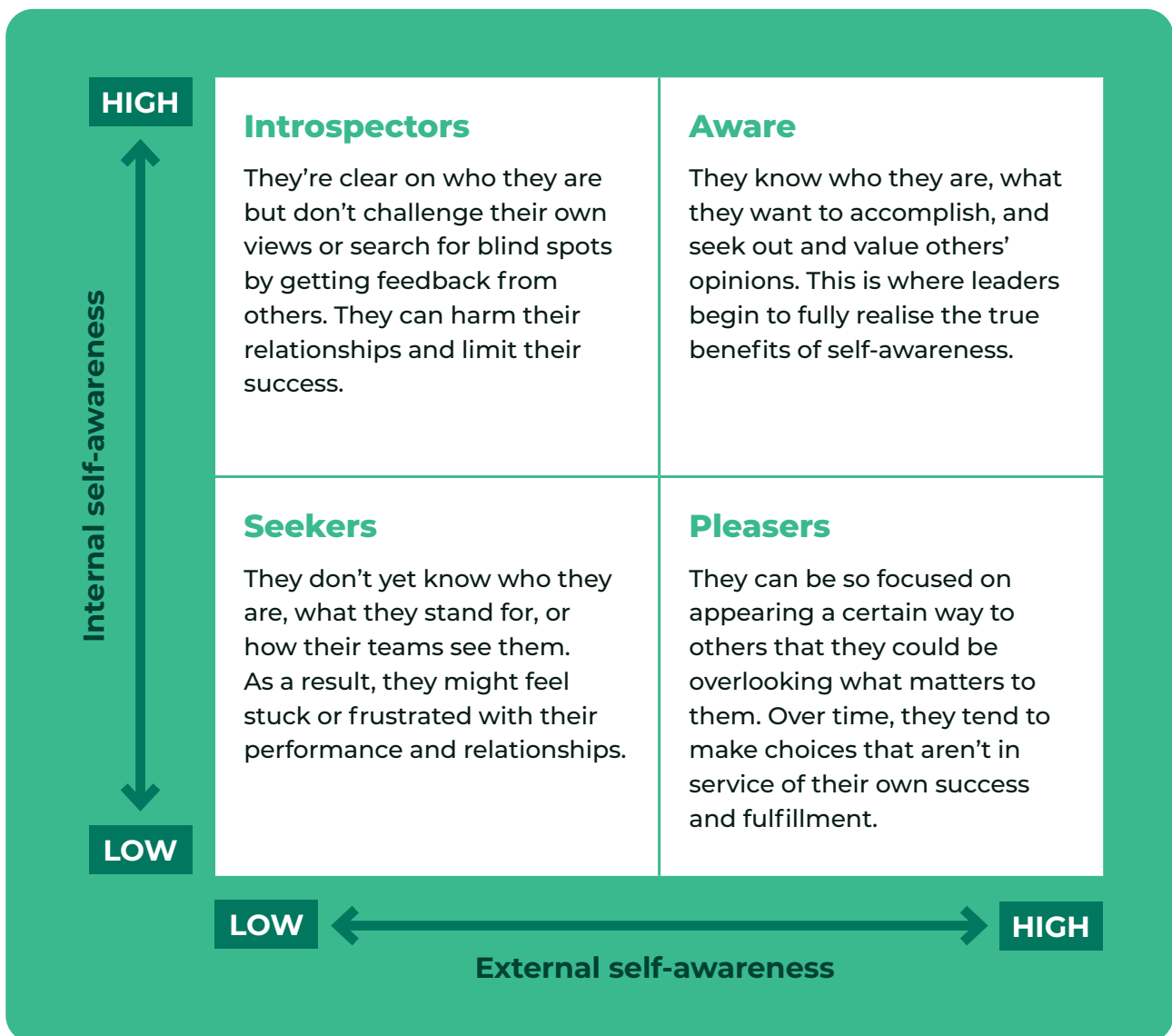


# 05 Leadership and yourself

US organisational psychologist Dr Tasha Eurich wrote about self-awareness and what it really means for *Harvard Business Review* in 2018.

## The four self-awareness archetypes

This 2x2 maps internal self-awareness (how well you know yourself) against external self-awareness (how well you understand how others see you).



## **Self-awareness**

Consider your own self-awareness. How can you take steps towards being more aware?

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Pay attention to how you are feeling when you hear feedback or perceived threats. Record what you find out here.

## **Burnout symptoms**

### **Physical Symptoms:**

- Chronic fatigue & low energy.
- Frequent headaches or physical complaints.
- Weakened immune system, leading to more illnesses.

### **Emotional Signs:**

- Persistent feelings of cynicism, detachment, or numbness.
- Increased irritability, mood swings, or heightened emotional reactions.
- A sense of hopelessness or helplessness.
- Decreased self-esteem and self-efficacy.

### **Cognitive Indicators:**

- Difficulty concentrating and making decisions.
- Memory problems and forgetfulness.
- Reduced creativity and problem-solving abilities.

### **Behavioral Changes:**

- Withdrawal from social activities and relationships.
- Increased absenteeism or reduced productivity at work or school.
- Neglecting self-care and personal responsibilities.
- Changes in sleep patterns (insomnia or oversleeping).

### **Interpersonal Issues:**

- Strained relationships with colleagues, friends, or family.
- Decreased empathy and compassion.
- Isolation and avoidance of social interactions.

## Stress symptoms

Are you currently experiencing any of these symptoms?

Notice if you tick more boxes in one category than another.

### Physical Symptoms:

- Muscle tension, headaches, clenched teeth
- Low energy
- Stomachaches or diarrhea
- Rapid heartbeat or increased sweating
- Skin breakouts

### Emotional Signs:

- Feelings of irritability, anger, or frustration.
- Anxiety, nervousness, or restlessness.
- Sadness or a low mood.
- Overwhelm and difficulty relaxing

### Interpersonal Issues:

- Agitated
- Short-tempered
- Social withdrawal

### Cognitive Indicators:

- Racing thoughts
- Difficulty concentrating
- Forgetfulness
- Self-doubt
- Narrow-focused
- Can't prioritise
- Feel powerless/victim
- Indecisive

### Behavioral Changes:

- Changes in eating patterns (overeating or loss of appetite).
- Sleep disturbances (insomnia or excessive sleeping).
- Increased use of alcohol, tobacco, or other substances.
- Procrastination or avoidance of responsibilities.
- Stop exercising

Extreme stress can lead to mental ill health. If you feel in need of professional help, please consider approaching your organisation about its Employment Assistance Program or contacting Lifeline Australia: <https://www.lifeline.org.au/>

## Responding to stress symptoms

### Physical

- exercise
- healthy diet
- adequate sleep
- breathing exercises

### Interpersonal

- make an effort to connect with friends and colleagues

### Cognitive

- mindfulness meditation
- Positive self-talk
- time-management steps
- limit access to technology

### Emotional

- seek professional help
- listen to music

### Behavioural

- set boundaries for work time, screen time etc
- pursue a hobby or activity that brings joy

**List one goal for next month regarding your own wellbeing.**

Why is this important to you?

What action will help you achieve your goal?

How will you implement the action?

# Notes on leadership and yourself

A series of horizontal dotted lines for taking notes.

# 05 Leadership and change

## Changes that NFPs can face

### Outside our control

- Covid
- Hybrid working culture in the wider community
- The weather
- Political landscape
- The economy

### What else?

### In our control

- Who our key stakeholders are
- Which programs we deliver
- What technology we use
- Where our office is
- The mission of our organisation

### What else?

**Consider a change you are considering for your workplace or team. It could be a slight change of behaviour or it could be a new product, or anything in between.**

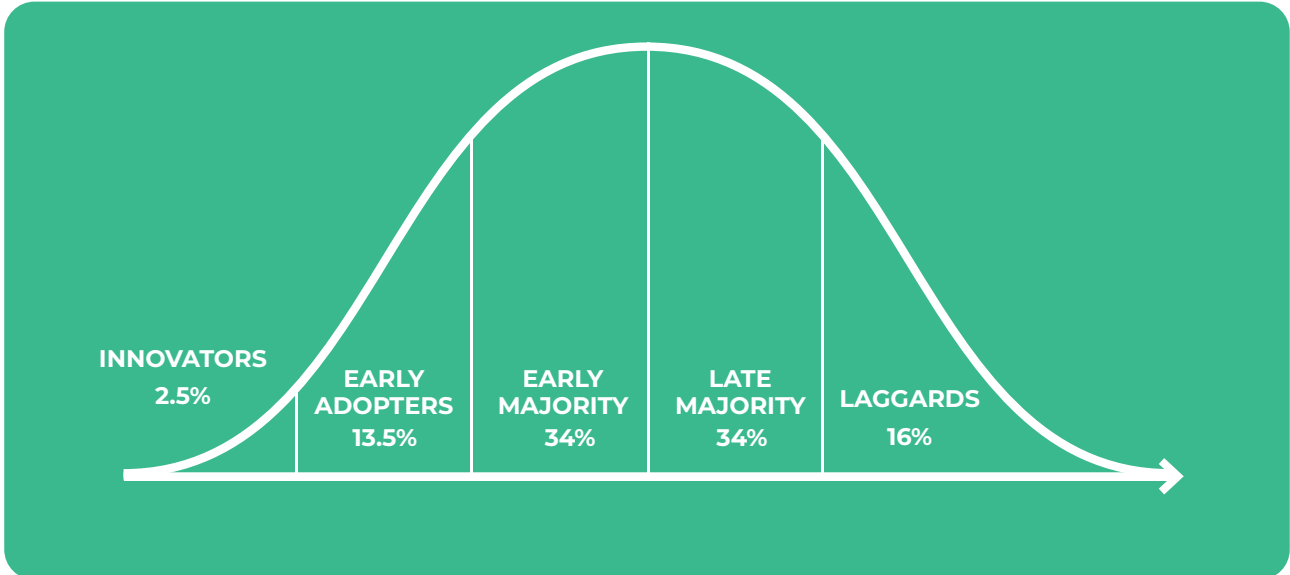
**We will walk through this change in the following pages.**

What is the problem you are seeking to solve?

Why is this change helpful for your team or organisation?

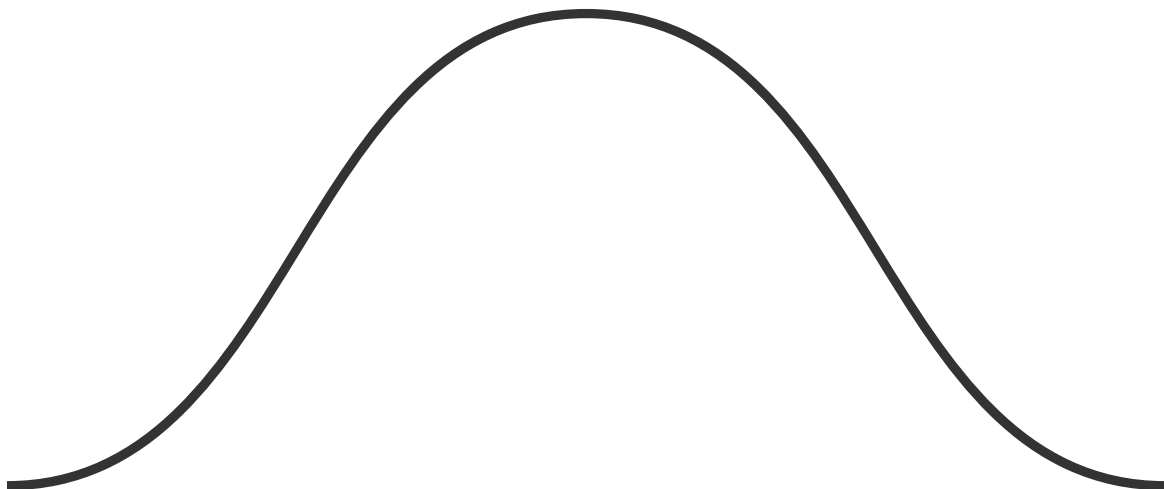
# Diffusion of innovations

US communication theorist and sociologist Everett Rogers popularised the “diffusion of innovations theory” in his book of the same name in 1962, and reprised it in 1995.



<https://www.enablersofchange.com.au/what-is-the-diffusion-of-innovations-theory/>

**Think about the change you are considering. Write down who might fit into each section of the curve.**





# SCARF model

The SCARF model was designed in 2008 by author Dr David Rock, who holds a doctorate in the neuroscience of leadership.

SCARF	Activates threat response	Activates reward response
<b>Status</b>	<ul style="list-style-type: none"> <li>• Performance review</li> <li>• Feeling left out</li> <li>• Feeling a perception of illegitimacy</li> <li>• Unsolicited advice</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback</li> <li>• Public acknowledgement</li> <li>• Promotion</li> <li>• Monetary reward</li> <li>• A team win/recognition</li> </ul>
<b>Certainty</b>	<ul style="list-style-type: none"> <li>• Prospect of change</li> <li>• Not knowing what people expect of you</li> </ul>	<ul style="list-style-type: none"> <li>• Clear goals and expectations</li> </ul>
<b>Autonomy</b>	<ul style="list-style-type: none"> <li>• Pressure to conform to team norms</li> <li>• Forced or pressured to take leave</li> <li>• Micromanagement</li> </ul>	<ul style="list-style-type: none"> <li>• Providing choices</li> </ul>
<b>Relatedness</b>	<ul style="list-style-type: none"> <li>• Feeling excluded</li> <li>• Feeling disappointed in someone</li> <li>• Internal competition is fostered</li> </ul>	<ul style="list-style-type: none"> <li>• Experiences that enable people to talk with one another</li> </ul>
<b>Fairness</b>	<ul style="list-style-type: none"> <li>• Feeling discriminated against</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency about how decisions are made</li> </ul>

**Consider a change you would like to implement. Think about how the SCARF model could help someone who will need to adopt this change, who may not take to it quickly.**

SCARF	Activates threat response	Activates reward response
<b>Status</b>		
<b>Certainty</b>		
<b>Autonomy</b>		
<b>Relatedness</b>		
<b>Fairness</b>		

# Model for managing complex change

Vision	Skills	Incentives	Resources	Action Plan	=	Success
Vision	Skills	Incentives	Resources	Missing	=	False Starts
Vision	Skills	Incentives	Missing	Action Plan	=	Frustration
Vision	Skills	Missing	Resources	Action Plan	=	Resistance
Vision	Missing	Incentives	Resources	Action Plan	=	Anxiety
Missing	Skills	Incentives	Resources	Action Plan	=	Confusion

Adapted from Knoster, T. (1991) Presentation in TASH Conference, Washington, D.C. Adapted by Knoster from Enterprise Group, Ltd.

Consider the Knoster model for managing complex change, and watch the video at [www.whittakercpas.com](http://www.whittakercpas.com).

**How can you ensure you have all these inputs in place to effectively manage the change you are considering?**

Vision

Skills

Incentives

Resources

Action plan

# Premortem

A premortem is a strategy that will help you prepare for every twist and turn. Think about what could happen in managing change - good or bad - and make a plan before it starts.

**PREMORTEM: BRAND STYLE GUIDE REFRESH**

<p><b>WHAT WILL KEEP OUR PROJECT ON TIME?</b></p> <ul style="list-style-type: none"> <li>Alison! PUSHING FOR TIMELY FEEDBACK</li> <li>Trello Keeping Trello board updated</li> </ul>	<p><b>WHAT DO WE ALREADY HAVE THAT THIS PROJECT NEEDS?</b></p> <ul style="list-style-type: none"> <li>## FOR PHOTOS</li> <li>Awesome Team!</li> <li>Senior team's trust</li> <li>Agreement to follow AP style guide</li> </ul>	<p><b>WHAT ARE YOU EXCITED ABOUT?</b></p> <ul style="list-style-type: none"> <li>THIS TEAM!!</li> <li>Photo Shoot</li> <li>the launch</li> <li>fresh brand colours!</li> </ul>
<p><b>WHAT COULD CAUSE US TO MISS OUR DEADLINE?</b></p> <ul style="list-style-type: none"> <li>VP reviews SLOW or delayed review process</li> <li>BOARD INPUT &amp; EDITS</li> <li>Bad Weather on Photo shoot</li> </ul>	<p><b>LESSONS LEARNED</b></p> <ul style="list-style-type: none"> <li>communication is key!</li> <li>KEEP STAFF INFORMED</li> <li>ASSUME good intentions</li> </ul>	<p><b>WHAT ARE YOU WORRIED ABOUT?</b></p> <ul style="list-style-type: none"> <li>Nothing!</li> <li>STAFF COMMUNICATION &amp; TRAINING</li> <li>staff training</li> <li>Keeping staff up-to-date</li> </ul>
<p><b>WHAT DOES THIS PROJECT NEED THAT WE DON'T HAVE?</b></p> <ul style="list-style-type: none"> <li>PHOTO SHOOT MODEL WAIVER</li> <li>Gimbal</li> <li>Junior copywriter</li> </ul>		
<p><b>TO DISCUSS:</b></p>		

**Example of a team's sticky notes from an in-person Premortem meeting.**

Refer to Gary Klein's article "Performing a Project Premortem" in *Harvard Business Review*, September 2007: <https://hbr.org/2007/09/performing-a-project-premortem>.

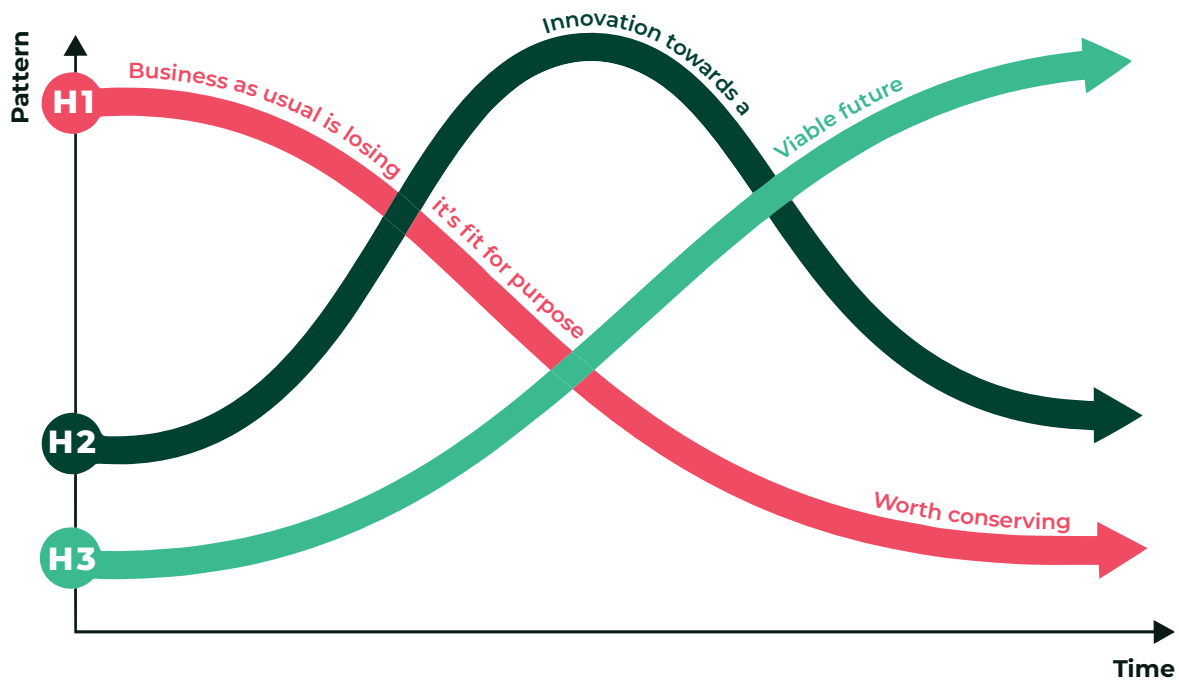
<p><b>What will keep your change happening the way you want it to?</b></p>	<p><b>What do we already have that this change needs?</b></p>	<p><b>What are you excited about?</b></p>
<p><b>Lessons learnt</b></p>		
<p><b>What could cause your change to stall?</b></p>	<p><b>What does this change need that we don't have?</b></p>	<p><b>What are you worried about?</b></p>
<p><b>To discuss:</b></p>		

# Three horizons

This framework helps leaders to think about paying attention to all three horizons, which are defined by when money is invested, and how much.

It highlights the risks of investing only in business as usual.

It offers a model for thinking about transformation in a way that balances current needs with future opportunities.



**Consider the change you are seeking to make. This change will be your “context”.**

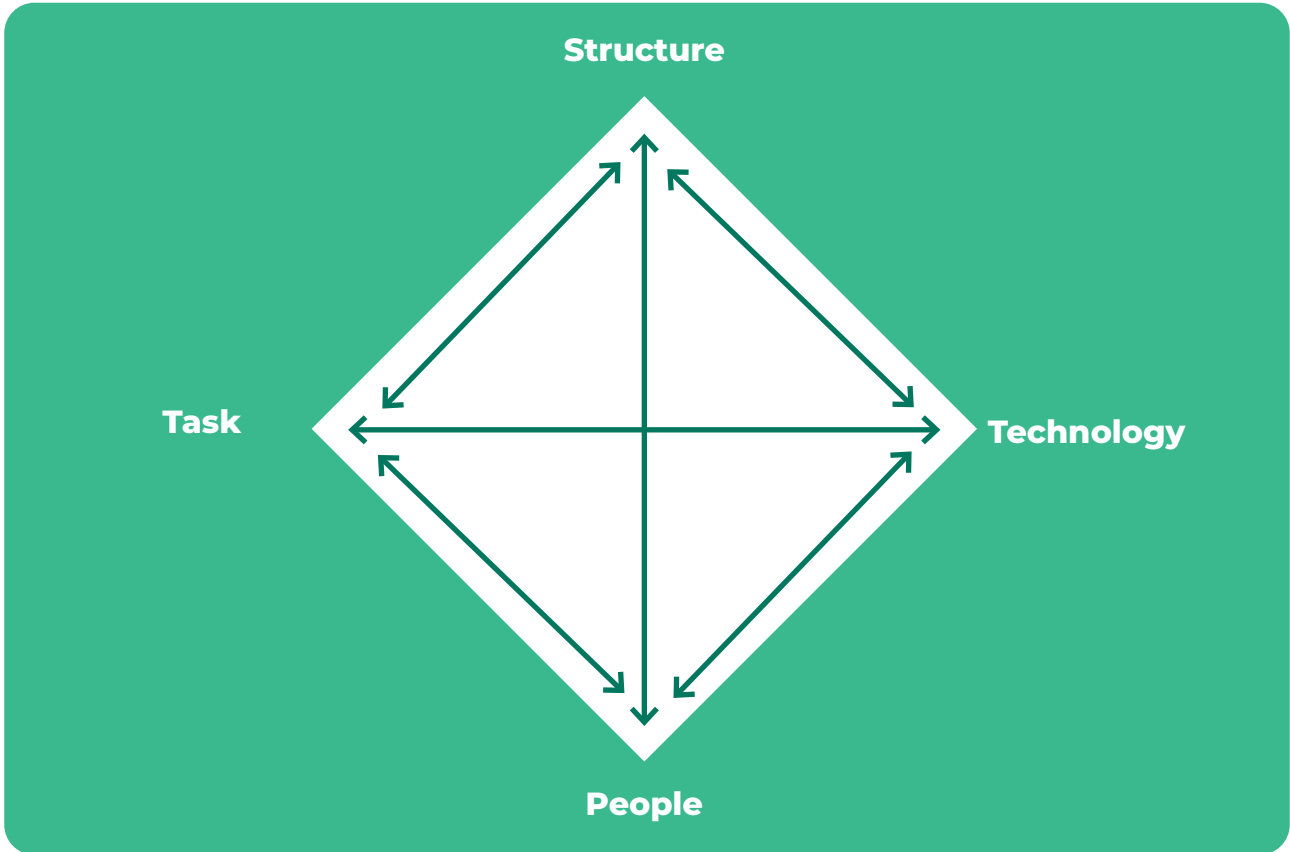
**Horizon one:** In this context, what are you most known for right now, in your team or organisation?

**Horizon two:** In this context, what is an opportunity that could be great in the future but needs lots of time and money invested in it right now?

**Horizon three:** In this context, what is a future possibility that you might want to explore?

# Diamond theory

US management psychologist Harold Leavitt developed the theory known as Leavitt's Diamond in the 1970s but it has been adapted in many ways since then, for different sectors.



## Notes on leading through change

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# Next steps



## Congratulations on completing Leading for transformation.

Throughout this workbook, we have asked you a number of questions to prompt you to reflect on your leadership style and practice. We would like you to go back through your notes over the next few days and try to answer those questions so that you can consolidate your learning.

We encourage you to complete the accompanying leadership poster and keep it somewhere visible to remind yourself of the leader you aspire to be.

We wish you all the best!



## **Institute of Community Directors Australia**

The Institute of Community Directors Australia (ICDA) is the best-practice governance network for the members of Australian not-for-profit and government boards and committees, and the senior staff who work alongside them – providing ideas and advice for community leaders.

**<https://communitydirectors.com.au>**