BUILDING DISTRIBUTED LEADERSHIP IN DESIGNING & IMPLEMENTING WIL

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LP 9-1222

LESSONS LEARNT: IDENTIFYING SYNERGIES in DISTRIBUTED LEADERSHIP PROJECTS
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DISTRIBUTED LEADERSHIP MATRIX
ACTION SELF ENABLING
REFLECTIVE TOOL

CONSOLIDATION PROJECT-UNIVERSITIES

- **RMIT University (Lead)**

*Developing Multi-level Leadership in the Use of **Student Feedback** to Enhance Student Learning and Teaching Practice*

Partners:

- **Australian Catholic University**

*Development of Distributed Institutional Leadership Capacity in **Online** Learning and Teaching*

- **Macquarie University**

***Leadership and Assessment**: Strengthening the Nexus*

- **University of Wollongong**

*Distributive Leadership for Learning and Teaching: Developing the **Faculty Scholar Model***

AIMS -TO

- *identify the synergies between the outcomes of four ALTC Projects funded as Institutional Leadership (Distributed) Grants*

- *develop an Institutional Leadership - Distributed Leadership Matrix (DLM) - of contextual conditions and leadership skills needed to achieve an effective distributed leadership process.*

- *develop a flexible self-evaluative tool (SET)to encourage and support a distributed leadership approach to learning and teaching improvements.*

Project Aims to:

- *identify a common understanding of how distributed leadership is conceptualised and practised*

Distributed Leadership: Project Description

Action by *many people* working *collectively* across the institution to build leadership capacity in learning and teaching.

*Differs from other, more traditional, approaches to building leadership capacity in which the **traits, skills and behaviours in individuals** identified as leaders is emphasised*

Questions that have arisen during the project:

1. What is the nature of the relationship between those in formal leadership positions and those involved in a DL process that do not have designated leadership roles?

2. How to you develop an approach to DL that is flexible enough to deal with the diversity of Institutional settings?

DISTRIBUTED LEADERSHIP MATRIX

- Dimensions of DL:
  - Context for DL

  - Culture in which DL is developed

  - Change

  - Relationships that are developed

  - Activity that is undertaken.

- Elements of Dimensions
  - Influence rather than power

  - Autonomy rather than control

  - Interdependence between levels & functions

  - Collective rather than individual

  - Shared purpose through cycles of chnage

DISTRIBUTED LEADERSHIP MATRIX

- Inputs
  - Encourage involvement of people

  - Create supportive processes

  - Develop shared leadership

  - Resource collaborative activities

  - Support individual participation

The Distributed Leadership Matrix 'A' - Dimensions and Inputs

Inputs (required to move towards DL) (X Axis)	Dimensions (and elements) of Distributed Leadership (Y axis)				
	Context *From power to influence*	Culture *From control to autonomy*	Change *From top-down to interdependent, multi-level and bottom-up*	Relationship *From individual to collective identity*	Activity *Shared purpose through cycles of change*
Encourage Involvement	Move from regulation to trust	Value staff expertise identified in university vision and strategy	Policy influenced by practice at multi-levels and multi-functions	Create opportunities for self-identification of participants as leaders as well as teachers/scholars	Establish action research cycle with identified plan, role, activity timetable and responsibilities
Create Process	Formal leaders to support informal leaders	Develop culture of respect for expertise	Introduce opportunities for practice to influence policy	Encourage collaborative groups e.g. CoPs action research teams	Development of action research cycles and reflective practice techniques and tools
Develop Shared Leadership	Formal leadership training to include DL	Encourage representation on decentralised committees	Senior Exec. support involve all stakeholders	PD workshop on of DL opportunities for dialogue and networking	Encourage reflective practice as methodology
Resource Collaborative opportunity	Time and finance for collaborative activities	Leadership contribution recognised	Mentor and facilitate collaboration	Encourage regular meetings (Face-to-Face and online) & cross university networking	Fund time for reflective activities
Support engagement	Work-plans identify contribution	Leadership contribution rewarded	Systems and infrastructure support	Diagnostic tool to demonstrate outputs	Skilled facilitators for PAR process

DISTRIBUTED LEADERSHIP MATRIX

- Values
  - Trust
  - Respect
  - Recognition
  - Collaboration
  - Reflective Practice

DISTRIBUTED LEADERSHIP MATRIX

- Practices
  - Action based on self-in-relation to others
  - Socially interactive
  - Engage in dialogue
  - Connect with others

Distributed Leadership Matrix 'B'-Values and Practices

Practices of leadership (X Axis)	Values for Distributed Leadership (Y axis)				
	Trust not regulation	**Respect** for expertise	**Recognition** of leadership capabilities	**Collaboration** as 'conjoint agents'	**Reflective Practice** for continuous change
Self-in-relation	Not ego-centric	Adaptable -open to new idea, ambiguity & change authentic credible	Mentor encourage	Forthright but flexible	Reflective as individual and group
Social interactions	Proactive resilient	Recognise peers	Willing to share philosophies	Beyond self interest	Critique not critical
Dialogue through learning conversations	Represent issues not positions	L&T expert	Accept free ranging discussion	Willing to listen, good communicator	Share goals
Growth-in-connection	Accept responsibility, work independently	Work outside comfort zone	Forthright but flexible	Accept shared goals, not authoritarian	Focus on growth-fostering outcomes

Action Self Enabling Reflective Tool (ASERT)

ASERT consists of:

- an Action Self Evaluating Taxonomy (ASET)

And

- an Action Research (AR): Reflective Collaborative approach

Action Self Enabling Reflective Tool (ASERT) for DL
Part 1: Action Self Evaluating Taxonomy (ASET)

Criteria for Distributed Leadership (X Axis)	Dimensions and Values to enable development of Distributed Leadership (Y Axis)			
	CONTEXT Trust	CULTURE Respect	CHANGE Recognition	RELATIONSHIPS Collaboration
People are involved	Expertise of individuals is used to inform decisions	Individuals participate in decision making	All levels and functions have input into policy development	Expertise of individuals contributes to collective decision making
Processes are supportive	Shared leadership is demonstrated	Decentralised groups engage in decision making	All levels and functions have input into policy implementation	Communities of Practice are modeled
Professional development is provided	DL is a component of leadership PD	Mentoring for DL is available	Leaders at all levels proactively encourage DL	Collaboration is facilitated
Resources are available	Space, time & finance for collaboration are available	Leadership contribution is recognised and rewarded	Flexibility is built into infrastructure and systems	Opportunities for regular networking are supported

Step one: Identify the Institutional level targeted for a DL approach

Step two: Identify a Criteria from the ASET

Step three: Identify a Dimension (value) related to the chosen criteria from the ASET

Step four : Reflect on the extent to which the identified Action proposed in the cell that intersects the chosen Criteria and Dimension occurs currently in your institution

Step five : Reflect on future activity that could be taken to achieve this Action outcome using reflective prompts.

Step six :Reflect on how to ensure that activity proposed from steps four to five is consistent with the achievement of other desired Actions identified in the ASET

Step seven: Identify a plan of activity to achieve to desired Action outcome

Step eight: Repeat Steps Two to Six for each Criteria and related Dimension

ACTIVITY

Using the ASERT and a CELL within the ASERT, each person has 1 minute to explain to others on your table:

1. To what extent do you think the identified action occurs currently within your institutions in relation to WIL? Provide an example.

2. Identify one action that you think your institution could take to identify existing opportunities for WILthat have not been taken advantage of, or identify new opportunities

RULES FOR CIRCULAR RESPONSE DISCUSSION:
- *No one may be interrupted while speaking*
- *No one may speak out of turn in the circle*
- *Each person is allowed only ONE minute to speak*
- *Each person must begin by paraphrasing the comments of the previous discussant*
- *Each person, in all comments, must strive to show how his or her remarks relate to the comments of the previous discussant.*
- *After each discussant has had a turn to speak, the table is opened for general reactions, and the previous ground rules are no longer in force.*

ACTIVITY

GROUP FEEDBACK REFLECTION:
Based on your discussion, how workable do you think this ASERT could be in assisting institutions to implement a DL process to build leadership capacity in L&T? What suggestions do you have to improve its workability?