



Leadership development in a moving context

Tom Short
Research Fellow – CRC for Rail Innovation
University of South Australia

Established and Supported under Australia's Cooperative Research Centres Programme



About the research

Workforce development program


Leadership and management development in the Australian Rail Industry

- Two year project (2009-2011)
- Six organisations
- Five States
- 75 percent of industry
- Mixed methods – comparative data
- Case studies, interviews and surveys
- Identify a capability framework

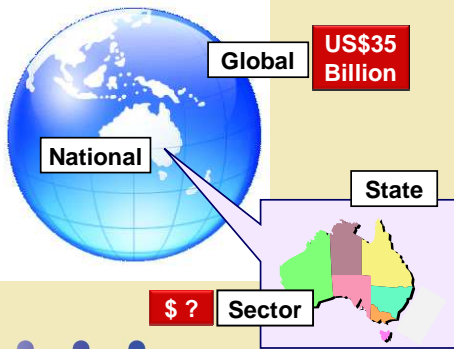


Background issues

- Environmental pressures
- Investment in infrastructure
- Harmonisation ideology
- Increasing complexity
- Internal/ external interface
- Organisational context
- Identity of the rail industry



A change in focus ...



The diagram illustrates a shift in focus from Global (US\$35 Billion) to National, State, and Sector (\$?) levels. A globe is shown with a callout to 'National', and a map of Australia is shown with callouts to 'State' and 'Sector'.



Rail strategic goals

- Cost advantage
- Reductions in waste
- Productivity improvements
- Sharing services - synergies
- Building partnerships
- Innovation and new ideas
- Transferability of skills
- Benchmarking of quality
- Sustained growth



Why leadership?

- 'Leadership is the most compelling priority of our time'
- 'Leadership is about dealing with change, the unexpected and being adaptable'
- 'Management, as a concept, has to be re-defined to meet the requirements of today's workplace'
- 'Revolutionary goals - evolutionary steps'
- 'Leadership does not belong to managers, it take place everywhere'

*Professor Gary Hamel – Harvard/ London School of Economics
<http://www.cipl.co.uk>*

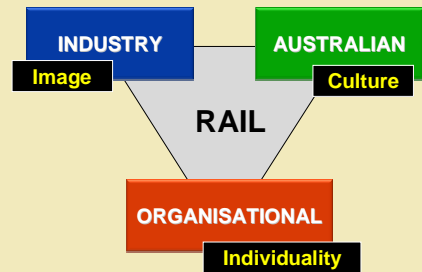


Leadership studies

- Endless fascination and research
- Huge global market for the silver bullet
- Universal – contingency – complexity
- Competencies vs. attributes
- Management vs. leadership
- The value of an MBA
- Anglo/ American ideology
- High impact on business performance
- Generative leadership ...
...the emergence of context



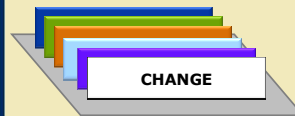
Contextual environment



Training framework



A new leadership landscape



The Leadership Trust, 2009



Blending concepts


Organisational commitment						
Content and structure						
Program delivery						
Assessment and evaluation						
	Globalisation	Generational	Sustainability	Diversity	Technology	Change



Blending concepts

Organisational commitment	M	M	H	M	H	H
Content and structure	L	M	H	L	H	H
Program delivery	M	M	H	L	H	H
Assessment and evaluation	L	L	L	L	H	H
	Globalisation	Generational	Sustainability	Diversity	Technology	Change






Contextual awareness






HIGH LEVEL	MODERATE LEVEL	LOWER LEVEL
	Globalisation	
	Generational	
		Diversity
Sustainability		
Technology		
Change		






Summary of findings

1. Public sector lags behind private in L&MD – inward looking and national focus
2. Consideration of global issues diminished with role seniority
3. Conference rhetoric was not transferred into leadership development programs
4. Age polarity and barriers to learning
5. Diversity issues were underplayed in L&MD
6. Education on sustainability was linked with change and technology
7. Technology and the need to be tech savvy featured strongly at all levels of development
8. Leadership development was part of the overall change management process




THANK YOU - QUESTIONS

Tom Short
 CRC for Rail Innovation
 University of South Australia

 Established and Supported under Australia's Cooperative Research Centres Programme