Leadership development in a moving context

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

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 date
- 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 ...

Global $US35 Billion
National
State
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.cipd.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

- INDUSTRY
- AUSTRALIAN
- ORGANISATIONAL
- RAIL
- Image
- Culture
- Individuality

Training framework

- Organisational Commitment
  - Communication documents
  - Strategy and plans
- Content and Structure
  - Curriculum design
  - Relevant literature
- Program Delivery
  - Approach to facilitation
  - Experience of tutors
- Assessment & Evaluation
  - Methods and processes
  - Content and measures

A new leadership landscape

The Leadership Trust, 2009

Blending concepts
Contextual awareness

<table>
<thead>
<tr>
<th>HIGH LEVEL</th>
<th>MODERATE LEVEL</th>
<th>LOWER LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Globalisation</td>
<td>Generalisation</td>
<td>Diversity</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Technology</td>
<td>Change</td>
</tr>
</tbody>
</table>

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