

## Matariki Leadership Initiative 2023

Session 1 – April 18, 2023

### **Strategic Thinking, Resilience, and Agility**

Tina Dacin, Queen's University



This session provides an overview to thinking strategically about an organization's goals and direction. As we face unprecedented change, how do you make good decisions when events are moving quickly and it's hard to sort out what's important and what isn't? How can you continue to be effective as things change? How do you lead under uncertainty and develop a shared vision for new ideas and innovative solutions? How do you build credibility and quick trust? Resilience is about building capacity, increasing adaptability, and invoking agility. This session examines the topics of strategic thinking, agility, and resilience. We examine these topics through a series of case illustrations, problem-solving and discussion. We will also deliberate about how we as individual leaders can support and contribute to an organization's strategic goals.

Tina Dacin, PhD is the Stephen J.R. Smith Chair of Strategy and Organizational Behavior at Smith School of Business, Queen's University. Her research interests include cultural heritage and traditions, social innovation/entrepreneurship, and strategic alliances. Her work has been published in leading management journals including the Academy of Management Journal, Academy of Management Review, Accounting, Organizations, and Society, Journal of Business Ethics, Journal of Management, Journal of World Business, Organization Science, and the Strategic Management Journal.

Tina teaches courses in leadership, change, and strategy. She advises and speaks to major corporations in the airline, biotechnology, defense, energy, financial services, healthcare, and telecommunications sectors as well as a number of public sector and non-profit organizations. She currently sits on the boards of the Kingston Community Foundation and GRLI, a global advocacy organization for promoting responsible leadership in business schools and organizations. Tina has received several awards and recognition for research and teaching. Most recently, she was inducted as a Visiting Fellow into Sidney Sussex College at the University of Cambridge, UK and is a Visiting Fellow of the Judge Business School.



## Matariki Leadership Initiative 2023

Session 2 – May 2, 2023

### **Positive Change Leadership**

Jane Davies, The Flourishing Institute



The Positive Change Leadership session supports leaders to apply positive leadership principles; in order to develop an open and safe environment for change. Successful change leadership starts with the brain in mind. Safety is the brain's number one priority and without considering this, leaders struggle to successfully lead changes in process, practice, or behaviour. Recent years of uncertainty and complexity with the pandemic and other events have had physical and psychological effects on people that leaders need to take into account in order to develop a safe environment for change. The workshop provides practical tools to help lead successful change including:

- responding (not reacting) under pressure
- applying the evidence-based practices from Professor Kim Cameron's Positive Leadership Model in practical ways everyday (positive climate, positive meaning, positive communication, building positive relationships).

Jane Davies is the Director of The Flourishing Institute, a positive psychology consulting business. Her background is in Industrial and Organisational psychology, this is a field she has been working in for over 30 years, mostly supporting large corporate organisations and educational institutions. Her specialty is positive change leadership, along with helping people develop the skills to thrive in times of uncertainty and change.



## Matariki Leadership Initiative 2023

Session 3 – May 16, 2023

### **Leadership in Complex Problem-Solving: how diverse teams can adapt and adopt new practices.**

Paul Gentle, Invisible Grail



The session will begin with an overview of the range of complex problems facing colleagues who manage strategic initiatives within a university setting. Consideration will be given to the nature of the challenges involved in bringing together multiple stakeholders and leading the implementation teams who must respond to shifting needs. Examples include strategic repositioning of the curriculum, radical changes in working space and restructuring of Faculty business support - all strategic activities where organisational learning has been of critical importance will be explored.

The session will introduce a toolkit of approaches that generate maximum engagement and concrete buy-in to solutions. A theoretically informed overview of some techniques for building constructive dialogue and their use in practice will be demonstrated. Finally, the ways in which new practices can be embedded in institutional working cultures, flexing according to local priorities, will be explored.

Paul Gentle is an experienced leadership developer who helps teams in higher education to realise their full potential. His facilitative style challenges and supports leaders to become more engaging and more strategic in their work of managing people in universities of all sizes and mission groups. Paul was Programme Director of the UK's Leadership Foundation for Higher Education's Top Management Programme from 2013 to 2018. Paul enjoys working alongside clients to devise imaginative bespoke designs which meet their needs.

Since co-founding Invisible Grail in 2017, Paul and his team of colleagues have worked in 90 institutions in the UK and internationally, building leadership capability aligned with collaborative working cultures. Durham University is among Invisible Grail's most prestigious clients.

