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ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia



Acknowledgement of Country



Program overview

Session 1: The chair as compass and wayfinder (Navigating with an ethical lens)
Jon Staley, ICDA Trainer

Session 2: The chairs relationship with the CEO
Sheena Boughen OAM, chair of the Australian String Quartet

Session 3: Backstage and front of house: using both to make good decisions
Jeremy Stowe-Lindner, educator and school principal

Session 4: Strategic funding: developing your case for support
Catherine Brooks, lawyer with expertise in strategic fundraising

Session 5: Strategic foresight for chairs: building for a future that's increasingly uncertain
Dr Dalia Ben-Galim, policy and strategy consultant

Check in…

Poll

How is your relationship with your CEO currently?

- Excellent – we are true partners in leadership
- Pretty good and generally effective
- Ok but needs work
- Tense and ineffective
- I am the Chair AND the CEO

AUSTRALIAN STRING QUARTET

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The Chair's relationship with the CEO

Presenter: **Sheena Boughen, Chair of the Australian String Quartet**

Images, left to right: Sheena Boughen (Chair, ASQ), Angelina Zucco (CE, ASQ), Elizabeth Tyler (co-Founder & Managing Director, Goods International Pty Ltd) , Heather Friedman (Immigration Lawyer, NGO USA) and Hannah Angus (Co-Founder, Powerhaus Engineering).









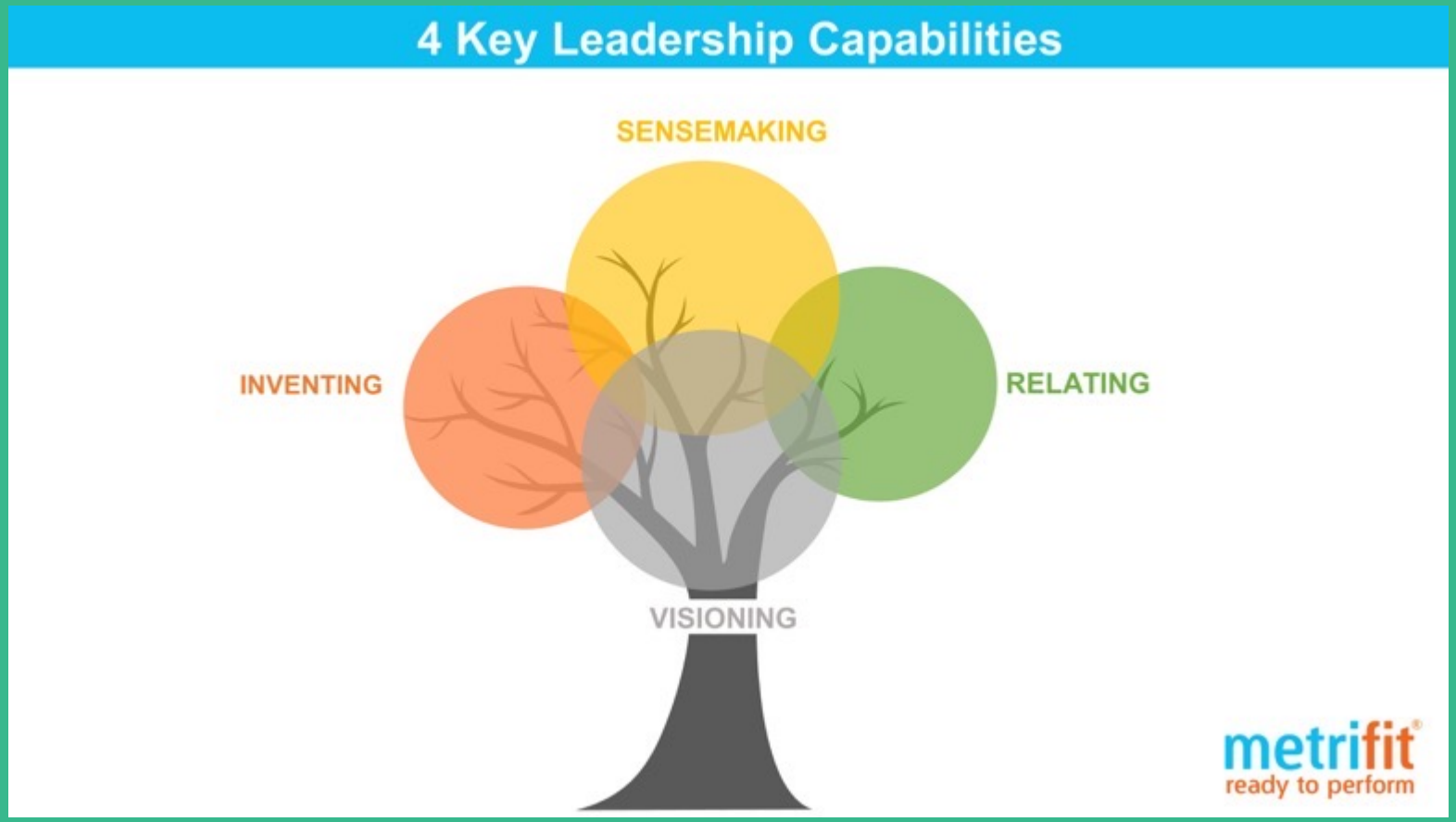




Leadership is the capacity of a human community to shape its future.

- Peter Senge

Section 1 - The Incomplete Leader



Reference links:
https://hbr.org/2007/02/in-praise-of-the-incomplete-leader
Leadership today – Team Success and the incomplete leader – Metrifit Ready to Perform

Break Out Questions:

Of the follow four capabilities that the *Incomplete Leader* holds, identify the ones you and your CEO are strongest and weakest in.

How does this add value to your working relationship, or create a tension?

i) **Sensemaking** (understanding the context in which a company and its people operate),

ii) **Relating** (building relationships within and across organizations),

iii) **Visioning** (creating a compelling picture of the future), and

iv) **Inventing** (developing new ways to achieve the vision).

Section 2

All About People

The Relationship

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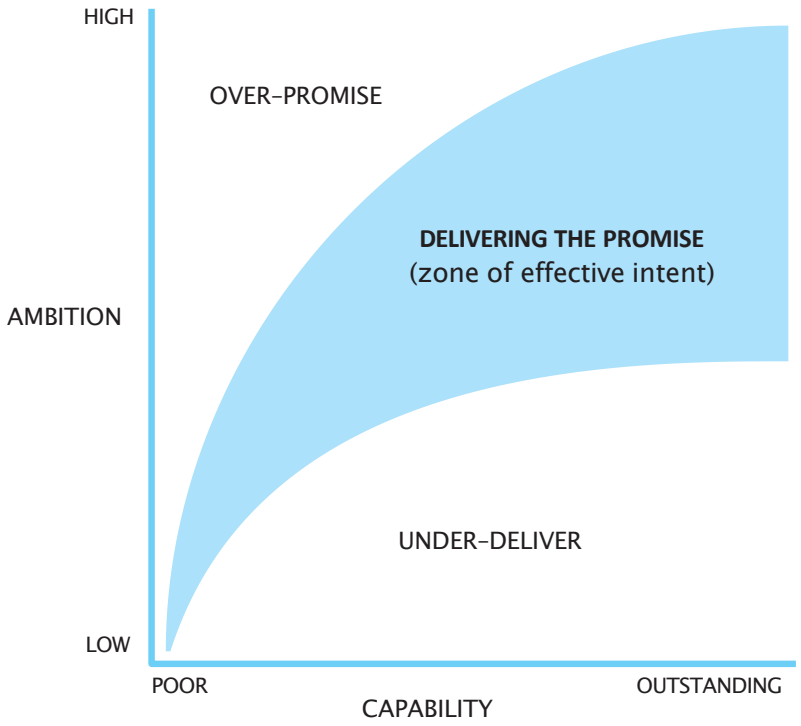
Section 2 – All About People: The Relationship

The zone of effective intent
(delivering the promise)



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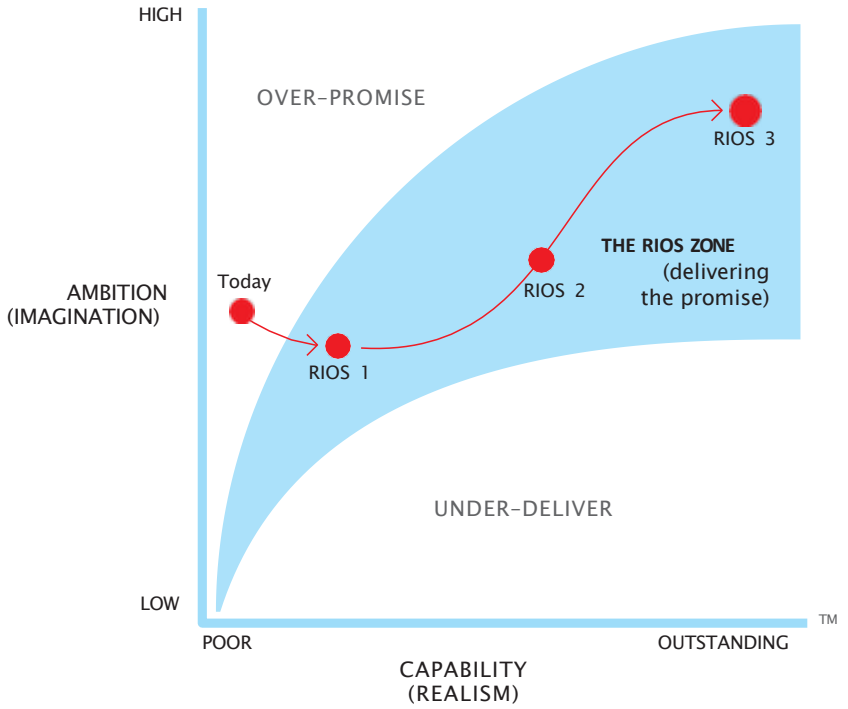
Section 2 – All About People: The Relationship

The RIOS Pathway



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Break Out Questions:

How do you manage the ambition vs capacity framework?

How are you setting conditions for success?

What is the opportunity?

Section 3

Tension Vs Conflict

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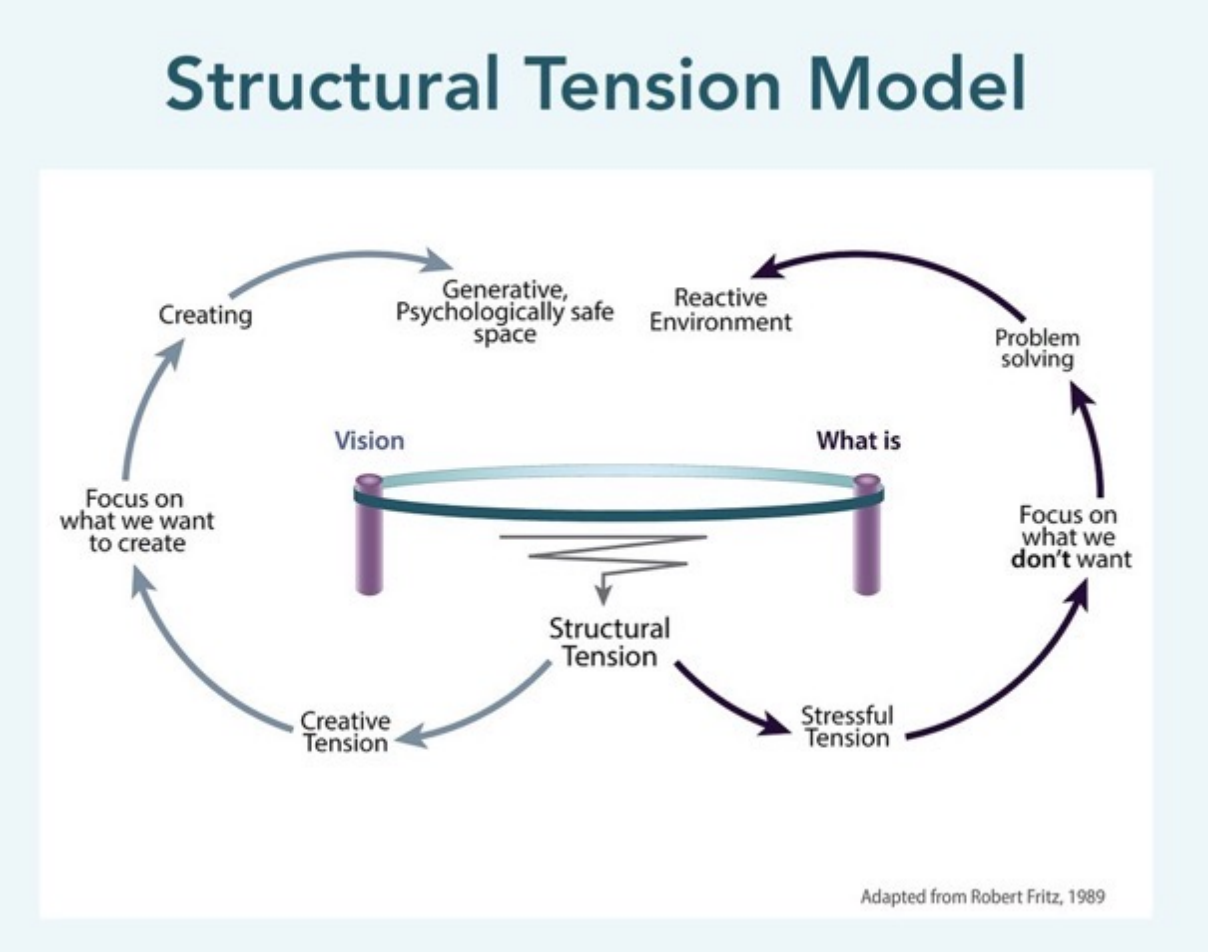
Section 3 – **Tension Vs Conflict**



Reference: https://www.larafoss.com/structural-tension

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Section 3 – **Tension Vs Conflict**

The Preventative approach
Open up a regular dialogue and ask –

How are we going?

- What's good on the ship
- What's challenging you
- What can I do to support you
- Anything else?

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Break Out Questions:

Describe where you sit on the tension & conflict continuum.

What am I uncomfortable with re this topic?

Who are my allies to talk this through with?

Top Tips

Section 4 – **Summary**

Sheena Boughen

Diapason Pty Ltd

Email: sheena.boughen@gmail.com

Website: www.sheenaboughen.com

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