Towards Innovative Leadership

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Outline

• Key issues of our time
• Reflecting on Women’s leadership
• Dimensions of leadership
• Innovative leadership
Key issues of our time
Key issues of our times

COVID-19 PANDEMIC

ACHIEVING SDG4

CLIMATE CHANGE
Covid-19

- Technology
- Teacher Capacities
- Disproportionate impact on women and girls
ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL
Climate Crisis in the Commonwealth

- Disproportionately affects the Commonwealth
- 32 small states most vulnerable to climate change

8 of the top 10 countries prone to natural disasters are in the Commonwealth:
- 1. Vanuatu
- 2. Solomon Islands
- 3. Tonga
- 4. Dominica
- 5. Antigua and Barbuda
- 6. Brunei Darussalam
- 7. Guyana
- 9. Papua New Guinea

Are we equipped to address these issues and provide leadership?
Women’s leadership
Gender Gap in Commonwealth Countries (2021)

New Zealand (4)
Namibia (6)
Rwanda (7)
South Africa (18)

HIGH Ranking

Pakistan (153)
Vanuatu (141)
India (140)
Nigeria (139)

LOW Ranking

Gender gaps in ICT

• Cloud Computing, women make up 14% of the workforce; Engineering, 20%; Data and AI, 32%

• Of the estimated 3.7 billion unconnected, the majority are women and girls; use the Internet 12.5 per cent less than men and boys;

Source: ITU, Bridging the gender divide, retrieved on 24 March 2022
Women and education in Canada

25-34 year olds with a university degree

1990

15% women
15.6% men

2019

44% women
33% men

## Vice-Chancellors: Gender Statistics

<table>
<thead>
<tr>
<th>Country</th>
<th>% of Female Vice-chancellors of Public Universities</th>
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<tbody>
<tr>
<td>[Union Jack]</td>
<td>29%</td>
</tr>
<tr>
<td>[South African Flag]</td>
<td>15%</td>
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<tr>
<td>[Indian Flag]</td>
<td>7%</td>
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</tbody>
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Sources:
Why so few women reach the top?

• Family responsibilities  
• Social norms  
• Desire to be liked
The Gender Bias: Howard/Heidi

Heidi Roizen: successful by using her ‘outgoing personality…and vast personal and professional network [that] included many of the most powerful business leaders in the technology sector’

Impressions

Howard: appealing colleague
Heidi: selfish

Source: Sandburg, 2013, pp. 39-40
Are Women Leaders Preferred?

- 40% prefer male managers
- 20% prefer women
- 44% women preferred male managers
- Only 23% preferred women

Source: Ranstad, 2011
Preparing ourselves

• How do we build our capacity to make choices and to transform those choices into desired actions and outcomes?

Dimensions of leadership
1. Structural Frame

Assumptions
- Goals get results
- Rules & policies; chains of command, specialisation
- Analysis and data
- Accountability

Behaviours: goal setting; evaluation; budgeting; developing management & control systems
2. Human Resources Frame

Assumptions

- People valued as important resource
- Focus: meeting human needs; relationships
- Facilitation & empowerment: consensus
- Help employees fit into the organisation

Behaviours: recruiting; training workshops and retreats; participative management; communication skills; coaching
3. Political frame

Assumptions

- Conflict and competition are a fact of life
- Focus: securing critical resources
- Reach agreement by negotiation
- Need to understand ‘power’ relationships

Behaviours: negotiating agreement; managing conflict; networking; creating coalitions; building a power base; managing the agenda
Canada: 2005

- Télé-université du Québec (TÉLUQ)
- Université du Québec à Montréal (UQAM).
- British Columbia Open University (BCOU) combined with University College of the Cariboo to become Thompson Rivers University
Lessons

- the primordial importance of relationships with governments
- the importance of relationship building with other institutions
- the importance of cultivating communities of students and alumni

Source: Strategic Issues in Single and Dual Mode Distance Education: the organizational blending of two Canadian distance universities with campus-based institutions Dominique A.M.X. Abrioux, Ph.D, 2006
4. Symbolic frame

Assumptions

• Reality socially constructed: ‘multiple realities’
• Focus: creating shared meaning
• Organisational culture: use of symbolism; vision, mission, identity

Behaviours: formal ceremonies; slogans; songs; images; rituals; visioning
Will a combination of these frames lead to ‘innovative leadership’?
Innovative leadership
The Case of Steve Jobs

• Do what you love
• Make a difference
• Creativity is connecting things
• ‘Say no to a thousand things’
• Create insanely great experiences
• Master the message
• Sell dreams not products

Skills for Innovation

- Questioning
- Observing
- Networking
- Experimenting
What drives Research and Innovation in Industry?

What drives innovation

- Corporate culture: 34
- Innovation processes: 18
- Adequate resources: 23
- Visible sponsorship: 26
- The right people: 46

http://www.arcusgroup.ca/CEO_view_strategic_planning.html
ODL Leaders

Philosophy  People  Processes

I. Philosophy of ‘Open-ness’

• Open as to people,
• Open as to places,
• Open as to methods, and, finally,
• Open as to ideas

Lord Crowther
Inspire future leaders

Sir John Daniel

• Enrolling in the courses of his own university and promoting technology integration
Are we effective advocates for ODL?
II. People

• Motivate and inspire staff: be empathetic
• Engage policy makers and stakeholders
• Proactively support women leaders
• Provide incentives
Universitas Terbuka

- 1995 internet came to Indonesia
- 1997 online courses
- incentives

Tian Belawati
Do we cultivate Champions for Change?
III. Processes

• Create policies and systems
• Encourage discussion and debate
• Targeted approach
The Open University of Japan

- One fourth of the students over 60
- Declining government support
- Cater to the Third Age

Yoichi Okabe
Are we evolving to remain relevant to the needs of stakeholders?
Women Leaders

- Evolve through non-formal and informal processes
- No structured roadmap for the evolution of leadership
- Leadership is issue-based and not (necessarily) institution-based
Reflecting on the women I’ve worked with...I’ve found them to be *less hierarchical*, have more *empathy* with those who work for them and seem more *caring* in the process.
Reflection

• What are my strengths?
• What do I need to work on to become a better leader?
Leadership is a skill and must be promoted among women if we need innovative leaders in ODL.
Thank you