

Towards Innovative Leadership



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COL President & CEO

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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

COVID-19 PANDEMIC



ACHIEVING SDG4



CLIMATE CHANGE



Key issues of our times

Covid-19

- Technology
- Teacher Capacities
- Disproportionate impact on women and girls

GOAL 4

ENSURE INCLUSIVE AND EQUITABLE QUALITY
EDUCATION AND PROMOTE LIFELONG LEARNING
OPPORTUNITIES FOR ALL



4 QUALITY
EDUCATION

SUSTAINABLE DEVELOPMENT GOALS

More at sustainabledevelopment.un.org/sdgsproposal

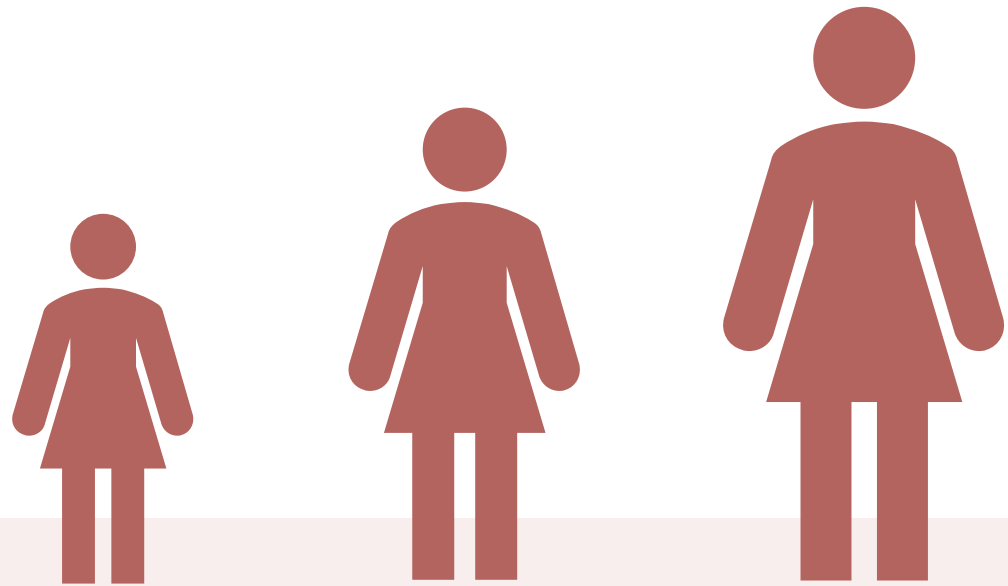


Climate Crisis in the Commonwealth

- 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;

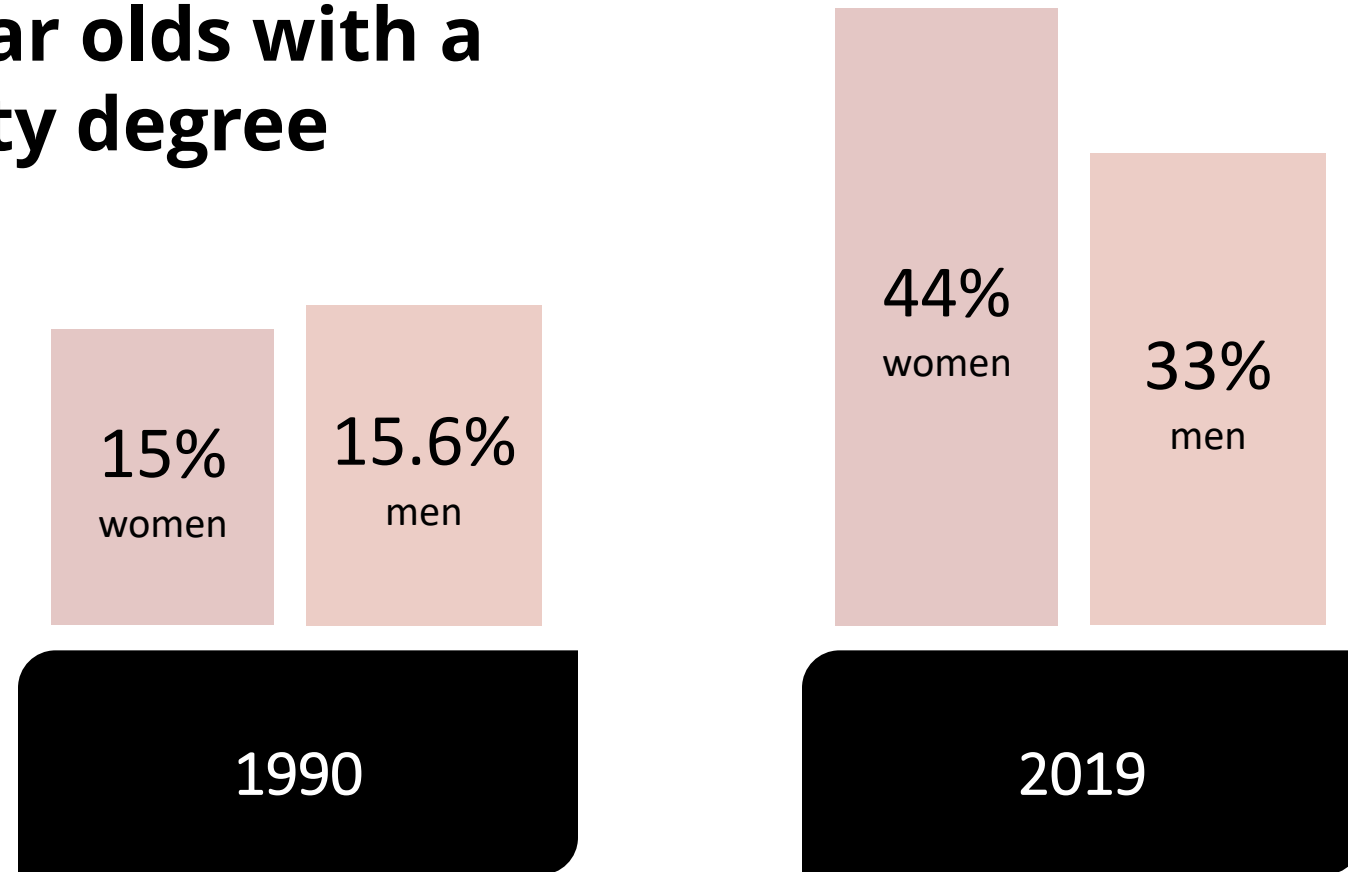
Source: World Economic Forum, [Global Gender Gap Report 2021](#), published on 30 March 2021

Source: ITU, [Bridging the gender divide](#), retrieved on 24 March 2022






Women and education in Canada

25-34 year olds with a university degree



Vice-Chancellors: Gender Statistics

Country	% of Female Vice-chancellors of Public Universities
	29%
	15%
	7%

Sources:

1. [WomenCount: Leaders in Higher Education 2018](#), published on 28 November 2018.
2. [Mail & Guardian: Few women leaders in academia](#), published on 20 August 2020.
3. [SSRN: Women in Leadership: A Scenario in Indian Higher Education Sector](#), published on 10 January 2018



Why so few women reach the top?



- Family responsibilities
- Social norms
- Desire to be liked



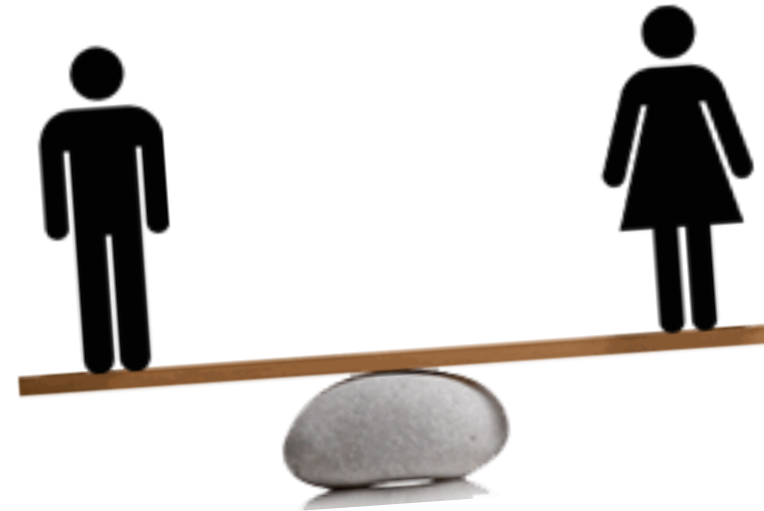
The Gender Bias: Howard/Heidi

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



Are Women Leaders Preferred?

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



Source: Ranstad, 2011



A group of women are gathered outdoors under a large tree. Many of them are holding up small, rectangular green cards or papers in their hands, some high above their heads. The women are dressed in traditional African attire, including patterned dresses and headwraps. The scene suggests a community meeting or a public consultation session where the women are participating actively.

Preparing ourselves

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

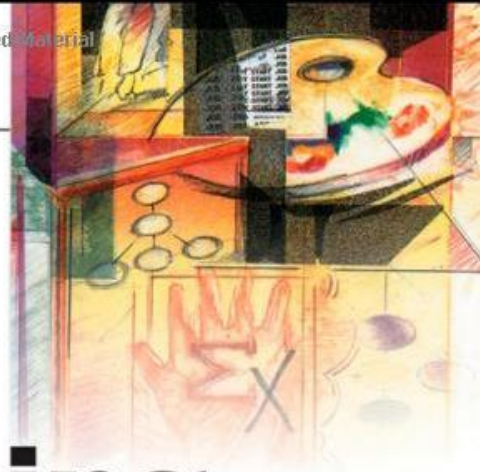
Source: World Bank, Empowerment, <http://go.worldbank.org/S9B3DNEZ00>



Dimensions of leadership

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Fourth Edition



Reframing Organizations

Artistry, Choice, and Leadership

LEE G. BOLMAN

TERRENCE E. DEAL

Best-selling authors of *LEADING WITH SOUL*

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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



UQÀM



THOMPSON RIVERS
UNIVERSITY

- 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



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

Innovation Leadership



Innovative Leadership:

Applying Innovative Thinking to Leadership Tasks

Leadership for Innovation:

Leadership *for* Innovation rather than
Management *of* Innovation by Creating Climate
Where Others are Applying Innovative Thinking

Source: David Horth and Dan Buchner, "Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results", Centre for Creative Leadership, 2014 in <http://insights.ccl.org/wp-content/uploads/2015/04/InnovationLeadership.pdf>



The Case of Steve Jobs

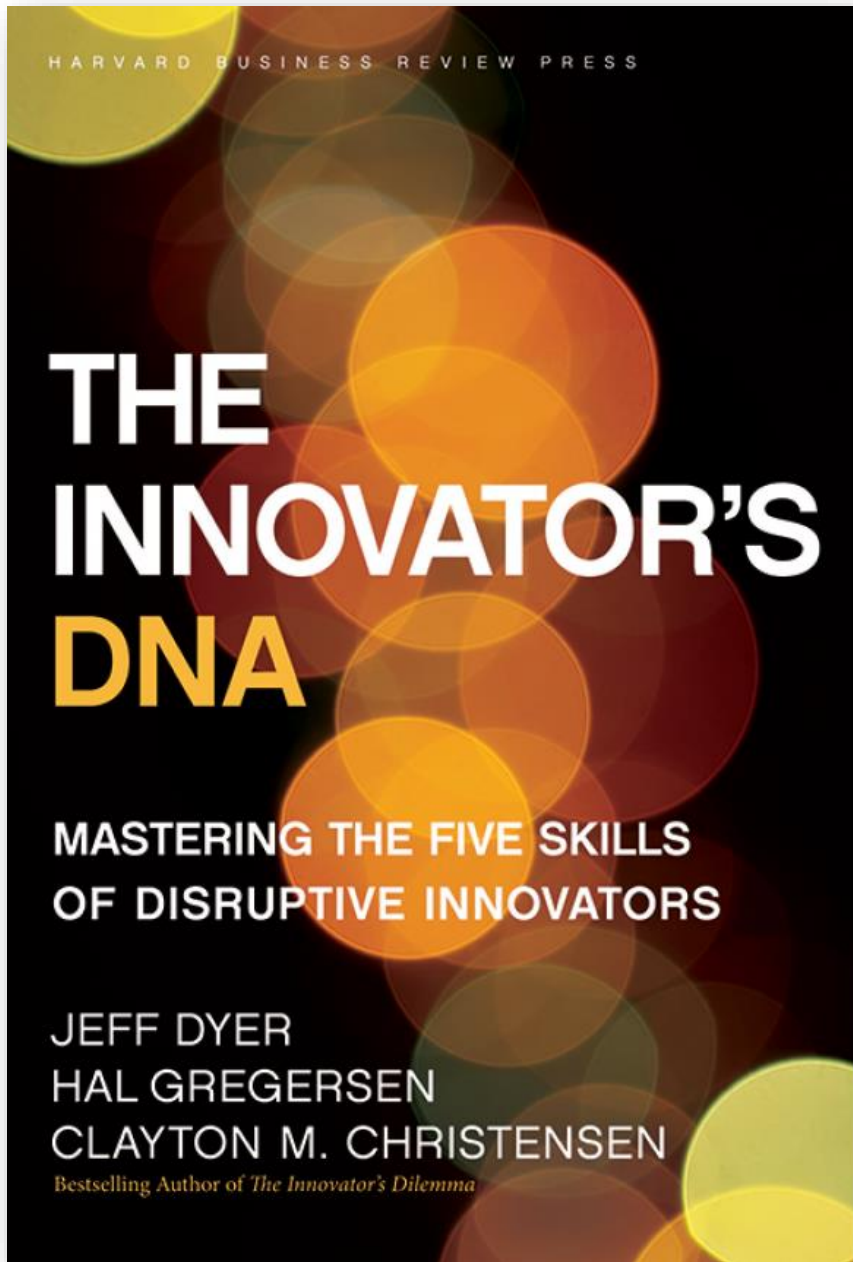
- Do what you love
- Make a difference
- Creativity is connecting things
- 'Say no to a thousand things'
- Create insanely great experiences
- Master the message
- Sell dreams not products

Carmine Gallo, Forbes



Source:

<http://www.forbes.com/sites/carminegallo/2011/01/04/the-7-success-principles-of-steve-jobs/#56a9375a5bb7>



Skills for Innovation

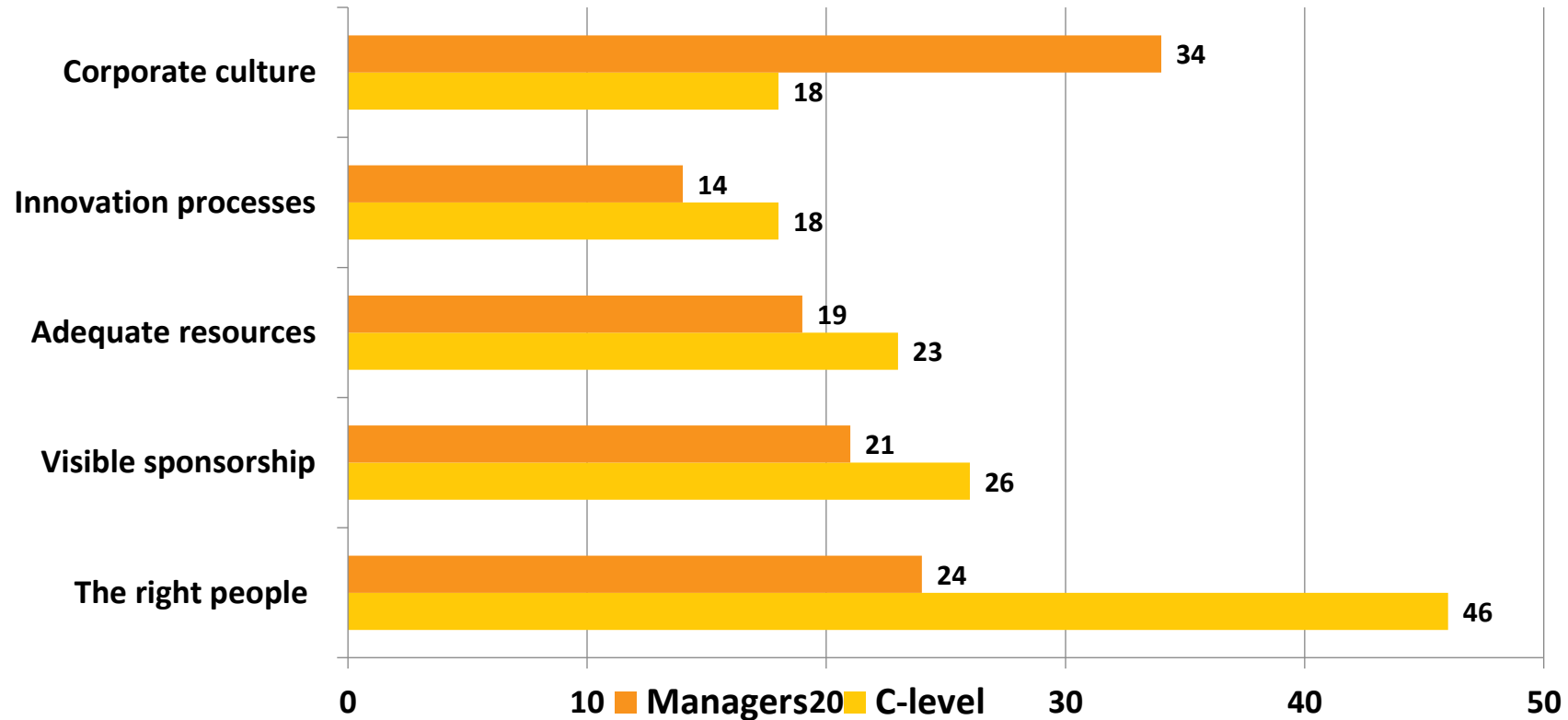
- Questioning
- Observing
- Networking
- Experimenting

The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators
by Jeffrey H. Dyer, Hal B. Gregersen, Clayton M. Christensen, Harvard Business Press



What drives Research and Innovation in Industry?

What drives innovation



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



Brenda Gourley

*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

Reflection

- What are my strengths?
- What do I need to work on to become a better leader?

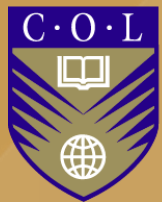


Leadership is a skill and must be promoted among women if we need innovative leaders in ODL.

Key Message



Thank you



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