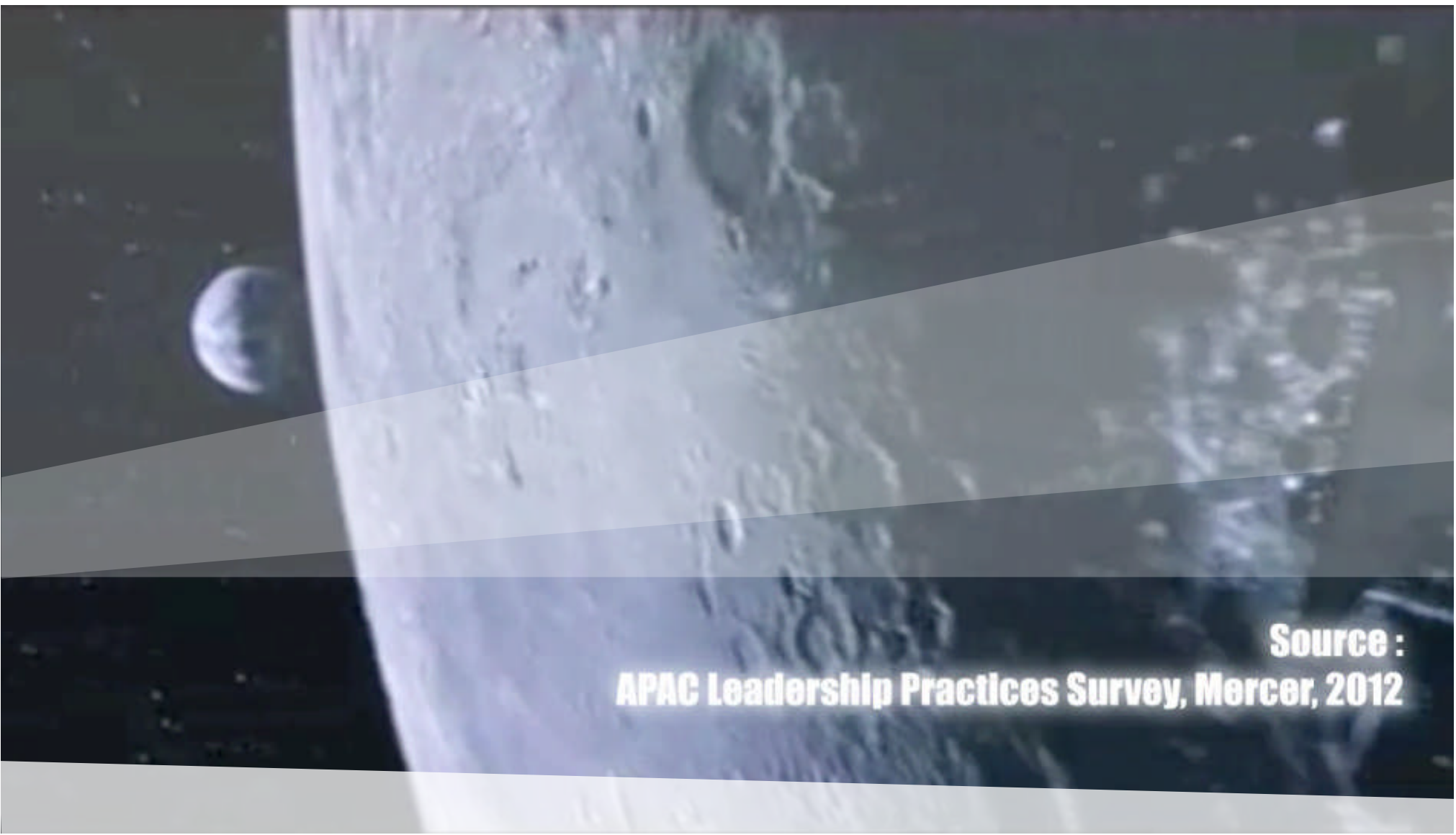


# LEADERSHIP IN UNIVERSITIES

OCTOBER 17, 2012



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**Source :  
APAC Leadership Practices Survey, Mercer, 2012**

# Churn at the top: new Vice Chancellors



## Think about the specific environment in which university leaders operate:

High complexity of stakeholders

Tension between consultative and top down decision making

Tribal culture: “A university is a collection of warring tribes united only by the search for a car park”

Loyalty is localised to the school/faculty/discipline

Competing internationally and nationally for talent

Career paths are influenced by aspiring to those universities with higher ranking and status (funneling and limiting the options) – at the top there is really limited choice, for both candidates and universities



# About Mercer's 2012 University Leadership Practices Survey

**Comprehensive online survey  
completed by the majority  
of Australian universities:**

**From a wealth of data, we will  
share seven insights**





## **Insight 1:**

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**The Australian university sector is trailing behind on leadership strategy**

# Insight: 1 Leadership strategy

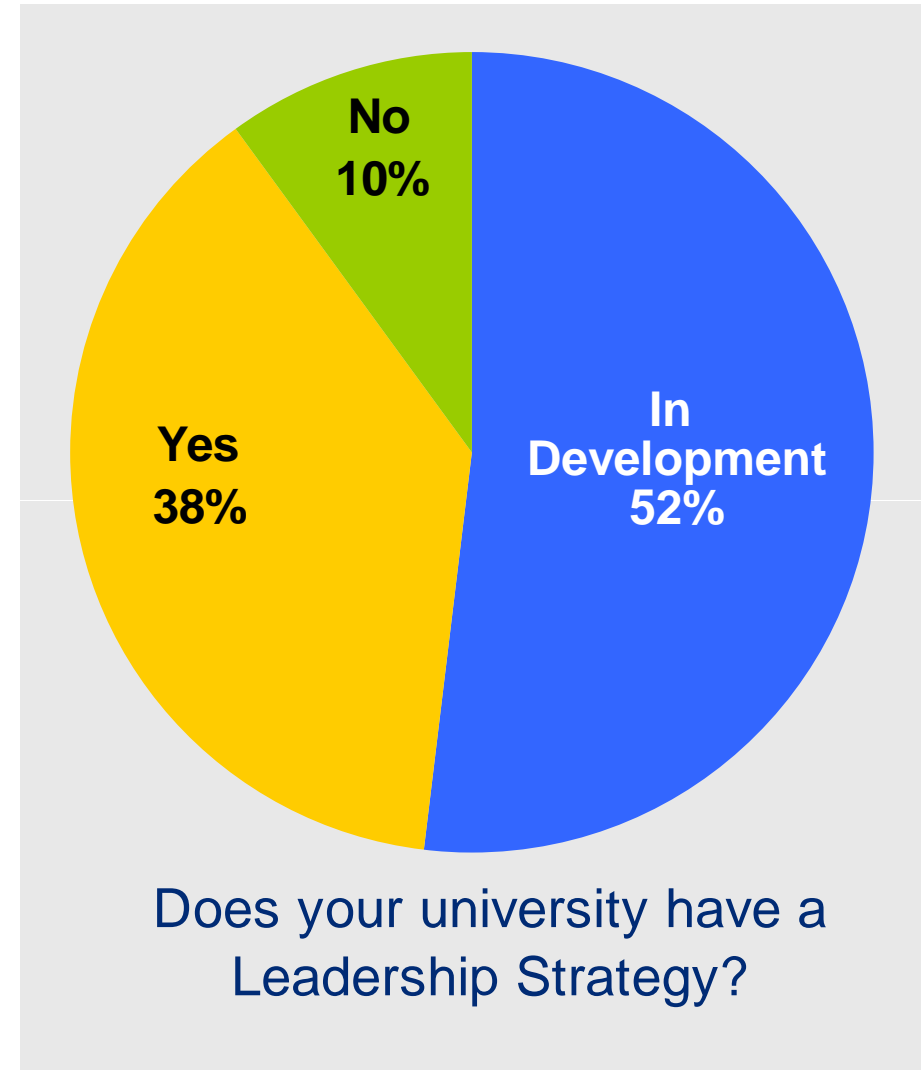
## University Sector

38% have defined and agreed leadership development strategies

52% are currently developing a strategy

## Australia

The University sector is currently **trailing behind** Australian organisations in general - 62% already have their strategy



# Insight: 1

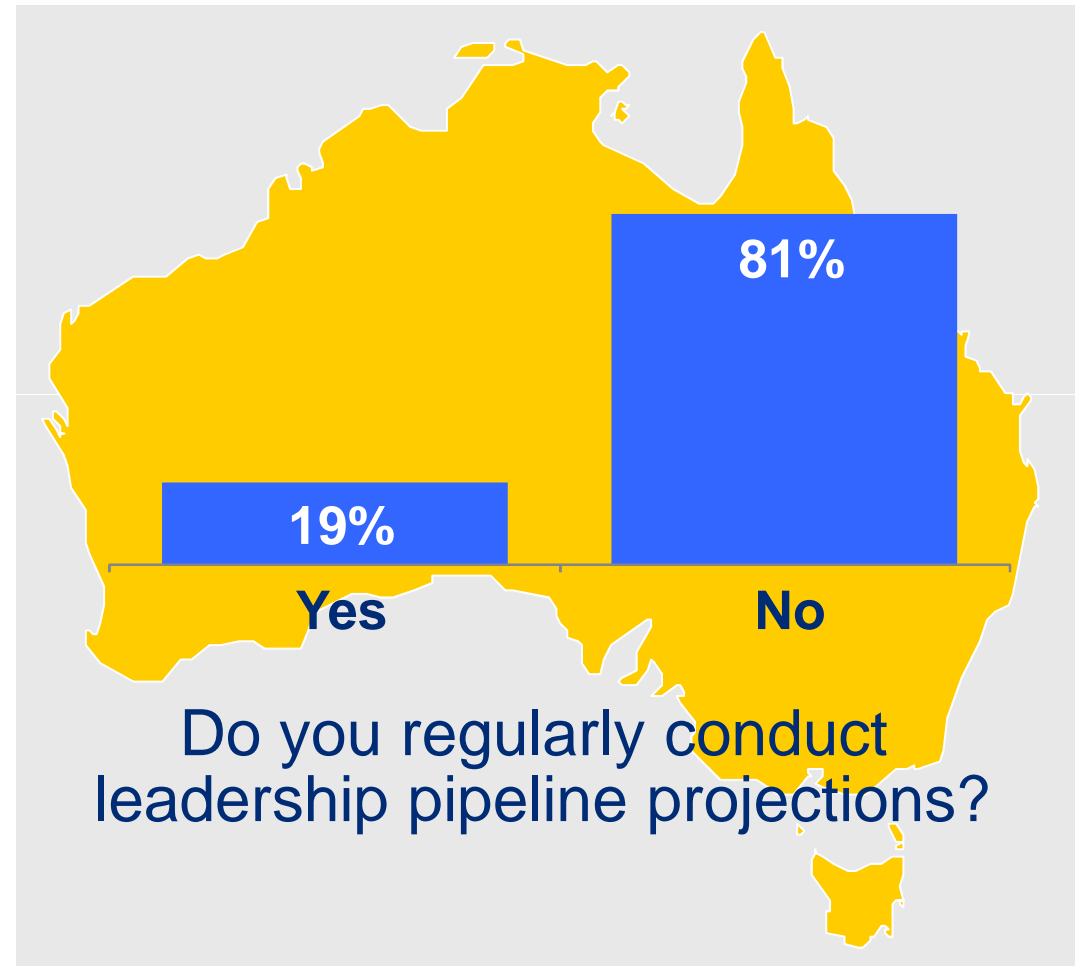
## How well are the strategies being executed?

### University Sector

Only 19% universities **regularly conduct leadership pipeline projections.**

### Australia

This was similar across companies in Australia with 22% of the respondents **regularly conducting leadership pipeline projections.**





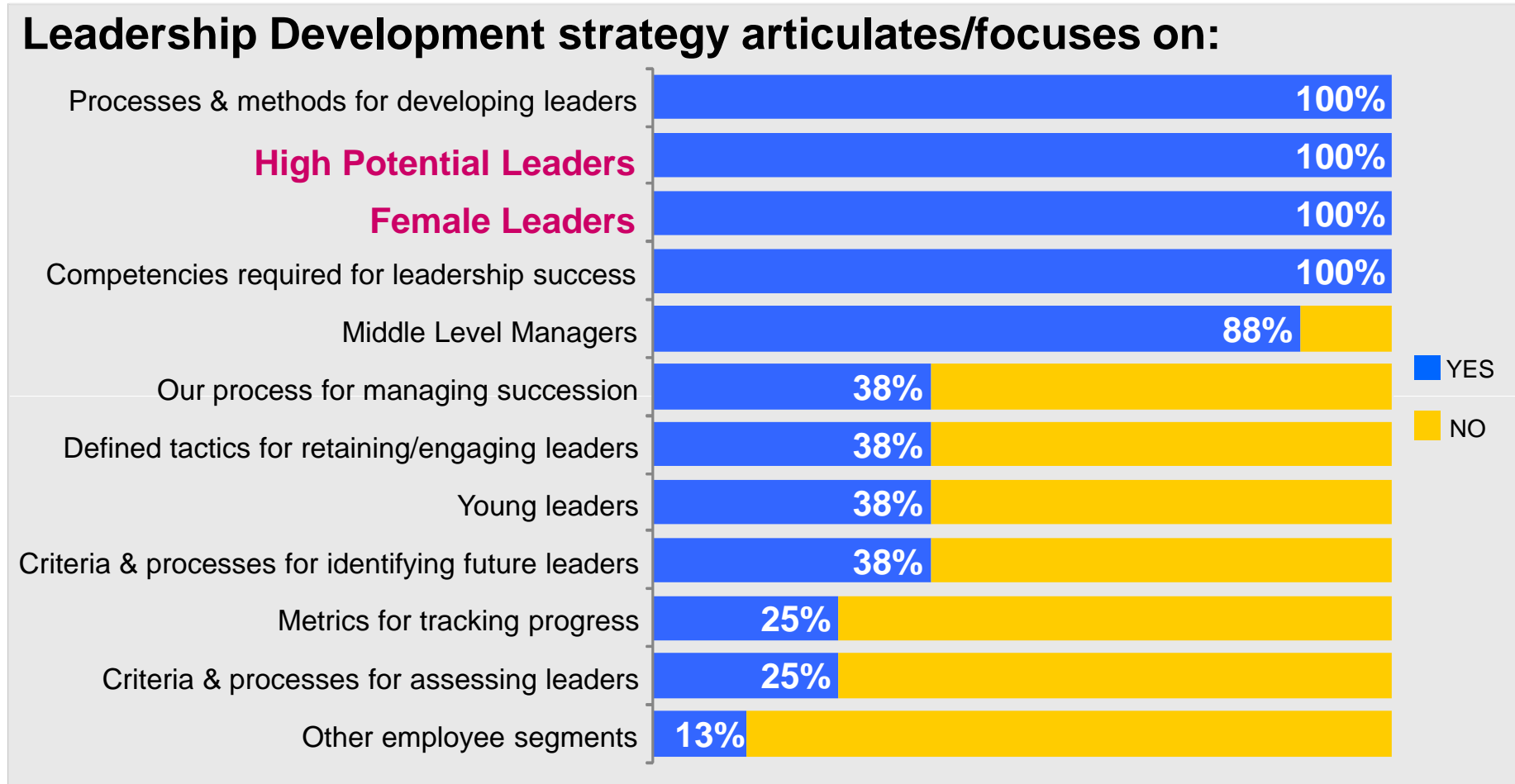


## **Insight 2:**

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**Universities are leading in their specific focus on developing female leaders and high potentials**

## Insight: 2 Where's the focus?



Only 25% universities with a leadership develop strategy in place specifically address leadership assessment (**leaders are being developed but not assessed**)



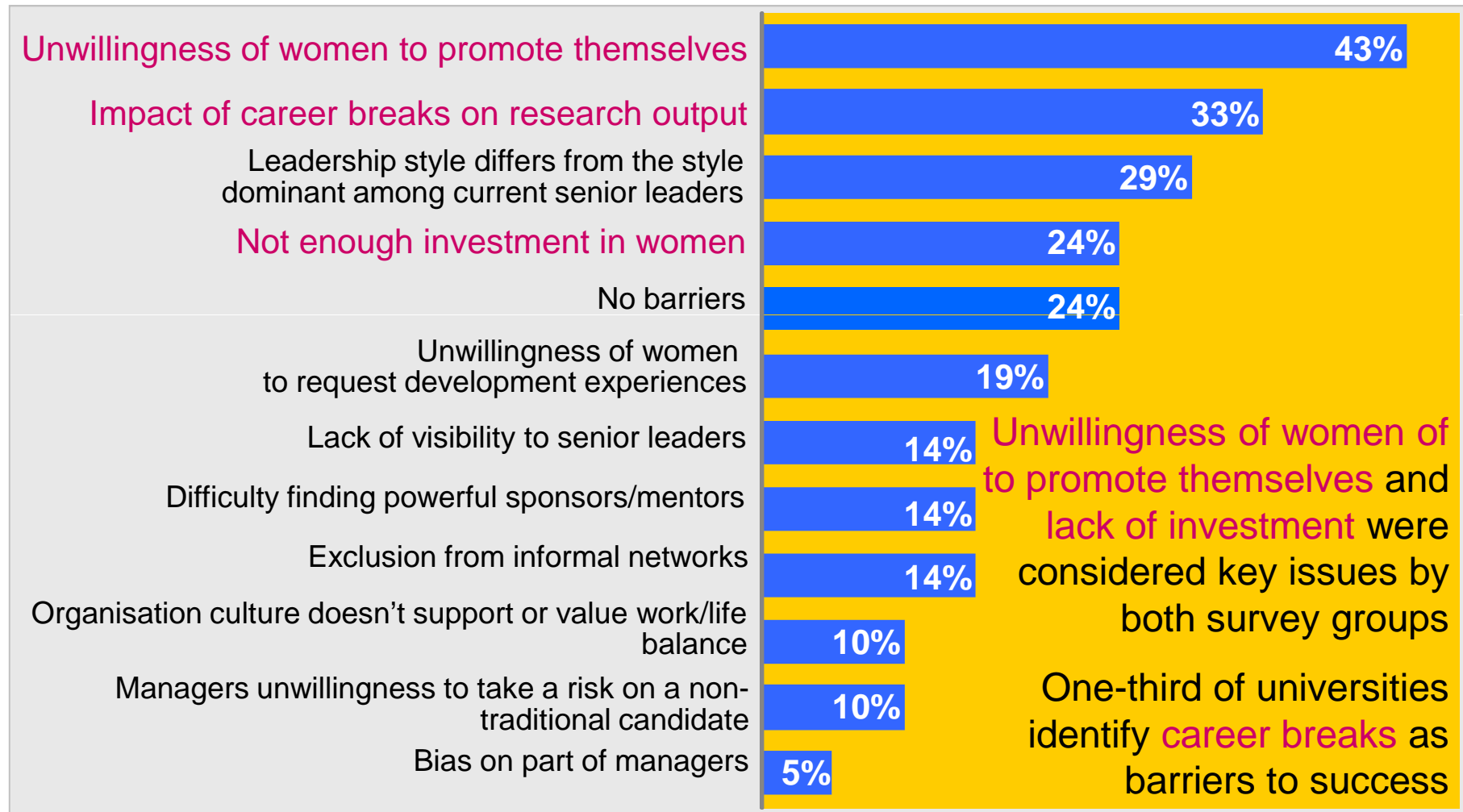
## **Insight 3:**

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**There are better outcomes for women in universities; they hold more senior roles than in Australian organisations generally**

## Insight: 3

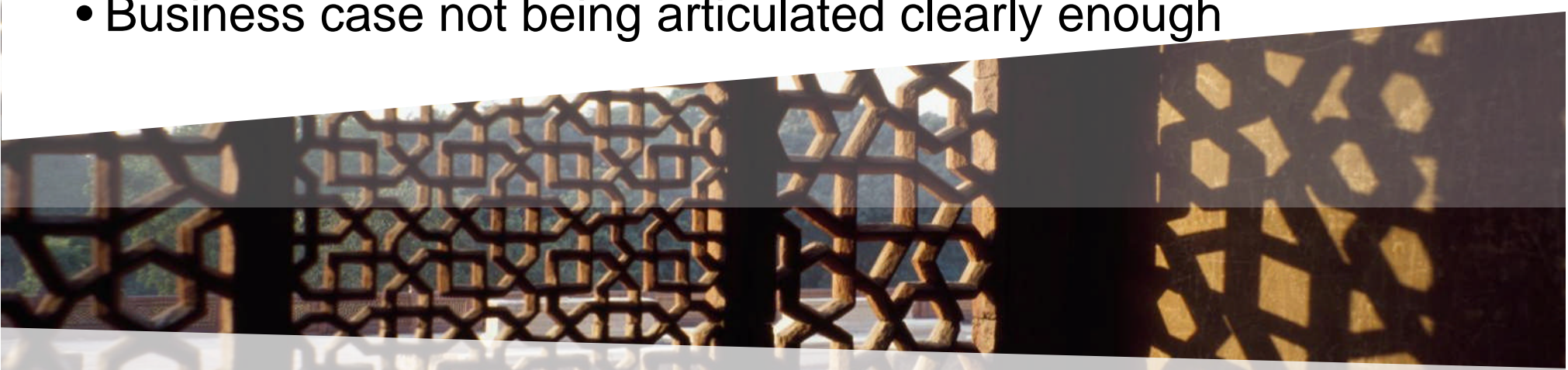
However 76% of universities acknowledged that there were barriers to keep women from advancing



## Insight: 3

### Barriers to implementing Diversity & Inclusion Strategies – what is stopping the progress?

- Senior leaders not walking the talk - too much talking and not enough traction
- Middle managers not understanding the business case and not experiencing consequences for inaction
- Business case not being articulated clearly enough



Source: APAC Diversity & Inclusion  
Research Report, Mercer, 2012





## **Insight 4:**

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**Universities lag behind in their investment in leadership development**

## Insight: 4 Issues faced in investing in Leadership Development



## Insight: 4

### How much is the right amount?

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**33%** of Universities spend over \$5,000 on their **senior leaders' development** compared to **41%** of Australian companies

**16%** of Universities spend over \$3,000 on their **middle level leaders' development** compared to **38%** of Australian companies

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## **Insight 5:**

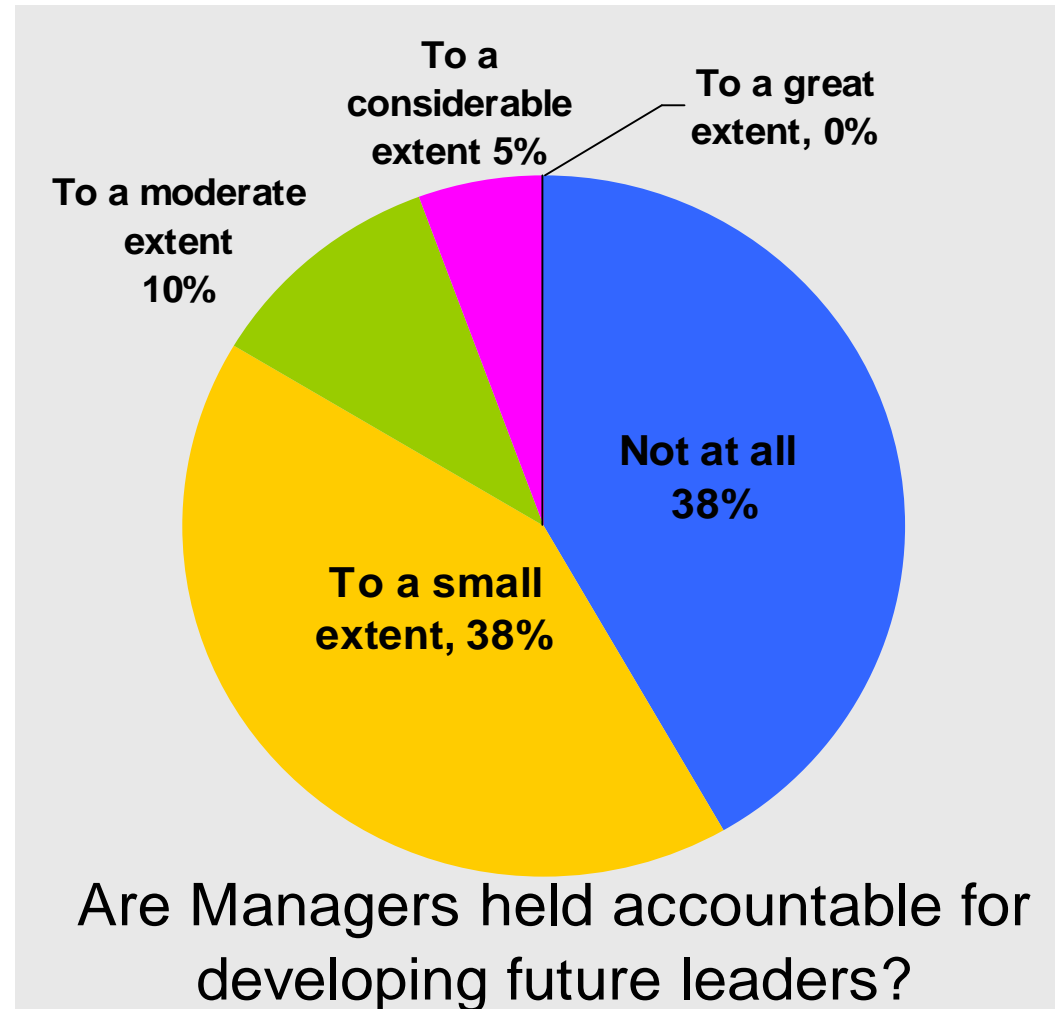
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**Leaders and managers are not held accountable for developing leadership talent**

## Insight: 5 Developing our future leaders

**76% of Universities** say they do not hold line managers accountable for developing future leaders at all or do so to a small extent.

Most universities responded that leaders in universities typically spend less than 10% of their time on developing leadership talent.







## Insight 6:

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**Critical leadership competencies differ from the broader market**

## Insight: 6

Top five competencies ranked as critical for leaders to master over next three to five years:

University Results		
Strategic	Drives innovation	38%
Strategic	Creates strategy	33%
Personal	Adaptability	29%
People	<b>Coaches and Develops Others</b>	29%
Operations	<b>Drives Performance</b>	24%

Australia Results		
Strategic	Creates strategy	34%
People	<b>Optimises talent</b>	34%
Strategic	Drives innovation	32%
Operations	<b>Drives results</b>	27%
Personal	Adaptability	21%

## Insight: 6

Source: Mercer survey - What's Working:  
Inside Employees' Minds



The **quality of leadership** is one of the top three **factors driving motivation and engagement** at work.

**Inside Employees' Minds**  
Navigating the new rules of engagement



## **Insight 7:**

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**There is a strong “say and do” culture. Universities are generally utilising the leadership development practices which they consider to be most effective.**

# Insight: 7

Universities	
Most Effective*	Most Used
1. Leadership coaching delivered by external coaches	1. Individualised development plans
2. Mentoring	2. Mentoring
3. Individualised development plans & stretch assignments	3. Leadership coaching delivered by external coaches
Australian Companies	
Most Effective*	Most Used
1. Challenging development opportunities	1. Challenging development opportunities
2. Action Learning Program	2. Classroom training
3. Defined career paths for developing leaders	3. MBA or other university programs / overseas assignments

\* As rated by respondents



**What is the blueprint  
for building  
extraordinary leaders**



# THINK SYSTEMICALLY:

