

# Transformation Platform

**Major Organisational Change: Leading Cultural Change**

**Dawn Freshwater  
SDVC & Registrar**

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**Transformation Strategy**

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**Building Capabilities**

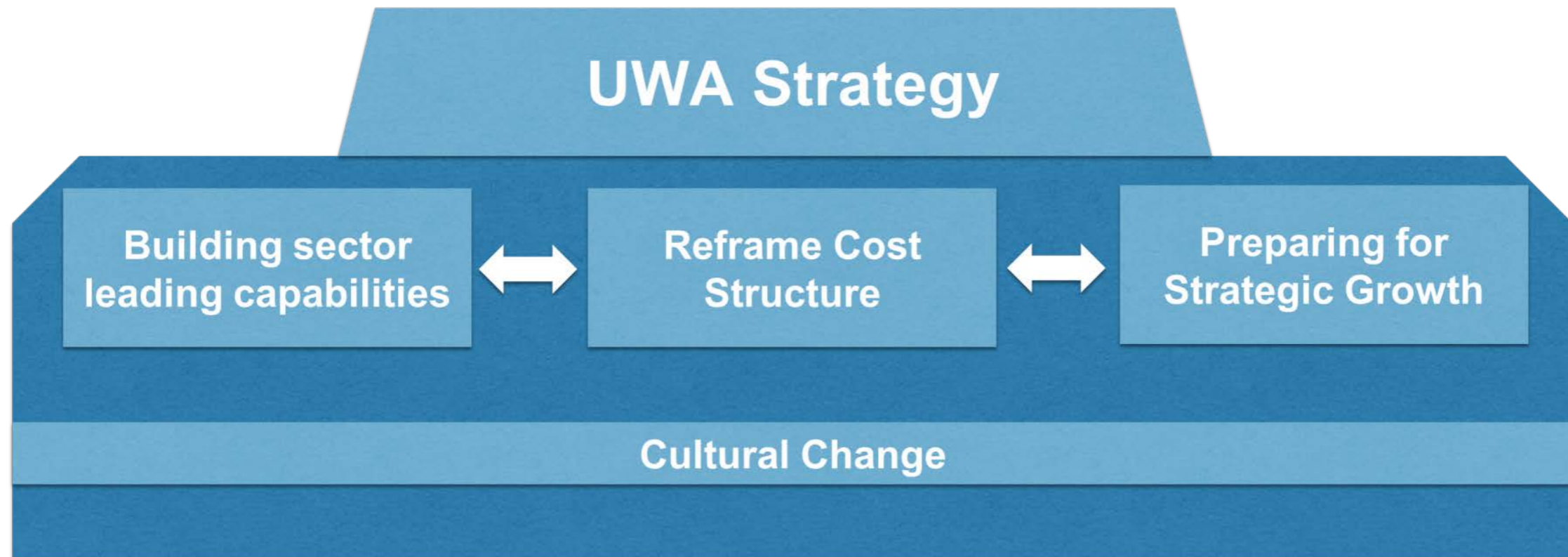
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**Reframe Cost Structure**

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**Preparing for Strategic  
Growth**

# UWA Transformation Strategy



- **Academic Restructure**
- **Review of Research Centres and Institutes**
- **Renewal Academic Staff**
- **Service Delivery Model**
- **Service Delivery Restructure**
- **Targeted Growth**
- **Operational Excellence**

# Connecting Culture with Leadership

## Macro-Cultural Climate

- Diversity of people and views
- Overt Hierarchy
- Transparent reward and recognition
- Legitimate authority
- Values based narrative
- Engagement and dialogue

# Connecting Culture with Leadership

## Micro-Cultural Climate

- Hidden Hierarchies
- Incongruence with values
- Opaque power dynamics
- Individual social background
- Legacy v Transformation
- Organizational context

# Inclusive Leadership: Culturally Connected

- Values based
- Humility
- Vulnerability
- Reflective & Reflexive
- Immediacy
- Open
- Learning

# Strategic Imperatives for Inclusive Leaders focussed on Major Change

- Internationalization Strategy
- Cultural Sensitivity
- Recruitment for diverse thinking and solutions
- Diversity for values led grounded decision making
- Positive influence on organizational effectiveness and reputation

» (Freshwater & Esterhuizen, 2014; 2015).

# Questions and Observations