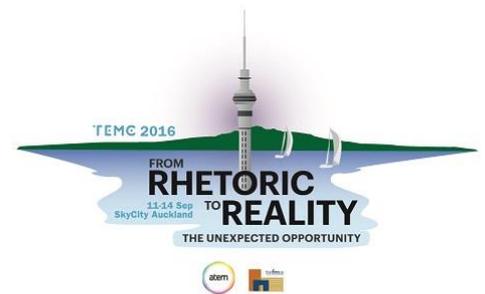


Concurrent Session J
Wednesday 14 September 2016
11:10am – 12:00pm



Session 5
Team Management X Leadership X Organisational Culture 101
Stephen Gray
UNSW

Stephen Gray has worked in tertiary education administration and management for ten years. Since 2011 he has held the role of Centre Manager at the Australian Research Council Centre of Excellence for Climate System Science which is led by UNSW.

In 2014 Stephen was awarded a Master of Tertiary Education Management from the LH Martin Institute at the University of Melbourne. Stephen's research interests include the identity and status of professional staff, university management, organisational culture and the effectiveness of cross institutional research centres.

Stephen has spoken at numerous conferences in Australia and overseas and is a published author.

As leaders and managers we have at our disposal a plethora of tips, tools and techniques to enhance the performance of our teams - whether large or small. As motivated and engaged higher education professionals we are exposed to a wide range of leadership development opportunities and are familiar with the mantra that effective leadership comes from within.

But what about the external environment? What role does ingrained culture play? Is culture fixed or malleable?

As middle managers we are seldom able to determine many of the structural aspects - such as size or composition - of the teams we lead. This is where an understanding of some basic tenets of organisational culture becomes relevant. What is this intangible quality we call culture? Is it possible to influence the culture within our teams or our broader departments whilst working within the structures we've been given? Can a culture shift lead to a performance lift? What is the role of leadership in influencing workplace culture and what other levers and controls are available?

This presentation will provide a critical synopsis of a selection of foundational literature on the topic of organisational culture. Seeing as much of what has been written on the topic relates to the corporate world, discussion will turn to some of the unique challenges faced by professional staff managers working in academic environments where different work values and cultures coexist to varying degrees of (dis)harmony.

The presentation will traverse both theoretical and practical topics, with opportunities for personal reflection and small group interaction.