

COREBRIDGE

ADVISORY

Leadership Evolution: Growing Self, People & Culture





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ACKNOWLEDGEMENT OF COUNTRY

CoreBridge Advisory is located on the land of the Wurundjeri Woi Wurrung people of the Kulin Nation, in Narrm (Melbourne). We acknowledge the Wurundjeri Woi Wurrung people as the Traditional Owners of this Country and pay our respects to Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Leadership Evolution builds the capabilities university leaders need to navigate complexity, renew culture, and inspire transformative change from the inside out

While many leadership training programmes focus on behaviour and policy, CoreBridge Advisory's Leadership Evolution brings a different lens — encouraging personal insights and the development of proactive, dignified ways of addressing challenges and encouraging positive workforce culture.

Leadership Evolution is not a generic workshop. It is a strategic, high-impact experience facilitated by nationally respected leaders — delivered only five times per year, for universities serious about human-centred transformation.

This exclusive one-day programme builds trust-based leadership capability across academic and professional staff, supports cultural recovery and strategic alignment, and elevates leaders who influence people, culture and purpose — not just systems.

It provides a psychologically safe space to reflect, reset, and recommit. A high-trust culture begins with leaders who understand themselves, their impact, and their role in shaping institutional values.

“The leaders who will define the next decade are not waiting for certainty. They are building the capacity to lead without it.”

01

THE OPPORTUNITY

Why conventional leadership development falls short

Australian university leaders are navigating unprecedented complexity – and most existing development programmes were not designed for this moment

Australian universities face a leadership challenge that demands a fundamentally different response. Staff wellbeing, cultural renewal, post-review recovery, equity and inclusion demands, and the compression of academic and professional boundaries have created a leadership environment unlike anything preceding it.

A high-trust culture begins with leaders who understand themselves, their impact, and their role in shaping institutional values. This programme supports universities to grow confident, resilient, and inclusive leaders who can guide their people through complexity and cultural renewal.

While many programmes focus on behaviour and policy, Leadership Evolution brings a different lens – encouraging personal insight and proactive, dignified ways of shaping culture

OBJECTIVES

Leadership Evolution is designed to build trust-based, human-centred leadership capabilities across mid-to-senior university staff; support institutional cultural renewal and post-review leadership uplift; increase internal alignment between academic and professional leaders; and strengthen cross-functional leadership in complex or resource-constrained environments.

02

THE PROGRAMME

Six modules. One transformative day.

Six integrated modules build trust-centred leadership across identity, culture, succession, resilience, and strategic action

1 LEADERSHIP WITHIN: WHO WE ARE VS WHAT WE DO

Explore the distinction between who we are and what we do. Support reflection on personal identity versus professional function. Build awareness of internal alignment and dissonance. Strengthen resilience and connection to purpose.

2 TRUST, ENJOYMENT, AND INCLUSION

Understand the relationship between work enjoyment and Frei's trust framework. Identify behaviours that build or erode trust within teams. Discuss the role of authenticity and equity in workplace satisfaction. Elevate inclusion as a foundation for psychological safety.

3 LEADERSHIP STYLE AND WORKPLACE CULTURE

Use Groysberg's framework to map leadership styles to culture outcomes. Shift thinking from culture as default to culture as design. Recognise how unexamined leadership habits reinforce exclusion or stagnation. Equip participants to influence culture at all levels.

4 SUCCESSION, MENTORING AND LEGACY

Examine the responsibility of leaders to develop and prepare others to lead. Explore how informal and formal mentoring contributes to culture. Discuss succession challenges in high-pressure environments. Reframe legacy as something actively shaped, not passively left.

5 SURVIVING AND THRIVING IN SYSTEMS

Discuss the realities of working in high-load or change-fatigued environments. Build shared language around power, bias, and gender dynamics. Support participants to lead with dignity despite system constraints. Reinforce strategies for protecting personal wellbeing.

6 ACTION PLANNING AND STRATEGIC ALIGNMENT

Support participants to define next steps in their leadership journey. Link personal action to broader institutional culture and reform priorities. Create a psychologically safe container for forward movement. Build alignment between personal leadership vision and institutional values.

03

YOUR FACILITATORS

Leaders who have lived what they teach

Our facilitation team has shaped national policy, mentored heads of state, and led through the very complexities facing universities today

1

**Prof. Emeritus
Margaret Hay**

LEADERSHIP
PSYCHOLOGY · HARVARD
MACY INSTITUTE

Led Monash's executive education and professional development for educators — Former Faculty and Lead of International Programs, Harvard Macy Institute (Harvard University) — Specialist in leadership learning, psychological safety, and workforce resilience — Global expertise in health education and institutional development

2

Ray Lind ONZM

GOVERNANCE · SYSTEMS
CHANGE · LEADERSHIP
DEVELOPMENT

Former CEO of Careerforce NZ; doubled sector reach and reputation — ONZM recipient for services to training governance — Former faculty at Monash & Harvard Macy Institute leadership programmes — Expert in succession, mentoring, operational reform, and identity-informed leadership

3

**The Hon. Dame
Annette King**

PUBLIC LEADERSHIP ·
PARLIAMENTARY ·
MENTORING

NZ's longest-serving woman in Parliament; held 10+ Cabinet portfolios — Former High Commissioner to Australia — Mentor to Prime Minister Jacinda Ardern — Insightful voice on gender, power, influence, and institutional endurance

4

**Benjie-Etta
Norman**

HIGHER EDUCATION
STRATEGY · CULTURAL
TRANSFORMATION

Trusted advisor to Vice-Chancellors, DVCs, and Deans on long-term strategy — Expertise in cultural recovery and equity-centred leadership — Lived insight into identity and systemic navigation — Practical, implementation-focused approach to complex institutional change

04

DELIVERY

A partnership designed around your institution

We deliver Leadership Evolution as an embedded partnership, adapted to your university's cultural and strategic priorities

WHAT'S INCLUDED

One-day, in-person programme delivery by four nationally respected leadership experts. Custom CoreBridge workbook and facilitation tools. Reflective leadership and identity exercises. Strategic action planning and implementation tools. Optional pre-course tasks to deepen engagement and expand content coverage during the day.

DELIVERY FORMAT

Participants: 15–30 people, or more if required — selected by your university to reflect the breadth of your leadership community. Location: On-site or retreat-style venue arranged by the university. Facilitation: High-engagement, trauma-aware, and psychologically safe delivery. Add-ons: Executive summary of key insights, post-session coaching, or additional leadership days.

WHO IS THIS FOR

Leadership Evolution is for everyone. It is grounded in the belief that leadership is not a title — it is a relationship with self and others. This programme welcomes all staff who seek to understand themselves more deeply, grow their capacity to develop others, and contribute to a culture of trust, dignity, and purpose. Whether you are an emerging leader finding your voice, or a seasoned leader seeking renewal, the programme meets you where you are. It is as relevant to a professional services coordinator as it is to a Deputy Vice-Chancellor — because great cultures are built by people at every level who choose to lead with intention.

HOW WE PARTNER WITH YOU

Every delivery is a genuine partnership. Before the programme date, CoreBridge meets with your leadership team to understand your institutional context, cultural recovery priorities, and the specific challenges your leaders face. We then refine the module sequence and facilitation emphasis accordingly — so participants experience a day that speaks directly to their reality, not a generic programme.

COREBRIDGE ADVISORY

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