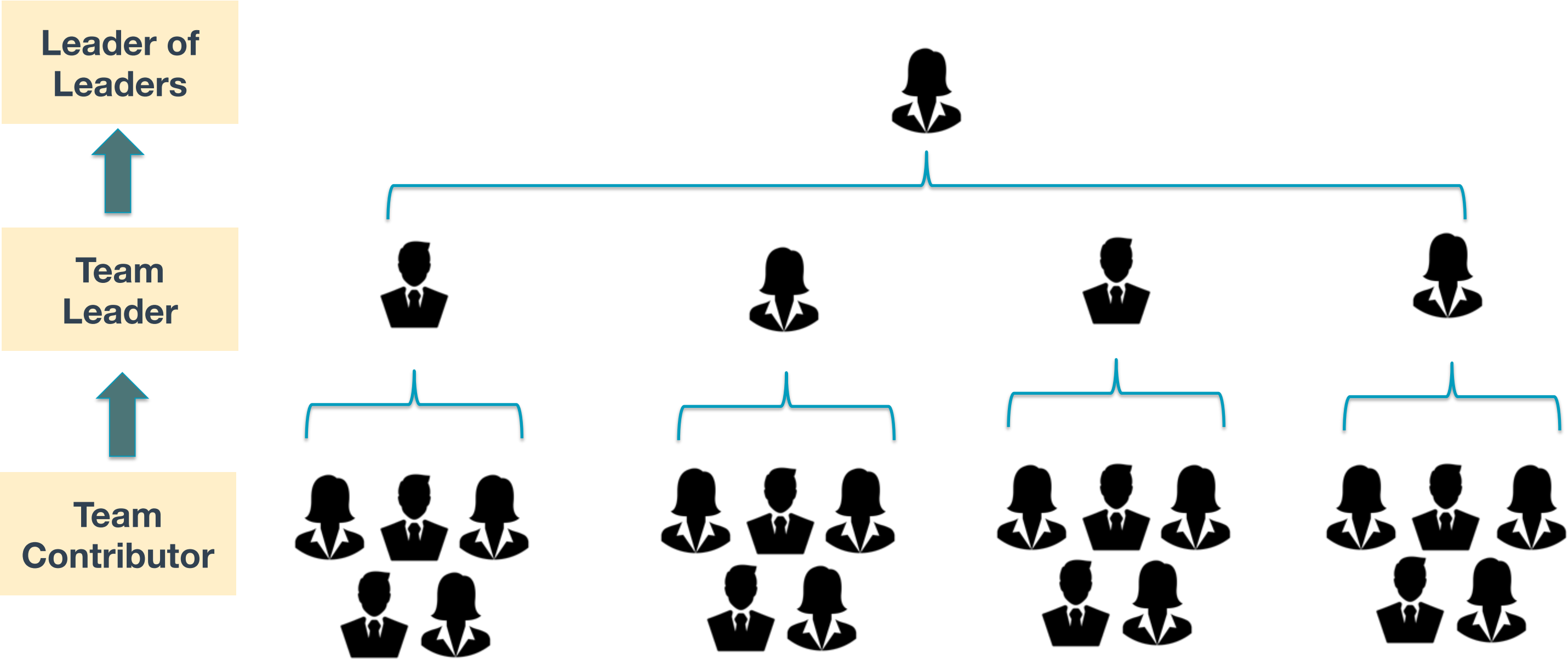


# A bit about me...

25 years of experience in strategy, growth, leadership and global higher education



# A typical leadership journey



# Opening Questions

- Would ask a few of you to share your leadership journey? Who and what are you leading today and how did you get there?
- Who was the best leader you ever worked for and what made them so?
- What is the role of a leader?

# What makes a business successful?

Strategy



People



Execution



# Discussion Break

- How would you rate your university overall and the team you lead in terms of:
  - (a) Having a winning strategy?
  - (b) Having the right people in the right roles with aligned goals?
  - (c) Delivering results, month after month, year after year?
- Which of these (a), (b), or (c) is the most important?

# Where do most leaders and businesses fall short?



Strategy

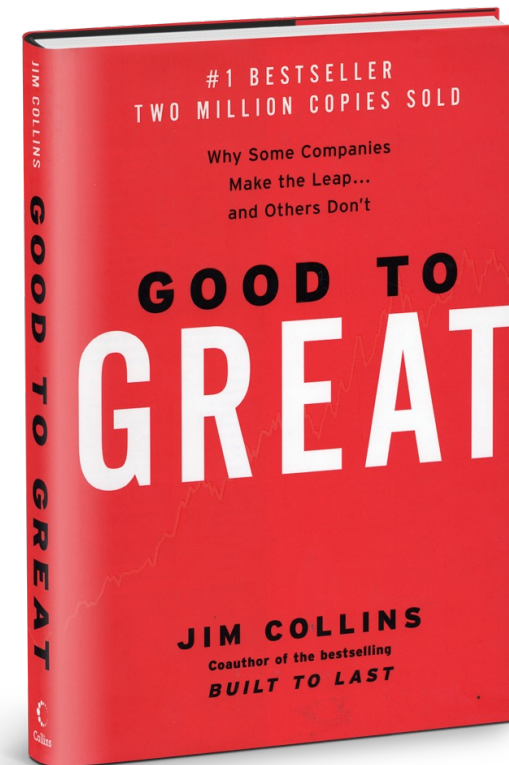
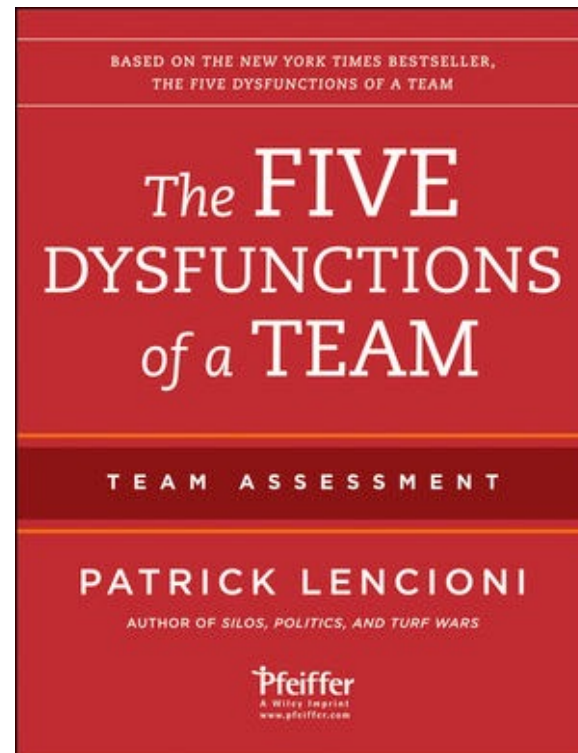
People

Execution

**The Gap is Usually Execution**



# What inspired my approach



# Two Key Concepts – The BHAG and First Team

## First Team

[https://www.youtube.com/watch?v=k9uM\\_6f5vmE](https://www.youtube.com/watch?v=k9uM_6f5vmE)

## Big Hairy Audacious Goal “BHAG”

<https://www.youtube.com/watch?v=mHmhqPHBBiA>



# Discussion Break

- Does that First Team video resonate with you? What do you think about when you hear those ideas?
- How well aligned is your team with your individual goals and the goals of the university?
- Does your organization have a BHAG? What is it? Does everyone know about it?

# A Framework for Leading High-Performance Teams



**1. Offsite & Personal Connection**

**2. Define First Team**

**3. Set a BHAG**

**4. Jointly Develop 90-Day  
“Contracts”**

**5. Weekly Meetings to Track  
Progress**

# Case Study: Laureate Australia



**2010-13: Licensing & Acquisitions**

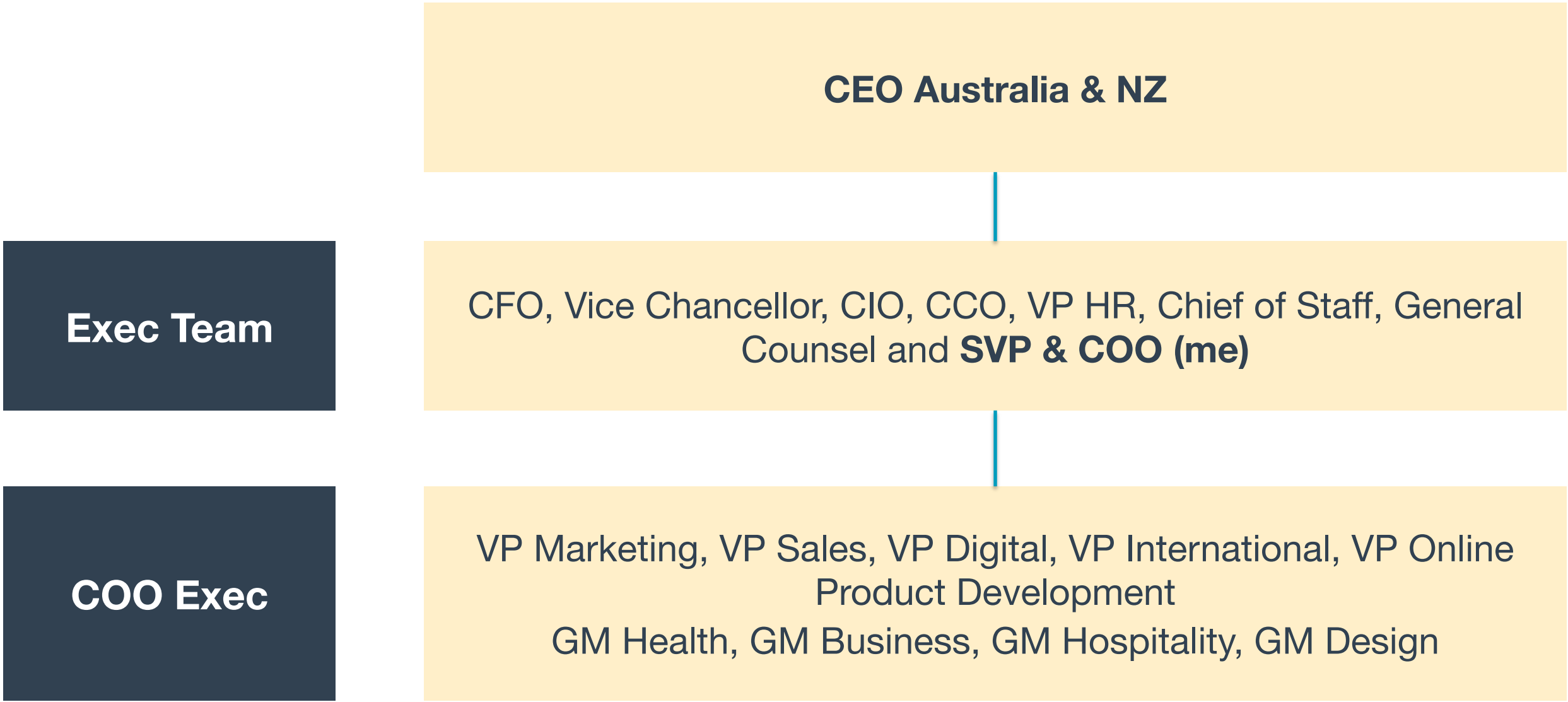
**2014: Launch of Torrens**

**2015: Consolidate Back Office**

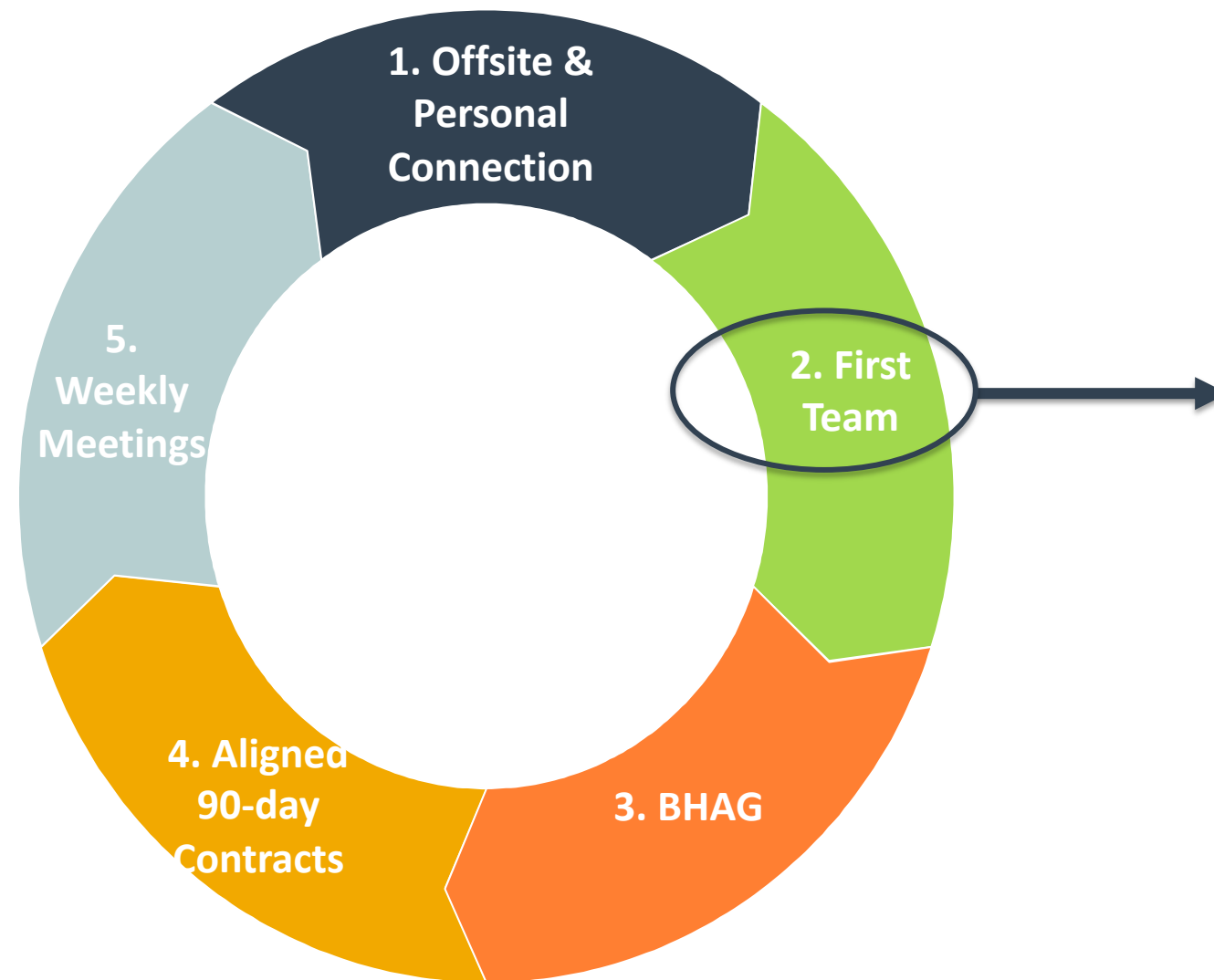
**2016: Consolidate Front Office**

**2017+: Comprehensive University**

# Context: My Team & Challenges in 2016

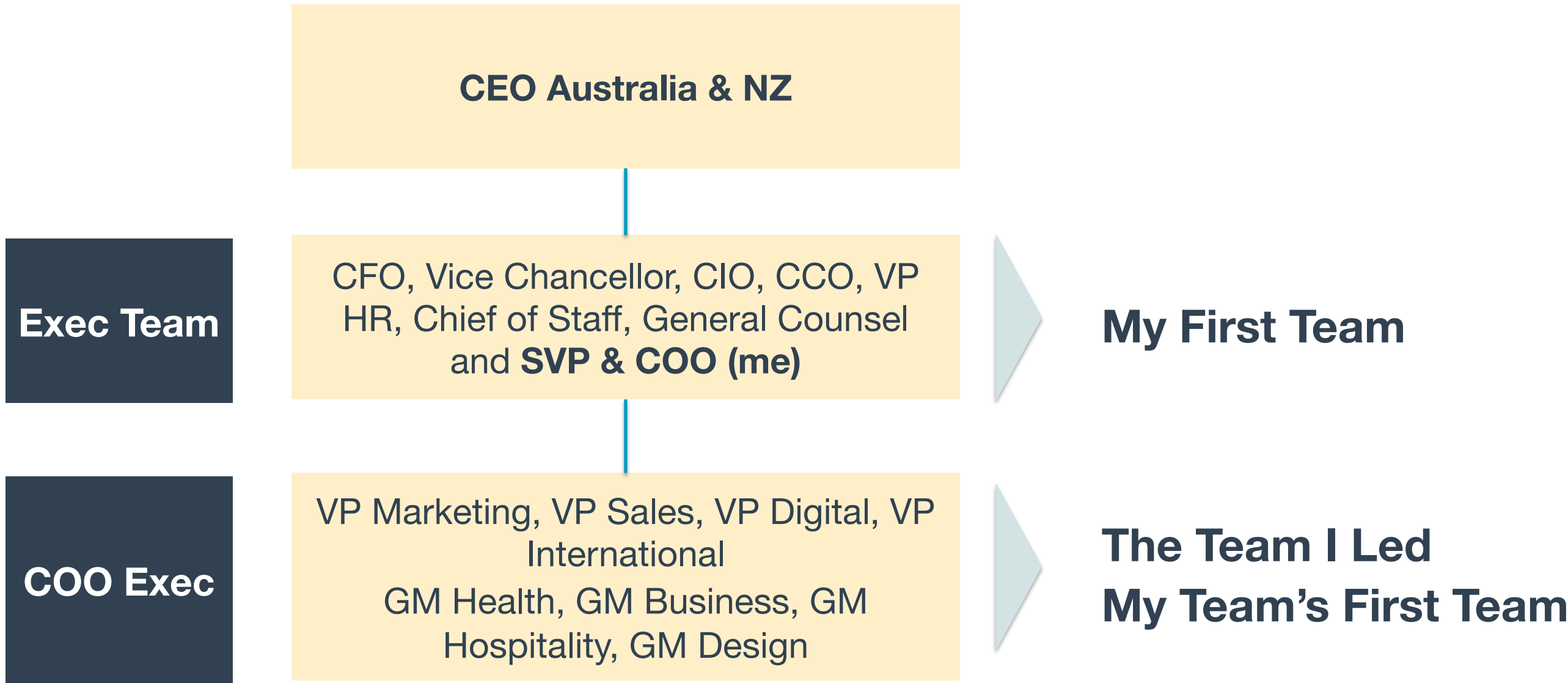


## 2. Define First Team



[https://www.youtube.com/watch?v=k9uM\\_6f5vmE](https://www.youtube.com/watch?v=k9uM_6f5vmE)

# Context: My Team & Challenges





### 3. Set a BHAG (Aligned to the Company's BHAG)



<https://www.youtube.com/watch?v=mHmhqPHBBiA>

### 3. Laureate Australia BHAG (Set in 2015)



**By 2025 we will have:**

- 50,000 employed graduates
- \$1b annual revenue
- 5,000 staff
- 10 countries
- 50 alumni who are significant business and community leaders
- 5 self-funding research centres that impact economic and social wellbeing in AMEA

# 4. Jointly Develop 90 Day Contract – Example

## 90 DAY Contract (Q2)

Chris Hill / CEO team

My First Team

MY GOALS (objectives)	OUTCOME(OR KEY STEPS)	PROGRESS	TARGET
<b>GROW TOPLINE</b>	<ul style="list-style-type: none"><li>• Be 15% ahead of NE and Rev targets by T2 census → BAU+ → Adelaide Enrolment Centre</li></ul>		<b>115%</b>
<b>DIFFERENTIAT E PRODUCTS</b>	<ul style="list-style-type: none"><li>• Land and launch the Collective (or similar) (1)</li><li>• Pilot an industry star elective (1)</li><li>• Hire and on-board a product manager (1)</li></ul>		<b>3</b>
<b>ENABLE GM's</b>	<ul style="list-style-type: none"><li>• Each vertical: → Holds at least 5 first team meetings (25) → Has resources for the top unfunded priority (5) → Is ahead of 2016 financial budget by LRP (5) → Has an LRP approved &gt; prior plan (5)</li></ul>		<b>40</b>
<b>ACCELERATE GROWTH</b>	<ul style="list-style-type: none"><li>• (1) Signed Letter of Intent (LOI)</li><li>• (5) Actionable deals in pipeline</li></ul>		<b>6</b>

Measurable Targets  
for Every Goal

Rallying Cry Linked  
to BHAG

Rallying Cry: Clearing the path and enabling GM's to hit  
\$1B in Revenue & 50K Employed Graduates

# A Framework for Leading High-Performance Teams



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# One Last Concept – The Level V Leader

**Level V Leadership Characteristics (shared by the 11 Fortune 500 CEOs profiled in *Good to Great* by Jim Collins):**

- Combination of humility & indomitable will
- Incredibly ambitious, high energy and relentless – but for the cause, their organization and its purpose, not for themselves
- Often self-effacing, quiet, reserved and even shy
- Motivate their enterprise with inspired standards not an inspiring personality

→ *Not larger than life heroes aspiring to be unreachable icons like so many famous leaders in the news*



# Questions

