



Developing Adaptive Leaders

Building your coaching capacity through a community lens

“

When I signed up for the JUNO Adaptive Leaders program, I brought with me a mountain of assumptions – how I would “help” my Community Protege (mentee) in finding a job, how I would pass on some words of professional wisdom, and how I would learn a thing or two about leadership along the way. But I was wrong. Rather, I coached my protege to think about what a “sustainable future” means to her. I often played a back-seat when developing solutions to problems. And I learnt new concepts like Spiral Dynamics and the Opportunity Curve. I even wrote a story about my leadership “identity”. From participating in the program, I took away an improved leadership toolkit and strategies that I’m using at work, with my team and even at home! The program has fundamentally changed the way I now live, learn and lead.

- Michelle Walter
Design Operations Lead, Human Centred Design
ANZ Banking Group

This program has reawakened a side to me that I've been out of touch with for too long - the side that calls me to take everything I've got and use it to make a difference in the life of someone else. It's such a unique program, challenging us as leaders to connect with someone who would otherwise be a stranger, bridging two world views, and discovering the truth that we are not as separate as we seem. As well as time with our protégés, I've deeply valued the slow time with my organisational colleagues, getting to know you all as beautiful, wise, thoughtful, kind-hearted-legends, beyond a role title, beyond a 'colleague' ... I call you friends.

- Fiona McUtchen

JUNO Mentor Alumni

Program Brief

The Juno Institute has been delivering a transformational Adaptive Leaders program for more than 20 years. The initiative engages stakeholders from the Corporate, Community & Government sectors in a meaningful experience that shifts disadvantaged community members (long term unemployed and/or individuals with a disability) into employment or education over a 12-week period. At the same time individuals participating as corporate mentors undertake a significant leadership development journey – guided by the Juno facilitators.

Program experiences can be delivered in several ways, either as an in-house program offering for one organisation (or leadership level) as well as collaboratively in a multi-organisational offering with other corporate clients who share similar values around immersive learning, social sustainability and creating healthier communities.

Many of our clients have fully integrated the Juno Adaptive Leaders program as part of their mid-senior level leadership development and/or talent offerings. Targeted participants undertake the Juno program as a stretched experience to focus on increasing capacity, identifying blind spots and guiding the leadership group towards operating as one high performing system.

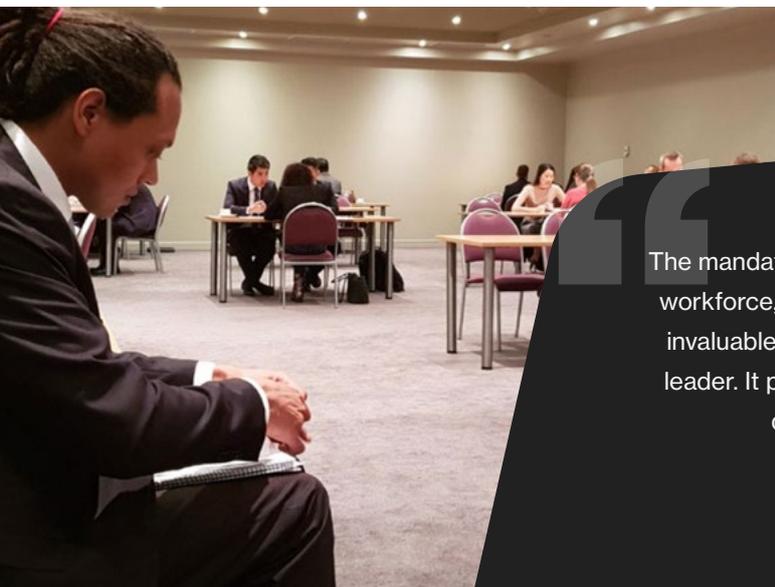
The Approach

First and foremost, this is a leadership development offering, but what makes it unique and effective is that it engages individuals in a context vastly different to their normal world and quickly gets them out of their head (thinking) and into a 'doing' space – thus facilitating the experimentation with new behaviours. The community engagement is an essential ingredient to the success because it creates a burning platform for change that is simply not achieved in a traditional leadership program.

The combined mentor group strategize, problem solve and support each other in this unique and challenging development journey.

Working in small clusters (learning pods) encourages participants to continually ask the question “who is the best person to be doing the required task right now”? Participants are empowered to step up and lead and/or negotiate a better strategy through tapping into the collective intelligence of the broader mentor cohort.

Through this way of working the group adopt an adaptive thinking mindset and typically we see multiple strategies emerging to address their Protégé's complex social issues. The cluster model provides groups with an opportunity to be truly innovative and agile in their approaches. This is a major contributor to the overall program success both in obtaining immersive leadership learnings as well as achieving such positive community outcomes.



The mandate of the program is very black and white; mentor someone into the workforce, but the program was so much more than that. For me, it proved an invaluable perspective into my own shortcomings as an employee, friend and leader. It provided me with a 'safe space' to allow myself to be vulnerable and develop a new set of leadership skills. I can't recommend it enough.

Programmer -

Banking Product & Markets Operations, NAB

PROGRAM BENEFITS – INDIVIDUAL/ ORGANISATIONAL

Through undertaking the Juno Adaptive Leaders journey we see not only immediate improvements to an individual's leadership capability but also longer term commercial benefits for the organisation.

Short Term-Immediate Benefits:

- The ability to have difficult conversations that result in driving accountability
- The ability to build upon leadership competencies that are not natural strengths, resulting in more well-rounded situational leaders
- Self-awareness in their communication and leadership styles.
- To think adaptively and assess the need to move into an adaptive leadership space when the technical solution hasn't worked
- More developed EQ skills and emotional resilience, which results in a greater ability to stretch outside of an individual's comfort zone, tackle ambiguity and take risks
- Work more collaboratively with a new team and build a climate of trust quickly in order to produce results in a short amount of time.

Medium-Long Term Benefits:

- Work with high self-awareness and clarity of purpose and values.
- Understand and act on the responsibilities that come with their role
- Recognise and respond to complex, adaptive problems.
- Understand the purpose and necessity of collaboration for achieving outcomes. Partner across sector, function and culture.
- Build resilience and confidence to lead in unfamiliar circumstances – today's ever-changing organisational terrain.
- Foster the organisation's ability to learn.
- An ability to know when to mentor, when to coach, and when to lead.

WHY ORGANISATIONS NEED THIS NOW

One of the challenges that many organisations are experiencing, is the need to keep up with fast changing economic and technological changes. This means that the way we compete for resources (business and talent) and solve problems needs to change. In the war for talent, where talented people are leaving organisations every day, companies who invest long term in assisting people to think and act on challenges in new and more innovative ways are the same organisations that will retain their talent.

I can't speak highly enough of this program. It is challenging and will force you to think very differently and be adaptive in your approach. It will most likely challenge your leadership style, and it will push you well outside your comfort zone and encourage you to work closely with people you haven't met before. Unlike other courses that run for 1-3 days, with this program you get to practice what you learn over a 12-week period, so you retain more of the learning. There is also a very satisfying reward at the end to know you have helped others.

- **Darius**

Chapter Lead, ANZ Banking Group



The Juno experience took me to an emotional level that I did not expect, greatly strengthened my resilience and challenged me to 'step up and lead'. I learnt that sometimes success doesn't come sugar coated or arriving with great fanfare – such a great lesson! I recommend all managers should do this.

JUNO LEARNING MODEL

Juno Consulting seeks to develop people who can see beyond their 'four walls' to the more adaptive challenges and opportunities that exist in the world. We know that in an increasingly complex world there are no longer any boundaries between organisations, communities, markets and the environment.

Fundamental to our learning design is the requirement to create learning contexts that are unique, challenging yet manageable. Our workshops are live learning spaces and support experiences that quickly apply into the work context. The program adopts a learning process that both challenges and empowers individuals to work with greater purpose, passion, flexibility and risk.

The program teaches and explores:

- the adaptive leadership model
- complexity and uncertainty
- community and cultural awareness
- working with diversity
- self-awareness and clarity of purpose and values
- resilience and confidence to lead in unfamiliar circumstances – “the leadership terrain”

This program is supported by the approach that organisational change requires developing groups of individuals to work with purpose, to take responsibility beyond their formal authority, and to provide them with the skills, capacity and resiliency to operate and thrive in challenging and uncertain environments.

People are invited to come into the program as learners, not experts, and to be open to having their values questioned and challenged. In an environment of stark contrast with the structures and demands that pervade most of our everyday working lives, the program provides participants with a good opportunity to remove the masks and be open, generous, adventurous and vulnerable.



Mind expanding program, and a great group of people to be on the learning voyage with.

– Natalie Cameron

Lead Ombudsman - Investments & Advice
Australian Financial Complaints Authority (AFCA)

CROSS ORGANISATIONAL/ DIVISIONAL LEARNING OPPORTUNITIES

We create a learning space where participants are challenged to understand themselves and their system to collaborate with others who do not necessarily share their views, background, etc.

We do this by assembling highly diverse participant groups from across organisational divisions and portfolios. As a result, expanding the mindset of participants who are typically internally focussed and moving them into thinking and operating as a broader system.

Networking and cross divisional/organisational learning is deep as participants form close relationships across the whole mentor group.

The Juno Adaptive Leaders Program was such a rewarding and humbling experience. I really believe that every leader should do this program for the betterment of themselves, their business, and their community. I was challenged personally, professionally, and emotionally all in positive ways. I learned so much about myself in such a short period, tested my assumptions, and really got to work on my empathy, check my privilege and help others at the same time. I cannot recommend this Program more highly.

– David Wallace-Lemmon

Head of Business/Data Governance & Controls
ANZ Banking Group



COST & COMMITMENT

Participants of the Juno Adaptive Leaders Program require attendance at the following:



2-day foundation training program



1 hour face-to-face meeting with your protégé (at place of work) per week for 12 weeks



2 hours facilitated group meeting (during working day) per fortnight for 12 weeks



Graduation event at the end of the program (evening function)

PROGRAM COST

starting from \$3,995 + GST per participant

(based on a program size of 15-20 participants)

PROGRAMS CAN BE DELIVERED AS 'FACE-TO-FACE', DIGITAL AND/OR HYBRID EXPERIENCES.

Digital programs can be structured to suit multi-teams that operate Globally. In these instances, we can break up the learning into half day segments to allow for differing time-zones etc.

Juno commit to delivering at least one multi-Organisational program per quarter. This provides a perfect opportunity for new clients to pilot the program experience with small groups to ascertain suitability for broader application



OUR PARTNERS

