**BBSI011: Week 3 Leadership and Social Impacts**

**Tutorial A worksheet**

# Activity 1: Concept check: Stakeholders

Answer the following questions when instructed by your tutor.  Be prepared to share your answers with the class.  

1. What does the word “leader” mean to you?

To me, a "leader" is someone who not only guides and directs a group or organization towards achieving its goals but also inspires and motivates others to realize their full potential. A true leader embodies vision, integrity, and empathy, showing the way by example rather than just giving orders. They are adept at recognizing the strengths and weaknesses within their team and utilize these insights to foster an environment of growth, learning, and collaboration. Leadership involves making tough decisions with confidence and taking responsibility for the outcomes, whether they are successes or failures. It's about encouraging open communication, promoting innovation, and being adaptable to change. In essence, leadership transcends the act of management to become a catalyst for positive change and development within an organization or community.

1. Who thinks of themselves as a leader? (Raise hands). Why do you think you’re a leader?
2. Do you think leaders are born or created?

I strongly believe that leadership skills can be acquired through learning and practice. Education, experience, and deliberate practice play a crucial role in developing leadership capabilities. Many leadership theories, such as transformational leadership and situational leadership, emphasize how leaders can adapt and grow their leadership style based on the needs of their followers and specific situations.

1. What traits do you think leaders possess?

Vision: Effective leaders have a clear vision for the future. They can set goals, articulate a compelling direction for their team or organization, and inspire others to commit to these goals.

Communication: Strong communication skills are essential. Leaders must be able to convey their vision, expectations, and feedback clearly and persuasively, as well as listen actively to others.

Confidence: Leaders often exude confidence, which can inspire trust and reassure team members during uncertain times. However, this confidence should be balanced with humility and the willingness to learn from mistakes.

Inspirational: Leaders have the ability to motivate and energize people, not just through their words but also through their actions and their commitment to the vision and goals of the organization.

1. Consider the leaders below and identify which learning theory you think each leader is most focused on.  Are they leading Responsibly?  Conduct some research to support your claim.

# A screenshot of a computer Description automatically generated

Anthony Albanese, the Australian Prime Minister, seems to emphasize a leadership style that values learning and collaboration. His approach to leadership is characterized by a desire to build consensus and engage in inclusive dialogue rather than command and control. Albanese's focus on learning, especially from diverse communities and perspectives, suggests that he aligns with experiential learning theories, which emphasize learning through experience and reflection on doing. His leadership also appears to be responsible, as it prioritizes inclusivity, dialogue, and a readiness to learn from others, including from historically marginalized communities.

Richard Branson: Known for his adventurous spirit and unconventional business strategies, Branson might align with transformative learning theories. He often emphasizes the importance of taking risks, learning from failures, and innovating, which is key to transformative learning that changes the way individuals think about themselves and their world.

Jacinda Ardern: Ardern is celebrated for her empathetic and transparent communication style, particularly in times of crisis. Her leadership might align with social learning theories, which emphasize learning through observation, imitation, and modeling. Ardern's approach demonstrates the power of leading by example and the impact of empathy and clear communication in leadership.

Malala Yousafzai: As a female education activist, Malala's leadership is deeply rooted in the belief that education is a fundamental right for all. Her advocacy aligns with cognitive learning theories, which focus on mental processes like thinking, memory, knowing, and problem-solving. Malala's work emphasizes the transformative power of education and knowledge in changing individuals' lives and societies.

# Activity 2: Nearpod lesson

# What were the concepts this week? We will review using a nearpod lesson and answer any questions you may have.

# When instructed by your tutor, please go to <https://nearpod.com/student/> and join with the code provided by your tutor.

# The Nearpod Questions are below:

# What does Responsible leadership mean?

# It means being responsible for a leader

# Responsible leadership is looking after a leader's health and making sure they are fit for the job

# All of the above options are true

# According to an article in your pre-tutorial readings by Maak and Pless (2019), a responsible leader has which of the following characteristics?

# They need to have lots of money to see their vision through

# Accountability, appropriate moral decision-making, legitimacy, and trust.

# Someone with over a million Instagram followers

# What qualities does a successful leader in the 'social purposes sector' need to posses? Multiple responses allowed.

# A good sense of humour

# Empathy

# Communication

# Ability to see into the future

# Which leadership theory came first, the behavioural theory or the contingency theory?

# Behavioural

# Contingency

# Both theories arrived at the same time

# Both these theories do not exist

# Which of the following statements is true?

# The trait theory is based on the idea that leaders can be trained

# The behavioural theory believes that leaders are born with certain traits

# The trait theory suggests that leaders have personality traits that distinguish them for others

# Statements b and c are both true.

# Which of the following people would be considered responsible leaders?

# Donald Trump, Former President of the USA

# Richard Branson, Founder of Virgin Group

# Melanie Perkins, Co-founder of Canva

# None of the above

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**Tutorial B worksheet**

# Activity 1: Canva & Responsible leadership

# We will take a look at the Australian company Canva and consider how Responsible leadership might differ across the countries that Canva operates in.

**Introduction to Canva and the Co-founder Michelle Perkins:**

1. Hands up, who has heard of Canva before today?  What is the company known for?
2. How many of you have used Canva before?  You will be using Canva to help you create your Infographic, which is due in Week 10.
3. Did you know this company was owned and run by an Australian named Melanie Perkins?



**Questions on the video:**

1. What do you think Michelle Perkins means when she says, "I always believe that it’s really important to create a vision of the future?"
2. Why has Michelle Perkins decided to give away 30% of the company's equity to charity?  Do you think this is a smart choice?  Should the government require all companies earning over a certain amount of money to donate to charities and social causes?
3. What makes Michelle Perkins a responsible leader?  Do some research online and see if you can find information to support your claims.

1. When Melanie Perkins emphasizes the importance of creating a vision of the future, she's advocating for the need to imagine and articulate what success and impact look like in the long term. This vision serves as a guiding star for the direction and decisions of an organization, motivating and aligning efforts towards achieving that envisioned future. Perkins' approach at Canva demonstrates this, as she aimed to democratize design and make it accessible to everyone, regardless of their technical skill or background. This vision of simplifying the design process has been central to Canva's identity and growth.

2. Melanie Perkins' decision to allocate a significant portion of Canva's equity to charity reflects a broader commitment to social responsibility and the belief that businesses should contribute positively to society. This approach aligns with Canva's mission of democratizing design and extends the company's impact beyond its core business operations. While this decision is commendable and aligns with the values of responsible leadership, the question of whether the government should mandate such contributions is complex. It involves considerations around corporate autonomy, the effectiveness of such mandates, and the diverse contexts within which companies operate. A one-size-fits-all approach may not be feasible or effective in achieving the desired social outcomes.

3. Melanie Perkins is considered a responsible leader for several reasons. Her leadership style is transformational, focusing on inspiring and empowering her team to achieve extraordinary things. She emphasizes fostering a culture of creativity, continuous learning, and collaboration, setting a clear vision for the company, and working alongside her team to realize that vision. Perkins also prioritizes inclusivity and diversity, recognizing the value that different perspectives bring to creative and innovative processes. Additionally, her commitment to social causes, demonstrated through Canva's philanthropic initiatives, underscores a leadership approach that extends beyond profit-making to positively impact society. Her vision for Canva, focused on making design accessible and empowering individuals and organizations, further exemplifies her role as a responsible leader.

**Canva and its global operations:**

Canva currently has offices in [8 locations - Australia, NZ, Manilla, China, Czech Republic, United States, Austria and Philippines.](https://www.lifeatcanva.com/en/locations/" \l ":~:text=We're%20a%20global%20team,we've%20got%20you%20covered." \t "_blank" \o "Link)

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**Questions on Canva and leading in a global setting.**

1. How do you think the style of leadership, and in particular the focus on responsible leadership, might differ between the locations listed above?  Your tutor will assign each group a country to research.

China: Leadership in China traditionally values hierarchy and respect for authority, with an emphasis on collective harmony. Responsible leadership could be directed towards maintaining social harmony and contributing to the collective welfare of the community, aligning with the Confucian principle of societal harmony.

1. What are some of the challenges and opportunities of building a global and diverse team, and how do you think Canva fosters a culture of inclusion and collaboration?

Challenges:

Navigating cultural differences and ensuring effective communication across diverse teams.

Managing different time zones, which can affect collaboration and meeting schedules.

Ensuring inclusivity and equal opportunities for all employees, regardless of their location.

Opportunities:

Harnessing a wide range of perspectives and ideas that can spur innovation and creativity.

Access to a broader talent pool, bringing in varied skills and expertise.

The ability to offer round-the-clock service to users globally due to differing time zones.

Canva likely fosters a culture of inclusion and collaboration by implementing policies and practices that promote diversity, equity, and inclusion, such as bias training, inclusive hiring practices, and creating platforms for cross-cultural exchanges. Encouraging open communication, providing tools for effective remote collaboration, and celebrating cultural diversity within the organization can further enhance inclusivity and teamwork.

1. How would Canva ensure its content and products are representative and accessible to users from different backgrounds and cultures?

To ensure its content and products are representative and accessible to users from different backgrounds and cultures, Canva could:

Offer a diverse range of templates and design elements that reflect various cultures and traditions.

Ensure its platform supports multiple languages, making it accessible to non-English speakers.

Incorporate user feedback from diverse communities to continually improve and adapt its offerings to meet a wide range of needs.

Work with culturally diverse designers and content creators to enrich its content library.

Adhere to global accessibility standards to ensure users with disabilities can effectively use the platform.

By implementing these strategies, Canva can create a more inclusive platform that caters to the diverse needs and preferences of its global user base, reflecting its commitment to responsible leadership and global inclusivity.