



Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

Introduction

Developing Leadership—Who? What? Where? is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

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Commonwealth Scientific and Industrial Research organisation (CSIRO)

CSIRO has a number of leadership/management development programs currently in use:

- Working with People;
- Peer Coaching;
- Project Management in CSIRO;
- Grow your Business—Leveraging Intangible Assets;
- Managing People—Managing Performance;
- Leading Teams Module A and Module B;
- Seven Habits of Highly Effective People;
- Team Membership Workshop;
- Leading the Research Enterprise; and
- Leadership Consortium’s Leadership Development Program.

Working with People

Course objectives

To assist leaders and members of work teams to:

- Utilise new and enhanced communication skills
- Act with greater confidence in their team
- Develop leadership and motivational strategies for each team member
- Utilise skills and strategies to deal with difficult situations

Implement a learning plan involving managing individual performance in the work team and designing an intervention in the workplace, with support from your supervisor and PD Manager

Content

At the conclusion of the course, participants will have:

- A basic understanding of individual differences in behavioural styles and how these impact relationships
- A basic understanding of contemporary leadership and management including the essential differences between these roles
- A sound understanding of, as well as practice in, effective communication skills including rapport building, effective listening and constructive assertiveness
- A sound understanding of, as well as practice in, giving constructive feedback and receiving feedback from others in the workplace

Peer Coaching

Course objectives

For participants to:

- Learn how to work or consult more effectively with our ‘clients’ and each other
- Build a learning set ie a group of peers whom you can work with to improve your personal effectiveness
- Describe how your personal effectiveness impacts on your effectiveness in influencing your key stakeholders
- Practice the art of influence through understanding your own personal effectiveness
- Achieve greater influence with key decision makers
- Act as coach to peers, staff and management
- Improve the quality work with key stakeholders

Who should participate

Staff with team management and leadership responsibilities who wish to enhance their personal effectiveness and influencing skills.

Project Management in CSIRO

Course objectives

For participants to:

- Link the practice of project management with the directions of the organisation;
- Understand the issues involved in Conceiving, Planning, Delivering and Closing projects and be aware of and use appropriate tools, techniques and process to help manage projects;
- Determine what information is needed to plan, budget and manage a project, eg: life cycle costing, cost management, pricing, budgeting, effort logging etc.
- Determine how and when to involve clients to optimise project success ie: project delivered on-time, on-budget and to an agreed quality standard;
- Understand the organisational, financial and political aspects of project management;
- Be aware of how CSIRO Project Workflow can assist you in managing your project.

Content

- What is a project?
- What is Project Management?
- The stages in Project Management – Conceive, Plan, Deliver & Close
- An introduction to some tools/processes;
- Overview of costing and pricing issues
- Case Study—personal or provided

Grow your Business – Leveraging Intangible Assets

Course objectives

For participants to:

- Become aware of creating value from intangible assets;
- Gain a view of what assets need to be managed and how they relate to each other and the bottom line
- Develop an awareness of the three categories of intangible assets—External Structure, Internal Structure and Individual Competence
- Be introduced to the principals behind Knowledge Management;
- Be introduced to intangible factors such as individual competence, team chemistry and company image;
- Run a simulated organization and make selections on Customers, Staff and Tools and Processes, based on the strategic direction they have chosen;
- Be aware of the strategic implications of Customisation, Niche Marketing and Volume Production;
- Determine the focus for creating future growth;
- Identify actions and resources for bridging the gap locally

Content

- Being knowledge workers in the services sector
- Market Value and Intangible Assets
- The Knowledge Organisation
- Your place in the marketplace
- The Invisible Balance Sheet

- Setting Strategic Directions
- Mini-Simulation of running a knowledge organization
- Next Steps Planning

Managing People – Managing Performance

Course purpose

To assist leaders and supervisors of work teams to:

- Manage the performance of people
- Act with greater confidence in their team
- Develop leadership and motivational strategies for each team member
- Utilise skills and strategies to deal with poor performance
- Utilise skills for counseling staff
- Coach staff to improve their skill levels

Implement learning plan involving managing individual performance in the work team and designing an intervention in the workplace, with support from supervisor and PDM

Content

- Giving feedback to improve individual performance;
- The reward process used in CSIRO;
- Practice and use of the APA and CMP processes;
- Giving constructive feedback, receiving feedback from others and counseling in the workplace;
- Identifying training needs of people within their teams;
- The role of coaching on the job to improve performance and skill.

Leading Teams Module A— Leading Change in a Research Enterprise

To assist leaders of teams to:

- Recognize and reward the performance of people
- Foster Creativity and innovative thinking
- Inspire and empower others
- Develop others and encourage a commitment to learning
- Capitalise on diversity
- Establish climate of trust, openness and collaboration
- Identify and question own and other's assumptions and mental models
- Drive necessary change

Implement learning plan involving leading in the work team and designing an intervention in the workplace.

Content

- Recognition and reward processes in CSIRO;
- Leadership skills required to lead a team;
- The role of individual and group learning in enhancing performance;
- The change process and how to manage change;
- Team culture and how to build a climate of trust and openness;
- The role of the coach in improving on the job performance and skill;
- Team diversity and how to use it effectively.

Leading Teams Module B—Strategic Leadership

Course purpose

To assist leaders of work teams to:

- Set the direction for their teams and align people to that direction;
- Manage the human resources within their teams

Implement learning plan involving leading a work team and designing an intervention in the workplace.

Content

- Strategic direction setting;
- The effect of change on complex systems;
- The effect of external trends on the planning process;
- The relationship between change, strategy and leadership.

Seven Habits of Highly Effective People

Course objectives

Develop and enhance effective personal and interpersonal skills, creating a culture focused on teamwork, effective leadership and synergy. The workshop objectives;

- Courage to take on new challenges
- Create a united team with shared vision, mission and purpose
- Prioritising, accomplishing the most important things first
- Identifying win-win solutions, enhanced conflict resolution
- Deeper understanding and clearer communication within your team
- Greater 'buy in' from team members, taking advantage of diversity
- Continuous improvement

Content

This workshop provides a comprehensive approach to developing a foundation of organisational and personal success, motivating participants to incorporate the principles above and encouraging a balanced professional and personal life. The Seven Habits workshop helps create trust and form strong relationships, ultimately leading to superior results and realised objectives, for the individual and for the organisation.

This intensive three day workshop will help you see both yourself and others differently and, as such, becomes a catalyst for long term change, not just a motivational quick fix.

Team Membership Workshop

Course objectives

For participants to develop an understanding of:

- The role of teams in R&D and the factors that contribute to team effectiveness,
- The stages of team development and appropriate strategies to support each stage;
- Options to support teamwork in CSIRO and to increase team effectiveness and self-awareness of individuals working in teams

Content

- What is a team?
- How do they differ from groups?
- Why a team in R&D?

- The stages in team development—The Drexler Model
- Characteristics of effective teams in R&D

CSIRO Leading the Research Enterprise

This is the principal development mechanism for future CSIRO leaders. It is aimed at those individuals who are assessed as likely to have potential to attain senior management positions in CSIRO or external organisations within two—five years (up to four external participants are also able to attend). The core modules are conducted over a total of 12 days with a personal development plan guiding further individual interventions

Module 1 – Leading the Business

- The Challenge of Leadership in a Research Enterprise
- Markets and Competitive Drivers in a Science and Research Enterprise
- Strategic Planning and its links to Operational Plans
- Creativity and Innovation in Value Creation
- The Business of Governance
- Knowledge Management—Building a competitive advantage
- Mobilising and Leveraging Knowledge Workers
- Performance Management—Organisational and People Perspective

Module 2 – Positioning the Business

- Global trends and social issues
- Strategy development / context; changing world
- Emerging science, issues and trends
- Organisational model
- Policy issues and trends
- Scenario planning and Corporate task

Module 3 – Planning for the Future

- Presentations and Debriefs
- Development Planning
- Guest Speakers
- Topics and content developed according to individual group needs

Leadership Consortium’s Leadership Development Program

Four national companies identify between four and six potential leadership candidates to attend a residential program and then participate in a workplace learning project. The one week residential program will have a variety of presenters who can provide leading edge thinking and practice, have the ability to balance input, promote group interaction and provide expert support. All presenters will be fully briefed on the nature of the individual organisational projects, and be able to provide participants with consultancy advice throughout the week. At the end of the workplace project, each team will deliver their recommendations and project results.

Course objectives

1. Enhance participant's leadership capabilities
2. Expose participants to latest thinking and practice in leadership
3. Develop participant's capacity for ongoing workplace learning
4. Assist participants in applying their learning to the strategic project and within the broader organisational environment
5. Assist participants in critically reviewing and improving their own thinking and personal practice
6. Successfully achieve the outcomes of the strategic project.

Potential Participants

- Reporting to the top three tiers of management
- High potential candidates
- Already managing key people and/or functions
- Nomination endorsed by senior management

Contacts

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