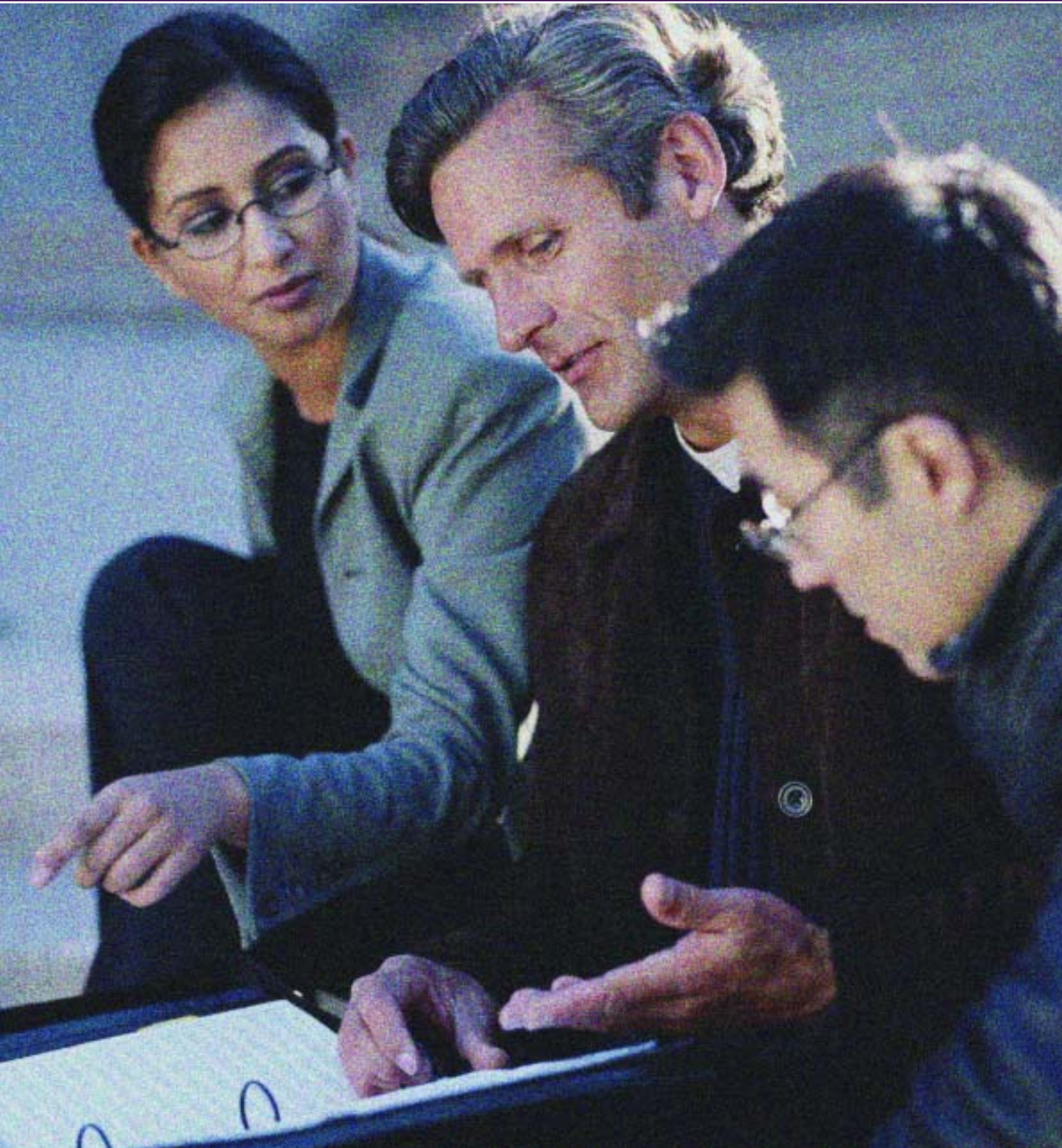




Developing Leadership

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

November 2003

Department of Defence

Defence is one of the largest organisations in the APS, with 90,000 Australian Defence Force personnel and civilians located across Australia and overseas and with a budget of \$15.8 billion in 2003-04. Leadership development activities and programs are run throughout the organisation, at corporate and program level. The Services traditionally have placed great emphasis on leadership development for their people throughout their careers.

This section will cover a selection of Defence's leadership development programmes and delivery agencies. A comprehensive survey of programmes titled, *Directory of Command, Leadership and Management Training 2003*, is available from the Centre for Command, Leadership and Management Studies at the Australian Defence College.

The Centre for Defence Command, Leadership and Management Studies

The Centre was established at the Australian Defence College in January 2002. The role of the Centre is to provide the Commander of the College with corporate-level command, leadership and management development advice, in order to help shape expertise in these areas at the College and across the Australian Defence Organisation.

The functions of the Centre are to:

- provide the Commander with specialist advice to ensure the command, leadership and management development activities sponsored by the College are conducted effectively and efficiently;
- provide a strategic-level framework to allow Defence individuals and groups involved in command, leadership and management development activities to share information and ideas amongst the Defence community;
- conduct research on command, leadership and management issues of interest to Defence and produce papers and articles; and
- support those command, leadership and management development activities referred to the Centre by providing advice on more appropriate, effective or efficient skills and strategies.

Leadership development within Defence is grounded in the '*Defence People Leadership Model*' (below), which places the onus on leaders to create the right environment to allow each individual to maximise his or her potential. It is believed that such an environment must foster five things: challenge, elbowroom, feedback, self-esteem and pride.

Defence's emerging emphasis is on development conducive to individuals mastering better leadership decision processes, rather than attempting to inculcate specific leadership knowledge, skills or attitudes.

Development occurs within the *Defence Leadership Development continuum* (below). It should be noted that most of the development occurs in the Education, Coaching and Mentoring, and Organisational Opportunities sections of the continuum. A number of programs have been established within Defence to support the activities highlighted in the continuum.

To be effective in Defence it is imPLICIT that the Defence senior leadership values be upheld. To be an effective senior leader in Defence it is imPLICIT that the Defence senior leadership values be promoted as well as upheld.

DEFENCE SENIOR LEADERSHIP VALUES—

Professionalism, Loyalty, Innovation, Courage, Integrity, Teamwork

PERFORMANCE PRINCIPLE	LEADERSHIP CAPABILITY Defence leaders:	LEADERSHIP BEHAVIOUR Defence leaders:
<p>Challenge</p> <p>People like a challenge and set new performance standards <i>when</i> they are clear about our purpose and understand where their contribution fits in</p>	<p>Set the standard for performance</p>	<ol style="list-style-type: none"> 1. Articulate and communicate performance expectations 2. Explain where people’s contribution fits in 3. Exemplify the standard and encourage/assist others to perform to the standard 4. Measure performance and reward/sanction appropriately
<p>Elbow-room</p> <p>People are responsible, accountable, exercise self-direction and self-control <i>when</i> their supervisor involves them in decisions affecting their workplace and allows them to do their job</p>	<p>Give meaningful direction</p>	<ol style="list-style-type: none"> 1. Involve people in decision-making 2. Communicate the objective with clarity 3. Link direction to corporate goals 4. Ensure people have what they need to get the job done, within resources allocated
<p>Feedback</p> <p>People exercise imagination, and creativity to solve problems <i>when</i> they get constructive feedback on their ideas and are confident that communication lines are open</p>	<p>Make communication a priority</p>	<ol style="list-style-type: none"> 1. Tell it as it is 2. Make sure messages are understood 3. Listen and respond 4. Actively create a trusting environment
<p>Self-esteem</p> <p>People who feel good about themselves do good work <i>when</i> their supervisor recognises a job well done—praise from supervisors does wonders for self-esteem</p>	<p>Create the climate for success</p>	<ol style="list-style-type: none"> 1. Take an interest in people as individuals 2. Explain people’s roles in the organisational direction 3. Value and acknowledge people’s contribution 4. Recognise people by name
<p>Pride</p> <p>People are proud of the job they do and the organisation they work for <i>when</i> the organisation is making a meaningful contribution to society, engendering trust and mutual respect</p>	<p>Persist until the job’s well and truly done</p>	<ol style="list-style-type: none"> 1. Celebrate the team’s achievements 2. Continually review progress and adjust priorities 3. Help people understand why the job is important 4. Understand the resources necessary to complete the tasks

CAPSTONE Program

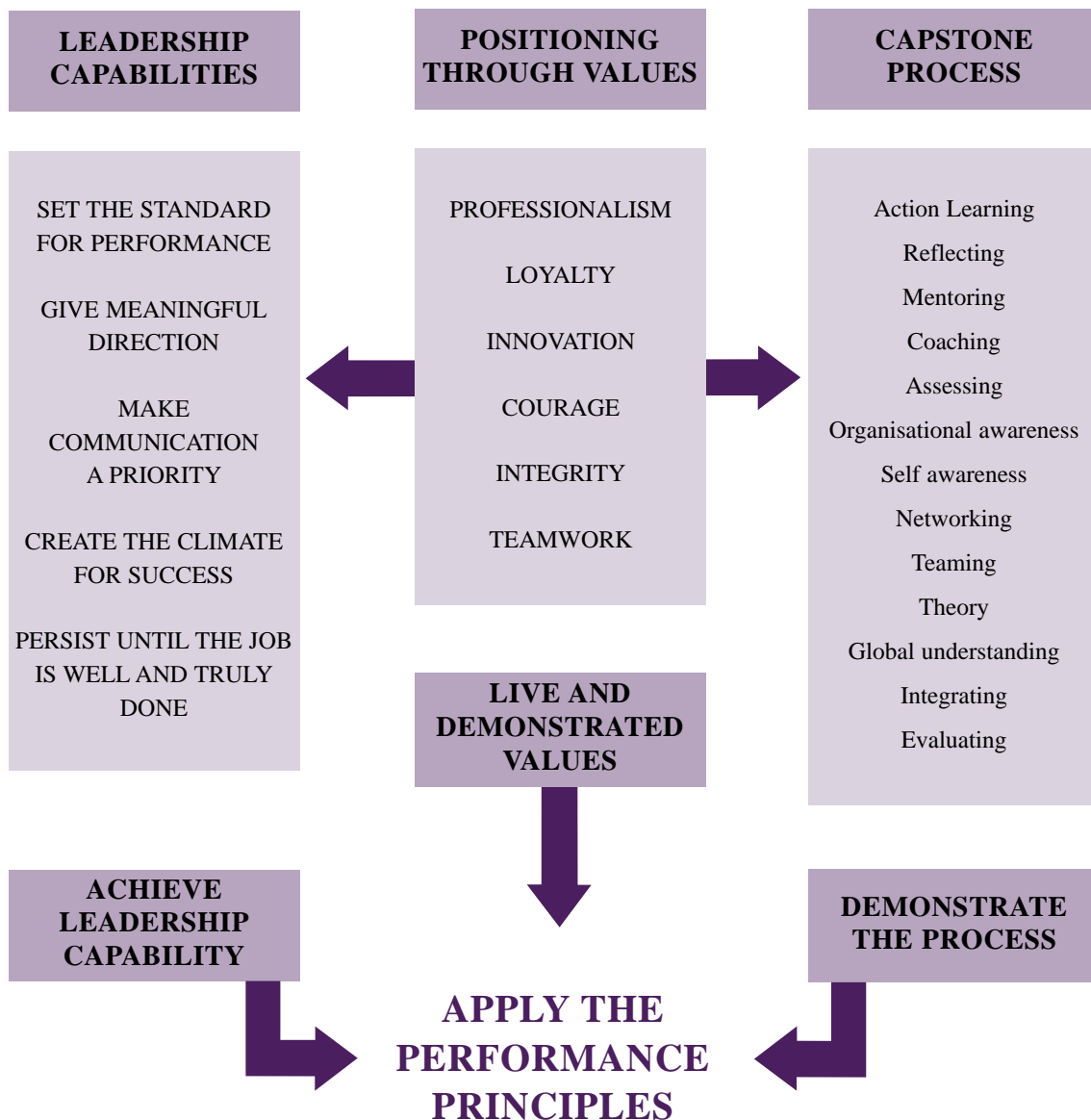
The aim of the CAPSTONE Program is to enhance the Defence leadership group's ability to take action and contribute to organisational renewal, business management and decision making.

The Program intends to achieve this by creating a space where participants and the Defence Senior Leadership Group (mentors, facilitators, observers and commentators) together explore their leadership roles and develop insights and strategies for leadership action in the current environment.

The target group for this Program is for SES Level 1 and their military equivalents on promotion to the Senior Leadership Group.

The program has been developed as a four-month program and is run three—four times per year, having started in 2001. The program is currently under review.

The following diagram explains the Program's conceptual framework:



Lessons Learnt

The Program would not have been able to proceed without::

- high level and visible support from the Defence Committee: actions speak louder than words;
- having a clear goal and an understanding of the detail needed to get there;
- creating a coalition of common interests;
- working all networks, and keep them engaged; and
- focussing on continuous improvement, and accepting risk.

Senior Officer Management

The Senior Leadership Group in Defence consists of members of the SES and star-rank officers in the Australian Defence Organisation (Brigadier equivalents and above)—approximately 250 officers in total. The Directorate of Senior Officer Management (DSOM) provides decision support to the Secretary and Chief of the Defence Force, information support to the Senior Leadership Group, and manages the process by which Senior Leaders are appointed, promoted, and separated.

Navy, Army and Air Force Programs

Leadership development occurs throughout a military member's career at both the officer and other ranks level. The primary military organisations responsible for this development are:

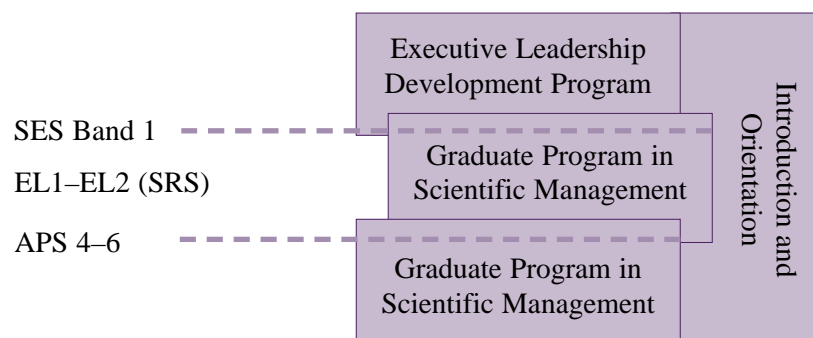
- Australian Defence Force Academy (in Canberra). In addition to the military leadership programme delivered over three years, the University of New South Wales, from July 2003, also delivers an academic leadership programme to all students at the Academy
- Navy (HMAS CRESWELL at Jervis Bay)
- Army (Royal Military College of Australia at Duntroon)
- Air Force (RAAF College at Point Cook)

Defence Science and Technology Organisation (DSTO)

A leadership and management development framework has been developed to meet DSTO's specific needs:

- value scientific excellence;
- research environment;
- highly specialised science and technology fields;
- low mobility, leading to long careers within DSTO; and
- geographically distributed work locations.

There are three programs within the framework:



Executive Leadership Development Program (ELDP)

The ELDP was created to fill a perceived gap in senior level in senior level succession planning, by better preparing senior staff to become Division chiefs (SES Band 2). It is a 12 month action learning program, with 12 – 20 participants per year. It has been running since a successful pilot was conducted in 1999.

The ELDP is aimed at developing a culture and relational environment in which people can achieve their potential, enjoy their work and have the capacity and support to challenge the underlying practices and thinking patterns in the organisation. In order to achieve this, the Program is based on experiential learning, involving assessment and feedback, leadership development and leadership support.

Graduate Program in Scientific Leadership

This program is a 12 month program, with 24 participants per year. It is currently being delivered by Melbourne University Private. The learning objectives for the program concentrate on the following areas:

- strategic thinking;
- knowledge management;
- clients;
- team development and management;
- managing people;
- business skills; and
- self-knowledge and self-management.

Using a 50% content, 50% experiential format, the Program addresses:

- managing client relationships;
- project management;
- teams;
- self-awareness;
- working with industry; and
- decision making

Participants who successfully complete the program are awarded with a Graduate Certificate in Scientific Leadership. The successful completion requires:

- supervisor assessment of performance against the agreed learning objectives;
- peer assessment within a team project; and
- an essay on a scientific leadership topic.

What has been learned

- senior management must drive the change;
- be clear about what you want to achieve;
- invest time in preparing the right program and finding the right provider;
- partnering with the provider—developing a strong, flexible, trusting and open relationship;
- emphasis on embedding learning in the workplace;
- value of improving interpersonal networks, knowledge and trust across the organisation;
- need to market programs to staff, and let participants speak for the results;
- continuous improvement and evaluation; and
- don't underestimate the work involved.

Defence Materiel Organisation (DMO)

The DMO is responsible for acquiring and supporting the equipment and systems, and promoting the industry support, that underpins Australia's Defence capability. The DMO was created on 1 July 2001 from three separate organisations. The new organisation consists of some 8000 employees (3000 military and 5000 civilian) dispersed across the country and overseas, and is responsible for approximately \$6 billion worth of expenditure each year.

The DMO is currently undergoing a program of internal reform, targeting organisational structures, people issues and business processes. An organisation the size and complexity of the DMO, coupled with this background of significant internal change and an increasing commercial focus, presents its leaders with some unique challenges.

There are some 770 civilian EL1 and EL2 employees and almost 190 military equivalents currently working in the DMO. This group occupies a key place in the organisation, influencing its culture and values, the motivation of staff, and the outputs of the organisation. The DMO Leadership Program for EL 1 and EL 2 who have significant managerial responsibility is called QUANTUM and it has the direct support and sponsorship of the DMO Executive.

QUANTUM

The Program helps participants create an environment into which DMO people will consciously volunteer to work to the best of their abilities to effectively deliver the DMO business outcomes. Quantum develops DMO leaders in a holistic way:

- as individuals
- in their capacity to lead people
- in their understanding of the organisational context in which they operate
- in their technical proficiency

Each session is conducted over a period of twelve months. During this period, participants are required to attend five residential learning modules, each of approximately five days duration, located in various locations around Australia. Each learning module covers the leader as a person, a change agent, a strategist, a tactician and as an activist.

Contacts

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