



# Developing Leadership

Who? What? Where?



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

## Introduction

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*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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# Department of Family and Community Services (FaCS)

## Organisational Context

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In 2002 FaCS undertook a very participative strategic planning exercise resulting in a new overarching Strategic Statement for 2002-2005 and yearly Priorities Plans outlining the key business activities for a one year period. FaCS continues to make significant progress against the three key outcomes in the Strategic Statement 2002-2005: Families are Strong, Communities are Strong, and Individuals Reach Their Potential.

Integral parts of the Strategic Statement are the Values that FaCS People Demonstrate, What FaCS needs to be good at, and the FaCS Organisational Capabilities that support us. All three acknowledge that FaCS capacity to succeed depends on the quality of our leadership and our people.

In line with this FaCS is continuing to run its senior leadership program – "Sustaining Success and Balance". We have also introduced a new program "Thriving with Success and Balance" for the EL2 group.

## Sustaining Success and Balance

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### Target groups

The FaCS Leadership Program is aimed at supporting FaCS SES from the core department, the Child Support Agency and CRS Australia, as well as State and Territory Office Managers.

### Outcomes Sought

The Program provides leadership support to senior FaCS executives. It aims to support participants to optimise their personal leadership effectiveness whilst maintaining sustainable work life balance. Strategic management has been integrated into the Leadership Program. Additional outcomes include developing a new Strategic Plan, and setting new strategic directions for the department.

### Program Structure

The program offers a three tiered approach through a combination of facilitated learning retreats, individual coaching and peer support through learning groups. This approach has been designed to minimise cost and maximise relevance to FaCS' senior leaders.

The following information informs the program:

- best practice approaches to leadership including Emotional Intelligence;
- the APS SES Capability Framework;
- the FaCS Values;
- the FaCS Organisational Capabilities; and
- the FaCS Accountability Framework.

### One-day leadership retreats

These one-day retreats provide practical support and learning opportunities for FaCS leaders. They focus on implementing the FaCS Values, finding practical ways to support the 2003–04 FaCS leadership aim of "Success and Balance". Business and strategic planning retreats are included in this program.

### Executive Coaching

All program participants are offered up to three individual coaching sessions over 12 months. They provide targeted individual support and assistance for participants to embed the retreat outcomes into behavioural change. The coaching sessions are informed by the SES capabilities 360 degree feedback tool and are delivered by the program facilitators.

# Thriving with Success and Balance

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## Target group

All FaCS EL2 staff across the organisation.

## Outcomes sought

The EL2 program links to the themes of the senior leadership program, but does not replicate it. The premise for this program is that to be a good leader people need to know themselves and what drives them, as well as being able to coach others.

## Program structure

This program offers a four tiered approach through a combination of residential workshops on Leadership and Emotional Intelligence, coaching workshops, an eminent speakers program and peer support through learning groups. Due to the large size of the target group the program, unlike the senior leadership program, has not been able to cater for the whole target group. We anticipate that the coverage will increase over the year and we hope that the program may be extended to the EL1 group in future years.

### *Leadership and Emotional Intelligence workshops*

This is a three day highly interactive residential workshop offering frameworks, tools, theories and techniques for improving personal effectiveness. The content of these workshops covers skills to effectively manage self and relationships, the importance of influencing, representing and facilitating managerial and leadership roles, and ethics, values and integrity in leadership and personal effectiveness. The workshop is presented by Paul Jones and Dianne Van Meegan from the Centre for Public Management.

### *Coaching workshops*

This is a one day workshop presented by Vantage Point Consulting, which provides participants with the skills to become effective coaches in their own work areas.

### *Eminent Speakers program*

The speakers program provides the target group with an opportunity to hear key speakers in the area of leadership. Speakers to date have included Sandy Hollway, Prof Robert Spillane from MGSM, Kerry Gleeson founder of the Personal Efficiency Program. We also reserve a limited number of places when renowned overseas experts on leadership are presenting in Australia. Those who are chosen to attend these activities then present back to the larger group.

### *Learning groups*

Learning Groups have been established for participants to provide each other with ongoing peer support. Learning Groups involve FaCS EL2 managers meeting in small groups on a regular basis to problem solve leadership challenges.

## General comment

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We were keen to ensure that both programs are tailored to the needs of FaCS managers, rather than running with an 'off the rack' approach. We are also keen to integrate leadership support with strategic management business responsibilities where possible. We believe that the approach we are taking, particularly in relation to the two issues of emotional intelligence and coaching, are providing a consistent and cascading effect throughout the organisation.

## Contact

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