**Australian Institute of Health and Welfare (AIHW)**

**Executive Level 2 (EL2) – Leadership Program**

**Overview**

**Intention**

The program aims to raise the capabilities of new and existing EL2 leaders within the AIHW and is also be offered to a small number of external participants from other small government agencies to support collaboration and cross skilling.

The program is aligned to the [EL2 Integrated Leadership System (ILS)](https://www.apsc.gov.au/integrated-leadership-system-ils-el2-profile) and uses blended learning techniques to be interactive and engaging. Multiple training providers deliver this program and have been selected based on their expertise for each module.

Prior to the commencement of the program all participants will complete a 360 feedback process and receive a debriefing. Over the training period participants will be offered three coaching sessions. The first on commencement of the program, a second coaching session half way through and a final session on completion of the program.

**Proposed outline for the EL2 Leadership Program**

**Pre course 360 feedback**

*Participants complete the 360 feedback and receive a debriefing*

**Coaching session 1**

**Module 1**

*Two day offsite.*

Day one will cover stakeholder engagement, strategic thinking, risk and innovation. On day two participants will apply the day one learning to a work problem/situation and brainstorm the issue in small groups and present back to the group.

*Day one and two*

* Enhancing skills of collaboration, influence and stakeholder engagement
* Relationship development
	+ Managing up
	+ Building internal and external  networks
	+ Stakeholder engagement, including recognising internal staff as stakeholders
* Managing a program of work
* Developing a work plan aligned to corporate/strategic objectives
* Developing a business case
* Writing with influence to get results
	+ Briefs to Executive (SES) committees
	+ Briefs to stakeholders/ministers/committees
* Environmental scanning, understanding the political landscape
* Forward planning
	+ Identifying critical gaps
	+ Succession planning
	+ Maintaining awareness of internal and external environment
* Innovative thinking and encouraging innovation and ideas
* Planning and risk mitigation
* Identifying the value from learning from risk
* Supporting an environment where it ok to make a mistake

**Module 2**

*Leadership*

* Owning the leadership role, being authentic, building confidence and capability
* Building capacity in adaptive leadership techniques
* Self-awareness/communication styles
* Expectations in a leadership role, professional boundaries
* Setting clear expectations communicating the parameters people should work within
* Defining accountability and empowering staff to be accountable
* Judgement and common sense
	+ Exercising courage in making difficult decisions
	+ Exercising judgement and making informed decisions
* Leading through change – bringing your team along with you
* Building flexibility and agility
* Maintaining focus through times of uncertainty

**Coaching session 2**

**Module 3**

*Growing and leading high performing teams*

* Building a high performing team
	+ What motivates your staff
	+ Aligning tasks with strengths
	+ Celebrating achievements
* Identifying resources and peoples strengths
* Define roles/responsibilities (job clarity)
* Building capacity through coaching and mentoring
* Investing in staff, career development
* Providing /supporting mobility opportunities
* Providing effective feedback
* Difficult conversations
* Underperformance management

**Coaching session 3**

**Additional information**

A key theme that would be expected to flow through all modules relates to how we communicate, particularly communicating with:

* influence
* consideration for varied communication styles
* adapting your communication preference, identifying your audience, pitching written and verbal communication at both higher and lower levels
* communicating and active listening with both introverts and extroverts

**Nominations**

To nominate please:

* review this program overview
* review the external participant agreement
* seek approval from your delegate to participate
* return a signed copy of the participant agreement to ldhelp@aihw.gov.au by **COB 4 May**.