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

**Executive Level 2 (EL2) – Leadership Program 2022**

**Overview**

**Intention**

This program aims to raise the capabilities of new and existing EL2 leaders within the AIHW. It will also be offered to external participants in other small government agencies to build relationships and strengthen networks.

Program content is aligned to the [EL2 Integrated Leadership System (ILS),](https://www.apsc.gov.au/integrated-leadership-system-ils-el2-profile) and designed to be highly interactive and practical. There will be a mixture of pre and post module activities, which include working within small groups and partnering with participants within the group. Three training providers have been selected to deliver this program based on their expertise in different learning styles and disciplines. They are Yellow Edge, Esmond Management Consulting, and Best Practice Consulting. These providers are well known to the AHIW and have successfully delivered the previous 4 Cohorts of the program.

The program will commence on 5 April 2022 with a 2-day offsite and continue over the following three months with two full day face-to-face modules and a series of coaching sessions. A maximum of 20 participants will be in each cohort, consisting of AIHW staff and other small agency staff.

Prior to the commencement of the program all participants will complete a 360-degree feedback process and receive a debriefing. Participants will then be offered an additional two coaching sessions. The second coaching session will be offered halfway through and the final session on completion of the program. Coaching sessions must be scheduled prior to the completion of this program.

**Program Outline**

**Pre-course 360-degree feedback**

*Participants complete the 360-degree feedback and receive a debriefing from their coach.*

**Coaching session 1**

**Module 1- *Esmond Consulting***

*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.

*Days 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- *Best Practice Consulting***

*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- *Best Practice Consulting***

*Growing and leading high-performing teams*

* Building a high-performing team
  + What motivates your staff
  + Aligning tasks with strengths
  + Celebrating achievements
* Identifying resources and people’s 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

Coaching sessions will be arranged with the coach and individual throughout the program. Yellow Edge have several coaches available for participants to choose from to provide the 360-degree debrief and coaching for the program.