

# Leadership Training Program Co-Design Workshop Summary

1:00- 3:00pm Tuesday 30 April 2024

Leo Zussino Building, CQUniversity Gladstone Marina Campus, Gladstone

*We acknowledge the Bailai, Gooreng Gooreng, Gurang, and Taribelang Bunda people, the traditional custodians of this land. We pay respect to Elders, past, present and emerging. We extend this respect to other Aboriginal and Torres Strait Islander people.*

## Attendees

- Charmaine Tolhurst – Gladstone Women’s Health
- Ellie Thomas – Foundations Care
- Karla Comber – Foundations Care
- Kylie Robertson – Foundations Care
- Kerry Myers – Headspace Gladstone
- Courtney Morrison – Gladstone Region engaging in action Together
- Voula Watson – Gladstone Region engaging in action Together
- Anton Guinea – The Guinea Group (TGG)

## Purpose

Co-design a fit for purpose leadership training program for the Gladstone Human Services Sector to:

- improve local sector capacity for improved client outcomes
- mitigate skills shortages and skilled worker retention challenges
- improve service system integration with increased shared practice, language, knowledge, skills and resources between referring services.

## Background

- Training to support capacity building needs of sector is identified locally as a key enabler of continuous improvement and service system integration and is a priority action of the community-designed and owned [Gladstone Region Wellbeing Action Plan](#).
- A recent Sector Training workshop (February 2024) that brought together human service sector participants who play a role in planning and coordinating workforce training and professional development, identified Leadership Training as an immediate training need, that was not previously identified.
- The use of Stronger Places, Stronger People funding through GRT was endorsed by sector stakeholders to engage local Leadership Trainer – Anton Guinea, to facilitate a workshop series (3 x 2 hours sessions) to support sector participants to identify priority elements of leadership training and co-design a fit-for-purpose training program for frontline workers in readiness for leadership roles in context of Gladstone Region.

## Leadership training elements

- Grouping of leadership training elements in alignment to the Common Approach® Practices – Holistic, Strength-based, Child-centred (interchange to Leadership-centred to suit context) and Working in Partnership, was recommended by workshop participants.

[www.gladstoneregiontogether.org.au](http://www.gladstoneregiontogether.org.au)

Gladstone Region engaging in action Together

## Holistic

- Genuine self-care techniques.
- Protective factors to burnout and fatigue.
- Brain health for leaders.
- Boundaries (eg The Third Space).
- Emotional intelligence and regulation.
- Brave and courageous conversations (Conversations up and down eg expectations, support and performance).

## Strengths-based

- Evidence-based coaching and mentoring (individual and team levels).
- Goal setting (eg SMART).
- Recognise intrinsic drivers and understanding the difference in others.
- Harness strengths and learning styles of others.
- Succession planning and development.
- Build a personal brand as a leader.
- Level of influence (support).
- Neuro-affirming approaches, including navigating role requirements and capacity (capability).

## Leadership-centered

- Adaptive capacity (balance case load and operational load)
- Develop strategic mindset, thinking and habits (setup for success; start working on 'improving' *it*, stop 'working in' *it*)
- Leading change including change management process.
- Start with 'Why'. Sustain purposeful and passionate leadership.
- Discernment in communication eg know what to share, when and how.
- Communicate with influence eg Listening, Acknowledging, Reframing, Summarising, and Questioning (LARSQ) approach.
- Frame and reframe communication messages eg Green Framing.
- Celebrate and communicate success and learnings (eg case studies and reporting)
- Optimise capacity:
  - Lean Six Sigma, 5S's methodology (Sort, Straighten, Shine, Standardize, and Sustain).
  - Organisation tools and systems – time management, work prioritisation and batching, emails, calendarise learning (time)
- The art of allocation and accountability.
- Reflective practice.
- Effective and meaningful supervision, including supervision notes. Different to case consulting.

## Working in partnership

- How to build strong partnerships and collaborations, locally and outside the region.
- Understand partners and the wider ecosystem (ecosystem mapping).
- Knowledge and interpretation of contract deliverables (key performance indicators) and outcomes.
- Employee relations (eg effectively addressing performance capacity and capability and importance of file notes).
- Legal and moral requirements (eg psycho-social safety, duty of care).

## Other training elements identified

Workshop activity identified training elements suited for all employee levels as possible inclusions to the Sector Induction Training Program (in conception):

- Networking skills.
- Personal branding.

## Training program mechanisms

- Inclusive content delivery
  - Preference for the use of visuals over text, or text supported with visuals where possible.
  - Subtitles and translation options for CALD participants, for any audio training resources developed or sourced.
- Develop a Gladstone 'Resource Bank' to 'house' training materials, related resources and (eg CQUniversity Moodle).
- Develop video case studies of past participants and local leaders presenting on training elements through a leadership lens.
- Explore wrap around coaching supports for leadership training program participants eg local leaders mentoring program or Employee Assistance Program (EAP) coaching.

## Next actions

- Prioritise and refine training elements.
- Develop a training matrix eg what training element is in-person or online, by when (eg QCOSS training matrix).
- Invite other appropriate sector stakeholders to invite to Workshop 2.

## Next workshop

1:00pm – 3:00pm Monday 13 May 2024, Leo Zussino Building CQUniversity Gladstone Marina Campus.