

Leadership Training Program Co-Design Workshop Summary

1:00-3:00pm Friday 31 May 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
- Kerry Myers, Headspace Gladstone
- Courtney Morrison, Gladstone Region engaging in action Together (GRT)
- 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. A workshop series (3 x 2 hours sessions) will 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.

Co-designed Sector Leadership Training Framework

- The design of the Sector Leadership Training Framework was refined through workshop activities.
- Training elements were prioritised to match Sector Leadership needs.

Methods of Delivery

- Face-to-face delivery preferred, to enhance connection and relationship building across sector.
- Availability limits – release of staff for training to two days maximum.
- Break down complex topics into focused, bite-sized learning – microlearning, promoting efficiency, retention and optimal engagement.
- Higher rate of training participation supported by pre-planned training dates with reasonable lead time (minimum six-week notice).
- Mix method delivery for improved learning outcomes, to include:
 - case studies
 - panel discussions/question and answer sessions
 - guest speaker sessions

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- role play
- script clinic
- team building activities
- online learning
- Create impactful learning experience through intentional consideration of training format selection match to training content and facilitator expertise.
- Participant feedback highlighted the effectiveness of pre-training activities including readings and an online 1-hour introductory session prior to attending recent 'Together in Learning' Systems Leadership Training. Participants were prepared and primed for active participation in full day training workshop.

Sustaining Leadership Development

- Internal organisational support required to authorise and provide conditions to support full participation eg role coverage/backfill during training participation, support appropriate time scheduling to stay up to date with training activities.
- Program success and return on investment underpinned by mechanisms to sustain leadership development over time.
- Leverage existing programs eg Employee Assistance Program or local resources to facilitated 1:1 coaching/mentoring to help leaders to debrief experiential learning and reinforce continuous skill development.
- Create opportunities to leverage local expertise and build local capacity to teach transferrable skills and best practice, eg optimisation skills from Industry Sector.
- Centralise access to shared leadership practice and tools and promote self-directed learning through a Knowledge Bank of selected sector endorsed and designed online learning resources including videos, case studies and activities. A Teams Folder would be sufficient to proof Knowledge Bank concept before committing more investment, and a suitable avenue to capture further capacity building needs.
- To keep core leadership concepts front of mind, an example pocket-sized card pack was recommended as an innovative and accessible way to prompt application and experiential learning opportunities.

Workshop Participant Reflection

- Participant feedback on the co-design process facilitated over 3 sessions showed confidence that the objective to develop a 'fit for purpose' leadership training framework for the Gladstone Human Services Sector had been achieved.
- The application of the framework to extend beyond the Human Services to other sector participants including Health and Education was acknowledged.
- Participants endorsed the framework and suggested invited wider review by Sector Leads.
- Commitment to promote engagement and participation within own organisation was affirmed.
- Measurement and evaluation of each training component delivered and whole of program against its designed objectives is needed.

Sector Leadership Training Framework

Principle	Outcome	Skill
Leadership - centred	Intentional Leadership	<ul style="list-style-type: none"> • Strategic mindset, thinking and habits – set up for success, start working on improving ‘it’, stop working in ‘it’ • Goal setting – eg SMART • Optimisation <ul style="list-style-type: none"> • Lean Six Sigma (philosophy, including visual aids) • Organisation tools and systems – time management, work prioritisation and batching, emails, calendarise learning (time) • Allocation and accountability • Leading change including change management process
	Communication with Influence	<ul style="list-style-type: none"> • Communicate with influence eg Listening, Acknowledging, Reframing, Summarising, and Questioning (LARSQ) approach, including objections • Frame and reframe communication message eg Green Reframing • Brave and courageous conversations (including reflection) – Conversation up and down eg setting expectations and performance goals • Discernment in communication eg know what to share, when and how • Communication for empowerment
	Emotional Intelligence	<ul style="list-style-type: none"> • Emotional awareness and regulation • Adaptive capacity – balance case load and operational load • Reflective and introspective practice •
Strengths-based	Purposeful and passionate leadership	<ul style="list-style-type: none"> • Start with ‘Why’ • Personal drivers, motivation, strengths, and discipline • Build a personal brand (leader and team) •
	Nurture the best in others	<ul style="list-style-type: none"> • Identify and harness other’s drivers, motivations, intrinsic strengths, character strengths, discipline and learning styles • Celebrate success (team) and recognition (individual) – eg case studies and reporting • Neuro-affirming approaches – including role requirements and capacity (capability)
	Succession Planning	<ul style="list-style-type: none"> • Succession planning and development • Recognise intrinsic drivers and understanding the difference in others (inspire) • Evidence-based coaching and mentoring (including reflection) – Individuals and team levels • Effective and meaningful supervision, including supervision notes. Different to case consulting

Practice	Outcome	Skill
Holistic	Happy and healthy leaders	<ul style="list-style-type: none"> Brain health for leaders Genuine self-care techniques <ul style="list-style-type: none"> Protective factors to burnout and fatigue (and vicarious trauma) eg. The Third Space
	Alignment of complex and legal obligations	<ul style="list-style-type: none"> Legal and moral requirements eg psycho-social safety and duty of care PCBU legal obligations (with case study, and litigation risk), including common law components Risk Awareness and Risk Management Employee relations eg effectively addressing performance and capability and importance of file notes. Conflict of interest
	Happy and healthy work teams and places	<ul style="list-style-type: none"> Boundaries (what they are and how to hold them) Moral obligations (make tangible to CQ)
Working in Partnership	Connected and Collaborative	<ul style="list-style-type: none"> Cultural Competence Power and Equity – Concepts and Dynamics How to build strong partnership and collaborations, locally and outside the region Knowledge and interpretation of contract deliverables (key performance indicators) and outcomes Understanding partners and the wider ecosystem

Next actions

- Invite sector wide stakeholders to review the designed Sector Leadership Training Framework.
- Identify quality and reliable training providers through sector recommendations.
- Setup Teams folder for Sector Leadership Training Program Knowledge Bank.
- Develop measurement and evaluation methods.
- Identify wrap around coaching/mentoring supports available locally.