



## **GRC Leadership Certificate Workbook 2025**

# Hi, and welcome to the GRC Leadership Certificate

This workbook contains all the information that you will need to successfully complete the training and coaching elements of the Certificate.

## The workbook contains the following information:

Leadership Capability Framework	Page 3
Leadership Certificate Training Program	Page 14
Leadership Certificate Document Links	Page 30
Leadership Capability Framework Self Diagnostic Tool	Page 31
Leadership Certificate Coaching Notes	Page 33

## The Leadership Certificate includes:

- A one and a half days training program
- A four-month coaching program, with monthly sessions
- Leader's leader conversations, to support your coaching
- 24/7 leadership coaching and support
- A range of other resources that will support your leadership growth


We know you are going to get a lot of value from this program and we look forward to working with you on it.

*Anton and the team at The Guinea Group*

# Leadership Capability Framework

Supporting our people to grow, develop  
and lead in a constructive culture





### Acknowledgement of Country

Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Byellee (Bailai), the Gooreng Gooreng, the Gurang and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

We would also like to extend that respect to other Aboriginal and Torres Strait Islander people in our region.



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## About our Framework

The Leadership Capability Framework (LCF) has been custom built to:

1. Create a common language of what leadership looks like at Council
2. Provide guidance on career pathways
3. Support recruitment practices as well as performance and development conversations
4. Enhance organisational achievement.

The LCF aligns with our Corporate and Operational Plans as well as the desire for a Constructive culture; high in styles of Achievement, Self-Actualising, Humanistic-Encouraging and Affiliative. It is a tool to set each of us up for success on an individual level all the way up to an organisational level.

The Framework exists for all employees, regardless of role, classification, or whether we have formal responsibility to lead others. It creates a shared vision and a clear identity of what a great leader looks like at Gladstone Regional Council.

Competencies are expressed using the LEADS acronym. The Plan on a Page is intended to be a stand-alone document that you can post at your desk and use in conversations. Each competency is outlined in detail on its own page sharing why it is important, the connection to culture and indicators of success. The indicators of success are intended to guide our people and create conversation. The list is not all-inclusive and may differ slightly by team. They are also described in roles from employee to Chief Executive Officer. The LCF creates potential pathways for progression to more senior roles and outlines evidence to support performance conversations and development.

Our LCF was developed by Culture and Capability, People Services and leaders like yourselves. It draws on International, State and Local Government leadership competencies as well as the Human Synergistics Culture Model. More information on our Culture Results and action plan can be found on [Connected – Creating Culture](#).

# Leadership Capability Framework

To create a strong organisation, each person in the system, regardless of position or title, must exercise leadership.

## **Lead Self**

*Self-motivated leaders...*

### **Are self-aware**

Understand their values, strengths, and opportunities for growth and manage their assumptions.

### **Demonstrate character**

Lives the council values and proactively builds a constructive culture by respecting others, showing integrity and being resilient.

### **Manage themselves**

Deliver on commitments and take responsibility for their health and safety.

### **Develop themselves**

Actively seek and utilise feedback for personal growth.

## **Engage and Develop Others**

*Encouraging leaders...*

### **Communicate effectively**

Actively listen and encourage open discussion.

### **Promote the development of others**

Support and encourage others to grow their skills and achieve their goals.

### **Build teams**

Create a clear sense of purpose and involve employees through collaboration and cooperation.

### **Contribute to the creation of healthy organisations**

Champion an inclusive workplace where health, safety and wellbeing is promoted and prioritised.

## **Achieve Results**

*Goal orientated leaders...*

### **Set direction**

Inspire performance by identifying, establishing and communicating clear and meaningful expectations and outcomes.

### **Align direction with vision, service values and Corporate Plan**

Create a clear connection from our organisation's long-term plans through to each employee's daily work.

### **Take action**

Implement decisions, hold people accountable and provide customer-focused service.

### **Assess and embed**

Measure and evaluate outcomes, compare the results against established standards, and sustain change.

## **Develop Relationships**

*Collaborative leaders...*

### **Continuously improve**

Collect information, encourage open discussion, and use quality evidence to influence action across teams.

### **Work constructively across teams to achieve results**

Create connections, trust and shared meaning with individuals and groups to ensure collective delivery.

### **Connect with community**

Support the success of our region by engaging and collaborating with diverse groups.

## **Support Improvement**

*Successful leaders...*

### **Encourage Progress**

Create environments of creativity aimed at incremental organisational change.

### **Demonstrate critical thinking**

Think analytically and constructively challenge the status quo to identify and embed improvements.

### **Champion and lead change**

Embrace change and lead with focus and optimism.

### **Strategically align to the future**

Scan the environment for ideas, best practices, and emerging trends that will shape the region.





## Competencies

### Lead Self

Self-motivated leaders....

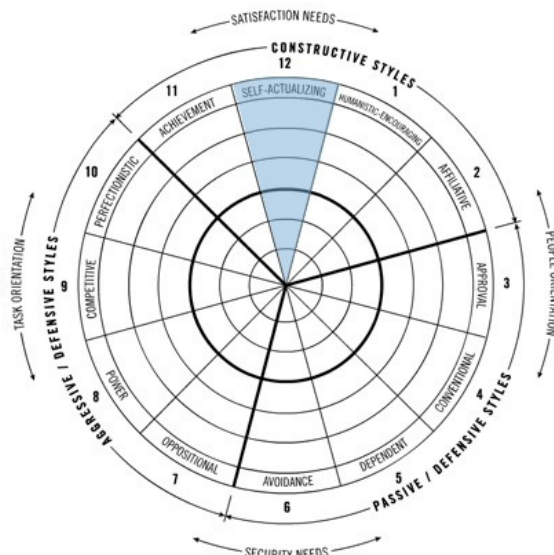
<b>Are self-aware</b>	Understand their values, strengths and opportunities for growth and manage their assumptions.
<b>Demonstrate character</b>	Live our SERVICE values and proactively build a constructive culture by respecting others, showing integrity and being resilient.
<b>Manage themselves</b>	Deliver on commitments and take responsibility for their health and safety.
<b>Develop themselves</b>	Actively seek and utilise feedback for personal growth.

#### Why is 'Lead Self' important?

Research shows that strong leaders equal a strong business. The journey to be a great leader starts with ourselves.

#### Connection to Culture

'Lead Self' relates to the Self-Actualising constructive style on the Culture circumplex.



#### Indicators of Success

- Reflects on their actions and emotions
- Use empathy and social skill in their assessments and interactions
- Is aware of how they present to others, how to adjust their language to their audience
- Understands and manages their assumptions
- Delivers on their commitments
- Takes responsibility for their actions
- Sees value in what they bring to the team
- Maintains a constructive approach during setbacks or difficult circumstances
- Demonstrates the ability to know what they want and the capacity to make it happen
- Maintains a high standard of practice through governance and risk management
- Have created an Individual Development Plan and are actively working through it
- Actively seeks and utilises feedback for personal learning, character building and growth
- Continually assesses personal training needs and manages their learning
- Monitors trends and developments in area of expertise.

"The quality of a leader is reflected in the standards they set for themselves"

Ray Kroc

## Engage and Develop Others

Encouraging leaders....

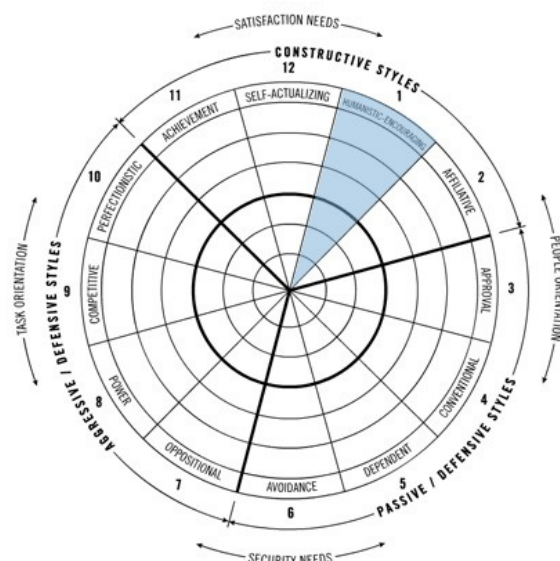
<b>Communicate effectively</b>	Actively listen and encourage open discussion.
<b>Promote the development of others</b>	Support and encourage others to grow their skills and achieve their goals.
<b>Build teams</b>	Create a clear sense of purpose and involve employees through collaboration and cooperation.
<b>Contribute to the creation of healthy organisations</b>	Champion an inclusive workplace where health, safety and wellbeing is promoted and prioritised.

### Why is 'Engage and Develop Others' important?

No leader is great without a dedicated team around them. Motivating others and encouraging their growth leads to deeply respectful and productive relationships.

### Connection to Culture

'Engage and Develop Others' relates to the Humanistic-Encouraging constructive style on the Culture circumplex.



### Indicators of Success

- Sensitive to the needs of others
- Understands the importance of people and their ideas
- Demonstrates openness in sharing information and keeping people informed
- Promotes open discussion which allows others to express their ideas
- Facilitates team environments of collaboration and cooperation to achieve results
- Creates an environment which empowers people and supports them to achieve their goals
- Supports a learning centred team, encouraging ongoing development of individuals and team capability
- Inspires others by driving clarity, engagement and a sense of purpose
- Strengthens and mobilises the unique talents and capabilities of the workforce
- Builds productive working relationships and supports a strong, motivated team
- Values a diverse workforce and creates an inclusive work environment that encourages a broad range of ideas and perspectives
- Actively supports the wellbeing, safety and health of our people.

"Leadership is the responsibility to see those around us rise.  
It's not about being in charge, it's about taking care of those in your charge"  
Simon Sinek



## Achieve Results

Goal-orientated leaders....

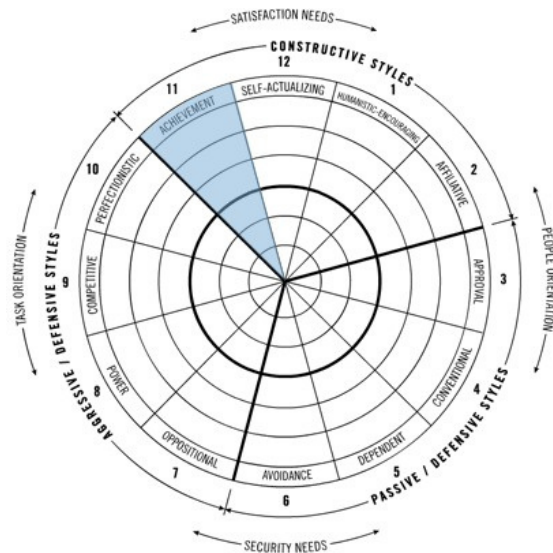
<b>Set direction</b>	Inspire performance by identifying, establishing and communicating clear and meaningful expectations and outcomes.
<b>Align direction with vision, service values and Corporate Plan</b>	Create a clear connection from our organisation's long-term plans through to each employee's daily work.
<b>Take action</b>	Implement decisions, hold people accountable and provide customer-focused service.
<b>Assess and embed</b>	Measure and evaluate outcomes, compare the results against established standards, and sustain change.

### Why is 'Achieve Results' important?

Leaders who create clear direction and hold themselves and others to account produce motivated teams and quality outcomes for our community.

### Connection to Culture

'Achieve Results' relates to the Achievement constructive style on the Culture circumplex.



### Indicators of Success

- Is proactive in developing plans to accomplish objectives
- Involves others when making decisions that affect them
- Defines clear goals using Council tools like Personal Development Agreements, Team Plans, the Operational and Corporate Plan
- Makes sure that roles, responsibilities and reporting lines are clear to each team member
- Drives accountability and outcomes through professionalism, risk management, persistence and transparency
- Takes responsibility for personal decisions, actions and outcomes
- Provides necessary support and resources
- Delegates authority to empower others to achieve
- Advocates for the team
- Monitors progress and corrects the course as appropriate
- Regularly discusses performance and provides feedback and coaching
- Meaningfully recognises effort and achievement to support a constructive culture
- Earns credibility by demonstrating a track record of achievement in their area of expertise.

"A leader is one who knows the way, goes the way and shows the way."

John C. Maxwell

## Develop Relationships

Collaborative leaders....

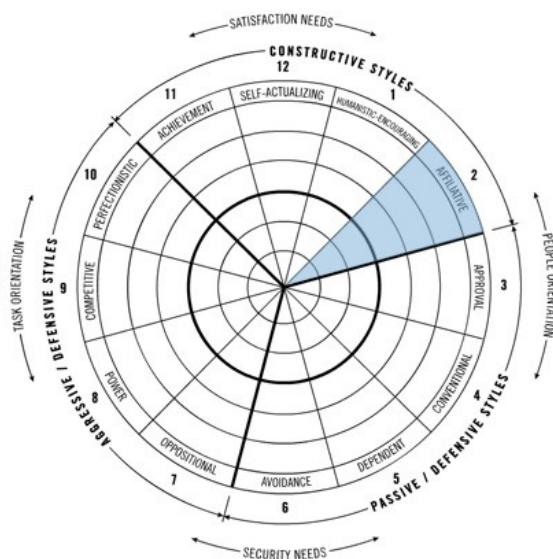
<b>Continuously improve</b>	Collect information, encourage open discussion and use quality evidence to influence action across teams.
<b>Work constructively across teams to achieve results</b>	Create connections, trust and shared meaning with individuals and groups to ensure collective delivery.
<b>Connect with community</b>	Support the success of our region by engaging and collaborating with diverse groups.

### Why is 'Develop Relationships' important?

We rarely work on tasks and projects from beginning to end without impacting other teams and process. Building relationships with teams outside of our own leads to greater success and trust.

### Connection to Culture

'Develops Relationships' relates to the Affiliative constructive style on the Culture circumplex.



### Indicators of Success

- Recognises interdependencies and creates connections between people and teams
- Recognises opportunities to collaborate across internal and external groups
- Builds and sustains relationships to enable the collective delivery of customer focused outcomes
- Engages people in decisions that affect them and their work as well as the organisation
- Listens carefully to ensure different perspectives are heard and understood
- Demonstrate a commitment to customers and service.
- Celebrates successes with teams and stakeholders

**"Leadership is not about titles, positions or work hours. It's about relationships"**

John Kouzes



## Support Development

Successful leaders....

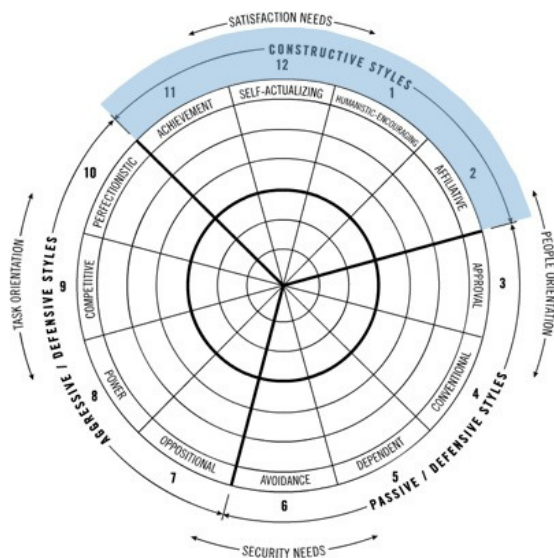
<b>Encourage progress</b>	Create environments of creativity aimed at incremental organisational change.
<b>Demonstrate critical thinking</b>	Think analytically and constructively challenge the status quo to identify and embed improvements.
<b>Champion and lead change</b>	Embrace change and lead with focus and optimism.
<b>Strategically align to the future</b>	Scan the environment for ideas, best practices, and emerging trends that will shape the region.

### Why is 'Supports Improvement' important?

Well firstly, it's part of our Council Vision! As leaders we have a role to look to the future of our organisation, anticipate and prepare. This improves our external adaptability and leads to organisational success.

### Connection to Culture

'Supports Improvement' relates to all four of the constructive style on the Culture circumplex.



### Indicators of Success

- Demonstrates willingness to explore creative solutions to problems and investigate new ways of working
- Questions and challenges assumptions and practices, to identify opportunities and risks
- Clearly and consistently articulates the reasons for and benefits of change, to motivate and engage
- Initiates change by proactively and systematically reviewing organisational practices, behaviours, policies, procedures and compliance
- Engages large cross-function teams to lead complex change
- Drives implementation of change processes, managing and balancing both the team and organisation goals
- Makes insightful decisions
- Acts decisively to adapt strategy and tactic as needed
- Shares ideas about council's future to engage and inspire employees, industry partners and stakeholders
- Assesses the changing environment and the potential impact on council and the community
- They are aware of the regions social, environmental and cultural context and apply it to deliver value
- Makes considered, ethical and courageous decisions based on insight into the broader context.

"If your actions inspire others to dream more, do more and become more, you are a leader."

John Quincy Adams

# Leadership Profile

## All Individual Employees . . . . LEADS self



- Responsible for delivering outcomes through self-management, sometimes with guidance from team leaders
- Valued for the knowledge and skills in their specialist area

## Team Leader . . . . LEADS others



- Responsible for leading employees to deliver team outcomes, typically under direction of a manager
- Valued for experience in their specialist area and the ability to manage team members.

## Manager/Specialists . . . . LEADS teams and/or projects



- Responsible for leading team leaders and/or multiple projects or areas of work, typically under broad direction of General Manager or Project Sponsor
- Valued for the ability to lead strategy and/or guide team leaders to deliver outcomes.

## General Managers . . . . LEADS the function



- Responsible for leading a business unit, service delivery, policy, regulatory or strategic groups or projects
- Valued for the ability to lead Managers/Specialists, other General Managers and influence within the organisation and with external stakeholders to ensure outcomes.


## Chief Executive . . . . LEADS the organisation




- Responsible for leading a Council to effectively deliver on priorities.
- Valued for the ability to lead General Managers and the organisation

### Legend

Balance of leadership and technical capability

 1st colour = technical

 2nd colour = leadership



## Coming Soon

1. **Linking the LCF to Recruitment practices** – a series of tools, including interview questions to support recruitment of employees that have the appropriate leadership competencies.
2. **Linking the LCF to Performance and Development Conversations** – a series of tools, scripts, and conversation starters to encourage constructive conversations.
3. **Creating Career Pathways** - an organized approach to career planning for employees wanting to improve skills and move to distinct roles within GRC. A career pathway identifies occupational interests, determines education and training needs, and establishes an action plan for reaching career goals. This includes a catalogue of self-led learning modules related to the competencies and Leadership profile.

## FIRST THINGS FIRST...



## THE PROCESS

1	Introduction and Welcome How to <b>lead self</b> :	Self awareness and understanding
2	How to <b>engage and develop</b> others:	Effective communication
3	How to <b>achieve results</b> :	Setting direction
4	How to <b>develop relationships</b> :	Care and Collaboration
5	How to <b>support Improvement</b> :	Championing change
6	<b>Moving forward:</b> Program Close Out	With a self-diagnostic

## Break Time

10.00

12.  
00

14.00  
(Day 1)

# WORKSHOP SLIDES

## Leadership Action Planning

### Leadership Capability Framework

To create a strong organisation, each person in the system, regardless of position or title, must exercise leadership.



#### Lead Self

*Self-motivated leaders...*

**Are self-aware**  
Understand their values, strengths, and opportunities for growth and manage their assumptions.

**Demonstrate character**  
Live the council values and proactively build a constructive culture by respecting others, showing integrity and being resilient.

**Manage themselves**  
Deliver on commitments and take responsibility for their health and safety.

**Develop themselves**  
Actively seek and utilise feedback for personal growth.



#### Engage and Develop Others

*Encouraging leaders...*

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Scan the environment for ideas, best practices, and emerging trends that will shape the region.



## I am self-aware

1

### Leadership Capability Framework Self Diagnostic Tool

1. HOW DO I RATE MYSELF?					
Lead Self	Score 15	Engage and Develop Others	Score 15	Achieve Results	Score 15
I am self-aware		I communicate effectively		I set directions	
I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan	
I manage myself		I build teams		I take actions	
I develop myself		I contribute to the creation of healthy organisations		I assess and embed	
TOTAL	/20	TOTAL	/20	TOTAL	/20

2. HOW WILL I LEAD FROM MY VALUES? 3. WHAT HAS MY CONTRIBUTION BEEN? 4. MY ACTION PLAN

2. HOW WILL I LEAD FROM MY VALUES?

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3. WHAT HAS MY CONTRIBUTION BEEN?

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4. MY ACTION PLAN

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## NOTES / REFLECTION

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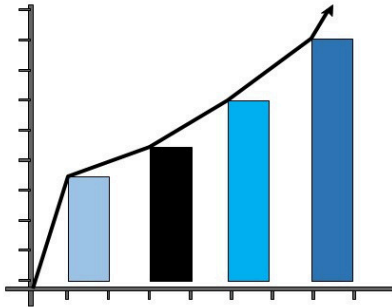
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## WORKSHOP SLIDES

Let's check in



Where are you starting?

It is important to evaluate where you feel you are at, currently, as what can be measured, can be managed and magnified!

NOTES / REFLECTION

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Thank you!

Thank  
You

NOTES / REFLECTION

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1

*Introduction and Welcome*  
How to **lead self**:

Self awareness and understanding

NOTES / REFLECTION

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# WORKSHOP SLIDES

## Successful leaders:



### Lead Self

*Self-motivated leaders...*

#### **Are self-aware**

Understand their values, strengths, and opportunities for growth and manage their assumptions.

#### **Demonstrate character**

Lives the council values and proactively builds a constructive culture by respecting others, showing integrity and being resilient.

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#### **Develop themselves**

Actively seek and utilise feedback for personal growth.

## NOTES / REFLECTION

## I am self-aware

- |                 |                 |                   |                   |
|-----------------|-----------------|-------------------|-------------------|
| • Authenticity  | • Determination | • Love            | • Spirituality    |
| • Achievement   | • Fairness      | • Loyalty         | • Stability       |
| • Adventure     | • Faith         | • Meaningful Work | • Success         |
| • Authority     | • Fame          | • Openness        | • Status          |
| • Autonomy      | • Friendships   | • Optimism        | • Trustworthiness |
| • Balance       | • Fun           | • Peace           | • Wealth          |
| • Beauty        | • Growth        | • Pleasure        | • Wisdom          |
| • Boldness      | • Happiness     | • Poise           |                   |
| • Compassion    | • Honesty       | • Popularity      |                   |
| • Challenge     | • Humor         | • Recognition     |                   |
| • Citizenship   | • Influence     | • Religion        |                   |
| • Community     | • Inner Harmony | • Reputation      |                   |
| • Competency    | • Justice       | • Respect         |                   |
| • Contribution  | • Kindness      | • Responsibility  |                   |
| • Creativity    | • Knowledge     | • Security        |                   |
| • Curiosity     | • Leadership    | • Self-Respect    |                   |
| • Determination | • Learning      | • Service         |                   |

## NOTES / REFLECTION

## I demonstrate character

**Connect. Innovate. Diversify.**

**GRC Values**

### Values

#### **Safe**

We are uncompromising in our commitment to safety, which is reflected in our attitude, our decisions and our actions.

#### **Ethical**

We operate with transparency, openness and accountability at the fore.

#### **Responsive**

We respond by being present, proactive and solutions-focused, and we deliver on our commitments.

#### **Visionary**

We plan as future-thinkers and opportunity-seekers and we have the courage to shape a better future for our community.

#### **Inclusive**

We create and value diversity and we actively demonstrate our commitment to equality and inclusivity.

#### **Community**

We care about each other and our environment and we recognise that community is the core of our business.

#### **Efficient**

We deliver; we challenge the status quo and we continually find better ways to reduce cost and improve services.

## NOTES / REFLECTION

## WORKSHOP SLIDES

### I manage myself

## Emotional Intelligence

01

#### Self-Awareness

- Recognize your own emotions.
- Understand how they influence your actions.

02

#### Self-Regulation

- Manage emotions in a healthy way.
- Adapt to changing circumstances.

### NOTES / REFLECTION

### I develop myself

## Leadership Is Language

*The Hidden Power of What You Say—  
and What You Don't*

L. DAVID MARQUET  
Author of TURN THE SHIP AROUND!

THE INTERNATIONAL BESTSELLER  
"WILL HELP YOU INSPIRE TEAMS TO  
DO THE BEST WORK OF THEIR LIVES"  
SHERYL SANDBERG

## RADICAL CANDOR

HOW TO GET WHAT  
YOU WANT BY SAYING  
WHAT YOU MEAN

KIM SCOTT

## START WITH WHY

HOW GREAT LEADERS INSPIRE  
EVERYONE TO TAKE ACTION

SIMON SINEK THE GLOBAL BESTSELLER

### NOTES / REFLECTION

## Leadership Capability Framework Self Diagnostic Tool

### 1 HOW DO I RATE MYSELF?

Lead Self	Score 1-5	Engage and Develop Others	Score 1-5	Achieve Results	Score 1-5	Develop Relationships	Score 1-5	Support Improvement	Score 1-5
I am self-aware		I communicate effectively		I set directions		I continuously improve		I encourage progress	
I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan		I work constructively across teams to achieve results		I demonstrate critical thinking	
I manage myself		I build teams		I take actions		I connect with community		I champion and lead change	
I develop myself		I contribute to the creation of healthy organisations		I assess and embed				I strategically align to the future	
TOTAL	/20	TOTAL	/20	TOTAL	/20	TOTAL	/15	TOTAL	/20

### 2 HOW WILL I LEAD FROM MY VALUES?

### 3 WHAT HAS MY CONTRIBUTION BEEN?

### 4 MY ACTION PLAN

### NOTES / REFLECTION



## WORKSHOP SLIDES

2

How to **engage and develop** others: Effective communication

### NOTES / REFLECTION

### Successful leaders:



#### Engage and Develop Others

*Encouraging leaders...*

##### **Communicate effectively**

Actively listen and encourage open discussion.

##### **Promote the development of others**

Support and encourage others to grow their skills and achieve their goals.

##### **Build teams**

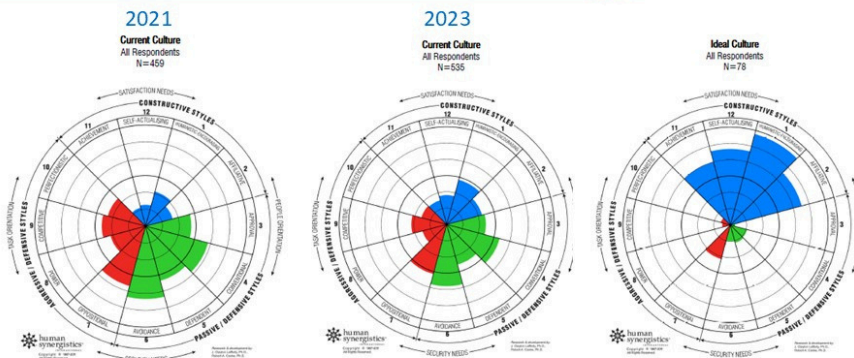
Create a clear sense of purpose and involve employees through collaboration and cooperation.

##### **Contribute to the creation of healthy organisations**

Champion an inclusive workplace where health, safety and wellbeing is promoted and prioritised.

### NOTES / REFLECTION

### I communicate effectively



### NOTES / REFLECTION

## WORKSHOP SLIDES

### I promote the development of others

Transactional	Vs	Transformational
Leadership is reactive		Leadership is proactive
Works within organisational culture		Works to change the organisational culture by implementing new ideas
Motivates team members by appealing to their own self interest		Motivates followers by encouraging them to put team interests first
<b>Management by Exception;</b> Maintain the status quo, corrective actions to change behaviour		<b>Leadership by Observation;</b> Behaviours are considered, corrective actions to coach behaviour
DIRECTION		CONNECTION

#### NOTES / REFLECTION

### I build teams



#### NOTES / REFLECTION

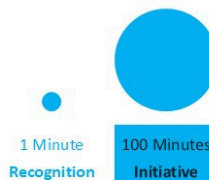
### I contribute to a healthy organisation

In a 2013 survey, 1,200 Americans studied responded that:

- 83% of respondents said recognition for contributions was more fulfilling than any rewards or gifts
- 76% found peer praise very or extremely motivating
- 88% found praise from managers very or extremely motivating
- 90% said a "fun work environment" was very or extremely motivating
- "Recognition is proven as among the best method of improvement work motivation and employee engagement"

1. On **point** – what specifically
2. On **purpose** – why specifically
3. On **period** – when specifically

<https://bit.ly/2KGmzuz>



Yet, **2 out of 3** people receive no workplace recognition in a given year

#### NOTES / REFLECTION

# WORKSHOP SLIDES

## Leadership Capability Framework Self Diagnostic Tool


### 1 HOW DO I RATE MYSELF?

Lead Self	Score 1-5	Engage and Develop Others	Score 1-5	Achieve Results	Score 1-5	Develop Relationships	Score 1-5	Support Improvement	Score 1-5
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I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan		I work constructively across teams to achieve results		I demonstrate critical thinking	
I manage myself		I build teams		I take actions		I connect with community		I champion and lead change	
I develop myself		I contribute to the creation of healthy organisations		I assess and embed				I strategically align to the future	
TOTAL /20		TOTAL /20		TOTAL /20		TOTAL /15		TOTAL /20	

### 2 HOW WILL I LEAD FROM MY VALUES?

### 3 WHAT HAS MY CONTRIBUTION BEEN?

### 4 MY ACTION PLAN



### NOTES / REFLECTION

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**3**

How to **achieve results**:

Setting direction

### NOTES / REFLECTION

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## Successful leaders:



### Achieve Results

*Goal orientated leaders...*

#### Set direction

Inspire performance by identifying, establishing and communicating clear and meaningful expectations and outcomes.

#### Align direction with vision, service values and Corporate Plan

Create a clear connection from our organisation's long-term plans through to each employee's daily work.

#### Take action

Implement decisions, hold people accountable and provide customer-focused service.

#### Assess and embed

Measure and evaluate outcomes, compare the results against established standards, and sustain change.

### NOTES / REFLECTION

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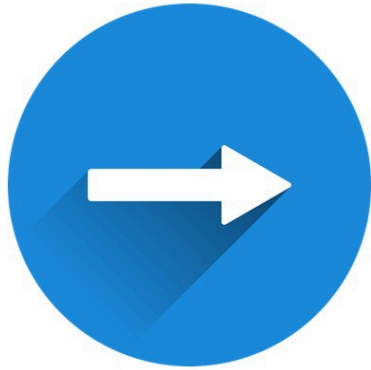
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## WORKSHOP SLIDES

I set direction



NOTES / REFLECTION

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I align direction with vision, service values and corporate plan

Our vision is **to be the best local government in Queensland**. Our mission is to do the everyday things well, every day. We value respect for our community, the environment and each other. We are Gladstone Regional Council.

 Gladstone Regional Council  
<https://www.gladstone.qld.gov.au> > file > 2016-2... PDF

Purpose. - Gladstone Regional Council

NOTES / REFLECTION

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I take action



NOTES / REFLECTION

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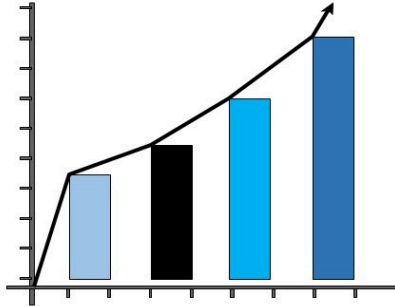
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## WORKSHOP SLIDES

I assess and embed



NOTES / REFLECTION

### Leadership Capability Framework Self Diagnostic Tool

#### 1 HOW DO I RATE MYSELF?

Lead Self	Score 1-5	Engage and Develop Others	Score 1-5	Achieve Results	Score 1-5	Develop Relationships	Score 1-5	Support Improvement	Score 1-5
I am self-aware		I communicate effectively		I set directions		I continuously improve		I encourage progress	
I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan		I work constructively across teams to achieve results		I demonstrate critical thinking	
I manage myself		I build teams		I take actions		I connect with community		I champion and lead change	
I develop myself		I contribute to the creation of healthy organisations		I assess and embed				I strategically align to the future	
TOTAL	/20	TOTAL	/20	TOTAL	/20	TOTAL	/15	TOTAL	/20

#### 2 HOW WILL I LEAD FROM MY VALUES?

#### 3 WHAT HAS MY CONTRIBUTION BEEN?

#### 4 MY ACTION PLAN

NOTES / REFLECTION

**GRC  
Leadership  
Certificate  
2025**

**Day 2**



NOTES / REFLECTION

## WORKSHOP SLIDES

Thank you!

# Thank You

NOTES / REFLECTION

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4

How to **develop relationships**:

Care and Collaboration

NOTES / REFLECTION

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Successful leaders:



### **D**evelop Relationships

*Collaborative leaders...*

**Continuously improve**

Collect information, encourage open discussion, and use quality evidence to influence action across teams.

**Work constructively across teams to achieve results**

Create connections, trust and shared meaning with individuals and groups to ensure collective delivery.

**Connect with community**

Support the success of our region by engaging and collaborating with diverse groups.

NOTES / REFLECTION

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# WORKSHOP SLIDES

## I continuously improve

34

### NOTES / REFLECTION

3

- OPDCA was developed by W Edwards Deming
- Deming is best known for his work in Japan after WWII, particularly his work with the leaders of Japanese industry
- That work began in July and August 1950 ...
- The added "O" stands for *observation* or as some versions say: **"Observe the current condition"**



[https://en.wikipedia.org/wiki/W.\\_Edwards\\_Deming](https://en.wikipedia.org/wiki/W._Edwards_Deming)

## I work constructively across teams

### NOTES / REFLECTION

3

Spectrum of Collaborative Working

Exchanging information	Coordination	Cooperation	Jointly conceived / managed / funded initiatives or projects	Joint conception of and delivery of mainstream services, at operational level	Full strategic and operational mainstreaming, embedding collaboration so it is the new 'business as usual'.
A critical starting point for any further progress.	"Let's not duplicate each other's activities."	"Doing what we each do, in a more cooperative way."	"It's our project."	"We have to do this specific thing together."	"It's our shared issue." "We all really want this."

Easier  
Less collaborative advantage

Harder  
More collaborative advantage

<https://www.penn-walker.co.uk/blog/2014/03/its-not-all-or-nothing-theres-a-spectrum-of-collaborative-working>

## I connect with community

### NOTES / REFLECTION

3

Question:

**"What is my link to community?"**



#### Gladstone Men's Circles

Simmons Civil, 50-52 Gladstone Benaraby Road, Toolooa

This is a space for men to connect, build emotional capacity and have conversations in a safe, non judgmental environment.

6.30pm Wednesday fortnightly



#### Tuning Into Kids: Term 1 Registrations Now Open for 2025

Philip Street Communities and Families Precinct

Learn to increase your child's emotional intelligence. Register now with Strong Communities.

From 12.30pm-2.30pm Wed 5 Feb 2025 for 6 weeks.



#### World Wetlands Day (2 Feb)

Police Creek, Gladstone Qld 4680

Revere our Wetlands welcomes you to attend a special World Wetland Day celebration with our friends at Baijai Aboriginal Corporation.

9am Wed 5 Feb 2025

## WORKSHOP SLIDES

### NOTES / REFLECTION

5

How to support improvement:

Championing change

### NOTES / REFLECTION

### Successful leaders:



### Support Improvement

*Successful leaders...*

#### Encourage Progress

Create environments of creativity aimed at incremental organisational change.

#### Demonstrate critical thinking

Think analytically and constructively challenge the status quo to identify and embed improvements.

#### Champion and lead change

Embrace change and lead with focus and optimism.

#### Strategically align to the future

Scan the environment for ideas, best practices, and emerging trends that will shape the region.

### NOTES / REFLECTION

### I encourage progress



re:Work

## WORKSHOP SLIDES

### I demonstrate critical thinking

**“Critical thinking means seeing both root causes along with future vision.”**

<https://www.linkedin.com/pulse/mastering-critical-thinking-guide-leaders-sylvia-lafair/>

#### NOTES / REFLECTION

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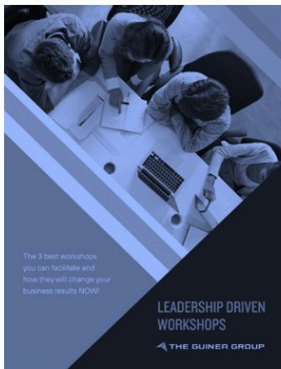
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### I champion and lead change



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#### NOTES / REFLECTION

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### I strategically align to the future

#### ◆ AI Overview

To stay ahead of future trends in your business, actively monitor industry news and publications, network with experts, conduct market research, attend industry events and conferences, experiment with new ideas and technologies, analyze customer feedback, and be open to adapting your strategies based on emerging trends. 

#### NOTES / REFLECTION

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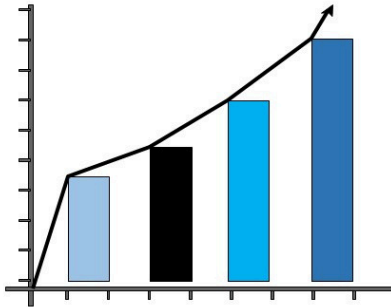
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## WORKSHOP SLIDES

Let's check in



Where are you now?

It is important to re-evaluate where you feel you are at, to understand what skills have been magnified!

NOTES / REFLECTION

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Let's check in

# Feedback

NOTES / REFLECTION

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**Moving forward:**  
*Program Close Out*

With a self-diagnostic

NOTES / REFLECTION

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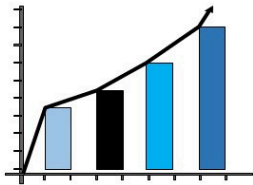
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## WORKSHOP SLIDES

From here ...



One on one coaching – 4 months, 1 session per month, 1.5 hours each

NOTES / REFLECTION

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### Leadership Capability Framework Self Diagnostic Tool

#### 1 HOW DO I RATE MYSELF?

Lead Self	Score 1-5	Engage and Develop Others	Score 1-5	Achieve Results	Score 1-5	Develop Relationships	Score 1-5	Support Improvement	Score 1-5
I am self-aware		I communicate effectively		I set directions		I continuously improve		I encourage progress	
I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan		I work constructively across teams to achieve results		I demonstrate critical thinking	
I manage myself		I build teams		I take actions		I connect with community		I champion and lead change	
I develop myself		I contribute to the creation of healthy organisations		I assess and embed				I strategically align to the future	
TOTAL	/20	TOTAL	/20	TOTAL	/20	TOTAL	/15	TOTAL	/20

#### 2 HOW WILL I LEAD FROM MY VALUES?

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#### 3 WHAT HAS MY CONTRIBUTION BEEN?

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#### 4 MY ACTION PLAN

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NOTES / REFLECTION

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The great leadership philosophers



NOTES / REFLECTION

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## Links

### Lead Self

Culture page on Connected <https://gladstonerc.sharepoint.com/sites/Connected-Culture>

Leading Conversations, Emotional Intelligence and Strengthening Resilience course offered in LCF – Courses offered May 2023 – <https://gladstonerc.sharepoint.com/sites/Connected-PCS/SitePages/LCF-Sessions---Feb-%26-March-2023.aspx>

IDP template Individual Development Plan (IDP) Template.pdf Performance and Development Plan Level 4 - Team Leader Positions.docx Performance and Development Agreement (PDA) Level 3 Positions Template.docx

### Engage and Develop Others

Connected leaders Collab space <https://gladstonerc.sharepoint.com/sites/connected/SitePages/Connected-Leaders.aspx>  
<https://gladstonerc.sharepoint.com/sites/connected-leaders>

Pre-start template <https://grc.t1cloud.com/T1Default/CiAnywhere/Web/GRC/ECMCore/Rendition/Get?renditionType=orig&docSetId=5560071>

IDPs, PDAs Individual Development Plan (IDP) Template.pdf

Discussion planner Discussion Planner Template.docx

Wellness page on Connected <https://gladstonerc.sharepoint.com/sites/connected-wellness>

Beakon <https://gladstonerc.sharepoint.com/sites/Connected-FGR/SitePages/Making-Compliance-Easier.aspx>

Safety <https://gladstonerc.sharepoint.com/sites/Connected-PCS/SitePages/Health-Safety-and-Wellbeing.aspx>

EAP info Employee Support Resources (EAP)

### Achieve Results

Team plan template Team Plan Template.xlsx

Strategic Planning Framework <https://gladstonerc.sharepoint.com/sites/connected-frameworks/SitePages/Strategic-Planning-Framework.aspx>

Op plan <https://gladstonerc.sharepoint.com/sites/Connected-ST/SitePages/2022-23-Operational-Plan.aspx>

Corp Plan <https://gladstonerc.sharepoint.com/sites/Connected-ST/SitePages/2021-26-Corporate-Plan.aspx>

Training Matrix Mandatory Training

Decision Making toolkit Decision Making Toolkit.pptx

Operating Model <https://gladstonerc.sharepoint.com/sites/connected/SitePages/Our-Operating-Model.aspx>

### Develop Relationships

Stakeholder Engagement - <https://grc.t1cloud.com/T1Default/CiAnywhere/Web/GRC/ECMCore/Rendition/Get?renditionType=pdf&docSetId=5014109> page 21

Celebration - <https://gladstonerc.sharepoint.com/sites/Connected-Culture/SitePages/23-ways-to-celebrate-our-achievements-in-2023.aspx>

### Support Improvement

IDF <https://gladstonerc.sharepoint.com/sites/connected-frameworks/SitePages/Investment-Decision-Framework.aspx>

Change Concept – coming soon to Connected

PMF <https://gladstonerc.sharepoint.com/sites/connected-frameworks/SitePages/Project%20Management%20Framework.aspx>

Culture Action Plan <https://gladstonerc.sharepoint.com/sites/Connected-Culture/SiteAssets/SitePages/Connected-Culture/culture-action-plan.jpg?web=1>

LCF <https://gladstonerc.sharepoint.com/sites/connected-frameworks/SitePages/Leadership-Capability-Framework.aspx>

### Additional

IDP Presentation - Leadership Workshop .pptx

<https://gladstonerc.sharepoint.com/sites/connected-leaders>

# Self Diagnostic Tool

## 1 HOW DO I RATE MYSELF?

<b>Lead Self</b>	Score 1-5	<b>Engage and Develop Others</b>	Score 1-5	<b>Achieve Results</b>	Score 1-5
I am self-aware		I communicate effectively		I set directions	
I demonstrate character		I promote the development of others		I align directions with vision, service values and corporate plan	
I manage myself		I build teams		I take actions	
I develop myself		I contribute to the creation of healthy organisations		I asses and embed	
<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>	

<b>Develop Relationships</b>	Score 1-5	<b>Support Improvement</b>	Score 1-5
I continuously improve		I encourage progress	
I work constructively across teams to achieve results		I demonstrate critical thinking	
I connect with community		I champion and lead change	
		I strategically align to the future	
<b>TOTAL</b>		<b>TOTAL</b>	

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## Self Diagnostic Tool

### 2 HOW WILL I LEAD FROM MY VALUES?

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### 3 WHAT HAS MY CONTRIBUTION BEEN?

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### 4 MY ACTION PLAN

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## Coaching Session 1

### NOTES / REFLECTION

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## Coaching Session 2

### NOTES / REFLECTION

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## Coaching Session 3

### NOTES / REFLECTION

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## Coaching Session 4

### NOTES / REFLECTION

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## NOTES / REFLECTION

### NOTES / REFLECTION

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THE GUINEA GROUP



## ANY QUESTIONS? WE'RE HERE TO HELP

We exist to support leaders to upgrade their mindset, upskill their leadership, and uplift their teams, to create psychologically safe and high performing teams!

+61 422 058 736 | [theteam@theguineagroup.com.au](mailto:theteam@theguineagroup.com.au)

FOLLOW US

