

# ADVANCED GOVERNMENT LEADERSHIP: LEADING THROUGH RAPID CHANGE



**BUILDING THE LEADERSHIP FOUNDATIONS FOR  
PUBLIC SECTOR COMPLEXITY AND CHALLENGES  
IN A POST-COVID WORLD**

**18 - 19**

**FEBRUARY 2021**

ONLINE DELIVERY

## EXPLORE

- ▶ The VUCA environment (Volatile, Uncertain, Complex, Ambiguous) in the APS
- ▶ Understanding what causes change resistance, and why different personality types have difficulty adapting to rapid change
- ▶ Exploring the implications of workforce disruptions, distributed working and redeployments
- ▶ Engaging and managing stakeholder expectations during change
- ▶ Strategies to build resilience and strengthen your stress response
- ▶ The role of the leader in helping teams cope with VUCA challenges
- ▶ The innovation challenge - Where are we now, and how do we get to 'good'?

## EXPERT FACILITATOR



**Karen Whittingham**  
Director  
Impact Psychology

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## ABOUT THE EVENT

As a leader in the Australian Public Service right now, no matter how large or small your team, no matter where in your agency you sit - you are a change leader.

You've had to manage the transition to a dispersed workforce, face the challenges of working and leading remotely, potentially lost people from your teams, and countless other unexpected and unprecedented disruptions. But whether you're an established leader, or brand new to management, leading through rapid change is its own unique and incredibly specialised skill. To be effective and thrive in this new post-COVID world, and to help ensure that you and your people are equipped for the challenges to come, you need to become an expert change leader.

Liquid Learning has proudly partnered with Dr Karen Whittingham, one of Australia's leading executive management development specialists, and Organisational Psychologist, to create this interactive change masterclass. Over two absolutely packed, interactive days of training, you will delve into the psychology of change, the biology of stress, how people respond physiologically to uncertainty, and the causes of change resistance. With this knowledge at your disposal, you will then unpack practicable strategies to increase performance, improve adaptability and change response, and develop your team's resilience under the pressure of rapid change.

Aimed at officers and management, in APS6, EL1 and EL2 levels, this two-day workshop will deliver the essential toolkit for successfully leading through change in the Australian Public Sector.

## WHO WILL ATTEND?

Aspiring and emerging leaders, across all disciplines & departments throughout the Australian Public Sector, including:

- Federal
- State
- Local

In roles and bands, including:

- APS 5-6
- EL1 & EL2
- Directors / Assistant Directors
- Team Leaders
- Senior Advisors
- Officers / Senior Officers

## DAY ONE

### Leading through rapid change

- Explore the VUCA environment (Volatile, Uncertain, Complex, Ambiguous)
- Explore new APS challenges in a VUCA world
- Management vs leadership - what makes you distinctive?

### Interpreting the impacts of disruption, change and uncertainty

- Understanding organisational complexity
- Distinguishing types of complexity (imposed, inherent, designed and dysfunctional) and their characteristics
- How do effective managers and leaders promote performance in complex settings?
- Tools for managing complex issues

### Understand what causes change resistance

- Explore different personalities and behavioural types and how they respond to change
- Why organisations have difficulty adapting to change, and pivoting
- Learn how to manage change response in yourself and your team
- Transition your mindset from consistency and certainty to adaptable and proactive

### Strategies to build resilience and strengthen your stress response

- What is stress? The biology of stress on brain, mind and body
- Anticipate and manage risk effectively
- Perform productively through tough times
- Making crucial judgments under pressure

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## DAY TWO

### Culture and performance in a VUCA world

- ▶ What does 'good' culture look like in the new environment
- ▶ The innovation challenge - Where are we now, and how do we get to 'good'?
- ▶ Self-assessment - Strengths to build on, and strengths to build
- ▶ The role of the leader in helping staff cope with VUCA challenges

### Stakeholder management

- ▶ Engage and manage stakeholder expectations during change
- ▶ Represent and influence on behalf of your agency with authority
- ▶ Engage and manage sensitive issues under pressure
- ▶ Learn to harness and resolve conflict

### Explore the implications of workforce disruptions, distributed working and redeployments

- ▶ Tackle task uncertainty and develop a healthy working rhythm
- ▶ Communication and connection frameworks to build team capability and accountability
- ▶ Develop your team's resilience to stress and change
- ▶ Leading teams to achieve higher levels of performance

### Leading through Rapid Change think-tank

- ▶ Wrap up discussion on key themes and your career action plan
- ▶ What will you do differently as a result of this program?
- ▶ How to stay on track when other priorities demand attention
- ▶ Tools and ideas to navigate obstacles and competing priorities

## YOUR FACILITATOR

Karen is one of Australia's leading executive management and leadership development specialists who has worked with thousands of executives to transition them into senior executive roles quickly and effectively. She is an Organisational Psychologist passionate about people's success and facilitating their careers to rise. Karen's workshops are best described as practical, hands-on, personally relevant and enjoyable. Currently lecturing in Organisational Psychology at UNSW, she researches leadership, assessment, learning and performance as well as innovation. A person with a passion for making an impact quickly, she bases her workshops on current evidence and its application.

Organisations seek out her guidance across a range of project areas including leadership development, team building, business strategy, and innovation and change interventions. She is often working with the talent pools of many of Australia's leading multinational, ASX listed and public sector firms as a coach, facilitator and researcher. Karen has high level senior executive experience in directing and managing large teams and leading sales and customer service functions both on and off shore (including experience managing JV partnerships across 8 cities in China). She is also a start-up advisor.



**Karen Whittingham**  
Director  
Impact Psychology

## WHAT OUR DELEGATES ARE SAYING



*“Fantastic initiation to leadership/management with some real practical tools to take back and implement in the workplace. Extremely motivating and thought-provoking. Has Given me an insight into how leadership/management skills influence the workplace ”*



