

SES TRANSFORMATIONAL LEADERSHIP PROGRAM

ESSENTIAL STRATEGIC LEADERSHIP SKILLS & TARGETED CAPABILITY DEVELOPMENT FOR CURRENT AND EMERGING SES LEVEL LEADERS



9 - 10
FEBRUARY 2021

ONLINE DELIVERY

EXPLORE

- ▶ Understand the expectations and values of an SES level leader
- ▶ Represent your agency and the government, with confidence and authority
- ▶ Utilise heightened EQ to make effective, strategic decisions
- ▶ Set and lead strategic directions across your department
- ▶ Understand, recognise and manage conflicting stakeholder priorities and departmental politics
- ▶ Refine your managerial impact to positively engage your team and key stakeholders
- ▶ Diagnose and proactively manage compress business and economic challenges
- ▶ Create a leadership action plan to address your strategic challenges

EXPERT FACILITATOR



Michael Collins
High Potential Officer
Hipotential

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ABOUT THE EVENT

Heightened performance and the need for greater public accountability and transparency are key aspirations driving the strategic direction of Public Sector agencies globally. This is now manifested in a number of key reforms impacting the Public Sector in Australia today. The SES provides leadership at both an agency and a whole APS level, demonstrating the core behaviour and actions that model and promote the APS Values and Code of Conduct. At this level you are leading the direction of programs or project based delivery, developing or implementing public policy or compliance, and enforcing programs and providing high level expertise ensuring the integrity of decision making and planning process of government.

As we enter a new phase of significant change and transformation, the challenges confronting leaders tasked with making plans and the objectives of Government a reality, are both vast, and complex. Optimising your leadership capability to influence and engage a multitude of internal and external stakeholders is vital for success as a senior executive leader today. Your capacity to influence and engage employees, ministers, the community and other executives allows you to foster organisational buy-in for new initiatives and achieve traction for change.

Join us for this intensive masterclass and equip yourself with the key skills and practices needed to excel at an executive leadership level in the APS. Explore the latest models and principles for strategic leadership, develop strategies and frameworks for navigating complex workplace politics and sensitive situations, master complex stakeholder management and engagement, and set yourself up for success in your SES role.

WORKSHOP SCHEDULE

- 8.30 - 9.00 Registration
- 9.00 - 10.40 Session One
- 10.40 - 11.00 Morning Tea
- 11.00 - 12.30 Session Two
- 12.30 - 1.30 Lunch
- 1.30 - 3.00 Session Three
- 3.00 - 3.20 Afternoon Tea
- 3.20 - 4.30 Session Four
- 4.30 Close of Workshop

DAY ONE

The Challenges of Senior Executive Leadership

- ▶ Leading in a volatile, uncertain, complex, and ambiguous environment (VUCA)
- ▶ The changing role of executive leadership in the APS
- ▶ The seven key skills to thrive as an executive leader
- ▶ Representing your agency, and the government, with confidence and authority

The Neuroscience of Leadership

- ▶ Understanding emotions and behaviour in a VUCA environment
- ▶ Implications for leadership selection, development and change management
- ▶ Understanding and managing emotions in oneself and others
- ▶ Navigating workplace politics and tackling difficult conversations and situations

Adaptive Leadership for APS executives

- ▶ Leadership in a (permanent) crisis
- ▶ Lessons from the military
- ▶ Understanding the different role requirements at executive leadership levels
- ▶ Improving executive insight and decision-making

Personal Development Plan for Enhancing Executive Leadership

- ▶ Actions for developing resilience
- ▶ Strategies for excelling as an executive leader
- ▶ Set and lead strategic directions across your department
- ▶ Adaptive leadership development actions

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DAY TWO

Strategic Decision-Making

- ▶ Five perspectives of strategic leadership
- ▶ A framework for decision-making in a VUCA environment
- ▶ Understand, recognise and manage conflicting stakeholder priorities and departmental politics
- ▶ Strategic priority setting

Leading in Turbulent Times

- ▶ Understanding the human side of organisational change
- ▶ A process for diagnosing and planning change
- ▶ Understanding and managing power and politics
- ▶ Represent and influence on behalf of your agency with authority

Practical Change Tools

- ▶ Framing and communicating change
- ▶ Strategies for overcoming resistance to change
- ▶ Building a guiding coalition for change
- ▶ Refine your managerial impact to positively engage your team and key stakeholders

An Action Plan for Enhancing Team Effectiveness

- ▶ Key strategic priorities (30, 60, 90 days)
- ▶ Draft implementation actions or initiatives
- ▶ Potential obstacles and sources of support
- ▶ Create a leadership action plan to address your personal and strategic challenges

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WHO WILL ATTEND?

SES and EL2 banded senior Management from primarily Federal and State Government including:

- ▶ Secretary / Deputy Secretary
- ▶ Chief Executive / Deputy
- ▶ Director-General / Deputy
- ▶ First Assistant Secretary / Assistant Secretary
- ▶ Commissioner / Assistant Commissioner
- ▶ Group Manager / General Manager
- ▶ Branch Manager
- ▶ C-Level Officers
- ▶ Directors / Assistant Directors
- ▶ Senior Line Managers

YOUR FACILITATOR

Michael Collins is one of the region's leading talent, leadership and change experts with 25 years of experience in roles spanning Australia, New Zealand and Asia. He is a trusted adviser, thought leader and seasoned practitioner in the field of leadership assessment and development, in particular he specialises in identifying and discovering high potential leaders, differentiating leadership talent, neuropsychology and organisational change.



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TRAINING DELIVERY AND PRE-COURSE QUESTIONNAIRE

This workshop will be delivered using a three tiered approach. The structure of each session is as follows:

1. Technical overview and review of research into the topic area under discussion
2. Practical application of management principles in the review of case studies, worked examples and interactive exercises
3. Discussion of outcomes and implementation issues

Workshop participants will have the opportunity to include comments and questions about issues outlined in the program by way of a pre-course questionnaire. This feedback will enable the course facilitator to adjust content accordingly. The workshop has limited places to allow for customisation, greater interactivity and for individual concerns to be addressed.

