



Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

Introduction

Developing Leadership—Who? What? Where? is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

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National Museum of Australia

Although the National Museum of Australia does not currently have its own Leadership Development Program, a project is currently underway to design a leadership development program to promote leadership activities at all levels of the organisation. This project has been identified as one means of meeting a priority outlined in the Strategic Plan for 2000-2003 to invest in the Museum's people.

The Museum also participates in a Cultural Management Development Program (CMDP) targeted to the APS 6 to Executive Officer levels. The CMDP is a joint training program with participants from the other cultural institutions in Canberra. The National Gallery of Australia administers the Program, with consultants from Upton Martin conducting the program's delivery.

The Museum also participates in an Advanced Workplace Skills Program for staff at the APS 4-5 levels, which is offered on a similar basis.

Both programs offer a mix of face-to-face training (including a residential component) and action learning project work.

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Cultural Management Development Program

The Cultural Management Development Program 2001 is the premier vehicle by which a number of Canberra's Cultural Institutions will be addressing their leadership and management training needs for their middle managers. It is coordinated by the National Gallery of Australia, involving a total of 20 participants in six modules.

The cultural institutions which participate in the CMDP include:

- National Gallery of Australia;
- Australian War Memorial;
- National Library of Australia;
- Screensound;
- Australian Institute of Aboriginal and Torres Strait Islander Studies;
- Qwestacon;
- National Museum of Australia; and
- National Archives of Australia.

The Program is conducted by Upton Martin Consulting with a number of guest speakers also involved. As part of the program each participant is required to complete a team project and report back on its outcomes. Each participating Agency is asked to submit project proposals and if their project is selected by one of the teams, they provide a sponsor who provides more detail regarding the purpose of the project.

The objectives of the Program are to:

- foster useful networking across managers in the participating cultural institutions;
- assist promising middle managers to enhance their management knowledge and skills through coursework and action learning and to stimulate new ways of thinking about their organisations and how they can best contribute to them;
- provide participants with an opportunity to demonstrate their commitment to learning; and developing unique solutions to problems through completion of a workplace based team project.

Program Structure

- for managers NGA6 to EL2;
- coursework will comprise 14 days (6 modules of 2-3 days each);
- will be conducted over a 6 month period;
- team projects will be undertaken as vehicles for transfer of skills and knowledge to the workplace
- at the end of the program, participants will host a seminar to which managers from all participating agencies will be invited; and
- a re-call day about 1 month after the program to review learning and address individual workplace issues.

Content

The program will reflect, but will not necessarily be limited to:

- government policies and their impact on APS business and management;
- APS directions and reforms;
- management frameworks of performance management, project management, resource management, accountability, empowerment and responsibility;
- leadership and management styles, techniques and good practice;
- appreciating organisational cultures and their imprints on behaviour;
- leveraging individual difference and developing strengths;
- leading, managing and coping with change;
- new ways of organising work and people;
- client focus: internal and external;
- skills of collaboration, networking, teamwork, communication, presenting information, motivating people and managing stakeholders;
- innovation, creativity, knowledge management and continual learning; and
- career directions and life-work transitions.

Contacts

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