

Better leaders build better organisations.



How participants will benefit from the Leading the Workplace Program

- Better understanding of key drivers of organisation performance
- Strategic awareness of the differences between successful and unsuccessful organisations
- Increase focus on the link between leadership and a zero harm workplace
- Greater productivity through performance management and team engagement
- Improved relationships with clients, colleagues and employees
- More effective conflict management
- Awareness of the importance of strong customer relationships
- Greater appreciation of personal strengths and weaknesses
- Increased capacity to motivate and lead employees
- Improved time management



Sheppard Associates Pty Ltd is a Registered Training Organisation (RTO) regulated by ASQA. RTO code 40330

Level 4 190 Flinders Street
Adelaide South Australia 5000

GPO Box 1300
Adelaide South Australia 5001

info@sheppard.com.au
www.sheppard.edu.au
P +61 8 8407 1332
F +61 8 8407 1301

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Leading the Workplace

Leadership Development Program
for Professionals and Line Managers



About the Program

Leading the Workplace is a leadership development program designed for professionals and middle managers in all types of organisations.

The Leading the Workplace Program provides participants with the skills and knowledge required to perform effectively in their current level as well as prepare them for more senior roles.

Participants learn skills, tools and techniques to improve business performance through better leadership, more effective performance management and enhanced communication. The program will assist them to lead improvement initiatives, build high-performing teams, handle conflict effectively and manage change in their organisation to achieve business objectives.

Participants are required to plan a Business Improvement Project between the two residential workshops of the program and are encouraged to implement their project following completion of the program.

Format

The program is delivered in two residential workshops each comprising 5 days of face to face sessions (a total time commitment of 10 days), with each workshop separated by approximately one month.

Who Should Attend?

- Managers in senior supervisory and superintendent type roles
- Managers whose next step is into a role where they will lead large or multiple work teams
- Managers and professionals who need to enhance their professional skills as leaders and managers, particularly in areas of self-management, relationship management, professional management and systems management.

Return on Investment

Measuring return on investment (ROI) is a key feature of all Sheppard Associates development programs. Evaluation of participant delivery of improved business performance following training is a key feature of this program. Participant capacity to deliver better safety performance, improved

productivity, increased competitive advantage and lowered costs is assessed following completion of training and is emphasised as the critical takeaways for participants in all Sheppard Associates leadership development programs.

Accredited Qualification

Participants who successfully complete the program will receive the Australian nationally accredited qualification of BSB42015 Certificate IV in Front Line Management.

Program Schedule

Prework

- Participants complete an online competency based survey to determine their development needs. This assessment includes a self assessment as well as feedback from their manager, direct reports and peers.
- Participant and Manager meet to discuss participant leadership development priorities.

Program

- Week 1 – participant attends a 5 day residential workshop
- 4-6 week gap – participant prepares and gains signoff for a Business Improvement Project
- Week 2 – participant attends a 5 day residential workshop

Postwork

- Participant and Manager receive and discuss confidential Participant Development Report (30 days post programme)
- Programme follow up at 30 and 60 days from completion of Week 2 to follow up participant implementation of key learnings and their Business Improvement Project.

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Program Content

Week 1

Leadership and Organisation Development

Managers are responsible for value creation by leading sustained performance by individuals and teams. In this unit participants analyse the role of the leader and develop the self-management skills required to lead others effectively. They also learn how leaders contribute to creating a high performing organisation by encouraging employee commitment, personal effort and accountability. Time management skills are also a key element of this unit.

Creating a Zero Harm Workplace

Leaders play a crucial role in creating a Zero Harm workplace through their own example of safe working as well as their management of staff behaviour and particularly at risk behaviours. In this unit participants learn the people management and behaviour management skills required to create a safe working environment. In addition, they consider current trends in their organisation's safety performance and the direct link between safe working and better business performance.

Developing Professional Relationships

Professional relationship management is one of the foundation competencies of successful leadership and effective performance management. This unit demonstrates how to develop and maintain good working relationships with people at all levels through the use of communication and relationship management techniques. The focus is on developing networks, conducting effective meetings, improving communication and active listening skills, and managing conflict successfully.

Leading the Workplace

Successful leaders create a workplace culture characterised by high levels of employee motivation and engagement. In this unit participants explore the different leadership styles required to create a high performing culture. They also practise the performance management skills they need to sustain team and individual performance and successfully manage below target performance.

Project Management

In this unit participants plan a Business Improvement Project for implementation in the workplace. Between the two residential weeks of the programme they develop their project with their Manager and prepare a formal presentation for Week 2. Post programme implementation of projects is a critical element in participant evaluation following completion of LTW.

Between week 1 and week 2 (approximately one month) of LTW participants plan their Business Improvement Project and obtain management endorsement.

Week 2

Building and Leading Effective Work Teams

The high performing team is the basic unit of modern organisations. Participants discuss the dynamics of team formation and maintenance, the characteristics of high performing teams and the drivers of team integration and sustained team performance. They use a diagnostic tool to assess the status of their own work team and develop strategies for improving its performance. Leadership is also discussed in the context of successful teamwork and improved business performance.

Developing and Implementing Operational Plans

Planning is a fundamental skill for successful managers. In this unit participants develop skills for planning their own work and the work of their teams. They also analyse the importance of planning for achieving better resource utilisation and increased productivity. In addition, they learn how to monitor outputs against targets in order to improve business performance. Value chain and systems thinking concepts are also explored and system capacity and system variation are covered as essential elements in planning improvement strategies.

Implementing Continuous Improvement

In successful organisations continuous improvement is a well-developed habit and managers play an important role in improving business processes. In this unit participants examine the core processes that drive business performance. They learn how to map and measure workplace processes and analyse data to identify opportunities for process improvement. Participants also study the principles of process variation and learn how to apply this knowledge to managing and improving processes under their control.

Managing Innovation and Change

In this unit participants discuss models for managing effective change and apply these in a series of workshop activities to design change programmes for their own workplace. They also analyse typical staff responses to change. In particular, they examine the factors which lead to resistance to change and develop strategies for managing these effectively. Techniques for encouraging staff to contribute to innovation in the workplace are also covered.

Delivering Value to Customers

Delivering excellent service to both internal and external customers is at the heart of value creation. In this unit participants analyse the organisation's value proposition and its practical application to their daily work. In particular, they learn that customer service is essential to maintaining and strengthening competitive advantage. They also discuss the drivers of customer satisfaction and learn techniques for using customer feedback as a tool for business improvement.