

# LEADERSHIP INSIDE OUT

NEW



**VENUE**  
Crowne Plaza Melbourne  
1-5 Spencer Street, Melbourne

**LEADERSHIP IS EXPERIENCED BY OTHERS IN HOW WE ENGAGE WITH THEM WHILE FOCUSING ON THE TASK AT WORK. IT REQUIRES BOTH EXTERNAL SKILLS AND PERSONAL OR INTERNAL CAPABILITIES. THIS WORKSHOP WILL DESCRIBE AND EXPLORE THIS 'INNER GAME' OF LEADERSHIP.**  
**22 JUNE 2010**

REAL LEADERSHIP COMES FROM THE INSIDE OUT. IT IS PERSONAL, AUTHENTIC AND AN EXTERNAL IMAGE OF OUR CHARACTER – OUR VALUES; HOW WE THINK, HOLD AUTHORITY, FEEL ABOUT AND ENGAGE WITH OTHERS; AND HOW WE FOCUS ON TASK.

Exceptional managers combine formal management skills with their own internal leadership style - think clearly, hold authority, engage with others, enact shared values and focus on the task. How we do this in action - 'on the outside', becomes our personal leadership style.

Managers at all levels need to exercise personal authority, autonomy and leadership within their teams and organisations. This requires both formal management competency and more informal psychological skills.

These skills may be seen as part of a person's character or as developing through life experience – a 'managerial maturity'. Yet they can be described, personally reviewed and developed.

This workshop will describe a framework for understanding these more personal or 'inner' capacities and the key components of staying focussed on task, engaged with people and personally reflective.

## AIM OF THE WORKSHOP

The workshop will assist participants in being able to:

1. Present and examine a framework for understanding leadership and management capabilities
2. Identify, analyse and further develop personal management and leadership styles, strengths and skills
3. Describe and analyse key themes and personal approaches for holding authority, maintaining boundaries and 'staying on task'
4. Identify how managers engage others and stay productively in touch with their own and other feelings in the interests of their work



## FACILITATOR GREG COOK

DIRECTOR,  
CENTRE FOR LEADERSHIP  
AND MANAGEMENT

Greg is a psychologist with more than fifteen years experience in public sector management and consulting. He works with management and staff teams across the public sector – helping to build capacity to better manage the challenges of the modern workplace.

## DATE & TIME

Tuesday 22 June 2010  
9.00 am – 4.30 pm

## COST

\$495.00 (including GST of \$45.00) inclusive of materials, lunch and parking

**CLOSING DATE FOR REGISTRATIONS**  
Monday 7 June 2010

**ARRIVAL**  
8.45 am  
Arrival - tea & coffee  
9.00 am  
Welcome & Introduction

## WHO SHOULD ATTEND

This workshop is intended for public sector managers at all levels who wish to develop their personal management capacity. Participants may come from local, state and federal government, public bodies and agencies in the not for profit sector.



## SESSION 1

### LEADERSHIP: INSIDE OUT

This session will summarise and discuss a framework for understanding the skills and personal capabilities of leadership and our personal leadership styles

- Workplace context, culture and leadership style – cultural transitions require changed leadership styles
- Management skills framework
- Leadership capabilities or 'psychological skills' - the inner game of management
- Leadership on a 'bad day' – towards an understanding of personal style
- Participant review and reflection

## SESSION 2

### FOCUSING ON TASK

Task leadership is more than planning, delegation and monitoring. It also relies on the personal negotiation of authority, autonomy, achievement and failure. This session will explore issues of authority, role and the maintenance of a task focus at work

- Leadership and authority
- Roles, responsibilities and workplace 'boundaries'
- Providing direction and building bridges
- Managing accountability and the need for control

**LUNCH**  
12.30 pm  
Lunch Break

## SESSION 3

### ENGAGING WITH PEOPLE

Being responsive to our own and others feelings without being hostage to these processes is central to the psychology of leadership

- Reading and understanding emotion at work - 'Emotional literacy'
- 'Adult-to-adult' conversation, feedback and taking / not taking it personally
- Shaping cultures and building more conscious organisations

## SESSION 4

### SHAPING LEADERSHIP STYLE

The final session will explore participants own experiences of leadership and ongoing development of leadership capability

- Typical challenges of management and leadership - 3 key tensions – case studies
  - personal judgement
  - engaging with others' points of view
  - holding role and authority
  - empathy / emotional literacy
  - task focus and 'just doing it'
  - ethics, values and doing it right

**CONCLUSION**  
4.30 pm  
Conclusion of Workshop