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**CENTRE FOR LEADERSHIP  
AND MANAGEMENT**

**TRAINING  
& CONSULTANCY**

FEBRUARY - JUNE 2012



# CENTRE FOR LEADERSHIP AND MANAGEMENT

## TRAINING & CONSULTANCY

### FEBRUARY - JUNE 2012

#### CLM SERVICES

Centre for Leadership and Management (CLM) conducts over two hundred consultancy and development projects each year.

These projects include:

#### 1. CONSULTING

Centre for Leadership and Management provides clients with a 'process' consultancy approach to the challenges of managing and leading public sector organisations. The CLM style is to facilitate effective interaction and processes within organisations – working together with client groups to enhance organisational functioning. Some examples of our consultancy work are described later in this brochure.

#### 2. IN-HOUSE TRAINING AND DEVELOPMENT

CLM provides in-house training and development programs to groups of managers and staff of client organisations. 'In-house' programs are tailored or custom made to suit the needs of the participating staff and their organisation. In the last year, programs have included extended management development programs, leadership workshops, senior management briefings, one-off workshops and in-house versions of our public access programs. Programs are supported by comprehensive notes and materials that include practical frameworks, case studies, tools and templates.

Our in-house training services are also described in more detail later in this brochure.

#### 3. ACCREDITED PROGRAMS

CLM is a registered training organisation able to provide accredited training in Project Management. Designed specifically for staff within the public sector, the Certificate IV program in Project Management provides a solid foundation in the knowledge and skills required to successfully manage smaller projects within the workplace. The Certificate IV leads directly into the Diploma of Project Management program which is ideally suited for those who manage medium to larger projects and who wish to formalise their qualifications.

#### 4. PUBLIC ACCESS WORKSHOPS

Centre for Leadership and Management provides regular training programs for individuals who wish to attend a workshop open to the public. These programs are aimed at staff from local government, state government, federal government, not for profit organisations, health care providers and educational institutions. A comprehensive workbook that includes practical frameworks, case studies, tools and templates is part of every program. Available workshops for February to June 2012 are shown in the training calendar on the following page and in detail later in this brochure.

#### CLM CONSULTING TEAM

GREG COOK  
 JACKIE MODEN  
 CHRISTINA KATOPIS  
 SHARON KNEALE  
 SANDRA CHRISTIE  
 ANNA CLARK





# TRAINING CALENDAR FEBRUARY - JUNE 2012

## VENUES

Monash Conference Centre  
Level 7, 30 Collins Street  
Melbourne

Telephone: 03 9903 8000

Crowne Plaza Melbourne

1-5 Spencer Street, Melbourne

Telephone: 03 9648 2724

Both venues provide excellent training room facilities and catering. They are easily accessible by public transport or by car.

Crowne Plaza Melbourne offers accommodation at government rates to participants. Please contact the relevant venue on the number above and mention your attendance to our CLM workshop.

## CONTACT

Centre for Leadership  
and Management

Suite 336, 1 Queens Road  
Melbourne Victoria 3004

T 03 9863 7280

F 03 9863 7281

E [office@centrelm.com.au](mailto:office@centrelm.com.au)

[www.centrelm.com.au](http://www.centrelm.com.au)

PAGE	DATE	NATIONALLY RECOGNISED QUALIFICATION	DESCRIPTION & FACILITATOR	VENUE	PRICE	
8	<b>PROGRAM 1</b> 29 & 30 MARCH + 26 & 27 APRIL	CERTIFICATE IV IN PROJECT MANAGEMENT	An intensive, four day accredited training program for managers, project and team leaders with responsibility for projects in policy development, change management, service review and delivery, systems implementation, consultancy and other organisational and strategic areas. <b>GREG COOK</b>	<b>PROGRAM 1</b> CROWNE PLAZA	\$1980	
	<b>PROGRAM 2</b> 4 & 5 JUNE + 19 & 20 JUNE					
PAGE	DATE	PROGRAM/ WORKSHOP	DESCRIPTION & FACILITATOR	VENUE	PRICE	
10	23 MARCH	<b>NEW</b> DEVELOPING RESILIENCE	Resilience can be helped or hindered by our workplace, how we manage our teams and how we manage ourselves. But resilience can be learnt and we can all develop greater skills, habits and ways of thinking that can increase our resilience. This workshop provide practical frameworks and skills for developing greater workplace resilience in teams and individuals <b>GREG COOK</b>	CROWNE PLAZA	\$539	
12	26 & 27 MARCH	MANAGEMENT FUNDAMENTALS	A practical two day professional development program for managers that describes frameworks and key changes in public sector management and leadership, approaches to team planning, coaching and team development – and including participant's personal MBTI profiling. <b>SHARON KNEALE</b>	CROWNE PLAZA	\$913	
14	17 APRIL	EMOTIONAL INTELLIGENCE & LEADERSHIP (MAX 16)	Today's leaders need to demonstrate high levels of self-awareness and to motivate and develop the capabilities of their staff. This workshop will define the emotional intelligence skills that underpin high impact leadership – including participant's personal Genos EI profiling. <b>CHRISTINA KATOPIS</b>	MONASH CONF. CENTRE	\$645	
16	23 APRIL	<b>NEW</b> WORKING IN COMPLEX ORGANISATIONS: Project and Matrix Teams, Corporate Services and Consultancy	Complex organisations require more sophisticated planning, role definition, work and communication arrangements and staff with highly developed skills. This workshop will describe and analyse these organisational and team arrangements – identifying the key roles, skills, strategies and tools for effective work. <b>GREG COOK &amp; SANDRA CHRISTIE</b>	MONASH CONF. CENTRE	\$539	
18	7 MAY	INTRODUCTION TO PROJECT MANAGEMENT	A practical workshop providing, hands-on approaches, tools, processes and checklists designed to assist participants with the manageable, timely and successful completion of workplace projects. <b>JACKIE MODEN</b>	MONASH CONF. CENTRE	\$539	
20	17 MAY	MANAGING UP FOR EA'S & PA'S	A developmental program for PAs, Executive Assistants and administrative staff to assist them in developing strong, effective and influential relationships with their manager and other key stakeholders. <b>SHARON KNEALE</b>	MONASH CONF. CENTRE	\$539	
22	21 MAY	MANAGING VERY DIFFICULT WORKPLACE BEHAVIOUR	Managing very difficult workplace behaviour is perhaps the most demanding leadership task that any of us face – especially when feedback and the usual HR systems don't seem to work. This practical workshop presents frameworks and techniques for managing very difficult staff and colleague behaviour; and for building management and personal support. <b>GREG COOK</b>	CROWNE PLAZA	\$539	



# CENTRE FOR LEADERSHIP AND MANAGEMENT

## CONSULTING SERVICES

CLM CONSULTING PROJECTS AIM TO ASSIST CLIENTS TO DEVELOP EFFECTIVE AND LASTING SOLUTIONS TO MANAGEMENT AND LEADERSHIP CHALLENGES WITHIN THEIR ORGANISATIONS.

CLM consultancy projects have been conducted with all levels of management and staff in organisations throughout Australia - including State and Commonwealth Departments, Local Government Councils, utilities, non-government, not for profit and statutory organisations, health care services, Universities, libraries and schools.

Our consultants are expert process facilitators with extensive experience of the leadership and management needs, political challenges and service issues of public sector organisations. We are particularly proud of our facilitation skills and capacity to create a challenging and collaborative group environment. This continues to be central to our client's satisfaction with our work.

### CLM project examples include:

- Strategic and operational planning
- Working collaboratively with Board and Executive to develop strategic and business plans and the facilitation of stakeholder and staff consultations
- Cultural change, organisational and team development
- Designing and facilitating cultural change and organisational development programs that include tailor-made combinations of leadership development programs, service review and redesign, systems improvement, executive planning workshops, leadership profiling and targeted coaching
- Change management
- Consultation with executive and senior staff in the design, planning and implementation of change management strategies
- Partnering facilitation and development
- Facilitating partnering workshops between organisations, teams and key stakeholders in development of clearer partnering agreements, working arrangements and relationships
- Service review and development
- Process facilitation of conferences and workshops

Please call Mandy Fielding or Greg Cook at the CLM office to discuss your consultancy needs. We will arrange to meet with you to develop a clear, defined and costed project proposal for your consideration.



# CENTRE FOR LEADERSHIP AND MANAGEMENT

## IN HOUSE TRAINING AND DEVELOPMENT

CLM conducts nearly a hundred in-house public sector programs each year. These include tailored versions of our public access programs and the programs listed below:

- Managing Change and Transition
- Staff Coaching and Performance Management
- Integrated Business Planning
- Internal Consultancy
- Partnering
- Community Engagement and Consultation
- MBTI STEP II Workshops
- Facilitation Skills – Workshops, Focus Groups and other Meetings
- Cross Functional Teamwork
- Presenting with Confidence
- Service Review
- Program Management
- PA Power and Managing Up for PAs
- DISC Workshops

Other in-house programs have been developed to suit client's particular needs. Some examples of these programs include:

- Extended management development programs – A series of workshops matched to the client's organisational and staff needs. Programs have ranged from several half days spread over months to combinations of one and two day workshops. These programs are often linked to broader organisational development consultancies
- 'Communities of practice' – establishing and working with a group of senior managers with shared interests across an organisation over several months to exchange information, knowledge and experiences, to learn from each other and to develop personally and professionally
- Leadership workshops - including development of organisation specific leadership capabilities and the facilitation of focussed skill development workshops, leadership profiling and action learning
- Leadership briefings - developing and challenging senior managers through a series of seminars on specific leadership and management capabilities supplemented by presentations by key public and private sector leaders. The briefings were content rich and practical allowing participants to apply these materials and experiences to their day-to-day work and further build the organisation's leadership culture

Options for in-house training and development can be discussed directly by calling the CLM office.





# CERTIFICATE IV IN PROJECT MANAGEMENT

**PROGRAM 1 - 29 & 30 MARCH  
+ 26 & 27 APRIL**

**PROGRAM 2 - 4 & 5 JUNE + 19 & 20 JUNE**

AN INTENSIVE, FOUR DAY, ACCREDITED TRAINING PROGRAM FOR MANAGERS, PROJECT AND TEAM LEADERS WITH RESPONSIBILITY FOR ORGANISATIONAL PROJECTS - IN SERVICE OR SYSTEMS IMPROVEMENT, POLICY DEVELOPMENT, CHANGE MANAGEMENT, CONSULTANCY AND IN THE ACHIEVEMENT OF OTHER ORGANISATIONAL AND STRATEGIC OBJECTIVES.

Project management is an essential work skill in all organisations. Planning, managing and working within a project requires specialised knowledge and skills - in analysing and scoping projects, in scheduling, budgeting and controlling project activities and in managing project stakeholders and communication.

This program has been specifically designed for Managers, Project and Team Leaders in the public sector with responsibility for planning and implementation of organisational projects. It has been designed for managers who wish to gain a nationally recognised qualification in Project Management. This qualification leads into the Diploma of Project Management.

## PROGRAM

The Certificate IV in Project Management involves 4 days of face to face training delivered in two blocks of two days separated by a few weeks.

The first two days identify the knowledge and skills required to plan and organise projects within the public sector environment. Participants are encouraged to draw on personal experience and provide examples from their workplace.

The third and fourth day consolidates and strengthens the participant's knowledge and skills with a strong focus on the presentation and discussion of participant case studies and the assessment task.

## CORE UNITS

The Certificate IV in Project Management explores eight knowledge areas of Project Management, including application of techniques, approaches and procedures for management of:

- Project scope
- Time, cost and quality
- Human resources
- Communications
- Risk
- Contracts and Procurement

## ASSESSMENT

The Certificate IV in Project Management includes:

- assessment tasks to be completed in class
- a work based assessment task to be completed within 6 weeks of commencing the program

## WHO SHOULD ATTEND

This program is designed for Managers, Project and Team Leaders who have some experience working on projects. Ideally participants will either be working in a project environment in the public sector or planning to do so in the near future.



**NATIONALLY RECOGNISED TRAINING**

## VENUE

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

**PROGRAM 2**  
Monash Conference Centre  
Level 7, 30 Collins Street  
Melbourne

## DATE & TIME

**PROGRAM 1**  
Thursday 29 & Friday 30  
March PLUS  
Thursday 26 & Friday 27  
April 2012  
9.00 am – 4.00 pm

**PROGRAM 2**  
Monday 4 & Tuesday 5  
June PLUS Tuesday 19  
& Wednesday 20 June  
2012  
9.00 am – 4.00pm

## COST

\$1980.00  
inclusive of materials  
and lunch

## CLOSING DATE FOR REGISTRATIONS

**PROGRAM 1**  
Thursday 15 March  
2012

**PROGRAM 2**  
Monday 21 May 2012

## ARRIVAL

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



## DAY ONE

### PROJECT MANAGEMENT OVERVIEW AND CONTEXT

#### WELCOME AND INTRODUCTION

- Objectives for the program
- Participant expectations
- Program resources – templates, materials and consultancy support

### PROJECT MANAGEMENT OVERVIEW AND CONTEXT

- Project environment
- Definitions and project parameters
- Success factors and key elements
- Project 'Life-cycle'- phases, stages and activities
- Project tools
- Participant 'live' project preliminary briefs

### PROJECT CONCEPT (STAGE 1)

- Project brief, objectives and deliverables
- Project management roles
- Costings, timelines and feasibility

### STAKEHOLDER ANALYSIS

- Sponsorship and support for the project
- Stakeholder analysis and involvement

### RISK ANALYSIS

## DAY TWO

### PROJECT SCHEDULE (STAGE 2)

- Developing the Work Breakdown Structure - WBS
- Tasks, activities, stages and responsibility
- Gantt chart development
- Precedence and critical path
- Project Specification and scalability

### PROJECT GOVERNANCE

- Project Governance
- Project terms of reference
- Governance roles and responsibilities

### CONTRACT AND PROCUREMENT

- Procurement and contractor selection
- Contract administration and management

### PROJECT TEAMWORK AND COMMUNICATIONS

- Working with project teams
- Teams at Work
- Team meetings
- Communications strategy and plan

### PROJECT MANAGEMENT ASSESMENT OVERVIEW

- Program resources
- Participant case study preparation

## DAY THREE

### PROJECT PROGRESS (STAGE 3)

- Project implementation and tracking
- Quality control
- Monitoring and reporting
- Risks and issues management
- Project communication
- Contract monitoring

### STAKEHOLDER COMMUNICATION

- Project communications
- Supporting the project team
- Governance reporting
- Stakeholder management
- Communication tools

### PARTICIPANT PROJECT PRESENTATIONS AND REVIEW

## DAY FOUR

### PROJECT OUTCOMES (STAGE 4)

- Finalisation tasks
- Sponsor acceptance
- Stakeholder debrief
- Close out report

### TROUBLE-SHOOTING

- Controlling 'Scope Creep'
- Common pitfalls
- Project Variation - requesting scope changes

### PARTICIPANT PROJECT PRESENTATIONS AND REVIEW

### PROJECT MANAGEMENT ASSESMENT PACK AND PROCESSES

### CERTIFICATE IV ASSESMENT

# DEVELOPING RESILIENCE

NEW



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

## PRACTICAL FRAMEWORKS AND SKILLS FOR DEVELOPING WORKPLACE RESILIENCE – FOR INDIVIDUAL AND TEAMS 23 MARCH 2012

THE MODERN, PUBLIC SECTOR WORKPLACE, CHANGES CONSTANTLY – THROUGH CHANGES IN COMMUNITY DEMANDS AND EXPECTATIONS, GOVERNMENT POLICY, ECONOMIC CONTEXT, BUDGET AND MANAGEMENT SYSTEMS. WORKPLACE RESILIENCE HAS BECOME AN ESSENTIAL SKILL FOR INDIVIDUALS AND TEAMS TO MANAGE AND WEATHER THESE CHANGES.

Resilience includes our capacity to work effectively despite stress and risk, 'bouncing back' from difficulties and learning from our experiences.

Resilience can be helped or hindered by our workplace, how we manage our teams and how we manage ourselves. But resilience can be learnt and we can all develop greater skills, habits and ways of thinking that can increase our resilience. This workshop provide practical frameworks and skills for developing greater workplace resilience in teams and individuals

### AIM OF THE WORKSHOP

The program will:

1. Review the principles and types of resilience at work
2. Review how managers and leaders can assist in the development of resilience
3. Identify personal resilience challenges
4. Explore and practice of the four key approaches to building personal resilience
  - Mental toughness'
  - Physical self care
  - Relationships and 'Emotional Literacy'
  - Mindfulness
5. Develop strategies for greater resilience at work



### FACILITATOR GREG COOK

DIRECTOR, CENTRE FOR LEADERSHIP AND MANAGEMENT

Greg is a psychologist with more than twenty 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

Friday 23 March 2012  
9.00 am – 4.00 pm

### COST

\$539.00 (including GST of \$49.00)

inclusive of materials, lunch and parking

### CLOSING DATE FOR REGISTRATIONS

Friday 9 March 2012

### ARRIVAL

8.45 am

Arrival - tea & coffee

9.00 am

Welcome & Introduction

### WHO SHOULD ATTEND

Public sector staff and managers experiencing demands and challenging situations at work who wish to develop a greater repertoire of skills and tools for resilience



### SESSION 1

#### RESILIENCE: PROTECTING OURSELVES AND 'BOUNCING BACK'

The opening session will review the principles and types of resilience at work

- Understanding resilience
- Definitions and types of resilience
- Personal, team and organisational resilience
- Building resilience at work – management and leadership issues
- Individual factors
  - Mental toughness', Physical self care, Relationships and 'Emotional Literacy', Mindfulness

### SESSION 2

#### BUILDING PERSONAL RESILIENCE

The second session will identify personal resilience challenges and begin exploration and practice of the key approaches to building personal resilience

- Personal resilience questionnaire
- Building mental 'toughness'
  - Focussing outwards
  - Holding authority, getting perspective and exercising influence
  - Optimism, negativity and acceptance
- Physical Self Care
  - Stress and relaxation – responses, habits, and resources
  - Personal self care audit
  - Achievable strategies for diet, exercise and rest

### LUNCH

12.30 pm  
Lunch Break

### SESSION 3

#### EMOTIONAL RESILIENCE

This session will describe and practice strategies for developing emotional resilience

- Relationships
  - Communicating where it counts
  - Strengthening relationships at work
- Emotional 'literacy'
  - Reading and managing emotion - at work and home
  - Managing stress, moods and bad days

### SESSION 4

#### MINDFULNESS

The final session will summarise and offer practical techniques for developing mindfulness

- Mindfulness - of values and purpose, day-to-day actions and work-life balance
- Managing and learning from difficult experience
- Quick fixes

### CONCLUSION

4.00 pm  
Conclusion of Workshop



# MANAGEMENT FUNDAMENTALS

## A TWO DAY PROFESSIONAL DEVELOPMENT PROGRAM OFFERING REFLECTIVE PRACTICE FOR NEW AND MORE EXPERIENCED MANAGERS 26 & 27 MARCH 2012

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

MANY MANAGERS HAVE BEEN PROMOTED BECAUSE OF THEIR TECHNICAL COMPETENCE – BUT NEED TO LEARN A NEW SET OF SKILLS FOR MANAGEMENT OF THEIR SERVICE AND LEADERSHIP OF THEIR STAFF. DEVELOPING THESE SKILLS AND A NEW WORK ‘IDENTITY’ IS ONE OF THE GREATEST CHALLENGES IN BECOMING A MANAGER.

This practical workshop describes management and leadership frameworks for the public sector and strategies for team planning, coaching and team development. The program offers opportunity for application of these methods and tools. The program also includes participant’s personal MBTI profiling to assist in the development of a capacity for self reflection as a manager.

### AIM OF THE WORKSHOP

The program will:

1. Describe and discuss the challenges of the modern public sector and how to manage change
2. Present and discuss principles and a framework for leadership and management and apply this to participants’ workplaces
3. Develop and apply skills in:
  - Team planning and management
  - Staff performance coaching
  - Team leadership
4. Identify, analyse and develop participant’s personal management styles, strengths and areas for skill development using the MBTI – Myers-Briggs Type Inventory

### DATE & TIME

Monday 26 & Tuesday  
27 March 2012  
9.00am - 4.00pm

### COST

\$913.00 (including GST of \$83.00) includes materials, MBTI profiling, lunch and parking

**CLOSING DATE FOR REGISTRATIONS**  
Monday 12 March

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

### WHO SHOULD ATTEND

The program is designed for existing and / or recently appointed managers, team leaders, co-ordinators, supervisors, business unit managers that are keen to develop their staff and unit management skills. The development program is highly practical and experiential.

### FACILITATOR SHARON KNEALE

SENIOR ASSOCIATE,  
CENTRE FOR LEADERSHIP  
AND MANAGEMENT

Sharon Kneale has extensive Learning and Development and Organisation Development experience in both the private and public sector.

Areas of expertise include leadership, coaching, effective communication skills and influencing skills. Her approach to facilitation is highly interactive, consultative with a strong focus on translation into practical workplace actions.



### DAY ONE

#### MANAGING IN THE CHANGING PUBLIC SECTOR

- Public sector context and external changes and the impact on informal ‘work life’ and culture
- Change and transition in organisations
- Role of middle management and the personal transition to ‘manager’

#### LEADERSHIP AND MANAGEMENT

- CLM Management and Leadership Framework
  - Situation, ‘business’ tasks and people – understanding ‘what’s going on’
  - Management roles and tasks
- Participant review
- Implications for participants and participant work roles

#### LUNCH

#### LEADERSHIP, COMMUNICATION AND PARTICIPATION IN TEAMS

- Leadership Styles – MBTI administration
- Leading and empowering teams – individual differences in preferred work style
- Participant application and assessment

### DAY TWO

#### TEAM PLANNING AND MANAGEMENT

- Integrated planning
  - Hierarchy of plans
  - Making planning work
  - Definitions and terms
- Planning processes and cultures
- Planning processes, cultures and plans in participant teams

#### STAFF PERFORMANCE COACHING

- Performance management
- Principles of staff supervision
- Feedback, coaching and ‘adult-to-adult’ conversations

#### LUNCH

#### FACILITATING HIGH FUNCTIONING TEAMS

- Team participation and commitment
- High performance teams
- Tasks, roles and processes within teams
- Team development and the role of the team leader

#### LEARNING IN ACTION

- Participant application – workplace-based projects

#### CONCLUSION

4.00 pm Conclusion of Workshop

# EMOTIONAL INTELLIGENCE & LEADERSHIP

TODAY'S LEADERS NEED TO DEMONSTRATE HIGH LEVELS OF SELF-AWARENESS AND TO MOTIVATE AND DEVELOP THE CAPABILITIES OF THEIR STAFF. MODERN MANAGERS REQUIRE THE EMOTIONAL INTELLIGENCE SKILLS THAT UNDERPIN THIS HIGH IMPACT LEADERSHIP.

17 APRIL 2012

TODAY'S RAPIDLY CHANGING ORGANISATIONS ARE PLACING GREATER EMPHASIS ON THE SKILLS OF 'EMOTIONAL INTELLIGENCE'. THIS CAPABILITY TO READ OTHERS AND OURSELVES AND USE THIS IN THE DEVELOPMENT OF MORE EFFECTIVE WORKPLACE RELATIONSHIPS IS CENTRAL TO WORKPLACE EFFECTIVENESS.

Participants in this program will complete the Genos EI Self-Assessment Inventory and use this information in exploring the four key tools leaders use to guide others toward peak performance.

## AIM OF THE WORKSHOP

As a result of attending this program participants will have:

1. Identified how they are currently demonstrating emotional intelligence (EI)
2. Learnt four key tools leaders use to guide others towards peak performance
3. Prepared for an effective EI improvement discussion for two people they lead
4. Created a personal action plan focused on being a High Impact Leader



**VENUE**  
Monash Conference Centre  
Level 7, 30 Collins Street  
Melbourne  
**VERY LIMITED NUMBERS:  
16 PARTICIPANTS ONLY**



**FACILITATOR  
CHRISTINA KATOPIS**  
SENIOR ASSOCIATE,  
CENTRE FOR LEADERSHIP  
AND MANAGEMENT

Christina Katopis has worked as a facilitator for over 16 years. She has extensive experience in working with both the public and private sector throughout Australasia. She has held various roles ranging from facilitation, project management, to management.

Christina's style is participative, engaging and enjoyable. Her approach to facilitating encompasses key adult learning principles. She actively ensures all materials presented are relevant to participants' work situations.

## DATE & TIME

Tuesday 17 April 2012  
9.00 am – 4.00 pm

## COST

\$645.00 (including GST of \$58.00) inclusive of materials, Genos EI Inventory and lunch

**CLOSING DATE  
FOR REGISTRATIONS**  
Tuesday 3 April

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

## WHO SHOULD ATTEND

Managers, senior leaders and executives who lead others in the workplace.

## WORKSHOP PRE-REQUISTE

Prior to attending the workshop participants are requested to have completed the Genos EI Self-Assessment Inventory on-line by the COB Tuesday 3 April 2012.



## SESSION 1

### EMOTIONAL INTELLIGENCE & LEADERSHIP

- Emotional Intelligence - theory & relevance
- Aligning high impact leadership with EI

## SESSION 2

### EMOTIONAL INTELLIGENCE SELF-ASSESSMENT INVENTORY

- Review of self-assessment inventory
- Small group discussion

### LUNCH

12.30 pm  
Lunch Break

## SESSION 3

### TOOLS AND TECHNIQUES FOR HIGH IMPACT LEADERSHIP

- Leader authenticity
- Deep listening
- Reflective exercises & skills practice

## SESSION 4

### TOOLS AND TECHNIQUES FOR HIGH IMPACT LEADERSHIP

- Influencing and motivating others towards focussed activities
- Managing the under-performance of those that you lead
- Skills practice & action planning

### CONCLUSION

4.00 pm  
Conclusion of Workshop



# WORKING WITHIN COMPLEX ORGANISATIONS

## - Project and Matrix Teams, Corporate Services and Internal 'Consultancy'

NEW

**VENUE**  
Monash Conference Centre  
Level 7, 30 Collins Street  
Melbourne



**FACILITATOR**  
**GREG COOK**

DIRECTOR, CENTRE FOR LEADERSHIP AND MANAGEMENT

Greg is a psychologist with more than twenty 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.

**FACILITATOR**  
**SANDRA CHRISTIE**

SENIOR ASSOCIATE, CENTRE FOR LEADERSHIP AND MANAGEMENT

Sandra Christie has extensive experience in organisational consulting, facilitation and engagement, social research, local area planning, service planning, and policy development and review. Sandra's experience in the community sector includes managing community based services and programs, leading community development projects and facilitating local area planning processes and actions. Sandra has considerable experience working with and for people from a range of life stages, economic, cultural and educational backgrounds and abilities.

## ROLES, SKILLS AND TOOLS FOR WORKING EFFECTIVELY ACROSS ORGANISATIONS AND TEAMS

23 APRIL 2012

PUBLIC SECTOR ORGANISATIONS ARE INCREASINGLY COMPLEX. STAFF AND MANAGERS ARE OFTEN ASKED TO WORK IN MORE THAN ONE TEAM – IN SERVICE DELIVERY AND ON PROJECTS; IN SUPPORT OF OTHER TEAMS ACROSS THE ORGANISATION; OR WITH OTHER TEAMS OR AT OTHER SITES WITHIN A REGION OR MUNICIPALITY.

They may be called 'corporate support', cross-functional or 'matrix' teams, 'internal consultancy' or have no specific description. When they work well, these arrangements can be highly productive enabling the organisation to be innovative and respond rapidly to change. They can be very good arrangements for planning and delivering projects. They are very common and quite complex but can also be confusing and frustrating.

In many organisations, these complex working arrangements are part of the permanent organisational or team structure but in some organisation's, the planning, decision making and communication systems are still modelled on more traditional hierarchical arrangements. Most organisational cultures also encourage traditional line management and functional accountability. In these organisations, complex structures and working arrangements can lead to unintended conflicts of interest, level skipping, lots of meetings, and a stream of 'cc' – carbon-copied emails.

Complex organisations require more sophisticated planning, role definition, work and communication arrangements or 'business rules' and staff with highly developed skills.

This workshop will describe and analyse these organisational and team arrangements – identifying the key roles, skills, strategies and tools for effective work.

### AIM OF THE WORKSHOP

This workshop will:

1. Describe roles and functions in modern, complex organisations and teams – analysing the benefits, challenges and dilemmas of these working arrangements
2. Identify participant roles in their organisations and the influencing skills and techniques needed
3. Develop strategies and tools for:
  - Shared planning and review
  - Clarifying roles, responsibilities and work arrangements
  - Effective communication
  - Teamwork and culture

### DATE & TIME

Monday 23 April 2012  
9.00am - 4.00pm

### COST

\$539.00 (including GST of \$49.00) inclusive of materials and lunch

**CLOSING DATE FOR REGISTRATIONS**  
Monday 9 April 2012

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

### WHO SHOULD ATTEND

Senior and middle managers, team leaders and team members who work within complex organisations.



### SESSION 1

#### COMPLEX MODERN ORGANISATIONS

- Roles and functions in complex organisations
  - Organisational structures and team arrangements
  - Cross-functional, project and 'matrix' team approaches
  - Internal support and consultancy roles
- Managing and working in multiple teams or roles
- Benefits, challenges and dilemmas

### SESSION 2

#### ROLES AND SKILLS FOR INFLUENCING OTHERS

- Organisational and personal role analysis
  - What roles do you have in your organisation?
- Influencing skills and techniques
- Authority, autonomy and accountability
- Managing confusion, 'politics' and other frustrations

**LUNCH**  
12.30 pm  
Lunch Break

### SESSION 3

#### STRATEGIES AND TOOLS FOR EFFECTIVE WORK

- Seven success factors
- Key Strategies
  - Shared planning and review
  - Clear roles and work arrangements
  - Effective interpersonal communication
  - Teamwork and cultural evolution

### SESSION 4

#### CASE STUDIES AND PARTICIPANT APPLICATION

- Case studies and examples
- Participant team and organisational strategies
- Review

**CONCLUSION**  
4.00 pm  
Conclusion of Workshop



**VENUE**  
 Monash Conference Centre  
 Level 7, 30 Collins Street  
 Melbourne

# INTRODUCTION TO PROJECT MANAGEMENT

## FOR THE MANAGEABLE, TIMELY & SUCCESSFUL COMPLETION OF PROJECTS 7 MAY 2012

AN INTENSIVE ONE DAY WORKSHOP FOR MANAGERS, PROJECT AND TEAM LEADERS WITH RESPONSIBILITY FOR PLANNING, PURCHASING, CONSULTANCY, POLICY DEVELOPMENT AND OTHER STRATEGIC ORGANISATIONAL PROJECTS.

Managers and staff within the public sector, not for profit and community service organisations are managing an increasing range of projects – within the organisation; with other organisations and levels of government, community agencies and the private sector. These projects are often more outcomes focussed, time limited, budget defined and politically sensitive than traditional programs – and so require well developed project management skills.

Developing and managing a project requires knowledge and skill in understanding project methodology, techniques for scoping and designing the ‘work breakdown structure’; and most importantly, the ability to manage various stakeholders using appropriate interpersonal, organisational and political skills.

### AIM OF THE WORKSHOP

This workshop will provide practical tools - relevant to government, not for profit and community service organisations; including project planning tools, templates, processes and checklists.

At the end of the workshop participants will be able to:

1. Identify and describe the key elements of successful project management, including:
  - Phases, stages and activities of a project
  - Frameworks and key success factors
  - Project briefs and detailed design plans
  - Acquisition and management of resources
  - Relationship management of stakeholders – both internally and externally
2. Initiate, plan and manage project phases, stages, activities and tasks within cost, timelines and appropriate responsibilities
3. Work within a collaborative and partnering approach with community, government alliances and other institutions to achieve local capacity building and mutual benefits
4. Develop and utilise project management leadership, roles and responsibilities, structures, systems, tools and skills in achieving successful outcomes



**FACILITATOR**  
**JACKIE MODEN**  
 SENIOR ASSOCIATE,  
 CENTRE FOR LEADERSHIP  
 AND MANAGEMENT

Jackie has worked with a range of clients across the public sector; assisting them with governance issues, strategic planning, service review and development projects and workforce development. She has facilitated planning, financial review and change management processes in these organisations and assisted not for profit organisations in the development of interagency partnerships.

### DATE & TIME

Monday 7 May 2012  
 9.00 am – 4.00 pm

### COST

\$539.00 (including GST of \$49.00) inclusive of materials, lunch and parking

**CLOSING DATE FOR REGISTRATIONS**  
 Monday 23 April 2012

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

### WHO SHOULD ATTEND

Managers, Project and Team Leaders responsible for sponsorship, management or implementation of organisational projects from within the public sector, not for profit and community service organisations.



### SESSION 1

PHASE 1 – CONCEPT (INITIATION OF PROJECT ‘IDEA’)

- Definitions and distinguishing features
- Brief overview of phases, stages and activities
- Project objectives and justification
- Developing the initial Project Brief

### SESSION 2

PHASE 1 (CONT'D) – PROJECT ROLES, RESPONSIBILITIES AND STAKEHOLDER RELATIONSHIPS

- Identifying the project sponsor/s and project manager
- Establishing clear roles and expectations amongst stakeholders including project team members
- Conducting a stakeholder analysis and gaining ‘buy in’ and commitment
- Project Organisational Structures

**LUNCH**  
 12.30 pm  
 Lunch Break

### SESSION 3

PHASE 2 – PROJECT SCHEDULE (PLANNING AND PREPARATION)

- Determining stages, tasks and activities
- Estimating time, cost and allocating responsibilities
- Precedence, milestones and critical path
- Using project management tools - GANTT and PERT charts and software
- Developing a communications strategy

### SESSION 4

PHASE 3 – PROGRESS (IMPLEMENTATION, TRACKING AND CONTROL)

- Maintaining the project to be on time, on cost and to the agreed methodology
- Monitoring, reporting and evaluation
- Project incidents, variations and problem solving
- Case study activity

### SESSION 5

PHASE 4 – OUTCOME (COMPLETION, HANDOVER AND REVIEW)

- Hand-over of project outcomes
- Project close-up tasks
- Project evaluation

**CONCLUSION**  
 4.00 pm  
 Conclusion of Workshop



**VENUE**  
 Monash Conference Centre  
 Level 7, 30 Collins Street  
 Melbourne

# MANAGING UP FOR EAs & PAs

**A PROGRAM FOR PAs, EXECUTIVE ASSISTANTS & ADMINISTRATIVE STAFF INTERESTED IN DEVELOPING STRONG, EFFECTIVE AND INFLUENTIAL RELATIONSHIPS WITH THEIR MANAGERS AND OTHER KEY STAKEHOLDERS**

**17 MAY 2012**

PAs AND EXECUTIVE ASSISTANTS WORK AS AN ACTIVE PARTICIPANT IN A NUMBER OF COMPLEX WORK RELATIONSHIPS. THIS IS A DIFFICULT AND IMPORTANT TASK. STAFF IN THESE ROLES FREQUENTLY FIND THEMSELVES IN SITUATIONS WHERE THEY DO NOT HAVE THE FORMAL AUTHORITY FOR DECISION-MAKING BUT THEY CARE ABOUT AND FEEL RESPONSIBLE FOR THE RESULTS.

Public sector and not-for-profit organisations have staff at all levels wanting to influence service outcomes. These work environments can be very satisfying. They are also challenging and 'internally political' - requiring well developed organisational knowledge and skills in influencing or 'managing up'.

This program aims to develop participants' skills in this complex area by providing frameworks and tools for achieving results and most importantly, for maintaining positive relationships with executives, managers and other influential stakeholders.

## AIM OF THE WORKSHOP

The program will provide participants with the knowledge and skills to:

1. Identify and analyse current issues, including identification of key stakeholders and their various interests
2. Present and discuss key definitions, principles, approaches and a set of skills for 'managing up' in the workplace
3. Develop strategies for implementation back in the workplace
4. Present and discuss the key skills for developing and maintaining an effective working relationship with executives and managers

## DATE & TIME

Thursday 17 May 2012  
 9.00am - 4.00pm

## COST

\$539.00 (including GST of \$49.00) inclusive of materials and lunch

**CLOSING DATE FOR REGISTRATIONS**  
 Thursday 3 May 2012

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

## WHO SHOULD ATTEND

This program is designed for Executive Assistants, Personal Assistants and senior administrative staff with an executive or administrative support function.

## FACILITATOR SHARON KNEALE

SENIOR ASSOCIATE,  
 CENTRE FOR LEADERSHIP AND MANAGEMENT

Sharon Kneale has extensive Learning and Development and Organisation Development experience in both the private and public sector.

Areas of expertise include leadership, coaching, effective communication skills and influencing skills. Her approach to facilitation is highly interactive, consultative with a strong focus on translation into practical workplace actions



## SESSION 1

### MANAGING UP IN CONTEXT

- Managing up issue identification
- Organisational and work context for PAs and EAs
- Key definitions – understanding the relationship between influence, power and managing up

## SESSION 2

### MANAGING STAKEHOLDER RELATIONSHIPS

- Identifying our stakeholders and their:
  - Positions, interests and alliances
  - Usual styles/approach
- Building a strategy for PAs / EAs

**LUNCH**  
 12.30 pm  
 Lunch Break

## SESSION 3

### STRATEGIES AND SKILLS FOR MANAGING UP

- Developing a strong relationship with your boss
- Empathic communication
- Selling the issue and benefiting the boss
- Negotiation strategies

## SESSION 4

### WORKPLACE APPLICATION

- Workplace scenario development and presentation
- Reflection and learning
- Action planning

**CONCLUSION**  
 4.00 pm  
 Conclusion of Workshop

# MANAGING VERY DIFFICULT WORKPLACE BEHAVIOUR

## A PRACTICAL WORKSHOP PRESENTING FRAMEWORKS AND TECHNIQUES FOR UNDERSTANDING AND MANAGING VERY DIFFICULT BEHAVIOUR IN THE WORKPLACE

21 MAY 2012

### MANAGERS AND STAFF NEED TO DEAL DIRECTLY WITH VERY DIFFICULT BEHAVIOUR ENCOUNTERED IN THE WORKPLACE.

Public sector organisations have dramatically improved their capacity for performance management, feedback, participative planning and communication. Yet these approaches do not always work and sometimes these 'adult-to-adult' approaches seem to make things worse! Some people – staff, colleagues, managers and clients do have very difficult, ongoing patterns of behaviour. They may be reasonable at times and on some issues – but at other times be profoundly difficult and have a history of consistently making other people very unhappy.

'Very difficult' people often have a reputation and a history of interpersonal difficulty, yet are unresponsive to feedback, often blaming others. These people take a disproportionate amount of effort from others and also seem pretty unhappy themselves. Increasingly we recognise that we have a responsibility to support the staff who must deal with this difficult behaviour day-to-day; to change how the organisation supports these staff – and to directly manage the difficult behaviour.

This workshop provides frameworks for understanding, defining and managing difficult behaviour; including a range of approaches and techniques for dealing with specific behaviours in the workplace.

### AIM OF THE WORKSHOP

The program will:

1. Review the impact, costs and range of typical behaviours, defining and discussing common characteristics of difficult behaviours in the workplace
2. Describe and prepare strategies for managing specific types of behaviour
3. Discuss the common internal and personal challenges that difficult behaviour creates for the manager, management team and other staff



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



### FACILITATOR GREG COOK

DIRECTOR,  
CENTRE FOR LEADERSHIP  
AND MANAGEMENT

Greg is a psychologist with more than twenty 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

Monday 21 May 2012  
9.00 am – 4.00 pm

### COST

\$539.00 (including GST of \$49.00) inclusive of materials, lunch and parking

**CLOSING DATE FOR REGISTRATIONS**  
Monday 7 May 2012

### ARRIVAL

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

### WHO SHOULD ATTEND

Managers with responsibility for managing and supervising staff teams that must deal with very difficult behaviour – from other staff within the team, clients, colleagues or other people in the workplace; and Senior Managers and Human Resources specialists with responsibility for supporting managers dealing with very difficult workplace behaviour - in local government, state and federal government and agencies in the non government sector.



### SESSION 1

#### DIFFICULT BEHAVIOURS IN THE WORKPLACE

The opening session will review the impact, costs and range of typical behaviours, defining and discussing common characteristics of difficult behaviours in the workplace

- Coaching, staff supervision and performance management and our increasing awareness of more difficult workplace behaviours
- Impact and costs of difficult behaviour – on the organisation, team, manager and the person
- Typical behaviours and common characteristics
- Performance / behavioural feedback and 'adult to adult conversations' – and what to do when feedback fails...

### SESSION 2

#### MANAGING DIFFICULT BEHAVIOURS

The second session will begin to examine how to assess and manage a range of difficult behaviours

- Collaborative and more tactical approaches for managing difficult behaviour
- Case studies – workshop and participant case studies
- Frameworks for analysing and understanding difficult behaviour
- Tactical management of difficult behaviours

formal HR  
'on-the-job' containment and direction

### LUNCH

12.30 pm  
Lunch Break

### SESSION 3

#### ASSESSMENT AND MANAGEMENT OF SPECIFIC BEHAVIOUR

This session will describe and prepare strategies for managing specific types of behaviour, including:

- 'Dramatic' – moody & unpredictable, self centred, attention seeking & irresponsible, and challenging behaviours
- 'Anxious or fearful' – dependent, fussy & inflexible, passive-aggressive and withdrawn behaviour
- 'Odd or eccentric' – suspicious or complaining and disconnected behaviour

### SESSION 4

#### SELF MANAGEMENT

Throughout the workshop, we will discuss the common internal and personal challenges that difficult behaviour creates for the manager, management team, other staff and the person themselves

- Personal impacts and how to cope
- Seeking personal, team and organisational support

#### SUMMARY & REVIEW

#### CONCLUSION

4.00 pm  
Conclusion of Workshop

# REGISTRATION FORM

## PRE REGISTRATION IS REQUIRED

Enrol online via our website at [www.centrelm.com.au](http://www.centrelm.com.au) or complete this form and fax to 03 9863 7281.

Attendee 1 \_\_\_\_\_

Position \_\_\_\_\_

Attendee 2 \_\_\_\_\_

Position \_\_\_\_\_

Attendee 3 \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

State \_\_\_\_\_ Postcode \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

Any special dietary requirements \_\_\_\_\_

DATE	WORKSHOP/PROGRAM	ATTENDEES	COST
29, 30 MARCH 26 & 27 APRIL	CERTIFICATE IV IN PROJECT MANAGEMENT		
4, 5 JUNE & 19 & 20 JUNE	CERTIFICATE IV IN PROJECT MANAGEMENT		
23 MARCH	DEVELOPING RESILIENCE		
26 & 27 MARCH	MANAGEMENT FUNDAMENTALS		
17 APRIL	EMOTIONAL INTELLIGENCE & LEADERSHIP (MAX 16)		
23 APRIL	WORKING IN COMPLEX ORGANISATIONS: Project and Matrix Teams, Corporate Services and Consultancy		
7 MAY	INTRODUCTION TO PROJECT MANAGEMENT		
17 MAY	MANAGING UP FOR EA'S & PA'S		
21 MAY	MANAGING VERY DIFFICULT WORKPLACE BEHAVIOUR		
LESS DISCOUNT			
TOTAL AMOUNT PAYABLE INCLUDING GST			\$

Payment to: Centre for Leadership and Management

### PAYMENT METHOD

- Cheque                       AMEX                       Please Invoice  
 Visa                               Mastercard               Order

### CARD NUMBER

Cardholder Name \_\_\_\_\_

Expiry Date      /      Signature \_\_\_\_\_

**TAX INVOICE:** UPON COURSE REGISTRATION AND PAYMENT THIS FORM IS DEEMED YOUR TAX INVOICE.

If you DO NOT wish to be informed about future CLM updates & programs please tick the corresponding box:

- Electronic updates               Hardcopy updates

### EARLYBIRD DISCOUNTS

Book and pay on credit card 8 weeks in advance to receive 10% off the course cost

Earlybird Discount Conditions:

- Only applies to bookings made 8 weeks prior to the date of each respective course listed in this calendar
- Credit card payments only & card details must be provided at time of booking to receive discount
- Is not subject to further discounting

### CANCELLATION POLICY

Please note the following cancellation policy strictly applies:

Cancellation 21 + days  
- 70% refund (or full credit on another CLM program)

Cancellation 8-21 days  
- 50% refund (or 70% credit on another CLM program)

Cancellation < 7 days  
- no refund, no credit

CLM retains the right to reschedule programs

### GROUP DISCOUNTS

Groups of 3 or more receive 15% off the course cost

Group Discount Conditions:

- Only applies to bookings made at the same time
- Is not subject to further discounting

### ENROLMENTS

Enrol for our sessions by using this registration form, or online via our website [www.centrelm.com.au](http://www.centrelm.com.au)



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