



APS 5-6 Policy Professionals High Performance & Leadership Workshop

Develop and refine core skills and capabilities to enhance your effectiveness as a policy leader and achieve success in APS 5-6 level policy roles and beyond

EXPLORE

- Expectations and values of APS 5-6 policy professionals
- Distinguish technical and adaptive challenges
- Key leadership models and capabilities
- Concepts and frameworks for 'wicked' problems
- Emotional competence to build resilience and self-management
- Lead and manage policy teams for peak performance
- Technical policy tools and skills for collaborative policy-making
- Risk management, planning and stakeholder mapping
- Next steps for APS 5-6 policy leaders

EXPERT FACILITATOR



Pamela Kinnear
Principal
Kinnford Consulting



5 & 6 March 2019
Cliftons Canberra

19 & 20 March 2019
Cliftons Perth



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APS 5-6 Policy Professionals High Performance & Leadership Workshop

BACKGROUND

In today's evolving and volatile government policy environment, the quality of leadership is one of the most crucial determinations of effective policy development and implementation.

You must be ready to tackle more diverse data and be able to confidently evaluate a range of viable options, understanding and assessing the impact of changes in broader Government policy. Stepping beyond technical excellence into policy leadership, you must equip yourself with the skills to manage higher-level relationships with internal and external stakeholders, build a broader understanding of the policy environment and work to implement policy-driven change across your agency.

This two-day intensive workshop specifically addresses these required skills and related issues to policy leadership. It provides practical solutions to fast-track the acquisition of leadership essentials for you to step up into executive positions.

INTRODUCING YOUR FACILITATOR



Pamela Kinnear
Principal
Kinnford Consulting

Pamela, a Partner at Kinnford Consulting since mid-2015, has a strong record at senior levels across government, non-government and research/advocacy organisations. She brings with her practical experience of leading teams on major projects; re-organising and aligning organisational structures and systems; policy development and analysis; and public communication through the media, conferences, parliamentary committees and other forums.

WHO WILL ATTEND

APS 5-6 banded aspiring leaders in policy and program roles across the Australian Public Service, including:

- Policy Officers / Managers
- Policy Developers / Analysts
- Policy Advisors / Senior Policy Advisors
- Branch / Section / Division Managers
- Program Managers
- Research Officers
- Evaluation Specialists / Managers
- Stakeholder / Community Engagement
- Policy Consulting
- Service Delivery Managers / Directors

TRAINING DELIVERY

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

PRE-COURSE QUESTIONNAIRE

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.

More people? More savings!

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Day One

Policy fundamentals: understanding policy processes and context

- Policy models and debates: the policy cycle and its critics
- Policy making for complexity: concepts and frameworks for 'wicked' problems
- Public sector policy-making: leverage and limits

Leadership fundamentals: policy leadership at all levels

- Leadership models and debates: positional vs non-positional leadership
- Expectations and values of APS 5-6 policy professionals (ILS and Work Level Standards)
- Opportunities and responsibilities for leadership at the APS 5-6 level and beyond

Leadership in complex environments

- Understand and adapt to VUCA environments (Volatile, Uncertain, Complex, Ambiguous)
- Explore distinctions between the simple, the complicated and the complex
- Adopting a system thinking approach

Bringing it together: building your approach to policy leadership

- Distinguishing technical and adaptive challenges
- Technical policy tools: risk management, planning and stakeholder mapping
- Adaptive skills: Systems thinking, sense-making and dialogic communication

Day Two

Leading and managing yourself

- Emotional competence: understanding yourself and others
- Working under pressure: resilience and self-management
- Conflict and courage

Leading and managing others for peak performance

- How to get the best out of individuals and teams
- Creating positive team dynamics and building collective intelligence
- Managing for high performance: from compliance to conversations

Working collaboratively to achieve results

- Stakeholder management and engagement
- Skills for collaborative policy-making: perspective-taking, diversity, trust-enhancing communication
- Boundary spanning, co-design and building a social licence

Next steps for APS 5-6 Policy Leaders

- Reflect and respond to key lessons of the program
- Plan and commit to actions that will lead to success
- Plan your 'take-back' to the office

