

EL1 & EL2 STRATEGIC THINKING & ADVANCED PROBLEM SOLVING WORKSHOP

Develop strategic thinking and advanced problem solving abilities required of EL banded officers



15 - 16
MARCH 2022

EXPLORE

- ▶ Apply practical outcome-driven strategic thinking and problem solving models
- ▶ Explore a structured systems thinking approach to analysing problems and formulating strategy
- ▶ Understand your role as an executive leader in empowering others to solve problems
- ▶ Overcome common roadblocks to strategic thinking and problem solving

EXPERT FACILITATOR



Michael Collins
High Potential Officer
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ABOUT THE EVENT

In light of significant changes to its operating environment, the APS is reassessing many of its traditional approaches to solving problems. The current landscape is characterised by significant uncertainty, complexity and changing citizen needs and expectations. This environment is testing APS governance structures, workforce skills and organisational capacity.

Strategic thinking brings the big picture into focus. It helps to make visible the connections between multiple causes, stakeholders and interdependencies that are at play within many of the 'wicked problems' that leaders face. It is the responsibility of leaders to recognise critical trends and patterns in their internal and external environments shaping the future. Strategic thinking is an evolving skill and will remain a key competency to enable the transformational leadership required to steer the APS through the challenging times ahead.

This course has been designed for ELI-2 banded leaders in the APS who are seeking to expand their existing skills to deal with problems on a strategic level. The tools applied in this course will contribute to improved strategic insight and greater confidence overall in developing evidence-solutions to problems that will bring about lasting change for the better.

Group Discounts Available!



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**15% off
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DAY ONE

Strategic thinking and problem solving in the APS

- ▶ How the current strategic context is shaping the APS
- ▶ APS executive level leadership and the importance of strategic thinking and problem solving
- ▶ Responding to emerging strategic challenges in the APS in 2022 and beyond

Strategic thinking skills and tools

- ▶ The cognitive principles, tools and strategies essential to strategic thinking
- ▶ Common limitations and challenges to strategic thinking
- ▶ Models, tools and tactics to shape strategic thinking

Advanced problem solving for executive leaders

- ▶ How to objectively collect and evaluate evidence
- ▶ Exploring reason-based approaches to problem solving
- ▶ Applying rational and creative problem solving tools and techniques to address strategic issues

Leading and influencing others on strategic issues

- ▶ Effectively engaging stakeholders to understand the problem and identifying potential solutions
- ▶ Integrating multi-stakeholder perspectives and facilitating shared understanding
- ▶ Resolving conflict and disagreement in group problem solving

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DAY TWO

Definition: Understanding the problem

- ▶ Reaching agreement on the problem: Defining key variables, known causes, structure, scope, stakeholder impact, interdependencies and constraints
- ▶ Evaluating problem impacts
- ▶ Developing solution criteria and the problem solving approach

Analysis: Identifying and evaluating possible solutions

- ▶ Generating and evaluate solutions based on feasibility, impact and risk
- ▶ Taking stock of required skills, knowledge and resources to resolve the problem or realise the opportunity
- ▶ Leadership, management, planning and team deployment considerations

Implementation: from strategy to results

- ▶ Testing solutions: prototypes, pilots, simulations
- ▶ Adopting a systematic approach to solution implementation
- ▶ Building engagement and embedding change

Overcoming roadblocks to strategic thinking and problem solving

- ▶ Cognitive biases, ideological paradigms and group-based
- ▶ The inherently challenging nature of 'wicked problems'
- ▶ Cultivating your skills and maintaining your edge as a strategic thinker and problem solver

**BOOK
NOW**

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WHAT OUR DELEGATES ARE SAYING

“ I found the content of the course very valuable for me.

This course has given me some really good ideas on how I can advance my skills and provided some very useful techniques.

Thank you very much!

”



YOUR FACILITATOR

Michael Collins is one of the region's leading talent, leadership and change experts with 25 years of experience in roles spanning Australia, New Zealand and Asia. He is a trusted adviser, thought leader and seasoned practitioner in the field of leadership assessment and development, in particular, he specialises in identifying and discovering high potential leaders, differentiating leadership talent, neuropsychology and organisational change.

Michael has held a number of executive-level appointments in the Australian Defence Force, with his final appointment as a Company Commander (Major) with the elite Australian Parachute Battalion. He later moved into the FMCG (fast-moving consumer goods) sector, working with Coca-Cola Amatil as Learning and Development Manager, Oceania. Following this, he held a range of organisational and capability development roles including capability development manager for the leading Australian financial services company AMP, before moving into management consulting specialising in the field of talent management and leadership.

Michael combines deep practical experience with academic qualifications including a Bachelor of Arts (with Distinction) from the University of Southern Queensland, a Masters of Business Administration from the University of Technology Sydney and a PhD of Philosophy in neurocognitive leadership at the Australian School of Business, University of New South Wales.



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