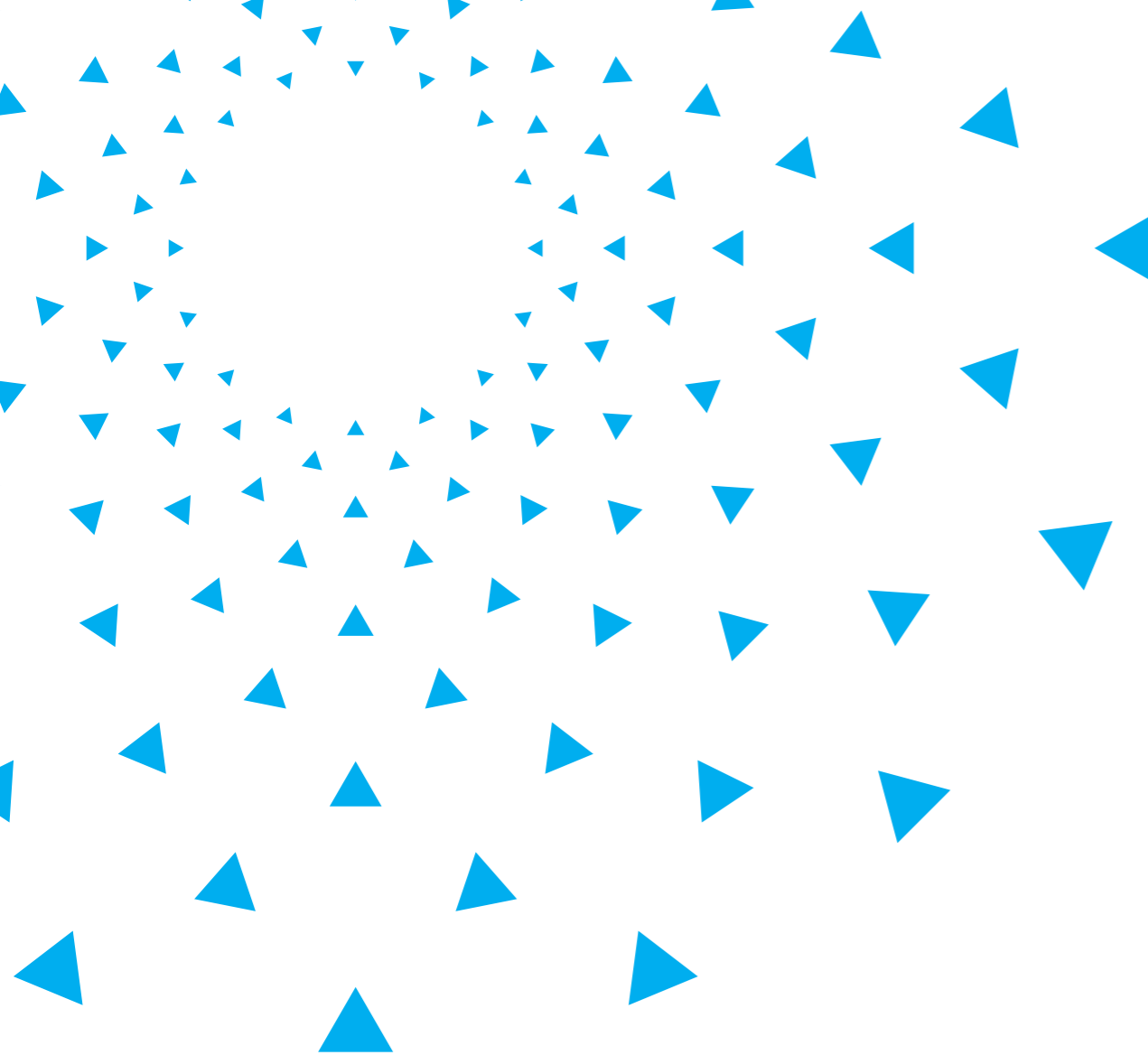


**The Leadership
Framework**

Flexible learning:

**A guide to learning
options offered by The
Leadership Framework**



Improving the skills of people leaders has never been easier.

The Leadership Framework provides a holistic and integrated framework for managers at all levels. It lays the foundation for what managers must know and must do, from day-to-day work to strategy delivery.





Using the framework enables managers to create the essential conditions for productive work and provides a platform for most business improvement initiatives.

For more about the framework and its benefits see theleadershipframework.com.au

A flexible approach to learning

The Leadership Framework is designed so that it can be broken down into individual focus areas. This enables a flexible approach to learning and integration that suits your individual or organisational needs.

YOU CHOOSE:

-  the level of assistance required
-  the areas of focus
-  the most effective learning style
-  your investment level

Flexibility of delivery

With multiple methods of delivery, learning how to be a great manager has never been easier. Learning and continued development can be tailored to the needs of you, your team or your organisation. Development can be delivered as:

- ▶ **Training (onsite)**
All training is in modules. These modules are delivered in a way that focuses on the management issues important to your organisation, manager level or experience. Examples of typical programs are on page 6. As the Leadership Framework is holistic and integrated, the core content of programs can be designed around any one of multiple topics such as strategy implementation; continuous

improvement and change; or cultural change, all using the same framework.

- ▶ **Workshops**
Short workshops can be run on individual topics such as:
 - Providing a safe place to work
 - Creating effective roles and putting good people in them
 - Assigning and assessing work
 - Implementing business strategyOr integrated concepts such as:
 - Culture, systems of work and leadership
 - Improving efficiency through continuous improvement and effective systems of work
 - Strategy, structure and systems of workThe choice is up to the manager or organisation.

► **In-house training and workshop delivery**

Training/workshop delivery does not always have to be facilitated by The Leadership Framework Pty Limited. Our flexible approach allows for training to be provided by accredited trainers within your organisation or accredited managers for their team.

For instance, once managers have completed the initial training they will be able to run focused workshops with their team using the web content

► **Reading**

Reading *Leading People - The 10 Things Successful Managers Know and Do* is an inexpensive way to start the leadership journey. This book not only contains core content for what managers must know and must do, each chapter provides tips

for getting started and references to additional information available on the members' website.

Note that an additional book *Building Constructive Working Relationships* will be available in the same format, using the same terms and leadership model, in July 2016.

► **Members website**

The Leadership Framework members' website provides managers with online information, tools and templates for their day-to-day work. It provides an excellent foundation for gaining knowledge, accessing information and continued learning. When used in conjunction with the reading material above and/or as a post training resource the benefits are enormous. Memberships are available for organisations or individuals.

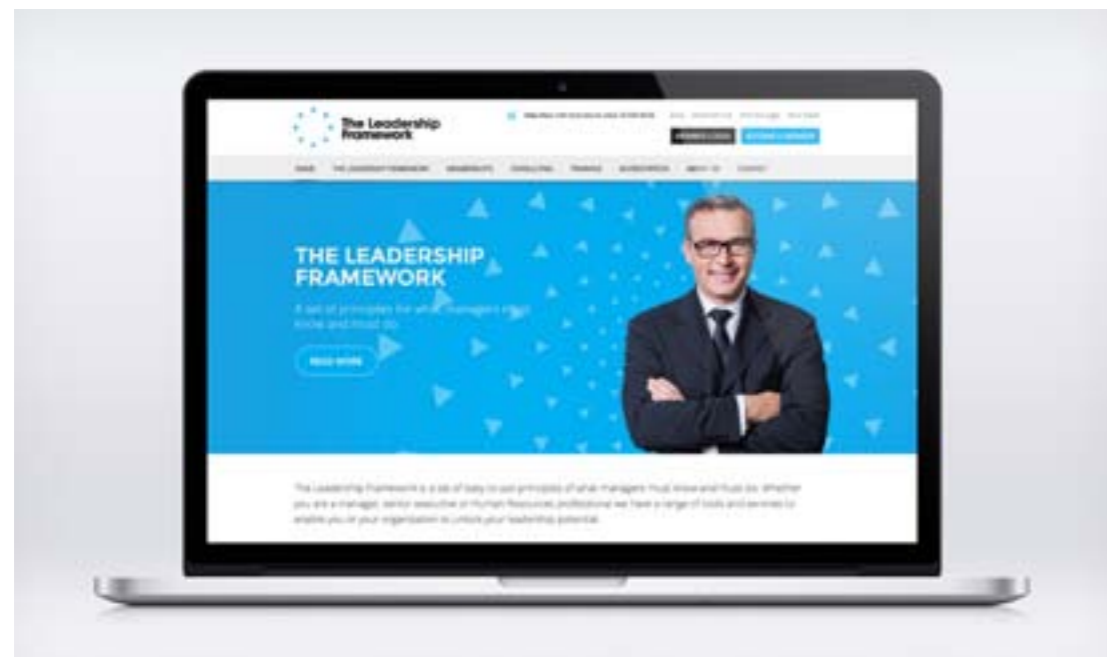
► **Coaching and support**

Individuals or organisations can access support and coaching via email or phone. This is especially useful after training has been completed where managers can discuss an issue they have and how they can apply what they have learned. Individual face-to-face coaching of managers or teams is also available and provides a simple and focused way of learning.



A cost effective solution

Managers can start learning the Leadership Framework for as little as \$40 for the book *Leading People - The 10 Things Successful Managers Know and Do* (with discounts for corporate orders) or less than \$150 for the book and website access. Both individual and corporate memberships to the Leadership Framework website are available. Where training is required, total costs can be significantly reduced by using accredited corporate trainers with managers running workshops for their team.



Getting started is easy



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► Get a free consultation on implementing leadership development

► Get a Leadership audit to assess improvement areas

Example training program 1

Leading People

Purpose of development

To provide managers with the principles and practices to be effective leaders.

Learning outcomes

When participants complete this workshop, they will be able to:

- ▶ Clearly articulate the role, people accountabilities and authorities of a manager, team members and the manager once removed
- ▶ Define the roles and role relationships of specialist and corporate functions
- ▶ Have a clear model for individual capability and work
- ▶ Identify organisational, manager and individual impacts on team member effectiveness
- ▶ Be able to demonstrate how to:
 - Build a strong manager-employee working relationship
 - Create effective roles and put good people in them
 - Assign and assess work
 - Recognise and reward good work
 - Build great teamwork
 - Develop a team
 - Effectively work across the organisation

Content

1. The working organisation

Managers work in the context of a working organisation. The aim of this section is to provide an understanding of the manager's work environment and the Leadership Framework as a

platform to support their work.

- ▶ What is a working organisation?
- ▶ What is the Leadership Framework?
- ▶ The manager-employee relationship
- ▶ Trust and fairness

2. The role of the manager

To be effective managers must understand their role. The aim of this section is to define the role, accountabilities and authorities of managers.

- ▶ Manager role
- ▶ Manager accountabilities
- ▶ Manager authorities

3. People and work

The aim of this session is to provide an understanding of individual capability and work. Using this understanding these concepts are applied to create roles, select people, assign and assess work and develop team members.

- ▶ What is individual capability?
- ▶ What is work?

4. Assigning and assessing work

The aim of this session is to demonstrate how to assign and assess work to achieve business outcomes and at the same time build a strong manager-employee working relationship.

- ▶ Aligning work
- ▶ Assigning a task
- ▶ Assessing work

5. Developing individual capability

The purpose of this section is to outline the managerial and organisational impacts on performance effectiveness and define those aspects that can and cannot be improved by training/development.

- ▶ Impacts on employee effectiveness
- ▶ Improving team member effectiveness
- ▶ Accountabilities for team member development
- ▶ Coaching and developing your team
- ▶ Identifying and developing talent

6. Creating effective roles and putting good people in them

The purpose of this section is to define the types of roles in an organisation, how roles are designed to work effectively and how to select the right person for a role (internally or externally).

- ▶ Types of roles
- ▶ Role design
- ▶ Selection

7. Building trust and a strong manager-employee relationship

To get work done, managers must build a strong, two-way, trusting, working relationship with each team member. The focus of this session is on how to build trust and fairness.

- ▶ Organisational trust
- ▶ The six conditions for managerial trust

8. Building great teamwork

The purpose of this section is to demonstrate how managers create the shared understanding of why the team exists and create conditions that enable team members to work together.

- ▶ Enabling great teamwork
- ▶ Three levels of working together
- ▶ Running effective team meetings

9. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development

Example training program 2

Building constructive working relationships

Purpose of development

To provide managers with the knowledge and skills required to build constructive working relationships for themselves and their teams.

Learning outcomes

When participants complete this workshop, they should be able to:

- ▶ Understand the organisational and manager impacts on working relationships
- ▶ Understand the conditions required for constructive working relationships
- ▶ Clearly articulate a model for constructive working relationships
- ▶ Set the requirements for their team to work together
- ▶ Create a work environment that enables constructive working relationships

Content

1. The working organisation

Managers work in the context of a working organisation. The aim of this section is to provide an understanding of the manager's work environment and the Leadership Framework as a platform to support their work.

- ▶ What is a working organisation?
- ▶ What is the Leadership Framework?
- ▶ The manager-employee relationship

- ▶ Trust and fairness

2. The role of the manager

To be effective managers must understand their role. The aim of this section is to define the role, accountabilities and authorities of managers.

- ▶ Manager role
- ▶ Manager accountabilities
- ▶ Manager authorities

3. Setting conditions for constructive working relationships

To build constructive working relationships requires the creation of the right working environment. This goes beyond the use of good interpersonal skills.

- ▶ Model for constructive working relationships?
- ▶ What is work?

4. Setting expectations of all employees

Work is an environment where social interaction is required to achieve business outcomes. A clear understanding of the 'social norms' and the 'rules of engagement' is essential. The aim of this section is to define how all employees are expected to work together.

- ▶ Expectations of all employees
- ▶ Role of the manager

5. Clearly defining roles and role relationships

Organisations have different types of roles that are required to work

together. The aim of this section is to identify the different types of roles in an organisation and define their role relationships:

- ▶ Types of roles in organisations
- ▶ Working with your team
- ▶ Working with your manager
- ▶ Working with specialist roles

6. Designing an effective organisation structure

An organisation's structure provides the shared understanding of the working relationships that exist between people whose work must be aligned and integrated to deliver the organisation's products and services. The aim of this section is to understand the impacts of organisational design on working relationships.

- ▶ Effective organisational structure
- ▶ Levels of work
- ▶ Working with corporate functions

7. Designing productive systems of work

Roles (people) require effective systems of work - policies, procedures, forms and information and communication technologies - to enable them to work together productively and constructively. Systems of work impact the day-to-day work of all employees. The aim of this section is to provide an understanding of the impacts of systems of work and to outline the basic design principles for a productive and authorised system of work.

- ▶ What is an authorised and productive system of work
- ▶ Systems and culture

- ▶ Designing productive systems of work
- ▶ People management systems
- ▶ Role of the manager
- ▶ Role of all employees

8. Building trust and a strong manager-employee relationship

To get work done, managers must build a strong, two-way, trusting, working relationship with each team member. The focus of this session is on how to build trust and fairness.

- ▶ Organisational trust
- ▶ The six conditions for managerial trust

9. Interpersonal skills for managers

The use of good interpersonal skills (by everybody) provides the 'social glue' to enable people to work together constructively and effectively.

- ▶ Interpersonal skills required by managers
- ▶ General principles requirements for constructive working relationships
- ▶ Addressing unacceptable performance
- ▶ Taking corrective action
- ▶ Handling a complaint
- ▶ Introducing change
- ▶ Recognising good work
- ▶ Addressing conflict

10. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development

Workshop examples

Providing a safe place to work

Besides any legal or moral obligation to do so, providing a safe working environment is essential to building a strong manager-employee relationship. Without a safe working environment, managers cannot build the relationships needed for productive work. This workshop focuses on providing clarity on the accountabilities and authorities of managers, team members and the manager once removed; corporate and line accountabilities and authorities; systems of work; demonstrating leadership; identifying safety risks; controls and assessing the effectiveness of controls.

Culture, systems of work and leadership

The senior leadership team defines and sustains culture through what it values and embeds with the design/deployment of rules, regulations, policies, procedures and symbols. These things create custom, practice, traditions, beliefs and assumptions and are a significant influence on how staff experience work. This workshop focuses on using the three tools of leadership (systems of work, managerial leadership practices/behaviours and organisational symbols) to create culture.

Implementing business strategy

This workshop focuses on strategy implementation; aligning the organisation for strategy deployment; cascading strategy; monitoring and assuring strategy; accountability for strategy implementation.

Improving efficiency through continuous improvement and effective systems of work

This workshop focuses on setting conditions for continuous improvement; roles, accountabilities and authorities for continuous improvement; principles and processes for system design and review.

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