Flinders University | College of Nursing & Health Sciences

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Flinders Leadership Mastery Experience

2021 Pilot Program

Information Booklet

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Introduction

Welcome to **FLAME**, Flinders Leadership Mastery experience!

FLAME is a "training by experience" leadership program, which has been developed to deliver leadership experiences that match the needs and preferences of CNHS staff. The program is informed by a leadership development framework, created in consultation with CNHS staff, with the overarching goal to support a robust and resilient positive leadership culture across CNHS.

The program is a crucial part of the College's strategic objectives. The goals of the program will be to equip participants with a "leadership toolkit" which will enable them to be effective in supporting innovation and leading through disruptive change. The program is designed in a way that optimises collegiality and self-reflection through a blend of mentoring and other learning and training modes. Crucially, the program will provide tangible and measurable benefits to the career development of participating staff members, while also enhancing and strengthening our organisational leadership culture.

FLAME is open to Fixed term and Continuing CNHS Academic and Professional Staff. It is a 12 month program which will commence in December 2021.

Background

The **FLAME** program was developed in response to the "Your Voice" survey feedback for career development. This survey identified that there has been an historically under-resourced development of leadership at both a College and University level, which has resulted in there being insufficient opportunities for staff to access short courses and other short-term leadership experiences with appropriate mentoring.

In response to this, a leadership development working party was formed, which focussed on identifying what types of leadership experiences would match the needs and preferences of staff and developing a Leadership Framework to support a robust and resilient positive leadership culture across CNHS. As part of the development of the Leadership Framework we held four focus groups with staff, professional and academic, across all levels, to inform the content of the framework and ensure it was truly representative of the diverse perspectives and experiences across our College. We also engaged an external facilitator to support the process.

The resulting **College Leadership Framework** incorporates 6 essential elements:

1. The Context of Leadership in Higher Education
2. The Foundations of Leadership in Higher Education
3. Leadership in Research
4. Leadership in Teaching and Learning
5. Leadership in Professional Services
6. Leadership Tools

The framework also outlines the College commitment to:

- Provide short-term leadership experiences;
- Support reflective practice through collegial leadership conversations; and
- Establish a portfolio of leadership awards for emerging leaders .

Following endorsement from the College Executive Leadership Team, the framework was then used as a basis for designing a leadership development program which met these objectives.

The FLAME Learning Journey

a.   FLAME awards

The FLAME program is a 12 month training by experience leadership development program, which comprises of 4 award programs: Bronze, Silver, Gold and Platinum.

We will be running a pilot program of the Bronze and Silver levels initially, commencing in November 2021, and finishing in December 2022 - in time for a Christmas graduation! Participants may commence the program at various awards, commensurate with their previous experience. A staff member who feels that they have previous demonstrated experience and training equivalent to the Bronze level may apply for the Silver level. Evidence of this experience and training/qualification will be required as part of the application process.

On completion of an award, the successful candidate will be able to claim their award as part of their credentials and will be invited to engage in the next award level in the program.

b.   Course structure

The award programs of FLAME are structured according to the four key areas of understanding:

- **Understanding Leadership**
- **Understanding Self**
- **Understanding Context**
- **Understanding Others**

These key areas underpin the goals of the program to ensure participants gain a broad knowledge of how effective leadership interacts with ongoing self-improvement and lifelong learning, as well as the importance of understanding how good leadership must be dynamic, interpersonal and responsive to context.

Each award will be accompanied by a set of learning outcomes that will be evidenced via:

- completion of **set training modules**, delivered by a combination of internal and external providers;
- reflections and sharing of learning through **collegial leadership conversations**;
- a **portfolio** outlining learning in action through engagement in a relevant leadership role.

Bronze Award Learning Modules

The Bronze award program will consist of the following training modules:

1. Understanding Leadership	
Team member to Team leader:	The first step in becoming a leader is understanding the fundamentals of how to transition from being a team member to being a team leader. This process requires strategic thinking about how to manage change, as well as self-reflection about how to understand your leadership preferences. Crucial to the transition form team member to team leader is ensuring you have a clear perspective on your new role in terms of the broader context of your organisation, as well as understanding how your new responsibilities align with your own ongoing professional development. This module will look at how to communicate effectively with your peers, in particular how to delegate tasks and encourage cooperation and teamwork, and how to plan workloads with a view to continuous improvement and adaptability.
Engagement and building relationships:	This module will look at the importance of good relationship building for effective leadership. Positive relationships are the key foundations of any successful team, project or organisation. The first step in any leadership journey therefore must be to understand the principles of effective engagement and building positive relationships. Crucially, relationship building should be a proactive, not reactive skill. This module will look at some effective skills and strategies for active listening and effective communication, as well as how to manage disagreements and misunderstandings.

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2. Understanding Self	
Part 1:	
Understanding yourself and your values and values alignment:	This module will focus on the importance of understanding your own values, and also how your values align with the values of your organization. Identifying your values is a vital part of effective decision making and problem solving. Your values form a set of underlying principles which can be applied across different contexts. Strong, well-defined values often help provide consistency and coherence to our plans and objectives. Moreover, understanding how our values align with those of our organization is vital for understanding our professional development, and also for successfully motivating and leading ourselves and others.
Maximising opportunities:	This module will focus on some strategies and techniques for maximising opportunities. One of the most important aspects of this is to understand opportunities in a proactive rather than reactive light. Key to maximising opportunities is making sure you know what experiences best match your strategic aims and core competencies. We will look at how to plan and prepare for training and other learning experiences, as well as how to be dynamic and adaptable when circumstances change and new possibilities arise. This module will help you to understand how to successfully identify what opportunities align with your leadership style, the goals of your team and your own professional development.
Making the most of mentoring relationships:	Mentoring is fundamentally a process of sharing knowledge, skills and experience. To make the most out of the experience both mentor or mentee require an open-minded attitude and genuine commitment to the mentoring process. As a mentee, it is important to approach a mentoring arrangement with a clear coherent agenda, and mentees need to continuously demonstrate that they will be proactive and accountable in achieving their goals. Mentees need to be honest with their mentor and open to receiving honest feedback and criticism in return. Good mentoring relationships can be uniquely enriching and beneficial - as well as the helpful information and insights about the professional domain in which the mentor and mentee work, mentoring is also a valuable opportunity to reflect and build relationships. A properly considered, structured and planned mentoring relationship will be invaluable in any leadership journey.
Effective goals setting:	Effective goal setting is an essential aspect of successful leadership. Crucial to effective goal setting is understanding the nature of the goals you wish to reach - for example, whether you wish to master a skill, complete a project or reach a career milestone. Different types of goals have different contingencies and complexities that are important to understand. Understanding how to set effective goals for yourself and your team requires careful planning, collaboration and is an invaluable aspect of successful leadership.
Part 2:	
Thriving through change	In an ever-changing world, successfully navigating the impact and effects of change is a crucial aspect of learning to be a successful leader. Change can be disruptive - but it can also be a catalyst for new

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	opportunities. How we react to the uncertainty change brings also impacts our ability to respond effectively to the opportunities it brings. Hence this module will look at how to build self-awareness in yourself and others in order to strengthen a positive perspective and resilient mindset to adapt and thrive during times of change.
Resilience	Resilience is the ability to meet challenges, overcome adversity and recover from setbacks with courage and positivity. This module will explore how to build and sustain resilience using strategies such as mindfulness, positive thinking and building and sustaining networks. Resilience thrives in, and is reinforced by, a strong organizational culture of trust, respect and accountability. Therefore, demonstrating resilience, is an essential part of organizational leadership at all levels.

3. Understanding context

The Higher Education sector	Working in the Australian higher education sector is both uniquely challenging and uniquely rewarding. On the one hand, working in the higher education sector can mean working in a stimulating environment of intellectual collaboration, community engagement and enterprise, with opportunities to effect positive and meaningful change. By the same token, universities are large, complex organizations with many different stakeholders, and navigating this can take dedication and patience. This module will provide an overview of how the higher education is structured in Australia, and how the specific demands and opportunities of higher education institutions can be successfully managed.
Flinders University organisational structure and strategic plan	This module will look at the specific organizational structure of Flinders University, including the Matrix model and College structures. Governance of the University will be discussed, including key committees, objectives and terms of reference. The University Strategic Plan, including rationale, planning and outcomes will be presented.

4. Understanding Others

Part 1:

Ethical leadership and culture.	Ethical leadership is characterised as leadership that embodies the shared values of integrity, courage, fairness and mutual respect. Ethical leadership creates and reinforces a positive organizational culture, which in turn builds resilient, high performing teams and strengthens an organization's reputation. Learning how to be an ethical leader means understanding how your values align with your organization's culture and developing skills and strategies to consciously apply these values consistently and effectively. Ethical leaders strive to be confident and positive role models of ethical behaviour in all aspects of their work. They are moreover dynamic and flexible, evolving to guide and encourage innovation and to meet the challenges of disruptive change. Ethical leadership encourages diversity and appreciates the value of respecting different points of view. Ethical leadership is therefore vital to ensure a positive,

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	productive work environment that promotes and celebrates collaboration, innovation and excellence. This module will cover the principles of ethical leadership, and how to apply these principles in the context of your own values and those of your organizational culture.
Part 2:	
Unconscious Bias and Embracing Diversity	Unconscious bias refers to subconscious attitudes we may hold towards others that can be based on implicit stereotypes and prejudices. Left unexamined, these unconscious biases may reinforce and entrench damaging inequalities and patterns of discrimination, which in turn may deprive an organisation of valuable different perspectives, skills, expertise and experiences. Therefore, overcoming unconscious bias and embracing diversity is a crucial part of any organization's success, with demonstrable positive outcomes in terms of productivity, innovation and employee engagement. Likewise, promoting and supporting inclusion and diversity is a crucial component of effective leadership.

Silver Award learning modules:

The Silver award program will consist of the following training modules:

1. Understanding Leadership	
Decision making & impact, and reflective leadership	Effective decision making is an important skill for any leader. This module will help establish skills and strategies for making decisions that align with your broader goals and priorities. Effective decision making is informed by conceptual thinking and critical analysis, even in contexts where there may be inadequate, complex or conflicting information. This module will look at ways of establishing structured processes to facilitate good decision making, and the importance of a full and considered understanding of the consequences and impact of your leadership choices. Effective decision making is also a hallmark of reflective leadership as it requires careful, considered and consistent evaluation and contemplation.
Being an inclusive leader	Being an inclusive leader is a vital part of promoting and sustaining a positive workplace culture where diverse perspectives, experiences and ideas are valued and encouraged. This module will examine the importance of leadership in modelling and encouraging behaviours that strengthen a culture that celebrates and affirms diversity. This module will also look at tangible and practical actions and strategies that leaders can undertake to ensure they create an environment in which everyone feels respected, valued and represented.

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2. Understanding Self	
Confident communication	Successful leadership relies on effective communication to influence, inform and inspire others. This module looks at strategies and techniques to improve confidence and assertiveness to enable you to communicate with assurance and clarity in a variety of contexts. Good communication skills are crucial to successful public speaking and presenting. Moreover, understanding how to improve interpersonal interactions through communication skills such as active listening underpins successful relationship building, conflict resolution and collaborative problem solving.
Emotional intelligence	Emotional intelligence is an essential part of successful leadership. Emotional intelligence requires well-developed self-awareness, empathy and social skills. An effective leader will demonstrate a clear understanding of your own emotions and those of people around you. Emotional intelligence allows a leader to build trust and establish open and transparent channels of communication. Emotional intelligence also enables careful, informed decision making and contributes to establishing and strengthening a positive workplace culture and environment.

3. Understanding context	
Strategic thinking	Strategic thinking is the ability to apply high level complex analysis and critical thinking to assess information and organise resources to successfully implement and deliver plans and projects. Strategic thinkers also need to be able to approach problems with creativity and to implement original solutions to novel problems. Strategic thinkers are able to think and reflect on problems to provide unique and valuable insights. Strategic thinking involves careful, consistent and logical decision making that considers multiple contingencies and variables. It is thus an essential tool in effective leadership.
External partners	Building, managing and maintaining relationships with external partners is a vital part of maintaining an open, innovative and dynamic workplace culture, and therefore also of effective leadership. Successful external partnerships are based on reciprocity, compatibility and shared goals. This module will look at the unique challenges of successfully managing external partnerships, from identifying and establishing an external partnership, to strengthening and building on existing networks.
Project management	Effective project management is a crucial part of the "leadership toolkit" that FLAME participants will be developing over the course of the program. Effective project management includes understanding how to achieve the goals and objectives of an organization though the planning, organization and management of projects. This includes leading a project team, understanding the project life cycle and effectively managing time and resources in an organised but dynamic way. Project management includes understanding how to assess the scope and scale of a project, and also how to contextualise the project outcomes in terms of the broader strategic goals of an organization.

	Project management also incorporates skills in building an effective team and managing resources and budgets, as well as contingency planning and risk assessment. Moreover, consistently assessing and co-ordinating a variety of information, and communicating to a diverse range of stakeholders is essential. This module will help build an understanding of the skills and tools available that can optimize project organization, from planning tools, data analysis, process design and communication.

4. Understanding Others

Part 1:

Empowering yourself and others	Effective leadership is determined by successfully empowering yourself by empowering others. Empowering yourself and your team requires upholding key values such as honesty, accountability, trust and courage. Empowering others includes encouraging collaboration and cooperation to establish and support ties and networks. Encouraging and establishing a culture of positive reinforcement and mutual respect, with a focus on life-long learning, upskilling and professional development will empower you to lead with enhanced success and beneficial outcomes.
The value of giving and receiving feedback	Giving and receiving feedback is essential to improving and managing performance at all levels of an organization. Feedback can help us gain perspectives, build trust and establish connections within our workplace. Therefore, giving and receiving feedback effectively is a vital leadership skill. This module will look at how to overcome resistance to feedback and how to create an environment in which feedback is understood as a positive opportunity for reflection and collaboration.
Being an effective mentor	Mentoring is a valuable and enriching experience, especially when mentors are open to new perspectives and to learning and gaining insights from their mentees. Mentors should also ensure that they have the relevant expertise and knowledge to guide the mentee, and to also demonstrate positive leadership qualities, encouraging and motivating their mentees, and helping them to set and meet achievable goals. Effective mentoring builds on proven leadership qualities and is a vital part of establishing and strengthening an inclusive and positive workplace culture.

Part 2:

Conflict resolution	Managing conflict is one of the most challenging, but also most important, aspects of successful leadership. Where conflict is handled badly, the consequences can be serious and ongoing. This module will explore how to manage and resolve conflict effectively, with a focus on understanding the causes of conflict and how to apply different methods and strategies for conflict resolution in different situations.
Effective teams	The most crucial aspect of leadership is how you encourage and inspire those whom you lead. This module will focus on how to build on your existing abilities and experience to develop and understand the skills

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	and strategies that will enable to you to support and motivate your team to reach their full potential. From building a positive workplace culture, to supporting professional development and collaborative planning, an effective, engaged and productive team is the hallmark of successful leadership.

In addition to these modules there will also be additional training that is relevant to the participants chosen area of **Research, Teaching and Learning** or **Service** leadership.

Leadership in Research

These modules will be for those who aspire to building their leadership capability and career in the context of research. Areas for learning and development include: The difference between the leading researcher and the research leader, how to design effective research strategies, the importance of positive and inclusive research culture and how to present your research to diverse, non-specialist audiences. Additional focus areas regarding the essential elements of the Higher Education standards dealing with research policy, research training and research supervision may also feature.

Leadership in Teaching and Learning

These modules will be for those who wish to grow their leadership capability and career in teaching and learning. Teaching models, innovation in teaching, latest issues in flexible delivery and technology will be central as will be the essential skills of strategy development, building influence, supporting less experienced academics and being a good mentor. The relevant Higher Education Standards covering course structure, appropriately qualified staff and teaching infrastructure will be covered.

Service Leadership

This segment will be for those who wish to grow their leadership capability in service roles across the College. The core principles of strategic development, the determinants of organisational culture and emotional intelligence will sit beside the critical content relating to the higher education context, this will include an introduction to the Higher Education Standards and Academic Governance. Career paths within higher education, building and nurturing external relationships and understanding the business of the university will be key subjects covered.

Collegial Conversations

Collegial conversations are a crucial feature of the FLAME program. They will be informal opportunities for program participants to gather (in person) and reflect upon their learning and experiences. These will be an important part of the shared learning experience and provide evidence (reflection, solution finding, collaboration) for achievement of the relevant award level. Collegial conversation sessions will be scheduled on a monthly basis for the duration of the program and will be a vital part of the participants' leadership learning journey.

Leadership Opportunities and Portfolio:

Outcomes:

At the conclusion of the program, what skills, knowledge and experience will a successful Bronze FLAME award holder be able to demonstrate?

- Define the business and social context of higher education.
- Compare and contrast leadership and management in higher education.
- Understand the Flinders University Vision and Strategic Plan and identify areas of personal values alignment.
- Recognise own work preferences and how these may or may not be conducive to effective leadership in higher education.
- Demonstrate that they understand the value of diverse perspectives.
- Participation in a College working group or strategic project and lead of an aspect appropriate to the award level.
- Recognise potential for conflict and consider strategies appropriate to support positive organization culture in higher education.

At the conclusion of the program, what skills, knowledge and experience will a successful Silver FLAME award holder be able to demonstrate?

- Apply strategic thinking to plan, organise and deliver outcomes in alignment with the broader University Strategic Plan
- Constructively challenge status quo by thinking creatively and identifying new and innovative ways of working
An ability to communicate effectively
- Embed and demonstrate inclusive leadership in everyday actions and thinking
- Apply project management skills and principles to effectively lead projects to completion on time and within budget.
- Participation in a College working group or strategic project and lead of an aspect appropriate to the award level
- Build and strengthen networks with diverse stakeholders, internal and external.

How to apply:

If you are interested in applying for FLAME, please fill out the online form, which may be found by clicking **here** or by scanning this QR code:

Before you apply:

- Read through the **training modules and descriptions (above)** for Silver and Bronze levels before determining which program is the correct level for you.
- **Prepare some ideas** for how the program will align with your ongoing personal and career development, in line with the **"Now, Where, How"** framework
- If you intend to apply for the silver award program, prepare some information regarding your previous experience and training and how you feel this equates to the completion of the Bronze award.
- **Talk to your supervisor** about your intention to apply for the program. Discuss the time commitment it will entail, and also how the program aligns with your goals and those of your team. Ensure you have a **statement of support** from your supervisor (see below template) before you submit your application.

Contact:

If you would like any further information or guidance, please contact the FLAME team by email at cnhs.deanpr@flinders.edu.au.