



Australian
National
University

Information Technology Operational Management Group (IT OMG)

Leadership Development Program
2012-2013

To develop excellence in IT supervisors at ANU

Executive Officer, ITS
November 2012

Context

Information Technology Services (ITS) is committed to the attraction, development and retention of a high quality workforce. To this end, we aim to provide continuous development of our staff through the provision of structured learning and development programs designed to build and strengthen the capabilities of our people.

The *ITS Learning and Development Plan 2013-2015* demonstrates the value ITS places on developing the core capabilities of our staff to maximise their contribution to the University. Learning and development encompasses a broad range of development activities designed to improve the capabilities of the ITS workforce. These capabilities include the skills, knowledge and behaviours required of our staff.

ANU IT Staff – Practice Leadership

One of the key outcomes from the 2012 Administrative review of the then Division of Information was a recommendation that all of the embedded IT staff across campus be given dotted line reporting to the Chief Information Officer (CIO); and that the CIO be confirmed as the University's practice leader for the purpose of Information Technology and should be responsible for the establishment of appropriate skills and training frameworks for all IT staff at the University.

In addition to the opportunities that will be made available to all ANU IT staff via the *ITS Learning and Development Plan 2013-2015*, the College IT managers shall be included in a specific training program as described below.

Context

Competent leaders, particularly those with supervisory responsibilities are critical to our ability to deliver on our overall purpose and strategic priorities. In recognition that leadership is required at all staffing levels, a priority must be given to the development and growth of leaders from within the ANU IT workforce.

In recognition of this, the *ITS Leadership Development Program 2012-2013* (the Program) is underway via the ITS Operational Management Group. Over the course of a year, this group will undergo a series of training workshops that have been designed to strengthen and enhance their management skills.

The first half-day workshop focussed on a personality-based profiling exercise, and future half-day workshops have been planned to focus on professional development. For further details on these sessions, see Appendices A and B.

Another component of the Program will be a course to be created and delivered by the ITS HR Manager. This course will cover:

- The revised approach to Statements of Expectation using the new IT-specific template
- The responsibilities of supervisors as dictated by University policy, including but not limited to Delegations, Grievances and OHS

The Program is intended to support a reinvigorated approach to staff management activities. Supervisors will be encouraged to take a more active responsibility for the structure and wellbeing of their teams; and they will be trained and empowered to assist their staff accordingly.

Appendix A: Insights Training Session

17 October 2012

9am-1pm

Moot Court, College of Law

Facilitator: Rian Foley, Optus

The Insights Discovery System¹ is based on psychologist Dr Carl Jung's work. It celebrates the uniqueness of each individual and illustrates the exceptional ways in which recognising and valuing these differences can empower people, teams and entire organisations.

It is grounded in the belief that if we understand how we and others are likely to respond in a given situation, we can communicate with them in a way that allows everyone's best qualities to be celebrated and valued, ease any tension and reduce the likelihood of misunderstandings.

The OMG members completed a survey prior to the session, and received a personalised written profile – the Discovery Profile – during the session. The Discovery Profile is a tool for assisting individuals in their search for understanding – both in terms of their personal style and in terms of managing their relationships with others, at work and at home. It includes a Foundation Chapter comprising key pages such as: Personal Overview, Strengths and Weaknesses, Value to the Team, Communication, Possible Blind Spots, Opposite Type, Leadership and Suggestions for Development.

¹ <http://www.insights.com>

Appendix B: Proposed OMG Leadership Program schedule 2012/2013

OMG: half-day workshops

Smaller groups: half-day skills training

November
2012

December
2012

February
2013

April
2013

May 2013

August
2013

September
2013

October
2013

Leadership and
Management: What's the
difference?

Personal Leadership:
Who am I as a leader?

Performance Leadership:
How can I help people
realise their potential?

Consultative Leadership:
How can I get the best out of
people?

Interpersonal
skills

Influencing skills

Time
management
skills

Business writing
skills

2012/2013 OMG Leadership Program - details

Facilitator: Greg Crowther, Callidus Partners

Half-day workshops:

These workshops will be run with the full membership of the OMG. The facilitator is familiar with the Insights Discovery System, and will build on the results already obtained via that training session in his workshops.

1. **Leadership and Management: What's the difference?**
Sets the context for the OMG Leadership Program. Participants are challenged to clarify the difference between their leadership and management functions. They consider how differing leadership and management styles impact individuals and teams and, ultimately, how they shape a high-performance culture.
2. **Personal Leadership: Who am I as a leader?**
This workshop is a foundation for other leadership development sessions, as it sets a context for the unique professional and personal development needs of the individual leaders.
3. **Performance Leadership: How can I help people realise their potential?**
This workshop focuses on the skills and strategies for managing team (and individual team member) performance. Participants review the most appropriate ways to motivate through mentoring.
4. **Consultative Leadership: How can I get the best out of people?**
This workshop focuses on how leaders can inspire and influence the delivery and management of service excellence. The goal of the workshop is to help leaders create a culture whereby their people think like stakeholders do and, through timely and effective actions, exceed their stakeholders' expectations.

Optional half-day small group training sessions:

OMG members will be able to nominate which of these sessions they wish to attend, in groups of 6-8.

1. **Interpersonal skills training**
This workshop reminds participants that their interpersonal skills impact on their ability to influence their teams, senior management and stakeholders across the University.
2. **Influencing skills training**
This highly participative session provides practical tips, frameworks and applications to assist OMG members and their teams positively influence key internal and external stakeholders.
3. **Time management skills training**

This workshop is designed to equip participants with the ability to review existing ways of working and identify actions for becoming more effective.

4. Business writing skills training

This workshop will improve the ability of participants to write informative and persuasive documents; to be clear, concise and grammatically correct in their written work; to adjust their writing style to suit the requirements of their intended audience.