

# Leadership Accelerator Program

Designed for new and emerging leaders



# Training for success

**Ageing Australia is proud to provide a strong voice and a helping hand as the sector does its best to make a positive difference in the lives of older Australians.**

I invite you to elevate your thinking with the Leadership Accelerator Program. It offers a true understanding of the speciality of aged care within the healthcare spectrum—to give you quality, sector-specific training.

Today's aged services leaders will play a fundamental role in the transformation of our sector on many levels.

Our leaders should not only understand the business of aged care now, they must also have insight into the aged services sector of the future.

They must be able to draw from innovations in technology and management to create an agile, sustainable, best-practice environment that can support changing consumer demands.

They need to be aware of their own leadership style and how to effectively engage with their colleagues to create a dynamic, effective and caring workforce that attracts and retains talented individuals.

And they need to be able to support older people in a compassionate, in a compassionate, caring and professional manner—to help rebuild trust in our sector.

By equipping our current and emerging leaders with the skills they need to succeed, and enabling upward mobility, we can secure a talented workforce.

At Ageing Australia, we want you to have the right tools to stay engaged, motivated and performing at your peak.

By helping you work better in your role as a leader, the entire aged services sector will benefit.

Ongoing learning for our workforce—especially our leaders—will be essential to realise the once-in-a-lifetime opportunity for an aged care system that our elders deserve.



**Tom Symondson**  
Ageing Australia CEO



**Ageing  
Australia**



# Leadership Accelerator Program

This Ageing Australia Leadership Accelerator Program is ideal for new and emerging leaders who want to grow their professional leadership capability quickly, simply, and practically.

It's also a great way for seasoned professionals to refresh their understanding and update their leadership toolkit.

The program is designed to cultivate key leadership criteria and skills outlined in the *Australian Aged Care Leadership Capability Framework (ACLCF)*.

The program is suitable for those in operational and clinical roles who may be supervising others for the first time, as well as those in corporate roles who have more experience.

Each module is delivered as a two-hour interactive workshop including practical activities, worksheets and a question and answer (Q&A) session. Delivery is over a three month period, with two workshops per month. Attendees will also have access to a toolkit of supporting materials and resources for ongoing reflection and development.

The entire program is packed with hands-on experiences and real-world applications that will enable frontline aged care leaders and managers to:

- communicate with confidence and clarity
- bring out the best in their people
- reduce stress and resolve conflict
- make positive, timely decisions
- delegate with confidence
- grow agile, high-performing teams
- respond calmly in high-pressure and emotionally volatile contexts
- maintain strategic focus and service delivery in periods of rapid change
- value and appreciate diversity
- foster a relaxed, resilient culture.

The program references the CILCA360 tool, which Ageing Australia is a licensed provider and is available as an add-on purchase from Ageing Australia consulting, prior and/or at the conclusion of this Ageing Australia Leadership Accelerator Program, or anytime throughout the program, suitable to both parties.

Exclusive programs are available for organisations with groups of 18+ participants and can be customised to suit organisational needs. It is recommended that an exclusive program includes CILCA360, as it may highlight organisational changes that will foster a culture of effective leadership.

The Leadership Accelerator Program has been consistently rated an average of 4.6+ out of 5 stars by hundreds of participants since 2021.

'A great opportunity to come together with colleagues to understand some of the common challenges leaders face and how we best support our teams. Great program and liked that it was spread out over a few sessions versus all across two days.'

**Laura Gay, Manager, Talent and Capability, Suncare Community Services, QLD**

'I would fully recommend this course for anyone in a leadership role. I learned so much and will continue to use what I have learned in my career. The facilitator was a great speaker and educator, easy to listen to and I could relate to everything that he talked about and offered examples of.'

**Michelle Dallachy, Clinical Coordinator, Meath Care, WA**

# Response to the *Australian Aged Care Leadership Capability Framework*

This Ageing Australia Leadership Accelerator Program is a proactive response to key criteria and issues identified in the *Australian Aged Care Leadership Capability Framework (ACLCF)*.

The six-module program provides a mixed-mode approach to leadership development, combining two-hour interactive workshops with access to a digital toolkit of supporting resources and assets.

Alignment with the ACLCF will ensure that learning outcomes and implementation can be measured through self-assessments, line manager assessments, or 360-degree assessments.

The table below maps each of the Leadership Development Program modules to ACLCF criteria

<b>SELF</b>	<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>	<b>Module 6</b>
Well-being	✓	✓	✓	✓	✓	✓
Perseverance and resilience		✓	✓	✓	✓	✓
Flexibility and agility	✓	✓	✓	✓	✓	✓
Authenticity and integrity	✓	✓	✓	✓	✓	✓
Courage and candour		✓	✓	✓	✓	✓
Self-management	✓	✓	✓	✓	✓	✓
Self-development	✓	✓	✓	✓	✓	✓
Prioritising and decision-making	✓		✓	✓	✓	✓
<b>OTHERS</b>	<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>	<b>Module 6</b>
Interpersonal skills	✓	✓	✓	✓	✓	✓
Relationships	✓	✓	✓	✓	✓	✓
People development	✓	✓	✓	✓	✓	✓
Direction and delegation	✓		✓	✓	✓	✓
People management	✓	✓	✓	✓	✓	✓
Group behaviour	✓	✓	✓	✓	✓	✓
Collaboration	✓	✓	✓	✓	✓	✓
Negotiation	✓	✓	✓	✓	✓	✓
Influence	✓	✓	✓	✓	✓	✓
<b>PURPOSE</b>	<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>	<b>Module 6</b>
Vision and values		✓	✓	✓	✓	✓
Person-centred focus	✓	✓	✓	✓	✓	✓
Inspiration and motivation	✓	✓	✓	✓	✓	✓
Strategic thinking and action	✓	✓	✓	✓	✓	✓
<b>BUSINESS</b>	<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>	<b>Module 6</b>
Planning	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓
Finance and assets					✓	✓
Commercial and political acumen	✓	✓	✓	✓	✓	✓
Marketing		✓		✓	✓	✓
Governance and risk	✓	✓	✓	✓	✓	✓
Equity and inclusivity	✓	✓	✓	✓	✓	✓
Ethical conduct	✓	✓	✓	✓	✓	✓
<b>CHANGE</b>	<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>	<b>Module 6</b>
Creativity and innovation		✓	✓	✓	✓	✓
Transformation	✓	✓	✓	✓	✓	✓
Systems and structures					✓	✓
Working with ambiguity	✓	✓	✓	✓	✓	✓
Aged care championship		✓	✓	✓	✓	✓

## Module outlines

### Module 1: Leading with style

Great leaders know that leadership is a fluid practice. They understand the influence of personality and know how to leverage their go-to leadership style. They're also comfortable to flex and switch codes to fit alternative contexts. Effective leaders regularly adjust and improve the ways they serve their residents and care recipients and how they direct their teams. They have a growing toolkit of tactical communication skills and know-how and when to apply them.

This module introduces a simple framework for human personality and behaviour patterns. With a clearer understanding of yourself and others, you will be able to work together with less stress and more 'Yes'!

**You will walk away with practical tips and tools about how to:**

- recognise and honour your natural leadership style
- understand key elements of personality and how they affect communication
- play to your strengths as well as adapt and stretch with other styles
- respond more effectively to routine complaints and misunderstandings
- create more pathways for team success
- support and encourage other developing leaders in your team
- manage up and manage sideways more effectively
- work better with colleagues with alternate leadership styles
- boost your leadership capacity and elevate your career growth.

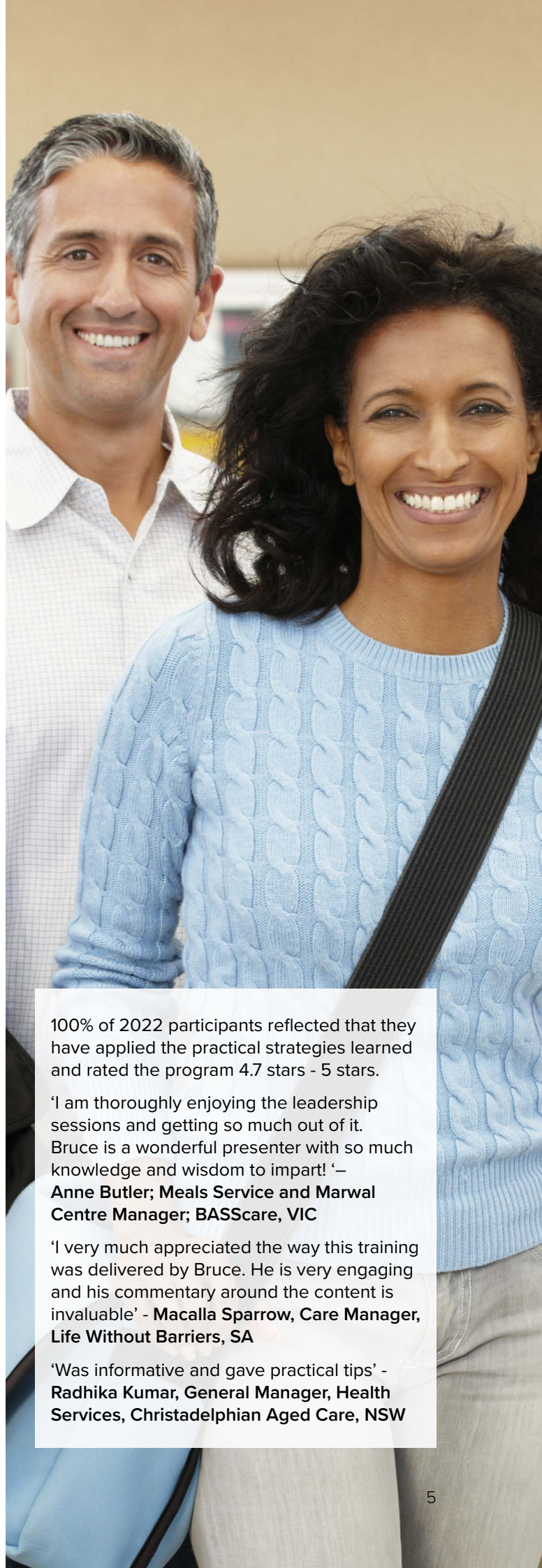
### Module 2: Emotional intelligence, resilience and confidence

Great leaders have emotional intelligence. They understand that people respond differently to everyday challenges and the ebb and flow of aged care workplace interactions.

Smart leaders know how to work well with others, manage stress, make effective decisions and inspire others to positive action. They know how to manage their own emotional profile and maintain their equilibrium and confidence in the face of an often complex, uncertain and ambiguous professional environment. And they know how to support and encourage their teams to do the same.

**You will walk away with practical tips and tools about how to:**

- be more self-aware and enrich relationships through honest, respectful discussion
- approach sensitive issues with confidence and skill



100% of 2022 participants reflected that they have applied the practical strategies learned and rated the program 4.7 stars - 5 stars.

'I am thoroughly enjoying the leadership sessions and getting so much out of it. Bruce is a wonderful presenter with so much knowledge and wisdom to impart!' – **Anne Butler; Meals Service and Marwal Centre Manager; BASScare, VIC**

'I very much appreciated the way this training was delivered by Bruce. He is very engaging and his commentary around the content is invaluable' - **Macalla Sparrow, Care Manager, Life Without Barriers, SA**

'Was informative and gave practical tips' - **Radhika Kumar, General Manager, Health Services, Christadelphian Aged Care, NSW**

- provide the right encouragement for action and change
- stimulate self-generated insights and curiosity using questions, silence and active listening
- foster trust, transparency and a more open, resilient culture
- recognise and manage emotional influences in behaviour
- respond calmly and effectively in emotionally charged circumstances
- be a more authentic leader with a genuine balance of empathy and assertiveness
- cultivate a positive, growth-mindset.

### Module 3: Conflict literacy

Great leaders are confident in any context because they are conflict literate. They know how to navigate with grace and skill the tensions and disagreements that are inevitable with professional groups and teams. Especially in the rapidly growing aged care sector with high demand and constantly evolving consumer expectations.

Effective leaders don't shy away from conflict as they understand that if we manage conflict constructively, we harness its energy for creativity and development. Conflict literate leaders have the ability to nurture the optimal amount of tension in a team to foster positive engagement and generate the best ideas and actions. They also know how to listen and respond more effectively to concerns and questions from care recipients and their support networks.

#### You will walk away with practical tips and tools about how to:

- reframe conflict as a great problem to have
- get comfortable with discomfort
- navigate tough issues with confidence and skill
- listen and respond effectively to resolve misunderstanding and miscommunication
- engage with productive tension to grow and develop your team
- use conflict as an opportunity to improve clarity, alignment and action
- apply simple negotiation skills to convert conflict into positive communication
- use conflict as a catalyst for collaboration, innovation and creativity
- create a robust, healthy and resilient team culture
- generate and support courageous conversations
- create a healthy culture that embraces productive disagreement.

### Module 4: Confident conversations

Great leaders know how to have courageous conversations. They know that open, transparent dialogue is a powerful problem-solving resource and a great way to grow confident, high-performing teams. Given high levels of volatility, uncertainty and ambiguity in the aged care sector, the need for confident, positive and practical communication has never been more vital.

In this module, you'll discover how courageous conversations save you time, money and energy, and help you build trust through genuine, open communication. You'll find simple ways to master the art and heart of authentic feedback and grow your circle of influence.

#### You will walk away with practical tips and tools about how to:

- confront complex issues with confidence and skill
- maintain psychological safety and open up space for important conversations
- enrich relationships through honest, respectful discussion
- use a simple framework for feedback conversations
- know when to course-correct, when to coach and when to cheer people on
- encourage people to discover and take ownership for their own development path
- conclude feedback conversations with accountable action plans
- reduce stress and stay calm under pressure
- use curiosity to adapt and find new solutions
- use creativity and humour to maintain perspective, flexibility and wellbeing.

### Module 5: Decision-making and delegation

Great leaders know how to make decisions. They know how to choose the best way forward when faced with uncertainty, complexity, risk and alternative opinions. They understand that timely, positive and purposeful decisions encourage trust and collaboration.

Smart leaders understand how people influence decisions and how decisions influence people. They harness that energy in productive ways to ensure the best outcomes for care recipients, their teams and their organisation's broader strategic intentions. They are also comfortable encouraging their teams to step up more confidently into higher levels of decision-making for themselves.

#### You will walk away with practical tips and tools about how to:

- define and separate simple and complex decisions
- make timely decisions and measure what matters
- adjust and refine decisions as an iterative process

- facilitate collaborative decisions and foster outcomes ownership
- delegate decision-making to boost accountability and performance
- use the ACCORD decision model to ensure alignment with mission and purpose
- grow the decision-making capacity of other aspiring leaders
- navigate change with effective and collaborative decision design.

They also know the human factors that contribute to the ongoing success and sustainability of any project or team. Smart leaders shift from outdated strategic planning to more effective strategic doing. In this module, you'll discover the only two problems you need to solve for a more balanced and productive life.

**You will walk away with practical tips and tools about how to:**

- align your vision and values with valid actions
- create an agile and accountable strategic doing cycle
- banish overwhelm and prioritise like a pro
- tame your calendar and leverage your time
- feel good about what you're not doing
- understand and make better use of KPIs and OKRs
- create sustainable achievement habits and rituals
- break the analysis paralysis cycle and foster a positive day one mindset
- Maximise ROI for your precious time and energy.

**Module 6: Strategic doing**

Great leaders know how to plan their actions and action their plans. They're more relaxed and get more done with less effort. They are clear on their vision, mission, values and purpose. They understand the unique demands and expectations in contemporary aged care. They set goals and measure progress and make sure they take into account the competing priorities of clinical, residential and commercial imperatives. They understand the complex mix of compliance issues that govern their work.



**Facilitator: Bruce Williams**

Bruce loves to help people understand how other people tick so they can work together with less stress and more "yes!".

With a focus on leadership, communication and team dynamics, Bruce has been delivering adult education, coaching and professional development programs for over four decades. He is an accomplished speaker and facilitator with an engaging and humorous presentation style.

In addition to managing his own business, Bruce is Judging Chair for the Sunshine Coast Business Awards and a part-time academic with the University of the Sunshine Coast. He is founder and spokesperson for the USC Starfish Program raising funds to support low SES students in higher education. Bruce also mentors young entrepreneurs in The DeLorean Project and Generation Innovation.

"Bruce is an engaging and entertaining speaker, he knew how to get maximum engagement from the audience, even with the added challenge of being 100% online. The content was easy to understand and I'm looking forward to applying my learnings to my role." Michelle Wallis, Quality Assurance Officer, Amana Living, WA

**Target audience**

The *Australian Aged Care Leadership Capability Framework* identifies three broad levels of leadership (see below). This Ageing Australia Leadership Accelerator Program is specifically designed to meet the needs of current and aspiring leaders in levels three and two. Level one leaders may also find the program a valuable refresher.

Level 3	Level 2	Level 1
<p><b>Care coordinators, registered nurses and team managers</b></p> <p>Often referred to as front line or first line managers, level three leaders are likely to be responsible for the activities of a team on a part-time or full-time basis.</p>	<p><b>Director of nursing, care manager, facility manager, hotel services manager, quality manager, HR manager, etc.</b></p> <p>As mid-level leaders or middle management, level two leaders are commonly responsible for multiple teams or an entire service or function.</p>	<p><b>CEOs, general, executive, senior and department heads</b></p> <p>Level one leaders are those with strategic and cultural responsibility for an entire organisation or division. Level one leaders will often play a role in influencing community and/or stakeholders beyond their organisation.</p>



# Ageing Australia

Please contact Ageing Australia if you would like to know more about us and how we can assist you in the aged services sector. We look forward to hearing from you.

Phone: 1300 222 721

Email: [training@ageingaustralia.asn.au](mailto:training@ageingaustralia.asn.au)

[ageingaustralia.asn.au](http://ageingaustralia.asn.au)