



The Human Dimension

A new program from
The Human Dimension

CALM Coach Approach to Leadership & Management Program

This is the first workshop of this kind in Canberra. It is offered at a reduced fee at this time and your invited!

The full tuition for the inaugural CALM Program is \$3,500 which represents a \$1,000 saving on the eventual full fees and includes the full three-day workshop, your personal workbook, reading lists and helpful ongoing resources, 4 months of working with your own professional leadership coach, 1-day follow-up workshop and three group teleclasses of 1.5 hours each.

What is this program responding to?

The Coach Approach to Leadership & Management (CALM) Program is a purpose designed program for anyone with management and leadership responsibilities in Australia's Public Service who want to be more effective in the way they lead, using the principles and skills learnt by professional executive and corporate leadership coaches.

In the emerging APS of tomorrow and 21st century enterprises generally, the capacity of each person to be responsible for and contribute to overall success is predicated on our ability to successfully manage ourselves and effectively lead others. Leadership needs to be inculcated and demonstrated by everyone irrespective of his or her position.

Our understanding of the current management trends and issues within the APS is reflected in the comments of the APSC, Lynelle Briggs, in a Crawford School Alumni Address in November 2006:

"Our success in implementing new approaches to deal with the challenges ahead, however, will also require public servants who have the skills to manage a diverse and complex web of relationships. We will require people who have strong relationship management skills, willingness and an ability to listen to the views of others, conflict resolution and negotiation skills, and a focus on achieving the best outcomes.

Part of this mix will be developing the capacity of our leaders so that they can successfully drive and implement future reform, and ensure the APS has the organisational capacity to deal with the challenges ahead. Our leaders have an important role to play in fostering the right APS culture for



The Human Dimension

the future; one that facilitates creativity and innovation, and where staff are willing, and supported, to try out new things.

It is also vital that we develop the next generation of leaders to replace the large number of baby boomers who will leave the public service over the next decade. Already, people are getting to senior positions in the public service sooner than they once did, and are less likely to have worked in more than one agency. They don't necessarily have the depth of experience of their predecessors.

Structured approaches to leadership development become even more important in this environment. In my view, the broader your experience, the better equipped you will be to handle the challenges that emerge from a future reform agenda."

Why Coaching?

Leaders who take a coach approach during times of change and complexity discover new solutions through developing themselves and others. This gives them the edge and produces the results.

How? Rapid responses to the marketplace will be possible only in those organisations that promote continual advances in knowledge within their cultures. To do this, organisational leaders and members alike must radically shift the way they think and act in relationship to work. They must place a new emphasis on learning and the harnessing of individual and collective creativity. This will require a new type of workplace relationship, based on aligning vision, values and behaviours. Coaching provides both a technology and a process for such a relationship, and is one of the cornerstones for organisational evolution.

Coaching emphasizes collaboration, partnership and mutual growth, and this reduces the fear-inducing distinctions among people regarding their status in the organisation.

Coaching is a relationship rooted in mutual respect and rapport.

Coaching is anchored in constructive, respectful language.

Coaching is endorsing rather than diminishing of people's skills and abilities.

Coaching assists individuals to see more possibilities than limitations in the organisation.

Coaching supports individuals to take personal responsibility for managing their fear by challenging their distorted and limiting assumptions.

Coaching helps people to overcome personal obstacles to their success, including attitudes, beliefs and behaviours.



The Human Dimension

Coaching provides a structure for establishing and measuring performance goals fairly and objectively.

Coaching offers a model for giving and receiving constructive feedback for improving performance.

Who is this program for?

The Coach Approach to Leadership & Management Program is for you if...

- 1. You lead a division, branch or work team in the APS.** This particular inaugural Canberra program is created specifically for the Australian Public Service. We know and understand your working environment and we will ensure this program complements your other learning and development. Such capabilities as the APS Integrated Leadership System will be incorporated along with new knowledge and skills.
- 2. You are ready for the next level.** You already have some business and management success. You have leadership responsibilities and are accountable for the results you achieve. Typically you have others who report to you and you are committed to a collaborative paradigm in your current leadership and management approach.
- 3. You want to make a contribution.** For you, business isn't just about making money; it's about making a difference. You are committed to doing everything possible to help your people and teams succeed. Your work or your profession is a passion. It's not just something to make a salary or profit until something better comes along.
- 4. You're willing to experiment and be persistent.** The results from your participation in this program don't come instantly, however if you attend the sessions, do the homework and participate fully, you'll see results. If you want to learn skills that will last a lifetime and are willing to step outside your comfort zone to try new things, this program will exceed your expectations.
- 5. You're ready to grow and learn.** You're open for a new level of results and sense of fulfilment which comes from helping others grow and develop in new ways, working smarter instead of harder and leading and managing in new and creative ways. And you're prepared for this to be FUN, not something you should add to your already overcrowded schedule and that you reluctantly think you need to get through.



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And the following is true for you...

Right now you...

- Need to have some difficult conversations with one or several people.
- Haven't identified clearly what you do that gets results, but you would like to repeat it.
- Want to identify and use the critical distinctions which set tomorrow's managers and leaders apart.
- Have hit a plateau and want to get beyond it.
- Don't have enough input, ideas, inspiration and support to challenge yourself and get perspective.

And you want to...

- Deal effectively with the challenges you face each day.
- Establish solid, results-producing management and leadership practices.
- Get past your current set of limitations and work from your strengths.
- Get others to change.
- Motivate others and have them maintain it.
- Deal more effectively with the difficult stuff.
- Get ideas, inspiration and support from others who have answers.

If this is an accurate picture of where you are in your management and leadership pathway and where you want to go, **The Coach Approach to Leadership & Management Program** may be for you.

What are the flow on benefits of this program?

Imagine if you accomplished the following in your business...

- 1. You'll make better decisions.** This is one of the reasons you get paid – to make important decisions. What if you could ensure the decisions you did make were more robust and more likely to produce a better outcome, what would that be worth to your business, not to mention your career?
- 2. You'll put your new learning into action more consistently.** Its one thing to know what using a coaching approach can deliver, but quite another to use them to most effect. We'll get you taking consistent actions based on using more of a coaching approach in conversations, meetings, negotiations, performance reviews, interviews and client and stakeholder management challenges.
- 3. You'll take all your leadership to a more refined level.** The more you fine tune and refine the way you lead, the better it works. You'll take the steps necessary to use the models we will teach you that consistently attract better results.



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- 4. You'll make a bigger contribution to your clients.** We put a lot of focus into understanding your situation with over twenty five years of experience in working with thousands of leaders in the APS, so that you are ultimately set up to produce outcomes that are more highly valued and more in demand.
- 5. You'll take risks and go past current limitations.** You can't keep doing what you're doing and expect different results. We'll support you in stepping outside your current frames of reference and to be able to do things you've always wanted to do but avoided up to now.
- 6. You'll generate more creative, ideas and plans** that will lead to breakthroughs in the way you both conduct and manage your team or business.
- 7. You'll create more balance and power in your personal and professional life.** What if you had more time for your family, holidays and outside interests while your business/ team thrived? We'll give you tools and support to make your role and responsibilities more of a joy, not a burden.

What will you experience in this program?

Coaching, as taught in this program, is a critical leadership and management competency. Our mature and experienced coaches provide a professional discipline and skill set which enhances performance, action, creativity, momentum and transformation. Coaching improves employee and organisational resiliency and effectiveness in which people are involved, by having maximum impact and constantly renewing them-selves and their organisations as they experience continuous change.

The following information should answer all of your questions about how the program works and what to expect if you participate.

This program aims to provide more than just another training experience; we offer a system and a structure to get you focused and on track.

The **Coach Approach to Leadership & Management Program** provides the solid, proven coaching knowledge necessary to develop your leadership and management capabilities. But after you've learned what to do, you apply it and fine-tune it to get long-term results. You experience support and feedback to keep you going in the right direction.

We have created this **Coach Approach to Leadership & Management Program** to ensure it is really helpful in your development as a leader and manager. You will learn new and different skills and techniques together with practical strategies and then start to implement them actively and consistently.



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The key to the effectiveness of a program like this is the structure of support. You'll have specific assignments to implement and then get feedback on that assignment in three ways - from your specially selected mentor coach, in the teleconference follow up sessions and also from your fellow participants. You'll get endless ideas, resources, feedback and encouragement to move things forward.

What you will learn...

- 1. Introducing Coaching.** Includes principles of coaching, differences of coaching, mentoring & training; benefits to you, your team and your organisation; organisational context.
- 2. Self as a Leader.** The personal foundational skills of taking this coach approach. Includes: 'being' vs. 'doing'; self & other awareness; commitment to lifelong learning; meta skills of self reflection & exercising choice; boundary setting; professional presence; self care.
- 3. A Coaching Approach – the powerful toolkit of coaching.** Includes: 'clean', direct language and messaging; the language of acknowledgment; deep listening skills; the language to build confidence & self worth and inspiring and enthusing others in the way you communicate.
- 4. A Coaching Approach – working with your team.** Including: taking a coach approach in a team meeting; coaching in a group context; inspiring your team; empowering your team; promoting a 'coach approach' with team members, coaching as a developmental tool, giving feedback as a manager from a coach perspective; establishing a coaching and learning culture.
- 5. Building a Culture of Shared Leadership.** Including: coaching effectively in an organisation by taking different perspectives on your work as a leader; developing a culture of shared leadership through the engagement and alignment of peoples' hearts and minds, and the ownership of personal and shared intent and direction; a coaching approach and the competencies defined by the Integrated Leadership System developed for the Australian Government.

Structure of the Coach Approach to Leadership & Management Program...

Too many programs and workshops have someone in front of the room talking to you the whole time (with endless, sleep-inducing Power Point slides). But in the **CALM Workshop** our coaches spend most of the workshop interacting with participants demonstrating these principles in action through interactive conversations and exercises. You won't be bombarded with data (no boring power point presentations)! You'll work hands-on to build your coaching skills, your implementation plans and your leadership strategies.



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The initial workshop will be very hands-on, highly interactive and personalized to your specific needs. It consists of 18 hours of workshop classes over 3 days. You'll leave with ideas, skills and plans to take the work you do to a whole new level. When you have the ideas, know-how and skills to lead and manage more successfully, you'll have a breakthrough in being a highly engaging and effective leader. This isn't hype - we guarantee it.

Following the initial workshop is an ongoing 4-month program designed to support you in implementing your management and leadership plans and aspirations. It consists of 3 teleclasses then a one-day recall. You will be matched with your own leadership coach who will work with you over 4 months on the areas that are important to you.

Each program will consist of up to sixteen participants. With groups of this size you will not be lost in the shuffle. Your issues will be addressed, your questions will be answered and you'll get the support you need. Groups will also divide into sub-groups where you'll interact and give support to each other. In other words, we will keep you moving forward.

In addition, during the CALM Program you'll have direct access to the program presenters who are highly qualified and experienced professional coaches in their own right with over 20 years coaching experience between them. You will be encouraged to ask questions by email and phone anytime.

The THD CALM program has a personal development core as we see leadership is a personal growth process over time that is values based.

You will be able to...

- Experience the value of applying the 'coach approach' first hand.
- Learn the skills and strategies, which will make the most difference.
- Become a more effective manager and leader - in all aspects of your life.
- Develop a workplace culture that creates greater results and is leader based.

A coach approach becomes 'natural' when you...

- Want to contribute to others' growth and development.
- Get results through engaging the best in others.
- Become client/customer focused and service orientated.
- Contribute to the greater good of the organisation and the wider community.
- Naturally adopt a 'coach approach' style.



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Who are your program designers and leaders?

The Story of CALM

Over the past ten years since we first offered professional coaching to individual leaders and managers in the APS we realised what we knew and did had to be good for managers and leaders too!

CALM is our purpose-designed program to let you share in the wisdom and power of coaching that can benefit yourself and those around you.

All of the coaches who teach in this program are highly experienced and are leaders in their field.

This Program has been designed from thousands of hours of leadership and corporate coaching experience in working with many clients who face many of the challenges you typically face in any given day. **It is designed to make your life easier and more fulfilling** and is built around your strengths and of those who report to you.

The content is grounded in reality and the strategies are tried and tested. The results are in. Coaching works!

About The Human Dimension

The Human Dimension is a Canberra based professional service firm specialising in the development of people and the transformation of organisations. Our team of experts provide individual, team and leadership capacity building, organisational change and culture shaping initiatives, through the design, provision and delivery of purpose designed programs and services. We are most often invited in to assist in times of change, renewal or evolution.

We have designed and facilitated Australia-wide leadership and personal development programs to the APS for more than twenty years, with consistent practice of achieving high to very high customer/client satisfaction ratings. This work has included capacity building, coaching programs and services, consulting, management and leadership and team development, culture shaping, change management implementation, and a wide range of people development programs.



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Gary Russell: Senior Partner



Gary works with leaders and their teams to ensure there is alignment with vision, values and behaviours where everyone is fully engaged and there is evidence of shared responsibility in the culture of the team or organisation. The question he is often asked to address is: *'How can we improve our capacity to make an even bigger difference?'*

His approach ensures retention of key staff; leadership capability is enhanced; time to achieve is reduced; sustainable performance is the norm in a climate of shared collaboration.



Academic qualifications:

Bachelor Social Work (University of Tasmania)
Graduate Diploma in Public Sector Management (University of Tasmania)
Master Certified Coach (highest qualification awarded by [International Coach Federation](#))

Memberships:

Australian Institute of Company Directors
Australian Institute of Management
International Coaching Federation

Professional role in The Human Dimension:

- Management and Leadership Development
- Executive and Leadership Coach
- Corporate Strategist and Consultant
- Speaker, Presenter and Writer

Selected experience:

- Facilitation of long-term cultural change initiatives within Australian organisations, including high-level facilitation, leadership development, and corporate consulting.
- Designed and conducted innumerable management and leadership retreats and workshops to build teams and personal capacity at times of change.
- As one of Australia's first qualified coaches and recognised as a leader in the profession Gary has worked with hundreds of leaders and their teams to improve personal and organisational capacity.
- Presented at conferences retreats and groups on topics such as The Human Dimension of Change; building strategic alliances; personal leadership; stop managing- start coaching; can you lead.
- Gary writes an opt-in monthly newsletter for clients and colleagues called 'The Leader Within'.



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Lyn Russell: Senior Partner



Lyn is a personal effectiveness coach and an innovative educator and workshop leader. She is experienced in creating, delivering and providing life-changing programs internationally to assist individuals and organisations to develop their fullest potential. Lyn is very committed to working with people to equip them with skills and attitudes that will help enhance, heal and transform their relationships, communities and societies in a way that will help build a better more peaceful world.

Lyn has been working in this field throughout Australia for over twenty years and more recently over the past five years in Uganda, Rwanda and Fiji . She has been offering popular public programs in Ethics and Integrity, Creative Conflict Resolution, Assertive Communication, Women in Leadership and Couple Communication.

Academic qualifications:

Bachelor of Arts (University of NSW)

Diploma of Education (University of NSW) – English as a Second Language

Currently completing Honours Masters in Peace Studies (University of New England)

Professional role in The Human Dimension:

- Principal Training Consultant
- Coach and Mentor
- Educator, Facilitator and Trainer

Selected experience:

- Worked with teams throughout Australia and overseas to increase their effectiveness and in improving their individual capacity to perform their roles.
- Personal effectiveness coach with extensive APS experience.
- Have supported hundreds of APS managers and staff through skill development and capacity building.
- Developed and facilitated programs in Australia and overseas in leadership, client contact, interpersonal and communication skills, conflict resolution skills, stress and anger management, counselling skills.



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Robert Styles: Senior Associate



Robert's work and life experience has centred on education and music with many years experience in the government, public and private sectors. Robert has been engaged to facilitate personal, organisational and cultural change initiatives. This has involved the analysis of business and corporate identity, agendas, structures and functions, cultural conditions, team and individual effectiveness, and the design and implementation of change and effectiveness improvement interventions.



Robert's motivation is to work with leaders and their teams who appreciate that during times of change and complexity discovering new solutions through developing themselves and others gives them the edge and produces the results.

Academic qualifications:

Bachelor of Music majoring in Classical Guitar and music composition – AGMED

Associate Certified Coach - ICF

Diploma of Training & Assessment – PDT

Awards:

Outstanding Trainer & Assessor of the Year – ACT Training Excellence Awards (2005)

Professional role in The Human Dimension:

- Accredited professional coach
- Training & Assessing
- Instructional Design
- Business & Strategic Planning
- Cultural Change Facilitation

Selected experience:

- Accredited professional coach.
- Qualified trainer and assessor with the Australian Qualification Framework with many years experience as an educator, facilitator, trainer and assessor.
- Currently process advising and co-facilitating long term cultural change initiatives within Australian organisations that include high level facilitation, leadership development, training and management initiatives.
- Currently coaching and mentoring leaders and executives to increase their personal effectiveness within the context of their work and personal lives.
- Currently engaged in several instructional design initiatives across a number of disciplines – leadership, coaching, publishing and music.
- Experienced project management.



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Peter Lightbody: Associate



Peter has worked for the past 10 years in business consulting and education in the government, financial services and IT sectors. His particular emphasis has been on helping people come together as a team, rather than as a group of individuals, to drive change in strategy, systems and the development of people.

He believes that the greatest resource an organisation has are the people who work there. His passion is working with organisations to help them embrace truly effective approaches to leadership and management.

Academic qualifications:

Bachelor of Science (Environmental), University of New South Wales
Certified Coach – Coach-U

Professional role in The Human Dimension:

- Accredited professional coach
- Presenter and Facilitator
- Strategic analysis
- Business process change

Selected experience:

- Co-ordinator of an international youth group of over 250 people for three years (2004-2006). Facilitated over 100 workshops & meetings for youth and adults during that time.
- Ran more than 10 week long development programs for youth.
- Ran a year long leadership program for more than 20 people across Australia and New Zealand.
- Facilitated the project to prepare for and run the development programs. The project teams were comprised of more than 20 youth and adults. The programs ran in Sydney, Melbourne, Canberra & New Zealand.
- Co-presenter of development services for the Australian Business Mentoring Network in 2006.
- Ran facilitation and development programs for the Department of Environment and Water Resources.
- One of the lead facilitators for an accelerated learning program at the University of New South Wales in 2004, 2005.
- Facilitated several projects in financial services in 2004-2006



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Details of the CALM Program

Reserve your space now

The full tuition for the CALM Program is \$3,500 which represents a \$1,000 saving on the eventual full fees and includes the full three-day workshop, your personal workbook, reading lists and helpful ongoing resources, 4 months of working with your own professional leadership coach, 1-day follow-up workshop and three group teleclasses of 1.5 hours each.

Once you make your reservation, you'll receive an email to confirm your reservation. Between the time you reserve your space you'll be updated about workshop location and any other details about the workshop.

Cancellation Policy. Payment in full is required prior to the commencement of the program. Your full fee will be refunded up to 14 days before the scheduled start date if you cancel. Between 6-13 days before the scheduled start date you will receive a refund of your fee minus a \$350 cancellation fee. If you cancel within 5 days before the scheduled start date or do not show up for the initial workshop, you will not receive a refund. You may however nominate another person before the 14 day period and provided they qualify they may take your place.

Applications for this group are being accepted now

Apply for the Coach Approach to Leadership & Management Program. Because we have limited space for the upcoming program and because this will not be timely for everyone, we ask those wishing to participate to apply using the [online form to reserve their place](#).

Once we get your application, we will contact you with further details.



Questions and Answers

Why are organisations adopting a coach approach?

- In the aftermath of downsizing and outsourcing, a new approach to working with people to achieve business results is essential.
- The pace of business has changed.
- Business is global, and there is a need for greater inclusiveness and valuing of diversity in order for businesses to be competitive.
- Coaching can help eliminate a “culture of fear” and paternalism.
- Today, technology does not provide a competitive advantage; people do.
- The employment contract has changed, and individuals are now more responsible for managing their own development and career advancement.

What is coaching?

- Creating a trusting and collaborative environment in which personal development and performance improvement occur.
- Having a respectful conversation which focuses on the person being coached.
- A positive style of relating that can be utilized anywhere, anytime.
- A means of helping people achieve extraordinary performance.
- A way of “being” with another individual which promotes reflection, self discovery and an openness to taking more effective actions.

What is not coaching?

- Directing, controlling, or manipulating others according to the coach’s agenda.
- Having all the answers and solving problems for others.
- Being judgmental or punitive.
- Coaching without mutual understanding and agreement.
- Counselling or therapy.

What does a coach do?

- Models integrity and high standards for others.
- Establishes collaborative relationships based on trust.
- Treats others with respect, always using language which is constructive.
- Tells the truth in a way that enables others to hear it and grow as a result.
- Provides others objectivity.
- Promotes discovery of possibilities, solutions, and alternatives.



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- Supports others to stretch beyond their current capabilities.
- Assists others to look honestly at gaps in their attitudes or behaviours, which decrease their interpersonal effectiveness.

How does coaching benefit an organisation?

- Is applicable to individuals and teams throughout the organisation.
- Uses a common language, which everyone can relate to.
- Complements other quality improvement processes.
- Results are measurable and sustainable.
- Promotes focused discussions tied to the achievement of business results.
- Promotes development of new skills in the organisation.
- Fosters future oriented thinking.

How does coaching benefit an individual

- Emphasizes the unique potential of individuals.
- Provides a structure and a process for individual development.
- Uses language which is grounded with respect to people and their capabilities.
- Establishes the focus on the person being coached.
- Promotes personal discovery and self responsibility for solving problems.
- Fosters the development of high levels of self confidence and mastery.
- Forms a basis for planning for career advancement.
- Provides a model for personal leadership development.

Why is a coaching conversation is more likely to achieve results?

- There's a purpose and focus to the conversation.
- The structure of the coaching conversation helps both the coach and the person being coached to stay on track.
- The structure of the conversation fosters heightened attention and new awareness.
- The coaching conversation creates a safe space in which present limitations or challenges can be examined and acted upon.
- Boundaries and time frames for agreed upon actions are established.
- Accountability is built into the structure and process of the coaching conversation.



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Testimonials

What were the specific results and outcomes of using our coaching service for you and your team/managers?

The coaching with you was extremely valuable.

I learnt ways to ensure balance and plan around priorities at the same time as dealing with multiple challenges.

The issues and pressures are still there; but I have learnt to deal with them differently.

I have better emotional handling of the challenges I face.

I manage my team better.

My team has come together faster and sooner; each member is more aware and committed to where we are going.

Our projects are on track and we are more efficient.

MP. Director

We learnt more about how and why people think the way they do and this helped us get to the core issues and solutions much faster.

With our different background, experience and views you were able to provide a framework for us to have a number of important strategic conversations.

We easily got 18 months to 2 years in efficiencies in developing as a proper functioning team, which we would not have achieved without your involvement. I have been in other management roles as part of teams where we never achieved this.

We were able to represent the branch more accurately to stakeholders, because we understood each other's perspective more clearly, as our roles do overlap.

Your program increased our degree of confidence of what to talk about to others about and was able to minimise duplication.

We really began to work on our business rather than just in it.

The timing, of having you work with us, was important as we were able to have conversations together we would not have had if we were left alone.

TB. Branch head



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Specific results include opportunities to take time out to discuss issues about managing workloads and people, a better understanding of my own people management strengths and weaknesses, better working relations between fellow Directors and understanding the value of working as a team. Outcomes include strategies for handling change and for handling complex people management issues.

1. Have been able to be more disciplined and focused which means more effectiveness and productivity.
2. The section has formed more quickly and we are working better together.
3. Our section is definitely moving forward focused on the key priorities.
4. I am much better with work /life /work balance, despite significant pressures outside of work.

EW. Team leader

- He had the ability to provide me as the national manager and leader of large groups of staff with considerable support, advice and shaped my strategic decisions.
- He can ship and put in place high-level strategic conversations with senior leadership team members and place expectations on people's performance, at both the individual and the team level.
- He is able to challenge senior team members in their individual and personal development and their professional goals and directions.
- He is supportive and challenging at the same time and has a high level of competence in helping people move forward and make decisions about their priorities and the priorities within their work.

PF. National Manager
