

AOD LEADERSHIP ACCELERATOR PROGRAM

WORKSHOP 1- MANAGEMENT AND LEADERSHIP ESSENTIALS
DAY 1 - MANAGEMENT



Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

Artwork 'Sentient' by Hollie Johnson

Hollie is a Gunaikurnai and Monero Ngarigo woman from Gippsland who graduated from RMIT with a BA in Photography in 2016.

INTRODUCTIONS

& INDUCTION



FACILITATORS & PARTICIPANTS



OVERVIEW – EMERGING LEADER PROGRAM

WORKSHOP 1

MANAGEMENT & LEADERSHIP ESSENTIALS

WORKSHOP 2

FROM CONVERSATION TO CONNECTION

WORKSHOP 3

LEADERSHIP BEYOND THE SURFACE

WORKSHOP 4

TRAUMA INFORMED LEADERSHIP

WORKSHOP 5

TEAM LEADERSHIP

WORKSHOP 6

AOD LEADERSHIP & MANAGEMENT



OVERVIEW – WORKSHOP 1

DAY 1 - MANAGEMENT

- 9:30am-9:45am – Intro & WIDI – Baseline survey
- 9:45am-10:30am - Defining Mgt. & Leadership

Morning Break (10:30am -10:45am)

- 10:45am-12:15pm – Organisational Awareness

Lunch Break (12:15 – 1:00pm)

- 1:00pm-2:30pm – First Nations Guest Speaker

Afternoon Break (2:30pm-2:45pm)

- 2:45pm-3:45pm – Mgt. in Context – AOD

End of Day 1

DAY 2 - LEADERSHIP

- 9:00am-9:30am – Introduction
- 9:30am-10:30am- Foundations of Leadership

Morning Break (10:30am -10:45am)

- 10:45am-12:15pm – Leadership & Me

Lunch Break (12:15 – 1:00pm)

- 1:00pm-2:30pm – AOD Leadership in Action

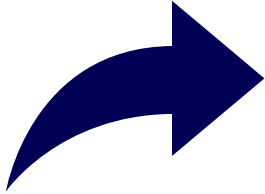
Afternoon Break (2:30pm-2:45pm)

- 2:45pm-3:30pm – Rising to the (Leadership) Challenge
- 3:30pm-4:00pm – Workshop 1 Conclusion

End of Day 2



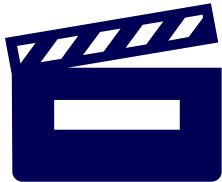
OVERVIEW OF TODAY



MANAGEMENT

- Defining management & leadership
- Management essentials
- Organisational awareness
- Management perspective – cultural
- Management in context - AOD

ORGANISATION VISION & MISSION STATEMENTS



VISION STATEMENT

- Long term goals & aspirations for the organisation
- The reason the organisation exists

MISSION STATEMENT

- The overarching purpose of the organisation
- The strategic plan is based on this

DEFINING

**MANAGEMENT &
LEADERSHIP**

MANAGEMENT VS. LEADERSHIP



CLASS ACTIVITY

The purpose, behaviours and tasks of:

- Managers
- Leaders

In Groups:

Reflect on your past experience and understanding of managers & leaders in general, not just AOD.

MANAGEMENT VS. LEADERSHIP



AOD IN CONTEXT

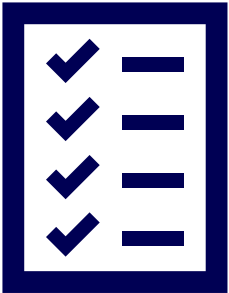
LET'S DISCUSS

- Generalist managers
- AOD managers - how is it different how is it the same?

MANAGEMENT

ESSENTIALS

A MANAGER'S DUTIES



- **Daily**
- **Weekly**
- **Monthly**
- **Quarterly**
- **Annually**

Prioritising – scheduling tasks, workflow

Compliance – policies, procedures, WHS

Continual improvement – problem solving

Planning & Goal Setting – for the future

Tracking & Reporting On – performance metrics

WHAT MAKES A GREAT MANAGER?



What does good management look like?

- Outside of the workplace
- At work managing workflow, priorities, delegations well

How does good management impact those around you?

- How do people respond, react, perform?

MANAGEMENT IN AOD



AOD IN CONTEXT

A DAY IN THE LIFE FOR YOU

- Meetings/reports
 - Accountability & responsibility
 - Tasks & workflow management
 - Compliance & risk management
 - Continual improvement
- Who are you in contact with?
 - Manager
 - Team
 - Clients
 - Other organisations
 - Other business units
 - Critical thinking
 - Org. requirements
 - Urgent

BREAK



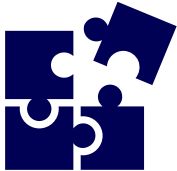
ORGANISATIONAL

AWARENESS

MACRO LOOK AT AN ORGANISATION

UNDERSTANDING ORGANISATION STRUCTURE IS IMPORTANT

- Organisational awareness
- Influences on decision making



SECTORS

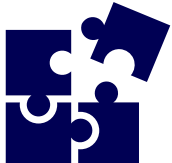
- Private
- Non-government
- Government



MACRO LOOK AT AN ORGANISATION

STRATEGIC

- Board of directors - private
- Committee – non-government
- Counsellors – local council (government)



OPERATIONAL – business units

- **Operations** – core business activities
- **Support units** – supports core business activities
- **Projects** – outside of core business activities

MACRO LOOK AT AN ORGANISATION

OPERATIONS – core business activities

- **Sales & Services** – core business activities
- **AOD**– services
- **AOD** – how does your role fit into the services mix?

PROJECTS – additional business activities

- **ONE-OFF** – eg. software integration
- **TO BE INTEGRATED** – eg. Pilot programs

SUPPORT UNITS – serves operations

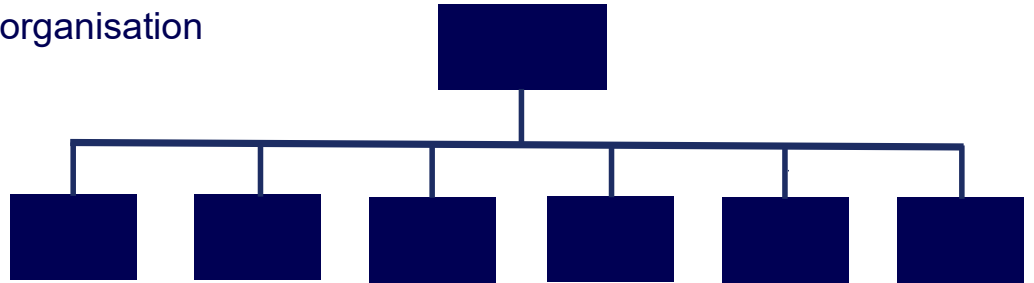
- **Finance** – accounts, payroll
- **People & Culture** – HR, recruitment, training
- **Business Development** – funding sources
- **PR & Marketing** – brand, social media, publicity
- **Risk & Compliance** – policies, audits, legal
- **WHS**



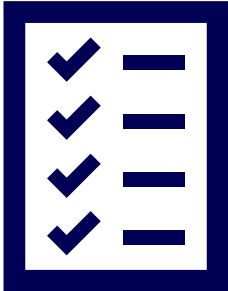
MACRO LOOK AT AN ORGANISATION

ORGANISATION FRAMEWORK

- Org. Chart – hierarchy map of an organisation
- Head office
- Satellite office
- Off-site
- AOD?



ESG



ENVIRONMENT - Water, energy, air noise

SOCIAL - Internal, supply chain, cultural competence

GOVERNANCE - Risk management & compliance – internal, external

HOW ORGANISATIONS ARE MANAGED

STATEMENTS, DOCUMENTS & PLANS

- **Vision & Mission** – reason for existence
- **Strategic Plan** – supports core business activities
- **Business Plans** – eg. Operational, financial, marketing
- **Action Plans**
- **Project Plans**
- **RAP** – reconciliation action plan

REPORTS

- **Annual**
- **Financial**
- **Business Unit/Department**
- **Quarterly**
- **Monthly**



HOW ORGANISATIONS ARE MANAGED

MEETINGS - GROUP

- AGM
- Committee
- General
- Team
- Training
- Updates/need to know

MEETINGS - INDIVIDUAL

- Coaching
- Performance appraisal
- Performance management
- AOD specific – eg. supervision

MEETINGS - PURPOSE

MEETINGS - ROLES

- Chair
- Secretary

MEETINGS - DOCUMENTS

- Agenda
- Minutes inc. action items

EFFECTIVE MEETINGS



AOD IN CONTEXT

LET'S DISCUSS

- What an efficient meeting looks like
- What causes a meeting to derail?



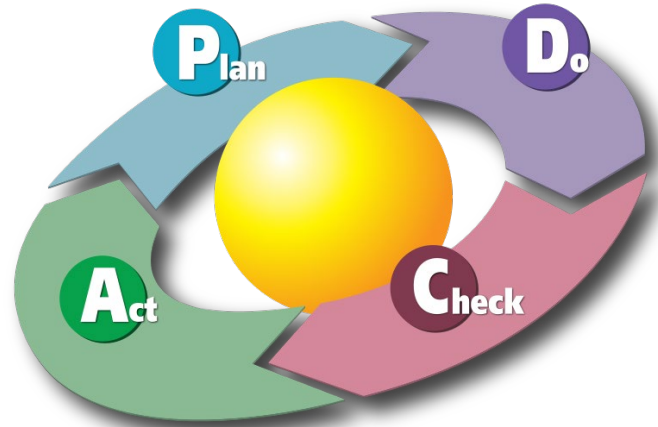
CONTINUAL IMPROVEMENT



AOD IN CONTEXT

LET'S DISCUSS – how do we use

- Personally
- My manager
- My organisation
- What benefits we've seen



LUNCH



**MANAGEMENT
PERSPECTIVE**

CULTURAL

FIRST NATIONS

GUEST SPEAKER

CULTURAL PERSPECTIVE OF LEADERSHIP



BREAK



MANAGEMENT IN CONTEXT

AOD

CONTINUAL IMPROVEMENT



CLASS ACTIVITY

PERSONAL SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin attribution of the organization	S Strengths	W Weaknesses
External Origin attribution of the environment	O Opportunities	T Threats

MANAGEMENT IN AOD



CLASS ACTIVITY

MANAGEMENT SCENARIOS

- What do you have to problem solve on a daily basis?
- Where do you run short of time/capacity to deal with the management side of your role?
- Case Study – how would you manage this problem?

END OF DAY 1

