

# AOD LEADERSHIP ACCELERATOR PROGRAM

WORKSHOP 1- MANGEMENT AND LEADERSHIP ESSENTIALS  
DAY 2 - LEADERSHIP



### **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.

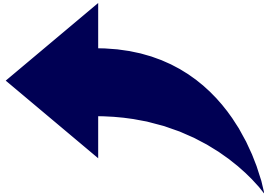
# CLASS TOUCH BASE



## HOW ARE YOU FEELING AFTER YESTERDAY?

- Feedback
- What are you keen to learn more about?
- What inspired you?

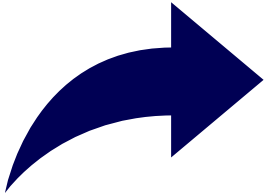
# RECAP FROM DAY 1



## WHAT WERE THE KEY POINTS FROM YESTERDAY?

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

# OVERVIEW OF TODAY



## LEADERSHIP

- Foundations of leadership
- Leadership & me
- AOD leadership in action
- Rising to the (leadership) challenge

# FOUNDATIONS OF

# LEADERSHIP

# ELEMENTS OF LEADERSHIP

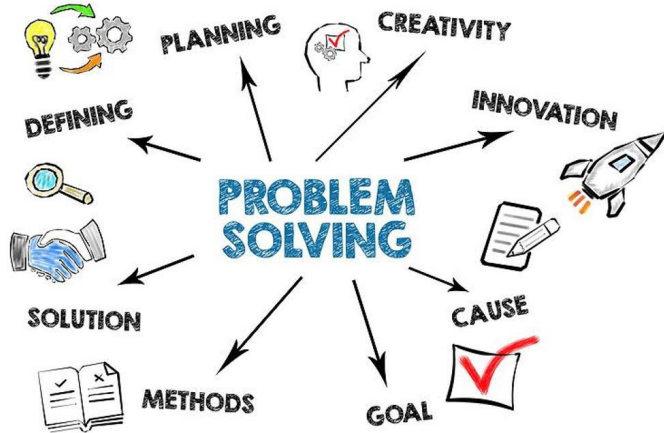
THE ACTION OF LEADING INDIVIDUALS OR GROUP OF PEOPLE

IT REQUIRES:

- Strong communication skills
- Navigating individual & team dynamics
- Influencing/motivating others to follow
- Being trustworthy
- Developing rapport
- Understanding and carrying out the organisation's greater purpose
- Critical thinking & problem solving



# LEADERSHIP & PROBLEM SOLVING



## PROBLEM SOLVING IS THE ACT OF:

- Defining a problem
- Determining the cause of the problem
- Identify, prioritise, & select alternatives for a solution
- Implementing a solution

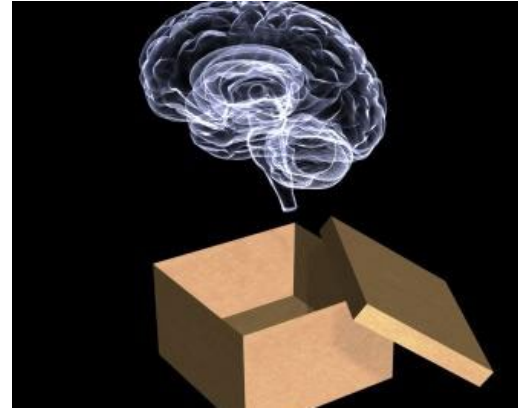


# LEADERSHIP, CRITICAL & CREATIVE THINKING

## CRITICAL THINKING:

**Thinking** broadly and deeply using skills and behaviours such as

- Reason
- Logic
- Resourcefulness
- imagination and
- **innovation.**



Generally speaking, **creativity** is associated with generating ideas, while **critical thinking** is associated with judging them

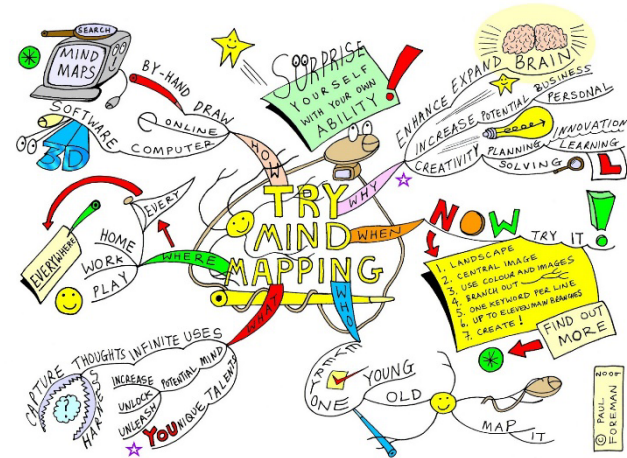
# LEADERSHIP, CRITICAL & CREATIVE THINKING

## CREATIVE THINKING:

Is able to benefit once we understand the role of critical thinking and the role it plays with our ideas:

- Problem solving
- Writing
- Visual art
- Communication skills
- Open-mindedness

Generally speaking, **creativity** is associated with generating ideas, while **critical thinking** is associated with judging them



# WHAT IS LEADERSHIP TO ME?



## CLASS ACTIVITY

### REFLECT ON YOUR EXPERIENCES AND UNDERSTANDING OF LEADERSHIP

- What was inspirational about it?
- How did positive leadership influence you?
- How do you want to impact others?
- How does your culture or the culture of those around you affect your leadership?

# WHAT IS LEADERSHIP IN AOD?



## AOD IN CONTEXT

### WHAT IS DIFFERENT ABOUT LEADERSHIP IN AOD COMPARED TO OTHER SECTORS?

- How does leadership differ when managing individuals vs. teams?
- What is the purpose of leadership in AOD?
- Managing/leading up – how this is done

# BREAK



# LEADERSHIP

# & ME

# COMMUNICATION

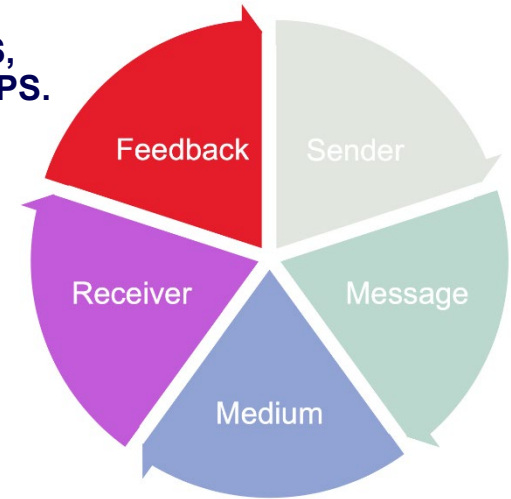
**PROCESS OF EXCHANGING INFORMATION, IDEAS, THOUGHTS, FEELINGS AND MESSAGES BETWEEN INDIVIDUALS OR GROUPS.**

**COMMUNICATION CAN BE IN THE FORM OF:**

- Verbal
- Written
- Non-verbal

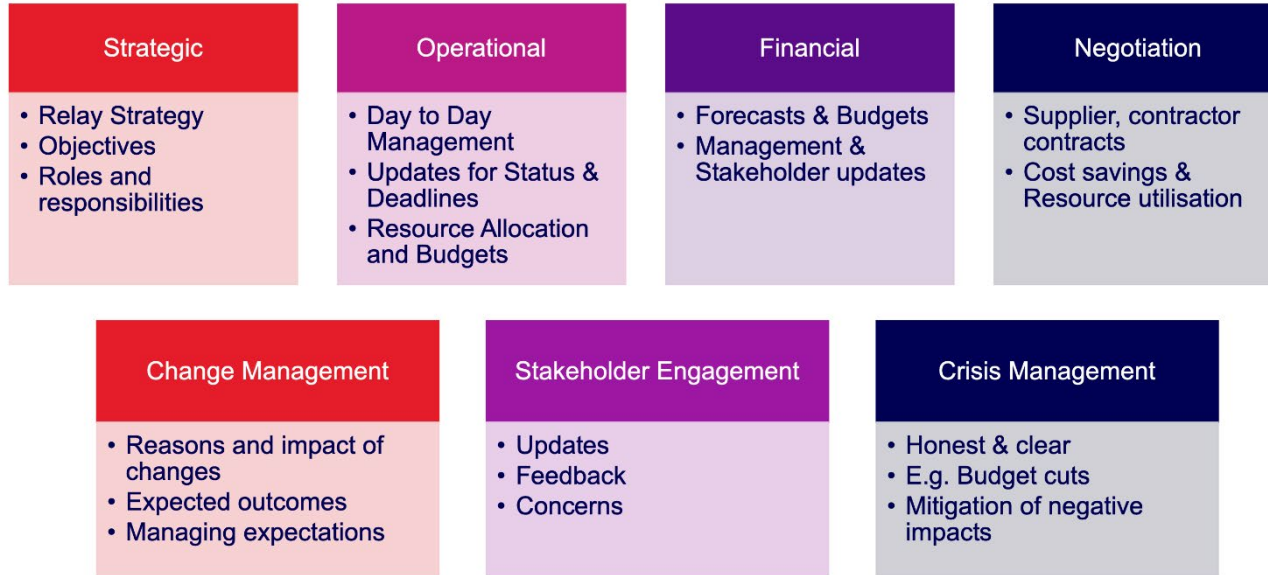
**THROUGH:**

- Gestures
- Body Language, And
- Facial Expressions



**It requires these elements**

# COMMUNICATION IN LEADERSHIP





# PERSONALITY TYPES & LEADERSHIP STYLES

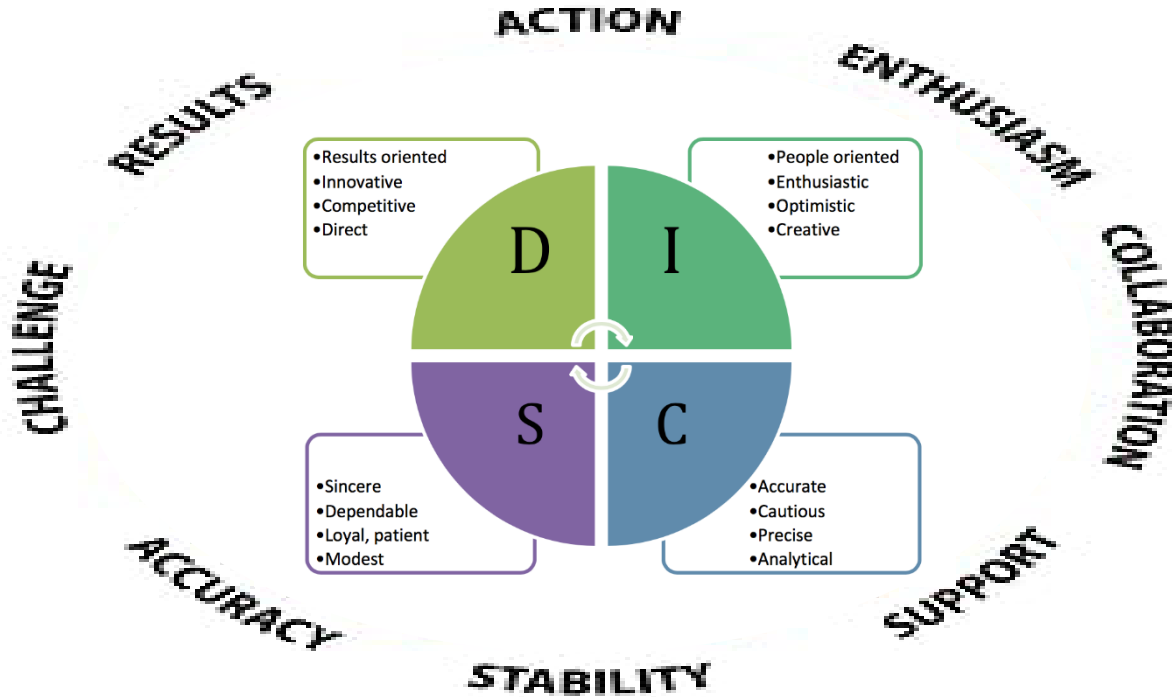
## PERSONALITY

- **INTERNAL:** Your personality is who you are inside
- **EXTERNAL:** Your persona is what you present to others

## LEADERSHIP STYLES

- **PRIMARY:** your default leadership style
- **SUPPORTING:** what best fits the circumstances in that moment

# PERSONALITY ASSESSMENT TOOL - DISC



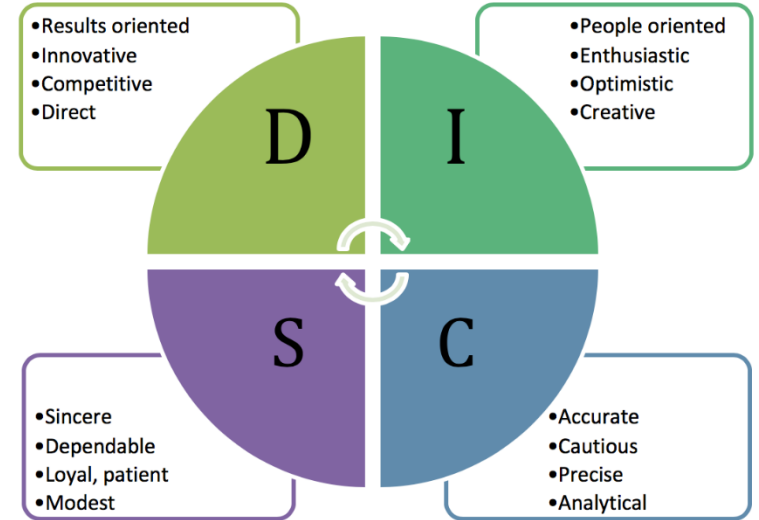
- DOMINANCE
- INFLUENCE
- STEADINESS
- COMPLIANCE

# DISC DISCUSSION

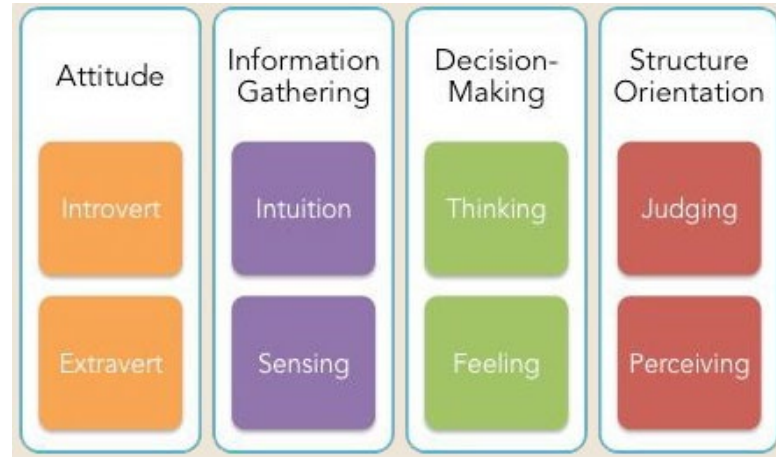
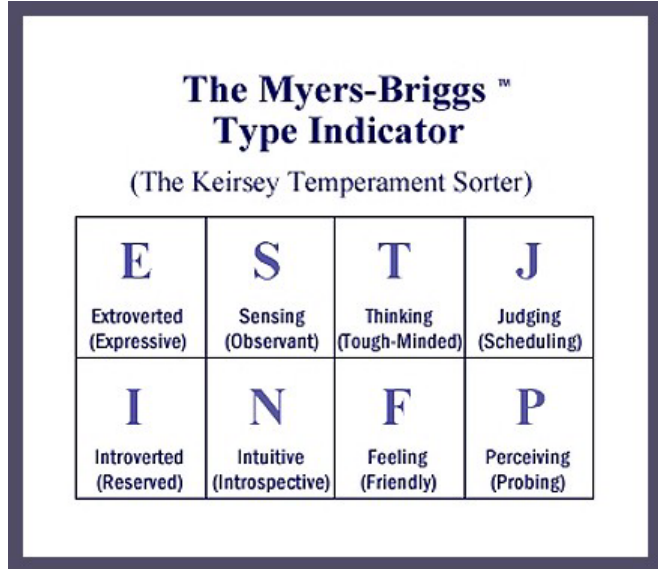


## CLASS ACTIVITY

Get in groups & discuss



# PERSONALITY ASSESSMENT TOOL – MYERS BRIGGS



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# MYERS BRIGGS DISCUSSION

## What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.  
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

### 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer  
**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer  
**I**  
Introversion

### 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer  
**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer  
**N**  
Intuition

**ISTJ**  
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISTP**  
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFJ**  
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**ISFP**  
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFJ**  
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INFP**  
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTJ**  
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**INTP**  
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

### 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer  
**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer  
**F**  
Feeling

### 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer  
**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer  
**P**  
Perceiving



# LEADERSHIP STYLES

**AUTOCRATIC** - individual control over all decisions and little input from group members

**TRANSFORMATIONAL** - causes change in individuals and inspires great loyalty and trust in their followers.

**SERVENT** - seeks to involve others in decision making, is strongly based in ethical and caring behaviour.

**DEMOCRATIC** - a collaborative approach to decision-making where employees are asked for their input and opinions.

**LAISSEZ-FAIRE** - a hands-off approach that allows followers to set rules and make decisions.

# LEADERSHIP PERSONAS

## A PERSONA IS A MASK – AN INTENTIONAL ROLE WE PLAY

*Not necessarily the way we are in our personal lives.*

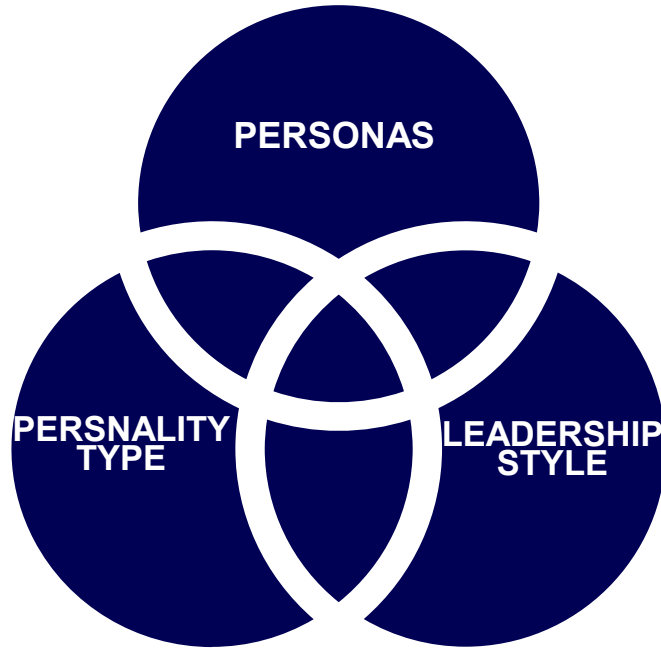
### DEFAULT PERSONA

- Our ‘**go to**’ persona for everyday situations
- Is who we are **most comfortable** ‘being’

### SECONDARY PERSONAS

- Our ‘**fit for purpose**’ personas, adapting according to the situation
- You may develop a number of these

# YOUR UNIQUE LEADERSHIP MIX



## AOD LEADERSHIP

- How do personality assessment tools, leadership styles and personas fit into the AOD setting?
- Strengths of my my default 'settings'
- How can I adapt my secondary 'settings' to fit different AOD situations?



# LUNCH



# AOD LEADERSHIP

# IN ACTION

# LEADERSHP STYLES IN ACTION



**CLASS ACTIVITY**

## **BREAK INTO GROUPS**

Consider the scenario and discuss

# LEADERSHP STYLES - AUTOCRATIC



## CLASS ACTIVITY

**Individual control over all decisions and little input from group members**

- Identify and explore autocratic techniques that would be evident in this scenario.
- Consider a scenario where an autocratic leader faces resistance from team members who feel disempowered and undervalued. How might this leader address the lack of trust and collaboration within the team?

# LEADERSHP STYLES - TRANSORMATIONAL



## CLASS ACTIVITY

**Causes change in individuals and inspires great loyalty and trust in their followers.**

- You've been appointed as the leader of a cross-functional team comprised of individuals from different departments with conflicting priorities.
- How would you use transformational leadership techniques to align the team's goals and foster collaboration?

# LEADERSHP STYLES - SERVENT



## CLASS ACTIVITY

**Seeks to involve others in decision making, is strongly based in ethical and caring behaviour.**

- Imagine a team facing a conflict among members.
- How might a servant leader facilitate resolution and create a harmonious work environment?

# LEADERSHP STYLES - DEMOCRATIC



## CLASS ACTIVITY

**A collaborative approach to decision-making where employees are asked for their input and opinions.**

- You're leading a project that requires radical innovation and out-of-the-box thinking.
- How would you encourage creativity and risk-taking among your team members through democratic leadership practices?

# LEADERSHP STYLES – LAISSEZ-FAIRE



## CLASS ACTIVITY

**A hands-off approach that allows followers to set rules and make decisions.**

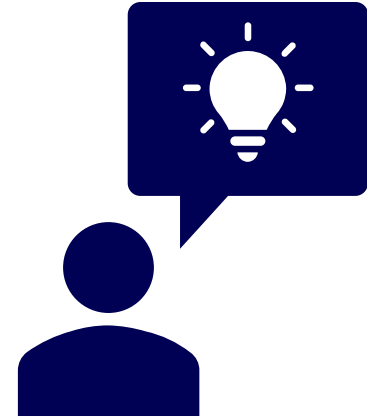
- Consider a scenario where an laissez-faire leader is overseeing a project that requires input and collaboration from multiple team members.
- How might this leadership style impact the team's ability to innovate and problem-solve effectively?



# ADAPTING TO SITUATIONS

## DEVELOPING SELF - FIRST

- **Emotional intelligence** - to manage your own intelligence and understand the emotions of others
- **Empathy**– to understand and share the feelings of another
- **Building trust**– sincerity, openness and honesty



# ADAPTING TO SITUATIONS

## DEVELOPING RAPPORT WITH OTHERS - SECOND

- **With individuals**
- **With teams** – understanding dynamics



# HANDS ON VS. HANDS OFF LEADERSHIP



**What situations require**

- Hands on
- Hands off

# PROACTIVE VS. REACTIVE LEADERSHIP



**What situations require**

- Proactive
- Reactive

# BREAK



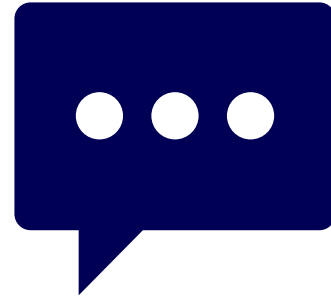
# RISING TO

# THE (LEADERSHIP) CHALLENGE

# EFFECTIVE LEADERSHIP IN AOD

## PROACTIVE LEADERSHP

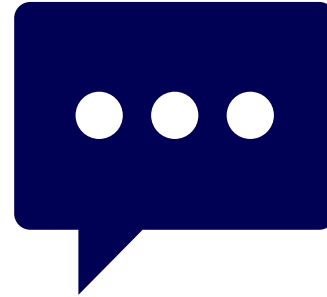
- What needs to be enabled for effective leadership to shine?
- Workflow management – building space for the unexpected



# EFFECTIVE LEADERSHIP IN AOD

## REACTIVE LEADERSHIP

- What situations occur when reactive leadership is required?

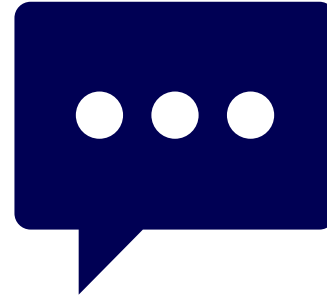




# EFFECTIVE LEADERSHIP IN AOD

## LEADERSHIP CHALLENGES

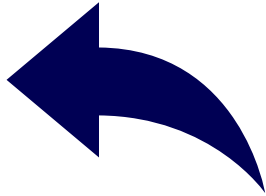
- What are they?
- How can the be overcome?



**WORKSHOP**

**CONCLUSION**

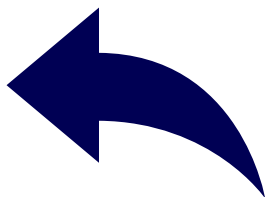
# RECAP OF WORKSHOP 1



## DAY 1 - MANAGEMENT

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

# RECAP OF WORKSHOP 1



## DAY 2 - LEADERSHIP

- Foundations of leadership
- Leadership & me
- AOD leadership in action
- Rising to the (leadership) challenge

# NEXT STEPS



- Community of Practice
- Growth Work
- ELP Toolbox
- Next Workshop

**END OF DAY 2**

