Connection to Country

Leadership Training Workshop

Leadership Training overview

- Community Legal Centres Queensland has been funded to provide pilot Leadership Training to Queensland CLCs.

- Training components include:
  - Governance training
  - Briefing and working with government
  - Pilot leadership training

- Today we are only focusing on the pilot leadership training

- CLCQ is working with Joan Wilson-Jones to co-design and co-facilitate the pilot leadership training. We surveyed the sector to better understand training needs

Leadership Training Survey

45 respondents to the survey

Most respondents were:

- experienced and currently working in leadership roles
- more likely to have a legal background before or while working in leadership roles
- less likely to have undertaken formal leadership/management qualifications

The top 'hard skills' respondents were looking for training were:

- Staff performance management
- Providing and receiving feedback
- Frameworks and tools for planning
- Organisational performance
- Effective delegation
- Management vs governance

Leadership Training Survey

The top 'soft skills' respondents were looking for in training were:

- Communication and team dynamics
- Creating positive workplace culture
- Personal resilience in leadership
- Getting the best from your team
- Reflective practice
- Building trust within your organisation

There was strong feedback that respondents wanted to create collegial networks that could be tapped into after training

Preferred way of participating in training was face-to-face in 1-2 day blocks in Brisbane

Session 1: Stepping into Management

- Setting yourself and your team up for success – moving from lawyer (or other professional) to leader – changing skill sets

- Understanding self – self-awareness and self-reflection are now recognised as essential elements of successful leadership.

- Understanding others – authentically aligning leadership and communication styles to the needs and preferences of those we are interacting with.

- Setting clear expectations and creating behaviourally based agreements

- Assertive communication

Session 2: Building and Maintaining High Performing Teams

- Creating a productive culture
- Managing disagreements
- Proactive performance support
- Managing underperformance
- Courageous conversations
- Successful meeting processes

Session 3: Successful Futures

- Delegation and succession planning

- Establishing lifelong learning plans (for yourself and your team)

- The 'next normal' – setting up successful workplaces in the future (including managing blended work environments)

- Staying one step ahead – setting future direction

- Sustainable wellbeing and resilience (essential success factors in leadership)

Reflective Learning

- Leadership brains trust – solving real challenges with real solution

- Collaborative reflection – to embed learning from program

- Taking ownership – making the learning count in the real world

- Sharing the insights and skills – becoming a 'champion community of practice'.

Theory of Change

Activities / Outputs	Stakeholders	Short-Medium Term Outcomes	Measures	Long Term Impacts / Goals
Ongoing networks Readings and resources Practical in-person workshops Mentoring / coaching / structured conversations Personal development and reflection Community of practice Celebration / social activities	**CLC leaders**	Leaders feel more confident to apply range of 'hard' & 'soft' skills to get the best from their team Leaders better equipped to respond to challenges Leaders feel less isolated & part of supportive network Leaders 'walking the talk' & living their values Leaders have access to training materials to refer back to post-training	Attendance at all training workshops Active participation in training activities Pre & post training program surveys Observation by trainers NAS governance & employment standards are met	Leaders are… - Trusted, open, collaborative & approachable - Effective, strategic & resilient - Curious, values-driven & inspirational
	CLC workplaces	Positive change in the workplace (will be different for each CLC context, eg implementation of staff surveys or wellbeing policy, enhanced communication, 360 degree feedback process)	Reduced staff turnover & improved staff retention Positive staff satisfaction survey results Reduced Workcover / employment insurance claims Leave balances are appropriate NAS employment standards are met	Sustainable, resilient, trauma-informed & inclusive organisations Positive & supportive workplace culture (eg staff health & wellbeing, psychological & cultural safety, people want to go to work!) Improved client service, support & continuity of care Reputation as 'employer of choice'
	CLCQ	Better equipped to support leaders in the CLC sector Replicable training program & materials developed Personal development of CLCQ staff through 'train the trainer' program	Positive staff feedback & reflections Requests to run future training from other CLC leaders	CLCQ is viewed by sector as trusted provider of professional development CLCQ models good practice as a peak organisation

Feedback about the proposal/TOC

What is the content that you are most excited about?

What would you emphasise?

What would you de-emphasise?

What have you read, watched or listened to that has been important to your leadership journey?

Leadership Training Logistics

⏱	Start time	February? March?
👥	3 x 2 day sessions, face to face	
🧑‍🏫	Some work between the face-to-face session to consolidate learning	
⧗	Every 2 months or every 3 months?	
🔄	EOI process - short application and commitment to engagement	
$	Some cost recovery of any venue or catering costs + own travel/accommodation costs	

What kind of leader do you want to be?

- Individual: Choose 3 word that describe the kind of leader you want to be?

E.g. thoughtful, empowering, strategic, supportive, respected, effective, dependable, empathetic, curious, collaborative……..

- What does your team/colleagues see you doing (your behaviours) that show you value these words?

Pair Share

Scenario

It's the day after the federal budget and the CLC has been allocated extra funding that will double the size of the organisation and its services.

The CLC has undergone a lot of change recently and while the funding is welcome it means more change. The funding body is keen to make sure services are delivered quickly and with a high degree of accountability.

Based on the leadership words you have identified how would you go about change management at this CLC in the areas of:

- Staffing
- Targeting new or existing services
- Infrastructure (premises, IT)
- Governance and risk
- Organisational culture

Example

Labels:

Strategic

Curious

Collaborative

Staffing – Providing opportunities for the team to learn, develop and try new things as part of the growth process

Governance – Setting up systems and data processes to make sure we measure the difference in the community

Service design – Focus on working with other services to achieve the outcomes of the service growth