

# Training to improve performance

## A fresh look at essential skills

**Leadership in context** is our new management and leadership suite of programs. Ethos CRS has assembled insights from cutting-edge theory and hard-edged practice, and placed them in a policy, operational, program and regulatory environment. A customised pathway equips managers and leaders—from the officer newly promoted to the very senior executive—with a pathway and the techniques to put powerful concepts into effective use. The result? Leaders who thrive, survive and deliver value in a dynamic environment.

We have also expanded and refined our regulation, policy, communications and professional skills modules, so read on!

## Leaders who create value

### Interventions for specific levels

- Essential skills for new managers
- Leadership skills for senior managers
- Strategic leadership—insights and skills
- Executive and staff coaching
- 360 degree feedback for executives

### Specialist workshops for leaders

- Accountability, ethics and integrity
- Creating a high-performing team
- Effective management conversations
- Leadership: clear thinking and analysis
- Managing change as a leader
- **DISC** behavioural evaluations for leaders

## Regulation: tangible skills that reduce harms

- Core concepts in regulation
- Regulatory design and development
- Governance, decision-making and regulatory discretion
- Advanced regulatory thinking: posture and maturity
- Strategic regulation: effective interventions in a complex environment
- Contemporary compliance strategies
- Risk-based regulation
- Crisis management and planning
- Effective regulatory writing
- 'Nudge' and regulatory practice
- Administrative law
- Monitoring, compliance and evaluation
- Enforcement awareness
- Regulatory advice and guidance
- Statutory interpretation
- Performance evaluation

# Policy: insights that make a better world

- Introduction to policy
- Advanced policy skills
- Strategic policy: developing and implementing policy in a dynamic environment
- Evaluating policy and programs
- Program design and implementation
- Nudge theory: positive outcomes with minimum interventions
- Economics for non-economists
- Science, policy and influence: presenting evidence to decision-makers

# Communicating to influence and engage

## Documents that just make sense

- Principles of clear writing
- Writing for the minister: briefs and QTBs
- Meeting briefs and talking points
- Briefs for Senate Estimates committees
- Persuasive reports and business cases
- Writing effective letters and emails
- Writing accurate case notes and records
- Influential documents for scientists
- Clear writing for IT specialists
- Writing an amazing speech
- Writing influential business documents
- Creating a clear writing culture

## Engaging with clients, stakeholders and the media

- Transforming confrontation into effective conversations
- Introduction to engaging with stakeholders
- Advanced stakeholder engagement
- Negotiation and representation skills
- Working with ministers and governments
- Developing an effective communications and engagement plan
- Strategic communications
- Engaging audiences using social media
- Defensive interview skills: answering tough questions
- Media releases and talking points
- Advanced media skills for leaders
- Engaging the media and managing a crisis: capability and preparedness

## Giving powerful speeches and presentations

- Speaking effectively as a professional
- Giving the keynote address
- PowerPoint and handling questions
- Appearing before Senate Estimates and parliamentary committees

# Essential skills for teams and professionals

- The expert EA: keeping the show on the road
- Giving and receiving effective feedback
- Transforming workplace pressure: resilience for individuals and team
- Running a secretariat
- Chairing a committee or meeting
- Ethics, integrity and public service
- Holding effective meetings: agendas, papers and minutes
- Creative thinking for teams
- Thinking critically: solving problems
- Negotiation skills for teams and individuals
- Coaching and mentoring skills