

# A focus on performance and delivery

## In 2020, focus on skills that enable delivery

Our focus in 2020 is on the skills that enable professionals to act with integrity and create value, no matter the challenges. We draw together the insights from cutting-edge theory and hard-edged practice. Our customised pathways equip professionals—from new graduates to senior executives—with the insights and techniques that make the delivery of services more efficient, and programs and processes more effective.

We have also expanded and refined our communications, regulation, policy and professional skills offerings, 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 managers
- Effective management conversations
- Managing change as a leader

### Specialist workshops for leaders

- Business ethics: acting with integrity
- Probity, accountability and decisions
- Governance, good decisions and administrative law
- Creating a high-performing team
- Leadership: clear thinking and analysis
- **MBTI** evaluations for leaders
- **DISC** behavioural evaluations for leaders

## Regulation: tangible skills that reduce harms

- Core concepts in regulation
- Regulatory design and development
- Probity, governance, decision-making and regulatory discretion
- Regulatory 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
- 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
- Understanding cost-benefit analysis and creating value
- 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
- Writing for the board: decision documents and reports
- 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 a compelling speech
- Writing influential business documents
- Creating a clear writing team

## Engaging with clients, the community and the media

- Holding effective conversations
- Engaging effectively with stakeholders
- Representing the organisation
- 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: preparing for and 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

- Introduction to program management
- Project management for senior executives
- Successfully managing a project team
- The expert executive assistant
- Chairing a committee or meeting
- Giving and receiving effective feedback
- Transforming workplace pressure: resilience for individuals and team
- Professional ethics and best practice
- Probity, integrity, decisions and governance
- 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