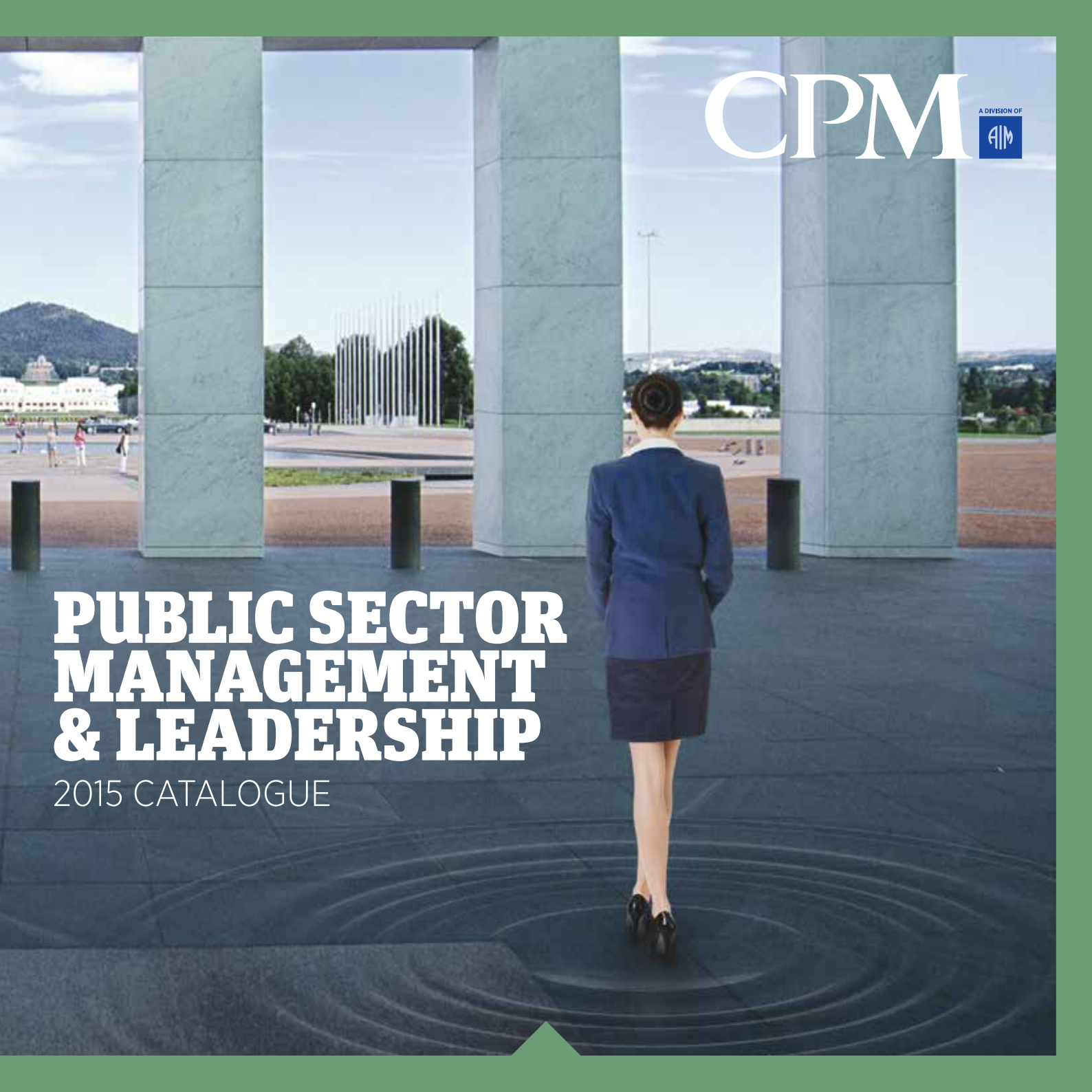


CPM A DIVISION OF
AIM

PUBLIC SECTOR MANAGEMENT & LEADERSHIP

2015 CATALOGUE



**CENTRE
FOR
PUBLIC
MANAGEMENT**

www.cpm.org.au

Improving Organisational Performance

The Centre for Public Management (CPM) offers high quality capability development approaches to improve organisational performance and support the achievement of individual excellence.

As the Public Sector Division of the Australian Institute of Management, we offer a range of approaches to building management and leadership capability across the public sector, including:

- » building organisational capability through in-house leadership development;
- » developing individuals through open management and leadership development courses;
- » improving performance through 360° feedback tools;
- » supporting individuals through coaching and mentoring programs; and
- » building organisational performance through improved staff engagement and change management.

We focus on providing the highest levels of expertise and commitment to our programs and services and to deliver excellence in public sector management development. Our people have a proven track record in delivering results to the public sector with current and relevant experience that translates to practical results in the workplace.

BUILDING CAPABILITY IN THE PUBLIC SECTOR

**IMPROVING ORGANISATIONAL
PERFORMANCE**

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OUR PEOPLE

CPM's greatest asset is the strength of our people. We have extensive expertise in working with and for the public sector and have a solid understanding of contemporary APS challenges. Our consultants understand the public sector – including the unique management and leadership challenges faced by senior and middle level managers – and partner with you to deliver solutions that work in your environment.

**KATE
NESER**



Kate Nesper has primary responsibility for CPM's management and leadership development business within the AIM group. Kate specialises in executive level professional capability development and executive coaching. Prior to joining CPM Kate was a senior executive with 20 years' experience in the public sector.

**SAMANTHA
JOHNSON**



Samantha Johnson specialises in building performance through self awareness, self management and understanding commitment to work. Samantha has 15 years' experience consulting to the public sector and a strong focus on contemporary research and analysis.

**PAUL
JONES**



Paul Jones specialises in public sector management and leadership development. He has worked with a wide variety of organisations over the past 15 years after a long career in the public sector which included 10 years in the SES in both regional and central offices.

**DIANNE
VAN
MEEGEN**



Dianne van Meegen is a highly experienced and skilled facilitator and coach in areas such as leadership, learning, organisational and personal development and stakeholder engagement. She has over 20 years' experience working with the public and private sectors.

**ROD
MORRISON**



Rod Morrison's key areas of focus are leadership, negotiation, performance, project management and business planning. Rod has consulted to numerous public sector agencies and private sector companies (domestically and internationally) over the past 15 years.

**KERRY
JUKNAITIS**



Kerry Juknaitis' background in social psychology has shaped her interest in leadership and management, performance and influencing skills. Kerry has over 20 years' experience as a consultant and has worked across all portfolio agencies in the APS.

**NICK
THOMSON**



Nick Thomson has been providing management training and consultancy services in the areas of strategic management and team leadership to a wide range of public sector organisations since 1990. Areas of specialisation include performance management and strategic development.

**JOHN
CASTELLARI**



John Castellari specialises in the development and delivery of communication-based programs and facilitates business and strategic planning. John has worked as a consultant, facilitator and trainer since 1987, across a wide range of public sector departments and agencies.

**VANESSA
FANNING**



Vanessa Fanning specialises in coaching executive level staff across the APS. Vanessa was previously CEO of Health Services Australia, a Government Business Enterprise (GBE). Prior to that she was an SES officer in the APS and also held senior private sector positions.

**MARGARET
O'MALLEY**



Margaret O'Malley specialises in creating high performance teams and positive workplace cultures. Margaret's career spans people management, policy development, change management, stakeholder engagement, education and training.

**BARRY
POPPLETON**



Barry Poppleton specialises in leadership development with a strong interest in executive coaching, mediation and individual performance. He has over 15 years' consulting experience and was formerly an SES officer in the South African public service.

OUR APPROACH:

**PARTNERING WITH THE
PUBLIC SECTOR**

Developing Public Sector Leadership Capability

We have two decades of experience in partnering with public sector organisations to develop capability.

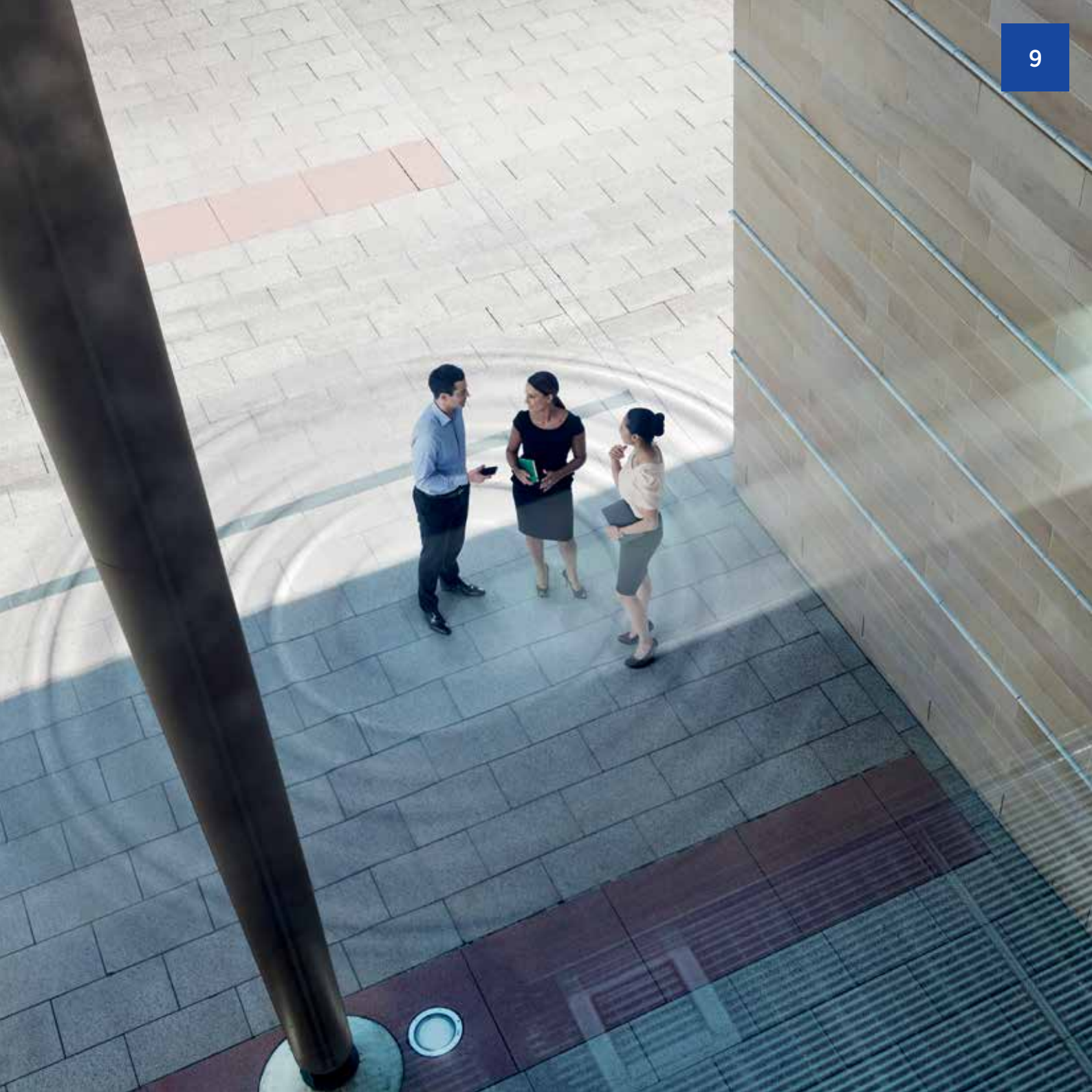
Some of our recent tailor-made solutions include:

- » Leadership Development – we work with a large government agency in the design and delivery of three separate tiered leadership and leader development programs. These include face to face workshops, group and individual coaching and work based activities.
- » Change Management – we partnered with a government agency to assist in the process of a departmental merger. The tailored change management program supported the client in managing changes in systems and processes as well as leading people through a significant change program.
- » Performance Management – building management and leadership capability requires building performance. Through an in-house leadership program we supported performance growth through tailored training in enhancing individual and team performance.

Our consultants understand the public sector – including the unique management and leadership challenges faced by senior and middle level managers – and partner with you to deliver solutions that work in your environment.



ORGANISATIONAL PERFORMANCE:
MANAGER AND LEADER
DEVELOPMENT



Manager and Leader development in line with the 70-20-10 principle and the ‘Knowing Doing Being’ concept of leadership

We work with public sector departments and agencies to identify areas for organisational development through change management, mentoring programs and improving organisational performance.

CPM's manager and leader development programs immerse participants in personal development that encourages self-reflection and self-awareness to build personal and professional identities.

Our programs establish new leadership behaviours that contribute to the public sector leadership brand, with a particular focus on the Australian Public Service Commission (APSC) Leadership Development Strategy and the Leadership and Core Skills Strategy. CPM's programs support the 70-20-10 principle and the 'Knowing Doing Being' dimensions of leadership.

Our capability development programs offer a wide range of features to support participants to implement new behaviours and become more effective leaders in the public sector workplace.

We use a combination of quantitative and qualitative data to provide organisations with insight into organisational behavioural tendencies of their workforce which include comparisons with broader public sector norms. We work closely with learning and development areas to interpret this information and develop strategies for further improvement.

**“Most thought provoking program
I have attended, exceptional.
Very APS specific.”**

EL program participant, APS department

ORGANISATIONAL PERFORMANCE:
DEVELOPMENT PROGRAMS

Organisational Development Series

CPM offers a range of in-house short programs to develop organisational leadership skills in a number of core areas.

Our specialist programs cover topics that matter to middle managers in the public sector – providing you with practical and real world tools to develop your skills as a leader. These programs are delivered at the state-of-the-art Australian Institute of Management (AIM) premises or on organisational premises by CPM's experienced consultants.

Program content and simulations can be tailored to address current organisational challenges. Please contact us to enquire about in-house delivery arrangements, including reduced pricing for multiple deliveries.



LEADING NEGOTIATIONS

A masterclass

Target	EL1-EL2
Duration	2 days
Facilitator	Rod Morrison

About this program

This program will provide participants with practical skills and techniques to effectively influence positive negotiation outcomes. It will also build an understanding of principled negotiation techniques and an understanding of how to effect sustainable workplace change.

LEADING CHANGE

And bringing others with you

Target	APS6-EL2
Duration	2 days
Facilitator	Kerry Juknaitis

About this program

Designed to develop participants' skills in leading change, it covers a range of skills - from choosing the most appropriate type and style of change, choosing and leading consultative processes, planning implementation, announcing change and dealing with resistance.

LEADING PERFORMANCE

Inspiring performance and productivity

Target	APS6-EL2
Duration	1 day
Facilitator	Samantha Johnson

About this program

This program looks holistically at performance in the current environment and covers characteristics of performance, building performance cultures, approaches to performance conversations and performance building practices.

INFLUENCING SKILLS IN LEADERSHIP

How to change minds

Target	APS6-EL2
Duration	2 days
Facilitator	Kerry Juknaitis

About this program

This program looks at influencing skills from a range of perspectives - how to make quick and persuasive pitches to your manager, making persuasive presentations to groups and planning more strategic approaches to influencing stakeholders.

EXECUTIVE IMPACT

Succeeding in executive conversations

Target	APS6-EL2
Duration	2 days
Facilitator	Dianne van Meegen

About this program

This program addresses areas which make the difference between being just 'present' or being seen as a serious player in top team conversations. It will also be useful for those whose voice is sometimes over-exposed in executive impact settings.

ANALYTICAL AND STRATEGIC THINKING

Tools, tricks and techniques

Target	APS5-APS6
Duration	2 days
Facilitator	Kerry Juknaitis

About this program

Designed to help participants develop skills in supporting strategic direction, this program covers how to analyse and understand the work context and how to think more creatively and strategically.

**“We have had fantastic,
positive and thoughtful feedback
from our organisation’s participants
on the program.”**

L&D Manager, large public sector agency

ORGANISATIONAL PERFORMANCE:
EXECUTIVE COACHING
AND MENTORING

Helping managers reach their potential

Executive coaching is a collaborative relationship between a coach and a coaching client, which provides individuals with the opportunity and support to identify and fulfil their potential in life and at work.

Our established coaching practice offers a range of coaching services which can be accessed by individuals, teams, groups or across organisations.

Our coaches have professional coach accreditations and abide by the International Coaching Federation (ICF) guidelines and code of ethics. All our coaches have extensive public sector experience, reflecting our belief that knowledge of and understanding of the public sector is central to the provision of relevant coaching support.

CPM Executive Coaching focuses on various approaches to individual or organisational performance improvement using a number of different coaching models including:

- » Career Coaching
- » High Potential Coaching
- » Leadership Development Coaching
- » Performance Coaching
- » Group or Team Coaching



**A mentor
acts as a guide
to help you define,
understand and
pursue your goals.**



Mentoring Programs

CPM facilitates and runs mentoring programs for several public sector organisations. Mentoring is a vehicle for learning and mentoring relationships tend to be partnerships where both parties work collaboratively on achieving mutually defined goals.

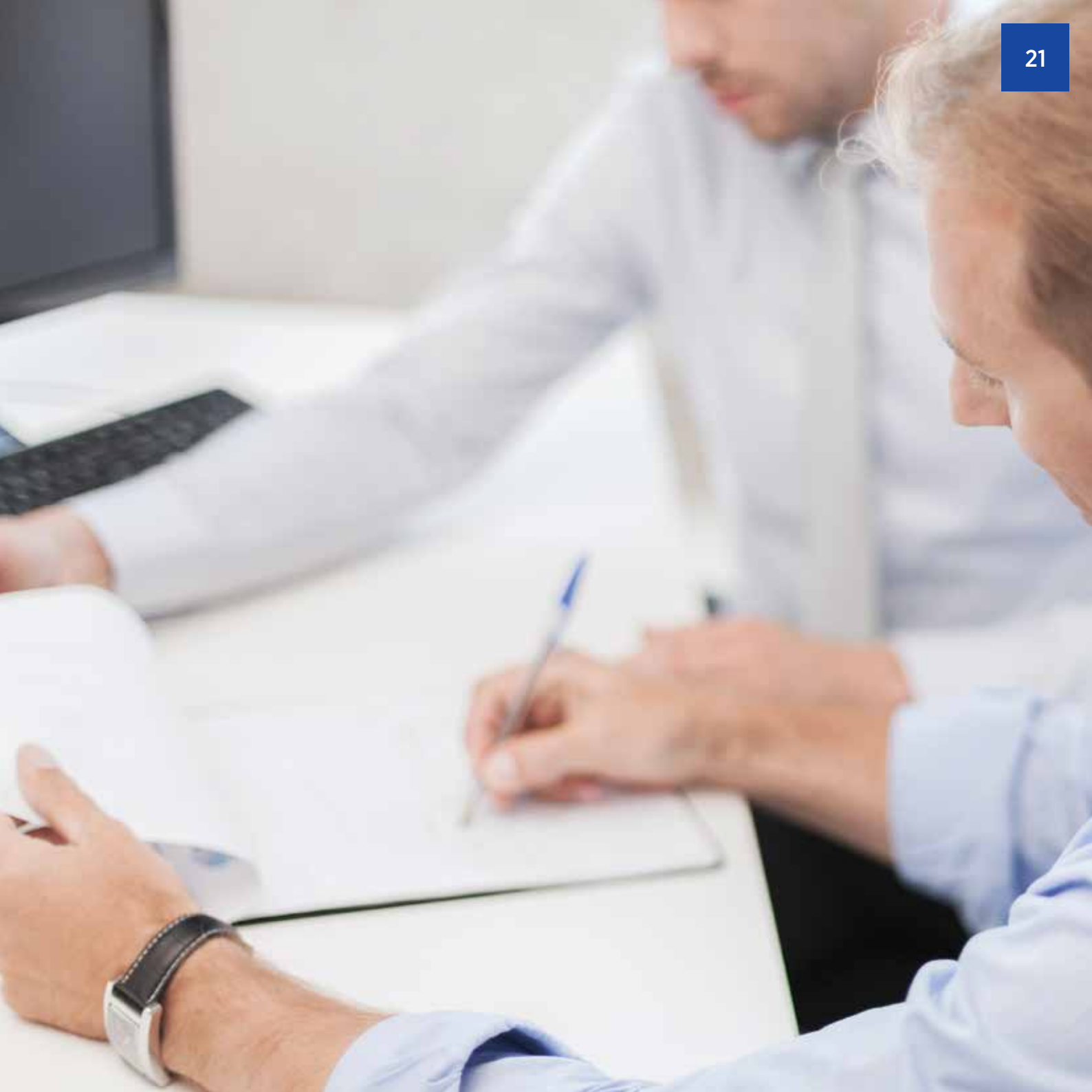
Some of our mentoring programs are specialised and ongoing such as our Women in Leadership mentoring programs while others are more general in nature. Our premium mentoring program runs for twelve months, has a launch and a finale as well as a number of workshops where participants also receive focused training on career development and personal leadership style to supplement the mentoring support. We also provide shorter workshops to support in-house mentoring programs.

Experience shows that a mentoring program supported with training and opportunities to touch base throughout the program has a higher level of success.

A mentoring program will benefit your organisation by:

- » improving collaboration and communication across work areas;
- » enhancing people management skills;
- » building support networks within the organisation; and
- » application of knowledge gained by those participating as mentors and mentees.

ORGANISATIONAL PERFORMANCE:
360° FEEDBACK



Using evidence to improve focus

CPM has expertise in the delivery of 360° feedback as a means of improving self-awareness and developing a performance focus within organisations.

360° feedback allows leaders and managers to receive multi-rater, confidential, anonymous feedback from the people they work with.

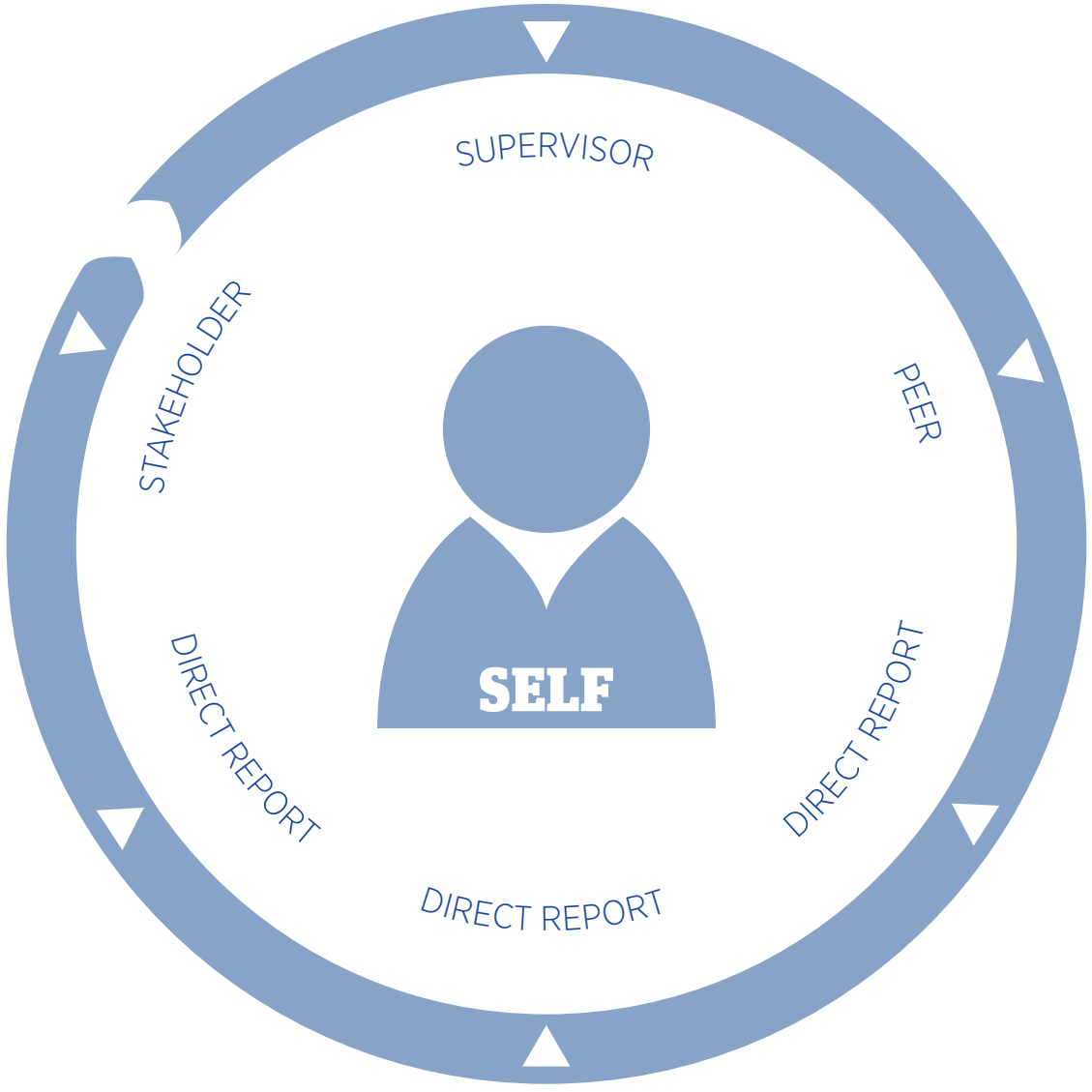
The power of 360° feedback as a means of self-awareness stems from its fairness, believability and positive professional development focus. Feedback from multiple perspectives and from credible work associates is powerful in motivating behavioural change.

CPM owns a suite of public sector-specific feedback profiles and has over ten years' experience in the field. With established norm data based on over 10,000 profiles from over 50,000 different raters across the public sector, these profiles have a high degree of visibility and are well respected in the public sector. Our current suite of profiles includes:

- » the Senior Leadership Profile Band 2 (SLPB2) and Senior Leadership Profile Band 1 (SLPB1), based on the SES Band 2 and SES Band 1 capabilities from the Senior Executive Leadership Capability (SELC) framework;
- » the Executive Leadership Profile 2 (ELP2) and Executive Leadership Profile 1 (ELP1) based on the EL2 and EL1 capabilities from the Integrated Leadership System, along with a Team Leadership Profile (TLP) for APS level staff; and
- » the Emotional and Social Intelligence Profile (ESIP) and Strategic Intelligence Profile (SIP), providing feedback for SES and EL staff on emotional and social intelligence and strategic intelligence.

CPM also develops tailored 360° feedback tools based on organisation-specific leadership frameworks or work level standards. These profiles can provide:

- » quantitative data to inform accurate workforce skills audits and impact assessments;
- » short 'pulse' 360° profiles to report on development progress; and
- » aggregate departmental performance data for comparison against broader public sector.



INDIVIDUAL DEVELOPMENT:

**PUBLIC RESIDENTIAL
LEADERSHIP PROGRAMS**

Residential Leadership Programs

CPM delivers four premium residential leadership programs, which are open to participants from all public sector departments and agencies.

Our residential leadership programs provide the ideal learning environment for personal development. Delivered over three or four days, each program is designed to allow you to take the next step in your career through improving your management and leadership capability.

All programs include:

- » Learning Tools – a mix of theory and practical learning, a 360° feedback profile, a diagnostic tool and experiential learning activities;
- » Experienced Consultants – each program is facilitated by two consultants with time for one-on-one discussions; and
- » Residential Delivery – at The Briars in Bowral, with accommodation and meals included in the program.

Residential leadership programs provide time out from the office, the daily grind and busy lifestyles to delve deep into learning and developing your leadership capabilities.

More information about each program is available on the following pages or online at www.cpm.org.au.



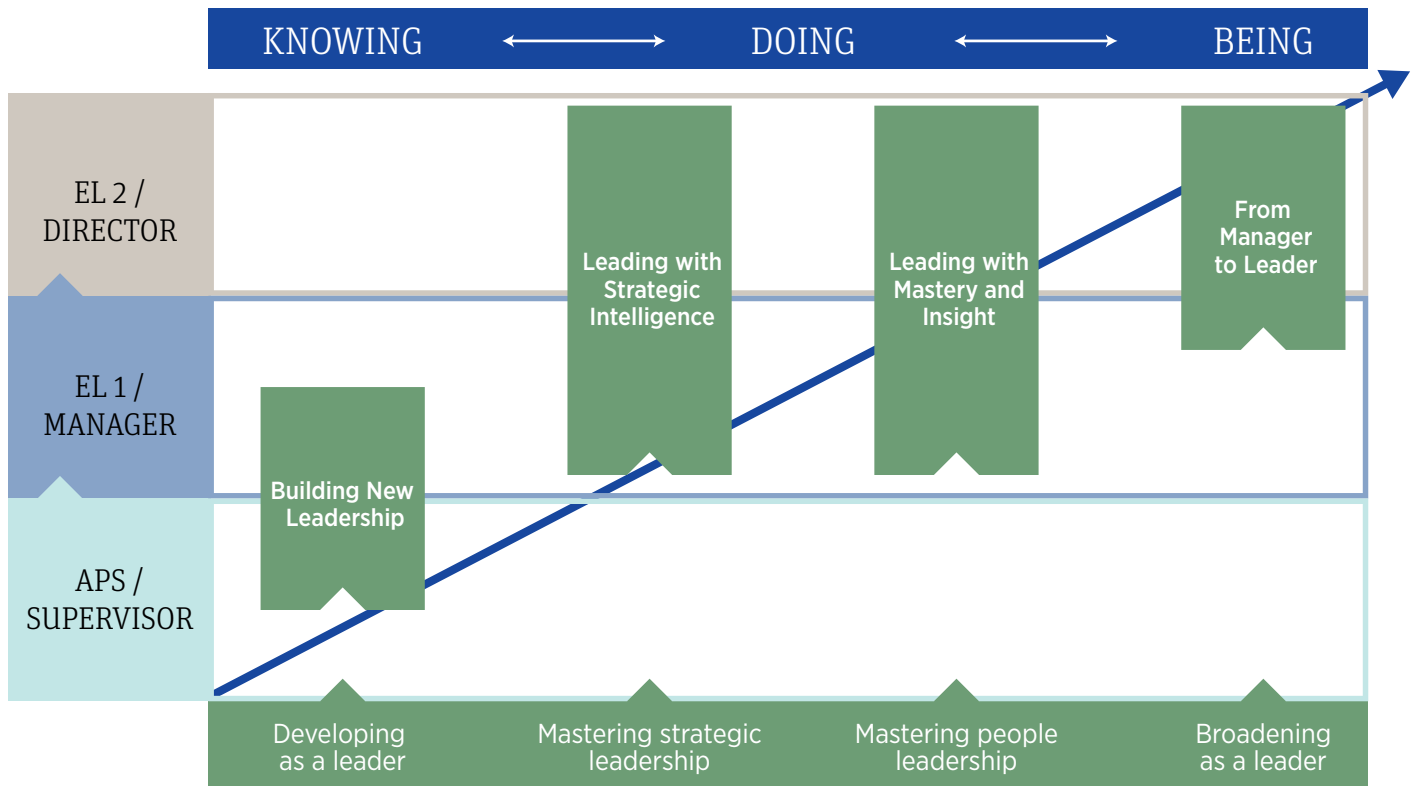
Leader Development Pathway

CPM supports and guides the leader development journey through public residential leadership programs.

CPM's public residential leadership programs support and guide leaders through a development journey from the early stages of team leadership through to embedded leader development.

Programs offer a wide range of features to support participants as they implement new behaviours and become more effective leaders in the public sector workplace.

You will find more information on these programs over the next few pages.



20 YEARS

Delivering programs to the Public Sector

400

public residential leadership programs

8,000

Australian Public Service middle managers

FROM MANAGER TO LEADER: KNOWING, DOING, BEING AT THE EXECUTIVE LEVEL

This program is designed for EL1 and EL2 (and equivalents).

Duration	4 day residential
Venue	The Briars, Bowral NSW
Price	\$4,900 (including GST)
Bookings	www.cpm.org.au/courses or contact us on 02 6120 1980

ABOUT THIS PROGRAM

The rapidly changing demands on public service managers requires you to not only know how to lead, and to demonstrate leadership behaviours, but also to “be” a congruous and values-driven leader. This program explores and addresses these and other issues in a practical and experiential way.

THIS PROGRAM WILL BENEFIT YOU IF

You wish to build on your leader experience and fine tune your skills, improve workplace effectiveness and gain the tools to take stock of your development and career.

You are seeking to broaden your impact as a leader within your organisation.

YOUR EMPLOYER WILL BENEFIT FROM YOU ATTENDING BECAUSE

The program will broaden your understanding of contemporary manager and leader capability and enhance your confidence in leading others, which will improve your individual and team performance in the workplace. A 360° feedback profile will provide areas for further development.

PROGRAM INCLUSIONS

Venue and transport costs (using the CPM bus service), 360° feedback profile, DiSC diagnostic report, one executive coaching session post-program delivered in Canberra.

‘Most thought provoking program I have attended, exceptional! Very public sector specific.’

EL2 participant

LEADING WITH MASTERY AND INSIGHT: BUILDING EMOTIONAL AND SOCIAL INTELLIGENCE

This program is designed for EL1 and EL2 (and equivalents).

Duration	3 day residential
Venue	The Briars, Bowral NSW
Price	\$4,100 (including GST)
Bookings	www.cpm.org.au/courses or contact us on 02 6120 1980

ABOUT THIS PROGRAM

The program is designed to strengthen personal leadership through self-awareness and knowing how to build and negotiate a wide range of personal and professional relationships.

THIS PROGRAM WILL BENEFIT YOU IF

You are seeking to improve the quality and effectiveness of relationships in the workplace, both within your team and with workplace colleagues and stakeholders.

YOUR EMPLOYER WILL BENEFIT FROM YOU ATTENDING BECAUSE

The program will enhance your leadership skills in the key area of personal leadership, which will improve performance within your team and more broadly. A 360° feedback profile on emotional and social intelligence will provide further avenues for growth.

PROGRAM INCLUSIONS

Venue and transport costs (using the CPM bus service), 360° emotional and social intelligence feedback profile and one executive coaching session post-program delivered in Canberra.

'This is the best training I have attended during my public sector career'

EL2 participant

LEADING WITH STRATEGIC INTELLIGENCE: MASTERING STRATEGIC THINKING AND ACTION

This program is designed for EL1 and EL2 (and equivalents).

Duration	3 day residential
Venue	The Briars, Bowral NSW
Price	\$4,100 (including GST)
Bookings	www.cpm.org.au/courses or contact us on 02 6120 1980

ABOUT THIS PROGRAM

This course is built around the concept of strategic intelligence and demonstrates the importance of strategic thinking and behaviour in our individual effectiveness, whether in the current workplace or more broadly.

THIS PROGRAM WILL BENEFIT YOU IF

Your current role requires you to think strategically or to engage at a more holistic level. The program is ideal for those who have moved into a role where a broader perspective is important.

YOUR EMPLOYER WILL BENEFIT FROM YOU ATTENDING BECAUSE

The program will enhance your ability to think, engage and operate at a more strategic level, including providing you with scenario planning techniques for the public sector context.

A 360° feedback profile will provide you with feedback focused on strategic capabilities.

PROGRAM INCLUSIONS

Venue and transport costs (using the CPM bus service), 360° strategic intelligence feedback profile and one executive coaching session post-program delivered in Canberra.

'For many it will demystify strategic thinking and introduce new thinking techniques'

BUILDING NEW LEADERSHIP: PERFORMING AT THE EXECUTIVE LEVEL

This program is designed for EL1 and EL2 (and equivalents).

Duration	3 day residential
Venue	The Briars, Bowral NSW
Price	\$4,100 (including GST)
Bookings	www.cpm.org.au/courses or contact us on 02 6120 1980

ABOUT THIS PROGRAM

The objective of the course is to build capability and performance for officers who are new to the Executive Level, with less than two years' experience either acting or permanent at this level.

THIS PROGRAM WILL BENEFIT YOU IF

You have recently moved to an EL1 position and represent the next generation of public sector leaders. The program is an ideal way to develop new leadership skills, especially if you are new to a management role.

YOUR EMPLOYER WILL BENEFIT FROM YOU ATTENDING BECAUSE

The program will equip you with a range of new skills to improve your effectiveness at the Executive Level, including practical tools to assist with delegation, performance management and workplace relationships. A 360° feedback profile will provide areas for further development.

PROGRAM INCLUSIONS

Venue and transport costs (using the CPM bus service), 360° feedback profile and a HBDI thinking style profile.

'This is great for new and middle managers looking to take their performance to the next level'



Change Management

The public sector is currently experiencing a period of significant change – one that calls for a focus on people management and leader development.

CPM has proven capacity in change management that can help public sector organisations navigate through organisational change.

We can design and facilitate consultative processes that move people from negativity to action, such as:

- » Change Workshops and Training - including consultative or planning workshops, training and skills development, or resilience and coping with change for recipients.
- » Strategy development to support organisational change.
- » Communication workshops for managers - including announcing change, handling difficult conversations with staff and sensitively managing resistance to change.

Our experience in change management interventions ranges from large scale department and agency MoG changes, through to small organisational change processes, including resilience programs.

CORPORATE INFORMATION:

PROCUREMENT AND FRAMEWORKS

Procurement and Panel Arrangements

CPM is listed on most current government procurement panels.

We can be engaged through a number of existing panel arrangements, including the Australian Public Service Commission (APSC) Learning and Development and Business Services panels. CPM is also listed on a number of other panels across the public sector including the Department of Industry, the Department of Finance, the Department of Foreign Affairs and Trade, the Defence DMOSS panel and others.

CPM programs and services can be engaged through the Australian Institute of Management (AIM) group and through any existing state or territory panel or scheme where AIM is listed.

Public Sector Frameworks

CPM programs are mapped against relevant frameworks.

Many CPM programs are mapped against relevant development frameworks. The table on the following page provides a mapping of our public programs against the Integrated Leadership System (ILS) for the Australian Public Service.

Our 360° feedback tools detailed on pages 22-23 of this document provide multi-rater feedback against the Integrated Leadership System.

CPM leadership courses mapped against the Integrated Leadership System

Capabilities	From Manager to Leader	Building New Leadership	Leading with Mastery and...	Leading with Strategic...
Shapes Strategic Direction <ul style="list-style-type: none"> » Inspires a sense of purpose and direction » Focuses strategically » Harnesses information and opportunities » Shows judgement, intelligence and common sense 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> — — ● ● 	<ul style="list-style-type: none"> ● ● ● ●
Achieves Results <ul style="list-style-type: none"> » Builds organisational capability and responsiveness » Marshals professional expertise » Steers and implements change and deals with uncertainty » Ensures closure and delivers on intended results 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ●
Cultivates Productive Working Relationships <ul style="list-style-type: none"> » Nurtures internal and external relationships » Facilitates cooperation and partnership » Values individual difference and diversity » Guides, mentors and develops people 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● — —
Exemplifies Personal Drive and Integrity <ul style="list-style-type: none"> » Demonstrates public service professionalism and probity » Engages with risk and shows personal courage » Commits to action » Displays resilience » Demonstrates self-awareness and commits to development 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> — — ● ● ●
Communicates with Influence <ul style="list-style-type: none"> » Communicates clearly » Listens, understands and adapts to audience » Negotiates persuasively 	<ul style="list-style-type: none"> ● ● — 	<ul style="list-style-type: none"> ● ● — 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> — — —

KEY ● major course focus ● some course focus — not specifically addressed

AIM MANIFESTO

To the managers and leaders of today and tomorrow.

You are the drivers of change.

You have the power to change the world, for better or for worse.

Be big. Be bold. Be brave.

Don't stand still.

Don't blend in.

Don't be a passenger.

Love what you do.

Serve the greater good.

Make the world a better place.

Improve the lives of the people around you and people around the world.

Your decisions and actions have far-reaching consequences.

Therefore, be of the highest integrity.

Be true, be authentic, be genuine.

Be a lifelong learner.

Continually seek knowledge to succeed.

Inspire yourself and those around you.

Pursue big dreams, realise big ideas.

Aim to be the best you can possibly be.

AIM HIGH.



Centre for Public Management
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