



THE *ELEV8* LEADERSHIP MASTERY PROGRAM WORKSHOP DESCRIPTIONS AND LEARNING INTENTIONS

The *ELEV8 Leadership Mastery Program* © is a collaboration between *The Liminal Space*, a boutique leadership development consultancy based in Perth, Western Australia and the Western Australia branch of ACEL.

The program focusses on the 8 critical tools effective leaders need in their toolboxes:

1. Understanding and embracing your unique leadership style.
2. Developing leadership self-efficacy.
3. Enhancing bravery and resilience.
4. Amplifying grit and determination.
5. Effectively leading change.
6. Forming and leading high-performing teams.
7. Creating feedback cultures.
8. Working effectively with challenging people and leading difficult conversations.

ELEV8 is a cross-sectoral program that aims to amplify the capabilities and effectiveness of leaders from Western Australian Government, Catholic, and Independent schools.

The program will be convened over 5 workshops between Friday, 12 May (Term 2, Week 2) and Monday, 11 September 2023 (Term 3, Week 9). Each workshop is research-based, interactive and offers participants practical insights and strategies to effect improvement. *ELEV8* represents 28 hours of professional learning for Teacher Registration Board of Western Australia (TRBWA) Professional Renewal purposes.

WORKSHOP DESCRIPTIONS AND LEARNING INTENTIONS

WORKSHOP 1 DESCRIPTION

Peeling Back the Onion Layers: Exploring Your Leadership Style

Friday, 12 May 2023 from 9:00 am - 4:00pm (Term 2, Week 3)

Ever wondered what makes you tick as a leader? How others see and experience your leadership? How could you harness your strengths and close your gaps to improve your leadership efficacy?

This workshop will assist participants to answer these questions through the examination of their unique leadership style using the five archetypes revealed by *The Leadership Wheel: Warrior, Visionary, Nurturer, Critical Thinker, and Sage*. The ideas and beliefs behind *The Leadership Wheel* have stood the test of time for over 5,000 years and are based on the leadership perspectives of the indigenous peoples of North America, the Lakota Sioux.

Each archetype has strengths and limitations, the acceptance and understanding of which will

provide participants with insight regarding who they are and why they lead the way they do. These insights will also assist participants to understand the behaviours of others, especially those that challenge them, and enhance their ability to communicate and nurture positive relationships.

Additionally, this workshop will explore three interrelated 'keys' for high-impact leadership: the work values, time application, and skills required to effectively transition from a sole operator or *individual contributor* to a leader of others; building psychological safety and identifying and releasing delegation blocks.

WORKSHOP 1 LEARNING INTENTIONS

Through engagement with this workshop, participants will:

1. Understand that assuming a leadership role requires thought and behavioural change.
2. Explore 3 "keys" for effective leadership:
 - Understanding and adapting their unique styles.
 - Building psychological safety.
 - Identifying and releasing delegation blocks.
3. Identify their greatest leadership strength or *superpower* and determine and commit to one small action to amplify it.
4. Join with a *Program Travel Partner* - a colleague with whom they will converse with, using a leadership coaching approach, during and between workshops to formulate and work toward the achievement of goals to transform their leadership.

WORKSHOP 2 DESCRIPTION

The Glue that Binds it all Together: Forming and Leading High-Performing Teams

Tuesday, 6 June 2023 from 8:30 am - 1:00 pm (Term 2, Week 7)

The days of the hero leader - that one person in a school who makes it all happen, are long gone. Great leaders know that they are but one, small stitch in a large tapestry, and their ability to form and lead their teams effectively are the keys to success.

Participants will be asked to think about a team they lead and answer the following questions:

- *To what degree do you and your team members trust one another to be authentic, admit mistakes and seek help from one another when required?*
- *How adept are you and your people at speaking up and risking conflict by flagging and discussing difficult issues?*
- *Are you and your colleagues committed to the decisions you collectively make? How do you know?*
- *Do you and your team members hold one another accountable when you individually or collectively fail to follow through on commitments?*
- *Do you and your people focus on collective team results rather than personal goals?*

Their responses to these questions will provide an indication as to whether they lead, and are part

of, a cohesive and high-performing team or a fragmented one.

WORKSHOP 2 LEARNING INTENTIONS

Through engagement with this workshop, participants will:

1. Examine high-performing practices: Individuals first, then teams.
2. Identify and discuss the *superpowers* and gaps or *learning edges* associated with their teams.
3. Commit to strategies to amplify their team's superpowers and address learning edges by determining what they need to keep, stop and start doing to form and lead high performing teams more effectively.

WORKSHOP 3 DESCRIPTION

From Cocoon to Butterfly: Effectively Leading Change

Friday, 28 July 2023 from 8:30 am - 1:00 pm (Term 3, Week 2)

Change! A. Word. That. Inspires. Terror! Most organizations struggle with potential disruptors, including digital transformation, increasing global competition, and changing stakeholder expectations. Those unwilling or unable to change face a grim future. Conversely, successful organizations have leaders within their herds that are highly skilled at leading change. The reality, however, is that most people have no formal training or experience when it comes to effective change management and leadership.

WORKSHOP 3 LEARNING INTENTIONS

Through engagement with this workshop, participants will:

1. Understand the importance of clarifying their assumptions regarding effective change leadership.
2. Differentiate between developmental and transformative change.
3. Engage with John Kotter's *Eight-Step Model for Accelerating Change* and evaluate a change initiative from their contexts against the model.
4. Identify superpowers and learning edges associated with their change initiative and refine their change action plans.
5. Commit to one simple action, for immediate implementation, to enhance their capacity to effectively lead change.

WORKSHOP 4 DESCRIPTION

Feeling anxious? Building Feedback Cultures and Leading Difficult Conversations

Monday, 21 August 2023 from 8:30 am - 1:00 pm (Term 3, Week 6)

Did you wake up this morning with a racing mind after a terrible night's sleep? The reason? You have to have a difficult conversation with a team member, your colleague or (terrifyingly) your boss! Do you dread these difficult conversations - especially when they involve the delivery of unpleasant news or delicate subject matter such as things that need to change or situations that have gone awry? Just thinking about having these conversations fills you with anxiety and feelings of trepidation, taking up space in your mind and distracting you from other important

considerations, but it doesn't have to be this way.

There is a secret sauce for conducting these conversations and it's not rebranding them better conversations. The secrets are:

- *Understanding the factors that drive the adverse behaviour of others.*
- *Applying strategies to mitigate these behaviours inclusive of creating a feedback-rich culture.*
- *Comprehending and proactively applying frameworks for undertaking difficult conversations.*

WORKSHOP 4 LEARNING INTENTIONS

Through engagement with this workshop, participants will:

1. Understand the purpose and importance of developing a feedback-rich culture.
2. Develop strategies to enhance the provision of feedback in their contexts.
3. Explore frameworks and rehearse strategies to lead difficult conversations with insight and confidence.
4. Determine and commit to implementing one small action to nurture a feedback culture in their context or better lead difficult conversations.

WORKSHOP 5 DESCRIPTION

Rolling with the Punches: Leadership Self-Efficacy, Resilience, and Grit

Monday, 11 September 2023 from 8:30 am - 1:00 pm (Term 3, Week 9)

A leadership truth is summarised in the following statement: "Don't accept a leadership role if you want to be liked. The reality is that every decision you make will please a group of people and marginalize another. The only thing that changes, decision to decision, is the number of people in each camp."

With this wisdom in mind, thriving leaders have three things in common: they have high levels of self-efficacy, resilience, and grit. The good news is that you can grow these - but how?

This workshop will provide participants with the knowledge and tools to survive and thrive in the context of their leadership roles. In other words, to bounce out of bed every morning keen to embrace the opportunities and challenges that await them, balance multiple priorities or keep many plates spinning simultaneously and recover from failure quickly before harnessing the lessons learned to maintain focussed passions!

WORKSHOP 5 LEARNING INTENTIONS

Through engagement with this workshop, participants will:

1. Explore how effective leaders survive using Daniel Pink's three *Big Rocks of Motivation*.
2. Investigate three, interconnected 'keys' leaders use to thrive: *Self-Efficacy, Resilience and Grit*.
3. Assess their Self-Efficacy, Resilience and Grit superpowers and learning edges.
4. Determine a simple strategy that could be implemented to enhance capacity for Self-Efficacy, Resilience and Grit.