LEADERSHIP PROGRAM

The Centre for Leadership AND Learning in Risk

CONTACT

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human dymensions

Introduction

The following is an outline of the Human Dymensions Leadership Development Program. The Program is not so much about training but rather the facilitation maturity through a relationship with the Human Dymensions team and exposure to the Social Psychology of Risk. This program has been conducted extensively with many companies across Australia over an extended period with excellent results (referees can be provided). The program targets development in culture, leadership, strategic thinking, communication, risk intelligence, safety and related capabilities.

Human Dymensions are flexible in how this approached and delivered and will work with the client on an agreed model including timeframes. The timeframes and approach included in this document should only be considered as a suggestion or 'menu' for development.

Expected Outcomes

The following are expected outcomes of the Program. By the conclusion of the program participants and the organisation will:

1. Better understand themselves and respond to personal challenges in risk
2. Develop a mature capability in managing themselves, others and humanising their organising
3. Become better communicators, listeners and facilitators
4. Learn about human decision making and judgments
5. Influence others with confidence
6. Possess tools for critical thinking, exchange, relationship building and managing others
7. Practice the use of leadership in risk tools
8. Undertake micro-training and coaching in the field
9. Execute effective engagement with others
10. More effectively organize and think strategically
11. Tackle leadership challenges with maturity
12. Better manage teams, commitment, trust, innovation, motivation and learning
13. Improve risk mindfulness across the business
14. Become more skilled and holistic in supervision
15. Develop improved risk intelligence

Statement of Capability

Human Dymensions specialises in culture, risk, leadership and learning. Key areas of expertise include:

- Culture and risk diagnostics (MiProfile program developed by Dr Long). For more click

- Program analysis and learning design (inductions, learning events)
- Organisational and risk/safety culture programs
- Leadership and knowledge development
- Psychology of risk and associated maturity programs
- Critical thinking, coaching and mentoring

A video showing the complete outline of Human Dymensions' programs can be viewed

Human Dymensions Culture Leadership Methodology

Human Dymensions have developed unique tools to both understand and influence culture and leadership maturity. The MiProfile diagnostic has no other equal globally for measurement and determination of culture. (MiProfile has a comparative database of 60,000 participants, established over 10 years, across many industries).

The Human Dymensions approach to culture and leadership is diagnostically driven and supported by rigorous research and modelling. This is exemplified by the *Human Dymensions Risk and Safety Maturity Matrix* (Figure 1).

Figure 1. *The Human Dymensions Risk Maturity Matrix*

The Human Dymensions Risk and Safety Maturity Matrix shows the pathway of maturity necessary if an organisation wishes to step up from 'reactive' and 'calculative' safety cultures. Proactive and Generative cultures step beyond mechanistic approaches to risk and become more mature in managing the unexpected and social psychological arrangements in organisations. Human Dymensions 'step change' programs are named in the steps of Figure 1. If organisations seek to be 'World Class' in leadership and culture, they need to develop capability in the orange and green steps as represented in Figure 1.

Culture

Culture needs to be understood more as a 'cloud' than the collection of systems, behaviours and leadership in an organisation. Culture permeates everything in an organisation and like a cloud, can be seen but is difficult to touch. As the prevailing winds of change blow across organisations, so too does culture shift like a cloud. Understanding and learning to influence the prevailing cultural factors in an organisation is the challenge of leadership. This understanding of culture is represented in Figure 2. *The Human Dymensions Culture Cloud*.
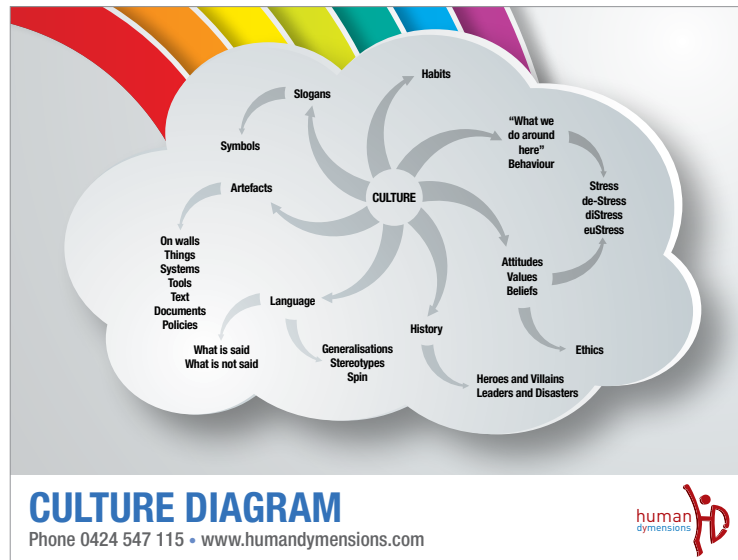

CULTURE DIAGRAM
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Figure 2. *The Human Dymensions Culture Cloud*

DUE DILLIGENCE
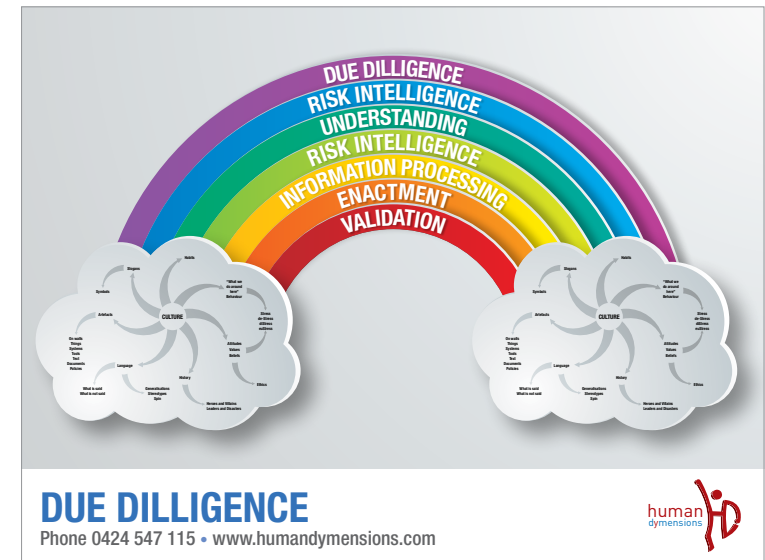Phone 0424 547 115 • www.humandymensions.com

Figure 2. *Due Diligence and Culture*

The cloud demonstrates the many factors (turbulence) that require leadership influence and Human Dymensions programs assists leaders capability development in each of these areas.

Proposed Structure

The program is not intended to be an exhausting but rather a gradual learning journey. Neither, is the program expected to be a 'must do all' process. The purpose is to provide a foundational structure for learning development with options for more advanced skills and capability development as the program evolves.

The Program is structured in 3 key strands, these are:

1. Leadership and Supervision Development
2. Culture and Organisation, Including System Alignment
3. Risk Intelligence

A detailed outline of what is included in each Strand is outlined below.

Important note: *the proposal outlined below describes sa full and detailed change management process. It should be considered a 'menu' of programs to consider.*

Human Dymensions will work with the client to review your requirements and tailor a program to suit your needs, expected outcomes, timeframes and operational requirements. If for example the initial focus is on Strand One, and building capability for key leaders, this Strand maybe done in isolation as an introduction.

Strand One – Leadership and Supervision Development

This Strand focuses on supporting Client Managers and Leaders in the organisation.

All participants in this Strand will be expected to complete training and workshop programs in Strands Two and Three, with this Strand (One) integration skills and aligning learning between strands, this includes understand Personality (using the Majors PTI Tool) and understanding learning styles.

Strand Two - Culture and Organisation, Including System Alignment

The focus of this Strand is on engaging the Client leadership team, developing the Client culture and aligning the Client systems to the desired culture which focuses on leadership and risk.

This strand will involve the support of Dr Robert Long and his expertise in culture, in particular the MiProfile culture survey.

The activities included in this strand are outlined in the table below. It is recommended that these activities be run concurrently with the training and coaching outlined in Strand One. Typically, we suggest that one of the areas of focus is done each month during the initial 12 months of the program. This will mean that as Client leaders are provided with the skills to more effectively deal with risk at an operational level within the organisation, the culture, including the systems used with Client are also reviewed to match with the new skills and approached adopted by front line leaders.

Strand Three – Risk Intelligence

Strand Three introduces participants to the key principals of social psychology and risk, with a particular focus on how people make decisions and judgements. This Strand is ideal for Client leaders and supervisors who interact and lead teams.

The general structure for workshops is in 3.5 hour time slots with rotation of groups.

Costs

For a quote for Program delivery please email:
admin@humandymensions.com
An initial presentation and visit is offerred complimentary by one of the Human Dymensions team.

Program Timing and Logistics

There is no strict time allowed for each module as development depends on the maturity, experience, relationship and responsiveness by participants. Sessions can be structured as required and do not need to be run concurrently.

Each session does not necessarily signify training but can also be observation, feedback, in-office and on-site coaching, dialogue, micro-training, writing of documents, systems alignment, mentoring and giving advice/conversation. The table below should be viewed more as a menu, than a curriculum and provides an indication of how the module will be delivered.

As the program evolves and people develop, the program may change due to participant feedback and natural maturing processes. As much as possible a balance between in field coaching and in-class input will be maintained.

Method of Delivery

All programs developed by Human Dymensions are designed by Dr Long and utilise multimedia, group work, micro-training (video practice), case study and a range of engaging methods to develop people.

The key to the Program is relationships, which is why Program presentations are conducted in-situ.

The Program

| Module	Leadership and Supervision	Culture and Organisation	Risk Intelligence
1	Essential skills in leadership success • Leaders in tune with followers • Creating clarity and vision • Communicating vision	Program Launch • Leadership engagement (Invitations to sub-contractors) • Introduction to the Socvial Psychology of Risk (SPoR)	One Brain Three Minds • What is risk intelligence? • Understanding human judgement and decision making • Gut knowledge and experience • What is risk maturity?
2	Profiling, my personality and leadership style • Type and leadership styles using Majors PTI Personality Type • Understanding self and others • Type and leadership styles • Types and team leadership • Temperaments	MiProfile Review (Consulting) • MiProfile survey • Quick sample benchmarked survey	Observations and Conversation Skills • Perception • Motivation • How to observe • Conversation skills
3	Type and Temperament • Conflict style • Learning style • Presentation skills • Effective listening • Strategic thinking skills • Goals, managing time • Boundaries and expectations	Critical thinking tools • The importance of reflection and thinking before acting • SPoR SWOT analysis • Concept mapping • Emotional intelligence skills	Advanced Hazard Identification • Introducing the 'Workspace', 'Headspace' and 'Groupspace' model • Application of the model to all layers or risk • Recognition of psychological and cultural hazards • Using the iCue Tool • Using EyeSEE Tool
4	Understanding language and Discourse • The nature of the unconscious • Collective unconscious/culture • What influences behaviour? • Cultural thinking • Competing values		Subjectivity and Attribution • ALARP • The Law SPoR and risk. • Finding balance in leadership in risk

Module	Leadership and Supervision	Culture and Organisation	Risk Intelligence
5	Tools and qualities for effective leadership • Values, attitudes and beliefs • Perceptions and conversations • Framing, priming, pitching, anchoring	Inductions and Learning Design • Making inductions effective • Effective presentation skills • Learning design that works	Your Talk Matters • Pitching, framing and priming safety and risk messages • HB 327 and effective communication about risk • Talking in to Workspace, Headspace and Groupspace • Using the Dialogue Tool • Your Talk Matters Tool
5	Skills in engagement and consultation on site • Effective listening • Strategic thinking skills • Goals, managing time • Boundaries and expectations	Systems Alignment • Audit and review of systems, compliance and the social psychology of risk • On site assessment • On site mentoring and coaching	The Challenge of Overconfidence • The David Holland story (elective) • Hazard and risk complexity • Trade off and by products
6	Leadership and culture • Values, attitudes and beliefs • Perceptions and conversations • Pitching, framing and priming • Framing the safety message	Understanding the 'Collective Uncosncious' • Individual and collective automaticity	SEEK Incident Investigation • Understanding self and observations • Bias, documentation and reporting
7	Helping others learn, motivation and change • Learning styles diagnostic • Motivation and Performance • Critical thinking	Understanding and Influencing Culture • The Culture Cloud • Due Diligence Dynamics • ALARP • SPoR SWOT analysis	Train the Trainer Program • Inductions and Observations skills development
8	Modelling and supervising generational differences • The nature of supervision • Gen Y, X and Baby Boomers • Understanding difference	Understanding and Influencing Culture • Holistic organisational culture alignment • Attending to culture characteristics	Developing Risk and Safety 'Coaches' • Developing Client Risk and Safety Champions

Module	Leadership and Supervision	Culture and Organisation	Risk Intelligence
9	Supervising others, development and maturity • Fundamentals of supervision • Delegation • Emotional intelligence skills	Presentation Skills • Toolbox talks • Brainstorming	
10	Electives: • Time management skills • Recording and journaling • Managing performance • Managing conflict • How to mediate • Organisational skills • Team dynamics • Managing change		

Resources

A range of resources, tools and manuals will be made available to participants as the program progresses and these will be charged at cost. All tools are outlined in following guide:
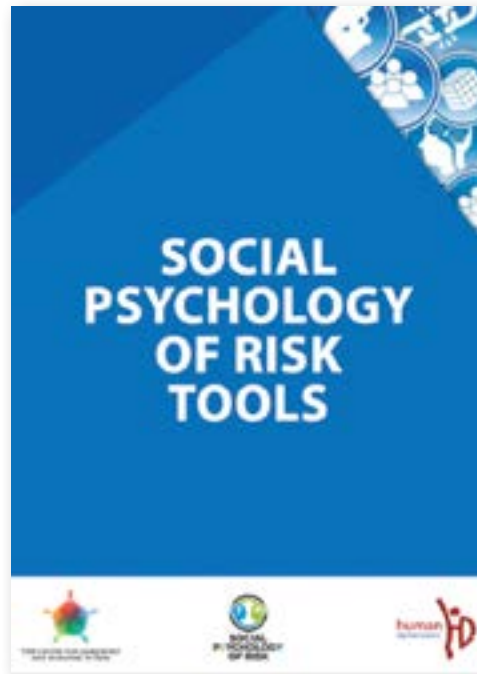
Books

Participants and leadership coaches also receive an offer of extension reading and complemntary books on a voluntary basis.