The Warrigal Way :

manager development utilising the

Aged Care Leadership Framework

Inspiring communities for older people

Who are we?

We create inspiring communities where older people can be independent , respected, happy and connected

We are a for-purpose, community owned organisation, operating a variety of retirement living and aged care services in the Illawarra, Southern Highlands and Queanbeyan regions of NSW

3035 older people were supported across 12 services

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Our staff

1000 staff and volunteers

Our people are the main way we engage our customers and continually improve our organisation to meet our vision

'OLDER PEOPLE WILL HAVE GREAT LIVES'

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Leadership of Aged Care

New aged care requires a broad range of management and leadership capabilities.

These capabilities are covered in the 2015 Australian Aged Care Leadership Capability Framework.

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We need managers

to be equipped with

the skills and knowledge to be

effective industry leaders.

The Five Domains

1. **Self**

2. **Others**

3. **Purpose**

4. **Business**

5. **Change**

The goals of our MDP

1. Align our leadership team capability

2. Give each person an opportunity to reflect and learn

3. Leverage our collective team strengths

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What do we want from managers?

Can it be described?

Can it be measured?

Can it be improved?

Imagine having a net leadership score that can be improved & celebrated.

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Introduce Pulse Australasia

Pulse – Strategy Execution through People

Vision & Mission → Strategic Plan → KPI's/ Business Measures → Strategy Execution

Organisational Values — Signature Behaviours — Executive & Management Pulse — Culture Pulse

External Alignment → Strategic Alignment → Leadership Alignment → Organisation Wide Behavioural Alignment

PULSE
Creates Industry Leaders

Warrigal
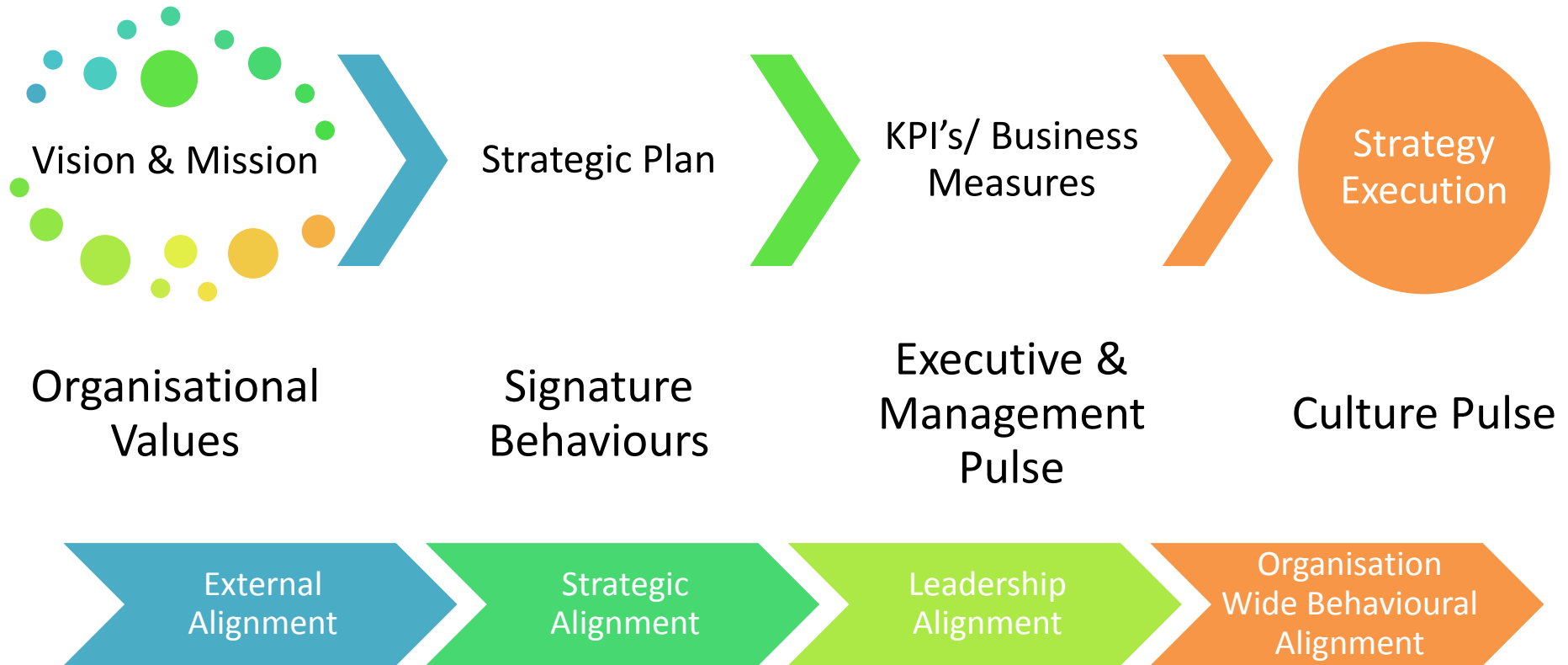
Focus – Leading Execution of the Strategy

KPI's/ Business Measures

Strategy Execution

Executive & Management Pulse

Culture Pulse

Leadership Alignment

Organisation Wide Behavioural Alignment

PULSE
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Warrigal
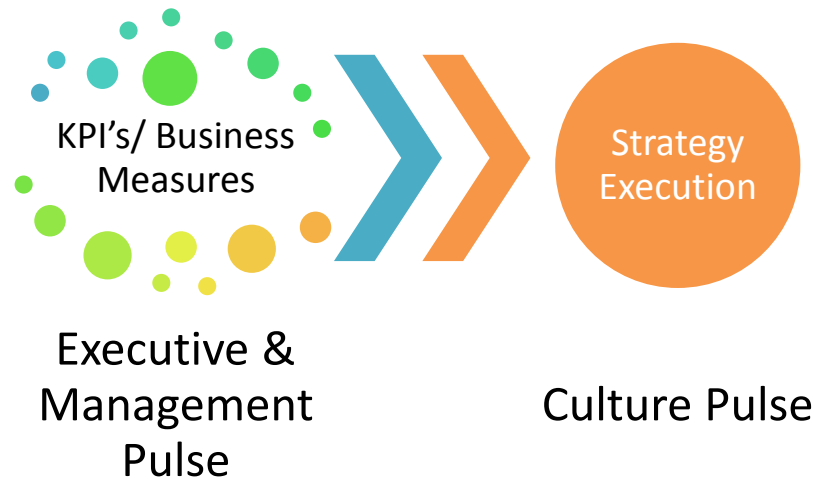
3 Questions

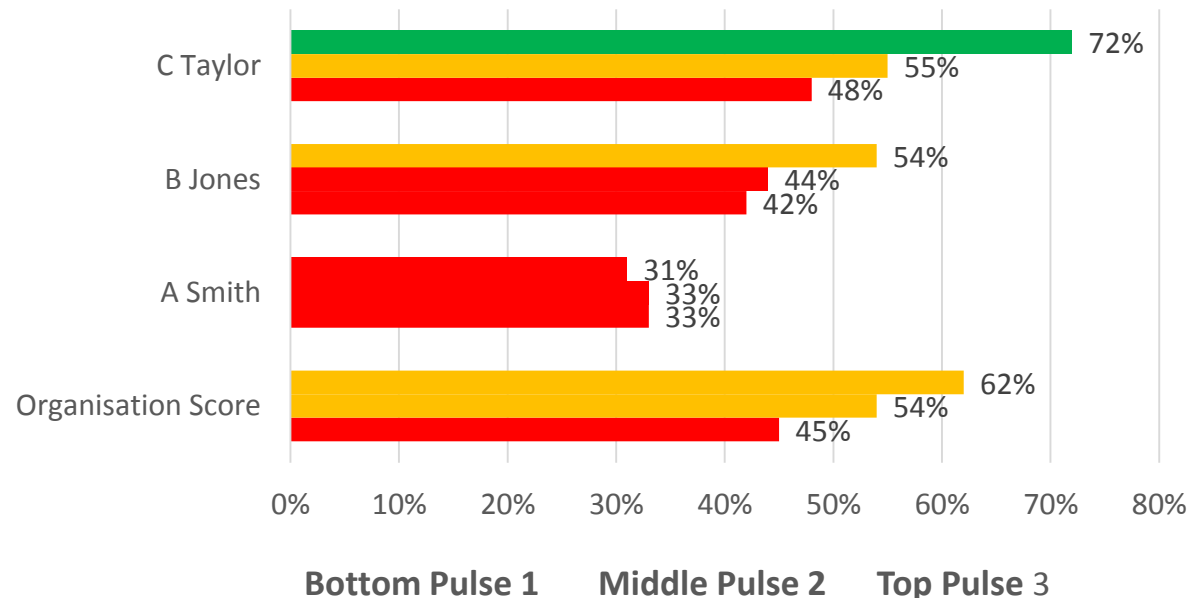1. How do you measure the effectiveness of your Leaders in executing your strategic plan through your frontline services?

2. Do your leaders have insight and clarity about what they need to focus on to improve their leadership effectiveness and drive collective achievement across the organisation?

3. Is your leadership development and measurement linked directly to your strategic delivery?

What is your Net Leadership Score?

Key Elements

– Organisation and participants receive a Net Leadership Score as determined by:

» Peer Leaders

» Direct Reports

» Indirect Reports

Bottom Pulse 1   Middle Pulse 2   Top Pulse 3

C Taylor: 72%, 55%, 48%
B Jones: 54%, 44%, 42%
A Smith: 31%, 33%, 33%
Organisation Score: 62%, 54%, 45%

PULSE — Creates Industry Leaders

Warrigal

Key Elements

Participants see their individual Net Leadership Score as compared to that of the Organisations Score
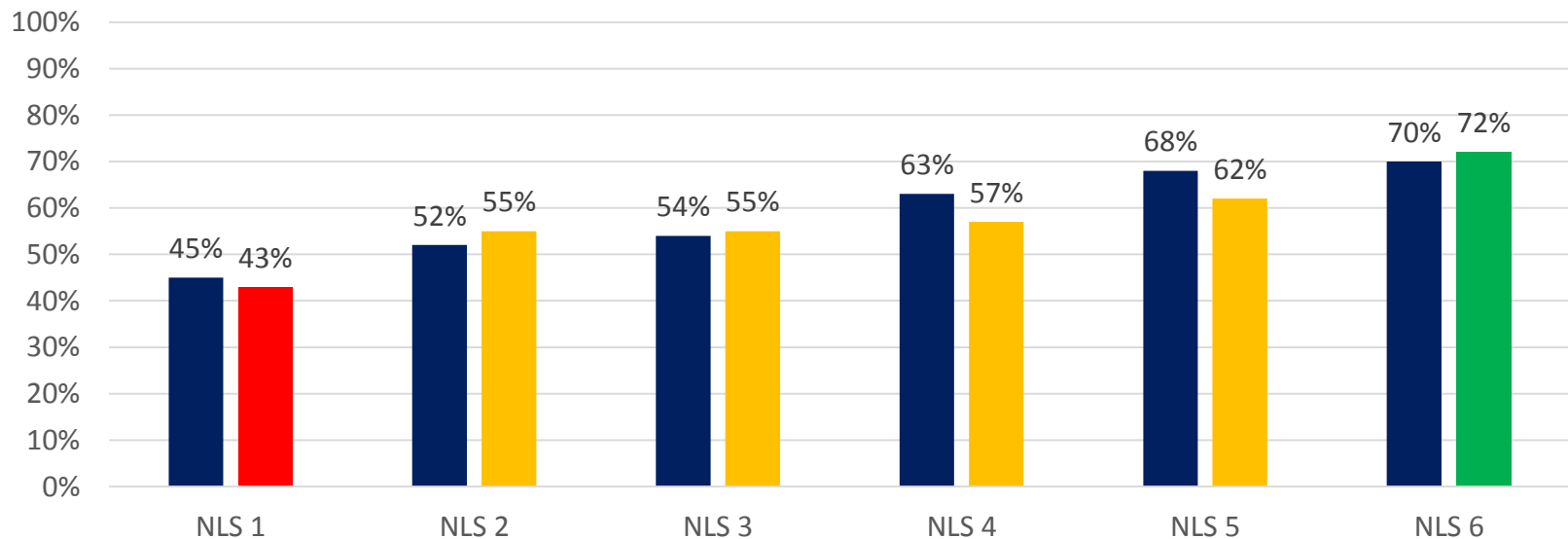
Key Elements

Align leadership focus

around specific

leadership behaviours

that are directly linked to

the effective execution of

the organisations

strategy

Manager evaluates and prioritises ideas for improvement in the organisation against a... — 45%

— 32%, 53%

— 38%, 50%

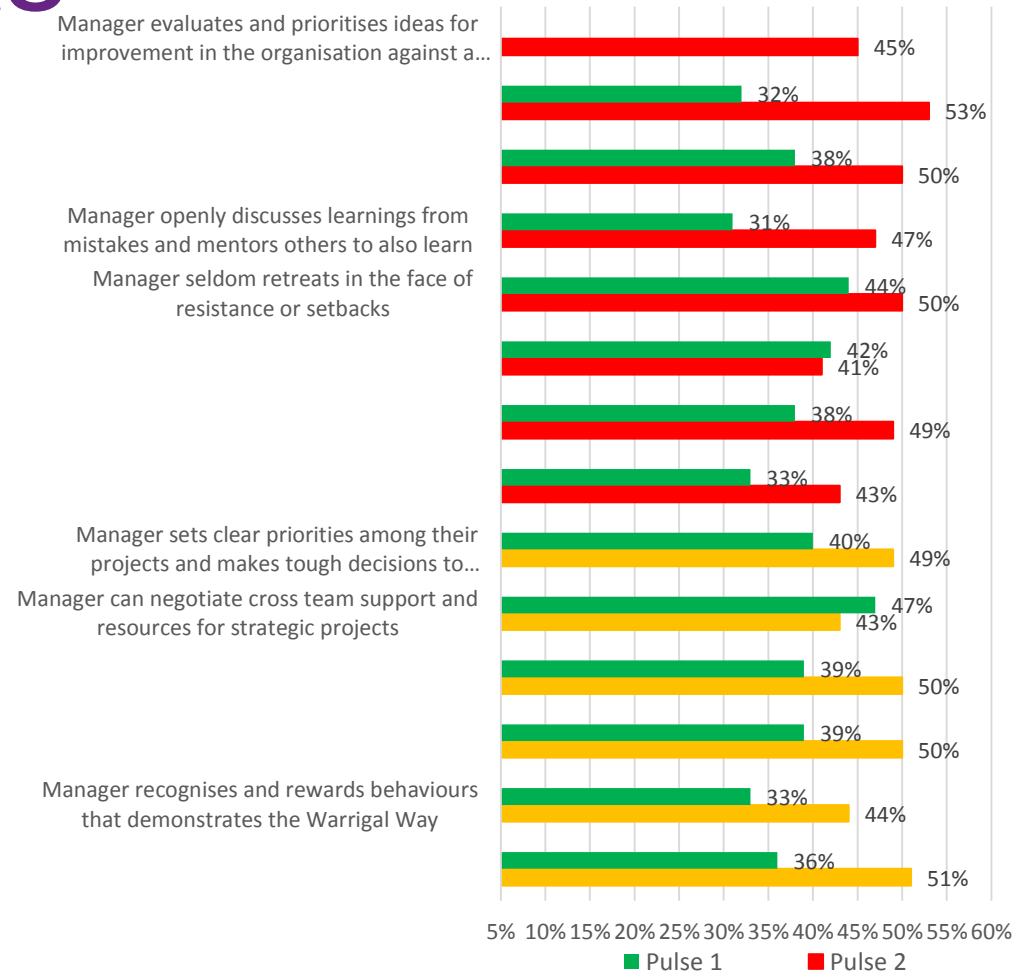Manager openly discusses learnings from mistakes and mentors others to also learn — 31%, 47%

Manager seldom retreats in the face of resistance or setbacks — 44%, 50%

— 42%, 41%

— 38%, 49%

— 33%, 43%

Manager sets clear priorities among their projects and makes tough decisions to... — 40%, 49%

Manager can negotiate cross team support and resources for strategic projects — 47%, 43%

— 39%, 50%

— 39%, 50%

Manager recognises and rewards behaviours that demonstrates the Warrigal Way — 33%, 44%

— 36%, 51%

5% 10% 15% 20% 25% 30% 35% 40% 45% 50% 55% 60%

■ Pulse 1   ■ Pulse 2

Compare Leader view of self to view of those they lead

Manager Ratings **Respondent Ratings**

Manager openly discusses learnings from mistakes and mentors others to also learn — 65% / 45%

Manager demonstrates Warrigal's Vision and Values and integrates them into their strategic projects — 68% / 48%

65% / 43%

Manager actively seeks opportunities and ways to work with others to achieve shared goals and projects — 68% / 45%

65% / 41%

Manager seldom retreats in the face of resistance or setbacks — 72% / 45%

Manager recognises and rewards behaviours that demonstrates the Warrigal Way — 72% / 45%

68% / 41%

72% / 43%

76% / 47%

Manager sets clear priorities among their projects and makes tough decisions to prioritise that maximises… — 76% / 45%

Manager evaluates and prioritises ideas for improvement in the organisation against a wide… — 72% / 39%

76% / 41%

Manager can negotiate cross team support and resources for strategic projects — 76% / 41%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Aim is to focus on improving Net Leadership Scores over time.

Organisation

NLS 1: 45%
NLS 2: 52%
NLS 3: 54%
NLS 4: 63%
NLS 5: 68%
NLS 6: 70%

Legend: ■ NLS 1 ■ NLS 2 ■ NLS 3 ■ NLS 4 ■ NLS 5 ■ NLS 6

PULSE
Creates Industry Leaders

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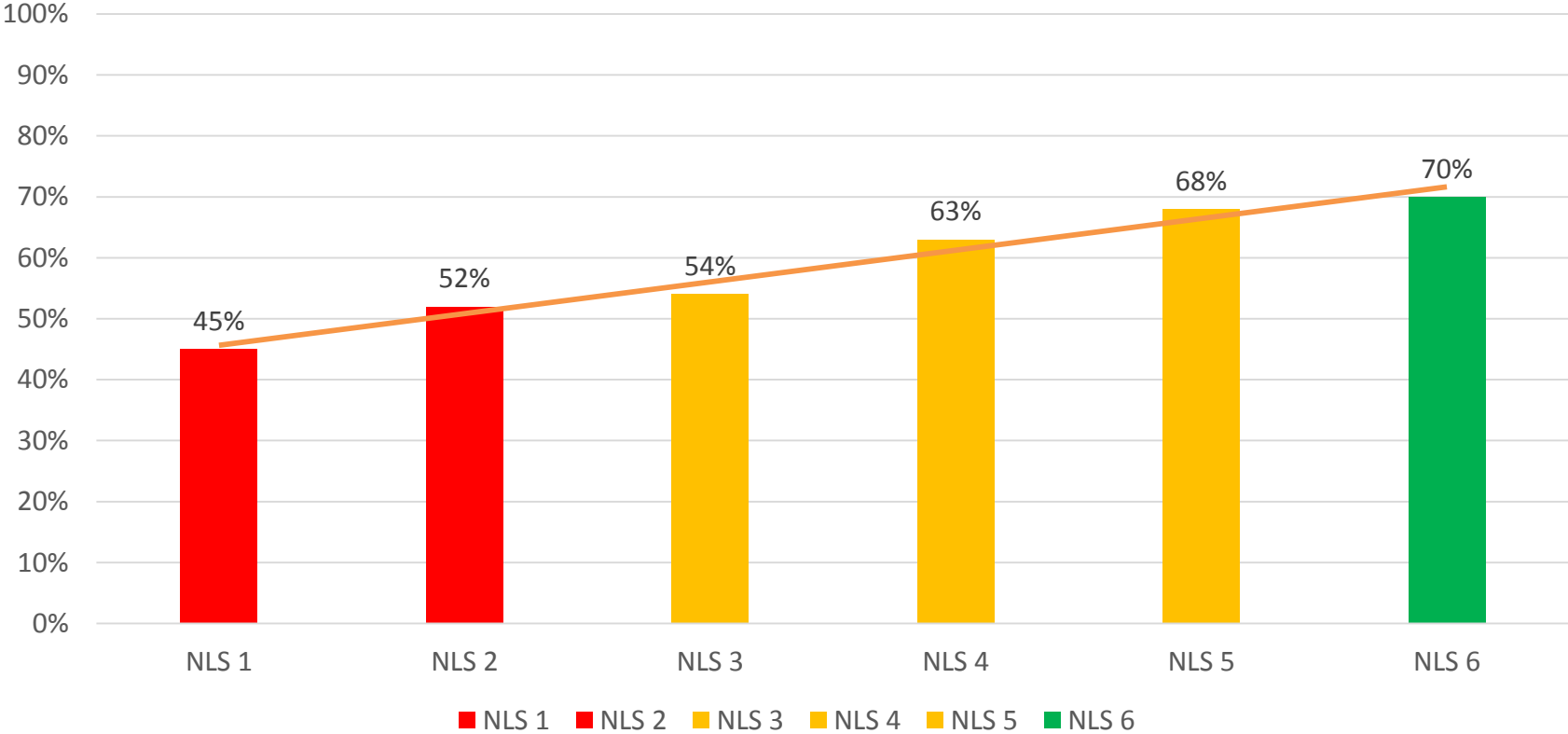
Aged Care Leadership Competencies

Aged Care Leadership Competency Framework

Key elements of the framework:

- Importance of care-focussed leaders attending to their own health and wellbeing

- Strong focus on the articulation and promotion of an organisational mission or purpose

- Attention to the importance of human connection and the development of relationships

- Recognition of the movement towards person-centred, or consumer-directed, care services

- Consideration of the essential role of leaders in raising the profile of Aged Care

- The rapidly increasing proportion of aged people in the Australian population means that those working in the Aged Care sector are entering an era of unprecedented change

- Recognition of Aged Care as an industry under increasing pressure to adapt and transform

Priority Areas

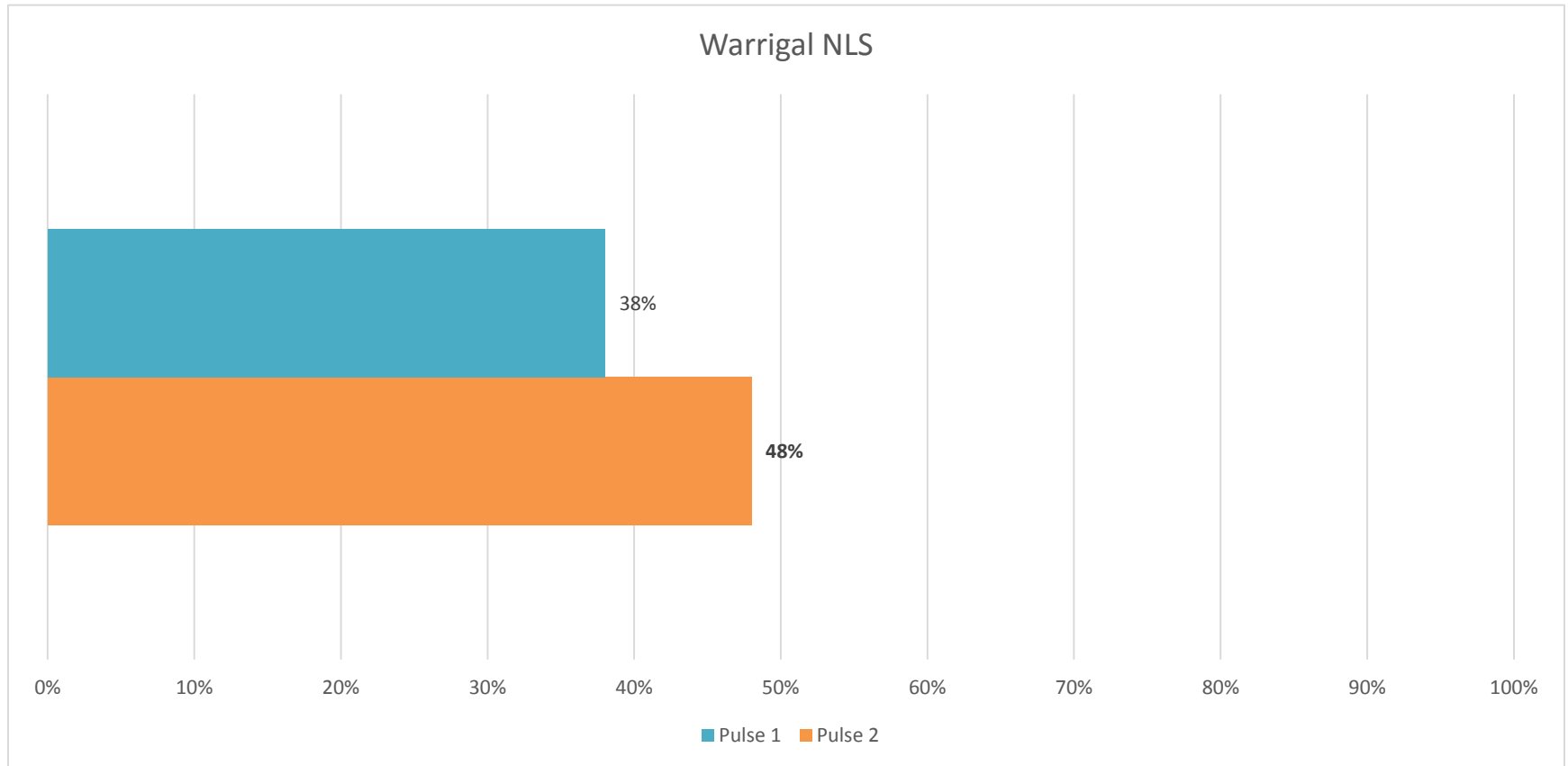To be successful in the future Aged Care leadership need to:

- Think more strategically and being able to communicate the bigger picture across all parts of the business and deal more effectively with uncertainty

- Create stronger relationships across the business that work together and promote collective achievement to celebrate success - together!

- Plan more effectively to ensure we are delivering what is required to support our strategy in a timely and cost effective manner

- Become role models that advocate the Warrigal Way both within and external

- to our organisation ensuring we support each other to be successful
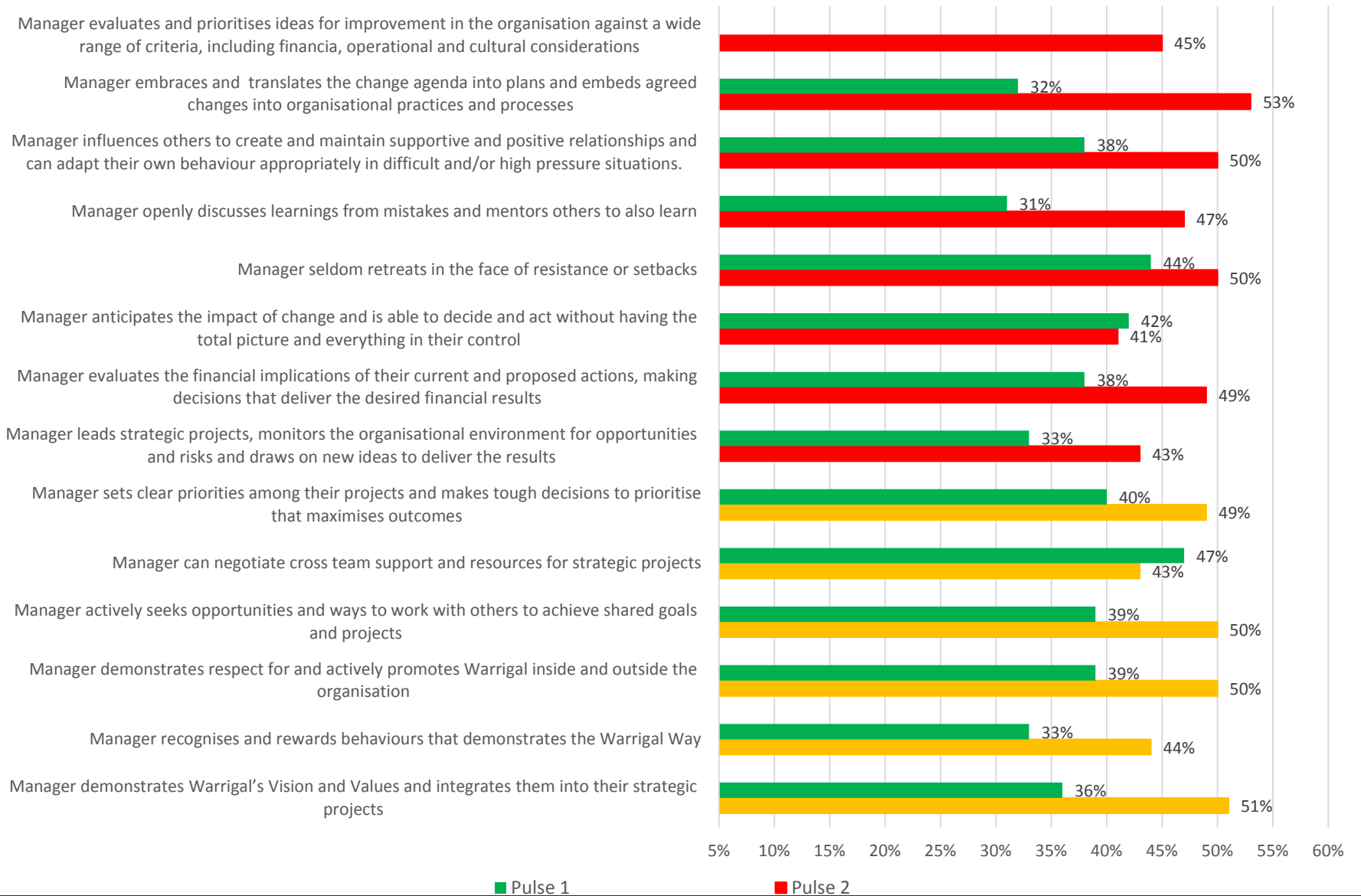
Warrigal Leaders Case Study

Net Leadership Score by Manager
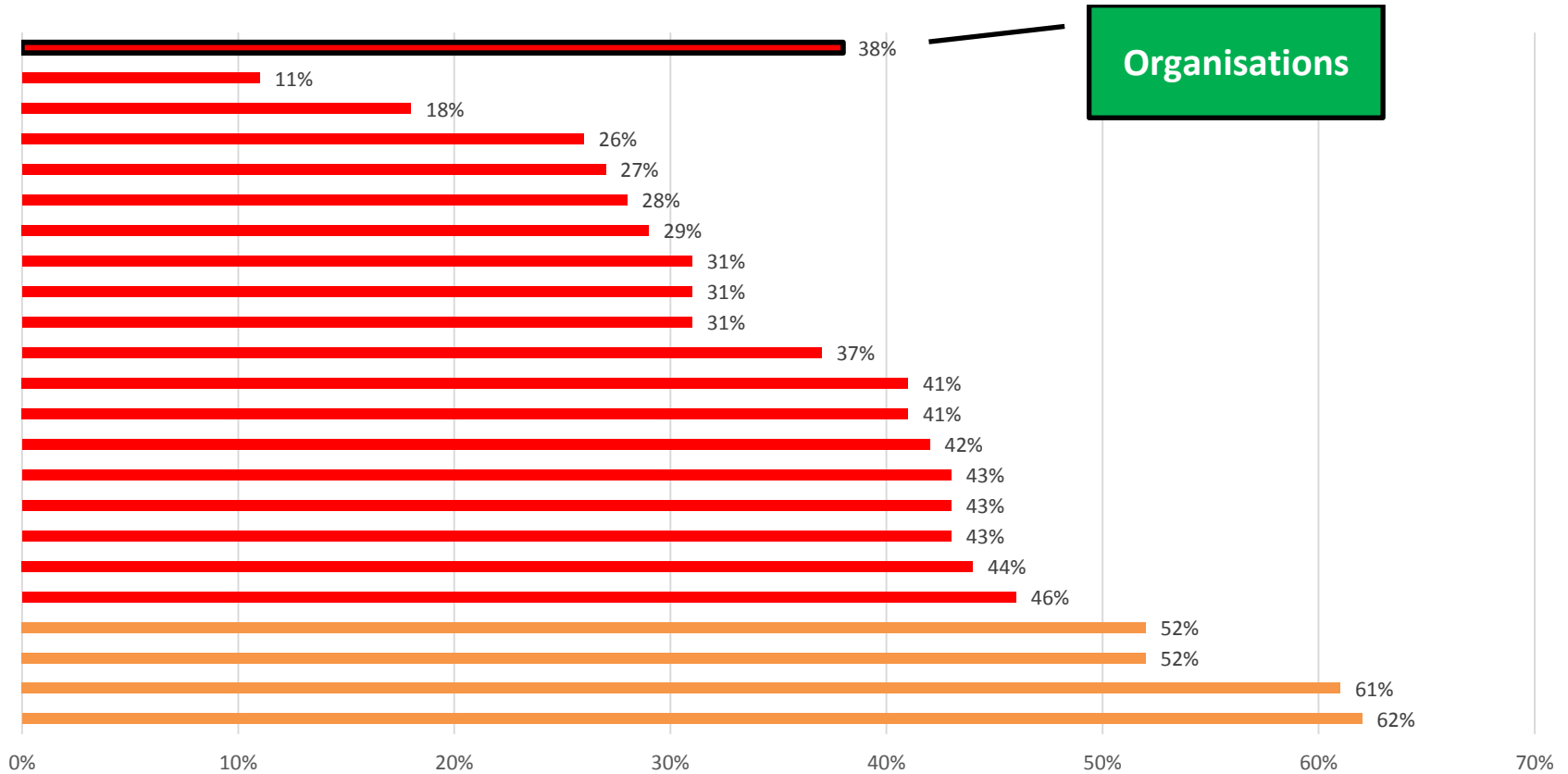
Net Leadership Score by Pulse

Leadership v Management

Differences between Leadership & Management.

Leader vs Manager

LEADING

Vision & strategy
Creating value
Influence & inspiration
Have followers
Leading people
People focused
Charismatic style
Risk & change seekers
Appeal to the heart
Proactive
Sets direction
Raising expectations
Ask questions

Accomplish a goal
Explain vision
Organization figureheads
Motivate others
Mobilize resources

MANAGING

Policies & procedures
Counting value
Power & control
Have subordinates
Managing work
Work focused
Authoritarian style
Risk averse & stability
Appeal to the head
Reactive
Plans detail
Maintain status quo
Give directions

LEADERSHIP COMBINED WITH MANAGEMENT SOUNDS DANGEROUSLY LIKE RESPONSIBILITY TO ME

ACME SCHOOL OF MANAGEMENT

PULSE
Creates Industry Leaders

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Leader vs Manager

THIS IS THE FUTURE

© Full Range Leadership

Questions? Comments?