

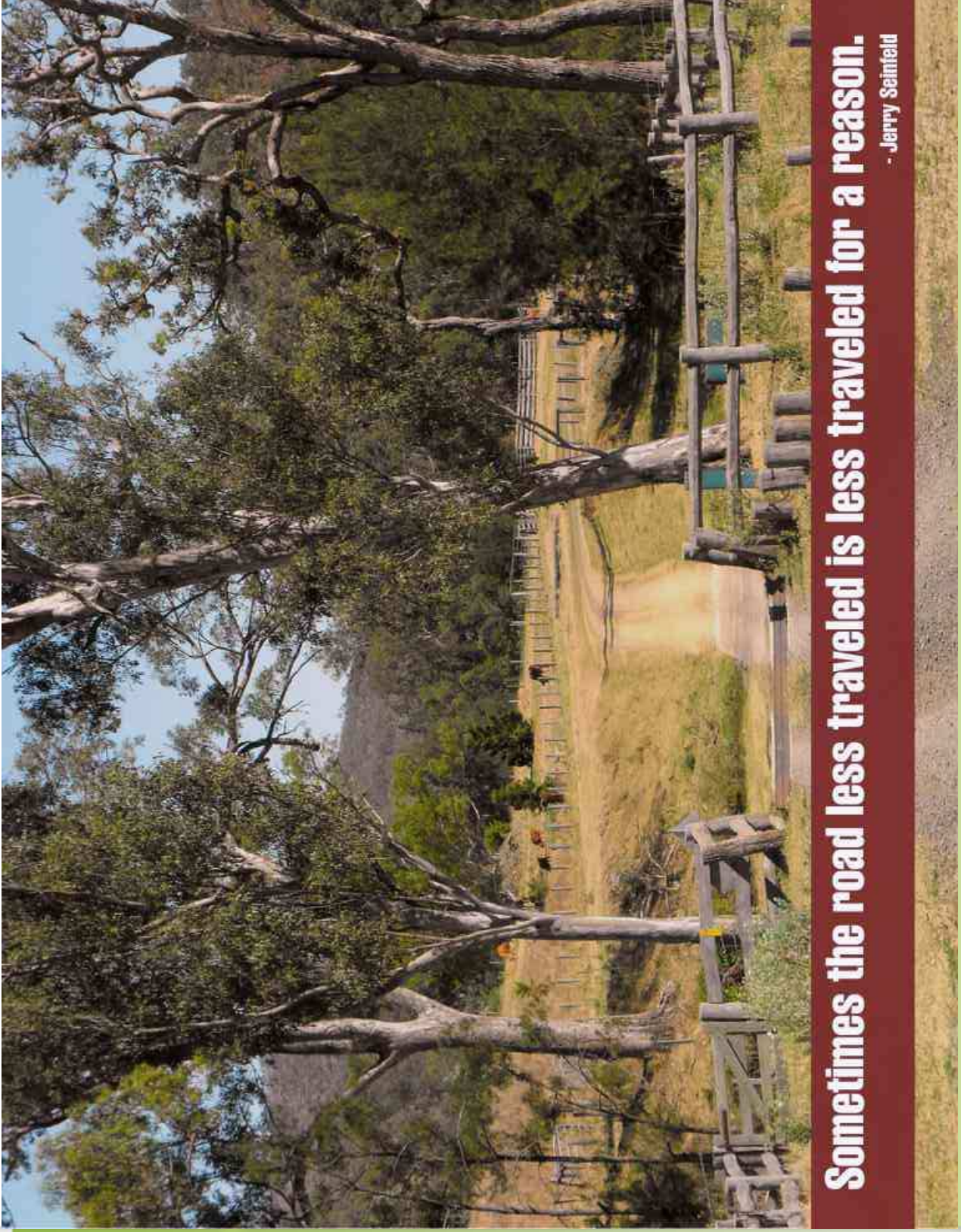
# The Road Less Travelled



McLean Care







**Sometimes the road less traveled is less traveled for a reason.**

**- Jerry Seinfeld**

# Leadership and Management



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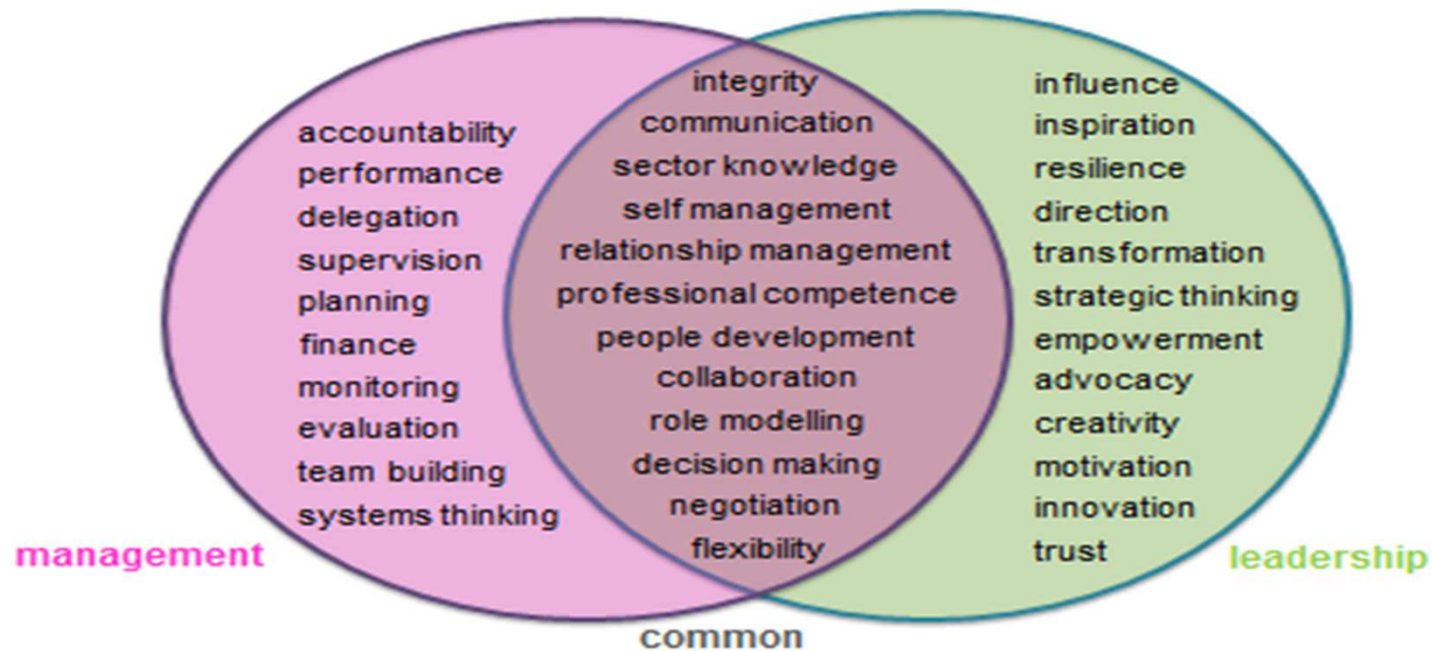
**“INSTEAD OF DISTINGUISHING  
LEADERS FROM MANAGERS  
WE SHOULD ENCOURAGE ALL  
MANAGERS TO BE LEADERS...”**

Henry Mintzberg. (1994). Rounding out the managers job. MIT Sloan Management Review, Vol, 36, no1.

# Leadership and Management



McLean Care



**Goin's rough unlike the  
straight and narrow**



McLean Care  
(George Strait)





McLean Care

## Australian Aged Care Leadership Capability Framework

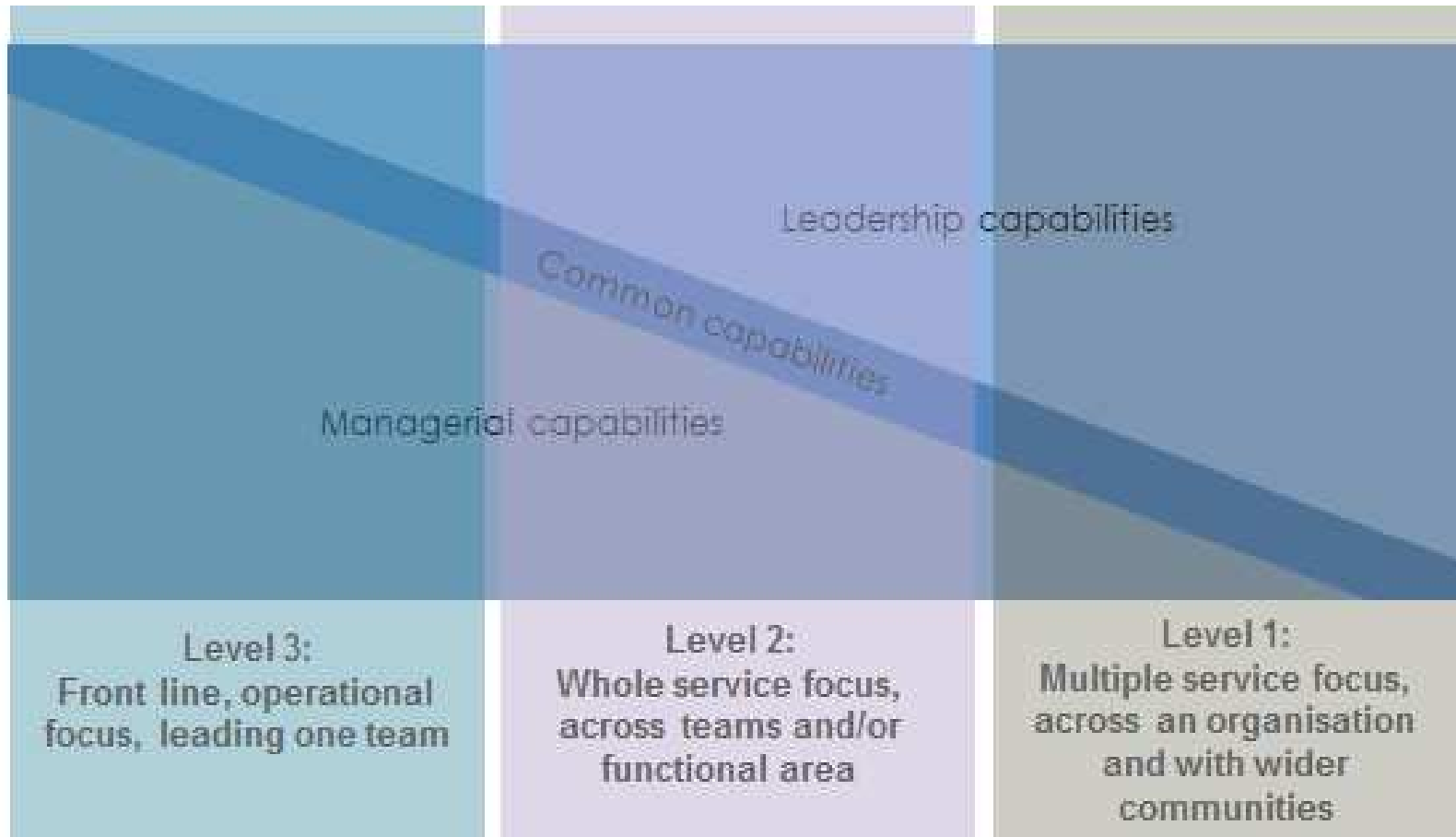
*For all leaders in Aged Care*



# Levels of leadership



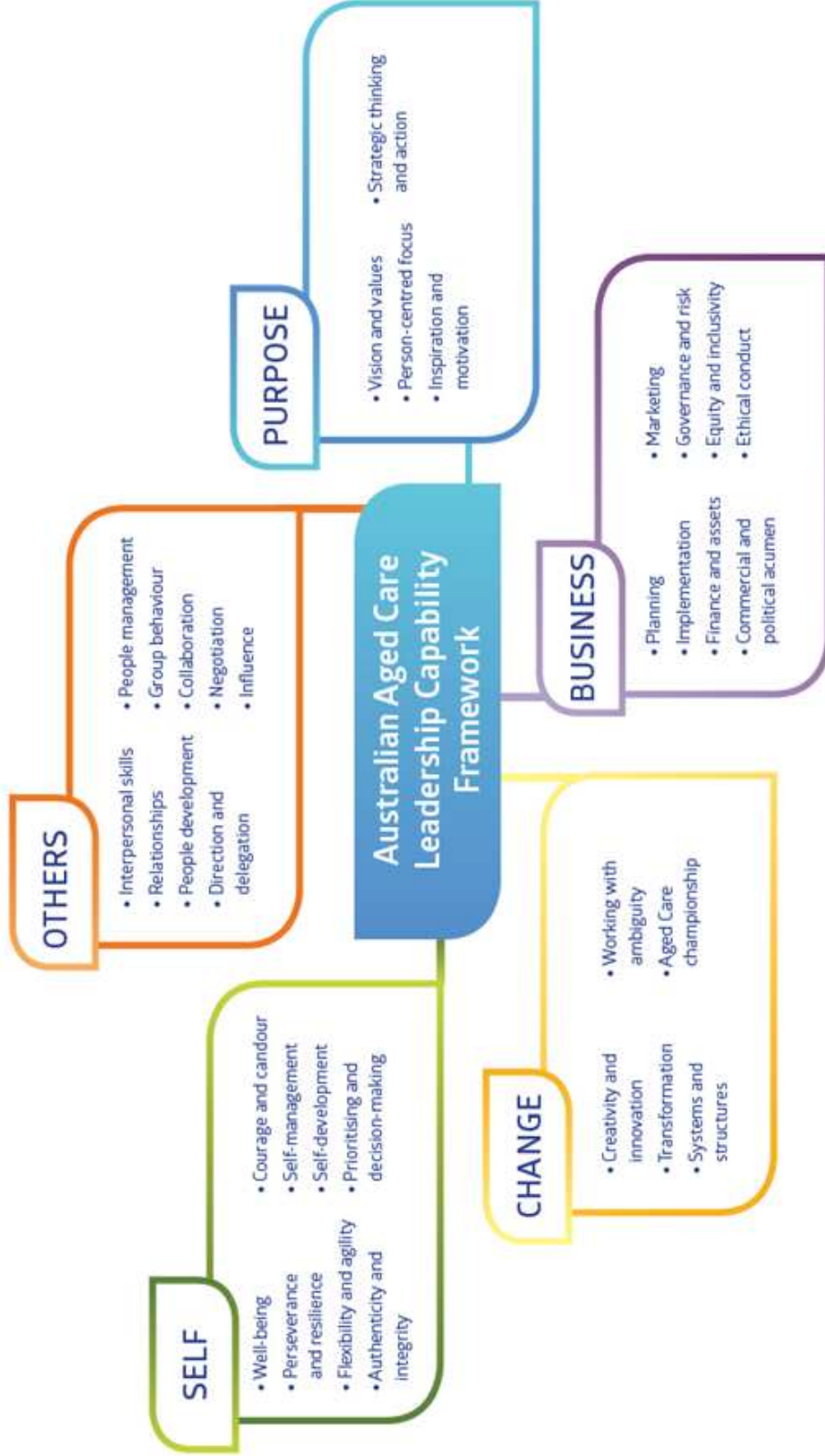
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# Self

The focus of this domain is the Aged Care leader's understanding of, care for, and overall relationship with her/his self.

The capable leader recognises his/her personal contribution as an exemplar and an inspiration to others within, and outside of, the organisation.

**ACSA**  
AGED & COMMUNITY  
SERVICES AUSTRALIA



## Well-being

Attends to major determinants of well-being, including nutritious food, adequate sleep, exercise and personal space

Is mindful of, and responsible for, how own time and energy is spent

Maintains a personal support network of trusted confidants and advisors

**ALL LEVELS**

## Perseverance and resilience

Approaches work with energy, drive and a strong desire to complete

Seldom retreats in the face of resistance or setbacks

Faces adversity and recovers quickly from challenging circumstances

**ALL LEVELS**

## Flexibility and agility

Responds to changes in priorities

Adapts quickly to agreed changes

Relinquishes stances and directions that prove unfruitful

**ALL LEVELS**



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# Australian Aged Care Leadership Capability Framework

Self

## Authenticity and integrity

### Level 3

Actions are consistent with words  
Acts in accordance with own and organisational values  
Leads others with heart and mind

### Level 2

Behaviour as a leader is congruent with private behaviour  
Models organisational values  
Contributes to the development of policies that reflect organisational values

### Level 1

Demonstrates humility as a leader  
Leadership actions promote a spirit of service throughout the organisation

## Courage and candour

### Level 3

Admits mistakes, and accepts accountability for own behaviour and decisions  
Is direct, yet considerate, in communications with others  
Takes difficult and/or unpopular action when necessary  
Is open about personal strengths, weaknesses, beliefs and feelings  
Expresses opinions with candour and says what needs to be said  
Initiates challenging conversations without delay

### Level 2

Is unafraid to show emotions, vulnerability and to connect with employees  
Supports others to express their opinion and say what needs to be said  
Openly discusses learnings from mistakes and assists others to do likewise

### Level 1

Confronts organisational issues without delay  
Encourages an organisational culture where people feel supported to learn from mistakes and to say what needs to be said



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# Australian Aged Care Leadership Capability Framework

Self

## Self-management

### Level 3

Reflects on feelings, experiences and feedback to build self-awareness  
Regulates own behaviour in light of developing self-awareness

### Level 2

Recognises own behavioural tendencies and their impact  
Adapts conduct to accommodate own behavioural tendencies or that of others in difficult and/or high pressure situations

### Level 1

Maintains awareness of the interplay between own psychological state and behaviour  
Manages own behaviour, moment to moment, in recognition of own psychological state and the needs of the situation

## Self-development

### Level 3

Accepts and responds constructively to feedback  
Reflects on feedback and experiences for insight into areas for self-development  
Actively engages with opportunities for self-development  
Is aware of own strengths and limitations and seeks help from others as required

### Level 2

Asks for feedback from others, including direct reports  
Seeks and utilises a variety of opportunities for self-development  
Makes the most of own strengths  
Seeks input and expertise from others to complement own capability limitations

### Level 1

Mines a wide range of interactions, activities and information for insights that inform self-development  
Seeks leadership advice from those with different perspectives and capabilities

# Self



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**“Watch your thoughts for they become your  
words**

**Watch your words for they become your  
actions**

**Watch your actions for they become your  
habits**

**Watch your habits for they become your character**

**Watch your character for it becomes your  
destiny”**

*(Frank Outlaw 1977 Late President of American Bi Low grocery chain)*



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# Australian Aged Care Leadership Capability Framework

Self

## Prioritising and decision-making

### Level 3

Attends first to what's most important  
Acts decisively in uncertain circumstances  
Takes responsibility for decisions and their implications

### Level 2

Spends own time and the time of others on what's most important  
Makes sound choices and reaches astute conclusions within an appropriate timeframe  
Uses information from multiple sources to make critical decisions

### Level 1

Continually discerns and adjusts priorities to ensure best use of own and others' time and expertise  
Makes balanced decisions with consideration for the range of potential implications (organisation, clients, stakeholders, community, industry)  
Makes complex, multi-dimensional judgements in a decisive manner

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And it all might come together  
Or it all might come unravelled  
On the road less travelled

(George Strait)



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