

FWBC LEADERS PROGRAM – PERSONAL ASSESSMENT OF (PARTICIPANT NAME)

SUPERVISOR INSTRUCTIONS

As a part of the ongoing development of its staff, FWBC has committed to developing its current and future leaders through a structured leadership program.

One of the key elements of the program is the opportunity for each participant to be assessed as part of a 360° feedback program.

As the manager of xxx you are requested to both complete this assessment (which follows in later pages) and also to identify to the facilitator (return email address) one peer and two direct report staff members of the person being assessed.

These chosen individuals must be persons whom you believe could provide a fair appraisal of the leadership skill and competence of the individual being assessed. It would greatly assist the process if you could as a matter of urgency (and prior to the 3 April 2015) provide using the table below, your identified list of persons who can to complete the assessment of xxx. They will in turn be contacted by the facilitator.

Position	email address
Peer (AT LEVEL).	
Staff member 1 (within own team)	
Staff member 2 (within own team)	

The information collected from the various responses will be confidentially provided to the participant in a combined report format to assist them in preparing a future development plan.

The information you provide will not be discernible from that provided by others in that no identifying characteristic will be included. The participant will understand that you were involved in making an assessment, but not the information you provided.

Your specific response will be destroyed after collation. The collated document will be provided to the individual only and will not be kept by the agency for any purpose, nor will the information contained in the collated document be used as part of any future promotion or other human resource process.

The collated document will be handed to the individual by the program facilitators who will discuss the results with that person.

Accordingly, I would ask that you complete the attached survey by recording honestly a response based on your own experience of working with the particular individual during the last 12 months.

You should not speak to the participant about your involvement, nor provide any indication to them of how you may have responded to the various questions.

In each of the skill areas, a set of statements is provided to which you are asked to indicate the extent to which you believe the participant requires upskilling or is competent .

Your response should be recorded by making a mark in the relevant box. In the example provided below, the respondent has indicated that they believe the person being assessed “could benefit from development” in relation to listening and responding.

1. Communication Skills	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
1.1 An effective listener who is responsive to information needs.							

It would be appreciated if you could now complete the document by recording a mark in the relevant box before returning it to the facilitator by way of email. You will receive an acknowledgement of the return of the document but no further feedback. Please do not discuss this with the participant.

Any questions should be directed to the facilitator David Madden at dmadden@bigpond.net.au

Thank you.

1. Communication Skills	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
1.1 An effective listener who is responsive to information needs.							
1.2 Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content (ie. urgency, confidentiality, content scope).							
1.3 Communicates effectively with all levels of the organization.							
1.4 Delivers difficult/sensitive messages to co-workers in an appropriate manner.							
2. Personality	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
2.1 Builds open and trusting relationships.							
2.2 Treats all people fairly and with respect.							
2.3 Demonstrates empathy for the impact of change on people and processes							
2.4 Maintains self-control in conversations.							
2.5 Deals with difficult situations calmly and confidently.							
2.6 Contributes to a positive and fun work environment.							
3. Teamwork	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
3.1 Is an effective team player.							
3.2 Builds consensus and shares relevant information.							
3.3 Encourages teamwork and collaboration.							
3.4 Models excellent team behaviour; recognizes "out-of-bounds" behaviour and addresses as appropriate.							
3.5 Has a personal understanding of what's going on "on the floor".							
4. Conflict Management	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
4.1 Facilitates conflict resolution discussions between individuals or teams.							
4.2 Identifies and takes steps to prevent potential confrontations.							
4.3 Tries to understand others' point of view before making judgments.							
4.4 Helps employees to think through alternative ways to resolve conflict situations.							
5. Interpersonal Skills	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
5.1 Uses tact, compassion, and sensitivity in interactions with others.							
5.2 Creates an atmosphere that supports the open expression of ideas.							

5.3 Values the opinions of others.							
5.4 Demonstrates an understanding of other points of view.							
5.5 Is open and approachable.							
5.6 Defuses hostile/angry individuals in group settings to prevent disruption of work.							
5.7 Positively impacts his/her team's morale, sense of belonging, and participation.							
6. Leadership	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
6.1 Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.							
6.2 Motivates and challenges employees to attain a shared vision.							
6.3 Provides appropriate recognition to employees for good performance.							
6.4 Demonstrates effective leadership talent and skills.							
6.5 Critiques own performance as a means of self-improvement and initiates self-development activities							
6.6 Sets a positive example admired by others.							
7. Integrity	Needs Significant Improvement 1	2	Could Benefit from Development 3	4	Capable and Effective 5	6	Role Model 7
7.1 Maintains high ethical standards.							
7.2 Demonstrates congruence between statements and actions.							
7.3 Builds and maintains the trust of others.							
7.4 Takes care to maintain confidential information.							
7.5 Is a person I trust							

Final Comments

When you enter text comments into the boxes below, please focus your comments on work behaviours and styles. The comments that you record will be viewed by the individual receiving the feedback. Do not enter personal information about yourself unless you want this individual to know you are the author of these comments. In the spaces provided below, please type in any comments/feedback that are relevant to the development of the assessed person.

1. General Comments:

2. Suggestion for Development:

3. What three characteristics of this individual do you ADMIRE MOST?

From: david madden <@bigpond.net.au>
Sent: Tuesday, 31 March 2015 4:23 PM
To:
Subject: Latest versions
Attachments: FWBC participant instructions1.docx; FWBC 360 LEADER ASSESSMENT TOOL for supervisor1.docx

Hi changed a few things, ready to go tomorrow with your approval.

Dave

David Madden
Investigator
dbm independent consultants

From: david madden <@bigpond.net.au>
Sent: Tuesday, 31 March 2015 7:10 PM
To:
Subject: RE: Latest versions [SEC=UNCLASSIFIED]

Hi
understood.

I recommend going with the two staff members as it is the ability to lead that you need to assess and only those who are actually led can make that assessment.
I shall await your response. Dave

From: [mailto: @fwbc.gov.au]
Sent: Tuesday, 31 March 2015 4:54 PM
To: david madden
Subject: RE: Latest versions [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Dave – the only thing I want to run by the project group is the makeup of the 360 ie 2 x peers and 1 x subordinate vs 1 x peer and 2 x subordinate.

Hope to get back to you first thing tomorrow.

Regards,

From: david madden [mailto: @bigpond.net.au]
Sent: Tuesday, 31 March 2015 4:23 PM
To:
Subject: Latest versions

Hi changed a few things, ready to go tomorrow with your approval.

Dave

David Madden
Investigator
dbm independent consultants

Important:

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privileged information. If you are not the intended recipient you must not review, copy, disseminate, disclose to others, or take action in reliance of any material contained within this email. If you have received this transmission in error, please notify me immediately by return email and delete all copies of this transmission together with any attachments.

From: david madden <@bigpond.net.au>
Sent: Wednesday, 1 April 2015 4:41 PM
To:
Subject: RE: Leaders program [SEC=UNCLASSIFIED]

Yep, will do

From: [mailto:.....@fwbc.gov.au]
Sent: Wednesday, 1 April 2015 4:17 PM
To: david madden
Subject: RE: Leaders program [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

Is it possible for us to Blind CC the assessors?

Regards,

From: david madden [mailto:.....@bigpond.net.au]
Sent: Wednesday, 1 April 2015 4:14 PM
To:
Subject: FW: Leaders program

CONFIDENTIAL

To the recipient,

If you have received this email, you have been nominated by _____ Manager to take part in a 360° assessment of her leadership skill and capacity as part of her involvement in the FWBC leadership program.

In the attached file, you will see instructions on how to assist the candidate by completing the relevant assessment.

It would be appreciated if you could complete the assessment and return it as requested.

David Madden
Investigator
dbm independent consultants

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From: David Madden < @bigpond.net.au>
Sent: Wednesday, 8 April 2015 3:10 PM
To:
Subject: Re: Printing for Leadership Program [SEC=UNCLASSIFIED]

Not yet still getting scenarios together. Am planning on being ready early next week ...planning.

Dave

Sent from my iPad

On 8 Apr 2015, at 2:00 pm, < ___@fwbc.gov.au> wrote:

UNCLASSIFIED

Hi Dave,

I am making a trip to our printers at some stage over the next few days.

Do you require any printing for the participant manuals etc in preparation for the leadership program?

Regards,

Fair Work Building & Construction

Tel

GPO Box 9927, Melbourne, Victoria, 3001

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From: david madden <@bigpond.net.au>
Sent: Thursday, 9 April 2015 3:22 PM
To:
Subject: RE: Additional Participant [SEC=UNCLASSIFIED]

Hi

I just got back to the office from another interview and will include as requested and will send out the documents this afternoon.

They are all dribbling back in which is fine.

Dave

From: <mailto: @fwbc.gov.au>
Sent: Thursday, 9 April 2015 10:56 AM
To: Dave Madden
Subject: Additional Participant [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

Could we please add to the upcoming course. I have spoken with Nigel (who is , direct supervisor) and obtained the following for the 360.

Supervisor nigel.hadgkiss@fwbc.gov.au
Peer [@fwbc.gov.au](mailto: @fwbc.gov.au)
Peer [@fwbc.gov.au](mailto: @fwbc.gov.au)
Report [@fwbc.gov.au](mailto: @fwbc.gov.au)
Report [@fwbc.gov.au](mailto: @fwbc.gov.au)

is expecting the info required as a participant.

Let me know if you have any questions.

Regards,

Fair Work Building & Construction
Tel
GPO Box 9927, Melbourne, Victoria, 3001

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From: david madden < @bigpond.net.au>
Sent: Sunday, 12 April 2015 4:10 PM
To:
Subject: Program

Hi.

Just an update.

I essentially have a program ready to go but will be amending some of the exercises over the next couple of weeks.

I can send through tomorrow a timetable without the exercises which will include facilitator notes which will be sent to both of you in due course and prior to the program commencing.

Lately I have been focusing on sending out all the 360° assessments and getting them returned.

That stage, the only supervisor who has not responded with names is

That means that for and , I have not as yet been able to send out the assessor documents. Is she away?

I also received word yesterday that is ill and there is apparently a question about him but I am continuing on the basis that he is attending.

Other than that, the timetable is pretty well complete and as I said, the exercises are just being refined.

, I'll do the printing the week before as I may continue to change the exercises up to that stage.

I could probably try and do a video hookup if you wanted to later this week? I won't discuss all of the exercises in detail but will be able to talk about what they aim to do et cetera

Let me know .

David Madden
Investigator
dbm independent consultants

From: david madden <...@bigpond.net.au>
Sent: Tuesday, 14 April 2015 5:04 PM
To:
Subject: Program
Attachments: PROGRAM TIMETABLE.docx

Please find attached the timetable for the program which I hope to use. It is a draft and time will dictate some of the things that happen.

I am just adding information to the various facilitators notes so you have an idea of what I would have been trying to achieve in the main room when you break up into small rooms.

I will have it to you as soon as possible.

for the program we need three syndicate rooms and in the main room, a large whiteboard (or 2 if available), blank a4 paper with coolured pens, blue tac or board to pin to, easel with butchers paper.

Taa,

D

David Madden
Investigator
dbm independent consultants

FWBC PROGRAM AND FACILITATOR NOTES

DAY 1

9 a.m. till 10:30 a.m.

Course Opening/Introductions.

Aims of Course - Expected Outcomes - Course Content

Emphasis on the role of "*critical review*" and how it will be managed throughout program.

Every aspect of their performance and presentation during course will be critiqued.

This enhances their capacity to critique others and to understand its impact.

Ice breaker exercise conducted by facilitator (No resources required or provided by facilitator).

Morning tea

10:30 a.m. till 12 midday

Topic 1 - Leadership traits

Exercise one, two and three - Identifying leadership traits.

Entire group exercise undertaken in main training room.

Individual participant presentation 1 and 2 plus response ¹

12 midday to 1 p.m. Lunch

Facilitators will be involved in delivery of 360 degree feedback.

1 p.m. till 2.30pm

Topic 1 - Leadership traits continued.

Exercises continue in relation to Identifying leadership traits.

Entire group exercise undertaken in main training room.

Topic - Leadership Theories versus Realities.

In this session, participants take the outcomes of the morning session and begin to think about their own style of leadership e.g situational, visionary etc.

Exercise four undertaken in three small groups each led by a facilitator.

The three smaller groups return and discuss aspects of what they have undertaken in the group.

¹ After each presentation which is of approximately 2 to 3 minutes duration, one other participant will be required to summarise the first presenter's argument and provide their own perspective. At the conclusion of the second persons summary, a third participant will critique the initial presentation in terms of content, structure and delivery. This will occur for every presentation. The aim is to enhance listening, critique skill and summarising capacity.

Individual participant presentation 3.

2.30 p.m. till 3 p.m.

Communication/Listening.

For the purposes of this topic, participants will undertake a series of group and individual exercises all undertaken in the main training room.

Exercises five, six, seven, eight and nine.

The focus of the exercises is to remind all the participants of the importance of listening, body language and asking questions and the problems that occur when this does not happen.

Whilst some of the participants will have completed these exercises in the past, this is a chance for them to compete against their peers and to be reminded of the essentials of listening.

The focus is on the failure of listening properly.

Individual participant presentation 4.

3 p.m. till close

FWBC Scenario exercise – Stage 1

Hand out of FWBC Scenario.

Allow time for reading.

Break large group into three small groups (make sure skills of participants is distributed fairly) to analyse the leadership issues/problems.

Each led by a facilitator.

Emphasise it is not the operational result that should be the focus but the way in which decisions are made and priorities determined.

Groups will then return to the main training room and present their stage 1 analysis to entire group for consideration and critique.

Individual participant presentation 5 and 6.

DAY 2

9 a.m.

Re-cap of previous day

Individual participant presentation 7 and 8.

Problem solving: “When small problems become large”.

Exercise 10 - syndicate group discussion

Discussion requiring participants to identify problems in their workplaces that when left unchecked resulted in conflict.

Participants will within three separate syndicate groups identify problems that were unchecked and what resulted from a lack of effective intervention.

The focus of the syndicate discussions is about having participants understand the problem and the reasons why we don't intervene and its relationship to our personal values.

The issues promote significant discussion.

Morning tea

10:30 a.m.

Problem-solving and understanding emotional intelligence

Exercise 11 – Problem Solving & emotional intelligence

First group exercise involving problem-solving and understanding emotional intelligence on the process.

Individual participant presentation 9 & 10.

12 midday to 1 p.m. Lunch

Facilitators will be involved in delivery of 360 degree feedback.

1pm to 2.30pm Problem solving continued:

Exercise 12 – Problem Solving & emotional intelligence

Second group exercise involving problem-solving and understanding emotional intelligence on the process.

Individual participant presentation 11 & 12.

2.30pm to 3pm

Coaching – It isn't easy!

Exercise 13 – Win Win Exercise

Exercise 14 - Coaching Exercise

Group exercise will be conducted in three different locations and focuses on an individual coaching whilst limited by time but also requiring an outcome.

Individual participant presentation 13.

3 p.m. to close

FWBC Scenario exercise – Stage 2

Hand out stage 2 information and in small work groups (different groups) analyse issues and prepare response for presentation to group.

Hand out stage 3 information and in small work groups (different groups) analyse issues and prepare response for presentation to group the following day (will require out of session consideration).

DAY 3

9 a.m.

Integrity and accountability in leadership

Exercise 15 – Integrity scenario and discussion.

Discussion about the importance of ethics in leadership using scenario and case study as basis.

What is leadership integrity?

11 a.m.

Teambuilding

Exercise 16 – managing team expectations.

Team building role play - will be undertaken in three separate groups.

12 midday to 1 p.m. Lunch

Facilitators will be involved in delivery of 360 degree feedback.

1 p.m. till 2 p.m.

FWBC Scenario exercise – Stage 3

Stage 3 presentations to group with critique.

2 p.m. to close

Individual workplace problem presentation

Presentation of participants plan for addressing workplace problem through the application of effective leadership on their part.

In 10 minute segments participants present their problem, proposal and receive feedback from course participants.

Key questions:

- How will I know if successful?
- What will it take on my part to make it happen?

CLOSURE

HIGHLY CONFIDENTIAL - BRIEF PRESENTATION TOPICS - NOT TO BE DISCLOSED TO ANY OTHER PERSON WITHOUT AUTHORITY.

To be provided to participants one week before program commences.

No	Issue/Statement
1	Provide your view on the statement:
2	Provide your view on the statement:
3	Provide your view on the statement:
4	Provide your view on the statement:
5	Provide your view on the statement:
6	Provide your view on the statement:
7	Provide your view on the statement:
8	Provide your view on the statement:
9	Provide your view on the statement:

10	Provide your view on the statement:
11	Provide your view on the statement:
12	Provide your view on the statement:
13	Provide your view on the statement:
14	Provide your view on the statement:
15	Provide your view on the statement:

From: David Madden <@bigpond.net.au>
Sent: Monday, 20 April 2015 8:52 AM
To:
Subject: Re: Leadership Course [SEC=UNCLASSIFIED]

Hi
I have pretty much completed the facilitator notes.

I will print the necessary copies.

Hope to have them to you and this afternoon.

They are confidential. The process works by participants not knowing what is coming.

Also, the exercise is simply a method of promoting discussion, the discussion is the learning. I cannot put into a handbook the discussion, that comes from watching the group, guiding the conversation, emphasising points etc. equally, depending on how discussions go, some exercises may not be necessary.

Guess I am trying to say, re the guides, don't place too much emphasis on them.

I will send them anyway, even if I have to make some minor adjustments.

I have been delayed due to the 360 degree assessments coming in haphazardly and the changes you are aware of.

Dave

Sent from my iPad

On 20 Apr 2015, at 8:43 am, <@fwbc.gov.au> wrote:

UNCLASSIFIED

Hi Dave,

Hope you had a good weekend.

Could you provide an update as to where we are at with the participant manuals/workbooks? I'm just mindful if we require any changes it doesn't leave us with much time for reprinting etc.

Regards,

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immediately by return email and delete all copies of this transmission together with any attachments.

From: david madden <@bigpond.net.au>
Sent: Monday, 20 April 2015 1:39 PM
To:
Subject: facilitator notes
Attachments: FWBC FACILITATOR NOTES LEADERSHIP.docx

Hi

Please find attached the facilitator notes I intend to use.

I've tried to make it clear what the purpose of each of the exercises is and whilst some may have done some of the exercise before it is as much about developing them as a collective group of leaders and developing a rapport between them as it is anything else.

I have not proof read the attached as yet so there will be some minor changes but I think it will give you a very good idea of where we are heading.

I would like to add that in relation to the brief presentations that each person will give of five minutes duration in relation to the topic that I have sent to them, another participant will have to summarise what has been said and a second participants will critique the exercise in terms of presentation.

There is a lot of critiquing that occurs within this programme and this is for a purpose.

The participants need to get to a point where they feel comfortable in delivering proper critique about other performances.

Anyway, I hope you find it interesting reading.

Dave

David Madden
Investigator
dbm independent consultants

P.S The 360 degree feedback assessments continue to trickle in....

From: david madden <@bigpond.net.au>
Sent: Friday, 24 April 2015 1:23 PM
To:
Subject: re: Room Setup [SEC=UNCLASSIFIED]

Hi

Please use the large U.

Unsurprisingly, I am still getting late responses on the 360 degree feedback...very frustrating.

Dave

From: [mailto: @fwbc.gov.au]
Sent: Friday, 24 April 2015 12:56 PM
To: Dave Madden
Subject: Room Setup [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

How would you like the main room set up next week?

For this type of training we would generally have tables of 3-4 as opposed to the large U-shape.

Regards,

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From: david madden <@bigpond.net.au>
Sent: Friday, 24 April 2015 3:13 PM
To:
Subject: RE: Leadership Program Dinner [SEC=UNCLASSIFIED]

Hi would love to come.

On Monday, I will still be getting the 360's for some ready.

Is there a colour copier down there and can make a copy of each?

Dave

-----Original Appointment-----

From: [mailto: @fwbc.gov.au]
Sent: Friday, 24 April 2015 1:53 PM
To: Dave Madden
Subject: FW: Leadership Program Dinner [SEC=UNCLASSIFIED]
When: Wednesday, 29 April 2015 6:00 PM-9:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where:

Hi Dave,

We have received approval should you wish to attend this dinner on the Wednesday night.

Regards,

-----Original Appointment-----

From:
Sent: Friday, 17 April 2015 10:00 AM
To:
Cc: GREGOR,Murray; HAUSLER,Heather; HONEY,Tim; CORNEY,Brian
Subject: Leadership Program Dinner [SEC=UNCLASSIFIED]
When: Wednesday, 29 April 2015 6:00 PM-9:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where:

Good morning All,

All participants for the upcoming Leadership Program are invited to attend a dinner on the second day of the program.

The cost will be met by the agency because Nigel and the Executive team consider the dinner a great opportunity to relax and get to know your colleagues outside the work environment.

Details are as follows:

Date: Wednesday, 29 April 2015
Time: 6.00pm onwards
Venue: TBC – will be within 10 minutes' walk from Melbourne Office

Please confirm your attendance by Tuesday, 21st April and include any dietary requirements.

Regards,

Fair Work Building & Construction

Tel

GPO Box 9927, Melbourne, Victoria, 3001

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From: David Madden <@bigpond.net.au>
Sent: Monday, 27 April 2015 4:22 PM
To: FWBC - Learning and Development
Subject: Re: FACILITATORS EXERCISES.docx [SEC=UNCLASSIFIED]

Hi the answer is yes, but we may modify some things as we proceed, plus we need to work separately for scenario, assisting the groups and ensuring it is not operationally dominated.

See you tomorrow, should be fun.

Dave

Sent from my iPad

On 27 Apr 2015, at 12:46 pm, FWBC - Learning and Development <LearningAndDevelopment@fwbc.gov.au> wrote:

UNCLASSIFIED

Hi Dave,

As per email, are you able to confirm the attached are the exercises that we are expected to assist with?

Regards,

From:
Sent: Wednesday, 22 April 2015 10:57 AM
To: david madden
Cc:
Subject: FACILITATORS EXERCISES.docx [SEC=UNCLASSIFIED]

UNCLASSIFIED

UNCLASSIFIED

Hi Dave. I have gone through the facilitators notes, and prepared what I assume will be the exercises, and I will be directly involved in – that is when the group splits into smaller groups and moves to syndicate rooms. Can you advise, if I have interpreted it correctly. I realise that we will also help out in the main room with the whole of group exercises e.g. writing on whiteboards etc. etc. I have one query in respect to exercise 4. When the group come back are they to discuss issue 7 or issue 8. Issue 7 seems to be more personal than issue 8 – which deals with how the organisation prepares its future leaders? One other point, I have read Exercise 11 – the problem solving scenario with the Cozy Coffee club. I am just a bit apprehensive that it is fairly complex with the groups involved, and the participants may well have trouble relating it to the the work environment they operate in. Can we discuss this prior to using it, and is it possible that it may be held in reserve. I suspect that we will run out of time in a lot of these exercises. Thanks.

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<FACILITATORS EXERCISES.docx>

From: david madden <...@bigpond.net.au>
Sent: Thursday, 30 April 2015 10:09 PM
To:

Subject: Thank you.

As I sit here back in the office and reflect on the last few days I want to just say very briefly, thank you for having given me the opportunity to watch what could only be described as an incredible bunch of people take a break from their important work to reflect, to grow and to bond.

I truly hope that you gained something from it, remembering that the purpose was not to complete the exercise, but to reflect on your role in the process.

I provide similar training to a number of other organisations and found your group to be of a very high standard, reflecting a high technical knowledge, great intellect and real integrity.

Remember the quotes from the presentations.....it is your people, your values and your demonstration of excellence that counts.

Whilst all of us have opportunity to improve, I believe that FWBC is very lucky to have each of you... (indeed they may be lucky to keep you all).. well done and I hope you each achieve every success in this adventure which we call life.

Again, thank you and thank you

Dave

David Madden
Investigator
dbm independent consultants

From: david madden < >@bigpond.net.au>
Sent: Monday, 4 May 2015 2:49 PM
To:
Cc:
Subject: RE: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

Hi

I am at a trial for two days so have to rely on email for moment.

Re program.

- I think the programme went well.
- I intend to tweak some of the exercises, making them a little bit more challenging.
- I think the short presentations went very well but might make it a requirement that the presenter distributes a handout afterwards, thereby summarising the topic.
- In relation to the problem presentations, s entirely right that we need to get them to stick to the 10 minutes for presenting with three minutes for questions.
- That should be a requirement of the exercise itself and can be built into the guidelines.
- The quality of the problems identified as part of the longer problem presentation varied from the most simplistic to the more strategic.
- The variation was significant.
- For this aspect of the program to have some benefit, the problems need to be strategic, they need to be helpful to the organisation. They should not be approved unless they meet these criteria.
- Equally, during the problem presentation there needs to be a member of the executive present.
- In fact I would say that generally about the programme. Whilst it seems that this group of leaders are rated highly internally, at the dinner the executive didn't speak to participants generally and there was no one present for problem presentation.
- I recommend that if the dinner be held again (I wont attend thereby taking the focus of the executive away from me), the executive be reminded of the need to speak with staff and for problem presentation, someone from the executive be present.
- I am open to finishing the program at 3 p.m. on the final day given that the next programme may be even more demanding on some staff, but it has to be 3 p.m. for all.

Finally I read your email about wanting to catch up next Monday but can't confirm my availability till wed this week as I may be in the Hunter Valley on a Greyhound job.

Dave

From: [mailto:_____@fwbc.gov.au]
Sent: Monday, 4 May 2015 1:06 PM
To: david madden
Cc:
Subject: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi guys for your information. Happy to take advice re these things. All the best

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From: david madden <david.madden@bigpond.net.au>
Sent: Wednesday, 6 May 2015 2:09 PM
To:
Cc:
Subject: RE: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

Hi

I am concerned that as we get later in June my availability will depend on my wife's pregnancy with the expected date early July.

Is there a chance they could start on the Wednesday after the long weekend and finish on the Friday afternoon?

Dave

From: [mailto:david.madden@fwbc.gov.au]
Sent: Wednesday, 6 May 2015 10:53 AM
To: David Madden
Cc:
Subject: RE: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

I think we might run into trouble given 8 June is Queen's Birthday and interstate staff travelling on a public holiday. Is there an alternate date?

Regards,

From: David Madden [mailto:david.madden@bigpond.net.au]
Sent: Tuesday, 5 May 2015 11:23 AM
To:
Subject: Re: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

Hi .et's pencil in that week starting 8/6 for next group.
Dave

Sent from my iPad

On 5 May 2015, at 8:57 am, <david.madden@fwbc.gov.au> wrote:

UNCLASSIFIED

Thanks Dave – just let me know about next Monday.

Are you able to advise your availability from 8 June onwards? We'd like to give attendees at least a month's notice. As discussed throughout the course, we are thinking that we will need two more sessions to get through the EL 1s and 2s.

Regards,

From: david madden [mailto: david.madden@bigpond.net.au]
Sent: Monday, 4 May 2015 2:49 PM
To:
Cc: I
Subject: RE: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

Hi

I am at a trial for two days so have to rely on email for moment.

Re program.

- I think the programme went well.
- I intend to tweak some of the exercises, making them a little bit more challenging.
- I think the short presentations went very well but might make it a requirement that the presenter distributes a handout afterwards, thereby summarising the topic.
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- I recommend that if the dinner be held again (I wont attend thereby taking the focus of the executive away from me), the executive be reminded of the need to speak with staff and for problem presentation, someone from the executive be present.
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Finally , I read your email about wanting to catch up next Monday but can't confirm my availability till wed this week as I may be in the Hunter Valley on a Greyhound job.

Dave

From: [nailto: @fwbc.gov.au](mailto:nailto:@fwbc.gov.au)
Sent: Monday, 4 May 2015 1:06 PM
To: david madden
Cc:
Subject: LEADERSHIP COURSE.docx [SEC=UNCLASSIFIED]

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From: david madden <david@bigpond.net.au>
Sent: Tuesday, 12 May 2015 6:14 AM
To:
Subject: RE: Debrief - Module 2 Leadership Program.docx [SEC=UNCLASSIFIED]

Hi

Thanks for the feedback.

I will ring you this afternoon when coming back from

dave

From: [\[mailto:david@fwbc.gov.au\]](mailto:david@fwbc.gov.au)
Sent: Monday, 11 May 2015 2:25 PM
To: Dave Madden
Cc:
Subject: Debrief - Module 2 Leadership Program.docx [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

Hope you had a good weekend.

Plus find attached a summary debrief report following our recent course.

If we could discuss over the next couple of days that would be great.

Regards,

Fair Work Building & Construction
Tel
GPO Box 9927, Melbourne, Victoria, 3001

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From: David Madden <[redacted]@bigpond.net.au>
Sent: Wednesday, 13 May 2015 7:30 AM
To:
Subject: Program

Hi

I am in [redacted] today but will be working on the alternate exercises etc taking into account the feedback.

I will call tomorrow to discuss.

Dave

Sent from my iPad

From: David Madden <..@bigpond.net.au>
Sent: Wednesday, 13 May 2015 10:50 AM
To:
Subject: Student guide

Hi , can you send me the student guide you produced. I am going to add to it. Were you able to identify the timing of next group?

Interviewing still, will call from airport.

D

Sent from my iPad

From: david madden <@bigpond.net.au>
Sent: Monday, 18 May 2015 2:00 PM
To:
Subject: RE: Leadership Program [SEC=UNCLASSIFIED]

Thanks

I see eight names.

Will that increase?

I am still re-writing some stuff but it will be done well before the course.

Will start the 360 stuff tonight.

Dave

From: [mailto: @fwbc.gov.au]
Sent: Monday, 18 May 2015 1:50 PM
To: Dave Madden
Cc:
Subject: Leadership Program [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

We have got the green light for 10 – 12 June. Invites have gone out today.

I've attached the participant details for the course along with supervisor details for the 360 nominations.

Please let me know if there are any issues.

Regards,

Fair Work Building & Construction
Tel
GPO Box 9927, Melbourne, Victoria, 3001

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From: David Madden <@bigpond.net.au>
Sent: Friday, 22 May 2015 11:39 AM
To:
Subject: Re: Program Timetable [SEC=UNCLASSIFIED]

Hi

I have allotted from 1pm on the last day for the presentations.

I have no order in mind so am happy for you to determine an order and make arrangements for SES as necessary.

Can I suggest allowing for the ten min presentation which will actually take about 15, then questions plus critique, so allow between 20 and 25 mins for each.

Happy with whatever order you determine.

Dave

Sent from my iPad

On 22 May 2015, at 10:55 am, <@fwbc.gov.au> wrote:

UNCLASSIFIED

Hi Dave,

If you could let me know once you have re-worked the timetable for the 10 minute presentations, as a timeslot will need to be allocated for each attendee. This is to ensure that their relevant SES officer is available to attend. I will need to book the time in their calendar.

Enjoy your weekend.

Regards,

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From: David Madden <@bigpond.net.au>
Sent: Friday, 22 May 2015 2:47 PM
To:
Subject: RE: Program Timetable [SEC=UNCLASSIFIED]

these courses are fluid. If something is being explored well, it is allowed to continue (within reason). if it is not going well, it might be changed. I try to keep flexibility and this meets with course participant moods and views.

That will not be possible if you want a specific time for presentations because an SES member has to be present.

The problem last time was the half course who left and the failure of technology.

I will change it if this is a major issue for you however my view is that the SES member should be scheduled for a certain time on the last day, we can easily stick to that program if done that way.

Leadership courses are not budgeting and finance courses, they are not in the same category and thus the schedule is not rigid, nor are the courses routine.

if you want it changed I will do so, but my view is schedule a time and allow participants to do them then.

D

From: [mailto: @fwbc.gov.au]
Sent: Friday, 22 May 2015 11:42 AM
To: David Madden
Subject: RE: Program Timetable [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

If we could stagger the presentations throughout the course that would be preferred. As outlined in the feedback report, participants felt that having the presentation chunked together reduced their impact.

Regards,

From: David Madden [mailto: @bigpond.net.au]
Sent: Friday, 22 May 2015 11:39 AM
To:
Subject: Re: Program Timetable [SEC=UNCLASSIFIED]

Hi

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From: david madden <@bigpond.net.au>
Sent: Wednesday, 3 June 2015 4:17 PM
To:
Subject: Guide

Hi

Hope all is well.

Two things, the Handbook you prepared can be used again. I made some amendments but think the original is the better one so lets keep with what worked well.

I will send you the amended facilitator guide tomorrow.

Can you make sure the room has the computer for powerpoint projection. I will try to use that instead of printing so many documents, had an effect on me.

The 360-'s are coming in..will Nigel be able to do his assessment apart from providing the names of other assessors?

Dave

David Madden
Investigator
dbm independent consultants

From: david madden <davidmadden@bigpond.net.au>
Sent: Wednesday, 3 June 2015 5:06 PM
To:
Subject: RE: Guide [SEC=UNCLASSIFIED]

No, all good.

I am glad Nigel is attending the dinner.

I also trust you understand that my absence from the dinner is not to avoid meeting with FWBC staff, it is to ensure that the executive do not spend the night talking to me but instead talk with the staff in a relaxed social setting.

I was very dissapointed last time that the discussion was executive at one end of the table and staff at the other, bar a few incursions.

Better I am absent.

See you next week.

dave

From: [\[mailto:_____@fwbc.gov.au\]](mailto:_____@fwbc.gov.au)
Sent: Wednesday, 3 June 2015 4:39 PM
To: david madden
Subject: RE: Guide [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

Not a problem – I will arrange for printing.

The room has a projector so I'll make sure IT check it's fully operational.

I'll touch base with Nigel tomorrow. He was in Senate Estimates until about 10pm last night so has been back to back in meetings today. Also re Nigel, he will be opening the course as well as attending the dinner.

Let me know if anything further is needed.

Regards,

From: david madden [[mailto:_____@bigpond.net.au](mailto:davidmadden@bigpond.net.au)]
Sent: Wednesday, 3 June 2015 4:17 PM
To:
Subject: Guide

Hi

Hope all is well.

Two things, the Handbook you prepared can be used again. I made some amendments but think the original is the better one so lets keep with what worked well.

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From: david madden <@bigpond.net.au>
Sent: Thursday, 9 July 2015 4:42 PM
To:
Subject: RE: FWBC Leadership Course (and congrats) [DLM=For-Official-Use-Only]

Hi

Thanks for your wishes, all is good although I'm still waiting after a week for more than one hour's undisturbed sleep..

I have put the dates in my diary and will be available at that time.

Dave

From: [mailto:@fwbc.gov.au]
Sent: Tuesday, 7 July 2015 9:44 AM
To: Dave Madden
Subject: FWBC Leadership Course (and congrats) [DLM=For-Official-Use-Only]

For Official Use Only

Hi Dave,

I believe congratulations are in order. Hope baby, mum and dad are doing well!!

We have drafted a training calendar for the next six months and have a proposed date of 18 – 20 August for the final iteration of the Leadership course. Based on the geographic spread of participants, it makes sense for it to be held in our Sydney office.

If you can confirm your availability I will start notifying participants.

Regards,

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From: david madden <david.madden@qpond.net.au>
Sent: Monday, 24 August 2015 1:03 PM
To:
Subject: FW: Potential Leaders Course [SEC=UNCLASSIFIED]

Hi

I just thought I would update you.

The course went very well, the group were quite good.

I also hope you went well at your interview.

Re the potential leaders, do you want me to put something together for you to consider?

Dave

From: david madden [<mailto:david.madden@qpond.net.au>]
Sent: Monday, 17 August 2015 10:07 AM
To:
Subject: RE: Potential Leaders Course [SEC=UNCLASSIFIED]

Hi , happy to discuss.

It is interesting as the 360s are quite divided and some, very critical.

Dave

From: shua [<mailto:shua@fwbc.gov.au>]
Sent: Monday, 17 August 2015 9:49 AM
To: Dave Madden
Cc:
Subject: Potential Leaders Course [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Dave,

Hope all is well.

We've had two withdrawals from this week's course.

- resigned Friday of last week
- burst eardrum flying back from Sydney on Friday night

That being said, I think you will still be in for a good session with a good group.

We briefly discussed our desire to deliver a similar course to our potential leaders (APS 5 & 6) at the last course. I would like to firm something up around this in the coming weeks. Is this something that you would be interested in delivering?

Happy to discuss.

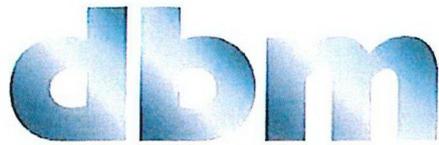
Regards,

Fair Work Building & Construction

GPO Box 9927, Melbourne, Victoria, 3001

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Independent Consultants

Specialists in corporate analysis, investigation, management & leadership

[REDACTED]

Fair Work Building & Construction
PO Box 9927,
Melbourne, VIC 3001

Dear [REDACTED]

Further to our recent discussion regarding the provision of Leadership training to certain FWBC employees, I have developed the following proposal.

I note from our initial discussions, that the Director is keen for the training to be provided to both leaders and potential leaders within your organisation.

I understand that research was undertaken to determine the type of skills that were identified as lacking among your current leaders and that there was identified strong support for a program that could improve their effectiveness as team leaders.

The research identified that many staff could manage the procedural requirements of their role but felt they could benefit from a program of study which would enhance their people management skills.

I also understand that the goal of any such program is to focus on practical skills as against one that is focused on theory.

Having examined the research, I have attached a proposal which;

- Focuses on the practical application of skills,
- Is very much case study based,
- Requires participants to demonstrate skills and principles,
- Provides a 360° assessment by the candidates' Managers, peers and staff alongside a self-assessment prior to the commencement of the program,
- Is intensive and requires a strong commitment of the candidate,

- Requires a candidate to demonstrate their understanding of leadership theories,
- Allows for the parallel conduct of an exercise designed by the organisation which requires candidates to demonstrate leadership principles in an exercise based on FWBC scenarios; and
- Involves a post program and exercise completion, self-assessment and evaluation by the facilitators.

It is recommended that this program be considered part of an ongoing and organisation wide structured leadership Program which includes a number of tools including executive coaching, specific identified placements of candidates and other learning opportunities.

It is understood that the candidates for this initial leadership program are all EL 1 and 2 leaders (some 30 in total requiring the program to be delivered on two separate occasions).

The topic areas to be covered in this initial program include, but are not limited to:

- Identifying leadership styles and the qualities of effective leaders
- Leadership and communication
- Feed front – setting expectations and establishing standards of performance
- Understanding motivation and assertiveness
- Group problem solving and conflict resolution
- Providing effective feedback
- Delegating and decision making
- Understanding emotional intelligence

A program has been designed which is up for negotiation with FWBC.

In very broad terms, there are three specific phases of the proposed program¹.

Phase 1 –Initial Preparation Stage - candidates will, as part of this phase, undertake a series of exercises prior to attending the group learning sessions. This will include a 360° peer assessment and self-assessment as well as specific learning exercises such as the preparation of a group presentation and summarising relevant articles.

Phase 2 - Group Learning Phase - candidates will attend a central location (Melbourne) and over a three and a half day period undertake an educational program comprising a number

¹ Expanded upon later in this document.

of modules and exercises delivered by the external facilitator, some of which are completed in tandem with FWBC staff².

The topic areas to be covered in this initial group learning phase have already been outlined.

The idea of this particular phase is to develop emotional intelligence skills using a series of activities and group exercises.

Part of this will involve the candidate identifying stereotypes that impact on relationships and effectiveness within the workplace.

Some of the exercises will focus on managing meetings, self-governance, accepting change, assessing team performance, non-judgemental critique of team performance and creating team synergy.

The process is participant based with the readings and academic learning underpinning and informing practice which will have to be demonstrated by the candidates through completion of the exercises.

The exercises include both individual and group involvement and conclude with a presentation by both the group and also individually to the Director (and any person nominated by that officer).

This phase is also the opportunity to explore the FWBC specific exercise designed by organisational representatives.

Phase 3 - Post group learning analysis and personal evaluation

The final phase involves the candidate completing various tasks identified as a consequence of his/her performance and demonstrated capacity shown throughout the earlier phases.

It will build on information obtained during the self-assessment and initial 360° assessment with an expectation that candidates will provide an ongoing analysis of their own performance, strengths and weaknesses and challenges.

Facilitation details and responsibilities of the parties

The training will be principally³ provided at the office of FWBC in Melbourne.

The responsibilities of FWBC will be as follows:

² The final half day (which is recommended although beyond the initial scope of the program outlines) allows for both a group and private presentation to the Director as well as individualised feedback. It is also an opportunity for the Director to provide the candidates information about their obligation and his expectation of them.

³ Still to be finally determined and will be based on the needs of assessment exercises.

- To identify and notify relevant candidates of the program and arrange their attendance;
- To provide the facilitator with contact details so that direct contact can be made in relation to phase 1 pre-program activities including the 360° assessment and self-assessment;
- To provide each candidate with a relevant text once it is determined which is best suitable to the need;
- To provide training rooms (1x main room and two syndicate rooms) on FWBC premises;
- To provide training tools such as whiteboard, A5 paper and pens etc;
- If it is possible, the organisation will be required to provide a camera within one of the syndicate rooms that can both record in digital format and also be monitored in the main training room to facilitate role-play activities;
- If camera and monitor are unavailable, the facilitator will provide same;
- To provide morning/afternoon tea and lunch as required; and
- To ensure the presence of Director or nominee on the final day of each program.

The responsibility of the facilitator is to:

- Prepare the suitable educational package;
- Arrange all personal travel and accommodation;
- Facilitate the delivery of the various phases including developing the self-assessment package and arranging for the candidates to complete the same;
- Managing the 360° feedback process including analysing all available material after contact made with participants and those nominated after preparing a tailor-made assessment package;
- Providing the various candidates with suitable readings and program instructions;
- Identifying to the organisation a relevant text to be issued to each participant;
- Preparing the various exercises that will be used to educate and assess candidates on the various topic areas;
- Ensure the exercise (as prepared by FWBC) is managed and incorporated into the program and assist with its presentation and conduct;

- Arrange for the attendance of external individuals to be utilised in scenario roles;
- Provide an overall assessment of each staff member taking into account the candidates personal self-assessment, the 360° feedback, participation and understanding of the issues as evidenced by them during the program and also of any presentation et cetera;
- Facilitate the delivery of a presentation by each candidate to the Executive Director at the end of phase 2; and
- Provide an invoice to FWBC at the conclusion of the training which incorporates all costs and expenses.

The proposal has the following costing which can be negotiated as required.

A daily rate of [REDACTED] plus GST for the principal facilitator will be applicable⁴.

The use of any casual facilitator will be based on a similar daily rate⁵.

The use of any role player will be based on a reduced daily rate⁶.

All accommodation, transport and travel costs will be met by FWBC upon presentation of invoice by the facilitator.

The likely number of days to develop, action and undertake the program is set out below.

Note that beyond the 8 days of program delivery, a significant period of time is required to properly collate and analyse the 360 degree and self assessment material and this is seen as critical to the process.

Activity	Projected number of days required to complete activity
Initial planning day with agency representatives in relation to exercise and program.	1
Initial planning and development of group and individual exercises and 360° feedback instrument and self-assessment instrument.	3
Initial Contact with each participant, provision of readings and self-assessment tool and request for them to provide contact	1

⁴ Thus making facilitator costs approximately [REDACTED]

⁵ Through negotiation, it is possible to obtain the services of other experienced leaders to provide unique presentations to the group.

⁶ Through negotiation, it is possible to use the services of other FWBC employees who have previously demonstrated high capacity for scenario work and ability to store information and respond to complex situations effectively.

details for 360° survey participants (2 x managers, 2 peers and 2 staff). All information to be collated.	
360° survey tool sent to each person nominated by candidate (30 candidates x 6 persons nominated by candidates = 180 surveys to be provided).	1
Collation of survey results	3
Phase 2 program (2 groups of 15 over 4 days each time)	8
Phase 3 information collation, evaluation, additional tasking and program completion.	2
Final wrap-up - summaries	1
ESTIMATED TOTAL DAYS REQUIRED	20

If you agree with the proposal, the package could be further developed in the coming weeks with training being delivered from mid-March or April 2015.

The first stage in proceeding with the proposal would be to meet with yourself and [REDACTED] to determine how best to manage the FWBC exercise into the overall program.

Please feel free to raise any further issues with me and if you consider the proposal has merit, I would be more than happy to work with you on its achievement.

I look forward to hearing from you.

David Madden.
 Director/Investigator
 Dbm Independent Consultants.

Program detail expansion

Provided below is an expansion of the three phases of the program.

1. Phase 1 –Initial Preparation Stage

Candidates will be required to prepare for the program by undertaking a series of specific activities prior to them physically attending for the program.

This will include the following:

A tailor-made 360° feedback program - using specific leadership skills and those identified via the FWBC internal research, a 360° assessment program will be created and administered by the facilitator.

This will require the candidate to identify two persons they are currently managing, two of their peers, their direct manager and one other manager who will be sent a confidential 360° feedback instrument which they will complete based on their knowledge of the candidate.

The assessment will include both qualitative and quantitative information and following completion, will be collated and summarised for presentation to the candidate.

Candidates Self-assessment - the candidate will be required to complete a tailor-made self-assessment which seeks to identify the candidates appreciation of their own skills and abilities, strengths and weaknesses and capacity as a leader.

They will be required to identify what they hope to achieve from the program and what skills they will be endeavouring to develop both during and after the program.

The information gathered through this particular exercise will be compared to the 360° feedback results and also presented to the candidate during the program.

Analysis of various readings - the candidate will be provided a list of readings which they are expected to read prior to attending for the program. This series of readings will include articles on leadership, skills and qualities of leaders, emotional intelligence and maximising a leaders potential.

Preparation of leadership presentation - each candidate will have identified one particular article/leadership issue that they will be required to present to the rest of the candidates during the residential program.

They will be required to forward the presentation to the facilitator prior to attending the residential program.

The presentation will be used to assess both their understanding of the leadership readings and also their communication skills and capacity to impart to others complex ideas.

2. Phase 2 - Group Learning Phase

Candidates will attend a central location (Melbourne) and over a three and a half day period undertake an educational program comprising a number of modules and exercises⁷ delivered by the external facilitator⁸.

The Phase II program builds on the foundational work undertaken in Phase 1.

The precise structure of this aspect of the program is to be negotiated with FWBC but will include the following:

⁷ There is very little "lecture" type presentation. Instead a series of exercises will be undertaken which involve individual and group thinking/action. These include individuals presenting to the group, group discussions about various aspects of a case study, scenario and role play exercises and presentations. The emphasis is upon the individual learning through action and self awareness as against any lecture.

⁸ The final half day allows for the group and presentation to the Executive Director as well as individualised feedback.

- Elements of leadership
- Leadership styles
- Emotional intelligence
- Communication skills
- Problem solving
- Management(Delegating/Accountability)
- Coaching
- Team Building
- Motivation
- Decision making
- Ethics

These issues will be addressed by the candidate examining and analysing various case studies and being required to identify the key skills, leadership problems and issues that emerge through the examination of these case studies.

The case studies will be prepared by the facilitator.

There will be an emphasis on the candidates being required to present to their colleagues on various issues, thus demonstrating their capacity to communicate, analyse and understand individual and organisational dynamics.

Technology which allows for the videoing of candidates during presentations would be used to emphasise points and to ensure wider teaching within the group.

At various stages, the candidates will be required to individually undertake a case study scenario using a role player which will require them to demonstrate leadership skill and significant emotional intelligence which will be assessed by the facilitators (and by selected other candidates).

These role-plays will require them to assess information and the situation and decide upon the most appropriate response whilst at the same time recognising their personal values and those of the person with whom they are communicating.

For example, one such scenario requires the leader to counsel a staff member about their poor performance, whilst simultaneously having them agree to act in the team leaders position when they are away on holidays, all done within a strict timeframe with the manager being required to attend another urgent meeting within five minutes.

Such a scenario draws upon considerable skills of the person being assessed and requires them to demonstrate a number of concepts simultaneously.

Individual role-plays will via technology be shown to the rest of the group, some of whom will also have the opportunity to provide critique of their peer's performance and capacity, thus further developing their skill in assessment and communication.

Proper debrief will occur following the completion of the case study and the way in which each candidate manages these individual scenarios will be videotaped and presented to the candidate for private analysis.

There will also be written assessment throughout the program with candidates being required to provide written submissions about various aspects of the case studies. Some of this activity will need to be undertaken by the individual outside of work hours to maximise the face-to-face opportunities.

Each of the candidates will without notice or prior warning be required to present to the group on a specific issue, thus testing their capacity for spontaneous analysis and effectiveness of communication.

It is understood that FWBC has developed an exercise for delivery during the program and the facilitator will work in tandem with the exercise authors to facilitate the exercise delivery.

The final stage of the residential program will require the candidate to present their strategy for improving their own leadership skills to the Director FWBC.

They will be assisted by the facilitators in preparing the presentation and it will be used as a guide for post-program assessment.

In effect they will have to present a response to the following questions:

- *How would I describe my leadership capacity?*
- *What are my leadership weaknesses?*
- *What are my leadership strengths?*
- *How am I going to improve my leadership skill?*
- *The improvement of my leadership skill will be evident within only a few months by (what?).*

All candidates will be required to complete a program evaluation at the end of phase 2.

3. Phase 3 - Post group learning analysis and culmination??

The final phase involves the candidate completing various tasks identified as a consequence of his/her performance and demonstrated capacity shown throughout the earlier phases.

It will require a written submission to the facilitator about concepts of leadership and changes in their behaviour.