



## Leadership in Action

'Leadership in Action' is an exciting program designed to increase the capability of senior leaders specifically in the areas of managing people and strategic thinking. This initiative has been endorsed by the Vice-Chancellor as part of an overall Leadership & Management Development Approach that has been designed to facilitate the development of Monash leaders and support the University's vision, strategic and performance objectives as outlined in Monash 2025.

### Overview

The aims of the program are to:

- build individual leadership capability to support the University's research, teaching, international and engagement agenda
- provide a range of practical tools and frameworks to support ongoing development and build a positive healthy performance based culture
- allow participants the opportunity to build a leadership network with colleagues from across the University
- explore strategies to resolve critical leadership dilemmas
- enable leaders to take time out to reflect on their leadership contribution

Participation requires the following commitment:

- pre-reading
- completion of a 360 degree feedback questionnaire
- three-day residential at Balgownie Estate

- completion of an action plan, one-on-one coaching and a leadership impact survey

- one-day follow-up module at the Monash Clayton campus

The workshops are informal, interactive and utilise a mix of learning activities including presentation, skills practice, table discussion, diagnostic questionnaires, individual reflection and planning and a range of guest speakers from across the University attend each module.

### Target group

The program has been designed in conjunction with the Leadership and Management Development Reference Group and targets current and aspiring Monash leaders (Academic Level D and above and HEW10 and above or those who manage five or more staff and have significant financial responsibilities).

### Program content

- what it means to be a leader
- leadership styles
- leading change and team development
- self awareness and self care
- interpersonal skills for leadership including, managing staff and conflict resolution
- coaching and mentoring staff
- teamwork, collaboration and innovation
- performance Management
- industry engagement and commercialisation
- life skills and planning
- resilience, managing workload and priority management

## Learning outcomes

Successful completion of 'Leadership in Action' will prepare participants to:

- develop individual leadership capability to enhance performance and prepare for emerging challenges
- engage in the ongoing process of building Monash as a high performing learning organisation
- adopt a strategic perspective aligned with overall sector and University strategy
- utilise a range of practical skills, tools and frameworks to better lead transformational change
- understand the rationale and integration of key University leadership initiatives
- continue to develop the culture to ensure the achievement of the University's vision and the strategic and performance objectives outlined in 2025

## Investment

Registration fee is \$2300 per person. The university provides a 50% subsidy for participation in 'Leadership in Action' program. Cancellation fees also apply. Details on registration visit [www.adm.monash.edu.au/human-resources/leadership-development/application.html](http://www.adm.monash.edu.au/human-resources/leadership-development/application.html)

## More information

For further information visit [www.adm.monash.edu.au/human-resources/leadership-development/leadership-in-action.html](http://www.adm.monash.edu.au/human-resources/leadership-development/leadership-in-action.html) or email [senior.leadership@adm.monash.edu.au](mailto:senior.leadership@adm.monash.edu.au) or telephone + 61 3 9902 9914.

## Facilitators



### Larry Marlow

Larry's professional experience includes senior management roles in both public and private sectors. He has held leadership positions in the fields of information technology, marketing, human resource management and management consulting.

Larry has worked as an academic and researcher and has lectured on Organisation Change and Human Resource Management at several Australian universities.

He has worked with numerous major multinationals as well as many of Australia's leading organisations in the areas of strategic management, strategic human resource management, leadership development and organisational change management. Over the past several years Larry has been working extensively in the university sector, to-date assisting strategic planning and the development of leadership capability in over 22 universities in Australia, New Zealand and the Pacific.

Larry is currently managing director of Marlow Hampshire, a management consulting company operating in Australasia and Asia ([www.marlowhampshire.com.au](http://www.marlowhampshire.com.au)).



### Richard Jones

Following his university studies, Richard gained his early work experience in Australia. He undertook post graduate studies in Education and Clinical Psychology, Group Work and Organisation Development and has worked internationally as a Psychologist in a variety of settings, including schools, universities, hospitals, industry and community organisations.

During his international career, Richard has held a number of visiting appointments, including Visiting Lecturer to the Graduate School of the Architecture Association (UK); Visiting Professor in the University of Warsaw, Associate of the Ashridge and Henley Management Colleges in the UK, and a fellowship in Sri Lanka with the Commonwealth Fund for Technical Co-operation.

Richard returned to Australia in 1983 to take up the position of Director, Human Resources and Organisation with the Pratt Group of Companies. In this role he was a member of the group's Board of Management and responsible for corporate strategy, human resources, industrial relations and organisation development.

He was contracted to Monash Mt Eliza Business School for 12 years from 1988 where he designed and directed executive development programs. He established the Leadership Centre at the School in 1991 and as its Director, built it into the pre-eminent centre in the region for leadership development.

Richard established Oxford Consulting Associates in London in 1980 and subsequently in Australia in 1988 and consults internationally to a number of organisations, working principally with Chief Executives and senior management teams.