

# DIPLOMA OF LEADERSHIP & MANAGEMENT BSB51915

AUSTRALIAN  
ACADEMY OF  
**CLINICAL**  
LEADERSHIP



NATIONALLY RECOGNISED  
TRAINING

RTO ID: 41146



*Do you manage a unit or team?*

*Are you planning to move into management?*

*Are you wondering how to increase your effectiveness as a manager and leader?*

*Do you want to be a manager who engages and empowers your team to be their best?*

*Do you feel a little unclear about the role and worry that you aren't quite there yet?*

*Are you feeling overwhelmed as a manager, working way too many hours and getting no support from your team?*

*Would you like to develop your impact as a manager?*

**The Diploma of Leadership and Management (BSB51915) will give you the mindset, skills and processes to improve your confidence, competence and ability to manage and lead, exponentially!**



## LETTER FROM ELISE



In a world of diminishing resources (people, capital and natural), where we are being asked to do more with less, the need for managers to multiply their impact has never been greater. Managers must operate at a much, much higher level, motivating and enabling everyone around them to do the same.

The transition to manager is a critical step in the journey to becoming a High Impact Manager. I've been there. I know it can feel like a chasm separated by a tight rope without a net; when one wrong step feels like the end of life as we know it! All the professional development and mentoring programs delivered by the Australian Academy of Clinical Leadership are aimed to provide this net. These programs cover a range of skill sets and mindsets; based on contemporary thinking and grounded in reality. But one thing that constantly worries me is that the people who undertake these programs go away with a plan of action, all fired up to make a difference, and get back to work only to find that the reality is like a wet blanket, snuffing out any spark of inspiration that was ignited!

The mantra for the Australian Academy of Clinical Leadership is "making a difference" and that is what I want every one of my programs to do for the people who undertake them.

So, we have designed this Diploma of Leadership and Management specifically for people who are making or have made the transition into management. But for



managers to crank up their impact, the Diploma must make a difference, not only to the individuals but also for their organisations. This Diploma does exactly that. It gives you the opportunity to develop your skills and processes as a manager while simultaneously applying these to your work.

The program has been designed by clinical leaders, drawing on a wealth of actual experience that spans hospitals, aged care and community, government and beyond into the corporate world. This Program provides the solid foundation needed to make the transition from clinician through to High Impact Manager.

Join us!

Dr. Elise Sullivan



## THE GAME PLAN

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People don't leave organisations - they leave managers! Over 70% of the people working in hospitals, aged and community care services are working for clinicians, carers or case managers who have been promoted into the ranks of management. These managers have a very direct impact on the health of the organisation!

And in these extremely challenging times, where budgets are being tightened, vacancies are hard to fill and compliance and performance targets are increasing, managers must have the capacity to motivate and enable their people to perform at their highest levels – all the time. More and more responsibility must be devolved to the line manager and they need to know how to manage every aspect of the business.

In one organisation I know that it was estimated that poor management performance resulted in unrealised revenue of around \$525,000 per year!! Add to that the seven WorkCover claims, and increased incidents of aged resident aggression and complaints - all because the line manager was not able to do the job. It wasn't entirely her fault. She was promoted to her highest level of incompetence without the necessarily support to bring her up to the task.

There are plenty of stories like this one demonstrating the solid return on investment in developing managers' mindsets, skills and processes. But carers, case managers and clinicians often don't get the opportunity to develop their skills, knowledge and ability to make this transition. It is assumed that being a great worker or clinician automatically makes you a great manager. However, we know these two skill sets are very different. In fact, the transition often takes the person from being an "expert" in his field to being a 'novice' or 'advanced beginner' manager. These managers are often left to figure it out on their own. This Diploma provides the support they need to make this transition effectively and confidently.

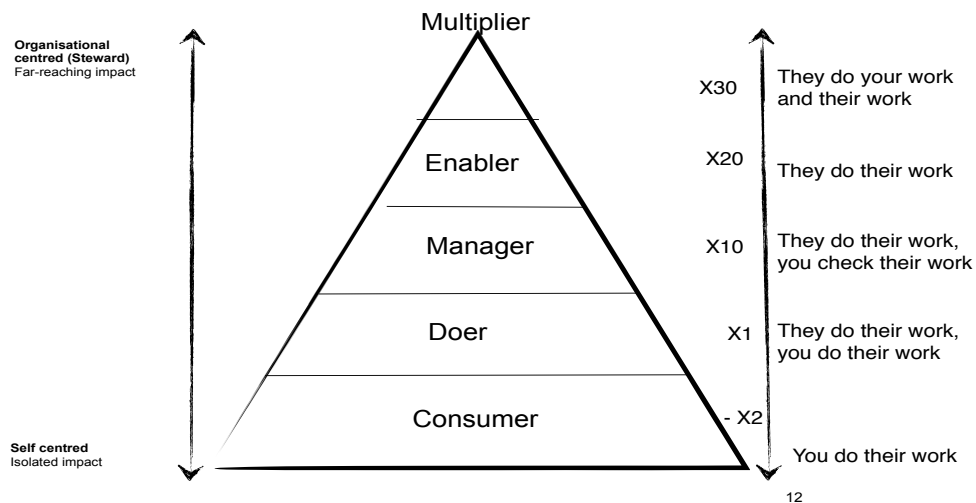


And while there is a focus on establishing processes and recipes for managers to follow to be more effective, this does not address the real problem. The real problem is that they may not have the confidence, skills and critical management thinking capacity to manage in the moment – without a process. The real problem is that first line and middle managers are often not fully empowered to manage or to empower their staff to operate at their highest levels. They are not operating autonomously. My research has revealed that 1 in 5 managers feel that they are being micro-managed by their bosses. I have also found that their lack of confidence and sense of self-empowerment gets in the way of managers taking the initiative and making decisions when they need to make them. When people are not enabled to make decisions as close to the point of service as possible then the work and difficult decisions are pushed up the line, and often delayed. To meet accreditation standards, performance targets and maintain budgets, it is essential that every individual in the team is totally engaged in their work, and able to operate at their highest levels.

What I have realized over the time that I have been working with managers to develop their management skills and mindset, is that they tend to fall into 5 distinct groups: consumers, doers, managers, enablers or multipliers. And their level defines their impact and performance; the consumer actually takes time and energy and has a negative impact, whereas the multiplier creates energy and capacity so multiplies their impact by a factor of 30 or even more. If the ultimate aim is to create teams of self-managing individuals – people who have the capability to not only do their own work at an exceptional level but can also manage themselves and step up – then we need managers who are multipliers. A highly empowering manager has this multiplier impact.



## High Impact Management



## WHAT IS THE DIPLOMA OF LEADERSHIP AND MANAGEMENT (BSB51915)?

We know that high impact managers plan for, manage, review and improve their people, resources and the systems that support these. The approach managers take to these responsibilities (their 'style') will influence how their team performs and behaves (the culture).

Their management style or approach is a product of their Management Mindset - how they think about their job, themselves and the people they manage. The key components of the manager's role and a constructive Management Mindset are depicted in this management matrix:



<div>Mindset</div> <div>Emotional intelligence</div> <div>Personal priorities and development</div>			
	Plan	Implement	Improve
People	Learning and professional-development Workforce planning Training and Learning Plan	Delivering quality customer service Recruitment, selection, induction & development Set, prioritise and coordinate work (rostering) Delegation Manage grievances, conflict, workplace relations. Promote diversity and strengths Manage employee relations (IR)	Performance management Learning and professional-development
Systems	Operational and team performance planning	Lead & manage team effectiveness Establish and foster culture Continuous improvement Manage change Shared governance and communication Manage clinical risk	Quality, safety and customer performance Reviewing and improving systems, policies and procedures
Resources	Building budgets	Make allocation decisions Generating revenue & reducing costs	Financial and resource performance review and reporting





The Diploma of Leadership and Management (BSB51915) is like the Advanced Life Support for clinicians - gives the manager the essential skills, tools and processes to manage more autonomously and perform at their highest level of management building a unit and team that contributes to client outcomes and the organization's health.

This 12-month Diploma provides the projects, framework, support and accountability you need to support you to make the transition from clinician to high impact manager, and have an impact in your organisation.



UNIT	YOUR DELIVERABLES
<b>MANAGING YOURSELF</b>	
<b>BSBLDR501</b> Develop and use emotional intelligence	<ul style="list-style-type: none"> <li>Identify the impact of own emotions on others by identifying your emotional strengths and weaknesses, stressors, emotional states and triggers and gathering feedback from others.</li> <li>Model behaviours that demonstrate management of emotions.</li> <li>Recognise and respond to the emotional states of others promote the development of emotional intelligence in others.</li> </ul>
<b>BSBWOR501</b> Manage personal work priorities and professional development	<ul style="list-style-type: none"> <li>Manage personal work priorities (prepare a work plan on projects that matter)</li> <li>Develop and maintain professional competence (develop a professional development plan based on feedback)</li> </ul>
<b>BSBLDR502</b> Lead and manage effective workplace relationships	<ul style="list-style-type: none"> <li>Develop and/or implement processes to manage ideas and information</li> <li>Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to.</li> <li>Provide leadership through own behaviour</li> <li>Demonstrate the skills and knowledge required to manage difficulties and conflicts in order to achieve positive work outcomes</li> </ul>
<b>MANAGING THE UNIT</b>	
<b>BSBMGT517</b> Manage operational plan	<ul style="list-style-type: none"> <li>Develop an operational plan</li> <li>Plan and manage physical and human resource acquisition</li> <li>Monitor and review operational performance (including reviewing performance systems, analysing performance, identifying under-performance and taking action and reporting)</li> </ul>
<b>BSBWOR502</b> Lead and manage	<ul style="list-style-type: none"> <li>Establish a team performance plan</li> <li>Develop team cohesion and facilitate teamwork</li> </ul>



UNIT	YOUR DELIVERABLES
team effectiveness	<ul style="list-style-type: none"> <li>Liaise with stakeholders focusing on resolving team performance issues</li> </ul>
<b>BSBFIM501</b> Manage budgets and financial plans	<ul style="list-style-type: none"> <li>Plan financial management approaches, including clarifying and negotiating changes to the budget</li> <li>Implement financial management approaches and systems</li> <li>Monitor and control finances (including building a budget and reporting)</li> <li>Review and evaluate financial management processes (including collecting and analysing financial data, recommending improvements and planning to implement and monitor improvements)</li> </ul>
<b>BSBHRM513</b> Manage workforce planning	<ul style="list-style-type: none"> <li>Research workforce requirements and develop a workforce plan</li> <li>Implement actions in support of workforce planning</li> <li>Monitor and evaluate workforce planning</li> </ul>
MANAGING PEOPLE	
<b>BSBHRM405</b> Support the recruitment, selection and induction staff	<ul style="list-style-type: none"> <li>Plan for recruitment</li> <li>Support the selection of staff</li> <li>Support the induction of staff</li> </ul>
<b>BSBMGT502</b> Manage people performance	<ul style="list-style-type: none"> <li>Allocate work and provide feedback</li> <li>Design and train performance management systems</li> <li>Manage performance, including appraising performance, providing feedback and coaching</li> <li>Manage follow up, including discipline and dismissal processes</li> </ul>
<b>BSBWRK510</b> Manage employee relations	<ul style="list-style-type: none"> <li>Develop an employee relations strategy</li> <li>Implement an employee relations strategy</li> <li>Manage grievance and conflict situations</li> </ul>
CREATING A CONTINUOUS IMPROVEMENT CULTURE	
<b>BSBCUS501</b> Manage quality	<ul style="list-style-type: none"> <li>Develop a customer service plan (focusing on patient centred care, customer directed care)</li> </ul>



UNIT	YOUR DELIVERABLES
customer service	<ul style="list-style-type: none"> <li>• Develop strategies to monitor customer satisfaction, analyse data and information on customer service issues and prepare reports with recommendations for organisation-wide improvement</li> <li>• Manage complex customer complaints and support the team to do the same</li> </ul>
<b>BSBMGT516</b> Facilitate continuous improvement	<ul style="list-style-type: none"> <li>• Develop and lead a continuous improvement process</li> <li>• Lead an organisational improvement project</li> </ul>



## WHAT IS INVOLVED?

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The Diploma provides everything you'll need to make the transition into management and be the best manager you can be. You get:

- A Diploma of Leadership and Management that is recognised national across sectors
- To participate in four 3-day emersions with fellow managers and leading experts in the field
- High Impact Mentoring Club (monthly on-line mentoring)
- Free admittance to any of our short, public professional development programs
- The full suite of training workbooks and on-line resources for all 12 Units
- The opportunity to make a difference to how you manage, how your people perform and how your organisation operates and serves.
- You join a community of progressive leaders who will support you well after the course is finished.

## NATIONALLY ACCREDITED DIPLOMA OF LEADERSHIP & MANAGEMENT (BSB51915)

Short professional development programs might be too short to really have an impact on the individual's practice and organisation. Through a Diploma we are aiming to give participants the opportunity to learn, practice and consolidate the skills and behaviours they need to transition from a clinician to a high impact manager. The 12-month program provides the time it takes to develop, apply and consolidate skills and make an impact in the organisation.



We understand that there are many clinicians who want to add a formal management qualification to their CV, and see a Diploma as an important

step in their management career path. This Program will provide solid evidence that you can manage. You can add these achievements to your CV and use this as a stepping-stone into higher levels of management and higher qualifications.

### EMERSION WORKSHOPS

Every quarter we get together in Melbourne for a three-day workshop. We assume that you have done your reading and preparation before you step in the room. These workshops are all about implementation and mastery. We will deepen your skills around thinking, managing and leading for high impact, and we will go to work implementing your game plan.

Each quarter we will review what you achieved over the last 90 days, and what your plan is for the next 90 days.

These sessions will also have assessments, so you will need to commit to them.

These workshops are the cornerstone of the program, and over 12 months you will share the journey with a group of people who may well become life long friends. You will also be held accountable to the actions and





behaviours that will help you succeed in this game. The workshop dates are:

- August (13, 14, & 15)
- November (12, 13 & 14)
- February (11, 12, & 13)
- May (12, 13, & 14)

If you have 10 or more people in your group, then a program can be delivered in your organisation.

## ONLINE PLATFORM

You gain membership to our online learning and networking platform so you can access resources wherever you are. The platform will give you access to all course materials, videos and presentations, management tools, templates and resources. You will also join on-line forums and raise issues to be discussed and resolved.

## HIGH IMPACT MENTORING CLUB

Every month you can get a dose of mentoring from Elise and the team via webinar.

Between the quarterly emersion workshops, the Mentoring Club keeps you in regular contact, helps you to maintain clarity, boosts your motivation,

and reminds you what to do to move to the next step.



## FREE CONTINUOUS PROFESSIONAL

## DEVELOPMENT PROGRAMS

We deliver a range of half and one-day public professional development programs for managers and you will be invited to these for free.

## BOOKS AND READINGS

You will be given access to the full suite of training workbooks and on-line resources for all 12 Units. We will send





you a selection of best selling management books through the year,

and provide a wide range of readings to support your studies.

## WHAT RESULTS SHOULD I EXPECT?

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Our goal is to help you develop an empowering management mindset, enabling systems, and advance your management skills and performance. The whole Diploma is focused on improving your ability to respond to the issues you face in your workplace right now, and improve your organisation in the process!



The skills and knowledge gained from this Diploma builds your confidence, competence and impact as a leader and manager. It will help you to:

- Develop yourself, your mindset, emotional intelligence, and powerful strategies for creating work-life balance.



- Ramp up your impact in your organisation, focusing on what you can do to improve things.
- Skilfully motivate, and engage your people, manage their performance and build productive and professional industrial relations.
- Manage and grow your people and financial resources.

We'll ensure you achieve this by providing:

- a program grounded in solid evidence and tailored to your work context
- a year with us and a group of highly motivated peers
- a community to share the journey, and celebrate your successes
- accountability structures
- everything you need to transition from clinician to high impact manager





## THE TEAM

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The Diploma is the product of several great minds coming together to share their real world experience in making the transition from clinician to high impact manager. The core team comprises Dr Elise Sullivan, (founder of the Australian Academy of Clinical Leadership) and Amanda Edwards (Executive Director of Clinical Services, Castlemaine Health). Together they bring decades of expertise in advancing clinical practice and the nursing and midwifery profession. They have each transitioned from clinician, through to management, into executive levels in hospitals, aged care and senior government positions – always pushing for progress as they go.

Together, with their other leadership associates, they offer unparalleled personal experience making them the most insightful teachers and mentors a clinical manager could wish for.

Every subject in the Diploma is delivered by the people who are passionate about the subject matter, have studied and researched it themselves, and have applied it in health, aged and community care organisations. You are getting the real deal with this team.

And you join this community when you learn with them.



## HERE'S WHAT SOME OF THE PEOPLE THAT COMPLETED AUSTRALIAN ACADEMY OF CLINICAL LEADERSHIP PROGRAMS HAVE SAID...

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“Thanks Elise for a Great and insightful course. So relevant to my needs and you have given me some very useful techniques, skills and ideas that I can take forward with me.”

“There are so many things that have fallen into place from both a personal and professional level. I am excited to go forward with so many ideas and new skills to implement with my unsuspecting staff. This course has been a gift in so many ways.”

“Provided practical and realistic tools to implement.”

“Reinforced the skills I already had and offered new ways of thinking about leadership.”

“It was a great opportunity to explore new ideas and theories and learn new ways of teambuilding and working with my staff”

“Excellent resources and very informative. Great to network with other people doing the course and get their views. Excellent presentations and I would recommend this program to other management staff.”

“It was excellent. It has given me ideas, reflection on practice, tools and knowledge. I feel energized to motivate the team.”

“It was really valuable and a breath of fresh air.”

“Excellent, new theories, frameworks and tools for managing change and continuous improvement. Very dynamic presentations and presenter – thanks.”

“Another great change adjusting day – learnt heaps. Visual and thought provoking.”



## WHAT'S THE INVESTMENT?

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The cost of the program is **\$AUD 7,920** paid over 7 months as follows:

\$1,000 deposit to hold your place (before program commencement)

\$1,000 at the end of months 1, 2, 3, 4, 5, 6

\$920 at the end of month 7

OR

Pay the balance once you have started and get a 10% discount.

## I'M INTERESTED ... HOW DO I REGISTER?

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If you want to be considered for the next intake, please email the Academy at [information@advanceleaders.com.au](mailto:information@advanceleaders.com.au) with an expression of your interest or register through [this link](#). You can also call us on 0408 468 496 and we'll organise an application form and talk you through the process.

## CONTACT US

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