This one day Master Class will give participants a solid grounding in the principles of adaptive leadership. Bring to mind an issue at work that keeps resurfacing. You've thrown money, time and resources at solving it, but nothing seems to work. There's no precedent and no rules to follow. Chances are this is an adaptive leadership challenge.

Adaptive leadership is about working in uncertainty and ambiguity to discover new ways forward.

Building on adaptive leadership challenges within the participants' organisations we will further examine and discuss the broader and rapidly political, financial and technological environments that nurse leaders are increasingly operating within. David will use his vast experience of leadership successes and failures to illustrate and equip nurse leaders with new knowledge and tools to deploy back in the workplace.

Throughout the day we will work through the spheres of influence and spheres of concern that nurse leaders encounter, discuss and devise strategies to exert influence in each.

Program developed and facilitated by David Bartlett

Participants can look forward to the experienced insights of program facilitator David Bartlett, former Premier of Tasmania. His time as Premier was characterised by bold reforms designed to lift Tasmania’s educational outcomes and capitalise on Tasmania’s natural advantages in water, food and renewable energy. David has studied leadership at Harvard University and will share with participants key learnings on adaptive leadership which can be practically applied in their own work environments.

For his work in promoting innovation and broadband infrastructure David was recently named by The Australian as one of Australia’s Top 50 most influential people in technology.
9:15am: Workshop opens

9:30am – 12:30pm: Module one
(including a short break)

Leadership is to live dangerously: understanding the adaptive challenges of leadership

This module will outline and practically interpret, through real world, participant led examples, how to identify adaptive rather than technical challenges in leadership and how to lead through them. Adaptive leadership is radically different from doing your job really, really well, it is about observing, challenging, experimenting, taking risks and discovering the joy of making hard choices.

Participants will develop strategies to ‘get off the dance floor and onto the balcony’ i.e. stepping back to get perspective, ‘orchestrate the conflict’ i.e. using stress productively to work with the issues, and to ‘hand the work back’ i.e. putting the responsibility on those who need to make the change.

Content covered will include:
- staying alive through the dangers of leadership
- recognising adaptive change vs technical change
- five challenges of leading adaptive change
  - get off the dance floor and onto the balcony
  - think politically
  - orchestrate conflict
  - give the work back
  - hold steady
- exercise: identifying adaptive challenges.

12:30pm – 1:30pm: Lunch

1:30pm – 3:15pm: Module two

Nurses speaking with one voice: understanding the political environment and leading through influence

This module will assist nurse leaders to build strategies to lead in a politically charged environment. It will focus mostly on how nurses can better develop leadership skills to influence key public policy outcomes across Australia, as individuals and as a professional group.

This engaging and entertaining module uses ‘war-stories’ from the front-line of Australian politics to illustrate the challenges that public health policy and service delivery face in the 21st Century. Dealing with politicians, media, fiscal constraints and the increasing ‘short termism’ of the Australian political scene add to the burden that health sector leaders are facing. Just as culture affects strategy in organisations, so do politics.

Research on Australian political narratives, that have dominated the last twenty years of Australian politics, will be used to develop skills to interpret these narratives in context. Participants will have the opportunity to examine the debates and key issues as they affect health and consider how they can develop the professional agency needed to influence political outcomes.

Content covered will include:
- the six political narratives
- influencing and influencers
- self assessment: politician, analyst, bureaucrat, optimist
- group exercise: mapping influence.

3:15pm – 3:30pm: Afternoon tea

3:30pm – 5:00pm: Module three

Everything changes, everything is connected: leading through global transformations to health delivery and digital technologies

The leadership challenges that nurse leaders face over the coming half decade can easily be misinterpreted as “technical” challenges - that is, newer, faster, better, shinier technologies that are driving technical changes in health care delivery and administration. Harnessing the power of these technologies requires a new form of leadership, one that mobilises people to meet the challenges posed by them.

It would be easy and comfortable for nurse leaders to think of the changes as being on the continuum of change that they have seen before - albeit at an increasing rate of change. If nurse leaders fail to see that this is, in-fact, an adaptive challenge (not a technical one), they will fall behind in their leadership of their organisations and community. Nurse leaders need to understand and leverage the transformational potential of these new technologies, so that they can stay connected and provide the health care leadership that is required for the future.

Content covered will include:
- ubiquitous connectivity as the great disruption
- three great global transformations: wealth, customers and solutions
- the health sector and ubiquitous connectivity
- exercise: planning for the future.

1800 061 660
leadership@acn.edu.au
www.acn.edu.au