



# COLLEGE

## Leadership Program



# WELCOME

Welcome to the Australasian College of Paramedicine Leadership Program. This program has been developed in direct response to member needs and to address the specific leadership challenges faced by paramedics today.

The 11 month program will be delivered online and aims to build the capacity of paramedics and health sector managers to navigate the adaptive environments they work in. Sessions will be held as interactive, small group and 'hands-on' modules. The program will focus on key communication skills required to work with teams in challenging professional situations.

To navigate the myriad of challenges and opportunities they face, paramedics and health sector managers require a unique skill set and a greater awareness of their self, teams and communities, in order to:

- mobilise, adapt and thrive in these changing and highly complex environments;
- develop heightened skills of critical thinking and self-awareness;
- effectively diagnose complex challenges; and
- skilfully intervene with creative solutions.

The program will be delivered to a cohort of 25 participants and will include the following elements:

- a series of six online modules to be led by Harvard-trained facilitators;
- small group workshops focusing on participants' real-life challenges;
- mentoring sessions focusing on career planning and professional development;
- case study presentations delivered by paramedic leaders;
- access to live and recorded leadership webinars and leadership resources delivered by the Institute of Managers and Leaders (IML);
- information and guidance provided to participants' line managers;
- continuous improvement and enhancement surveys.



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# COLLEGE LEADERSHIP PROGRAM

The program is underpinned by a series of six online modules led by Harvard-trained facilitators.

Our facilitators offer sessions that are purpose-built for the digital space ensuring the online training sessions are inclusive of diverse personalities, work/life needs and learning styles.

A variety of web-based apps are used to support the online modules:

- video conferencing (with breakout room facilities)
- collaborative online whiteboards
- short and simple visuals
- digital brainstorming boards.

Our facilitators specialise in thoughtful approaches to complex challenges and use experiential and improvisational learning methods to generate insights, make connections and catalyse actions. Their work draws on systems thinking, positive psychology and artistic practices that combine mind and body.

The online modules are not delivered as theoretical sessions. They will instead offer practical strategies and opportunities to try new ways of thinking and behaving. Our facilitators use a strengths-based approach to ensure participants build on their capabilities and leverage their existing skills.

Please note that this program will not address the technical aspects of paramedicine, but will instead focus on the skills and capabilities required to work in a professional environment, to manage people and to manage yourself.



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## LEADERSHIP DEVELOPMENT MODULES

The following pages detail the 2021 Leadership Program content, structure and schedule. The program may be altered in 2022 based on participant feedback and outcomes.

### Modules 1 & 2: Introduction to Adaptive Leadership

Adaptive Leadership is different to conventional leadership frameworks; it is distributed, and it is facilitative. This means people who wish to make a difference can do so irrespective of their place in a hierarchy. It also means that leadership is about mobilising people to tackle tough challenges rather than issuing edicts or applying technical 'solutions'. The key focus areas for these introductory modules will be cultural adaptation, leadership as a practice, managing/initiating change, and peer consultation.

### Module 3: Collaborative Team Cultures

Working with and managing a team of people is not a technical skill. It requires a set of skills and awarenesses that ensure that your people feel supported, understood and part of something. The ideal outcome is a team that builds on each other's strengths, has clear direction, and works efficiently. The key focus areas for this module will be understanding team culture and navigating diversity and inclusion.

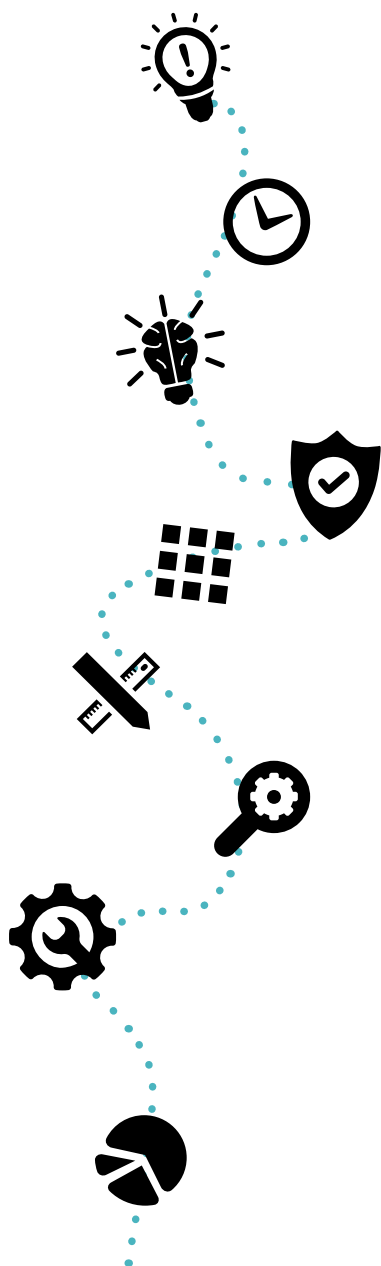
### Modules 4 & 5: Communications

These modules will focus on the key communication skills required to work with teams in challenging professional situations. The key focus areas for these modules will be dealing with disputes, negotiating difficult conversations, emotional intelligence, and feedback.

### Module 6: Resilience and Wellbeing

Current research suggests that people's capacity to perform is tied to their ability to reset in between activities. We don't suggest leaders work harder, manage their time better or magically make time they do not have. Instead, we offer a supportive learning environment where participants can share ideas from their own practice and take the time to create new practices that fit their personality, workload and life commitments.

These programs are underpinned by Harvard's Adaptive Leadership and Negotiation Project frameworks. They satisfy a variety of competencies and are tailored to the unique requirements and context of paramedicine.



To complement the leadership modules, the program will also include the following elements.



### Small group workshops focusing on participants' real-life challenges

The cohort will be divided into small groups to participate in peer consultation. The peer consultation process brings together the core ideas and skills of adaptive leadership into a short and sharp tool that can offer new perspectives on existing and upcoming challenges. Participants will have the opportunity to workshop their own challenges and work on others in a carefully sequenced process. They are invited to bring a current leadership challenge to the group to use it as a case study to explore the Adaptive Leadership framework and gain fresh perspectives on career quandaries. These sessions will be held twice throughout the program and will be run by our leadership program facilitators.



### Case study presentations delivered by paramedic leaders

The College will invite current leaders in paramedicine to deliver case study presentations to the leadership program cohort. These presentations will provide valuable insights into:

- the journey to become a paramedic leader;
  - challenges leaders have faced and still face;
- and
- strategies adopted to maintain strong leadership.

It also provides a unique opportunity to ask questions of these leaders and participate in discussion with them. The College aims to deliver five of these presentations throughout the program.



### Mentoring program

The College will be inviting current leaders in paramedicine to perform the role of mentor to participants of the leadership program. Participants will meet with mentors on a regular basis throughout the duration of the program.

The mentor program will run alongside the leadership program and will provide the leadership program participants with personal and professional development through the sharing of knowledge, expertise and experience.

*\*NB – If you are interested in becoming a mentor, please contact [education@paramedics.org](mailto:education@paramedics.org) for more information on this program. Full training and support will be provided.*



### Access to leadership webinars and resources

Through the College's corporate membership of the Institute of Managers and Leaders (IML), participants will have unlimited free access to view live and recorded leadership and management webinars, as well as access to leadership resources delivered by IML. Viewing of these webinars will be undertaken in the participants' own time.

*Please note access to the IML online library will be available to all College members, not only leadership program participants.*



## Information and guidance to participants' line managers

To ensure participants are supported throughout their leadership program whilst back “in the office”, the College will provide information and guidance to the participant’s line manager.

This will include an invitation to attend the leadership program induction session, an in-depth course overview and tips on how to support the participant while they are in the office. Providing support to the participant’s manager provides another mentor figure for the participant and creates opportunities to put their new leadership skills into practice in a supportive environment.



## Continuous improvement and enhancement surveys

The College has undertaken research to identify the key areas future paramedic leaders need to focus on to be successful. The initial program has been based on this research. Participants will be asked to provide regular feedback on the leadership program, its format and content. The program content will be adjusted accordingly to ensure it meets its objectives and addresses participants’ feedback. The feedback will also track participants’ leadership skill and knowledge development.

# LEADERSHIP PROGRAM

June	Applications open and successful candidates confirmed
July	Welcome and induction session for leadership program participants <b>Leadership module one:</b> Introduction to adaptive leadership
August	<b>Mentoring session</b> Paramedic leader case study presentation
September	<b>Leadership module two:</b> Introduction to adaptive leadership Small group workshop
October	<b>Mentoring session</b> Paramedic leader case study presentation
November	<b>Leadership module three:</b> Collaborative Team Cultures
December	<b>Mentoring session</b> Paramedic leader case study presentation
January	<b>Leadership module four:</b> Communications
February	<b>Mentoring session</b> Paramedic leader case study presentation
March	<b>Leadership module five:</b> Communications Small group workshop
April	<b>Mentoring session</b> Paramedic leader case study presentation
May	<b>Leadership module six:</b> Resilience and Wellbeing
June	<b>Mentoring session</b> Online graduation / presentation for leadership program participants

## FURTHER DETAILS

### Applicants

Applications for the 2022 program will open in early 2022. Please see criteria and pricing details for the 2021 program below (note these details are provided as a guide only and may change in the 2022 program).

The College encourages applications from people who identify as Aboriginal and/or Torres Strait Islander and/or Māori, from people with culturally and linguistically diverse backgrounds, people with disability, and people living in regional and remote areas. Partial financial assistance may be available to eligible candidates.



#### CRITERIA

Applicants must:

- be in a leadership role within the profession from recently appointed to up to 5 years' experience;

Or

- yet to be in a leadership role but ideally can demonstrate participation in a recruitment process for a leadership position in the past 12 months.

And

- have been a College member (including previous iterations) for a minimum of 3 years with no gaps in membership over that time.



#### EXPECTATIONS

Participants must:

- attend 80% of sessions live (the College must be notified of absences prior to the missed session and participant must watch the session recording within a week of missed session).
- undertake 1 x IML online webinar (live or recorded) per month on top of program detail.
- must attend mentoring sessions (organised by participant and mentor in specified months noted in program structure).
- write a report on a leadership topic given to them during the program.
- complete regular feedback surveys on course content, format and skills development.



#### 2021 PRICE

The College is pleased to be able to offer a subsidised registration fee for the leadership program of \$495.00 incl. GST.

Payment of this fee is due on acceptance of your application.

Financial assistance may be available for some eligible members. For further information on financial assistance, please email [education@paramedics.org](mailto:education@paramedics.org)

### 2022 College Leadership Program

Applications for the 2022 program will open in early 2022. Details will be published on the College website and social media channels.