

# Registration Form e-Learning Leadership Program

PLEASE NOTE: This page can be used as aTax Invoice. ABN 84 244 523 855

Please complete and fax back to IPWEAQ - (07) 3632 6899

Please tick this box should you not wish to receive information from IPWEAQ

Name \_\_\_\_\_

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Address \_\_\_\_\_

Role \_\_\_\_\_

Email \_\_\_\_\_

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Phone \_\_\_\_\_ Fax \_\_\_\_\_

## Payment

These IPWEAQ modules can be furthered tailored to incorporate individual council or organisation branding and are available at a cost of only \$979 inc GST per participant.

No. of Participants	Price \$ inc GST	TOTAL
<input type="text"/> x	<input type="text"/> \$979 =	<input type="text"/>

I would like to pay by: Select one of the following options.

**Cheque**  
Payable to Institue of Public Works Engineering Australia (Qld)  
If paying by cheque post your cheque together with this form to  
IPWEAQ, PO Box 2100, Fortitude Valley

**Credit Card** A fee of 1.5% will be added to your payment for Mastercard or Visa  
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Institute of Public Works Engineering Australia  
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## e-Learning Leadership Program

Another tailored training solution  
from our Learning, Career, Skills and  
Professional Development Program



Educates > Represents >  
Connects > Leads >

Direct Debit into IPWEAQ Bank Account:  
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Please note your surname as the reference.

# The e-Learning Leadership Program

## What makes an effective leader?

Highly effective leaders are noted for their ability to continually achieve the best possible set of results. When problems invariably arise they know there's a rational reason why and they actively seek out reasonable solutions to get things back on track.

As the leader, they are aware of their circle of influence and they know that the way they handle themselves in all situations will directly impact others around them.

The IPWEAQ have partnered leadership development specialists Altitude Consulting to provide IPWEAQ members with a targeted series of six monthly themed e-learning leadership modules.

## Who should participate?

The online leadership program will provide managers and supervisors with ongoing support and professional learning. They're distinguished by their highly developed, interactive and relevant content and an individual monthly action plan that provides participants with the opportunity for specific measurable development throughout the program.

## How can I be involved as a participant's manager?

Directors / Managers are provided with the option of online access to their participants online action plans ensuring personal leadership, accountability and direct involvement in their development.

## Targeted themes and outcomes

Each of the six modules have targeted themes relevant to developing effective leadership skills:

Module 1- Resilient Leadership

Module 2- Leading High Performance Teams

Module 3- Communicating With Impact

Module 4- Leading With Conviction

Module 5- Delivering More Value As A Leader

Module 6- Maintaining Strategic & Creative Leadership

Your investment: \$979 inc GST per participant for these six modules.



altitude Change and Learning Solutions

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MODULE 1 Resilient Leadership | MODULE 2 Leading High Performance Teams | MODULE 3 Communicate Consistently & Powerfully | MODULE 4 | MODULE 5 | MODULE 6

### Resilient Leadership

Highly successful leaders know how important it is to be resilient. Part of this challenge is understanding how to NOT take things personally. In this module, we'll explore how learning to be more resilient can improve your relationships with your co-workers and enhance your performance as a leader.

The belief that leaders have the endless stamina, ideas, and skills it takes to deliver success year after year is a fallacy of the past. Resilience: the ability to bounce back, to cope, to be renewed & re-vitalized, has become a catch-word for today's leaders.

Leadership can be taxing, particularly when we feel unfairly judged. When conversations or events don't go according to the mental plan we have for them, we can fall into the trap of thinking it's about us. In other words, we take things personally. If we are to enjoy continued success as leaders we must understand how to bounce back and be resilient when conflict or uncertainty arises.

[more on this module >](#)

### Not Taking Things Personally

Successful leaders DO NOT take things personally. For them it's about achieving the best possible business outcome when a problem arises. They know when things don't go to plan there's a rational reason. What sets these leaders apart is their ability to look beyond themselves and to seek out reasonable solutions to get things back on track. They acknowledge that mistakes occur, particularly in situations where they might be leading a new initiative. As the leader, they are aware of their circle of influence and know that the way they handle themselves in the situation will directly impact others around them.

To avoid taking things personally and also reduce the stress you encounter as a leader, take responsibility for managing your physical and emotional well-being. Know your own strengths and limitations. Identify knee jerk habits and negative attitudes that contribute to the stress you experience at work. Also, improve your communication skills and focus on building better relationships with management and co-workers.

[more on this article >](#)

### Case Study: Sue Morphet - "The Most Hated Woman in Australia"

In this article, we look at the case of Pacific Brands CEO Sue Morphet who, in 2009, made the decision to sack 1850 employees in favour of off-shore manufacturing. Sue faced the issue of being personally accountable to the affected workers and their families whilst performing her duties as CEO and making the necessary tough decisions to ensure the long term viability of the Pacific Brands organisation.

This story is an interesting demonstration of how Sue didn't take the public reactions personally, despite pressure from the media, unions and workers to reverse the decision. Sue followed through with the closure of local manufacturing plants and successfully turned the company around from making a loss to making a profit within two years.

She's the boss and CEO of Pacific Brands, the company behind Aussie icon brands of Bonds and King Gee. On February 25, 2009, Pacific Brands announced that it would sack 1852 employees - one-fifth of its global workforce - over 18 months, including 1200 in its clothing manufacturing division.

As the CEO of Pacific Brands, Sue Morphet instantly became face and voice of the decision, and received enormous pressure and scrutiny from Pacific Brands workers, the media, the unions and the general public. She was directly blamed for taking the pay checks away from almost 2,000 Australian workers at a time when Australia was particularly struggling through the global financial crisis.

Interestingly, she remained silent as the announcement created headlines nationally. Workers and their families protested at factories around the country. Employees called her a "traitor" and the story dominated the media for weeks.

A month after the announcement in an interview with 60 Minutes, Ms Morphet broke her silence and faced up to the consequences of her actions. "If you're going to be angry, then I'm the person that you're going to be angry with because I'm the face of the decision, I am the decision" said Ms Morphet.

Despite admitting to experiencing anxiety and sleepless nights before making the announcement, Ms Morphet stood by her decision, saying "My job is to ensure that this is a strong, vital company and if I have to cut off something unpleasantly so, then I must do that".

The problem for Sue Morphet was Pacific Brands was hurting. For decades they struggled to keep Australian workers manufacturing products long after their competitors had moved to China. Ms Morphet said that the tough economic times demanded tough decisions and she had to act to protect the jobs of the rest of her Australian work force.

Ms Morphet explained that the rest of the company would be at risk if the business wasn't run well. "I think that a company such as ours has to make itself more flexible and one of the things that we can't afford is the luxury of local manufacturing" she said.

Ms Morphet implied that the Australian consumer may have to accept some responsibility for this decision because "long gone are the days where Australians are prepared to pay more for Australian-made goods. The only way that we'll pay for Australian-made goods is if they're giving us something that buying elsewhere or cheaper isn't giving us".

Despite pressure from the unions, workers and the government, Pacific Brands did not reverse the decision and proceeded to close local manufacturing plants. When asked by analysts in 2010 if all the headcount cuts had been completed, Ms Morphet said the company is continuing to work on the efficiencies, implying there could be more job losses. "You should expect to see that we'll become more and more efficient as we become better at what we do. Therefore there would be some more hard savings to be realised as we go along," she said.

Pacific Brands has closed 10 factories since the announcement in 2009, with almost 3,000 workers being made redundant in 2 years. Pacific Brands announced a profit of \$52.7 million for 2009-10, compared to a loss of \$234 million in the previous year.

[less on this case study >](#)

### ACTION PLAN TOOL >

Welcome to the IPWEAQ sponsored online leadership modules.

Over the next six months you will have access to monthly online leadership development modules and an interactive planning tool.

Your employer is committed to your development as a leader and IPWEAQ is proud to be involved in this development project.

### The Power of three long seconds

In your next conversation, stay absolutely quiet for three long seconds when you're challenged.

This will allow you to reflect and not just react. Pausing can be a very powerful tool as it demonstrates your deep consideration of the individual's comment or situation. It shows respect.

If the other person starts to speak again, stay quiet and let them continue. After they stop, wait three long seconds again. When they have finished speaking, respond to them thoughtfully.

Most people are so used to being interrupted that they will notice and appreciate the space that you give them. Few things show more respect than true listening. This technique is very effective when dealing with conflict as it enables both parties to move beyond their initial emotional reactions and into a more productive problem solving approach.

“No-one can make you feel inferior without your consent.”

Eleanor Roosevelt - First Lady of the United States (1933-1945)

### Questions to ask yourself

Below are some questions to consider when completing your action plan:

1. Are their specific situations or people that I repeatedly respond emotionally to? How do I need to think about this differently? What can I do to handle this situation more effectively?
2. In what situations could I apply the 'pause and listen' technique more intentionally so I gain a fuller perspective?
3. Do I articulate my point of view in a calm and rational way when under pressure or when I am challenged?
4. Who are the other leaders that I know who are leading without emotional baggage? What can I learn from them?

### Helpful Resources:

Author: Daniel Goleman

Video: Daniel Goleman, author of Social Intelligence: The New Science of Human Relationships interviewed at the google university.

Book: Train your Mind, Dr. Sybil Hansen

Website: More Than Sound <http://www.morethansound.net/>

Website: Jack and Bury Welch - [www.welchway.com/Management.aspx](http://www.welchway.com/Management.aspx)

### Connect with us

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