Focus on your career

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Feedback

If you have any suggestions on career-related articles or topics you would like covered, or have other feedback regarding the newsletter, please provide these to the Centre for Career Development at: careerdev@anu.edu.au

W: hr.anu.edu.au/career  
T: 6125 6600  
E: careerdev@anu.edu.au

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Spring | September 2012

PROGRAMS COMING UP

Mentoring at ANU – 10 July
Mentoring is an important and recognised way to develop your career and whether formal or informal, academic or professional, staff mentoring occurs at various levels and for different reasons all around the University.

Manager As Coach (Program 2)
The Manager as Coach program will strengthen the leadership and partnership skills of both academic and professional staff. Attendance is by application only. (applications close 6 July)

ANU Welcome & Orientation for New Staff – 1 August
This program is available to all new ANU staff. It provides a formal welcome to the University by the Vice-Chancellor and presentations from guest speakers, conveying key messages and information to help staff settle into their new roles.

Mindfulness for Living & Working Well (8 week program) – 14 August
Mindfulness practices have been shown to improve physical and emotional wellbeing, creativity, resilience to stress, cognitive functioning and job performance.

Supervisor Development Program – 27, 28 & 29 August
The Supervisor Development Program aims to develop the management and leadership capability of ANU staff to allow them to effectively fulfil their supervisory and management responsibilities. It provides an introduction to the foundations of supervision and management in a university context.

To browse through the full suite of career development programs available to all ANU staff, visit the 2012 Program Calendar at Register or apply for our programs at: hr.anu.edu.au/career/calendar
Career and performance development support

ANU has recently introduced the new Career and Performance Development Process, updating the Performance Management framework for all staff. This update follows an extensive review and consultation across the university.

The updated process introduces a coaching approach, to nurture and support staff to excel in their current role and to prepare them for future career options.

All related documentation has been updated and is now available on the Career and Performance Development Process website. This website will also be updated with a variety of just in time resources, including coaching conversation tips and starters, the observation impact and opportunities model, sample statements of expectation and career development plans, and frequently asked questions.

To assist staff to fully participate in the process, a number of development initiatives are being designed, including:

- Two online learning modules in Pulse; and
- Face-to-face workshops on coaching and career conversation techniques.

Additional initiatives are being considered, depending on your feedback:

- Lunchtime group coaching sessions; and
- Regular topical discussion group webinars.

Please send your feedback on these development initiatives to: careerdev@anu.edu.au

Visit the Career and Performance Development Process website: hr.anu.edu.au/career/career-performance-development

Can you spot the coaching gaffes in this video?

http://www.youtube.com/watch?v=WtR_EgmULcQ

In this video, Michael Brown, from Michael Brown Training, demonstrates how not to coach someone.

He claims there are at least 20 errors - see if you can find more!

2012 ANU Leadership Program commences

24 senior academic and professional staff from across the University are participating in the University’s flagship leadership program. Launched on 16 May, the program is now in its fourth year and features a workshop series, applied work in small groups and executive coaching.

Over the course of the next six months, participants will have the opportunity to tackle live workplace leadership challenges, to try out new ways of thinking and behaving and to call upon the experience of the program team and each other.

Participants in all of the Centre’s leadership programs form part of a growing alumni, coming together for events, to share ideas and experiences and to advance a leadership culture at ANU.

In exciting news just received last week, the Centre has been awarded the contract for the design and development of a suite of Leadership Programs for the senior executive service of the Australian Public Service. Updates about this important public policy initiative will be provided in future newsletters.
Meaningful feedback - it's easier than you think!

Everyone says that you should give feedback regularly, and as soon as possible after the event - like puppy training! Why? To either reinforce wanted behaviours or to stop unwanted behaviours.

So here is a 3-step model that will help us all to have meaningful feedback conversations in the workplace.

These conversations may only take a couple of minutes, but their importance should not be undervalued. Among other things they contribute to relationship building, trust, and focussed performance and motivation. See example scenario below.

**Example scenario:**

**Step 1** – Jane Smith is a supervisor and hears from a student that her staff member Steve is doing a good job in his first year of teaching.

Jane:  “How’s it going Prabhir? Is your second year going well?”

Prabhir: “Fine thanks Dr Smith. My tutorial group is really enjoying physics this year. Steve is great – he takes the time to really explain and is very open to questions and discussions”.

**Step 2** – Jane immediately calls Steve for a quick meeting – gives him this feedback, and notes the impact on the School of student satisfaction.

Jane:  “Hi Steve, can you drop by my office this afternoon, I have some great feedback for you?”

Steve:  “No problem – how about 5pm?”

Jane:  “Hi Steve. I’m really pleased to let your know that your physics tutorial group is raving about your approach. Clearly they are getting a lot from having you as their tutor.

In particular, Prabhir appreciates the time you take to explain, and to discuss their questions.” And as you know, student evaluations are an important element of your performance assessment and progression as an academic, and this feedback reflects well on you and the School. Well done.

Steve:  “Oh. Thanks for the feedback, but I just do what I do. Doesn’t everyone approach their teaching like this?”

Jane:  “Everyone has their own style, and this feedback provides us with the opportunity to discuss your teaching, and to make sure that you are aware of what is working well with your students.”

**Step 3** – Jane coaches Steve for performance excellence – what could he do more of? How can she further support him?

Jane:  “I am really interested to know how you structure your tutorials?”

Steve:  “Well, I have an approximate time allocation for teaching, questions and discussions, and sometimes this has to vary according to the topics. However I would like to ensure that each student has their say, and I’m not sure that I’ve got that covered yet. There are a couple of quiet students who don’t really get a chance.”

Jane:  “What have you tried to assist each student participate?”

Steve:  “a and b”

Jane:  “Anything else?”

Steve:  “I did try ‘c’, however the students looked a bit stressed, so I think ‘a’ is the best option. I’ll try that again, but will vary it by using ‘d’ too,”

Jane:  “Great idea. Let me know how it goes. Is there anything else I can do to support you?”

Steve:  “Not right now, I’ll let you know if that changes! And I will drop in again to talk over ‘a’ and ‘b’ in a couple of weeks. Thanks again for the feedback.”
Are you ‘on-line’ with your training?

Are you looking to enhance your current workplace skills or want to brush up on your technical computer knowledge - possibly for a new job role? Would you like to offer alternative development options to your staff?

ANU Pulse is the University’s online learning program utilised by staff and students. It contains a variety of professional development modules with topics on customer service, negotiation, problem solving, time and stress management and workplace communication. IT modules such as Word, Excel, Outlook, PowerPoint, PhotoShop and Dreamweaver are also available.

This method of training is valuable for those on extended leave or working part-time where modules can be accessed from home, or anywhere you have a computer and internet access along with the latest version of flash installed.

Learning or training online offers an attractive alternative to face-to-face training and provides the following benefits:

> **Flexibility and convenience** – schedule your training to suit your current workload and priorities by choosing when and where to do it.

> **Flexible learning** – follow modules at your own pace; read the content as often as you like; audio may be toggled on or off to suit your learning style; interactive elements keep the user engaged to ensure better information retention.

> **Reduced training expenses** – attending instructor-led training courses can sometimes be costly (eg. training registration, travel and materials).

> **Currency of information** – content is easily updated to remain current and relevant.

> **Mandatory modules** – new starters should complete the following four modules during their probationary period: Code of Conduct; Comcare Workplace Health & Safety; Harassment, Discrimination & Bullying; Indigenous Cultural Awareness.

> **ANU customisation** – a series of ANU specific modules are available including, Orientation, Purchasing at ANU and Sustainable Buildings (Hedley Bull and Innovations), with more customised modules under development.

> **Communication** – post forum topics about the modules you have completed or provide additional information for discussion with members of the Pulse community.

> **Monitor progress** – monitor the modules you have accessed and completed and print out your completion certificate to add to your résumé.

**What’s in it for managers**

Online training is a valuable development option to consider if your staff are time poor and find it difficult to attend classroom style training or if your area has a limited training budget.

Large teams can be quickly trained on a particular subject within a desired timeframe - they don’t all have to be available for training at the same time. Quarterly and ad hoc reports are provided to Colleges and Divisions to monitor staff completions.

To access Pulse and view the full list of modules available, visit:

hr.anu.edu.au/career/online-learning
Unlocking your potential

Creating your own unique career path at ANU

Creativity is something we’re born with; it’s hard-wired into our neo-cortex. But over time, we’re taught to control it and keep it out of sight, in the service of efficiency and effectiveness. We learn to conform, and lose confidence in our ability to think independently, innovate and create. We hesitate to rely on our imagination.

During times of uncertainty, it becomes even more important to discover your hidden talents, unlock your potential and use your imagination to solve problems, grow your job and be flexible in times of change.

Jason Clarke is a ‘mind worker’, and the founding father of Minds at Work. He is one of the most sought after creative minds in the country.

He consults on issues of leadership and innovation to many of Australia’s leading businesses and educational institutions, including as a guest speaker at the prestigious ANU Leadership Program.

This session will show you where and how to rediscover your imagination, and how to get it working to create the career, life and future you want.

Jason Clarke will speak at an all-staff lunch-time seminar: ‘How to make a difference - by being yourself for a living’ on:

Thursday, 5 July 2012
12.30 – 1.30pm
Manning Clark Theatre 2

Register for this free event at: http://jasonclarke.eventbrite.com

For more information, please email careerevents@anu.edu.au or call 6125 6600.

Looking after you

Robyn Holder
ANU Staff Wellbeing Consultant

What does achieving and maintaining excellence mean to you? Are you up-to-date with the intellectual debates in your discipline? Are you a good networker? Do you have clear ideas about what you want to achieve and how to get there? Are you looking after your own health and wellbeing?

Having fulfilling and rewarding work is a key reason for working at ANU. We all strive for excellence in our work, and want to live life fully and in rich companionship.

So, how can we manage it all? The ANU Staff Wellbeing Program recognises that excellence is more than just the outputs you produce.

Your wellbeing is about your whole health and your quality of life – both on and off campus. Wellbeing is foundational to your resilience and your flexibility, as well as your productivity.

Wellbeing is not suddenly training for a marathon (although go for it if you are so inclined), it is actually about paying attention to all aspects of your potential.

Why not organise a lunchtime walk with a colleague once or twice a week? Who knows, in addition to the fresh air you might come up with a brilliant idea or two. Or take a look at the ANU Staff Wellbeing Calendar to find an activity or event that interests you – there’s lots to choose from including lunchtime soccer, yoga and strength and flexibility classes. Enjoy!

Visit ANU Staff Health and Wellbeing at http://hr.anu.edu.au/staff-health-and-wellbeing/wellbeing