Bridging the Gap:  
From Management to Executive

Designed to enhance the skills and broaden the knowledge of new executive leaders by building a framework to connect their past strengths with their future roles.

Who should attend?
- Superintendents and Commanders from police and emergency services organisations
- Executive level 2 and SES 1 officers from Commonwealth agencies

Learning outcomes
- Enhance your readiness for executive advancement
- Increase your skills and knowledge base to drive personal executive performance
- Understand how to participate, motivate and lead high-performing teams for greater organisational performance
- Elevate your understanding of current and emerging issues for public safety organisations
- Expand professional networks and strategic alliances promoting personal development, mentoring and inter-agency liaison.

Reputation
The AIPM’s executive management programs are internationally recognised for their effectiveness in developing superior leadership skills that drive organisational performance in the public safety sector.

“The program reinforced the definition of authentic leadership. Learning to give something up with such close peers allowed me to go back to my own team and build stronger trusting relationships.”

David Baker
Country Fire Authority

Duration
8 days residential

Location
AIPM, Manly NSW

Delivery dates
See website for latest details

More information
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t: +61 2 9934 4800
Why do Bridging the Gap?
The journey between management and executive is one of the most challenging for emerging leaders. Bridging the Gap is designed to build those capabilities identified as factors for generating high performance from senior executives. The program provides a personal architecture to creating a successful transition between management and executive.

Participants will examine how they can meet high performance expectations and survive public scrutiny in a frequently sub-optimal operating environment.

Each component of the program is designed to challenge participant’s readiness to move forward while delivering a plank by plank framework for effective career progression and executive leadership. Throughout each stage, participants will face and consider ways to overcome challenges, as an individual and as part of an executive team.

As an individual, participants will analyse which behaviours and attitudes are stopping them from achieving successful outcomes.

As a member of an executive team, participants will investigate the difference between authority and leadership and the strategies for influencing team members through situations of ambiguity and change.

Underpinning the program will be an exploration of the increasing complexity of the current public safety environment.

“I thought the course would provide me with the ‘academic’ learning for Executive Leadership instead it provided me with much more. I was given the opportunity to get a better understanding of myself and how I need to change in order to work at the Executive level. Very confronting but the course was developed and conducted to support this type of learning.”

Andrea Heath
Tasmania State Emergency Service
What does the program cover?

**Operating in high performance executive teams**
The main competitive advantage for any business is teamwork. This program provides an understanding of what it takes to be a member of a high performing executive team and the responsibilities and obligations attached to this role.

**Effective communication**
The use of language can create and shape new possibilities, reframe perspectives and influence the level of commitment in others. This program explores how relationships can be shaped through effective communication strategies.

**Practical collaboration**
Gain a deeper understanding of the engagement strategies and problem solving know-how needed to build more meaningful stakeholder relationships, and generate more lasting and innovative outcomes.

**Psychology of group interaction**
The size of a group dictates which strategy can enhance intercommunication. The program will explore the social dynamics of group behaviour and the different types of dialogue available to influence group interaction and achieve outcomes.

**Story telling**
Story telling is an extremely effective method of communicating; it creates shared meaning and a sense of empathy and poignancy. Delivered as an outdoor experiential exercise it promotes higher levels of interpersonal communication, stimulates strategic thinking and reflection of self.

**Immunity to change**
Organisations are full of examples of change processes that didn’t “stick”. Much of this can be explained by both organisational and individual resistance to change. This program will examine the complexities of individual and organisational change and expose those drivers that inhibit organisational change.

**Building adaptive capacity**
Being adaptive refers to the ability to anticipate problems or unexpected challenges and constantly consider new methods of continually achieving the desired outcome. This program examines how critical thinking, emotional awareness of both self and in others, and the organisational structure combine to build capacity through individuals being metacognitive and collaborative.

**Real world lessons**
Participants explore contemporary case studies in strategic governance failure in a public safety organisation and examine the implications of dysfunction in an executive team.

**Industry visits**
This activity exposes participants to the strategic and competing demands of private sector organisations. The aim is to generate discussion about the contrasts in strategic and operational performance, with the aim of gaining a better appreciation of the importance of executive leadership, regardless of industry.

**Leading strategically**
The need to ‘step up’ to strategic leadership, when confronted with the complexity of the operating environment at executive level, is explored. The application of systems thinking is examined as a toolkit for enhancing executive performance.
How is the program structured?

Bridging the Gap is a condensed 8 day program, running Friday to Friday (minimising time away from work).

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“My ability to lead was absolutely enhanced by my experience with the program and this has resulted in being asked to move to Canberra and expand my scope of influence.”

Darren Boyd-Skinner
Australian Federal Police
Why the AIPM?
The Australian Institute of Police Management is a globally respected provider of executive education and professional development programs for public safety organisations.

Today’s public safety leaders face critical challenges and often need to step outside their organisations to learn how to successfully meet these demands.

The AIPM has supported leaders from over 100 public safety organisations from Australia, New Zealand and a range of other countries.

For each AIPM program we seek a diverse mix of participants from police, fire, emergency services and other public safety organisations. As the operational environment is a collaborative whole-of-government effort, the most beneficial learning environment reflects this multiplicity.

The AIPM delivers multi-jurisdictional, multi-sectional programs to support leaders from the team leader level up to deputy commissioners.

We have a strong focus on sharing tacit knowledge between peers. Discussions in the classroom are only the beginning; the conversations that really matter occur whenever individuals share insights and experience.

AIPM program directors

Our programs are designed and delivered by professional educators from Australian and international police and emergency service organisations, as well as academics and leading educational consultants.

Our program directors remain with each program throughout – facilitating conversations, drawing out connections, challenging assumptions and tying together program themes.

They have the experience and real-world expertise not found outside the public safety environment.