

FUTURE LEADERS

2024

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Program Outline Booklet



RACGP

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We acknowledge the Traditional Custodians of the lands and seas on which we work and live, and pay our respects to Elders, past, present and future.

Contents

Contents	3
How does the Future Leaders Program align with the RACGP's Vision?.....	4
Is the Future Leaders Program designed for me?	4
Selection Criteria.....	5
In what ways will I develop as a leader?	5
GP Leader Framework Domains	7
What does the program involve?	10
What are the costs and equipment required to do the program?	10
How is the program delivered and how often do I take part?	11
How do I communicate with the program facilitators?	11
What happens if I do not have a mentor for the program?.....	11
What happens if I discover that my mentor is not suitable for me?	11
Is there an assessment and how do I submit it?	12
For all questions please contact:	12

How does the Future Leaders Program align with the RACGP's Vision?

The RACGP has in excess of 40,000 members and the Vision for general practice and a sustainable healthcare system describes fostering engaged leadership.

As well as having a leadership role within the practice, GP leaders also advocate for patients and general practice within the broader healthcare system.

The RACGP Future Leaders Program focuses on leadership development for general practitioners operating within a complex healthcare system. The program does this by increasing knowledge, understanding and capabilities in leadership domains aligned to the RACGP's Vision of a Healthy Profession, Healthy Australia. These domains include:

- foundation knowledge:
 - values and culture
 - effective communication
 - thriving under pressure
 - project management
- Leadership and System Thinking Theory
- Strategy and Risk
- Change Management & Organisational and group dynamics
- Influencing without authority and communication skills
- Advocacy and representation
- Public Speaking

Is the Future Leaders Program designed for me?

The RACGP Future Leaders Program is designed for RACGP Fellows who have had some experience of leadership (see examples listed in 'Selection criteria' section), but who have not yet undergone significant formal leadership training.

The program has been designed to be accessible and to allow for growth as a leader at your own pace through a blended learning approach. This includes a two-day intensive workshop, usually face to face, followed by six months of fortnightly activities. These activities include a webinar at the beginning of each month and small group meetings (via videoconference) at the end of each month. You will also be required to meet with your chosen mentor once a month over the duration of the program.

Selection Criteria

In addition to being an RACGP Fellow, you must demonstrate that you:

- Have previous leadership experience by providing examples of where you have acted as a representative or led an initiative, committee or working group:
 - Within your practice or workplace if you are working in research or academia or
 - Within community groups or
 - Within other healthcare or community service organisations, such as a primary health network
- Are willing to take part in behavioural evaluations and discuss your feedback with the wider group.
- Are willing to take part in an individual leadership project, monthly webinars and facilitated small group meetings (via Zoom).
- Have the time available to commit to your project, monthly group work, self-study, and webinars, which equates to approximately four hours per week.
- Are driven and goal oriented with commitment to developing as a leader.
- Are willing to work with a mentor to discuss experiences, seek advice and hear alternative perspectives on both leadership opportunities and challenges.

You are also required to provide contact details for two RACGP Fellows, or equivalent, who are willing to provide us with references, which include examples of how you meet the selection criteria.

If you have already completed significant leadership development as part of another program, we welcome the opportunity to discuss this with you to make sure that we are meeting your needs and to avoid duplicating content you may have already covered.

In what ways will I develop as a leader?

The purpose of the Future Leaders Program is to:

- Define skills, abilities and behaviours required of leaders in general practice.
- Describe how those requirements can be met.
- Provide the opportunity to learn not only from leadership theory but also through practice in a supported, hands-on way.

The GP Leader Framework has been developed with this purpose in mind. The Framework is based on global leadership models, medical curricula, and emotional intelligence, and consists of seven domains (Figure 1 and Table 1)

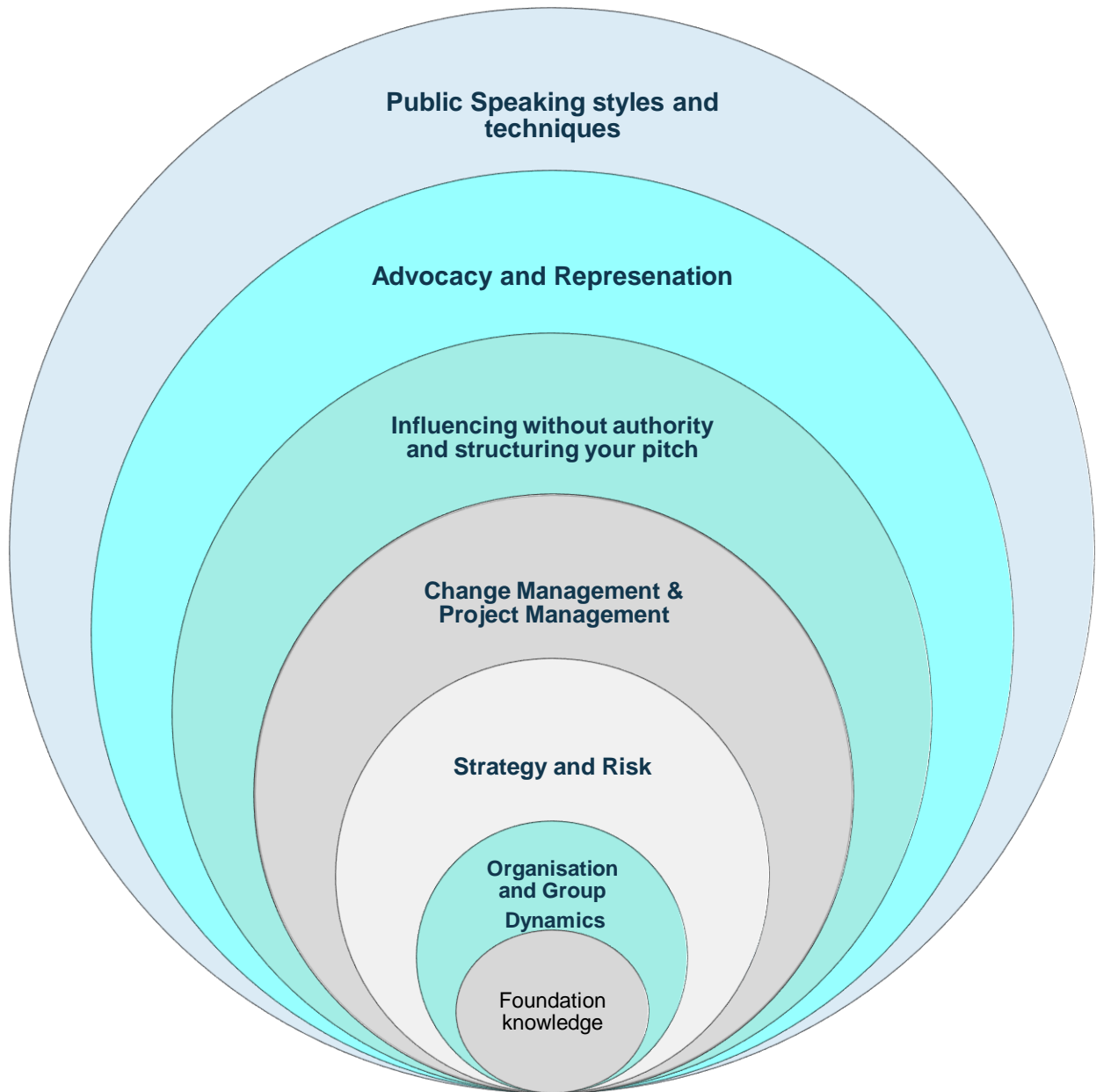


Figure 1. GP Leader Framework Domains

GP Leader Framework Domains

Each domain has been developed through a review of the RACGP Curriculum 2022; existing global medical practitioner frameworks in Canada, the UK and Australia; and information gathered as a result of consultation with existing RACGP leaders to determine skills, knowledge and abilities required as part of the Future Leaders Program.

Progression through the domains can be viewed as incremental; however, each leader has different strengths and interests and develops at a different pace; therefore, this framework functions as a guide for your development.

Each domain contains objectives and outcomes. The objective describes the end goal you are working towards within that domain, and the outcomes are measures of success in achieving that end goal.

Table 1. GP leader framework domain breakdown

Domain	Objectives	Outcomes
1. Foundation knowledge	<p>Manages own professional development through an understanding of self, including values orientation.</p> <p>Manages impact on others by communicating effectively.</p> <p>Thrives in the face of complexity, adversity, and ambiguity.</p>	<p>Reflects on successes and setbacks, making changes or adjustments based on feedback and lessons learned to increase efficacy.</p> <p>Adjusts own response to change, complexity, adversity, and ambiguity.</p> <p>Compensates for impact of own experiences, values, and assumptions in interactions with others.</p> <p>Seeks advice and/or implements strategies when faced with adversity or when reserves are low</p>
2. Organisational and group dynamics	<p>Applies evidence-based change management methodology that aligns with desired outcomes.</p> <p>Supports behavioural change in others and is effective in driving change.</p> <p>Applies governance and organisation principles when engaged in leadership work</p>	<p>Develops others in a way that enables them to overcome barriers to change.</p> <p>Reflects on successes and setbacks, making changes or adjustments based on feedback and lessons learned to increase efficacy.</p> <p>Challenges the status quo in a respectful way with the purpose of promoting useful change.</p> <p>Recommends improvements to systems in a positive way when issues are identified.</p> <p>Communicates effectively and consistently within organisations using a communication plan.</p> <p>Identifies organisation systems, structures, and group dynamic.</p> <p>Makes decisions that take into account organisation governance principles and individual values.</p> <p>Recognises bias and promotes diversity of thought and acceptance of differences in values.</p>

Domain	Objectives	Outcomes
3. Strategy and Risk	<p>Makes objective decisions with a view to desirable long-term strategic outcomes.</p> <p>Implements strategy in practical ways at a local level</p>	<p>Identifies different thinking types and applies them for decision-making purposes.</p> <p>Consults key stakeholders, and reviews and analyses relevant information.</p> <p>Considers situations and solutions objectively.</p> <p>Takes a long-term view on what constitutes a successful outcome.</p> <p>Formulates strategic plans that can be operationalised at a national and/or local level.</p>
4. Change Management & Project Management	<p>Understand the fundamental principles of change management and project management.</p> <p>Identify the role of leadership in driving successful change initiatives and projects.</p>	<p>Assess the organizational readiness for change and determine appropriate change management strategies.</p> <p>Contribute to successful project outcomes by applying learned project management techniques.</p> <p>Employ practical tools and templates to create and execute change management and project management plans in their work settings.</p>

<p>5. Influencing with authority and communication skills</p>	<p>Articulates vision to both medical and nonmedical professionals, conducts courageous conversations and 'takes people on the journey'</p>	<p>Builds rapport with ease.</p> <p>Articulates vision, purpose, and objectives in plain language.</p> <p>Develops networks and works across services to obtain support in a collaborative way.</p> <p>Chairs productive group, team and/or committee meetings</p> <p>Creates opportunities for open debate, drawing out individual contributions.</p> <p>Uses strategies to manage conflict and promote shared interests.</p> <p>Negotiates resources for the purposes of implementing initiatives of benefit to the general practice profession and the wider community.</p>
<p>6. Advocacy and representation</p>	<p>Advocates on behalf of patient groups and/or the profession of general practice at a local, state, or national level</p> <p>Applies knowledge of group dynamics to foster collaboration and increase engagement.</p> <p>Represents the RACGP</p>	<p>Synthesises information to build a credible case for change.</p> <p>Advocates on behalf of general practice and the wider community, factoring in suitability, sustainability, quality, and integrity.</p> <p>Navigates unfamiliar environments and audiences with confidence.</p>
<p>7. Public Speaking styles and techniques</p>	<p>Identifies elements that form a good public speaking presentation.</p> <p>Designs the appropriate structure and resource material, such as props and PowerPoint presentations, for chosen subjects/audiences.</p>	<p>Formulates detailed public speaking plans identifying the best model of public speaking for their chosen message and audience.</p> <p>Delivers effective public speaking presentations to individuals and groups in both medical and non-medical settings.</p> <p>Reviews and adapts their presentation, style of speaking and language used based on the demographics of the audience.</p>

What does the program involve?

Once you have applied to and have been accepted into the program, you will then have an individual telephone or video meeting with one of our leadership development specialists to help identify your individual needs and plan for your project initiative that you will undertake during the program.

You will then complete an evaluation tool online that will focus on your values, potential and development as a leader, and help you develop greater understanding of the culture your individual values drive you to create.

You must attend the two-day launch event which will take you through how to develop a professional development plan based on your individual development needs. You will also choose a leadership initiative that is important to you, and that you can develop over the course of the program, as well as focusing on tools and techniques for overcoming complex and uncertain situations.

The launch event includes experienced facilitators and speakers to inspire and guide you. It also allows you to connect with the other program participants, which is important for the small group meetings that run each month during the program.

The program is delivered through monthly webinars and small group meetings online, as well as meetings with your mentor who will discuss with you how you are tracking against your professional development plan and leadership initiative.

You will also be provided with resources, including a suggested reading list throughout the program.

At the end of the program, you will be required to attend the wrap up at GP24. More information will be available nearer the time.

What are the costs and equipment required to do the program?

The cost of the program, including all workshops, podcasts, webinars, and facilitators is borne by the RACGP.

You are responsible for your own travel and accommodation to and from any face-to-face events.

You are also required to have good, reliable internet access, with headphones and a webcam. A webcam is vital for the small group sessions, as voice only participation significantly impacts on group dynamics and productivity.

There is no compulsory book purchase.

How is the program delivered and how often do I take part?

The program is delivered through a mixture of face to face and online delivery methods.

We expect you to commit approximately four hours per week to the program. This includes time taken to review program materials, meet with your mentor, take part in webinars and group meetings, and to undertake your project.

As a minimum you will be required to undertake the following:

- Webinars: two hours each month
- Peer group learning: two hours each month
- Mentor meeting: one hour each month

How do I communicate with the program facilitators?

The leadership development team will communicate with you regularly by telephone and email before the program starts, and for the duration of the program.

Each month resources will be made available so that you are always able to access and refer back to them when needed. One to one coaching session will also be made available.

What happens if I do not have a mentor for the program?

At the application stage, we ask that you consider a suitable mentor for yourself during the program. Once you have received confirmation of a place on the program, a telephone or Zoom meeting will be booked with one of our leadership development specialists to discuss your individual development needs in detail.

This is a confidential discussion about your leadership experience to date and your career aspirations. It is an opportunity to discuss your mentor choice and their role in supporting your developmental needs during the program. If you do not have a mentor, but know of someone you would like to ask, we are able to guide and assist you in approaching that mentor. We may be able to assist with a mentor in certain situations. Applicants should not be put off applying if they are uncertain about a mentor.

All mentors must attend a 1-1 virtual session to discuss the program requirements and mentoring protocols. CPD points will be available.

What happens if I discover that my mentor is not suitable for me?

The success of a mentoring relationship is contingent on rapport, both parties understanding the requirements of the relationship, both parties understanding each other's expectations and having an agreement about the best way to work together.

As the mentee, you are expected to drive the relationship; however, if despite your best attempts you find that your relationship with your mentor is not working, we ask that you let us know as quickly as possible.

Is there an assessment and how do I submit it?

Assessment consists of the following:

- Participation in online small group discussions following each webinar.
- Attendance and participation at each webinar
- Submission of a completed reflective journal on your leadership initiative

You will be provided with templates, support, and feedback throughout the program to ensure that you are on track and confident about what you need to deliver.

A certificate of completion will be issued to you following successful completion of the Future Leaders Program

For all questions please contact:

RACGP Leadership Development Team

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