

FUTURE LEADERS

2024

Program Outline
Booklet



Disclaimer

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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
Eligibility and selection criteria	5
In what ways will I develop as a leader?	6
GP Leader Framework Domains	8
What does the program involve?	12
What are the costs and equipment required to participate in the program?	12
How is the program delivered and how often do I take part?	12
What happens if I do not have a mentor for the program?	13
Is there an assessment and how do I submit it?	13
Leadership Development contact details:	14

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

The RACGP has more than 50,000 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 based leadership
 - Project Management
 - Self-determination theory and goal setting
 - Leadership efficacy
- Strategy
- Change management and risk management
- Organisational & Group dynamics
- Influencing without authority
- Public speaking and structuring your pitch
- Advocacy and representation

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 face-to-face two-day intensive workshop, an optional face-to-face mid-year workshop and six months of weekly activities. These activities include a webinar, guest speaker presentations and a peer group learning session each month, plus you will be required to meet with your chosen mentor once a month over the duration of the program.

Eligibility and selection criteria

Eligibility

1. The applicant is a current Fellow of the College and has held at least three years of continuous membership since completing their fellowship at the start of the program.

Essential selection criteria:

1. The applicant can demonstrate involvement in leadership positions, such as in clinical teams, committees, or professional organisations.
2. The applicant agrees to fully participate in the program, including attending all required webinars, meetings, workshops which are two hours per week for the duration of the program. Attend in person, the two-day, face to face launch, and two-day face to face mid-year activity, noting travel and accommodation are a personal cost not covered by the program.
3. The applicant must present an initiative/project that presents a vision for improving general practice or advancing the College.
4. Applicants must demonstrate a genuine interest in the program and the RACGP by articulating how their personal values align with the RACGP Vision and Mission, their long-term career goals within the RACGP, and how they envision contributing to General Practice more broadly in the future.

Desirable / non-essential criteria:

1. The applicant has experience in diverse clinical settings, e.g. rural, hospital, etc.
 2. The applicant has evidence of participation in further leadership or management education.
 3. The applicant has demonstrated commitment to teaching and mentoring colleagues or trainees, fostering the development of others.
 4. The applicant has demonstrated engagement in advocacy for patient care or health policy issues.
- In addition you must be: Willing to take part in behavioural evaluations and discuss your feedback with the wider group.
 - 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 open minded, driven, and goal oriented with commitment to developing as a leader.
- Willing to work with a mentor to discuss experiences, seek advice and hear alternative perspectives on both leadership opportunities and challenges.

** 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:

- Help you develop a clearer sense of who you are as a leader
 - You'll understand your values, strengths, motivators, leadership style, and the conditions that help you thrive.
 - You'll build confidence, presence, and self-awareness.
- Strengthen the skills needed to lead teams, initiatives, and organisations
 - You'll learn how to think strategically, influence without authority, lead change, manage risk, understand group dynamics, and operate effectively in complex healthcare environments.
- Expand your ability to communicate, connect, and influence across the health system
 - You'll become a more compelling communicator and advocate, learning to pitch ideas, represent others, and engage meaningfully with stakeholders.
- Build lasting professional networks and leadership identity
 - You'll form strong connections with peers, mentors, and leaders at RACGP – supporting your ongoing growth beyond the program.

The Leadership 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)

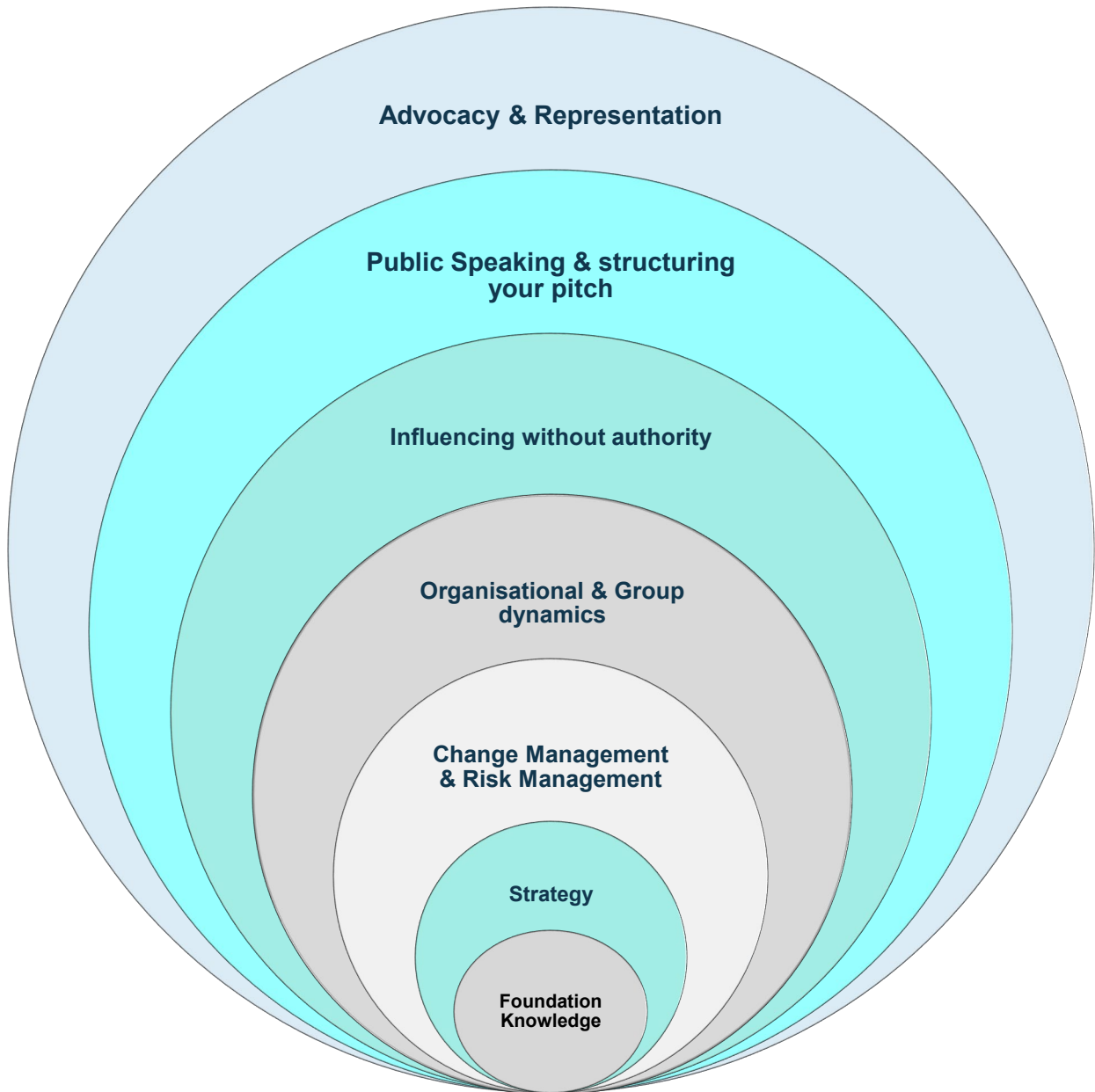


Figure 1. Leadership Framework Domains

NB: The order in which the framework domains are delivered are subject to change.

Leadership Framework Domains

Each domain has been developed through a review of the RACGP Curriculum 2022; existing global medical leadership frameworks in Canada, the UK and Australia; and information gathered through 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.

It should be noted that the program introduces these domains through focused two-hour webinars designed to build foundational understanding of core concepts. Participants are expected to extend this learning through their own reading, research, and self-paced exploration to deepen their capability in each domain.

Table 1. GP leader framework domain breakdown

Domain	Objectives	Outcomes
Foundation knowledge	<p>By the end of the 2-day launch, the program will have:</p> <p>Introduced key leadership theories and frameworks including values-based leadership, Self-Determination Theory (SDT), and goal-setting theory.</p> <p>Explored foundational concepts of leadership efficacy, including the factors that contribute to confidence in leading teams, projects, and change.</p> <p>Provided an overview of core project management principles relevant to leading initiatives as an organisational leader.</p> <p>Examined wellbeing strategies that support sustainable leadership, including personal wellbeing and how leaders support the wellbeing of others.</p> <p>Showcased lived experience and context through insights from past participants, RACGP President, and CEO to situate leadership within the College's strategic priorities and culture.</p> <p>Established early program connection and psychological safety by fostering interpersonal rapport, clarity of expectations, and participant engagement.</p>	<p>By the end of the Foundation Knowledge domain, participants will be able to:</p> <p>Apply values-based leadership principles to articulate their own leadership values and how this guides decision-making in practice.</p> <p>Analyse their own motivators and barriers using Self-Determination Theory and identify strategies to enhance autonomy, competence, and relatedness in their leadership.</p> <p>Develop meaningful, evidence-based goals using goal-setting theory and create an initial leadership development goal aligned with the program.</p> <p>Demonstrate emerging leadership efficacy by identifying personal strengths, growth areas, and describing the differences between leadership and management.</p> <p>Use foundational project management concepts (clarifying scope, stakeholders, risks, and milestones) to shape a leadership initiative they will work on during the program.</p> <p>Implement strategies for personal wellbeing and describe approaches</p>

		<p>leaders use to support the wellbeing of team members and colleagues.</p> <p>Connect RACGP leadership concepts to real-world practice, drawing on insights from past participants, the President, and the CEO to understand the broader leadership landscape.</p> <p>Contribute to a collaborative learning environment by engaging in activities that build trust, shared purpose, and collegial support among the cohort.</p>
Strategy	<p>Introduce foundational strategic concepts, thinking types, biases, organisational priorities, and strategy versus operations.</p> <p>Explore approaches for setting direction, shaping strategy, and aligning stakeholders around shared goals.</p> <p>Examine how strategy operates, including constraints, levers, and real-world complexity.</p>	<p>Analyse their organisational or community context to identify strategic drivers, challenges, and opportunities.</p> <p>Apply strategic thinking frameworks to interpret complex problems and recommend evidence-informed priorities.</p> <p>Articulate a clear strategic narrative and purpose for their chosen project.</p> <p>Contribute effectively to strategic discussions, governance groups, or planning activities.</p>

Domain	Objectives	Outcomes
Change and Risk Management	<p>Examine models of change leadership relevant to generic organisational environments.</p> <p>Introduce risk identification, mitigation, and communication principles.</p> <p>Explore human responses to change and how leaders support psychological safety during transitions.</p>	<p>Apply change frameworks to plan and lead a change initiative within an organisational setting.</p> <p>Identify key risks (internal and external) and propose strategies to mitigate them.</p> <p>Evaluate stakeholder impacts and adopt strategies to support people through change.</p> <p>Communicate change in a way that builds trust, transparency, and engagement.</p>

Organisational and Group Dynamics	Introduce core concepts in organisational behaviour, culture, and informal influence structures.	Analyse the cultural and interpersonal dynamics within their workplace to identify strengths and pressure points.
	Explore group dynamics, including communication patterns, group roles, and dysfunctions of a team.	Demonstrate strategies for building trust, enhancing group effectiveness, and reducing unhelpful dynamics.
	Examine how leaders shape culture and facilitate effective team functioning.	Apply frameworks for diagnosing organisational behaviour issues and recommending leadership interventions.
		Navigate complex team environments with greater self-awareness and social intelligence.

Domain	Objectives	Outcomes
Influencing with authority	<p>Explore influence models and the psychology of persuasion in professional settings.</p> <p>Introduce techniques for building coalitions, negotiating, and shaping decisions without positional power.</p> <p>Examine how credibility, relationships, and communication create informal authority.</p>	<p>Use influence strategies to gain support for ideas across diverse stakeholders.</p> <p>Communicate proposals in a way that builds alignment and reduces resistance.</p> <p>Leverage relationships, expertise, and values to influence organisational decisions without formal authority.</p>
Public speaking and structuring your pitch	<p>Introduce principles of compelling communication, audience analysis, and narrative structure.</p> <p>Explore key elements of pitch design, including clarity, relevance, and call-to-action.</p> <p>Provide practice opportunities for delivering confident, purposeful presentations.</p>	<p>Develop and deliver a clear, persuasive pitch tailored to a specific audience and context.</p> <p>Apply structured communication techniques to present ideas succinctly and compellingly.</p> <p>Demonstrate enhanced verbal presence, confidence, and message clarity in public speaking settings.</p> <p>Use storytelling principles to connect ideas to purpose and impact.</p>
Advocacy and Representation	<p>Examine the role of GPs as advocates within communities, organisations, and the broader health system.</p> <p>Explore frameworks for ethical, evidence-based advocacy.</p> <p>Introduce skills for representing groups professionally and constructively in formal settings.</p>	<p>Articulate a compelling advocacy position supported by evidence, lived experience, and values.</p> <p>Represent peers, communities, or professional groups effectively in committees, consultations, and forums.</p> <p>Apply strategies to influence policy, organisational decisions, or community outcomes.</p> <p>Demonstrate professionalism, clarity, and integrity when speaking on behalf of others.</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 team 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, in person program launch. During the launch you start learning how to work on your project to then develop it over the course of the program. 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.

You also have the opportunity to attend a two-day mid-year workshop that focuses on leadership skills and connecting with Future Leader Alumni. Topics for these weekends vary year on year. There will be two weekends available so all members of the current cohort can choose a date that best suits them.

The remainder of the program is delivered online through monthly webinars, guest speaker presentations and peer group learning sessions. On top of this you will have meetings with your chosen mentor who will discuss with you how you are tracking with your leadership initiative / project.

You will also be provided with links to further resources throughout the program.

On completion, and prior to the wrap up function, you will be required to submit a reflection piece, detailing your learning journey throughout the year. This has no strict format or word count, however, is required for recognised completion of the program.

The final activity will be a networking function held at the annual RACGP conference. More information will be available nearer the time.

What are the costs and equipment required to participate in the program?

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

You are responsible for your own travel and accommodation to and from the launch and completion events. There will be an attendance fee for the mid-year leadership weekend on top of your travel, though your food and accommodation will be covered.

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.

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. All online sessions occur on Tuesday evenings, 7 – 9 PM Sydney time.

How do I communicate with the program facilitators?

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

Each month resources will be made available via Gplearning so that you are always able to access and refer 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 zoom session to discuss the program requirements and mentoring protocols.

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 so we can assist you with the situation.

Is there an assessment and how do I submit it?

Assessment consists of the following:

- Active participation in online small group discussions following each webinar.
- Attendance and participation at each webinar
- Submission of a completed reflective journal

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

leadershipdevelopment@racgp.org.au