

## Why Capability?

Building capability among staff – at all levels – is surely one of the most urgent challenges for today's leaders. Whatever type of organisation you are leading – whether large or small, a government or commercial enterprise, urban-based, regional or remote, the same types of challenges typically emerge when it comes to developing (and keeping) staff:

- First, there is the challenge of identifying what, typically, is lacking in their current spectrum of skills, capabilities and attributes. How can you tell, easily and with confidence, which abilities are lacking in your staff so as to align organisational needs with employee capability?
- Second, there is the challenge of finding the right level of training. Even if the needs of your staff are similar across age-bands and seniority, nuances are going to emerge between the needs of a new entrant compared to those of the experienced executive.
- Third, how will you find and work with a training organisation that not only understands these challenges but has a strong track-record of providing answers that lead to impactful change?



*“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”*

**- Malcolm X**

## How can Interaction Consulting help?

**We build the skills, capabilities and mind-set in your staff that will help you realise your business goals**

Interaction offers a suite of solutions to these and other, similar challenges. Our experience, along with our analytical tools and expertise, help us identify what it is that staff, in any given context, are lacking. Once the skills gap is identified we can then provide guidance around participant selection and cohort composition, aligning needs and potential with organisational goals and values.

We have also developed a scaffold of learning: a structured approach to training and growth ~ outlined in the following pages ~ that meets the needs of staff at different levels of their career journey, helping them to learn, grow and succeed in today's fast-moving and competitive world. Please refer to our most requested training programs in the following pages. These are just a sample of the dozens of training programs we have delivered and they can be tailored and customised to your specific needs.

With over 30 years of experience, Interaction can help your employees flourish, reaping the rewards of greater engagement, better conversations, improved morale and higher productivity and performance. The emphasis throughout our programs is on the adult education experience: learning that is enjoyable, interactive and engaging, that taps into participants' innate understanding of contexts and issues in their specific industry or sector, and that brings together discussions, pair-work, case studies, workshops and guest speakers along with role plays, coaching and communities of practice in an approach that guides and inspires.



# Examples

These examples illustrate how Interaction Consulting's tailored training and development programs cater to diverse organisational needs, from public sector leadership to healthcare skills enhancement and tech sector management training, fostering skill growth, mindset shifts, and impactful organisational outcomes.

## Client Example 1: Leadership Development in Public Sector

**Client Background:** A government agency responsible for environmental conservation is undergoing a leadership transition and seeks to empower its senior management team to effectively navigate complex environmental policies and community engagement.

### Interaction Consulting Approach:

- **Leadership Training:** Design and deliver a tailored Leadership Development Program focusing on strategic thinking, stakeholder management, and decision-making in environmental policy contexts.
- **Workshops and Seminars:** Conduct interactive workshops and seminars integrating case studies and guest speakers from the environmental sector to deepen understanding and foster innovative solutions.
- **Diagnostics:** Utilise diagnostic tools that build leadership self-awareness.
- **One-on-One Coaching:** Provide personalised coaching sessions to senior leaders to enhance their leadership skills, mindset, and confidence in driving sustainable environmental initiatives.
- **Diversity and Inclusion:** Ensure diverse representation in program participants to promote inclusive decision-making and leverage varied perspectives for holistic environmental conservation strategies.

**Outcome:** Through Interaction Consulting's leadership development program, the government agency equips its senior management with enhanced capabilities and a unified vision, leading to improved policy implementation, strengthened community relations, and sustainable environmental outcomes.





## Client Example 2: Foundation Skills Training in Healthcare Sector

**Client Background:** A regional hospital network aims to standardise patient care practices and enhance staff competencies across multiple facilities to improve healthcare service delivery and patient outcomes.

### Interaction Consulting Approach:

- **Foundation Skills Training:** Develop and implement a comprehensive Foundation Skills Training Program for healthcare professionals focusing on patient safety protocols, effective communication, and clinical best practices.
- **Role Play and Experiential Learning:** Integrate role-playing exercises and experiential learning modules to simulate real-world healthcare scenarios and reinforce critical skills in a controlled environment.
- **Coaching and Resources:** Provide ongoing coaching support and access to resources such as clinical guidelines and evidence-based practices to ensure sustained learning and application.
- **Participant Selection:** Assist in selecting participants based on performance metrics, capability gaps, and alignment with organisational values to maximise training impact and cultivate a culture of continuous improvement.

**Outcome:** By partnering with Interaction Consulting, the hospital network achieves standardised care practices, increased staff confidence, and enhanced patient satisfaction, resulting in improved clinical outcomes and operational efficiencies across its facilities.

### Client Example 3: Management Training in Technology Sector

**Client Background:** A tech startup experiencing rapid growth needs to equip its mid-level managers with advanced leadership and strategic management skills to sustain expansion and innovation.

#### Interaction Consulting Approach:

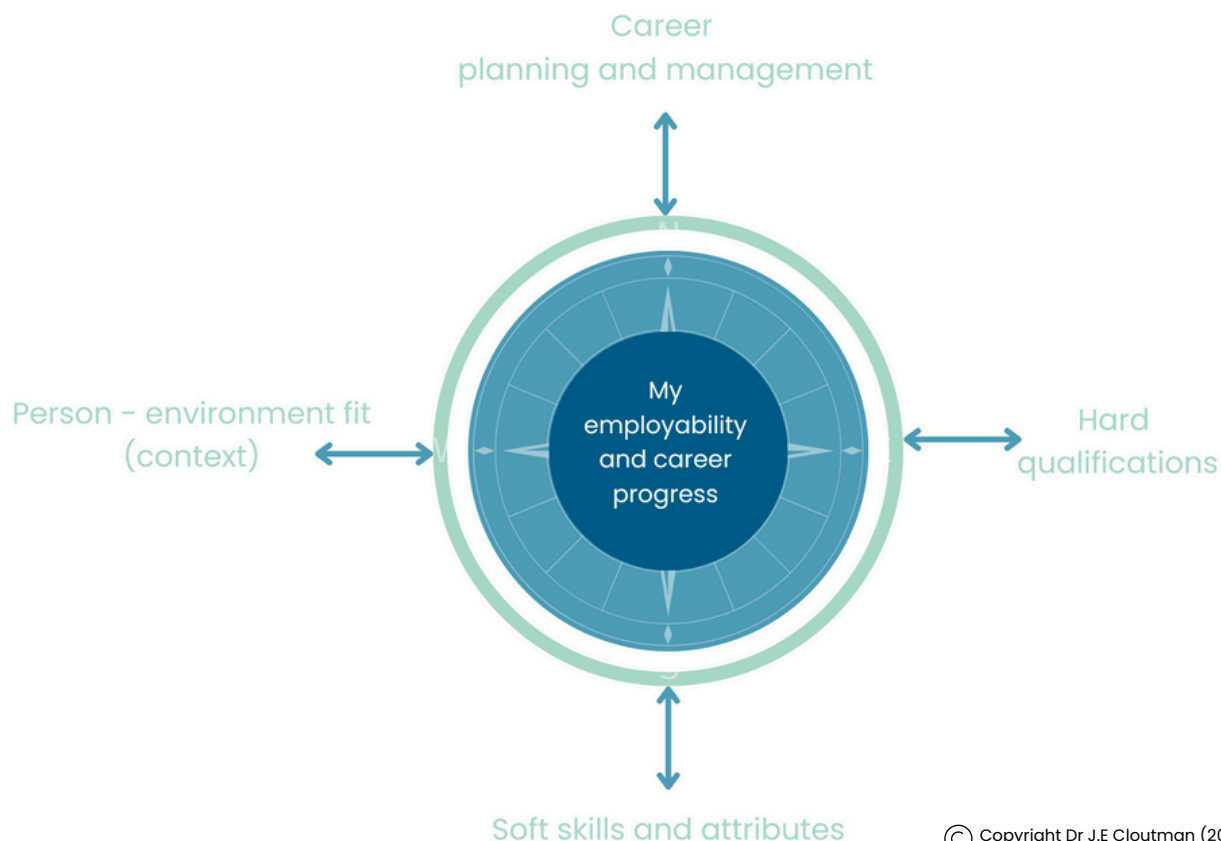
- **Management Training:** Design a customised Management Development Program tailored to the startup's growth trajectory, focusing on agile leadership, innovation management, and scaling strategies.
- **Case Studies and Guest Speakers:** Incorporate relevant case studies and industry experts as guest speakers to provide practical insights and inspire innovative thinking among participants.
- **Fun Experiential Learning:** Utilise interactive and engaging learning formats such as gamification and team-building activities to reinforce learning outcomes and foster collaboration.
- **Resource Support:** Provide comprehensive resources including toolkits, templates, and access to contemporary management literature to support ongoing skill development and application.

**Outcome:** Through Interaction Consulting's management training initiative, the tech startup empowers its managers to navigate challenges, drive innovation, and sustain growth in a competitive market, positioning itself as a leader in technology innovation and organisational agility.



# Foundation Skills

Building and managing a successful career takes, from the very beginning, a commitment to developing resilience, skills and capabilities in four key areas, represented here by the four points of the compass in a 'career compass'. What needs to be worked on? Look more closely into the courses and support we provide to new entrants to the workforce. See which point ~ or points ~ of the compass most need attention, and give us a call to discuss.



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## CAREER PLANNING AND MANAGEMENT

- Career management basics
- Confidence building
- Indigenous career planning
- TESOL training (EFL)
- Building relationships and engagement for new workforce entrants

## HARD QUALIFICATIONS

- Certificate IV in Government
- Certificate IV in Business
- Diploma in Business

## SOFT SKILLS AND ATTRIBUTES

- Constructive conversations
- Developing core and essential skills (Introduction to) Strategic thinking
- Presentation Skills for Graduates

## PERSON-ENVIRONMENT FIT\*

- Introduction to working in government
- Introduction to policy/social policy
- Writing skills for graduates in government

\*Meaning, you successfully navigate the working environment you're in

# Management Skills

## Thrive: Work smarter, not harder

Acquiring the soft skills to thrive in the workplace and move ahead is essential in today's workforce. These workshops train participants in personal planning and efficiency: smarter ways of working by using adaptability, resourcefulness, and time management to gain efficiencies. Other workshops focus on working collaboratively and, for those in the APS, on how to smoothly navigate parliamentary processes, work effectively on policy and respond to senior decision-makers. Work smarter – not harder!!

## Mastering communications

These workshops are designed to help you master every aspect of internal and external communications – from building stakeholder relationships and cross-cultural understanding, to writing for impact and persuasion, to pitching, presenting, and dealing with the media. Techniques for handling the more challenging aspects of communication are also included: these can include effectively managing bullying or harassment, dealing with complaints or dealing with challenging behaviours.

## The effective manager

Effective management has many aspects. It could mean mastering the more nuanced aspects of leading as an EL1 or EL2. It could involve managing performance, leading projects, or managing complex environments. It might include influencing, persuading or negotiation. Budgeting, contract management and customer service are also likely to be areas to sharpen up on and feel in control. These and a variety of other essential topics are included in our 'managing effectively' cluster of workshops.





## Your Scorecard

How are you, your team or your organisation doing in each of these areas?

Mark yourself out of 10 in each area and give us a call.



**Thrive: Work smarter, not harder**

**Mastering communications**

**The effective manager**

**Leading teams**

**Strategic thinking**

**Governance, equity, ethics and risk management**

**YOUR SCORE OUT OF 60**



### Leading teams

Knowing the foundations of team building and how to build high-performing or multi-disciplinary teams are vital first steps in successfully leading a team. Part of this process is learning how to handle meetings effectively, how to coach and mentor others, and how to help them successfully build their own careers. Supervising others can take years of experience to master – but these programs can cut that time significantly, while highlighting effective and efficient management techniques designed to make your life easier.

### Strategic thinking

Becoming aware of your own patterns of thinking and of approaching your role and its complexities is perhaps one of the bigger challenges of management today. To be able to do this, you need to engage with emotional intelligence, (the ability to manage and regulate your own emotions), along with the critical and strategic thinking skills needed to survive and thrive in the modern world of work. Our workshops help you identify and understand the core competencies involved in mastering these attributes and in using them to research, evaluate, innovate, and lead.

### Governance, equity, ethics and risk management

Even with all of the skills and knowledge embedded in the above courses and workshops, there is still an ethical aspect to managing others that needs to be highlighted here. Your work may involve dealing with risk management, leading quality audits, or engaging with compliance and fraud control. Knowing how to manage risk and how to lead a modern, diverse and inclusive workforce are essential parts of your management toolkit, and these programs focus in on these topics.



# Leadership Skills

## Leading from the front: Communications

If contemporary leadership involves leading from the front – then mastering all aspects of modern communications that aid with being at the front – must surely rank as one of the key capabilities of today's accomplished leader. Let's start with strategy: it isn't just about developing or designing a strategy for your organisation. It's much more about having the strategic foresight to see what's over the horizon, while thinking and planning strategically ... and then communicating that vision to those you lead, and to those you seek to influence.

That innate ability to communicate should ripple through everything you do: from leading meetings, to writing briefs and policy and appearing at committees, to creating speeches that have impact. Along the way, you should master the communication techniques needed to negotiate and influence as well as master the art of having those difficult conversations – with staff or clients – that are bound to come up from time to time. Our courses and programs are specifically designed to help you reach expert level not only in these more obvious forms of communication, but to also become highly proficient in more tacit, non-verbal forms of communication, such as championing acceptable behaviour and conveying that to those around you.

Below are a sample of our programs.

## Leading from the front: Communications

Advanced writing skills (inc. Ministerial writing & correspondence & writing briefs

Briefing parliamentary committees and decision makers

Championing acceptable behaviour

Communication & representational skills

Influencing, negotiation & stakeholder engagement

Managing difficult conversations

Policy analysis // policy masterclass

Preparing for (and appearing at) Senate Estimate Committees

SES level presentation skills

Speechwriting with impact

Stakeholder engagement masterclass

Strategic foresight

Strategically lead meetings

Strategic thinking





CELEBRATING  
30  
YEARS  
IN BUSINESS

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### The attributes of leadership

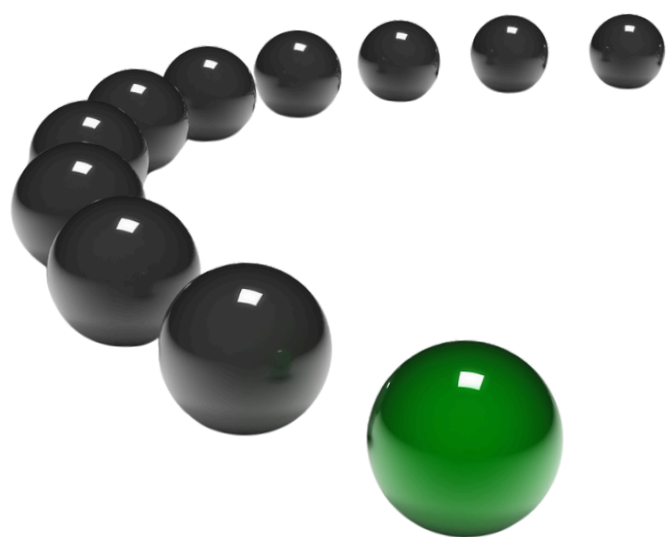
There are many types of leader; however, if you were to put leadership under the magnifying glass for a few minutes and to ask what the most common traits of successful leadership were – the ones that define a superb leader – then several key attributes are going to continually show up. First, the accomplished leader is highly organised: he or she can lead and manage not only the bigger picture, but monitor progress down to the granular level through superb project management capabilities. The second attribute of the accomplished leader is ‘political nous’: the ability to read a situation, to read others and to capitalise on opportunities as they arise while navigating the complexities of the environment – the contextual backdrop – that they move in. Third, the ability to lead change is inherent, change being an inevitable part of the business dynamic. Leading others to understand change and direct them, efficiently and with minimal disruption, through it, is a defining characteristic of the skilful leader. The fourth key attribute of the successful leader is greater than normal resilience: the seasoned leader works at pace, effectively and efficiently and without letting things disturb or interrupt them or put them off course.

Some would say these traits are acquired through (prolonged) experience. We respectfully disagree. While that’s partially true, attributes – of whatever type – can be learnt, if the program and the trainer are correctly prepared. Our leadership courses and workshops are designed to accomplish exactly this: to instil the attributes of today’s leader, in a learning context, thus shortening the time it takes to acquire them, while providing a supportive and collaborative atmosphere in which to forge the capabilities of effective leaders.

Below are a sample of our programs.

### The attributes of leadership

- Governance masterclass
- High level research
- Manager to leader
- Leading change // lead cultural change
- Leadership / leadership masterclass
- Political nous
- Project management masterclass
- Rebuilding after change
- Resilience at leadership level
- Senior (SES) leadership development
- Strategic leadership
- Women in leadership



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## Celebrating 30 Years

In 2024, Interaction Consulting celebrated its 30th year providing management consultancy client services. We are deeply proud of our success as an organisation and of our 30 year history supporting our clients to achieve their objectives, be their best and to grow both professionally and personally.

Over the 30 years, we have seen many trends come and go but what never changes is the value of investing in people, teams and organisations. It is an investment in the future that builds flexible, future-focused mindsets and organisations.

At Interaction, we are driven by a desire and passion to make a positive difference in this world. We build ongoing and meaningful connections with our clients as, the more we understand what is important to you, the greater our ability to support and serve you.



# About us

Interaction Consulting drives positive change.

Interaction has been providing boutique + bespoke consultancy services, focusing on strategy, capability and change, for over 30 years. We partner with clients to improve productivity, enhance performance and drive positive change.

Our solutions are bespoke. We take the time to get to know you so that we can tailor a solution that we are confident will be fit for purpose and provide you with a significant return on investment.

**Strategy** – We help you choose what to do, what not to do, and when, in response to an often dynamic and unpredictable business landscape.

**Capability** – We build the skills, knowledge, behaviour, mindset and confidence that will help you realise your business goals.

**Change + Transformation** – We help you to determine if change is needed or feasible. We show you how to change, and then we bring your transformation to life.

Our highest value is trust. We establish and nurture enduring client relationships and partnerships, to support you through the good times and the bad. Our team comprises experienced and passionate professionals and we serve anyone who needs support improving productivity and driving positive change.

We are a proudly Australian-owned small business.





# Leadership Development Program

APS Government Agency

## AT A GLANCE

The Agency required the design, development and delivery of a comprehensive, practical leadership capability development program, Leadership Series 2023, to address identified capability gaps. The Series was directed towards the Executive Level 1+2 leadership cohort.

## KEY METRICS



6

Half day modules with pre and post work activities



2

Cohorts



20

Executive leaders per cohort

## Challenges

Census results outlined the need to build collaboration and embed a strong culture of connection, resilience, inclusion, and high performance through sustained and empowered leadership.

## Solutions

Develop a modular program approach aligned with six spaced, half-day key knowledge and skills pillars.

Module 1 - Awareness of self and others

Module 2 - Leadership

Module 3 - Communication and influence

Module 4 - Leading effective change

Module 5 - Performance and productivity

Module 6 - Emotional Intelligence and Strategic Direction



Engagement



Design



Feedback

## Outcomes

1

### Engagement

The Agency's senior executive were seeking to augment the existing leadership capability at the middle management level and build more adaptable, consistent and sustainable capability to support current and future leadership needs.

2

### Design

Utilising best practice models from the Australian Business Excellence Framework SAI Global 9001, Adaptive and situational leadership theories and models, and the Neuro science of Emotional Intelligence as a leader.

3

### Feedback

There was excellent participation, engagement and involvement from the cohort and it provided opportunity for shared learning and collaboration and skill development and capability refresh.

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# APS Values, Culture + Governance

APS Government Agency

## AT A GLANCE

The leadership team wanted to reinforce the behaviours expected in working together, build a better understanding of the governance frameworks that guide high quality work and appreciate further, the diversity in their team culture.

## KEY METRICS



5 workshops



23 participants per cohort impacted



100+ participants

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## Challenges

The Agency required a provider to design and deliver a series of tailored workshops to support staff at all levels with the knowledge and skills to effectively increase their understanding of the APS Values that underpin their everyday work, increase their cultural awareness knowledge and skills, and understand the governance needed to work as public servants.

## Solutions

Interaction consulted and collaborated with the management team and discussed the current environment and the objectives they wanted to achieve. Accessed and reviewed internal documents to see how they could be integrated into the workshop seamlessly.



Consultation



Design



Feedback

## Outcomes

1

### Consultation

Interaction expertly undertook consultation to inform the program and workshop design, including engaging with the SME Community.

2

### Design

The program explored and discussed content such as overcoming organisational defences by Peter Senge, Principles to engage with other cultures, cultural competence in Australia by the Federation of Ethics Communities Councils of Australia (FECCA), and understanding unconscious Bias, Harvard's Implicit Association Test (IAT).

3

### Feedback

Feedback was extremely positive and additional workshops are planned for the Agency.



# Supervisor Development Program

## Multiple ACT Government Directorates

### AT A GLANCE

Interaction designed and has been delivering bespoke Supervisor Development Programs for three ACT Government directorates over the past five years.

### KEY METRICS



5

Years experience



5

Modules per cohort



3

Government Directorates

### Challenges

Multiple ACT Government Directorates reached out to Interaction Consulting to develop the program that will provide supervisors with the critical skills, knowledge and attributes to perform their role effectively, will enhance the capability of the participants and reduce operational risk for the Directorates.

### Solutions

The Supervisor Development Program was developed and has been revised and updated. The program will, at a minimum, address objectives to improve supervisors' knowledge, skills and abilities across five modules. Our team will engage Subject Matter Experts to present key topics to help participants understand their role. This may include finance management, human resources, governance and risk management.



Engagement



Design



Feedback

### Outcomes

#### Engagement

1

The programs comprise five modules delivered as full-day workshops, enriched by guest speakers, case studies and pre and post-module activities.

#### Design

2

Each module is designed to reinforce the ACT Public Service values of innovation, collaboration, respect and integrity, and promote inclusive leadership practices and achieve excellence.

#### Feedback

3

Participants comment that the program is very insightful and constructive and gave them a lot to take away and put into practice.

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# Leadership Summit

## APS Department

### AT A GLANCE

Interaction Consulting is a trusted APS provider and delivers successful and impactful outcomes with large groups and complex agendas.

### KEY METRICS



9

Geographical locations



100+

Virtual participants



2 Stages



300+

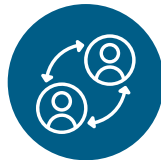
In-room participants

### Challenges

To build leadership skills and capability, Interaction Consulting designed and facilitated an engaging, impactful Leadership Summit for a large APS Department Executive Level 2 cohort.

### Solutions

Interaction Consulting designed the Summit agenda and its dynamic team effectively engaged everyone in both the physical and the virtual rooms, while managing two stage events at once. The environment was highly conducive to growth and capability development.



Engagement



Inquiry



Growth

### Outcomes

#### Engagement

1

Engagement and preparation is key to success. Our team worked closely with Department, Summit guest speakers, the venue and external suppliers prior to the event.

#### Inquiry

2

Interaction Consulting presented contemporary leadership topics and facilitated impactful conversations with delegates and speakers, encouraging inquiry, insights and ideas.

#### Growth

3

Delegates were given time to listen, reflect, share and learn, providing an environment fit for professional and personal growth.

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# Conference Chairing and Facilitation

## Liquid Learning

### AT A GLANCE

Interaction Consulting's offers highly skilled and experienced conference chairs and facilitators, focused on capability development.

### KEY METRICS



**25+**  
Speakers



**15+**  
Panel sessions



**300+**  
Conference delegates



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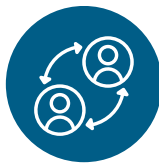
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### Challenges

Our Company Director, Brigid Hardy, has partnered with Liquid Learning to chair and facilitate a number of conferences. This has included both Women in Leadership and Leadership Conferences. Brigid draws on nearly 2 decades of leadership experience to provide an engaging and impactful conference environment.

### Solutions

Brigid is a highly skilled communicator and effectively engaged everyone in the room. She ensured an environment that is conducive to ideas, inquiry and fun. Through this, delegates were able to grow as leaders in their fields.



Engagement



Inquiry



Growth

### Outcomes



**1**

#### Engagement of speakers, panel members and delegates

Engagement and preparation is key to success. Brigid worked with speakers and panel members prior to the events to build their confidence and to understand their roles.

**2**

#### Facilitation of ideas and inquiry

Brigid facilitated impactful conversations with delegates and speakers. These conversations encouraged deep inquiry, leading to the generation of new insights and ideas.

**3**

#### Growth

Delegates were given time to reflect, share and learn from their peers, providing an environment fit for professional and personal growth.



# Wellbeing and Resilience Program

ACT Government Agency

## AT A GLANCE

Interaction Consulting designed, developed and delivered a Wellbeing and Resilience Program for all Agency employees.

## KEY METRICS



2

Modules



5+

Virtual participants



25+

Participants

## Challenges

The ACT Government Agency experienced significant change, complexity and turmoil as a result of both the COVID Pandemic and unprecedented weather events. Employees were experiencing high levels of stress and burnout as a result.

## Solutions

Interaction Consulting designed, developed and delivered a highly engaging and dynamic Wellbeing and Resilience program that was deeply contextualised to the Agency operating environment. The program covered both the physical and psychological safety of employees.



Engagement



Inquiry



Growth

## Outcomes

1

### Engagement

Engagement and preparation is key to success. Our team worked closely with Agency, prior to delivery of the modules, to ensure that the program was appropriately tailored for its audience.

2

### Inquiry

The spacing between the 2 modules gave participants time to reflect, experiment and play with the concepts that were introduced in Module 1.

3

### Growth

Participants were able to develop individual strategies for managing their wellbeing and resilience despite challenging circumstances. The program was very well received by participants.

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# Legislation Training

## ACT Government Agency

### AT A GLANCE

Interaction Consulting undertook the development of a learning program with both a face-to-face and eLearning approach. This was designed, developed and delivered for frontline staff. The training focused on the responsibilities of staff under relevant legislation and programs.

### KEY METRICS



6

eLearning Modules



140+

staff received face to face training



1

learning program with a holistic approach

### Challenges

The Agency's frontline staff required an uplift in knowledge and understanding across relevant legislation and programs. This included the requirement for both an eLearning and face-to-face approach where the learning outcomes would include an elevation of understanding regarding conduct, procedures relating to internal operating procedures, and decision-making processes.

### Solutions

Interaction Consulting provided 6 eLearning modules to breakdown understanding of public sector delegations and discretion, and the dangers of not following processes and procedures. The online learning was elevated through face-to-face workshops which expanded upon conduct, legislation, operational procedures, and delegations and discretions.



Morale



Lower turnover



Risk management

### Outcomes

#### Morale

1

An increase of knowledge and understanding of legislation and programs fostered trust and connectedness in the organisation. This resulted in an overall increase in morale for the staff.

#### Lower turnover

2

This process proved to decrease staff turnover. Staff were less likely to leave the organisation after being empowered with knowledge and understand of the requirements of their organisation.

#### Risk management

3

The learning program was an impactful step in risk management for the organisation. It proved to support reputational, organisational, personal and financial risk management

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# Screeener Accreditation Training

APS Department

## AT A GLANCE

Interaction worked closely with the APS Department to develop their Screeener Accreditation Training Package.

## KEY METRICS



12

One-on-one interviews



14

Expertly facilitated workshop



125+

Employees

## Challenges

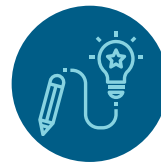
As part of the new scheme, the Department engaged Interaction Consulting to assist its Senior Leaders to be responsible administering accreditation tests and assessing screeners in the functions they perform.

## Solutions

We piloted the training to obtain feedback from departmental staff and aviation industry stakeholders before finalising the package design. Based on the success of this work, we were asked to convert the training package into an elearning mode in collaboration with our elearning partner, The Learning Deli.



Engagement



Co-design



Understanding

## Outcomes

1

### Engagement

Interaction's consultants met 1:1 with each member of the Executive Leadership Team to understand the existing challenges and future aspirations.

2

### Co-design

Interaction Consulting's skilled and dynamic consultants engaged the leadership group to co-design a desired training package.

3

### Understanding

The process built an understanding of the importance of strengthening the education and training requirements for screening and air cargo examination officers (screeners) in airports and seaports while ensuring consistency in screening standards across the aviation, maritime, and air cargo sectors.

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