

# FACT SHEET

## Developing Self-Aware Leaders



*Navy people deserve to be a part of a team that brings out their best. When our people are their best, Navy is at its best. Accelerating our warfighting advantage and assuring our future success requires development of self-aware leaders and high functioning teams. Through coaching and mentoring at all levels across Navy, we will instil clarity of purpose, social mastery, optimal team cohesion and resilience to maintain a competitive edge.*

### WORKFORCE FEEDBACK

- We expect our leaders to actively listen and let others speak
- All Navy people need to be committed to building their team
- Leaders need to develop others at every opportunity
- We expect Navy people to value the knowledge and contributions of all team members
- We should strive for professionalism, pride and excellence

### ACTIVITY TIMELINES- MILESTONES

**Ongoing activities** – led by Directorate of Navy Culture (DNC):

- Team Performance Coaching for units and in-tact teams, based on Navy's High Functioning Teams Framework
- Navy Leadership Coaching Program (available for all ranks)
- 360 Reporting (available for all ranks)
- Organisational Culture and Effectiveness Inventory for units and workgroups
- Social Mastery incorporated into Performance Appraisal Reports: Oct 21 to Aug 23

**Looking ahead – additional activities**

- Transition of Navy Leadership Development Program content into Initial Training and Promotion Courses: Jul to Sep 22
- *NGN – People First* program (NGN education campaign): Q3 2022
- Social Mastery Self-Development Portal: 01 Oct 22

### MEASURES – BENEFITS REALISATION

- Improved Organisation Culture & Effectiveness Inventory results: *Role Clarity, Motivation, Satisfaction, Empowerment, Feedback, Communication*
- Improved Organisational Climate Survey results: *Job Engagement, Wellbeing, Morale*

### LAUNCHING

APR 2022

### WHO

Navy leaders of all levels

### YOU GET

Improved self-awareness skills to enable you to realise your potential

A better workplace where your contribution is valued and you have a voice

Empowerment as part of a High Functioning and Effective Team

### YOU GIVE

100% of your authentic self-commitment to the goal  
Your time

# ADDITIONAL INFO

## Developing Self-Aware Leaders



## BACKGROUND

- The Navy Leader Development Program began in 2009, as an initiative of the NGN program. Through a range of Navy Leadership Development Workshops, we have been developing Navy leaders, initially through the lens of thinking and behaviour, then connected leadership, challenging leadership and strategic leadership, ultimately upskilling and empowering our Navy people to proactively shape culture.
- Social Mastery is the foundational element of effective leadership, team performance and constructive culture. Through the development of Social Mastery, leaders recognise their behaviour has a direct impact on others and on organisational outcomes. Social Mastery emphasises the application of self and social awareness, self-management and relationship management to improve how leaders deliver results with and through their people.

## FREQUENTLY ASKED QUESTIONS

### How can I develop my leadership effectiveness?

- In 2021, as part of a phased approach to transitioning leader development to Navy's Leadership and Management Development continuum (TA-ITLM led), NLDP participation shifted to a voluntary offering, with a limited release of workshops for rank groups: *Self-Awareness* (AB-LS, MIDN-SBLT); *Intent and Impact* (PO and LEUT); *Making a Difference* (CPO and LCDR), *Active Leadership* (WO and CMDR) and the *Navy Strategic Leadership Program* (CAPT). Additionally, a one-day *Coaching Skills* workshop is available to give leaders and teams practical coaching skills to elicit the best from their teams. For more information, visit: <http://drnet.defence.gov.au/navy/DNC/LeadershipDevelopmentWorkshops/Pages/LeadershipWorkshops.aspx>
- During Jul to Sep 2022, DNC will work with TA-ITLM to incorporate key NLDP content into the Initial Training and Leadership and Management Development continuum. The Coaching Skills Workshop, Navy Strategic Leadership Program and Navy Emerging Leaders Forum (NELF) will continue into 2023.

### What is the NELF and how do I get involved?

- The NELF series aims to empower Navy supervisors to enhance their understanding of challenges they may face as a leader. LEUT, SBLT, PO and LS ranks are encouraged to nominate to participate in a day of open dialogue, group discussions and reflections on various topics including authentic leadership, people management, self-awareness and culture. Emerging Leaders will have the opportunity to engage with peers, key public figures and senior Navy leadership representatives. For more information or to nominate for an upcoming NELF, visit: <http://drnet.defence.gov.au/navy/DNC/LeadershipDevelopmentWorkshops/Pages/EmergingLeaders.aspx>

### What is 360-degree reporting and who in Navy is eligible?

- Since 2010, Navy has been using the Human Synergistics *Life Styles Inventory*<sup>™</sup> (LSI) as a 360 degree reporting tool. The LSI uses both self-assessment and feedback from colleagues (peers, subordinates and managers) to identify individual thinking and behavioural styles. By providing insights into strengths and areas for development, the LSI empowers Navy people to improve their leadership and personal effectiveness and satisfaction. To find out more, email: [dnc.corro@defence.gov.au](mailto:dnc.corro@defence.gov.au)