No one can underestimate the personal pain of working in a toxic workplace. Participants of this new program will learn to understand the causes of toxicity at work, how it impacts on them as leaders and discuss strategies for remediation.
Overview

Unfortunately, some workplaces — including academic departments in universities — display the symptoms of a toxic working environment, characterised by behaviours that are disruptive, dysfunctional, abusive and are tolerated. They may include bullying; harassment; unrealistic workloads and expectations; internal competition; and turf wars, which inevitably lead to a culture of blame and aggression.

An academic leader or Department Manager is expected to do something to resolve the situation. A typical first response is to consult Human Resources about removing the alleged perpetrators, only to be told that this is difficult. So what alternative approaches are there?

Dealing with these situations is difficult, and one of the most personally challenging management issues a Head of Department or Manager will ever face.

This program identifies the early warning signs of toxicity, examines individual and institutional responses to toxic behaviour and explores how the Head of Department might avoid being drawn into the underlying negative environment.

Every toxic situation is different, so the solutions may vary. This program will offer participants the opportunity to raise and discuss specific issues and problems.

Who should attend

Academic and professional staff in leadership roles including: Director, Dean, Head of School/Department, HR Manager, individuals with a key role in advising on solutions and executive managers from the tertiary sector who are responsible for an academic department.

This program will be limited to 30 participants.

Dates and locations

29 March 2011, Sydney

Program fee

$950 ($1,045 incl. GST).

Program content

Key themes explored over the course of this program include:

- framework for identifying early warning signs of toxicity
- strategies for dealing with toxic behaviours
- impact on the leader and appropriate leadership styles
- dealing with difficult people
- the legal/industrial context.

The program will feature short presentations and a facilitated discussion.

Learning outcomes

Upon completing this program, participants will have:

- an understanding of the dynamics of a toxic workplace
- a language to identify and discuss issues in a safe way
- an understanding of strategies or approaches to be used to improve the working environment.

Registration

To register for this program, please visit: www.lhmartinstitute.edu.au

Registration closing date: 15 March 2011 (unless filled earlier).
Program facilitators

Liz Baré commenced her working life in charge of a small specialist library in a government agency, supervising two other staff. There she learnt valuable lessons in management, supervision and working in complex organisations. She moved through a series of technical and line management positions in that agency, and in 1983 was appointed to head its 50 strong personnel branch. There she fell in love with human resources management and decided that this was her true vocation. Her next assignment was to create a human resources function in one of the world’s largest volunteer organisations.

She has now headed the human resource function in three different organisations. Her longest appointment was as Vice-Principal (Human Resources) at the University of Melbourne. She and her colleagues developed the HR function at the University from a personnel function to a well regarded human resources division. In recent years, Liz has been Head of Administration at the University of Melbourne, where she was responsible for service delivery of IT, Finance, Research, Marketing, Property and Grounds, as well as overseeing a major restructure of administrative service delivery.

Liz is currently a Senior Fellow of the LH Martin Institute for Higher Education Leadership and Management and also a Senior Fellow in the Centre for the Study of Higher Education, at the University of Melbourne. Liz currently advises universities in Australia and overseas on management and human resource management issues.

Morag Clayton (Nous Group) has over 20 years organisational capability and consulting and business experience. Her particular areas of expertise include working with organisations and individuals to unravel difficult workplace tensions to improve working environments and organisational performance.

Morag has a strong background in leading the strategic positioning of people and culture to deliver real value and competitive advantage. She has led significant people and culture change programs in the UK, while guiding other senior leaders within the business through the overall transformation process.

Since she has been with Nous, Morag has led and project managed a range of major organisational capability projects across the higher education, health insurance, energy and regulatory sectors.

She holds an honours degree in Psychology and Postgraduate Diploma in People Management. She is a Fellow of the Chartered Institute of Personnel and Development (UK) and is an accredited assessor against the international ‘Investors in People’ standard. She has held a number of UK board positions prior to migrating to Australia.
Executive Education Program 2011

The LH Martin Institute’s executive education programs provide relevant and practical professional development for leaders and managers working in tertiary education.

These programs are highly contextualised to the contemporary tertiary education environment, research informed and evidence-based. Recognising the diversity of interests in the sector, the Institute has collaborated with a range of organisations in the development of its programs.

To view the full suite of programs, please visit the Institute’s website.

Other Specialist Short Courses

The LH Martin Institute will be running a number of short courses in 2011, including:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Dates</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing a Scholarly Culture</td>
<td>Workshop 1: 6 April 2011, Melbourne Workshop 2: 10 May 2011, Melbourne (half day)</td>
<td></td>
</tr>
<tr>
<td>Having the Difficult Conversations...</td>
<td>7 June 2011, Brisbane</td>
<td></td>
</tr>
<tr>
<td>Enhancing Academic Workload Management</td>
<td>12 August 2011, Melbourne</td>
<td></td>
</tr>
<tr>
<td>Engaging with Politics – the Art &amp; Necessity of Lobbying</td>
<td>2011 date &amp; location TBC</td>
<td></td>
</tr>
<tr>
<td>Negotiating the New Regulatory Environment</td>
<td>2011 date &amp; location TBC</td>
<td></td>
</tr>
<tr>
<td>The Sustainable Campus</td>
<td>2011 date &amp; location TBC</td>
<td></td>
</tr>
</tbody>
</table>

About the LH Martin Institute

The LH Martin Institute for Higher Education Leadership and Management has been established with the support of the Commonwealth Government to enhance tertiary education in Australia and New Zealand, by providing a suite of programs and activities focused on institutional management and leadership, tailored to the particular needs of the sector.

Specialising in postgraduate award programs, executive education, research and consultancy, the Institute provides a forum where tertiary sector institutions, public policy makers and experts can explore, assess and anticipate the changing national and international environment in which the tertiary education sector operates.

Further Information

The Institute, in response to the needs of the sector, is continually developing and delivering new programs, research and collaborative projects. To be kept informed, please visit the website and subscribe to the Institute’s monthly e-newsletter.

Contact Details

T +61 3 8344 0756  
F +61 3 9347 8922  
E martin-institute@unimelb.edu.au  
www.lhmartininstitute.edu.au