Staff development opportunities - 2025

















Leads the org

New to Flinders

· New staff induction

Courses with a link are online courses

which are available now for self-

Courses without a link will be

enrolment and self-paced learning.

available from enrolment in early

March via the new Staff Learning

- Welcome to Flinders
- Snake Awareness at **Flinders**
- Code of conduct
- ESOS compliance

Please note:

Portal.

Cultural learning*

- Indigenous Cultural Awareness
- Cultural learning*

ED&I

- Equal Opportunity 1-3
- Equal Opportunity
- Foundations of LGBTQ+ Inclusion
- Responding to disclosures of Sexual Assault and Sexual Harassment
- LGBTQ **Empowering Allies**
- MATES (Bystander awareness)
- Introduction to disability awareness*
- Family friendly forum*

Wellbeing

- Bupa online learning (WHS)
- UniSuper financial wellbeing
- Wellbeing resources
- Mental Health First Aid (MHFA)
- MHFA Refresher
- **Developing Inner** Resilience
- Menopause awareness sessions
- Mindfulness for stress reduction and productivity
- **Unlocking Mental** Health
- Overcoming procrastination

Career

- · Careers 2: resumewriting
- Careers 3: job applications
- Professional **Mentoring Program**
- Strategic networking
- Mv career journev
- Persuasive personal brand
- Career development toolkit*

Leads self

- Time management
- EQ Experience
- Essentials of Project management
- Persuasive presentations
- Building collaborative partnerships
- Influence for positive outcomes
- Effective business writing - Reports & Business cases
- Process mapping & improvement

Supervising at Flinders

- Leadership fundamentals
- Conversations about performance
- Navigating PRD in Workday
- Foundations of Inclusive Leadership
- Performance conversations for success
- High performing & resilient teams
- Getting things done for leaders
- Coaching skills for leaders
- Facilitation skills
- Authentic, impactful communication
- More than follow the leader - followership
- Navigating difficult conversations

Leads others

- Strategy development and delivery
- Managing change*
- Complexity and systems thinking
- · Adv. negotiation skills



*Under development

Mental Health First Aid (MHFA)



One in five Australian adults will suffer from some form of common mental disorder in any year. The 12-hour Mental Health First Aid course teaches you how to provide initial support to a person experiencing a mental health crisis or in the early stages of developing a mental health problem. The course is nationally renowned and awarded, and has been found effective in improving mental health literacy, reducing stigma and increasing helping behaviours.

Learn more about Mental Health First Aid by watching this <u>3 minute video</u> and work out whether the course is right for you.

Please note - the workshop does not teach you to be a counsellor or therapist, or to diagnose mental illness - it is a first aid response framework to support community members who are experiencing mental health problems.

When you attend a Mental Health First Aid workshop, you now have the option of becoming an Accredited Mental health First Aider. The process involves completing an online knowledge test and feedback form, and requires your permission for your contact details to be passed onto Mental Health First Aid Australia.

Who should attend

All continuing and fixed term professional and academic staff are welcome to attend. However, this course is designed for members of the general public who do not have formal training, education or qualifications in mental health related fields and is pitched at an introductory level.

Dates:

26 & 27 March 2025

17 & 18 June 2025

14 & 15 October 2025



MHFA Refresher



Refresher courses are 4 hour face-to-face workshops that allow people who have previously completed a 12 hour standard Mental Health First Aid course to refresh their knowledge and skills.

For people who are Accredited MHFAiders, the refresher course offers an opportunity to extend their accreditation for a further 3 years.

The content of the refresher course is based on guidelines developed through the expert consensus of people with lived experience of mental health problems and professionals.

Who should attend

All continuing and fixed term professional and academic staff. who have undertaken the standard 12 hour Mental Health First Aid workshop up to 3 years ago and are Accredited MHFAiders are welcome to attend.

Dates:

14 May 2025



Developing Inner Resilience



In this 90-minute workshop with Dr Leigh Burrows, we take time to experience a range of contemplative activities designed to promote 'flow' as a direct experience of wellbeing, for a more peaceful work and home world.

Wellbeing is understood holistically, with different dimensions: thinking, sensing, feeling and intuiting, and participants will have the opportunity to see how drawing of these in a balanced way helps us tap into our inner resilience and Self-leadership so that we increasingly become guided from within as to the best response, the best course of action in stressful situations.

All materials will be supplied.

Who should attend

All professional and academic staff are welcome to attend.

Dates:

9 April 2025

30 October 2025



Mindfulness for stress reduction and productivity



Dates:

(3-part series)

11 June 2025 18 June 2025 25 June 2025

Mindfulness for Stress Reduction and Resilience is a three-week, science-based program designed to equip staff with practical mindfulness tools to effectively manage workplace stress and build personal resilience. This program is delivered by Chris O'Grady, Counsellor, Flinders University.

Through guided practices, reflective exercises, and discussions, participants will learn strategies to improve focus, regulate emotions and cultivate self-compassion for both their personal and professional growth.

Session Themes

- Session 1: Understanding Stress and Building Resilience
- Session 2: Enhancing Focus and Concentration
- Session 3: Emotional Regulation and Cultivating Self-Compassion

Who should attend

All professional and academic staff are welcome to attend.



Unlocking Mental Health: How different cultural lenses shape self-care



In just 30 minutes per session, explore how different lenses on health and wellbeing can reshape the way we approach our mental health.

Led by psychologist Dr Gareth Furber, this 5-session series introduces the Big 5, Power 9, and SEWB models—each offering a unique perspective on self-care. While not all are strictly mental health-focused, these frameworks provide valuable insights into how we live and thrive. Expect time to reflect, practical takeaways, and a chance to broaden your understanding of self-care—from individual habits to community connections and beyond.

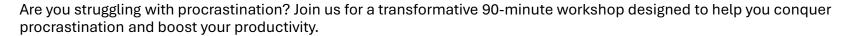
Who should attend

All professional and academic staff are welcome to attend.

Dates: (5-part series)



Overcoming procrastination: Practical tools



In this interactive session, we'll explore the psychological factors behind procrastination and provide you with evidence-based strategies to overcome it. You'll learn practical techniques to manage study anxiety, perfectionism, and lack of motivation. Our workshop is inspired by the successful Studyology program and facilitated by Dr Gareth Furber.

This workshop will cover:

- Understanding the root causes of procrastination
- Techniques to manage work-related stress and anxiety
- Strategies to enhance motivation and focus

Who should attend

All professional and academic staff are welcome to attend.



Dates:

22 July 2025



Strategic Networking



Dates:

25 June 2025

'People buy from people whom they like, know and trust.'

Competition is everywhere – people are spoilt for choice and in this high-tech world people are deciding with their gut as well as their mind. We want to do business with people we know and trust. Networking is vital for you to be able to build the relationships for people to want to do business with you

This workshop will explore:

- Why networking works
- · The importance of EQ in networking
- Team networking how to involve your whole office
- The 3 different networking levels
- · How to be a strategic networker
- Formal & informal networking groups in SA

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Persuasive Personal Brand



Dates:

25 September 2025

In today's competitive world, a strong personal brand is essential for standing out and achieving your goals. Facilitated by Sharon Ferrier, this workshop will guide you through the process of defining and communicating your unique value proposition effectively.

What You'll Learn:

- Identifying Your Unique Strengths: Discover what sets you apart and how to leverage your strengths.
- Building Your Brand Narrative: Create a compelling story that resonates with your audience.
- Effective Communication: Learn techniques to articulate your brand confidently across various platforms.
- Visual Identity: Develop a cohesive visual presence that aligns with your brand message.
- Networking Strategies: Build meaningful connections that support your personal and professional growth.

Join us to transform your personal brand into a powerful tool that opens doors and creates opportunities. Whether you're looking to advance your career, start a business, or simply make a lasting impression, this workshop will provide you with the insights and skills you need to succeed.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



My Career Journey



Dates:

20 May 2025

24 September 2025

Do you want to build your career within Higher Education - or an opportunity to build your networks across Flinders University? In these informal, Q&A style events, come and hear from those who have 'been there...done that!'

May event:

Kelly Smith, Director, Quality, Curriculum & Integrity

Lorraine Karunaratne, Director of College Services, College of Medicine & Public Health

Mark Schultz, Director, People & Culture

September event:

Jayne Flaherty, Chief of Staff

Kirsty Mosley, Deputy Director, IDS Digital Experience Delivery and Governance

Prashant Pandey, Director of Library Services

Who should attend

This Q&A style session is specifically for professional staff who are keen to grow their career within Higher Education, however, all professional and academic staff are welcome to attend.



EQ Experience (Emotional Intelligence)



Dates:

30 April 2025

27 August 2025

When it comes to happiness and success at work and in everyday life, emotional intelligence (EQ) has been shown to matter just as much as IQ.

Emotional intelligence is the ability to understand, use, and manage your own emotions in positive ways to communicate effectively, empathise with others, and overcome challenges.

In this workshop, Nathan Jones, Director, Mood Institute, will take you on an immersive journey – featuring engaging activities to harness emotions effectively, driving enhanced workplace relationships and success.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Essentials of Project Management



Dates:

21 May 2025

1 July 2025

21 October 2025

This one-day project management essentials course provides a comprehensive overview of the key concepts, principles and practices involved in managing projects successfully.

Participants will learn how to apply best practices in project governance and lifecycle, stakeholder engagement, scope, time, cost, and performance management to deliver projects on time, within budget and to the satisfaction of stakeholders. The course is designed for individuals who are new to project management, or for those who wish to refresh their knowledge and skills in this area.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Persuasive Presentations



Dates:

28 August 2025

Communication skills are vital in any business environment. To be able to stand up, speak up and persuade is crucial to getting yourself heard and your message understood. We are all 'salespeople' when we present to our clients and staff, we need to sell our company our services and most importantly – ourselves.

Everyone is capable of giving a persuasive presentation. All you need are three things:

- 1. Stories/Facts
- 2. Skills
- 3. Confidence

If you work on the first two, the third will magically appear!

This workshop will provide participants with the skills and practical experience to deliver engaging, informative and persuasive presentations.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Influence for positive outcomes



Dates:

10 April 2025

6 August 2025

Being able to positively influence other people and situations is an essential skill for the workplace. In this session, Gary Edwards will support you to use your own workplace situations to help you become a more influential professional, so that you can build trust-based, collaborative relationships with others, and use a range of influence techniques to achieve positive results.

Topics include:

- Your current influencing style.
- Sources of influence and power.
- How others make decisions.
- How to avoid undermining relationships and conversations.
- Dealing with others' emotions and logical thoughts.
- Tools to lead a conversation and influence the outcome.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Effective business writing: Report & Business case writing

Leads self

Dates:

3 July 2025

This half-day online workshop is suitable for reasonably confident writers wanting to improve the content, structure and readability of their written reports and business cases.

On completion, participants will:

- Understand the principles of effective business writing in 2025.
- Understand the importance of a good writing process research, write, improve.
- Know how to structure business cases and committee reports for maximum impact.
- Know what to include and what to leave out.
- Know how to build a persuasive argument in writing.
- Know how to create logic and flow in business reports.
- Understand the importance of audience-focused succinct, professional, readable writing.

Presented by Shaun McNicholas, from Cool Rules (for writers).

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Process mapping & improvement



This session is perfect for those working to improve or review processes, functions, practices, or activities in a team/group/division. In this practical workshop, participants will be introduced to process improvement methods process mapping approaches, tools and practices, and a framework that they can immediately apply.

Facilitated by Lisa Twyford, from Clear Decisions, you will gain a greater understanding of current practices, identify improvements, risks and opportunities, streamline practices and clarify roles and responsibilities through effective process mapping.

Following this workshop participants will:

- Understand what a business process is (and is not).
- Appreciate the benefits of process improvement.
- Experience using process mapping techniques.
- Use a framework for process improvement and mapping.
- Gain skills and knowledge to apply business process mapping methods and tools in your organisation for improved outcomes.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.

Dates:

28 May 2025

4 September 2025



Leadership fundamentals



Stepping into your first leadership role can be both challenging and exciting! How you navigate this transition can have a huge impact on your career and confidence.

In this workshop for aspiring leaders, or those who have recently commenced their leadership journey, we will explore the key concepts, skills and behaviours of leadership, to navigate and overcome common challenges faced by new leaders.

This internal workshop is a great way to build a strong foundation, for now and the future, and highlight your leadership potential.

Who should attend

All professional and academic staff are welcome to attend.

Dates:

13 May 2025

30 July 2025

18 September 2025



Conversations about performance



This course explores all aspects of having conversations about performance. The workshop will be practical and focus on discussing how participants might apply strategies to their own situations.

Topics for discussion include:

- Understanding performance within an overarching performance management framework
- Authenticity in performance conversations
- · Using a coaching framework to talk about performance
- Creating opportunities to receive feedback and strategies for responding constructively

Who should attend

All professional and academic staff are welcome to attend.

Dates:

8 April 2025

23 July 2025

16 October 2025



Navigating PRD in Workday

Leads others

This course is designed to help you effectively navigate the Performance Review and Development (PRD) function in Workday. Updated in March 2024, the PRD system now offers greater simplicity and flexibility.

You'll learn about the two types of PRD available in Workday: a guided process and the option to upload your own template. With increased flexibility in timing, you and your supervisor can develop your PRD when it works best for you.

Who should attend

All professional and academic staff are welcome to attend.

Dates:

2 April 2025

28 July 2025

9 September 2025

6 November 2025



Authentic, impactful communication



Leads others

Effective communication is the cornerstone of successful professional relationships. In this workshop with Tracy Maxted, The Missing Think, you will develop the skills needed to communicate with impact and build lasting connections and support successful performance conversations.

Workshop Outcomes:

- Build self-awareness and flexibility in conversation and the skills of dialogue
- Speak in a way that others will listen, and listen in a way that others will speak
- Build trust, respect and positive, professional relationships with every interaction
- Building positive professional relationships

This workshop is perfect for leaders looking to enhance their communication and dialogue skills. Don't miss this opportunity to transform the way you interact and connect with others.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.

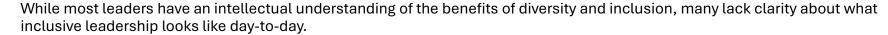


Dates:

15 May 2025

9 September 2025

Foundations of Inclusive Leadership



Flinders University is a culturally diverse community which recognises that each student and staff member brings their own unique capabilities, experiences and characteristics. Diversity and Inclusion are core to our organisational culture and values, and aims to provide an environment which is creative, innovative, flexible and productive.

This workshop provides leaders with the foundational knowledge and skills required to bring out the best in diverse individuals and teams, whether in the context of meeting processes, project allocation or recognition and reward.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.



Dates:

27 May 2025

10 September 2025



Performance Conversations for Success



Dates:

2 July 2025

19 August 2025

Please note – this workshop was delivered in 2024 under the title 'Creating a healthy performance and accountability culture'

How do we lead for a culture that delivers on team and University outcomes AND is a positive and productive place to work?

A key role of leaders is to create a culture where staff are excited to come to work, feel valued and highly motivated to make a difference! Unlocking this healthy performance and accountability culture can lead to improved performance and delivery of organisational outcomes.

This workshop, delivered by Tracy Maxted from the Missing Think, is designed specifically for those who lead and have responsibility for others. In this workshop, explore the tools and approaches to:

set yourself and others up for success using clarity and empowerment

deliver feedback in a way that results in positive change and builds trust and accountability

foster mindsets which are open to learning, change and challenge.

Please note, this workshop does not focus on PRD processes and systems, instead providing an approach to holding performance conversations which will are well received and enable a positive culture to thrive.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



High Performing & Resilient teams



Please note - this workshop was delivered in 2024 under the title 'Build a resilient, adaptable, high performing team'

Building and leading a successful team is a bit like conducting an orchestra - where every person needs to play their part well for the team to succeed and thrive. Given this, building a team which is resilient, adaptable and high-performing is at the top of most leaders wish-list!

In this workshop, with Tracy Maxted from The Missing Think, participants will identify the elements of a high-performing team within their context, diagnose when things aren't going as planned, and learn how to develop a sense of team in a psychologically safe manner.

If you are looking to develop the individuals in your team into a thriving team that can adapt to change and deliver on key outcomes, this is the workshop for you!

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.

Dates:

3 June 2025

2 October 2025



Getting things done – for leaders



Dates:

5 June 2025

22 October 2025

Please note – this workshop was delivered in 2024 under the title 'Lead strategically through complexity and competing priorities'

Do you feel like you are fighting fires all the time? That you work hard, fast, and smart every day but still never seem to get everything done?

Leading in a complex, matrixed environment like Flinders is both exciting and challenging, working with multiple stakeholders, high stakes and competing priorities.

In this interactive and engaging workshop, delivered by Tracy Maxted from The Missing Think, learn practical strategies to:

- Remain calm, clear and focused through change and challenge
- Reduce time spent fighting fires and increase strategic decision-making, prioritisation and communication
- · Get the important things done each day and bring others along with you
- Align individual and team goals and activities with University and Portfolio strategic priorities

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Coaching skills for leaders

Dates:

6 May 2025

11 September 2025

Leads others

Coaching can be an empowering and effective way of developing people's skills and abilities, and boosting individual and team performance. We often think of coaching as only being for executives or sporting stars - but it is an excellent skill for leaders to have in their toolbox!

This full-day workshop aims to help participants understand the value of coaching, to develop and deepen their coaching skills and learn how to set up a conversation for success. The workshop will help participants to develop their coaching competency and practice their skills in a safe and supportive learning environment.

The facilitator, Julie Lines, is an ICF Credentialed Coach (PCC), coach educator and trainer, who is regularly involved in the delivery of ICF accredited coach training programs. To ensure maximum opportunity for participants to practice their skills, Julie will be joined by Philippa Hurford, who is also an ICF Credentialed Coach (ACC).

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Facilitation skills

Leads others

Unlock the secrets to leading productive and engaging meetings and workshops with our comprehensive guide. This program covers an introduction to what you need to know to become an effective facilitator, from preparation to execution and evaluation.

Dates:

Topics Include:

29 April 2025

- **Prepare and Design:** Setting your objective/purpose, Conducting focus groups, engagement sessions, and team charter sessions, Understanding the role of the facilitator and choosing the right one.
- **Deliver and Facilitate:** Managing expectations and setting guidelines, Keeping meetings on track by managing time, tasks, and people, Handling conflicts and ensuring everyone is aligned, Practicing facilitation skills.
- Evaluate and Action: Collating and evaluating collected information, Creating actionable plans based on session outcomes,

Join us to enhance your facilitation skills and lead your team to success!

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



More than follow the leader – followership for leaders

Effective leadership is important for success in the workplace. However, good leadership alone is not enough - followers also play a critical role. Delivered by Dr Ruth Sims, this workshop will introduce professional staff members who have leadership responsibilities to the idea of followership and to ways that followers and leaders can work well together.

At the end of the workshop participants will

- be introduced to followership as an integral component of the leadership relationship and process
- have a better understanding of how they think about followership in themselves and others and how this impacts work relationships
- be aware of leader and follower behaviours which contribute to effective followership
- have clear actions to help them lead and follow better in their work team.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.





Dates:

7 May 2025

Navigating difficult conversations



Navigating difficult conversations with confidence is a vital skill in any professional setting. In this workshop, you will learn practical strategies for managing conflict and fostering collaboration.

Dates:

2 September 2025

Workshop Outcomes:

- Managing conflict with confidence when crucial conversations are difficult
- Shift the tone from conflict to collaboration
- Recognise and lead when a conversation becomes 'crucial'
- De-escalate emotion in self and others
- Strengthen professional relationships and reputation

This workshop is ideal for leaders looking to improve their conflict management skills and strengthen their professional interactions. Don't miss this opportunity to become a more effective communicator and leader.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.



Strategy development & delivery



Leads the org

Dates:

13 August 2025

This workshop aims to demystify the concept of strategy and equip participants with the knowledge and tools to think strategically and deliver it at any level of the organisation.

Together with Adam Thompson from Thompson Organisations, participants will gain an understanding of what is not strategy and learn the techniques and methodologies that lead to insights and momentum.

The work required to connect strategy to execution is studied, along with methods of overall strategic program management.

Participants will leave this interactive workshop with:

- A draft completed strategy and execution plan
- Confidence in their ability to both think and create strategy
- Increased capability to turn strategy into work
- A set of concepts and tools that can be used in both individual and group environments to develop and execute strategy
- The overall ability to be more effective in their role through having the capability to strategically focus and execute

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is part of the 'Leads the Organisation' learning stream, which is designed for professional staff at levels **HEO8** and above – who either lead a team as part of their role or lead projects across the organisation.



Advanced negotiation skills



Negotiation is a key skill for leaders and professionals, but few people have had any formal training in it. In the workplace, negotiations range from the formal to the informal, from those that prioritise outcomes to those that prioritise relationships, and from the very competitive to the very collaborative.

This course is designed to help professionals gain an insight into their current negotiation behaviours and preferences, to understand the fundamental framework for all negotiations and to develop the skills and micro-skills that are necessary to navigate through the range of negotiations they face in the workplace. We'll use your own situations and case studies to enable you to apply these skills in the workplace.

Topics include:

- Why negotiation is all about change, and what that means for how we manage conversations
- The underpinning framework for all negotiations
- Core and advanced negotiation skills
- Defusing conflict and overcoming deadlocks
- Dealing with challenging situations and personalities

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is part of the **'Leads the Organisation'** learning stream, which is designed for professional staff at levels **HEO8 and above** – who either lead a team as part of their role or lead projects across the organisation.

It is recommended that you speak with your manager prior to enrolling in this workshop as there are late cancellation fees.



Dates:

3 September 2025

Complexity and systems thinking



Leads the org

Dates:

19 June 2025

In an increasingly complex world, the ability to navigate and manage complexity is a crucial skill. This workshop is designed to equip you with the tools and insights needed to thrive in complex environments.

Workshop Outcomes:

- Understand the Nature of Complexity: Gain a deep understanding of what complexity entails and how it impacts various systems.
- Work More Effectively in Complex Environments: Learn strategies to enhance your effectiveness and adaptability in complex settings.
- Apply System-Thinking: Develop the ability to view opportunities and issues through a system-thinking lens, enabling you to see the bigger picture.
- Effective Interventions and Actions: Discover how to design and implement interventions that drive positive change within systems.

Delivered by Adam Thompson, this workshop is ideal for professionals seeking to enhance their problem-solving skills and make a meaningful impact in their organizations. Don't miss this opportunity to master the art of navigating complexity and driving systemic change.

Who should attend

This workshop is funded through the Professional Staff Development Fund and is available to continuing and fixed term professional staff members only.

It is part of the 'Leads the Organisation' learning stream, which is designed for professional staff at levels **HEO8** and above – who either lead a team as part of their role or lead projects across the organisation.

