



Leading the transformation

The flipbook guides have been designed as supplementary supports for the learning modules. The guides include key messages and insights for your continued reflection.

Disclaimer: The new Aged Care Act 2024 (the Act) starts on 1 November 2025. The Act replaces existing aged care legislation. The Aged Care Rules (the Rules) are expected to be finalised before the Act starts. The Rules give more information about how the new Act will work. This resource is in draft. We will update it when both the Act and the Rules come into force.

Need to know: Leading the transformation

The governing body sets the strategic priorities for the organisation. It promotes a culture of dignity and respect and inclusion for consumers and is accountable for the delivery of safe and quality care services.

Culture is a key driver of a provider's performance and ability to meet its objectives. A high performing culture is underpinned by behaviours that align to the values and vision of the provider and supported by systems, policies and processes.



Culture starts with the tone (leaders) set from the top... At the highest level, the governing body sets expectations and standards.... Having set expectations, the governing body's role is to continually test whether those expectations are understood and brought to life in the way the aged care provider operates through its leadership practices, policies and structures.

Source: Board governance in the aged care sector (page 2)

The work of leaders now

There are many leadership challenges ahead for those in leadership roles in the aged care sector. The work of reforming the sector relies on new leadership logic and changed practices.

This is quite different work to managing the mechanics of an organisation and its regulatory environment. This is about the conscious choice to lead in a way that shapes and steers organisations to align with purpose, deliver on their promise and have impact that reflects the needs of all stakeholders including employees, older Australians generally and consumers.

This work requires leaders who are:

- consciously and actively evolving their own practices and mindsets
- working to hone and adopt new skills and manage personal capacity and resilience
- making conscious choices about strategic and day to day priorities
- deliberate and intentional about where and how they channel their leadership efforts to bring about real change.



Who are the leaders we need? They are the leaders motivated to achieve the common good who have the qualities required to gain willing followers in a particular culture, at a historical moment when leadership becomes essential to meet the challenges of that time and place.

Michael Maccoby

Who are the leaders we need?

To lead effectively during times of disruption, complexity and transformation, leaders are not only investing effort in cultivating new and different skills but also adopting new mindsets and managing their own and the collective capacity.

Read about the framework to ascertain key shifts in skills, mindset and capacity on the following pages



Who are the leaders we need?

Desired skills

- position the consumer to be at the heart of provider values, purpose, and strategy
- foster collaborative relationships with consumers, management, employees, and stakeholders
- leverage the strengths of the collective to drive consumer and staff engagement and innovation
- engage and listen deeply to consumers, advocates, the workforce, and the community
- able to conduct environmental context analysis at speed and adapt as required.

Capacity

- practice self-awareness about individual and collective biases, behaviours and impact
- remain open minded by questioning how you could be leading your organisation better
- engage in performance recovery through information management
- set effective boundaries between board and management
- identify and call out individual and collective bad habits and how to break them
- engage in reflective practice i.e. What did we do well? What can I improve on? Next time, what will I do differently?

Mindset

- remain curious about individual and collective areas for improvement for leadership
- balance pragmatism and idealism to effectively set the tone from the top
- optimistic
- ensure honesty and accountability is central to how you assess, manage, and improve performance
- remain empathetic to consumers, advocates, the workforce, and the community.

The art of personal and collective change

Ultimately, true leadership is the art of constant renewal, personal change and adjustment amid contextual change. To unlearn or challenge habits that no longer serve us, reflect on the following:

Context

- I keep up to date with industry trends (social, economic, technological and environmental).
- I understand the nature of the relationship between my organisation and the broader aged care community.
- I detect and respond to shifts in expectations of consumers, advocates and stakeholders.

Culture

- I understand the importance of cultural alignment to strategic direction and values within an organisation.
- I consistently assess my organisation's culture and how it may need to shift.

Cultivating sustainable change

- I actively foster leadership to deliver sustainable change within the organisation.
- I utilise the strength of other governing body members and management to achieve desired outcomes.
- I encourage my governing body and organisation to learn from mistakes.

Influencing and engaging others

- I actively engage with consumers, advocates and other stakeholders to build understanding and alignment of our organisation's strategic direction.
- I effectively collaborate with others to generate strategic outcomes.

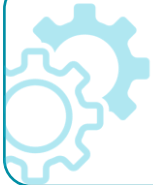
Strategic and future focus

- I can demonstrate and apply understanding of the aged care sector to the setting of strategic direction.
- I apply a long-term planning lens to strategic decision making.
- I consistently theorise and anticipate the future requirements of my organisation.

Self-awareness

- I can identify my leadership strengths and weaknesses.
- I seek out and I am receptive to feedback from others.
- I share my views and values with others on the governing body in a constructive manner.

Additional resources



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