



**Why a
leadership
approach will
improve your
outcomes!**

**AAPM Practice
Managers**



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Lead with confidence: Tips to help elevate your practice through leadership

This guide introduces essential principles and frameworks that support high-quality service in healthcare. From leadership strategies to communication and decision-making tools, these concepts will help you elevate your staff and customer experience across many touchpoints.

Why leadership matters in healthcare:

In today's fast-paced healthcare environment, strong leadership isn't optional, it's essential.

Whether you're managing people, processes, or patient experiences, your ability to lead with clarity, empathy, and purpose is key to ensuring quality health outcomes.

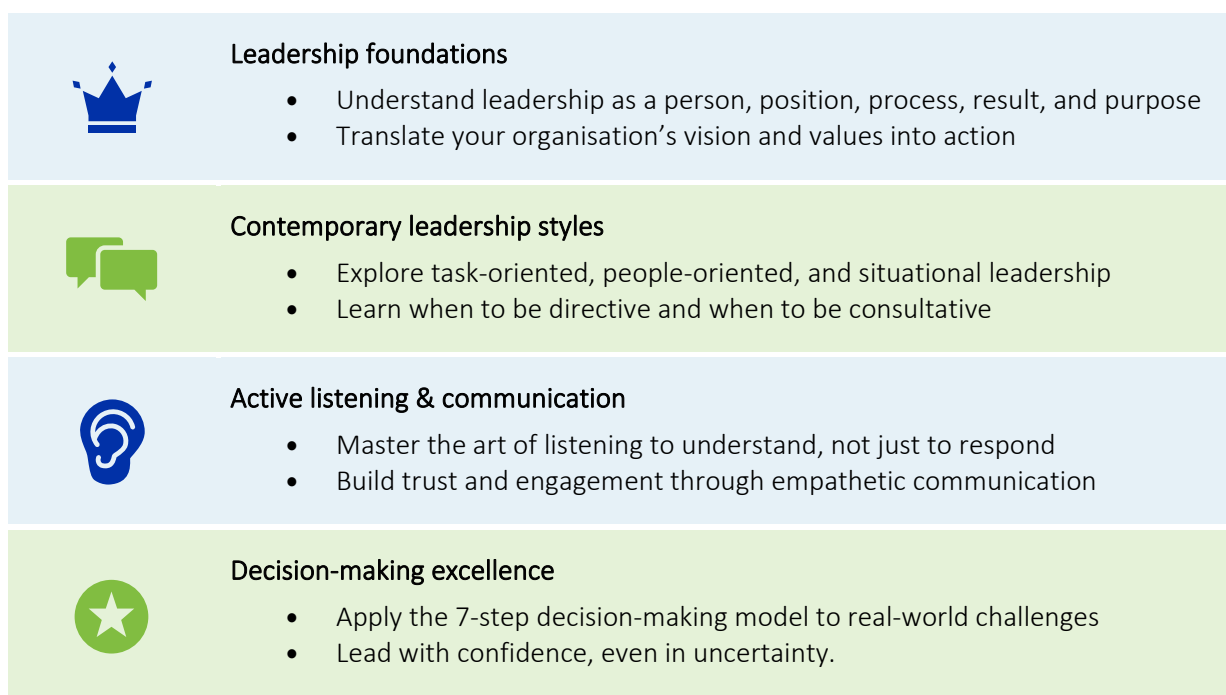
Our courses are designed to equip practice managers with the leadership skills needed to:

- align teams with organisational goals
- foster a positive workplace culture
- make confident, informed decisions
- communicate with clarity and empathy.



Fundamentals of Leadership

Leadership is multi-dimensional. The diagram below helps explain the key perspectives from which leadership can be understood and practiced.



Leadership demands that we develop self-reflection and self-awareness to define our own leadership ethos. Stay curious about leadership practices and welcome opportunities to learn from others to help you develop your personal leadership style.

Leadership style can be loosely defined as our methods and approaches to motivating and influencing individuals and teams to achieve a shared goal.



Contemporary Leadership Styles

The following below outlines several leadership styles, helping you identify where your current approach fits and when alternative styles may be more effective.

It's a practical reference to guide how you might adapt your style depending on context or team dynamics.

Table 1: Contemporary leadership styles

Category	Leadership style	Details	Control and structure	Directive or consultative
Task-oriented	Dictatorial or Coercive	<ul style="list-style-type: none"> Leaders use force and threats to compel performance. Effective in crises but often results in low-quality work. 	High	Directive, leader-centred
	Authoritarian or Autocratic	<ul style="list-style-type: none"> Leaders make decisions with minimal input from staff. Effective in crises or when strong direction is needed but can stifle creativity. 	High	Directive, leader-centred
	Bureaucratic	<ul style="list-style-type: none"> Leaders follow rules strictly and ensure compliance. Ensures consistency but can be inflexible. 	Medium	Directive, leader-centred
	Pacesetting	<ul style="list-style-type: none"> Leaders set high expectations and lead by example. Works well with motivated teams but can cause burnout. 	Medium	Directive, leader-centred
People-oriented	Democratic or Participative	<ul style="list-style-type: none"> Leaders involve employees in decision-making. Leaders act more as a facilitator than a sole decision-maker. Effective but time-consuming. 	Low	Consultative, employee-centred
	Laissez-fair	<ul style="list-style-type: none"> Leaders delegate responsibility and allow team members to make decisions. Effective with skilled, motivated teams. Fosters independence but can lead to lack of direction. 	Low	Consultative, employee-centred
Situational	Transactional	<ul style="list-style-type: none"> Leadership based on exchanges and rewards. Can become manipulative if focuses solely on power. Can be impersonal. 	Varies	Directive, leader-centred
Transformational	Transformational	<ul style="list-style-type: none"> Leaders inspire and motivate followers to achieve extraordinary outcomes. Focuses on vision and change. Encourages innovation and personal growth but requires strong communication skills. 	Varies	Consultative, employee-centred

Listening takes time, but it is fundamental to ensuring that your team is engaged and invested in the processes that will take your healthcare practice to the next level.

Active Listening & Communication

Listening goes beyond hearing, it's about creating connection, clarity, and trust within your team. Outlined below are some fundamental skills and behaviours that active listeners practice. Practising these skills can transform how you lead conversations, resolve issues, and build rapport.



Figure 1: Active listening skills

Decision-Making Excellence

Clear, structured decision-making builds trust and reduces ambiguity in your practice. The model below outlines a seven-step process to guide your leadership choices. This process helps you move from identifying a decision to reviewing the outcome. It's especially useful in high-stakes or uncertain scenarios where confident leadership is required.

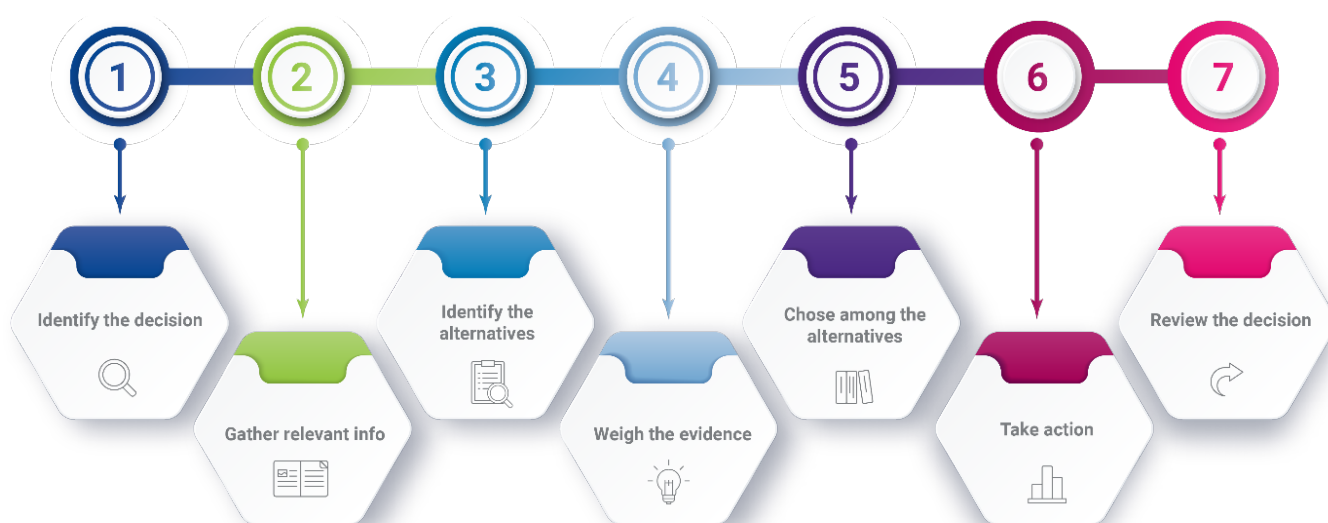


Figure 2: Seven steps of the decision-making process

Outcomes you can expect:

By putting these tools and insights into practice, you can expect tangible benefits for your team, your practice, and your leadership journey:



Stronger team
performance



Improved staff
morale and
retention



Better patient
experiences



Greater confidence
in leadership roles



A culture of
continuous
improvement

Continue Your Leadership Journey

This guide has introduced just a few of the frameworks and skills that can help practice managers lead with impact. In our UNE Partnerships courses and workshops, we explore these and many more topics in greater depth, with real-world applications, shared experiences, and guided reflection.

We wish you all the best in your journey to developing or improving as a leader. And if you're interested in building on these skills even further, we're here to help you **lead with confidence**.



Transforming
healthcare is a
whole team
approach,
lead with purpose,
service with heart.



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