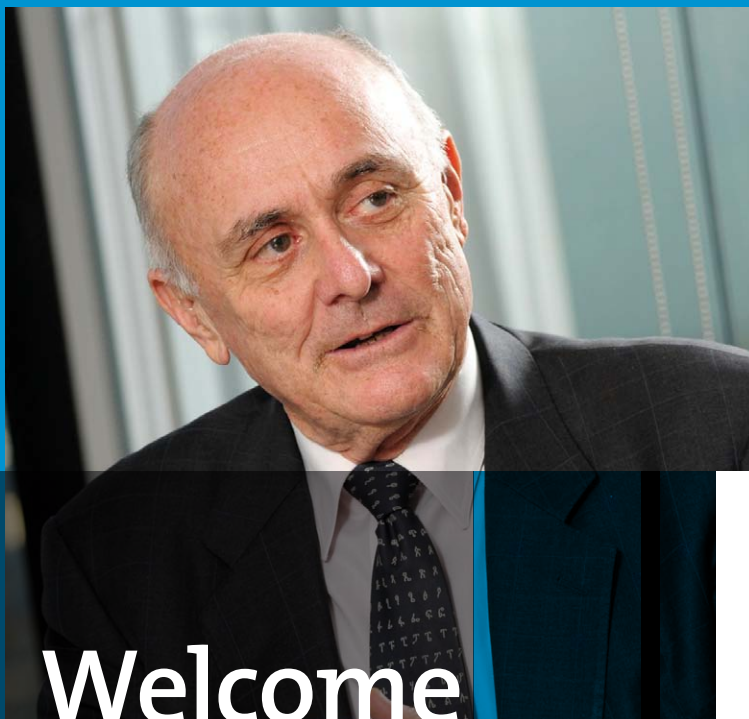


Leadership
Reflection
Collaboration
Networking opportunities
Commitment to public service

Towards Strategic Leadership





Welcome

The Australia and New Zealand School of Government (ANZSOG) is a consortium of Australian and New Zealand Governments, Universities and Business Schools dedicated to the development of outstanding public sector leadership and policy. Drawing on the very best academic talent both locally and internationally, our education and research programs are designed with the objective of making practical improvements to public management and policy and the provision of Government services.

ANZSOG provides a unique opportunity for national and international learning, networking, collaboration and research in the areas of public policy, public management and public administration.

One of the hardest career transitions is moving from an operational role to one requiring a strategic focus. Towards Strategic Leadership (TSL) is a program specifically designed to develop leadership capability within the increasingly complex public administration environment. Conducted over two separate residential sessions, participants will develop the skills that will enable them to think and act strategically. A significant part of the program is devoted to reflective leadership development work.

The learning environment will be engaging and dynamic focusing on real-life issues and challenges faced by public sector executives in a variety of governments.

I look forward to you joining this exciting program.

Professor Allan Fels AO
Dean

“A fantastic course – I would recommend it to anyone who has a serious intention of being a leader in the public service.”

TSL participant, 2010

Program philosophy

Towards Strategic Leadership is designed for public officials who are transitioning into senior executive leadership roles. At this level, thinking and acting strategically is a crucial precondition for success. Officials need to develop the ability to retain big-picture, long-term, holistic perspectives on one's issues and portfolios, whilst at the same time dealing effectively with the day-to-day, short-term pressures at the nexus of policy, management and politics. Strategic leadership also implies the ability to lead in complex, difficult circumstances, and in 'shared power' situations where only collaboration and partnership across organisational, jurisdictional and/or sectoral boundaries can produce meaningful results.

The program aims to help participants grow as strategic leaders. It provides a unique, high-quality, high-intensity learning experience for participants. It combines a thematic focus on key strategic leadership challenges of managing complexity, interdependence, crisis and change. In addition, the course is designed to provide participants with recurrent plenary as well as small-group based reflection spaces where: a) they articulate and receive feedback on their leadership styles and learning objectives; b) they can discuss and reflect upon leadership dilemmas they have experienced in their work situations.

The program deepens participants' understanding of complexity and interdependence. What gets in the way of us working closely and collaboratively with others? How can we create networks in new and flexible ways? How can leadership be exerted in the midst of highly complex relationships, groups and interdependencies? How can we plan for and respond to the inevitable surprises, shocks and flow-on effects that are part and parcel of societies that increasingly rely on complex, tightly interconnected systems? What is our role in change and what is the role of leaders in 'managing' change? The course will explore how to respond when the stakes are high, both institutionally and personally. Drawing on ideas about identity, purpose and values, we will look at why change is often hard, how we can think differently about the challenges in change and how to better support others in processes of leading change.

About the school

In the past, outstanding leaders went overseas to complete their education and management training. This is no longer necessary.

ANZSOG is a first tier professional school that enjoys a strong commitment and participation from the highest levels of government and public sector agencies.

With our partner universities, the School offers a senior executive program, a masters level program in public administration and other specialised programs for emerging leaders in the public sector.

The School's programs focus on the critical elements of public policy, administration and management. These are comparable with the programs of leading business schools and flagship schools of government around the world.



Professor Paul 't Hart

Personnel

The overall program coordination lies with ANZSOG adjunct faculty member Professor Paul 't Hart of the Australian National University and Utrecht University, who will also take a significant part in the delivery.

In addition to the convenor, a small core of highly experienced experts (including current and former senior public executives) will be involved in delivery of the program. The program will employ a range of learning formats, including interactive case studies, peer feedback teams, and on-site action learning within organisations and communities.

Program convenor

Professor Paul 't Hart

Overall program coordination lies with ANZSOG faculty member Prof Paul 't Hart of the Australian National University and Utrecht University, who will also take a significant part in the delivery. A Dutch Australian living in the Netherlands, Prof 't Hart was an Australian resident from 2005-2010 and is now Professor of Public Administration at the Utrecht School of Governance, Utrecht University, Associate Dean at the Netherlands School of Government, and Adjunct Professor of Public Policy at the Crawford School of Economics and Government, ANU. He is an Adjunct Professor at ANZSOG, where he also convenes an Executive Workshop on crisis management and the Leading Public Sector Change subject in the EMPA program.

A former Associate Dean of the Netherlands School of Government responsible for its MPA and Police Leadership programs, Prof 't Hart taught and trained thousands of mid-career and senior officials within the public service, military, police and emergency services in The Netherlands, Sweden and Australia. Prof 't Hart's research, teaching and training activities focus on public leadership, political-administrative relations, crisis management, policy evaluation and public accountability. A multiple prize-winning author, Prof 't Hart's recent monographs and volumes include: *The Politics of Crisis Management: Public Leadership Under Pressure* (Cambridge UP 2005), *Observing Government Elites: Up Close and Personal* (Palgrave 2007), *Governing After Crisis* (Cambridge UP 2008), *The New Eurocrats* (Amsterdam UP 2008), *Public Leadership* (ANU E Press 2008) *Dispersed Democratic Leadership* (Oxford UP 2009), *The Real World of EU Accountability: Which Deficit?* (Oxford UP 2010) and *How Power Changes Hands: Transition and Succession in Government* (Palgrave 2010).

Robbie Macpherson

Robbie Macpherson has been working with Social Leadership Australia since 2000. He began his career in the corporate sector with a range of major insurance, communications and engineering companies, moving to the non-profit sector in 1995 where he managed youth mentoring programs in Sydney and regional NSW. This work brought him into contact with young people in the juvenile justice system and allowed him to see first hand the complex social issues affecting families, young people and communities.

Since joining Social Leadership Australia, Mr Macpherson has designed and delivered a range of innovative leadership development programs in the government, corporate, community and youth sectors as well as working as an executive coach in the corporate sector.



Robbie Macpherson





Program objectives

The TSL program seeks to enable people who have recently entered senior executive positions (or are about to do so) to successfully make the transition from their former operational tactical to their current/future strategic leadership roles. After completing this course, participants should:

- operate successfully at the nexus of politics and administration within the Australian and New Zealand government systems
- be equipped to effectively analyse and manage complex, intractable policy issues
- be effective partners in holistic, horizontal, collaborative governance settings and processes
- have the tools and habits for dealing strategically and reflexively with various forms of contingency, crisis and change in and around their organisations
- have an increased self-awareness and self-confidence as leaders and team players, and
- have learned and experimented with forms of adaptive leadership.

Previous presenters

Previous presenters on the TSL program have included:

Christine Nixon APM – Former Chief Commissioner, Victoria Police

The Hon Bob Carr – Former Premier of New South Wales

Col Gellatly – Former Director-General, Department of the Premier and Cabinet, NSW

Robin Ryde – CEO, Robin Ryde Consulting and former CEO, UK National School of Government

John Thwaites – Former Deputy Premier, Victoria

Fran Thorne – Secretary, Department of Health, Victoria

Uschi Schreiber – Managing Partner, Markets, Ernst and Young, Oceania and former Director-General, Queensland Health

Andrew Metcalfe – Secretary, Department of Immigration and Citizenship

Simon Sheikh – National Director, GetUp!

Mal Brough – Former Minister for Families, Community Services and Indigenous Affairs.

“I feel privileged to have been in this leadership experience. It has really opened my mind, challenged in some, and affirmed in some. A transforming time. Thank you.”

TSL participant 2010



Module I Managing complexity and interdependence

Content focus:

Strategic leadership in complex, shared-power settings

Development focus:

Doing leadership differently

Module II Managing change

Content focus:

Accommodating, instigating and embedding change public sector organisations

Development focus:

Understanding and managing resistance, change and transition

The program consists of two residential modules of five days each, spaced apart by three-four months. Both modules require a limited amount (maximum 15 hours) of preparatory work.

Program outline

Work for the program entails the following activities:

- Intake: articulation of expectations
- Module I preparation: reading, case study preparation
- Module I: 5 days intensive
- Module II preparation: reading, case study preparation
- Module II: 5 days intensive
- Post-module II: reflection course experiences and progress towards learning objectives.

Fees

Fee per participant: \$19,800 (including GST).
Fees include accommodation, meals and materials.
Additional costs: airfares, ground transport.

Selection process

The program has a maximum of 40 places, meaning that not all applications will be automatically accepted. Once all applications have been received, a selection committee will meet to discuss applicants and decide on the final cohort. This process, similar to those adopted by central agencies for EMPA and EFP selection, will help to ensure that applicants meet all relevant criteria and are at the right level for the program.

In addition, the selection committee will endeavour to maintain as much balance as possible across jurisdictions, departments and gender, in order to facilitate the process of cross-jurisdictional learning.

Dates

Module I
27 February – 2 March 2012, Melbourne
Module II
21 – 25 May 2012, Sydney

Applications

Applications will close on 25 November 2011.

For further information please contact:

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anzsog.edu.au

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the Australia and New Zealand
School of Government





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Contact us

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Government members

- Commonwealth of Australia
- New Zealand
- Australian Capital Territory
- New South Wales
- Northern Territory
- Queensland
- South Australia
- Tasmania
- Victoria
- Western Australia.

Partner universities and business schools

The following universities and business schools are members of
the Australia and New Zealand School of Government Limited:

- Australian National University
- Carnegie Mellon University, H. John Heinz III School of
Public Policy and Management, Australia
- Charles Darwin University
- Curtin University of Technology
- Flinders University
- Griffith University
- Melbourne Business School
- Monash University
- The University of Melbourne
- The University of New South Wales
- The University of Queensland
- The University of Sydney
- The University of Western Australia
- University of Canberra
- University of Tasmania
- Victoria University of Wellington.