Towards Strategic Leadership

Make the leap to the next level
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ANZSOG’s Towards Strategic Leadership (TSL) program is a unique two-week program that helps emerging public service leaders develop the qualities needed to thrive in a senior executive role: a strategic outlook, political astuteness, personal resilience and the capacity to reflect and learn continuously.

TSL creates an environment where learning can happen that cannot take place in a work context filled with day-to-day pressure or a conventional classroom setting.

With a keen focus on personal reflection, TSL is designed to provide participants with a defined sense of purpose, a stronger sense of self and the ability to recognise and manage urgent and important tasks within their department and the larger public administration setting.

As in most ANZSOG programs, participants are viewed as co-contributors to the program – an integral ingredient to the program’s success. In fact, TSL harnesses the knowledge and experience of the participants who, as professional peers, share a common language and a commitment to public service.

We encourage participants to share their experiences within the safety and context of the program’s themes and frameworks, creating a collaborative learning environment that allows everyone to draw on the expertise in the room.

The entire program is run under Chatham House Rule.

“After 10 years in middle and senior management roles, I wanted to improve my knowledge of strategic leadership. I believe my performance as a leader has improved, which in turn has generated better results.”

ALEN SLJEPCEVIC
Deputy Chief Officer, Fire and Emergency Management
Country Fire Authority
Who is it for?

> **Public sector managers and executives**
> Seek clarity in your decision-making to help deliver your work with purpose and good judgment.

> **Public sector leaders**
> Boost your confidence and skills as a leader facing senior executive responsibilities for the first time.

> **Not-for-profit executives**
> Adapt your thinking and approach to challenging, and often seemingly intractable, issues.

“**We had a diverse cohort of people from across Australia and New Zealand, each bringing their own experiences to the group. It has been great to know that there are people experiencing the same issues.**”

NICOLE OPIE
Assistant Director, Asset Planning Services
Department of Health and Human Services, Victoria

“**TSL has given me a better understanding of who I am as a leader and my strengths, as well as some of my blind spots.**”

TOM MCGREGOR
Director, Legal Services, Youth Justice
Department of Justice and Regulation, Victoria

Not your average leadership program

With innovative and respected program co-directors Paul ‘t Hart and Robbie Macpherson at the helm, TSL creates a dynamic forum which combines non-traditional learning methods, such as extensive individual and group-based reflection and real-world case studies, with experiential learning and critical thinking.

Across two one-week modules, participants explore:

> the triangle of self, role and system within which strategic leadership takes place

> assumptions about themselves, their organisation and the wider public sector

> change and the adaptive capacity of systems
Understand your personal leadership style

TSL encourages participants to identify personal and institutional strengths and weaknesses, how their roles fit within their organisation, the broader public sector and the community.

Participants will develop reflective and strategic thinking, and discover tools to discern and address the urgent and strategically important tasks, with an emphasis on integrating them into their everyday practices.

The Live Case Study, a program highlight, moves participants from the abstract into the real world, where they tackle a real issue, experiencing the passion, purpose, innovation, confusion and avoidance that comes with managing a complex adaptive challenge.

Outcomes

At the end of the program, participants will have:

> Explored their leadership influences and identified their appetite for strategic leadership roles
> Developed critical and reflective skills to clarify personal values and support their own and others’ development as leaders
> Gained insight into the systemic dynamics, which underpin strategic leadership
> Become more resilient and adaptive in the face of pressure and conflict
> Critically evaluated theories and concepts of leading change and innovation in a public sector setting
> Built their capacity to tackle ‘wicked’ problems
> Built new relationships with fellow participants who come from a range of levels and sectors across Australia and New Zealand.

“Our participants are leaders who value the importance of rising above ‘fire-fighting’ and relentless ‘issue management’ in public service life. They are keen to get ahead of the game.”

PAUL ‘t HART
Towards Strategic Leadership Co-Director
Professor of Public Administration
- Utrecht University
Associate Dean - Netherlands School of Public Administration
How do I apply?

Participants may be nominated by their employers or may nominate themselves. The program offers a maximum of 40 places each year and candidates are reviewed by a selection committee, which assesses each applicant’s level and experience and, where possible, seeks a balance of jurisdictions and departments.

If you are interested in applying for TSL, we encourage you to speak to our alumni to get an insider’s perspective. Please contact our Programs Team, programs_team@anzsog.edu.au, to arrange an introduction.

Information for managers and sponsoring agencies

Who should I nominate?

Nominate a public sector executive, such as a Director or Branch Manager, or someone who has moved from an operational to a strategic leadership role in a government or not-for-profit organisation.

The program will suit those seeking clarity in their decision-making to help them perform their roles with purpose and good judgment.

Investment

The sponsoring government or agency covers program costs, including tuition fee, program materials, accommodation and most meals.

“It’s less academic than other courses, and deliberately so. It’s highly pragmatic with practical elements but is led by contemporary thinking and research about public sector leadership”

ROBBIE MCPHERSON
Towards Strategic Leadership Co-Director
Managing Director, Adaptable Leadership and Principal – Reos Partners
Paul ‘t Hart
Professor of Public Administration at Utrecht University and Associate Dean of the Netherlands School of Public Administration in The Hague. His experience with leadership is based on extensive and close-up research, training and consulting in the Netherlands, Sweden and Australia. His work focuses on political and public service leadership, policy evaluation, public accountability and crisis management. He currently leads a program of research in what makes public policies, organisations and networks particularly successful.

Robbie Macpherson
Managing Director of Adaptable Leadership and Principal at Reos Partners, a global consultancy that drives thinking and practice in solving tough, systemic problems. He has extensive experience developing senior public sector leaders as well as executives in the corporate and not-for-profit sectors. He has worked in Scotland, Australia, the Netherlands, the US and South Africa.
The ANZSOG experience reaches well beyond the classroom. The national and international networks to which participants gain access to while completing the TSL program will be invaluable throughout their career.

Our Alumni Program helps participants to maintain and build on their peer-to-peer relationships, creating a broad community of public sector managers from around New Zealand, Australia and internationally. This provides an opportunity for ongoing learning and support from peers, greater exposure to different perspectives, and an appreciation of work done, and solutions found, elsewhere.
About us

Owned by and working for Australian and New Zealand governments.

We acknowledge the Traditional Custodians and First Peoples of Australia and Māori, as tangata whenua and Treaty of Waitangi partners in Aotearoa–New Zealand.

The Australia and New Zealand School of Government (ANZSOG) is a global leader in education and government-focused research relevant to the public sector.

ANZSOG was created in 2002 by government, for government, with the active collaboration of our partner universities.

We have a deep and genuine commitment to strong public administration, reflecting the aspirations of – and our close relationship with – our government owners.

As a not-for-profit organisation with offices in Melbourne, Sydney, Canberra, Brisbane and Wellington, ANZSOG is uniquely placed to support our government members.

What we do

We have a unique role in providing education and development opportunities for people in the public sector, and a unique mission to create public value by lifting the quality of public sector leadership in Australia and New Zealand.

> We educate public sector leaders to improve their skills, capacity and management, and expose them to the best thinking on public administration.

> We enrich the discipline of public sector leadership through focused research, which has a practical application and meets the needs of our owner governments.

> ANZSOG connects diverse people, cultures, institutions and jurisdictions – it is a meeting place where public sector leaders come together to be inspired, share, learn and debate accepted practice and new ideas. We also connect senior public service practitioners and academic, and provide a bridge between theory and practice.

> Ultimately, we inspire public servants to make a positive difference to the lives of people in Australia and New Zealand.

Our activities deliver public value through better government and better outcomes for citizens.
Find out more

Seeking more information?
Or perhaps you’d like to speak to a TSL alumni to find out about their experience?
Contact the ANZSOG Programs Team at programs_team@anzsog.edu.au