

ANZSOG

Towards Strategic Leadership

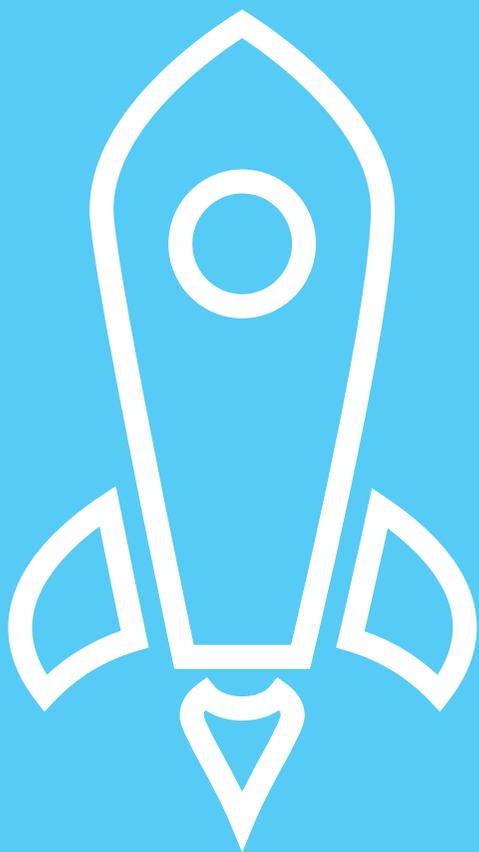
Prepare to take the next step in your career



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What is Towards Strategic Leadership?

ANZSOG's Towards Strategic Leadership is a unique program tailored to prepare leaders for the exceptional challenges facing the public sector today. Public sector leaders will develop the qualities needed to thrive in volatile and uncertain times. Participants walk away with a renewed strategic outlook, political astuteness, personal resilience and the capacity to reflect, collaborate, lead and learn continuously.

TSL is specifically designed to meet the needs of senior public servants and to provide participants with the opportunity to reflect, learn and grow to be able to carry out their roles with clarity, wisdom and energy.

Participants will leave the program with a defined sense of purpose, a stronger sense of self and the ability to recognise and manage urgent and important tasks within their organisation and the public sector more broadly.

TSL offers hybrid delivery and will nurture an inspiring environment where learning can happen that otherwise does not take place in a work context filled with day-to-day pressures or in a conventional classroom setting.

Participants will be co-contributors and an integral ingredient to the program's success. TSL will harness the knowledge and experience of participants who, as professional peers, share a common language and a commitment to public service.

Previously delivered face-to-face across a two week period, TSL was moved online for the first time in 2020 as a result of the ongoing impact of the COVID-19 pandemic. The online delivery received overwhelmingly positive feedback, maintaining the spirit and tradition of the face-to-face delivery by ensuring a keen focus on personal reflection in the context of the crisis environment. The current delivery is designed to take the best of both these worlds, and takes the form of two half-day online introductory modules, followed by an intensive 4.5 day residential, and closed by two further online modules designed to consolidate the post-residential integration of TSL learning experiences into participants' work practices.

The entire program is run under Chatham House Rule.

> Program Format: TSL is delivered in a hybrid format with face-to-face residential plus 2x2 pre- and post-F2F online modules)

> Duration: 1.5 hour online orientation; 2 4-hour online opening modules; 4.5 day residential; 2 4-hour online consolidation modules

> Location: Residential will take place in Melbourne

Module details:

> To be confirmed

"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 directors and branch managers
- > Public sector leaders
- > Not-for-profit executives

TSL is the ideal program for senior public sector professionals, such as Directors and Branch Managers, and more generally those who are in the process of moving from tactical to strategic leadership roles. The program is designed to help them perform their roles with purpose, good judgment, and strategic nous. TSL will provide a tangible boost in confidence and capabilities and prepare leaders to face senior executive responsibilities.

“The TSL program was perfect to help me learn more about what I needed to build on to move into broader leadership roles. I think the program is amazing. I took away the confidence to face novel and complex problems and to deal with issues that are not in my usual comfort zone.”



ILANA MILLER
Senior Tax Counsel,
Australian Taxation Office,
TSL 2018

[Read more about Ilana's TSL journey here.](#)

“The conversations with other participants are still ongoing now and it is incredibly valuable to be able to tap in to other people's experiences and viewpoints. I took something out of every component of the program.”



ADAM GWIN
Chief Superintendent,
Queensland Fire and
Emergency Services (FNQ),
TSL 2019

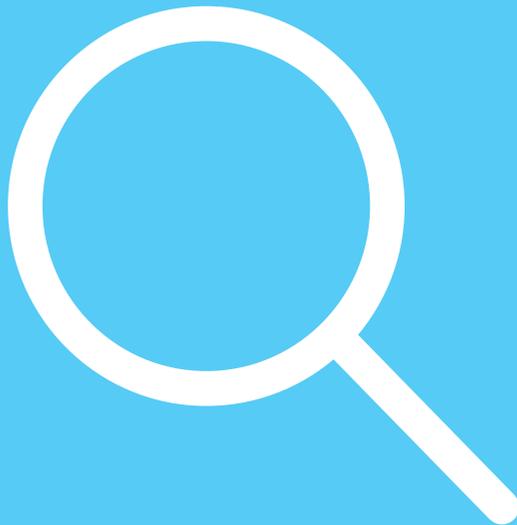
[Read more about Adam's TSL journey here.](#)

Not your average leadership program

It has innovative and respected program co-directors Paul 't Hart and Robbie Macpherson have led TSL for more than 10 years. The program creates a dynamic forum which combines non-traditional learning methods, such as extensive individual and group-based reflection and real-world case studies, with peer consultations and critical thinking.

Across eight 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
- > the distinctive governance challenges associated with different types of crises
- > the factors driving the adaptive capacity of public institutions
- > the opportunities for driving change, fostering learning and accelerating innovation that open up during critical junctures.



Understand your personal leadership style

TSL encourages participants to identify personal and institutional strengths and weaknesses, helping them understand their personal leadership styles, and 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.

“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.”

Outcomes

TSL participants will explore thematic thrusts, that will be interwoven in the structure of the program and both the asynchronous and live activities, including:

Strategic leadership

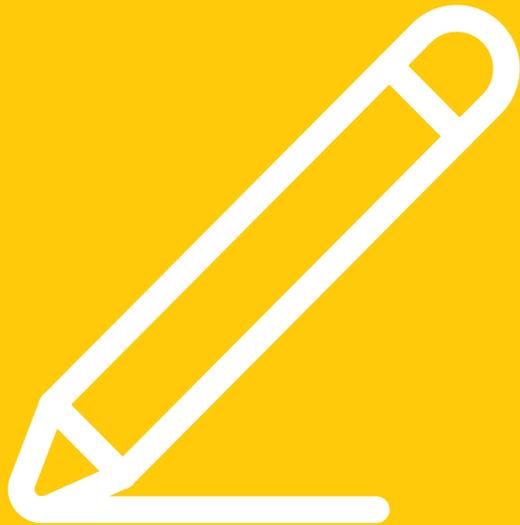
- > Self, role, system
- > Authority vs Leadership

- > Technical vs adaptive challenges
- > Relational work: informal authority and leadership capital
- > Identity work: navigating us and them
- > Communicative work: rhetoric, dramaturgy, symbolism
- > Political work: up, down, and out
- > Collaborative work: Leading when no one is ‘in charge’.



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?

Applications are now closed. Express your interest on the [TSL webpage](#) to leave your details and we will contact you once applications are open for the next iteration of Towards Strategic Leadership.

Participants may be nominated by their employers or may nominate themselves. The program is limited to a small number of participants (approximately 40) to provide the most engaging experience for participants. 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.

Information for managers and sponsoring agencies

Owned by and working for the governments of Australia and New Zealand, ANZSOG is not a regular training or education provider. We work with our government owners and university partners to create and deliver education programs and research which is tailored to meet the needs of public sector leaders today.

ANZSOG's programs, unlike a standard business school, provide public servants with the capabilities and tools needed to address the distinct challenges they face on a day to day basis.

Who should I nominate?

Nominate a public sector executive, such as a Director or Branch Manager, or someone who is

moving, or is ready to move, from an operational to a strategic leadership role.

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 and program materials.

A student may enter into a salary sacrifice arrangement with their employer to attend the program. The student's employer will be billed the program fee. This will be discussed on a case-by-case basis with the applicant's sponsoring agency.

"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



Faculty

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.



Testimonials

The following is a selection of testimonials from TSL 2020 participants:

> “Sometimes as a leader you can have moments of feeling alone/ isolated and I think this course provided an opportunity to share with peers in a safe environment.”

> “The presenters Paul and Robbie were amazing – engaging, knowledgeable and extremely well versed in the topic. I would recommend this course to any leader seeking to improve their skills.”

> “The pace of the program, spacing of the sessions, volume of readings was spot on. Eight modules over eight weeks allowed time between each to sit reflect on the themes and insights that had emerged.”

> “We bonded as a group and got to know each other through the group sessions and the break out rooms. I thought the Leadership Challenge was brilliant.”

> “I realised that the challenges I am dealing with are not dissimilar for people in other departments/state governments.”



Alumni community

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.

“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



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?

We encourage you to speak to one of our TSL alumni to get an insider's perspective.

Please contact our Alumni Coordinator via email at: alumni@anzsog.edu.au to arrange an introduction.

Alternatively, submit an [expression of interest](#) to be contacted by a member of the Programs team.