

ANZSOG

# Build unique leadership skills

THE TOWARDS STRATEGIC  
LEADERSHIP PROGRAM

Australia &  
New Zealand  
School Of  
Government



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## Cover:

Mary Manescu  
TSL 2020 alum  
Executive General Manager  
Department of Health (VIC)



*Melbourne Connect building (ANZSOG HQ)  
Photography: Peter Casamento*

**ANZSOG works for our government owners and with our university partners to lift the quality of public sector leadership across Australia and Aotearoa New Zealand. Our work inspires and connects people across agencies, sectors, jurisdictions and nations.**

**We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Owners, Custodians and First Nations of Australia, and Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.**



**“TSL helped me validate who I was, my personal self as a leader. One of the lightbulb moments that still resonates with me is the importance of authentic leadership – still delivering on government policy but doing it in a way that I am comfortable and confident with.”**

Julie Etchells  
TSL 2020 alum  
Senior Executive Leader  
Department of Children, Youth Justice  
and Multicultural Affairs (QLD)

# What is Towards Strategic Leadership?

**ANZSOQ's Towards Strategic Leadership Program (TSL) 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 will 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 you with the opportunity to reflect, learn and grow to be able to carry out your role with clarity, wisdom and energy.

As a participant, you 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 your organisation and the public sector more broadly.

TSL offers blended delivery and will provide 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.

You will be co-contributors and an integral ingredient to the program's

success. TSL will harness the knowledge and experience of all 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 with an intensive 4 day residential and four online modules designed to consolidate the post-residential integration of TSL learning experiences into participants' work practices.

The program is run under Chatham House Rule. The Chatham House Rule helps create a trusted environment to understand and resolve complex problems. Its guiding spirit is: share the information you receive, but do not reveal the identity of who said it.

## **Program duration:**

TSL will be delivered in a blended format across five modules from 3 April - 3 July 2023. This includes a four day face-to-face residential in Melbourne plus four online modules.

## **Module details:**

Module 1: (Face-to-face)  
Monday, 3 - Thursday, 6 April 2023  
inclusive

Module 2: (Online)  
Tuesday, 2 May 2023

Module 3: (Online)  
Tuesday, 9 May 2023

Module 4: (Online)  
Tuesday, 16 May 2023

Module 5: (Online)  
Monday, 3 July 2023

**Location:** Residential to take place in Melbourne

**Cost:** \$22,533 AUD + GST



# 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 who are in the process of moving from tactical to strategic leadership roles. The program is designed to help you perform your roles with purpose, good judgment, and strategic nous. TSL will provide a tangible boost in confidence and capabilities and prepare you to face senior executive responsibilities.

# Not your average leadership program

**ANZSOG's 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 the 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.

**“My ANZSOG experience gave me a lens that in order to be an effective leader you need to be able to take care of yourself and others. To really make time for recharging and self-reflection, and for bringing everyone along on the journey and giving them time to adjust.”**

Mary Manescu  
TSL 2020 alum  
Executive General Manager  
Department of Health (VIC)

**“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  
TSL 2019 alum  
Chief Superintendent  
Queensland Fire and  
Emergency Services (FNQ)

# Information for managers and sponsoring agencies

**Owned by and working for the governments of Australia and Aotearoa 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.**

**Led by renowned academics and top practitioners from the government and non-government sectors, ANZSOG's programs, unlike those of a standard business school, provide public servants with the capabilities and tools they need 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.

## First People's Public Administration Scholarship

ANZSOG offers a scholarship to assist the development of a First Nations person working in the public sector in Australia or Aotearoa New Zealand. The scholarship, worth \$22,533 to \$50,960 AUD, is used exclusively for an ANZSOG foundation program, either the Executive Master of Public Administration (EMPA), the Executive Fellows Program (EFP) or Towards Strategic Leadership (TSL).

The inaugural 2021 Scholarship was awarded to Palawa woman Brenda McDermott, currently working in the Victorian public service. Brenda commenced the EMPA in 2022.

ANZSOG is planning to offer a scholarship in 2023 to a First Nations public servant, for enrolment in late 2023 or early 2024. If you are interested in finding out more about the Scholarship, sign up to the ANZSOG Indigenous news, and/or our general e-news to be notified when scholarship applications open.

## Investment

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

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



# Understand your personal leadership style

**TSL encourages you to identify personal and institutional strengths and weaknesses, helping you to understand your personal leadership style, and how your role fits within your organisation, the broader public sector and the community.**

You 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 your everyday practices.

## 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'.

**“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**



# TSL 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. 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 past 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.”**

**“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.”**



# Frequently asked questions

Please see below for frequently asked questions relating to ANZSOG's Towards Strategic Leadership.

## What are the program fees?

The program fees are \$22,533 excluding GST.

## What does the program fee include?

The fee includes all program materials including prescribed textbook, teaching facilitation, access to the School's learning management system to support program participation.

## When do applications open?

Applications for the next delivery of the program in 2023 are now open.

## When do applications close?

Applications close on 1 March 2023.

## How do I apply for the program?

Applications for the 2023 program are now open.

For further information on Towards Strategic Leadership, [express your interest here](#).

## What is the cancellation policy?

Places for TSL are limited to ensure an engaging environment for participants, as such, places are hotly contested. However, once you have been accepted into the program, cancellation will only be considered in exceptional circumstances due to the difficulty of filling places at short notice.

Cancellations must be advised to ANZSOG in writing by the sponsoring agency at [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au). Cancellations received more than 14 days from commencement will incur a 50% charge of the program fee. The full program fee is payable for cancellations received within 14 days or less from commencement.

## When is the program being held?

The program will be blended delivery (Face-to-face and online) held from 3 April – 3 July 2023. Module details are below:

- > Module 1: (Face-to-face) Monday 3 April to Thursday 6 April 2023 inclusive (4 days in Melbourne)
- > Module 2: (Online) Tuesday 2 May 2023
- > Module 3: (Online) Tuesday 9 May 2023
- > Module 4: (Online) Tuesday 16 May 2023
- > Module 5: (Online) Monday 3 July 2023

## Who is the program for?

TSL is the ideal program for senior public sector professionals who are in the process of moving from tactical to strategic leadership roles. The program is designed to help you perform your role with purpose, good judgement and strategic nous. TSL will provide a tangible boost in confidence

and capabilities and prepare you to face senior executive responsibilities.

## Can I speak with a previous TSL participant?

If you are interested in applying for TSL, we encourage you to speak to our TSL alumni to get an insider's perspective. Please contact our Alumni Coordinator via email at: [alumni@anzsog.edu.au](mailto:alumni@anzsog.edu.au), to arrange an introduction.

## Do I need managerial approval to attend the program?

Yes. In submitting the application form, you confirm that your manager agrees to support you to participate in the program and that your organisation will pay the full program fee if your application is successful. Your manager will also receive a copy of your application via email.

## When will I be invoiced?

Once you submit your application, it will be reviewed by the selection committee and you will be advised as soon as possible of the outcome. Once you have received formal acceptance into the program, your organisation will be invoiced. Payment of the program fee must be received in full prior to program commencement.

## Who teaches into the program?

TSL is co-led by Paul 't Hart, Professor Utrecht University and Netherlands School of Government and Robbie Macpherson, Managing Director, Adaptable Leadership.

## How long is the program?

TSL is delivered in a blended format (face-to-face and online) with Module 1 being held face-to-face in Melbourne and modules 2-5 online via Zoom meetings. The program will commence in April and conclude in July. Online modules are usually 5-6 hours long and may occur outside of business hours (until 6pm or 7pm AEST).

## How big is the cohort?

The program offers a maximum of 42 places. A selection committee will assess each applicant's level and experience and, where possible, seek a balance of jurisdictions and departments.

## What are the program (learning) 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'.

## Will I become part of the alumni community upon completion of the program?

Yes, you will. Our Alumni Program helps you to maintain and build on your peer-to-peer relationships, creating a broad community of public sector leaders from across Aotearoa 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.

## Can I use FEE-HELP to pay all or part of my tuition fees?

No unfortunately you can't use FEE-HELP. You may enter a salary sacrifice arrangement with your employer to attend the program. Your employer will be billed the program fee. This will be discussed on a case-by-case basis with your sponsoring agency.

# Our alumni

**ANZSOG's alumni is a 3600+ community of influential public sector and public purpose leaders, with members based in about 40 countries. ANZSOG's alumni embody its values of excellence, collaboration, integrity and respect.**

ANZSOG plays 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 Aotearoa New Zealand.

The ANZSOG alumni is both a product and an extension of this role, which informs ANZSOG's mission: to be a world-leading organisation for public sector education, research and knowledge exchange.

The alumni features graduates of ANZSOG's Executive Master of Public Administration, Executive Fellows Program, Towards Strategic Leadership, Deputies Leadership Program and International programs, making it an unparalleled resource for your professional network.

Interested in organising an alumni meeting in your area or perhaps you want to connect with fellow alumni in an informal setting?

Email [alumni@anzsog.edu.au](mailto:alumni@anzsog.edu.au) or post in the Alumni LinkedIn group.

## ANZSOG Alumni Program


Our alumni program seeks to deliver dynamic and engaging opportunities to help you build on and refresh your skills, knowledge and networks, and broaden your sphere of influence.


The program is designed to keep you connected, inspired, educated and enriched with your fellow alums and further equip you to face the real world problems of the modern public sector.


There are a number of opportunities for ANZSOG alumni to stay involved and informed. Please visit the ANZSOG website (<https://anzsog.edu.au/communities-and-networks/alumni/about-our-alumni-program/>) for more information.

## Stay connected

You can also keep in touch with ANZSOG and connect with fellow alumni via our social media channels:

 Follow us on [LinkedIn](#)

 Follow us on [Twitter](#)

 Like us on [Facebook](#)



# ANZSOG



## Find out more

For more information, contact +61 3 8344 1909  
or email: [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au)

[ANZSOG.EDU.AU](http://ANZSOG.EDU.AU)

