

Build unique leadership skills

THE TOWARDS STRATEGIC LEADERSHIP PROGRAM (EXPRESS)

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Cover:

Mary Manescu TSL 2020 alum

Executive General Manager Department of Health (VIC)

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.

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



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“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)

1. Towards Strategic Leadership

# What is

TSL Express?

**ANZSOG’s Towards Strategic Leadership Program (TSL) Express 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 Express is a condensed version of the original TSL program, providing an accelerated yet impactful learning experience for aspiring leaders. TSL Express 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. The current delivery is designed in a Blended format with an intensive

3 day residential and three online modules.

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 Express 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 Express will harness the knowledge and experience of all participants who, as professional peers, share a common language

and a commitment to public service.

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 Express will be delivered in a blended format across four modules from 7 September - 12 October 2023. This includes a three day face- to-face residential in Melbourne plus three online modules.

**Module details:**

Orientation: 17 August 2023 (online)

Module 1: 8 September 2023 (online)

Module 2: Tuesday 26 – Thursday 28 September inclusive (face-to-face)

› 3 days in Brisbane

Module 3: 6 October 2023 (online)

Module 4: 13 October 2023 (online)

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

**Cost:** $20,000 AUD + GST

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# Who is it for?

* + **Public sector directors and branch managers**
  + **Public sector leaders**
  + **Not-for-profit executives**

TSL Express 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. The Express format is a condensed version which supports the busy lives of senior public sector professionals.

# 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)

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# 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. This scholarship will help

to build the capacity of First Nations leadership within the public sector and give the recipient a career- changing opportunity.

The recipient of the scholarship will be able to choose any ANZSOG foundation program: the Executive Master of Public Administration (EMPA), the Executive Fellows Program (EFP), Towards Strategic Leadership (TSL), or Deputies Leadership Program.

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

Applicants for the scholarship must Identify as either Aboriginal, Torres Strait Islander or Māori and be currently working in the public sector in Australia or Aotearoa New

Zealand, and are expected to remain in the public service for the period of their scholarship.

Full criteria for the scholarship is available [here](http://anzsog.edu.au/app/uploads/2023/04/2023-FINAL-criteria-for-website-1.pdf).

## 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.

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# Understand your personal leadership style

**TSL Express 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 Express participants will explore thematic thrusts, that will be interwoven in the structure of the program and**



“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

**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’.

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TSL Express 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.

**Dr Jill Charker**

Associate Partner at McKinsey & Company. Prior to her current role, Jill was Deputy Secretary of the Integration Taskforce in the former Department of Education, Skills and Employment and the Chief Operating Officer and Deputy Secretary at the former Department of Employment, Skills, Small and Family Business. Jill has also held senior positions at the Department of Human Services, the Department of Immigration and Border Protection, ComSuper and the Australian Bureau of Statistics. Jill holds a PhD from Griffith University, and an Honours I degree in psychology, majoring in statistics.

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# 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.”

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# Frequently asked questions

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

### What are the program fees?

The program fee is $20,000 excluding GST.

For the in-person elements of the program, participants are responsible for their own travel, some meals, and accommodation.

### What does the program fee include?

The fee includes teaching facilitation and all program materials including prescribed textbook, and 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. [Apply now](https://anzsogcourses.secure.force.com/enrolapplication/enrolapplicationform?formType=TSL) or [express your interest](https://anzsog.edu.au/learning-and-development/courses/tsl-expression-of-interest/) to be contacted by a member of ANZSOG’s Education team.

### When do applications close?

Applications close on 31 July 2023.

### How do I apply for the program?

Applications for the 2023 program are now open. To apply, [click here](https://anzsogcourses.secure.force.com/enrolapplication/enrolapplicationform?formType=TSL).

### What is the cancellation policy?

Places for TSL Express 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. 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 delivered in a blended format (face-to-face and online) commencing on 17 August and concluding on 12 October 2023.

Online program components will be delivered via the Zoom Meetings platform.

Module details (subject to change) are below:

› Orientation: 17 August 2023 (13:00 – 14:00 AEST | Online)

› Module 1: 8 September 2023 (13:00 – 17:30 AEST | Online)

› Module 2: 26-28 September 2023, inclusive

› 26 & 27 September 2023

(9:00 – 17:00 AEST | In-person, Brisbane, Australia);

› 28 September 2023 (9:00 – 13:00 AEST | In-person, Brisbane, Australia)

› Module 3: 6 October 2023 (13:00 – 17:30 AEDT | Online)

› Module 4: 13 October 2023 (13:00 – 17:30 AEDT | Online)

### Who is the program for?

TSL Express 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 Express will provide a tangible boost in confidence and capabilities and

prepare you to face senior executive responsibilities.

### Can I speak with a previous TSL Express participant?

If you are interested in applying for TSL Express, 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?

Towards Strategic Leadership Express is co-led by Robbie Macpherson, Managing Director, Adaptable Leadership and Paul ‘t Hart, a Member of the Scientific Council for Government Policy and a professor of public administration at Utrecht University, and Jill Charker, Associate Partner, McKinsey & Company

### How long is the program?

TSL Express is delivered in a blended format (in person and online).

Orientation and Module 1 will be held on online via Zoom Meetings; Module 2 will be in-person in Brisbane (TBC); and the remaining Modules 3 and 4 will be online via Zoom meetings. The program will commence in August and conclude in October. Online modules are usually 5–6 hours long and may occur outside of business hours (until 17:30 or 18:00).

### 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 Express 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’.

› Contemporary Case Studies on leadership

### 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.

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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.](https://anzsog.edu.au/communities-and-networks/alumni/about-our-alumni-program/) [edu.au/communities-and-networks/](https://anzsog.edu.au/communities-and-networks/alumni/about-our-alumni-program/) [alumni/about-our-alumni-program/)](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](https://www.linkedin.com/signup/cold-join?session_redirect=https%3A%2F%2Fwww%2Elinkedin%2Ecom%2Fgroups%2F152536%2F&trk=login_reg_redirect)  Follow us on [Twitter](https://twitter.com/ANZSOG)

Like us on [Facebook](https://www.facebook.com/ANZSOG)

OUTSTANDING PUBLIC SECTOR LEADERSHIP

# 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

