



Executive Education Unit
Leaders in Management Education



EMERGING LEADERS PROGRAM 2012 PROSPECTUS

Delivered by:

LGMA (SA)

in conjunction with

Executive Education Unit

The University of Adelaide

Life Impact The University of Adelaide

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Contact Details

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Program Deliverers



LGMA (SA)

Founded in 1936, Local Government Managers Australia is the leading Professional Association representing Managers and Aspiring Managers in Australia and Asia/Pacific.

LGMA (SA) is committed to the development and improvement of local government management. It is committed to maintaining high professional and ethical standards throughout the profession and to ensure that its members are at the forefront of change and innovation.

Each year LGMA (SA) proudly presents an amazing line up of programs and events for all local government employees and key stakeholders to attend. These include:

- LGMA (SA) Annual State Conference
- LGMA (SA) Management Challenge
- Leadership Excellence Awards
- LGMA (SA) Gala Awards Dinner
- Emerging Leaders Program
- Network functions with:
 - Community Managers Network
 - Emerging Leaders Alumni Network
 - Women's Network
 - Plus many more to come...

LGMA (SA) has been delivering the Emerging Leaders Program for seven years and is pleased to deliver the eight iteration of this program in conjunction with the Executive Education Unit at the University of Adelaide.

Executive Education Unit

The Executive Education Unit is part of the Faculty of the Professions within the University of Adelaide. Together with the Business School, the Executive Education Unit has developed a sound reputation in the field of management education both in Australia and overseas.

The Business School has successfully delivered a range of postgraduate award and non-award, organisational development programs for more than 40 years. The Executive Education Unit has been delivering non-award programs for over 20 years to the public and private sectors in South Australia and beyond.

Executive Education has considerable experience in delivering face to face management education tailored to middle to senior level managers and professionals. A range of short and longer term management development programs are offered both as open enrolment or tailored in-house programs. The programs may include assessment components leading to articulation into the Adelaide MBA.

The Unit delivers approximately 200 training days annually to around 1,000 managers, with 25% of these representing customised programs for both public and private sector clients. These programs may be delivered in our new state of the art facilities, at client sites or other external training venues. The Unit currently delivers public programs in Adelaide and Darwin and customised programs in Adelaide, Darwin, Canberra, Sydney and Auckland.



PROGRAM Map

Pre-program Team Management Profile Completed online	Morning to 1 pm	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7	Module 8		
	1 pm - 5 pm unless otherwise specified	Program Introduction Learning to coach Participant / Manager coaching discussion	Personal Leadership TMP Debrief Understanding Self and others	Leadership in Context Organisational culture Teams Communication	Local Government: Exposure to a Rural Perspective continued	Local Government: Political Context	Local Government: Sustainability	Local Government: Media and Engagement	Leading Change Change in organisations Changing the way we change	Integration Where to from here? Applying the learning	
		Overview of the Program Year and Expectations Dinner in evening (Compulsory and CEOs / Managers invited)	What is leadership? Exploring assumptions Personal change	Lord Mayor's Civic Reception for Leaders Adelaide Town Hall 6-7 pm	Local Government: Exposure to a Rural Perspective (Note: Overnight; location and start time to be determined)			Creativity and innovation A fresh look at Change	Program Close		
Date	8 May	9 May	17 May	29 June	19 July	20 July	17 August	21 September	19 October	23 November	14 December

Emerging Leaders Program content designed and delivered by the Executive Education Unit

Emerging Leaders Program content designed and delivered by LGMA (SA)

PROGRAM Overview

The Emerging Leaders Program (ELP) aims to provide participants with the following:

- 1.) A greater level of comprehension and understanding of local government
- 2.) Increased confidence.
- 3.) Enhanced self awareness.
- 4.) An appreciation of and an ability to work with different personality types
- 5.) The opportunity to challenge their assumptions.

The dates for Emerging Leaders Program Sessions during 2012 are indicated on the preceding page.

Detailed information about each component follows:

Pre-program

The program incorporates online completion of the Team Management Systems (TMS) profiling tool by participants. Based on responses to the profile questionnaire, the personal Team Management Profile provides constructive, work-based information outlining an individual's work preferences and the strengths that an individual brings to a team.

The completion of the tool transitions the participants into the first directed module of the program, focused on personal change.

The Team Management Profile (TMP) is a psychometric tool that has been used in personal and team development for over three decades. The profile consists of 60 questions that explore how an individual at work prefers to:

- Relate with others
- Gather and use information
- Make decisions
- Organise yourself and others

The profile is simple to complete with 60 online questions. It should take you around half an hour. Assuming participants complete the questionnaire on time a report of around 5,000 words will be given to participants at a debriefing of the instrument (Module 1, day 2).

Participants will be asked to complete the questionnaire 2 – 4 weeks before the start of the program.

Module 1

Day 1 Morning: Coaching Workshop

Compulsory: Participants and Direct Manager must attend.

Research has found management support as being one of the most important factors in facilitating or hindering on-the-job application of skills learned in training programs. Brinkerhoff and Montesno (1995) found participants whose managers provided specific pre and post session interventions (discussions) showed significantly higher application of training than a group undertaking the same training but without managerial intervention.

The Coaching workshop is designed to facilitate line manager support. Managers will be taught how to use coaching skills to:

- Develop their people
- Improve both quality and quantity of outcomes
- Improve and maintain relationships

These skills would then be used to formally introduce a pre, during and post program participant / manager coaching session. These sessions clarify expectations, check on participant progress and develop future action plans. It is proposed these coaching sessions would be driven by the participants and their managers with the aid of templates developed in the workshop.

Learning Objectives

- Set participants up for success through engaging their managers at the very start of the program
- Understand the history of coaching, its link to leadership and emotional intelligence
- Identify and practice listening and asking awareness raising questions
- Understand how coaching works to deliver improved results

Module Facilitator:

Josie McLean
B Ec, Grad Dip Mgt, PCC

Day 1 Afternoon: Overview of Program Year

The second half of the day will provide participants with an overview of the program year and an opportunity to get to know one another.

Previous Emerging Leaders will present their experiences, tips and advice.

The Project component of the year will be explained.

Day 1 Evening: Dinner with CEO's

Day 1 will conclude with a dinner for all participants to bond socially and in an intimate setting hear the personal leadership stories of some current local government leaders.

Module Facilitator:

Taryn Sexton and Mandy Oye, LGMA (SA)

Module 1

Day 2: Personal Leadership

The focus of day 2 is understanding self, exploring what is leadership, personal change and helping participants to uncover some of our assumptions about work and leadership.

The module will use the Team Management Profile which is a powerful instrument for helping participants to better understand their personal preferences. The tool will be used to uncover assumptions and 'mental models' – the way participants view the world.

Learning Objectives

- To develop self awareness using the TMS profile tool as a framework
- To understand personal preferences and how these influence our interactions with others
- To explore what is leadership and how it may differ from management
- To uncover mental models and show participants how these influence the gathering and processing of information
- To have participants start to understand change from a personal perspective

- To provide a framework for participants to reflect on their own learning in terms of change, leadership and team development and write a report in the form of a development plan.

Module Facilitator(s):

Lois Whittall
BA Hons (Liverpool), MBA (Adel), FCMA

Civic Reception

The 2012 Emerging Leaders are invited to a Civic Reception at the Adelaide Town Hall hosted by the Lord Mayor in celebration of those undertaking premier leadership development programs. Participants will be able to network with their peers from the Governor's Leadership Foundation, Flinders University's AusAID Australian Leadership Award and Vietnam, The Royal Society for the Blind's Young Business Leaders Program, Aboriginal Leadership Register and High Impact Women in Leadership Program.

Module 2

Leadership in Context

Leadership requires a context within which it makes sense. In this module the participants will explore the interactions between leadership, organisational culture, teams and complexity.

The focus will shift from managing self to managing others within an organisational context.

The module will introduce Appreciative Enquiry methodology as a way of understanding those around us and shift participants view from problem solving to building on what is working.

Learning Objectives

- To understand what organisational culture is, how it influences and how it can be influenced
- To explore cultural assumptions and how these relate to observable behaviour within organisations
- To provide an overview of the nature and behavioural dynamics of teams
- To expose participants to the concept of systemic complexity

- To learn the language and practice using appreciative enquiry as a way of approaching 'problem' people and situations.

Module Facilitator(s):

Dr Sam Wells
PHD (Oxford), BA (Hons -1st Class Adel)

and

Josie McLean
B Ec, Grad Dip Mgt, PCC

Modules 3,4,5,6

Whilst a general theme has been set for each of these sessions, ELP participants will take responsibility for the planning, development and implementation of four workshops. This process is designed to contribute to the learning outcome for program participants. Each session will include expert guest speaker/s or workshops. The themes are set out below:

Module 3: Local Government: Exposure to a Rural Perspective

This overnight session will be held at a location to be determined by the group at during Module 1.

Module 4: Political Context

Module 5: Sustainability

Module 6: Media and Engagement

The above three half day sessions will be held at metropolitan council locations to be determined by the group during Module 1.

Module 7

Leading Change

The Emerging Leadership Program is about change. Change in terms of self, organisations and the way in which people and organisations interact in the world.

This module starts by exploring how change initiatives are generally presented in organisations. As part of this discussion we will consider how strong human emotions affects change initiatives, in particular the emotions of fear and power, but also excitement and passion. And we will look for ways of working with those emotions.

The day will address change from the perspective that the main challenges of leading change typically do not

rest with the new structures, systems or technologies but rather with the human aspects.

Learning Objectives

- To understand the nature of change in modern organisations
- To develop a view of how participants own leadership style affects their approach to change and the leadership skills required of the successful implementation of change
- To understand a model of change which doesn't depend on *predicting* the future but instead uses current resources, partnerships and strengths to **create** the future
- To provide an overview of the nature and behavioural dynamics of teams

Module Facilitator(s):

Lois Whittall
BA Hons (Liverpool), MBA (Adel), FCMA

Module 8

Morning: Reintegration

The final session delivered by the Executive Education Unit aims to provide a link to tie the program together and help participants apply and continue their learning post-program.

Learning Objectives

- Prepare participants to "return" to their workplaces and to build realistic expectations
- Help participants to understand how they can apply their learning to influence the work place
- Aid participants in continuing the learning journey

Module Facilitator(s):

Lois Whittall
BA Hons (Liverpool), MBA (Adel), FCMA

Afternoon:

Participants will join Emerging Leaders Alumni Network members in an afternoon of bonding and celebration.



“Capability is an all round human quality, an integration of knowledge, skills, personal qualities and understanding used appropriately and effectively – not just in familiar and highly focused specialist context but in response to new and changing circumstances”

John Stephenson, Mantz Yorke - 1998

Project and Assignments

The program includes two individual self reflective assignments – one at the beginning of the program and one at the end.

In addition, it includes one group project. The group consists of the entire Emerging Leaders cohort and the project theme will be announced during Module 1.

The project consists of both a written component and a presentation at the 2013 LGMA (SA) Annual State Conference (usually held on the last Friday of February or the first Friday of March.). This provides Emerging Leaders with an opportunity to be showcased to and network with senior local government leaders.

Significant work outside of the listed program hours, both of an individual and group nature, is expected.

Some of this work, namely the presentation preparation, will extend beyond the last Program day in anticipation of the conference date.

Mentors

Past LGMA (SA) Emerging Leaders programs have paired Emerging Leaders with mentors for the duration of the program year. This year, that element of the program has been removed in light of the introduction of the participants' direct managers as coaches.

Should any participant wish to be paired with a mentor for the year, this can be arranged by LGMA (SA) on request.

Program Methodology

Founded on the knowledge that adults learn most effectively by doing, the Emerging Leaders Program is highly interactive and action learning focused. The program will mix theory, action through activities and reflection / application to develop leadership capability.

Participants are strongly encouraged to relate their own experiences, resulting in lively, stimulating discussions that both reflect a diverse range of perspectives.



PROGRAM Facilitators



Lois Whittall

BA Hons (Liverpool), MBA (Adel), FCMA

Lois has a background in Organisational Development, Finance and Human Resource Management. She has worked in a variety of public and private sector senior management and consulting roles in the UK, Australia and South East Asia.

Lois teaches Fundamentals of Leadership, Human Resource Management, the Management of Change and Managerial Leadership in the Business School's MBA in Adelaide, Singapore and Hong Kong, and has designed and delivered Leadership Development programs for a number of global companies. Lois is currently working with;

- South Australian Attorney General's Department MOMENTUM middle manager program
- BHP on leadership programs for technical specialists.
- Several NGOs in Cambodia on management, staff and social enterprise development.
- Philips Australia on leadership competencies and development interventions

She is currently undertaking doctoral studies in the area of Social Entrepreneurship.



Josie McLean

B Ec, Grad Dip Mgt, PCC

Josie's area of expertise is in developing leadership skills through coaching and facilitating practical learning experiences. Over the past 10 years, Josie has delivered various developmental programs, in the public and private sectors, blue-chip companies, and community organisations as well as working with indigenous leaders.

Projects have included clients ranging from senior talent pool with Coles Myer, DSTO, CanTeen and City of Marion, to community workers.

Her formal qualifications include Bachelor of Economics, University of Adelaide and Graduate Diploma in Management, University of South Australia and Certificate IV Training and Workplace Assessor. She has studied leadership at Harvard University twice and is currently completing a PhD in organisational sustainability, leadership and change at the University of Adelaide.



Dr Sam Wells

PhD(Oxford) BA Hons Adel)

Sam Wells graduated from The University of Adelaide in 1978 with 1st Class Honours in History. As South Australia's 1979 Rhodes Scholar, he completed his doctorate at Oxford in 1983.

Sam then spent 18 years in corporate human resource management and organisational development – from brewing to plastics, banking to agribusiness. He established his own consulting business in 2001 and continues to advise CEOs and executive teams on cultivating organisations in which employees at all levels can 'be everything they are'.

In 2005 Sam was appointed as a Senior Lecturer in the Adelaide Graduate School of Business (The University of Adelaide). In 2007 he was appointed as Associate Head, Academic, with responsibility for the MBA program in Adelaide

Investment

LGMA Emerging Leaders Program (Executive Education Involvement)

Program Fee – Rural Council	\$2500 <i>Plus GST</i>
Program Fee – Medium Council	\$3000 <i>Plus GST</i>
Program Fee – Large Council	\$3500 <i>Plus GST</i>
Travel and accommodation for Rural Retreat	<i>To be determined based on location and billed to council</i>
LGMA (SA) Membership	<i>All Emerging Leaders must be LGMA (SA) members for the duration of the program. This fee is not included in the program fee.</i>
Conference Attendance	<i>Emerging Leaders will be able to attend their session at the conference without additional charge and will be eligible for a special conference rate should they wish to attend the entire conference.</i>

Notes to fees

Registrations close at 5 pm on 13 April 2012 unless all places sold prior.

Payment Terms

The Program Fees are due in two equal instalments, the first by 1 May 2012 and the second by 30 June 2012. Upon registration an invoice will be automatically generated. Payment can be made via EFT, credit card, PayPal or cheque.

Cancellation Policy

Cancellations received between 5 pm, 13 April 2012 and 7 May will be subject to a 50% cancellation fee, representing costs charged by the service provider for confirmed numbers. On the day of the event, cancellations will incur a 100% cancellation fee. Substitutions are a welcome alternative and in this instance no fees will be charged. All requests for cancellations or substitutions MUST be made in writing to the CEO and will be honoured only if they have been confirmed in writing by the CEO.

Compulsory Program Expectations

- All participants **AND** their direct Managers **MUST** attend the Coaching Session on the morning of Day 1.
- Attendance at the Dinner on Day 1 is compulsory except with prior permission from CEO, LGMA (SA).
- No more than two program sessions can be missed. LGMA (SA) staff must be directly advised of any non attendance on or before the event except in emergencies when advice can be provided after the fact.
- A code of conduct will be enforced.

Registration

To participate in the 2012 Emerging Leaders Program please register online at: www.lgmasa.org.au.

You must also sign the "Acceptance" below and return it to the LGMA (SA):

FAX: 8232 5455

POST: PO Box 754, Kent Town SA 5071

E-MAIL: executive@lgmasa.org.au

Registrations Close at 5 pm on Friday 13 April 2012.

Acceptance

By signing below the Emerging Leaders Program Participant and their Manager are acknowledging that they have read the entire Emerging Leaders Prospectus and understand the Program requirements, terms and cancellation policy. In addition, they agree to meet the Compulsory Program Expectations including attendance by both at the Coaching Workshop on Day 1.

Emerging Leader:

Name:
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Signature:
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Position:
.....

Date:
.....

Emerging Leader's Direct Manager:

Name:
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Signature:
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Position:
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Date:
.....