EMERGING LEADERS PROGRAM
2016 PROSPECTUS

Registrations Open: 18 January 2016
Registrations Close: 19 April 2016
Commencing: 30 May 2016

Delivered by:
Local Government Professionals Australia, SA
in conjunction with
Executive Education Unit
The University of Adelaide

Developed by the sector for the sector
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Program Deliverers

Local Government Professionals Australia, SA

Local Government Professionals Australia, SA is a not-for-profit member based association representing professionals working in local government in South Australia. We have the ability to link and connect people from different councils who may not otherwise form relationships or share with each other. Our high quality professional development programs and networking events are uniquely local government – reflective of the culture of the sector and sensitive to the needs of its professionals. The content of our events and programs are informed by our members and people who genuinely care about the sector. We provide a safe and supportive environment in which to grow and learn while creating opportunities to make time away from the office to work on the business or on self. We award and acknowledge achievements of excellence.

Executive Education Unit

*LG Professionals SA is pleased to once again enter into a partnership with the Executive Education Unit in the delivery of the Emerging Leaders Program.*

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. The Emerging Leaders Program is articulated into the University of Adelaide’s 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.
Program Map

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Emerging Leaders Program content designed and delivered by the Executive Education Unit
Emerging Leaders Program content designed and delivered by LG Professionals 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 understanding of leadership concepts and practices and how to integrate these learnings into the workplace
3. Increased confidence
4. Enhanced self-awareness
5. An appreciation of and an ability to work with different personality types
6. The opportunity to challenge their assumptions

The dates for Emerging Leaders Program Sessions during 2016 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 themselves and others.

The profile is simple to complete with 60 online questions. It takes around half an hour. Assuming participants complete the questionnaire on time a report of around 5,000 words will be provided at a debriefing of the instrument (Module1, day 2).

Participants will be asked to complete the questionnaire 2 – 4 weeks before the start of the program.
Module 1: Residential Retreat

The first module of the Emerging Leaders Program will take place in the form of a residential retreat. This will allow participants to more quickly bond as a group and offer more opportunity to move out of one’s comfort zone – a key goal of the program. Accommodation will be basic but comfortable and participants may be required to share rooms (except in extenuating circumstances).

Day 1 Morning: Coaching Workshop (Compulsory: Participants and Direct Manager must attend.)

This workshop is compulsory for both the emerging leader and their manager as it will establish the Coaching relationship for the year.

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 emerging leader
- 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 Managers and 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, CEO, LG Professionals SA

**Day 2: Personal Leadership**

The focus of day 2 is on understanding of self, exploring what leadership is, personal change and helping participants to uncover some 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 TMP 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

**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.

**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.

**MODULE FACILITATORS:**
Dr Sam Wells, PHD (Oxford), BA (Hons -1st Class Adel)
Josie McLean, B Ec, Grad Dip Mgt, PCC
Modules 3, 4, 6, 7

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 session will involve a bus trip to a rural location to be determined by the group during Module 1. Expect the session to start early in the morning and end late.

Module 4: Political Context

Module 6: Media and Engagement

Module 7: Sustainability

These sessions will be held at metropolitan council locations to be determined by the group during Module 1.

Module 5

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 workplace
- Aid participants in continuing the learning journey.

MODULE FACILITATOR(S):
Lois Whit tall, BA Hons (Liverpool), MBA (Adel), FCMA

Afternoon: Project Presentation and Graduation

Participants will present their project work and graduate. They will be joined by guests and Leaders Alumni Network members in an afternoon of bonding and celebration.

Project and Assignments

The program includes one individual self-reflective assignment at the beginning of the program.

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. 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.

Coaches

As outlined in page 6, research has found that managerial support and intervention can improve the transfer of skills learnt in training to the workplace.

Therefore we require all participants to select a coach, generally their direct line manager, to support them throughout the program. Any queries around this can be directed to LG Professionals SA.

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.
“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

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

Articulation Pathways

Participants who have successfully completed both the Emerging Leaders Program* (ELP) and Professional Leaders Program (PLP) will receive status of completion of the Professional Management Program (PMP) and status of 2 subjects should they undertake the Adelaide MBA**.

Participants who receive the PMP will be eligible to enter the Adelaide MBA pathway **subject to meeting standard entry criteria. It is recommended this be discussed with the University to obtain their recommendations and assistance.

*Relates to post-2012 completion of the ELP. Participants who completed the ELP prior to 2012 will be required to undertake an additional 2 day leading and managing people module and assignment linked to it. A discounted fee of $650.00 will be charged to complete this module.
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. 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
LG Professionals SA Emerging Leaders Program

| Program Fee – Rural Council | $3200.00  
|                           | Plus GST  |
| Program Fee – Medium Council | $3700.00  
|                           | Plus GST  |
| Program Fee – Large Council | $4200.00  
|                           | Plus GST  |
| LG Professionals SA Membership | All emerging leaders must be LG Professionals SA members for the duration of the program. This fee is not included in the program fee. |

Notes to fees
*Registrations close at 5 pm on Tuesday 19 April 2016 unless all places sold prior.*

Payment Terms
Payment can be made via EFT, credit card, PayPal or cheque. An invoice will be issued upon registration. To request an invoice dated 1 July 2016 please e-mail finance@lgprofessionalssa.org.au.

Cancellation Policy
Cancellations received prior to 5 pm 19 April 2016 will incur no penalty. Cancellations received between 5 pm, 19 April 2016 and 5 pm 6 May 2016 will be subject to a 50% cancellation fee, representing costs charged by the service provider for confirmed numbers. After 6 May 2016, 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.

Registration
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, LG Professionals SA.
- No more than two program sessions can be missed. LG Professionals 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.
- All participants must be LG Professionals SA members for the duration of the program.
- A code of conduct will be enforced.

To participate in the 2016 Emerging Leaders Program please register at: [www.lprofessionalssa.org.au](http://www.lprofessionalssa.org.au)
You must also sign the “Acceptance” below and return it to LG Professionals SA:

Post: 5 Hauteville Tce EASTWOOD SA 5063  
E-mail: connect@lgprofessionalssa.org.au

*Registrations Open at 9am Monday 18 January and Close at 5 pm on Tuesday 19 April 2016 unless sold out prior.*
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, we agree to meet the compulsory program expectations (outlined pg. 13) including attendance by both at the Coaching Workshop on Day 1.

This form is required in addition to a separate registration and payment to be made online at www.lgprofessionalssa.org.au before closing date.

Emerging leader:

Name: .................................................................

Position: ............................................................

Signature: ............................................................

Date: .....................................................................

Organisation
...........................................................................

Emerging leader’s direct manager:

Name: .................................................................

Position: ............................................................

Signature: ............................................................

Date: .....................................................................

Organisation
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