

Part of the Inspiring Leadership Series

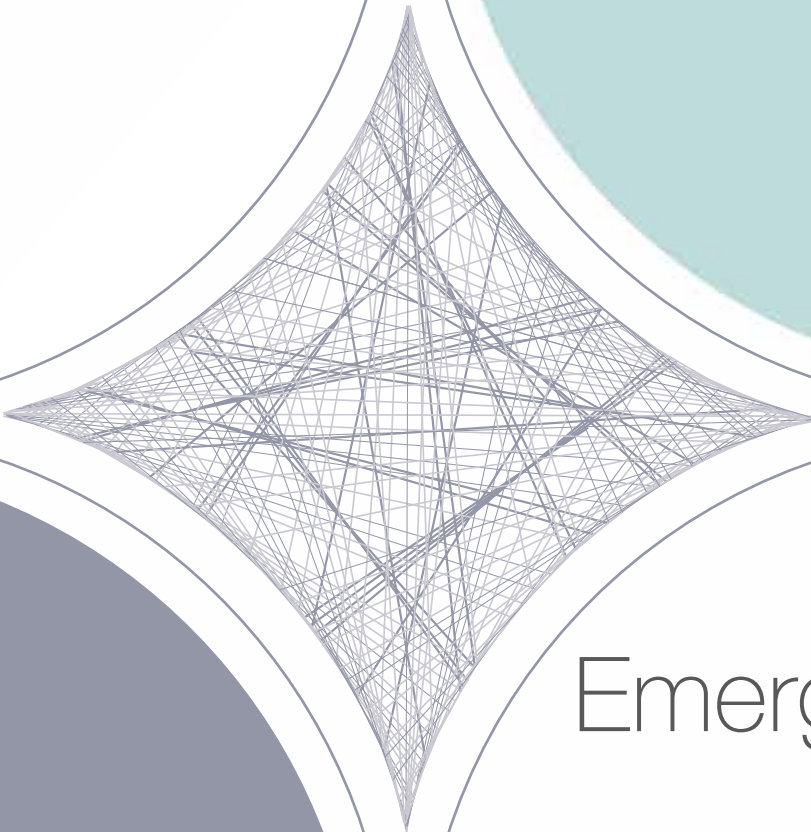
# Emerging Leaders

◆◆◆◆ **PROGRAM 2011**



**QUT** Business

 **Queensland**  
Government



# Emerging Leaders PROGRAM

## Target audience

The Emerging Leaders Program is designed for middle managers in the Queensland public sector ready to step up to senior leadership roles. Applicants will be experienced at leading small teams and be looking towards, or maybe a newly appointed, Senior Officer. As an indication, this may be AO7/8, PO5/6, HP4/5, Nurse Grade 7/8.

When this program is completed, it is expected that participants will have the capabilities and knowledge to confidently develop and lead high-performing teams within the Queensland public sector.

“The benefits of the practical learnings I have acquired from this program are numerous. Not only have I had a direct benefit in terms of my leadership style and abilities, but I have been able to share the learnings with my team members and colleagues.”

Michelle O'Grady  
Department of Education and Training





## About the program

The Emerging Leaders Program is an intensive capability development solution, supporting career development, and complementing existing discipline skills with expertise in leadership and business.

Six priority capability areas have been defined and are delivered in modular format. Each module consists of three workshop days, together with online learning and work-based learning.

- Understanding and Leading Self
- Understanding and Leading Others
- Building an Innovative Culture
- Actioning Strategy
- Courageous Communications
- Risk, Ethics and Politics.

Participants can attend one or all six modules within the program. The program starts with a focus on the self and progresses through levels of team and organisational interaction, finishing with a focus on the wider political context. The theme underpinning all of the modules is 'Expanding Leadership Horizons', modelling systems thinking approaches to leadership challenges in government. There will be a strong emphasis across the program on reflection in action, building strength in reflective practice approaches to workplace situations.

Maximum benefit comes from enrolment in all six modules.



### HOW TO APPLY

1. Nominate online by visiting the Public Service Commission website at [www.psc.qld.gov.au](http://www.psc.qld.gov.au) Go to the *Inspiring Leadership Series* webpage to access the online registration form
2. A copy of your nomination will be sent to your supervisor for approval.

### WHEN DO I APPLY?

Places are strictly limited and many participants enrol in the entire program. Registrations are open from November 2010.

### INVESTMENT

For individual modules: \$2,750 per module

For an individual program enrolment in all six modules: \$15,600 (5% discount)

Volume discounts are available for program enrolments of groups of three or more staff.

Fee includes facilitators, tuition, course materials, morning tea, lunch and afternoon tea each day. Please note GST does not apply to this QUT Corporate Education course.



## Program benefits



The Queensland Government is committed to developing its people to create opportunities for career progression across and within agencies. For every agency, recognising and developing talent is a key to retention and corporate stability. With this in mind the Public Service Commission has worked with QUT to create a program to provide this opportunity.

The overall aim of the program is to build strong networks between participants, empower them to make courageous decisions and to encourage the development of more flexible and agile approaches to workplace issues and challenges.

There are numerous benefits for all stakeholders involved in the Emerging Leaders Program.

### BENEFITS FOR PARTICIPANTS

Program participation:

- Develop tangible skills that can be swiftly transferred into the workplace
- Facilitate development of a cross-functional systems perspective on problem solving
- Encourage the adoption of reflective practice
- Form communities of practice which will extend beyond the formal learning across agencies within Queensland Government
- Provide exposure to senior leaders in the sector
- Foster self-directed learning.
- Build a mentoring relationship with a senior member of the Queensland public service

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### BENEFITS FOR MANAGERS

This is a leadership development program that is specifically designed for the needs of the sector, by the sector. In particular it:

- Supports leaders within the agencies to achieve their potential
- Encourages retention of talent
- Is delivered in a modular delivery format which minimises disruption to the workplace.

By referring a staff member from your organisation to the program, you are helping Queensland develop the skills and abilities of tomorrow's leaders. Program modules have been mapped to the major capability frameworks in use by the Queensland Government, including the Capability and Leadership Framework (CLF), the Lominger® Leadership Architect competencies and the NHS Leadership Qualities Framework. Refer to the PSC website for mapping documents.

### BENEFITS FOR GOVERNMENT AGENCIES

This program will develop participants' knowledge and skills in:

- Contemporary business thinking, with practices and tools for application in the workplace
- Leading structural and operational change in the department
- Designing, influencing and implementing strategic initiatives in the workplace
- Building highly effective teams and more collaborative relationships within and beyond the department
- Working in innovative ways, to capture opportunities and solve multidisciplinary problems
- Developing and leading across complex system environments
- Applying reflection-in-action, to leverage operational learnings for ongoing performance improvement.

“I believe that QUT's Emerging Leader's Program has been of significant benefit to me as I begin my transition to higher levels of management. In particular, it has helped me identify my leadership and communication styles, reinforce strengths while providing insights to subtly modify other behaviours that have now become my strengths.”

Michael Eickenloff  
Queensland Treasury



## Highlights of the program



### **FOCUSED CAPABILITY PACKAGES**

The Emerging Leaders Program offers a choice of short, focused modules. Each module will address a priority capability development topic area. Participants will receive a certificate from QUT on completion of each module.

The program is also designed to holistically link and integrate learning across all of the modules, providing substantial benefits for participants who choose to undertake the whole program. Participants who complete six modules will receive a Certificate of Completion for the Emerging Leaders Program and may apply for credit into specified QUT postgraduate programs by successfully completing one further transition module and undertaking an assessment task.



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## The six modules



**Understanding and Leading Self** By developing and applying skills for increasing self-awareness, participants develop personal strategies for optimising their working relationships within teams and across the business

**Understanding and Leading Others** By developing and applying skills to better enable effective organisational change through people, participants will examine methods for promoting positive employee attitudes and behaviours.

**Building an Innovative Culture** By developing and applying skills for putting 'innovation into action', participants develop strategies to harness creativity and formulate and implement innovation practices for new products and service development and instigating new business practices to achieve practical, bottom-line operational performance improvement.

**Actioning Strategy** By developing and applying strategic thinking, participants explore how to effectively contribute to the formulation and implementation of business strategies in complex environments and situations for the realisation of tangible business benefit.

**Courageous Communications** By developing and applying advanced influencing skills participants will be able to more effectively articulate their messages and convince others of the value of their ideas.

**Risk, Ethics and Politics** Average managers see individual risk which must be eschewed or eliminated to create 'safe' initiatives. Extraordinary managers are politically aware and see systemic risks which are to be embraced and exploited for the benefit of the organisation and society.

“The Emerging Leaders Program is well tailored to those aspiring to make the jump into senior leadership. I highly recommend the program and believe it to be a valuable investment in future leaders responsible for service delivery to the Queensland community.”

Glenn Walker  
Department of Community Safety



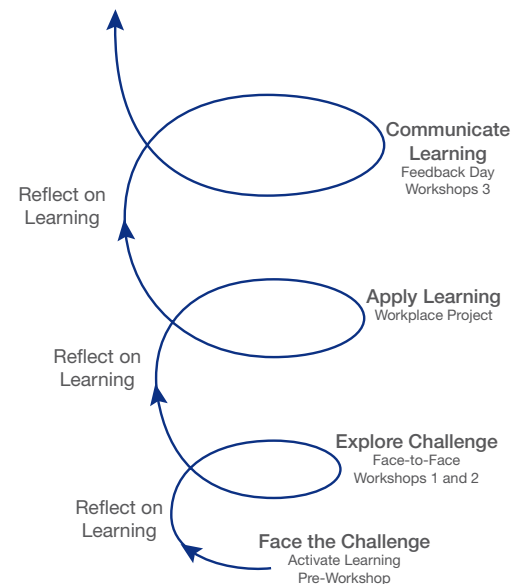


## FLEXIBLE DELIVERY, TANGIBLE RESULTS

Each Emerging Leaders Program module commences with an online component of four hours duration presenting an authentic challenge that creates the need for participants to find out more. A comprehensive online orientation is provided to familiarise participants with the online environment.

The second phase of the learning is a two-day intensive face-to-face workshop. The face-to-face workshop explores the challenge presented in more detail and participants are introduced to the latest thinking in the topic areas being explored. The workshops are highly experiential and designed to actively engage participants in their learning. Workshops are designed to provide a 'safe' environment for participants to explore the issues, try out new behaviours and apply their learning. The workshops blend theory and practice and are co-facilitated by both a leading academic and an experienced industry facilitator. The academic brings relevant depth to ensure that the program is commensurate with the very latest knowledge, research and thinking on the topics being explored. The industry facilitator complements this with real-world breadth in application of the concepts.

### Use Learning in Workplace



The third phase is the work-based project. Participants in the program are asked to identify a small project of no longer than 10 hours duration to carry out in the workplace that is relevant to the module being studied and will offer some benefit to their real workplace. The work-based project provides the opportunity to consolidate learning through the immediate application of new skills, attitudes and behaviours.

The final workshop is designed to enable participants to communicate their learning through sharing and debriefing about their work-based project. Drawing upon the collective wisdom and experience of the group including academics, industry facilitator and fellow participants they explore: What happened? What worked? What didn't work? Why? What might I do differently next time? Learning is extended and action plans are consolidated.

Throughout each module, participants will reflect on their learning through a variety of methods which may include, for example, conversations with a mentor or keeping a reflective journal or Blog.

## **WORK-BASED LEARNING**

The design of the Emerging Leaders Program has been informed by the results of many years of educational research into how to structure learning environments and learning situations to achieve the best learning outcomes for participants.

The program modelled broadly on the highly successful Shell Corporation approach to professional learning – to which QUT's Corporate Education unit has made a significant contribution over the past

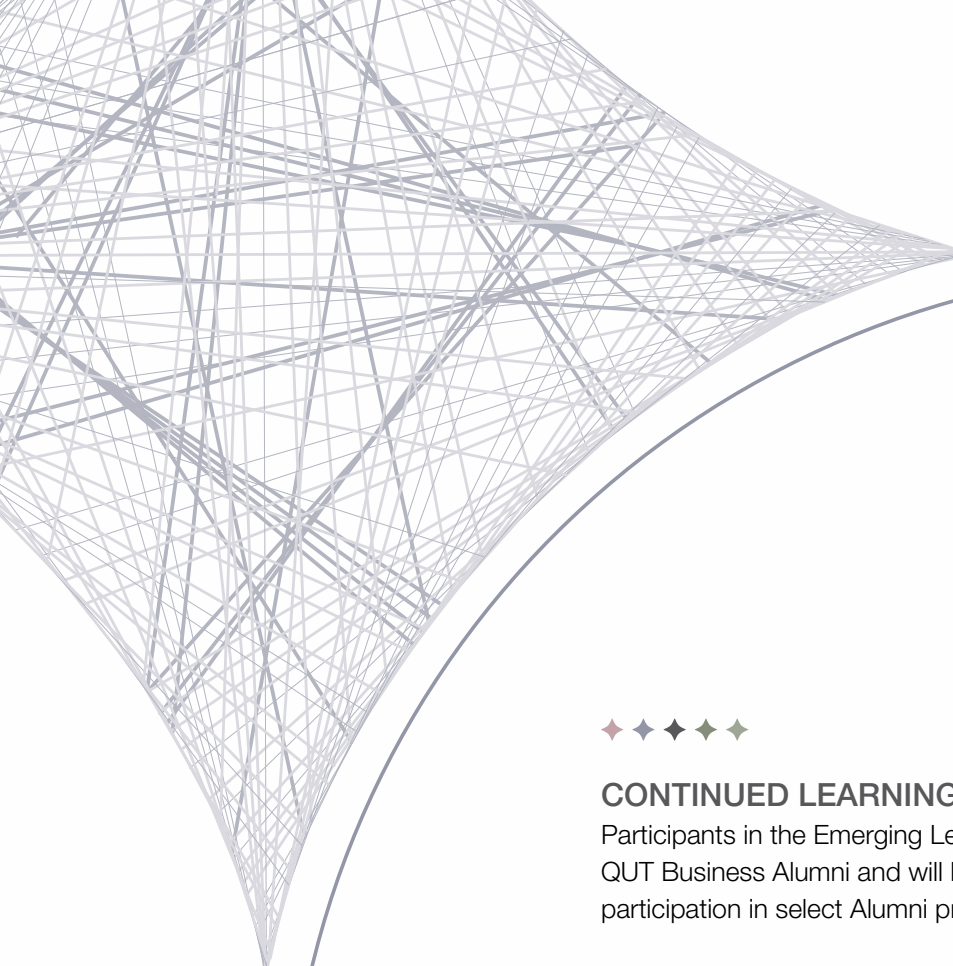
five years. The design of the Emerging Leaders Program is strongly focused on learning through authentic contexts; encouraging the active learning of participants; and most importantly, the inclusion of work-based investigations and applications of the learning back in the workplace.

This blend of online, face-to-face workshops and workplace application is designed to effect real change.

The online environment of the Emerging Leaders Program will differ significantly from traditional online-learning approaches. The online environment will be a rich resource of collaborative tools, stimulating materials and a simulated business context which provides a contextualised learning environment for participants.

Authentic issues of real relevance to organisations will be built into the simulated business context, which will assist participants to see the relevance of the issues to their own work situations and will support the transfer and application of learning to their workplace.

The simulated business context will provide participants with a safe environment in which to try, practise and reflect upon their new knowledge, skills and behaviours that can then be explored and applied in the workplace project component of the module being studied.



### CONTINUED LEARNING OPTIONS

Participants in the Emerging Leaders Program will be associated with the QUT Business Alumni and will be eligible to extend their learning through participation in select Alumni programs.

Participants may wish to receive recognition for their studies into QUT programs such as the MBA and Master of Business. The Emerging Leaders Program offers an academic credit facility, allowing application for 24 credit points for those participants who have completed six modules over a three-year period.

Participants who attend six modules within a three-year period will receive a 'Certificate of Completion' for the program and will be eligible to apply for credit into selected QUT postgraduate programs, subject to standard entry requirements and satisfactory completion of a credit transition module.

$$\text{SIX MODULES} + \text{ONE ASSESSMENT} = \text{ELIGIBILITY FOR ACADEMIC CREDIT}$$

The credit transition module is offered in February/March each year at no additional cost to participants.



“The ELP has provided valuable tools through the use of practical scenarios to enable me to further develop my leadership skills and style in a work environment.”

Nick Viles  
Queensland Police Service

# Emerging Leaders

## PROGRAM

MODULE	TOPIC AREAS	CLF LEVEL 9 MAPPING*
<p><b>Understanding and Leading Self</b></p> <p><b>Online Learning from</b> Thurs 24 Mar 2011</p> <p><b>Workshops</b> Tues 12 Apr, Wed 13 Apr, Mon 16 May 2011</p>	<ul style="list-style-type: none"> <li>Viewing self and performance through multiple lenses: 360 review</li> <li>Leading in any chair, thinking in other people's shoes</li> <li>Setting personal leadership goals and directions</li> <li>Removing interference to fulfil potential</li> <li>Reflection with SES mentor</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates self-awareness and a commitment to personal development</li> <li>Values individual differences and diversity</li> <li>Commits to action</li> <li>Displays resilience</li> </ul>
<p><b>Understanding and Leading Others</b></p> <p><b>Online Learning from</b> Thurs 05 May 2011</p> <p><b>Workshops</b> Tue 17 May, Wed 18 May, Tue 14 Jun 2011</p>	<ul style="list-style-type: none"> <li>Networks, influence and power: managing upwards and outwards</li> <li>Getting outcomes through people: mobilising group dynamics</li> <li>Fostering collaboration and cooperation</li> <li>Leading in the context and culture of government</li> <li>Reflection in action: learning from stories of true leadership</li> </ul>	<ul style="list-style-type: none"> <li>Builds organisational capability and responsiveness</li> <li>Marshals professional expertise</li> <li>Facilitates cooperation and partnerships</li> <li>Guides, mentors and develops people</li> </ul>
<p><b>Building an Innovative Culture</b></p> <p><b>Online Learning from</b> Thurs 02 Jun 2011</p> <p><b>Workshops</b> Wed 15 Jun, Thur 16 Jun, Mon 11 Jul 2011</p>	<ul style="list-style-type: none"> <li>Being an innovator and a champion of innovators</li> <li>Harnessing and cultivating innovative behaviour</li> <li>Identifying and capturing opportunities through creative problem solving</li> <li>Overcoming barriers for innovation and embracing risk</li> <li>Innovation with purpose</li> </ul>	<ul style="list-style-type: none"> <li>Harnesses information and opportunities</li> <li>Ensures closure and delivers on intended results</li> <li>Shows judgment, intelligence and commonsense</li> </ul>
<b>Break for year end and estimates</b>		
<p><b>Actioning Strategy</b></p> <p><b>Online Learning from</b> Thurs 28 Jul 2011</p> <p><b>Workshops</b> Tues 09 Aug, Wed 10 Aug, Mon 05 Sep 2011</p>	<ul style="list-style-type: none"> <li>Understand, apply and lead strategic thinking</li> <li>Actioning strategy to optimise benefits</li> <li>Actioning strategy through relationships and collaboration</li> <li>Dealing with ambiguity and uncertainty</li> <li>Creating and actioning strategic options</li> </ul>	<ul style="list-style-type: none"> <li>Inspires a sense of purpose and direction</li> <li>Focuses strategically</li> <li>Steers and implements change and deals with uncertainty</li> </ul>
<p><b>Courageous Communications</b></p> <p><b>Online Learning from</b> Thurs 25 Aug 2011</p> <p><b>Workshops</b> Tue 06 Sep, Wed 07 Sep, Mon 03 Oct 2011</p>	<ul style="list-style-type: none"> <li>Negotiation and conflict resolution</li> <li>Listening, influencing, advocating and persuading</li> <li>Building trust to establish and maintain successful relationships</li> <li>Courageous conversations and powerful questions</li> </ul>	<ul style="list-style-type: none"> <li>Communicates clearly</li> <li>Listens, understands and adapts to audience</li> <li>Negotiates persuasively</li> </ul>
<p><b>Risk, Ethics and Politics</b></p> <p><b>Online Learning from</b> Thurs 22 Sept 2011</p> <p><b>Workshops</b> Tue 04 Oct, Wed 05 Oct, Mon 31 Oct 2011</p>	<ul style="list-style-type: none"> <li>Politics and public service; testing the political boundaries</li> <li>Strategic engagement with risk</li> <li>Ethical leadership in complex environments</li> <li>Putting it into practice; a prophetic</li> <li>Reflection with SES mentor</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates public service professionalism and probity</li> <li>Nurtures internal and external relationships</li> <li>Engages with risk and shows personal courage</li> </ul>

\* Program modules have been mapped to the major capability frameworks in use by the Queensland Government. A mapping to Lominger® Leadership Architect competencies and the NHS Leadership Qualities Framework is available on the PSC website.

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