



EMERGING LEADERS PROGRAM PROSPECTUS 2023

PROGRAM COMMENCES THURSDAY 1 JUNE 2023
REGISTRATIONS CLOSE FRIDAY 28 APRIL 2023*

**Unless all places sold prior.*



UniSA | Business



LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA, SA

OUR MISSION

We develop local government people.

OUR VISION

To be a respected, leading membership organisation fostering connected, accomplished people.

Local Government Professionals Australia, SA is an independent 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.

All of our offerings are designed by, and for the sector, with 100% of proceeds invested back into developing further content and offerings for our Members.

UNIVERSITY OF SOUTH AUSTRALIA

The University of South Australia (UniSA) was established in January 1991, as a result of a merger of the South Australian Institute of Technology (including the Elton Mayo School of Management) and the South Australian College of Advanced Education. It can trace its history through parent institutions as far back as 1865.

With more than 33,000 students and 55,000 alumni from the Business School, UniSA is South Australia’s largest University, ranked in the top 3% of world Universities by the two most recognised measures (Times Higher Education World Rankings and QS World University Rankings). UniSA is designed for the future, embracing change and is positioned as a university that is helping to build tomorrow’s world. Our teaching and research focus is innovative, collaborative, enterprising and flexible. We continue to be international, industry focused, student centred, service oriented and multidisciplinary.

The University is well known for developing and delivering practical and contemporary business management programs. Managed through the Strategic Partnerships unit, the Business School has built a strong reputation for the quality of its industry-based graduate programs and for collaborating with organisations and industry bodies in program development.

THE STRATEGIC PARTNERSHIP UNIT

Strategic Partnerships operates on a national and international basis, delivering programs in regional, metropolitan and city locations. The scope of experience includes University award and non-award public and tailored programs and short courses, to meet the learning outcomes of partner organisations, Government bodies and Industry Associations.

A cross section of organisations we have partnered with, to deliver programs include; ac.care, Airbus Group, Australian Army (Senior Officers), ASC Pty Ltd (CEO and Executive), Australasian Mutuals Institute (AMI)/Instil, Asian Development Bank, Bendigo/Kangan Institute of TAFE (CEO and Executive), Benson Radiology, Beijing Government, Canberra Institute of Technology, CenITex, Codan Ltd, Defence Signals Directorate, Electrolux, Federal Government (various departments), Futuris Automotive Interiors (Aus), Flinders Hospital, Hirotec Australia, HomeStart Finance, Inghams Enterprises, Local Government (a broad selection), Orora Glass Australasia, PNG Government, Royal Australian Air Force (Senior Officers), SA Government, SA Power Networks, South Australia Police, South Australian Metropolitan Fire Service, Seeley International, Tasmanian Government, Treasury Wine Estates and Uniting Communities.

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**“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





PROGRAM OVERVIEW

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

- ∴ A greater level of comprehension and understanding of local government
- ∴ Increased understanding of leadership concepts and practices, and how to integrate these learnings into the workplace
- ∴ Increased confidence
- ∴ Enhanced self-awareness
- ∴ An appreciation of, and an ability to work with different personality types
- ∴ The opportunity to challenge their assumptions

The dates for all ELP Modules during 2023 are indicated on the following page.

Detailed information about each program 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 (TMP) 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 leadership.

The TMP is a psychometric tool that has been used in personal and team development for over three decades.

The TMP 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.

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

The TMP is simple to complete and takes approximately half an hour online. Assuming participants complete the questionnaire on time, a report of around 5,000 words will be provided at a debriefing of the instrument (Module 1, day 2).

PROGRAM METHODOLOGY

Founded on the knowledge that adults learn most effectively by doing, the ELP 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 reflect a diverse range of perspectives.

“A GREAT OPPORTUNITY TO LEARN SOME INVALUABLE LESSONS - FROM BOTH A PERSONAL AND PROFESSIONAL PERSPECTIVE”

2019 ELP Alumna

PROJECT, ASSIGNMENTS AND WORKLOAD

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

In addition, it includes a group project. Project groups and the project theme will be announced during Module 1. The project consists of both a written component and a presentation, providing 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

Research has found that managerial support and intervention can improve the transfer of skills learned in training to the workplace.

Therefore, we recommend all participants select a coach, generally their direct line manager, to support them throughout the program.

“THE ELP ENABLES YOU TO BROADEN YOUR LEADERSHIP SKILLS AND BUILD NETWORKS WHILE NAVIGATING A CAREER IN LOCAL GOVERNMENT. HIGHLY RECOMMEND”

Branka Dzalto

Executive Assistant, Office of the Mayor and CEO, City of West Torrens

2022 ELP Alumna

Pre-program		Module 1 (Residential)		Module 2	Module 3	Module 4	Module 5	Module 6	Module 7	Module 8	Project Presentations Graduation	
Team Management Profile (TMP) completed online	9am - 1pm unless otherwise advised	Program Introduction	Personal Leadership	Organisational Culture & Team Dynamics	Local Government: Exposure to a Rural Perspective	Local Government: Political Context	Leading Change	Local Government: Media & Engagement	Local Government: Sustainability	Integration	Group Project Due 30 November	Project Presentations Graduation
		Program introduction and ice breaker	What is leadership? Self-awareness – exploring personal behaviours and preferences Understanding and influencing others				Organisational culture – What is it? Can you control culture? What is your role in contributing to culture? Underlying beliefs held in our workplaces – what impact do they have?			What is traditional change management? What change do we see happening in organisations today? The emotive nature of change		
	1 - 5pm unless otherwise advised	Overview of program year and expectations (with managers from 3 - 5pm)	What are mental models? How do they influence and inform actions and behaviours? Values and beliefs Personal habits and preference – how they influence willingness to change	Individual self-reflective report due 16 June Explore behaviours and how they influence the dynamics within teams Action plan to promote and shape culture Gain an insight into systems complexity			The fast pace of change – How responsive is LG to change required for future growth? Organisational dynamics and their influence on change					
Date		1 June	2 June	5 July	20 July	17 August	14 September	19 October	16 November	29 November	30 November	
		Dr Ruchi Sinha	Dr Lindsay Ryan Dr Ruchi Sinha	Debra Sarre	LG Professionals SA	LG Professionals SA	Dr Marguerite Kolar	LG Professionals SA	LG Professionals SA	Dr Ruchi Sinha	LG Professionals SA	

Emerging Leaders Program content designed and delivered by the University of South Australia – delivered in inner metropolitan locations TBA
 Emerging Leaders Program content designed and delivered by LG Professionals SA at Various Councils

MODULE 1: RESIDENTIAL RETREAT

The first module of the ELP will take place in the form of a residential retreat. This will allow participants to 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.

Day 1 Morning: Introduction

The first half of the day will provide participants with an overview of the program year and an opportunity to get to know each other.

Day 1 Afternoon: Manager and Participant

This session is compulsory for both the Emerging Leader and their manager as it will establish the necessary support for the Emerging Leader to succeed across the program year.

Managers are invited to join participants from 4–5pm for information about how they can best support their Emerging Leader, and to hear from past participants about elements of the program.

Day 1 Evening: Dinner with Managers and CEOs

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

Module Facilitator:

Dr Ruchi Sinha
University of South Australia

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 (TMP) 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 leadership is 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 Facilitators:

Dr Lindsay Ryan
University of South Australia

Dr Ruchi Sinha
University of South Australia

MODULE 2: ORGANISATIONAL CULTURE & TEAM DYNAMICS

In this module 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 Facilitator:

Debra Sarre
University of South Australia

“A GROWTH EXPERIENCE THAT I’M SO GRATEFUL FOR. I’M A MORE CONFIDENT LEADER WITH A STRONG BASE OF PRACTICAL AND THEORETICAL KNOWLEDGE”

2020 ELP Alumni



MODULES 3, 4, 6 & 7

While 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: LOCAL GOVERNMENT: POLITICAL CONTEXT

MODULE 6: LOCAL GOVERNMENT: MEDIA AND ENGAGEMENT

MODULE 7: LOCAL GOVERNMENT: SUSTAINABILITY

Sessions 4, 6 and 7 will be held at metropolitan council locations to be determined by the group during Module 1.

MODULE 5: LEADING CHANGE

The ELP 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 human emotions affect 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 for the successful implementation of change.
- ∴ To understand a model of change that 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:

Dr Marguerite Kolar
University of South Australia

MODULE 8: INTEGRATION

Afternoon: Integration

The final session delivered by the University of South Australia aims to tie the program together and help participants apply and continue their learning post-program.

The following afternoon: Project Presentation and Graduation

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

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:

Dr Ruchi Sinha
University of South Australia

"YOU'LL COME AWAY FROM EVERY SESSION EAGER TO PUT INTO PRACTICE WHAT YOU HAVE LEARNT. THE ENGAGING SPEAKERS, THE KNOWLEDGE SHARED AND THE OPPORTUNITY FOR SELF-REFLECTION MAKE THIS PROGRAM SO WORTHWHILE"

Sarah Kipling

*Marketing & Communications Business Advisor,
City of Charles Sturt
2022 ELP Alumni*

PROGRAM FACILITATORS

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DR RUCHI SINHA
PhD (Michigan)

Ruchi is Senior Lecturer in the School of Management and has a Master's Degree and a PhD in Industrial/Organizational Psychology from Michigan State University. Before entering academia, Ruchi worked as an HR consultant and delivered training programs on psychometric selection tools, team-building, negotiation and leadership skills. Ruchi joins us from the Indian School of Business (Hyderabad) where she was an Assistant Professor of Organizational Behaviour and taught MBA level courses on Negotiation Skills and Leadership Development.

Ruchi's work has been published in top-tier journals and has been presented at several top conferences in the field. Her current research interests include Employee Voice, Team Conflicts at Work, and Power/Status Hierarchies in Teams. In her research, Ruchi examines how the social-network of interpersonal relationships within a team influences critical work outcomes such as the level of voice, conflicts, information sharing and power/status struggles.

Ruchi is an active member of the Academy of Management, Society for Industrial and Organizational Psychology, Australian Human Resources Institute and the International Academy of Conflict Management. Ruchi has been a recipient of a Society for Human Resource Management Foundation Grant as well as the UNISA 2016 Research Themes Investment Scheme funding.



DEBRA SARRE

As Founder and Principal Consultant of Sarre ODL (Organisational Development and Learning), Debra has led a successful consulting business for 18 years. As a trusted advisor she has partnered with business leaders, across all sectors and states, to achieve successful development outcomes for individual leaders, their teams and their organisations. Her reputation as an engaging and effective facilitator and coach has been built through her ability to quickly establish positive connections, translate contemporary research, practices and knowledge into deeply engaging learning and development experiences.

With a Bachelor of Psychology and 20 years corporate experience Debra brings current knowledge and practices from the fields of Organisational Psychology and contemporary leadership and management. She draws on a range of evidence-based tools and techniques to facilitate new ways of thinking, behaving and engaging for leaders and teams. Debra is particularly passionate about helping leaders to fully understand their impact during times of change and complexity in order that they can work to become more effective.

A key focus of Debra's work is with organisations to re-think performance and development processes through a focus on the moment-to-moment, real-time conversations that leaders engage in every day. Each client engagement is tailored to their needs and context ensuring alignment with business purpose.

PROGRAM FACILITATORS



PROGRAM FACILITATORS

EMERGING LEADERS PROGRAM PROSPECTUS 2023



DR MARGUERITE KOLAR

Marguerite has extensive leadership, consulting and teaching experience across Government and Industry. This includes managing change activities in both the higher education and industry sector, ranging from restructuring to matrix and functional streams to supporting teams to be more efficient and customer focused. Marguerite has achieved outstanding results in providing transparent interactions and solutions that meet the needs of all parties while mitigating the risk to the organisation.

More recently, Marguerite has worked in a broad range of academic roles including Director: External Engagement, Dean of Graduate Studies, Future Industries Institute Manager and senior lecturer. Prior to joining UniSA, Marguerite worked in a small consulting company, working with a broad range of organisations. She has also held leadership roles in organisations such as CSC and Motorola.

Marguerite teaches industry programs in Leading and Facilitating Change, previously in UniSA's MBA program and now in UniSA's Executive Education programs.

Marguerite has been Chair or Dean's representative on several committees to develop, update and implement research education policies. She has managed offshore doctoral programs for business professionals located in SE Asia, and used her extensive industry and academic experience to manage complex student cases to achieve positive outcomes and identify strategies for improving the student experience.

She holds a Bachelor of Arts (B.A.) in Mathematics from the University of California, Los Angeles (UCLA), a Master of Business Administration (MBA) and a Doctor of Business Administration (DBA) from UniSA.



DR LINDSAY RYAN

Dr Lindsay Ryan is an organisation development consultant. He specialises in a range of different areas:

Sustainable Change Programs: utilising an appreciative inquiry approach to facilitate change by drawing on elements that are successful and familiar to reassure people and sustain change while minimising resistance and scepticism toward change initiatives by involving people in the process and having them actively contribute to creating the needed change.

Evaluating the Impact of Change and Development Initiatives: using quantitative and qualitative research to develop evidence-based case study examples of the application and impact of change initiatives using the Success Case Method.

Capability Analysis: undertaking research to identify the capability gap between current and required performance levels and assembling a development strategy to address the gaps. This methodology identifies opportunities for change and improvement, prioritises change initiatives and focuses on what is realistically achievable for each organisation using available resources.

Leadership Capability Development: undertaking research and analysis of leadership capabilities for different categories of leaders (such as Executive, Senior, Middle, Team and Individual Leaders) in different types of industries and developing a leadership capabilities framework with 6-8 key capabilities and the behaviours needed to develop and sustain those leadership capabilities.

PROGRAM FACILITATORS

Lindsay has worked extensively in both private and public sectors and the rigor of his work is underpinned using academic research, comprehensive quantitative and qualitative data analysis and evidence-based decision-making. Lindsay's experience has been across a variety of organisations and industries, including Seeley International, Department of Industry Science and Innovation, Environment Protection Authority South Australia, Department for Education & Child Development, University of South Australia, Regional Development Australia - Adelaide Metropolitan, Health First Network, South Australia Police, SA Power Networks, as well as such industries as retail, transport, residential building and professional services.

"THIS PROGRAM NOT ONLY PROVIDED NEW INSIGHTS INTO LEADERSHIP, BUT REITERATED THE DIRECTION I WANTED TO HEAD IN. I AM LOOKING FORWARD TO HOW I CAN FURTHER REFINE MY LEADERSHIP STYLE AND HOW THIS TRANSLATES TO THE BEST OUTCOMES FOR OUR COMMUNITY"

2021 ELP Alumni



ARTICULATION PATHWAYS

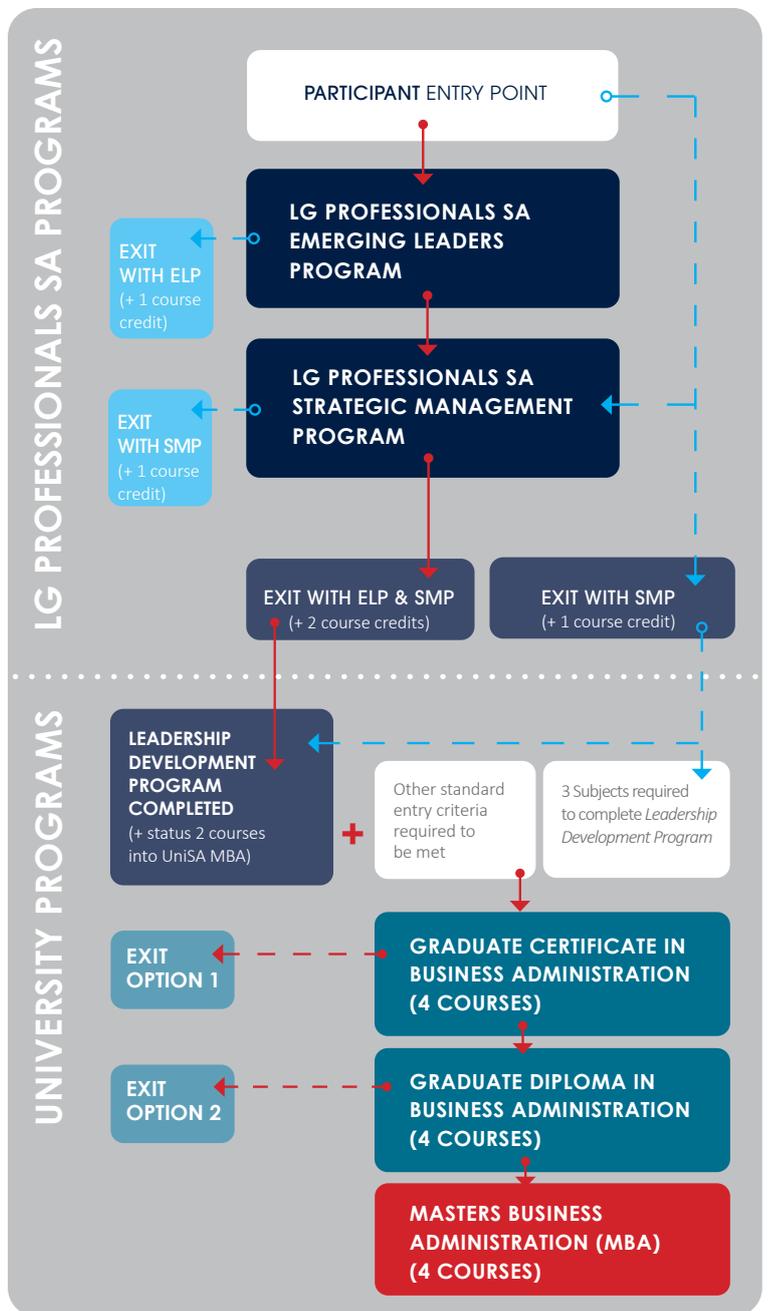
Participants who have successfully completed both the Emerging Leaders Program* (ELP) and Strategic Management Program** (SMP) will receive status of the University of South Australia Leadership Development Program (LDP). Successful completion of the Leadership Development Program (LDP) provides participants with two course credits into the UniSA MBA.

Participants who successfully complete just the Strategic Management Program (SMP) will be eligible to receive the Leadership Development Program upon completion of three additional subjects.

**Relates to post-2012 completion of the ELP. Note - participants who completed the ELP prior to 2012 will be required to undertake an additional 2 day leading and managing people module and associated assignment.*

***Includes completion of the PLP/SMP prior to 2020.*

If you are considering further studies and wish to utilise course credits, it is recommended this be discussed with the University to obtain their recommendations and assistance, as criteria relating to the application of credit applies.





INVESTMENT

Program Fee - Subsidiary:	\$4,180.00 + GST = \$4,598.00
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Program Fee - Rural/Small Council:	\$4,180.00 + GST = \$4,598.00
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Program Fee - Medium Council:	\$4,730.00 + GST = \$5,203.00
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Program Fee - Large Council:	\$5,280.00 + GST = \$5,808.00
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Note:

- Registration is a commitment to pay. In the instance of a cancellation where the invoice remains unpaid, the terms of the cancellation policy will still apply and an amended invoice will be issued if applicable. In all cases substitutions are a welcome alternative. In this instance, no fees will be charged but LG Professionals SA must still be notified of the substitution as soon as practical.

- In the event of extenuating circumstances, requests for waiver of cancellation fees MUST be made in writing to the CEO and will be honoured only if they have been confirmed in writing by the CEO.

Please see full Cancellation Policy at www.lgprofessionals.sa.gov.au/Governance-and-Policies

COMPULSORY PROGRAM EXPECTATIONS

- ∴ All participants AND their direct managers MUST attend the joint session on Day 1, 4–5pm.
- ∴ Attendance at the dinner on Day 1 is a compulsory program requirement. Any requests for exemption must be made in writing to LG Professionals SA CEO at executive@lgprofessionals.sa.gov.au
- ∴ No more than two program days 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 financial LG Professionals SA members for the duration of the program.
- ∴ A code of conduct will be enforced.

REGISTRATIONS WILL SELL FAST!

Registrations close 5pm Friday 28 April 2023 unless all places sold prior.

Registrations at our events and programs are open to Local Government Professionals Australia, SA members, council employees, employees of regional subsidiaries, and Local Government Professionals Australia, SA invited guests.

By registering for the Emerging Leaders Program, participants and their management are acknowledging that they have read the entire Emerging Leaders Program Prospectus and understand the program requirements, terms and cancellation policy. Upon registration you will be required to sign the **'Acceptance Form'**.

Registrations can be made online at www.lgprofessionals.sa.gov.au

NOTES TO FEES

Payment Terms

Upon registration an invoice will be automatically generated. Payment can be made via EFT, credit card, PayPal or cheque.

To request an invoice dated 1 July 2023 please email

finance@lgprofessionals.sa.gov.au

Cancellation Policy

Whilst Local Government Professionals Australia, SA is sympathetic to the inevitability of changing circumstances, each cancelled registration incurs a cost. It is for this reason that the following section of our cancellation policy applies to all leadership programs:

- ∴ Cancellations received more than 8 weeks prior to program commencement: 100% refund
- ∴ Cancellations received between 8 and 6 weeks prior to program commencement: 50% refund
- ∴ Cancellations received within 6 weeks of program commencement: No refund

CONTACT DETAILS

Local Government Professionals Australia, SA

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CONNECT WITH US



Developed by the sector, for the sector

All proceeds from our programs are directly reinvested to further develop the local government sector through continued support of professional networks, events and learning and development initiatives for local government professionals.

