



the Australia and New Zealand  
School of Government

# 2017 Executive Fellows Program

*Advancing senior public sector leadership*

# About ANZSOG

---

The Australia and New Zealand School of Government (ANZSOG) is recognised globally as a leading provider of executive-level education for the public sector. ANZSOG was created by government for government, with the active collaboration of its partner universities.

## ANZSOG delivers:

- ▶ Postgraduate education incorporating the core disciplines that inform effective public administration.
- ▶ Executive education led by distinguished academics from the world's leading education providers and senior officials from among ANZSOG's ten member governments.
- ▶ Safe places for high performing senior practitioners to discuss and draw practical learnings from theory, research and case studies, to inform policy debates and service delivery reform.
- ▶ Supportive environments for senior practitioners across Australia and New Zealand to learn from one another and build lasting professional networks, benefiting governments, communities and citizens.

At the core of ANZSOG's ethos is a deep and genuine commitment to good public administration, reflecting the aspirations of and our close relationship to our government owners.

## Member governments



Australian Government



# Executive Fellows Program

---

The Executive Fellows Program (EFP) is an intensive, three-week residential program for senior public sector executives who want to further develop their leadership, management and relationship skills.

The EFP brings together world-recognised academics with high-calibre practitioners drawn from the senior ranks of the public, not-for-profit and private sectors. It applies the latest thinking and academic rigour, while being firmly grounded in the reality of modern public service challenges. Presenters and participants share their experiences and insights in a dynamic engagement that is central to the unique nature of this program.

Modelled on leading executive offerings from the USA and UK, the program has been tailored specifically to an Australian and New Zealand public sector context. The EFP brings a global perspective and develops the capacity of senior executives to work across cultural boundaries and with increased international engagement.

The program includes an international component in collaboration with the Lee Kuan Yew School of Public Policy. Participants will gain new insights into leading public sector performance and successful engagement in the Asia-Pacific region.

With an emphasis on enhancing strategic capabilities, the EFP focuses on the strategies and frameworks required to effectively lead in an increasingly complex operating environment.



# Why the EFP?

Public sector executives face constantly shifting priorities and challenges in their roles. The EFP develops the adaptive capacity of senior executives to lead public sector organisations. EFP participants gain new expertise to leverage their influence and relationships, including with Ministers, staff and stakeholders, in order to create and deliver public value.

The program gives participants a unique opportunity for learning and reflection away from the office. The emphasis on immersive, experiential learning has proven a highly effective way of enhancing leadership and strategic capacity.

This program enhances capacity at the most senior levels of organisations, while building professional networks across portfolios and jurisdictions that yield ongoing benefits to each member government.

“The Public Service Commission in Queensland considers the Executive Fellows Program to be one of the best development programs available to senior public sector leaders. The EFP strengthens their insights and connections, expanding their capacity to lead our departments and agencies in increasingly complex and uncertain operating environments. Some of our most recent reforms have been successfully led by EFP graduates.”

*Robert Setter  
Commission Chief Executive (Acting)  
Public Service Commission  
Queensland Government*



“The value of the public service to good government — through its capacity building, advisory and enabling roles — helps to underpin national prosperity. The EFP provides the tools leaders need to spark critical insights, while the Alumni connections add the encouragement, impetus and advice that is sometimes needed to use those tools to their best effect.”

*Nicholas Sellars, Executive Director,  
Australian Commission for Law Enforcement  
Integrity*



# The program

## Structure

The EFP brings together leading local and international academics, including faculty from the Lee Kuan Yew School of Public Policy, the Harvard Kennedy School, and Warwick University, UK as well as senior practitioners and experts across all sectors, to combine practical relevance with academic rigour.

Participants explore current theory and practice using a combination of learning approaches specifically designed to explore, test and bring to life the latest thinking on public sector leadership.

The program will be delivered in Brisbane, Singapore and Melbourne.

### Singapore

It is increasingly important for today's senior public sector leaders to have a global perspective. The international component, delivered in partnership with the Lee Kuan Yew School of Public Policy, has been introduced to give participants an immersive experience within the Asia-Pacific region. Participants will travel to Singapore for week two of EFP.

## Participants as contributors

Participant contribution is a crucial element of the EFP. The program is designed to deliberately harness the knowledge and experience of participants who, as professional peers, share a common language and a high commitment to public service.

Sessions are structured to encourage participants to share their experiences within the context of the themes and frameworks being examined. This approach supports a collaborative learning environment where each cohort has the opportunity to actively draw on the collective expertise in the room and to delve deeper into specific issues and ideas. As such, participants should arrive at the program with the expectation of being active co-contributors who will be called on to share their insights.

## Methods

The teaching and learning methods used in the program include:

- ▶ **interactive lectures** that showcase practical frameworks and techniques while drawing on case studies, hypotheticals and the experiences of participants
- ▶ **practitioner sessions** where experiences and insights are shared and the cohort is invited to participate in an active discussion with the speaker
- ▶ **facilitated panel discussions** to explore topics from multiple perspectives
- ▶ **action learning groups** operating on a co-consulting basis to seek solutions to live leadership challenges faced by group members
- ▶ **leadership in practice workshops** where participants explore a specific theme in depth
- ▶ **experiential immersive learning** where participants engage directly with practitioners outside of the classroom
- ▶ **jurisdictional discussions** where participants share knowledge of their own jurisdictions
- ▶ **peer-to-peer feedback** among participants
- ▶ **self-reflection** opportunities.

## Chatham House Rule

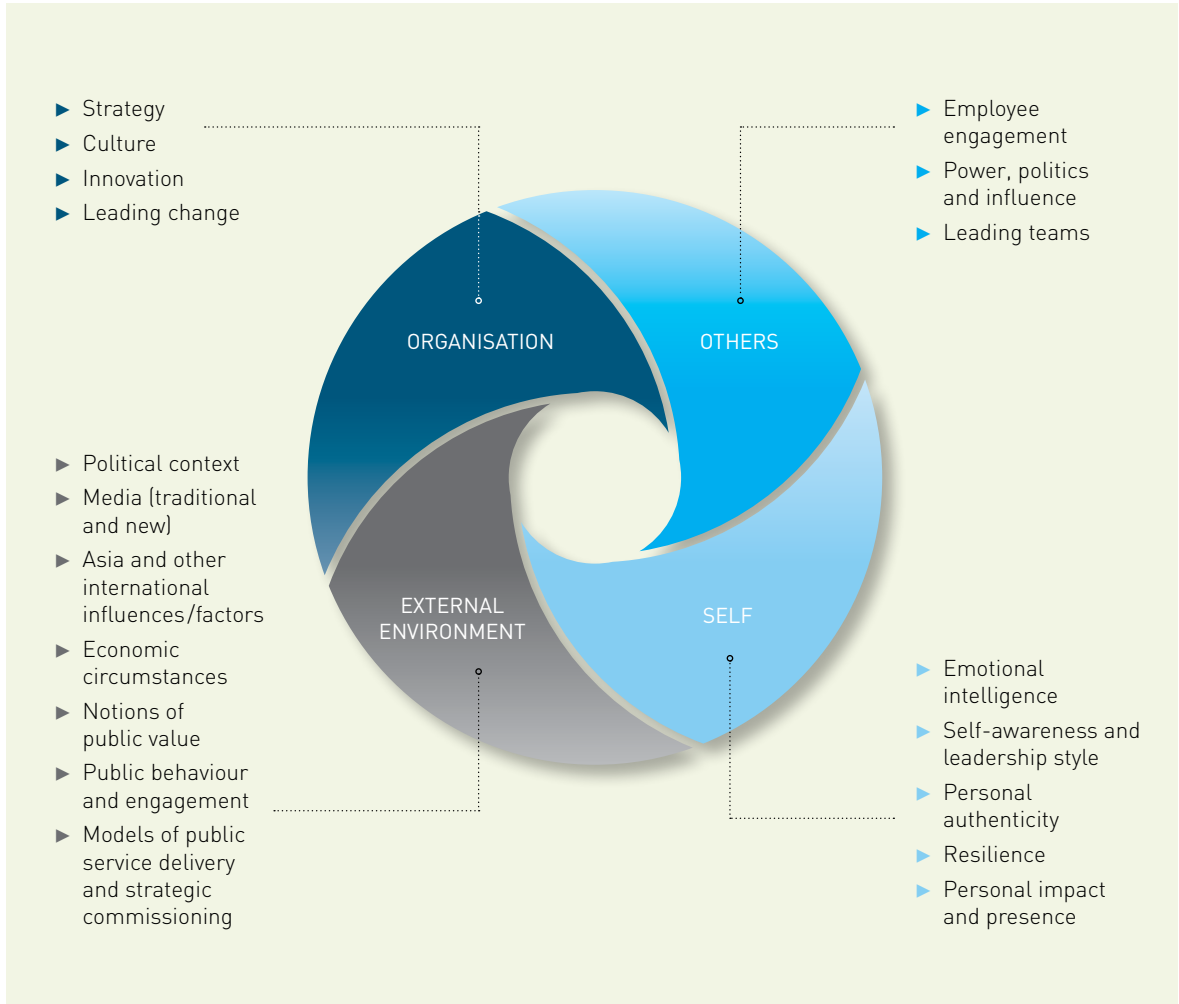
In order to foster open and productive discussions, all EFP sessions are run in accordance with the Chatham House Rule:

*'When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.'*

## Content

### EFP leadership framework

The EFP leadership framework provides the rationale for the themes, content and teaching methods of the program. It identifies capabilities to which successful leaders must give attention.



This model illustrates interactive dynamics at play for public sector leaders. The program explores these (often competing) dimensions and how participants can be better placed to respond to them. Concepts, frameworks and techniques are analysed in terms of how they can frame discussion, planning and strategic action.

With a focus on transferring knowledge, in week two, EFP participants will explore Singapore's civil service approach to governance. Participants will draw out the lessons by examining firsthand how Singapore approaches capacity and capability building, future planning and the promotion of quality public services.

## Outcomes

EFP participants will:

- ▶ improve their strategic capabilities to lead within organisations characterised by uncertainty, complexity and change
- ▶ broaden their understanding of the 'public value' that they and their organisation are able to create
- ▶ deepen their insights into the operating environment of the public sector with particular attention to politics, the media and the international sphere
- ▶ explore alternative models of public service delivery
- ▶ be able to apply the principles of adaptive leadership
- ▶ improve skills for dealing with complex problems in situations of contested authority
- ▶ increase their understanding of how to shape organisational culture and lead a new generation of staff
- ▶ have a deeper understanding of the opportunities and challenges of active engagement in the Asia-Pacific region
- ▶ gain specific insights from the Singapore experience of potential relevance to their own areas of responsibility
- ▶ develop a greater sense of self-as-a-leader and take their leadership to the next level.



# Faculty

---

High quality teaching has been the hallmark of ANZSOG since its inception a decade and a half ago. The EFP brings together a select group of academics and practitioners drawn from senior ranks across the public, not-for-profit and private sectors to create a dynamic forum in which to explore the latest ideas and thinking on leadership and public administration.

The three weeks are facilitated by Robin Ryde.

## Program Director

**Robin Ryde**  
**Business author, leadership and organisational development expert**

Robin Ryde, former CEO of the National School of Government, UK and former Evaluation Director with the UK National Audit Office, was the youngest person to direct the UK Prime Minister's flagship leadership development initiative – the *Top Management Programme*. He has delivered consultancy across the commercial and public sectors in the UK, the US, Australia and other territories including Latin America, the Middle East and Eastern Europe. Robin directs the EFP and during the program his teaching focus is centered on the theme of leadership of self.

## Core faculty

Seven core presenters explore the overarching themes of the EFP across multiple sessions, ensuring a comprehensive framework for examining public sector leadership.

**Professor Keith Grint**  
**Professor of Public Leadership**  
**Warwick University, UK**

Keith has held Chairs at Cranfield University and Lancaster University and was Director of the Lancaster Leadership Centre. He spent twelve years at Oxford University and was Director of Research at the Saïd Business School. Keith spent ten years in industry before turning to academia. During the EFP he focuses on wicked problems and complex solutions, the capabilities needed to deliver, and the link between leadership and language.

**Professor Herman (Dutch) Leonard**  
**Professor of Public Management**  
**John F. Kennedy School of Government,**  
**Harvard University, USA**

Dutch teaches leadership, organisational strategy and financial management for public sector and non-profit organisations. He takes EFP participants on a leadership journey using powerful case studies to examine the attributes of leaders and how they can influence others.

**Associate Professor Donald Low**  
**Associate Dean, Research and Executive Education**  
**Lee Kuan Yew School of Public Policy, Singapore**

Donald's research focus is on economics in public policy, inequality and social spending, behavioural economics, public finance, organisational change, and governance and politics in Singapore. He has held various senior positions in the Singapore government, including the director of fiscal policy at the Ministry of Finance and the director of the Strategic Policy Office at the Public Service Division. He also established the Centre for Public Economics at the Civil Service College of Singapore to advance economic literacy in the Singapore government.



**Professor Mark Moore**  
**Hauser Professor of Nonprofit Organizations**  
**John F. Kennedy School of Government,**  
**Harvard University, USA**

Renowned for his scholarship around 'public value', Mark focuses on the ways in which leaders of public organisations can engage communities in supporting and legitimising their work and in the role that value commitments play in enabling public sector enterprises. Mark sets the context of the EFP by introducing concepts and frameworks that are integral to delivering public value.

**Paul Porteous**  
**Director of Leadership and International Development,**  
**Institute for Governance and Policy Analysis,**  
**University of Canberra, and Executive Director of the**  
**Centre for Social Leadership, Canberra**

Paul's extensive leadership experience includes work as a senior diplomat and international lawyer, representative to numerous international organisations including the United Nations and International Court of Justice, and as a consultant in the United States, Singapore, China, the Middle East, Europe and Africa. He has been both Visiting Faculty at Harvard Kennedy School and a Fellow at Harvard's Center for Public Leadership. Paul's specific focus is on leadership, authority and adaptive change.

**Associate Professor Kenneth Paul Tan**  
**Vice Dean, Academic Affairs**  
**Lee Kuan Yew School of Public Policy, Singapore**

Kenneth has a PhD from Cambridge University. He has held visiting fellowships at the Australian National University, Georgetown University and Harvard University. He has written widely on topics including the principles of public policy and administration, Asian creative cities and the culture industry, nation branding, soft power, and nation building and politics, society, and culture in Singapore.

Kenneth is a member of the Arts Advisory Panel of the National Arts Council (Singapore) and he is the founding chair of the Asian Film Archive's board of directors. He served on the committee of Our Singapore Conversation, a year-long national public engagement exercise. Kenneth's focus will be on Singapore's liberalisation and democratisation agenda.

**Peter Thompson**  
**Director, Centre for Leadership**

A leading communications consultant and author, Peter has taught communication in the Master of Business Administration and executive programs at the Australian Graduate School of Management. He also advises governments and non-governmental organisations on communication strategy. Peter's expertise in the communication field gives participants an 'inside' view of the media and managing public communication.



## Guest presenters

Each year, specially selected guests conduct individual sessions where they share knowledge and practical experience from their particular field of expertise. Topics addressed include alternative delivery methods, dealing with the media and politics, behavioural insights in practice, innovating in government, and resilience and personal impact. Previous, EFP guest presenters included:

### **Associate Professor Mere Berryman**

Building on Success, Faculty of Education,  
The University of Waikato, Hamilton New Zealand

---

### **David Bowen**

Chief Executive Officer,  
National Disability Insurance Agency

---

### **Peter Crone**

Chief Economist, The Coles Group, and team leader on  
the Australian Government's 2014 Commission of Audit

---

### **Associate Professor Helen Dickinson**

Associate Professor Public Governance, Melbourne  
School of Government and School of Social and  
Political Sciences, The University of Melbourne

---

### **Adjunct Professor Michelle Grattan AO**

Associate Editor (Politics) and Chief Political  
Correspondent, The Conversation and the first woman  
to become editor of an Australian metropolitan daily  
newspaper

---

### **Adjunct Professor Virginia Haussegger AM**

Journalist, commentator and presenter,  
ABC TV News Canberra

---

### **Professor Janine O'Flynn**

Professor of Public Management,  
The University of Melbourne

---

### **Lisa Paul AO PSM**

Former Secretary of the Australian Government  
Department of Education and Training

---

### **Michael Puzzullo**

Secretary of the Australian Government Department of  
Immigration and Border Protection

---

### **Owain Service**

Managing Director of the Behavioural Insights Team,  
UK and Board Director

---

### **Professor Gary Sturges AM**

NSW Premier's ANZSOG Chair of Public Service  
Delivery, University of New South Wales and Professor  
of Public Service Innovation, School of Government and  
International Relations, Griffith University

---

### **Professor Michael Wesley**

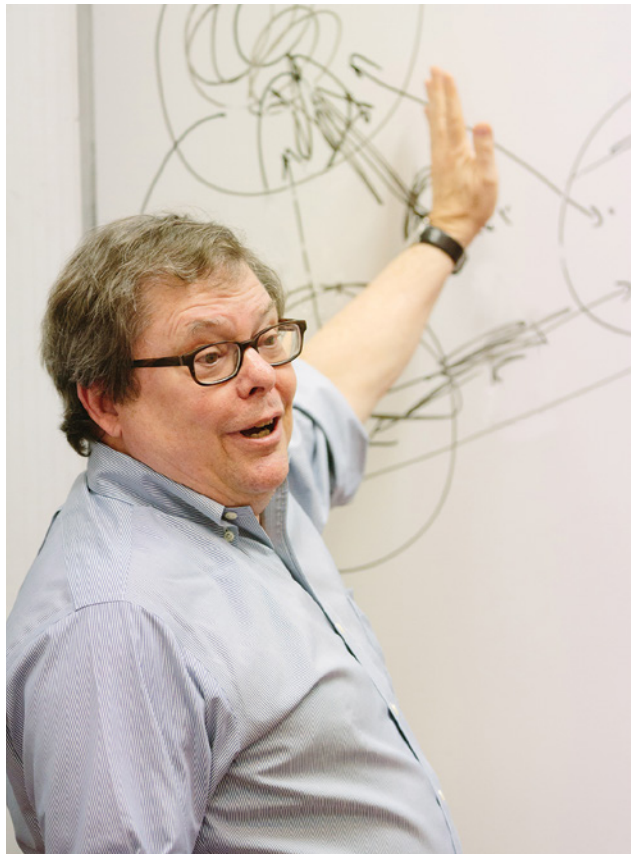
Director, Coral Bell School of Asia Pacific Affairs,  
Australian National University, College of Asia and  
the Pacific

---

### **Jennifer Westacott**

Chief Executive, Business Council of Australia

---



# Cohort snapshot

In 2015, the EFP cohort brought together participants from a wide range of portfolios across the public sector.



- Health & Human/Social Services
- Primary Industries, Regions and Environment & Heritage
- Education
- Defence/Police
- Prime Minister/Premier & Cabinet and PS Commission
- Business, Innovation and Employment/ State Development
- Family & Community Services
- Legal/Justice
- Transport
- Treasury and Finance/Audit
- Sport and Recreation/Culture
- Foreign Affairs & Trade



Completing the EFP with a cohort from across the Australian and New Zealand public service as well as from India and Canada provided an unparalleled opportunity to learn from my peers. Discussions in groups and outside the classroom were always stimulating and shed new light on issues I had wrestled with for some time.

*Tom Grosskopf  
Director, Metropolitan Branch,  
Regional Operations  
Office of Environment and Heritage  
Department of Premier and Cabinet, NSW*



ANZSOG has a great reputation and I was fortunate enough to be sponsored by my department. The EFP was an opportunity to join with like-minded colleagues and discuss the latest developments in public sector management and leadership. It's like being part of a community that speaks the same language.

*Linda Mallett  
Executive Director  
Department of Family and Community Services, NSW*



# Lifelong learning

## AFP alumni

The ANZSOG experience reaches well beyond the classroom. The national and international networks established during the AFP are invaluable for participants. Alumni are a resource to call on when facing challenging agendas, offering cross-jurisdictional and inter-departmental perspectives that can assist with solutions.

ANZSOG's Alumni Program helps participants maintain and build on these peer-to-peer relationships.

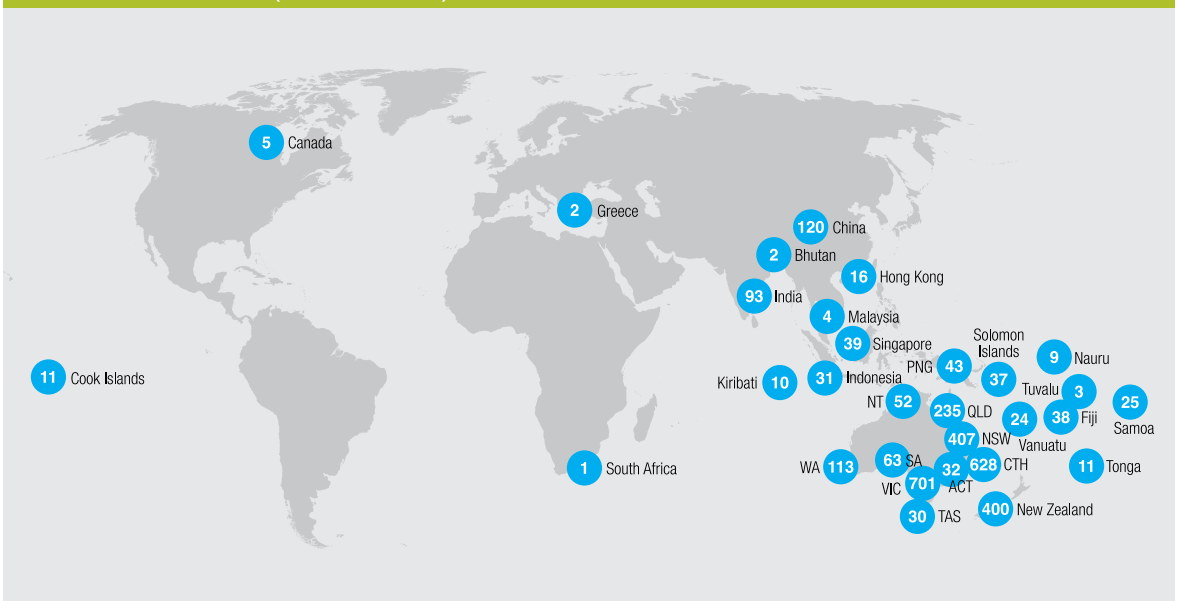
## Staying connected

ANZSOG is committed to fostering a dynamic Alumni Program that sustains professional networks and learning. The School has a number of active jurisdictional chapters, which regularly provide tailored professional development and networking opportunities. Alumni events host visiting academics and senior government alumni who discuss current issues. These offer a unique opportunity to engage on contemporary challenges and build on their current knowledge as part of ANZSOG's commitment to lifelong learning.

## Refresher program

The exclusive Refresher event for AFP alumni is run annually. The Refresher provides alumni with an opportunity to engage with distinguished scholars, practitioners and other alumni, to both extend their knowledge and strengthen their collaborative networks.

### ALUMNI BY JURISDICTION (DECEMBER 2015)



# Applications

The application process and deadlines vary across jurisdictions. In the first instance please contact ANZSOG to obtain an application form and for details of the process for your jurisdiction.

The sponsoring government or agency pays the program fee which includes:

- ▶ tuition fee
- ▶ program materials
- ▶ accommodation
- ▶ flights to and from Singapore
- ▶ Singapore transfers, and
- ▶ most meals.

*The fee for the EFP remains unchanged since 2014, with the Singapore component provided at no additional cost to agencies.*

## Who should attend?

The program is designed specifically for:

- ▶ Deputy Secretaries
- ▶ executives who report to Deputy Secretaries or are at the two levels below CEO level
- ▶ international equivalent levels, and
- ▶ other experienced, high performing senior executives.

All participants are selected and sponsored by their agency.

We welcome applications from senior executives from the not-for-profit sector.

For advice on suitability, please contact ANZSOG.

## Find out more – speak with alumni

We have alumni based across Australia and New Zealand who can provide an insider's perspective of what it is like to participate in the EFP. Potential participants are invited to discuss the experience and seek the advice of one of our alumni.

To arrange this, please contact ANZSOG.

## Further information

To learn more or to apply, please contact the Programs Team:

**T** +61 3 8344 1990

**E** [programs\\_team@anzsog.edu.au](mailto:programs_team@anzsog.edu.au)

or visit our website: [anzsog.edu.au/efp](http://anzsog.edu.au/efp)

# ANZSOG

---

Developing strategic leadership skills in public sector managers requires a different educational framework to those applying to private sector managers. While business schools teach how to create 'shareholder value', ANZSOG's mission is to help public sector managers learn how to create 'public value'.

## Executive Master of Public Administration (EMPA)

The EMPA is a two-year postgraduate qualification designed to give high potential, experienced mid-level managers and aspiring leaders a thorough grounding in the theory and practice of public administration. This accredited program is delivered to highly committed public sector managers from across Australian and New Zealand governments.

## Towards Strategic Leadership (TSL)

TSL is specifically designed for people moving from an operational role to a strategic leadership role, and for those facing senior executive responsibilities for the first time. At this level, thinking and acting strategically become central.

## International

The School delivers a suite of customised executive level leadership programs in partnership with foreign governments in the Indo-Pacific region, and consistent with the foreign policy objectives of the governments of Australia and New Zealand. These programs create valuable peer-to-peer networks and institutional linkages, and contribute to ongoing engagement with each country.

## CEOs Forum

The CEOs Forum brings senior government leaders in New Zealand and Australia together to reflect on challenges in their work with the aim of improving practices and performance. The program centres on strategic management techniques and how to apply these in the world of government.

## Executive Education

ANZSOG delivers specialised executive workshops designed to meet the practical needs of middle to senior public sector managers across a range of disciplines. Workshops are offered 'open to market' and are available for specific jurisdictions or agencies on request.

## Applied Learning

Currently operating in New Zealand, Tasmania and WA, Applied Learning works in partnership with member governments to provide learning opportunities that bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.

## Case Program

The Case Program is an internationally acclaimed centre for the promotion of interactive teaching. It hosts one of the world's largest libraries of public policy and management teaching cases with a special focus on current events and issues in Australia, New Zealand and the Pacific.

## Research

ANZSOG research draws on its network of scholars and practitioners in Australia, New Zealand and overseas to address issues of importance to member governments in the areas of public administration, policy development and management.

For more information about these programs and other ANZSOG activities, visit [anzsog.edu.au](https://anzsog.edu.au)

### Contact us

ANZSOG  
Level 4  
204 Lygon Street, Carlton  
Victoria 3053 Australia

PO Box 230, Carlton South  
Victoria 3053 Australia

**T** +61 3 8344 1990

**F** +61 3 9650 8785

**E** [anzsog@anzsog.edu.au](mailto:anzsog@anzsog.edu.au)

**[anzsog.edu.au](http://anzsog.edu.au)**

ABN 69 102 908 118

### Follow us

