

**Flexible
learning
options**

Emerging Leaders Program

ELP



Australia's first **business school**
with triple international accreditation



Choose the topics that will get you results

The modular nature of the program offers flexibility and versatility, allowing you to target the topics that you believe will lead to the promotion or career advancement you're seeking. You can choose as few or as many modules as you like. Or discuss your career options and aspirations with your supervisors or the human resources department.

Choose from the following modules:

- Leading self and others
- Actioning strategic change and innovation
- Communicating for results
- Navigating risk, ethics and politics
- Strategically managing funds
- Leading strategic initiatives and programs
- Developing and delivering complex and contested policy
- Leadership of strategic supplier relationships
- Performance leadership

Choose to start at a time that suits you

At QUT, we recognise that most organisations have peaks and troughs across their working year.

Because the Emerging Leaders Program offers modules throughout the calendar year, you can choose to undertake your professional development when things are not so hectic. Call our team on 07 3138 6573 for full schedules in Brisbane and Canberra.

Choose a globally recognised university

When you choose professional development through QUT, you can be confident that your achievements will carry weight both within and beyond your current organisation.

QUT Business School was the first Australian business school to achieve triple accreditation by three leading international bodies—AACSB International, EQUIS and AMBA—all hallmarks of excellence and recognition of the quality of our programs, facilitators and amenities.

Choose a pathway to an MBA

Enrolling in the Emerging Leaders Program can open the door to higher qualifications and broader industry connections.

By successfully completing four active learning modules and their associated award extension units, you will be awarded a Graduate Certificate in Business. Credit from this program is then available into the MBA or Executive MBA programs (credit arrangements will vary according to the program). You'll also enjoy the career boost from being a member of QUT's extensive alumni network.

There are two core units and two elective units in the Graduate Certificate program. Call our team on 07 3138 6573 to discuss these further.



Optional postgraduate qualifications

Transform your professional development into postgraduate qualifications by undertaking extension modules.

Professional development

Active learning **modules** (blended learning)

Accredited learning

Award extension **units** (online learning)

Leading self and others	Leading self and others	Core (compulsory)
Actioning strategic change and innovation	Actioning strategic change and innovation	
<i>Choose two accredited extension units to extend your professional development modules</i>		
Strategically managing funds	Strategically managing funds	Elective
Communicating for results	Communicating for results	
Navigating risk, ethics and politics	Navigating risk, ethics and politics	
Leading strategic initiatives and programs	Leading strategic initiatives and programs	
Developing and delivering complex and contested policy	Developing and delivering complex and contested policy	
Leadership of strategic supplier relationships	Leadership of strategic supplier relationships	
Performance leadership		
Complete four professional development modules + four accredited learning units = the Graduate Certificate in Business		



Vanessa McCormack

'The Emerging Leaders Program offered me so much more than a postgraduate qualification. I have grown as an individual, challenged myself with new concepts and ideas, and been able to integrate and apply my learnings to enrich my career.'

Choose topics to maximise your learning and workplace impact

MODULE	RATIONALE/AIM	KEY LEARNING OUTCOMES
	The aim of this module is to provide emerging leaders with the...	Those who complete both the Active Learning Module and the Award Extension Unit will be better equipped to;
Leading self and others	... knowledge and understanding needed to design, implement and evaluate personal leadership development strategies and build leadership capacity in others.	<ul style="list-style-type: none"> • identify and evaluate key issues in leadership and leadership development • analyse and evaluate their current leadership style and their development practices in the context of a specific workplace setting • analyse and evaluate leadership theories and frameworks • create, implement and evaluate a leadership development plan within a specific workplace context • inspire and manage their people more effectively.
Actioning strategic change and innovation	... ability to understand the character of complex environments, focus strategically and inspire a sense of direction and purpose in their teams.	<ul style="list-style-type: none"> • identify and understand key data sets, techniques and frameworks used in the development and implementation of strategic change and innovation • evaluate recent workplace experiences of creative strategy development and implementation • analyse current theoretical contributions in the area of strategic management practice in complex environments • creatively design, implement and evaluate a strategy for change within a specific workplace context.
Communicating for results	... ability to build trust, establish and maintain successful relationships, hold courageous conversations and ask powerful questions, along with the ability to listen actively, influence, advocate and persuade.	<ul style="list-style-type: none"> • identify and analyse key issues in workplace communication, negotiation and conflict resolution • identify and evaluate your communication strengths, weaknesses and areas for improvement • analyse and apply current communication theories to workplace issues • design and evaluate a communication development plan that addresses key issues that managers of complex organisational environments face within a specific workplace context.
Navigating risk ethics and politics	... knowledge and understanding needed to devise and apply appropriate courses of action to issues of risk, ethics and politics within a specific workplace context.	<ul style="list-style-type: none"> • identify and critique key risk, ethical and political issues occurring in a workplace setting • understand how your personal awareness, values and locus of control impact on decision making • identify and evaluate strategies for dealing with the complexities of risk, ethics and politics in the workplace • devise and apply appropriate courses of action in relation to risk, ethical and political situations occurring in a workplace setting.
Strategically managing funds	... ability to continue to drive and deliver our core services while constantly striving for innovation.	<ul style="list-style-type: none"> • manage core business and balance this with high-performance budget management • lead change—strategise around the case for change and how we distinguish the 'good' investments from the not so 'good' • think holistically and apply an integrated approach to understanding the connections between finance and operations • make effective, complex leadership and management decisions with financial, performance and strategic consequences • critically reflect on the effects of financial judgements and decisions on resources and operations from multiple perspectives • develop informed decisions and robust recommendations about the various strategies to improve value for money from the investment of taxpayers' money.

MODULE	RATIONALE/AIM	KEY LEARNING OUTCOMES
	The aim of this module is to provide emerging leaders with the...	Those who complete both the Active Learning Module and the Award Extension Unit will be better equipped to;
Leading strategic initiatives and programs	... essential skills and understandings that enable participants to design and lead strategic initiatives and change programs.	<ul style="list-style-type: none"> critically reflect on the core principles of leading successful programs and how these principles can be supported and applied through effective leadership and decision-making recognise and evaluate the leadership and management challenges that can arise in the design of new strategic initiatives in complex environments apply relevant frameworks and strategies to lead the delivery of strategic initiatives with multiple internal and external stakeholders ensure benefits realisation is optimised from their organisation's investments in change.
Developing and delivering complex and contested policy	... essential skills and understandings that enable senior leaders to develop and implement complex and contested policy in a highly contentious 24/7 media environment.	<ul style="list-style-type: none"> demonstrate strategic thinking incorporating a whole-of-government, multi-disciplinary approach using new and complex information within a strong internal and external stakeholder network understand approaches to implementing complex and contested policy in accordance with cross-jurisdictional and whole-of-government agendas, in highly contentious 24/7 media environments analyse and critique stakeholder complex information from a range of sources including the use of rigorous logic, cost-benefit analysis and risk assessment to establish valid, ethical and effective policy options systematically explore and leverage the role of internal and external stakeholders in the policy development and implementation process demonstrate an ability to facilitate the delivery of the government's agenda in a sustainable and measurable way.
Leadership of strategic supplier relationships	... essential skills and understandings that enable senior leaders to lead and manage those who will create, monitor and maintain high-performance supplier relationships.	<ul style="list-style-type: none"> determine the governance opportunities, constraints and issues applicable to supplier relationships recognise the qualities and benefits of high-performance supplier relationships recognise key success factors associated with high-performance supplier relationships recognise and synthesise various approaches to selecting, maintaining and measuring supplier outcomes to ensure business alignment.
Performance leadership	... provide the knowledge, skills and practical tools and processes to enable leaders to confidently drive high performance and deliver results through positive relationships.	<ul style="list-style-type: none"> clarify the strategic imperative for leading and enabling a high-performance culture across the public sector develop knowledge and understanding of the influence of positive leadership on enabling performance success at an individual and team level build knowledge of theories and models related to leading performance including: goal setting and performance feedback, employee engagement, coaching and mentoring, retention and talent management apply practical leadership tools and techniques including strategies for responding to performance issues create a personal development strategy to build capacity in leading and managing high performance within the work environment.

Register today at www.qut.edu.au/study/elp or call our team on 07 3138 6573.

We can also design and deliver tailored in-house programs for groups of employees or a particular division of your organisation. These programs can be based on the Emerging Leaders Program topics, as well as other business and leadership topics.



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Advance your career with time for those other commitments

QUT understands that, while your career is important, sometimes life gets in the way.

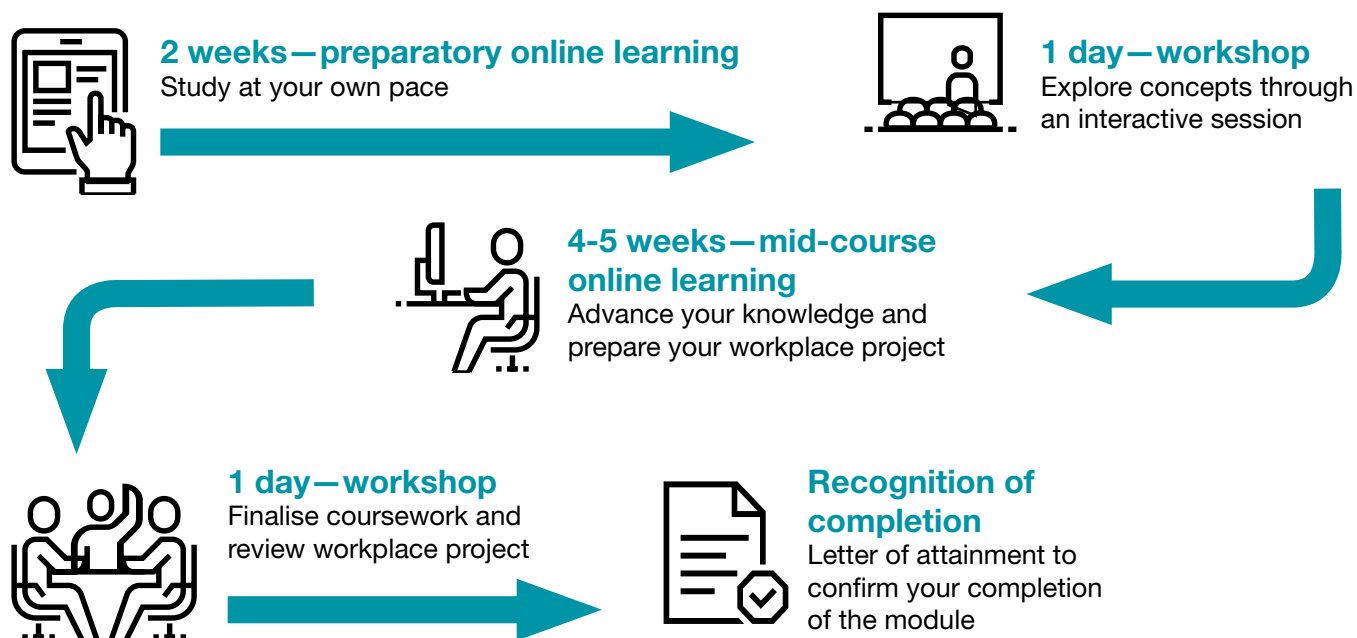
Whether it's family time, an active social life or weekend sport, finding the balance between work and play can be a genuine challenge. That's why we designed our Emerging Leaders Program to let your professional development dovetail into your other commitments.

The Emerging Leaders Program is designed specifically to meet the needs of recently appointed or developing

leaders. The program is also suitable if you're an experienced leader but would like to develop your skills to meet today's ever-changing, complex work environments.

The program combines online learning with face-to-face workshops and a workplace project of your choice. The workshops are designed to build your knowledge of the topic, while the workplace project lets you apply your learnings to the real world, potentially using a challenge or opportunity that might arise in your own organisation.

Module structure



You have the option to further your professional development and gain postgraduate qualifications by undertaking extension modules. See the *Optional postgraduate qualifications* table to find out more.





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EX

Executive education
for the real world



Matthew Cox
Hastings Deering (Australia)

I enjoyed participating in the ELP. The module I completed covered some important key leadership topics. The format for the day and the facilities were great as well. I think the balance between teaching and small group activities was perfect at creating a good learning environment.

How to register

To register, please visit www.qut.edu.au/study/elp

For more information about the Emerging Leaders Program or other learning solutions offered by QUT Business School, please contact us:

Phone: +61 7 3138 6573

Email: elprogram@qut.edu.au

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