Emerging Leaders Program 2015

Module 7: Developing & Delivering Complex & Contested Policy

MODULE BENEFITS

This module builds the essential skills and understandings that enable senior leaders to develop and implement complex and contested policy in a highly contentious 24/7 media environment.

Those who complete both the Active Learning Module and the Award Extension Unit will be better equipped to:

• 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.

WHO SHOULD ATTEND

This program is suitable for Team Leaders and Program Managers (mid to senior level Public Service employees) who need to build capacity both within themselves and those they lead. Policy development and implementation are the key activities that distinguish public sector leaders from their private enterprise counterparts.

THE MODULE

Unlike a business initiative, public sector initiatives require greater levels of scrutiny and more rigorous development than those in the private sector as they must have a higher likelihood of success in a manner that accommodates a social consensus. It is essential for high performance in a leadership role that strong capabilities in these areas are developed. The skills necessary for this role cannot be learnt through experience alone. This module will pass on the wisdom of practitioners and academics to put you in the best position to take on these high stakes responsibilities.

In particular the module will focus on:

• whole-of-government strategic policy
• wicked problems, systems thinking and policy development
• policy analysis
• strategic engagement in policy development
• balancing power across stakeholders
• advocacy through stakeholder management and engagement
• strategic agenda setting
• understanding the authorising environment
• multidisciplinary approaches to policy development
• case studies in policy failure and success

SUPPORTING EXECUTIVE PERFORMANCE DEVELOPMENT

This module develops capability mapped to the QPS Balanced Scorecard and the QPS Executive Leadership Competencies.
THE EMERGING LEADERS PROGRAM

For the Queensland Government, recognising and developing talent is critical to retention and corporate stability; just as important is the ability of individuals to perform to their potential.

The Emerging Leaders Program (ELP), designed and delivered by one of Australia’s leading business schools, is a flexible, work-based, blended learning program which develops leadership skills, supports career development, and complements existing technical/functional skills with expertise in leadership and business.

Designed for aspiring leaders or recently appointed leaders within the Queensland public sector, this program focuses on developing leadership capabilities in conjunction with developing knowledge and skills across a number of core disciplines.

Participants can choose to complete one or several of the nine active learning modules. The option of completing qualifications through extension units allows departments and individuals to share the responsibility and cost of professional development.

HOW THE PROGRAM WORKS

Each active learning module is offered as a stand-alone and is paired with an optional award extension unit offering postgraduate certification. Active learning modules begin with an online component—an authentic, relevant, leadership challenge—followed by two face-to-face workshops allowing participants to explore the challenge in more detail and a work-based project. The active learning module completes with a third face-to-face workshop.

Similar to the active learning modules, the eight award extension units (each complementing and paired with an active learning module) involve online learning and a face-to-face workshop. These units also include a written summative assessment with extended readings, investigation, critique and adaptation of models and frameworks introduced throughout the program.

Participants who complete four award extension units will be awarded a Graduate Certificate of Business. There are two core units (Leading Self and Others and Actioning Strategic Change & Innovation) and two electives. If you complete eight award extension units, you will be awarded a Graduate Diploma of Business. From here, you may then be eligible to continue with your studies and complete a Masters of Business Administration (MBA).

THE EMERGING LEADERS PROGRAM has helped me as a public sector manager through exploring real scenarios and using up-to-date ideas and tools which build upon my existing skills and knowledge.

REBECCA KENNY, MANAGER, DEVELOPMENT ASSESSMENT ADVISORY TEAM, DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE AND PLANNING
WORKSHOP FEES

Program fees include: course facilitators; tuition; course materials; workshop morning tea, lunch and afternoon tea.

<table>
<thead>
<tr>
<th>Item per participant</th>
<th>Investment (ex GST*)</th>
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<tbody>
<tr>
<td>Active Learning Module (per module)</td>
<td>$2,880</td>
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<tr>
<td>Award Extension Unit (per module)</td>
<td>$1,925</td>
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* GST does not apply to this QUT Corporate Education course

HOW TO REGISTER

Visit: https://www.qut.edu.au/study/short-courses-and-professional-development/short-courses/emerging-leaders-program and follow the links through to the Emerging Leaders Program.


MORE ABOUT QUT GRADUATE SCHOOL OF BUSINESS

QUT has a strong reputation, both nationally and internationally, for its work in leadership research and education. As one of Australia’s leading universities, we have one of the largest and most respected business faculties in Australia.

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 courses and operations.

In addition to designing, developing and delivering programs that effect real change in the workplace, QUT Graduate School of Business has the ability to support future curriculum and program development through a variety of means, such as online learning solutions and coaching.

ENQUIRIES OR FURTHER INFORMATION

For more information on the ELP or other learning solutions offered by QUT Graduate School of Business, please contact us:

Phone: +61 7 3138 4202
Fax: +61 7 3138 1299
Email: elprogram@qut.edu.au
Web: www.qut.edu.au/gsb

For more information on Public Service Commission programs:

Email: development@psc.qld.gov.au
Web: www.psc.qld.gov.au

“The skills necessary for a leadership role cannot be learnt through experience alone. This module will pass on the wisdom of practitioners and academics to put you in the best position to take on these high stakes responsibilities.”

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