



Institute of Public  
Administration Australia  
SA Division

# EMERGING EXECUTIVES DEVELOPMENT SERIES

*The pathway to your South Australian Executive Service.*



# Emerging Executives Development Series

## The Pathway to your South Australian Executive Service (SAES)

### **Overview**

This series explores eight core topics for middle to senior level public sector leaders, who are seeking to enhance and develop their management and leadership skills and for those who are aspiring the pathway to SAES. The series of modules align across all three tiers in SA Government that can be completed as an extended program or as individual units.

### **Session 1: Building a Constructive Culture**

All organisations and divisions have cultures however most have 'emerged' rather than be built or shaped according to the needs of the organisation or aligned to the strategic direction. As a consequence managers and leaders find themselves fighting a 'rear guard action' to change well ingrained ways of doing things. This practical workshop will provide participants with the tools to understand the current strengths and weaknesses of their current culture, explore how to determine and define the desired future culture and then shape a plan to build a constructive culture that aids the goals of the organisation as well as one that engages and motivates employees.

### **Session 2: Responding to Turbulence**

This workshop will look at the factors that are buffeting our departments and agencies and how we can respond as well as ways we can foster resilience in our colleagues. Topics to be covered in this interactive and practical workshop include Forecasting and Preparing for the Future, Understanding Turbulence, Managing responses to change, Building Understanding and Resilience. Those attending to workshop will have the tools and techniques to equip themselves and their co-workers with the skills and mindset to respond to most changes and challenges in the future.

### **Session 3: Team Power**

This workshop will explore the practical and straightforward techniques that managers can apply in order to knit a group of people into an engaged and united team using tried and proved evidenced based methods from Katzenbach and Smith, Tuckman, Collins and Woodcock. Importantly all of these methods apply to Australian workplaces rather than the majority of theories that are derived from American researchers.

### **Session 4: Doing More with Less**

The workshop will present a series of 'counterpoints' to challenge the accepted thinking across a range of workplace issues from leadership, to staff training and even how we recruit and employ staff. The aim of this workshop will be to explore a range of alternate paradigms and in the process, polish our skills in innovation and creativity.

### **Session 5: Emotional Intelligence and Beyond**

This module will explore the key components of EQ/EI and how it can be developed and enhanced. In addition, the workshop will explore some of the associated myths and how we can create a positive EQ/EI workplace.

**Session 6:  
Understanding Lean Thinking**

“Lean Thinking” is the name commonly given to the tools and techniques derived from the Toyota Production system. This workshop will introduce participants to the core elements of ‘Lean Thinking’ and then explore its application within their agency. At the conclusion of this workshop participants will have a series of practical actions they can directly apply when they return to work.

**Session 7:  
Positive Influencing  
Skills**

One of the ironies of the public sector is that there is probably a greater degree of influencing, persuasion and even sales required than in traditional market situations. Topics to be covered include Understanding your ‘target/s’, Investing in the relationship, Determining your Pitch, Dealing with Objections, Confirming the Direction and Maintaining Commitment.

**Session 8:  
Adaptive Leadership**

The concept of ‘leadership’ has become embedded in the popular management vocabulary however there isn’t one or even a dominant approach but many different styles. This module will look at the key approaches to leadership that are currently being applied within government and commence as well as a recent ‘arrival’, namely adaptive leadership. Adaptive Leadership goes beyond the core set of leadership skills of ‘strategy’, ‘action’ and ‘results’ to place greater emphasis on understanding the context, the people and importantly the need to remain flexible (or adaptive) to respond positively to times of pressure and change.

For further information on each session, please refer to the individual sessions online.

**Competency Level:**  
Middle Manager Common  
(ASO7 + ASO8 – MAS03)

**Facilitator:**  
Scott Way

**Duration:**  
8 half days

**Dates:**  
**Intake 1** commencing 28 July  
**Intake 2** commencing 19 September  
**Intake 3** (Intensive) commencing 23  
October

**Location:**  
Level 6, 12 Pirie Street  
Adelaide SA 5000

**Inclusions:**  
Comprehensive workbook, morning  
tea and refreshments.

**Cost:**  
Professional Member: \$1,800  
State Gov Member: \$2,100  
Corporate Member: \$2,150  
Non-Member: \$2,510

**You can register for the entire series (8 sessions) and receive a 10% discount or register for individual sessions that meet your needs. Group Booking discounts apply.**