

# XLP

LGPro  
EXECUTIVE  
LEADERSHIP  
PROGRAM  
2012

For Chief Executive Officers in Local Government in Victoria (stream one )

For Directors, Senior Managers and aspiring CEOs in Local Government in Victoria (stream two)

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“  
Leading in Local Government  
– are you heading in the right direction?  
”



LOCAL GOVERNMENT  
**LGPRO**  
PROFESSIONALS  
THE LEADING VOICE

# PROGRAM OVERVIEW

The LGPro Executive Leadership Program (XLP) is designed exclusively to equip and support executives in Local Government, including Chief Executive Officers, Directors, Senior Managers and aspiring CEOs.

One of the most challenging career transitions in Local Government is moving from an operational focus to one requiring a strategic whole-of-council approach to leading and managing the full obligations of a Council.

While the role of the Chief Executive Officer (CEO) in Local Government is challenging, it is also highly rewarding for those who have the right

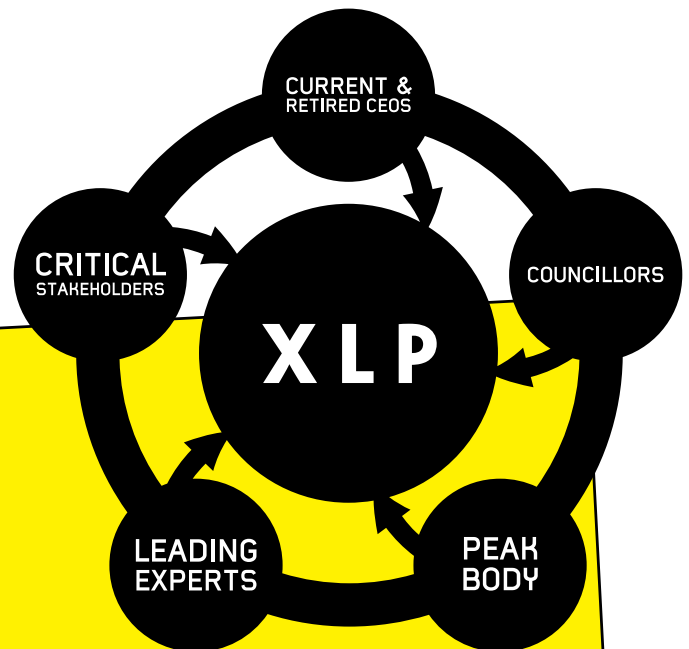
mix of skills, experience, training and preparedness to lead in this uniquely diverse and dynamic environment. But this can sometimes be a difficult and daunting pursuit especially for executives recently appointed or for those who are new to the Local Government sector.

Developed for and by senior executives, the LGPro XLP is unique in addressing the particular nature and challenges of leadership in Local Government. The program presents an invaluable opportunity for professionals to expand and develop skills and knowledge so that as leaders of the Local Government sector, they are confident and capable.

# A SECTOR RELEVANT APPROACH

LGPro has developed the XLP in close consultation with current and retired senior executives from across the sector, together with leading, independent education experts and critical stakeholders.

The program is informed by the results of the LGPro CEO Development Survey which examines the behaviours and attitudes of current and former Local Government CEOs, executives and aspiring executives with a view to determining the skills, traits, knowledge and experience required to be a successful senior executive in Local Government in Victoria.



Key findings of the CEO Development Survey were:

- The most important skills identified by CEOs were 'ethical accountability' (32.2%), 'understanding of the principles of leadership' (30.5%) and 'ability to work well with councillors' (28.8%).
- The most important skills identified by non-CEO executives were 'strategic thinking' (37.3%), 'understanding of the principles of leadership' (32.8%) and 'ability to work well with councillors' (30.3%).
- Approximately one-quarter of both CEOs and non-CEO executives identified 'good governance and people management skills' as new skills that will be required to lead in Local Government in the future (27.1% and 24.5% respectively).
- The other commonly identified attribute was 'social, political and economic awareness' (20.3% and 16.2% respectively).
- 88% of CEOs and 80% of potential CEOs identified mentoring as one of the best ways to develop the skills and knowledge required to become an effective CEO in Local Government

For a copy of the CEO Development Survey Summary or full Report, visit [www.lgpro.com/XLP](http://www.lgpro.com/XLP)

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# PROGRAM STRUCTURE



**Module Overview:** This module aims to provide an appreciation of the role and responsibility of the CEO in developing and delivering the highest possible standards of governance in the context of the Local Government Act and within an ethical framework.

**Module Overview:** This module is about the art and science of positive leadership at all levels of the organisation and within the communities we serve. Participants are challenged to see themselves as others see them and to consider their emotional aptitude and that of the organisation.

**Module Overview:** This module is about cultivating a strategic and healthy mindset to effectively manage the risks of the organisation and to facilitate successful change.

**Key themes**  
Relationships, rules, systems and processes; the characteristics unique to Victorian Local Government; the legal framework, compliance and performance; relationships with Council and community, influencing government and managing the relationship to benefit your local community; understanding the political life cycle, the 7 deadly sins..

**Key themes**  
Understanding culture and the people process; establishing a value based mindset; resilience and leadership, physical intelligence and recovery, personal energies, understanding self leadership and emotional intelligence; the present creating the future...

**Key themes**  
Complications and barriers, understanding the thinking process and the astute choice of the best pathway; developing a strategic thinking framework; applying a strategic approach to working with Council..

**Key themes**  
Willful blindness and conditioned blindness; shifting perceptions, self-deception, the architecture of choice, ethics as organisational DNA, the enemies of ethics, constructive diversion, developing a framework for making ethical decisions, integrity tests..

**Key themes**  
Focusing on goals, making superior evaluations, whole person development, communication intelligence, the presence of mind to pause, perception, interpretation and action; coaching versus mentoring, changing the way people think, changing habits, trust and artificial harmony..

**Key themes**  
Mobilising, focusing and sustaining personal and organisational energy for change and sustainability, doing personal work in public spaces, default mechanisms and executive contributions; the Australian archetype of leadership; the focus required to successfully implement the business logic..

**TWO DAYS INCLUDING OVERNIGHT RESIDENTIAL**

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## CRITICAL RELATIONSHIPS

LGPro supports participants during and beyond the program through the establishment of 'one on one' professional development relationships which provide participants with the opportunity to connect with others who have walked a similar path. These critical relationships may endure beyond the life of the program. These relationships will include:

MENTORING	STRATEGIC ADVISORS	ALUMNI
Participants establish mentoring relationships with executives external to the Local Government sector. LGPro work closely with Leadership Victoria and other organisations to determine suitable mentor candidates and, in consultation with each participant, to agree on the most suitable fit. Mentors are encouraged to actively participate at intervals during the program.	Strategic advisors have been appointed by LGPro and are available to participants seeking unbiased, expert advice or opinion on task focused issues. The advisors are reputable former chief executives from within Local Government.	The program provides 'space' for participants to connect with peers from across the sector and to build networks for support that endure beyond the course of the program. Participants, past and present, are encouraged to establish syndicate groups to address specific issues relating to professional development and career.

## A UNIQUE LEARNING EXPERIENCE

**Learning Approach and Methods**  
LGPro engages an approach to learning in which participants offer their own expertise and contribute to an environment where knowledge is actively constructed and shared rather than passively received. A range of learning methods and professional development tools and techniques are employed including 360 degree feedback, case studies, fishbowl and café conversations, playbacks and other practical activities. Self reflection points have been built into the program in order for participants to explore and challenge their own values, beliefs, philosophies and prejudices and to re-evaluate where they are and where they want to be.

**Facilitation Team**  
A qualified and experienced Lead Facilitator oversees the program and delivers some content and anecdotes where their expertise allows. For each module, the Lead Facilitator is joined by a Guest Contributor, generally a recently retired Local Government CEO, who offers experience and 'stories from the field' to ground the program within a Local Government context.

**Program Streams**  
XLP is one program delivered across two streams. Core content is delivered in plenary sessions however at times, dedicated streams, may be introduced to provide 'space' for open and frank dialogue with peers at both a CEO level and a middle to senior manager level.

**Program Format**  
XLP comprises 7.5 workshop days delivered at intervals over a five month period to provide the opportunity to reinforce learning on the job. The program opens with a full day introductory session and dinner in which participants are introduced to the broad concepts of the program and get to know each other. Each of the three modules is then delivered as a two day, overnight residential experience. Between 3 to 6 months following the program, participants reconvene for a half day session and dinner to share their post program experiences and to refresh and sustain the learning.

## PROGRAM KEY BENEFITS

### Participants will:

- Develop thinking into the challenges faced by CEOs by drawing from firsthand accounts and case studies delivered by experienced senior practitioners.
- Gain a practical appreciation of governance and the statutory requirements a CEO must abide by.
- Improve critical interpersonal skills for engaging and leading people.
- Gain an appreciation of how others see them.
- Gain confidence in their ability to set goals and achieve them.
- Understand the correlation between accountable, ethical leadership and cultivate a positive organisational culture.
- Gain a greater appreciation of leadership strengths and how to take advantage of them.
- Fine-tune political acumen and strategic foresight.
- Understand the critical importance of mindfulness and how it can be achieved.

## PROGRAM CONTRIBUTORS

### Program Lead Facilitator:

Christine Kotur, Senior Fellow, University of Melbourne BA, Dip ED, MED, MAICD

Chris is an expert in leadership development and is a highly regarded facilitator. Chris draws on extensive firsthand experience gained from senior roles including policy analyst, ministerial advisor, CEO and university pro vice chancellor. In 2011, Chris was appointed as Leadership Victoria's first Leader in Residence.

### Module Presenters (include but are not limited to):

Professor John Thwaites, Chair, Monash Sustainability Institute, Monash University and Deputy Premier of Victoria 1999-2007 (retirement)

Steve Griffith, Griffith Consulting Group

Dr Simon Longstaff, Executive Director, St James Ethics Centre

Dr Nita Cherry, Professor of Leadership, Australian Graduate School of Entrepreneurship, Swinburne University of Technology

Mark Hayes, Partner, Maddocks

Michael Henry, Managing Director, The Strategy Shop

## PROGRAM TESTIMONIALS

Engaging, Enlightening, Inspiring...The quality of the XLP provided insights and learnings that positively impacted on the way I understand, perceive and respond. I urge all interested Local Government executives to attend but you must be committed, attend every session and challenge yourself. Remember: the learnings are in the uncomfortable moments.

*Tim Tamlin, CEO,  
South Gippsland Shire Council*

Outstanding! Well crafted and delivered by talented people. Extremely relevant and specific for Local Government.

*Oliver Moles, Director Sustainable Development,  
Moyne Shire Council*

Extremely worthwhile and I would recommend it to any senior managers in Local Government.

*Andrew Port, General Manager Corporate Services,  
Nillumbik Shire Council*

Just starting out in your leadership journey or well on the way, new to the Local Government sector or an old hand, young or of more mature years - none of that is relevant to what this excellent course can offer to your personal, professional, and especially leadership, development.

*Vivien Williamson,  
Yarra City Council*

For more testimonials please visit [www.lgpro.com/XLP](http://www.lgpro.com/XLP)

## 2012 SERIES DATES

Introductory Full Day Session and Dinner: **Thursday 8 March**

Governance Module: **Thursday 29 and Friday 30 March**

Mentor Session and Dinner: **Wednesday 18 April from 4.00pm**

People Module: **Thursday 10 May and Friday 11 May**

Strategy Module: **Thursday 19 July and Friday 20 July**

Closing Session (half day) and Dinner: **Thursday 30 August**

Meetings with Mentor: **At least 3 meetings during the course of the program scheduled outside these listed times**

*Note: Participants are expected to attend all sessions of the program.*

## PROGRAM COSTS

Cost per participant varies on the basis of Council Classification as follows:

LGPro Member

### SMALL COUNCIL

**\$6,050** incl. GST

### MEDIUM COUNCIL

**\$7,150** incl. GST

### LARGE COUNCIL

**\$8,650** incl. GST

*Note: LGPro membership is a pre-condition of eligibility for participants in this program. The LGPro full Member Fee is \$349. If you are not a member of LGPro and your application for the XLP is accepted, you would be required to join before the commencement date of the program. For further information regarding membership, please contact the LGPro office or visit [www.lgpro.com/membership](http://www.lgpro.com/membership)*

*To confirm your Council Classification, please go to [www.lgpro.com/XLP/cost](http://www.lgpro.com/XLP/cost) Cost includes attendance at all workshops including all course materials and residential expenses (meals and accommodation).*

## GENERAL INFORMATION

### APPLICATION PROCESS

Twenty-four places are available for the 2012 LGPro Executive Leadership Program. Applications must be submitted via the program application form which can be downloaded at [www.lgpro.com](http://www.lgpro.com). Completed applications must be forwarded by close of business on Friday 11 November 2011

### MORE INFORMATION

Please visit [www.lgpro.com/XLP](http://www.lgpro.com/XLP) or contact LGPro directly on (03) 9686 3833 or email [info@lgpro.com](mailto:info@lgpro.com)