



# The Women & Leadership Australia Emerging Leaders Program

Supporting the rapid advancement of frontline  
and mid-level female managers

The WLA Emerging Leaders Program (ELP) is designed to build a sustainable talent pipeline of high potential female managers across all sectors and industries. During a thought provoking 5 month journey, participants enhance their own understanding of leadership and engage in a powerful, shared developmental experience.

The ELP is guided by input from major employers and employer groups throughout Australia and aims to set a new standard in the provision of practice-based, outcome-driven management development.

The program is supported by dedicated industry research and informed by a National Advisory Board. The program responds to a recognised need to increase the quality of Australian management by promoting and enhancing the critical skills involved in managing others.

## ➤ Program Background

Through broad consultation across many geographical and industrial boundaries, WLA has identified a significant need for an intensive developmental program that enables frontline and mid-level female managers to engage in an intensive, peer-oriented leadership development experience.

In response to this need, WLA has engaged with a wide range of stakeholders to develop the Women's Emerging Leaders Program. In addition to delivering critical professional development, the Program sets out to create powerful, life-long professional networks.

The Program is based upon a framework that focuses on interpersonal and behavioural dynamics central to the successful management and leadership of others. The program does not deal with the technical or administrative aspects of management.

The following pedagogical principles inform the program's development:

- The program is grounded in evidence-informed managerial and leadership competencies.
- Research-based competencies are translated into a practical context with maximum on-the job applicability.
- The program adopts a blended learning methodology that is based on proven principles of adult learning (combining knowledge sharing, experimental participation, practical application and reflection).
- The program is grounded in principles of authentic leadership and values-based leadership.
- The program is supported by the development of leadership and managerial competencies at the individual (one's own), team (interpersonal), and organisational (system and cultural) levels.



Over time, it is hoped that the Program will be recognised internationally as a unique and innovative program that contributes in a meaningful way to the realisation of gender equity in relation to formal leadership.

## What is the Women & Leadership Australia Emerging Leaders Program?

The WLA Emerging Leaders Program is an intensive 5 month management development program that focuses on the critical dimensions of effective management.

The program provides a unique platform for frontline and mid-level managers to deeply explore their own strengths, weaknesses and opportunities as they relate to building and maintaining highly effective teams.

The WLA Emerging Leaders Program equips managers with the insights, skills and confidence to accelerate their own development as they strengthen the performance of their teams.



The program is underpinned by research carried out by the Workplace Training Advisory of Australia and responds to a widespread need to increase the quality of Australian management by promoting and enhancing the critical dimensions of managing others.

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*"The emerging leaders program aligns with WLA's endeavours to make a meaningful contribution to increasing Australia's talent pool of skilled, well-rounded female leaders"*

**Suzi Finkelstein**

Executive Convenor, Women & Leadership Australia

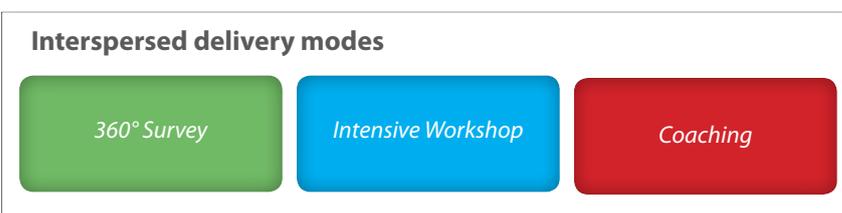


## Program Methodology

The WLA Emerging Leaders Program employs a blended learning methodology based around peer knowledge-sharing, experiential exercises, practical workplace application and reflection.

Throughout the program, learnings are related back to the day-to-day realities and challenges of each participant. This process is enhanced through participant-generated discussions that unlock the existing skills and experience of participants.

The program alternates between different delivery modes to create a learning environment whereby participants remain engaged and challenged. The three primary delivery modes are the 360° Survey, interactive management workshops, and one-to-one coaching.



Prior to the commencement of the program, participants complete a 360° feedback survey on core leadership and management competencies. Findings from the survey facilitate the development of an individual action plan that assists each participant to extract optimal value from the program.

Throughout the program, the following themes are addressed:

- Authentic Leadership
- Culture and Teams
- Managing Performance
- Influence and Communication
- Innovation and Managing Yourself

Three coaching sessions are interwoven throughout the program. The coaching agenda is guided by the individual action plans and is critical in ensuring that the Emerging Leadership Program experience delivers optimal value to each participant.

### Workplace Sponsor

Participants are strongly encouraged to engage a more senior colleague from their organisation to support them as a Workplace Sponsor. The role of the Workplace Sponsor is to assist the program participant in driving the learning outcomes to practical on-the-job application.



# Program Framework

Week 1

## 360° SURVEY

In the five weeks preceding the commencement of the program, participants complete a 360° survey on core leadership and development of an individual action plan

Week 4

## COACHING SESSION 1

During the first on-on one coaching session, participants receive feedback from the 360° survey and draft their individual action plan for the program. Participants will also receive a preparation reading list to maximise their learning experience throughout the program.

Weeks 6

## INTENSIVE WORKSHOP (2 DAYS)

### Day 1: Authentic Leadership

Participants explore what it takes to be an effective leader and manager using a strengths-based approach and a values-based leadership framework as they take a deep dive into the relationships between authenticity and effective leadership.

#### Objectives: Authentic Leadership and Management

- Clarify the requirements of effective leadership within your organisation balancing leadership and management
- Reflect on your unique leadership style, and what authenticity, integrity and values look like in practice
- Explore the way in which leaders can align the organisation's values with the everyday behaviours of their followers

### Day 2: Culture and Teams

The Culture and Teams module explores the practical implications of managing diverse and challenging teams. Participants examine the qualities shared by high-performing teams and identify effective strategies to foster cultures that support optimal teamwork.

#### Objectives: Team Dynamics

- Explore the foundations of effective team leadership
- Assess and develop an action plan for addressing barriers to your team's effectiveness
- Aligning behaviours to change a culture

Week 9

## COACHING SESSION 2

The coaching session ensures participants integrate their learning and skills from the intensive workshops back into their everyday life at work and addresses any key challenges they face in the implementation of their plans.

Week 14

## INTENSIVE WORKSHOP (1 DAY)

### Day 3: Managing Performance

The Managing Performance module supports participants to develop techniques to provide feedback, motivate and engage their team to exceed performance expectations.

#### Objectives: Managing Performance

- Discuss what works in motivating workers to engage, not merely comply
- Analyse some ways with which managers can provide feedback, motivate and engage their team to exceed performance expectations and to take ownership of their performance
- Practice giving feedback in counselling and discipline processes

**INTENSIVE WORKSHOP (2 DAYS)****Day 4: Influence and Communication**

This day commences with an exploration of one's preferred communication style and the impact of one's style on others.

**Objectives: Leadership, Presence and Influence**

- Explore a range of communication styles and their effectiveness within different teams and operating environments
- Develop an understanding of your communication style and its impact on others (including emotional intelligence)
- Learn about and practice a model of influence others and understand when different tactics are most effective

**Day 5: Innovation and Managing Self**

This day focuses on the management and leadership skills involved in driving innovation and change and managing self. It is easy to become complacent, and innovation and change are ways to keep the heat high personally and as a team.

**Objectives: Innovation and Change**

- Understanding the role of conformity and innovation in your company's culture
- Establish strategies to engage others in embracing innovation and change
- Explore the way in which leaders can facilitate the development of skills needed for innovation
- Examine change and what happens when change is lead effectively

**Objective: Manage personal work priorities and professional development**

- Create a personal development plan defining career objectives and determining an appropriate action plan.
- Explore ways to develop and maintain professional competence

**COACHING SESSION 3**

This session wraps up the program, providing an opportunity to reflect, celebrate, and firmly focus on areas for ongoing improvement.



## ➤ National Advisory Board

The Emerging Leaders Program is guided by a National Board of Advisors comprising an esteemed line-up of Australian experts from academia, government and industry. The purpose of the board is to provide ongoing advice and support across various key elements of the program including research, pedagogy, promotions, and logistics.

### Board Members

- » Suzi Finkelstein, Executive Convenor, Women & Leadership Australia
- » Dr Helen Szoke, Race Discrimination Commissioner, Australian Human Rights Commission
- » Robert R. Orth, Director of Human Resources, IBM Australia/New Zealand
- » Tracey Spicer, Journalist, newsreader and TV personality
- » Dr Polly Parker, Senior Lecturer in Leadership, The University of Queensland
- » Damien Farrell, Chief Executive Officer, Workplace Training Advisory Australia
- » Dr Jacquie Hutchinson, Lecturer, Management and Organisations, UWA Coordinator, Consortium for Diversity at Work
- » Nigel Williams, Chief Risk Officer, Institutional Australia, Australia and New Zealand Banking Group Limited
- » Kate Southam, Editor, CareerOne.com.au
- » Tina Brothers, Executive Director, The Reibey Institute
- » Catherine Fox, Deputy editor, AFR Boss magazine
- » Sandy Hutchison, Asia Pacific Human Resource Director, Marsh & McLennan Companies
- » Dr. Graeme Russell BA, PhD, International Researcher
- » Chris Thomas, Partner, Egon Zehnder International
- » Jennifer Heymans, Commander, Royal Australian Navy
- » Stephen Galilee, CEO, NSW Minerals Council

## ➤ About the organiser

The WLA Emerging Leaders Program is delivered by Women & Leadership Australia in conjunction with the Australian School of Applied Management.

### Women & Leadership Australia

[Women & Leadership Australia](#) (WLA) is a national initiative committed to supporting the increased representation of women in business and community leadership roles. WLA is based on the belief that women represent an enormously under-utilised national resource. Through supporting a greater percentage of talented women to progress into leadership positions, tremendous cultural and economic benefits will follow. WLA was first developed - and continues to operate - under the auspices of the Workplace Training Advisory Australia. The scope and quality of WLA's services are the result of the dedicated work of the WTAA in conjunction with a broad group of stakeholders spanning government, private industry and academia.

### The Australian School of Applied Management

[The Australian School of Applied Management](#) (ASAM) is part of a coalition of management schools that share a common link with the Workplace Training Advisory of Australia (WTAA). Representing a broad range of stakeholders across private industry and government, ASAM is presently engaged with over 100,000 Australian managers and decision-makers. This expansive engagement underpins ASAM's unique capacity to track ever-changing managerial needs in the contemporary marketplace. By building new benchmarks in the provision of management development education in Australia, ASAM will further enhance its reputation for excellence on the global stage, supporting a broader objective to significantly build Australia's standing as an exporter of creative, best-practice management education. ASAM's vision and commitment to management development in Australia has attracted a high-calibre faculty with expansive academic and senior managerial experience from Australia, the UK and the US.

## Enrolment & Course Enquiries

### **Emerging Leaders Admissions Office**

Women & Leadership Australia

P: 1300 138 037

E: [ask.us@wla.com.au](mailto:ask.us@wla.com.au)

### **Scholarship Enquiries**

As part of the Women & Leadership Australia's long-term commitment to strengthening the quality of management in Australia, a national scholarship program has been established to provide support in covering program fees. The primary purpose of the scholarship program is to attract participants from a diverse range of industries and locations, leading to an enriched student experience and enhanced learning outcomes. In some instances, scholarship funding may also be awarded to an organisation, supporting the participation of a cohort of students. The Scholarship Program is administered by the Workplace Training Advisory of Australia.



### **Scholarship Program Coordinator**

Women & Leadership Australia

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