

→ **Tasmanian
Leaders
Program 2021**

Information Pack



2021

→ Tasmanian Leaders



The Tasmanian Leaders Program is the proud flagship program of Tasmanian Leaders.

Tasmanian Leaders is a not-for-profit incorporated association governed by an expert Board, managed by highly-experienced staff and supported by dedicated and skilled volunteers.

From iconic venues around the State, we manage and deliver a range of transformative leadership development programs – including the Tasmanian Leaders Program – and run diverse and engaging events.

Our highly-regarded social impact initiatives – including Skillsbank and Thinkbank – support the wider community to thrive.

Our influential Network connects current and emerging leaders to foster meaningful change together.

Tasmanian Leaders Program

The Tasmanian Leaders Program has been operating since 2007. It is delivered intensively over one year through a powerful combination of multi-day residentials, two or three-day Linking Sessions and transformative Learning Set Projects.

It is aimed at high potential-leaders wanting to transform their leadership capacity and be challenged and inspired through interactive and reflective learning.

Places on the program are limited, and applicants are selected based on merit through a competitive application process that seeks to select a diverse cohort of participants.

- Are you ready to transform your leadership capacity?
- Are you willing to be challenged?
- Are you open to being inspired?

If **yes**, then the Tasmanian Leaders Program is for you.

We are now inviting applications for our next program to be delivered from February to November 2021.

Program aims

The Tasmanian Leaders Program is focussed on delivering results for participants, their organisations and the wider community.

The aims of the program are to:

- Escalate your leadership performance.
- Immediately boost your impact as an employee.
- Give you a life enhancing experience.
- Expand your talents and test your weaknesses.
- Welcome you into an influential and diverse network.
- Tackle critical issues facing Tasmanian business and society.
- Deliver powerful Projects creating positive change.

COVID-19

Tasmanian Leaders primary concern is to keep our participants, staff and broader community safe as we face COVID-19. We are pleased to report that we have systems in place to adapt to the new challenges of social distancing and working in different ways.

The 2021 program is scheduled to be delivered face-to-face with the capability to adjust timing and modality of delivery as required ensuring we maintain the depth and richness of the development experience, and the high quality of outcomes for our program participants.

→ Program benefits



The Tasmanian Leaders Program offers a range of benefits to participants, employers and Tasmania as a whole.

“The Tasmanian Leaders Program has been one of the greatest experiences of my life. I found it extremely valuable to be given the opportunity and time for self-development and reflection. Having a better knowledge of myself, and having a better understanding of others has certainly increased my ability to be a leader. The high calibre of people who have given up their time throughout this year to come and speak with us has been inspirational and humbling.”

Tim Jordan, Electrical
Divisional Manager, Degree C

Benefits for participants

As a participant, Tasmanian Leaders Program can:

- Expand your understanding of important Tasmanian, national and global issues.
- Deliver a unique experience which profoundly impacts you professionally and personally.
- Develop, broaden and expand your talents and abilities and increase your self-awareness.
- Expose you to the wisdom of many business, industry, government and community leaders and thinkers.
- Encourage, challenge and inspire you.
- Connect you with other participants from diverse backgrounds and experiences.
- Foster life-long connections with a strong, diverse group of ambitious change-makers.
- Develop your vision for Tasmania's future with a focus on the next ten years.
- Invite you to participate in the facilitation of change through action.
- On completion, welcome you into the influential and innovative Tasmanian Leaders Alumni network.

Benefits for employers

As a sponsoring employer, Tasmanian Leaders Program can:

- Lift your employee's business acumen and community awareness.
- Significantly improve your employee's self-awareness and leadership capabilities.
- Provide access to a unique forum in which to increase your organisation's profile.
- Expose your organisation to diverse and influential members of the Tasmanian community.

Offer access to high quality professional development at very low cost with a Tasmanian focus.

→ Program benefits



“I have been fortunate to see several colleagues across various agencies participate in the Tasmanian Leaders Program. It is a credit to the Program that its participants are able to maintain a high level of energy and commitment throughout what is obviously an intensive year. The Tasmanian Leaders Program is an investment that I believe delivers positive returns for the individual, their workplace (old and new) and the Tasmanian community.”

Kate Kent, Executive Director,
Department of Premier &
Cabinet

Benefits for Tasmania

Tasmanian Leaders Program also positively influences Tasmania's future. The Alumni of our program give back to the community in a variety of ways, including through:

- Innovative community or business development projects delivered every year.
- Skillsbank which offers high-level volunteer services and advice to community groups and not-for-profits.
- Thinkbank which brings together Tasmanian Leaders Alumni to generate innovative solutions through dialogue on pressing and complex issues facing our State.
- Alumni activities which deliver thought leadership, expertise and experience that can – and does – enhance Tasmania's future.

Findings from the 2019 Tasmanian Leaders Impact Study provide strong evidence that participation in the Tasmanian Leaders Program has a positive and lasting influence on graduates, with a very high impact on personal and professional growth evident long after completion. The study indicates the core deliverables of the program are being met with 100% of graduates attributing participation in the program to their professional and personal growth. The standard of excellence can also be measured by the advocacy level of 98% of graduates recommending TLP to friends and colleagues.

Program Excellence

- 100% of graduates attributed participation in the Tasmanian Leaders Program to at least one area of professional development
- 100% of graduates attributed participation in the Tasmanian Leaders Program to at least one area of personal development
- 96% of graduates experienced personal growth across the majority of areas measured as a result of participation in the Tasmanian Leaders Program

Impact on participants

- 97% of graduates have enhanced leadership capacity
- 95% of graduates have increased levels of motivation to influence/create change
- 95% of Tasmanian Leaders graduates have increased levels of professional skills and competencies

Impact on Tasmania

- 96% of graduates have broader knowledge and awareness of Tasmanian challenges/opportunities
- 89% of graduates felt that the Tasmanian Leaders networks have added value on a professional and/or personal level
- 72% of graduates have leveraged Tasmanian Leaders networks to gain skills/advice/information or generate business leads

→ Program structure



The Tasmanian Leaders Program is delivered on a part-time basis through monthly gatherings from February to November.

This structure allows participants to maintain their important professional and personal responsibilities. It also allows for reading, reflection and active networking over a sustained period, strengthening the relationships between participants and helping to ensure that learnings 'stick'.

The Program has four main streams of development activity:

- 1 Three multi-day residential retreats.
- 2 Seven two to three-day Linking Sessions.
- 3 Ongoing contact across the year.
- 4 An impactful Learning Set Project.

Residentials

The Residentials provide an opportunity for in depth personal and professional development. The same core facilitators design and lead all Residentials providing continuity throughout the year.

During the Residentials, and also at the Linking Sessions, participants develop and practice a range of leadership competencies to allow:

- Greater understanding of self and the impact of one's behaviour on others.
- Improved knowledge of group dynamics to increase capacity to motivate, lead and mentor.

- Better strategic thinking so decision making is informed, considered, inclusive and long-term.
- Growth in confidence and communication skills to better negotiate, influence and lead change.
- Improved professional and personal relationships skills.
- Enhanced ability to work with and value diversity.
- Greater clarity around personal strengths and weaknesses.
- Development of a life plan and career path.

Linking Sessions

Each Linking Session is held over two or three days. These are held on Fridays and Saturdays.

One day of each Linking Session is devoted to the exploration of an issue of significance for Tasmania's future. These sessions involve a variety of experts, critical thinkers and business and community leaders who help participants explore different perspectives on the topic to challenge existing beliefs and assumptions. These sessions help participants think in more complex, systemic, strategic, and interdependent ways building greater capacity to work with ambiguity, complexity and uncertainty.

The other day is devoted to exploring different facets of leadership development focusing on personal or professional development.

Learning Set Projects

A key feature of the Tasmanian Leaders Program is the identification and successful completion of a Learning Set Project.

These projects are designed to reinforce and develop program learning, to make a positive difference in the Tasmanian community, as well as to deliver a demonstrable return on investment to the State.

Learning Set Projects are delivered by Tasmanian Leaders Program participants working in small groups called Learning Sets. Learning Sets adopt formal project management processes and often partner with existing not-for-profit organisations to ensure they are addressing real needs.

Participants are encouraged to complete their projects during the ten months of the program. However, some will require completion following graduation. The projects encourage learning and as such the outcomes of them are reported at an event held in May the year following graduation.

The following guidelines apply in developing Projects. They should:

- Be small enough to be achievable.
- Be large enough to matter.
- Aspire to make a positive contribution.

→ Commitment and 2020 dates



The Tasmanian Leaders Program is an esteemed and intensive undertaking aimed at high potential-leaders with a strong commitment to advancing their own leadership potential.

As part of that commitment, successful applicants are expected to attend and actively participate in all Program sessions. When accepting a position on the program, participants agree to attend the opening, mid-year and closing Residentials and the seven Linking Sessions. Failure to meet this requirement can jeopardise your graduation and your membership of the prestigious Alumni.

The dates of the 2021 program are provided here so you and your employer can discuss the attendance requirements before you submit an application.

In addition you are invited to view the participant charter that you will be asked to sign at the time of application:

www.tasmanianleaders.org.au/participant-charter.

As the TLP is a state-wide program with participants drawn from all over Tasmania, events are held at a variety of venues and locations across the State. Locations will be chosen based on their relevance to the topic being considered. A number of specific site visits or tours will be included in the schedule of events to provide a diversity of learning experiences and a context for the discussions to be held.

2021 program dates

PROGRAM COMPONENT	DATES	LOCATION
Opening Residential	Thursday 18 February – Sunday 21 February	Strahan
Linking Session 1	Thursday 11 March – Saturday 13 March	Burnie
Linking Session 2	Friday 9 April – Saturday 10 April	Launceston
Linking Session 3	Friday 14 May – Saturday 15 May	Hobart
Mid-Year Residential	Friday 18 June – Sunday 20 June	Freycinet
Linking Session 4	Friday 23 July – Saturday 24 July	Devonport
Linking Session 5	Friday 13 August – Saturday 14 August	Hobart
Linking Session 6	Friday 10 September – Saturday 11 September	Launceston
Linking Session 7	Friday 15 October – Saturday 16 October	Hobart
Closing Residential	Friday 19 November – Sunday 21 November	Cradle Mountain

PLEASE NOTE:

- Further details regarding dates and session topics will be provided to successful applicants when a placement offer is made.
- Please note program days are likely to be long with start times of 8.30 am and evening activities included between program days.
- Accommodation at Linking Sessions is to be provided by participants.
- Tasmanian Leaders will continue to adhere to expert advice and government directions in relation to COVID-19. Any adjustments to any portion of the 2021 program will be communicated to participants as soon as practical.

→ Program fees



While participants and their organisations contribute to the cost of producing the Tasmanian Leaders Program, these contributions in no way cover the full cost of delivering the program.

Tasmanian Leaders holds down Tasmanian Leaders Program fees for participants and their organisations thanks to the generous support of our committed sponsors and supporters.

Each place on the course costs **\$6,755** (incl. GST) in total in 2021. This amount is shared by individuals and their employers.

The fees are broken into two components because Tasmanian Leaders seeks a tangible commitment from participants as well as their employers to undertake the program.

The program fees cover the cost of program materials, networking events, field trips, meals and accommodation at each of the three Residentials, as well as lunches and morning and afternoon teas at each of the seven Linking Sessions.

Not included in the program fees are the participant's transport to or from the Residentials or the Linking Sessions (participants often carpool), nor accommodation for the Linking Sessions (if required).

Participant contribution

The amount payable by participants on the program is **\$1,155** (incl. GST). \$600 of this amount is payable at the time of acceptance of a place on the program (Nov-Dec 2020) and the remainder before the first Residential (Jan-Feb 2021).

Employer/sponsor contribution

The amount payable by a participant's employer (or other sponsor) is **\$5,600** (incl. GST). This amount is payable before 30 January, 2021. In most circumstances, if you are self-employed, or not currently employed, you will be required to pay both the employer/sponsor fee and the participant contribution.

To see our terms and conditions regarding refunds please visit www.tasmanianleaders.org.au/terms.

Scholarships

Tasmanian Leaders is committed to the selection of participants with diverse backgrounds and it is our policy that there should be no economic or other barriers for individuals to participate. We understand that there may be some applicants for whom the above financial contributions could create a difficulty and as such we work hard with key partners to provide a few scholarships.

Scholarships help individuals and organisations cover all, or a portion of the program fee to build capacity in a particular community or industry, based on the priorities of the scholarship partners.

For further information on current scholarships visit the Tasmania Leaders website and look in the Tasmanian Leaders Program section.

In exceptional circumstances the Board of Tasmanian Leaders may provide a discount to successful candidates who are ineligible for any of our scholarships and cannot afford the program fees.

Please contact our office to discuss, in confidence, your circumstances should you have a need to apply for this by calling 6777 2781 or emailing info@tasmanianleaders.org.au.

→ Application and selection



Program participants are selected through a competitive application process. They are selected on merit and are drawn from diverse sectors of the community to provide a mix of gender, background, geography, career, personal experiences, ideas and beliefs.

Places on the Tasmanian Leaders Program are strictly limited. In 2021 we will accept a maximum of 24 individuals to participate in the program.

People interested in applying for the program should:

- Be established or aspiring leaders with at least five years relevant experience.
- Have demonstrated above-average achievement with clear potential for further growth.
- Have the capacity to enter, or progress further through senior levels of management.
- Have the potential to contribute significantly to the wider Tasmanian community.
- Be willing and able to make the required time and energy commitment to the program.
- Have the full support of their employer.

- Be committed to active community involvement.
- Be committed to becoming an active member of the Tasmanian Leaders Alumni.

Applications must be completed through an on-line application form. To access this form you need to establish an account on the Tasmanian Leaders portal at <https://portal.tasmanianleaders.org.au/account/dashboard>

You will need to establish a username and password, which you will need to use each time you access your application form, which can be saved at any point. When you have completed the application form, you will be prompted to press submit. After which you will need to print, sign and send a copy to our PO Box.

Further details on the application process are available on our website in the Tasmanian Leaders Program section.

The closing time and date for the receipt of electronic applications is noon on Thursday 1 October. The hard copy should be posted that day however we do not expect to receive it by midday.

Information sessions

If, after reviewing the information contained in this document you or your employer still have questions, or if you would simply like the opportunity to speak to someone face-to-face, then we suggest that you attend one of our Information Sessions. These sessions present a great opportunity to speak with staff and past participants of the program to find out whether it is for you.

The Information Sessions will be held via zoom on the following days:

- **Session 1:**
Tuesday 18 August
12.00 - 1.00 pm
- **Session 2:**
Thursday 10 September
5.00 - 6.00 pm
- **Session 3:**
Thursday 24 September
12.00 - 1.00 pm

To reserve your place and RSVP go to www.tasmanianleaders.org.au/events. On our website, you can also view our year books that include participant and employer testimonials and an overview of program sessions.

→ Frequently asked questions



Applying

When should I expect an interview?

Shortlisted applicants should prepare for a virtual interview between 20-30 October.

What kind of people are you seeking to complete the program?

Each program brings together a maximum of 24 aspiring Tasmanian leaders. Participants are selected to ensure diversity within the group and their ability to contribute a variety of skills and experiences.

The participant group comes from across the state and is typically made up of approximately 45-50% from the private sector, approximately 30-35% from the public sector, and approximately 20-25% from the not-for-profit sector. This diversity ensures lively discussion but also means that, in addition to learning from the program content, the participants learn a significant amount from their interactions with one another.

A list of current participants can be found on our website or to search our graduates via interests or industry to find a like-minded Alumnus to connect with prior to submitting an application please use our graduate search at: <https://portal.tasmanianleaders.org.au/search/graduate>.

I am self-employed / currently unemployed – can I participate in TLP?

Yes, a self-employed or unemployed person can participate and they are encouraged to apply.

There are two people from my organisation who would like to participate. Can we both apply?

Two or more applications may be submitted by staff from one organisation. Although it is unlikely that both would be successful in any given round, each will be discussed on a case-by-case basis and measured on the merits of the application and the diversity of the overall participant group.

I have applied previously, can I reapply?

Many qualified candidates may not be chosen because of restrictions on the size of the group and the need for diversity in group composition. Individuals not selected are encouraged to reapply in subsequent years.

Program content and design

What is Action Learning?

Action learning is an educational process whereby participants study their own actions and experiences in order to improve performance. It allows participants to gain knowledge through actions and repetition, rather than through traditional instruction. Action learning is done in conjunction with others, in small groups called Learning Sets. It is considered to be particularly suitable for adults, as it enables each person to reflect on and review the action they have taken and the learning points arising. This should then guide future action and improve performance.

What is a Learning Set?

At the opening session participants will form Learning Sets. These are a smaller group of participants who work together for the duration of the program. This enables participants to develop close bonds with a smaller number of the group to maximise the sharing of experiences while providing feedback and invaluable support to one another. A large proportion of discussions and activities will occur within these Learning Sets. In addition to learning from each other, these groups are expected to deliver a program day focussed on an issue affecting Tasmania's future and a Project.

→ Frequently asked questions



Does the program use any diagnostics?

Program participants will be exposed to a range of diagnostic tools, depending on the development needs and interests of the group, to help them understand themselves, their communication preferences, and how they perceive the world and make decisions. The Myers-Brigg Type Indicator (MBTI) will be used with each group throughout the program.

My employer is unwilling to fund the employer contribution. Can I still apply to participate in the program?

Yes, you can still apply. In your interview you will be asked to provide details of how you intend to pay this portion of the participation fee. In any given year there are participants who choose to cover the cost of both the employer fee and the participant fee. We will also be asking how you will be able to afford the time off work and if your employer will be supporting you with that component of the commitment.

For people who are self-employed, who pays the employer contribution?

The business is assumed to be the employer and depending on the size and turnover of the company payment plans can be negotiated.

Partners

The Tasmanian Leaders Program is made possible by the generous contributions of a host of organisations and individuals including foundation support from the Tasmanian Government through the Department of State Growth and our finance partner KPMG, our media partner WIN television and our accommodation partner, Destinations by RACT.

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