

Executive Fellows Program (EFP)

Lead more effectively in a world of complexity and change

The Executive Fellows Program (EFP) is ANZSOG's flagship strategic leadership intensive for senior public sector executives operating at a system level. This transformational program strengthens leadership judgement and influence, equipping participants with practical insight and skills to enhance their effectiveness in complex, high-stakes environments.

The EFP provides an exceptional opportunity to step back from operational demands into a blended, practice-centred learning experience that allows you to connect deeply with peers. You'll strengthen your self-awareness, clarify your leadership purpose, and build your capability to act with impact across systems and deliver change.

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Why choose the EFP?

Designed for leadership in complexity

Built specifically for senior executives operating beyond organisational boundaries, where challenges are adaptive, ambiguous and system-wide.

Practice-centred, not content-heavy

Work on real leadership challenges, using structured reflection, peer dialogue and facilitated learning to apply insights immediately.

Focus on judgement, character and sustained impact

Strengthen core capacities required for long-term public leadership, ethical clarity, resilience, and system stewardship.

Inside-out leadership development

Develop your leadership from the inside out - focusing on self-awareness, identity, judgement and behaviour as the foundation for effective action.

Cross-jurisdictional senior cohort

Learn alongside senior peers from across Australia and Aotearoa New Zealand - gaining comparative insight and building trusted networks that extend beyond the program.

Embedded First Nations and Māori perspectives

Engage with First Nations and Māori perspectives as integral ways of understanding leadership, relationships and systems.

Ideal for:

Senior public sector executives (SES 1-3 or equivalent) that operate at system or enterprise level and lead complex challenges that require influence across organisational and jurisdictional boundaries.

Dates

16 September - 9 December 2026 (11 weeks)

Module 1 (online): 16 September 2026, 1-3.30pm AEST

Module 2 (residential in Melbourne): 19-23 October 2026

Module 3 (online) 17 November 2026, 12-2.30pm AEDT

Module 4 (online) 9 December 2026, 12-2.30pm AEDT

Format

Blended with intensive residential (Woodward Conference Centre, Melbourne)

Cost

\$29,800 (inc. GST)



Karise Hutchinson

Professor of Leadership at Ulster University

Karise Hutchinson is currently Professor of Leadership at Ulster University in Northern Ireland and founder and CEO of Illuminaire Leadership Institute - a global institute providing high quality, research-led insight to leaders in private, public and third sector organisations.

Karise brings a wealth of insight to her role at Australian New Zealand School of Government (ANZSOG), shaped from over 20 years in academic research and leadership.

She will be delivering the EFP for the first time and is developing a program featuring a range of guest presenters who will help senior public sector executives understand the complexity of the current global moment, how to change the systems they work in, and their own capacity as leaders.



"Developing the technical skills of leaders is important, but it's not the whole story. It's much more critical that we develop that level of wisdom, discernment, and the ability to make sound judgments, stand firm, and be highly relational. You need the ability to be a relational leader who can bring an institution or a department or a group of people on the journey. This is the kind of leadership we're trying to bring out in the EFP."

Jason Ardler PSM

Co-Founder of Thirriwirri

Jason Ardler is an Yuin man from the NSW South Coast.

After a long career in the public service and universities, Jason became Co-founder and Director of Thirriwirri, a 100% Aboriginal owned and operated consultancy with the purpose of supporting Aboriginal communities and others to work differently, confidently and effectively together, to achieve the aspirations of Aboriginal peoples. He is also co-founder and Chair of First Peoples Leading, a NFP that has delivered leadership development programs and executive coaching to over 500 First Nations people.

Jason's public sector roles include: Head of Aboriginal Affairs NSW and Executive Director Culture and Heritage in the NSW Department of Environment and Climate Change. He is currently Chair of the National Indigenous Australians Agency's Indigenous Evaluation Committee. In 2018, Jason received the Public Service Medal (PSM) for outstanding public service and in 2019 was made a Fellow of the Australian New Zealand School of Government (ANZSOG).

Most recently, Jason held the role of Associate Professor and Associate Dean, Indigenous Strategy and Services at the University of Sydney's Faculty of Medicine and Health.

"Senior leaders operate in a complex environment, but complexity does not lessen their responsibility - it heightens it. At this level, leadership is not defined by expertise alone; it requires the courage to act with integrity, collaborate with humility, align purpose with practice, and show what it means to treat people as fully human. This is demanding work, and the EFP offers a space where leaders can examine their impact, confront misalignments, and grow alongside peers committed to leading with clarity, humanity, and accountability."



What you gain from the program

By the end of the program, you can expect to:

Lead with greater clarity and confidence in complexity

Make sense of ambiguity and competing priorities, and act decisively in the 'grey zone'

Strengthen influence across systems

Mobilise stakeholders, work across boundaries, and draw on diverse perspectives to achieve outcomes beyond direct authority

Articulate a clear leadership narrative

Define and communicate your purpose, priorities and leadership approach with impact by using narrative and storytelling techniques when leading self, others and organisations

Enhance self-awareness and effectiveness

Understand how your values, behaviours and communication shape outcomes

Apply practical approaches to real challenges

Work directly on current leadership issues, with structured peer and facilitator input

Build sustainable leadership practice

Develop habits and approaches to sustain performance over time

Lead with integrity and public value in mind

Strengthen judgement, ethical clarity and long-term impact

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“The EFP gave me clear insight into the leadership that others needed from me, not just about getting things done but support for them as part of the organisation. I learned how I could bring them with me and create and describe a future and direction for the organisation that they could all believe in. I had to be a lot clearer and more deliberate in providing that direction for the organisation”

Paul James

Secretary for Internal Affairs and Chief Executive for Te Tari Taiwhenua,
Department of Internal Affairs.



What do our participants think?

100%

of participants would recommend the program to colleagues

97%

overall participant satisfaction

4.7/5

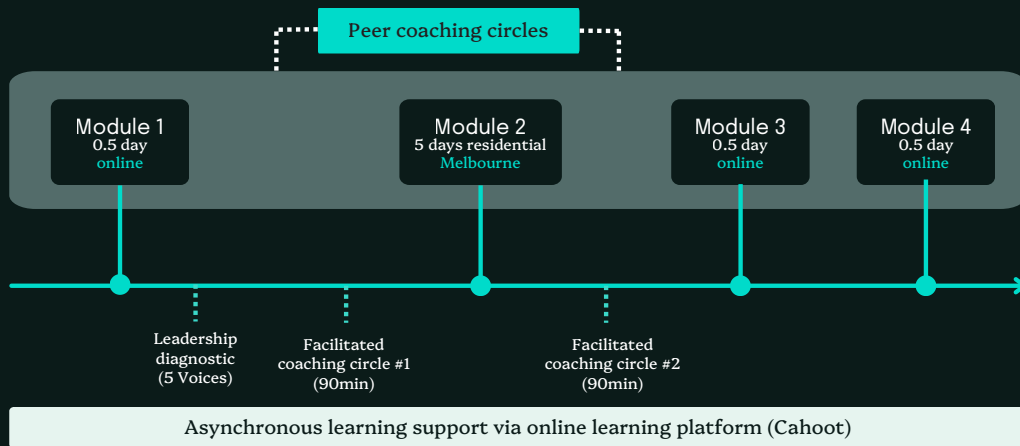
average program rating

“This is the highest quality professional learning I’ve ever been to.”

“The deep care and connections developed in my group will endure as lasting friendships long past the end of the program.”

“Very valuable to be able to be vulnerable and learn with others.”

Program Structure



The EFP is structured as a sequenced learning journey, complemented by diagnostic assessment, ongoing peer coaching circles, and the integration of participants' real leadership challenges throughout.

Before the program

You begin with guided online engagement to connect with your cohort, surface your leadership challenges, and build initial insight through diagnostic tools and introductory concepts.

Immersive residential experience (Melbourne)

A five-day, high-trust residential forms the core of the program. Through facilitated dialogue, structured reflection and peer coaching, you step back from operational pressures to examine your leadership practice, test assumptions, and develop new ways of leading in complex environments.

Integration and application

Following the residential, you continue to refine and apply your learning through virtual sessions, peer coaching circles and the development of your Leadership Narrative Portfolio – a practical tool to support ongoing leadership action and impact.

Sustained connection and impact

The program is designed to extend beyond the formal learning experience, with structured opportunities to maintain peer connection, strengthen accountability, and embed new leadership practices over time.

Program Content

Across the program, you will engage deeply with a set of interconnected leadership domains:

Module 1: virtual workshop

Establishes the cohort, introduces leadership narrative and the Five Voices diagnostic and sets the tone for a shared learning journey.

Module 2: residential workshop in Melbourne (5 days)

- **The inner work of public leadership:** developing self-awareness, character and the ability to lead with integrity and judgement under pressure
- **Leadership through relationships and influence:** strengthening your capacity to use narrative, voice and relational leadership to build trust and mobilise others
- **Leading across systems and boundaries:** navigating complexity, working across institutions, and engaging diverse perspectives to shape more effective responses
- **Reframing problems to create new possibilities:** expanding thinking, challenging assumptions, and using narrative to open up future-focused pathways for change
- **Sustaining leadership for the journey:** building the habits, resilience and clarity of purpose required to lead effectively over time

Module 3: virtual workshop

Participants present and refine their leadership narrative portfolios, integrating learning and future leadership commitments.

Module 4: virtual workshop

Focuses on embedding learning, strengthening accountability, and sustaining peer connection beyond the program.

Ready to join the program?

Your leadership journey starts with one step.

Submit an application at anzsog.edu.au/efp outlining your leadership experience and motivation for joining the program.

Applications are reviewed promptly, and you'll receive confirmation within two business days.

Prefer to start with a conversation?

Talk directly with our Client Engagement team about the EFP experience, learning outcomes, and how it fits your career or organisational needs.

- Email: engage@anzsog.edu.au
- Call 1300 ANZSOG
- Book a one-on-one online consultation anzsog.edu.au/consult

Who we are

Public good in action. Leadership at the Centre

At ANZSOG, we believe good public governance changes lives. It strengthens communities, builds lasting trust, and shapes the future we all share.

Created by governments and universities, we sit at the intersection of ideas and action. Our work is driven by evidence and shaped by the realities of public service across Australia and Aotearoa New Zealand.

Today, we're more than a school of government - we're a school of thought. A place where government and academia meet, and where leadership and learning come together.

We build leadership capacity and restore trust in governance through lifelong learning for public sector leaders. Learning that gives everyone from aspiring leaders to experienced executives the insight, capability and confidence they need to lead with impact.

We bring together diverse perspectives, trusted networks and global thinking to connect people across roles, systems and countries - building a stronger, more adaptable and more confident public sector that generates lasting public value.

Because we know that when public leaders are supported to lead boldly and wisely, entire systems shift. Communities thrive. Trust is restored.



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