

Deputies Leadership Program (DLP)

Leading effectively as a public sector Deputy.

Ideal for:

Early-stage Deputy Secretaries
(or equivalent)

Duration

6 weeks

Location

Online and In-Person (Sydney)

Format

Blended - in-person residential in
Sydney

Cost

\$22,600 (inc. GST)

Applications close 14 August 2026

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SOG

Australia &
New Zealand
School Of
Government



Who we are

Public good in action. Leadership at the Centre.

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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“Hearing from experienced senior people, both CEOs and Deputies, about their view of the deputy role was very helpful for me in gaining a deeper appreciation of what my chief executive and minister might be expecting from me.”

Ben Temperly, Deputy Chief Executive, Strategy and Corporate Services, SA Education Department

Kathryn Anderson

A skilled facilitator and leadership coach, Kathryn draws on thirty years of public sector and consultancy experience to help organisations solve complex problems and deliver greater impact.

During her public sector career, Kathryn worked across policy development, program management and corporate roles in several jurisdictions - serving as a Deputy Secretary at the Victorian Departments of Health and Human Services, and Environment, Land, Water and Planning.

Her skills in organisational development, transformation and driving change are underpinned by her strong commitment to diversity and inclusion. She is a Fellow of the Institute for Public Administration Australia (Victoria) and was named one of the Top 50 Public Sector Women in Victoria in 2019.



“DLP participants gain a sharper understanding of the breadth of their roles and a clearer understanding of how they lead to deliver positive impact. An important outcome we strive towards is they come out of it with a stronger peer network, because that really matters.”



Martin Stewart-Weeks

A strategic thinker, organisational consultant, policy analyst, facilitator and writer, Martin's work draws on over 35 years' experience spanning government, the “for purpose” or social sector and the corporate sector.

He has held various policy, management and advisory roles in state and federal public sectors as a public servant and ministerial Chief of Staff, as well as a senior advisory role to Deloitte's public sector team in Australia and leading Cisco's public sector consulting and innovation team, the Internet Business Solutions Group (IBSG).

As ANZSOG Practice Fellow for Digital Government Strategy and Leadership and the founder and principal of Public Purpose Pty Ltd, Martin works at the intersection of public policy, strategy, leadership and technology. He has led the development of ANZSOG programs exploring the public leadership implications of digital, data and AI, including the role of ethics and ethical frameworks for public leaders.

“The working environment for Deputies is becoming more intense which makes a program like this focused specifically on their distinct and vital role even more important. It offers a moment to step back a bit, connect, think more deeply about who they are, what they're trying to achieve and how to stay alive and thrive.”

Leading effectively as a Deputy

Leading at the Deputy level is different. Deputies operate at the intersection of policy intent, operational reality and political accountability, often under sustained pressure, ambiguity and scrutiny.

The ANZSOG Deputies Leadership Program is designed specifically for **early-stage Deputies and equivalent roles**, with up to two years' experience, who are navigating this transition.

It provides a **rare, peer-based space** to step back from operational immediacy, sharpen leadership judgement and strengthen personal authority in a complex system leadership role.

Purpose-built for Deputies, the program supports participants to deliver results now while stewarding public systems for the long term. It brings together a **cross-jurisdictional cohort from across Australia and Aotearoa New Zealand**, enabling Deputies to learn from peers facing comparable scale, complexity and consequence.

Through facilitated discussion, candid engagement with senior system leaders and structured reflection on real-world challenges, participants develop **greater clarity, confidence and resilience in how they lead** - in their role, with their Secretary or Chief Executive, and across the broader public system.

What you gain from the program

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

Greater role clarity and confidence

A clearer understanding of the Deputy role, including the expectations of Secretaries and Chief Executives, and how to exercise authority effectively at this level.

Stronger judgement in complex environments

Increased confidence navigating the political-administrative interface, managing competing priorities and exercising sound judgement in high-consequence situations.

A stronger stewardship mindset

Deeper capability to lead as a system steward, balancing short-term delivery with long-term public value, trust and legitimacy.

Practical leadership approaches you can apply immediately

Well-tested frameworks, peer insight and reflective tools grounded in real system-level challenges, not abstract theory.



“This is genuinely the best development opportunity I’ve had in 30 years in the public service.”

“Thank you very much for a high quality, high value program that has provided so many insights and learning opportunities. Very grateful to have been able to participate!”

(Participant feedback, Deputies Leadership Program evaluation 2025)

100%

of participants rated the likelihood of recommending the DLP to colleagues more than 8 out of 10

4.69/5

participants rated their overall program satisfaction

100%

of participants said they would attend another ANZSOG program

Modules

Module 1 (Online)

Opportunities and risks for Deputies: a contemporary view on the authorising environment and its expectations

- Secretaries' and Chief Executives' expectations of the Deputy role
- Leading at the political-administrative interface.

Module 2 (In Person)

Leading in turbulence: Context, systems and the Deputy role

- Geopolitical, economic and societal disruption and its implications for public leadership
- Deputies as system leaders: reforming, not just maintaining, complex systems
- Leading across portfolios, sectors and jurisdictions
- Stewardship of public value, trust and legitimacy
- First Nations leadership principles and frameworks for system leadership

Module 3 (Online)

Leading in a state of digital and AI: Implications for Deputies' practice

- The realities of data, digital and AI leadership for Deputies
- Risk, opportunity and ethical judgement in the emerging "AI state"

Module 4 (In Person)

Transforming from where you stand: Adaptive and Personal Leadership

- A leader's guide to integrity and ethics
- Adaptive and sustainable leadership in practice
- Personal authority and influence

Program Structure



In-person residentials

The program is delivered through two in-person modules, each 2.5 days in length, designed to support deep discussion and peer learning and which are supported by two online modules.



Interactive learning

Sessions emphasise discussion, reflection and shared experience.



Cohort experience

Cohorts are limited in size to support meaningful interaction and trusted dialogue among participants.



Program duration

The program runs over six weeks, allowing time for reflection between modules.



Program participants

For early-stage Deputy Secretaries or equivalent with up to 2 years of experience.



Modules and key dates

Module 1: Thursday 17 September, 3:00pm-5:00pm AEST (Online)

Module 2: Monday-Wednesday 21-23 September, In-person, Sydney (The Mint)

Module 3: Thursday 15 October, 12:00-2:00pm AEDT (Online)

Module 4: Wednesday-Friday 28-30 October, In-person, Sydney (Kimpton Margot Hotel)

Ready to join the program?

Your leadership journey starts with one step.

Submit a formal application online outlining your leadership experience and motivation for joining the program.

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

- www.anzsog.edu.au/deputies
- Email: engage@anzsog.edu.au

Prefer to start with a conversation?

Talk directly with our Client Engagement team about the Deputies Leadership Program 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 www.anzsog.edu.au/deputies





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