



**Australian Government**  
**Australian Taxation Office**

# APS EL2 Leadership Program

**AGSM @ UNSW Business School**

The APS Leadership Program supports EL2 leaders to move beyond their technical expertise and develop essential management and leadership capabilities. APS Leaders will develop the mindset, capabilities and competencies required to lead others through the challenge of complex environments, through change, and towards the achievement of ambitious objectives to foster a culture that steps boldly into the future.

The program will offer APS Leaders the latest, proven perspectives on leadership development. Informed by research from the UNSW Public Service Research Group, APS Leaders will be exposed to contemporary leadership concepts such as interdependent leadership; relational leadership and followership; role modeling; experimentation, innovation and entrepreneurial approaches; and implementation of positive workplace culture.



**UNSW  
Business  
School**

**AGSM** 



**UNSW  
SYDNEY**

## Facilitation Team

We will combine our strength in evidence-based rigour with pragmatism and an appreciation of the APS context to provide an engaging and relevant program that enables Leaders to succeed *Towards 2025*.

### What you will learn

The program is delivered virtually over twelve weeks and you will cover these key focus areas:

#### Leading Self:

- Understand and reflect on the strategic and personal drivers of being an APS Leader
- Navigate the interplay of transformational and transactional leadership to optimal effect
- Increase self-awareness and self-management to become an authentic leader
- Adopt contemporary leadership approaches and learn how to apply them in everyday practice

#### Leading Others:

- Influence behaviour and performance by understanding different psychological states of commitment
- Distinguish the interdependent and mutually influencing relationship between leader and follower
- Learn how to develop and cultivate followership in your team
- Appreciate and harness the difference between positive and negative capability

#### Leading at the APS:

- Go to the balcony and better understand the system the APS Leader exists within
- Develop strategies to harness dynamism and adaptability
- Build an innovative workplace culture and lead change
- Strengthen the culture, governance and leadership of the APS by knowing how to deliver end-to-end, transformational solutions



Colleen Durant



Lara Moroko



Christopher Bell

### How you will learn

Before the program begins, you will hold development conversations with your workplace colleagues and undertake an HBDI assessment to better understand yourself as a leader and your development needs. You will also attend a welcome webinar and be part of a small group coaching session to prepare yourself mentally for the program.

Over the course of the program, our facilitators will create a safe learning environment where you can experiment with the application of new tools, concepts and frameworks, and share experience and insights with colleagues. You will collaborate with colleagues on ATO-relevant scenarios, complete workplace learning assignments, and given access to leading research on topics discussed in the program. You will also be part of a close-knit, professional discussion in a small-group coaching setting to support your learning during the program. The program will respect the need for flexibility, practice-based application, and will provide an immersive experience to ensure the transfer of learning into leadership practice.

After the program, you will attend one last coaching session to discuss how the capabilities, frameworks and tools discussed in the program can be applied in the workplace and to set goals for the future.