



# Transformative Leadership Program

LBJ School of Public Affairs, University of Texas  
Executive Education Unit, University of Adelaide

# Transformative Leadership Program

A ground breaking international collaboration to develop complex and adaptive thinking capacities in today's leaders

**“Its totally possible that this task of leading in times as complex and volatile as today is a bigger stretch for us humans than anything we've ever had to do. That's the bad news. The good news is that there is a way to grow more able to handle the complexity in the world around us.”**

**Jennifer Garvey-Berger, “Simple Habits for Complex Times”**

## The game hasn't changed, it has become change.

Change in business and government is no longer an identifiable event, but rather a constantly and rapidly evolving state. Today's leaders operate in an increasingly complex and unpredictable environment in which change occurs at an unprecedented speed and magnitude. The future is uncertain, and problems often transcend the boundaries of single organizations or professions.

A recent global study involving 1,500 CEOs identified this increasing complexity as their number one concern, with many reporting that they did not believe their organizations were equipped to cope with it. They feared that the next generation of senior leaders within their organizations lacked the competencies required to think strategically and manage change effectively.

For today's executives, mastery of traditional leadership skills is no longer sufficient to guarantee success. They also require advanced complex and adaptive thinking abilities - leadership agility.

And that, in turn, requires a new form of leadership development program.

## Key competencies for leadership agility

Research has demonstrated that leaders who develop the following competencies learn more, adapt faster and generate more complex solutions than those who do not.

**Mental agility:** Awareness of a tendency to act, think, communicate and learn in a narrow “expert” mode, and the ability to consciously reframe one's thinking to a higher leadership agility level.

**Mindfulness:** The ability to recognize when thoughts of the past or future distract attention from what's happening

in the present, and refocus one's attention accordingly.

**Test assumptions:** The ability to recognize and test assumptions that restrict the exercise of leadership, and understand how these may drive or constrain one's thinking.

**Understand purpose:** Understand organizational purpose, and how this connects to one's work role and provides the energy and drive to exercise leadership.

**Understand role of authority:** Understanding the role of authority in providing direction, protection and order in solving technical problems and its limitations in dealing with adaptive challenges.

**Identify adaptive challenges:** The ability to understand and differentiate between the technical and adaptive aspects of a challenge.

**Identify work avoidance:** The ability to identify work avoidance behaviors in one's self and others.

**Pattern recognition:** Understanding the history of people and issues to identify patterns, connect the dots and assess results.

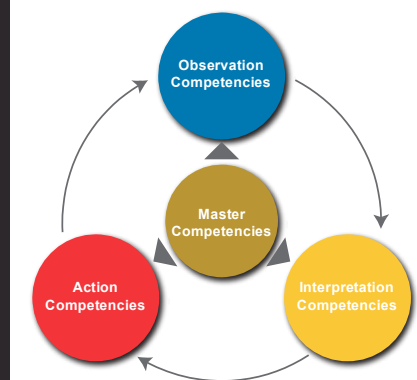
**Balcony-and-dance-floor views:** The ability to view a situation from multiple perspectives, in the moment, to better observe the actions, behaviors and patterns of others and one's self.

**Subjectivity:** The ability to recognize that observations are subjective, and may be interpreted in a multitude of ways.

**Awareness of automatic responses:** The ability to recognize one's automatic responses, based on past experience, and to assess, in the moment, whether they're appropriate in the current context.

**Temperature control:** The ability to “raise the heat” when tough questions need to be addressed, and to recognize when the heat must be lowered.

Key competencies for leadership agility



**Work across factions:** The ability to recognize and engage different factions that surface, and understand how to work across different factions in the service of making progress on adaptive challenges.

**Active collaboration:** The ability to broaden one's focus beyond the people in the room and the group most directly involved, and to consider how one can collaborate effectively with each player to engage their constituencies.

## This Program will bring these capacities out in you.

The Transformative Leadership Program is a ground-breaking approach to developing these critical and adaptive thinking capacities in today's leaders in government.

Co-sponsored by the LBJ School of Public Affairs at the University of Texas at Austin, and the University of Adelaide's Executive Education Unit, this unique experience will transform participants' thinking and leadership effectiveness.



The program - which to me is the people, the knowledge, the new information, the experiences - has influenced my life, not only professionally but personally. I have been challenged to think differently about who I am, what I do and why I do, which changes then 'how I do'.

College Dean, US (2013)

### Six month program includes intensive on-site learning in San Antonio and Austin

The Transformative Leadership Program is held over a six-month period to provide leaders with the opportunity to instill and apply the lessons learned to their organizational context.

During this time participants will engage in deep, experiential learning and remain closely connected to the Program through a combination of:

- > On-site intensive learning led by renowned educators
- > On-site visits to organizations known for leading edge applications in excellence
- > Interactive online video-conferences
- > Discussions with some of the best thinkers in and out of government

Participants also undertake individual and group assignments designed to broaden their understanding of the concepts and provide opportunities to apply their learning in a real-world context.

### Facilitating a global perspective

The Transformative Leadership Program's designed interaction with those in similar leadership roles from another country, is intended to instill and enhance the new perspectives needed for addressing increasingly complex issues.

The cohort in Australia and the cohort in Texas will meet in their respective countries (Adelaide and San Antonio, respectively) for the first intensive week of the program in August, before the Australian contingent joins the Texans in Austin in November for the second intensive week.

Before and after each intensive week and throughout the six-month program, cohort members will work together via technology with their international colleagues to learn, practice, and imbibe these transformative approaches to one's leadership.

Albert Einstein is credited with recognizing that; "The problems that exist in the world today cannot be solved by the level of thinking that created them". The Transformative Leadership Program will develop the higher level of leadership thinking that is needed for success in the coming decade.

### Sample of guest speakers from previous programs

#### Dr. Lisa Lahey, 2013-14

A faculty member at the Harvard Graduate School of Education and co-author of *How the Way We Talk Can Change the Way We Work and Immunity to Change*, Dr. Lahey and her colleague Dr. Robert Kegan were recently awarded Boston University's esteemed Gislason Prize for exceptional contributions to organizational leadership. They also received the Vision of Excellence Award from Harvard's Institute of Coaching in 2013.

#### Professor Jeremi Suri, 2013-14

Mack Brown Distinguished Chair for Leadership in Global Affairs within the University of Austin's Lyndon B. Johnson School of Public Affairs, Professor Suri has published several books, including the widely acclaimed biography of one of America's most distinguished diplomats, *Henry Kissinger and the American Century* and *Liberty's Surest Guardian: American Nation-Building from Washington to Obama*.

#### Dr. Betty Sue Flowers, 2013-14

Dr. Betty Sue Flowers is Emeritus Professor at the University of Texas at Austin and a member of the international team responsible for writing Global Scenarios for Shell International in London—stories about the future of the world for the next 30 years. She edited a book in collaboration with Joseph Jaworski on the inner dimensions of leadership, *Synchronicity*, and has recently published another with Jaworski, Peter Senge and Otto Scharmer on *Presence: Human Purpose and the Field of the Future*. Dr. Flowers was the editor of global scenarios for sustainable development and scenarios for the future of biotechnology, both sponsored by the World Business Council in Geneva.

#### Dr. Jennifer Garvey Berger, 2014

Formerly an associate professor at George Mason University, Jennifer believes that the best organizations help make people bigger, more creative, more capable; organizations can and should be places where we live on our growing edge, expanding our own capabilities as we do good work. Leadership, then, is about creating the conditions for people to be their biggest selves. Almost no one knows how to do this intuitively; leadership is a discipline as much as accounting, law, or engineering. As Jennifer says in her first book, *Changing on the job: Developing leaders for a complex world* (Stanford Business Books 2012), if we want organizations where people are thriving and bringing their best, we need leaders who are learning. Jennifer and Keith Johnston have written a new book about their leadership development approach, *Simple Habits for Complex Times: Powerful Practices for*

“The intimate discussions with business and government leaders in Australia and in the United States had a huge impact on making this program a success for me. I want to learn from those who are succeeding in the marketplace and in government but also from those who have seen failure. The variety of guests in this program really offered that and had a great impact on the learning experience.”

Deputy Commissioner, US (2013)

*Leaders* (Stamford University Press 2015). Jennifer has worked with senior leaders in the higher education, private, non-profit and government sectors, in North America and Australasia (including the University of Adelaide, the University of Sydney, KPMG, Microsoft, Lion, Wikimedia, the New Zealand Department of Conservation). Jennifer also supports leaders one-on-one as a leadership coach. Over the last decade, Jennifer has developed The Growth Edge Coaching approach. She supports clients to find their current growing edge and then make choices about how they want to grow to become better able to handle complexity, ambiguity and change.

#### Ms. Diana Renner, 2013-14

Diana is Director of Not Knowing Lab, an international consulting practice focused on building the capability of organizations and individuals to successfully navigate uncertainty and complexity. She consults to senior executives in a range of commercial, government and community organizations around the world. She is co-author of *Not Knowing: the art of turning uncertainty into*

*opportunity*, with Steven D’Souza, published by LID Publishing, London in May 2014. Diana’s diverse career spans the fields of law, strategy, communications, refugee advocacy and leadership development. She has facilitated a variety of leadership programs, including as a Faculty member with Harvard University Kennedy School of Government for ‘The Art & Practice of Leadership Development’ and workshops for The University of Adelaide, The University of Texas LBJ School of Public Affairs, Monash University and the Centre for Sustainability Leadership.

#### Mr. Alexander Downer, 2013

Alexander Downer retired from politics in 2008 after a distinguished career spanning 23 years. He was Australia’s Minister for Foreign Affairs throughout the term of the Howard Government, from March 1996 until December 2007 and the Leader of the Opposition and Leader of the Parliamentary Liberal Party from May 1994 to January 1995. Mr. Downer has an unparalleled grasp of the global community, its countries, governments and peoples, as well as organizations such

as the World Bank and the United Nations. He is currently the Secretary General of the United Nations’ Special Envoy on Cyprus. His network with governments around the world remains unique and he has a reputation for his keen sensitivity to the cultural issues that can create unseen impediments to anyone trying to work across borders.

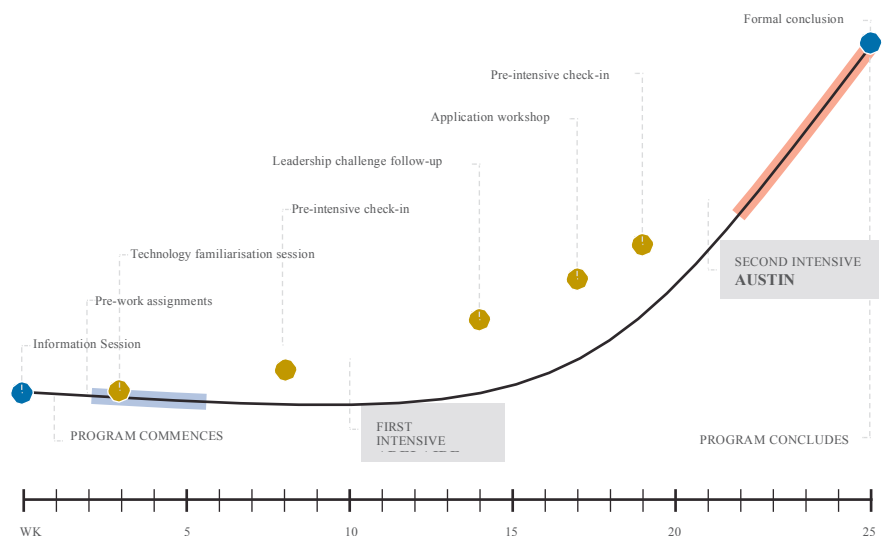
#### Admiral Bobby R. Inman, 2013-14

Formerly an adjunct professor at the University of Texas at Austin, Admiral Inman was appointed as a tenured professor holding the Lyndon B. Johnson Centennial Chair in National Policy in August 2001. He served in the US Navy from November 1951 to July 1982, including as Director of the National Security Agency and Deputy Director of Central Intelligence. Since his retirement from the Navy, he has occupied several senior business and academic appointments, including as Chairman and Chief Executive Officer of the Microelectronics and Computer Technology Corporation (MCC), Chairman, President and Chief Executive Officer of Westmark Systems, and Interim Dean of the LBJ School of Public Affairs. Admiral Inman was Chairman of the Federal Reserve Bank of Dallas from 1987 through 1990. His primary activity since this time has been investing in start-up technology companies, where he is a Managing Director of Gefinor Ventures and Limestone Ventures. Admiral Inman is a member of the Board of Directors of several privately held companies, serves as a Trustee of the American Assembly and the California Institute of Technology, and is an elected Fellow of the National Academy of Public Administration.

## Program Map

### Key

- Pre-work / Reading
- Seminars / Discussions
- Intense Blocks (Face-to-face)
- Application Assignments
- Online workshops



“The opportunity to share experiences and work through challenges on such a deep level has been an experience that is unparalleled in other courses I have participated in.”

Director, US (2014)



## Program Coordinators



### Dr. Barry Bales

Assistant Dean  
for Professional  
Development, LBJ  
School of Public Affairs,  
University of Texas at  
Austin

Dr. Barry Bales is Assistant Dean for Professional Development at the Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin, where he is responsible for developing, organizing, and administering professional development seminars for government officials. In that role, he also directs the Governor’s Executive Development Program, an intensive, educational program for top executives in Texas state agencies. Additionally, he teaches in and serves as the Executive Education Advisor to the LBJ School’s new “Executive Masters in Public Leadership.”

Barry is a frequent presenter/consultant in the areas of systems thinking, strategic thinking, and leadership development, and has conducted programs for client groups across the United State and nine foreign countries. Barry earned a Ph.D. in

Human Resource Development Leadership at the University of Texas, and was named a Distinguished Graduate of the MPA program at Texas State University.

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### Ms. Joyce Sparks

Director, Governor’s  
Center, LBJ School of  
Public Affairs,  
University of Texas at  
Austin

Joyce is the Director of the Governor’s Center, LBJ School of Public Affairs, The University of Texas at Austin. The Center provides professional development services for thousands of managers and leaders at all organizational levels each year.

Joyce is an experienced executive coach with over 17 years experience providing leadership development and coaching for executive officials from across the United States, Canada, Eastern Europe, Africa, Brazil and Australia.

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### Mr. Andrew Stevens

Assistant Dean,  
Executive Education,  
The University of  
Adelaide

Andrew is the Assistant Dean of the Executive Education Unit at the University. The Unit delivers development programs to over one thousand managers and leaders annually, across private, public and not for profit organisations in South Australia and Nationally. Andrew is experienced in the design and delivery of programs intended to build core leadership capabilities in today’s executives and has overall responsibility for the management of the executive programs offered by the unit.

Andrew completed an MBA at the University of Adelaide in 2005, is a fellow of the Governor’s Leadership Foundation Program (GLF10), and has completed the Art and Practice of Leadership Development program at Harvard University. Andrew is a member of the Board of Conference for Management and Executive Development (CMED) based in the USA.

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## Indicative Program Schedule

Two different cultures, coming together from two different countries, enabled us to see and think differently about the subject matter at hand.

Regional Manager, SA (2013)

Program Element	Week	Duration	Format
Information Session	Week 1	2.5 Hours	Austin/Adelaide
Welcome Email	Week 1		Email
Pre-Work Assignments	Weeks 1-5	8 Weeks	Online Application
Technology Familiarization Session	Week 2	10 Minutes	Online - Live
Group Familiarization Session	Week 3	1 Hour	Online – Live
Pre-intensive Check-in	Week 5	1 Hour	Online – Live
First Intensive Session (SA cohort only)	Week 6	1 Week	Adelaide, South Australia
First intensive Session (Texan cohort only)	Week 7	1 Week	Austin, Texas
Application Assignment 1	Week 9	1 Week	Online Application
Application Assignment 2	Week 10	1 Week	Online Application
Leadership Challenge Follow Up	Week 11	1 Hour	Online – Live
Application Assignment 3	Week 12	1 Week	Online Application
Application Assignment 4	Week 13	1 Week	Online Application
Application Workshop	Week 14	2 Hours	Online – Live
Pre-Work Assignments	Weeks 15 – 17	3 Weeks	Online Application
Pre-Intensive Check In	Week 17	1 Hour	Online – Live
Second Intensive Session	Week 18	1 Week	Austin, Texas
Self Evaluation Task	Weeks 19 – 20	2 Weeks	Online Application
Reflective Task	Weeks 21 – 22	2 Weeks	Online Application
Formal Conclusion	Week 23	1.5 Hours	Adelaide/Austin



## Local Intensive Session | Adelaide, South Australia (16 – 21 August) / Austin, Texas (23 – 28 August)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8.30					Mindfulness (optional)	Mindfulness (optional)
9.00			Transformational Insights	Transformational Insights	Transformational Insights	Transformational Insights
10.00		Adaptive & Complex Thinking	Leadership Circle	Leading Transformational Change	Neuroleadership	CE/CEO Panel
11.00	CE/CEO Panel Debrief					
12.00		Lunch	Lunch	Lunch	Lunch	Leadership Challenge
1.00						
2.00	Travel	Adaptive & Complex Thinking	Work & Purpose	Leading Transformational Change	Framebreaking	
3.00	Familiarisation Activity	Work & Purpose				
4.00		Safe Space	Safe Space	Safe Space	Safe Space	Closing Session
5.00		Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Closing Drinks & Tour
	Welcome Dinner					Closing Dinner

## International Intensive Session | Austin, Texas (8 – 13 November)

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8.30			Mindfulness (optional)	Mindfulness (optional)	Mindfulness (optional)	Mindfulness (optional)
9.00			Transformational Insights	Travel/ Transformational Insights	Transformational Insights	Transformational Insights
10.00		Deeper Adaptive & Complex Thinking	Transformational Leadership	Creative Cultures	Executive Challenge Simulation	Executive Discussion
11.00				Travel/ Debrief		Purpose
12.00		Lunch	Lunch	Lunch	Lunch	Lunch
1.00						
2.00		Deeper Adaptive & Complex Thinking (continued)	Transformational Leadership (continued)	Working Across Factions	Executive Challenge Simulation (continued)	Sustaining Leadership
3.00				Collaboration		
	Travel					Closing Session
4.00	Familiarisation Activity	Safe Space	Safe Space	Safe Space	Safe Space	
5.00		Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Adjoin to Discussion Lounge	Travel
	Welcome Dinner					Closing Dinner

**Dark Blue:** Formal and Informal Conversations | **Medium Blue:** Interactive Workshops | **Light Blue:** Panel Discussions | **Green:** Reflection | **Red:** Site Visits

### Who is the Program for?

The Transformative Leadership Program has been developed specifically to meet the needs of senior, or soon-to-become- senior, state government leaders. It is designed to enhance the complex thinking capabilities of high-performing professionals who are already able to think strategically, work effectively in teams, and who are open to new perspectives.

Please note that numbers are strictly limited to 30 participants - 15 from South Australia and 15 from Texas.

### Tuition and Registration:

The Program tuition is \$9500. This tuition covers lodging and some meals while in San Antonio. Travel to and from San Antonio, and travel and lodging (if needed) to Austin is the responsibility of the participant.

Tuition for the program should be paid in full by June 30, 2015. Registration is available online at the Governor's Center website: [www.utexas.edu/lbj/gcmd](http://www.utexas.edu/lbj/gcmd)

Class begins: July 27, 2015

# Program Alumni

## 2014

Janet Bray *Director, Human Services*  
Teacher Retirement System of Texas

William (Bill) Cagialis *Chief Finance Officer*  
Department of Planning, Transport and Infrastructure

Daniel Casement *Executive Director*  
Primary Industries and Regions South Australia

Lorie Davis *Deputy Director, Management Operations*  
Texas Department of Criminal Justice

Tahnya Donaghy  
*Executive Director, Strategic Policy*  
Cabinet Office

Vince Duffy *Executive Director, Energy Markets & Programs Division*  
Department of State Development

Leonard Echessa *Region III Director, Correctional Institutions Division*  
Texas Department of Criminal Justice

Don Frater *Deputy Chief Executive*  
Primary Industries and Regions South Australia

Scott Gines *Vice-President of Athletics and Intramural Recreation*  
Texas A&M University - Kingsville

Clint Harp  
*Special Assistant to the General Manager*  
Lower Colorado River Authority

Brendan Hewitt *Group Director, Infrastructure*  
SA Health

Hugo Hopton *Regional Manager, Natural Resources South Australian Murray Darling Basin*  
Department of Environment, Water and Natural Resources

Paula Jones *General Counsel and Chief Compliance Officer*  
Employees Retirement System of Texas

Rebecca Knights *Director, Energy Markets*  
Department of State Development

William (Bill) Kuntz *Executive Director*  
Texas Department of Licensing and Regulation

Christopher McSparran *Director, Service SA*  
Department of the Premier and Cabinet

Tammie Pribanic *Director, Revenue*  
Department of Treasury and Finance

Jorge Ramirez *Director of Disaster Recovery*  
Texas General Land Office

Milton Rister *Executive Director*  
Texas Rail Road Commission

Tucker Royall *Executive Assistant/ Counsel to Commissioner*  
Texas Commission on Environmental Quality

Grant Stevens *Deputy Commissioner*  
SA Police

Andrew Swanson *Executive Director, Finance, People and Performance*  
Attorney-General's Department

## 2013

Megan Antcliff  
*Project Director, Tonsley Park*  
Department for Manufacturing, Innovation, Trade, Resources and Energy

Michael Bell  
*Chief Information Officer*  
Texas Department of Criminal Justice

Andrew Blaskett *Executive Director, Government Accounting, Reporting and Procurement*  
Department of Treasury and Finance

Elbert Brooks *Executive Director, Public Sector Workforce Relations*  
Department of the Premier and Cabinet

Peter Bull *Executive Director, Youth Justice, Community Engagement and Organisational Support*  
Department for Communities and Social Inclusion

Tim Collins *Regional Manager - South East*  
Department of Environment, Water and Natural Resources

Brian Francis *Deputy Executive Director*  
Texas Department of Licensing and Regulation

Ramiro Garcia  
*Deputy Director, Office of Compliance and Enforcement*  
Texas Commission on Environmental Quality

Sheri Givens *Public Counsel*  
Texas Office of Public Utility Counsel

Dolores Guerrero *Dean, Honours College*  
Texas A&M University - Kingsville

Brian Guthrie *Executive Director*  
Teacher Retirement System of Texas

Scott Haywood *Chief of Staff*  
Texas Department of Transportation

Shelley Horne  
*Director, Planning and Commissioning - Policy and Commissioning Division*  
Department for Health and Ageing

Anthony MacKay  
*Service Delivery Director, Payroll Services*  
Department of the Premier and Cabinet

Trent Mader  
*Group Executive Director*  
Department of Primary Industries and Regions South Australia

Joe Mastrangelo  
*Director, Major Projects and Investment*  
Department for Manufacturing, Innovation, Trade, Resources and Energy

Jerry McGinty *Chief Financial Officer*  
Texas Department of Criminal Justice

S. Reagan Miller  
*Director, Workforce Development*  
Texas Workforce Commission

Julienne TePohe  
*Director, Finance*  
Department of Planning, Transport and Infrastructure

Catherine Terrell  
*Director, Communications and Research*  
Employees Retirement System of Texas

Rene Truan *Deputy Commissioner*  
Texas General Land Office

Jerry White  
*Executive Manager, Employee and Communications Services*  
Lower Colorado River Authority

Lynne Young  
*Executive Director, Disability and Domiciliary Care Services*  
Department for Communities and Social Inclusion

## For more information:

To register for this outstanding opportunity, or for further information, please contact Barry Bales, Assistant Dean, Office of Professional Development.

**Email:** [bbales@austin.utexas.edu](mailto:bbales@austin.utexas.edu) or call

**The Governor's Center:** 512-475-8100

**Website:** <http://www.utexas.edu/lbj/gcm>



## Transformative Leadership Program Information Sheet - 2015

### APPLICATIONS FOR ENROLMENT – NOW OPEN!

Applications for enrolment in the Transformative Leadership Program are open until June 15, 2015.

### KEY PROGRAM DATES

PROGRAM ELEMENT	Texas Time/ Date	Location
Program Orientation	5.30pm-6.30pm, 14 July	Austin, Texas
Welcome Email	14 July	Email
Pre-Work Assignments	14 July (Posted online)	Online Application
Technology Familiarization Session	Times to be advised (Week of 20 July)	Online – Live
Group Familiarization	5.30pm-6.30pm, 27 July	Online – Live
Pre-intensive Check-in	5.30pm-6.30pm, 10 August	Online – Live
First Intensive Session (Texan Cohort Only)	23-28 August (Residential)	San Antonio, Texas
Application Assignment 1	7 September (Posted online)	Online Application
Application Assignment 2	14 September (Posted online)	Online Application
Leadership Challenge Follow Up	5.30pm-6.30pm, 21 September	Online - Live
Application Assignment 3	28 September (Posted Online)	Online Application
Application Assignment 4	5 October (Posted Online)	Online Application
Application Workshop	4.30pm-6.30pm, 13 October	Online Live
Pre-Work Assignments	19 October (Posted online)	Online Application
Pre-intensive Check-in	5pm-6pm, 26 October	Online - Live
Second Intensive Session (Full Cohort)	8-13 November	Austin, Texas
Self Evaluation Task	16 November (Posted online)	Online Application
Reflective Task	30 November (Posted online)	Online Application
Formal Conclusion	4.30pm-5.30pm, 14 December	Austin, Texas

Please note that in addition to the commitments outlined above it is a program expectation that participants will complete all necessary pre-work, as well as interacting with their fellow participants on a weekly basis via a range of mediums.

## **TUITION FEE**

The tuition fee \$9,500 covers all Program, coaching and assessment costs for the six month program, including during the two intensive weeks. It also covers seven nights hotel accommodation in San Antonio and some meals.

The tuition covers lodging and some meals while in San Antonio. Travel to and from San Antonio, and travel and lodging (if needed) to Austin is the responsibility of the participant.

## **TO REQUEST FURTHER INFORMATION**

If you require further information please contact Barry Bales at [bbales@austin.utexas.edu](mailto:bbales@austin.utexas.edu) or call the Governor's Center on 512-475-8100.

## **TO APPLY**

Application to the program may be found at the Governor's Center website:

<http://www.utexas.edu/lbj/gcmd>