



CITY OF
CHARLES
STURT

Future Leaders Program 2007

Paul Trumble – Manager Organisational
Development



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Objectives of Future Leaders Program

- To develop talent within organisation
- Succession Planning
- Key strategy for Staff Attraction and Retention



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Selection Process

- Program internally promoted and staff invited to apply.
- Written applications generated
- Selection Panel conducted interviews
- Managers of applicants interviewed by panel
- **RESULT:** 13 of 19 applicants were selected



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Key Selection Criteria

- Demonstrated performance
- Perceived potential to be a Leader in the future, based on performance and demonstrated ability to balance task orientation and people orientation.
- Commitment and motivation to participate in the “Future Leaders” program and commitment to the City of Charles Sturt.
- Perceived ability to display constructive leadership behaviours.



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Facilitators of Program

- Locher Human Resources
- Graham Winter
- Kerrie Jackson and Paul Trumble (OD)



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Program Content

- Launch of Program by CEO and Mayor.
- Feedback on individual thinking style (Hogan's Profile).
- Feedback on Behaviours using Life Styles Inventory (LSI).
- Workshops on:
 - Emotional Intelligence
 - Influencing others
 - Innovation and Creativity
 - Thinking “on your feet”
 - Coaching for Performance
 - Handling difficult conversations constructively



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Program Content (cont.)

- **Internal Mentor Program**
Access to a Mentor to provide ongoing assistance and support.
- **Workplace Action Learning Assignment (Project)**
 - **Breaking Down the Silos**
 - **Crime Prevention Through Environmental Design (CPTED) & Responsiveness to Community Safety**
 - **Community Halls**
 - **Innovation to Implementation - Delivering environmental sustainable development within CCS**
- **Project Coaching**
Access to a Senior Executive to provide coaching in the project undertaken
- **Project Presentation**
Presentation of project to Leadership Team and Mayor



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Program Content (cont.)

- **Development Centre**
A series of realistic challenges similar to those encountered at Charles Sturt, including an interactive measurement of performance, attitude, competency and talent. This included presentations, written exercises, role plays, interviews and team exercises.
- **Program Completion Celebration**



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Outcomes of Future Leaders Program

- 8 of the 13 participants were promoted prior to completion of program.
- 2 of remaining 5 left Charles Sturt for promotional positions.
- Overall, Management were very satisfied with the changes observed in participants.



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Feedback from Participants

- “An excellent learning experience that challenged my perceptions and brought about change.”
- “It was a learning & development journey and was a catalyst for me to investigate returning to study after a few years break.”
- “It was really well organised, professional and well structured. I’d recommend it for people in a similar position to me with like minded career goals.”
- “I found the workshops very relevant. I learned a lot of useful techniques which I am using in real life work situations.”
- “The program demonstrated commitment from the organisation on staff retention and development.”



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Future of Program

- Program will not be conducted every year.
- Philosophy that only staff with “real potential” should be given opportunity.
- Program likely to be offered again in 2009.