

EFMD EXCELLENCE IN PRACTICE

Emerging Indigenous Executive
Leaders Program (EIELP)

AGSM @ UNSW Business School



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EXECUTIVE SUMMARY

The Emerging Indigenous Executive Leader Program (EIELP) was created by the Elevate RAP Working Group¹, supported by Reconciliation Australia² in 2016. The objective of the program was and is to cultivate the next generation of future, senior Indigenous business leaders who will have an influential role in shaping the future not only of Indigenous Australia but Australia.

The EIELP has been fashioned in adherence to Aboriginal and Torres Strait Islander educational philosophy. The 'Walking in Two Worlds' concept is used in tandem with classic Indigenous approaches such as 'both ways' and the ground-breaking 'Coolangatta Statement'. AGSM @ UNSW Business School³ endeavors to deliver with equal probity the best of both western and the best of Indigenous knowledge, never compromising on either.

Aboriginal and Torres Strait Islander people comprise 3% of Australia's population and continue to experience high levels of disadvantage. Indigenous men die on average eight years younger than non-Indigenous men. Youth suicide rates are also four times higher than in non-Indigenous communities. Traditional top down approaches are seen as having failed and empowerment and co-design are desperately needed. EIELP is playing a role in building capability and addressing social inequity.

EIELP a nine-month program, is underpinned by the [Walking in Two Worlds](#) Framework and includes four face-to-face modules and a blended learning module.

Between modules, participants receive small group coaching and apply their learnings to a work based Strategic Challenge with the report they write used as the basis of assessment for graduation. They also present their Strategic Challenge Learnings at Module 5.

Upon completion of EIELP, participants receive an AGSM Certificate of Executive Management Development (CEMD) with credit points that equate to two subjects in the Executive MBA or MBAX at the AGSM and a digital badge from AGSM.

The EIELP program is unique in Australia in a multiplicity of ways. Professor Mark Rose⁴ works with each participant to strengthen the connection to their 'Ancestral Mandate' and make the classroom a culturally safe environment for the free and frank exchange of traditional and contemporary knowledge.

Our impact analysis reveals that the vast majority of participants have, since completion of the program made a career move, increased their well being and capabilities and positively impacted their organisation.

"I have gained a greater level of confidence, realised my leadership capabilities and expanded my network to realise that I add significant value to my organisation. My ancestral mandate is about helping others to embrace their own vulnerability and to really step outside your comfort zone – because this is where I realised my own value and just what can be possible when you truly believe in yourself.

A crucial component of the EIELP is the concept of walking in two worlds and applying this to western leadership frameworks. At each location we participated in cultural immersion – through the cultural tour in Fitzroy, spending time in Uluru and visiting the National Centre of Indigenous Excellence".

Natalee George

2018:

Assistant Director for People & Culture,
NSW Department of Health

Current:

Acting Director
Workplace Diversity, ATO People
Australian Taxation Office

¹. An Elevate RAP is for organisations that have a proven track record of embedding effective Reconciliation Action Plan initiatives in their organisation and take a leadership position to advance national reconciliation. Many of these organisations have come together to form a Working Group.

². Reconciliation Australia is the lead body for reconciliation between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

³. AGSM is part of the UNSW Business School in Australia and has been offering [MBA programs](#) and executive education short courses to leaders for over forty years.

⁴. Professor Mark Rose, traditionally linked to the Gunditjmarra Nation of Western Victoria is Pro Vice Chancellor Indigenous Strategy, Deakin University and AGSM Adjunct Faculty and EIELP Academic Director

