

GUIDELINES FOR EMBA PARTICIPANT EMPLOYERS (SPONSORS)

Background: As it is anticipated that each EMBA participant will be sponsored by their employing organisation, it will be necessary for a sponsor (who may also take the role of a mentor/coach) to be appointed by the sponsoring organisation. The sponsor's role will be to assist with the creation of live organisational projects which will be co-created by the EMBA participant in conjunction with their sponsoring organisation. It is intended that projects will address the needs of the organisation while meeting the necessary criteria for EMBA course assessment. As a result, another role of the sponsor will be to assist with the provision of access to necessary resources (people, information and more if necessary).

Accreditation and competency development: The EMBA program will be accredited by the Institute of Managers and Leaders (IML). IML accreditation comprises the achievement of 34 core competencies grouped under three main categories: Managing Self; Managing and Leading Others and Managing and Leading the Business. This may require participants undertaking various roles and tasks that are not part of their usual duties such as – 'managing financial resources' which would necessitate support from their employing organisation.

It is suggested that the following steps will assist the effective progress of EMBA participants throughout the program while meeting the expectations of employing organisations. It is recommended that the sponsor and EMBA participant:

- a) Discuss the requirements of the EMBA program/courses and how it is planned to address them from both the sponsor/participant perspectives.
- b) Discuss expectations regarding how sponsor/participant meetings will progress, frequency and more.
- c) Establish expectations, roles and responsibilities of each party. For example, how will the EMBA:
 - Address the specific needs of the company/organisation?
 - Assist the participant in achieving short/long term career goals?
 - Support the sponsor/participant expectations of the program?
- d) Determine the key focus of potential assignments where they are work-related. What are the organisational priorities? In particular, what key areas might form the basis of the capstone project?
- e) Discuss resource requirements/availability. Suggest further resources, support staff who may be of assistance. Identify the nature/frequency and rationale for support.
- f) Determine timelines, tasks/focus for the entire 12 months of the EMBA. Given every course has an integrated work related assessment – will the sponsor be available for advice, mentoring, feedback during the 12 months? When and how? Is there a need to appoint a co-sponsor?
- g) Identify any further development/training both within/beyond the EMBA participant's needs. For example, to meet IML competency development (i.e. managing meetings; prioritisation, complex problem-solving, digital impacts, networking, team work, budgets etc.) How, when, where could this be arranged?
- h) Discuss next steps following the EMBA qualification – development and growth, potential role change(s).