

# develop.

STRATEGIES

PLANNING

STYLE

INNOVATION

VALUES

## General Management and Leadership

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## Senior Executive Development

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# Executive Development Course (EDCO)

An intensive five day learning experience that will challenge participants with a variety of learning approaches reflecting the most current thinking and realities of modern executive life.

## Program Overview:

Now run more than 70 times over the past 20 years, the AIM Executive Development Course has established itself as an outstanding professional development program for managers throughout the region. This year the program has again been updated, refreshed and tightened to reflect contemporary management thinking and practice.

The program will challenge participants in line with modern adult learning principles. The formal sessions are designed to encourage vigorous debate that builds on the pre-existing knowledge and skills of the participants. The highly skilled presenters work with the participants to explore specific current issues and help contextualise their learning to their working environment.

Participants are guided through key topics such as strategic thinking, change management, financial and people management. Whilst we recognise that participants cannot become experts in such a short time, they can certainly identify the important issues on which to focus and ask questions.

Past participants have enjoyed the fact that this program brings a diverse range of topics into a coherent framework that is easily understood. These vital general management skills provide a breadth of understanding through a focus on a common theme that winds through the program through the use of a business simulation. With new content and new learning methods, this program offers an outstanding development opportunity for all managers.

## Designed for:

Mid level managers and technical professionals wanting to update their managerial skills and position themselves to adopt a leadership role in their organisation in the near future. Participants may come from the public and private sector and from both local and overseas business.

## Content:

- Strategic direction and competitive advantage
- Designing, implementing and managing organisational change
- Business simulation – understanding the market
- Developing styles of leadership
- Manage finances
- Marketing strategies
- Managing the different levels of people in the workplace
- Organisational case studies
- Creating attitude change in the workplace.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Identify and apply change in an organisation
- Identify personal styles of leadership and learning in a group setting
- Identify how to develop a strategic plan
- Examine the implications of continuous improvement in the workplace
- Develop a marketing plan
- Understand the concepts of financial management.

## Relationship to Competency Standards:

- BSBINN601A Manage organisational change
- BSBMGT605B Provide leadership across the organisation
- BSBMGT616A Develop and implement strategic plans
- BSBMGT608B Manage innovation and continuous improvement
- BSBINM601A Manage knowledge and information
- BSBMKG609A Develop a marketing plan
- BSBFIM601A Manage finances
- BSBWOR502A Ensure team effectiveness.

## Methodology:

Sessions will be conducted with a range of presentation styles including:

- Lecture sessions
- Case analysis
- Guided discussion
- Syndicate work
- Business simulation.

## Requirements to Receive the Advanced Diploma of Management:

To achieve the Advanced Diploma of Management, participants must complete this program and the appropriate assessment as outlined on page 43.

Program No: 101

Duration: 5 days

Times: Day 1 7.45am - 5.15pm  
Day 2-5 8.15am - 5.15pm

Dates: March 15-19  
July 19-23  
October 25-29

Fees: \$3655.00  
\$2985.00 Corporate/Professional Members

Additional fee applies for Assessment, see page 7.



This program can be linked to Advanced Diploma of Management on page 43.

# Introduction to Management

## Program Overview:

Learning on the job has always been a legitimate way to learn a role. However, it does have its pitfalls. It is often slower than giving people focused attention on the key areas of the role. It also risks missing vital areas that are not discovered until the person makes a mistake or they are in the role for several years. These general comments are especially true for someone moving into a managerial or supervisory role for the first time. Giving new or inexperienced managers access to high quality training early in their careers will help to fast-track their development and make them productive members of the management team.

This program is designed to polish and develop the management style and skills of new managers or others in line for management responsibilities. The Introduction to Management program is structured around a series of modules to help participants develop a better understanding of the manager's role within an organisation. This intensive program includes case studies and practical input sessions which give participants the opportunity to compare experiences and explore management concepts with other program colleagues and the facilitator. The focus of each component of the program is to give participants practical tools and skills they can apply immediately when they return to work.

Special attention is given on the program to help participants understand the nature of the managerial role. The changed relationships with colleagues when a person moves from being a team member to supervisor or manager are significant. Understanding the dynamics of this shift in perception and power is important for anyone to succeed as a manager.

## Designed for:

New managers, managers or team leaders who wish to consolidate their management style, people who are about to accept a management position or who are planning a career in management.

## Content:

- Concepts of management
- Change process
- Time management and delegation
- Planning and organising the work of others
- Communication skills and techniques
- Creating a motivating environment
- Creating a team environment
- Monitoring the work environment and outcomes.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Describe the concept of management
- Describe the change process
- Plan a program of work assignments
- Implement time management principles
- Execute effective communication practices
- Establish a motivating environment
- Cultivate a team environment.

<b>Program No:</b>	104
<b>Duration:</b>	3 days
<b>Times:</b>	9.00am - 4.30pm
<b>Dates:</b>	March 3-5 May 10-12 July 14-16 August 9-11 September 8-10 November 8-10
<b>Fees:</b>	\$1315.00 \$1095.00 Corporate/Professional Members

# CHALLENGE

# INVIGORATE

## Program Overview:

A greater understanding of the dynamics and issues of leadership development has vast potential benefit for people working together in large and small organisations, private and public enterprises and formal and informal group settings. This program draws on some of the most recent research about effective leadership practices and focuses on the practical application of leadership skills, behaviours and values.

This program is designed to create a value-add to participants' learning during and after the program through exploration and application of contemporary ideas on leadership. To augment follow-up from the workshop, participants will have access to an additional 360° feedback exercise six months after the completion of the workshop to reassess their leadership development progress. Participants also have the opportunity for a two hour coaching session with one of the facilitators from the workshop usable up to three months from the end of the workshop. This follow-up is included in the workshop fee.

## Designed for:

The program is suitable for leaders, managers and coordinators at all levels who are seeking to improve their influence with others and who are interested in understanding themselves as leaders, where they need to go in terms of leadership development, and doing something about it.

## Content:

### Personal Leadership Development

- Leadership case studies
- Discovering personal leadership styles
- Transactional vs transformational leadership practices
- The leadership development quadrants.

### Seeing Yourself Through Others' Eyes

- 360° feedback (pre-program feedback from work colleagues, direct reports and management using the Leadership Practices Inventory)
- MBTI (participants analyse their personality type in relation to providing leadership)
- Analysis of your leadership strengths and weaknesses
- Exploring an ethical framework in relation to leadership.

### Leadership Strategies

- 5 principles of leadership in action
- Visioning, both personal and organisational
- Motivating and developing individuals and teams.

### Preparing for the Future

- Understanding your organisation's culture
- Aligning your leadership development with your organisational goals
- Designing meaningful leadership development and change opportunities in your workplace
- Personal development assessment, action planning, follow-up and measurement.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Have a clear understanding of how others at work see their strengths and weaknesses as a leader
- Define their personal leadership and life goals through self evaluation and dialogue
- Develop key aspects of transformational leadership in practice
- Clarify their own approach, values and beliefs about leadership
- Build and motivate behaviours and actions
- Continue meaningful leadership development back at the workplace through rigorous action planning and follow-up.

<b>Program No:</b>	110
<b>Duration:</b>	5 days
<b>Times:</b>	9.00am - 4.30pm
<b>Dates:</b>	May 24-28 August 30-September 3 November 22-26
<b>Fees:</b>	\$2620.00 \$2220.00 Corporate/Professional Members

# DISCOVER

# Women in Leadership

## Program Overview:

The increasing number of women in frontline, mid level and senior leadership roles has highlighted the unique talents and expertise women bring to these roles. Harnessing these talents and this expertise through a focused professional development experience is the aim of this program. The professional development is aimed at demonstrating high performance in the workplace, career planning and managing the multifaceted roles of women.

Participants will be guided through contemporary ideas on leadership, career planning, negotiation and management and are encouraged to develop a greater understanding of themselves and their impact on others. They will also learn how to overcome barriers that can exist in the workplace that may hinder professional growth.

Spread over five half days and one full day (over a 6 week time period), participants will have the opportunity to try out new skills, apply new knowledge and then reflect on their success. This elongated program design provides the opportunity to imbed learning in a supportive environment. Each module builds on the last with new content and new challenges to stretch people beyond their current levels of comfort.

## Designed for:

This program provides a unique learning environment for women from all industries who currently hold, or aspire to leadership positions. The program will assist their professional growth and development and will aid them on their ascent to the top of their profession.

## Content:

- Balance of life/career planning
- Setting personal and professional goals
- Stress management
- Managing gender differences
- Developing self confidence
- Motivation
- Coaching and mentoring
- Recognising the benefits of effective coaching
- How to find and be a good mentor
- Management
- Managing in a turbulent environment
- Business ethics
- Successful business stories
- Leadership
- Developing transactional and transformational leadership
- Analysis of your leadership philosophy
- The issues of values and ethics in leaders
- Effective communication
- Communication styles
- Characteristics of assertive communication
- Difficult people and situations
- Persuasion and influencing
- Influence and personal power
- Altering the balance of power during negotiation
- Rights and responsibilities
- Adapting to the needs and styles of others.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Be in a position to take charge of their future
- Be in a position to devise career action plans
- Understand how to benefit from coaching and mentoring roles in the workplace
- Develop transactional and transformational leadership practices
- Develop more confidence in their ability to mobilise others toward action
- Be able to use specific skills to build group cohesion and improve communication
- Have a range of change strategies to implement and overcome blocks in the workplace
- Develop their analytical and systems thinking to improve their leadership effectiveness.

**Program No:** 144

**Duration:** 5 x ½ days and 1 full day (over 6 weeks)

**Times:** 9.00am - 12.00pm  
9.00am - 4.30pm

**Dates:** **Intake 1:**  
May 3, 10, 17, 24, 31, June 4 (full day)

**Intake 2:**  
October 4, 11, 18, 25, November 1, 8 (full day)

**Fees:** \$1375.00  
\$1145.00 Corporate/Professional Members

# Aboriginal Leadership Program

NEW PROGRAM

## Program Overview:

The building of sustainable economic and social partnerships is an organisational and moral imperative for all organisations. With so much of our wealth and enterprise concentrated in rural and remote regions, plus the on-going shortage of talented and skilled labour, organisations are looking for ways to engage with all members of the communities they serve.

The Aboriginal Leadership Program aims to take Aboriginal and Non-Aboriginal supervisors, superintendents and managers on a journey of discovery. The discovery will lead to a 'Third Space' of understanding and collaboration, resulting in better performance, respect, engagement and a platform for even deeper understanding in the future.

## Designed for:

The program is open to Aboriginal and Non-Aboriginal supervisors, superintendents and managers who wish to develop their leadership and management skills in a diverse cultural context.

## Content:

Each module links with the one before to provide a holistic approach to supervision of Aboriginal and Non-Aboriginal employees.

- Supervising Aboriginal staff
- Coaching skills
- Presenting your work
- Assertiveness
- Financial management
- Governance
- Human resources
- Working in the 'Third Space' (Coming Together).

## Learning Outcomes:

The overarching aim of this program is to introduce participants to the concept of Doortjil Yoordaniny in a way that increases its value and application to your personal leadership, management skills and career/professional development.

- Encourage, energise, enthuse and empower you on the pathways to personal growth, leadership and professional development in the field
- Provide a safe and supportive environment in which you can practice your transferable skills
- Give you constructive feedback on your skills development from an experienced trainer
- Explore issues in your life/work situations which enhance your management of self, respects cultural diversity and promotes equality and justice
- Increase your knowledge of appropriate legislation, rights and responsibilities to improve your overall effectiveness and impact
- Facilitate networking, learning and sharing of good practice with your peers
- Promote the use of the learning materials outside the training environment and an overall positive attitude to lifelong learning.

Program No: 177

Duration: 2 days

Times: 9.00am - 4.30pm

Dates: March 29-30

July 8-9

October 28-29

Fees: \$965.00

\$795.00 Corporate/Professional Members

APPRECIATED  
THE TAILORING  
OF FOCUS TO THE  
GROUP'S NEEDS

## Focused Leadership

### Program Overview:

Any leadership analysis is only as good as the information received and collated. The more people involved in providing feedback, the better the results. However, how people perceive your leadership may well be just that – perception. This program enables you to evaluate others' perception of your leadership style against your own evaluation, identify 'gaps' in your leadership style and create a plan to address the perceived gaps. This program is about planning for the future, determining your leadership role and ensuring productivity as you lead your team.

This unique program has been created especially by AIM and is based on a situational approach, allowing you to adapt your leadership style to the circumstances and people around you, thereby enabling you to create best working practice in leadership.

### Designed for:

Anyone involved in seeking to improve their leadership knowledge and skills within their organisation.

### Content:

- Understanding the leadership process
- Models of leadership styles
- Aligning leadership styles with organisation goals
- Understanding others' perceptions vs reality
- Evaluate strengths and weaknesses of leadership styles
- Developing creative and responsive approaches to leadership issues.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Identify your own leadership style
- Create and implement a plan of change to address 'gaps' in leadership style
- Manage emerging challenges and opportunities of leadership.

Program No:	114
Duration:	1 day
Times:	9.00am - 4.30pm
Dates:	April 23 September 10
Fees:	\$565.00 \$470.00 Corporate/Professional Members

## Values Based Leadership

### Program Overview:

Great leaders, whether they lead a country, an organisation, a team or a small family unit, have one thing in common – a solid values base from which to work. This values base is conspicuous to their followers and provides confidence that the leader is going to guide them in a positive direction. We all have a set of values that guide our own behaviour, but we sometimes need help in translating these values into our role as a leader. During this challenging and highly interactive program, participants will use case studies, self analysis, ethical dilemmas, syndicate work and plenary discussion to fine-tune their skills and thinking on this essential element of leadership success.

### Designed for:

Supervisors, team leaders, managers and aspiring leaders who want to improve their skills and become a more inspiring leader. Participants should be prepared to debate their assumptions about leadership and to think deeply about the impact of their leadership on themselves and others.

### Content:

- Self analysis
  - Leadership style
  - Values
  - Aspirations
  - Challenges
- Best/worst leadership experience
- The role of values in leadership
- Case studies
  - Pre-conditions for trust
  - Pre-conditions for delegation
- How values guide decision making
  - In leaders
  - In followers
- Ethical decisions – not always black and white
- Application planning
  - Creating an inspiring leadership platform.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Define what drives their own leadership behaviour
- Dissect the dimensions of effective leadership
- Diagnose the essential elements in a range of leadership case studies
- Use a rigorous framework for decision making
- Apply this learning to their own values based leadership aspirations.

Program No:	178
Duration:	3 days
Time:	9.00am - 4.30pm
Dates:	May 3-5 August 18-20
Fees:	\$1315.00 \$1095.00 Corporate/Professional Members

## Manage and Implement Change

### Program Overview:

This program is designed to provide managers with the skills and knowledge to implement and cope with change in the workplace. Such skills are essential for every manager given the rapid pace of change and the need to influence the process toward organisational outcomes.

### Designed for:

People involved with the change process in their organisation, including; supervisors, team leaders, frontline managers, managers or people seeking to acquire the skills involved in these roles.

### Content:

- Understanding the change process
- Models of organisational change
- Aligning change strategies with organisation goals
- Planning for change
- Involvement and empowerment in change
- Dealing with resistance to change
- Monitoring and reviewing effectiveness of change and change strategies.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Analyse internal and external environmental factors to identify change requirements and opportunities
- Develop and implement change management strategies.

### Relationship to Competency Standards:

- BSBINN601A Manage organisational change.

Program No: 119

Duration: 2 days

Times: 9.00am - 4.30pm

Dates: February 25-26  
April 27-28  
August 5-6

Fees: \$965.00  
\$795.00 Corporate/Professional Members

Additional fee applies for Assessment, see page 7.



## Doing Things Differently

### Program Overview:

Doing things differently is a requirement for every manager, leader and organisation if they are to discover better ways of operating. Continuing with the tried and true way of operating will only enable you to achieve the same results if the environment is stable. In order to keep up, we must be constantly looking for innovations, efficiencies and alternatives. This program challenges you to think through your current way of operating and explore alternatives that could set up your team or business unit for a more prosperous future.

### Designed for:

Managers, supervisors, process owners, administrators, operations staff and team leaders who suspect their current way of operating could be running out of steam and are looking for alternative approaches.

### Content:

- Why change and innovation are essential
- Willingness and ability to change
- Examples of new business models
- Unpacking your business/operating model
- Creating alternative approaches
- Implementing alternatives – evolution vs revolution
- Building a culture of innovation.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- List the dangers of standing still
- Honestly challenge their existing way of operating
- Identify alternative approaches
- Plan the implementation of a different approach.

Program No: 182

Duration: 1 day

Times: 9.00am - 4.30pm

Dates: April 7  
August 5  
November 8

Fees: \$565.00  
\$470.00 Corporate/Professional Members

## People Management Skills

### Program Overview:

As managers strive for increased productivity, profit, growth and better customer service, their success depends on achieving maximum and continuing commitment from their staff. The way one treats staff tends to be the way 'they' treat their customers!

### Designed for:

Managers and supervisors who need to improve their skills in dealing with staff and customers.

### Content:

- Empowering others
- Management style
- Self understanding
- Listening and questioning skills
- Communication and human relations
- Creating a positive work climate
- Managing differences
- Giving and receiving feedback
- Assertion skills
- Self awareness.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Describe the importance of people skills in teamwork and supervision
- Develop a better understanding of themselves and what they need to do to create a better working environment
- Use skills acquired to bring about greater cooperation and productivity with colleagues.

<b>Program No:</b>	174
<b>Duration:</b>	2 days
<b>Times:</b>	9.00am - 4.30pm
<b>Dates:</b>	February 25-26 April 27-28 June 3-4 August 2-3 October 21-22
<b>Fees:</b>	\$965.00 \$795.00 Corporate/Professional Members

## Bullying in the Workplace

NEW PROGRAM

### Program Overview:

The Human Rights and Equal Opportunity Commission reports that workplace bullying costs Australian employers between \$6 - \$36 billion dollars every year when hidden and lost opportunity costs are considered. In addition, the high personal costs to the individual being bullied are very significant. This program aims to highlight some strategies employers can use to identify the problem and take action to benefit both the individual and the organisation.

### Designed for:

Any manager, supervisor and team leader with responsibility for ensuring the health and well-being of a team of people.

### Content:

- Defining bullying – what it is and is not
- Identifying the bully in the workplace
- Consequences of bullying
- Legal framework – responsibilities of employers and employees
- Managing the perpetrators and the victims
- Building a more appropriate culture.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Accurately identify and diagnose bullying behaviour in their workplace
- Prepare an appropriate response to address the issue with the bully
- Support the victim of bullying behaviour
- Describe the characteristics of a culture that discourages bullying behaviour.

<b>Program No:</b>	498
<b>Duration:</b>	½ day
<b>Times:</b>	9.00am - 12.30pm
<b>Dates:</b>	June 4 October 25
<b>Fees:</b>	\$280.00 \$240.00 Corporate/Professional Members

## Strategic Business Planning

### Program Overview:

This highly practical and interactive program will provide participants with a clear framework to prepare a successful strategic business plan and to tailor it to the needs of their organisation or business unit.

The program examines the key strategic business areas that a successful plan must consider, plus taking into account equally important issues such as core values, purpose and mission statements.

### Designed for:

People who are expected to be involved in strategic business planning, including; business unit managers, functional and frontline managers, small business owners/managers, project managers, public sector employees involved in corporatisation and professional practice personnel.

### Content:

- The relationship between the strategic plan, the business plan and operational plans
- The strategic planning process
- Strategic purpose – core values, purpose and mission
- Situation analysis – internal environment and external environment
- Strategic objectives, strategic options and competitive strategies
- Producing, implementing and monitoring the plan.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Conduct an environmental (internal and external) analysis of a business
- Develop a strategic plan and a business plan based on the strategic plan and the organisation's vision and mission
- Implement the strategic and business plans
- Monitor the success of the strategic and business plans and respond to performance.

### Relationship to Competency Standards:

- BSBMGT616A Develop and implement strategic plans
- BSBMGT617A Develop and implement a business plan.

Program No: 408

Duration: 2 days

Times: 9.00am - 4.30pm

Dates: March 30-31  
July 15-16  
October 19-20

Fees: \$965.00  
\$795.00 Corporate/Professional Members

Additional fee applies for Assessment, see page 7.



## Writing Successful Business Plans

### Program Overview:

In today's rapidly changing business world people are increasingly required to justify their business decisions. This highly practical and interactive program will provide participants with a clear framework to prepare a successful business plan and to tailor it to the needs of the organisation and business unit.

### Designed for:

Business unit managers, functional and line managers, small business owners and managers, project managers and team leaders. Government departments and those currently involved in corporatisation, professional practice personnel and not-for-profit organisations would also benefit.

### Content:

- The purpose, importance and benefits of a business plan
- The business plan template
- Business definition and profile
- Situational analysis across the five functional areas of the business
- Aims, objectives and critical success factors
- Examine different types of business and divisional plans
- Making it 'happen' by building commitment and responsibility
- Undertaking regular reviews of the implementation of plans.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Conduct a situational analysis for a business and its competitors
- Articulate the aims, objectives and key aspects of a business plan
- Develop a business plan
- Manage the process of implementing a successful business plan.

**Note:** *Budgeting and Business Planning (Program 403 see page 104), is a recommended follow-up program for participants who need to prepare a budget to implement their business plan.*

Program No: 195

Duration: 1 day

Times: 9.00am - 4.30pm

Dates: May 26  
September 13

Fees: \$565.00  
\$470.00 Corporate/Professional Members

# How to Prepare a Business Case

## Program Overview:

Senior managers frequently ask for 'the Business Case' to support any recommendation for change. This program spells out a step-by-step approach to preparing an internal business case to increase the chances of your initiative being successful. The program is applicable to all levels as it will add increased rigour to the internal decision making processes.

## Designed for:

People who have good ideas, change initiatives, proposals or recommendations that they wish to sell to senior management. Also, people who want to add more depth and strength to their proposals by preparing more meaningful analysis and substance to support their case.

## Content:

- Key components of any business case
- Issue and problem clarification
- Quantifying the benefits
- Understanding the financials
- Identifying the audience – who do you want to buy the idea?
- Your style choices
- Case presentation and style – not always a report
- Follow-up and review.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Analyse the key benefits their proposal offers the organisation
- Prepare a more rigorous analysis to support their case
- Present their case in a style that increases their chance of success
- Maintain the support of senior managers for future proposals.

**Note:** Participants should come prepared with a real or example proposal to work on during the day.

Program No:	136
Duration:	1 day
Times:	9.00am - 4.30pm
Dates:	March 19 June 4 September 10
Fees:	\$565.00 \$470.00 Corporate/Professional Members

# Zodiak NEW PROGRAM

## – Business Fundamentals

## Program Overview:

Discover the world of business finance and the fundamentals of how business operates in this fast paced program using the Zodiak business simulation. Participants need not have any pre-existing financial skills or knowledge as the simulation is led by a skilled facilitator who guides and supports people through the process of running an organisation. The simulation offers a fun, engaging way to learn financial concepts, terminology and money flows. Two versions of the program are available – one for Industrial Organisations and one for Service Organisations.

## Designed for:

Anyone with a desire or need to acquire business acumen, financial literacy and an understanding of how money flows around an organisation. People who want to fully understand how they impact their organisation's financial health and their role in increasing revenues, managing costs or building sustainability.

## Content:

Participants are formed into teams to run an organisation over a simulated three year time period. Over the course of the day, each team is required to make a series of strategic, business and financial decisions that will impact on the long term success of the organisation they are running. After each major decision, the facilitator will explain the consequences of the decisions taken by each team and provide an easy to understand explanation and analysis of the financial implications. This will cover:

- Cash flow
- Capital investment decisions
- Process improvement, lean production techniques and service quality
- Price discounting and price increases
- Profit vs cash
- Reading financial statements
- Shareholder value
- Understanding the flow of money around organisations.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Define and use common financial terms
- Construct and interpret two basic financial statements (Income Statement, Balance Sheet)
- Understand the importance of monitoring cash flow
- Explain the impact of product discounting and/or price increases on profitability
- Explain how strategic issues such as lean production techniques, accounts receivable and payable changes and debt strategies impact success
- Assess the impact of staffing and training decisions
- Identify the criteria for making investment decisions for the development of new services
- Improve processes
- Manage external contractors and suppliers
- Respond positively to quality challenges.

Program No:	412A or 412B	
Duration:	1 day	
Times:	9.00am - 4.30pm	
Dates:	412A - Industrial Organisations February 15 May 13 August 2 November 11	412B - Service Organisations February 16 May 14 August 3 November 12
Fees:	\$565.00 \$470.00 Corporate/Professional Members	

## Managing People Who Don't Work for You

### Program Overview:

Different organisational designs mean that people are increasingly reliant on other people, who do not report to them to get their jobs done. These people could be within the same organisation, or they could be contractors, suppliers, government agencies or even customers. During this program, participants will be exposed to a range of skills that will improve their chances of stakeholder engagement and positive outcomes from people over whom they have no direct authority.

### Designed for:

People in a project management, supervisory or management role that requires them to gain the cooperation and contribution from other people outside their direct hierarchical control and authority.

### Content:

- Defining the task and the input needed
- Identifying who can or needs to provide the input
- Creating a shared vision and clear expectations
- Eliminating real or perceived barriers to the input of others
- Establishing the rules of engagement and trust
- Influencing and negotiation skills
- Role of power and authority
- Alliance building
- Blending project teams and tasks
- Conflict resolution
- Effective meetings
- Feedback and celebrating success.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Define what is required from other people
- Define the benefits of collaboration
- Identify and remove barriers to the contribution of others
- Use influence and negotiation to manage the impact of power and authority
- Develop a plan for the integration of project teams or diverse contributors to a project
- Manage conflict through open, clear communication.

<b>Program No:</b>	172
<b>Duration:</b>	2 days
<b>Times:</b>	9.00am - 4.30pm
<b>Dates:</b>	May 11-12 August 24-25 November 11-12
<b>Fees:</b>	\$965.00 \$795.00 Corporate/Professional Members

## Community Consultation

### Program Overview:

The need for greater community consultation, across a wide range of industries, organisations and topics has never been greater. However, despite the benefits of engaging with the wider community, this process also has the potential to be a public relations disaster for the organisation if it is not managed well. During this program, participants will explore the essential design elements of good community consultation and will begin to target the key skills of expert facilitators in this field.

### Designed for:

Community relations staff, marketing and public relations officers, project managers and any other staff who have responsibility for drawing input from a diverse range of stakeholders for their project or initiative.

### Content:

- Defining the objectives of your project
- Deciding if it is necessary to consult
- Developing a Charter or Terms of Reference
- What can go right and wrong with the consultation?
- Choosing your audience
- Choosing your setting
- Managing the agenda
- Pilot testing your approach
- Criteria for choosing an internal vs external facilitator
- Facilitation skills that get you the input you need and want
- Providing feedback
- Using the input in your project.

### Learning Outcomes:

As a result of attending this program, participants should be able to:

- Design a strategy for gathering diverse input for their project
- Establish some clear boundaries that manage the process but still gets the valuable information they need
- Identify the best environment for the consultation process
- Choose the best facilitator
- Implement a community consultation process.

<b>Program No:</b>	173
<b>Duration:</b>	2 days
<b>Times:</b>	9.00am - 4.30pm
<b>Dates:</b>	May 13-14 September 21-22
<b>Fees:</b>	\$965.00 \$795.00 Corporate/Professional Members

# Certificate IV in Business

## Qualification Overview:

The Certificate IV in Business provides an opportunity for participants who wish to gain or extend the relevant skills and knowledge required in running and managing a general business, department or section or are seeking to enhance their abilities in their role as a line manager. The programs included in this qualification cover the essential skills required for day-to-day management and oversight of others in the workplace.

## Designed for:

Managers, supervisors, team leaders and line managers who require a general understanding of the business skills and knowledge needed to ensure their organisation's growth.

## Requirements to Receive the Certificate IV in Business:

Participants are required to complete the ten programs listed and the assessment component or apply for Skills Recognition. Skills Recognition is a process that enables managers who are interested in gaining the Certificate IV in Business qualification to be granted exemption from attendance at some or all training programs. Please see page 7 for more information.

Program	Program No	Days	Non Member	Corporate/ Professional Members	Page
Workplace Safety • BSBOHS407A Monitor a safe workplace	624	1	\$565.00	\$470.00	56
How to Run Meetings • BSBADM405B Organise meetings	123	1	\$565.00	\$470.00	24
Introduction to Accounting • BSBFIA402A Report on financial activity	407	1½	\$725.00	\$620.00	102
Introduction to Selling • BSBMKG413A Promote products and services	205	1	\$565.00	\$470.00	83
Professional Presentations • BSBCMM401A Make a presentation	130	2	\$965.00	\$795.00	25
Manage Projects • BSBPMG510A Manage projects	612	1	\$565.00	\$470.00	53
Introduction to Risk Management • BSBRSK501A Manage risk	112	1	\$565.00	\$470.00	70
Building Client Relationships • BSBREL402A Build client relationships and business networks	206	2	\$965.00	\$795.00	88
Continuous Improvement • BSBMGT403A Implement continuous improvement	625	1	\$565.00	\$470.00	58
Workplace Leadership • BSBMGT401A Show leadership in the workplace	605	1	\$565.00	\$470.00	55
Assessment fee per unit of competency (Total x 8)			\$190.00	\$175.00	7
<b>Total</b>		<b>12½</b>	<b>\$8510.00</b>	<b>\$7250.00</b>	

## Assessment:

Participants are required to successfully complete an assignment task for each of the modules above showing how they are applying the competencies addressed on the programs in the workplace. Programs can be attended in any order. Assessment fees are detailed above and on page 7.

## Enrolment:

For an Information Kit, please contact the Client Service Centre on (08) 9383 8000 or visit [www.aimwa.com](http://www.aimwa.com).



# INTERACTION

# Advanced Diploma of Management

Developing Today's Leaders for Tomorrow's Organisations

## Qualification Overview:

The Advanced Diploma of Management provides a highly relevant and flexible choice for senior managers requiring a professional qualification and the skills and knowledge in leadership and management practice. There are two pathways you can choose from to achieve the Advanced Diploma of Management:

**Option 1:** Participants complete the Executive Development Course (EDCO) and the assessment component associated with this program (see page 31)

OR

**Option 2:** Participants attend the Advanced Frontline Manager Program and the four knowledge based assignments plus an application task (see page 50-51)

### The Executive Development Course

The five day EDCO program has been designed to provide clarity and direction for managers needing to keep pace with the changing business environment. Current management and leadership approaches are compared with old methods to help participants bridge the gap between the two. The Advanced Diploma of Management provides first class exposure to contemporary management practice.

This program is continually reviewed to ensure it reflects the changing nature of modern organisational practice.

#### Assessment:

Participants complete the competency based assessment in the form of a Portfolio of Evidence.

### The Advanced Frontline Manager Program

This four module, flexible program enables experienced supervisors to build on their existing knowledge and skills. This newly developed series of modules assumes the participants are experienced people managers, technicians or practitioners, and then enhances their ability with the introduction of the latest concepts and models of management and leadership.

Participants can attend the modules in any order, although the sequence listed on page 50-51 is recommended.

#### Assessment:

Each module has an assignment plus a workplace project so that participants can demonstrate application of the learning. Full details of each assignment will be provided at each module.

Participants wishing to advance to a Post Graduate Degree through UWA will be required to attend an interview with the relevant Department at UWA (AIM will advise you) at which time it will be determined what (if any) credit will be given for the Advanced Diploma towards the Post Graduate degree, and any other requirements will be advised. The University will allow credit at their discretion. An additional fee will be incurred.

## Enrolment:

For an Information Kit, please contact the Client Service Centre on (08) 9383 8000 or visit [www.aimwa.com](http://www.aimwa.com)



# PERFORMANCE IMPROVEMENT

# Local Government Diploma of Management

## Qualification Overview:

AIM, in conjunction with the Western Australian Local Government Association (WALGA), is pleased to offer the Diploma of Management – Local Government. This qualification is designed to provide skills, management and leadership training for professional, technical and administrative personnel. Independent teams will work collaboratively to identify and develop innovative services, ensuring skills and knowledge within local government are at the leading edge of current thinking and learning.

This program consists of eight modules and assessments, requiring participant attendance of one day a fortnight over 16 weeks. This will focus on developing measurable business outcomes for the organisation as well as for the individual, involving a highly participative approach including workplace assignments.

## Content:

- Improve knowledge and the performance of management and thereby improve productivity and efficiency
- Build a learning culture on the job
- Integrate continuous management improvement into business and strategic plans
- Identify unique and situational specific solutions which will increase and improve the organisation's effectiveness
- Assist managers to identify cutting edge solutions for internal and external clients.

## Learning Outcomes:

As a result of attending this program, participants should be able to:

- Understand some of the subtleties of improving performance from their team in a Local Government workplace
- Build a culture of performance and continuous improvement
- Interpret budgets and financial plans for effective decision making
- Plan appropriate community consultation processes
- Recruit, retain and build an effective team
- Manage risks to protect their organisation without blocking innovation and change.

## Requirements to Receive the Diploma of Management:

Attendance at modules listed plus progressive assessment.

Module	Dates (Mondays)
Change and Innovation/Facilitate Continuous Improvement <ul style="list-style-type: none"><li>• BSBINN502A Build and sustain an innovative work environment, <b>or</b></li><li>• BSBMGT516A Facilitate continuous improvement</li></ul>	August 23
Manage Risk <ul style="list-style-type: none"><li>• BSBRSK501A Manage risk</li></ul>	September 6
Recruit, Select and Induct Staff <ul style="list-style-type: none"><li>• BSBHRM402A Recruit, select and induct staff</li></ul>	September 20
Manage People Performance <ul style="list-style-type: none"><li>• BSBMGT502B Manage people performance</li></ul>	October 4
Manage Meetings <ul style="list-style-type: none"><li>• BSBADM502B Manage meetings</li></ul>	October 18
Community Consultation <ul style="list-style-type: none"><li>• LGACOM502B Devise and conduct community consultations</li></ul>	November 1
Manage Budgets and Financial Plans <ul style="list-style-type: none"><li>• BSBFIM501A Manage budgets and financial plans</li></ul>	November 15
Ensure Team Effectiveness <ul style="list-style-type: none"><li>• BSBWOR502A Ensure team effectiveness</li></ul>	November 29
Graduation Ceremony	March 7, 2011

## Assessment:

The Diploma of Management – Local Government modules will be progressively assessed throughout the program to ensure that on completion, participants can attend a graduation ceremony to be held at AIM.

Program No:	660
Duration:	8 days (once a fortnight)
Times:	9.00am - 4.30pm
Dates:	As above
Fees:	\$5370.00 \$4470.00 Corporate/Professional Members



**Note:** Fees include the cost of progressive assessment. Members of WALGA have access to a \$300 subsidy off the listed prices.