

inspire.

SUSTAINABILITY

VALUES

CAPABILITIES

LEADERSHIP

STRATEGY

Senior Executive Development

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Note: *Full program outlines can be found at www.aimuwaalliance.com or by contacting (08) 9383 8090.

AIM•UWA Business School Alliance

In today's increasingly complex business world, leaders must be innovative, entrepreneurial and global in both thought and action. At the AIM•UWA Business School Alliance, our executive programs combine innovation and entrepreneurship with strategic thinking and global leadership, providing senior executives and high-potential managers with the critical skills required to create and manage sustainable businesses.

The Alliance is uniquely positioned at the intersection of research and business practice and participants on our programs gain access to the Alliance's distinctive blend of intellectual capital and practical hands-on learning. They are exposed to the best of today's thought leadership and take-away the tools and frameworks needed to drive innovation and sustainable growth within their own organisations. All programs are taught by a full-time UWA Business School Faculty or leading management experts and sought-after business consultants – in an environment designed to foster extensive interaction and peer-to-peer exchanges.

With access to hundreds of academics and business consultants, the AIM•UWA Business School Alliance offers the following services:

- Strategic organisational consulting services
- Facilitation of strategic planning, performance management and change management
- Consulting in the areas of improving organisational systems and processes, HR Strategy, Commercial Acumen, Asset Management, Balanced Scorecards and Triple Bottom Line
- Executive coaching
- Customised leadership and management development
- Corporate diagnostics, including organisational surveys, 360° leadership and management assessment, team effectiveness and training needs analysis and evaluation
- Open enrolment and executive programs.

For further information and bookings, please contact (08) 9383 8090 or visit www.aimuwaalliance.com.

Senior Executive Forum

Program Overview:

The Senior Executive Forum, presented by the AIM•UWA Business School Alliance, has developed a reputation for exposing executives from Australia and the region to the most contemporary and challenging thinking on strategy and leadership available. The tradition of the Senior Executive Forum has been built on a wonderfully engaging and stimulating learning environment that is tailored to the mature and talented participants who attend.

The Forum is restricted to senior managers, executives and leaders who are at, or have the potential to reach, the most senior general management, CEO or business unit leadership roles. The opportunity to interact with your peers as part of the formal program and during the breaks provides a rich and additional dimension to the event. The content, relevant to people from all industries and sectors, is open to local, national and international participants. For more than 10 years, the Senior Executive Forum has delivered excellent executive education to many hundreds of executives from throughout Australia and Asia. Many of these participants have returned again and again, such is the value, the stimulation and the enjoyment of the program.

Presenters in recent years have included Professors David Collis, Scott Snook and Ashish Nanda from Harvard Business School who guided discussions and gave insight into leadership, competitive strategy, organisational transformation and building high performance teams.

This three day residential program offers the opportunity to learn with executive peers, using the Harvard case-study methodology.

Program No: SEF1011

Duration: 3 day residential program

Contact: Ms Nola de Mouncey
Manager International Programs
AIM•UWA Business School Alliance
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Venue: Hyatt Regency Perth

Advanced Management Program

Program Overview:

This week-long intensive residential program combines the best of leading management theory found in the world's most respected MBA programs, with tailored leadership skills development. Participants build an integrated perspective of their organisation's functional capabilities, augmented by insights into their individual values, capabilities and leadership styles.

The Advanced Management Program is conducted by a highly respected cohort of commercial presenters and faculty from the University of Western Australia Business School. Learning is achieved through interactive teaching, guided discussion, case study, syndicate projects, peer review and personal coaching methodologies. Cutting edge case examples are used from the West Australian, Australian and global economies, including from leading North American and European business schools.

Condensed from its origins in business school based, accredited Executive MBA programs, the Advanced Management Program includes the basic building blocks of management theory: strategic and financial management; managing human capital; organisational performance; negotiation skills; and innovation, change and marketing management. 'Best of breed' chief executive guest speakers present on a range of topics including leadership, sustainability, growth, and talent retention and attraction.

Complementing the management skills content in the program is a series of presentations, experiential activities and individual coaching designed to facilitate self reflection and increase an individual's managerial effectiveness and leadership potential. Participants undertake 360° assessment prior to the program, receive individualised executive coaching, examine their ability to work in teams and cross cultural situations, examine their leadership styles, and their ability to achieve peak performance and work life balance.

Designed for:

The Advanced Management Program is a must for those moving from 'doing' the business talking to talking a strategic role in leading and managing their organisation.

Senior Industry Executives:

Advanced Management Program participants engage in informal 'Chatham House Rules' discussions with senior executives on particular topics relating to leadership and management. 2007/08 guest speakers included Mr Richard Goyder (Managing Director of Wesfarmers), John Akehurst, Lt Glen John Sanderson and WA Warriors coach and former international cricketer Tom Moody.

Presenters:

Faculty from the University of Western Australia Business School and leading corporate consultants and executive coaches.

Program No: ZOP1001

Duration: 6 days residential

Dates: Intake 1: May 23-28
Intake 2: September 19-24

Fees: \$6900.00 plus GST

“Great opportunity to develop my leadership skills”

Authentic Leadership

Program Overview:

London Business School Professor Rob Goffee argues that too many individuals and organisations are caught up in the “four myths” of leadership – that everyone can be a leader. Leaders deliver business results, people who get to the top are leaders and leaders are great coaches. Instead, he argues, leaders need to be able to inspire and engage their followers, practice tough empathy, show some (selective) weakness and be prepared to challenge their own core beliefs.

Authentic Leadership is an inspiring and transformational three-day workshop which will challenge your own understanding of who you are as a leader and how you relate to those around you...with real issues, real expectations and real feedback on how you perform.

The methodology, developed by a team of AIM•UWA Business School Alliance consultants and faculty, has delivered outstanding results and changed individual and organisational lives.

Designed for:

The program is designed to present clarity for executives and leaders on perceptions of their own behaviours and the ways in which they relate to their colleagues, peers, line managers and direct reports, and on their business in general. It is designed to work at a personal level and gives participants the opportunity to reflect on their own barriers to becoming an effective leader and creating change in their lives.

The program is recommended for any current or aspiring leader, executive managers, team leaders, and professional staff. Organisations will also benefit substantially - the program was initially developed to specifically target executive and management teams.

Content:

A highly experiential and individualised program, topics covered include:

- Authentic Leadership philosophies and examples
- Self awareness – personalised LSI 360° survey and feedback against a database of effective and ineffective leadership behaviours
- Self management – barriers to leading, emotions, fears and ego
- Emotional intelligence – understanding the use and value of emotions in leadership
- Applying emotional intelligence – key strategies to manage one's own emotions and use emotion to influence others
- Building authentic relationships – having constructive conversations and demonstrating positive behaviours.

Learning Outcomes:

- Insights into personal leadership effectiveness
- An individually developed leadership plan
- Results from a diagnostic 360° survey of colleagues
- A resource guide for further reference
- 1.5 hr post-program coaching.

Program No:	ZOP1003
Duration:	3 days
Dates:	Intake 1: March 22-24 Intake 2: July 19-21 Intake 3: October 18-20
Fees:	\$4600.00 plus GST \$4200.00 plus GST Corporate/Professional Members

Courageous Leadership

Leading and Making Decisions in the Spotlight

Program Overview:

Leaders are unrelentingly in the spotlight in times of change and uncertainty. We have high expectations of leaders creating vision, setting direction and delivering results while providing inspiration and guiding us through more and more challenging terrain. But when the pressure and spotlight are on you as the leader, leadership takes real courage. Courage to make tough decisions, courage to challenge, courage to step outside your comfort zone and most of all, courage to stay true to yourself and your values.

This workshop builds on Authentic Leadership to give you the opportunity to reflect on your 'authentic' leadership style and learn how to pro-actively build your ability to 'survive and thrive' so that you can be at your best... more often.

The workshop will look at how stress can impact the decisions we make as leaders, how under day-to-day pressures leaders can fail to see the obvious, make suboptimal decisions or avoid making decisions at all. We will also explore the importance of perspective, how we view and assess situations, and learn how -- by shifting our thinking -- we can build the courage to continue to challenge ourselves and others.

Participants will have an opportunity to see how their thoughts, feelings and behaviours shift under high pressure through participating in a complex business simulation. This will be observed by highly trained coaches who will give timely in the moment feedback... an invaluable learning experience.

There is also reflection time provided so that each participant will get the valuable commodity of 'time' to think about their personal journey and what needs to be put in place to make the decisions of courageous leaders.

Content

- Exploring helpful/ less helpful leadership behaviours for dealing with challenging times and learning how to build on positive, productive behaviours using tools such as LSI 360
- Developing useful self regulation strategies that will build leadership ability to operate effectively under pressure and conflict
- Making more powerful (and effective) decisions through understanding how your brain and therefore your thinking is impacted under pressure
- The role and importance of mindset, mindfulness and learned optimism to navigate a variety of situations from dealing with a relentless workload to constructively handling ongoing difficulties, disappointments, poor performance and so on
- Dealing with uncertainty through exploring perspective, how we interpret 'reality' and the importance of purpose and meaning.

Learning Outcomes:

- An increased understanding of how your brain works under pressure
- An understanding of how you behave differently under pressure and how to self regulate
- An understanding of resilience, its impact on leadership and how to develop it
- A tool kit of practical strategies and techniques to lead courageously
- A clear idea of decision making as a leader
- A practical personal development plan.

Program No	ZOP1005
Duration	3 days
Dates	Intake 1: May 12-14 Intake 2: September 13-15
Fees:	\$3600.00 plus GST \$3240.00 plus GST Corporate/Professional Members

Thinking and Planning Strategically

Program Overview:

This program is the flagship strategy program offered by the AIM•UWA Business School Alliance for executives who are required to increase their organisation's competitive advantage by contributing to, or managing, strategic planning processes. Working with international and Australian case material participants are guided through analytical processes which apply best practice in strategic management theory. As a result of this interactive and practical program, participants will have a set of skills enabling them to implement sustainable strategic change in their organisations.

Designed for:

Executives with technical competencies who are moving into broader senior management roles, or who have input or direct responsibility for strategy creation and implementation within their organisation.

Content:

The program includes analysis of:

- Strategic thinking vs strategic planning
- Strategic transformation – the bridge between thinking and planning
- Strategy process
- Stakeholder management
- Market and business attractiveness
- Choosing a strategy
- Building a business model
- Managing strategic change
- Evaluating strategy.

Presenter:

Gary Stockport is Professor in Strategic Management with the UWA Business School. He has taught and consulted in strategy to organisations such as BHP Billiton, Main Roads, Mittal Steel and Woolworths, in Australia, Europe and Africa. Gary has received numerous awards for his excellence in teaching, including from Harvard Business School.

Program No: ZOP1002

Duration: 2 days

Dates: Intake 1: May 6-7
Intake 2: August 30 - September 1
Intake 3: November 4-5

Fees: \$1980.00 plus GST
\$1683.00 plus GST Corporate/Professional Members

Strategic Negotiation

Program Overview:

This powerful program enables participants to build their negotiating expertise and effectiveness by understanding strategic choice in negotiation. Participants will also develop a 'script' to guide their negotiations through to an agreement. The program involves presentations, discussion, self-reflection, negotiation simulations and case studies involving both Australian and international examples and is highly interactive.

Designed for:

Senior executives involved in significant business negotiations. The general principles and skills learnt in this course are applicable to a wide range of contexts, including contract negotiations, business development and organisational change projects.

Learning Outcomes:

- A practical framework to develop a strategic approach to a negotiation
- An understanding of power, competitiveness, conflict and cooperation in negotiation
- An understanding of the dynamics of the negotiation process – the 'script' - and techniques to manage the process effectively
- A greater awareness of your own approach to negotiation
- Practical techniques to manage difficult situations in negotiations
- Tools to enable you to continue improving your negotiation effectiveness.

Presenter:

Professor Ray Fells is a Professorial Fellow at the UWA Business School, with more than thirty years experience as a private and public sector consultant, teacher and researcher in the fields of negotiation and mediation and workplace relations.

Program No: ZOP1009

Duration: 1 day

Dates: Intake 1: May 20
Intake 2: September 30

Fees: \$990.00 plus GST
\$842.00 plus GST Corporate/Professional Members

“All the sessions are highly informative and applicable to business and management today”

Understanding Asset Management

Program Overview:

Organisations with large sums of money invested in physical assets are realising that traditional 'silo' based organisational structures and processes are inadequate for maximising the value of capital tied up in those assets, or for effectively managing asset-related risks. This program provides participants with a holistic framework that enables them to find the 'hidden capital' that exists within their organisations and to guide them in making more effective capital investment decisions in the future.

Designed for:

Senior and middle managers, as well as professional staff who are involved in making capital investment decisions or who are involved in specifying, designing, constructing, procuring, operating or maintaining physical assets.

Content:

- What is Asset Management?
- The Asset Lifecycle
- PAS-55 – an overview
- Developing asset management policies and strategies
- Asset management improvement tools and techniques – an overview
- Organising for effective asset management
- Measuring asset management performance.

Learning Outcomes:

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

- Understand the benefits of a holistic approach to asset management
- Identify the main opportunities for improvement within their own organisations
- Be aware of key asset management improvement techniques
- Consider how a holistic asset management approach may impact on the organisation structures and performance measures in place in their own organisations

This program will draw on case studies and examples from organisations that are already implementing asset management improvement techniques. Participants are encouraged to bring along their own case studies, examples and unresolved issues so that these may be discussed as part of this workshop.

Course No:	ZOP1006
Duration:	1 day
Times:	9.00am – 4.30pm
Dates:	Intake 1: June 21 Intake 2: November 15
Fees:	\$990.00 plus GST \$842.00 plus GST Corporate/Professional Members

Asset Management for Managers

Decision Making to Deliver Value and Manage Risk

Program Overview:

The Asset Management for Managers Program is a structured workshop on developing and managing the systems, processes and practices that ensure effective use of physical assets. The program is based on the understanding that assets exist to support organisational goals and that their management requires organisational leadership, structured engagement with a range of stakeholders, risk-based decisions and a whole of asset life view.

Designed for:

Content and outcomes are geared towards managers with operational or maintenance responsibility for assets, technical specialists driving asset management programs, consultants servicing the asset management sector and accounting and supply-chain personnel interfacing with asset management functions. Organisations are encouraged to send groups of 3-5 managers from different functional areas or involved in different stages of the asset life cycle. Organisational groups, with a minimum of three participants, an additional two-hour facilitated session will be offered following the program. This session will assist individual groups in developing a set of priorities and plans for their organisation.

Content:

The Asset Management for Managers program integrates case studies and interactive classroom sessions with structured group activities and pre-reading of core texts. The emphasis is on individual engagement with the material and each other. Case studies are used to explore concepts, deploy tools and techniques, critically assess and present information.

The curriculum focus areas include:

- Defining the asset management journey and identifying where your organisation is
- Developing strategy for implementing and managing an effective asset management system
- Making evidence based decisions
- Determining measures to communicate the value of asset management programs
- Identifying how to set up programs for success
- Discussing governance of the asset management system vs ownership of the assets
- Identifying the foundations for success in asset management.

Program No: ZOP1019

Duration: 3 days

Dates: Intake 1: June 30 - July 2
Intake 2: October 27-29

Fees: \$3600.00 plus GST
\$3240.00 plus GST Corporate/Professional Members

Rethinking Organisations

Program Overview:

As business environments become more complex, global and interdependent, organisations are being forced to rethink their strategies and operations across a range of variables, including (for example) industry rationalisation, energy costs, environmental constraints, access to capital, talent development, strategic alliances, increased governance and regulation. Our traditional late 20th century modes of thinking about what drives organisational effectiveness are being challenged every day.

Successful, sustainable organisations are those that deliver superior financial returns while accommodating wide ranging influences both internal and external to the organisation. This three-day executive program takes a multidisciplinary approach to 'thinking outside the box' in harnessing the intangible assets which drive sustainable, competitive advantage.

Designed for:

Executives responsible for aspects of organisational capacity building or transformation.

Content:

The content in this program will assist participants to effectively:

- Lead whole systems change, including recognising the interdependence of the parts
- Build capacity to develop sustainable and positive organisations
- Handle uncertainty
- Resolve conflict and make decisions
- Lead using adaptive leadership skills
- Re-define stakeholder management (through awareness of processes such as Appreciative Inquiry and Open Space).

This program is a non-residential interactive, peer-based applied learning program. Material is referenced against the latest academic management literature but includes executive 'stories' of new ways of achieving organisational excellence. The program is offered as an organisational complement to our flagship, individually focussed, leadership program - Authentic Leadership.

Program No:	ZOP1022
Duration:	3 Days
Dates:	July 28-30
Fees:	\$2970.00 plus GST \$2525.00 plus GST Corporate/Professional Members

Commercial Acumen

Program Overview:

Highly successful businesses have executives who know how to competitively position their companies in the market by setting and articulating strategic objectives, understanding the key value drivers for their business and industry and translating strategy into action at an operational level. By focusing on the link between an organisation's strategy and its financial and operational data, executives are able to improve their ability to formulate strategy, measure and drive profitability, assess value creation, interpret risk, manage quality, manage costs and allocate resources more efficiently and effectively.

The Commercial Acumen program has been developed by AIM•UWA Business School Alliance faculty members with expertise in strategy, finance and operations management. The program teaches participants from non-financial and technical backgrounds how to interpret operational and financial data in order to competitively position their business units or companies. By studying the best practices of successful organisations and the questionable practices of others, participants gain the insights that they need to drive value creation.

Designed for:

Commercial Acumen is designed for senior managers with non-financial backgrounds who are looking to augment their financial knowledge. Organisations are encouraged to send executives from functional areas such as, operations, planning, IT, marketing, HR, legal and government affairs and R&D.

Content:

The program addresses key subjects, including:

- Interpreting strategy to implement key value drivers
- Interpreting financial data to enhance value
- Interpreting asset management to enhance value
- Interpreting continuous improvement to enhance value
- Interpreting skills capability to enhance value.

The case material used in this program focuses on extractive, asset-intensive resource companies.

Program No:	ZOP1020
Duration:	2 days
Dates:	Intake 1: June 17-18 Intake 2: October 13-14
Fees:	\$1980.00 plus GST \$168300 plus GST Corporate/Professional Members

“Terrific program - good balance of **strategy** and other technical aspects of business, which I can implement in my role”