

AIM WA  
UWA  
BUSINESS SCHOOL

EXECUTIVE  
EDUCATION



Australian  
Institute of  
Management  
WESTERN AUSTRALIA



THE UNIVERSITY OF  
WESTERN  
AUSTRALIA

# AIM WA+UWA BUSINESS SCHOOL

EXECUTIVE EDUCATION  
PORTFOLIO 2021

# THE EXECUTIVE EDUCATION POINT OF DIFFERENCE

The AIM WA+UWA Business School Executive Education (Executive Education) joint venture brings the **best of both worlds** to the professional development of senior individuals and teams within your organisation. Western Australia's most prestigious university, combined with the state's leading leadership, management and workplace training provider, form a powerful combination.

The academic research rigor of UWA compliments the practical, performance focus of the AIM WA. Both organisations strive to empower individual and organisational development and performance.

For further information contact Steve Brown AFAIM, Head of Executive Education by email at [execed@execed.com.au](mailto:execed@execed.com.au)

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- A key influencer in the areas of management, leadership, and workplace matters
- Industry engagement through a vast professional and corporate membership base
- Practical workplace learning and development
- World's top 100 university
- World expert faculty
- Research applied to achieve practical outcomes

## DEVELOPING YOU

### Senior Executive Development

The challenge for leaders has never been greater. Unprecedented levels of complexity and uncertainty, increasing demands for greater efficiency with resource constraints, requires leaders to constantly balance competing demands in order to deliver required outcomes.

AIM WA+UWA Business School Executive Education provides a range of offerings to cater for the broad range of challenges and opportunities you might experience in your role and career.

## DEVELOPING YOUR ORGANISATION

### We can meet your organisational development needs

At AIM WA+UWA Business School Executive Education we bring together world class academic research with real world examples and expertise to provide a practical and relevant experience.

Whether the goal is to improve employee engagement, increase accountability and responsibility, to create a culture of continuous improvement, or the implementation of a strategic plan, we have vast capabilities to navigate through your organisation's specific challenges. Our consultative approach allows us to embed sustainable initiatives and learnings into your organisational context whilst being informed by your internal process owners, strategic priorities and existing knowledge base.





## WHO WILL BENEFIT?

Our unique professional development offerings are designed for those from senior positions with specific needs. We tailor our services to meet the needs of Board Members, CEOs, and their direct reports. We also cater for individuals who are seeking to challenge themselves and their employees by engaging with world class research and teaching expertise from the Business School of one of the world's top 100 universities. At the organisational level, the target is sophisticated enterprises with 200+ employees looking to build long term, sustainable success.

## WHAT CAN YOU EXPECT?

Over the 19 year history of this unique collaboration, organisations have achieved first class outcomes. These results have arisen from a disciplined approach to understanding both the symptoms and causes of organisational challenges. Using an open and inquiring approach, we partner with you to unpack the issues and opportunities and align these with your objectives and ambitions.

This diagnosis informs the design phase where we continue to work with you to create an approach that is both evidence-based and relevant to your context.

Then our team of faculty, facilitators and consultants get to work to deliver on the promise. They will engage and challenge - provoke and inspire.

Next, the hard work begins to embed the changes in the day-to-day activities and culture of the individuals and teams charged with implementation. Once again we will work with you to support the implementation and realise a tangible return on your investment.

Finally, we can help with the review, evaluation and forward planning. Recognising that development is an on-going journey, we can assist with the reflection on the success of the current initiative and the planning of the next phase.



## A WORLD OF **EXPERTISE**

With over 200 faculty, facilitators, subject matter experts and consultants available, we are confident of being able to provide a close match with your requirements.

# EXECUTIVE EDUCATION **COURSES**

This suite of courses deliver insights and builds capacity in your senior executives.

Each is led by a skilled and experienced facilitator who will draw on your extensive work experience to help you integrate and assimilate the learning.

COURSE TITLE	PAGE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Advanced Management Program	4									12-17			
Advanced Negotiation in Practice	5							1-2					
Influential Leadership <b>NEW</b>	6											8-9	
Design Thinking	7						14						
Raising Capital	8					19-21							
Scenario Planning and Strategic Conversations	9								16-20				
Strategic Development Program for Not-for-Profit Organisations 	10										Starts 12		
Understanding Unconscious Bias for Effective Leadership <b>NEW</b>	11							19-20					
Strategy: From Principles to Practice	12								3-4				
The Co-Operatives and Mutuals Strategic Development Program	13			10-12		Starts 4 		28-30					
Creating, Leading and Growing High Performance Environments <b>NEW</b>	14												6-10



We offer a selection of courses delivered live via our virtual classroom. You receive the same content, same course materials and same facilitator as our face-to-face training courses.

# ADVANCED MANAGEMENT PROGRAM (AMP)

Leadership from a different perspective

As busy leaders and managers we rarely get the chance to look at our leadership from a different perspective, at what we do each day and why we do it.

For more than 40 years, AIM WA+UWA Business School Executive Education's Advanced Management Program (AMP) has been a trusted pathway for professionals and leaders wanting to take the next step in their careers. It challenges participants to seek a deeper understanding of their leadership capabilities and management expertise, as they contribute to the senior levels of their organisations. The program allows participants to shift from being 'in the job' to 'across the job', with broader organisational mindset and a greater strategic perspective.

Participants on this intensive residential program access the best applied leadership and management models, frameworks and theories from the world's most respected executive MBA programs. Participants are encouraged to challenge their perspectives on organisational strategy and operations, augmented by insights into their individual leadership values and capabilities. The AMP allows participants to release themselves from traditional work practices in order to step back and integrate broader insights into new management and leadership challenges.

Facilitated by a globally respected team of faculty and professional experts, learning is achieved through interactive teaching, guided discussion, case study analysis, syndicate projects, peer review and personal coaching methodologies. Cutting edge case studies are used from the West Australian, Australian and global economies, including from leading global business schools.

Condensed from its origins in business school based, accredited Executive MBA programs, the AMP 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. Highly credentialed and respected guest speakers present on a range of topics including leadership, sustainability, growth and talent retention and attraction.

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

**Program No:** 001  
**Duration:** 6 days (Residential)  
**Venue:** To be confirmed  
**Dates:** 12 – 17 September 2021  
**Fees:** \$8800 GST inclusive

## Who will Benefit

The AMP is for two broad categories of leaders with more than seven years of experience. It is for those about to transition into the first tier of executive management, who are seeking to invest in their leadership skills and extend their leadership depth as they take on more professional responsibility. It is also for experienced specialists in areas such as finance, engineering, communication and information technology, human resources, law, science, primary production or the health professions, who are seeking to broaden their leadership expertise.

## Speakers

One of the highly valued features of the program is the opportunity for highly interactive conversations with industry leaders. Former guest speakers have included:

- Michael Gollschewski, President, Alcoa Australia
- Fiona Kalaf, General Manager - Markets and Innovation, APM Group
- Adrian Arundell, Managing Partner, Azure Capital
- John Barrington, Chairman, Anglicare WA, Perth International Arts Festival
- Dale Alcock, Managing Director, ABN Group
- Dr Graham Forward, Founder Australian Doctors for Africa, Chairman Murdoch Orthopaedic Clinic

- Eva Skira, St John of God Health Care Chair of Trustees, Former Chair of Water Corporation, Non Executive Director
- Rob Bransby, Non Executive Director Synergy, Craig Mostyn Group, Australian Digital Health Agency, Chairman CBA Advice Business and Commonwealth Private Limited, Commissioner Insurance Commission of Western Australia
- Harry Xydias, Founder and Executive Chairman, Doric
- Sheila McHale, Former CEO, Palmerston Association Inc
- Tony Howarth, Non-Executive Director, Wesfarmers
- Hon Kerry Sanderson AC, Former Governor Western Australia, Chair St John of God Healthcare & Former CEO, Fremantle Ports
- Karl J O'Callaghan, Former APM Commissioner of Police

## Presenters

Faculty from The University of Western Australia Business School and leading corporate business experts and executive coaches.

# ADVANCED NEGOTIATION IN PRACTICE

Be the best negotiator you can be

## Effective negotiation involves developing a process that leads to constructive outcomes.

Gain an understanding of how negotiations work and be aware of your impact. The tone of your voice, your body language, and your phrasing can have a significant impact on the process and outcome of any negotiation, as does having a strategic mindset. Gaining the skills to manage the negotiation process, coupled with an understanding of your personal impact, will improve your negotiation technique and lead to better outcomes.

This course combines the negotiation and research expertise of Professor Ray Fells from the UWA Business School with the coaching and role playing expertise of "The Experience Lab" a team of improvisation actors. By employing a distinctive experiential approach, participants will gain practical insight into how to manage their negotiations more effectively and avoid pitfalls. This knowledge will be brought to life through case studies, simulations, role plays and coaching. The course culminates in a substantial negotiation simulation in which "The Experience Lab" team will challenge, guide and coach the participants to develop and improve their practical skills.

## Learning Outcomes

About the negotiation process:

- The DNA of negotiation – a practical understanding of how negotiations work, including what power and trust mean in the context of negotiation
- Strategic thinking – tools to enable you to become a proactive rather than reactive negotiator
- A reflective approach that will enable you to continually enhance your negotiation effectiveness and understand your own style as a negotiator
- Feedback on current strengths and weaknesses
- Practical skills in managing the tasks that are needed to achieve a constructive outcome
- Personalised skills development in managing the interaction between you and other negotiators.

## Who will Benefit

This course is highly beneficial for those whose roles involve negotiation and achieving the agreement of others, whether in formal negotiation settings such as procurement or enterprise bargaining, or in less formal settings such as leading an organisational change process or working in dynamic teams.

Course No:	014
Duration:	2 days
Venue:	AIM WA
Dates:	1 – 2 July 2021
Fees:	\$2420 GST inclusive \$1980 GST inclusive AIM WA Corporate Members

## About the Presenters

### Professor Ray Fells

Ray gained experience in as an industrial relations conciliator in the U.K. helping managements and unions resolve their disputes. This gave him a very practical perspective on how to best negotiate and achieve constructive outcomes. On coming to Australia and finding himself in academia he maintained this practical orientation in his research and in teaching others how to improve their negotiating skills. His research into the process of negotiation has been published internationally and his book 'Effective Negotiation' is now in its fourth edition. He now focuses his teaching and research on how to negotiate effectively in the business context.

Ray has developed and taught successful courses in workplace relations and negotiation in universities and as a consultant. He currently teaches on MBA programs in Sydney and Copenhagen as well as at UWA and continues to give advice to parties about managing their negotiations.

## The Experience Lab

The Experience Lab provides actors to enhance your training days by infusing them with practical activities- helping you to embed the learning from the classroom and allowing you to experience what utilising your new skills feels like.

Whether it is creating a memorable end to your day or integrating more fully into your course to provide different learning experiences -The Experience Lab tailor activities to put the theory into practice. Some of the services the lab provides are as follows:

- Realplayers
- Simulations
- Skill Building
- Theatre Based Training.

# INFLUENTIAL LEADERSHIP

NEW

Challenge your understanding of who you are as a leader and increase your capacity to build influential relationships with those around you

The central purpose of leadership is to enable other people to achieve their mission. Being inspiring and effective starts with a deep understanding of who you are as a leader and how you relate to and influence others.

This course is designed to enable participants to reflect on their identity, capabilities, and behaviours as leaders. In this two-day transformational workshop you will discover what makes you a leader (identity and mindset), what your core beliefs about leadership are (values), what you are capable of as a leader, and how to translate these into deeper, stronger and more influential relationships with other people. The course is based on extensive and rigorous research in leadership development. Innovative teaching elements such as peer-to-peer coaching and experiential exercises are presented to deepen and enhance participant's learning, self-reflection and experience. The course aims to deliver outstanding results for individuals and organisations.

## Who will Benefit

The course is recommended for executive managers, team leaders, and professional staff.

## Course Content

A highly experiential and individualised course, topics covered include:

- Leader identity – understanding how you see yourself as a leader
- Self-leadership – barriers to leading, negative thoughts, fears, and winning mindset
- Values and purpose – recognise how your leadership transcends organisations
- Power and influence – inspire others to achieve their mission
- Relational leadership – lead through developing effective relationships.

Course No:	003
Duration:	2 days
Venue:	AIM WA
Dates:	8 – 9 November 2021
Fees:	\$2200 GST inclusive \$1760 GST inclusive AIM WA Corporate Members

## Highlights

- Access to an assessment tool developed to uncover your leadership identity, strengths and weaknesses
- Research-based leadership development program and activities designed for learning and impact
- Strong emphasis on activities such as experiential exercises, case studies, group discussion and peer-to-peer learning
- Targeted feedback by an experienced facilitator and peers.

## Learning Outcomes

- Understand the foundations of personal leadership: identity, values, mindset and purpose
- Learn and implement behavioural strategies for more effective self-leadership
- Uncover leadership values and purpose and align behaviours
- Develop a personalised action-based leadership development plan with input from the facilitator and peers.

## About the Presenter

### Dr Darja Kragt

Dr Darja Kragt is a Lecturer in Work Psychology at the University of Western Australia. She is also a leadership consultant, program facilitator, speaker and author. Darja's research is focused on the development of leadership skills and competencies, particularly, how leader identity shapes leadership behaviour and effectiveness.

Darja is passionate about helping individuals and organisations to develop more effective and inclusive leadership. Her unique strengths as a leadership development professional are superb understanding of research evidence and ability to translate these insights into actionable practices.

Darja has designed and facilitated numerous leadership development workshops and programs for professionals, MBAs and executives in Australia and Europe.

Darja has completed a doctoral degree in Leadership Development at UWA Business School and two Master degrees in International Management and Business Research at Maastricht University in the Netherlands. Her research has been published in highly ranked, peer-reviewed journals.

# DESIGN THINKING

Cutting edge problem solving strategies for you  
and your organisation

## Designing Strategy into Action: A Masterclass in Design Thinking from Insights to Innovation.

In increasingly complex times, innovation and collaboration skills are becoming vital to all types of businesses; and both principles are essential in design thinking.

Design thinking brings together what is desirable from a human-centred point of view with what is technologically feasible and economically viable within any organisation or sector. Design thinking is a contemporary and innovative approach to devising strategy and managing change.

This masterclass will lead you through the design thinking process and explore how human-centred design can help develop innovative solutions, through the use of creative tools to address the complex challenges faced by the public, private, co-operative and mutual, and not-for-profit sectors.

The course is centred on an exclusive "ExperienceInnovation" simulation, which steps participants through the design thinking concepts and process. Together with current Harvard case studies, the design thinking masterclass invites participants to explore their own organisational challenges focusing on their "Burning Platforms" and accelerate innovation to cultivate effective solutions.

The presenters on this course are the first in Western Australia who have been trained in the prestigious "ExperienceInnovation" and IDEO methods of Design Thinking.

### Who will Benefit

The course is designed for those in senior leadership roles within public and private sector organisations who are involved in the development of policy and strategy. The course will promote design thinking as an approach for leaders to become more agile and adaptive to deal with increasing uncertainty, complexity and change.

### Learning Outcomes

- Explore what design is and how design thinking can be used to solve business challenges
- Understand how to apply design thinking principles within your own organisation to tackle complex strategic challenges and drive innovation
- Learn design thinking observation techniques to better understand your stakeholder's mindset; your stakeholder's unmet needs; and the context relevant for your own organisation
- Moving ideas into action through the practice of ideating and rapid prototyping
- Sharpen your observations skills through taking part in the unique 'Design Thinker' Simulation.

<b>Course No:</b>	006
<b>Duration:</b>	1 day
<b>Venue:</b>	AIM WA
<b>Dates:</b>	14 June 2021
<b>Fees:</b>	\$1650 GST inclusive \$1320 GST inclusive AIM WA Corporate Members

## About the Presenters

### Dee Roche

Dee is a Senior Management Consultant who has been facilitating, public speaking, teaching and working with groups for over 25 years within private, public and community based organisations. Her experience spans the areas of strategic leadership and management development, organisational change and transformation, governance and building high performance teams that focus on values.

Dee currently lectures at the UWA Business School on the Master of Business Administration (MBA) Program, focusing on 'Strategic Change and Transformation' and is the 2013 Winner and 2014, 2015 & 2016 Nominee of the UWA Excellence in Teaching Award; 2014 Winner UWA Excellence in Teaching and Research Awards (Program Award); and 2014 Nominee for the Western Australian Women's Hall of Fame.

### Jenny Hoffman

Jenny is an experienced Management Consultant whose previous experience includes the 'People and Change' team at KPMG and other large consultancies. She focuses on individual and collective leadership development and cultural transformation with a breadth of experience that includes the public sector, private and not-for-profit clients, believing that every human being has a leadership to offer, somewhere in our lives and using our unique strengths. Her experience includes working with a range of organisations to deliver customised and evidence-based leadership development programs drawing upon neuroscience, mindfulness and the latest in leader development thinking.

Jenny is an accredited coach with the International Coaching Federation (ICF) and has a particular interest in supporting individuals to shift to expanded levels of consciousness using vertical leadership development approaches.

Jenny currently lectures at the UWA Business School on the Master of Business Administration (MBA) Program where she teaches the 'Leading Self and Leading Others' Unit and the 'Leadership in Healthcare' Unit.

# RAISING CAPITAL

Securing funds to start up or expand your business

Course No:	010
Duration:	2 ½ days
Venue:	AIM WA
Dates:	19 – 21 May 2021
Fees:	\$2730 GST inclusive \$2200 GST inclusive AIM WA Corporate Members

This holistic strategy and business exercise reviews, reinvents and redeploys each facet of the business in order to make it as presentable and compelling as possible – and raise its prospects of successfully securing capital.

In the process of making the complex simple and the simple compelling, every dimension of the business is discussed and evaluated from the strategy to the roadmap, from the team to the technology, and from optimising its networking and negotiation positions. The workshop is structured to ensure participants are coached to speak a language that resonates with potential investors – from better understanding the explicit and non-explicit objectives of venture capital or private equity funds (just to name some profiles of potential investors) to the narratives associated with a successful business model and the de-risking of milestones. It greatly maximises the potential for successful business development and capital raising campaigns.

## Who will Benefit

Entrepreneurs involved with start-ups seeking funds or seasoned executives running small or medium businesses looking to expand. Capital raising is a critical milestone for any developing business. Yet leaders are rarely exposed to the inner workings of running a successful capital raising campaign with very few executives having been involved in all facets of such a complex exercise. This workshop plugs this gap and provides all the skills required to maximise the potential of successfully raising capital.

## Learning Outcomes

- Identify and navigate the key elements of the 'Capital Cycle' – using a global, strategic and practical approach encompassing many aspects of the process that extend far beyond the much narrower silos of Venture Capital and/or Private Equity
- Manage the early stages of a new venture and articulate a vision that carries the venture forward, including distilling the story into an impactful teaser and a successful Investment Memorandum to create a simple and compelling message
- Apply tools to derive an appropriate valuation for the business and equip participants with the skills necessary to successfully address the key investment concerns of potential investors

- Understand the importance of breaking down the development process into milestones to identify and de-risk the key steps of the value-creation journey. The important concept of 'sequential valuation curve' will be presented and discussed
- Discuss the key elements of the due diligence process and the main features of a successful capital raising process at this critical stage
- Create a framework to approach and successfully navigate the negotiation phase that invariably precedes any injection of new capital
- Speak a language that resonates with potential investors and be seen as credible partners worthy of being backed financially.

## About the Presenter

### Patrick Kedemos

Patrick Kedemos has extensive international capital raising experience acquired over 25 years with entities ranging from technology start-ups to ASX-listed companies and to Fortune 500 companies Air Liquide and Wesfarmers. Patrick started his career as the founder of a company providing marketing research. He later joined Air Liquide, the world leader for industrial gases, where he gained a wealth of experience operating across various geographies and industries. These included roles as General Manager, Sales & Marketing Manager, Strategy Manager and Financial Controller. Patrick was then the Managing Director of AnaeCo, a publicly-listed technology company as well as the Honorary Consul for France in Western Australia.

Patrick is currently the Managing Director of Avanguard Capital and has extensive international experience in assisting companies raise capital. He sits on a number of boards and teaches Financial Modelling to the Masters of Applied Finance at UWA.

# SCENARIO PLANNING AND STRATEGIC CONVERSATIONS

## Preparing for the unknown

Scenario Planning and the Art of Strategic Conversation is a highly experiential five-day workshop focussing on the skills of effective scenario planning.

Scenario planning is a powerful approach used to explore volatility, uncertainty, complexity and develop plausible futures that map out such issues. Scenarios, in combination with the organisation's business idea, facilitates a strategic conversation that helps to determine a course of action and assists in resource allocation in complex and rapidly changing environments.

The course is explored in the context of real organisational problems. Participants work in groups, focussing on a particular organisation of their choice. Through the implementation of scenario planning tools participants develop a number of scenarios that explore the key concerns in the scenario agenda. Implications for the organisation are drawn out and considered in the context of strategic change. The process results in new insights about potential strategic risks for the organisation.

### Who will Benefit

The program is designed for public and private sector practitioners who are involved in the development of policy and strategy. In particular, those who are concerned about the strategic future of their organisation will benefit greatly from the scenario planning approach.

### Learning Outcomes

- Become aware of practical approaches to strategy in situations of uncertainty and ambiguity
- Explore and analyse the contextual environment through the development of a 'set' of scenarios
- Establish the characteristics of success for an organisation, that is, its 'Business Idea'
- Consider issues involved in organisational perception and learning, as well as issues that limit learning
- Develop awareness of intervention possibilities
- Consider the relationship between scenario planning and strategy
- Initiate a scenario based planning exercise in a practical setting.

Course No:	017
Duration:	5 days
Venue:	AIM WA
Dates:	16 – 20 August 2021
Fees:	\$5720 GST inclusive \$4400 GST inclusive AIM WA Corporate Members \$4400 GST inclusive UWA MBA flexible Students*

*\*Articulates to UWA MBA*

### About the Presenter

#### John Skyes

John Skyes is a Strategist for MinEx Consulting and Founder-Director of Greenfields Research, both of which specialise in economic and strategic consultancy to the mining and exploration sector. John co-teaches the 'Strategic Management' and 'Strategic Management of Resource Companies' courses on the UWA MBA program, and contributes to the 'Strategic Analysis and Consulting' unit. John is also completing a multidisciplinary doctorate at UWA that applies scenario planning techniques to the future of mining and exploration. As part of this research, John is trained in the 'Oxford Scenario Planning Approach'. John has also co-authored or co-edited several books on the mining sector and business strategy, and co-authors a weekly column on mining strategy. He has published numerous technical and academic papers on mineral sector strategy and economics, including several award winning papers, and presented at many industry conferences on these subjects. John is also a geologist with Masters degrees in Geology and Geophysical Hazards from Imperial College London and University College London, respectively.

John is an Associate Fellow of the Australian Institute of Management WA.

### Alignment with UWA's MBA Flexible Program

This course aligns with UWA's flexible MBA program, with an optional assessable component in this course. Participants who qualify to access this articulation pathway, and who successfully complete the course and pass the assessments, will receive credit (to the value of one optional unit) towards their UWA MBA Flexible degree.

# STRATEGIC DEVELOPMENT PROGRAM FOR NOT-FOR-PROFIT ORGANISATIONS - Virtual

Growing resilient not-for-profit organisations

The Strategic Development Program for Not-for-Profit Organisations (SDP-4-NFP) has been designed by Winthrop Professor Tim Mazzarol and Gudrun Gilles, recognised experts in the design, development and delivery of executive education programs.

This program has been developed from well-researched foundation principles of how such organisations need to configure their business models and shape their corporate strategy to address the challenges of what is now a dynamic and more uncertain environment. This program applies theory and industry best practice to the organisational realities of the participants.

## The Need for the SDP-4-NFP Program

The SDP-4-NFP program was developed in response to a recognition that the management of a not-for-profit organisation is a highly challenging and demanding task environment, and that the unique nature of these enterprises requires a balancing of social and economic objectives. Changes to government policy and community attitudes towards charitable activities have created a more turbulent and uncertain future of many NFP organisations. The program has been designed in response to this changing regulatory and funding environment experienced by the NFP sector. The focus is on how NFP

organisations can maintain their primary objectives whilst increasing their resilience and independence from public funding.

The SDP-4-NFP program is different from most other strategic management programs because it is tailored to the particular requirements of the NFP sector.

## Program Objectives

- Understand the context of operating in the NFP sector whilst competing in a commercial market
- Safeguard organisational objectives and ethics vs organisational sustainability and resilience
- Formulate the concept of risk appetite in the context of NFP
- Identify additional and diverse income streams for their context
- Create a fit for purpose leadership approach
- Evaluate impact and make strategic decisions in relation to:
  - government policies and legal environments
  - competitive market dynamics
  - financial sustainability
  - community contributions to your organisation
  - social responsibility
  - ethical objectives.

Program No: 002

Duration: **V** 6 Online Modules

Dates: 12 – 28 October 2021 (Tuesdays & Thursdays, 2pm - 4:30pm WST)

Fees: \$880 GST inclusive  
\$704 GST inclusive AIM WA Corporate Members

## Target Audience

This program is aimed at board members, senior managers and CEOs from NFP organisations across Australia.

## About the Presenters

### Professor Tim Mazzarol

Professor Tim Mazzarol of the UWA Business School is a specialist in entrepreneurship, innovation, small business management, marketing and strategy. He is a Qualified Professional Market Researcher (QMPR) with the Australian Market and Social Research Society (AMSRS), a Fellow of the AIM WA, and a Director of the Co-operative Enterprise Research Unit (CERU), Centre for Entrepreneurial Management and Innovation (CEMI), and the Commercialisation Studies Centre Ltd, a not-for-profit company. He has been a former director of the Association for the Blind of WA, is a former director and past President of the Small Enterprise Association of Australia and New Zealand (SEAAANZ) Ltd, a not-for-profit company. Tim has over 30 years of experience in the design, development and delivery of executive programs and strategic planning workshops for large and small organisations including many not-for-profit enterprises, government agencies, universities and colleges. In recent years he has designed and launched the very successful Co-operatives and Mutuals Strategic Development Program (CMSDP).

### Gudrun Gilles

Gudrun has collaborated on a number of research and evaluation projects with Professor Mazzarol over the years and operates as a management consultant in the NFP and Small and Medium Enterprise (SME) sectors.

Gudrun is the principal consultant of her own business since 2001 and has attracted a wide range of projects over the years. She is an experienced leader of teams - both independent and client derived.

Gudrun's strengths lie in cultural intelligence, her soft skills, and tailored approaches. Her volunteer contribution to the sector has seen her as a member of several boards of management over the years.

She draws from her studies and hands-on experiences in the field when facilitating executive education programs. Her sector related experience is derived from roles and projects in high-risk human services design, development and management, procurement, board of director's education, strategic planning, senior executive education and mentoring, systems auditing and evaluating organisational and program outcomes. Her hands-on approach ensures that this program will respond to current strategic challenges faced by the sector.

# UNDERSTANDING UNCONSCIOUS BIAS FOR EFFECTIVE LEADERSHIP

NEW

Why it matters and how to master it

Course No:	005
Duration:	2 days
Venue:	AIM WA
Dates:	19 – 20 July 2021
Fees:	\$2200 GST inclusive \$1760 GST inclusive AIM WA Corporate Members

## Understand the benefits and hindrances presented by Unconscious Bias and learn how to manage it effectively.

Unconscious Bias has a pervasive, but often unnoticed, impact on our thinking and behaviour. In organisations, Unconscious Bias affect important organisational processes, such as recruitment and selection, performance management, and diversity and inclusion. Even leadership is often subject to biased perceptions, which impacts the ability of leaders to achieve the desired organisational outcomes. Hence, understanding and managing Unconscious Bias is an important task of effective leadership. However, our knowledge of Unconscious Bias is frequently limited and focused on the negatives. In this course you will gain a better and fuller understanding of Unconscious Bias, its impact in the workplace and beyond, and learn cognitive and behavioural strategies that will allow you to harness the power of Unconscious Bias to elevate the impact of your leadership.

## Highlights

- Gain access to an exclusive assessment tool developed to uncover your personal leadership unconscious bias
- Discover the latest research evidence on Unconscious Bias and leadership
- Become empowered to effectively manage the unconscious bias in your workplace.

## Who will Benefit

The course is recommended for executive managers, team leaders, and professional staff, who are interested in gaining a better understanding of Unconscious Bias and its impact on work, leadership and organisations.

## Learning Outcomes

- Become aware of the impact Unconscious Bias has on your leadership
- Understand the benefits and hindrances of Unconscious Bias
- Discover the importance of appropriate communication around Unconscious Bias; strategy facilitative of customer engagement
- Practice cognitive and behavioural strategies to effectively manage bias.

## About the Presenter

### Dr Darja Kragt

Dr Darja Kragt is a Lecturer in Work Psychology at the University of Western Australia. She is also a leadership consultant, program facilitator, speaker and author. Darja's research is focused on the development of leadership skills and competencies, particularly, how identity and implicit beliefs shape leadership behaviour and effectiveness.

Darja is passionate about helping individuals and organisations to develop more effective and inclusive leadership. Her unique strengths as a leadership development professional are superb understanding of research evidence and ability to translate these insights into actionable practices.

Darja has designed and facilitated numerous leadership development workshops and programs for professionals, MBAs and executives in Australia and Europe.

She has completed a doctoral degree in Leadership Development at UWA Business School and two Master degrees in International Management and Business Research at Maastricht University in the Netherlands. Her research has been published in highly ranked, peer-reviewed journals.

# STRATEGY: FROM PRINCIPLES TO PRACTICE

The critical element to business excellence

This experiential strategy course is targeted at leaders from the public, private and not-for-profit sectors who want to enhance their strategic thinking skills and business problem solving abilities.

The course captures the latest thinking from strategic management theory, delivers hands-on experience of the strategy consulting toolkit and adapts tried and tested strategic frameworks to contemporary and turbulent business conditions. This interactive and practical course allows participants to gain exposure to multiple strategy frameworks and to structured problem-solving in order to develop a range of skills critical to planning for the future. Modern business case histories from diverse industries are used to illustrate and develop critical thinking and facilitate the strategy development process. Strategies to foster and create innovative business models are illustrated – with participants gaining experience of how businesses and industries may change in future.

## Who will Benefit

This course is designed for any person who wants to develop their strategic thinking and planning competencies. It is particularly appropriate for managers who have or are moving into a position of strategic responsibility. The course is applicable to developing strategy within the private, public and not-for-profit sectors.

## Content

- What is strategy and does it matter?
- The 'how' and 'why' of strategy
- Business model innovation for turbulent times
- Structured problem-solving as a key strategy tool
- Strategy frameworks and principles
- Strategy business cases
- Strategy in action.

Program No:	007
Duration:	2 days
Venue:	AIM WA
Dates:	3 – 4 August 2021
Fees:	\$2200 GST inclusive \$1760 GST inclusive AIM WA Corporate Members

## About the Presenters

### Professor Allan Trench

Professor Allan Trench is a former strategy consultant with McKinsey & Company engaged in strategy assignments across multiple industry sectors, the author of 10 books and over 50 peer-reviewed journal publications. He is a past member of the Woodside strategy team and has held a number of senior positions in the mining industry, including with WMC Limited (since acquired by BHP Billiton). Allan has over 25 years' combined industry and academic experience and has served as a director of a number of emerging ASX-listed resources companies since 2003. Allan has held academic positions in geophysics (Oxford University) and in Mineral Economics (Curtin University). He is currently MBA Director and Professor in the Practice of Management at UWA Business School. He holds four degrees including a doctorate in geophysics (Glasgow University) and MBA (Distinction) from Oxford University.

### John Sykes

John Sykes is a Strategist for MinEx Consulting and Founder-Director of Greenfields Research, both of which specialise in economic and strategic consultancy to the mining and exploration sector. John co-teaches the 'Strategic Management' and 'Strategic Management of Resource Companies' courses on the UWA MBA programme, and contributes to the 'Strategic Analysis and Consulting' unit. John is also completing a multidisciplinary doctorate at UWA that applies scenario planning techniques to the future of mining and exploration. As part of this research, John is trained in the 'Oxford Scenario Planning Approach'. John has also co-authored or co-edited several books on the mining sector and business strategy, and co-authors a weekly column on mining strategy. He has published numerous technical and academic papers on mineral sector strategy and economics, including several award winning papers, and presented at many industry conferences on these subjects. John is also a geologist with Masters degrees in Geology and Geophysical Hazards from Imperial College London and University College London, respectively. John is an Associate Fellow of the Australian Institute of Management WA.

# THE CO-OPERATIVES AND MUTUALS STRATEGIC DEVELOPMENT PROGRAM (CMSDP)

The only program of its kind

The Co-operatives and Mutuals Strategic Development Program (CMSDP) has been designed by Winthrop Professor Tim Mazzarol, a recognised expert in his field, following extensive research into the needs of co-operative and mutual organisations.

This program is delivered as a three-day, face to face format, as well as a completely interactive virtual program over six, 2.5hr modules. The face to face program is fully comprehensive and allows for a deep dive into the individual issues and opportunities that face participants and their organisations. The virtual program delivers similar concepts, condensed to meet the needs of those who are unable to join the three day format. The virtual program includes a sixth module as a review and planning session.

The program will focus on the sustainability, performance, and resilience of co-operative and mutual organisations.

## The Crucial Need for the CMSDP

While there are many general management and development programs on the market, most do not meet the specific requirements of this sector, which has acknowledged the need for a dedicated program which captures the unique nature of the co-operative enterprise business model.

Many aspects of the way co-operative and mutual enterprises are managed are similar to more conventional businesses. However, there are also many important differences. These relate to areas such as their governance, distribution of share capital and voting rights, human resources, communications, marketing and strategic purpose.

## FACE TO FACE DELIVERY

Program No:	015
Duration:	3 days
Venue:	AIM WA
Dates:	10 – 12 March 2021 28 – 30 July 2021
Fees:	\$2860 GST inclusive \$2200 GST inclusive AIM WA Corporate Members

## Program Objectives

- Compare and contrast the co-operative and mutual business model with that of investor-owned businesses
- Exhibit knowledge of the co-operative and mutual business model as it exists locally, nationally and internationally
- Demonstrate an ability to apply their understanding of co-operative and mutual enterprise business model dynamics to the solving of managerial problems
- Evaluate the impact and make strategic decisions in relation to:
  - government policies and legal environments
  - competitive market dynamics
  - social cooperation within their member community, and
  - the impact of the natural environment
- Understand the nature of member loyalty and engagement within a co-operative and mutual enterprise and how to strengthen and retain member commitment.

## V VIRTUAL DELIVERY

Duration:	6 Online Modules
Dates:	4 – 20 May 2021 (Tuesdays & Thursdays, 2pm – 4:30pm WST)
Fees:	\$990 GST inclusive

## Program Modules

**Module 1:** Understanding Co-operative and Mutual Business Models

**Module 2:** Governance and Leadership in Member Owned Businesses

**Module 3:** Marketing our Co-operative Advantage (MOCA)

**Module 4:** Financing Co-operative and Mutual Businesses

**Module 5:** Legislative Structures and their Impact on Co-operative and Mutual Enterprises.

## About the Presenter

### Professor Tim Mazzarol

This program is facilitated by Professor Tim Mazzarol who is a world expert in the co-operative and mutual sector. Tim has conducted extensive research and has authored many publications outlining the key issues, advantages and challenges that face co-operative and mutual organisations. Tim is a highly skilled and engaging facilitator, who takes an experiential approach to adult education, which challenges and inspires participants.

# CREATING, LEADING AND GROWING HIGH PERFORMANCE ENVIRONMENTS

NEW

Create a truly inspiration vision for your team

The course is based on The 5 Alive Model, which has been developed by the program creator and presenter Glenn Capelli. It incorporates a continuous theme of each participant developing their Higher Order Presentation Skills (HOPS) to increase their capacity to 'reach and teach' individuals and teams.

This course is based on world's best practice in developing high performance teams and working environments. The principles that underpin this course have been delivered to leaders and organisations in over thirty countries. Participants can expect to deepen their creative, analytical, practical, and emotional abilities.

Participants can expect to be challenged to think, learn, laugh, share, communicate, and stretch and build leadership talents as they discover The 5 Alive Model for creating active learning environments.

**The 5 Alive Model consists of;**

1. **Culture and Character**
2. **Conversation**
3. **Strategies**
4. **Methods**
5. **Systems.**

**Who will Benefit**

This course is recommended for all senior leaders, executive managers, team leaders and professional staff. It is focused on people and how to motivate them to work together optimally. Therefore it's applicable to all sector types and organisations where quality, high performance, innovation and an environment that enables all people to learn and grow, is critical.

**Learning Outcomes**

- Lifelong leadership models that will prove to be valuable throughout the participants' entire life and career
- Learning thinking models that participants can apply to the workplace, family, relationships, and to create sustainable mental and physical health
- Daily sharing, development, and coaching of leadership presentation and communication skills
- Every model, strategy, and approach will have a "What's It Mean?" exploration for instant and sustained application in leading,

Course No:	018
Duration:	5 days
Venue:	AIM WA
Date:	6 – 10 December 2021
Fees:	\$5720 GST inclusive \$4400 GST inclusive AIM WA Corporate Members \$4400 GST inclusive UWA MBA flexible Students*

*\*Articulates to UWA MBA*

learning and life

- An individually developed learning plan for on-going leadership development
- Visual summary sheets and a learning journal for further reference.

**About the Presenter**

**Glenn Capelli**

BA Dip Ed MACE CSP Churchill Fellow.

Glenn Capelli, is the first Australian speaker to be awarded all three major professional speaking awards including Keynote Speaker of the Year, and Educator of the Year. His award winning Born to Learn USA Cable television series aired to over 26 million households weekly and his Thinking Caps radio program aired on ABC/Radio National and 3AW in Australia for eight years. Glenn is an author (Maximising Your Learning Potential, Thinking Learning Classroom and Thinking Caps), songwriter (over 50 recorded songs), member of MENSA and a 'former hobo' who backpacked his way around the world for 7 years. His learning programs have received rave reviews from the Young Presidents Organisation. Glenn has received 100% satisfaction ratings five times, for his speaking engagements with The Executive Connection.

**Alignment with UWA's MBA Flexible Program**

This course aligns with UWA's flexible MBA program, with an optional assessable component in this course. Participants who qualify to access this articulation pathway, and who successfully complete the course and pass the assessments, will receive credit (to the value of one optional unit) towards their UWA MBA Flexible degree.

## CUSTOMISED EXECUTIVE DEVELOPMENT

Whether it's delivery of our flagship programs in-house just for your employees, or uniquely tailored development solutions for your organisation, AIM WA+UWA Business School Executive Education's customised executive development programs are a powerful way to improve individual, team and organisational performance effectiveness and capability.

Our design and delivery experts will work with you to develop executive learning programs to achieve organisational transformation, inspire leadership, effect change management strategies or implement general management performance improvements across functional areas of your business.

Features of our customised programs include:

- Development with your experts to ensure internal ownership of programs and capture existing corporate knowledge
- Business case scenario analysis tailored to your strategies
- Action learning syndicate projects based on your organisation's strategic imperatives
- Experiential team building to improve executive team performance
- Personalised analysis of executive peak performance and work-life balance
- Accreditation towards UWA Business School (UWABS) qualifications (discretionary where programs meet UWABS requirements)
- Availability of detailed program evaluation services.

Our world class faculty members and consultants have a breadth of experience in the public, private, co-operative/mutual, and not-for-profit sectors. We believe that for maximum organisational impact, a whole of organisation approach is essential to ensure specific opportunities and challenges are met.

Our philosophy is based on collaboration, experience and innovation, working with organisations to identify, understand, design and deliver and evaluate bespoke solutions.

Our methodologies incorporate world's best practice in:

- Business simulations
- Truly experiential learning using professional improvisation actors, action-learning and real plays
- Harvard case study methodology
- A vast coaching and mentoring network comprising of highly regarded experts from a range of industries
- Individual, team and organisational diagnostic and assessment, evaluations and development plans
- Masterclasses; sessions to supplement, reinforce or provide an additional value-add to the organisation and its leaders
- Research; we have access to world's best research knowledge which drives and contributes to our program offerings.

## CONSULTING SERVICES

### Extending your ability to drive your organisation

AIM WA+UWA Business School Executive Education consults to clients at an executive level to implement organisational transformation and to build long-term, sustainable organisational capabilities.

We deliver value by:

- Enhancing leadership and effectiveness
- Undertaking commissioned and/or applied research projects
- Facilitating stakeholder consultation processes
- Creating and supporting organisational development plans and initiatives
- Improving executive and management team effectiveness
- Building leadership capabilities and developing succession initiatives
- Facilitating strategic planning
- Developing human resource strategy and performance improvement systems
- Providing insights into customers and markets through research
- Mentoring innovation and entrepreneurship initiatives
- Increasing work life balance, motivation and employee productivity.

## CORPORATE DIAGNOSTICS

### Tools to make effective individual and organisational decisions

From management competency to safety leadership, AIM WA+UWA Business School Executive Education offers a suite of corporate diagnostic tools to track individual, team and organisational performance.

The best of academic research-based and internationally recognised tools.

Our corporate diagnostics suite complements our executive coaching services and includes:

- Corporate culture/employee perception tools
- 360° feedback profiles
- Personality and emotional intelligence indicators
- Safety diagnostics
- Team effectiveness measures
- Training needs assessments
- Stakeholder management tools
- Government related diagnostics.

Ensure your investment in individual and organisational development is targeted at the right problems and that it works.

## INTERNATIONAL EXPERTISE

Executive Education is actively engaged with International partners in our region to help them to achieve their individual and organisational development needs.

We play a key role in designing and delivering international programs focused on; mining and oil and gas business development, business improvement, growing organisational capacity, and individual leadership skill development.

We can meet a wide variety of needs which link into the world class expertise of UWA and the foremost subject matter experts, CEOs and board members from government, private, and not-for-profit organisations. We also deliver specialty programs, specifically designed for international executives from the Co-operative and Mutual sector.

An example of one of our current flagship international programs is the Australia China Executive Gas Training Program. This program is run in conjunction with the Western Australian Department of Jobs, Tourism, Science and Innovation. Over three months, Chinese LNG executives live in Perth and are exposed to a variety of technical and business related LNG sessions delivered by UWA Academics from a range of faculties. Participants also benefit from extensive site visits and enjoy a rich cultural experience.

## WORKPLACE MENTAL HEALTH

Mental health conditions cost Australian workplaces an estimated \$11 billion annually, with 45% of Australians affected at some point in their lifetime. A preventative approach to mental health in the workplace has shown massive benefits with a return of \$2.30 for every \$ spent. Therefore, organisations and leaders need to know how to respond effectively to workplace mental health issues from a systems and personal level.

Executive Education have experienced and skilled practitioners in Organisational, Clinical and Counselling psychology who are well placed to advise and facilitate strategic approaches to workplace mental health, as well as day-to-day leadership approaches to the recognition, pro-active engagement and promotion of positive employee mental health.

## EXECUTIVE COACHING

### Maximising leadership growth

Executive Education has a diverse panel of experts who have coached thousands of senior executives in Australia, interstate and internationally.

Each coach has a unique coaching style and their background includes extensive business experience such as: human resources, organisational development, marketing, leadership, diagnostics, and team development. Our panel also includes several psychologists. Our coaches have a minimum of 10 years' experience and are comfortable working with coaching conversations that focus on both the "inner work" (attitudes, values); and the "outer work" (skills and growth).

We expect our coaches to:

- Have access to a toolkit of approaches and models to suit whatever needs a coachee presents with
- Be able to work with the coachee to identify underlying assumptions, beliefs and patterns of behaviour that are working for them (or not working in some cases)
- Be aware of the strategic and external influences of the coachee
- Work towards action and progress
- Be able to work with leaders at all levels.

Our coaching approach includes one-on-one confidential conversations and team coaching. Our coaches also have a range of diagnostic tools at their disposal which support the individual or team insight into strengths and areas for development. Additionally, our suite of courses can be aligned to follow-up coaching to further assist learnings and skills to be applied to the workplace.



## NEXT STEPS

Whether you are looking at your own personal development, executive talent management, or to build capability more broadly in your organisation, contact our experienced and expert team at AIM WA+UWA Business School Executive Education.

Our team can deliver courses face-to-face and virtually in Western Australia, nationally or internationally.

Contact us at [execed@execed.com.au](mailto:execed@execed.com.au) or call **+61 8 9383 8090** or visit **[execed.com.au](http://execed.com.au)**

AIM WA Corporate Members receive savings on most Executive Education courses.

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