Preparing leaders for tomorrow's challenges

AGSM @ UNSW Business School Executive Education Portfolio 2016
Accelerate your career

AGSM @ UNSW Business School is the only Australian business school offering an integrated pathway between executive education programs and a prestigious, globally recognised MBA qualification.

Build your pathway into AGSM MBA (Executive), MBAX or MBA (Operational Excellence) programs.

Are you made for greater things? Find out more on p.12 or contact our Client Engagement Team on +61 2 9385 0330

Leadership needs to create meaning from local, regional, global and virtual worlds to drive action in ever changing landscapes. As technology and digitisation advances create significant wealth through ideas rather than assets, innovation and intrapreneurship are becoming core capabilities of every enterprise.

Executive Education is the meeting place of thought leadership, practise and business. AGSM provides accelerated development opportunities through open, contextualised and bespoke programs.

We recognise the time and financial investment in continuing development through credits and articulation to post-graduate qualifications. Open and in-house program participants can complete a Certificate of Executive Management and Development (CEMD) articulating to two course credits in the MBAX and Master Black Belt graduates attain a 50% credit towards the MBA (Operational Excellence).

Continuing leadership and business education is vital and we will continue to develop innovative solutions that harness thought leadership and best practice.

We hope you will join us in building a strong future for business in our region.

Frank Kennedy
Executive Director
AGSM Executive Education

Now more than ever, leaders, managers and entrepreneurs need to prepare for the great unknown, to imagine the possible, anticipate and mitigate risks, and be agile enough to swiftly and decisively respond to disruptors and opportunities.
Access world-class thought leadership

AGSM Executive Education has unrivalled access to cutting-edge research and subject matter expertise. As part of UNSW Business School, we have access to the greatest business minds in the country, region and across the globe.

UNSW Australia, one of the country’s leading research and teaching universities, is home to ten faculties and a variety of research centres with interests as diverse as social change, entrepreneurship, workforce equality, data management and financial regulation.

We invite you to leverage our expertise and open the door to new opportunities.

- Leadership, Management and Strategy
- Commercial Acumen
- Entrepreneurship and Innovation
- Marketing
- Business Transformation and Operational Excellence
- Strategic HR
Leadership, Management and Strategy

Attain credits towards globally recognised post-graduate qualifications as you progress through your management and leadership career.

Through our renowned faculty, as well as our local and global network, AGSM Executive Education offers accelerated management, general management, executive leadership and specialist development programs. Our evidence-based programs inspire leaders to imagine new opportunities, formulate and engage in strategy, execute deliverables, and drive organisational success.

Participants of our programs develop new mindsets, evolve their critical thinking, draw new insights and foresight from data, and shape actions through sound decision-making and judgement. We offer programs that create an intersection between thought leadership and business action in the areas of:

- General management
- Strategic thinking
- Culture, politics and power
- Leadership for tomorrow’s organisations
- Change leadership
- Engagement and inspirational leadership

Refer to pp.16–29 for Leadership and Management open programs.

Commercial Acumen

Action without purpose is futile; commercial acumen provides the context for leadership and management action. Leaders and managers must understand the levers that drive or detract from organisational performance. They need to be financially savvy, able to manipulate data to explore potential scenarios, and develop sound business cases based on commercial judgement and economic thinking.

We have extensive expertise across the commercial acumen disciplines including:

- Finance
- Negotiation and influence
- Decision-making and risk management
- Mergers and acquisitions
- Strategic and economic thinking
- Utilising data and making business cases
- New business models

Refer to pp.34–37 for Commercial Acumen open programs.

Strategic HR

The evolution of human resources from a staffing and personnel function to an enabler of business thinking and strategy requires HR leaders to be strategic, commercial, and relationship driven.

AGSM Executive Education curates global thought leadership on current HR issues through faculty experts and global practitioners. Human resources is a vital part of every organisation, and HRM specialists with the capacity to understand and impact organisations are highly sought-after in both the private and public sectors.

We can assist you to build commercial HR leadership, ready to shape the future and set the agenda. We have expertise in:

- Business and people strategy
- Executing with innovation
- Influencing the CEO and Executive Committee
- Commercial HR leadership

Refer to pp.48–49 for Strategic HR open programs.
Marketing

Digitisation, customer centricity, data forecasting and insight are the “new black” of marketing. Marketers, product managers, and business leaders must develop agile strategies to attract and retain customers.

AGSM Executive Education integrates the research and thought leadership of UNSW Australia’s School of Marketing with best practice from around the world to develop new mindsets and capabilities in the areas of:

- Customer centricity
- Data analytics (insight and foresight)
- Consumer behaviour
- Services marketing
- Product development and innovation
- Marketing leadership
- The future of marketing

Refer to pp.46–47 for Marketing open programs.

Business Transformation and Operational Excellence

Transforming business to respond to market changes and opportunities in a sustainable and efficient manner is critical to survival and growth in a globally competitive environment. The customer must be at the centre; providing customers with seamless, consistent, efficient and cost effective process is necessary for the strong future of any business. Lean Six Sigma is acknowledged as one of the most powerful methodologies to drive transformation and improve enterprise performance.

AGSM Executive Education is the first business school to take Lean Six Sigma into the mainstream academic curriculum. To support the growth of Lean practice in Australia, we have developed Australia’s first MBA (Operational Excellence) accessed via Executive Education certification programs. For more information refer to p.13.

This expertise allows AGSM Executive Education to partner with our clients in harnessing leadership, change management and organisational culture to achieve business outcomes. We can assist with consulting, workshops and programs in the areas of:

- Principles of Lean and methodology awareness
- Specialist Lean leadership simulations
- Green, Black and Master Black Belt training and certification
- Leadership and cultural change
- Organisational Lean deployments
- Lean innovation management

Refer to pp.38–45 for Business and Operational Excellence open programs.

Entrepreneurship and Innovation

Entrepreneurship and innovation are critical elements of business and government. Traditional and familiar business models are continually being challenged in today’s business context. Organisations and their leaders need to find new, more efficient ways of generating ideas and making these a reality, competing in a borderless market and, most importantly, connecting with customers.

Our open and contextualised programs provide insights and strategic toolkits to address the challenges of innovation and entrepreneurship. We also offer access to world-class centres such as the UNSW Innovation Centre and Michael Crouch Innovation Centre that provide a platform to develop entrepreneurial initiatives and lead breakthrough innovations.

We offer experiential learning, workshops, and events for strong two-way connections with business in the areas of:

- Lean start-up
- Design-thinking
- Innovation strategy
- Entrepreneurial approaches and opportunity hunting
- Developing an entrepreneurial mindset
- Managing the innovative organisation

Refer to pp.30–33 for Strategy, Change and Innovation open programs.

Contact us today to discuss how we can help you embrace the future of your business.

+61 2 9385 0330
enquiries@agsm.edu.au
Building organisational capability

AGSM Executive Education partners with teams and organisations to build the capability required to address today’s challenges and prepare for the future.

Our in-house programs connect latest thinking and global best practice content with the client’s context to deliver an experience that is relevant to the organisation’s operating environment and competitive landscape.

We can partner with you to build:

**Contextualised Programs** — suitable for organisations of any size, our contextualised programs offer flexible delivery of market-proven content at a time and place to suit you. Organisations may select a combination of themes from our areas of specialisation (p.5) and our open programs (p.15) to build an offering that meets the desired business outcomes.

A Client Relationship Manager will work with you to shape a solution that achieves maximum impact.

**Bespoke Programs** — best suited to larger organisations, a bespoke program builds a sophisticated, fully-integrated learning architecture for those seeking to create their own unique development experience.

Our Client Relationship Managers lead teams of program designers, faculty and subject matter experts in partnering with you to co-create workshops, experiences, challenges and action learning that drive behavioural change, increase capability and, most importantly, impact on results.

Adding value through articulation

Most in-house solutions can be articulated to subjects in globally recognised AGSM MBA qualifications through the Certificate of Executive Management and Development or direct subject credits. For more information refer to pp.12–13.

Find out more

To discuss how AGSM can help you realise your objectives in 2016, contact our Client Relationship Management team.

+61 2 9385 0330
enquiries@agsm.edu.au
agsm.edu.au/inhouse

From the very first meeting, I had full confidence that the AGSM team could understand our requirements and deliver what we were looking for, and they certainly didn’t disappoint. The program team were all fantastic, highly intelligent individuals with a wealth of knowledge to share.

I’ve received nothing but great feedback from everyone I have spoken to, including some self-admittedly tough task masters.

The faculty’s ability to integrate their knowledge with our business and current challenges was superb. Many have said it’s the best leadership development they have done, not just with Chandler Macleod, but throughout their entire career.

**Meredith Menzies**
Organisational Development Manager
Chandler Macleod (Chandler Macleod Group Leadership Development Program 2015)
Creating your qualification pathway

The AGSM Certificate of Executive Management and Development (CEMD), formal recognition of your commitment to professional development, now offers credit toward select AGSM MBA qualifications*, building a unique bridge between executive development and post-graduate degree programs.

The CEMD offers participants and organisations the flexibility to choose from our portfolio of open or in-house programs. Our Client Engagement Team can work with you to design a pathway that builds the specific capabilities you need to meet your current and future challenges.

Participants must accumulate a minimum of 12 unit points within 48 months across at least 3 programs. The CEMD is equal to two subjects in the AGSM MBAX online masters.

The CEMD (Operational Excellence), offering a defined pathway into the specialist MBA (Operational Excellence), takes your Lean and Six Sigma qualification to the next level while deepening your business, management and leadership expertise. Participants can choose from Green Belt, Executive Black Belt or Master Black Belt pathways to build Lean capability.

Recognition of prior learning is available for Green and Black Belts who have certified through competency-based assessment with another provider.

*Entry into AGSM MBA Programs is subject to meeting admission requirements.

Example of CEMD pathway

12 units of credit or 2 subjects towards an AGSM MBAX specialist qualification

CEMD Value

Middle Manager Program

Developing the Strategic Manager

Leading from Within

Total units

8

2

2

12

Attain 12 unit points, across at least 3 programs to receive your CEMD, formal recognition of your commitment to professional development, offering pathways into AGSM MBA qualifications.

MBA articulation and credits^*

Build on your professional development journey and gain a world-class management education and globally-recognised qualification with AGSM MBA Programs.

MBAX

agsm.edu.au/mbax

Attaining your Certificate in Executive Management and Development now offers subject credits towards the innovative AGSM MBAX; a new generation MBA for those eager to turn vision into action.

The MBAX is an online Master’s degree that allows you to specialise in change, social impact or technology to accelerate your current career, follow a new path or build a new enterprise.

MBA (Executive)

agsm.edu.au/mbae

Many open programs and in-house solutions also offer subject credits into the AGSM MBA (Executive), a part-time MBA for busy executives.

For more information on subject credit programs, see our open programs section, from p.10

MBA (Operational Excellence)*

The MBA (Operational Excellence) offers a unique opportunity for Lean Six Sigma professionals to attain a globally recognised MBA qualification. It is a combination degree, made of Lean Six Sigma specialist courses through Executive Education and core and elective courses through the MBA specialist program.

This exclusive qualification is only available to participants who have attained a CEMD (Operational Excellence) or AGSM Master Black Belt certification. For more information contact Client Engagement on +61 2 9385 0330 or enquiries@agsm.edu.au

Program Fees: FEE-HELP is available to eligible students for the MBA course component. The CEMD component attained via Executive Education programs will be charged according to Executive Education fees and is not eligible for FEE-HELP.

*Entry into AGSM MBA Programs is subject to meeting admission requirements.

*Subject to final University approval
Maximising leadership potential

Our dynamic open programs support capability development and behavioural change in team members, managers and leaders. Suitable for individuals and small teams, open programs are interactive, engaging and practical to have maximum impact.

The AGSM experience

Pre-enrolment

Our team of experienced Client Engagement Managers are available to advise on the best fit program to meet your specific objectives. Our team ensure a diverse participant mix to maximise peer-to-peer learning and networking opportunities.

Pre-program

To enhance your classroom experience, our programs include a pre-work component. Usually commencing 4-6 weeks prior to the program, pre-work can include a mix of case studies, readings, surveys and learning activities fully supported by a dedicated Program Manager.

On the program

Led by our experienced faculty and supported by your Program Manager, AGSM Open Programs use a blend of experiential learning activities and facilitator sessions drawn from cutting-edge research and global best practice. Learnings are designed to be immediately transferrable to the workplace ensuring we can add real value to participants and sponsoring organisations.

Post-program

The majority of our programs include post-program follow up, and coaching is included in many of the programs, enabling participants to evaluate learning and discuss challenges after practical application.

Participants will also receive our quarterly e-magazine, The Leader. Focusing on a different business topic in each issue, The Leader brings together the best of research, industry expertise and academia to keep you informed on the latest thinking. agsm.edu.au/theleader

In-house delivery

Open programs are available for in-house delivery to build larger team capability; providing cost-effective, flexible delivery of market-proven content at a time and place to suit you. For more information refer to p.10.

Formal recognition

Program participation contributes unit points towards the AGSM Certificate in Executive Management and Development (CEMD), recognising commitment to life-long learning and articulating into select AGSM MBA programs. For more information refer to p.12.

"AGSM Open Programs enable you to see work and life through a different lens, develop new practices and ways of thinking that will help you throughout your leadership career. The quality of lecturers and program directors is impressive, they have decades of experience and they translate their knowledge in practical rather than academic terms. The diverse mix of candidates really adds to the learning experience. The value we have extracted is amazing."

John Mantzios
General Manager—IT
BPAY Australia
Leadership and Management

The AGSM Platinum Program

10 CEMD points
MBA (Executive) Subject Credit

Are you ready for a new era of leadership? agsm.edu.au/platinum

The Platinum Program combines an intensive curriculum, world-class faculty and industry leaders with dynamic peer-to-peer interactions to create a unique learning experience that will transform the way you think about leadership.

Over two residential modules, you will build the skills and mindset to take your leadership to the next level. In an interactive, experiential learning environment you will discover practical techniques to:

Lead your organisation into a new era
- Gain a new perspective on your leadership style and define your leadership legacy
- Maximise shareholder value in different ways
- Redefine roles to better leverage people and technology
- Develop agility through collaboration, cognitive complexity and adaptive systems
- Drive loyalty and engagement to increase team and organisational performance
- Build a high-calibre leadership network

Compete in a global economy
- Build targeted strategies for working across diverse cultures and economies
- Navigate the business landscapes across our region
- Gain multi-dimensional insights — predict futures, learn to deal with ambiguity and “Black Swan” events
- Gain insights into the business landscapes across our region
- Harness innovation and disruption
- Access and examine the latest research, discoveries and thinking in Science, Technology, Engineering and Mathematics (STEM)
- Understand the opportunities and implications of STEM for your business
- Foresee and leverage disruptive opportunities

Aims:
- To foster a new era of leadership
- To develop leadership skills and mindset
- To build a high-calibre leadership network
- To compete in a global economy
- To harness innovation and disruption

Sydney: 6 days, 2 modules
Residential: on-site accommodation is included in the program fee
$19,800 (inc. GST)

Made for senior leaders currently holding a position on the executive team or identified as top talent, with considerable career experience, including a significant amount of time in a senior role. Applicants will undergo an interview process to ensure best fit and maximise your investment.

Organisations will benefit from increased leadership bench-strength and the development of a roadmap to predict and navigate future challenges and maximise organisational performance.

"Can you be driven by how the world should be, yet work from within what it can be? Can you focus on results, yet act collaboratively? Can you connect with your local context while at the same time developing a truly global outlook? I believe you can—and to be a leader of tomorrow you must! This is what the AGSM Platinum Program is about.”

Dan Caprar
Academic Director

Program Team

Academic Director
Dr. Dan Caprar is a senior lecturer at UNSW Business School and consults to organisations in the areas of leadership and cross-cultural competence, in which he has a research interest.

Program Director
Rosemary Howard has over 30 years experience in executive leadership, which she leverages in her teaching engagements to develop commercial enterprise leaders.

Specialisations and expertise
Inhouse programs
Certification and articulation
Open programs
Location and venues
General Manager Program

Drive performance, lead strategically, navigate complexity.
agsm.edu.au/gmp

Becoming a General Manager is a transformational career move. It requires an organisation-wide perspective and a deeper understanding of external context and drivers of performance.

The General Manager Program accelerates this transformation by extending you beyond your current expertise to build strategic leadership capabilities. Competing priorities, ambiguous information, and uncertain outcomes are hallmarks of the decision tasks you will face as a General Manager. The program focuses on providing you with the tools and frameworks to:

- Develop a strategic mindset and improve your commercial acumen
- Identify, dissect and solve complex business problems
- Design and implement strategy
- Understand and measure systemic risk
- Make informed investment decisions
- Lead in the digital age
- Understand and leverage digital disruption
- Innovate in processes, platforms and culture
- Apply design-thinking techniques to your challenges
- Make better use of your data
- Leverage tools from Lean start-ups
- Drive organisational change
- Communicate with presence and impact
- Understand the relationship between verbal and non-verbal communication
- Communicate with impact and purpose
- Leverage your communication skills to build trust
- Connect with people’s values
- Adapt your message to your audience
- Build a performance culture
- Assess your current culture and understand how it impacts on performance
- Define your leadership role in the cultural context
- Drive cultural transformation to improve performance
- Enhance physical and mental wellbeing to maximise performance and combat stress
- Navigate power and politics
- Understand the interplay of organisational dynamics—people, power, politics and systems
- Enhance your informal networking skills to strengthen relationships
- Apply strategic stakeholder management techniques

"My time at the General Manager Program allowed a deep reflection of both my personal and professional goals and objectives in the surrounds of some inspiring facilitators and a cohort of like-minded future leaders. Following the General Manager Program, I have greater confidence and skills to make better decisions and truly lead through awareness and consideration."

Ken Whitton
General Manager—Member Education
HESTA Super Fund

Program Director
Elizabeth Maitland is an Associate Professor at UNSW Business School and a visiting professor at Nanjing University in the People’s Republic of China. She has extensive experience in strategy and international business, which she also teaches on the AGSM MBA Program.
Middle Manager Program

Strengthen your leadership skills to increase your impact.

agsm.edu.au/mmp

As an experienced manager you are a pivotal contributor to organisational performance. A vital link between frontline staff and the executive team, you negotiate with peers, contractors and stakeholders. This potential to influence and impact others is crucial to performance.

Through class and small group activities as well as integrated professional and peer-to-peer coaching, you will strengthen your ability to:

- Adapt your leadership approach to your environment
- Build resilience and maximise your energy and performance
- Navigate your work system: identify stakeholders, group dynamics and your various roles
- Balance competing demands and priorities
- Manage workplace issues and conflicts
- Apply coaching techniques to develop your team skillset and performance
- Influence team culture and collective performance
- Negotiate through and lead difficult situations and conversations
- Develop and deliver on practical change implementation plans

Sydney; 5 days
Residential; on-site accommodation and catering is included in the program fee
$10,450 (inc. GST)

Made for experienced managers with multiple stakeholders across the organisation, seeking to develop and enhance leadership and management capabilities.

Organisations will benefit from managers who are ready to drive organisational change programs, manage complexity and coach others to maximise team performance.

Program Director
Denise Weinreis is a specialist in coaching executives and teams to enhance their personal energy, leadership and performance.

Aaron Haw
Operations Manager
Brown Brothers

"The Middle Manager Program experience was both challenging and supportive, providing tools and confidences. The learning experience was enhanced by the diversity of the presenters and the participants. Since the program, there have been many changes to the way I approach situations. My direct reports have seen a change and believe I am more strategic and visionary as a leader."

Emerging Manager Program

Step up to the challenge of leadership.

agsm.edu.au/emp

The Emerging Manager Program lays the critical foundations and supports the personal change required to embark on a successful leadership career. This residential experience will take you on a journey from functional expert to proactive leader, building the crucial skills, techniques and outlook required to:

- Pinpoint the roles you must perform in order to achieve your performance targets
- Identify what you need to “do, dump, or delegate”
- Manage your energy rather than your time
- Understand the concepts of leadership and management and the relationship between them
- Address the challenges common to new leaders
- Communicate authentically and assertively
- Align and cascade your vision into prioritised focus areas, goals and actions
- Identify and initiate opportunities for growth, change and innovation in your role

Sydney; 4 days
Residential; on-site accommodation and catering is included in the program fee
$7,920 (inc. GST)

Made for individual contributors making the transition to a management role, or existing managers, seeking a fresh approach to managing people and building a performance culture.

Organisations will benefit from empowered managers, with a sense of direction and a strong, supported action plan, ready to motivate themselves and others to build a high-performing team culture, aligned to the strategic objectives of the organisation.

Program Director
Saul Brown is a management consultant, coach and educator who focuses on innovation and leadership.

Lucas McConnell
Depot Delivery Coordinator
Bombardier Transportation Australia

"The course was a complete eye-opener for me, providing a trigger for me to assess where I am in my personal and professional lives. I discovered more about myself as a leader, and really valued the multitude of management tools to develop both my own skills and those of my team members. Post program I have put the skills into practice immediately, and the program has set the foundations in how I will communicate, develop and interact with my new team."

Program Director
Denise Weinreis is a specialist in coaching executives and teams to enhance their personal energy, leadership and performance.
Women in Leadership

Empowering leaders to influence change and shape the future.
agsm.edu.au/wil

Women in Leadership builds a cohort of women who are ready to influence change and shape the future. The program provides a blend of personal leadership development and intellectual engagement combined with the latest thinking and discussion. Participants will embark on a transformational leadership journey over four months, building the skills and perspectives to:

- Lead with authenticity
- Understand your leadership preference and its impact on performance
- Apply the principles of social-attuned leadership and collaborative engagement
- Proactively control and increase your leadership impact
- Navigate the unwritten rules and unconscious biases in your environment

- Influence and engage at all levels
- Develop coaching and mentoring skills
- Navigate difficult conversations
- Manage challenging negotiations
- Improve executive presence
- Influence strategically

- Build an adaptive culture
- Lead change programs with confidence
- Build your informal and formal authority
- Understand and work with adaptive and technical challenges
- Develop strategies to overcome change immunity

Sydney CBD; 3 x 2 day modules over four months
$9,350 (inc. GST)

Made for successful business women from corporate, not-for-profit, public sector or business ownership backgrounds, seeking to develop leadership skills and build an influential network.

Organisations will benefit from increasing leadership bench strength and aligning with diversity strategies, supporting and developing the high-potential female leaders in the organisation.

Program Director
Rosamund Christie’s work focuses on adaptive leadership. She is a highly experienced executive coach with a particular interest in coaching first-time CEOs.

"An outstanding program that fundamentally changed my approach to leadership and delivered a step change in my business. The course content and structure, speaker line-up, and the relationships forged with fellow participants over the course of the program, provided a potent learning environment that delivered both professional and personal stretch. I highly recommend the AGSM’s Women in Leadership program to other business women.”

Liane Sayer-Roberts
Director
Sauce Communications
Connecting leadership, self-awareness and emotional intelligence.
agsm.edu.au/lfw

Understanding and applying the principles of emotional intelligence is integral towards motivating, engaging and leading others effectively. This program will show you how to integrate these techniques into your personal leadership style, enabling you to better:

- Adapt your communication style, impact and presence to fit the context
- Recognise and manage disempowering behaviours
- Identify, respond to and manage emotional cues in yourself and others

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for individuals seeking greater self-awareness and insight into the impact of your communication on others in the workplace.

Organisations will benefit from team members with improved emotional intelligence, boosting team satisfaction and performance.

Program Director: Denise Weinreis

*MBA Executive Subject Credit is applicable to participants who have completed two programs from The Authentic Leader Series.

"The course was fantastic. Delivered in a unique style, the facilitators challenged many of my assumptions and gave me a greater level of self-awareness. Great course, highly recommended if you are, like I was, questioning your leadership credentials. There are still difficult conversations and outcomes I would like to change but I am now in a position to learn from these experiences and improve and refine my leadership style."

Jock Jocumsen
Warrant Officer
Royal Australian Navy
Leading for High Performance

Shape a positive performance culture.
agsm.edu.au/lhp

This program will equip you to create a culture of empowerment and accountability that clarifies expectations, provides meaningful feedback and fosters growth. You will develop a toolkit to:

- Understand and enhance your personal leadership style
- Apply proven techniques to motivate others and elevate team performance
- Diagnose, address and resolve your people management challenges
- Set goals and action plans that allow your team to deliver
- Provide meaningful performance feedback

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for people managers seeking to shape a positive performance culture.

Organisations will benefit from managers with the practical techniques to increase motivation, empowerment and engagement and build a positive performance culture.

Program Director: Dr. Sally White

*MBA (Executive) Subject Credit is applicable to participants who have completed two programs from The Authentic Leader Series.

"The program content is excellent and is delivered by facilitators who have depth of experience. I was able to immediately implement the core concepts, including team leadership, giving feedback and working to improve team performance. The high calibre of the group also contributed to the overall experience and made it unique to other programs I have attended."

Glen Andrews
Managing Director
F4F Agriculture

The Authentic Communicator: Activating Presence

Increase your leadership impact and presence.
agsm.edu.au/acap

This powerful program harnesses innovative techniques from the performance and acting spheres to develop your communication, impact, presentation and presence. You will work closely with our experienced program team to:

- Develop your own authentic communication style, vocal identity and personal presence through coaching and feedback
- Increase your impact in presentations and meetings
- Prepare for, structure and deliver powerful presentations
- Manage nervous energy, recover during presentations and think on your feet
- Expand your toolkit to motivate and inspire your audience

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for team members, managers or executives seeking to develop an authentic communication style to increase personal impact.

Organisations will benefit from team members with a confident authentic communication style, able to better engage audiences in meetings, presentations and conversations.

Program Team: Jo O’Reilly and Peter Fisher

*MBA (Executive) Subject Credit is applicable to participants who have completed two programs from The Authentic Leader Series.

"The program was such a great experience, I learnt so much about myself. It taught me that I could find and control my level of confidence before any interaction. If you go into a presentation or meeting feeling calm, you’ll present so much more clearly and with more authority. There is no doubt that my presentation skills are significantly better than before the program."

Sara Goldsworthy
Director — G20 Policy Coordination Office
Department of the Prime Minister and Cabinet

Read more of Sara’s story at agsm.edu.au/acap

"The program content is excellent and is delivered by facilitators who have depth of experience. I was able to immediately implement the core concepts, including team leadership, giving feedback and working to improve team performance. The high calibre of the group also contributed to the overall experience and made it unique to other programs I have attended."

Glen Andrews
Managing Director
F4F Agriculture
Master the art of influence, navigate workplace dynamics and step up to new challenges.

agsm.edu.au/amea

Executive Assistants play a key role in the organisational hierarchy and are required to influence, communicate and collaborate across the business every day. Utilising techniques taught on AGSM’s world-class MBA Program, you will develop a toolkit and personal action plan to:

- Identify and leverage personality preferences in your workplace
- Navigate politics and dynamics
- Enhance strategic contribution
- Negotiate, influence and communicate with confidence
- Manage stress and strengthen work/life balance

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for experienced Executive Assistants seeking new perspectives and tools to enhance their career and build a professional network.

Organisations will benefit from Executive Assistants with the mindset and skills to contribute more strategically, better manage the competing demands of stakeholders and create value for the organisation.

Program Director: Dr Wendy Grusin

"I learnt so much about myself and how to better work with others; identifying personalities types, apply listening styles, adapting and adjusting to the people around me, managing stress. I loved the teaching style — so practical and interactive."

Alice Campey
Executive Assistant
Lendlease Corporation

Develop an organisation-wide perspective and increase your strategic contribution.

agsm.edu.au/amea2

Building on the personal influence and leadership skills covered in the first program, this program will increase your strategic thinking and understanding of the organisation to communicate more strategically within your senior team. The program focuses on:

- The relationship between business, strategy and culture
- Your role in the promotion of the organisational strategy
- Aligning your brand with the culture
- Flexible decision-making and bias
- Tools and techniques to motivate team members and deal with resistance
- Presentation skills and emotional intelligence

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for experienced Executive Assistants who have completed the Advanced Management for Executive Assistants program (p.28) and are ready to take the next step.

Program Director: Dr Wendy Grusin

“What a great 2 days! I found the learning environment, facilitators and program were first class.”

Sarah Chapman
Executive Assistant to the Managing Director
Microsoft
Shaping Strategy to Create Value

3 CEMD points

Build competitive advantage. Lead the change. 
agsm.edu.au/sscv

Designed to build agility and capacity for value creation through strategy, this innovative program will explore the concept of the “leader as host”, an orchestrator of living strategy in the business, as a substitute for traditional top-down approaches.

You will take part in a strategic reasoning simulation, a unique experiential learning approach, underpinned by path-breaking research. Responding to scenarios that test your strategic skills and thinking, the simulation will provide you with rich feedback and new perspectives on your decision making style.

Working through your own live strategic challenges, you will develop the concepts, techniques and skills to:

- Identify opportunities for value creation
- Create wealth, differentiation and competitive positioning
- Innovate and reinvent your business model
- Map and execute strategic initiatives
- Improve your judgement capabilities and strategic decision-making
- Collaborate and apply design thinking and Lean start-up approaches
- Build a strong customer value proposition

Sydney CBD; 3 days
$5,445 (inc. GST)

Made for senior managers and business leaders who are key players in developing or executing strategy, ready to shape the play rather than simply responding to it.

Organisations will benefit from developing leaders with the capability to leverage growth opportunities and create innovative strategies that will sustain the organisation’s competitive advantage.

Program Director

Professor Doug Stace is a leading strategist, management author and facilitator of strategic change. He is a visiting professor at UNSW Business School and Cass Business School in London. Professor Stace will lead a program team of academic and industry experts.

Building the Entrepreneurial Organisation

Coming in 2016 — New program

Made for innovation, entrepreneurship and intrapreneurship
Making best use of the Lean start-up
Creating your own pathways

“This was an excellent course that delivered innovative concepts through practical workshops and interactive sessions. I was easily able to apply these concepts to refresh and enhance our strategic plan.”

John Horn
Director of Finance
Sydney Symphony Orchestra

Specialisations and expertise
Inhouse programs
Certification and articulation
Open programs
Location and venues
Developing the Strategic Manager

Transform strategy into action.
agsm.edu.au/dsm

Change your mindset and build tactical skills to move beyond strategy to behaviour and action. This program will develop your strategic IQ and give you the tools, frameworks and techniques to:

- Shift from an operational to strategic focus
- Understand and leverage your influence on organisational strategy
- Build a high-performing team culture
- Align team activity with overarching strategy
- Assess and apply tools to execute strategy
- Identify and manage implementation obstacles

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for managers seeking a more strategic mindset to increase impact and influence on team culture and business strategy.

Organisations will benefit from building the capability to align actions, decisions, structures and processes with the overall business strategy to increase productivity, performance and engagement across your workforce.

Program Director: Dr Rose Trevelyan

“I am now equipped with the tools to get my departments to work toward a common strategic goal and the resulting enhancement in communication across the business has been of benefit to the whole organisation.”

Chris Nicholls
General Manager, Transitional Services
Spinal Cord Injuries Australia

Leading Change with Impact

Initiate, navigate and manage change.
agsm.edu.au/uci

Through an exploration of how people and processes drive change or limit it, this program will enable you to create a personalised action plan for your environment and context. The program is highly interactive, utilising a cutting-edge simulation, a powerful leadership audit and a series of peer-to-peer activities to build your confidence and ability to:

- Plan and navigate organisational change
- Engage others and manage resistance
- Create and sustain successful transformation programs
- Communicate persuasively with impact and presence
- Implement your personal action plan

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for individuals and small teams seeking the techniques, skills and mindsets to plan, implement and sustain change initiatives.

Organisations will benefit from developing the in-house capability to lead significant change with a targeted action plan to implement a sustainable business model, corporate reinvention or transformation program.

Program Director: Dr Rose Trevelyan

“I found the program most informative. The sessions dealing with aligning and executing change provided a step by step implementation guide and testing this process within the simulation gave me a better understanding of change as a flexible process, requiring reassessment and testing to achieve strategic outcomes.”

Paul Spyve
Divisional Manager Governance and Integrated Planning
Waverley Council
Build financial literacy to make better business decisions.

**agsm.edu.au/efnfm**

Through interactive discussion, hands-on analysis and practical case studies you will build financial literacy and skills to:

- Analyse and interpret financial reports
- Confidently communicate with finance and accounting departments
- Recognise financial warning signs
- Make stronger financial and investment decisions
- Understand capital budgeting tools such as NPV, IRR and payback

**Sydney CBD; 3 days**
$4,785 (inc. GST)

**Made for** individual contributors, managers or senior leaders seeking to strengthen financial knowledge to make critical business decisions.

**Organisations will benefit from** team members, managers and leaders who can evaluate financial data to make stronger business decisions and improve communication channels with your finance function.

**Program Director:** Professor Ken Trotman

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**Developing Effective Negotiation and Influencing Skills**

**2 CEMD points**

A comprehensive approach to negotiating and influencing that captures the complexity of real world negotiation.

**agsm.edu.au/dens**

This highly interactive, practical program takes a holistic approach to developing and implementing successful negotiation strategies. Insights will be drawn from a multiple of disciplines to understand how people perceive, think, feel and behave.

The program focuses on gaining the relevant intelligence to accurately diagnose why people do what they do and is designed across 4 distinct parts:

- Raising awareness of the multiple layers of complexity in negotiation and overcoming key assumptions
- Systematically preparing, diagnosing and reviewing external and internal negotiations
- Practising strategies and behaviours for creating and claiming value in negotiations, with and without using power
- Developing strategies and behaviours for influencing negative behaviours, tactics and emotions

**Sydney CBD; 2 days**
$3,575 (inc. GST)

**Made for** individuals seeking to improve their ability to influence outcomes, generate agreement and maximise value.

**Organisations will benefit from** team members with the negotiation and influencing skills to drive stronger outcomes and value for the organisation.

**Program Director:** Filip Hron

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“**I highly recommend this course for anyone who needs an appreciation of finance but isn’t directly involved in finance each day. The course covers a very wide range of topics, everyone is encouraged to ask questions. The pace is very good and I feel far more knowledgeable! Many thanks AGSM.**”

**Geoff Harvey**
National Sales Manager
Simplot Australia
Creating impact with business acumen.
agsm.edu.au/cm

Change your mindset to think economically and create value. This program develops the acumen every leader needs to thrive in a complex business landscape through understanding how to manage risk and interpret data to make sound commercial decisions. You will build the tools, perspectives and skills to:

- Understand and analyse commercial performance drivers
- Take an adaptive, situational approach to decision-making
- Analyse your business context and the macroeconomic factors influencing your operating environment
- Evaluate and apply risk management frameworks
- Leverage your data to drive business cases and financial decision making
- Lead with a more commercial mindset

Sydney; 2 days
$3,575 (inc. GST)

Made for experienced managers or divisional leaders with budgetary control and input into the strategic direction of the business unit or organisation.

Organisations will benefit from increasing mid-tier leadership bench strength by developing commercially-minded managers with the ability to drive stronger business results.

Program Director: Patrick Sharry

Driving Decisions and Competing through Big Data

Unlock the potential of your organisation's data.
agsm.edu.au/data

The ever-increasing volume of readily available data offers a significant source of competitive advantage. This program will provide the practical tools to:

- Gain insights from your data assets
- Identify customer and growth opportunities
- Leverage data to forecast and predict trends
- Utilise data to define strategic direction and improve leadership

Sydney; 1 day
$1,925 (inc. GST)

Made for individuals and managers seeking to harness the power of big data and build analytics capability.

Organisations will benefit from developing in-house analytical capability to make more effective use of data assets.

Program Director: Felix Tan
Business and Operational Excellence

**Foster a Lean culture to support business improvement.**
agsm.edu.au/lfl

This program introduces the frameworks, tools and best-practice Lean management techniques through cutting-edge simulations and practical exercises to enable you to:

- Understand Lean Six Sigma methodology and speak the language
- Select, scope and implement projects
- Create the right environment for change to drive results
- Clarify, understand and balance stakeholder interests
- Choose the metrics that matter

**Sydney; 2 days**
$3,575 (inc. GST)

**Made for** experienced managers seeking an understanding of Lean Six Sigma principles to better support process improvement initiatives.

**Organisations will benefit from** leaders who can play an active support role with a focus on change leadership to drive Lean initiatives for increased engagement, stronger results, and accelerated cultural change.

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**Program Director**

Dr Paul Walsh is an expert in the fields of Lean management, balanced scorecard and process improvement. He has worked in partnership with clients across the globe for over two decades to ensure successful implementation of process improvement initiatives.

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“This course was my first exposure to Lean Thinking and I found it enlightening when I think about the difference it can make to our business. I have organised for our other three senior managers to attend the course so we can all work on our business from the same vantage points.”

John McKenna
CEO
North Coast Community Housing
Become a certified Green Belt to lead Lean Six Sigma projects.
agsm.edu.au/gb

Develop the technical expertise to facilitate business improvement initiatives, increase productivity and deliver real commercial outcomes. AGSM-certified Green Belts are proficient in applying methodology, tools and frameworks while also understanding and utilising a change management toolkit to engage stakeholders and collaboratively manage people.

Working on your live workplace project, supported by peers, the program team and executive coaches, you will build the knowledge, tools and skills to:

- Apply Lean Six Sigma methodology, tools and frameworks
- Diagnose root cause and apply tools to fix process issues
- Make best use of data to inform decision making
- Manage change, through communication, collaboration and stakeholder management

In order to become certified you will need to pass an assessment and complete a suitable workplace project.

Sydney CBD; 2 x 3 Day Modules + project work
$8,360 (inc. GST)

Made for individual or small teams wanting to work together to gain the practical skills and knowledge to run process improvement projects.

Organisations will benefit from building the in-house capability to fix and improve business processes to deliver sustainable commercial, brand and customer value.

Program Director: Dr Paul Walsh

"The AGSM Green Belt program has equipped me with the necessary skills to take on complex workplace problems using the DMAIC methodology. The course used real life scenarios and hands-on exercises to create an interactive learning experience, which exceeded my expectations."

Mark Bosch
Manager Aviation Compliance
Jetstar Airways
Executive Black Belt

Upgrade your Green Belt Certification to take your career to the next level.
agsm.edu.au/ebb

Building on your existing Green Belt credentials, this program progresses your skills to become a leader, coach and change agent. The flexible, blended learning pathway allows you to start when you want and manage learning around work and life commitments, with up to eighteen months to complete your certification.

Through a combination of face-to-face modules, online learning and live project work, you will develop the experience, knowledge, toolkit and skills to:

- Successfully plan, implement and lead significant organisational change programs
- Deepen your understanding and application of Lean Six Sigma tools and methodology
- Deliver large scale and cross-functional projects
- Master advanced analytic and problem-solving tools
- Mentor and engage project team members

You will also have the opportunity to take part in either Leading Change with Impact (p.33) or Leading for High Performance (p.26) programs depending on your specific career objectives.

To achieve Certification you will need to pass an assessment and complete a suitable workplace project, with the guidance of our program team and coaches.

Sydney CBD; 3 day core module + 2 day elective program
Online learning; approximately 5 days, self-paced
$13,948 (inc. GST)

Made for certified Green Belts wanting to upgrade to a Black Belt certification.

Organisations will benefit from building in-house capability to drive large scale change, process improvement projects and Lean transformation to address organisation-wide challenges.

Program Director: Dr Paul Walsh

"The Executive Black Belt Program features highly experienced facilitators with previous and current project experience, who use practical and understandable examples to demonstrate complex statistical and improvement methodology."

Rachel Coxon
Senior Product Manager
Abbott Australasia
Become a Master Black Belt with the leadership, consultative and technical skills to transform business.
agsm.edu.au/mbb

The Master Black Belt Consortium, a joint initiative with the Commonwealth Bank, is the first partnership between a leading educational institution and business to offer the pre-eminent Lean Six Sigma qualification in Australia.

Combining three face-to-face modules, and two strategic workplace projects, the Consortium is an accelerated journey that will build your technical and leadership capability to become an enterprise leader, technical expert, trusted advisor and best-in-class Master Black Belt.

To be awarded your AGSM Master Black Belt Certification, and receive a credit equal to 50% of your AGSM MBA (Operational Excellence*), you must successfully complete:

- All 3 program modules
- Assessments to a mark of 80% or higher
- Two strategic workplace projects
- An oral defence and panel presentation

Sydney; 2 x 5 day residential modules
1 x 3 day non-residential module

Project work of between 150 – 250 hours (with up to 18 months to complete)

$32,890 (inc. GST)

Made for existing Black Belts seeking the skills, knowledge and tools to make the transition from leading process improvement projects to leading the business.

Organisations will benefit from developing best-in-class Master Black Belts, ready to shape and lead the future, cross-industry exposure, the latest thought leadership, strengthening internal capability to train and mentor Six Sigma professionals and networking with other participants and expert faculty.

*Refer to p.13 for further information.

Module 1: MBB as Enterprise Leader
Program Director: Denise Weinreis

Module 2: MBB as Technical Expert
Program Director: Paul Walsh

Module 3: MBB as Trusted Advisor
Program Director: Patrick Medley

“Setting a new global benchmark, the Master Black Belt Consortium represents an unprecedented partnership between business and academia. Attracting a senior cohort of business leaders from leading organisations across Australia, the program offers an opportunity to accelerate productivity expertise from a multi-industry perspective.

This program is a game-changer.”

Brenton Harder
General Manager Group Productivity
Commonwealth Bank of Australia
Drive powerful competitive advantage through customer focus.
agsm.edu.au/bcc

Innovative companies measure their level of customer centricity and drive a customer experience culture across their organisations from marketing, sales and customer service to product development, operations and the leadership team. With a focus on the seven cultural traits of a customer-focused culture, this program will provide the roadmap, tools and frameworks to:

- Strengthen your organisation’s customer-centric culture
- Identify the competitive dynamics that are a source of both risk and opportunity
- Understand the dimensions of customer-centricity and how they apply to your strategy
- Evaluate your organisation’s responsiveness to changes in customer and market trends

Sydney CBD; 1 day  
$1,925 (inc. GST)

Made for individuals, managers and executives seeking a stronger customer-focus. The workshop is also recommended for small teams wishing to work together to build a customer focus.

Organisations will benefit from the tools to create a superior customer experience, a proven path to customer satisfaction, retention, advocacy and sustained revenue growth.

Program Director

Dr Linden Brown works with organisations in Australia and North America to help them create and strengthen customer-centric cultures in order to achieve superior customer experience, advocacy and performance. Linden and his team conducted the original research to identify the customer centric disciplines that drive superior customer experience, growth and profitability. He has developed a unique benchmarking tool, known as the MRI, that enables you to benchmark level of customer experience culture against a global database.

Dr Brown’s book, The Customer Culture Imperative, has been recognised as the Marketing Book of the Year 2015.

"I had a great time at the customer centricity program. The agenda for the day was very logical and made the day flow very well. The MRI was very insightful by breaking down the key factors that influence customer centricity. It really got me thinking about how we can enhance our customer centricity."

George Wong  
Financial Analyst  
Dixon Advisory

Strategic Product Management

Optimising brand and portfolio management.
agsm.edu.au/spm

Explore the challenges of product and brand portfolio management in a complex and fast-changing, digital marketplace. This unique program offers an opportunity to address your own live challenge with the support of the Program Director, who will work with you pre-program to understand your context and co-create customised resources.

Through a blend of online, social and face-to-face learning, you will build a toolkit to:

- Optimise your product and brand investments
- Differentiate your offerings in a crowded marketplace
- Understand how digital disruption is changing the landscape
- Leverage the strategic value of your portfolio
- Utilise design thinking and integrated research to create value for your customer
- Apply methodologies for generating, testing and launching new offerings at speed
- Maximise return and minimise waste by refocusing your resources

Sydney CBD; Blended learning; 2 days face to face + on-line module  
$4,180 (inc. GST)

Made for marketing executives or business heads with a role in the organisation’s brand management, product management, new product development or strategic marketing planning.

Organisations will benefit from identifying overlaps and gaps in their portfolio and build the capability to develop a lean and agile suite of marketing offerings that generate commercial and strategic success.

Program Director

Craig Tapper brings more than 25 years experience at senior levels in the corporate and public sectors, in both Australia and the United Kingdom. He started his career at the Australian Taxation Office and went on to work at a B2B industrial sales organisation, the UK National Health Service, Coles-Myer and Rentokil Australia in various executive, profit-centre management, marketing, planning, personnel and training roles.
The Strategic HR Series

Master tools and techniques to lead your HR function into the future.

Put your HR team at the forefront of a changing business landscape and shape the agenda of the future. Through four themed workshops delivered by global HR experts, the Strategic HR Series will develop the tools, techniques and skillsets to enable you to lead your HR function into the future.

Workshop 1: Strategic HR Planning
- Understand the competitive landscape and lead strategically
- Leverage the drivers of profitability
- Add value and increase alignment

Workshop 2: Transforming HR Teams
- Shift mindsets from order fulfilment to proactivity and forward planning
- Analyse the team you have vs the team you need
- Leverage human capital technology
- Understand the role of customer-centricity in HR

Workshop 3: Influencing your CEO and Executive Committee
- Understanding and leveraging the dynamics of the Executive committee
- Influencing and problem solving
- Aligning and meeting stakeholders

Workshop 4: The Executive Committee as People Leaders
- Closing the leadership gap
- Leveraging a global marketplace of talent
- Understanding the neuroscience of leadership
- Demystifying leadership programs

Sydney CBD; 4 x 1/2 day Workshops
$4,180 (inc. GST)

Made for
senior HR leaders seeking to build an agile, commercial HR function to deliver tangible results and shape the future agenda.

Organisations will benefit from
HR leaders with a toolkit to transform and lead a new HR function for the future; one that is aligned to the organisational strategy and creates measurable value.

Program Director: Eva Freedman

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for
HR Managers with responsibility for executing the people strategy.

Organisations will benefit from
HR team members with the acumen to take a whole of business approach to people strategy, enabling stronger HR practices, creating value and identifying opportunities for growth.

Program Director: Eva Freedman

“The impact of Human Resources is often questioned by executives, while simultaneously, HR practitioners are seeking to be more commercial and strategic. This program bridges that gap to reposition HR as key business contributors and strategic leaders.”

Eva Freedman
Program Director

2 CEMD points

HR Manager Program

Developing internal consulting and commercial acumen skills.

Great HR practitioners recognise strategic business issues, understand their industry from an internal and external perspective and use their understanding of operations, finance and business drivers to build compelling business cases that enable their people strategy.

This program provides HR Managers with the capability and tools to be more strategic, offer valuable insights and better contribute to the business strategy and its execution. The program themes include:
- Understanding the commercial drivers of the organisation
- Bringing rigour to the internal consulting process through leveraging a consulting framework and techniques
- Utilising data to guide the business and demonstrate HR’s impact
- Influencing stakeholders by leveraging strategic business issues and securing buy-in for programmes and initiatives

Sydney CBD; 2 days
$3,575 (inc. GST)

Made for
HR Managers with responsibility for executing the people strategy.

Organisations will benefit from
HR team members with the acumen to take a whole of business approach to people strategy, enabling stronger HR practices, creating value and identifying opportunities for growth.

Program Director: Eva Freedman

“The impact of Human Resources is often questioned by executives, while simultaneously, HR practitioners are seeking to be more commercial and strategic. This program bridges that gap to reposition HR as key business contributors and strategic leaders.”

Eva Freedman
Program Director

2 CEMD points

NEW program

2 CEMD points
Locations and venues

UNSW CBD Campus
Level 6 and 7, 1 O’Connell St
Sydney NSW

Conveniently located in the heart of Sydney’s financial district, just a short walk from Wynyard station, the UNSW CBD Campus is a modern, vibrant and innovative learning environment. Home to AGSM Executive Education’s non-residential programs, this award-winning facility also houses Sydney’s first creative workshop space, the ThinkPOD.

In keeping with UNSW Australia’s support for renewable energy sources, the UNSW CBD campus has partnered with Climate Friendly to offset meetings and events emissions.

UNSW Conference and Residential Centre
AGSM Building, UNSW Australia
Randwick NSW

Combining contemporary teaching spaces with executive accommodation, the UNSW Conference and Residential Centre is home to AGSM Executive Education’s residential programs.

With world renowned beaches, Coogee and Bondi only minutes away, the beautiful Centennial Parklands on the doorstep and fifteen minutes to the city centre, UNSW Residential and Conference Centre is excellently located to take advantage of all Sydney has to offer.

Catering

All AGSM Executive Education open programs include catering by the award-winning Gastronomy Australia. Drawing on extensive experience in the food industry, Miccal Cummins and his team deliver quality and creativity in their cuisine.

The High Performing Workplace Index

High-performing workplaces are more productive, profitable, competitive, innovative and likely to attract and retain top talent.

The High Performing Workplace Index benchmarks an organisation’s level of performance against their industry sector. The results reflect systems and culture from every angle and capture views on:

- Productivity
- Innovation
- Equality
- Leadership
- Well-being
- Customer service

Participating organisations complete an online survey process across all levels of the organisation, generating a benchmark report that delivers a complete picture of your business. AGSM Executive Education can work with you to interpret the results and shape a response that builds the capabilities to face challenges and leverage opportunities.

Contact us to discuss how this benchmark survey can inform your organisation’s strategy and give you the edge you need to succeed.

+61 2 9385 0330
enquiries@agsm.edu.au