The future of work is unclear. It is morphing from defined roles to agreed outcomes and deliverables, and shifting from administration and service to value-adding innovation and entrepreneurship.

Three dimensions are at the centre of the leadership evolution;

- An absolute focus and commitment to understanding the needs of the customer
- The conversion of data into insight and action
- An accelerated shift from technical complexity to adaptive complexity.

Customers, shareholders and stakeholders are increasingly holding executives and companies accountable. They require sound judgement and decisions that can be defended with data and logic, that are not delayed by bureaucracy or inertia.

Talented leaders expect to be able to access professional development in a timely and practical manner, with content accessible through their devices, anytime and anywhere. They expect curation and clear contexts and pathways. At a minimum they require Badges or Micro-Credentials that reflect their time and application. Many managers and leaders expect formal recognition of their accomplishments as part of a post-graduate qualification.

Now is the time to become a future maker.

Frank Kennedy
Executive Director
AGSM Short Courses
CONTENTS

Specialisations and Expertise 06
Building Organisational Capability 08
Certification and Articulation 10
Short Courses 12
Locations and Venues 38
ACCESS WORLD-CLASS THOUGHT LEADERSHIP

As part of UNSW Business School, we have access to the greatest business minds, innovators and disruptors in Australia, the region and across the globe. We enjoy a trusted position – we influence the Future Makers.

Through UNSW’s Plus Alliance we collaborate with Kings College London and Arizona State to deliver transformational business and leadership programs. The first was piloted in London and we plan to offer more international programs across our campuses.

Our partnerships with China are deepening. In 2018, AGSM will launch leadership programs co-created with the Nan Tien Institute to provide more holistic perspectives of leadership, building agility, sensitivity, and inclusiveness. Our collaboration with the Nan Tien Institute will adapt the best of Eastern and Western Leadership to create Holistic Global Leadership.

AGSM is a gateway to eight faculties and the broader expertise of UNSW.

Along with our Alliance partners, we are here to support individuals and organisations to become impact makers, future makers, and society makers.
AGSM recognises that leaders have immediate needs and challenges that need action. As part of our Point-In-Time development promise, we are launching the AGSM Academy. The AGSM Academy will support blended and online programs, online tools and curated content which can be accessed anywhere, anytime and on any device.

THE AGSM ACADEMY

Capability makers

Drawing on the expertise of UNSW faculties, AGSM Short Courses provide accelerated management, general management, executive leadership, and specialist development to inform and shape agile and adaptive leadership behaviours and responses. Our evidence-based programs inspire leaders to imagine new ventures, formulate and engage in strategy, execute deliverables, and drive organisational success.

We offer programs that create an intersection between thought leadership and business action in the areas of:

- Enabling mindsets
- Inclusive leadership
- Unconscious bias
- General management
- Strategic thinking
- Judgement and decision making
- Culture, politics and power
- Leadership for tomorrow’s organisations
- Change leadership
- Engagement and inspirational leadership
- Social impact and sustainability.

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 organisational performance. They need to be financially savvy, able to manipulate data and explore potential scenarios, and have the capacity to 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
- Data analytics, insight and foresight
- Mergers and acquisitions
- Strategic and economic thinking
- Utilising data and making business cases
- New business models.

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 borderless markets and, most importantly, connecting with customers.

Our Short Courses provide insights and strategic toolkits which can be used to address the challenges of innovation and entrepreneurship. We also offer access to world-class expertise via UNSW Innovations and the Michael Crouch Innovation Centre – platforms for developing entrepreneurial initiatives and breakthrough innovations.

We offer experiential learning, workshops, and events designed to develop 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 an innovative organisation.
Badging and Micro-Credentials will provide leaders with recognition of their learning and applied achievements. AGSM will continue to deliver digital credentials for public and corporate programs.

Marketing
AGSM integrates the research and thought leadership of UNSW Sydney’s School of Marketing, a centre of marketing excellence since 1965, with global best practice to develop new mindsets and capabilities in the areas of:
- Customer-centricity
- Data analytics and trend prediction
- Consumer behaviour
- Services marketing
- Product development and innovation
- Marketing leadership
- Future-proof marketing.

Business transformation and change
Transforming a business to respond to market changes and opportunities in a sustainable and efficient manner is critical to survival and growth in a competitive global environment. The customer must be at the centre. Providing customers with seamless, consistent, efficient and cost-effective service is necessary to create a strong future for any business. Lean Six Sigma methodology is acknowledged as one of the most powerful ways to drive transformation and improve enterprise performance.

Our experience and expertise allow us to partner with our clients in developing leadership, change management and organisational culture to achieve business outcomes.

We can assist with consulting, workshops and programs in the areas of:
- Change management
- Business transformations
- Design thinking and innovation
- 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.

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. HR is a vital part of every organisation, and specialists with the capacity to understand and change organisations are highly valued in the private and public sectors.

AGSM Short Courses provide global thought leadership on current HR issues through faculty experts and global practitioners. We can assist you to build commercial HR leadership skills and be ready to shape the future and set the agenda. We have expertise in:
- HR in action
- Business and people strategy
- Executing with innovation
- Influencing the CEO and Executive Committee
- Commercial HR leadership.

Contact us today to discuss how we can help future-proof your business. T: (+61) 2 9385 0330 E: enquiries@agsm.edu.au
BUILDING ORGANISATIONAL CAPABILITY

AGSM Short Courses can assist teams and organisations to build the capability required to address today’s challenges and prepare for the future.

Activate your future growth opportunities

Combine our modules and thought leadership with your vision and goals to tailor your business-led solution.
Business-led solutions in action

Is your organisation taking action now in anticipation of the future? Are you driving transformation or is it driving you? To rapidly build the business of tomorrow, mindsets need to shift. Using a multi-dimensional framework, AGSM business-led solutions will result in your people being focused on learning, leading and using critical skills which will enable the greatest impact and competitive advantage for your organisation.

Activate and accelerate the combined capability of your most important resource for change today – the innovators, emergent leaders and next marketers in your organisation.

Vision, preparation and action

Focus on the mindset shifts required to transform organisations.

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

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 careers.’

Meredith Menzies, Organisational Development Manager Chandler Macleod (Chandler Macleod Group Leadership Development Program)

Bespoke programs

Best suited to larger organisations, a bespoke program builds a sophisticated, fully-integrated learning architecture for those seeking to create a 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 experiences that drive behavioural change, increase capability and, most importantly, have a very positive impact on results.

Credits and articulation

Most in-house solutions can be mapped against our MBA programs and articulate to subjects in our globally-recognised AGSM MBA qualifications through the Certificate of Executive and Management Development

(refer to p. 10 for further information)
CREATING YOUR QUALIFICATION PATHWAY

The AGSM Certificate in Executive Management and Development (CEMD), a formal recognition of your ongoing commitment to professional development and lifelong learning, now offers credit toward selected AGSM MBA qualifications*, building a unique bridge between executive development and postgraduate degree programs.

A CEMD qualification offers participants or organisations the flexibility to choose from our portfolio of Short Courses. Our Client Engagement Team can also 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 three programs.

CEMD qualification is equal to two subjects in the AGSM MBAX online masters. For more information on the MBAX program, visit agsm.edu.au/mbax.

The Certificate in Operational Excellence offers a defined pathway into the specialist MBA (Operational Excellence)** and takes your Lean 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.

Program fees

FEE-HELP is available to eligible students for the MBA course component. The CEMD component attained via AGSM Short Courses programs will be charged according to AGSM Short Courses fees and is not eligible for FEE-HELP.

Example of CEMD pathway

<table>
<thead>
<tr>
<th>MIDDLE MANAGER PROGRAM</th>
<th>DEVELOPING THE STRATEGIC MANAGER</th>
<th>DEVELOPING EFFECTIVE NEGOTIATION SKILLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>CEMD value</td>
<td>12 units of credit or two subjects towards an AGSM MBAX specialist qualification</td>
<td></td>
</tr>
</tbody>
</table>

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

**Entry into the MBA (Operational Excellence) is subject to meeting admission requirements.
AGSM Short Courses support capability development and behavioural change in team members, managers and leaders. Suitable for individuals and small teams, AGSM Short Courses are interactive, engaging and practical to deliver maximum impact.

**Pre-enrolment**

Our experienced Client Engagement Managers are available to advise on the best course to meet your specific objectives. Our team ensures that there is a diverse mix of participants for each course, maximising peer-to-peer learning and networking opportunities.

**Pre-course**

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

**On the course**

Led by our experienced faculty and supported by your Program Manager, AGSM Short Courses offer a blend of experiential learning activities and facilitator sessions drawing on cutting-edge research and global best practice. Learnings are designed to be immediately transferable to the workplace ensuring that we add real value to participants and sponsoring organisations.

**Post-course**

All AGSM Short Courses include post-completion follow up, and coaching is included in many of the courses, enabling participants to evaluate their learning and discuss challenges encountered after the practical application of their new knowledge. 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 research, industry expertise and academic thinking to keep you informed of the latest trends.

**In-house delivery**

Our Short Courses can be delivered in-house to build larger team capability, providing cost-effective, flexible delivery of market-proven content at a time and place that suits you.

**Formal recognition**

Completing an AGSM Short Course contributes unit points towards the AGSM Certificate in Executive Management and Development, which recognises commitment to life-long learning, and articulates into selected AGSM MBA programs.
# SHORT COURSES

## Leadership and Management
- General Manager Program 14
- Middle Manager Program 16
- Emerging Manager Program 17
- Women in Leadership 18
- Leading for High Performance 20
- Leading from Within 21
- The Authentic Communicator: Activating Presence 22
- Advanced Management for Executive Assistants 23
- Advanced Management for Executive Assistants – Step II 24

## Strategy, Change and Innovation
- Developing The Strategic Manager 25
- Shaping Strategy to Create Value 26
- Leading Change with Impact 27

## Commercial Acumen
- Essentials of Finance for Non-Finance Managers 28
- Developing Effective Negotiation and Influencing Skills 29
- Commercial Management 30
- Driving Decisions and Competing through Big Data 31

## Business and Operational Excellence
- Lean for Leaders 32
- Lean Six-Sigma Green Belt 33
- Executive Black Belt 34
- The Master Black Belt Program 35

## Strategic HR Series
- The Strategic HR Series 36
Strategic & Decisive Leadership – Transform & Grow your Business

In collaboration with The King’s College London Business School, AGSM is launching a Strategic and Decisive Leadership program designed to activate the potential of managers and leaders willing to experiment with decision-making tools, action informed insight, and lead through complexity. The central themes of the program are Growth and Transformation.

Participating leaders will use practical, contemporary analytical tools and frameworks to make informed decisions and they leave with practical solutions to real business problems. This unique, highly immersive and experiential program will challenge leaders to think broader, extend beyond current expertise, and build strategic leadership capabilities to improve organisational performance and drive business transformation.

Program objectives

- Recognise future long-term trends that can be leveraged for growth
- Deliver tangible business improvement through strategic decision making
- Embrace an enabling mindset to lead a transformation agenda

Adaptive Leadership

Adaptive Leaders need to apply mindfulness, self-awareness, and enabling mindsets for flexibility between technical and adaptive complexities and lead from a viewpoint rather than being restricted to a point of view.

AGSM is proud to launch a revolutionary Senior Leadership program that fuels both the personal and professional needs of the future maker. In partnership with the Nan Tien Institute, The Adaptive Leader combines the best of Eastern and Western Philosophies to engage and enhance the holistic leader – to create mindsets of appreciation, diversity, and inclusiveness. The Program is residential and will be delivered in the AGSM Campus and at The Nan Tien Temple and Institute.

Program objectives

- Personal and leadership qualities required to respond to adaptive challenges
- Leadership impact through reflection, contemplation, and mindfulness
- Inclusive leadership to mobilise and harness individual, team and organisational capital
GENERAL MANAGER PROGRAM

Drive performance, lead strategically, navigate complexity

Becoming a general manager is a transformational career move. It takes you into a role that requires an organisation-wide perspective and a deeper understanding of external context and drivers of performance.

The General Manager Program extends your current expertise and builds strategic leadership capabilities. Competing priorities, ambiguous information, and uncertain outcomes are hallmarks of the decisions you will face as a general manager. The program focuses on providing you with the following tools and frameworks.

Develop a strategic mindset and improve your commercial acumen

- Identify, dissect and solve complex business design and implement strategy
- Understand and measure systemic risk
- Make informed investment decisions.

Lead in the digital age

- 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 to your business
- Drive organisational change
- Communicate with presence and impact
- 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 on my personal and professional goals and objectives, in the company of some inspiring facilitators and like-minded future leaders. Following the General Manager Program, I have greater skills and the confidence to make better decisions and truly lead through awareness and consideration.’

Ken Whitton
General Manager – Member Education HESTA Super Fund

9 CEMD points

Sydney
5.5 days

Residential
On-site accommodation and catering is included in the program fee.

$14,300 (inc. GST)

Made for senior managers overseeing functions across the enterprise who wish to become a more holistic, strategic leader.

Organisations will benefit from senior managers with the skills, tools and frameworks required to face leadership challenges and strengthen contribution to the strategic performance of the organisation.

Program Team

Professor Bob Wood has a wealth of experience in designing and delivering leadership programs and consulting to senior management teams at large organisations.

Jo O’Reilly is a corporate communication expert, with a long history of delivering workshops to business leaders across the globe. She is also widely acknowledged as a leading improvisation trainer.

Professor Christopher Adam focuses on issues in international corporate finance and economics. He has also consulted to a range of organisations across the globe in financial, education, consulting, and mining sectors.

agsm.edu.au/gmp
MIDDLE MANAGER PROGRAM

Strengthen your leadership skills to increase your impact

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’s 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.

‘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.’

Aaron Haw
Operations Manager
Brown Brothers

8 CEMD points

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 who are 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 an AGSM Fellow and a specialist in coaching executives and teams to enhance personal energy, leadership and teamwork. Denise teaches on AGSM MBA programs as well as working with organisations as a facilitator and coach across a diverse range of industries.

agsm.edu.au/mmp
EMERGING MANAGER PROGRAM

Step up to the challenge of leadership

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.

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

Lucas McConnell
Depot Delivery Coordinator
Bombardier Transportation Australia

6 CEMD points

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, facilitator and coach with over twenty years leadership experience in financial services and ICT. He has a passion for driving business performance through people and a keen interest in innovation.

agsm.edu.au/emp
WOMEN IN LEADERSHIP

Empowering leaders to influence change and shape the future

The Women in Leadership Program is designed for women who will influence change and who are prepared to 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 following skills and perspectives.

Lead with authenticity

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

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.

Influence and engage at all levels

- Develop coaching and mentoring skills
- Navigate difficult conversations
- Manage challenging negotiations
- Improve executive presence
- Influence strategically.

6 CEMD points

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

Made for successful businesswomen 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, aligning with diversity strategies, and supporting and developing the high-potential female leaders in their organisation.

Program Director

Rosamund Christie’s work focuses on adaptive leadership. She is a highly experienced executive coach, a passionate advocate of women in leadership and has a particular interest in coaching first-time CEOs.

agsm.edu.au/wil
'The course is very well structured and the content is applicable and practical. The program gave me various opportunities and triggers for self-reflection, with some good learnings to stimulate my thinking. I have also met some impressive women on the program and look forward to keeping in contact with a number of them.'

Linda Spurr  
General Manager  
Airservices Australia  

‘The discussions, the one-on-one coaching and the networking were incredible. It was the pathway to my next step. The first tangible from the program (was) the courage and affirmation of my voice and the second was how my role as a State Manager has changed.’

Suzi Hullick  
State General Manager – Commercial Banking  
Westpac Group
LEADING FOR HIGH PERFORMANCE

Shape a positive performance culture

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.

‘The program content is excellent and is delivered by facilitators who have depth of experience. I was able to implement the core concepts immediately, 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 among other programs I have attended.’

Glen Andrews
Managing Director
F4F Agriculture

2 CEMD points

Sydney CBD
2 days
$3,575 (inc. GST)
Made for managers seeking to shape a positive, performance culture.
Organisations will benefit from leaders with the practical techniques to increase motivation, empowerment and engagement and build a positive performance culture.

Program Director

Dr Sally White is an organisational psychologist holding both a masters and a PhD in Clinical Psychology. For more than two decades, Sally has worked with organisations across the Asia Pacific to develop the leadership capability or people managers.

agsm.edu.au/lhp
LEADING FROM WITHIN

Connecting leadership, self-awareness and emotional intelligence

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.

‘The course was fantastic and 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, as 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

2 CEMD points

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

Made for executives seeking greater self-awareness and insight into the impact of their 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 is an AGSM Fellow and a specialist in coaching executives and teams to enhance personal energy, leadership and teamwork. Denise teaches on AGSM MBA programs as well as working with organisations as a facilitator and coach across a diverse range of industries.

agsm.edu.au/lfw
THE AUTHENTIC COMMUNICATOR: ACTIVATING PRESENCE

Increase your leadership impact and presence

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.

‘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

2 CEMD points

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 is a corporate expert, with a long history of delivering workshops to business leaders across the globe. She is also a champion improvisor, and is widely acknowledged as a leading improvisation trainer.

Peter Fisher has enjoyed an acting career that has spanned more than three decades. He draws on the fundamental methodologies from an actors training to deliver innovative and highly interactive sessions with a strong focus on behavioural change.

agsm.edu.au/acap
ADVANCED MANAGEMENT FOR EXECUTIVE ASSISTANTS

Master the art of influence, navigate workplace dynamics and step up to new challenges

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.

2 CEMD points

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 EA’s with the mindset and skills to contribute more strategically, better manage the competing demands of stakeholders and create value for the organisation.

Program Director

Wendy Grusin is a course coordinator on the AGSM MBA Program and an experienced adjunct having worked with universities in Australia and across the Asia Pacific. She is an educator, clinical psychologist, management consultant and executive coach.

agsm.edu.au/amea
ADVANCED MANAGEMENT FOR EXECUTIVE ASSISTANTS – STEP II

Develop an organisation-wide perspective and increase your strategic contribution

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 and develop your capacity 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.

‘I learnt so much about myself and how to better work with others; identifying personality 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

2 CEMD points

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

Made for experienced Executive Assistants who have completed the advanced Management for Executive Assistants program and are ready to take the next step.

Program Director

Wendy Grusin is a course coordinator on the AGSM MBA Program and an experienced adjunct having worked with universities in Australia and across the Asia Pacific. She is an educator, clinical psychologist, management consultant and executive coach.

agsm.edu.au/amea2
DEVELOPING THE STRATEGIC MANAGER

Transform strategy into action

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.

'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

2 CEMD points

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 is both an experienced practitioner and academic whose research, published in international journals, concentrates on change management, cultural transformation and leadership effectiveness. Rose advises large organisations, government and small businesses on enabling effective strategic and cultural change and supports leaders in identifying and implementing successful change projects.

agsm.edu.au/dsm
SHAPING STRATEGY TO CREATE VALUE

Build competitive advantage, lead the change

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 and a substitute for traditional top-down approaches.

You will take part in the Strategic Reasoning Lab, a unique experiential learning environment, underpinned by trail-breaking research. Responding to scenarios that test your strategic skills and thinking, the lab 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.

‘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**

3 CEMD points

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

**Made for** senior managers or 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.

LEADING CHANGE WITH IMPACT

Initiate, navigate and manage change

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 and utilises 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 a successful transformation program
- Communicate persuasively with impact and presence
- Implement your personal action plan.

‘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

2 CEMD points

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 is both an experienced practitioner and academic whose research, published in international journals, concentrates on change management, cultural transformation and leadership effectiveness. Rose advises large organisations, government and small businesses on enabling effective strategic and cultural change and supports leaders in identifying and implementing successful change projects.

agsm.edu.au/lci
ESSENTIALS OF FINANCE FOR NON-FINANCE MANAGERS

Build financial literacy to make better business decisions

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.

‘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 and 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

3 CEMD points

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 is a fellow of the Institute of Chartered Accountants in Australia and a fellow of the Australian Society of CPAs. He has a wide range of consulting experience within the accounting profession and has extensive experience in the design and presentation of materials for accountants and non-accountants in both the private and public sectors.

agsm.edu.au/efnfm
DEVELOPING EFFECTIVE NEGOTIATION AND INFLUENCING SKILLS

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

This highly interactive and practical program takes a holistic approach to developing and implementing successful negotiation strategies. Insights will be drawn from many 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 four 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.

Honestly one of the best short courses I’ve done. I thoroughly enjoyed the negotiation course and found the content stimulating and applicable to all areas of life. The facilitator was experienced, knowledgeable and engaging. I am currently negotiating a contract and have definitely utilised many elements that were taught. This program enhanced my communication style and focused my approach in the negotiations which resulted in more fluid discussions.’

Charlotte Poxleitner
Clinical Review Manager
HCF Limited

2 CEMD points

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 is a negotiation expert, lecturer and author. Filip has been an expert consultant for several global negotiation companies, and collaborated with a range of renowned experts in international, commercial and crisis negotiation. His first book on negotiation, Negotiation Evolved, was coauthored by the former commanders of police hostage negotiation in NSW and Czech Republic.

agsm.edu.au/dens
Creating impact with business acumen

Change your mindset to think economically and create value, understand and evaluate risk, manage and interpret data and adopt commercial leadership approaches. This program develops the acumen every leader needs to thrive in a complex business landscape.

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.

2 CEMD points

Sydney CBD
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 is an AGSM Fellow and an expert facilitator, who has extensive experience working with senior management in large organisations across Australia, Asia, North America and Europe. He has a special interest in commercial acumen and building commercial leadership across a diverse industry portfolio.

agsm.edu.au/cm
DRIVING DECISIONS AND COMPETING THROUGH BIG DATA

Unlock the potential of your organisation’s 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.

1 CEMD point

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

Made for executives and leaders 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 is a lecturer of Information Systems at UNSW Business School. He has designed and developed enterprise systems and e-commerce programs across several universities.

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

Through cutting-edge simulations, this program introduces the frameworks, tools and best-practice Lean management techniques. This will enable you to:

- Understand Lean Six Sigma methodology and speak the language
- Appreciate the importance of process improvement to your organisation
- 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.

‘This course was my first exposure to Lean thinking. I found it enlightening and it has made a difference 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

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.

agsm.edu.au/lfl
LEAN SIX-SIGMA
GREEN BELT

Become a certified Green Belt to lead Lean Six Sigma projects

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. Individuals wanting to learn the tools and frameworks but unsure if they want to complete a project to gain certification can take up the program attendance only option. You can then apply to certify up to 12 months later for an additional fee of $1,650 (inc. GST).

5 CEMD points

CEMD (OPERATIONAL EXCELLENCE) – GREEN BELT PATHWAY

Sydney CBD
3 day + 2 day modules + project work

$6,160 (inc. GST) for Program Attendance
$1,650 (inc. GST) for Certification

Made for individual contributors 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 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.

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

Building on your existing Green Belt credentials, this program gives you the 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. 27), Commercial Management (p. 30) or Leading for High Performance (p. 20) programs depending on your specific career objectives.

In order to become certified you will need to pass an assessment and complete a suitable workplace project, with the guidance of our program team and coaches.

‘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

8 CEMD points

CEMD (OPERATIONAL EXCELLENCE) – BLACK BELT PATHWAY

Sydney CBD
3 day core module + 2 day elective program

Online learning
approximately 5 days, self-paced

$12,298 (inc. GST)
for Program Attendance

$1,650 (inc. GST)
for Certification

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 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.

agsm.edu.au/ebb
THE MASTER BLACK BELT PROGRAM

Become a Master Black Belt with the leadership, consultative and technical skills to transform business.

Combining face-to-face modules, online learning and two strategic workplace projects, the program 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 program modules
- Assessments to a mark of 80% or higher
- Two strategic workplace projects
- An oral defence and panel presentation.

CEMD points (does not apply)

50% OF THE AGSM MBA (OPERATIONAL EXCELLENCE)

Sydney
2 x 5 day modules + Online

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

$19,998 (inc. GST) for Program Attendance and Certification

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.

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.

agsm.edu.au/mbb
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 a blend of face-to-face and online 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.

Strategic HR Planning

- Understand the competitive landscape and lead strategically
- Leverage the drivers of profitability
- Add value and increase alignment
- 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
- Influencing your CEO and Executive Committee.

Understanding and leveraging the dynamics of the executive committee

- Influencing and problem solving
- Aligning and meeting stakeholders
- The Executive Committee as People Leaders.

Closing the leadership gap

- Leveraging a global marketplace of talent
- Understanding the neuroscience of leadership
- Demystifying leadership programs.
2 CEMD points

Sydney CBD
Face to Face + Online modules

$3,575 (inc. GST)

Made for senior HR leader seeking to build an agile, commercial HR functions 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 has been a key member of global and highly successful executive teams and has expertise across the full range of strategic and human resources programs and initiatives. She is a seasoned champion of developing high performing human resources teams across the diverse cultures and environments of the Asia-Pacific region.

The Strategic HR Series was fantastic in providing not only access to the latest research but also practical case studies to apply the concepts. I have been able to put into practice techniques for managing change and engaging the Board & Executive Committee. The variety of speakers and materials was incredibly valuable, as was interaction with other participants. I met like-minded HR practitioners and have been able to stay in touch to exchange ideas.’

Helen Louca
Executive Manager, Human Resources,
Arab Bank Australia

agsm.edu.au/hr
LOCATIONS AND VENUES

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

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 Short Courses 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 Short Courses 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.

Contact Us

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agsm.edu.au/shortcourses

Catering

All AGSM Short Courses 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.
Activate your moment and subscribe to The Leader to receive all the latest thought leadership from AGSM.

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