Why Executive Education at ANU?

Executive education at the ANU has the potential to be life-changing, and is certainly one of the best investments that you could make in your career or for your organisation.

In today’s complex and competitive environment, the leaders who succeed are those with essential business skills. Our programs will help equip you with the insights and skills to deal with tomorrow’s real world challenges, aiming to give you and your organisation a competitive advantage.

Joining with like-minded individuals in a small class environment, you will be exposed to thought-provoking lectures from some of the world’s best scholars. With 70 years experience supporting and guiding Australia’s leading public, private and not-for-profit organisations; the ANU provides a rich and stimulating intellectual environment to support your learning. Our unique evidence-based approach to executive education will also ensure that you develop the knowledge and skills to confront an uncertain future with confidence.

We invite you to sample from our open masterclasses, delivered by elite scholars and business practitioners or to contact our executive education office to discuss our advanced leadership and custom programs.

We look forward to supporting you to embrace the challenges that lie ahead and commend you on your commitment to life-long learning.

Professor Byron Keating
Director, Research School of Management

Specialist Pathways
Leadership + Strategy
Renowned Academics & Industry Experts
Customised Solutions
Evidence-Based Management
Coaching + Mentoring
Transforming business managers into future leaders
The ANU Difference

The ANU Difference - 2018 EXECUTIVE EDUCATION

Ranked top 25 Globally for
graduate employability
(QS World University Rankings by
MOST EMPLOYABLE
in Australia and top 20
15 out of 36 subjects
TOP 25 GLOBALLY
GRADUATES
in the world
Ranked 1st in Australia and 7th in
the world for
INTERNATIONAL OUTLOOK
Ranked 1st in Australia and 7th in
the world for
INTERNATIONAL OUTLOOK
(Times Higher Education International
Outlook Indicator 2016-17)

NOBEL
ANU counts six
Nobel Laureates
among our staff and
alumni
EVIDENCE-BASED
MANAGEMENT
Launched one of the first
evidence-based MBA
programs. We are embedding an
evidence-based approach across
our program portfolio.

HIGH ACADEMIC STUDENT
RATIO
One of the highest average
academic staff to student ratios
among Australia’s leading
universities

5 STAR MAX. RATING
For student demand, research
intensity, research grants; staff
qualifications, and graduate
starting salary
(Good Universities Guide 2019)

95% WORLD STANDARD
Ninety-five percent of broad-field
research at ANU is rated above
or well above world standard
(Australian Government Excellence in
Research for Australia Report 2015)

Improved employability
ANU graduates are the most employable of all Australian university graduates. Ranked 20th in the world for
graduate employability according to the 2014 Global
Employability University Survey results, our graduates
work in a wide range of industries including accounting,
legal, auxiliary finance and investment services,
central government administration and consulting
firms. Schools of Business and Economics also report very high levels of satisfaction
with the intellectual environment and the quality of the
educational experience.

Personalised to your needs
Flexibility is key to the RSM executive education
programs. Participants can undertake a single
Masterclass, or combine five Masterclasses with a
supervised project to obtain an advanced leadership
credential. Participants can also undertake non-award
courses from our MBA program that can count towards
a masters qualification down the track (if desired).

Custom programs for your organisation
The RSM executive education programs can also be
tailored to your unique organisational needs. We can
adapt our existing masterclasses, or develop a bespoke
solution to address your particular needs, and can
deliver on-site training and virtual coaching. Call today
to speak to our Executive Education Manager.

Whether you are an organisation, an experienced professional wanting a
qualification to help advance your career, a recent graduate committed to
lifelong learning or an executive education program from the ANU Research
School of Management will enhance your organisations capabilities and help
you open more doors to a brilliant career.

Executive Education at ANU difference
The executive education programs presented in
this brochure are offered by the Research School of
Management (RSM) within the College of Business and
Economics. The school is ranked in the world’s Top 50
institutions in the area of “business and management,”
and was rated equal best in Australia and “well above
world standard” in the 2015 Excellence in Research
Australia.

Drawing on a rich multidisciplinary background, the
RSM executive education programs focus on giving
participants the tools and skills needed to thrive within
modern organisational environments.

A superior, research-led education
The ANU was created to be Australia’s flagship
university, and one of the world’s leading universities.
High quality, high impact research is at the heart of
everything we do, and is the bedrock of the RSM
executive education programs. Our Masterclasses
draw on the latest academic research to guide
participants through case studies, interactive activities,
and to provide participants with frameworks and tools
to assist them to apply what they learn.

A unique feature of RSM executive education
programs is the focus on evidence-based
management. RSM is the first university in the world
to embed an evidence-based management approach
across the entire curriculum. Our focus on evidence
ensures that participants not only have the knowledge
to solve today’s problems, they are also given high
level skills to interrogate and interpret evidence and
data in order to respond to tomorrow’s problems and
challenges.

World-leading experts
Participants will be taught by some of the world’s
leading scholars in the areas of marketing, strategy,
international business, operational management,
project management, information systems, change
management, and leadership. Our staff also have
experience working with Australia’s leading public,
private and not-for-profit organisations, and are at
the forefront of global debate within their respective
disciplines.

Evidence-Based Management
Working with the International Center for Evidence–
Based Management in the Netherlands, the ANU RSM
launched the world’s first suite of evidence-based
programs in 2017. Evidence-Based Management (EBM)
is embedded in all of our programs. Participants will be able to not only translate principles
from best evidence to management practice and ethical
decision-making, but also to reflect on how to use
evidence in their working environment.

Our Approach - 2018 EXECUTIVE EDUCATION
World’s First Evidence-Based Management Learning Model

Our Executive Education programs are based on the emerging movement of Evidence-Based Management (EBM). EBM is at the cutting edge of global business education, providing the groundwork for future leaders. EBM involves the conscious, explicit and judicious use of the best available evidence about and within business organisations for decision-making.

Working with the International Center for Evidence-Based Management (ICEMba) in the Netherlands, the ANU Research School of Management launched the world’s first suite of evidence-based graduate business programs in 2017.

Our programs take an Evidence-Based Management approach, collaborating with world-class academics and an extensive network of associate facilitators with practical industry experience and academic research.

The ANU’s unique evidence-based approach to education is depicted in the ANU Evidence-Based Management (EBM) Capabilities Framework (see figure below).

Using this framework, the program will provide participants with a range of functional capabilities (located around the outside of the cube). These capabilities will enable participants to more effectively gather and interpret different sources of evidence relating to transformational change. However, the real value of the ANU evidence-based approach lies in the layers within the cube.

Most executive education programs focus on knowledge transfer, with little if any consideration given to skill development and higher-order critical and analytical thinking.

All of our programs use the EBM capabilities framework. We have delivered the following specialised EBM masterclasses:

- Evidence Based Management
- Evidence Based Performance Management
- Evidence Based Big Data and Business Analytics
- Evidence Based Strategy
Executive Education for Individuals

Fostering individual growth and career development are the goals of the ANU Research School of Management’s Executive Education suite of programs. Choosing an executive education program from our comprehensive range of courses will enhance your capabilities and give you the opportunity to further develop your leadership and interpersonal skills with a group of peers.

Delivered by academics and industry practitioners our programs are designed to help you discover new ways of thinking, learn new skills, test new approaches in a creative learning environment, and apply practical tools back in the workplace.

Our Executive Education Programs are specifically designed to enable professional growth and career development.

For Organisations

Our custom Executive Education Programs are designed specifically for your organisational requirements. We work in partnership with you to tailor programs that develop the leadership and management capability your employees need to navigate today’s rapidly changing world.

Custom programs can include single or multiple units from our suite of Executive Masterclasses, Advanced Leadership Programs, Evidence-Based Management Masterclasses, Scenario Planning courses and Frontline Management Program. Our Graduate Certificate of Management can also be customised to give participants the opportunity to obtain a globally recognised qualification.

An Executive Education Program from the ANU RSM will offer you the following:

• Hands-on learning experiences that drive learning in your organisation
• Training by world leading experts and renowned academics
• Custom programs based on front end analysis and needs assessment
• Personalised leadership coaching and mentoring for individuals and teams
• Help to develop high potential employees by training and retaining future leaders

Our programs can be delivered in your offices, at one of ANU’s facilities or at another suitable venue.
Our Learning Approach

Our Executive Education programs are designed to support your learning needs and requirements. We utilise a collaborative approach to address your learning and development needs. We draw on our valuable academic resources, backed by world class research and a global industry and alumni network.

The key components that make up the foundations of our Executive Education programs are:

- EXPERIENTIAL LEARNING APPROACH
- INDUSTRY EXPERT GUEST SPEAKERS
- RENOWNED ACADEMIC & INDUSTRY EXPERTS
- COACHING & MENTORING
- CROSS SECTOR & INDUSTRY IMMERSION
- ONLINE COMPONENT
- MANAGEMENT TESTS
- EVIDENCE BASED MANAGEMENT
- NETWORKING
- CUSTOMISED PROGRAMS
- INDUSTRY CASE STUDIES

Our Partnerships & Associations

The ANU Research School of Management is committed to building industry partnerships and deeper organisational relationships.

Our partnerships are based on collaboration and benefit from executive education, research, education, internships, coaching, mentoring, graduate programs and guest speaker opportunities. Our partners have provided industry experts and case studies in our programs.
Graduate Certificate of Management
The Graduate Certificate of Management (GCM) equips students with a solid foundation of knowledge, skills and application in the management disciplines within an evidence-based management (EBM) framework. The GCM is a standalone program and also serves as a pathway for those who do not meet the traditional entry requirements for an ANU Masters program. The GCM is a nationally recognised qualification that is highly regarded by industry. See page 32.

Lego Serious Play
Lego Serious Play is a creative process designed to enhance innovation and business performance giving participants more meaningful understanding of the world and its possibilities. Our Lego Serious Play programs range from a half day to a more involved two day workshop. See page 34.

Custom Programs
Our world-leading academics and industry experts can work with you to find the right solution for your business or government department, tailoring Executive Education programs to suit your required organisational needs. From short 1 day workshops to group accreditation programs leading to higher learning pathways. See page 35.

Non-Award Courses
Enrolling in a non-award course lets you study individual courses without leading to the award of a whole degree. Sample from a wide array of MBA and Masters-level courses in areas such as Marketing, Strategy, Leadership, Information Systems, Project Management, Operations Management, International Business, Finance, Economics, and Accounting. See page 36

We also offer Scenario Planning and Mentoring and Coaching programs.

How We Can Support You
The ANU Research School of Management focus on the following Executive Education programs.

Executive Masterclasses
Through industry consultation and working with our world class academics the Research School of Management has developed a set of Masterclasses stemming from our four main education clusters: Marketing, Innovation & Entrepreneurship; Technology, Operations & Project Management; Strategy & Leadership (Managing Organisations); and, Human Capital Management (Managing People). See pages 15-24

Advanced Leadership Programs
Competitive, merit-based programs that provide an opportunity for high performing middle and senior managers to undertake advanced leadership training. See page 26.

Executive Winter School
Held during July, participants can choose from up to 20 masterclass sessions over a 2 week period, with the first week dedicated to building strong organisations and the second week focused on transformative innovation. The program is designed to enable participants to enrol in the full 2-weeks, to gain maximum end to end learning experience or pick and choose classes. See page 28.

Frontline Manager Program
The Frontline Manager Program provides the foundations for senior managers to foster higher levels of psychological capital necessary to provide the confidence, capacity and resilience to drive transformational change. Held over 5 days this program draws from 5 key managerial modules. See page 30.
Executive Masterclass Information

Commitment to lifelong learning is the key to unlocking your career and personal potential. Select from over 37 masterclasses to create your own program, or work with one of our consultants to develop a program tailored to meet your specific learning needs. Our individual masterclasses are designed as a full day offering, however they can be tailored and condensed to a half day session.

Our masterclasses are all within these four main education clusters. These education clusters address core management and business principles.

Our masterclasses and programs have been designed by experts from both the academic and practitioner worlds in consultation with Learning & Development managers, industry experts and the Centre of Evidence-Based Management to ensure maximum personal and organisational value.

Note: This is not an exhaustive list of masterclasses and programs. We can draw on expertise from across ANU to deliver a program that fits your required developmental needs and enhances your learning experience.

Marking, Innovation & Entrepreneurship
- Branding: A Cultural Perspective
- Citizen-Centric Public Service Marketing
- Creating Memorable Customer Experiences
- Cultivating an Entrepreneurial Mindset
- Entrepreneurship
- Fostering an Innovation Culture
- Innovation Foundations
- Design Thinking & Innovation

Technology, Operations & Project Management
- Business Analytics & Big Data
- Contestability, Outsourcing & Shared Services
- Democratising Access to Data
- Disruptive Technologies for Knowledge Workers
- Driving Digital Disruption Through Social Media
- Introduction to Project Management
- Process-Centric Business Transformation
- Project Investment Analysis & Management
- Project Management for Leaders
- Service Innovation: Open-Systems Perspective

Strategy & Leadership (Managing Organisations)
- Scenario Planning
- Dynamics of Business Growth
- Foundations of a Sustainable Enterprise
- Intrapreneurship (Corporate Entrepreneurship)
- Innovating in the Public Sector
- Leadership Fundamentals
- Managing in a Global Context
- Managing Innovation
- Strategy Evaluation

HRM & Organisational Behaviour (Managing People)
- Creating Inspiring Cultures
- Evidence-Based Management
- Effective Communication Styles
- Leading Change
- Managing a Multicultural Workforce
- Managing Challenging Individuals & Leaders
- Mindfulness for Managers
- Stakeholder Engagement
- Strategic Teaming
- Planning Your Future Workforce
Marketing, Innovation & Entrepreneurship

"innovation is indeed what is going to push Australia’s economy forward"
Prime Minister Malcolm Turnbull 2015

Marketing, Innovation & Entrepreneurship

Branding: A Cultural Perspective
This masterclass provides participants with theoretical concepts and methodological tools that will enable them to gain insights into the importance of culture in brand management as part of companies’ best practices. It does so by helping participants to view brands as cultural resources for organisations, and by helping participants to develop the analytical, strategic and creative thinking required to build and maintain a distinctive corporate identity. It looks at brands as mainly applied to products and services including places such as cities and destinations. This session also relies on an understanding of the particular ‘brandscape’ in which an organisation exists.

Citizen-Centric Public Service Marketing
This masterclass will assist those who want to learn how to communicate and market the benefits and value of public policy programs to achieve lasting change and engagement. Participants will acquire the knowledge and skills to create, identify and implement methods and strategies that will communicate the value of their policy programs to key stakeholders. Successful social marketing campaigns will be analysed to help identify why they are effective. Participants will design, develop and implement their own marketing campaign aimed at achieving the objective of acceptance and engagement with a public policy.

Fostering an Innovation Culture
Success in innovation depends strongly on the relationship between an organisation’s culture and effective innovation practices. Mismatches between an organisation’s culture and its innovation objectives are a common cause of failure to achieve these objectives. This masterclass will introduce participants to an ecosystem perspective on innovation. The session also highlights the implications of this ecosystem perspective for an organisational culture that fosters innovation, and the relationship between an organisation’s culture and effective innovation practices.

Design Thinking & Innovation
Design thinking is a design-based approach to innovation that helps organisations identify, define and solve the problems facing their customers and other stakeholders, on a day-to-day basis. Participants will gain a greater understanding of the different modes of thinking, skills, methods and tools used in design thinking. They will learn how these can be implemented within the organisation to tackle strategic projects where there is a high degree of uncertainty regarding goals and intended outcomes. The session covers the theoretical frameworks underlying the design thinking approach, and discusses iconic case studies that reflect the impact of design thinking in the public and private sectors. Also incorporated are practical exercises exploring the high level of stakeholder engagement, iterative learning loops, low-cost prototyping and testing that characterise this approach to innovation.

Cultivating an Entrepreneurial Mindset
Individuals with entrepreneurial mindsets are drawn towards opportunities, innovation and new value creation. This interactive masterclass is designed for managers and leaders who need to cultivate innovation in both themselves and others and who wish to engage with new ways of working and seeking opportunity. Underlying the approach taken in this session is the belief that being an entrepreneur is not about starting a new business but about their attitude toward the work they do and their ability to see opportunity where others see a barrier. These entrepreneurs embrace difference and uncertainty and have courage and confidence in trying new approaches.

Entrepreneurship
This entrepreneurship masterclass introduces participants to the mindsets, tools and processes used by entrepreneurs as they conceptualise, validate and develop new ventures and/or new initiatives within larger organisations. Participants engage in an accelerated process of developing a new venture concept description in a day, in the process, they experience what it is like to work in a small start-up team, under pressure. This helps participants to grasp the opportunities and challenges associated with new ventures. It also helps professionals who work on a daily basis with entrepreneurs as their clients, or people working in policy or in advisory roles affecting the start-up sector, to engage more effectively with entrepreneurs.

Creating Memorable Customer Experiences
Creating unique and memorable customer experiences is an important differentiation method for both online and offline brands. Brand value is heavily reliant upon the relationship developed and maintained from experiences consumers have with them. This masterclass will help executives and managers to understand what factors can help make a memorable customer experience. It also identifies the processes necessary to maintain that unique feeling that will help develop strong relationships between consumers and brands.

Innovation Foundations
There are many types of innovation – “disruptive”, sustaining, incremental, radical/breakthrough, technology-based, business model, process, product, service, management/organisational, user, etc. Each requires different leadership, and management approaches and activities for success. Participants will gain an understanding of the different types of innovation and the approaches and activities required for success. They will have the opportunity to share their knowledge and experience and to come to the session with an example of innovation that they will use in activities to categorise and design appropriate approaches.

Marketing, Innovation & Entrepreneurship

These masterclasses provide tools which are the foundations for economic growth and development, focusing on navigating the innovation process from idea to commercialisation.
“Over the next 30 years, with computing power as the new ‘technology breakthrough’ and data as the new ‘natural resource’, the landscape of retail, financial services, manufacturing and entertainment will be transformed.”

Jack Ma, Alibaba Chief Executive

Technology, Operations & Project Management

These masterclasses are designed to deliver performance improvement across projects, businesses and operations.

Business Analytics & Big Data

This masterclass will show decision makers how business intelligence, data analytics and big data can be harnessed to yield organisational value. The session uses an evidence-based approach to provide essential knowledge of the challenges and opportunities provided by business analytics—a top priority for modern organisations. Participants will work in a highly interactive mode with case studies, break-out sessions and exposure to data analytics tools.

Contestability, Outsourcing & Shared Services

Budget pressures, technology changes, customer expectations, the National Commission of Audit, and the government contestability framework are all driving changes in contestability, outsourcing, and shared services. This masterclass will provide executives with practical tools and techniques to understand the changing landscape in the delivery of corporate services based on organisational evidence.

Democratising Access to Data

This masterclass will provide managers with tools and techniques to effectively manage and publish Open Data. It is designed to enable participants to get started with identifying risks and opportunities in publishing data openly and understand the skills and processes required to publish the data effectively to benefit your organisation. This interactive session will provide participants with hands-on experience in analysing existing Open Datasets and publishing their own datasets in an Open fashion.

Disruptive Technologies for Knowledge Workers

Peter Drucker coined the term “knowledge worker” in 1957, and suggested “the most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity.” This masterclass will explore the disruptive technologies facing knowledge workers, and ask the question “what’s the Uber equivalent for the office?”

Driving Digital Disruption Through Social Media

Disruptive strategies have been around for a long period, but the application of digital tools and theory to this process is relatively new. This masterclass will help you understand what disruption means for your brand and organisation. You will learn from an evidence-based approach how to harness the potential of disruption, to not only capture the next wave of customer engagement, but also to add value to your existing services and future-proof your brand.

Introduction to Project Management

Get the practical and insightful knowledge to plan, implement and control a project successfully. This masterclass introduces the most effective and simple Project Management processes and tools, so that participants proactively and confidently manage their projects and start applying what they learn from the session in their own organisation immediately.

Process-centric Business Transformation

Budget pressures, technology changes, customer expectations, and even the government productivity agenda are all driving the need for large-scale business transformation in organisations. A process-centric approach offers improvements in efficiency, effectiveness, and productivity. Using organisational evidence, this masterclass will provide executives with practical tools and techniques to take a process-centric approach to business transformation.

Project Investment Analysis & Management

In this masterclass we will examine the key issues faced by senior executives when making project funding decisions. Weaknesses in conventional approaches have, for too long, led to disappointing returns on project investment at best—and outright failure at worst. Within the Research School of Management we have developed a potent toolset that deals with the most detrimental of the shortcomings in accepted practice. This session explores the foundations of this toolset and its practical applications in business.

Project Management for Leaders

Senior managers have unique accountabilities in a project context, such as developing or approving a business case, chairing a steering committee, supporting the project management team and realising outcomes and benefits. This masterclass discusses the best practices that can be used by executives, with an emphasis on ensuring that they can immediately apply what they learn from the workshop in their own organisation.

Service Innovation: Open-Systems Perspective

Effective service delivery typically requires coordination among a complex network of internal and external stakeholders. This masterclass will draw on open-systems theory to provide a framework for understanding the competing interests of stakeholders, and aiding participants to develop more efficient, effective, and innovative service systems.
**Strategy & Leadership (Managing Organisations)**

"Just because you are CEO, don’t think you have landed. You must continually increase your learning, the way you think, and the way you approach the organisation."

- **Indra Nooyi, CEO, PepsiCo**

---

### Strategy Evaluation

Strategy evaluation involves the process of assessing the performance of a strategy. It is a critical component of effective management and leadership, helping organisations to identify the success or failure of a strategy and make informed decisions about future actions. This process typically involves evaluating the strategy's alignment with organisational goals, its implementation, and its impact on key performance indicators.

- **Masterclass Information - 2018 EXECUTIVE EDUCATION**

---

### Dynamics of Business Growth

This masterclass introduces participants to the dynamics of business growth. Many business growth initiatives underperform because they misunderstand how the core elements of the business are interconnected: an aggressive push to drive sales may result in unsatisfied customers if the process and service infrastructure is not able to deliver. Similarly, investing in new resources may send the business bankrupt if sales are flat. Finally, an explosion in customer orders may force the business to restructure its finances. An intervention in any one element of the business affects all the others. In this masterclass, participants learn to interpret their own and others’ businesses as dynamic complex systems and practice applying systems thinking tools to develop new growth initiatives.

- **Foundations of Sustainable Enterprise** This masterclass introduces participants to the foundations of sustainability, including the motivation and business case for pursuing sustainability. Participants will examine current environmental and strategic sustainability decisions. Along with emerging trends in sustainability development, they will look into how these help create and position adaptive, resilient organisations to act ‘entrepreneurially’. By this we mean proactively, innovatively and with an attitude that enables organisations to act ‘entrepreneurially’.

- **Innovating in the Public Sector** There have been organised and managed innovation initiatives in firms for over a century. Many management approaches and practices have resulted from this effort. The public sector can draw on the accumulated learning of firms when designing and implementing innovation in their sector. Following an overview of the innovation process, participants in this masterclass will explore in-depth three innovation practices used by firms. Participants will have the opportunity to share their knowledge and experience. They will also be asked to provide examples of innovation in the public sector for use in the masterclass sessions.

---

### Leadership Fundamentals

The focus of this leadership development masterclass is to further equip leaders with practical skills to succeed. In doing so, this masterclass will provide knowledge, practical skills, application and discussion around a number of managerial competencies that are key to effective management and leadership. Participants will have the opportunity to share their knowledge and experience. They will also develop greater practical understanding and undertake skill-based exercises around such issues as having courageous conversations, managing expectations, conflict resolution, as well as providing and receiving feedback. Leaders will learn about core skills necessary for their managerial role, and practice this in a highly experiential context.

- **Managing in a Global Context** This masterclass will give a solid introduction to the international business environment. It will specifically examine the political, economic, cultural, and ethical dimensions of cross-border commerce. Moreover, participants will be introduced to the techniques available for assessing international opportunities and risks when considering expansion into new international markets.

---

### Intrapreneurship (Corporate Entrepreneurship)

Intrapreneurship is a form of entrepreneurship that occurs within an established organisation. It involves the development and implementation of new ideas and products within a company’s existing business framework. This masterclass focuses on the key elements of intrapreneurship and how to foster a culture of innovation within an existing organisation.

- **Strategy Evaluation** We live in a world where data, and the tools to analyse and visualise it are increasingly becoming accessible to organisations. The hype around such tools can often mask the fact that, in the end, strategy decisions are choices made by humans. This masterclass returns to the basics of what constitutes good strategy. It aims to familiarise participants with a powerful framework that will allow them to identify a bad strategy when they see one, recognise what makes good strategy effective, and enhance the quality of strategic decision-making in their organisations (and in their personal lives).
Evidence-based leadership is about making decisions through the use of the best available evidence from multiple sources.

"It is important to know how the leaders of today and tomorrow can deliver better leadership.... Evidence-based leadership is about making decisions through the use of the best available evidence from multiple sources."

Dr David Cheng, Carys Chan, ANU

Business Insider

Evidence-Based Management

Bias and error often contaminate managers’ perceptions and judgements which guide and inform action and decision-making. Evidence-Based Management (EBM) involves the conscientious, explicit, and judicious use of research evidence to make better decisions. Learning EBM principles and skills helps managers engage in critical analytical thinking, improve their decision awareness, and make decisions on the basis of the best available scientific evidence. The aim of this masterclass is to introduce participants to basic EBM principles and skills, and to apply this learning to people management practices. The EBM approach challenges widely held beliefs about effective practice in the areas of selection, performance management and reward management.

Creating Inspiring Cultures

An organisation’s culture, combined with strategy and structure, forms a strong foundation for effective performance. Yet, sometimes cultures can constrain action or the pursuit of new strategic initiatives. In this masterclass, using a combination of cases and problem-centred discussion, participants will gain an understanding of how an organisation’s culture comes to be, and how it can be changed to inspire its members and improve effectiveness.

Effective Communication Styles

Effective communication is a foundation of successful management, effective change, and a core skill for all executives. This masterclass will provide executives with practical tools and techniques to understand and improve one-way and two-way communication styles for them and their teams.

Mindfulness for Managers

Mindfulness is about actively paying attention to what is actually happening in the moment, in order to respond with awareness and thus remain focused on our strategic results. This enhances our ability to succeed in today’s ever more dynamic and complex world. This masterclass is designed to help team leaders and senior managers become less stressed and defensive, and consequently more resilient, emotionally intelligent, and authentic both as leaders and in their professional identity.

Managing Challenging Individuals & Leaders

Scientific research shows that various forms of bullying occur in organisations. Cumulative research evidence suggests that bullying behaviours are detrimental to employees’ health and well-being and promote negative and counter-productive acts at work. The aim of this masterclass is to provide managers with evidence-based tools and strategies for effectively identifying destructive leaders as well as efficient ways in managing them. The masterclass will address three converging questions: What drives a supervisor to be abusive at work? How can this destructive leadership affect employees, their families, and even third parties? What evidence-based strategies can organisations use to identify and then effectively manage these destructive behaviours?

Stakeholder Relationships

Aligning stakeholders is crucial to achieving organisation objectives. This masterclass will provide participants with practical tools and techniques to understand and improve stakeholder engagement. Particular attention will be given to expectation setting and conflict resolution.

Strategic Teaming

A majority of work today occurs in teams, from short-duration task forces to long-standing boards or project teams. Some teams work together closely; others are distributed or virtual. Regardless of these diverse characteristics, the ability to build, lead, and obtain strategic value from a team is essential in today’s workplace. This masterclass will provide participants with the latest knowledge, tools, and approaches for creating and leveraging teams to obtain strategic advantage.

Managing a Multicultural Workforce

Australia is an increasingly multicultural society and workforce. This masterclass will provide executives with practical tools and techniques to improve their understanding of international cultural differences, and their ability to manage a multicultural workforce.

Planning Your Future Workforce

Attracting and retaining the right mix of talent is a challenge for all organisations. This masterclass will provide participants with practical tools for evaluating the present and future workforce needs of their organisations. Key considerations include determining critically, effective incentive and reward structures, and responding to emerging workforce trends such as automation.
Advanced Leadership Programs

Our Advanced Leadership Programs are competitive, merit-based programs that provide an opportunity for up to 20 high performing middle managers and up to 20 exceptional senior managers to undertake advanced leadership training each year. The purpose of this program is to assist aspiring leaders to develop the skills required to move to the next level.

Emerging Leaders Program
The Emerging Leaders Program is designed for middle managers with ambitions to join the senior management team. Prospective participants can register their interest at any time, however, places are limited and entry to the program will be based on merit.

Requirements: participants will complete five masterclasses (from the Winter Executive School) and a group project over a 12 month period. Participants will have access to a dedicated learning management system where they can access readings and communicate with other participants and their academic project supervisor. A key feature of the Emerging Leaders Program is the opportunity to network with a group of highly-motivated, high achieving individuals. Upon graduation, participants in this program will become members of the RSM alumni network.

Application process: prospective participants express their interest by checking the relevant box as part of the online registration process for the Winter Executive School. A telephone interview will then be arranged following initial reference checks.

Timing: the program commences in July each year, with a graduation dinner held in July of the following year (in conjunction with the commencement ceremony for the next intake).

Credit transfer: participants completing the Emerging Leaders Program will be eligible for one 6 unit course credit towards an RSM masters program.

Executive Leaders Program
The Executive Leaders Program is designed for senior managers who aspire to join the executive management team. Prospective participants can register their interest at any time, however, places are limited and entry to the program will be based on merit.

Requirements: the program will require participants to complete five masterclasses (from the Winter Executive School), and an independent study over a 12 month period. Participants will receive invitations to attend our Executive Leadership Roundtables in Sydney, Melbourne and Canberra throughout the year. Participants will also have access to a dedicated learning management system where they can access readings and communicate with other participants and their project supervisor. Upon graduation, participants in this program will become members of the RSM alumni network.

Application process: prospective participants express their interest by checking the relevant box as part of the online registration process for the Winter Executive School. A telephone interview will then be arranged following initial reference checks.

Timing: the program commences in July each year, with a graduation dinner held in July of the following year (in conjunction with the commencement ceremony for the next intake).

Credit transfer: participants completing the Executive Leaders Program will be eligible for one 6 unit course credit towards an RSM masters program.

For pricing information please contact our Executive Education Office: +61 2 6125 9839 or exec.ed.rsm@anu.edu.au

“I attended the Executive Leaders Program and emerged with clarity and direction, armed with the tools to be a better leader”

Executive Leaders Program, HR Director 2016
Executive Winter School

In today’s complex and competitive environment, the leaders who succeed are those with essential business skills. Our Executive Winter School will equip participants with the insights and skills to deal with tomorrow’s challenges.

What is involved?
The RSM Executive Schools are delivered by leading academics and each day is comprised of either a full day masterclass or two captivating and impactful half day masterclass sessions. Each session will not only introduce tools and theoretical frameworks that can be used to improve your business, they will aim to embed the learning through activities, workshops and discussions.

Is it for me?
Our Executive Schools offer a flexible program that can be tailored to meet the needs of managers in the public, private and not-for-profit sectors. You can pick the days that suit, or we can help you to develop a program that will accelerate your executive development or respond to an identified management challenge. The executive schools also provide a great introduction to the ANU postgraduate experience. Past participants have included emerging and senior managers within the Australian Government and leading companies within the consulting, banking, telecommunications, and information technology sectors.

Tailor a program to suit your needs
Participants can choose from our range of masterclasses with options to attend all classes or one or more.

Our masterclasses are derived from our four Education Clusters:
- Marketing, Innovation & Entrepreneurship
- Technology, Operations & Project Management
- Strategy & Leadership (Managing Organisations)
- Human Capital Management (Managing People)

Executive Winter School

For pricing information please contact our Executive Education Office: +61 2 6125 9839 or exec.ed.rsm@anu.edu.au
Frontline Manager Program

The Frontline Manager Program provides practical skills to lead and grapple with change, build on strengths and manage complex interpersonal challenges.

The Frontline Manager Program comprises the following five key modules:

1. Building Strong and Positive Leadership
   This module enhances leaders’ capacity to lead and succeed in challenging contexts. We build positivity, self-regulation and perspective taking. Key is using personal strengths to enhance personal and job satisfaction, and positive organisational outcomes:
   - Recognising and developing your strengths
   - Leading change (Appreciative Inquiry)
   - The skills of emotional and social intelligence
   - Unlocking potential and developing purpose

2. Leadership Under Fire
   This module develops managerial competencies that are key to the mechanics of front-line leadership, including practical skills that provide the foundations to successfully managing and lead teams. Components of the module include managing performance, setting goals, planning, time management, delegation as well as providing and receiving feedback. The following capabilities will be covered:
   - Courageous conversations
   - Managing performance
   - Conflict resolution

3. Career Grit
   This module provides leaders with the determination and skills necessary to both manage their career and their own development goals with those of the organisation. The module has a strong emphasis on helping leaders build networks amongst peers and colleagues, as well as understand how to get the best out of their relationships with their line manager and staff. The following capabilities will be covered:
   - Leveraging networks
   - Upward communication
   - Building grit
   - Communities of leadership practice

4. Developing Your Team
   This module will build leaders’ capabilities to engage with team members, understand their particular motivational drivers, help staff achieve their developmental goals as well as frame tasks to increase staff buy-in and commitment. This approach is embedded in a coaching framework to bring about self-directed change and attitudinal shift. The following capabilities will be covered:
   - Relationship building
   - Manager as a coach
   - Complex problem solving
   - Team building challenge
   - Multi-party dispute resolution
   - Goal setting and action planning

5. Facilitative Coaching
   While large group sessions provide an excellent vehicle to develop leadership skills, smaller focused group coaching is a powerful means to foster complex inter-personal skills such as negotiation, persuasion and decision making. For this reason we include a Facilitative Coaching program to deliver additional practical skill development. These sessions connect with participants and further engage them in their own development. By including facilitative coaching in smaller cohorts (12-15 participants) we provide the means for team leaders to explore how they respond to challenging situations. The following capabilities will be covered:
   - Complex problem solving
   - Managing ambiguity and uncertainty
   - Building and managing relationships
   - Team building challenge
   - Multi-party dispute resolution
   - Goal setting and action planning

Leading for leaders

“The wicked leader is he who the people despise. The good leader is he who the people revere. The great leader is he who the people say, ‘We did it ourselves.’”

Lao Tzu - Chinese philosopher
The Graduate Certificate in Management (GCM) is a short postgraduate program of four courses which provide theoretical and practical knowledge for higher level managerial and professional work.

The GCM equips students with a solid foundation of knowledge, skills and application in the management disciplines within an Evidence-based Management (EBM) framework. The GCM is a standalone program and also serves as a pathway for those who do not meet the traditional entry requirements for an ANU Masters or MBA program. The GCM is a nationally recognised qualification that is highly regarded by industry.

Our GCM can be customised for your employees or tailored to the specifically emerging needs of your organisation.

**Key Learning Outcomes**
- Evaluate and reflect on evidence to inform decision-making
- Explore opportunities and novel solutions to challenges
- Work effectively with others to resolve challenges
- Adapt to complex and uncertain situations
- Engage, inform and influence stakeholders
- Incorporate the influence of a changing global environment
- Demonstrate ethical behaviour and make principled decisions

**Structure**
The Graduate Certificate of Management is half a year full-time or one year part-time.

The Graduate Certificate of Management requires the completion of 24 units, which must include:

- 24 units from completion of the following four courses:
  - Evidence-Based Management
  - Marketing and Stakeholder Communications
  - Technology and Project Management
  - Managing in a Global Context

Or:

- 24 units from completion of one of the following specialisations:
  - Business Information Systems
  - Entrepreneurship and Innovation
  - International Business
  - Leadership
  - Marketing
  - Project Management
  - Human Resource Management

**Specialisations**

**Business Information Systems**
- Accounting Information Systems
- Information Systems Analysis and Modelling
- Enterprise Systems and Business Process Management
- Information Systems Strategy and Management

**Entrepreneurship and Innovation**
- Entrepreneurship and New Venture Planning
- Innovation and Commercialisation
- Business Development Strategies
- Applied Market Research

**International Business**
- Managing the Global Supply Chain
- International Perspectives on Human Resource Management
- Managing Across Cultures
- Global Marketing

**Leadership**
- 18 units from completion of the following courses:
  - Leading Through Change
  - Leading High Performance Teams
  - Strategic Human Resource Management
- 6 units from completion of the following courses:
  - Business Negotiations and Conflict Resolution
  - Managing for Sustainability
  - Managing Across Cultures

**Marketing**
- Marketing Strategy
- Global Marketing
- Consumer Behaviour and Analysis
- Applied Market Research

**Project Management**
- A Management Framework For Business Projects
- Project Risk and Issues Management
- Managing Major Projects
- Leading Through Change

---

“*I always did something I was a little not ready to do. I think that’s how you grow. When there’s that moment of ‘Wow, I’m not really sure I can do this,’ and you push through those moments, that’s when you have a breakthrough.*”

Marissa Mayer, CEO of Yahoo!
Lego Serious Play

Lego Serious Play is a process of using common Lego pieces to build objects to represent abstract ideas to assist participants in explaining complex thoughts in visual metaphors. It is built on a process of idea sharing, communication and conversation that gives an equal voice to all participants.

Metacognitive skills in self-reflection are challenging processes for the individual to learn by observation or text book study. Practicing metacognitive skills through Lego Serious Play facilitated exercises enhances the individual’s ability to express abstractions and thoughts in a physical form. By externalising the processing of reflective thoughts, individuals are able to explore challenging ideas of the self through metaphor, storytelling and sense making in a controlled and supportive environment.

Shared Understanding
The Lego Serious Play process focuses on the real-time discussion of how people feel here and now, what steps can be taken today, and what the best day would look like today. It gives participants a voice to share their own insights into a problem, and creates an environment of shared understanding through structure meaning making, story-telling and Lego model making.

- Work in real time (who we are now, and what our best day would look like today)
- Hear all of the voices in the room

What does Lego Serious Play do?
Lego Serious Play creates an environment where ideas can be shared, visualised and combined to unlock the knowledge of the participants. It facilitates creativity through the use of Lego, storytelling and meaning making along with reducing the need for participants to come from creative backgrounds to get the most from the session. It brings out the best of ideas from individuals through creating an environment of exploration, play, risk-taking and meaning sharing through the use of Lego bricks to make physical models of ideas.

Why it matters
Lego Serious Play is an established business process, built by the Lego Corporation in 1996 as a mechanism to solve their own financial crisis. It has weathered the storms of the last two decades to be a valuable, ongoing and robust mechanism for creating environments for team building, strategy making, personal development and career success. By using the Lego pieces, as participants create models, they also build ideas and solutions in their mind to the task at hand. The approach creates an environment where ideas can be made, shared, and recombined into new ways to unlock creative ideas, strategies and thoughts.

- Creative thinking
- New views of the problem/solution

Program Details
All participants are guided through a series of Lego Serious Play training and warm up sessions to build their confidence with the methodologies, gain an understanding of the processes, and be ready to apply their skills to a specific challenge. Our programs are designed for either half or full day sessions.

Additional Sessions
- Team building events
- End of project reviews
- Reflections on career direction
- Personal goal setting

“Creativity is intelligence having fun!”
Albert Einstein
**Custom Programs**

**Do you have an organisational challenge that you would like to solve?**

We can partner with you to help you solve your challenge.

Our team of world-leading academics and industry experts can work with you to find the right solution for your business or government department.

In a continually changing global environment, it is critical to have the right partners. We partner with you to deliver your organisation’s long-term strategic objectives, whether you wish to improve strategy execution, expand leadership capability, accelerate management innovation, handle organisational change or prepare for growth. The experience and knowledge of our academics and experts enables us to develop custom programs and tailored learning solutions that fit with your specific requirements and budget. These can be delivered to multiple cohorts on our campus in Canberra or at a location of your choice.

To learn more about our customised learning solutions, please contact our Executive Education Office. We would be delighted to discuss your requirements, strategic goals and the potential possibilities.

---

**Non-Award Courses**

Are you looking for something more substantial, but are not sure if you are ready for a full Masters Program yet?

Enrol in one of over 60 MBA or Masters-level courses from 2017. All courses are offered in either evening or weekend intensive mode.

Participants that meet the work experience and entry requirements can sample from a wide array of MBA and Masters-level courses in areas such as Marketing, Strategy, Leadership, Information Systems, Project Management, Operations Management, International Business, Finance, Economics, and Accounting.

For more information on our course offerings, please visit www.rsm.anu.edu.au/research-school-of-management/students/rsm-courses. If you would like assistance with enrolment, please contact our Executive Education Office.
Our World Class Experts

The Research School of Management and our renowned academics are committed to developing Australia’s next generation of leaders. Our unique emphasis on evidence-based management ensures that these leaders have the knowledge, skills and abilities to excel. Our academic staff are at the forefront of global thinking. Our experts include:

**Professor Byron Keating - Director**

Byron Keating is the Director of the Research School of Management at the Australian National University. He is also Director of the Service Innovation Lab, a service-focused management and research consultancy based in Canberra.

Byron has a strong focus on industry engagement. He was Vice President of the Service Science Society of Australia and is on the International Advisory Board for the Service Education and Research Initiative. Byron was also the sole academic representative on the Australian Government’s Services Leaders Group until disbanded in 2014. Byron has a particular interest in the role of emerging technologies in supporting the design and delivery of complex services.

**Dr Andrew Bradly - Deputy Director**

Andrew completed his PhD at the Australian National University. He has more than 15 years of experience teaching business and management courses in universities and polytechnics in Australia and overseas. Andrew has received various university and external awards for his teaching including an Australian Government Citation for Outstanding Contribution to Student Learning in 2013.

Prior to becoming an academic his previous roles have been working as an Economist, Country Program Manager, Executive Officer, and Auditor. Organisations in which Andrew has worked include Price Waterhouse, the Australian National Audit Office, Bureau of Industry Economics, AusAID, and the Department of Foreign Affairs and Trade.

**Dr Alessandra Capezio - Associate Professor**

Alessandra Capezio completed her PhD at the University of Sydney and is Associate Professor in Organisational Behaviour in the Research School of Management. Alessandra is passionate about promoting and teaching Evidence-Based Practice in Management and is a Fellow of the Centre for Evidence-Based Management.

Alessandra is a core member of the Work Effectiveness and Leadership Lab (WELL) which conducts high-quality research on dysfunctional workplace behaviours, careers, emotion, and self-regulation at work. Her research has been highly published.

**Dr Shari Read - Senior Lecturer**

Shari Read specialises in Organisational Behaviour, Entrepreneurship, Executive Coaching and Industrial and Organisational Psychology. Her current research explores the processes and characteristics of intellectual autonomy in management decision making.

As an educator in the executive education setting, Shari focuses on cultivating mindful leadership, positive relationships, professional identity and entrepreneurial mindsets through design thinking.

**Professor Giles Hirst - Inaugural Chair of Leadership**

Giles Hirst is a leading researcher in the areas of creativity, innovation and social and organisational networks, and has been awarded over a million dollars in government ARC grants and industry funding. He has published in the top management journals.

His leadership development programs help leaders use their unique strengths, connect with their purpose, and through this, deliver greater impact. Giles has been engaged by multi-nationals such as Microsoft, AstraZeneca, BHP-B, state and local government. Most recently he is working to build refugee confidence and work seeking outcomes.

**Program Pricing**

Contact us today to discuss any of our Executive Education programs outlined in this brochure, including custom-designed programs for companies or individuals.

For information on course pricing or for a quote on customised programs, please contact our Executive Education Office by phone: +61 2 6125 9839, email: exec.ed.rsm@anu.edu.au or visit: www.rsm.anu.edu.au/research-school-of-management/students/rsm-courses.