Executive Leadership, Strategy and Impact Program

Presented by Melbourne Business School (MBS)



In partnership with

Victorian Chamber of Commerce and Industry

The University of Melbourne | Melbourne Business School

MBS Program Director



Katrina Reynen-Woodward OAM

MBS Program Director

Areas of Specialty

Leadership of self, others and teams; Leading change; Strategic planning, Coaching for high performance, Women in leadership; Leadership brand and reputation; Managing board relationships; NFP board leadership

Qualifications

PhD (Faculty of Education, Monash University)
MBA (Melbourne Business School)
Bachelor of Science and Master of Education (University of Melbourne)

Experience

Katrina is an accomplished senior executive leader with extensive decision-making roles providing global corporate, government and university leadership experience.

Prior to joining MBS, Katrina founded a successful practice specialising in developing high performing senior leadership teams, including mentoring and coaching gifted executives from emerging to highly experienced leaders. This is a lifelong interest reflected in her PhD.

Katrina's approach is very collaborative and empowering. Her particular interest in adaptive leadership and innovation, and peer coaching arises from her belief that the critical leadership skill is to identify, frame and then build the capacity to solve problems with each individual and their team.

Katrina has published in education journals. Her research interests include gifted young leaders, emerging leaders, leadership of self and others and aligning strategy with operational planning. Her pro bono portfolio includes strategic planning for NFPs including Leadership Victoria and the Allannah and Madeline Foundation, serving as Board Chair of the Monash Centre for Youth Policy and Education Programs and Ambassador (ex officio-Chair) of the Skyline Education Foundation.

Program Agenda

	PRE-PROGRAM Activities	REVIEW Canvas program information		READ Articles for each topic area	
	MONDAY	**TUESDAY**	**WEDNESDAY**	**THURSDAY**	**FRIDAY**
8:30am	**Welcome and Introductions**	**Reflection and Recap**	**Reflection and Recap**	**Reflection and Recap**	**Reflection and Recap**
9:00am	**Leadership, Innovation and Change** Katrina Reynen-Woodard	**Finance** Nam Tran	**Marketing** Don O'Sullivan	**Strategy** Geoff Martin	**Project Management** Katrina Reynen-Woodard
	10.30am I Morning Tea Break				
10:45am	**Leadership, Innovation and Change**	**Finance** Nam Tran	**Marketing** Don O'Sullivan	**Strategy** Geoff Martin	**Project Management** Katrina Reynen-Woodard
	12.30pm I Lunch Break				
1:30pm	**People Management** Deshani Ganegoda	**Finance** Nam Tran	**Marketing** Don O'Sullivan	**Strategy** Geoff Martin	**Implementation: Navigating Uncertain Futures** Katrina Reynen-Woodard
	3.00pm I Afternoon Tea Break				
3:15pm	**People Management** Deshani Ganegoda	**Finance** Nam Tran	**Marketing** Don O'Sullivan	**Strategy** Geoff Martin	
5:00pm	**Reflective Practice**	**Reflective Practice**	**Reflective Practice**	**Reflective Practice**	
	POST-PROGRAM Activities	**REVIEW** Canvas content and download relevant resources		**APPLY** Apply learning in small experiments. Reflect on application in peer groups	

CANVAS online material repository



1

Leadership, Innovation and Change

Monday morning

“Innovate or die!” businesses are told as the word disruption becomes a catch-cry for companies around the world. Despite the ubiquity of these concepts, there are abundant examples of successful organisations and industries that have been found wanting due to poor planning and strategy, or an inability to conceive of futures that nimble new entrants then exploit.

Organisations that aim to maximise customer value must equally seek value-creating opportunities that cannot be readily replicated or displaced by other organisations.

Leadership, Innovation and Change



In a half day, this topic explores:

- ✓ Strategy: Change and uncertainty highlights the import of the parameters that an organisation must fundamentally understand, measure, and optimise to create value for customers.
- ✓ Customer Experience through its many phases is a crucial ingredient for performance. Moreover, to fully appreciate the myriad factors that impact customer experience then organisations must understand perceptions, assess and measure performance against expectations and evolve as the landscape changes (supply chain, regulations, digital transformation and other changes that appear imminent).
- ✓ Organisational architectures – that is, the incentives and contracts, structures and culture of the organisation are crucial in enabling the import of customer centricity, and the associated customer experience that is a staple to building trust, loyalty and engagement with customers.
- ✓ Performance will be driven by the capacity to engage and retain customers. Through enhancing and enriching the customer experience, learning (from analytics, benchmarks and other measurement tools) and evolving and innovating to create value.



2

People Management

Monday afternoon

Driving Organisational Success

This topic examines human behaviour at the individual, group, and organisational levels.

Theories, models, and research will be discussed and applied through case studies, individual and small group discussions, experiential exercises, and reflection on work experience.

People Management



In a half day, this topic explores:

- ✓ Understanding the link between people management decisions and organisational outcomes
- ✓ Using practices to enhance the attraction, selection, development, utilisation, and retention of people in organisations
- ✓ Understanding how organisational culture and design influence organisational processes and performance, and develop in identifying common factors that constrain and facilitate the implementation of change
- ✓ Understanding some of the challenges and opportunities of leading a diverse workforce
- ✓ Developing skills in managing team processes and interactions
- ✓ Influencing organisational dynamics by applying knowledge on how to shape them

People Management Facilitator



Deshani Ganegoda

Associate Professor of Management

Areas of Specialty

Management, Organisational Behaviour

Qualifications

PhD, University of Central Florida; MSM, University of Central Florida
Hon BBus (First Class), Monash University
BBus, Monash University

Experience

After completing her PhD in 2012 at the University of Central Florida, Deshani joined the faculty of Australian National University's Research School of Management. She was a visiting scholar at the University of Pennsylvania's Wharton Business School and the School of Arts and Sciences in 2015.

Deshani joined MBS in 2017 and teaches Managing People and Negotiation on the full-time and part-time MBA programs. She also teaches a variety of associated programs, including Online New Leadership Program and the Advanced Management Program. Deshani won the Deans' Excellence Award for Service to MBS for her work as the PhD Program Director.

Deshani's research has been featured in the *Australian Financial Review*. Her research centres on the general topics of behavioural ethics, organisational justice, negotiation, and workplace deviance. Her research has been published in Journal of Applied Psychology, Organisational Behavior and Human Decision Processes, Journal of Organisational Behavior, Human Resource Management, Human Relations, and Personnel Review. She has presented over 20 refereed conference papers and published five non-refereed book chapters.



3

Finance

Tuesday whole day

For non-financial managers

This day makes finance accessible and relatable; and gives the foundations to lead and manage an organisation effectively.

Through an engaging combination of practical examples and real-life experiences, participants will gain invaluable skills in financial decision making, evaluating investment proposals, understanding financial reports, budgeting and costing.

Finance



This full day includes references to:

Financial Reports

- ✓ Understand how accounting systems work
- ✓ Quickly read, interpret, and analyse an organisation’s reports, such as profit and loss accounts, balance sheets, and cash flow statements

Ratio Analysis

- ✓ Conduct ratio analysis and identify which measures suit your organisation
- ✓ Determine whether your organisation is performing well or needs improvement

Budgeting and Capital Investment Decisions

- ✓ Prepare budgets and conduct cash flow analysis to make capital investment decisions
- ✓ Demystify cash flows and learn strategies to improve and manage cash flow

Finance Facilitator



Nam Tran

Associate Professor

Areas of Specialty

Financial Accounting, Higher Education, Voluntary Disclosure, Earnings Management, Mergers and Acquisitions, Corporate Social Responsibility, Human Irrationality.

Qualifications

Doctor of Philosophy in Accounting, University of Oregon
Master of Accounting, University of New South Wales
Bachelors in Banking, Hanoi National Economics University

Experience

Nam joined MBS in 2011 and is an Academic Director for Melbourne Business School's MBA programs.

Before completing his PhD and a Graduate Teaching Fellow position at the University of Oregon, Nam was an Auditor with Deloitte Vietnam, providing services to clients in various industries, such as cement, tobacco, brewing and beverages, and real estate.

Nam's current research examines how managers' perceptions of market competition affects their investment decisions and future operating returns, and how bidders' sources of financing affect M&A gains.

Nam teaches Financial Accounting, Financial Reporting and Analysis in our full-time MBA, part-time MBA and Executive MBA programs. Some of Nam's most notable research areas are in Mergers and Acquisitions and Corporate Social Responsibility and Finance.



4 Marketing

This topic will take a practical approach to creating competitive advantage through customer-centricity. The day will focus on developing and managing customer related growth strategies for the organisation.

To this end, we consider the value of customer (market-based) assets and how these assets can be built, leveraged and maintained.

We will also look to identify and evaluate sources of demand-based growth (e.g., retention, share of wallet, share of market, referral, margin & addressable markets) and evaluate strategies that will help an organisation succeed along each of the customer-centric growth dimensions.

Wednesday whole day

Marketing



By the end of day, you should have familiarity with a set of tools and frameworks that enable you to lead the articulation and implementation of a customer-centred growth strategy.

- ✓ An introduction to customer centric growth; shifting from supply-side to demand-side
- ✓ Identifying and evaluating sources of demand-based growth and how we lead this process
- ✓ What decisions need to be made and how do we make them
- ✓ Identifying and evaluating strategies that will help an organisation succeed along each of the prioritised growth dimensions
- ✓ Creating a compelling and unique proposition to differentiate in the market and win market share

Marketing Facilitator



Don O'Sullivan
Professor of Marketing

Areas of Specialty
Growth Strategies, Marketing, Customer Centricity, Brand Management

Qualifications

PhD (Marketing), National University of Ireland
Master (Marketing), National University of Ireland
B Comm, National University of Ireland

Experience
Don is a full-time professor at MBS. Don joined MBS in 2008 and has been a visiting scholar at various universities in the United States, Europe and Asia. Don teaches on Melbourne Business School's MBA Program, Executive MBA Program and Senior Executive MBA Program. He received the School's Teacher of The Year award in 2014, 2017 and 2020.

Don's principal academic interest is how executives make decisions about their demand-side capabilities and opportunities. His research has been published in leading international journals.

Don is a highly sought-after consultant, keynote speaker and executive educator. He has worked with companies across a range of sectors: AMCOR, Bayer, Bristol-Myers Squibb, Bluescope Steel, Ford, Hertz, Janssen, Johnson & Johnson, LifeHealthcare, Mars, Medibank, Moët & Chandon, National Australia Bank (NAB), Nestlé, News Corp, *pwc*, Petronas, RHB, Salesforce, Siemens, Toll and UOB.

Previously, Don was Client Services Director at TecBrand - a marketing services agency targeting the European technology sector. In this role, he was responsible for developing numerous international award-winning demand-side strategies and campaigns for clients including Microsoft, Siemens, Hewlett-Packard and Computer Associates.



5

Strategy

This day will present a comprehensive study of the major topics in business strategy and strategic management.

We will unpack basic business strategy concept, and how they can be leveraged for competitive advantage.

Thursday whole day

Strategy



Over a full day, this topic will explore:

- ✓ The basic concepts of business strategy, and the notion of competitive advantage
- ✓ The methods commonly employed to analyse the external environment, and how to effectively use those tools and concepts, including industry structure analysis (e.g., Porter's Five Forces) to assist in formulating and assessing strategies
- ✓ The methods commonly used to analyse the organisation's own internal resources and capabilities, including the notions of structural advantage, core competences, and capabilities-based advantages
- ✓ What conditions are necessary for a capability or competency to be the basis of a long-term advantage, and how they can be developed and sustained

Strategy Facilitator



Geoff Martin

Professor of Strategy

Areas of Specialty

Business and Corporate Strategy, Risk Management, Finance, Decision Making, Governance

Qualifications

PhD (Accounting), University of Oregon
Master (Accounting), University of New South Wales
BA (Banking), Hanoi National Economics University

Experience

Geoff completed his PhD in Management at IE Business School (Madrid, Spain) specialising in Strategy, Finance and Risk Management before joining MBS in 2012. Prior to his academic career, Geoff held several Senior Executive corporate strategy, finance, accounting and operational risk positions globally, culminating in being at Credit Suisse at Singapore and London where he was Vice President, Operational Risk. He has also worked in the non-profit sector with Rafael HIV Services in South Africa and Raleigh International in Chile.

Geoff is an accomplished facilitator on Executive Education programs, specialising in Strategy, Finance, and Corporate Governance to organisations including CitiPower, Nissan, Clemenger, CSL, Tata, Astro Malaysia, Manulife, Tenaga (Indonesia) and the Australian Institute of Sport. Geoff also works with MBS' Indigenous Leader's program (MURRA) and the Social Trader's Crunch program that provides consulting expertise to a wide range of social enterprises.

As a strategy consultant and charted accountant, Geoff is actively involved in advising and consulting to Boards and Senior Management of numerous institutions, in Australia and internationally, on issues ranging from strategic decision making, executive compensation, finance, risk and corporate governance.

Geoff has published in the leading practitioner and academic journals, including Harvard Business Review, Strategic Management Journal and the Academy of Management Journal. His research interests cover strategic decision making, executive compensation, risk and corporate governance.



6

Project Management

Friday morning

As the complexity of our systems of work and the expectations of what we can deliver increase, effective project management skills have become an essential part of the senior managers toolkit.

This includes understanding how methods assist in identifying critical paths in projects and optimising timelines.

Project Management



Over a half day, this topic will explore:

- ✓ Project management fundamentals
- ✓ Working with project sponsors and scoping projects
- ✓ Case study reviews
- ✓ Team projects
- ✓ Complex and agile projects
- ✓ Identifying critical paths in projects and optimising timelines

Facilitator:

Katrina Reynen-Woodward OAM
MBS Program Director



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Navigating Uncertain Futures

This session will glue together lessons learned from the previous 4-days and provide participants with a clear understanding of how to apply their learnings now and into the future.

Friday afternoon

Navigating Uncertain Futures



Over two hours we will explore:

- ✓ Futures thinking
- ✓ Navigating through changing business landscapes and leadership
- ✓ Value in the future

Facilitator:

Katrina Reynen-Woodward OAM
MBS Program Director

Management Challenge Project

Part 2: Optional

Presented by Melbourne Business School (MBS)



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Management Challenge Project

About the project

Optional (opt-in) part of the enrolment process to receive academic credit

Pragmatic assessment and outcome, for a project with tangible business impact

Designed to work hand in hand and take advantage of the Executive Leadership, Strategy and Impact program agenda

Extends the program learning experience to provide additional project skills and knowledge

Agenda

Pre-program (2 x half days)

- ✓ Current management challenges and project scoping
- ✓ Project discovery techniques and collecting data

Informal self-managed learning after hours during the program (optional)

Post-program (2 x half days)

- ✓ Communicating with influence and practice pitching
- ✓ Project pitches, academic credit evaluation and feedback

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Management Challenge Project



Program Deep Dive (4 x half days)

To provide a credit pathway into the Melbourne Business School MBA programs, an action-learning management project opportunity is proposed.

Working on a personally relevant and meaningful management challenge provides a real-time and focussed opportunity to apply the learnings from the program.

This **optional** project will enable participants to work on a real management issue relevant to their organisation; and by incorporating the Executive Leadership, Strategy and Impact Program, apply their learnings in a practical way that gives value back to their workplace.

Participants need to **opt-in** to the Project as part of their enrolment. There will be 2 x ½ day workshops both before and after the Executive Leadership, Strategy and Impact Program General (a total of two additional days of face-to-face learning).

Management Challenge Project



Over four half days, this topic will provide:

Pre-Program Half Day 1: Current management challenges and project scoping

- Is this problem of strategic or operational relevance to the organisation

Pre-Program Half Day 2: Project discovery techniques and collecting data

- Is the organisation ready to address this problem such as through resourcing

During the Program, participants can self-manage additional small group learning -

Post-Program Half Day 1: Communicating with influence and pitching

- Using Minto's pyramid to communicate strategically

Post-Program (2-hour finale): Project pitches, evaluation and feedback

- The output will be a slide deck and a 10-minute (or so) presentation, and 5-minute Q&A assessed by an MBS faculty member to ensure that the participant has effectively demonstrated their learning and will be able to access credit.
- The faculty member will attend the presentation and will obtain copies of the slide deck. NDAs can be utilised on request.

Sample topics of management challenges:

- How to encourage more people to return to work on-site
- How to better incorporate ESG into the organisation's strategic outlook
- How to better deliver on one of our core values over the next 3 years

Management Challenge Project Facilitator



Associate Professor Andrea North-Samardzic will be directing the Project components, as the authority to provide participants with MBS program academic credit

Andrea North-Samardzic

Associate Professor, Associate Dean, Executive Degree Programs

Topics and Areas of Specialty

Leadership and Management; Collaborative Leadership, Leadership Development, Gender and Leadership, Gender and Entrepreneurship, Ethics, Technology Ethics, Education Technology

Experience

Andrea is an accomplished education and research executive commencing her career in 2002, specialising in management and leadership.

She has a proven track record of identifying and driving significant strategic change for organisations, through leading transformation and growth in MBA programs and Executive Education portfolios.

Her clients span industries and sectors including Coles, the ASX, NutrienAg, Geelong Chamber of Commerce, Glen Eira Council, Acciona, Holden, Isuzu, Nissan, Women & Leadership Australia, Monash Health, Kieser Training and the Tata Group.

Andrea's research and teaching focusses on industry-engaged research that leads to impact. She has received research funding from the Department of Foreign Affairs and Trade, the Reece Group, Arts Centre Melbourne, and the Lord Mayor's Charitable Foundation.

Qualifications

PhD (Organisation and Management)
University of New South Wales

BBus (Hons, First) University of Technology, Sydney



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Program Details and Pricing

Program details

Type: In-person

Location: MELBOURNE | Melbourne Business School

Member price

$9,995 (GST excl) per participant

- Includes 5-Day Executive Leadership, Strategy and Impact Program
- $1,000 maximum member credits can be used

Non-member price

$14,500 (GST excl) per participant

- Includes 5-Day Executive Leadership, Strategy and Impact Program

With Management Challenge Project

$4,000 (GST excl) per participant additional

On completion of the management challenge project, achieve 1 academic credit point into the Melbourne Business School's MBA program.

Ready to take the next step and transform your leadership journey?

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Register your interest