

AIM

MINI MBA

ADAPT
LEAD
THRIVE



To be effective in highly complex workplaces business leaders need skills across the key areas of Strategy, Leadership, Customers and Numbers. In this five day course you will use business tools, templates and strategies in each of these key areas to develop a new vision and create the energy to bring it into life.

Your aim: to be an empowered, proactive and authentic leader who influences organisational behaviours in rapidly changing, disruptive global environments to adapt, lead and thrive.

By completing this AIM course, you will receive a certificate to recognise the high standard of learning and skill development you have attained. Print your industry-recognised certificate of attainment or share electronically to demonstrate your ever-growing value to employers and peers.



Creating a Vision
Where, Why & How
Driving Change
Creativity & Innovation



Influence & Direction
Passion & Purpose
Results & Empathy
Mindfulness & Resilience



Marketing Techniques
The Rise of Digital
Magic Moments
Communication to Engage



Economic Thinking
Financial Management
Budgeting & Forecasting
Strategic Analysis

COURSE LEARNING OUTCOMES

- Apply critical thinking and problem-solving skills to business issues
- Communicate a vision and develop strategic initiatives that inspire and challenge the business
- Develop leadership techniques that influence and engage others to achieve results
- Utilise business tools to inform strategic analysis and decision making
- Apply models of organisational transformation to lead sustainable change, influence stakeholders and manage resistance
- Conduct market analysis to develop and implement marketing strategies for competitive advantage
- Interpret and analyse financial information to plan for, implement and manage financial performance

THE COURSE

- 9am to 5pm each day

THE PEOPLE

- AIM facilitators - Business leaders and subject matter experts themselves

RESOURCES

Each student will receive:

- AIM Business Toolkit – templates, tools and models used in the course
- Reference book – supplementary notes, readings, recommended reading list and case studies
- Action book – used in class to conduct activities
- Notepad

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KEY ANCHORING MODELS

The AIM leadership model has been developed from over 75 years of observing and developing Australia's leaders, and in conjunction with other time honoured business models, will underpin the Mini MBA program.

AIM Leadership Model

- Inspire a shared vision
- Focus on solutions
- Enable others
- Lead by example
- Adapt and thrive

Emotional Intelligence

- Emotional self-awareness
- Emotional self-control
- Positive outlook
- Adaptability
- Empathy

Mindsets

- Fixed
- Growth
- Benefit

Leader as Coach

- I – Issue
- G – Goal
- R – Reality
- O – Options
- W – Way forward

7 Ps

- Price
- Product
- Place
- Process
- People
- Physical Evidence
- Promotion

Change Template (based on Kotter)

- Create an imperative for change
- Gather the right team
- Develop a vision
- Communicate for buy-in
- Enable action
- Look for quick wins
- Stick at it
- Embed the change

Principles of Financial Management

- Risk return trade off
- Time value of money
- Leverage
- Liquidity vs profitability
- Matching principle
- Portfolio effect
- Valuation

AIM TOOLKIT

The toolkit presents templates and techniques that are easy to learn and can be applied across a range of business contexts.

| Tool | Strategic Planning | Defining an issue | Generating ideas/solutions | Solution Implementation | Evaluation |
|---|--------------------|-------------------|----------------------------|-------------------------|------------|
| 3 Horizons | X | | | | |
| SWOT | X | X | X | | |
| PESTEL | X | X | X | | |
| Why/What/How | X | | | | |
| Business Model Canvas | X | | | | |
| 5 Whys | | X | X | X | X |
| Drivers vs Restrainers | | | | X | X |
| Leader as Coach - I GROW | | X | X | X | X |
| ERRC (Eliminate, Raise, Reduce, Create) | X | X | | | X |
| What if...? | X | X | X | X | |
| How-How | | | | X | |
| Prioritisation Matrix | X | | X | X | |
| Story Structure | | | | X | |
| Change Template | | | | X | |
| 90 Day Plan | | | | X | |

DAY 1

The dynamic business context in which we as leaders operate today requires some fundamental leadership attitudes and behaviours.

We begin by reflecting on our own capabilities using the AIM Leadership Model and end the day exploring essential strategic planning tools.

LEARNING OUTCOMES

- Identify opportunities to grow your personal leadership capability
- Apply leadership approaches that build relationships and optimise performance outcomes
- Lead with influence and engage the organisation to drive results
- Use strategic planning tools and processes to analyse internal and external environments

Session 1 - Introduction

- Welcome, introduction and expectations
- Challenge the nature of today's business environment
- Our 5 day journey
- Value of your network

Session 3 - Leadership and culture

- Defining culture
- Case study examples of poor and strong culture
- Vision and values
- Why we should 'Start with the Why?'

Session 2 - You as a leader

- Leadership theories
- Influencing and engaging people to achieve business results
- AIM leadership model
- Mindsets for success
- Emotional Intelligence – what is it and how do I get some?

Session 4 - Leadership and planning

- What's the point of strategic planning?
- Environmental scanning tools
- Practical application of tools

DAY 2

Where Day 1 introduces some broad leadership concepts and business planning tools, in Day 2 we begin to get into the detail.

Today is all about customers, driving revenue, understanding the data around who are your customers and how you market to them, and finally how you deliver on your promise.

LEARNING OUTCOMES

- Conduct market analysis to develop and implement marketing strategies for competitive advantage
- Map the customer journey and identify where moments of truth can be transformed into magic moments
- Communicate a vision that engages and gets buy-in from a range of business stakeholders

Session 1 - Introduction

- Recap day 1, set up day 2

Session 2 - Marketing 101

- Have a clear Marketing Objective
= the Why
- Know your Market/Customers
= the Who
- Know & Position your Product/Services
= the What
- Craft and Share your Message
= the How
- Marketing tactics – the 7 Ps

Session 3 - Telling the story

- Marketers are storytellers
- Telling great stories - examples
- Structure of a captivating story
- Story telling practice

Session 4 - Deliver on the promise

- Evaluating customer experience
- Using journey mapping and elaboration likelihood models
- Turn moments of truth into magic moments

DAY 3

Day 3 looks more closely at what we do with all the revenue generated through targeted marketing and delivering on the promise. As leaders, we constantly need to make solid decisions about the numbers, such as generating meaningful data, investment opportunity, financial controls, value and profitability. Leaders with business acumen ensure organisations remain sustainable into the future.

During Day 3 you will become a trusted advisor to a business requiring some financial direction as it grows and (hopefully) thrives.

LEARNING OUTCOMES

- Interpret and analyse financial information to plan for, implement and manage financial performance
- Apply financial decision making tools and techniques
- Plan, develop, implement and control budgets

Session 1 – Introduction

- Recap days 1 - 2, set up day 3
- Introduction to the principles of financial management:
 - Risk return trade off
 - Time value of money
 - Leverage
 - Liquidity vs profitability
 - Matching principle
 - Portfolio effect
 - Valuation
- Prioritisation

Session 2 - The basics

- Financial acumen
- The role of financial statements in decision making
- Financial analysis tools:
 - Revenue & cost behaviour
 - Forecasting
 - Break-even analysis
 - Contribution margin
 - Ratios
 - ROI/ROO
 - Cost control

Session 3 - Growing the business

- Growth possibilities and investment
- Financial decision making tools
- Economic thinking

DAY 4

Any implementation of new strategy will undoubtedly create change, and while this is necessary it can also be exhausting for leaders and organisations as a whole.

Leaders whose businesses thrive know they must continually adapt and grow the capabilities of their teams while looking after their own wellbeing.

LEARNING OUTCOMES

- Develop a change management plan using tools and insights into the change process
- Create sustainable change by embedding change initiatives as the new 'business as usual'
- Coach others to change behaviours and build team capability

Session 1 - Introduction

- Recap days 1-3, set up day 4

Session 2 – Leading transformation

- Strategy planning process review – from vision to implementation
- Leading through disruption
- Transforming people and organisations
- Tools for sustainable change

Session 3 – Leader as coach

- The leader as a coach
- I GROW coaching conversations
- Vulnerability in leadership

Session 4 – Harnessing the energy

- Avoiding burn out
- Using prioritisation and planning tools
- Managing yourself - physical, emotional, mental & spiritual
- Personal action plan

DAY 5 - IMPLEMENTATION DAY

Day 5 brings together all the tools and techniques introduced throughout the previous four days.

This is your opportunity to practice, get feedback and create an actionable plan to grow yourself, your business and/or your team and drive real results.

LEARNING OUTCOMES

- Use the methods and tools in the mini MBA toolkit to create your vision and articulate your goals
- Develop and implement long and short term plans to realise strategic goals
- Apply mindfulness and intentional practice in your work and personal life to achieve peak performance
- Create a 90-day plan for implementation in the workplace

Session 1 – Introduction to day 5

- Recap days 1-4, set up day 5

Session 3 – Planning phase

- Pick up the tools

Session 2 – Mindfulness

- What is mindfulness?
- How to be mindful in the business context
- Tactics to use

Session 4 – Presentation phase

- Deliver your story
- Make a commitment
- Take action



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Business Background

Richard is an organisation psychologist with diverse experience as an executive, facilitator, coach, consultant and academic. He has a contemporary understanding of work motivation and is dedicated to helping organisations maximise productivity and effectiveness through developing their people. As Design and Research Director at AIM Business School, Richard is well versed in all facets of leadership development.

Richard's approach to coaching and facilitation is largely informed by social cognitive theory and its core principle of self-efficacy beliefs. A strong advocate for employing both diagnostic and dialogic approaches for personal, team and organisation development, Richard emphasises the need for both behavioural and mindset changes in his personal coaching and group facilitation.

Qualifications and Accreditations

- PhD, Macquarie Graduate School of Management, Macquarie University, Sydney
- PG Cert Entrepreneurship, Macquarie University, Sydney
- MBA, Melbourne Business School, University of Melbourne, Melbourne *Awarded CRA Prize in Strategy
- B Comm (Honours), University of Guelph, Guelph, Canada
- Member, Society for Industrial and Organizational Psychology (SIOP)
- Accredited in LMAP 360 (Leadership Multi-rater Assessment of Personality); Decision Making for Leaders (Victor Vroom model); Five Dysfunctions of Teams (Lencioni).

Recent Experience

Richard's innate people skills were honed in the hospitality industry where being good with people - both customers and employees - are paramount to success. This background has made him adept at working with people with diverse personalities and backgrounds. As a facilitator and coach, he has worked with senior leadership teams on strategic issues as well as cross-functional teams on operations and change management imperatives. Richard is an experienced Open Space Technology facilitator.

Previous clients include: Woolworths Ltd., Telstra, Coles Group, Tatts Group, Temasek Holdings, Vodafone, GPT Group, Westpac, Lend Lease, AMP, Starbucks Coffee, Accor Hotels, Deloitte, Finemore's Transport, Hilton Australia, Compass Group and Foster's Brewing