

# Mt Eliza

EXECUTIVE EDUCATION

**Leading Innovation and Change**

A business imperative

GLOBAL. BUSINESS. LEADERS.



MELBOURNE  
BUSINESS  
SCHOOL

# THE PROGRAM

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## IS THIS PROGRAM FOR ME?

You are a middle to senior manager from any function or industry, facing the challenges of guiding your organisation, division, department or team to new and better ways of doing business.

## HOW WILL THIS HELP ME?

Our current business climate is characterised by extraordinary demands for change and innovation, and the forecast is for such a climate to continue long into the future. As a leader, you must chart your course through this changing environment, developing and implementing effective business strategies while maintaining drive, morale, motivation, innovation and vision for your people and organisation. The success and even the survival of your business depend on it.

You know that managing people can be challenging at the best of times. It's even more challenging in a business environment that demands constant, rapid innovation and change, and where people are especially prone to being anxious, defensive, resistant, and confused. Rarely do leaders receive the specialised executive development they need to best meet these challenges and to take maximum advantage of the opportunities offered by change and innovation.

This program is specifically designed to provide you with the tools and skills for leading innovation and change. You will learn how to move beyond coping, to fully embracing change, how to take full advantage of evolving opportunities, how to guide your people and organisation through changing conditions and unfamiliar terrain, and how to emerge from changes stronger than before.

Research and practice in behavioural and managerial sciences show that people often behave in surprising ways during times of change. In this program you will learn:

- + How defensiveness and confusion in your organisation could be good signs
- + Why people may trust you more if you act like you know less
- + Why listening to people can work for you or against you, depending on how you do it

- + Why trying to get everyone 'on the same page' may be counterproductive
- + Why it can be fatal to have an organisation in which each person is trying to do his or her best
- + Why so many well-intentioned fixes are ineffective or only make things worse
- + How creative problem solving requires not trying to come up with good ideas
- + How the most successful teams are often the ones who don't work together smoothly
- + How and when seemingly 'weak' leadership can be better for changing minds
- + Why there are some problems that should not be solved
- + How intractable dilemmas can actually be an important aid to success
- + How what motivates people may be systematically different from what you think
- + Why giving feedback is often useless or worse than useless

## BENEFITS FOR ME AND MY ORGANISATION:

This program provides you with the specialised executive development needed to be the kind of leader most valued by organisations in times of change and innovation — a leader with the tools and skills to:

- + Maximise resilience by establishing trust, credibility and shared vision
- + Move from competing agendas to organisational alignment
- + Avoid chaos, unintended consequences and working at cross-purposes
- + Manage dilemmas to increase the effectiveness of your strategies
- + Ready your team or organisation to see and seize new opportunities
- + Win hearts and minds for the efforts ahead
- + Empower your people to perform their best even in trying circumstances
- + Create an effective plan of action to implement strategy while responding to the unexpected

## HOW WILL I LEARN?

To maximise the impact of your learning, you will participate in discussions, interactions and hands-on activities to connect state-of-the-art, research-based concepts and principles to the best practices in leading and embracing innovation and change.

The discussions will draw on the experience of participants as well as case studies from a variety of sources and media, covering a range of industries and leadership challenges.

Twice each day, you and your fellow participants will work in small teams, serving as consultants to help one another apply the concepts and tools from the program to the specific challenges you face now and in the future.

The final session of the program guides you in creating a concrete action plan for your own change situation, so that you can put your program learnings to work as soon as you return to your organisation.

### DURATION:

4 Days (Residential)

### LOCATION:

Mt Eliza

### PROGRAM LEADERS:

Joshua Klayman / Jackie Gnepp

### COST:

A\$7,469.00 (incl \$89 GST)

### DATES:

19-22 March 2012

### ENQUIRIES:

Toll free 1800 00 66 80  
or +61 3 9349 8788

# THE STRUCTURE

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## DAY 1

### **Building organisational resilience**

- + Establish trust and credibility as a leader
- + Create a change-ready climate
- + Build and maintain a shared vision

### **Managing dilemmas**

- + Uncover critical managerial and strategic dilemmas
  - + Recognise and manage those dilemmas that can never be resolved
  - + Use dilemmas to create better strategies and tactics
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## DAY 2

### **Winning hearts and minds**

- + Recognise the mental blocks to accepting new ideas
- + Win over sceptics and pessimists
- + Help people cope with what threatens them the most

### **Managing conflicts and rivalries**

- + Understand your organisational culture and subcultures
- + Uncover conflicting goals, beliefs, and expectations within your organisation
- + Lead people to face the future together

## DAY 3

### **Encouraging creativity and flexibility in problem solving**

- + Frame problems for optimal solution
- + Foster innovative thinking
- + Build high performing teams to recognise and seize new opportunities

### **Seeing and communicating the 'Big Picture'**

- + Understand the sources of unintended consequences
  - + Use 'systems thinking' to reduce chaos
  - + Improve coordination so as to avoid 'working at cross purposes'
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## DAY 4

### **Helping people adapt and improve**

- + Motivate people to perform their best in times of transition
- + Provide feedback that people will accept and put to good use
- + Guide the development of new skills and behaviours

### **Developing action plans**

- + Create concrete strategies for leading innovation and change
  - + Get everyone on board for the trip
  - + Plan for the unplanned
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# THE FACULTY

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## JOSHUA KLAYMAN

Program Leader,  
Mt Eliza Executive Education  
Professor Emeritus of Behavioural Science,  
University of Chicago Booth School of  
Business Professorial Fellow, Managerial  
and Organisational Behaviour, Melbourne  
Business School

Joshua Klayman is an expert in managerial and organisational behaviour. He has taught and consulted on topics such as leading and managing change, designing and managing effective teams, motivating people to care about their work, encouraging creativity and innovation, maximising knowledge and learning in organisations, improving decision making and judgment, and developing effective leadership.

Prof. Klayman began his association with the Melbourne Business School as a Fulbright Senior Scholar in 1995, and has served on the faculty of the University of Chicago Booth School of Business for over 25 years. He has also been a Visiting Senior Scholar in the psychology department of the University of Melbourne and a Visiting Professor of Technology Management at INSEAD business school in Fontainebleau, France.

Prof. Klayman has taught over 2,000 MBA students and over 500 executives and professionals in North America, Europe, Asia, and Australia. He is a leading researcher in the field of managerial judgment and decision making, and has served as president of the leading research organisation in that field. Prof. Klayman's research interests are in the area of learning, judgment, and reasoning in individuals and organisations, with applications to organisational change, managerial decision making, planning, and problem solving. He is also a partner in the consulting firm Humanly Possible®, which offers executive coaching, organisational consulting and management education.

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Jackie Gnepp

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## JACKIE GNEPP

Program Leader,  
Mt Eliza Executive Education  
Associate Professor and Principal Fellow  
– Managerial Psychology, Melbourne  
Business School President, Humanly  
Possible®, Inc.

Jackie Gnepp is a licensed management psychologist specialising in helping managers to be more effective. She is an expert in helping groups successfully manage team and organisational dilemmas, and in fostering improved interpersonal communication. She works with both for-profit and not-for-profit organisations to improve performance, build community, and achieve results.

Her research has explored the development of emotional intelligence. She is the author of over 30 research publications and conference presentations. Her current research focuses on how to increase the effectiveness of constructive managerial feedback and performance management systems.

Dr. Gnepp is a Principal Fellow at the Melbourne Business School and the President of Humanly Possible®, a company offering executive coaching, organisational consulting, and management education designed to develop leaders, optimise working relationships, create high-performance teams, resolve conflicts, facilitate innovation, and promote openness to and participation in change.

Dr. Gnepp's career includes positions as executive coach and corporate training manager for Andersen Consulting / Accenture, as regional manager for Medco Behavioral Care Services, and as tenured Associate Professor of Psychology at Northern Illinois University. She has lectured on topics in management psychology in MBA and executive education programs in North America, Europe, Asia and Australia. She received her A.B. (Magna cum laude) from Bryn Mawr College and her Ph.D. from the University of Minnesota.

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### MT ELIZA EXECUTIVE EDUCATION

Mt Eliza helps you and your organisation achieve your strategic goals through open, tailored, customised and coaching programs.

Mt Eliza is the executive education arm of The Melbourne Business School, which is a part of The University of Melbourne. Our prestigious 50-year history of working successfully with organisations has recently culminated in a ranking by the *Financial Times* as the No. 1 executive educator in Asia Pacific and globally, a top 40 provider.

Our open programs are designed by Mt Eliza's highly regarded program directors who are carefully selected based on their management experience and commitment to lifelong learning.

We translate leading-edge frameworks and concepts into practical management behaviours and actions. The content of our programs ranges from business-focused hard skills through to people-focused soft skills.

Don't expect a standard lecture-based classroom program; instead we offer a blended learning experience such as pre-work, simulations, playback theatre, e-learning and post program follow-up.

### OUR CHAUFFEUR AND ACCOMMODATION SERVICE

We go to great lengths to make you feel welcome and relaxed for the first day of your program. We provide complimentary chauffeur-driven vehicles for all our interstate and international executives. Our complimentary service will collect you at Melbourne's Tullamarine Airport and deliver you to our executive retreat at Mt Eliza. Our service extends to picking you up from Mt Eliza at the conclusion of your program and transporting you back to Melbourne Airport. Your first night of accommodation is complimentary too.

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### OPEN PROGRAMS

We offer open programs in leadership, management and functional areas and many of these are residential programs held at our unique, purpose-built executive retreat at Mt Eliza.

### TAILORED PROGRAMS

We can tailor any of our open programs to suit your organisation's development needs.

### CUSTOMISED PROGRAMS

Starting with a blank sheet, we work with you to diagnose your problem and design a customised learning and development solution to help individuals and teams meet their challenges.

### COACHING PROGRAMS

Our coaching network is the largest in Australia and provides executive and leadership coaching and team coaching either face-to-face or virtually.

Our customised, tailored and coaching programs can be delivered anywhere around the globe.

### CONTACT US

(AEST business hours)

Toll Free: 1800 00 66 80

International: + 61 3 9349 8788

Fax: + 61 3 9349 8799

Email: [programs@mteliza.mbs.edu](mailto:programs@mteliza.mbs.edu)

Web: [www.mteliza.mbs.edu](http://www.mteliza.mbs.edu)

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