

EXECUTIVE EDUCATION

LEADING THROUGH UNCERTAINTY



LOCATION

Virtual Classroom

DURATION

- Consists of four modules
- Each includes pre-work and an online intensive of 3.5 hours

COURSE FEES

Individual:

- Per module: A\$695 + GST
- Full course: A\$2,395 + GST

Groups (15 or more):

- Full course: A\$2,195 + GST per person

MORE INFORMATION

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A UNIQUE FRAMEWORK TO MANAGE TURBULENCE, OPTIMISE RISK AND TAKE DECISIVE ACTION

We are witnessing significant business and operating changes to our way of life and environment, with social confusion and slumping sales, endangering employee health and impacting business continuity. These changes are already rewriting the future of how we will conduct business.

We are in the midst of a paradigm shift. However, after the current public health emergency, far more impactful change will play out.

Business-as-usual no longer exists. Smart organisations understand that they must prepare their organisations for the significant changes underway in markets and society.

Organisations must use their existing downtime and lessons learned from the current crisis to up-skill their leaders, managers and workforce. They must build capability and improve their future business operations.

BUILD YOUR BUSINESS SKILL SET GUIDED BY OUR STUDY MINDSET

Leading Through Uncertainty is an opportunity to update skills, quickly, to ensure you manage turbulence, optimise risk and take decisive action.

This exceptional short course consists of four complementary modules. It is a rigorous, practical program grounded in best practice and backed by research. Each module is led by an expert with extensive knowledge and significant experience.

MODULE THEMES

MODULE ONE SYSTEMIC PRACTICE

See the big picture - a framework for decision making

MODULE TWO PSYCHOLOGY OF RISK

Thrive in uncertainty and social complexity

MODULE THREE VIRTUAL AND REMOTE WORKING

Deep skills in human communication: building a trust based culture

MODULE FOUR CARING FOR SELF AND FOR STAFF

Effective workplace practices making a difference to productivity and staff well-being

You can complete two modules per week. Each module will be delivered in a real time virtual classroom. You'll enjoy a focused and collegial environment with a highly collaborative and supportive team to assist your online learning.

KICK START YOUR EXECUTIVE MBA STUDY

If you choose to complete the assessments for all four modules, this together with your leadership profile and other courses and CPD completed within the last ten years, will give you the opportunity to apply for RPL to gain a credit for one unit in our Executive Master of Business Administration*.

MODULE OVERVIEWS

MODULE ONE SYSTEMIC PRACTICE FOR NAVIGATING UNCERTAINTY

PREWORK:	2 hours
INTENSIVE:	3.5 hours
ASSESSMENT:	Optional

If there was ever a time to understand systems-theory, systems thinking and understand an organisation's place within the "global system", it's now. As such, a framework for critical decision-making has formed the core of this module and the entire course.

Operating in silos and only paying attention to a few stakeholders leads to vulnerability. Companies are not only dependent on global supply chains and what may be happening in other countries, but also on the state of institutions within their own community. Companies operate in an ecosystem, a disruption to one industry or set of activities ripples to others.

Companies with strong stakeholder and partner orientations are best able to survive and transcend crises, because they can plan together, gain local knowledge from each other and draw on good will to grow sustainably.

A global pandemic clarifies the business interest in contributing to solving "Common Good" problems; such as the adequacy of the public health system, disparities in rural and remote communities, availability of emergency child care, universal broadband access, or educating people in life skills such as resiliency and adaptability alongside technology skills.

Key module content includes:

- systemics and business applications of systemics theory
- a framework for decision making
- identifying organisational vulnerability and organisational resilience
- patterns of prediction and building organisational trust.

MODULE TWO THE PSYCHOLOGY OF RISK

PREWORK:	1 hour
INTENSIVE:	3.5 hours
ASSESSMENT:	Optional

In volatile, uncertain, complex and ambiguous (VUCA) operating environments, the need to both mitigate and take risks is critical to success.

As organisations lock-down and seek to minimise risk, they may be inadvertently missing out on opportunities. Future organisational capabilities include a deep understanding of human psychology that balances risk-aversion and risk-taking.

The individual and organisational capacity to both master the skill of mitigating risk while jumping on opportunity will be a critical differentiator in the months and years ahead.

This module focuses on the importance of the non-conscious in judgement and decision making, and its importance in the capitalisation of risk. An introduction to the social psychology of risk and how judgement and decision making are affected by social arrangements is also examined.

Key module content includes:

- risk and social complexity in a networked age
- creating a dynamic risk equilibrium (DRE)
- understanding the principles of behavioural economics
- evaluating the role of the nonconscious in decision making as it relates to uncertainty
- psychological principles and the risk effects on the relationship between self and others.

EXECUTIVE COACHING

Business mentoring can be a pivotal point in your business success. An executive coach can assist you to navigate immediate issues and emerging opportunities in today's changing environment. These sessions can also assist you to apply the module's learnings to your own organisations. It's a process focused on assisting you to take your business to where it needs to be.

Executive coaching is available for individuals in blocks of 1.5 hour sessions. Take a single session or book a series of three to six virtual or phone coaching sessions.

MODULE OVERVIEWS

MODULE THREE MORE EFFECTIVE VIRTUAL AND REMOTE WORKING

PREWORK:	1-2 hours
INTENSIVE:	3.5 hours
ASSESSMENT:	Optional

The global health pandemic has upended expectations of remote working, and many organisations have moved to working from home. It appears though that this shift is not temporary, rather a move to a new normal.

So, if remote and virtual working form part of the new organisational narrative, how do we ensure that organisational objectives and personal KPI's are met? How do we not only maintain, but perhaps improve staff productivity?

This module will explore these questions by focussing on three central elements; technology, social and the work itself.

It starts with investing in aligned technology that is as simple as it needs to be. However, separate to mastering tools, working remotely needs organisational processes for how communication happens, how socialisation happens and how coordination of the actual workflow happens.

Well-established processes for communication, socialisation and coordination ensure no-one is feeling isolated and that teams and individuals are in sync.

When we meet face-to-face, we use many non-verbal clues to understand what's going on and build trust. Without face-to-face cues, remote work needs deeper people skills for remote working. How to connect with people in video calls: how to build relationships by video, phone and email.

Key module content includes:

- How do we make virtual teams more effective?
- Investing and working with the technology
- Reimagining the home workplace and making it human
- Creating processes that develop a natural work rhythm
- Focussing on collaboration and trust.

MODULE FOUR CARING FOR SELF AND FOR STAFF

PREWORK:	1-2 hours
INTENSIVE:	3.5 hours
ASSESSMENT:	Optional

We are social beings. Isolation and sadness need to be actively managed through encouraging employees to develop personal regimes. Exercise from home, meditation and making sure that managers reach out and talk (even if that socialisation takes place virtually) to make sure employees are engaged, mentally relaxed and productive.

As time passes, workers may find that they like the flexibility of not commuting every day and may be interested in making their own self-selection to work from home continuously. A checklist of processes and incentives will be provided to help allow for that flexibility.

The COVID-19 crisis amplifies reasons why people dislike change. Loss of control, excess uncertainty, surprises, routine disruption, competence concerns, ripple effects from someone else's disruption and threats to future plans.

It's important that staff feel that there is something positive they can do to be useful and regain some control over routines and skills. Renewing and reinforcing effective workplace practices will make a big difference to productivity and wellbeing of staff.

Key module content includes:

- effective coping strategies
- managing stress and negative feelings
- self-compassion
- abundant communication: regular briefings, as it relates to uncertainty
- communication from many levels, town hall dialogues
- flexible work schedules, start and stop times that fit life needs
- performance and fulfillment at work.

WHO SHOULD ATTEND?

Leading Through Uncertainty will provide significant benefits to senior managers, functional managers, department heads and executives managing teams and/or responsibilities. It is suitable for both profit and not-for-profit organisations.

The program is ideal for teams from the same company to attend - the course will assist in application of skills in the virtual and traditional workplace.

YOUR EXPERT PANEL OF SCHOLAR PRACTITIONERS



TOM RISTOSKI

Tom is an experienced senior executive, board member, management consultant and executive coach. He leads ACU's Strategic Partnerships and Executive Education Directorate and has significant consulting experience in executive management, strategy, sales, marketing, and workforce development. Tom has delivered a large range of executive leadership programs for companies including KPMG, Mallesons Stephens Jacques, Telstra, Optus, ACCOR, Employers Mutual, Woolworths, Baxter Healthcare, TAFE NSW, Australian Defence Force, Attorney General and Justice.



DR GAVRIEL SCHNEIDER

Dr Gav Schneider is the Course Director for ACU's Graduate Certificate in Psychology of Risk and CEO of Risk2Solution Group. He is an acknowledged subject matter expert on integrated and human centric risk management, safety, emergency, crisis management and security, with extensive senior level management and leadership experience. He has extensive operational and consulting experience in over 17 countries to a wide base of blue-chip clients including government departments and related agencies, multinational corporations and high net worth individuals. Dr Schneider is the RMIT Risk Consultant of the Year (2019) and is an IFSEC Top Twenty Global Influencer for Thought Leadership.



BRUCE MCKENZIE

Bruce McKenzie is a change practitioner and academic who develops systemic thinking principles and practices to assist organisations, governments and communities address their transformational goals to improve productivity, relevance and alignment in a changing world. He is one of the world's most experienced Systemic practitioners. Recognised globally for successfully building organisational capacity to initiate and manage change, through generating innovative, sustainable strategies and developing alternative ways of thinking about challenges and crisis. He is a director of the Center for Systemic Leadership and a pioneer of WindTunneling software and Fulcrum online learning.



PROFESSOR JOSEPH CIARROCHI

Joseph Ciarrochi is professor at the Institute for Positive Psychology and Education at ACU. He has published over 150 scientific journal articles, and is a highly sought after speaker and best-selling author. He has been honoured with over four million dollars in research funding. His work has been discussed on TV, in magazines, newspaper articles, and on radio. Joseph's research focuses on identifying how to help people develop flexible strength (also termed psychological flexibility). The psychological skills that support flexible strength have been given many labels, including: mindfulness, emotional awareness, value clarity, self-compassion, growth mindset, creativity, willpower, resilience, persistence, and grit.

NEXT STEPS

If you would like to learn more about Leading Through Uncertainty or discuss your study goals please contact:



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