ANU TRANSFORMATIONAL MANAGEMENT PROGRAM

ANU College of Business & Economics
Overview

Are you a change leader eager to grow in your career, take on greater transformation opportunities, and to be recognised as a transformational leader?

The ANU Transformational Leadership Program has been designed by leading international scholars in the fields of organisational behaviour, change management, and project management to give you the confidence and skills to stretch yourself beyond your current boundaries, and to become one of Australia’s leading agents for transformational change.

Leading transformation is a rapidly evolving field. Change leaders must be able to respond to a volatile and rapidly changing macroeconomic environment, unprecedented technological disruption, contend with legacy systems and processes, and resistant organisational cultures in order to unlock future opportunities and to turnaround existing organisations.

Developed in conjunction with the Australian Transformation and Turnaround Association, the ANU Transformational Leadership Program has been built around the ANU’s unique evidence-based approach to management capability development. The aim is to ensure that participants have the skills and knowledge to solve today’s problems, and the capabilities to collect and synthesize the best-available evidence to ensure that they can respond to future transformational challenges.

By the end of this program, participants will be able to:

- Provide pragmatic evidence-based Board-level advice to maximise the benefits and minimise the distress associated with fundamental transformations;
- Design and lead complex transformations using cutting edge theory, tools and models to effect change in complex organisations;
- Effect culture change in support of transformation and sustainable agility; and
- Establish effective governance structures and controls in support of change initiatives.

ATTA Fellow of Transformation Management (FTM)

Participants completing the ANU Transformational Leadership Program will be eligible for recognition as an ATTA Fellow of Transformational Management (FTM). This fellowship will recognise leading transformational professionals in Australia.

For details on the ATTA Fellow in Transformation Management, please contact Adam Salzer.
Participant profile

The ANU Transformational Leadership Program has been designed as a post-MBA program. Participants are expected to be leaders with significant experience who want to increase their expertise in leading complex transformation projects. The program is particularly suitable for:

- **Disruptors**: Extremely rapid expansion - finance, organisation design and governance;
- **Transformations and Turnarounds**: Changes in core business models and complex mergers and acquisitions; and
- **Disrupted**: Organisational, human and social impact of digital disruption.

Assisting companies and Government departments to respond positively to the opportunities presented by digital disruption is a pressing concern for senior management. Participants will be given the skills and capabilities to ensure their boards and executives are disruption-ready and able to fundamentally transform their institutions.

Professor Byron Keating
Director, ANU Research School of Management

Participants will be given the skills to mentor high-growth companies and not-for-profit organisations to reach their full potential, and upskill experienced transformation professionals to improve their impact.

Adam Salzer OAM, Chairman
Australian Transformation & Turnaround Association
The ANU Transformational Leadership Program is delivered over four modules, with practical case studies and participants working through a collaborative real-world project. The program is also built on the ANU’s unique evidence-based approach to education. This approach is depicted in the ANU Evidence-Based Management 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. The ANU Transformational Leadership Program is different. In addition to presenting participants with the latest thinking on transformation and change, we will work with participants to help them to become better leaders by helping to understand and address their own personal constraints and biases.

Planning for change (Module 1)

This module will focus on giving participants the skills to effectively plan for complex transformational projects. Key topics include:

- Megatrends
- Transformational focus areas
- Introduction to evidence-based decision making
- Project planning for transformation
- Project governance and financial management
- Case / project initiation (stage 1)

Implementing complex change programs (Module 2)

This module will focus on the key challenges associated with implementing complex change initiatives. Topics to be covered include:

- Managing project derailment
- Leading deep change
- Evidence-based analytical tools
- Upward stakeholder engagement
- Case / project work (stage 2)
Sustaining change (Module 3)

This module will focus on the key challenges associated with implementing complex change initiatives. Topics to be covered include:

- Embedding evidence-based management
- Constant transformation
- Project end and succession planning
- Theory of implementation
- Fostering a transformational culture
- Case / project work (stage 3)

Alignment and celebration (Module 4)

The final module will focus on developing high-level advocacy skills. Key topics to be covered include:

- Boards and public advice
- Legal issues for transformational leaders
- Case / project presentation (stage 4)

Location

The 14 day program is delivered at the Australian National University, Acton, Canberra, ACT 2601 and split across four modules.

Course structure

The ANU Transformational Leadership Program will run for nine months (September 2017 to May 2018). The program will comprise 14 days on-campus over 4 modules, as well as off-campus group development of solutions to actual complex transformation challenges.

- Module 1 September 2017 - 4-day on-campus
- Module 2 November 2017 - 4-day on-campus
- Module 3 February 2018 - 4-day on-campus
- Module 4 May 2018 - 4-day on-campus

Course fees

Fees can be paid either in a lump sum or split over four payments.

- AU$14,500 for AusTTA members (4 payments of $3,625 prior to each Module)
- AU$16,000 for non AusTTA members (4 payments of $4,000 prior to each Module)

Fees include all program materials (pre-program, on-site and post-program), 14 program days delivered by world leading academics and practitioners, and lunch and refreshments during program hours.

How to apply

Places in the ANU Transformational Leadership Program will be limited. Applications for entry to the program will be merit-based, with an emphasis on relevant experience. Please express your interest by contacting the Research School of Management’s Executive Education Office. The deadline for expressions of interest for the 2017-18 program is COB Friday 17 August 2017.
The ANU Difference

Ranked #1 university in Australia and 22 in the World
(QS World University Rankings 2016/17)

Ranked #1 university in Australia and 26 in the World for International Outlook
(Times Higher Education World University Rankings 2017)

Ranked #1 university in Australia with 15 of 36 subjects in the top 25 globally
(QS Rankings by Subject 2016/17)

Ranked #1 university in Australia and 36 in the World for Business & Economics
(Times Higher Education Rankings by Subject 2017)

Equal #1 in Australia for “Business & Management” (Australian Government
Excellence in Research for Australia 2015)

Ranked 18th university in the World for Social Science and Management
(QS Rankings by Faculty 2016)

Awarded the maximum 5-star rating for student demand, staff qualifications and
staff-student ratio (Good Universities Guide 2017)
Key contributors

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