

Executive Education



Emerging Managers Program

Emerging Managers Program

PROGRAM SNAPSHOT

Duration

5 days

Location

Carlton (VIC)

Program Co-directors

Danielle Payne

Julian Tatton

Kath McCarthy

Apply now

mbs.edu/emp

Please refer to our website for program dates and fees.

Note: This is a non-residential program. The program fee covers tuition, learning materials and meals during the workshop. As evening activities are part of the program, we strongly recommend that participants stay at our preferred, nearby hotel provider, Rydges on Swanston, or arrange accommodation close to our Carlton campus. Rydges offer Melbourne Business School participants special rates and exclusive benefits.

Bring out the best in you and your team. We'll help you develop the negotiation, influencing and coaching skills to support your employees and stakeholders in reaching their full potential. You'll also gain the necessary strategies, tools and frameworks for business planning and performance improvement, and an in-depth understanding of your own strengths and weaknesses.

Who should attend

- Middle managers who are early in their career and managing a team within a function, or cross-functional projects
- Team leaders with identified potential for more senior roles in the future.

Learning outcomes

By the end of the program, you will be able to:

- Better understand yourself as a manager, including your strengths and weaknesses
- Understand and develop both individual and team performance
- Develop and implement business plans
- Manage conflict
- Negotiate and influence more effectively
- Work with your team to improve work processes
- Formulate and achieve specific goals.

Program Journey

Your program journey is designed to ensure that you emerge with new skills and behaviours aligned to your learning goals.

Pre-program preparation

- Your iPad will be issued for pre-program research and reading.
- Access to program material and networking through our online-learning platform.
- Workplace feedback: 360-degree assessment questionnaires completed by you, your manager, direct reports and peers.
- Self-assessment questionnaires.

Program

Self-awareness: you as a manager

- Benchmarking your performance
- Personal insights: strengths and development needs
- Action planning: setting specific personal goals

Developing team performance

- Developing a high-performing team
- Connecting with your team: different learning styles
- Team task vs team process: creating the right balance
- Leading for performance
- Measuring and improving team performance
- Action planning: setting specific team goals

Business planning and strategy

- The business planning process
- Expediting implementation: practical tools
- Strategic thinking in action
- Peer case review

Managerial effectiveness

- Influencing stakeholders and generating value
- Increasing the success of individuals and teams
- Negotiating value
- Influence in the workplace
- Effective decision-making
- Conflict resolution: practical strategies
- Applied innovation: generating ideas
- Influencing change processes
- Supporting your team through change

Post-program support

- A one-on-one, online-coaching session with the Program Director
- Continued learning through access to program material, facilitators and networking via our online learning platform.

Learning methods

- **Interactive and experiential program**, delivered by world-class experts and grounded in practical workplace application to help you increase your management effectiveness.
- **Case studies** provide real examples that translate management theory into applicable skills and tools.

- **Feedback**, including a 360-degree diagnostic tool to increase self-awareness and provide you with techniques to strengthen your capacity as a leader.
- **One-on-one coaching** is provided during and after the program to consolidate key learnings.
- **Peer-learning groups** facilitate knowledge sharing and collaboration to ensure you have a powerful experience that drives results.
- **iPad learning** to allow quick access to information, multimedia input and ongoing connection on program and in the workplace.

Program Co-directors

Danielle Payne

Danielle has worked across a broad range of industries, both internally and on a consulting basis, including: Public Sector, Construction, IT&T, Financial Services, Education, Retail, FMCG, and Engineering. Key areas of focus have included mediation and negotiation in complex systems including Victoria Police, working with Accenture on extensive change management projects with clients such as Australia Post, Coles Group, and Telstra As a sought after expert with more than 20 years' experience, Danielle's approach is highly practical, ensuring she is able to deliver long-lasting results.

Julian Tatton


Julian has over 18 years' experience in leadership and organisational development. He has led professional services practices for Development Dimensions International (DDI), Mind Group and Chandler Macleod and has held internal management roles with the Port of Melbourne Corporation and the Police Force in the UK. Julian is a highly experienced facilitator, quickly engaging and building credibility with senior groups. He utilises techniques that capture attention and actively involve participants in achieving predetermined goals

Kath Mccarthy

Kath has been consulting in the public, health, education and professional service sectors since 2008. She brings over 17 years' experience as a solicitor, including both senior in-house roles, and partnership level experience in private practice.

She is experienced in designing and delivering leadership and management training programs that include change management, leading in ambiguity, team building, building resilience and mental toughness, and coaching for managers. She is an engaging speaker and can quickly build credibility with groups and individuals.

PROGRAM JOURNEY

| PRE-PROGRAM ACTIVITIES | 8:30 am Welcome & Introductions | Influence & Negotiation | High Performing Teams | Personal Productivity & Delegation | Influencing Change for Better Outcomes | POST-PROGRAM ACTIVITIES |
|--|--|--|--|-------------------------------------|---|--|
| REVIEW Canvas welcome & program information | Strategic Context Internal Research | Influence & Negotiation (continued) | High Performing Teams (continued) | Change in Organisations | Building Your Business Case | REVIEW Canvas content and download relevant resources |
|  Lunch | | | | | | |
| COMPLETE 360° assessment and self-assessment questionnaires | Where Am I Now? | Feedback & Difficult Conversations | Motivating & Directing a High Performance Team | Continuous Improvement & Innovation | Presenting Your Business Case | CONNECT With a Program Facilitator for a post-program coaching session |
| | Where Am I Now? (continued) | Motivation Power & Influence Your Hidden Power | Managing Conflict | Measuring & Managing Performance | Revisiting Expectations End of Program Wrap Up | ACTION Implement your Action Plan |
| 5:00 pm Wrap Up | | | | | 4:00 pm Program Close | |
|  6:00 – 8:00 pm Dinner | | | | | | |

CAMPUS LOCATIONS:

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