

Short Courses



For-Purpose Executive
Leadership Program

For-Purpose Executive Leadership Program

PROGRAM SNAPSHOT

Duration

8 days (2 x 4-day module)

Location Options

Carlton

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Carlton

Program Director

Associate Professor
Jody Evans

Apply now

mbs.edu/fpel

Fee

\$13,000*

Please refer to our website for program dates.

*Note: This program is residential where participants stay on campus and participate in activities after hours. The program fee is philanthropically subsidised and covers tuition, meals and accommodation.

Thanks to the generous support of donors Lord Mayor's Charitable Foundation, the HMSTrust-MBS Endowment, the Evans5 Fund and philanthropist Krystyna Campbell-Pretty, Melbourne Business School is able to offer significant fee subsidies to 25 successful applicants (ranging from full scholarships for small-medium organisations to reduced tuition fees for large organisations).



The Social Purpose Sector

Social purpose organisations are faced with declining government funding and increasing competition for philanthropic support at a time of accelerated community reliance, expectations and scrutiny.

“Many not-for-profits have failed to understand the increasing stakeholder expectations that are being placed on them and are not reacting fast enough to those changing expectations.”

PAUL RONALDS

CEO of Save the Children Australia, 2018

With increasing pressure placed on social purpose organisations, the need to ensure these organisations can innovate, adapt to changing economic and social contexts and develop and sustain revenue streams is critical. Many social purpose organisations have the passion, vision and commitment, but suffer from a skill deficit that compromises their chances of success. Capabilities in stakeholder management, marketing, finance, innovation and leading systems change are critical if social purpose leaders are to sustain their organisations and maximise their contribution to the communities they serve.

Many social purpose organisations outsource the development of their business plans to consultants, but then do not have the internal expertise or resources to fully execute the plan. Equally, they lack the capabilities required to build the evidence base for the impact they make and leverage that evidence toward growth of their organisation. Social purpose organisations then become inhibited in both sustainability and long-term success due to these critical gaps in expertise.

Often social purpose leaders have not had the opportunity to advance their business acumen and capability or to dedicate time to sharing the challenges they face with their peers. There is a critical need for a sector-specific, locally based program covering advanced business and leadership topics, that is taught by globally recognised experts.

The Program

This new program has been designed in a modular format comprising two four-day extended weekend residential sessions at our Carlton campus. Module One will focus on deepening participants' understanding of the intersection of strategy, innovation and leadership, while Module Two will focus on the execution of these three areas.

The program incorporates research insights by our leading Faculty (see Program journey), and includes mentoring, experiential learning and peer group learning.

Module One: Participants will identify key opportunities and challenges to the viability and growth of their organisations and to the sector.

Action Learning: During the four-month period between Modules, participants will engage in an action-learning project, applying the learnings from Module One to the identified opportunities and challenges in their organisations.

Virtual Roundtables: Throughout this period, monthly virtual roundtable discussions will be facilitated by our Program Director, strengthening ties between cohort members while enhancing peer-to-peer learning and support.

Module Two: Participants will extend their knowledge through the provision of tools for developing and implementing strategy to directly impact the opportunities and challenges within their organisations.

Network and Support: Following Module Two, the monthly virtual roundtable discussions will continue for a further six months. Participants will then be invited back to the School to meet the next cohort of for-purpose leaders and share their experiences. In this way we will grow and strengthen their network and facilitate connections between cohorts.

Who Should Attend

CEOs, managing directors and senior executives.

The For-Purpose Executive Leadership Program is a unique opportunity for senior executives to work with a community of local peers who are facing similar challenges or seeking similar opportunities. We believe that intentionally connecting a group of diverse participants in a learning environment that fosters trust, generosity and openness will accelerate the impact of the individual organisations and the for-purpose sector as a whole.

Learning Outcomes

This program contributes to the development of social purpose leaders so that they are better able to:

- Determine clarity in their organisation's mission and impact;
- Design and execute purposeful strategy in changing contexts;
- Apply financial acumen to their organisation's activities;
- Lead culture and systems change;
- Craft and deliver a compelling impact narrative;
- Be entrepreneurial and innovative in their approaches to ensure meaningful and ongoing impact for society.

Key Facilitators

Social purpose organisations are faced with declining government funding and increasing competition for philanthropic support at a time of accelerated community reliance, expectations and scrutiny.



Geoff Martin
PROFESSOR OF STRATEGY

As a strategy consultant and chartered accountant, Geoff is actively involved in advising and consulting to Boards and Senior Management of numerous private and public institutions, in Australia and internationally. Geoff is an accomplished facilitator on Executive Education programs, specialising in Strategy, Finance, and Corporate Governance. Geoff also works with MBS' Indigenous Leader's program (MURRA) and the Social Trader's Crunch program that provides consulting expertise to a wide range of social enterprises and has worked with the Asylum Seeker's Resource Centre.



Greg Harbidge
SENIOR CONSULTANT, LEADERSHIP AND INNOVATION

With a diverse career spanning renewable energy, establishing and running a successful consultancy in creativity and innovation and extensive experience in executive education, Greg has developed broad insights to help individuals and organisations work together to fulfil their complementary potential.



Jody Evans
ASSOCIATE PROFESSOR OF MARKETING

Jody has an outstanding record of accomplishment in engaged research and uses marketing acumen and capabilities to address important challenges in industry, government, arts and social contexts. Jody has extensive advisory and management development experience and specialises in brand and impact narratives for individuals and organisations.



Carol Gill
ASSOCIATE PROFESSOR OF ORGANISATION BEHAVIOUR

Carol has specialised in the fields of executive learning and development as both an academic and practitioner for more than 25 years. A registered psychologist, Carol has worked in key roles within major Australian private and public-sector organisations and global enterprises including the Office of Corrections, Industrial Relations Victoria, Department of Aviation and was a director of BHP's Global Leadership Program.

Program Journey

Participants will develop a deep understanding of and advanced expertise in:

Strategy Development and Execution

with Professor Geoff Martin

- Develop an understanding of what it means to be “strategic” in a for-purpose context
- Create and refine a “strategy on a page” and “statement of purpose” for your organization
- Develop your strategic action plan based on a set of strategic objectives and your aspirations for social value creation
- Create funding proposals or business plans for social enterprises that provide strategic clarity for yourself and other important stakeholders

Innovation and Growth

with Greg Harbidge

- Understand the difference between unleashing creatively and putting new ideas into practice
- Develop or enhance your organisation's innovation strategy
- Design, execute and champion a sustainable growth culture and strategy
- Understand the role of diversity and risk-taking in innovation

Marketing and Impact Narrative

with Associate Professor Jody Evans

- Learn how to build and execute effective marketing and brand strategies
- Develop a positioning strategy to differentiate your organisation
- Learn how to craft compelling, unique and impactful narratives that engage and persuade stakeholders
- Develop capability in turning data into insight

Adaptability and Leading Change

with Associate Professor Carol Gill

- Develop skills in adaptive leadership
- Think about your challenges from the perspective of multiple stakeholders
- Develop stronger abilities to influence others through one-on-one conversations
- Get insight into the leadership approach each of your individual employees need
- Learn and practice a process for managing one-on-one conversations that challenge thinking, whilst maintaining good relationships and resolving conflict

Scholarships

The scholarship application requires brief responses to questions on organisational strengths and challenges, professional achievement, personal motivation and what attributes you will bring to the program. Applications for scholarships will only be considered in conjunction with a completed application form and a letter of support from the Chair of your Board or equivalent. Please lodge an enquiry via mbs.edu/fpel and a scholarship application form will be emailed to you.

A Selection Panel consisting of MBS Faculty, Philanthropists, Foundations and Trusts will ensure that applicants selected to participate in the program represent a range of impact areas and type of organisation in terms of size and structure.

About Melbourne Business School

For over 50 years, Melbourne Business School has played a transformative role in the lives of individuals, organisations and communities. We take this responsibility seriously and have been driving the social impact agenda in the Asia-Pacific region through our teaching, research and advocacy.

Our strengths and reputation are built on the principles of relevance and rigour, grounded in our heritage of scholarship with the University of Melbourne and strengthened through our enduring partnerships with business, community and government sectors. Melbourne Business School offers a portfolio of programs to meet the business challenges of individuals and organisations. Our activities equip emerging and established leaders with the knowledge and skills to make an impact in their organisations and communities.

Melbourne Business School is a major agent of change in co-creating value with and for the communities we serve. We play a transformative role and help members of our communities to reimagine and redefine their futures. Whether that is through the career enhancing personal transformation of our students; strengthening the business models of social ventures; improving employee wellbeing through workplace redesign; or developing the capability and capacity of Indigenous communities in regional Victoria.

We invite you to join us.

CAMPUS LOCATIONS:

HEAD OFFICE

CARLTON

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