

Executive Education



MELBOURNE
BUSINESS
SCHOOL

Leading for Organisational Impact:
The Looking Glass Experience

Leading for Organisational Impact: The Looking Glass Experience

PROGRAM SNAPSHOT

Duration

5 days

Program Director

Clarence Da Gama Pinto

Location

Carlton

Apply now

mbs.edu/loi

Please refer to our website for program dates and fees.

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

Lead with an enterprise-wide perspective. Designed by the Center for Creative Leadership (CCL)[®], this program shows you how to progress from everyday management tasks to impacting your company as a whole – from making tough calls and trade-offs to considering organisation-wide opportunities and bridging gaps that limit growth.

You'll also uncover your strengths and weaknesses and gain the confidence to address them and move forward as a senior leader.

Who should attend

- Experienced senior managers who lead a function or division
- Executives with local, regional or global responsibilities

Learning outcomes

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

- Gain an enterprise-wide perspective
- Build strategic aptitude
- Develop decision-making skills
- Assess investment opportunities
- Collaborate cross-functionally
- Improve influencing and negotiation skills

Program Journey

You will emerge with new skills and behaviours, aligned with your learning goals.

Pre-program preparation

- Conversations in the workplace: three pre-program discussions (one with your manager and two with colleagues or clients) will elicit feedback that forms a key focus during program activities.
- Lead the Function 360-degree self-assessment.
- One self-assessment questionnaire.

Program

The program explores the following key themes:

Develop your leadership fundamentals (communication, self-awareness, influence and learning agility)

- Self-assessment: how interpersonal needs impact on leadership styles
- Behaviour-based feedback model
- Peer feedback: broadening the leadership perspective
- Leading the Function 360-degree assessment of leadership strengths and development needs
- One-on-one feedback session with program coach

Looking Glass simulation

- Leadership: the effect on organisational outcomes
- Leadership trade-offs: choices and consequences
- Decision-making: the impact on your business

Leading strategically

- Leading across boundaries: applying practical tools and techniques
- Complex organisational challenges*
- Thinking and acting strategically*
- Organisational collaboration*

**Using insights gained from the Looking Glass simulation*

Goal setting

- Setting practical goals, based on your most important insights and learnings
- Action planning: achieving your goals back in the workplace

Post-program support

- 1:1 coaching session
- Continued learning through access to program materials, facilitators and networking via our online-learning platform

Learning methods

- **Interactive modules**, delivered by global experts, are grounded in academic research to increase your leadership awareness and effectiveness.

- **Comprehensive 'Looking Glass' simulation** breaks open key challenges faced daily by senior leaders, offering practical insights into behaviour, decision-making, collaboration and the complexities of organisational challenges.
- **Comprehensive assessments**, including self-assessment, help you gain a clear view of how your leadership directly impacts your organisation.
- **Coaching** provides feedback and consolidates key learnings.
- **Peer-learning groups** foster feedback, knowledge sharing and networking to ensure you have a powerful experience that drives results.
- **Post-program assessment** measures your progress and reinforces new behaviours.

Program Director

Clarence Da Gama Pinto

Clarence is responsible for training facilitators and quality assurance for this program. Having consulted extensively for businesses around the world, he is an expert in senior management and leading across functions. A challenging yet sensitive facilitator, Clarence translates academic theory into concrete action, empowering senior managers to connect with strategy and increase organisational alignment. He is a Centre for Creative Leadership (CCL) Master Trainer and leads programs across Australia and in Asia.



PROGRAM JOURNEY

PRE-PROGRAM ACTIVITIES	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
(approx. 6 weeks prior to program commencement)	9:00 am Program Start	8:30 am Program Start			
COMPLETE Background Information Form	Introductions Leadership Styles and Interpersonal Needs Giving and receiving feedback	(Global) Business Simulation	Simulation Debrief (Part 2)	Leading Across Boundaries	Translating Learning to Goals Action Plans and Workplace Application
Leading the Function 360 – Self and raters	LUNCH				1:00 pm Program Close
Survey & questionnaires	Simulation Preparation	Simulation Debrief (Part 1) Begin Peer Feedback Preparation	Peer Feedback	360 Degree Feedback assessment One-to-one coaching with Faculty	
Pre Program Interviews	DINNER	DINNER	DINNER	CELEBRATION FINAL DINNER	
	Continue Simulation Preparation	Continue Peer Feedback Preparation	Networking evening		



CAMPUS LOCATIONS:

HEAD OFFICE

CARLTON

200 Leicester Street
Carlton VIC 3053
Australia

T: +61 3 9349 8788

E: programs@mbs.edu

SYDNEY

Level 21, 56 Pitt Street
Sydney NSW 2000
Australia

KUALA LUMPUR

Unit A-22-8 Menara UOA
BangsarJalan Bangsar Utama
Bangsar Kuala Lumpur 59000
Malaysia

CONNECT WITH US



@MelbBSchool



/MelbourneBusinessSchool



melbourne-business-school



/MBScarlton



@MelbourneBSchool

ABN 80 007 268 233 CRICOS 00116K

