Led 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 JOURNEY

<table>
<thead>
<tr>
<th>PRE-PROGRAM ACTIVITIES</th>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
<th>DAY 5</th>
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<tbody>
<tr>
<td>(approx. 6 weeks prior to program commencement)</td>
<td>9:00 am Program Start</td>
<td>8:30 am Program Start</td>
<td>Simulation Debrief (Part 2)</td>
<td>Leading Across Boundaries</td>
<td>Translating Learning to Goals Action Plans and Workplace Application</td>
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<tr>
<td>INTRODUCTIONS</td>
<td>(Global) Business Simulation</td>
<td>Simulation Debrief (Part 1)</td>
<td>Peer Feedback</td>
<td>360 Degree Feedback assessment One-to-one coaching with Faculty</td>
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<tr>
<td>Leadership Styles and Interpersonal Needs</td>
<td>Giving and receiving feedback</td>
<td>Continue Peer Feedback Preparation</td>
<td>Networking evening</td>
<td>CELEBRATION FINAL DINNER</td>
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<tr>
<td>LUNCH</td>
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<td>1:00 pm Program Close</td>
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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.