

# Mt Eliza

EXECUTIVE EDUCATION

Futures Thinking and Strategy Development

Think more deeply and plan further ahead

Mt Eliza  
assumeME

GLOBAL. BUSINESS. LEADERS.



MELBOURNE  
BUSINESS  
SCHOOL

# Futures Thinking and Strategy Development

Mt Eliza helps you and your organisation achieve your strategic goals through open programs. This starts with your learning and development needs. Our programs create new values, behaviours and knowledge that help achieve lasting change. Individuals become more skilled, effective and valued and organisations develop enhanced capability on the road to success.

## Is this program for me?

You are a CEO, general manager, senior executive or director in a strategic planning role, seeking to position your organisation for the future.

## How will this help me?

This program is designed to help you unpack your organisation's future and to help you think more deeply and plan further ahead. It is about building your organisation's resilience and converting change to opportunity.

You will learn about meaningful models, problem solving tools and strategic frameworks to anticipate and understand the major trends, threats and opportunities facing your organisation and its sector.

You will also learn about the latest thinking from international futurist Dr Sohail Inayatullah and develop an organisational plan for your workplace based on future tools and methods.

## Benefits for me and my organisation:

You will develop new thinking to build organisational resilience and develop strategies to manage current and emerging issues and convert uncertainty and change to opportunity.

Specifically:

- » You will be able to forecast your organisation's long term future
- » You will be able to analyse the future using objective external criteria as well as internal subjective criteria
- » You will learn techniques to better understand your new emerging stakeholders, markets and value perspectives
- » You will develop strategies to handle current and emerging issues, complexity, change and uncertainty
- » You will understand the power of intelligent leadership and develop organisational resilience

## How will I learn?

You will learn about the latest thinking from international futurist Dr Sohail Inayatullah and his 'Pillars of Future Studies' approach.

This will include:

- » Mapping the future – what challenges do change and complexity present for your organisation, brand, services, products and markets?
- » Anticipatory action learning – in-depth understanding of the real emerging issues and their impact on your organisation
- » Timing the future – using the models from macrohistory to learn where your organisation may be in, or want to be, in its life cycle
- » Deepening the future – using causal layered analysis to think more deeply and plan further ahead
- » Alternative scenarios – fresh perspectives, new possibilities, untapped potential – the future is all in the mind.
- » Transformation – putting it all together and making sense of it

## Program at a glance:

**Duration:** 5 Days (Residential)

**Location:** Mt Eliza

**Program Leader:** Robert Burke

**Cost:** A\$8,328.00 (incl \$108 GST)

**Enquiries:** Toll free 1800 00 66 80 or +61 3 9349 8788

**Dates:** 21–25 September 2009

“This program is a must-attend for people in leadership positions. It provided the tools and techniques for ME to understand the impact of decisions now and in the future. The program directors were stunning.”

## Day 1

### Learn and reflect through zero, single and double-loop based learning

- » Map the future
- » Case studies in foresight, scenario planning and organisational transformation
- » Use the futures triangle and futures landscape

## Day 2

### Anticipate the future

- » Identify problems, trends and emerging issues
- » Identify grand patterns of social and organisational change
- » The big picture of change across civilisations
- » Impacts on the futures of organisations
- » Teachable moments

## Day 3

### Deepening the future

- » Understand the future from multiple levels
- » Layered methodologies – inner and outer
- » Use worldviews and stakeholders to develop more inclusive futures

## Day 4

### Beyond scenario planning

- » Learn the multi-method scenario approach
- » Link scenarios with other futures methods and tools
- » Post-strategic thinking – leadership, futures and ethics in a complex world

## Day 5

### Transforming the future

- » Visioning, backcasting and anticipatory action learning
- » Group projects
- » Learn new methods and tools for transforming your organisation
- » Foresight consulting based on your organisational issues
- » Move beyond scenario planning
- » Use futures methods and tools to create a learning and healing organisation
- » Create a path to the new organisation that matches employees' inner expectations.
- » Be the organisation you want to see

“This program gives you a road map and a compass to take your organisation and its stakeholders forward with a shared sense of purpose and direction.

You will acquire insights and information to make better strategic decisions and be challenged to think differently about your organisation’s future, using new and elevated thinking models to envision and plan for the future with greater confidence.”

Robert Burke, Program Leader

#### Robert Burke

Program Director,  
Mt Eliza Executive Education  
*DBA, MBA (Distinction) (IMC),  
Grad. Dip. Executive Leadership  
(CSL), Company Directors Diploma  
(UNE), Grad. Dip. Counselling and  
Psychotherapy (JNI), FAICD*

Dr Robert Burke is a consultant in senior leadership and effective management with a focus on leadership within a futures context. Robert has been a CEO for international companies such as Century Oils Australia and Fuchs Australia, a consultant and student. He has worked in Australia, Asia and the UK.

He is also the Program Leader for the Mt Eliza Executive Education programs: Strategic Leadership: The Transformational Process; Futures Thinking and Strategy Development. He teaches on the Mt Eliza Senior Leadership Program, Advanced Management Program and Senior Executive Program.

Robert is widely regarded as an effective action strategist, management educator, process facilitator, consultant problem solver and senior management coach and counsellor.

#### Sohail Inayatullah

Professor Sohail Inayatullah is a political scientist/futurist associated with Tamkang University, Taiwan and the University of the Sunshine Coast, Australia and Mt Eliza executive education part of Melbourne Business School. He has authored/edited twenty nine books, journal special issues and CDroms with titles such as *Questioning the Future, Youth Futures, Macrohistory and Macrohistorians, Ageing, City Futures, Anticipatory Action Learning* and *the University in Transformation*.

In the past two years, among other groups, he has addressed or conducted foresight workshops for the Australian Federal Police; Bluescope Steel; John Holland; Ernst and Young; Brisbane Ideas Festival; Microsoft Innovative Schools; the World Congress of Health Professionals; Queensland Health Nursing Conference; the Australian Government Department of Veterans' Association; Australia Bio-security; the Faculty Chief Procurement Officers Conference; the Global

Knowledge Conference, Kuala Lumpur, Malaysia; the Office of the Prime Minister, Singapore; the Ministry of Trade and Industry, Singapore; the Singapore Armed Forces; the Indonesia 2014 and Beyond Forum; the Western Australia Department of the Premier and Cabinet and the Western Australia Police; numerous Queensland Government Departments including Main Roads, Education and Health, and a number of city councils including the Gold Coast City Council.



Left to right: Robert Burke, Sohail Inayatullah

## Mt Eliza Executive Education

Mt Eliza helps you and your organisation achieve your strategic goals through open, tailored, customised and coaching programs.

Mt Eliza is the executive education arm of Melbourne Business School, which is a part of the University of Melbourne. Our prestigious 50-year history of working successfully with organisations has recently culminated in a ranking by the *Financial Times* as the No. 1 executive educator in Asia Pacific and globally, a top 40 provider.

Our open programs are designed by Mt Eliza's highly regarded program directors who are carefully selected based on their management experience and commitment to lifelong learning.

We translate leading-edge frameworks and concepts into practical management behaviours and actions. The content of our programs ranges from business-focused hard skills through to people-focused soft skills.

Don't expect a standard lecture-based classroom program; instead we offer a blended learning experience such as pre-work, simulations, playback theatre, e-learning and post program follow-up.

### Open Programs

We offer 27 open programs in leadership, management and specialist areas and many of these are residential programs held at our unique, purpose-built executive retreat at Mt Eliza.

### Tailored Programs

We can tailor any of our 27 open programs to suit your organisation's development needs.

### Customised Programs

Starting with a blank sheet, we work with you to diagnose your problem and design a customised learning and development solution to help individuals and teams meet their challenges.

## Coaching Programs

Our coaching network is the largest in Australia and provides executive and leadership coaching and team coaching either face-to-face or virtually.

Our customised, tailored and coaching programs can be delivered anywhere around the globe.

## Contact Us

(AEST business hours)

Toll Free: 1800 00 66 80

International: + 61 3 9349 8788

Fax: + 61 3 9349 8799

Email: [programs@mteliza.mbs.edu](mailto:programs@mteliza.mbs.edu)

Web: [www.mteliza.mbs.edu](http://www.mteliza.mbs.edu)



# Registration Form

## Futures Thinking and Strategy Development

### Personal details

Title Preferred name Surname \_\_\_\_\_  
Position title \_\_\_\_\_  
Organisation \_\_\_\_\_  
Postal address \_\_\_\_\_  
Postcode \_\_\_\_\_  
Tel (bh) ( ) Fax (bh) ( ) \_\_\_\_\_  
Email \_\_\_\_\_  
DOB / / \_\_\_\_\_

Main area of responsibility:  General mgt  Sales/marketing  HR/training  Info systems  
 Finance  Engineering  Production/operations  
 Other (specify) \_\_\_\_\_

Management level:  Young Professionals  Middle  Senior

### Organisation details

Organisation type:  Public co  Private co  Not-for-profit  Federal govt  
 State govt  Local govt  Govt business enterprise

Site address (Must be completed if different from postal address) \_\_\_\_\_  
Postcode \_\_\_\_\_

### Terms and conditions

Program fees are due one month prior to the commencement of the program. Payment methods are detailed below. Programs are frequently oversubscribed and places can only be guaranteed on receipt of a signed application form and acceptance of terms and conditions. Melbourne Business School reserves the right to cancel a program and will endeavour to provide participants with as much notice as possible. Upon cancellation, any fees already paid by the participant will be refunded. As Melbourne Business School incurs substantial administrative costs prior to the commencement of a program, the following policy applies to variations in enrolment in programs.

Please note that variations must be notified in writing.

### Withdrawal and deferral

If the participant withdraws more than six weeks before the program start date, Melbourne Business School will provide a full refund.

Participants are allowed one free deferral to the same program within 12 months of the commencement date and a maximum of two deferrals, provided they notify Melbourne Business School in writing no less than four weeks before this program commences. If less than six weeks notice is provided for withdrawals and deferrals, the following fees are payable:

	14 days or less	15 to 28 days	29 to 42 days
Withdrawal	100% of program fee	50% of program fee	\$990 administration charge (inc GST)
Deferral	50% of program fee	\$990 administration charge (inc GST)	no administration charge

### Substitutions

Depending on program requirements, substitutes may attend a program in place of another person but notice must be given in writing to Melbourne Business School. The proposed substitute will be subject to the same selection process as the original candidate.

All substitutions may incur a late processing fee.

### Acceptance of terms and conditions (to be signed by the person authorising payment)

I understand and agree to the above terms and conditions. Upon acceptance of this application, I/my organisation will become liable for the program fee and will be bound by the terms and conditions.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Title First name Surname \_\_\_\_\_  
Position Organisation \_\_\_\_\_  
Postal address \_\_\_\_\_  
Postcode \_\_\_\_\_  
Tel (bh) ( ) Fax (bh) ( ) \_\_\_\_\_  
Email \_\_\_\_\_

### Payment details

Program fees A\$8,328.00 (incl \$108 GST)  
Cheque enclosed (payable to Melbourne Business School)  Please invoice me  
Please charge my:  Visa  Mastercard  Diners  Amex (ID no )  
Card no              Expiry date /  
Name on card \_\_\_\_\_  
Cardholder's signature \_\_\_\_\_ Date \_\_\_\_\_

# Mt Eliza

EXECUTIVE EDUCATION

### Enquiries and registrations

Please return completed form to:  
National Enquiry Centre  
Melbourne Business School  
200 Leicester Street  
Carlton Victoria 3053 Australia

Apply online at  
[www.mteliza.mbs.edu](http://www.mteliza.mbs.edu)

### For further information, contact:

National Enquiry Centre  
(AEST business hours)  
Toll free: 1800 00 66 80  
International: +61 3 9349 8788  
Fax: +61 3 9349 8799  
Email: [programs@mteliza.mbs.edu](mailto:programs@mteliza.mbs.edu)

### Fees

Fees cover all accommodation (where applicable), meals, tuition and materials. Personal and travel expenses are not included.

### Privacy notification

To gain maximum benefit from this program we encourage participants to share their feedback with their immediate superior or organisational sponsor. However, in accordance with the Privacy and Personal Information Act 1988, we do not disclose program participant information without their express prior consent.

Melbourne Business School respects the privacy of all individuals. The information you provide on this form is what the Privacy and Personal Information Act 1988 defines as personal information. We are collecting and storing these details so that we can process your enrolment or enquiry, inform you of future activities or events and improve the service we offer you. The only organisations that may use this information are Melbourne Business School and the data service providers we engage from time to time. You may choose not to provide certain details, as is your right, but as a result we may be unable to process your enrolment or enquiry, or complete the process for which we were collecting the information. You are entitled to access and alter your personal details at any time by contacting us by telephone, fax or email. If you do not wish to receive any mail, faxes or emails in the future, let us know by return fax. Please contact Melbourne Business School's Director, Marketing Services if you have any questions about privacy issues.

Melbourne Business School Ltd ABN 80 007 268 233

The program outline and other information was correct at the time of printing, but may be subject to change.

November 2008

Melbourne Business School supports all initiatives that help reduce the impact of printing on the environment. [www.mbs.edu/enviroprint](http://www.mbs.edu/enviroprint)

Detach here