

Mt Eliza

EXECUTIVE EDUCATION

Futures Thinking and Strategy Development

From strategy to transformation, think more deeply, plan further ahead

Location: Mt Eliza

Duration: Five-day residential

Program date

17-21 November 2008



Robert Burke
Program Director



MELBOURNE
BUSINESS
SCHOOL

GLOBAL. BUSINESS. LEADERS.



Robert Burke
Program Leader

“Futures Thinking and Strategy Development goes further than traditional academic futures, scenario planning and forecasting programs. It involves acquiring insights and information to make better strategic decisions for now and the future.

You will be challenged to think differently and more deeply about your organisation's future, using new and elevated thinking models to envision and plan for the future with greater confidence.

It will give you a road map and a compass to take your organisation and its stakeholders forward with a shared sense of purpose and direction.”

Program overview

This program is designed to help you unpack your organisation's future. 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.

We will help you to build organisational resilience and convert change into opportunity.

During this program, you will construct an organisational plan based on futures tools and methodologies. You can apply this plan and other learnings in your workplace.

Benefits to you and your organisation

You will:

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

Who is the program for ?

You are a CEO, general manager, senior executive, divisional head or consultant who shapes or influences all aspects of business strategy.

Learning features

This program uses Dr Sohail Inayatullah's 'Pillars of Future Studies' approach:

Mapping the future – asking the hard questions. The who, where, what, why and when. What challenges do change and complexity present for your organisation, your brand, your services, your products and your markets?

Anticipatory action learning – in depth understanding of the real emerging issues and their impact on your organisation.

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 format

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

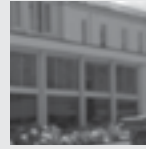
Beyond scenario planning

- > 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 the organisation
 - Foresight consulting based on participants' 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



The presenters

Program Leader Dr Robert Burke

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

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; and The Owner Managers Program. He teaches on the Mt Eliza 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

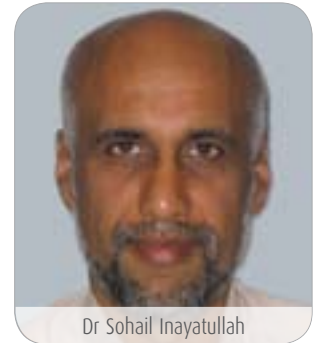
Guest presenter Dr Sohail Inayatullah

Professor, Tamkang University
Taiwan Visiting Academic
Queensland University of Technology

Professor Sohail Inayatullah is a political scientist/futurist associated with Tamkang University, Taiwan (Graduate Institute for Futures Studies), University of the Sunshine Coast (Faculty of Arts and Social Sciences), Queensland University of Technology (Centre for Social Change Research) and the Transcend Peace University. In 1999, he held the Unesco Chair and the Centre of European Studies at the University of Trier, Germany.

Sohail has conducted futures workshops for a range of organisations in Australia, including Fuji Xerox, Catholic Education Brisbane, NRMA, Telstra Country Wide, Zurich, Victoria Justice, Manpower Australia, Landcom (NSW) and National Divisions of General Practice. Internationally, he has presented to the European Commission, Unesco, Organization of Islamic Conference, APEC, Thai Capital Markets Academy, and Ministries of numerous governments.

Sohail has authored and edited eighteen books, including *Macrohistory and Macrohistorians*; *Questioning the Future*; *The Causal Layered Analysis Reader*; *Youth Futures*, and *The University in Transformation*. Sohail has authored over 300 journal articles, book chapters and magazine editorials. Along with presentations to local, state and federal departments of government.



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Customised executive development programs

We can customise any of our open programs to ensure that your organisation's needs and challenges come to the fore of the learning.

Alternatively, we can create an entirely new program that will have significant and lasting impact. Your organisation's program may focus on a single team or specific business challenge, or could encompass a multi-level, general management and leadership development imperative.

For more information, please contact:
Nicola Barrett, General Manager – Corporate
Tel: +61 3 9349 8720

National Enquiry Centre
1800 00 66 80 (AEST business hours)
Email: programs@mbs.edu

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

Jennifer Brice
HR General Manager
Fuji Xerox Australia Pty Ltd

Mt Eliza executive education

Over the last 50 years Mt Eliza – a part of Melbourne Business School – has built an outstanding reputation for program excellence and high quality learning. As the largest and most respected business school in Asia Pacific, we are the region's first choice in management education and executive development.

At Mt Eliza, we take pride in our legacy of providing amongst the world's finest management, leadership and specialist development programs that address the real issues organisations face – a position confirmed by *The Financial Times* which ranks Mt Eliza in the global top 45 executive education providers.

Our programs have received formal international recognition with full EQUIS accreditation – an independent stamp of assurance by the European international standards body.

Our intensive and comprehensive programs are usually conducted at our historic building in the breathtaking bayside surrounds of Victoria's Mornington Peninsula. The unique residential setting enables participants to become immersed in a holistic experience. The retreat-style atmosphere and tranquil environment encourages you to block out the distractions and demands of your hectic work life, and to focus on you as an individual.

The experience is about deep personal reflection: time to consider your strengths, interests and goals; what you wish to achieve from the program and your career; and how to apply new insights and learnings that will help you to transform your organisation.

Our highly regarded program directors and academic leaders are committed to lifelong learning and reflect leading thinking and practices through their teaching. Because of their significant management experience, they are regularly sought as consultants and advisors within business and government. They draw from continuing research and current insights gained from their work with top organisations in Australia and overseas.



