

Your Agenda for SUCCESS

AIM Victoria and Tasmania



AUSTRALIAN
INSTITUTE OF
MANAGEMENT



AIM on target for Tennis Australia

Whatever your working role, it is important to be 'on the ball' and keep your game as sharp as possible. Heinrich Jacobs, Assistant Manager, Australian Open Tennis, is no exception and, with five AIM short courses under his belt, he is well on his way to the top ranks.

To date, Heinrich has completed *The New Manager*, *Marketing Essentials*, *Project Management Fundamentals*, *Advanced Project Management*, *Finance for Non-Finance Managers* and *Developing Strategic Business Plans*.

"I selected courses based on subjects of interest, areas of identified weakness, relevance to my current role and also to my future career plans," said Heinrich.

"AIM provides excellent course manuals which I have found to be extremely useful, and even 12 months after completing my first short course, I am still referring to them."

"My original intention was to complete the *Diploma of Business*. However I was undecided whether I would continue my studies at the AIM or another institution. I had a very positive experience during the Diploma level and gained a tremendous amount of knowledge through the program. This prompted me to enrol in AIM's Graduate Certificate in Management".



Tennis Australia has directly benefited from the courses provided by AIM to their Assistant Manager Heinrich Jacobs, through the development of strategic operational, financial and marketing plans.

When asked what value he gained from the courses, Heinrich responded, "Firstly, I was able to interact with industry professionals and learn some of the latest tools and techniques being used in business today".

Participants in the short courses are also given the opportunity to work collaboratively on in-class projects and discuss issues facing managers in today's workplace.

"Secondly, AIM provides excellent course manuals which I have found to be extremely useful, and even 12 months after completing my first short course, I am still constantly referring to them."

The benefits have translated directly to his role at Tennis Australia, where, "In the past six months I have developed several strategic business plans, including operational, financial and marketing plans, for several of our core products and services. The knowledge I have gained from these courses

has also helped me reduce our business cost structure, increase efficiencies and productivity and increase business revenue and profit."

Heinrich is a strong believer in education and in the *Graduate Certificate in Management* that AIM delivers. The post graduate qualification is helping him to build and refine the necessary skill sets needed to advance into a senior role, particularly in the areas of strategy development, project management, finance, marketing, leadership and communication.

According to Heinrich, "It's my goal at the completion of the post graduate course to become more involved at a senior level within the Tennis Australia organisation and become a valuable contributor to its ongoing success."

For details on how AIM's short courses and qualifications can help you achieve your goals visit www.aimvic.com.au.

IN THIS ISSUE

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Short Course Calendar

To book any of the courses listed below or for more information, please contact AIM on 03 9534 8181 or email training@aimvic.com.au
You can also search, book and pay for our short courses online at www.aimvic.com.au/coursedirectory

COURSE TITLE	DURATION	JUNE	JULY	MEMBER FEE \$	COURSE FEE \$
Core Skills					
Communication and Interpersonal Skills					
Assertiveness Techniques	2 consecutive days	14	10	875	965
Conflict Resolution	2 consecutive days	22	24	850	940
Strategic Influence Skills	2 consecutive days	22	17	1,030	1,120
Advance Negotiation Skills	3 consecutive days	-	19	1,690	1,825
Negotiation Skills	2 consecutive days	5	13	930	1,020
Interpersonal Skills for Leaders	3 consecutive days	19	-	1,525	1,665
Effective Communication	2 consecutive days	19	11	830	920
Effective People Skills	3 consecutive days	13	10	1,245	1,380
Business Writing Skills	2 consecutive days	8,26	19	830	920
Writing Reports and Proposals	1 day per week for 2 weeks	2	-	830	920
Professional Presentations	1 day per week for 2 weeks	16	12	860	950
Think on your Feet®	2 consecutive days	28	-	1,010	1,100
Self Management					
Time Management	2 consecutive days	15	4, 27	830	920
Stress Management	1 day	-	27	455	500
Self Leadership: Realising your Leadership Potential	1 day per week for 3 weeks	-	21	1,285	1,420
Management Skills for Executive Assistants	2 consecutive days and 1 day a month later	-	20	1,245	1,380
Business Disciplines					
Selling Skills for Non-Sales People	1 day per week for 2 weeks	-	14	830	920
Marketing Essentials	2 consecutive days	19	-	830	920
Accounting for Non-Accountants	2 consecutive days	-	26	885	980
Fundamentals of Finance	1 day	8	-	565	610
Project Essentials	1 day	13	10	415	460
Exceptional Customer Service	1 day	14	-	435	480
Innovation and Creative Problem-Solving	2 consecutive days	19	-	830	920
Equality and Diversity in the Workplace	1 day	14	-	415	460
Supervisory Skills					
Developing High Performance Teams	2 consecutive days	-	10	830	920
The New Supervisor	3 consecutive days	19	11	1,245	1,380
Workplace Safety – Promote a Safety Culture	1 day	-	7	465	510
Continuous Quality Improvement	2 consecutive days	5	-	830	920
Manage Strategic Customer Service	2 consecutive days	8	-	830	920
Management Skills					
Managing Resources					
Project Management Fundamentals	2 consecutive days	-	17	930	1,020
Advanced Project Management	2 consecutive days, then 1 day 1 week later	-	24	1,485	1,630
Introduction to Budgeting	2 consecutive days	-	26	830	920
Finance for Non-Finance Managers	2 consecutive days	14	13	930	1,020
Contract Management	2 consecutive days	-	20	930	1,020
Contract Law for Managers	4 Saturdays, 1 per fortnight OR 4 weekdays, 1 per fortnight-	-	15 s	1970	2,160
Managing People					
The New Manager	3 consecutive days	21	19	1,430	1,570
Accelerated Management Program	3 consecutive days, then 1 day 7 working days later	-	3	1,940	2,120
Appraising and managing performance	2 consecutive days	5	-	930	1,020
Leading with Emotional Intelligence	2 consecutive days	15	-	1,050	1,140
Managing, Leading and Developing People	1 Saturday every 2 weeks over 8 weeks	-	15 s	1,970	2,160
Coaching Skills for Managers	1 day a week for 2 weeks	6	-	930	1,020
Train the Trainer	5 consecutive days	26	24	2,175	2,400
Managing Complexity and Change					
Managing, Developing and Implementing Strategy	1 weekday every 2 weeks over 8 weeks	-	13	1,970	2,160
Managing Operational Improvement	1 evening a week over 8 weeks	1 e	-	1,970	2,160
Training Specialist					
Train the Trainer	5 consecutive days	26	24	2,175	2,400
Sales Specialist					
Essential Selling Skills	1 day per week for 3 weeks	2	3	1,280	1,415
Selling with Emotional Intelligence	2 consecutive days	-	13	1,050	1,140
Negotiation for Sales Professionals	2 consecutive days	-	31	1,055	1,145
Building Client Relationships	2 consecutive days	15	-	830	920
Key Account Management	2 consecutive days	29	-	830	920
Sales Team Management	2 consecutive days then 2 days one week later	-	18	1,860	2,040

Professional Development Forums

AIM Professional Development Forums

- AIM Professional Development Forums are available to both members and guests.
- They cover specific areas of interest to business people of all ages and professional levels.
- The Professional Development Forums provide great networking opportunities with like minded business professionals.

- Attendees are encouraged to participate and share their ideas and experiences with their peers.
- See below for this month's upcoming events.
- All Professional Development Forums are held at AIM Management House at 5.30pm for a 6.00pm start unless otherwise specified. Bookings are essential.

Managers in Education Forum

Monday 5 June 2006

“TALENT WARS”

Presenter: Dr Lawrie Drysdale, Senior Lecturer in Education, University of Melbourne

Successful business and industrial organisations have for some time recognised that strategies for attracting and retaining talent are crucial to the organisation's success. Many schools have also recognised this to the extent that some have resorted to 'predatory recruitment practices' and 'raiding parties' on other schools. Faced with this new context, school leaders will need to re-think their approach to recruitment, development and retention strategies.

Emerging Professionals Forum

Tuesday 13 June 2006

IMPRESS YOUR BOSS WITH A WINNING BUSINESS PLAN

Presenter: Dr Cyril Jankoff, Consultant, AIM - Vic/Tas

Writing a business plan is one of the most important skills that managers should learn. Thus it pays to know what your boss is looking for when you are asked to write the plan for your business or division.

In this presentation Dr Cyril Jankoff will provide you with valuable tips on how to write a winning business plan.

Leadership and Management Forum

Monday 5 June 2006

INCENTIVES AND REWARDS

Presenter: Laura Birley, Consultant, People Dynamics

With the current skills shortage, knowing what motivates your staff and how to reward them is more crucial than ever in retaining a happy, productive workforce. Learn why and how different incentives motivate different people.

Laura Birley from People Dynamics will explore the role incentives play in rewarding and motivating staff to perform to their potential.

People, Culture and Learning Forum

Wednesday 14 June 2006

DO OR DIE: CREATING A CULTURE OF SAFETY

Presenter: Serge Sardo, Director of Business Development, AIM - Vic/Tas

Nearly 90% of accidents in the workplace are caused by human behaviour, not inadequate safety systems or equipment. To ensure a safe workplace, managers need to focus on the culture of their workplace and attitudes towards safety to change behaviour.

Serge Sardo, Director of Business Development at AIM Vic/Tas will share a case study of a mining organisation he worked with to change behaviour and improve safety. He will also offer practical tips for creating a safety culture in your organisation.

Sales and Marketing Forum

Tuesday 6 June 2006

ONLINE MEASUREMENT & COMPETITIVE INTELLIGENCE

Presenter: Michael Walmsley, Regional Director, Hitwise Asia Pacific

By measuring more people, more websites, more often, Hitwise provides marketers with timely and actionable marketing insights on how their online presence compares to competitive websites. Learn what types of online measurement tools are available and how to understand what is 'top of mind' for your consumers.

Professional Communication Forum

Thursday 22 June 2006

FACILITATING EFFECTIVE MEETINGS – FROM SETTING THE AGENDA TO OBTAINING OUTCOMES

Presenter: Margo Lockhart, Management Trainer & Consultant

Great facilitators and chairs of meetings appear to operate seamlessly and naturally. In actual fact, they have simply learned effective techniques.

This will be an interactive session where you will learn the elements involved in facilitating an effective meeting including Margo's well developed method of agenda setting and outcome focus, how to deal with difficult behaviour in meetings and useful facilitation techniques.

Bookings are essential and payment must be made at the time of booking – Multiple Professional Development Forum event vouchers are available for purchase.

AIM Members: All AIM members may now attend Professional Development Forum meetings at a rate of \$15.00 per session .

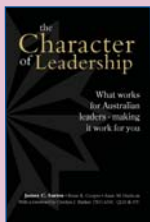
AIM Non-member: AIM Non-members can attend at the rate of \$25.00. (All costs are inclusive of GST)

For more information on each group, guest speakers and prices, visit www.aimvic.com.au or contact AIM Membership on 03 9534 8181.

BOOK OF THE MONTH! THE CHARACTER OF LEADERSHIP

The Character of Leadership reveals what leadership characteristics work in the Australian workplace. The results are from a joint survey conducted by Monash University and AIM, distinguishing the 15 key components and characteristics of leadership.

Authors James Sarros et al.
RRP \$29.95
AIM Member \$26.95



PROJECT PLANNING, SCHEDULING AND CONTROL

This benchmark book brings project management alive with accessible, step-by-step guidelines, and real-world examples and applications. This fourth edition covers important tips for passing the Project Management Professional (PMP®) exam.

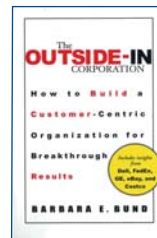
Author James P. Lewis
RRP \$84.95
AIM Member \$76.45



THE OUTSIDE-IN CORPORATION

Barbara Bund, an innovator in both academia and business, outlines techniques for devising and implementing customer-based strategy, pricing, communication, and distribution initiatives that will drive success in the market place, by building or remaking a business "from the outside in."

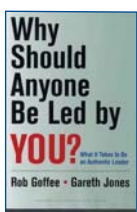
Author Barbara E. Bund
RRP \$44.95
AIM Member \$40.45



WHY SHOULD ANYONE BE LED BY YOU?

In this lively and practical book, Goffee and Jones draw from extensive research to reveal how to hone and deploy one's unique leadership assets while managing the inherent tensions at the heart of successful leadership.

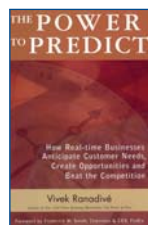
Authors Rob Goffee and Gareth Jones
RRP \$51.95
AIM Member \$49.75



THE POWER TO PREDICT

A handful of companies have been quietly making the transition from reactive organisations to proactive, and are well-suited for a customer-centric business paradigm. Ranadive takes us inside a number of these companies to show how they are making that transition.

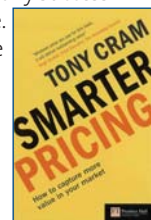
Author Vivek Ranadivé
RRP \$49.95
AIM Member \$44.95



SMARTER PRICING

Smarter Pricing is designed to be a short, sharp companion to *Intelligent Pricing*. Built around three core elements: customers – smarter ways to understand them; competitors – smarter ways to outwit them, and company success – smarter ways to capture value. The book will guide you to more profitable possibilities and support more decisive pricing.

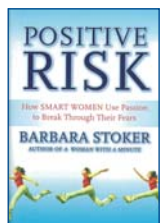
Author Tony Cram
RRP \$49.95
AIM Member \$44.95



POSITIVE RISK

The book explores four simple strategies and presents the 12 Critical Questions that every woman should ask before she risks (for example: How do I define success? What am I waiting for?). Readers will learn how to simplify risk, trust their intuition, find their passion, tame their fears, identify their invisible risks, and much more.

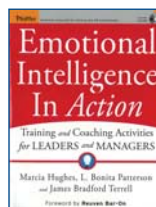
Author Barbara Stoker
RRP \$38.95
AIM Member \$35.05



EMOTIONAL INTELLIGENCE IN ACTION

Provides useful tools for trainers and practitioners who want to work on enhancing their client's emotional and social intelligence skills. It presents a series of 'workouts' that make a great addition to the consultant's EI toolbox.

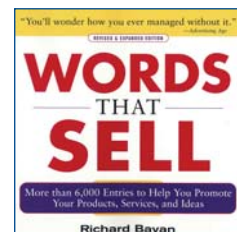
Authors Marcia Hughes, L. Bonita Patterson & James Bradford Terrell
RRP \$69.95
AIM Member \$62.95



WORDS THAT SELL

Fully updated and expanded, this edition of the copywriting classic is packed with inspiration-on-demand for busy professionals who need to win customers – by mail, online, or in person.

Author Richard Bayan
RRP \$29.95
AIM Member \$26.95



Your bookshop order form

AIM Business Books, Mail: 181 Fitzroy Street St Kilda VIC 3182
Fax: 03 9525 4812 Phone: 03 9536 3235 Email: bookshop@aimvic.com.au

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Postage and handling (within Australia)

\$9.50

Prices valid until 30 June 2006.

Total

\$

AIM and Monash University research project yields results

The Australian Business Leadership Survey (ABLS) #3 is the culmination of research involving the Australian Institute of Management (AIM) and Monash University, which began in 2000.

The key findings of the research include:

Leadership versus management

- Management was identified as looking after the day-to-day operations of the company, while leadership was considered both a strategic and people-related activity.

Leadership vision and strategy

- Australian executives are good at leading by example but feel less confident about creating a clear vision and strategy for the future.
- Not-for-profits recorded the highest level of visionary leadership compared with all other categories.

Organisational culture

- Smaller sized organisations (500 employees or less) recorded significantly higher scores on all culture dimensions.



The research team with James Sarros (far left)

- There was a strong correlation between the value leaders place on employee learning and development and the organisation's culture, openness to change and capacity to innovate.

Innovation

- Competitiveness was shown to have improved considerably, but innovation remained stagnant at the bottom of culture descriptors.
- Companies were seen to be innovative and entrepreneurial in less than a fifth of all cases.
- SMEs reported higher levels of innovation than larger organisations.
- Although Australian managers support creativity as a form of innovation, they are reluctant to provide sufficient resources.
- Most leaders don't believe that a lack of financial resources hinders the capacity for their organisations to be innovative.
- The industries with high levels of innovation included building construction, manufacturing, banking and finance.
- Government organisations registered the lowest levels, followed by education and health providers.

Top six management issues

- Continuing professional development
- Communication
- Personal skills
- Support structures for leadership
- Strategy issues
- Values and ethics

Further details of this research can be found in the May issue of the AIM National Publication "Management Today".

Energise Enterprise™06

This small business festival in June provides inspiration, ideas and information through seminars, workshops, informative sessions and networking events

Victoria's Small Business Festival, Energise Enterprise™ 06, aims to provide inspiration, ideas and information to people starting, running and building their small business. Energise Enterprise 06 is running throughout June and encompasses a wide range of small business events in both metropolitan and regional Victoria.

Among the variety of seminars, workshops, information sessions and networking events, AIM is conducting a special one-day course *Writing your Business Plan*, on 20 June. Designed for small business owners and operators, entrepreneurs and key business stakeholders, the workshop will explain why you need a business plan, who will read it, how to prepare it; applying a proven format and principles to developing your own business plan.

Business Essentials will also feature at Energise Enterprise 06 – with a BE Forum on 20 June and also a BE Breakfast. Further details on these events will be available on our website at www.aimvic.com.au

AIM at Energise Enterprise™ 06 20 June 2006 activities:

- A special one-day course *Writing your Business Plan*
- Business Essentials Forum
- Business Essentials Breakfast

Details at: www.aimvic.com.au



Australian leadership put to the test

We all know management is not easy and it seems that leadership is even more challenging. So what's the difference?

According to a joint research project between AIM and Monash University, management is seen as running the company's day-to-day operations; 'clearing the in-tray', and maintaining the status quo. Leadership is beyond that – managing first, then moving into the less tangible world of vision and strategy.

It seems that Australian business leaders currently fall short in this area, with the research results indicating that leadership vision in this country has plummeted over the five years of the study. While our leaders are confident that they lead by example and consider themselves good mentors, they are unclear about creating a clear vision and strategy for the future.

James Sarros, the man behind the Australian Business Leadership Survey (ABLS), aptly says, "The lighthouse has gone out."

The ideal leadership model today is 'transformational', where everyone is engaged and working together towards common goals. Interestingly, the research found females to be far better at transformational leadership than males. However, the lack of vision was universal and the theme of the research findings was an attitude of "everyone can come along for the ride, even though we're not sure where we are going."

Focusing on transformational leadership is not enough. I agree with James Sarros who notes that, as leaders, we need to assess our own values, our own sense of belonging and our own motivations. We need to go back to basics and know these answers before we can lead effectively.

One of the other glaring weaknesses of Australian business leaders identified in the research was a lack of formal qualifications. It seems most are 'street smart' but many do not have the educational runs on the board. On the positive side, this trend is changing with management qualifications increasing over the research period. The AIM members involved in the study were generally well qualified, which is encouraging.

In next month's column I will examine in more detail what makes a good leader. In the meantime I welcome your comments and invite you to give me your opinion via feedback@aimvic.com.au. I look forward to hearing from you!

Susan Heron
Chief Executive Officer

For the diary

MEET THE AUTHOR

Join an Australian small business speaking sensation, Paul McCarthy, for this rare *Meet the Author* opportunity. Paul is an international award-winning speaker and author of the best selling book, '8 Steps to a Remarkable Business'.

This is your opportunity to spend an intimate evening with Paul as he shares the secrets to marketing your business more successfully; increasing sales, improving profitability and building business systems that set you free. Paul has received outstanding responses from audiences all over Australia and you are guaranteed to receive lots of great ideas on how to create a remarkable business.

This is a free event and places will fill fast so book now!

Date: Wednesday 7 June

Time: 5.30pm for 6pm till 7.30pm

For bookings contact AIM Business Books

on Ph. 9536 3235 or

email: library@aimvic.com.au

SERIOUSLY FUN!

Dr Stephen Lundin is responsible for many a happy and vibrant workplace. His role in helping create the FISH! Philosophy and implementing it in organisations across the spectrum is world-renowned.

Steve has worked with major companies including 3M, Microsoft, Harley Davidson, Johnson & Johnson, GlaxoSmithKline and many more, to develop high energy, fun workplace cultures brimming with productivity, honesty and integrity; where people want to participate in getting things done.

Organisations commonly lose direction if the vision is unclear; employee morale sinks and difficult conversations become rife. FISH! is based around creating a workplace culture that is embraced by employees. This, in turn, boosts their motivation and productivity and inspires their customers.

The four principles of the FISH! Philosophy are:

- Choose your attitude
- Be there
- Play
- Make their day

Steve Lundin can demonstrate through case studies how to apply these principles – from involving staff with the philosophy and gaining support from the team, to helping them deal with change and maintaining the FISH! momentum.

As part of the AIM Management Masters Series, a series of Steve Lundin One Day FISH! seminars will be held in Australia in August. Bookings are essential and we encourage you to register early as this is sure to be a very popular workshop.

Date: Monday 7 August

Time: 9.00 – 4.00pm

RACV Club, 501 Bourke Street, Melbourne

To register, please see enclosed brochure or book online at www.aimnsw.com.au

Upcoming Courses to book now!

FUNDamentals of Finance

Everybody in an organisation needs to have a basic understanding of finance in order to appreciate the impact of their actions on profitability. However, complex jargon often deters many people from coming to terms with it. This course breaks the mould with a one day workshop that is both fun and interactive!

Students analyse and solve the personal finance problems of a fictitious character then apply the same simple processes to a company's financial statements. Students work in teams playing a computerised board game whose objective is to maximise profitability.

The course has shown to be highly effective in enabling employees from all levels to understand the basics and gain more confidence in dealing with financial transactions and data.



What our students say:

"The facilitator was great. Really good interaction with participants and ability to explain things in various ways."

"Applying the principles to an individual [in the game] really helped to get your head around the concepts"

"The course assumed no prior knowledge, therefore started with the basics"

"A complex subject in an enjoyable way!"

Fundamentals of Finance next runs on 8 June. For details visit www.aimvic.com.au/coursedirectory

Lead Future Thinking

Developed in conjunction with the Norwegian School of Management BI, the AIM Masters of Management degree is an internationally recognised post graduate qualification that offers practical relevance and innovative knowledge for Managers. Places are still available for the 2006 intake.

For further details on the program contact Anne Reaney on 03 9534 8181

or visit www.leadfuturethinking.com.au

Welcome to new members

Members

Scott Brown
Darren Mattingley
Deborah McKinstry
Craig Plant

Affiliates

Graeme Atkins	Clive Harrison
Daniel Austin	Darren Higgins
Carol Bankier	Damian Jones
Louise Banks	Brett Kendall
JoAnne Blackberry	Melissa King
Glenn Chapman	Srinivasulu Kunthuri
Vamsee Chittajallu	Jayda Levesque
Matthew Collings	Jenny Lowe
Gregory Cooper	Linda McKenzie
Anthony Demeijer	Lance Mulligan
Samuel Dow	Joshua Pearce
Catherine Featherstone	Lauren Saunders
Paul Garnsey	Cassandra Watson

YOUR AGENDA FOR SUCCESS ENQUIRIES

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