

Course Portfolio

AGSM Short Courses 2021

AGSM @ UNSW Business School

UNSW
Business
School

AGSM 



UNSW
SYDNEY



Acknowledgement

We acknowledge the Bidjigal (Kensington campus) and Gadigal (City campus) of the Eora Nation as the traditional custodians of the lands where each UNSW campus is located. We acknowledge all Aboriginal and Torres Strait Islander Elders, past and present and their communities who have shared their teachings over thousands of years. We recognise Aboriginal and Torres Strait Islander peoples' ongoing leadership and contributions to Australia including to business, education and industry.

COMMONWEALTH OF AUSTRALIA

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Thank you for choosing AGSM Short Courses, if you are interested in a particular presenter or session being run internally for your organisation or team, please contact AGSM directly on +61 2 9385 0330 or enquiries@agsm.edu.au

Contents

AGSM overview	3
Flexible learning options to elevate your career	4
The AGSM Navigator	7
Learning pathways to support your goals	8
Tailored learning solutions for organisations	10
The AGSM Directors Colloquium	12
Governance for Social Impact	14
Short courses for individuals and small teams	15
In-person short courses	17
General Manager Program	18
Emerging Leader Program	20
Accelerated Leadership Program	21
Women in Leadership	22
Leading with Emotional Intelligence	23
Leading for High Performance	24
Shaping Strategy to Create Value	25
Strategic and Adaptive Leadership	26
Angel Investors Program	27
Design Thinking and Experimentation	28
Digital Transformation Essentials	29
The Authentic Communicator: Activating Presence	30
Advanced Negotiation & Influencing Skills	31
Essentials of Finance for Non-Finance Managers	32
Virtual learning short courses	34
The virtual learning journey	35
Leadership Fundamentals	36
Leading with Resilience	36
Leading an Organisation through Dynamic Environments	37
Implementing Strategy for Results	38
Leading Change	38
Accelerating Innovation in Your Organisation	39
Developing Data Strategy	39
Finance Essentials	40
Negotiation Essentials	40
Contact us	41
Our locations	41

Rise to the challenges of an accelerated world



AGSM @ UNSW Business School has been developing Australia's leaders for over 44 years and, during this time, we have supported tens of thousands of leaders to rise to the challenge of changing times. As the world around us accelerates, our focus remains steadfastly on elevating leadership capability across Australia, helping organisations and leaders to rebuild, transform and thrive.

Building on this long history of delivering effective, quality and contemporary learning, we are looking to the future – offering more flexible, blended and virtual learning experiences so you can learn when, where and how it suits you.

Our learning solutions now combine the best of digital and virtual learning with in-person activation experiences to drive results. To support this, we have invested significantly in our own platform, AGSM Navigator (see p. 6), which offers seamless transition between in-person and virtual experiences, supporting lifelong and flexible learning.

As we move towards more digital experiences, we are focused on maintaining our commitment to quality. Our courses align with the impeccable standards of and build pathways into our market-leading MBA and Graduate Certificate programs.

It is with great pleasure that I introduce you to our short courses for 2021. From our in-person and virtual short courses that run throughout the year to our tailored learning solutions for public and private organisations, our purpose is to support you to face the challenges and realise the opportunities of 2021 and beyond.

MAGNUS GITTINS
Director,
AGSM Short Courses



Your real-time ally in an ever-changing world

We've been upskilling Australia's leaders since 1981 when the first cohort of the AGSM General Manager Program commenced.

Although much has changed since then, one thing has remained the same – our commitment to delivering learning experiences that have measurable, enduring impact.

Today, we are recognised as the number one executive education provider in Australia by the Financial Times of London¹ for the quality and outcomes of our learning experiences. Every day we support leaders and businesses to respond to disruption and the demands of an ever-changing world, facing fresh challenges and realising new opportunities. As Australia's leading business school, you might even say it's what we're made for.

Talk to our experienced team today about how we can support you with individual, team or enterprise-wide learning.

T: 02 9385 0330
E: enquiries@agsm.edu.au
W: www.agsm.edu.au/shortcourses

"The ability to bring real current cases, like CBA and AMP, and have discussions on them while they are still really live, hot topics has been invaluable. The guest speakers have been phenomenal. AGSM has done a great job to bring these people to this forum."

Cathy Kovacs
Non-Executive Director,
Uno Home Loans & Equities



Flexible learning options to elevate your career



Our flexible learning solutions enable you to access professional development opportunities when, where and how it suits you.

For individuals and small teams

Our short courses enable individuals and small teams to learn with and from a diverse network of professionals and leaders. Together, you will take part in a range of curated learning experiences that will equip you with effective tools, frameworks, and insights to address real-world challenges. (See p. 15 for course titles and more information.)

For large teams, business units and organisations

We design Tailored Learning Solutions for business, government and community organisations of all sizes. Together we co-create learning experiences that are aligned to your objectives, supporting you to address specific challenges and realise market opportunities. (See p. 10 for more information.)

Learn when and how you want



In-person learning

Learn with and from some of the brightest minds in business in an experiential, face-to-face environment.



Virtual learning

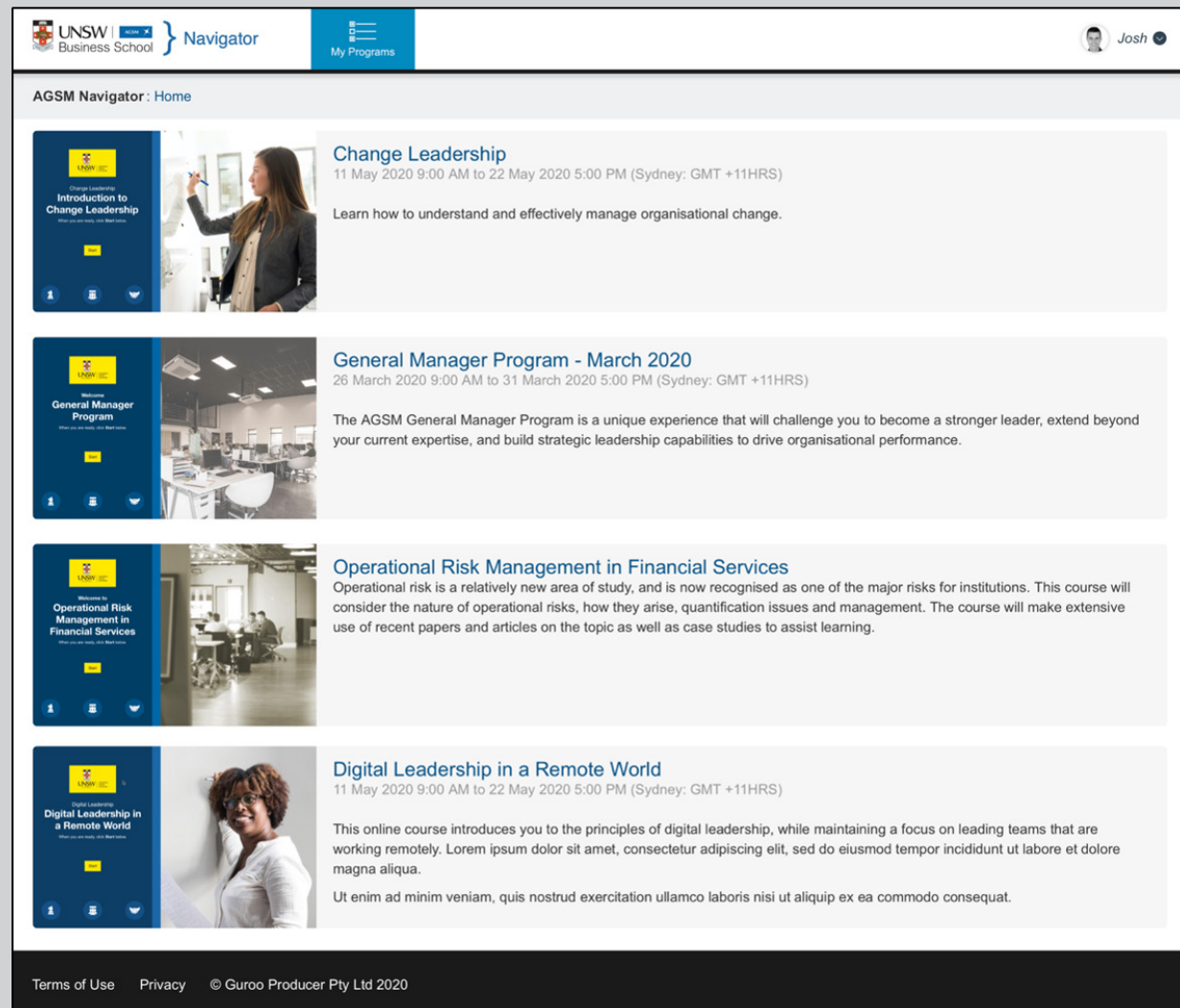
Interactive learning experiences delivered on our cutting-edge, in-house platform. Learning experiences may be synchronous (all participants learn together), asynchronous (self-paced), or a blend of both.



Blended learning

Bringing together interactive, virtual learning with evidence-based in-person experiences, blended learning offers the best of both worlds.

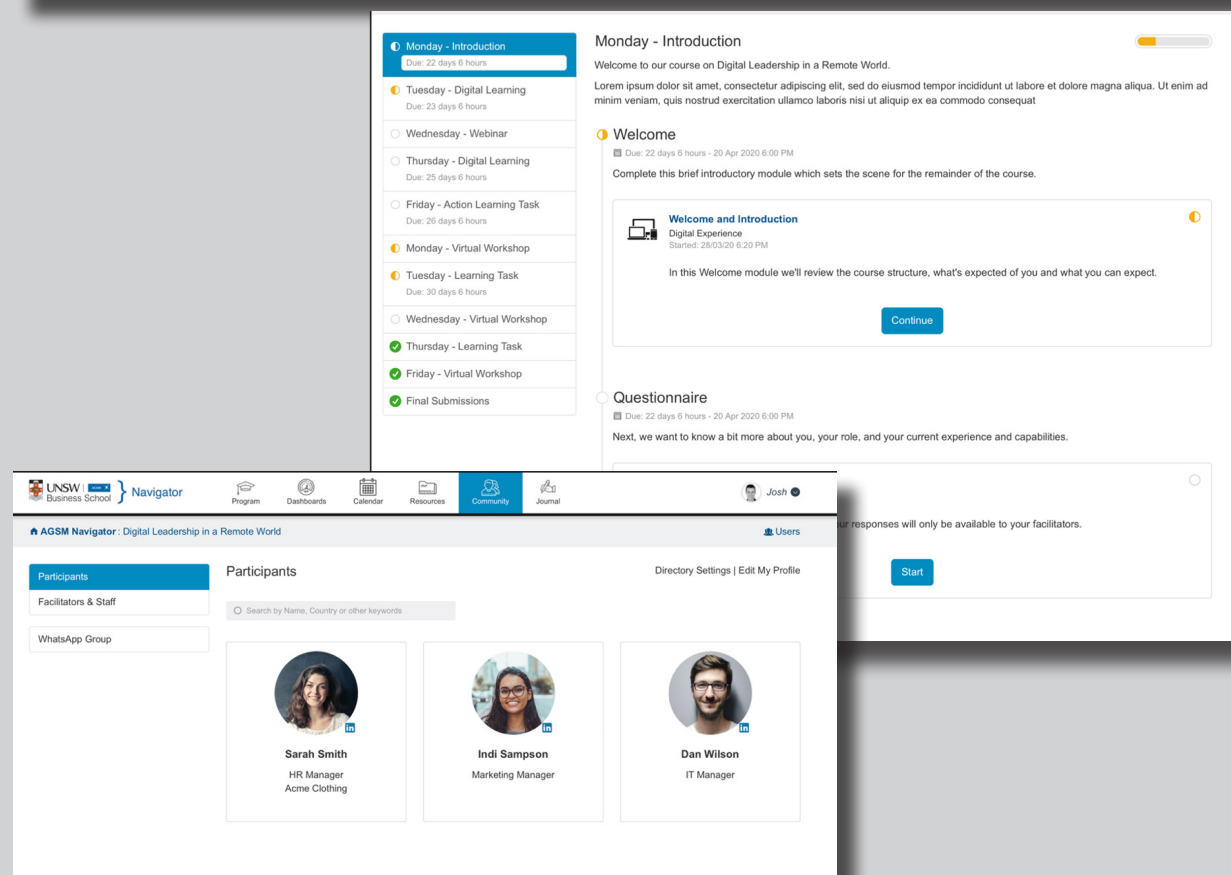




Innovative digital learning experiences



Whether you choose a tailored learning solution, an in-person short course, or a virtual learning course, you are supported by our innovative online learning platform, The AGSM Navigator. Designed specifically to deliver interactive, best-practice online learning, the Navigator ensures you can learn anytime, anywhere.



The AGSM Navigator

More than traditional online platforms that attempt to mirror in-person learning in a digital mode, the Navigator enables and supports peer-to-peer learning and interaction and puts the latest management tools at your fingertips.

Designed to work seamlessly with the tools you already use like Zoom and your personal calendar, the Navigator is a hub for all your learning experiences. It tracks your journey and stores and submits your course work. It creates a community where you can ask questions, communicate with the facilitator and other participants and build your network.



Learning pathways to support your goals

In an ever-changing world, learning must be continuous. We support lifelong learning, recognising your incremental achievements and offering the opportunity to build towards formal certification, AGSM MBA, Graduate Certificates and UNSW degree programs.

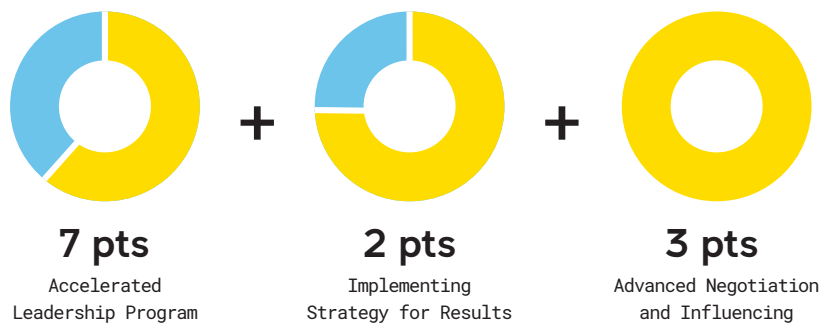
Certificate in Executive Management and Development (CEMD)

The AGSM Certificate in Executive Management and Development is attained by achieving 12 CEMD points. Your CEMD can be used for credits towards subjects on select AGSM MBA and Graduate Certificate qualifications.²

As an individual participant, you can choose from the range of in-person and virtual learning courses on offer to build the pathway that supports your career objectives.

For larger teams and organisations that opt for tailored learning solutions, CEMD points can be built into your solution.

Example CEMD pathway



Micro-credentials

Digital Badging

Digital Badging

Every time you complete an AGSM short course, you are awarded a digital badge, which you can use on your LinkedIn profile, email signature, and digital resume or biography to highlight the capabilities and skills you have developed through the course.

Each badge contains verified metadata that describes the qualification and the process undertaken to earn it. Representing skills as a badge gives AGSM participants a simple, trusted and instantly verifiable way to share their capabilities online with prospective employers, business partners, customers and prospects.



Micro-credentials allow you to gain formal recognition for today's shorter, sharper learning experiences while building a pathway towards further study, UNSW post-graduate programs and AGSM MBA programs. Micro-credentials can be built into AGSM Tailored Learning Solutions by adding a formal assessment component to your modules.

² Entry into AGSM MBA and Graduate Certificate programs is not guaranteed and remains subject to meeting AGSM admissions criteria.

Tailored learning solutions for organisations

In an increasingly complex and ever-changing world, elevating the capability of your people has never been more important. As we rebuild from the impacts of 2020 and look to the future, your people need the right skills and capabilities to drive your organisation forward.

AGSM Tailored Learning Solutions are contextualised, blended learning experiences designed for larger teams, business units and organisations. They are designed to build shared capability, behaviours and leadership mindsets to transform your organisation.

Each year, we deliver over



100
learning experiences

to over



4,000
individual participants

within



35
partner organisations, across business, government and community sectors



Cost-effective, contextualised and scalable solutions for your business

Applying our experience and expertise in designing, developing and delivering learning solutions, we partner with you to deliver innovative solutions to your business challenges. We have over 400 learning modules to draw upon, which can be rapidly and cost-effectively contextualised for your organisation's needs.

A best-practice blended learning approach

Designed to meet the specific requirements of your operating environment and ensure learning can be embedded, your solution can combine:

- In-person learning experiences
- Interactive, virtual learning (synchronous or asynchronous)
- On-the-job learning
- Mentoring and coaching

Measurable, enduring outcomes

Your solution is designed to deliver real-world outcomes and, to ensure we deliver, we undertake dynamic assessment during and following learning experiences, giving you real-time data on progress towards your goals.

Pathways to support lifelong learning

Your solution can also be designed as a micro-credential, providing evidence of successful completion and credits and pathways into other AGSM and UNSW Programs, including our award-winning MBA.

Ready to transform your business?

Visit www.agsm.edu.au/tailored or contact the AGSM Short Courses team on +61 2 9385 0330 or enquiries@agsm.edu.au.

The AGSM Directors Colloquium

Setting a new standard in Australian board leadership

In an increasingly volatile world, the role of a Company Director has never been more critical. Company Directors must lead organisations as they navigate disruption and deliver shareholder and customer value.

In partnership with King & Wood Mallesons and the Business Council of Australia, the AGSM Directors Colloquium brings together Non-Executive Directors from Australia's most influential companies to redefine the future of board leadership.





Delivered by strategy experts, experienced directors and notable guest speakers, the Colloquium provides a unique opportunity for Directors to address the pressing issues facing Australian boards.

Responding to the challenges of a changing environment

Working with a curated consortium of Non-Executive Directors, under Chatham House Rules, participants will examine a bespoke set of current Australian case studies to discuss solutions to a range of challenges, including:

- Finding a line between growth strategy for long-term and immediate priorities
- Managing tensions between individual accountability and collective decision making
- Maintaining public reputation under constant scrutiny
- Addressing lack of diversity in thinking
- Managing crises
- Fostering productive engagement between boards and management teams
- Refining the legal and regulatory context and remit
- Simultaneously delivering sustainable shareholder and customer value
- Creating an open and transparent culture that is positive and values-driven
- Maintaining best practice governance
- Driving organisational performance and strategy development
- Understanding the implications of digital disruption
- Managing reputation and brand
- Setting the board's role in communications and shareholder relations

Key details

	4 days, over two modules 5 - 6 July + 12 - 13 July 2021 OR 22 - 23 Nov + 29 - 30 Nov 2021
	Sydney CBD Campus, Level 6, 1 O'Connell St, Sydney
	\$9,900 (inc GST)
	6 CEMD points

"In the past, Australian Company Directors needed to travel overseas for an experience like this. The AGSM Directors Colloquium brings that experience home, so Company Directors can work together, examine local examples and build a collective response to the increasing challenges of Australian board leadership."

Tim Bednall
Partner, King & Wood Mallesons



Join the 2021 Colloquium

The 2021 AGSM Directors Colloquium is now open for applications. Non-Executive Directors of ASX 200 companies, equivalent non-listed organisations and government entities are encouraged to apply.

For more details, visit www.agsm.edu.au/dc or contact AGSM on +61 2 9385 0330 or via email at enquiries@agsm.edu.au.

"We heard from very senior directors sharing their very personal experiences in their board and corporate careers that you otherwise would not get exposure to. I've already spoken to other directors and said they need to put it in their diary as a must-do."

Debbie Goodin
Non-Executive Director
Atlas Arteria, Apa Group,
Senex Energy & Ooh Media



Governance for Social Impact

As a not-for-profit board member, your role is a critical one. Alongside overseeing organisational sustainability, you must also play a role in optimising its social impact. Designed by the Centre for Social Impact (CSI) and delivered by not-for-profit sector experts, this course draws on a deep evidence base to help you lift your gaze to better understand your role and responsibilities in achieving lasting social change.

Governing in a complex social ecosystem

Working with a cohort of like-minded NFP board members, you will discuss the governance issues facing not-for-profit and charity organisations today and learn how you can drive the organisation's performance and impact while ensuring the beneficiary remains at the centre of your work.





With a focus on the challenges and opportunities of governing in a complex social ecosystem, this course will develop sophisticated strategies and tools to:

- Govern with a mission-first agenda while avoiding mission 'drift'
- Apply the principles of systems thinking to identify and prioritise the ecosystem's key actors, emerging trends and levers for change in solving for beneficiary outcomes
- Navigate and respond to complexity
- Evaluate and use contemporary social finance and mission-aligned business models
- Assess readiness for scale
- Measure social impact at a board level
- Managing crises and their unintended consequences
- Understand and apply beneficiary-centric leadership

Who will benefit from this course?

Current board members from across the Australian not-for-profit sector, including Non-Executive Directors from not-for-profits, social enterprises, philanthropic organisations or corporate foundations. It may also be beneficial for those considering a not-for-profit board role and those in senior leadership roles of for-purpose organisations.

Key details

	Sydney CBD Campus, Level 6, 1 O'Connell St, Sydney
	For Profit Organisation: AUD \$3,575 Large NFP (Turnover \$5M+): AUD \$2,860 Medium NFP (Turnover \$1M - \$5M): AUD \$2,145 Small NFP (Turnover less than \$1M): AUD \$1,715
	2 CEMD points
	Visit the AGSM website and learn more.

Short courses for individuals and small teams

Our short courses for individuals and teams bring together academic experts and industry leaders to deliver world-class, immersive learning experiences that will challenge your thinking, develop new perspectives, and elevate your career.

We offer both in-person and virtual learning courses so you can learn when and how it suits you. All our in-person courses take a blended approach – harnessing best-practice online learning before and after the classroom experience to embed learning in the workplace.

We offer courses across:

Leadership to develop new mindsets, explore new ways of working and build the capability to navigate challenges and realise opportunities.

Strategy & Change to develop the technical and people skills to drive strategies, initiatives and transform organisations.








Digital & Innovation to develop the critical skills to navigate a digital landscape, embrace new practices and prepare to respond to emerging challenges and trends.

Capability & Skill Development to develop the range of skills and capabilities that both individual contributors and leaders need to thrive.

Contact our experienced Client Engagement team on +61 2 9385 0330 or enquiries@agsm.edu.au to discuss your next steps.

Build your leadership superpowers

Designed to support you to achieve your career goals, AGSM's seven superpowers support the core capabilities that have been identified as critical for the future of work.

-  **Digital Mastery**
Understand and embrace the opportunities present by digital transformation
-  **Super Connector**
Mirror the richness of face-to-face communication where information flows naturally in a digital world
-  **Moral Compass**
Build enduring customer loyalty by eradicating ethical breaches
-  **Seeing Around Corners**
Develop adaptability, predictive insight and resilience to navigate uncertainty
-  **Learning to Learn**
Become a super learner, ready to adapt and innovate in response to emerging challenges and opportunities
-  **Proactive Community Voice**
Harness the power of the proactive community voice to take a stance in times of upheaval
-  **Becoming Human**
Reaffirm the role of your people to build a stronger, cohesive culture

In-person short courses

Our in-person short courses enable you to learn with and from your peers from diverse industry and career backgrounds. You will take part in a range of innovative, impactful learning experiences designed to equip you with the skills to navigate challenges, realise opportunities and achieve your career goals.

The AGSM Experience

Prior to the course, you will complete a series of targeted pre-work activities, case studies and/or readings designed to prepare you for the course experience and maximise learning outcomes. Many courses also now include a comprehensive digital module completed before attendance at in-person sessions.

On the course, you will participate in practical activities, real-world case studies and group discussions. Working with your peers from diverse professional backgrounds, you will develop new ideas, tools and techniques that you can apply immediately back in the workplace.

Post-course, our team will follow up with you to discuss outcomes and ensure you have been able to apply your learning. Many courses also now include a digital module completed following your in-person course experience to embed and extend learning.



“It doesn’t matter if you lead a country, a political party or an organisation – you must genuinely engage with others and tap into innovation and creativity to be an effective leader. The AGSM program has helped me redefine my professional pathway forward.”

Arabella Douglas
Director,
Douglas & Associates

The General Manager Program



As a General Manager today, you need to navigate an increasingly complex environment where business as usual is constantly being disrupted. You must have the interconnected capabilities to lead people through uncharted territory while also continuing to create value for your organisation.

For more than 40 years, leaders have turned to the AGSM General Manager Program to build the leadership capabilities, functional knowledge, and strategic insight to drive organisational performance. You will build the skills, knowledge and confidence to respond to today's challenges and prepare for those of tomorrow, learning how to shape the culture and your leadership to enable your organisation to achieve its goals.

What you will learn

You will return to work with new capabilities, techniques, executive practices and mindsets to lead your business unit with confidence, shape the play and respond to disruption, and a professional network of general managers from diverse backgrounds.

Led by our experienced program team and bringing together academic experts and industry leaders, you will develop the capabilities, perspectives, practices and mindsets to:

Drive performance

- Lead with an adaptive mindset
- Apply techniques to drive performance in an increasingly complex environment
- Understand how to create and sustain a performance culture
- Build an understanding of your organisation's value proposition and how you can better serve your clients and stakeholders
- Develop executive practices that shape the culture of performance

Lead strategically

- Develop your strategic leadership capabilities
- Assess systemic risk
- Make more informed, confident investment decisions
- Build the skills and tools to lead systemically

Respond to disruption

- Identify trends and anticipate challenges
- Dissect and respond to complex business challenges
- Innovate in process, platforms, and culture

Communicate with impact

- Develop the communication skills to increase your presence, impact and influence
- Increase trust and engage others on a deeper level
- Lead and engage people through change

Build connections and influence

- Learn how to use informal networking to build connections and increase your professional network
- Understand how to navigate and leverage power dynamics to increase your influence

How you will learn

Alongside your peers from diverse industries and organisations, you will take part in an immersive development experience. Staying onsite, you will participate in a combination of interactive experiences, simulations, case studies, and guest lectures, all designed to develop new capabilities and mindsets that you can apply in your own role for immediate impact, building your practice to lead systemically.

Who will benefit?

Current and emerging General Managers who are ready to take their leadership to the next level. The program attracts General Managers from a wide range of industries, Managing Directors from NGOs and medium-sized businesses, and senior Public Service executives, with many organisations choosing the AGSM General Manager Program as a key development step for current and future leaders.

Your organisation will benefit from General Managers who are equipped to face disruption, lead systemically and strategically, navigate ambiguity, make stronger resourcing decisions and drive organisational performance.

Course details

- 5 days, residential. Onsite accommodation and all meals included in the program fee.
- Pullman at Sydney Olympic Park
- \$14,850 (inc. GST)
- 9 CEMD points
- Visit the AGSM website and learn more.



"The course provided me with an excellent grounding to deliver additional benefit to my organisation now, while having an expanded knowledge base for future roles and opportunities. In my first week back at work, I gave a presentation to a room of 20-25 people and spoke with much greater clarity and impact and received feedback in this regard afterwards. The variety of the course content provided a great knowledge base of what is required when moving up into GM or similar roles."

Phil Wooding
Chief Financial Officer,
Dr Jones & Partners Medical Imaging

The Emerging Leader Program



Making a successful transition from individual contributor to manager involves not only a new skill set but a new mindset. The Emerging Leader Program has been designed to give new and early career managers the foundational skills and confidence to build a successful leadership career and an appreciation of what it takes to achieve their leadership potential. This immersive course will develop the tools, capabilities and techniques to engage, motivate and lead people, build a high-performing culture and position yourself as a leader.

What you will learn

This intensive course will accelerate your capability and prepare you to step up to the challenge of leadership. You will return to work with a management toolkit to better:

Communicate and engage others

- Understand and apply emotional intelligence techniques
- Communicate authentically and assertively

Step up as a manager

- Make the shift from individual contributor to manager
- Determine what to do vs. what to delegate
- Manage your energy, maintain work/life balance and avoid burnout
- Identify and initiate opportunities and overcome challenges
- Translate organisational strategy into a team vision with clear focus areas, actionable team goals and performance management systems

Lead a high-performing team

- Adapt your leadership style to the context
- Coach, mentor and motivate others

- Shape a collaborative, high-performing team culture
- Embrace and leverage team diversity
- Manage across generational and personality differences

How you will learn

Before the course, you will complete a comprehensive qualitative feedback survey and an assessment tool to inform key strengths and development areas. Feedback will be debriefed by experienced coaches, who will help you translate the feedback into measurable, actionable goals that will shape you as a leader.

Over four days, you will work with fellow emerging leaders to tackle challenges and practice the skills that will take you into the next phase of your career. Your experience will culminate in the creation of a personal action plan to transform learning into immediate action, with a progress check-in by your coach one month after the course.

Who will benefit?

New and emerging leaders, either those making the transition from individual contributor to management or existing managers looking to master and stretch their foundational leadership skills.

Your organisation will benefit from individual contributors and new leaders with the practical techniques and mindset to step up to a management role, increase motivation, empower others, create greater engagement and build a positive performance culture.

Course details



4 days



UNSW Sydney CBD Campus



\$6,930 (inc. GST)



6 CEMD points



Visit the AGSM website and learn more.

Accelerated Leadership Program



In an accelerated world, leaders must find new ways of creating value, innovating, delivering customer outcomes, and doing more with less. This course is designed to help current and emerging leaders make the transition and understand how to thrive in an ever-changing world. Over two modules, you will build a roadmap for the future, realising your potential to become a true change agent and inspiring leader.

What you will learn

Working alongside current and future leaders from diverse industry backgrounds, you will create a practical toolkit to:

Lead through disruption

- Guide your organisation through the transition, navigating disruption and uncertainty
- Apply adaptive leadership techniques to thrive in challenging times
- Influence others and communicate authentically and credibly
- Use emotional intelligence to take others on the journey
- Develop an agile mindset that enables you to learn faster than the rate of change

Respond to threats and leverage opportunities

- Understand how the future of work will impact your organisation and your industry
- Apply creativity and design thinking principles to solve real business challenges

Create and deliver value

- Manage performance across multiple teams
- Balance competing priorities
- Explore opportunities to collaborate across the ecosystem
- Build team capability quickly to respond to change

- Put the customer at the centre of your decision-making and your culture

Foster an inclusive, innovation culture

- Align organisational and team culture to drive performance
- Use human-centred design to foster innovation
- Explore and leverage the connection between diversity and true innovation

How you will learn

Prior to the course, you will work with your organisation and our team to identify a live leadership project that will enable you to apply your learning and deliver immediate value. You will take part in five face-to-face course days over two modules, interspersed with live project work, coached and supported by our experienced team.

Who will benefit?

Current and emerging leaders who are ambitious and driven to build the skills required to face the future head-on. You may be an individual contributor who is ready to step up to mid-level leadership, you may be on a fast track to a senior role, or you may be an existing leader ready to tackle new challenges.

Your organisation will benefit from fast-tracked leaders who can deliver real value, solving live business challenges throughout the course experience and building a toolkit to lead through disruption.

Course details



5 days, over two modules



UNSW Sydney CBD Campus



\$8,910 (inc. GST)

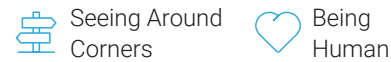


7 CEMD points



Visit the AGSM website and learn more.

Women in Leadership



This course brings together a group of like-minded leaders and executives to respond to the challenges and recognise the opportunities of leadership in a complex world, influence change and shape the future of leadership for women.

What you will learn

Embarking on a journey to better understand leadership and redefine your career pathway, you'll develop the mindsets, skills and frameworks to:

- Lead with authenticity, courage and impact
- Navigate the unconscious biases and unwritten rules in your environment
- Lead through complexity and maintain a strategic outlook
- Negotiate with confidence to maximise outcomes
- Apply power, authority and influence in meaningful ways
- Build an adaptive, performance-driven culture
- Respond effectively to adaptive and technical challenges
- Coach and mentor others
- Proactively control and increase your leadership impact
- Develop responses to change resistance and immunity
- Improve your executive presence
- Accelerate your leadership career

How you will learn






This transformational program blends group discussion and debate, collaborative learning experiences and dynamic guest presentations. Over three modules intertwined with executive coaching, you will work with a group of leaders from diverse career backgrounds and develop a high-calibre professional network.

Who will benefit?

Current and emerging female leaders seeking to better understand their leadership style, address challenges and accelerate their leadership careers.

Your organisation will benefit from leaders with the capability and courage to influence and drive change, overcome challenges and lead with impact while also investing in the future of female leadership across the organisation.

Course details

	6 days, over three modules
	UNSW Sydney CBD Campus
	\$7,975 (inc. GST)
	6 CEMD points
	Visit the AGSM website and learn more.

Leading with Emotional Intelligence



Research has shown that leading with emotional intelligence creates a positive culture, increases engagement, drives performance and can attract and retain talent. This course is designed to develop your social and emotional intelligence in all aspects of your personal and professional life.

What you will learn

Focusing on your identity and how others perceive you, you will explore the connections between self-awareness and emotional intelligence to better:

- Seek and leverage feedback from your ecosystems, including friends, family, peers, managers, and direct reports
- Develop a growth mindset to use in a variety of environmental contexts
- Lead with greater self-awareness, psychological energy and behavioural agility
- Apply strategies to listen authentically, be present and empathise with others
- Recognise and manage disempowering emotions and behaviours
- Increase your resilience
- Identify your triggers and better manage stress and challenges
- Understand how you may subconsciously sabotage yourself
- Set personal leadership goals and create a practical plan

How you will learn






The course will take you on an immersive journey to further develop yourself as an authentic and effective leader. You will debrief your survey results, take part in extensive peer-to-peer and experiential learning and experience a variety of methodologies to suit a range of learning styles.

Who will benefit?

New and experienced managers and individual contributors seeking practical skills to develop emotional intelligence and understand how emotions influence behaviour in themselves and others.

Your organisation will benefit from managers who can better connect and engage at all levels, inspire people, and manage emotions in themselves and others.

Course details

	2 days
	UNSW Sydney CBD Campus
	\$3,850 (inc. GST)
	2 CEMD points
	Visit the AGSM website and learn more.

Leading for High Performance



A positive team culture can drive performance, increase innovation, engagement, and productivity and attract and retain high performers. This course will equip you with a practical toolkit to enhance your people management skills and shape a performance culture within your team or business unit to maximise performance.

What you will learn

You will take away tools, techniques and confidence to:

- Evaluate and adapt your management style to enhance team performance
- Understand and apply the concepts of human motivation
- Shape a positive performance culture
- Empower others to reach higher levels of personal performance
- Set measurable behavioural and performance goals
- Coach, mentor and give meaningful feedback
- Use reward and recognition effectively
- Diagnose and develop strategies to apply to your people management challenges

How you will learn

This course brings together the latest management thinking and best practice to develop your people management toolkit. You will work closely with your fellow course participants to practice your learning in a real-world context, and create an action plan to implement in the workplace.

Who will benefit

Managers and team leaders across all industries who want to build a toolkit to empower others and create a positive performance culture.

Your organisation will benefit from managers who understand how to motivate team members and shape a positive culture to maximise team and organisational performance.

Course details



2 days



UNSW Sydney CBD Campus



\$3,850 (inc. GST)



2 CEMD points

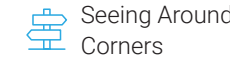


Visit the AGSM website and learn more.

"After completing AGSM's Leading for High Performance, I have been able to use the tools I took away in a multitude of scenarios straight away. The confidence to be able to impart my message and manage high performers using practical frameworks has been priceless."

Ian McKeown
Head of High Performance
Port Adelaide Football Club

Shaping Strategy to Create Value



In a world of constant disruption, it's not enough for leaders to simply respond to the play, they must shape it. This course challenges traditional top-down approaches to strategy to develop fresh perspectives on strategy, innovation, customer value proposition and business model reinvention and gives you the tools to lead the change, build competitive advantage and shape the future of your organisation.

What you will learn

Working on a live strategic challenge, you will redefine how you think about strategy to improve the way you execute and lead the strategic direction of your business. Led by academic and industry experts, you will develop the capability and confidence to:

- Shape, execute and lead the strategic direction of your business
- Evaluate and utilise a range of tools, techniques and frameworks for shaping strategy while assessing the right approach for your context
- Identify and act on opportunities for value creation
- Challenge the mental models that impede strategic shifts
- Examine the potential of strategic "game changers"
- Understand the vital link between strategy and innovation and develop them together
- Ask the right questions to make risk/reward assessments
- Assess business model renewal in an ever-changing environment
- Explore the impact of technology on shaping value
- Change mindsets and understand the importance of "what got us here may not get us there"
- Diagnose, map and lead strategic change within your organisation
- Create value for internal and external stakeholders

How you will learn

You will participate in a series of interactive learning experiences, with insights and learnings supported by real cases from local and international organisations. During this highly practical course, you will apply innovative concepts, techniques and tools to a live strategic project, giving you immediate practical experience to deliver instant impact.

Who will benefit?

Senior leaders and general managers who play a role in shaping and executing strategy at an organisational or business unit level. It will also benefit those looking to step up into a more strategic role.

Your organisation will benefit from developing leaders who can better leverage growth opportunities, address business disruptors and create innovative strategies that will sustain the organisation's competitive advantage.

Course details



3 days



UNSW Sydney CBD Campus



\$5,445 (inc. GST)

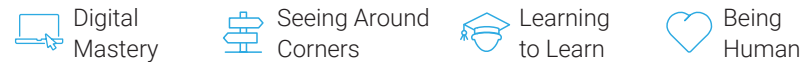


3 CEMD points



Visit the AGSM website and learn more.

Strategic and Adaptive Leadership



To lead in increasingly volatile business landscapes, you need to be agile and ready to respond to new challenges, constantly preparing yourself for what's next. This course will introduce you to powerful leadership concepts that enable you to lead with flexibility and agility, drive business transformation, solve complex challenges and navigate uncertainty.

What you will learn

Learning from experts in strategy and leadership, you will develop the tools and techniques to become a more strategic, agile and adaptive leader. You will return to work with a toolkit to:

- Make stronger decisions amid increasing complexity
- Build strategic leadership capabilities to improve organisational performance and drive transformation
- Respond adaptively to organisational challenges
- Determine where and how your organisation should play and how you will win
- Adopt the right strategy style to suit your organisational context
- Understand when to apply adaptive vs. technical thinking
- Identify growth opportunities through experimentation and exaptation
- Understand your role within your work systems
- Tackle change immunity and factions that block progress
- Develop an interdependent mindset within your team to improve decision-making, problem-solving and leadership

How you will learn






Alongside peers from diverse industry backgrounds, you will work through cutting-edge frameworks, case studies and interactive discussions to develop a personal action plan for post-program implementation. Digital course content will enable you to return to key concepts, refresh your understanding and maintain momentum back in the workplace.

Who will benefit?

Leaders and executives with input into the strategic direction of their organisation or business unit who want to understand and apply strategic and adaptive leadership principles to become a stronger leader in the face of constant change.

Your organisation will benefit from leaders with the agility to lead through disruption and the strategic mindset to drive performance and business transformation to deliver results.

Course details

 3 days
 UNSW Sydney CBD Campus
 \$4,950 (inc. GST)
 3 CEMD points
 Visit the AGSM website and learn more.

Angel Investors Program



The last ten years have seen an explosion of people and investment in the Australian technology start-up sector. Australia is now one of the fastest growing start-up ecosystems globally and opportunities to start angel investing abound. Developed in partnership with UNSW Founders, this course will help you learn how to identify, evaluate and manage your angel investments.

What you will learn

Working with our experienced team and a series of expert guest speakers, you will develop a practical toolkit to start your angel investing journey. Developing an understanding of:

- Emerging trends in the start-up landscape
- The role that angel investors play to emerging businesses
- Portfolio theory and construction
- Assessment and due diligence
- Risk, investment thesis and start up economics
- How to identify opportunities
- Speaking like a start-up
- The role of angel vs. venture capital
- Negotiation, term sheets and deal economics
- How to mentor and how to overcome the challenges in start-ups






How you will learn

Through live case studies, facilitated discussion and a series of expert speaker sessions, you will build the critical tools to start a meaningful portfolio.

Who will benefit?

Anyone interested in getting started with angel investing.

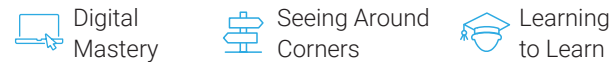
Course details

 3 days
 UNSW Sydney CBD Campus
 \$2,860 (inc. GST)
 3 CEMD points
 Visit the AGSM website and learn more.

“The program was well targeted to its audience and offered a carefully curated introduction to the angel investing space, especially for people interested in tech. Speakers were uniformly of a high calibre, the program was extremely engaging and I clearly felt we were learning and networking with the right people.”

David Court
 Founder, Compton School
 Director,
 Sydney Children's Hospitals Foundation

Design Thinking and Experimentation



The world within which business leaders operate has never been more accelerated. Recent global events have required organisations to pivot their products, services, distribution channels and business models overnight. Ambitions and strategies around digital innovation are fast-tracked. Innovation is no longer a 'nice to have' concept - it is a requirement to survive and thrive. This course will explore Design Thinking as a customer-centric, creative and experimentation driven approach to innovation and transformation, for surviving and thriving in a world of constant disruption.

What you will learn

You will be introduced to the latest design thinking, experimentation and innovation skills, tools and behaviours, and guided on how to integrate them into your daily way of working. Upon completion of this course, you will be better equipped to:

- Align innovation, design thinking, business model design and experimentation to your organisation's success
- Clearly define business challenges to ensure they are relevant, engaging and exciting
- Create the right environment to drive a culture of design thinking and innovation within your organisation
- Build empathy for your customers and understand what is important for them
- Frame specific and meaningful opportunities based on customer needs and insights
- Apply creative thinking to generate and lead new solutions

- Identify the 'winners' and harvest potential ideas
- Use prototyping to think and learn fast and test prototypes with customers
- Leverage the Business Model Canvas to develop value propositions and to identify, test and reduce risk
- Develop a structured approach and skills to build and run experiments
- Make decisions and operate more efficiently in chaos, with limited data

How you will learn

This course is structured as a 3-day human-centred and experimentation-based innovation training workshop. Highly practical, you will be immersed in 'learning by doing' over the 3 days. Throughout the course, you will be working in small teams and applying concepts to an engaging real-world challenge.

Who will benefit?

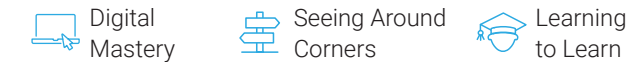
Mid to senior leaders across all industries who are looking to build and embed advanced design thinking and innovation capabilities into their business models.

Your organisation will benefit from leaders who are more capable at driving a culture of innovation and applying design thinking principles to real world business challenges, particularly in times of disruption.

Course details

- 3 days
- UNSW Sydney CBD Campus
- \$4,950 (inc. GST)
- 3 CEMD points
- Visit the AGSM website and learn more.

Digital Transformation Essentials



Organisational and digital strategies must be interconnected as technology continues to redefine the way we operate and engage with our customers. This course contains the essentials of what you need to know around digital transformation, while providing a set of tools allowing you to manage and participate in a successful digital transformation program.

What you will learn

Through an exploration of successful implementation and the factors that enhance or inhibit it, you will develop tools and techniques to:

- Evaluate the digital strengths and priorities of your organisation using a world class framework
- Identify essential elements needed for a successful digital transformation in your organisation, including AI, data analytics, ecosystems, and platforms
- Apply frameworks and toolsets for effective digital transformations in your business unit and/or through your entire organisation
- Learn from examples and case studies shared by industry experts, and apply best practices in your digital transformation journey
- Develop action plans to bring your business unit and organisation along the transformation journey

How you will learn

During this two-day course, you will hear from expert industry practitioners and leading academics to explore successful implementations and develop tools and techniques to apply to your own digital strategy. You will be given opportunities to test your learning through a range of interactive case studies and activities and practice new concepts before applying them in the workplace. Further, you will have a unique opportunity to complete a proprietary Digital Readiness Assessment diagnostic for your organisation. You will receive the results of this diagnostic during the course, with a comparison between your results and the aggregate of the group.

Who will benefit?

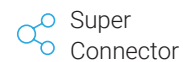
Managers and leaders who wish to comprehend fundamentals of digital transformation, or with a remit to create and execute digital transformation and lead their team through the transformation process.

Your organisation will benefit from leaders with a practical toolkit to develop and implement an aligned digital strategy that will enable the organisation to identify and leverage the opportunities of digital more proactively.

Course details

- 2 days
- UNSW Sydney CBD Campus
- \$3,850 (inc. GST)
- 2 CEMD points
- Visit the AGSM website and learn more.

The Authentic Communicator: Activating Presence



Presence is critical for anyone who needs to engage an audience of any size, from small meetings to large presentations. It enables you to communicate confidently, engage authentically and influence your audience, taking them on the journey with you. It allows you to have an audience in the palm of your hand, changing the way they think, feel and behave.

This course will develop your communication techniques, allowing you to lead with presence and increase your impact in any scenario.

What you will learn

Working with our expert team, you will receive significant one-on-one coaching, feedback and support to address your personal challenges and build a toolkit to:

- Think confidently on your feet
- Use physical and vocal presence to create impact
- Manage nervous energy and remain focused under pressure
- Be present, show empathy, connect with values and respond effectively in 1:1 and small group interactions
- Adapt your content and style to the audience and context
- Articulate purpose and values to motivate through storytelling

How you will learn






This is a highly interactive course that harnesses techniques from the acting and performance fields and combines them with AGSM's world-class leadership development to deliver a unique learning experience. You will receive extensive one-on-one feedback from our expert presentation team to build the targeted skills that will increase your personal presence and impact. To maintain this interactive environment, courses are delivered in a small group format.

Who will benefit?

Anyone who wants to increase their confidence, impact and influence in a range of communication scenarios, from 1:1 conversations and meetings to large audience presentations.

Your organisation will benefit from team members and leaders who are more confident communicators, able to connect, engage and motivate others.

Course details

	2 days
	UNSW Sydney CBD Campus
	\$3,850 (inc. GST)
	2 CEMD points
	Visit the AGSM website and learn more.

Advanced Negotiation & Influencing Skills

Negotiation is a core skill that we use to enable more resilient relationships, more efficient interactions, and more valuable outcomes. Yet, most negotiators rely on a relatively narrow set of predictable tactics that are often disconnected from the present dynamics. This course will provide you with a comprehensive approach to negotiating and influencing that better captures the complexity of real-world negotiation and gives you more choice for how to improve results in both formal and informal negotiations.

What you will learn

This unique and interactive course will develop your confidence and ability to:

- Identify the broad strategic choices available to negotiators, and some of the predictable consequences of each choice
- Adapt generic strategies to situational dynamics
- Understand what people want, what drives their behaviour and how to influence this
- Create and claim value, with and without using power
- Understand the role of the relationship; where it helps, and where it can lead to manipulation
- Recognise the role of rationality and emotions in negotiation and how to adapt your approach to each
- Improve your self-awareness, enabling you to replace emotions and reactions with proactive, constructive and respectful behaviours

How you will learn






This highly interactive and practical program includes a mix of presentations, exercises, group discussions and simulations. Participants will negotiate a range of scenarios with increasing complexity, from ad-hoc preparation to structured preparation, from individual to team negotiations, and from straightforward deals to emotionally charged disputes.

Who will benefit?

Anyone who seeks to negotiate with or influence people in any capacity, whether they seek to resolve conflict, make deals more valuable, or simply influence people to change their behaviour.

Your organisation will benefit from having team members and managers who can prevent unnecessary conflict, resolve immediate conflict, build effective working relationships, and identify near and long-term opportunities to maximise value.

Course details

	3 days
	UNSW Sydney CBD Campus
	\$4,950 (inc. GST)
	3 CEMD points
	Visit the AGSM website and learn more.

Essentials of Finance for Non-Finance Managers

Knowing how to interpret, analyse and evaluate key financials is a critical skill at all levels of an organisation. However, accounting and finance, with all its jargon, can seem like a whole different world. This course is designed for anyone who wants to understand accounting reports to make more informed business decisions and communicate with the finance team with confidence, from interpreting income statements, balance sheets and cash flow statements to understanding the language of accounting and finance.

What you will learn

Through this highly practical course, you will build a toolkit to:

Understand financial concepts and terms

- Understand the content of key financial statements
- Understand accrual accounting
- Become more familiar with accounting terminology

Interpret financial data

- Analyse and interpret income statements, balance sheets, and cash flow statements
- Calculate and interpret key financial ratios
- Evaluate the financial performance of your organisation or business unit

Make stronger commercial decisions

- Prepare operating budgets for planning purposes
- Understand return on asset and other key ratios
- Recognise financial warning signs
- Use accounting data to make decisions
- Make more informed investment decisions
- Use the balanced scorecard to manage strategic performance

How you will learn

This course is designed to be highly interactive, involving extensive group discussion, activities and case studies.

Who will benefit?

This course is for managers with limited/no accounting background who want to increase their understanding of financial terminology and accounting reports.

Your organisation will benefit from managers with stronger financial acumen who can make more informed commercial decisions, interpret financial data, and better communicate with your finance team.

Course details



3 days



UNSW Sydney CBD Campus



\$4,950 (inc. GST)



3 CEMD points



Visit the AGSM website and learn more.

Virtual learning short courses

Going beyond traditional online learning, AGSM Virtual Learning courses deliver practical and interactive experiences that develop new skills, embed new ways of working and shift behaviours and mindsets to help you thrive.

The AGSM experience

Proven learning experiences

Drawing on our extensive experience delivering Australia's #1 online MBA, we deliver highly practical, interactive, and unique learning experiences that drive measurable, enduring outcomes.

Unique real time, interactive workshops

Virtual workshop sessions bring a real-time, social learning environment to you, where you can share challenges and experiences, learn from your peers and your expert facilitator, and build your professional network.

Measurable impact

Our virtual learning courses are designed to maximise your impact, delivering immediate outcomes and supporting you to embed learning in your workplace.

Recognition of your development

As with all our courses, AGSM Virtual Learning courses contribute points towards your AGSM Certificate in Executive Management and Development (CEMD) and offer digital badging.

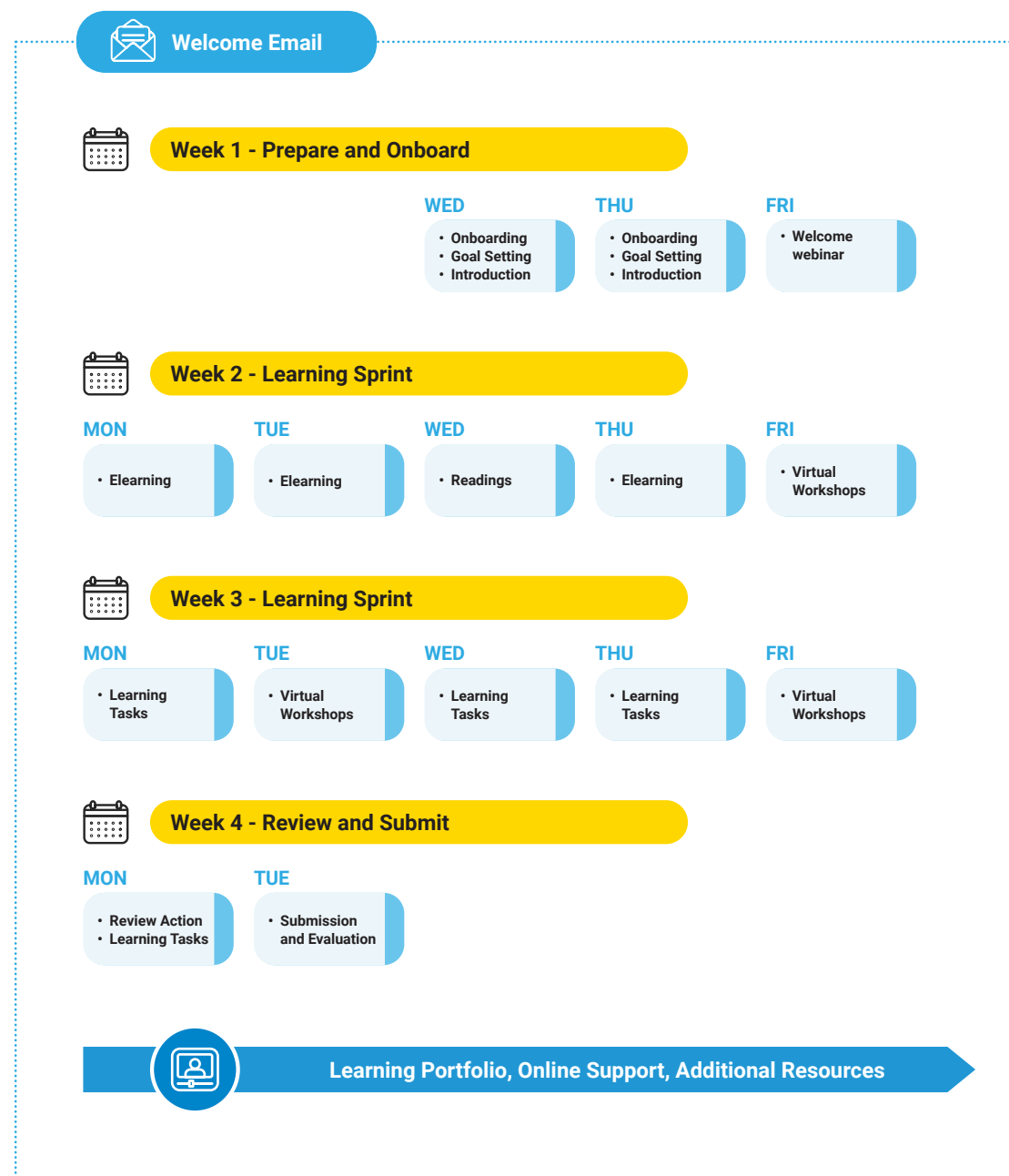
The virtual learning journey

Delivered via the innovative AGSM Navigator platform (see p. 35), you will take part in a three-week learning journey. Over the course of your experience, you will take part in live virtual workshops, action learning and coaching designed to deliver immediate, measurable and enduring outcomes.

“Leadership Fundamentals helped me discover how my leadership purpose and motivations fit within my organisation and allowed me to reflect on my readiness to lead before equipping me with the tools to do so. The course has provided numerous practical frameworks that help me to communicate more effectively with my teams and work through the challenges and opportunities presented in the Executive Leadership environment. Our cohort covered a lot of ground in good time and it was great to have informative and personal style in a well considered online format. The knowledge is adaptable to any level of leadership experience and can be applied to a variety of situations, both personally and professionally. If you're interested in developing a core professional toolkit with skills to make a meaningful and genuine impact in your organisation or company, I thoroughly recommend starting here.”

Simone Hunter
Commonwealth Department
of Finance

The virtual learning journey



Leadership Fundamentals



As you transition into a management role, it's critical to build a solid foundation to navigate the challenges and opportunities of leadership. Designed for new managers or those preparing to step up to management, this course provides tools and techniques to kickstart your career.

Led by leadership and coaching experts, you will develop the skills to successfully transition from contributor to leader, elevating your capability to:

- Lead with confidence
- Better understand and leverage the different roles of leadership and management
- Increase your self-awareness to lead with more authenticity and build trusted relationships
- Create a platform for effective leadership within and beyond the team
- Understand and apply the key modes of communication used by effective leaders and the skills that underpin them

Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Leading with Resilience



As our business landscape becomes increasingly uncertain, robust, resilient leadership may prove the difference between those who survive and those who thrive. This course will help you build the skills of a resilient leader to respond to and bounce back from challenges.

Led by leadership and psychology practitioners, you will develop the mindsets and tools to:

- Lead with resilience
- Understand and apply principles of mindful leadership
- Navigate challenging times and crisis situations
- Respond to emotions in yourself and others
- Manage stress and burnout
- Identify opportunities within challenges
- Face emerging challenges and uncertainty with a sense of purpose

Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Leading an Organisation through Dynamic Environments



Leaders are being asked to navigate teams through increasingly complex and uncertain times. This course will build leadership skills to adapt and lead with agility, respond to challenges, realize opportunities, and prepare for the road ahead.

Led by leadership experts and underpinned by human-centred design principles, you will develop the skills and tools to:

- Use an adaptive leadership style
- Respond to adaptive challenges
- Build the flexibility and agility to navigate uncertainty
- Apply human-centred leadership principles in your team
- Create and maintain a positive team culture
- Motivate others and deliver results through challenging times

Online learning over 3 weeks

\$1,694 (inc. GST)

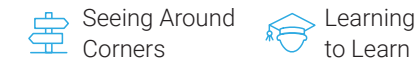
2 CEMD points

Visit the AGSM website and learn more.

“I recently attended Leading an Organisation through Dynamic Environments and the course was of the highest quality and provided me with the opportunity to network and gain contemporary insights and knowledge. The course was extremely practical and has provided me with the skills and confidence in leading through a dynamic and uncertain external environment, which included a deeper understanding of the importance of change and learning agility in leadership.”

Leigh Ebzery
Head of Underwriting,
QBC Insurance

Implementing Strategy for Results



In today’s business environment, every manager requires the tools to assess, interpret and implement an organisation’s strategy in the context of their role and area of the organisation. This course will help you understand why strategy is important, how it relates to different stakeholders and parts of an organisation, and how to translate strategy into action.

Led by strategy experts from consulting, industry and academic backgrounds, you will build a toolkit to:

- Understand the intent of strategy and why strategic choices really matter to the business
- Identify the characteristics of what makes a “good” strategy
- Recognise and leverage critical communication channels and stakeholders
- Evaluate resources, systems and structures that impact successful strategy execution
- Identify silos and minimise their impact to leverage knowledge from across the organisation
- Improve alignment between your team culture and the organisational strategy
- Champion strategy execution as a value-adding practice for the organisation
- Use storytelling and other communication methods to bring strategy to life
- Develop a strategy execution blueprint

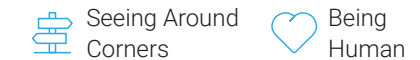
Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Leading Change



Robust change leadership has never been more critical for organisations to address ever-evolving challenges and realise the opportunities that lie ahead. This course will develop your skills as an influential change leader.

Led by change experts, you will take part in a range of learning experiences designed to develop the skills and tools to:

- Apply change frameworks to organisational and strategic challenges
- Diagnose readiness for change and identify key organisational risks
- Understand your diverse stakeholders
- Empathise and engage with those stakeholders for impact
- Create a connection to change to build commitment
- Manage yourself through the rollercoaster of transformation

Online learning over 3 weeks

\$1,694 (inc. GST)

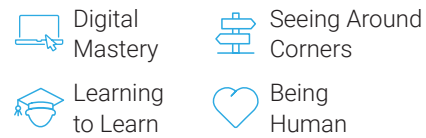
2 CEMD points

Visit the AGSM website and learn more.

“The course has equipped me with the knowledge, tools and methodologies to drive and manage change in varied environments and in different capacities. The online, blended learning mode of delivery comprised of multiple platforms and interactive features delivered through an expert team focused on support, encouragement and considering each individuals situation.”

Matthew Hickman
Manager, City Holdings

Accelerating Innovation in Your Organisation



As we navigate increasing complexity and ambiguity, innovation must become more than just an intention. This course will help you shape the mindset and embed innovation as a practice across your business unit or organisation.

Led by innovation experts, you will create a roadmap to accelerate innovation and future-proof your organisation, building the skills and toolkit to:

- Understand and articulate the innovation imperative
- Evaluate and apply innovation tools and frameworks
- Move innovation from intention to practice
- Manage the transformation process
- Understand and implement cultural and behavioural shifts
- Create and use a targeted innovation roadmap for your organisation

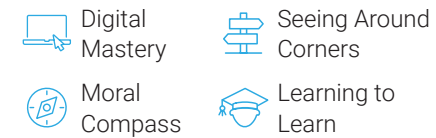
Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Developing Data Strategy



Understanding and making use of your data is critical to making informed decisions, building competitive advantage, and achieving business outcomes. This course will help you use your organisation's data to its full advantage.

Led by global industry experts, you will build the knowledge and skills to:

- Drive data adoption in your team
- Evaluate and leverage your data assets
- Use your data to make more informed decisions
- Understand how your data can be used to allocate resources and improve productivity
- Make better use of your data to inform the customer experience

Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Finance Essentials

Understanding key finance and accounting concepts and language is critical for managers and professionals at every level. This practical and engaging course will help you understand the essentials of finance to interpret financial reports and make more informed business decisions.

Led by finance and business strategy experts, you will build the knowledge and tools to navigate the world of finance, enabling you to:

- Understand and use financial language
- Analyse financial statements to measure performance
- Understand accrual accounting and what it means for your team or business unit
- Read and interpret cash flow statements and understand inflow and outflow
- Use budgeting and costing processes to quantify strategic plans
- Understand capital investment decision making
- Make more informed financial decisions

Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Negotiation Essentials

Negotiation is a critical skill for all professionals. From formal negotiation settings and sales deals to informal discussions and meetings, negotiation skills can help you achieve business results. This course will provide you with a practical toolkit to negotiate with confidence in any scenario.

Led by an expert negotiator and renowned author, you will build your negotiation toolkit to:

- Prepare for a range of negotiation settings
- Understand, evaluate and apply the right strategy for the situation
- Present with confidence and adapt your technique to any scenario
- Increase self-awareness to manage emotional responses and conflict
- Use persuasion and influencing techniques
- Identify opportunities and maximise value for both parties
- Build stronger stakeholder relationships

Online learning over 3 weeks

\$1,694 (inc. GST)

2 CEMD points

Visit the AGSM website and learn more.

Contact us

To find out more about how a partnership with AGSM Short Courses can accelerate your individual career, your team performance or your organisational outcomes, contact our Client Engagement team on:

T: +61 2 9385 0330

E: enquiries@agsm.edu.au

W: www.agsm.edu.au/shortcourses

Our locations

As part of UNSW Sydney, our courses operate from two UNSW Campuses:

UNSW CBD Campus

Level 6, 1 O'Connell St, Sydney

A state-of-the-art conference and training centre, the UNSW Sydney CBD Campus is home to many of our short courses. Conveniently located in the centre of Sydney's financial district, it is nearby to major transport hubs, restaurants, and a range of accommodation options.

UNSW Conference and Residential Centre

Botany Street, Randwick

Located in Sydney's Eastern Suburbs, a stone's throw from world-renowned beaches, the beautiful Centennial Parklands on the doorstep, and fifteen minutes to the city centre, the UNSW Conference and Residential Centre is home to AGSM Short Course residential programs.



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