



The VMA Leadership Institute
Designed by Today's Leaders for Tomorrow's Leaders
9-14 November, 2019
Salt Resort, Kingscliff, NSW

The VMA Leadership Institute is the benchmark educational program for senior managers and executives looking to enhance their leadership ability and prepare to take on a larger role within their organisation. Accepting only 16 students a year, the LI consists of seven in-depth sessions focusing on leadership skills specific to the venue industry. Exploring leadership styles, strategic planning, management theory, negotiation, leading change and more, LI is the ticket to being a recognised authority in the venue management business! Modelled on our international sister school, the IAVM's Graduate Institute, our previous graduates have accelerated their growth to be today's industry leaders.

| Pricing (Inclusive of GST) | |
|-----------------------------------|----------|
| Member | \$ 4,650 |
| Non-member | \$ 5,050 |

THE PROGRAM FEE COVERS:

- Six nights' accommodation at Salt Resort, Kingscliff with each student assigned single accommodation (Check in Saturday, 9 November after 2:00pm and check out Friday, 15 November before 11:00am)
- Scheduled transfers to and from Brisbane or Gold Coast airports
- All meals included during Leadership Institute week – dinners (including Welcome and Graduation Dinner), six breakfasts, four morning teas, four lunches, two afternoon teas
- All sessions
- Assignments and preparatory work papers

KEY HIGHLIGHTS

- Students acquire new-found confidence, leadership skills and a network of like-minded managers
- Graduates join a growing alumni from across the Asia-Pacific region representing all sectors of the venue industry - stadia, arenas, MICE, performing arts, racetracks and showgrounds
- Students complete individualised Leadership Development Plans ready to implement back in the workplace
- Instructors guide students through case studies, industry best-practice studies, individual exercises, classroom discussion, and small group discussions
- Exercises promote individual reflection and peer exchange giving students an opportunity to evolve their approach to leadership in a supportive environment
- Executive-level international and Australian instructors from industry-leading organisations including the CEO of the NRL, COO of Melbourne and Olympic Parks Trust among others

SCHOLARSHIP

Successful Leadership Institute applicants may choose to apply for a half-scholarship. Applications close on Friday, 30 August 2019. Contact Zan Lewarn, VMA Education Manager, for more information: education@vma.org.au.

WHAT IS LEADERSHIP?

Today's best leaders are authentic leaders - people whose inner compass guides their daily actions and enables them to earn the trust of their subordinates, peers, and stakeholders. Whilst leadership may appear to come naturally to some it is important to note leadership can be learned and skills honed with education, self-awareness and practice. Whilst organisations can exist on effective management alone, it is the vision and tenacity of a great leader that will transform an organisation and the people within.

Surprising to many, superior leadership does not take exceptional talent. However, to lead successfully, a person must demonstrate certain traits and behaviours. Leadership is vital in any organisation. It involves defining the direction of a team and communicating it, motivating, inspiring and empowering people to contribute to achieving organisational success. Leadership requires strategic focus and the application of behavioural techniques to build commitment and attain the best work from people.

WHAT CAN YOU EXPECT?

The VMA Leadership Institute focuses on helping students to understand their individual preference as a leader. Students learn how to use their preferred style to be a better leader and to value the difference between different leadership styles. Most individuals do not think about or understand their "style" and as such are often ineffective in their leadership approach because they see a world where everyone should think like they do. The intensive five-day program enables students to examine life and work experiences to identify the essence of their authentic leadership through guided exercises and scenarios culminating in the creation of their own personal leadership development plan.

WHO IS RIGHT FOR THE PROGRAM?

The VMA Leadership Institute is designed for venue professionals who aim to expand their leadership skills and management techniques. It is particularly appropriate for those who are looking to enhance their leadership ability and prepare to take on a larger role within their organisation. Individuals or teams from the same organisation are welcome to attend. As you advance in your career, you cannot rely solely on the knowledge and skills that have guided your leadership thus far. The Leadership Institute helps graduates become the type of leader they most admire—one who is trusted by colleagues, who inspires others to do their best work, who is sought out for advice, and who creates exceptional value for the company.

Students can expect a diverse group of peers with whom they'll share personal reflections on leadership, exchange ideas, and extend their personal and professional network. The journey toward effective leadership requires confronting personal aspirations, strengths, and weaknesses—including aspects of student's current leadership style that may be helping or holding them back. Instructors guide students through case studies, individual exercises, classroom discussions, and small group discussions designed to help to develop their leadership skills. Exercises that promote individual reflection and peer exchange give students an opportunity to evolve their approach to leadership in a supportive environment.

All information shared remains entirely confidential. Preparatory exercises completed before the course begins enables students to maximize the value of their time spent learning in the classroom and interacting with instructors and peers during the week.

"The experience at LI was a high learning experience. For me personally, it was probably the greatest vocational education that I've ever done, it was so specific to the industry.

- Phil King AVM, Adelaide Entertainment Centre & Coopers Stadium

SESSIONS

DISCOVERING YOUR LEADERSHIP STYLE

Students learn to identify the four basic behavioural styles, gain deeper insights into their own core style and learn how it differs from others. Students gain insights into how to apply the information learned to better lead projects and develop their team.

Additional teachings include:

- Learning to adapt individual leadership behavior styles to any given situation utilising DiSC profiling
- Understanding how to effectively respond to all dimensions of behavior
- Understanding and applying the concept of situational leadership
- Leading teams or groups to work together more effectively

PROBLEM SOLVING

Being a problem solver is a mindset, driving a leader to bring out the best and to shape their world in a positive way. Problem solving or “opportunity thinking” allows the leader to take control of challenges, so the problem doesn’t take control of the leader.

Additional teachings include:

- Understanding how the problem-solving process works and how to use it to solve everyday business challenges
- How and when to apply creative problem-solving techniques to generate original solutions
- How to encourage open debate that promotes better decision making and successful implementation

ENGAGEMENT, EMPOWERMENT AND GREAT SERVICE

“The best leader is the one who has sense enough to pick good men to do what he wants done, and the self-restraint to keep from meddling with them while they do it.” - Theodore Roosevelt

In this session, the links between the engagement of talent, motivation, empowerment of our people and the human elements associated with the delivery of outstanding customer service are explored to determine how to lead teams to the end goal.

Additional teachings include:

- How to be an “Employer of choice” and identify common leadership qualities
- How individual’s strengths can inspire and motivate others
- Effective methods for identifying and attracting talent
- The most effective engagement techniques
- Empowerment of people – understanding what it really means
- Management and staff expectations in a changing world
- The links between great people and great service delivery

STRATEGIC PLANNING

Someone once said, “Failing to plan, is planning to fail”. Throughout this interactive and open session, students network and discuss the numerous elements that underpin the strategy for good business and life planning and gain insight on how these elements play a part in their everyday lives.

Additional teachings include:

- Strategic planning versus long-term planning
- Strategic positioning and building a brand
- Maximising strengths, reducing weaknesses and maintaining a competitive advantage

THE ART OF NEGOTIATION

Good leaders must have the skills to continuously negotiate; great leaders are great negotiators. This session increases students’ skillset to diagnose problems to make effective decisions and in turn, influence and motivate others. Students actively participate in real venue negotiations.

Additional teachings include:

- Principles of effective negotiation
- Positive negotiation is always better than position bargaining
- Understanding that win-win is the best outcome
- Knowing when to say “no”
- Discovering how the negotiation process can be used to develop and improve relationships

LEADING CHANGE

“66% of changes initiated fail to achieve their desired business outcomes.” – 2006 study by Harvard Business Review

This session examines core change concepts and how to use them through practical case studies and discussion.

Additional teaching include:

- Understanding what it means to be a change leader and the attributes required to affect change including courage and inspiration
- Creating the team: ensuring team members understand the vision and culture and are adaptable to change
- Identifying systems and solutions, not just issues
- Understanding how to lead the charge and survive the change
- Understanding how to entwine the change into the culture

LEADING THE WAY

This session is a natural conclusion to The Leadership Institute as it essentially brings together the previous sessions to examine what it takes to be a good leader, what the key leadership traits are, and what specific skills and traits the student needs to develop or enhance to be a highly-effective leader.

INSTRUCTORS

Our executive-level international and Australian instructors represent a variety of industry-leading organisations and bring a wealth of experience to the teaching faculty. See below for list of instructors:

- Richard Andersen, CVE, President & Chief Executive Officer of Seafair, Seattle, Washington, USA
- Kim Bedier, CVE, Director Venues & Events of City of Tacoma, Washington, USA
- Anthony Duffy, AVM, Director of VIPeople
- Todd Greenberg, Chief Executive Officer of National Rugby League
- Paul Sergeant, Managing Director of Paul Sergeant Events
- Andrew Travis, AVM, Chief Operating Officer of Melbourne & Olympic Parks
- Meg Walker, General Manager of Rod Laver Arena, Melbourne & Olympic Parks
- Tim Worton, CVE, Group Director of Arenas with AEG Ogden

[Detailed instructor profiles are provided on the VMA website.](#)

ENROLMENT

Visit vma.org.au/leadership-institute now to enroll!

QUESTIONS AND FURTHER INFORMATION

Contact Zan Lewarn, our Education Manager, for more information.

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TESTIMONIALS

"You can be in two stages in your career. You think 'I've got this, I know what I'm doing and I think the business is in pretty good shape and I'm in pretty good shape' and then you've got people with a genuine need or want to improve themselves, improve their team and business. The reality is both of those people should take the GI program. It lifts you up, you lift one another up and you've got brilliant instructors from across all different sectors of industry. Everyone is a hands on professional and practitioner in this business and they lift you up and they develop you so that you can improve yourself, your team and your business to a level you may have not even realised you needed to do.

There are students in the program who work for some of the instructors, myself included, and would genuinely love the amount of one on one time even with their own colleagues. This even provides a forum for that. They are very candid, it's a trusted environment and you learn as much about your own business as you do about their business. You get a fantastic snapshot and then you dive in nice and deep. They're available to you not just in class but at breakfast, at dinner and then going forward. Every single one of them has invited us to give them a call."

- Dave Humphreys, Sales & Marketing Manager, AEG Ogden - Perth Arena

"It's transformative ... you just get into engage with each other in such a different way. I've built friendships that I know I'm going to have for the rest of my life.

GI to me is about interactivity. It's about sharing your experiences in the industry with each other and being able to build the relationships with these people in the room and then having these relationships going forward. To be able to say I've got a problem, I've got a question, I can turn to any of these people I've met and be able to get help from them.

Just do it... if you want to stay in this industry and continue to build relationships... but also have the opportunity to engage on an entirely different level you need to come to GI."

- Ben Goodwin, Manager of Strategic Insights & Delivery, Melbourne & Olympic Parks