

Agenda



VICTORIA & TASMANIA
NOVEMBER 2011

Top Tips for 2012

With 2012 peeking around the corner, start thinking about how to get the most from yourself and your business in the New Year.

The New Year is the perfect time to start planning for the next twelve months. With an ongoing skills crisis, global economic uncertainty and the online marketplace predicted to continue its dominance over bricks and mortar retailers, 2012 will be an interesting year for both organisations and individuals alike.

Top 10 Tips for Businesses in 2012

1. **Create a company vision for 2012.** This gives your organisation a clear direction for the year ahead. Keep it simple, advises AIM VT Consultant Stephen Abrahams. "Don't make your vision too grandiose and reassess it each year," he says.
2. **Stay on top of trends.** Social media, phone apps and corporate social responsibility will continue to be hot topics in 2012. Consider how your business can embrace these trends and "change your strategies accordingly," Abrahams says.
3. **Think globally.** "There's a lot of uncertainty about the outlook of the US and European economies and businesses with significant exposures to those regions will not find much joy in them," Economist Saul Eslake predicts. Retailing, manufacturing, dwelling construction and tourism will find 2012 difficult, he says.
4. **Review your organisation's financial structure.** Use the New Year to ensure that your organisation's financial structure is sustainable. Eslake says that businesses should check that outstanding debts can be serviced from forecast cash flows even if interest rates were to rise in the next 12 months.
5. **Engage with younger employees.** The skills shortage will continue into the New Year and organisations must work



The most successful companies are those that value creativity.

6. **Boost productivity by encouraging creativity.** The most successful companies of recent years are those that value creativity. Abrahams recommends following Google's lead and giving employees time to work on creative projects.
7. **Get on the cloud.** Cloud computing will become "an operational necessity" in the next year, according to a study by KPMG. If you're not on the cloud, you're already behind: 81 percent of businesses are either planning to use, or already use cloud technology.

8. **Cut electricity costs.** The carbon tax will roll out in July 2012. Eslake says electricity costs will continue rising even if Tony Abbott comes to power and abolishes the tax. "Firms should... look for ways of passing higher electricity costs on to their customers if they can, though obviously being careful to avoid any over-charging," he says.

9. **Reposition your organisation in the online marketplace.** The retail sector recently posted its worst sales figures in 20 years, and 2012 looks just as bleak. "Customers are purchasing more online, which affects bricks and mortar stores. How will you address that?" Abrahams says.
10. **Give employees space.** "Organisations need to allow staff time to think and reflect on their performance," Abrahams says. This improves employee performance and job satisfaction.

Top 5 things you can do for your own career in the New Year

1. **Create a personal vision for 2012.** Rather than setting a list of goals, develop a vision and identify how to achieve it. "Think, 'okay, what's the

Continued from previous page

- first step?' That's the first goal. When you've done that, reassess the vision and make a second goal," Abrahams says.
2. **Stand out from your colleagues by asking questions.** This shows that you are interested and thinking critically, which are important if you are hoping for a promotion in 2012.
3. **Be on the 'cutting edge'.** "Individuals who want to further their careers should undertake appropriate education and training, be willing to take on challenging or demanding assignments," Eslake says.

4. **Focus on your strengths.** Increase job satisfaction by concentrating on what you excel at. According to Abrahams, "There should be less focus on what pays the most and more focus on what you're good at".
5. **Engage the right side of your brain.** According to Abrahams, people use the left side of their brain most often, which deals with analytical information. This leaves the right side of the brain, which deals with creativity, largely untapped. Take up a creative hobby and unlock a new world of problem solving. ■



5 Minutes With... Peter Hutchins

Peter Hutchins is the Managing Director of Charter Keck Cramer, one of Australia's leading property companies providing integrated solutions in all market segments.

Agenda: What is the "number 1" trap an organisation must avoid in uncertain economic times?

Fear which triggers "retreat". Companies that have confidence in their people, systems and strategies should be able to identify opportunities in uncertain economic times through intrepid business development and marketing initiatives.

Throughout the GFC, we have increased our staff training programs and external marketing budgets. The past two financial years have been our most successful.

Agenda: Your organisation's talent management strategies have been very successful, what are the key lessons?

Our talent management strategies are built around respect, trust and investment. We spend quality time on our people, supporting their professional development whilst respecting their personal needs.

We promote workplace flexibility and mobility, supporting people in managing hectic schedules. With an age profile spanning early 20s to mid 70s, our younger people thrive on the wealth of experience within the firm and our older team members

feed off the energy of younger people. This in itself acts as a natural strategy in managing talent across all ages.

Agenda: What priority do you place on the induction process?

Induction is continuous. A new staff member joins the firm and is introduced to our culture. Thereafter, they are forming relationships with their colleagues and our clients and participating in the firm's activities.

We aim to participate in 150 industry-based events per year, which gives our staff ample opportunity to represent the firm.

Agenda: How do you describe your continuous improvement process?

We are committed to improvement in everything we do. We will not be caught flat-footed, thinking that what has worked in the past should work in the future. Unlocking great ideas buried within the firm is very uplifting and our staff understand the power of their voice in bringing forward innovation.

Our strategic direction is supported by our brand, our people, technology and our workplace; all the subject of continuous improvement. ■

"We are committed to improvement in everything we do."

Agenda: As Managing Director, what priority do you place on "walking the talk"?

"Walking the talk" is a must. People respond well when they see their leaders front and centre on all occasions.

Our Directors engage daily with staff outside their areas of specialisation. As Managing Director I make myself available to everybody working at Charter at any time seven days a week. Similarly, we make ourselves available to our clients at short notice any time.

One of our greatest achievements was to come through the GFC unscathed, with all our personnel intact. Bonuses that could have been taken were reinvested back into the firm to protect staff and their jobs; decisions at the time now well appreciated. ■

Christmas greetings on the cards

As the festival season draws closer, organisations must think about how to best wish clients and customers a Merry Christmas.

Leading public relations practitioner Barbara Walsh says that sending some form of Christmas greeting should be “non-negotiable” for most organisations.

“If maintaining relationships is important, and if maintaining a personable image with stakeholders is important, then yes, you do need to send Christmas greetings,” Walsh of The University of Canberra, says.

According to consumer research firm Mintel International Group, Christmas card sales have declined in recent years as organisations and individuals embrace social media, e-cards and email to stay in touch.

Walsh says that the future of traditional Christmas cards in business is uncertain, especially as technological advancements make e-cards more interactive, personal and entertaining.

“If an organisation sends a Christmas card and signs it, it’s more personal, but clearly that’s more resource intensive.

“It’s probably guaranteed that online communication is easier and can reach more people, but there’s a chance that it may not even be read,” she says.

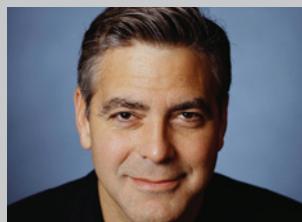
For now, it seems that there is a place for both traditional and electronic communication. Walsh recommends sending traditional Christmas cards if there would be little difference between a hard copy form and an e-card.

However, when choosing between sending a multimedia e-card with videos or a traditional Christmas card, choosing the e-card might be the better choice.

“There’s some fabulous technology around. It really can be more engaging,” Walsh says. ■



“If an organisation sends a Christmas card and signs it, it’s more personal...”
– B. Walsh, PR practitioner



The Global Leadership Forum: Unwrapping Genius

*Monday 12 December,
Sydney Convention Centre*

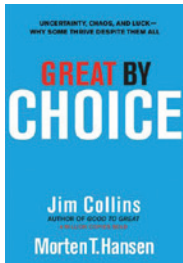
A unique opportunity to hear and learn from an impressive line-up of speakers. Unwrap the concepts, vision and motivation that made these six breakthrough leaders capable of challenging business norms and inventing new ways of thinking, working and living.

For more information visit aimvic.com/events

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Recommendations from the Bookshop

BOOK OF THE MONTH



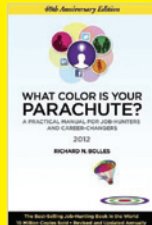
Great by Choice: *Uncertainty, chaos, and luck - why some thrive despite them all*

10 years after the worldwide bestseller *Good to Great*, Jim Collins returns to ask: Why do some companies thrive in uncertainty, even chaos, and others do not? Based on nine years of research, buttressed by rigorous analysis and

infused with engaging stories, Collins and Hansen enumerate the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times.

This book is classic Collins: contrarian, data-driven, and uplifting. He and Hansen show convincingly that, even in a chaotic and uncertain world, greatness happens by choice, not chance.

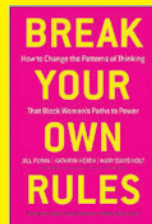
AUTHOR Jim Collins & Morten T Hansen
RRP \$49.95 **AIM MEMBER** \$35.00



What Color is your Parachute? 2012

The 40th anniversary edition of the world's leading job hunting and career-change guide features time-tested strategies and cutting-edge updates to key exercises, making this the most compelling and helpful *Parachute* ever.

AUTHOR Richard Bolles
RRP \$24.95 **AIM MEMBER** \$22.45



Break Your Own Rules: *How to change the patterns of thinking that block women's paths to power*

How can women break through? *Break Your Own Rules* distills the six faulty assumptions most women follow that get in the way - then delivers the correlating new rules that promise to clear that path. For example, the old rule of "Focus on Others" must be replaced by "Take Center Stage" and "Hard Work Will Get You There" must yield to "Be Politically Savvy."

This hands-on guide is for women who are ready to transform their assumptions and join the senior ranks of American business.

AUTHOR Jill Flynn
RRP \$32.95 **AIM MEMBER** \$29.65



FT Guide to Strategy: How to create, pursue and deliver a winning strategy

The FT Guide to Strategy is your unbeatable reference on strategy.

It offers an incisive overview of both corporate level and business unit level strategy, an A to Z of the world's leading strategic thinkers and introduces the key strategic tools and techniques you need to develop your own strategy.

AUTHOR Richard Koch
RRP \$34.95 **AIM MEMBER** \$31.45



Corporate Governance

In the wake of the recent global financial collapse the timely new edition of this successful text provides students and business professionals with a welcome update of the key issues facing managers, boards of directors, investors, and shareholders.

Features 18 case studies of institutions and corporations in crisis, and analyses the reasons for their fall.

AUTHOR Robert A. G. Monks
RRP \$72.95 **AIM MEMBER** \$65.65

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Outstanding Women's Series: Bettina Arndt

Bettina Arndt trained as a clinical psychologist before becoming a sex therapist and social commentator. As editor of the influential Forum magazine, she spent ten years talking about sex on television and radio. She then moved on to writing about broader social issues, working as a columnist and feature writer for leading newspapers and magazines.

DATE	Friday 25 November
TIME	7 - 9 AM
VENUE	Grand Hyatt Melbourne
SPEAKER	Bettina Arndt
BOOK	aimvic.com.au/events

Supporting Partner:



FROM THE CEO

It's that time of year when organisations prepare for next year. Key themes for 2012 for most organisations will be dealing with the economic and market outlook. For some organisations the most important development may be the carbon tax whereas in other cases it will be technological change.

At AIM we consider our client's changing learning needs when planning our year ahead. The most important priority for most of our clients is productivity gains, and so we have cut the length of many courses and introduced a wider range of simulation or scenario based courses.

Managers must be aware that getting the best results in difficult times depends on the nature of the market and the degree of innovation and productivity growth that management can generate. Training and development should be seen as tools to stimulate new ideas and productivity - key requirements to boost the company's bottom line.

Our 2012 directory examines opportunities for personal and staff development. It includes a wider range of courses and online learning options. We are offering individual simulation master classes, as well as simulation modules in a classroom setting, which cover subjects such as leadership and program management.

Some courses have been streamlined for a more intensive learning experience, minimising the time participants spend away from the workplace. Of course, our popular three-day courses such as The New Manager and Applied Project Management will be available again.

We look forward to working with you in 2012.

Susan Heron

Forum: Building High Performance Sales Teams

A team that achieves long term sales success is built on more than basic sales training for each individual. There is the need for a 'sales development mindset' and in this forum Michael Schiffner outlines this theory and a three-part framework with which to build the foundation for a high performing sales team.

DATE	Wednesday 9 November
TIME	5.45 - 7.45 PM
VENUE	Management House, St Kilda
SPEAKER	Michael Schiffner
BOOK	aimvic.com.au/events

Forum: Successful Leadership using Human Instincts

Offices are not our natural habitat. Only 250 years ago with the Industrial Revolution we moved into offices and factories. The behaviour that served us well on the savannah is alive and well in today's workplaces! What are the instincts that we brought out of the savannah, how do they present themselves at work and how can leaders use this knowledge to lead more successfully?

DATE	Wednesday 23 November
TIME	5.45 - 7.45 PM
VENUE	Management House, St Kilda
SPEAKER	Andrew O'Keefe
BOOK	aimvic.com.au/events

International Speaker: Professor Chip Heath (USA)

Join best-selling author, Professor Chip Heath in this half-day workshop and gain a practical understanding on how to become a leader who can effectively drive change by influencing employees to make a switch in their behaviours.

DATE	Friday 2 December
TIME	8.30 AM - 12.30 PM
VENUE	Rydges, Melbourne
SPEAKER	Chip Heath
BOOK	aimvic.com.au/events

Short Courses at AIM

Tasmania

AIM short courses are held on a regular basis in Hobart and Launceston.

Book a short course in Tasmania:

T: 6224 9555

E: enquiry@aimtas.com.au

W: www.aimtas.com.au

SHORT COURSE The New Manager	
DURATION	3 consecutive days
COURSE FEE	Member price \$1660 Non Member \$1840
START DATE	Hobart: 7 November

SHORT COURSE Project Management Fundamentals	
DURATION	2 consecutive days
COURSE FEE	Member price \$1080 Non Member \$1200
START DATE	St Kilda: 1 December

Victoria

Most AIM short courses in Victoria are held at AIM Management House in St Kilda, however we also hold some courses in Wheelers Hill.

Book a short course in Victoria:

T: 9534 8181

E: training@aimvic.com.au

W: www.aimvic.com.au

SHORT COURSE Lead With Emotional Intelligence	
DURATION	2 consecutive days
COURSE FEE	Member price \$1200 Non Member \$1330
START DATE	St Kilda: 7 December

SHORT COURSE Professional Presentations	
DURATION	1 day a week for 2 weeks
COURSE FEE	Member price \$1030 Non Member \$1140
START DATE	St Kilda: 7 December

The AIM 2012 Directory is now available.

Go to aimvt.com.au/directory to order your copy.



Welcome to our new members

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Lindy O'Neill

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