

Stepping up to the C-suite







Why Ascent?

Effective leadership has never been more important. As we rebound from the pandemic and embrace new ways of working, emerging leaders are facing unimagined new challenges in how they manage teams, build relationships and deliver on strategy in a world that is dramatically different.

The war for talent, upskilling and reskilling, the rise of competition, leading with care and empathy, ESG, mental health and the ethical use of data, machines and automation. These are just some of the myriad of challenges facing executives in this post-COVID environment.

To take your career to the next level, you need to be thinking about these issues too. These are issues that can't be solved using old formulas but instead require new thinking. This program will provide you with the tools, ideas, insights and a network to help equip you to explore the challenges of leading your organisation now and into the future.

I hope you can join us for the Ascent program.

Jason Hayes PwC Ascent Lead Partner

Your next step to becoming a high performing and valued business leader

Ascent is a unique personal development and relationship program designed for emerging C-suite executives from private and public sector organisations who aim to become outstanding future business leaders.

Ascent is focused on broadening participants' skills and ways of thinking beyond their traditional mindsets to deliver greater value to the Board, CEO and leadership team. The program examines the mindsets of successful leaders and how senior executives can attain those mindsets.

The program provides participants with access to:



Ascent is designed to complement rather than replicate other executive development and MBA programs by addressing the specific development and relationship needs of the C-suite executive. Participants gain a deeper understanding of who they are as individuals – how they behave and react – and the tools they need to make any necessary changes.

PwC Australia and Melbourne Business School Executive Education¹ are proud to present the Ascent program. We encourage all participants to fully immerse themselves and to be open to new ideas throughout the program. By challenging established ways of thinking and having the opportunity to practice new behaviours, participants can tap into the best of themselves and begin looking at the world from new angles.

¹Melbourne Business School is home to Australia's best-ranked MBA (Financial Times, 2022) and Australia's leading provider of executive education in the Asia-Pacific region.

Developing Australia's next business leaders

PwC Australia and Melbourne Business School have collaborated on Ascent since 2009 and over 130 executives have completed the program. The program comprises 3 x two-day modules, spread over six months, in locations across Melbourne and Sydney.

The program is specifically tailored for executives one step away from a C-suite or organisational leadership role. Previous participants have had finance, strategy, operations, internal audit, investor relations and other general manager roles within corporate and public sector entities.

Melbourne Business School was ranked No.1 in reputation in the inaugural AFR BOSS ranking of Best Business Schools 2022.





Program benefits



For the senior executive

The program is a unique development journey designed to:

- Build the strategic and practical skills and perspectives needed to perform in C-suite and equivalent roles.
- 2 Deliver greater value and insights to the leadership team.
- B Develop a trusted peer network spanning Australia's leading companies and organisations.
 - Broaden business skills and awarenessto enable future career progression.
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Enable immediate application of skills.



Reinforce long term behavioural change.

Have greater capacity to lead with purpose and have broader impact.



For the organisation

Ascent has been tailored to:

Deliver global best practice and expertise				
with minimal disruption to the individual				
and organisation.				

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Develop rising executives into high performing business leaders within the organisation and business community.



Support competitive advantage through developing future leaders equipped to thrive in an ever-changing, disruptive and digital environment.



World class faculty

Each module is led by a different academic, sourced from leading global universities, educational bodies and brain trusts. They are chosen based on their expertise in their field, research, published materials, the organisations and leaders they have worked with, honorary awards and other advisory roles.

Working with PwC Australia and Melbourne Business School, the academics structure the sessions so that participants learn from experts as well as the cohort, and importantly 'learn by doing'. By breaking into groups to discuss, debate and think through new ideas, and reflect on the application of new skills and tools, participants gain a different perspective of their own other organisations and the role they play.



Coaching

Participants are also offered two individual coaching sessions with Aviva Berzon, Melbourne Business School Program Director. These include the creation of personal development goals and an action plan for integrating new insights, skills and behaviours into their current and future roles.



Ascent alumni

PwC hosts alumni sessions as part of the Ascent program. These enable participants to meet alumni from previous intakes, as well as reconnecting with their own cohort.

Ascent alumni come from Australia's leading organisations including:

- AGL
- AMP
- ANZ
- Aristocrat
- Asahi
- ASFA
- Aurizon
- Australia Post
- BHP •
- Bluescope Steel ٠
- Coles Group •
- Commonwealth Bank of Australia
- Department of Health and Human Services (Vic)
- Department of Prime Minister & Cabinet
- Dexus
- Downer Group •
- Flight Centre
- Glencore
- Google
- IAG

- Kmart Australia • Kraft Australia
- and New Zealand
- Launch Housing
- Macquarie Group
- Medibank Private
- Melbourne Rebels Rugby Union
- Myer
- NAB
- Newcrest
- Office of the Premier of Victoria
- Orica
- Productivity

- Seek
- •

- Commission
- Qantas Airways
- Queensland Treasury Corporation
- Stockland
- TABCorp
- Telstra ۰
- Transurban

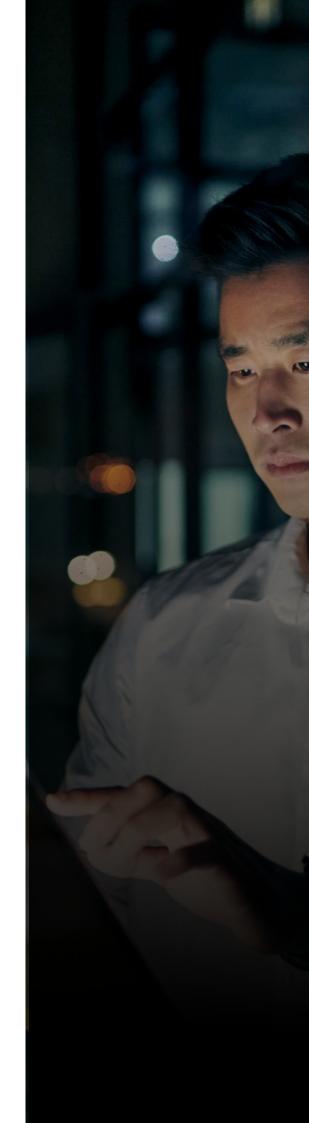
The critical mindsets

Each module is based on current global research and designed to expose participants to a critical mindset enabling them to work with key stakeholders on strategic business decisions.

All mindsets work together to broaden the thinking and behaviours of senior executives. The three mindsets are Leadership, Business and Relational. When combined, these provide a strong leadership foundation to operate from in an ever-changing, disruptive and digital environment.

Mindsets have been built, individualised, reinforced and used over a lifetime. They enable us to interpret massive amounts of data with ease, to make sense of new information in the context of our experience, and to act intuitively. But they can also be costly when they impair new insights, thwart original thinking and stymie potential breakthroughs.

Ascent is designed to challenge the mindsets that traditionally characterise those who have specialised and excelled in their technical careers. It seeks to introduce new mindsets that are critical to the broader role that executives play as they become key partners to the CEO, executive leadership team and their wider colleagues.



Module 1 The Leadership Mindset

Developing personal leadership through exploration of individual values and strengths and gaps in leadership qualities required for success in promotion to organisational leadership.

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Module 2 The Business Mindset

Gaining a holistic view of business and its challenges, including use of specific levers to innovate and deliver unique value to a marketplace characterised by disruption and change, including in a COVID-normal world.

Module 3 **The Relational Mindset**

Using personal insight and interpersonal skills to influence thinking, lead change and drive success in the business, the industry and the marketplace.

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Module **01**

The Leadership Mindset

26-28 February 2023 Preparing to lead in 2023 and beyond





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The Ascent program was a fantastic opportunity to connect with executives from across the Private and Public Sector. The deliberate curation of the speakers and topics covered throughout the program equips participants with new tools to navigate the contemporary challenges leaders are facing today. Personally, my favourite part is the networking; Ascent provides the opportunity to build relationships that will last far beyond the length of the program.

> Tammy Medard, Managing Director, Institutional Australia & PNG at ANZ Bank

Module 1 The Leadership Mindset

26 - 28 February 2023

Preparing to lead in 2023 and beyond

The program commences with the Leadership Mindset which sets the foundation for the Business and Relational Mindsets that follow. All three mindsets are interrelated, although the journey starts with a deep examination of participants as leaders.

As individuals move into senior leadership roles, the value they bring shifts from technical expertise towards an ability to embrace broader ideas, steer in disruptive times and guide the direction of others. Whilst these abilities seem the 'softer' side of business, they are often the harder ones to master. The underpinning of these leadership qualities is deeper self-awareness – what makes someone tick? How are they unique? How can they be even better? How can they bring a sense of purpose to their leadership?

Module 1 helps participants recognise patterns of behaviour within themselves and the multiple forces that shape who they become. This includes the tensions and competing values that leaders face and how versatility can provide the balance required to be an extraordinary leader. The aim is to explore and capitalise on an individual's strengths and what to bring to current and future leadership roles.

Key questions to be explored

- What insights into your mindsets and emotional intelligence are required for effective leadership?
- How does a clear leadership growth goal and realistic understanding of self contribute to leadership effectiveness?
- What tools and practices are available for intentionally continuing your leadership development?
- How can you overcome your 'immunity to change' to unlock the potential in yourself and your organisation?



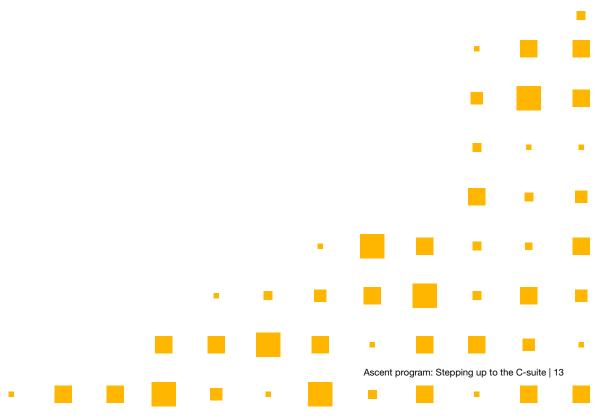
Lisa Lahey

Lisa Lahey is Founder of **Minds At Work**, a coaching and consulting firm serving businesses and institutions around the world, and is on the faculty of the Harvard University Graduate School of Education.

She teaches in executive development programs at Harvard University and Notre Dame, and she is regularly asked to present her work throughout the world, most recently in China, Kazakhstan, and New Zealand. Her seminal books, 'How The Way We Talk Can Change The Way We Work' (2001), and **'Immunity to Change'** (2009) have been published in many languages. Her latest book, 'An Everyone Culture' (Harvard Business Press, 2016) was recently named 'Best Management and Workplace Culture Book of 2016' by 800-CEO-READ. Lisa has been on the faculty of the World Economic Forum's Davos Conference, and had her work featured in the Harvard Business Review, The New York Times Sunday Business Section, Oprah Magazine and Fast Company.

Lisa and long-time collaborator Robert Kegan are credited with a breakthrough discovery of a hidden dynamic, the **'immunity to change'**, which impedes personal and organisational transformations. Her work helps people to close the gap between their good intentions and behaviours. This work is now being used by executives, senior teams and individuals in business, governmental and educational organisations in the United States, South America, Europe, and Asia. Lisa and Robert recently received the Gislason Award for exceptional contributions to organisational leadership, joining past recipients Warren Bennis, Peter Senge, and Edgar Schein. In 2013, the Harvard Institute for Coaching awarded them their highest honor for worldwide contributions to the field of coaching.

For the past several years, Lisa has served as a trusted advisor and executive coach to leaders in the private and public sectors worldwide.



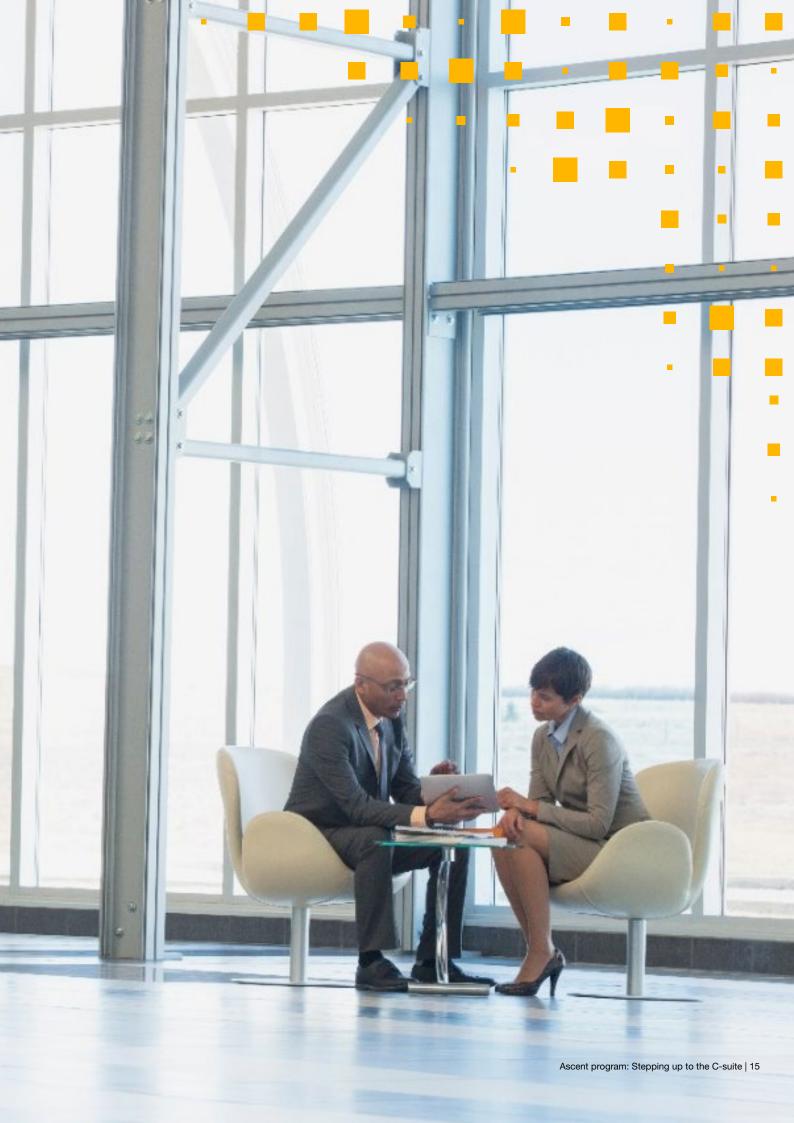
Module 02

The Business Mindset

1-2 May 2023

Thinking like a business leader in a rapidly changing environment

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Module 2 The Business Mindset

1 - 2 May 2023

Thinking like a business leader in a rapidly changing environment

To bring true value and insight to the leadership team, executives must understand the foresight needed to shape their organisation and its future more effectively. This module explores how to envision the future in a way that:

Identifies different levels of analysis to create coherent new futures.



Transforms the organisation in keeping with global and disruptive challenges.



Creates and sustains growth, value and capability internally and externally.

The module demonstrates how, by improving foresight and relevance, participants can provide insights and value to the CEO as a key member of the executive team.

Key questions to be explored

- What new ways of thinking are critical to prepare for a role in the C-suite?
- What new levers can help deliver value to others through future visioning?
- What worldview does the participant and their organisation currently hold and what limitations does that impose?
- How does future-thinking help address market dynamics and recognise new opportunities?
- How can leaders drive synergies and value in a disruptive world?



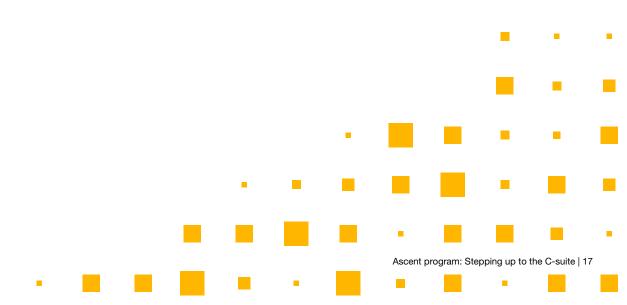
Sohail Inayatullah

Professor Sohail Inayatullah is the **inaugural UNESCO Chair in Future Studies** at the Sejahtera Centre for Sustainability and Humanity, IIUM. As a leading political scientist and futurist, he is also listed in the **top 2 percent of the world's scientists** as measured by the highest impact of citations. He presents keynotes and delivers action learning workshops on futures thinking, strategy development, innovation and scenario planning in numerous fields, including health, policing, biosecurity, higher education, disability, cities, libraries, governance, macrohistory and disruptive trends for governments, businesses, associations, and international institutions.

Sohail received his doctorate from the **University of Hawaii** in 1990. In 1999, he held the UNESCO Chair in European Studies at the University of Trier, Germany, and the David Sutton Fellowship with the International Management Centers. In 2010, he was awarded the **'Laurel' award for all-time best futurist** by the **Shaping Tomorrow Foresight Network**. In 2011, he received an honorary doctorate from the University Sains Malaysia, Penang. In 2013, he delivered a talk on causal layered analysis for TEDxNoosa. In 2016, he was awarded by UNESCO the first chair in Futures Studies (foresight, scenario planning, and strategy).

In recent years, he has addressed or conducted foresight workshops for FAO, WHO, UNESCAP, UN Staff College, Government of Egypt, Government of New Zealand, Government of Armenia, Government of the PRC, Government of Cambodia, Mitsubishi Motors, LEGO and Brisbane Airport Corporation.

Sohail has authored and co-edited over twenty five books, including **'Futures Thinking in Asia and the Pacific: Why Foresight Matters for Policy Makers (2020)'** and **'What Works: Case Studies in the Practice of Foresight'** (winner of the most significant work for 2016, the Association of Professional Futurists). He has also authored over 350 journal articles and book chapters as well as contributed to the Oxford Encyclopedia of Peace, the Routledge Encyclopaedia of Philosophy, and The Macmillan Encyclopaedia of the Future and was the Unesco Encyclopedia of Life Support Systems. His most recent book is: What's Next: Asia 2038.



Module 03

The Relational Mindset

31 July-1 August 2023 Getting the most out of interactions with others



Module 3 The Relational Mindset

31 July - 1 August 2023

Getting the most out of interactions with others

How individuals relate to each other is a key contributor to successful business outcomes.

Complex relationships with the CEO, leadership team and other stakeholders are a part of daily life for senior executives. Executives require a dual focus on today's operations as well as future strategy. Keeping these and other competing perspectives in balance requires leaders to have a strong internal compass to guide them.

An acute awareness of self and others can help with making, negotiating and sharing decisions in situations that are otherwise fraught with competing opinions, potential conflict and disappointing outcomes. Authentic communication and constructive negotiation are some of the tools required for executives to become better business leaders.

This module is designed to help participants build on their experiences and hone their relational leadership skills.

Key questions to be explored

- How is leadership success influenced by interpersonal relationships?
- How am I viewed by others in my ability to influence?
- What impact am I having, intentionally or unintentionally, on others who are key to the success of my business?
- How do I create allies for ideas and decisions in the C-suite and the Board?
- How do I bring other followers in the organisation with me on the journey to the future?



Prakash Raman

Prakash Raman serves as a **high-performance coach to CEOs and C-suite executives** at leading Silicon Valley companies. He helps people experience excellence and equanimity through the ups and downs inherent in the journey toward winning. In doing so, they operate with more clarity and calmness while enrolling higher commitment and focus from their teams.

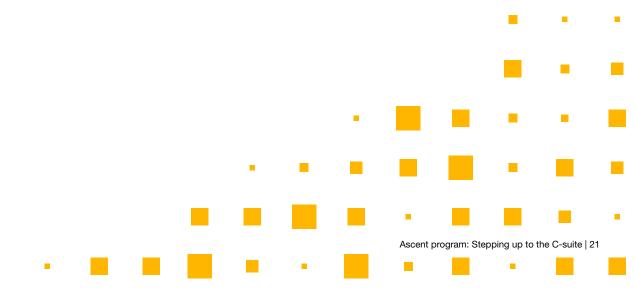
Prakash's desire to help people win and be at peace stems from his personal experience. **As a former top 5 tennis player in the US**, Prakash had a number next to his name from age 10. In his journey to find better performance, he learned *the power of mindfulness and internal peace, and its positive impact on achieving better outcomes*. He wants to help others experience the seeming paradox of winning bigger, while being at peace with themselves and their relationships right now.

Prakash has learned from the best, being mentored by Marshall Goldsmith (World's #1 Executive Coach and Bestselling Author), and working alongside Fred Kofman (CEO Coach and Advisor to LinkedIn/Google) for 5 years at LinkedIn. Prakash leverages this practical experience, and combines it with influences ranging from current research on high performance to timeless wisdom of ancient texts in order to serve his clients.

Beyond coaching, Prakash shares his learnings on performance and mindfulness at a range of places, including Fortune 500 companies, LinkedIn Learning, and the Stanford Graduate School of Business, facilitating the Leading with Mindfulness and Compassion course.

Prakash worked on Wall Street (Merrill Lynch), a non-profit (focused on corporate diversity), brand management (Kraft), as a leader at a failed startup (Miso) and big tech (LinkedIn). At LinkedIn, he spent 5 years leading Executive Development where he coached and facilitated for LinkedIn's C-suite and senior executives.

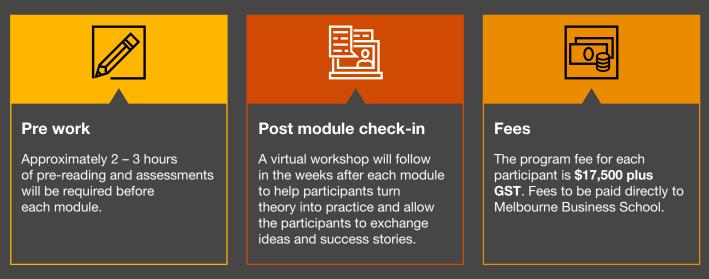
Prior to his corporate career, Prakash played professional tennis. He received his MBA from the Kellogg School of Management at Northwestern and his BA in Economics from Rice University where he played Division I tennis.



Further details

Dates and locations

Date	Session	Speaker	Location
26 - 28 February 2023	The Leadership Mindset	Lisa Lahey	The Prince Hotel 2 Acland Street St Kilda VIC 3182
1 - 2 May 2023	The Business Mindset	Sohail Inayatullah	Ace Hotel 47/53 Wentworth Avenue Sydney NSW 2000
31 July - 1 August 2023	The Relational Mindset	Prakash Raman	The Mitchelton Hotel 470 Mitchellstown Road Nagambie VIC 3608



Please note: Participants are required to arrange and fund their own flights and travel to the relevant state for each module. All arrangements will need to be made to coincide with the start and finish times of each module.

Inclusions: Two nights' accommodation for Module 1, one nights' accommodation for Modules 2 and 3 (non-transferable), all meals and program materials

Fees are to be paid to Melbourne Business School by 31 January 2023.

*Melbourne Business School and PwC reserve the right to cancel the program prior to commencement and will endeavour to provide participants with as much notice as possible. Should cancellation be necessary, any fees already paid by the participant will be refunded.

The event is planned to proceed in person. Required social distancing, hygiene protocols and all applicable public health orders will be followed to ensure the safety of all attendees. However should any last minute changes to the format or delivery of the Ascent program be required, we will notify you immediately.

For further information please contact:

Jason Hayes

PwC Ascent Lead Partner

jason.hayes@pwc.com +61 407 232 142

Aviva Berzon

Melbourne Business School, Program Director

aviva.berzon@mbs.edu +61 412 226 087

Martine Ballantyne

PwC Ascent Program Manager

martine.ballantyne@pwc.com +61 434 585 681

Stephen Smith

Melbourne Business School, Executive Director Client Development

<u>s.smith@mbs.edu</u> +61 434 354 019

Amber Vuong Pham

PwC Ascent Senior Marketing Coordinator

amber.vuong.pham@pwc.com +61 435 803 913

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