WE GROW COMPANIES AND LEADERS OF THE FUTURE.

Professional Development with The Institute Of Management New Zealand

TRAINING DIRECTORY 2019
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## TERMS AND CONDITIONS
We transform talented people into valuable managers, visionary leaders and global executives.

We craft courses, programmes, events and opportunities for tomorrow’s leaders, enabling them to reach their full potential.

We deliver flexible, current training in leadership and management that are practical and professional for every career stage.

We provide expert solutions to companies who believe that developing their people is the best way to ensure long-term, sustainable, commercial success.

As a not-for-profit we do it because the leaders we help develop and grow today, will reflect the New Zealand they help create tomorrow.

We have provided this directory to showcase the breadth and depth of our offering.

Call us today to find out more: 0800 800 694 or visit imnz.co.nz

The IMNZ Team
PUBLIC COURSES

Whether you’re an experienced leader, a first-time manager, or a team member looking to step up, IMNZ offers a range of courses and programmes designed to help you take charge of your career and realise your potential.

Over 99% of our participants work full-time so we design our courses with a strong practical application that can be immediately applied.

PROGRAMMES AND SHORT COURSES
No matter what your career stage, our courses help build capabilities with proven tools and techniques to help you successfully navigate the modern-day and build your confidence across a broad array of skills.

Choose between one or two-day short courses or programmes designed to easily suit your busy lifestyle needs.

EVENTS
We partner with business leaders to bring you real business stories. Our events are a great opportunity to connect, learn and forge powerful connections.

COACHING SESSIONS
Grow your leadership, gain perspective to achieve your personal and professional goals by working one-on-one with our experienced coaches.

DURING OUR 70-YEAR HISTORY, WE HAVE:

TRAINED OVER
42,000 LEARNERS

INSPIRED OVER
4,000 BUSINESSES

RUN OVER
7,000 COURSES

IMNZ PUBLIC COURSE KEY TOPICS

LEADERSHIP AND MANAGEMENT
ACCOUNTING AND FINANCE
PROJECT MANAGEMENT
PEOPLE AND PERFORMANCE
TRAINING AND ASSESSMENT
COMMUNICATIONS
IN-COMPANY SOLUTIONS

We believe people are the most critical part of any business and the secret to lifting the performance of your business is to improve the performance of your people.

IMNZ in partnership with Skills delivers solutions that grow, change and nurture great individual and organisational leadership.

With thousands of corporate and professional clients, and more than 70 years of experience in delivering results, we know what works and we’re waiting to share it with you.

LEARNING SOLUTIONS

We deliver off-the-shelf and bespoke solutions to the challenges facing today’s highly complex, competitive and diverse environments.

Our solutions are designed to engage your people, shape underlying attitudes and drive productivity.

KEY LEARNING AREAS:

- Leading high performing teams
- Change readiness
- Human-centered design and innovation
- Fostering diverse cultural environments
- Lifting business performance.

PEOPLE ASSESSMENT

Discover how psychometric solutions can help you develop people, teams and cultures. Access a wide range of tools including the Myers-Briggs, DiSC Profile, SHL and more.

COACHING

We work one-on-one with team members, people leaders and executives to build awareness and performance and teams to create cultures that support high performance.

EXECUTIVE LEADERSHIP TEAM (ELT)

Customised solutions to meet the needs of your executive leadership team.

BUILDING SKILLS OF INDIVIDUALS

EMBEDDED CAPABILITIES ACROSS TEAMS

INCREASED PRODUCTIVITY ORGANISATION WIDE

MAXIMUM RESULTS FOR THE INDIVIDUAL AND THE BUSINESS
WHY IMNZ

TRUSTED LEARNING PARTNER
We have trained over 42,000 learners and inspired over 4,000 businesses nationwide in the last 70-years.

PRACTICAL LEARNING
Relevant, practical course work and assessments – and no exams.

TIME AND COST EFFECTIVE
We’re not here to interrupt your work day. Workshops can be tailored to one or two days or spaced out in half-day modules.

TAILORED TO YOUR NEEDS
We’ll craft customised learning programmes suited to your needs. All assessments are work-based with a practical focus.

COMPREHENSIVE OFFERING
The most comprehensive suite of courses in leadership and management development in New Zealand.

EXPERT FACILITATORS
Learn from expert facilitators who are experienced business owners, CEOs, board members and leaders in their own right.

NZTE CAPABILITY DEVELOPMENT VOUCHERS
SMEs may qualify for NZTE Capability Development vouchers to help pay for training, workshops, courses and coaching. Find out more at www.nzte.govt.nz

NZ RELEVANT IN A GLOBAL CONTEXT
IMNZ sets the standard of best practice in leadership and management across New Zealand.
WE WORK WITH LEADING BUSINESSES

ASB

MILMEQ

CIVILPLAN

POWERCO

CENTRAL DISTRICT HEALTH BOARD

G.J. Gardener. HOMES

UNISON

Trustpower

Aviation Security Service

NZSUPERFUND

Calibre

Pureseo

AVANTI FINANCE

TOYOTA
# LEARNING PATHWAYS

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ACCELERATE LEADERSHIP PROGRAMME
ACCELERATE LEADERSHIP PROGRAMME

A NEW ERA OF TRANSFORMATIONAL LEADERSHIP.

SNAPSHOT
• 6 x 1 day workshops over 3 months
• Made up of six modules
• Includes 3 x individual coaching sessions
• Includes pre-assessment
• Transformational leadership journey
• For managers wanting to achieve the next level of success in leading individuals, teams and organisations to their highest level of performance.

OVERVIEW
Today’s rapidly changing business environment needs a new leadership approach. Move away from old-style thinking and enter a new era of transformational leadership.

Whatever your work, whatever your industry, ACCELERATE will equip you with the tools, insights and the mind-set you need to be tomorrow’s leader today.

ACCELERATE takes you on a voyage of personal discovery to transform your capabilities so that you can transform those around you.

Six intensive days focussing on you, your leadership approach, vision and the impact you have on your team and business.

Master your personal leadership style, leverage your strengths, focus your mind on success and create and lead impressive teams.

Challenge the traditional views of leadership and bring about the paradigm shift needed to enable exceptional performance, behaviour and thinking in today’s complex business environment.

OUTLINE
The ACCELERATE Programme allows you to:
• Achieve personal mastery through self-awareness and coaching
• Shift your mind set to agile, adaptive and authentic leader
• Easily lead diverse teams with more impact
• Become more savvy in business matters
• Spearhead organisational change and innovation
• Fast-track business performance through strategic thinking and innovation
• Create powerful, life-long professional networks
• Join the ranks of the leadership elite today.

WHY OUR PROGRAMME?
• Tailored to your needs to guarantee a transformational experience with immediate application
• The learning approach is designed to fit around your busy lifestyle and workplace demands
• Developed and run by highly regarded business professionals and educators.

WHO FOR
• New leaders who want to get it right
• Leaders wanting to lead with more influence and impact
• Leaders wanting to challenge the status quo and drive results
• Leaders wanting to manage change and complexity with conviction
• Leaders wanting to validate thinking and networking with peers.
ACCELERATE LEADERSHIP PROGRAMME CONTINUED

EMPLOYER BENEFITS
Your organisation will have strong leaders who create and lead high-impact teams and who produce results no matter the business climate.

Leadership is the biggest contributor to long-term business success. Businesses that have strong leaders see measurable improvements in:

- Staff retention
- Adaptation and innovation
- Purpose, performance and productivity.

All of our training courses can be delivered in-house. In-house training can be customised to meet your needs, is cost- and time-effective and enhances organisational learning by ensuring everyone is on the same page.

LEARNING OUTCOMES

PRE-ASSESSMENT
Gain insight into your personality, motives, talents, preferred culture and competency potential using world-class assessment tools. Understand your preferred style and where your strengths and areas of development lie.

COACHING
Receive three one-to-one coaching sessions to ensure your learning pathway is aligned with the programme, provide invaluable insight and foster accountability for outcomes.

BREAKTHROUGH LEADERSHIP
Using an experiential and practical approach to learn leadership essentials, create a leadership vision and start the journey to reaching your fullest potential.

- Explore what successful leadership looks like
- Identify your leadership strengths and development areas
- Describe your purpose and values
- Develop an awareness of areas to focus on that enhance leadership.

“A forward-looking, practical leadership development programme – engaging and thought-provoking.”
ACCELERATE Participant
TRUST
Using a mixture of facilitated discussion, practical exchanges of experiences and opinions, and reflective practice, you will share your cultural values and increase your sense of trust.

- Increase your understanding of what trust means in a multicultural environment and establish it firmly
- Enable you to increase your ability to lead a high performance team
- Address the important issue of psychological safety and maintain it.

LEADING DYNAMIC TEAMS
Master the essential skills needed to manage diverse, challenging and dynamic teams. Develop a collaborative culture and implement strategies to build trust, manage conflict, gain commitment and optimise engagement.

- What is the profile of your team?
- Identify the stages of team development
- Discuss diversity and unconscious bias
- Explore monitoring performance
- Discuss building results and overcoming common challenges.

OPTIMISING PERFORMANCE AND BUILDING RESILIENCE
Analyse and optimise business performance. Learn to inspire, align and direct people towards a single goal. Apply coaching models and resilience strategies to enhance culture and drive results.

- Culture and engagement in relation to performance
- What motivates people and how to increase motivation
- Having those tricky, but crucial conversations
- A practical, solutions focused, coaching model
- Resilience strategies for self, team and the organisation.

DESIGN THINKING
Acquire the skills required to successfully create and lead innovatively, developing new ways of doing things and solving problems. Learn to build an anticipatory, agile and creative workplace.

- Understand the design thinking innovation process and how it can be applied in an organisational context
- Explore and experiment with a range of design tools and methods on different hands-on design challenges
- Take away a toolkit to apply design thinking back in the workplace.

STRATEGIC FUTURE FOCUSED THINKING AND PLANNING
Shape your organisation so that it better delivers value. Develop high-level business plans and implement strategic tools to achieve impressive personal performance and business outcomes.

- Have an increased understanding of the purpose and intent of strategic planning vs operational management
- Practise using a template for developing a high level strategic plan for your team
- Use a tool to pressure test your strategy
- Consider how to move effectively from strategy to activation.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
LEADERSHIP ESSENTIALS ELEVATE PROGRAMME
LEADERSHIP ESSENTIALS

ELEVATE PROGRAMME

THE ESSENTIAL TOOLKIT FOR BUILDING A LEADERSHIP FOUNDATION.

SNAPSHOT
• 3 x 1.5 day workshops over 16 weeks
• Made up of three themes: Leading Self, Leading Others and Leading Business Performance
• For new managers looking to build a leadership foundation.

OVERVIEW
Zeroing in on the key areas that make great managers and leaders successful, the Elevate programme provides an essential toolkit for emerging and new leaders.

The Elevate programme consists of three highly interactive 1.5 day modules: Leading Self, Leading Others and Leading Business Performance.

Each module is made up of three key topics and gives a detailed understanding on how to lead and drive business in today’s complex environments.

You’ll come away with the practical tools to create strong connections, drive performance and lead teams and people with confidence and conviction.

OUTLINE
• Learn to play to your strengths and build your weaknesses
• Easily lead diverse team with more impact
• Drive productivity and growth in yourself and others
• Build your resilience and manage difficult people
• Master department goal setting and planning
• Lead change and innovation.

WHY OUR PROGRAMME
Developed and run by experienced and dynamic facilitators you are given a toolkit that can be immediately applied in your place of work.

SNAPSHOT
• 3 x 1.5 day workshops over 16 weeks
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• Build your resilience and manage difficult people
• Master department goal setting and planning
• Lead change and innovation.

WHY OUR PROGRAMME
Developed and run by experienced and dynamic facilitators you are given a toolkit that can be immediately applied in your place of work.
“I would recommend this course to anyone moving up quickly and without a background in leadership.”

Elevate Participant
LEADERSHIP ESSENTIALS
ELEVATE PROGRAMME CONTINUED

The Courageous Leader
Having the confidence to manage tough conversations and conflict is an essential leadership skill. Your approach can make or break relationships and determine decisions and their outcomes.
- Apply practical responses to conflict
- Equip yourself to handle hard conversations
- Get to grips with uncertainty and turn it into opportunity.

LEADING OTHERS MODULE
Building and Leading Teams
Learn strategies for building great teams and creating successful team dynamics. You will develop skills that enhance communication and trust and align team members around shared goals so they can effectively plan, communicate, execute and deliver.
- Understand behaviours and roles at the core of successful teams
- Identify and apply the stages of team development
- Building high-performing and motivated teams.

Influencing Others
Every leader needs to be able to engage with people and get their buy-in and approval. Learn to recognise which influencing style is required in different situations and develop strategies to help you achieve the outcome you desire.
- Understand core skills of effective influencers
- Access your personal influence approach
- Get to know a range of influencing styles and effectiveness
- Master storytelling as a powerful influencing approach.

Feedback for Results
Effective feedback is a crucial part of improving individual and team performance. This module focuses on the one-on-one conversations held between managers and their direct reports. You’ll get to know your own feedback style and use models to plan and prepare positive developmental and personal feedback.
- Use tools to give effective feedback on hard topics
- Provide feedback and coaching that will improve quality and motivation
- Discuss strategies for seeking and receiving feedback.

LEADING BUSINESS PERFORMANCE MODULE
Business Focus and Planning
A business plan is a powerful tool for bringing objectives and goals into focus. This workshop takes you through business or departmental goal setting and introduces a few widely used planning tools. You’ll leave with a high level ‘plan on a page’ that you can build on for future success.
- Grasp business and department goal setting
- Develop a strategic approach for achieving results
- Apply a range of planning tools that will lay the foundation for future success.

Leading Change
Periods of change can be challenging – and sound leadership is essential to help people make positive transitions. Explore your role in communicating and planning change, find out how people typically respond and why, and learn tactics to help manage their responses and resistance to it.
- Analyse responses to change
- Use strategies to successfully navigate change
- Understand your role in planning and communicating change
- Get the skills to manage resistance to change and support others through change.

Business Evolution
Innovation and the continual evolution of processes and products are imperative for organisations that don’t want to get left behind. Learn the importance of continual evaluation and review. Come away with tools that will help you drive innovation in your organisation.
- Explain the business imperative for innovation
- Grasp the connection between creativity and innovation
- Work through a case study of an innovative organisation
- Learn tools to drive creativity and innovation within your organisation.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
COACHING FOR MANAGERS PROGRAMME
COACHING FOR MANAGERS PROGRAMME
A NEW 3-DAY PROGRAMME

THE ESSENTIAL SKILLS TO COACH PEOPLE FOR IMPROVED PERFORMANCE.

SNAPSHOT
• Use coaching skills as part of your management toolkit
• Learn how to transform people, drive purpose and lift productivity
• 2-day workshop followed by workplace application
• 1-day follow-up workshop to ensure learning is embedded as core skill
• Run by world-class coaches, psychologists and educators
• Work with real case examples
• Can be used as a pathway into the Henley Certificate in Coaching, an International Coach Federation and Association of Coaching accredited programme.

OUTLINE
• Ensure each team member is working at equally high standards
• Recognise individual strengths and weaknesses, to help shape team dynamics
• Get to know individual work styles, to more easily gain consensus for common goals
• Help develop your team’s skills, knowledge and attitude necessary to deliver their responsibilities and goals successfully
• Two-day intensive and experiential workshop is followed by a structured period of application back in the workplace
• A final, follow-up day includes reflective practice and coaching supervision to ensure that the outcomes from the programme become embedded as a core skill-set.

WHY OUR PROGRAMME
• Developed and run by psychologist, coach and educator, Prof. Patricia Bossons and world-class executive coach Denis Sartain, who also co-authored “Cultural Essentials” and “The Neuroscience of Learning Coaching”
• Proven transformational capability with 3,000 graduates worldwide and now for the first time in NZ
• Focus on the psychology and neuroscience behind coaching for managers: an exciting and powerful approach
• All successful candidates will receive an external quality assurance statement.

OVERVIEW
What if you could spend less time worrying about the day-to-day and more time bringing out the best in your people?

This programme is designed to enable managers to use coaching skills as part of their management toolkit.

Learn the tools and techniques to get the best out of people, enhance motivation and create a sense of purpose with the Coaching for Managers Programme.

Delivered by world-class coaches and facilitators, Prof. Patricia Bossons and Denis Sartain, you’ll come away with practical, proven coaching techniques to transform people, drive purpose and lift productivity.
COACHING FOR MANAGERS
PROGRAMME CONTINUED

WHO FOR
• A manager looking to drive purpose, productivity and profit
• An executive looking to embed a coaching culture
• Anyone in a position requiring leadership qualities.

EMPLOYER BENEFITS
You will be able to coach in diverse situations and know how to create and embed a coaching culture.
You will know when to use a coaching approach and when to use other management styles.
Coaching is the mechanism for culture change. It is at the core of employee engagement and unlocking discretionary effort to drive performance.
Workplaces with coaching cultures see measurable improvements in:
• Staff retention
• Reduced conflict
• Open communication
• Job satisfaction
• Overall level of happiness and productivity.

LEARNING OUTCOMES

COACHING FOR MANAGERS FUNDAMENTALS
• Introduction to coaching, what it is and what it isn’t
• The Manager as Coach – when this is appropriate, and how to do it – Situational Leadership Model and Diagnostic – work with real case examples
• Coaching practice in reflective groups – understanding your natural style
• Understanding individual differences – how to engage with different types of people, Myers-Briggs Type Indicator.

COACHING TOOLS AND TECHNIQUES
• The GROW model of coaching, demonstration and practice in trios
• Coaching practice in reflective groups
• Manager as coach – pitfalls and boundaries
• How to introduce and sustain a coaching culture
• Set-up for inter-module practice.
Approximately six weeks’ inter-module practice, coaching and being coached by colleagues from the programme, reflective write-up of both experiences for formative feedback from tutors.

COACHING SUPERVISION PRACTICE
• Introduction to Coaching Supervision Practice, and group supervision on inter-module coaching sessions
• Review of work-related coaching situations and opportunities
• Developing coaching expertise, tools and techniques going forward.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“The course was outstanding both in terms of gaining knowledge but also developing practical skills that could be deployed in everyday leadership. I continue to use those skills as a CEO and also with my private coaching business.”

Roger Mclaughlan
Former Chief Executive, Toys R Us – United Kingdom
INDIVIDUAL COACHING SESSIONS
INDIVIDUAL COACHING SESSIONS

REALISE YOUR PERSONAL OR PROFESSIONAL GOALS WITH COACHING SESSIONS!

OVERVIEW
Whatever your concerns or development needs, our coaches will support, empower and enable you to map the gap between where you are now and where you want to be.

A coach can help;
• Provide direction on how to overcome challenges in your career or roles
• Explore what is possible for yourself by challenging your inner critic
• Identify your transferable skills and skill gaps needed for the future
• Unlock tools to enhance your performance, motivate your team and accelerate your career.

EMPLOYER BENEFITS
• Improved management and leadership
• More focus on goal attainment
• Greater ability to impact organisational change through supporting teams and individuals.

WHAT IS COVERED
We deliver coaching sessions face-to-face, via telephone/video conferencing, or we do a mixture of both mediums. Clients are provided with coach profiles to ensure each person is matched to their coach who is aligned to their values and who brings relevant expertise to their unique circumstances.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
SHORT COURSES
FINANCE FOR NON-FINANCIAL MANAGERS

DON’T LET YOUR FEAR OF FINANCE GET IN THE WAY OF YOUR SUCCESS.

OVERVIEW
Not a numbers person? But need to sharpen your skills to make better informed decisions? Whether you’re new to finance or you just need a refresher, this workshop will give you the tools and confidence you need to master the fundamentals, as all good managers must.

Make better decisions today. Advance to the next stage of your management career.

WHOA FOR
Anyone who plans, manages or reports on financial data and wants a broader understanding of business finance.

“Really good course material, well paced and Richard is a very engaging facilitator.”
Course Participant

EMPLOYER BENEFITS
You will be able to interpret and apply financial data across a range of contexts and understand its implications.

LEARNING OUTCOMES
• Understand the financial management cycle and process
• Understand the basics of planning and the generally accepted accounting principles (GAAP)
• Develop budgets
• Understand the fundamentals of cost accounting, capital expenditure and depreciation
• Learn the importance of cash management
• Analyse and interpret financial accounts
• Conduct cost vs. benefit analysis.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.

2 DAYS BEGINNER TO INTERMEDIATE
EARLY BIRD: $1,173 + GST / $1,380 + GST

“Really good course material, well paced and Richard is a very engaging facilitator.”
Course Participant

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“I feel so much more confident now that I have the tools I need to deliver my message with impact.”

Presentation Skills Participant
PRESENTATION SKILLS
HOW TO BE CONFIDENT, CREDIBLE AND COMPELLING.

OVERVIEW
There are two key elements to a presentation which resonates with its audience – preparing your content and preparing yourself. Both elements need to be in sync before a presentation will command attention and be credible. Luckily delivering persuasive, engaging and dynamic presentations is a skill that can be learned in this very popular short course.

WHO FOR
• Being an effective presenter is important in your role but the idea of “having to do a presentation” fills you with dread
• You want to increase your confidence, influence and impact when presenting in meetings, conferences, with clients or internal teams and be memorable for all the right reasons.

LEARNING OUTCOMES
• Become more confident, controlled and at ease when presenting
• Find the presentation style that is most natural for you
• Use a one page planner to quickly create your content
• Create key messages that resonate with your audience
• Tailor your business presentations to be persuasive in a range of situations and with different audiences
• Choose appropriate delivery techniques – body language, voice, eye contact and movement based on the audience and subject
• Handle questions and objections on the fly
• Comfortably use stories, metaphors and analogies for more emotional impact
• The appropriate use of visual aids.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
THINK ON YOUR FEET®

IT’S ALWAYS IMPRESSIVE WHEN YOU CAN PERFORM WELL ON THE SPOT.

2 DAYS ALL EARLY BIRD: $1,385 + GST / $1,630 + GST

OVERVIEW
The ability to Think on Your Feet® is a skill that marks us as confident and in control. Learn to communicate with Clarity, Brevity and Impact®. Even under pressure. Be more effective in meetings, one-to-one conversations and presentations. Learn to focus on key issues, organise ideas and answer hard questions with confidence. Never get caught on the spot again.

WHO FOR
• Anyone who deals with difficult questions and who are often put on the spot
• Anyone who wants to be seen as a leader and who wants to be able to sway others.

EMPLOYER BENEFITS
You will be able to deliver well-structured, clear and concise communication to get better outcomes.

LEARNING OUTCOMES
The workshop is filled with practice, coaching and feedback. At the completion of the workshop, you will be able to:
• Quickly organise information
• Have persuasive conversations
• Perform better under pressure
• Give clear replies to questions and answers
• Improvise using proven methods
• Learn new ways to calm situations and buy time
• Listen for underlying hopes and fears
• Turn anxiety into positive energy.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“This is a great course. I would recommend it to everybody in my organisation.”

Think on Your Feet® Participant
LEADERSHIP FROM A MĀORI PERSPECTIVE

EXPLORE THE AWARENESS AND UNDERSTANDING REQUIRED FOR CULTURAL LEADERSHIP.

1 DAY | ALL | EARLY BIRD: $808 + GST / $950 + GST

OVERVIEW
This course provides a forum for participants to explore the inclusion of Te Ao Māori concepts that are appropriate to their leadership role and address the needs of Māori staff and stakeholders from an organisational context.

The Māori principle of akō underpins this workshop. It means both to teach and to learn. The facilitators and the participants together create the learning environment, with new knowledge and understanding emerging out of the shared workshop experience.

WHO FOR
Those wanting to explore leadership from a Māori prospective and be more effective working with and engaging with Māori.

LEARNING OUTCOMES
• Explore the Māori world view, key concepts around relationships and connections with people, the environment, the past and the future
• Discover how tikanga concepts can be applied in organisations
• Learn correct te reo pronunciation, karakia and waiata
• Explore New Zealand from an iwi perspective
• Understand Māori governance and organisational principles
• Learn correct ways to connect with Māori leadership, the importance of relationships and connections in your area
• Understand the impact of unconscious bias on perceptions and decision making
• Look at your leadership behaviours from a Māori perspective.

EMPLOYER BENEFITS
You will be more culturally competent and will be better able to meaningfully engage with Māori and create a working environment which can be demonstrative of the important values, diversity and inclusion.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
DESIGN THINKING

APPLYING THE PRINCIPLES OF DESIGN TO THE WAY PEOPLE WORK.

OVERVIEW
Gain the skills required to successfully create and lead innovatively, develop new ways of doing things and solve problems.

This course introduces Design Thinking concepts to organisational leaders. It uses a selection of design tools and methods, so that participants can experience the typical elements in a design life cycle. Often referred to as human-centred design, we start with identifying and clarifying the question we want to answer and then learn what people do to create new insights, before developing and testing ideas which lead to new innovations. Design Thinking is not just for products and services. The principles can be applied to improve user acceptance in internal change initiatives, which require engagement as well as the creation and adoption of new innovations for customers.

WHO FOR
Anyone who is interested in thinking outside the box to solve problems and drive better outcomes.

EMPLOYER BENEFITS
Employees will be able to implement changes required to move the business forward around the three key phases of Design Thinking:

- Inspiration – frame the right question and then observe what people do in order to develop insights into their needs to build user acceptance
- Ideation – look for design opportunities based on insights from the inspiration phase and iteratively prototype possible solutions
- Implementation – create experiments to test possible solutions and turn ideas into action

LEARNING OUTCOMES

- Understand the Design Thinking innovation process and how it can be applied in an organisational context
- Explore and experiment with a range of design tools and methods on different hands-on design challenges
- Take away a toolkit to apply design thinking back in the workplace.

IN-COMPANY OPTION

IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“Cannot wait to apply the leanings and share my knowledge.”

Design Thinking Participant
OVERVIEW
Leaders have people follow them while managers have people who work for them. Do you know your leadership approach? Are you able to select the most effective leadership approach for any given situation?

Developed by Wilfred Jarvis, this course will show you how to improve your leadership goals and get more from your colleagues. You will learn practical tools that have helped successful managers around the world become extraordinary leaders.

WHO FOR
If you are currently a manager and want to be a leader and empower your team members.

"The practice of Four Quadrant Leadership® not only improves leadership, it strengthens teams as well."
Course Participant

SUPERCHARGE YOUR LEADERSHIP SKILLS. LEARN HOW TO EMPOWER YOUR TEAM TO ACHIEVE GOALS.

2 DAYS  BEGINNER TO INTERMEDIATE  EARLY BIRD: $1,386 + GST / $1,630 + GST

EMPLOYER BENEFITS
You will gain the tools to increase your team’s productivity, profitability and engagement.

LEARNING OUTCOMES
• Understand the difference between leading and managing
• Accurately assess a team members’ ability to complete a given task
• Lead your team to continuous improvement
• Effectively set goals and allocate tasks
• Learn techniques for monitoring, supervising, delegating, coaching and counselling
• Build your team’s commitment to achieving goals
• Conduct more effective performance reviews.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
CREATING A BULLY-FREE CULTURE

ADDRESS ABRASIVE BEHAVIOUR IN THE WORKPLACE.

OVERVIEW
Identifying and intervening with workplace incivility, abrasive and bullying behaviour can be challenging. Leaders may feel unable to act until a formal complaint is made, but at that point significant workplace disruption may already have occurred.

This workshop uses authentic case studies and group exercises to develop awareness of what constitutes abrasive behaviour and explores best management practice in early intervention.

WHO FOR
Anyone who wants evidence-based methodology for addressing abrasive behaviour in the workplace in its early stages without resorting to formal investigations or moving to formal disciplinary processes.

EMPLOYER BENEFITS
Abrasive conduct is a health and safety issue. Policy and complaint procedures on their own are not sufficient to create a respectful and safe workplace. More can be achieved if leaders are confident and have the tools to deal with cases at an early stage.

LEARNING OUTCOMES
• Identify the characteristics of abrasive behaviour
• Understand the difference between performance and conduct
• Gain a deeper understanding of the causes of such behaviour
• Explore the characteristics of (chronic) ‘abrasives’; and their potential for change
• Organisational dynamics: the criticality of consequences; and providing a psychologically safe workplace
• Consider characteristic management responses to ‘abrasives’: avoidance and admonishment; and the impact of these responses
• Develop practical interventions, frameworks, and options for dealing with people with abrasive tendencies
• Map out a personalised plan of action for each case
• Discuss coaching practices and learn how to coach your team on-the-job.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“This course contained more than I anticipated. Great reference material to refresh my memory later. I have gained lots of new skills to use in the workplace.”

Team Leader – Essentials Participant
TEAM LEADER – ESSENTIALS

TEAM LEADER ESSENTIALS FOR FRONT-LINE MANAGERS.

OVERVIEW
Becoming a first-time manager or team leader is one of the most challenging career transitions an individual can face.

A great start makes all the difference. In this short course you will learn the fundamental skills needed to lead a team at the front-line of an organisation. Through discussion, exercises and relevant theory, you will learn how to get the best from your team to maximise relationships and results.

Gain greater confidence in your role as a manager now.

WHO FOR
• You are a new team leader or manager, or you would like to step up into your first management role
• You are looking to build your leadership capabilities.

LEARNING OUTCOMES
• Understand the role and responsibility of the front-line team leader and manager in today’s workplace
• Employ core communication skills, including listening and giving feedback
• Implement time management techniques and practices
• Understand the process of planning and implementation
• Understand how to delegate and ensure tasks are completed as agreed
• Lead meetings effectively ensuring team input and commitment to agreed results
• Prepare and deliver effective presentations
• Write concise business reports
• Train and coach team members the appropriate use of visual aids.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.

EARLY BIRD: $1,173 + GST / $1,380 + GST

2 DAYS BEGINNER

Institute of Management New Zealand | 0800 800 694 | imnz.co.nz
TEAM LEADER
- BUILDING EFFECTIVE TEAMS

BUILDING HIGH-PERFORMING TEAMS STARTS HERE.

2 DAYS  INTERMEDIATE  EARLY BIRD: $1,173 + GST / $1,380 + GST

OVERVIEW
As a manager your success is measured by the success and productivity of your team. Find out how improving your leadership can effect the on-the-job performance and achievement of your team. In this highly interactive and practical short course you will learn how to plan and monitor the performance of others, manage conflict, motivate behaviour and drive the success of your team.

WHO FOR
Leaders looking to develop a high performance culture.

LEARNING OUTCOMES
• Understand staff selection practices
• Be able to undertake induction training
• Understand the responsibilities of health and safety in the workplace
• Understand performance management principles
• Establish Key Performance Indicators for a team and for individuals
• Understand motivation for individuals and the teams
• Understand the process of team formation
• Deal with conflict and difficult situations within the team
• Discuss coaching practices and learn how to coach your team on-the-job.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.

EMPLOYER BENEFITS
You will be a highly capable team leader and motivator who has the skills to cultivate a supportive and inclusive team environment whilst focusing on results and achievement.
“This course was very practical. It related to real work/life scenarios and I have more skills to manage effective conversations at work.”

Team Leader – Building Effective Teams Participant
CULTURAL INTELLIGENCE

TAP INTO THE STRENGTH OF DIVERSE TEAMS BY BUILDING YOUR CULTURAL INTELLIGENCE.

1 DAY  ALL  $ EARLY BIRD: $808+ GST / $950+ GST

OVERVIEW
Whether they’re dispersed around the World or you’re working with a multicultural team in a single location, good managers need cultural intelligence (CQ) to lead effectively.

Designed and run by expert facilitators, this course will build your awareness, understanding and capability of how culture impacts the way you lead, manage and work in today’s global economy.

Develop the skills needed to lead across divides and thrive in multicultural environments today!

WHO FOR
Managers, project managers, consulting professionals and individuals looking to gain practical skills and tools in working in culturally diverse settings.

EMPLOYER BENEFITS
You will be more culturally competent and better able to create a working environment which demonstrably values diversity and inclusion.

LEARNING OUTCOMES
• Learn to work with people who are different from you
• Examine and counter your unconscious biases
• Identify the cultural influences that make you think and act the way you do
• Adopt a common language for more efficient communication
• Foster an inclusive team environment
• Resolve diversity related tension and conflict.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
EFFECTIVE TIME MANAGEMENT

GET TOOLS AND TECHNIQUES TO MANAGE TIME AND CONTROL YOUR BURGEONING WORKLOAD.

1 DAY BEGINNER TO INTERMEDIATE $ EARLY BIRD: $808+ GST / $950+ GST

OVERVIEW
This comprehensive short course is designed for those who feel overloaded and out of control as workloads and performance expectations increase while resource levels diminish.

Learn how to do the right things in the correct order and do them better! It will show you how to master your workload through the application of proven practices.

WHO FOR
• Those who would like to increase work performance
• Managers with large workloads, tight deadlines, and stress
• Team members who are looking for direction and clarity.

EMPLOYER BENEFITS
Your employer will benefit because you will be more effective and efficient at completing tasks.

LEARNING OUTCOMES
After the successful completion of this programme, it is expected that you will be able to:
• Distinguish more clearly between productive and non-productive work
• Schedule work through effective workload scheduling rather than merely adding more bullet point tasks to your to-do-list
• Better manage email traffic
• Analyse and classify work for external outsourcing and internal delegation purposes
• Undertake performance-based delegation to better use organizational resources and achieve required outcomes through empowerment
• Pre-empt workload problems through effective “what if” analysis and minimize crisis work
• Analyse yourself and others for workaholic tendencies and identify addiction cures
• Apply time management principles including dealing with interruptions and learning to say “no”
• Identify and eliminate your time wasters
• Check the validity of current workload processes and remove non-value practices to reduce cycle time and enhance outcome quality
• Establish optimum balance among the conflicting constraints of work effort, output volume and deliverable performance
• Reorganise your work station to improve your productivity
• Manage paperwork and use office technology to your advantage.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“This course has given me the ideas and resources to make sure I stay focused on productivity rather than just the activity. Really useful stuff.”

Effective Time Management Participant
MANAGING CONFLICT AND DIFFICULT CONVERSATIONS

PREVENT CONFLICT RATHER THAN JUST REACT TO IT.

2 DAYS  ALL  EARLY BIRD: $1,173+ GST / $1,380+ GST

"I now see conflict as a normal part of life and an opportunity to communicate. I can’t wait to go through the material again, there is so much to learn.”

Course Participant

OVERVIEW
The way we feel about conflict drives our behaviour and has an impact on the people around us. This course will give you insight into the conflict behaviour of yourselves and others. Learn how to prevent and manage conflict, rather than just react to it, and try out approaches that support positive outcomes.

WHO FOR
• Anyone struggling with conflict issues at work, such as inter-team disputes, bullying or power plays
• Anyone wanting to learn and enhance personal skills to deal more effectively with situations involving conflict.

EMPLOYER BENEFITS
You will build your ability to deal with disputes within your organisation focusing on positive outcomes for all parties.

LEARNING OUTCOMES
• Recognise when conflict is likely to occur
• Identify the differences in how conflict manifests
• Know how to prevent conflict from escalating
• Assess the best approach to use when managing conflict
• Apply effective problem solving skills
• Use win-win negotiating techniques to resolve conflict
• Develop practical interventions, frameworks, and options for dealing with people with abrasive tendencies
• Map out a personalised plan of action for each case
• Discuss coaching practices and learn how to coach your team on-the-job.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
MANAGING PRESSURE AND BUILDING RESILIENCE

ENHANCING PERFORMANCE, EMOTIONAL RESILIENCE AND PRESSURE MANAGEMENT.

OVERVIEW
This course is for all who want to develop their abilities to manage the stress that comes with working under pressure and anyone who wants to develop or refine their skills for performing under pressure. Where some see threats, others see opportunities.

Our current state of mind determines our reactions to change, to instances beyond our control and the way in which we handle pressure. Our mind-set determines our emotions, our response to pressure, how we can relish and embrace any challenge.

Organisations are constantly evolving, within a global environment in constant change and this one day course, developed and delivered by an experienced team of psychologists and change specialists and provides an informed and interesting insight into corporate pressure and how to deal with it effectively.

This interactive session will provide you with the techniques to help you develop your thinking and emotional resilience, help control your unconscious reactions, become more understanding of corporate and organisational pressure and how best to respond.

WHO FOR
This course is for all who want to develop their abilities to manage the stress that comes with working under pressure and anyone who wants to develop or refine their skills for performing under pressure.

EMPLOYER BENEFITS
You will gain skills and tools to enhance performance, manage pressure and build your emotional resilience.

LEARNING OUTCOMES
- Understand your own responses to pressure and have the right ones
- Learn to be calmer and more effective
- Learn how to have difficult conversations successfully
- Learn to respond to pressure more effectively
- Learn to look after your own mental health.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.

1 DAY
ALL
EARLY BIRD: $808+ GST / $950+ GST
“I learnt to look at the problems more closely before jumping to a conclusion. I understand the need to plan and use the new tools from this course.”

Problem Solving and Decision Making Participant
PROBLEM SOLVING AND DECISION MAKING

SIMPLE, PRACTICAL STRATEGIES FOR DEALING WITH BIG ISSUES.

OVERVIEW
As you advance in your career, the problems you need to solve get bigger and more complicated and the decisions you need to make carry more weight.

This interactive and practical course has been designed to help busy professionals quickly absorb and apply problem-solving and decision-making concepts.

It will guide you in taking a more strategic approach to these issues and will help you sharpen your thought processes as you work through tough challenges.

Run by highly-experienced trainers, you will practice on real-life problems using best-practice frameworks and focus on NEW ways of thinking about problems and decisions.

WHO FOR
• Team members, managers, supervisors and administrators who will benefit from improved problem-solving and decision-making skills
• Professionals who want to take their critical thinking to the next level by applying models and approaches to identify and implement the right solution.

EMPLOYER BENEFITS
Your employer will benefit because you will be able to take a methodical approach to difficult problems and be more confident that your resolutions will achieve results.

LEARNING OUTCOMES
• Apply problem-solving and decision-making steps, tools and frameworks
• Analyse information to clearly describe problems
• Understand and manage the various issues involved
• Identify appropriate solutions
• Think creatively and be a contributing member of a problem-solving team
• Select the best approach for making decisions
• Create a plan for implementing, evaluating, and following up on decisions
• Avoid pitfalls and mistakes.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.

1 DAY BEGINNER TO INTERMEDIATE EARLY BIRD: $808+GST / $950+GST
AGILE LEADERSHIP

AGILE LEADERSHIP AS A FRAMEWORK FOR PROJECT DELIVERY AND SUCCESS.

OVERVIEW
What is agile? How does it work? And what does it mean for you? How do you implement it?
Whether you have just wondered about agile project management, or dipped one toe in, this course will give you the core skills you need to deliver better projects faster using an agile mind-set and framework.
Delve into what being agile really means, how it differs from traditional delivery and leadership models, and the skills and behaviours required to be successful in a changing environment.
Collaboration and interaction are key. You’ll gain hands-on experience in bringing some core techniques to life as well as learning important principles and concepts.
Thousands of project managers and leaders are already taking advantage of the benefits agile has to offer. Start your transition to agile here.

WHO FOR
- Anyone wanting to learn more about agile, and how to gain the benefits of implementing an agile delivery framework and leadership approach
- Anyone on a project team, or responsible for project delivery
- Leaders in an organisation that is transitioning to agile.

EMPLOYER BENEFITS
Your employer will benefit because as well as understanding the underlying principles and values of agile, you will take away practical and practiced techniques so you can enhance delivery as soon as you return to work.

LEARNING OUTCOMES
- Understand what agile is, and what it isn’t
- Appreciate the Agile Manifesto, principles and values
- Understand the potential benefits of agile delivery
- Review traditional delivery methods and success / failure stats
- Identify the most common agile delivery methods
- Be able to ‘speak’ agile - know what agile jargon and acronyms really mean
- Practice popular and proven agile techniques
- Identify appropriate approaches (agile isn’t always the best way)
- Discuss traditional vs agile leadership
- Understand shared competencies, plus agile adaption of skills and behaviours
- Learn how followership is just as important as leadership
- Embrace a collocated, collaborative environment to learn practical lessons from the course leader and your classmates.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
“Erika was amazing and it was gratifying to know that for 40+ years I’ve been working as an AGILE Leader. I just thought this was the best way to get things done! But now I’ve got a proper ‘name’ for this.”

Agile Leadership Participant
PROJECT MANAGEMENT FUNDAMENTALS

DELIVER YOUR PROJECTS ON BUDGET, ON TIME AND WITH HIGH QUALITY RESULTS.

3 DAYS BEGINNER TO INTERMEDIATE EARLY BIRD: $1,522+ GST / $1,790+ GST

“This course has given me the skills to handle every stage of project development. It has changed my career focus.”
Course Participant

OVERVIEW
This course covers the end-to-end project lifecycle. Gain an overview of the tools, techniques and resources necessary to manage large projects. Learn to plan and implement projects efficiently and turn your leadership skills into measurable performance.

WHO FOR
• Anyone new to project management
• Anyone looking to learn practical tools and practices to apply to projects at your work.

EMPLOYER BENEFITS
You will have the skills, tools and knowledge to effectively contribute to, or manage, workplace projects.

LEARNING OUTCOMES
• Scope out a project
• Create a work-breakdown structure
• Create a baseline network plan
• Create a resource chart for a simple project
• Estimate project completion time
• Estimate project budgets
• Successfully close a project
• Evaluate and report on project performance.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
TRAIN THE TRAINER

PLAN AND PRESENT IMPACTFUL AND MEMORABLE TRAINING SESSIONS.

OVERVIEW
You will learn every step of the training process. From understanding learning styles and needs of others, through to structuring and delivering workshops.

WHO FOR
• A manager or supervisor who trains others on-the-job
• An in-company training officer
• An experienced trainer
• Looking to gain the National Certificate in Adult Education and Training (Level 4).

“This course has been rewarding in terms of learning, developing, interacting with others to learn from each others experiences. Its highly recommended for others to attend to gain more experiences on a professional level.”
Course Participant

2 DAYS  BEGINNER TO INTERMEDIATE  $ EARLY BIRD: $1,386+ GST / $1,630+ GST

EMPLOYER BENEFITS
Your training sessions will be better planned and have more impact, increasing learning within the workplace

LEARNING OUTCOMES
• Understand your own learning style and develop instruction to meet a diversity of other styles
• Design and select training methods to enhance learning outcomes
• Be confident, comfortable and competent in facilitating learning
• Learn new techniques to enliven your training sessions
• Analyse your training style and the style and effectiveness of other trainers.

IN-COMPANY OPTION
IMNZ works with leading organisations to deliver high-quality learning programmes customised to meet specific organisational needs. Contact us for in-company solutions.
# TERMS AND CONDITIONS AND VENUE INFORMATION

## ENROLMENT, REGISTRATION AND PAYMENT

All registrations are confirmed in writing before the Programme commences.

Programme fees are payable in full prior to Programme commencement or within 7 working days of the date of invoice whichever is sooner.

## CANCELLATION, BY PROGRAMME PARTICIPANTS

All participant cancellations must be received by IMNZ in writing and approved by IMNZ before the Programme starts.

## ACCELERATE PROGRAMME CANCELLATIONS

Cancellations for ACCELERATE programmes are subject to the following terms:

<table>
<thead>
<tr>
<th>Cancellations</th>
<th>10+ working days prior</th>
<th>6–9 working days prior</th>
<th>1–5 working days prior</th>
<th>Less than 1 working day prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancellation refund percentage</td>
<td>100% refund</td>
<td>75% refund</td>
<td>50% refund</td>
<td>No refund</td>
</tr>
</tbody>
</table>

## TRANSFERS TO ANOTHER COURSE DATE

Except Early Bird bookings notice of a training participant’s intent to transfer to another scheduled training date must be made in writing to IMNZ and is subject to the following terms:

<table>
<thead>
<tr>
<th>Transfers</th>
<th>10+ working days prior</th>
<th>1–9 working days prior</th>
<th>Less than 1 working day prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of programme fee charged to Participant</td>
<td>No charge</td>
<td>25% charge</td>
<td>75% charge</td>
</tr>
</tbody>
</table>

## SUBSTITUTIONS

Substitution of participants from the same company is permitted at any stage and will not incur a fee.

## NON-ATTENDANCE

If you fail to attend the course on which you are booked without giving prior notice to IMNZ, we will be unable to refund the course fees or offer a transfer.

## EARLY BIRD PRICING

Early Bird will only be applied if payment is received, in full, no later than eight weeks before the start date of the short course or programme.

All early bird bookings are non-refundable and non-transferable.
CANCELLATION OR DEFERRING TRAINING PROGRAMMES BY IMNZ

IMNZ reserves the right to cancel, defer or postpone any training services at any time at its’ sole discretion.

Should a programme be deferred, IMNZ will make every effort to inform Participants of these changes prior to the programme commencement.

Notification of a cancellation will be made at least 10 working days prior to programme commencement.

Where a programme is cancelled by IMNZ, Participants will be entitled to a refund of 100% of the cost of the programme.

VENUE AND CATERING

COURSE TIMINGS

All IMNZ courses start at 9:00am and finish at approximately 4:30pm.

All effort will be made to notify participants should these timings change.

CATERING

All course attendees are provided with a light morning tea, lunch, and a light afternoon tea.

Please advise IMNZ by 4:00pm five working days prior to the course commencement if you have any special dietary requirements. We cannot guarantee that your dietary requirement will be granted by the caterers if the request is received after this time.

COURSE MATERIAL

A workbook, pen and notepad will be provided to all participants.

All attendees to a short course will receive a Certificate of Achievement upon completion of the course.

All participants will be notified prior to course commencement if they are required to bring any extra material or resources to the course.

DRESS CODE

There is no dress code; however, most participants choose to wear smart casual clothing. Due to variable temperatures of air conditioned rooms, layers are advised.

LIABILITY

The IMNZ does not accept responsibility for anyone acting as a result of information or views expressed on its training courses including course material. Opinions expressed in the material and at the Programme/Course are those of individual trainers and not necessarily those of the IMNZ. Participants should take professional advice when dealing with specific situations.

MARKETING

By signing up to a Programme, course or event with IMNZ you are agreeing to us capturing your information and receiving marketing information from us.

To view the full Marketing terms and conditions please visit our website.

PRIVACY

If you want to know more about our privacy statement, click here.

By signing up to a Programme, course or event with IMNZ you enter an area where photography, audio and video recording may occur. However, we will not record or film you without your permission. If you do give consent to being filmed or photographed, you waive all rights you may have to any claims for payment or royalties in connection with any use of these materials.

DISCLAIMER

The information provided in the IMNZ Training Guide is provided for informational purposes only. The materials are general in nature; they are not offered as advice on a particular matter and should not be relied on as such.

Although every reasonable effort is made to present current and accurate information, IMNZ makes no guarantees of any kind. IMNZ reserves the right to change the content of this training guide at any time without prior notice.