



Frequently Asked Questions

1. What is the standing of the Institute and its programmes?

The Institute was founded in 1999 by Dr Geoff Lorigan, who at that time was Professor of Strategy and MBA Director at the University of Otago (New Zealand's oldest university), and subsequently Professor, Associate Dean and MBA Director at the University of Auckland (New Zealand's leading research university which is ranked as one of the top research universities in the world). Geoff's academic career was developed on the back of solid international business experience (including four CEO positions, two of which were in London).

The Institute for Strategic Leadership is a private organisation and has no affiliation with any university. Its status and reputation stands proudly on the shoulders of the top executives who attend the Institute's programmes, and the unsolicited testimonials that they offer to others by word-of-mouth.

The alumni of the Strategic Leadership Programme include the current and former Chief of Defence, the Chiefs and Deputy Chiefs of Navy and Air Force, and the Deputy Chief of Army in New Zealand, as well as two of New Zealand's most senior Chief Executives; Craig Norgate (former CEO of Fonterra, a \$13 billion company that holds the largest market share of internationally traded milk products); and Greg Muir (the Executive Director of Pumpkin Patch, a plc that markets children fashionwear worldwide). Other distinguished graduates include Meishi Sonobe (former VP of Esso/Mobil Oil in Japan), Tony Stuart (CEO of NRMA in Sydney and former CEO of Sydney Airport Corporation), Chris Brown (President of the Tourism and Transport Forum of Australia); Hon. Bill English (MP and former Leader of the NZ Opposition), and numerous CEOs of not-for-profits (such as the Director of World Vision for West Africa and the Director for Asia of World Wildlife Fund, based in Geneva).

2. What is the genesis of the Institute's Leadership Programmes?

The Institute's educational processes and programme design evolved from seeds disseminated by other world class programmes (including the Center for Creative Leadership in the USA, Ashridge Leadership Programme in the UK, INSEAD in Fontainebleau, London Business School in the UK, and Harvard Business School in Boston).

Geoff Lorigan has worked with his team of international colleagues, to integrate and build upon the pedagogies of these leading Business Schools to create unique First Class programmes for the niche Director/CEO/High Potential sectors of the large executive development market.

3. What is the basis of the Institute's Learning Processes?

The Institute's leadership development processes are based on experiential learning and draw upon the ancient Chinese Philosopher's adage:
"We hear and we forget We see and we remember We do and we understand"
Yes, the Institute's programmes are based on groundbreaking research and yes, we provide theory and 'content' in our programmes. Our focus, however, is on programme participants 'doing' rather than 'hearing' and 'seeing'. Our philosophy is 'nothing is ever learned until a behaviour is changed'.

4. What makes a New Zealand Institute think it can offer a Leadership Programme with a Strategic perspective?

New Zealand is an open, democratic economy, located at the periphery of the world. Due to our isolated location and small domestic market, we have always looked outwards to the rest of the world through a global lens, using our pragmatic, non-hierarchical culture to relate to a plethora of trading partners. Over the years, we have also used our ingenuity and imagination to create innovative ways to 'punch above our weight' in order to compete in the international arena.

From a small, non-threatening country, we are in an excellent position to **facilitate** discussions amongst strategic leaders from New Zealand, Australia, Asia, and around the world, enabling them to see new paradigms with greater focus. The Institute is not a guru-led talk and chalk educator; on the contrary we create exceptional life-changing value by bringing together directors, top executives, and high potential managers, in 'out-of-city' reflective locations, enabling the next Big Ideas to generate ... the sort of Big Ideas that will be needed to lead through the uncertainty, complexity and ambiguity in the Asia Pacific Century that we now live in, which will require different ways of thinking, seeing and leading.

5. Why does Strategic Leadership Development matter and what opportunity does it offer?

Yesterday's story was about established economies with traditional ways of managing and transacting, and was underpinned by international legal contracts based on London and New York law

Tomorrow's story is about mixed economies which raise the bar for Leaders to Step Up to Strategic Leadership practices that operate on relational contracts based on High-Trust and Shared-Values.

The Institute's Leadership Programmes provide participants with the opportunity to share, discuss and debate 'where we are' and 'where we should go' and to create the Big Ideas needed to 'Lead and Succeed' in the uncertain times that lie ahead. It provides participants with the opportunity to do some fresh thinking at a Strategic level and to take time out to refresh, renew, and relaunch themselves into the future.

6. Are the Institute's programmes just 'exciting events', or are they part of an overall organisation development solution?

The Institutes programmes are effective at two levels - personal development and organisation development. For the individual, the Institute provides on-going learning and development support. Graduates of our leadership programmes are offered:

- On-going leadership and lifestyle coaching;
- Facilitation of Vision & Values, Team-Building, and Strategy development workshops;
- STEPPING | UP (First 100 day business coaching for executives stepping up to more senior roles, or on-boarding new appointments from outside the organisation);
- ISL | ^MBA for Strategic Leaders (a general management programme that focuses on the essential business concepts that Directors, CEOs and GMs must-have);
- 2-day MASTERCLASSES (providing the vital skill-sets around strategic thinking, people management, change management, influencing skills, coaching skills)

- Career and talent management (planning ahead; building a career strategy; creating differentiation and a Personal Brand).
- A prestigious alumni network and club that provides graduates with access to ongoing support from diverse sectors as well as the opportunity to share information, ideas, insights, contacts and resources.

For the organisation, the Institute provides an integrated process of strategic leadership development, aimed at creating high performance individuals and teams; crafting competitive strategies; building new visions, values and cultures; resulting in 'best place to work', excited staff, delighted customers and very satisfied investors. It follows that the Institute's mission is to transform and align organisations rather than a narrow focus on providing a role as a prestigious CV filler.

7. Why Millbrook?

The Institute chooses locations that are conducive to the reflective learning which is at the heart of its programmes. The unique environment of Millbrook places it outside the usual conference venues in Australasian capital cities. Its beauty, tranquility and "difference" will allow participants to step outside their normal boundaries and frame a new vision.

"I found Millbrook to be an awesome campus. Not only did it provide a stunning environment to reflect, refresh, renew and step-up; but it also provided a safe place to take some risks and find the real me, away from the gazes of my peers based in Sydney ." — Christopher Brown, President of Tourism, Transport Forum Australia.

The Institute has spent considerable time endeavouring to locate a suitable Australian based campus that is within an hour of an airport and meets all of the above characteristics. So far we have been unable to find a perfect match and our Australian graduates have all encouraged us to "stick-to-Millbrook". It appears that they value the reflective environment and the anonymity of Queenstown; which they deem important considerations for a safe and effective learning environment for high level executives.

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