

# 2012 Australian Management Capability Index



FEBRUARY 2012



Australian  
Institute of  
Management

## Acronyms

### AAMO

Asian Association of Management Organisations

### AIM

Australian Institute of Management

### AMCI

Australian Management Capabilities Index

### CEO

Chief Executive Officer

### FAIM

Fellow Australian Institute of Management

### MCI

Management Capability Index

### MD

Managing Director

### NZIM

New Zealand Institute of Management

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# 1 Foreword



**Mr Jim Walker**

**How well we manage and lead our businesses is vital in maintaining our competitiveness both on the domestic and the international stage.**

As Australia's largest professional body for managers, the Australian Institute of Management (AIM) facilitates management and leadership excellence by promoting, supporting and developing the profession of management in all its forms.

Understanding Australia's current management capability by measuring and evaluating our management performance across a range of key factors and being able to compare with other countries, is a new process for us. AIM is therefore delighted to present the 2012 report of the inaugural Australian Management Capability Index (AMCI).

The Management Capability Index (MCI) was first developed by the New Zealand Institute of Management (NZIM). In establishing the AMCI in Australia, we gratefully acknowledge the assistance of our New Zealand counterparts, in particular, Mr Kevin Gaunt, Chief Executive, NZIM Northern Region and Mr Doug Matheson, former president of NZIM and creator of the index.

AIM would like to thank the state divisions, AIM New South Wales and Australian Capital Territory, AIM Queensland and Northern Territory, AIM South Australia and AIM Western Australia for their active support of the Australian Management Capability Index. Their participation has given us wide reach into the management community in our endeavour to present a national snapshot of management capability.

The inaugural AMCI establishes a baseline for monitoring management capability performance over time and provides some important insights into the current state of play of management capability in Australia. The AMCI findings will help organisations benchmark their management effectiveness against organisations of a similar ilk as well as understand their performance relative to the overall AMCI. It is hoped that the 2012 AMCI report will assist organisations to identify and target management practices and competencies underpinning management capability that may require development to achieve sustainable business performance and growth.

Completion of the AMCI also enables Australia to make useful international comparisons with other countries including New Zealand, Malaysia, India and Singapore that have been supported in using the MCI by the Asian Association of Management Organisations (AAMO).

We extend our sincere thanks to the many business leaders from a cross-section of organisations who participated in the survey. Our intention is to undertake this study periodically and we anticipate that over time more organisations will choose to participate as they recognise the value of the AMCI.

**Mr Jim Walker** FAIM  
**National President**  
**Australian Institute of Management**

## 2 Message from President, Asian Association of Management Organisations

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**Mr Paul Tse See Fan**

**The Asian Association of Management Organisations (AAMO) is delighted that our professional colleagues in Australia have completed their inaugural Australian Management Capability Index.**

The purpose of the AAMO, as a partnership of national management organisations in the Asian region, is to share and actively leverage resources. The Management Capability Index is one such initiative that can work for the benefit of all partners, enabling benchmarking to occur between countries and for insights to be gained by comparing performance factors.

In a globalised, competitive and, at times, volatile business environment, sound management capability is a principal determining factor in how well an organisation performs and can respond to external challenges as well as maximise new opportunities. Business sustainability in our twenty first century environment demands that we are agile, responsive and ready to adapt.

As a point in time assessment of management capability, the MCI provides an opportunity for organisations and industries across countries to take stock of current performance and identify and target areas for improvement. We are pleased to be able to make comparisons from MCI's in New Zealand, Malaysia, India, Singapore and now Australia.

It is the AAMO's hope that over time more of our partners will establish an MCI in their jurisdiction. We congratulate the Australian Institute of Management on introducing the MCI to Australia.



**Mr Paul Tse See Fan**  
**President**  
**Asian Association of Management Organisations**

### 3 Executive summary

#### About the Australian Management Capability Index

The inaugural Australian Management Capability Index (AMCI) is adapted from the Management Capability Index (MCI), which was first established by the New Zealand Institute of Management (NZIM) to measure and establish a baseline of management capability, to identify where improvements in management performance could be made and to track performance over time.

Management capability refers to the application of management competencies within an organisation to achieve desired outcomes. Excellence in management capability is an integral marker of strong organisational performance.

The AMCI is based on an organisation leader's self assessment of ten key drivers of management capability that contribute to sustainable performance and profitable business growth. It shows relative management capability results across the ten specific drivers or categories and relevant subcategories, and across ownership type, employee numbers, annual \$ turnover and managerial level.

The AMCI converts the evaluation of management performance into an index by tabulating and averaging survey responses with prescribed weightings applied (reflective of the relative importance of the ten key index categories). The AMCI is tabulated to generate a score out of 100 (refer to Appendix 9.1 for a breakdown of the weightings applied).

The online survey was conducted in late 2011 with a total of 252 respondents from across the breadth of Australian organisations.

#### Key findings

According to this research study, the overall AMCI is **71.1** (of a potential 100 capacity). Therefore, there is scope to lift current performance levels.

The AMCI indicates that Australian organisations observe themselves as being most capable in the area of *Integrity and corporate governance*, which achieved a score of 85.7 — well above the overall AMCI. This was followed by *Financial management* (76.8) and *External relationships* (74.1) (refer table 6.1.1).

Australian organisations assess themselves as least capable in the areas of *Organisation capability* (66.2) and *Innovation — products and services* (67.3). Further disaggregation shows that the lowest subcategory score (52.0) across all ten categories is 'Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking', which sits in the category *Visionary and strategic leadership* (refer figure 6.2.1).

#### International comparisons

On an international comparison (refer table 7.1.1), Australia's overall rating is similar to results obtained from the latest MCI findings in New Zealand (69.9), Malaysia (72.0), India (74.6) and Singapore (69.2).

The results show Australian management in a leadership position in *Integrity and corporate governance* when compared with survey results from New Zealand, Malaysia, India and Singapore.

#### Conclusions

The inaugural AMCI results indicate a sound governance and financial base across Australian organisations. This provides a solid platform from which to foster innovation, improve organisation capability and encourage a greater global focus.

The AMCI presents Australian organisations with the opportunity to benchmark themselves against organisations of a similar type and size and, in an era of global mobility, to benchmark against comparable international organisations. In highlighting areas of strength and weakness, the AMCI will help Australian organisations to direct their attention to priority areas for improvement.

## 4 Introduction to the Australian Management Capability Index

### 4.1 The inaugural AMCI

The Australian Institute of Management has adopted the Management Capability Index originally created by the New Zealand Institute of Management, to provide insight into current management capability trends and to establish a baseline of management capability for monitoring progress.

### 4.2 About the AMCI

The AMCI is based on a chief executive officer's (or a senior business decision maker's) self assessment of ten key drivers of management capability that contribute to profitable business growth. Assessment is based on an organisation's current performance against the ten drivers or categories that make up the AMCI. Each category is comprised of several statements or subcategories against which an assessment on a scale of 100 is made. The AMCI survey questionnaire, including the scoring statements or guidelines can be found at *Appendix 9.2*.

The AMCI converts the evaluation of management performance into an index. The index can, in turn, be used to compare or benchmark between the AMCI's of organisations, ownership types and countries.

The weighting of the ten categories (indicating their degree of importance in the final index) are as follows:

**Table 4.2.1: Weighting of ten categories of AMCI**

Category*	Weighting (%)
1 Visionary and strategic leadership	15
2 Performance leadership	10
3 People leadership	10
4 Financial management	10
5 Organisation capability	5
6 Application of technology and knowledge	5
7 External relationships	5
8 Innovation — products and services	10
9 Integrity and corporate governance	5
10 Results and comparative performance	25
Total 100	

\* Definitions for each of the ten categories that make up the AMCI are listed at *Appendix 9.3.2*

### 4.3 About management capability

Management capability refers to the potency of an organisation's collective management competencies as they can be applied to achieve desired outcomes. Management capability, therefore, does not simply reflect the total sum of a management team's competencies or required abilities. Rather, management capability describes how effectively the management team puts into practice its combined competencies to deliver business results.

*All competencies are important. But without the ability to apply them—to actually have the organisation, the people and the processes in the organisation deliver performance in order to make things happen towards some purpose, vision, strategic goals and shorter term performance goals—these competencies would not be of much value to the organisation.<sup>1</sup>*

A high functioning management team will effectively harness its different abilities, preferences and strengths to meet the changing demands of the operating environment and achieve its outcomes.

As captured in the AMCI survey (refer category 10), the measurement of management capability must link the application of competencies with performance results.

<sup>1</sup> Malaysian Institute of Management and Malaysian Productivity Corporation, October 2010, *Malaysian Management Capability Index 2010*, p7.

## 5 Survey participant profile

The AMCI online survey was conducted in late 2011. The questionnaire (refer *Appendix 9.2*) was completed by 252 organisations and businesses throughout Australia, representing a range of organisation sizes and ownership types.

This section details the profile of survey participants by:

- ownership type
- number of employees
- annual \$ turnover
- managerial level.

### 5.1 Ownership type

Figure 5.1.1 indicates that the largest proportion of respondents by ownership type are from Proprietary Limited (41.3%), followed by Not for Profit organisations (22.6%).

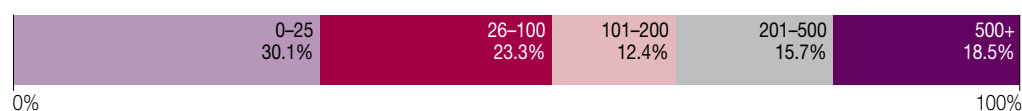
Figure 5.1.1: Ownership type



### 5.2 Number of employees

Figure 5.2.1 indicates that the majority (65.8%) of organisations that participated in the AMCI are small and medium enterprises with up to 200 employees. The balance (34.2%) of respondents are from large organisations.

Figure 5.2.1: Number of employees



### 5.3 Annual \$ turnover

Figure 5.3.1 indicates that the majority (66.4%) of organisations that participated in the AMCI generate \$50 million or less in annual turnover. The balance (33.6%) of organisations generate more than \$50 million in annual turnover.

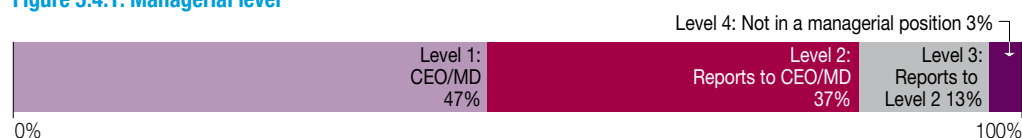
Figure 5.3.1: Annual \$ turnover



### 5.4 Managerial level

Figure 5.4.1 indicates that the largest group of respondents (47%) to the AMCI survey were either a chief executive officer or a managing director (Level 1), while the next largest group (37%) were in a position that reports to a chief executive officer or a managing director (Level 2).

Figure 5.4.1: Managerial level





## 6 Survey results

### 6.1 Overall results

The inaugural Australian Management Capability Index was registered at **71.1**.

This result suggests that, on average, Australian organisations are performing at less than three-quarters of their potential 100 per cent capacity and have notable opportunity for improvement in specific areas.

Table 6.1.1 shows that the highest individual AMCI category result was recorded for *Integrity and corporate governance* (85.7), followed by *Financial management* (76.8) and *External relationships* (74.1), while the lowest index was recorded for the *Organisation capability* (66.2) and *Innovation — products and services* (67.3) categories.

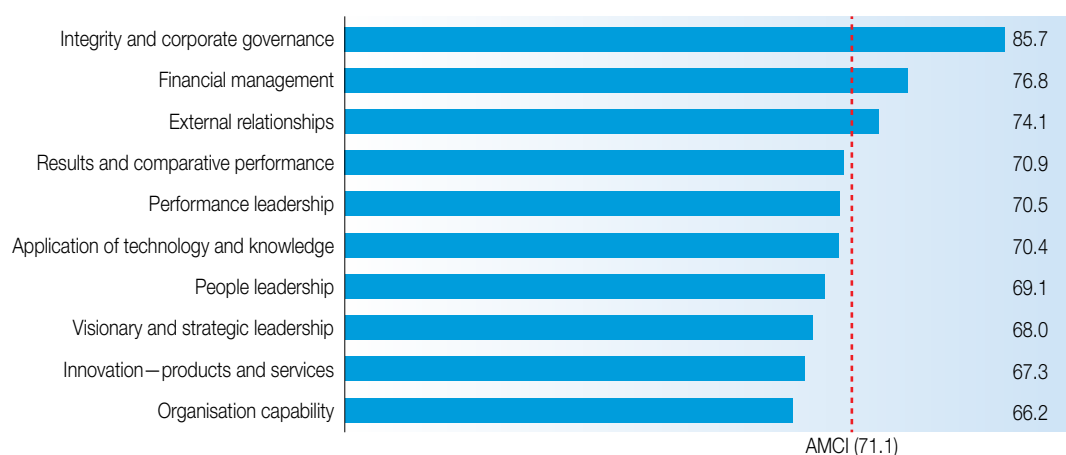
**Table 6.1.1 — Overall AMCI results**

Category	AMCI
1 Visionary and strategic leadership	68.0
2 Performance leadership	70.5
3 People leadership	69.1
4 Financial management	76.8
5 Organisation capability	66.2
6 Application of technology and knowledge	70.4
7 External relationships	74.1
8 Innovation — products and services	67.3
9 Integrity and corporate governance	85.7
10 Results and comparative performance	70.9
<b>AMCI (overall)*</b>	<b>71.1</b>

\* Weighted (refer to Table 4.2.1 for weightings applied)

Figure 6.1.2 illustrates the ranking of AMCI results by individual categories and compares them against the (overall) AMCI.

**Figure 6.1.2: Ranked AMCI results by category**



## 6.2 Subcategories and overall results

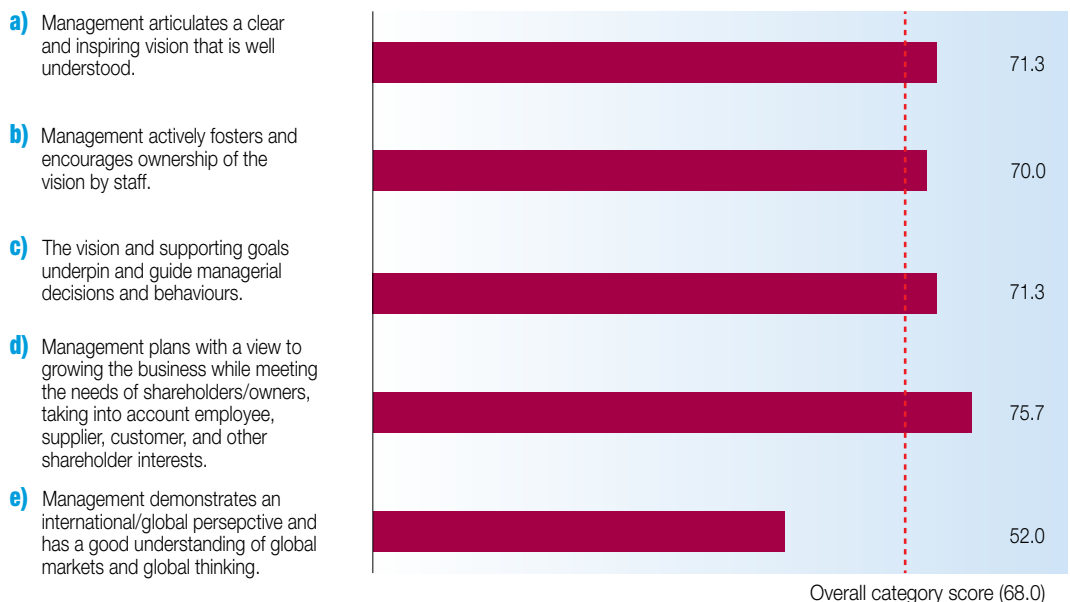
Each of the ten survey categories is comprised of several statements or subcategories (refer to *Appendix 9.2*) against which respondents scored their organisation's performance. The overall score (across all survey respondents) for each subcategory is represented in the figures below.

Notes are provided to highlight subcategory results with a variance of greater than 5 (+ or -) to the overall category score.

### Visionary and strategic leadership

Figure 6.2.1 shows that subcategory e) 'Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking' has a score of just 52.0 (variance: -16), well below the overall category score of 68.0. This subcategory score is the lowest subcategory score across all ten categories, including those with the lowest category index, *Organisation capability* and *Innovation — products and services*.

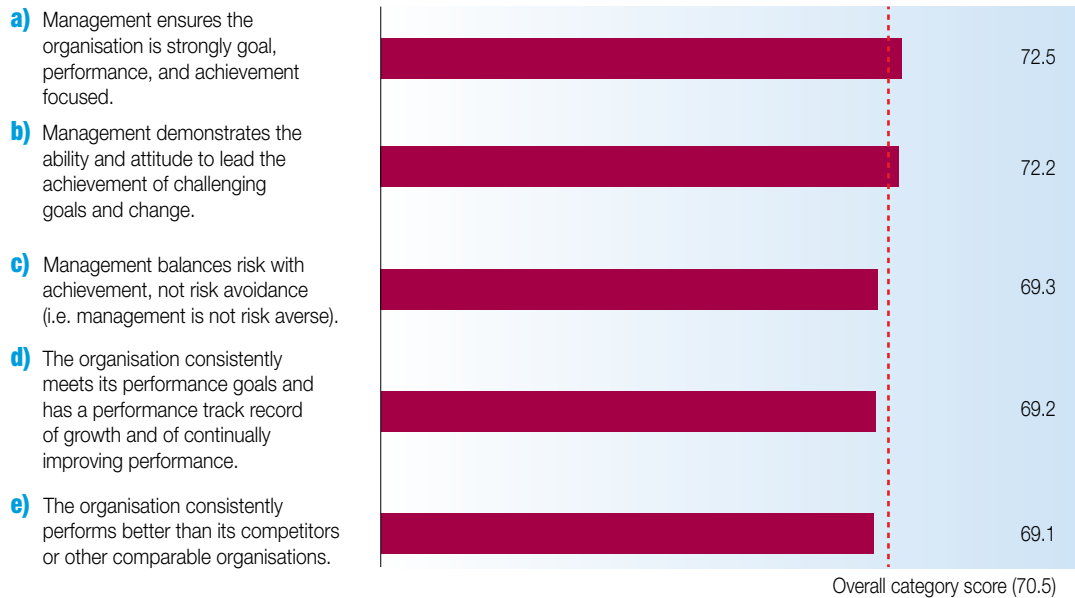
**Figure 6.2.1: Subcategory results — Visionary and strategic leadership**



## Performance leadership

Figure 6.2.2 shows that all subcategories are within a variance of less than or equal to + or - 5 in comparison to the overall category score.

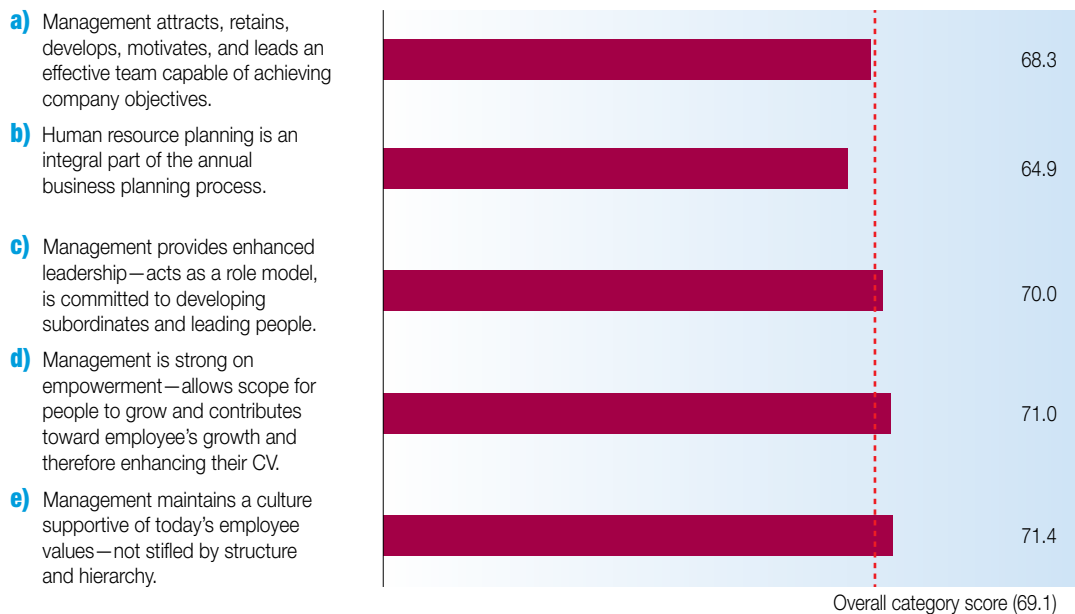
**Figure 6.2.2: Subcategory results — Performance leadership**



## People leadership

Figure 6.2.3 shows that all subcategories are within a variance of less than or equal to + or - 5 in comparison to the overall category score.

**Figure 6.2.3: Subcategory results — People leadership**

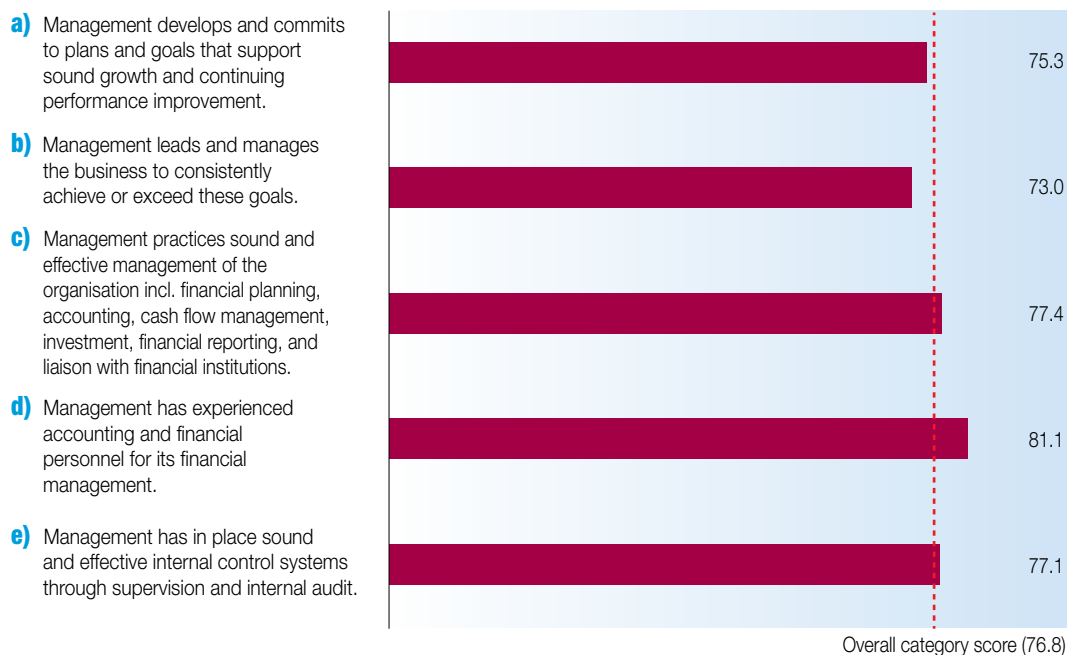


## Financial management

Figure 6.2.4 shows that all subcategories are within a variance of less than or equal to + or - 5 in comparison to the overall category score.

The subcategory score of 81.1 for d) 'Management has experienced accounting and financial personnel for its financial management' is among the higher subcategory scores across all ten categories of the AMCI.

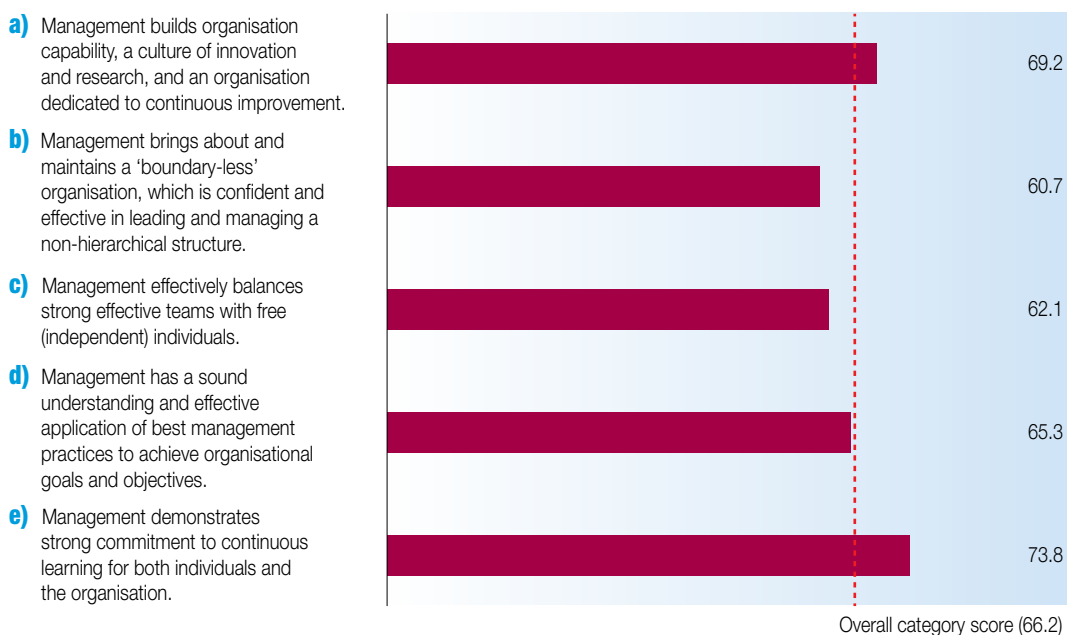
**Figure 6.2.4: Subcategory results — Financial management**



## Organisation capability

Figure 6.2.5 shows that subcategory b) 'Management brings about and maintains a 'boundary-less' organisation, which is confident and effective in leading and managing a non-hierarchical structure' has a score of 60.7 (variance: -5.5), sitting well below the overall category score of 66.2.

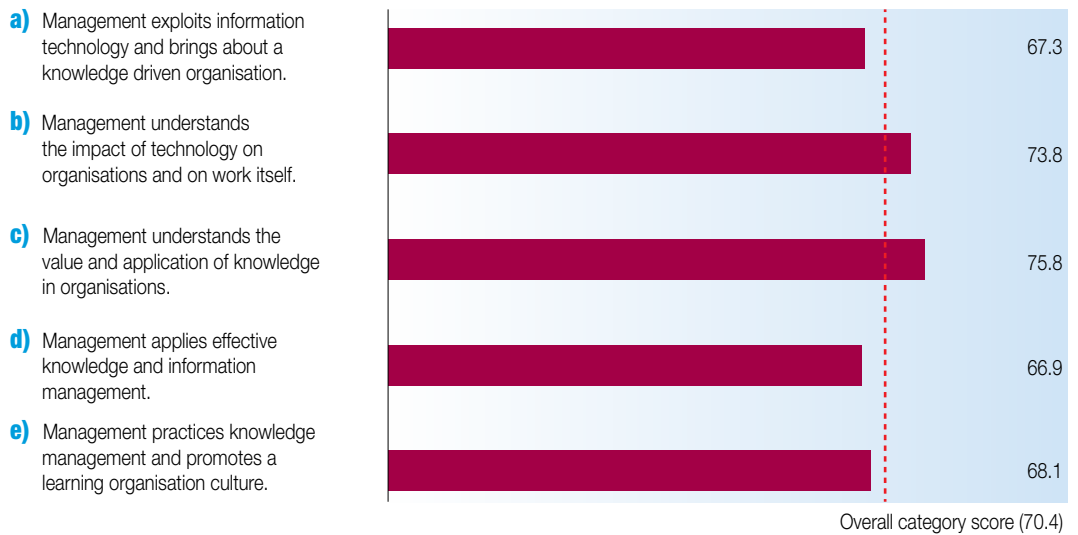
**Figure 6.2.5: Subcategory results — Organisation capability**



### Application of technology and knowledge

Figure 6.2.6 indicates that subcategory c) 'Management *understands* the value and application of knowledge in organisations' is ranked relatively high (variance: +5.4) to the overall category score of 70.4. There is a high variation (+8.9) between subcategory c) and the relatively low score of subcategory d) 'Management *applies* effective knowledge and information management'.

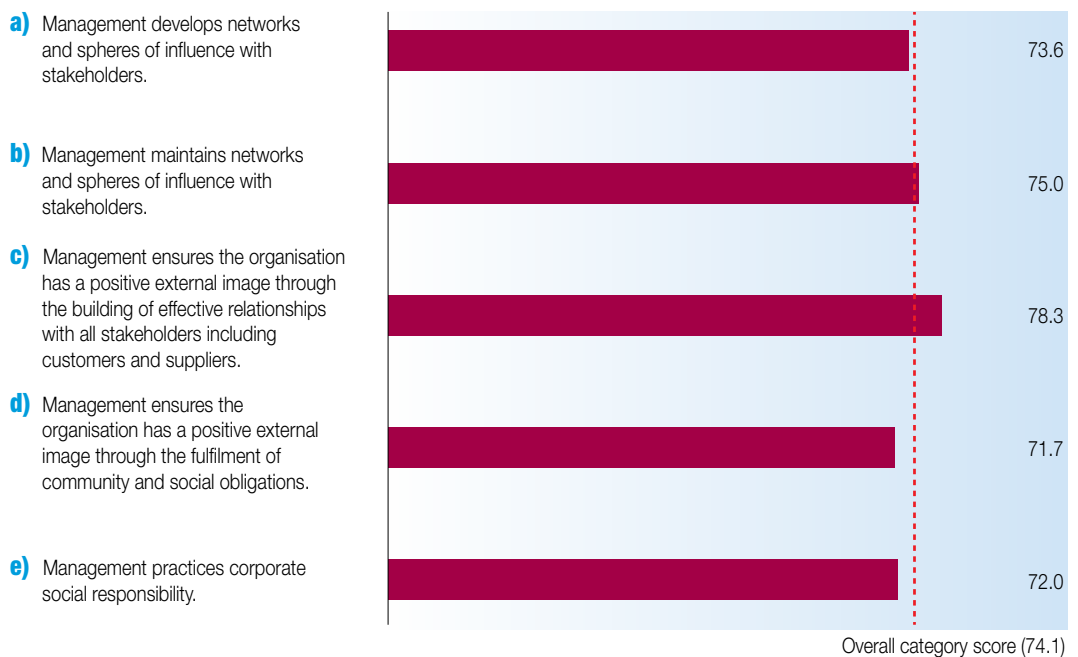
**Figure 6.2.6: Subcategory results — Application of technology and knowledge**



### External relationships

Figure 6.2.7 shows that all subcategories are within a variance of less than or equal to + or - 5 in comparison to the overall category score.

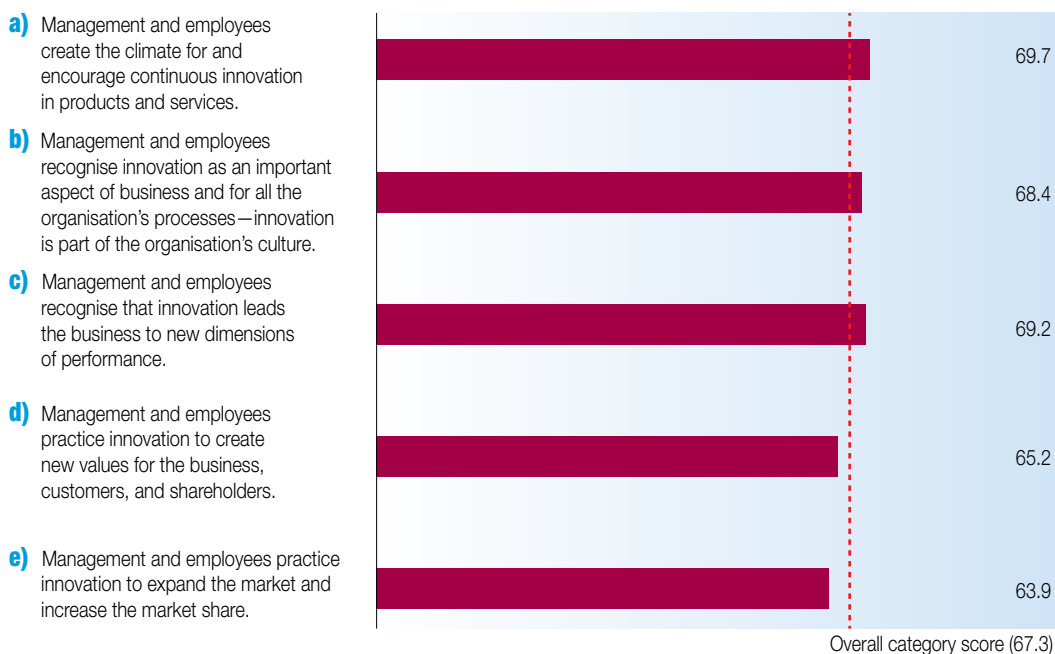
**Figure 6.2.7: Subcategory results — External relationships**



## Innovation — products and services

Figure 6.2.8 shows that all subcategories are within a variance of less than or equal to + or - 5 in comparison to the overall category score.

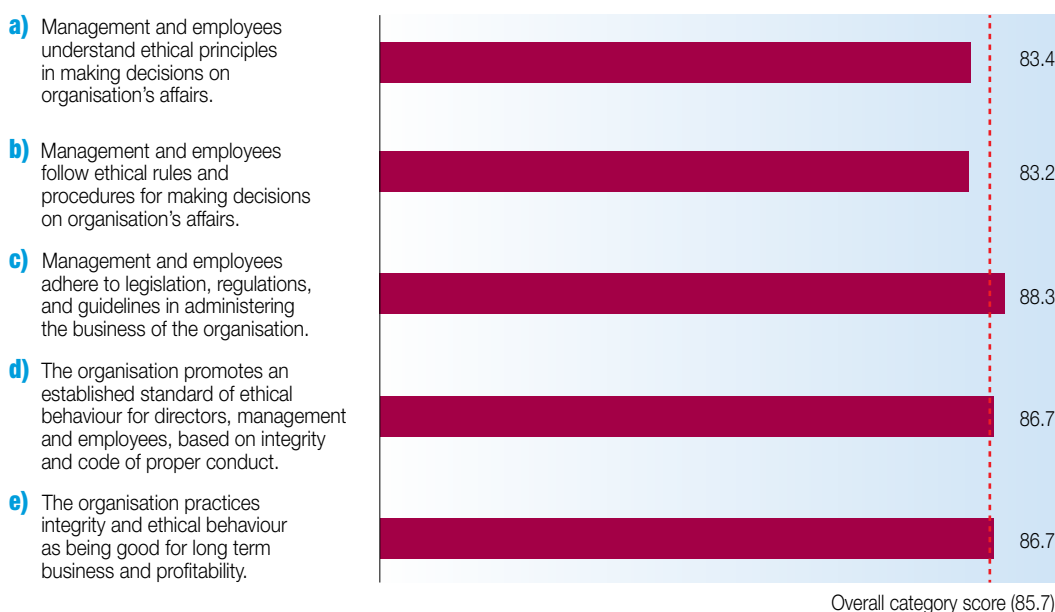
**Figure 6.2.8: Subcategory results — Innovation — products and services**



## Integrity and corporate governance

Figure 6.2.9 shows that the individual subcategory scores and overall category score of *Integrity and corporate governance* are the highest across all AMCI categories and are well above the overall AMCI of 71.1

**Figure 6.2.9: Subcategory results — Integrity and corporate governance**



### Performance results and organisation's management capability

Figure 6.2.10 indicates that the two subcategories are within the range of congruence with the overall AMCI of 71.1.

**Figure 6.2.10: Performance results and organisation's management capability**



### 6.3 Results by ownership type

Table 6.3.1 indicates organisations not specifically categorised, that is, *Other* scored the highest AMCI of the different ownership types (74.6), followed by *Not for profit* and *Proprietary Limited* (variance: -1.4) with an identical score of 73.2. These three ownership types scored above the overall AMCI of 71.1.

The remaining two types, *Public companies* and *Government services* scored below the overall AMCI, with the lowest score (61.1) for *Government services*.

The group *Government services* scored the lowest across all ten AMCI categories.

The greatest variation in results occurred in the category *Results and comparative performance* ranging from 61.6 — *Government services* — to 78.6 — *Other*.

**Table 6.3.1: Results by ownership type**

Category	Govt services 14.3%	Not for profit 22.6%	Public companies 13.1%	Pty Ltd 41.3%	Other 8.7%	AMCI 100%
1 Visionary and strategic leadership	58.5	68.5	65.9	71.9	67.6	<b>68.0</b>
2 Performance leadership	60.7	73.0	68.1	72.5	74.0	<b>70.5</b>
3 People leadership	53.7	72.7	66.8	73.2	69.3	<b>69.1</b>
4 Financial management	70.7	79.0	75.8	77.6	78.9	<b>76.8</b>
5 Organisation capability	54.2	68.0	61.6	70.4	68.8	<b>66.2</b>
6 Application of technology and knowledge	59.3	72.3	63.9	74.5	73.5	<b>70.4</b>
7 External relationships	67.6	82.7	71.1	72.2	76.1	<b>74.1</b>
8 Innovation — products and services	54.6	66.9	67.9	70.9	70.9	<b>67.3</b>
9 Integrity and corporate governance	78.7	87.8	84.0	86.3	91.0	<b>85.7</b>
10 Results and comparative performance	61.6	73.0	70.5	71.5	78.6	<b>70.9</b>
<b>AMCI (overall)*</b>	<b>61.1</b>	<b>73.2</b>	<b>69.4</b>	<b>73.2</b>	<b>74.6</b>	<b>71.1</b>

\* Weighted (refer to Table 4.2.1 for weightings applied)

Figure 6.3.2 illustrates the ranking of AMCI results by ownership type and compares them to the (overall) AMCI.

**Figure 6.3.2: Ranked ownership type results**





## 6.4 Results by number of employees

Table 6.4.1 shows organisations in the 26–100 employee size group recorded the highest overall AMCI (at 73.1), when compared to organisations in other employee size groups

AMCI results for organisations in the 26–100 employee size group surpassed the AMCI results that were recorded in each category, except *External relationships* (variance: -0.1).

Organisations in the 26–100 employee size group also indicated the strongest performance for any one category, recording 88.4 (of its potential 100 capability) for the *Integrity and corporate governance* category.

In comparison to all other employee size groups, large organisations (500+ employee size group) recorded the lowest scores across all categories with the exception of *Financial management*.

The greatest variation in performance results occurred within the *Organisation capability* category, with AMCI results ranging from 56.8 (across organisations in the 500+ employee size group) to 72.5 (across organisations in the 0–25 employee size group).

**Table 6.4.1: Number of employees**

Category	0–25 (30.1%)	26–100 (23.3%)	101–200 (12.4%)	201–500 (15.7%)	500+ (18.5%)	AMCI (100%)
1 Visionary and strategic leadership	69.5	69.5	67.9	66.7	64.8	<b>68.0</b>
2 Performance leadership	70.4	72.5	72.2	71.7	64.6	<b>70.5</b>
3 People leadership	72.2	72.7	70.5	66.5	59.7	<b>69.1</b>
4 Financial management	72.0	82.5	81.6	77.4	73.0	<b>76.8</b>
5 Organisation capability	72.5	66.7	66.7	62.8	56.8	<b>66.2</b>
6 Application of technology and knowledge	74.0	74.3	69.4	68.5	60.8	<b>70.4</b>
7 External relationships	71.6	74.0	78.5	76.6	72.9	<b>74.1</b>
8 Innovation — products and services	71.8	67.8	65.5	66.9	59.5	<b>67.3</b>
9 Integrity and corporate governance	85.6	88.4	86.0	85.9	81.4	<b>85.7</b>
10 Results and comparative performance	69.1	71.9	72.7	73.6	68.4	<b>70.9</b>
<b>AMCI (overall)*</b>	<b>71.5</b>	<b>73.1</b>	<b>72.4</b>	<b>71.4</b>	<b>66.1</b>	<b>71.1</b>

\*Weighted (refer to table 4.21 for weightings applied)

Figure 6.4.2 illustrates the ranking of AMCI results based on employee size groups and compares them against the (overall) AMCI.

**Figure 6.4.2: Ranked number of employee results**



## 6.5 Results by annual \$ turnover

Table 6.5.1 indicates organisations in the \$11–50 million annual turnover group recorded the highest overall AMCI (76.1), when compared to organisations in other annual turnover groups. AMCI results for organisations in the \$11–50 million annual turnover group surpassed AMCI results recorded in each category.

Organisations in the \$11–50 million annual turnover group also indicated the strongest performance for any one category, recording 89.1 (of its potential 100 capability) for the *Integrity and corporate governance* category.

The greatest variation in performance results occurred within the *Results and comparative performance* category, with AMCI results ranging from 62.6 (across organisations in the \$101–200 million annual turnover group) to 76.9 (across organisations in the \$11–50 million annual turnover group); a variation of 14.3.

The next highest variation in performance results was in the *Application of technology and knowledge* category with AMCI results ranging from 60.5 (across organisations in the \$101–200 million annual turnover group) to 74.4 (across organisations in the \$0–10 million annual turnover group); a variation of 13.9.

**Table 6.5.1: Results by annual \$ turnover**

Category	\$ millions					AMCI (100%) <sup>v</sup>
	0–10 (45.7%)	11–50 (20.7%)	51–100 (13.3%)	101–200 (8.3%)	200+ (12.0%)	
1 Visionary and strategic leadership	67.5	73.3	64.5	66.9	69.2	<b>68.0</b>
2 Performance leadership	70.6	75.8	68.8	66.9	67.7	<b>70.5</b>
3 People leadership	72.2	73.3	65.4	62.0	62.0	<b>69.1</b>
4 Financial management	75.5	82.4	75.1	79.1	75.4	<b>76.8</b>
5 Organisation capability	70.4	70.4	59.4	62.2	58.0	<b>66.2</b>
6 Application of technology and knowledge	74.4	73.6	65.6	60.5	64.2	<b>70.4</b>
7 External relationships	72.0	79.7	75.6	73.7	71.2	<b>74.1</b>
8 Innovation — products and services	69.1	70.8	63.7	67.6	60.4	<b>67.3</b>
9 Integrity and corporate governance	86.2	89.1	85.6	83.1	82.5	<b>85.7</b>
10 Results and comparative performance	69.2	76.9	74.7	62.6	70.9	<b>70.9</b>
<b>AMCI (overall)*</b>	<b>71.3</b>	<b>76.1</b>	<b>70.0</b>	<b>67.2</b>	<b>68.5</b>	<b>71.1</b>

\* Weighted (refer to Table 4.2.1 for weightings applied)

Figure 6.5.2 illustrates the ranking of AMCI results by annual \$ turnover groups and compares them to the (overall) AMCI.

**Figure 6.5.2: Ranked results annual \$ turnover**



## 6.6 Results by managerial level

Table 6.6.1 shows individuals within the level 1 CEO/MD managerial group reported the highest overall AMCI (76.3), when compared to individuals in other managerial groups.

AMCI results reported by individuals in the CEO/MD managerial group surpassed Australian MCI results recorded in each category.

Individuals within the CEO/MD managerial group also indicated the strongest performance for any one category, reporting 89.4 (of a potential 100 capability) for the *Integrity and corporate governance* category.

**Table 6.6.1: Results by managerial level**

Category	Level 1: CEO/MD (47%)	Level 2: Reports to CEO/MD (37%)	Level 3: Reports to Level 2 (13%)	Level 4: Not in Managerial Position (3%)	AMCI (100%)
1 Visionary and strategic leadership	73.4	62.8	65.2	60.2	<b>68.0</b>
2 Performance leadership	76.4	65.8	64.6	62.4	<b>70.5</b>
3 People leadership	77.7	63.0	59.0	53.4	<b>69.1</b>
4 Financial management	80.0	73.6	75.0	74.2	<b>76.8</b>
5 Organisation capability	74.2	61.1	54.9	55.6	<b>66.2</b>
6 Application of technology and knowledge	78.6	64.6	60.8	51.4	<b>70.4</b>
7 External relationships	76.3	72.0	73.2	68.6	<b>74.1</b>
8 Innovation — products and services	73.0	63.1	60.3	59.6	<b>67.3</b>
9 Integrity and corporate governance	89.4	82.8	82.3	74.4	<b>85.7</b>
10 Results and comparative performance	74.8	66.4	70.4	68.0	<b>70.9</b>
<b>AMCI (overall)*</b>	<b>76.3</b>	<b>66.6</b>	<b>66.8</b>	<b>63.5</b>	<b>71.1</b>

Figure 6.6.2 illustrates the ranking of AMCI results by managerial level and compares them to the overall AMCI.

**Figure 6.6.2: Ranked results by managerial level**



## 7 Benchmarking performance

### 7.1 International Management Capability Index comparisons

Table 7.1.1 shows that in comparison to the most recent overall MCIs recorded in New Zealand, Malaysia, India and Singapore, Australia's MCI (71.1) varies by -0.26 from the overall average of 71.36.

Organisations in India recorded the highest overall MCI across all five countries (74.6) and recorded higher scores than Australian organisations in each category except *Financial management* (variation: -2.7) and *Integrity and corporate governance* (variation: -4.9).

Australian organisations however, recorded the highest individual category result in comparison to the other four countries, recording 85.7 (of its potential 100 capability) in the *Integrity and corporate governance* category.

The greatest variation in performance results occurred within the *Results and comparative performance* category, with MCI results ranging from 64.0 (across organisations in Singapore) to 76.7 (across organisations in India).

**Table 7.1.1: International MCI comparisons**

Category	Australia (2012) N = 252	New Zealand (2010) N = 123	Malaysia (2010) N = 222	India (2010) N = 203	Singapore (2010) N = 136
1 Visionary and strategic leadership	<b>68.0</b>	70.7	72.4	71.3	70.2
2 Performance leadership	<b>70.5</b>	71.9	73.1	75.4	72.7
3 People leadership	<b>69.1</b>	70.4	70.5	71.8	68.8
4 Financial management	<b>76.8</b>	77.5	75.1	74.1	72.4
5 Organisation capability	<b>66.2</b>	68.2	69.1	72.0	68.8
6 Application of technology and knowledge	<b>70.4</b>	67.5	71.8	73.5	69.1
7 External relationships	<b>74.1</b>	74.3	71.0	76.5	69.3
8 Innovation — products and services	<b>67.3</b>	65.9	70.0	74.5	67.3
9 Integrity and corporate governance	<b>85.7</b>	N/A	80.0	80.8	84.0
10 Results and comparative performance	<b>70.9</b>	67.3	70.5	76.7	64.0
<b>MCI (overall)*</b>	<b>71.1</b>	<b>69.9</b>	<b>72.0</b>	<b>74.6</b>	<b>69.2</b>

\* Weighted (refer to Table 4.2.1 for weightings applied)

Figure 7.1.2 illustrates the ranking of MCI's by participating countries.

**Figure 7.1.2: International MCI comparisons — ranked results**



## 7.2 Individual organisation comparisons

The Australian MCI findings can be used by individual organisations to benchmark their own performance. Further analysis can be done to compare against other comparative groups (such as ownership type or organisation size).

The following table illustrates how an organisation's results can be compared to the AMCI and to identify the gaps in each of the ten individual categories.

Company A's performance compared to overall performance is as follows:

**Table 7.2.1 Individual organisation comparison example**

Category	AMCI	Company A average scores	Variance
1 Visionary and strategic leadership	68.0	80.0	+12.0
2 Performance leadership	70.5	72.0	+1.5
3 People leadership	69.1	68.0	-1.1
4 Financial management	76.8	92.0	+15.2
5 Organisation capability	66.2	64.0	-2.2
6 Application of technology and knowledge	70.4	64.0	-6.4
7 External relationships	74.1	72.0	-2.1
8 Innovation — products and services	67.3	52.0	-15.3
9 Integrity and corporate governance	85.7	100.0	+14.3
10 Results and comparative performance	70.9	60.0	-10.9
<b>AMCI*</b>	<b>71.1</b>	<b>70.4</b>	<b>-0.7</b>

\*Weighted (refer to Table 4.2.1 for weightings applied)

As indicated in Table 7.2.1, the MCI for Company A is 70.4. This suggests that Company A is performing at 70.4 of its potential 100 capability. Company A's AMCI of 70.4 is lower than the Australian MCI of 71.1.

Company A registered its highest score in *Integrity and corporate governance* followed by *Financial management*. It recorded its lowest score in *Innovation — products and services*.

In its strongest areas, Company A could continue its efforts to set industry standards in these areas. Company A could now focus on improving performance in those areas identified as having a wide variance from the AMCI: *Innovation — products and services* which has the widest gap (variation: -15.3), *Results and comparative performance* (variation: -10.9) and *Application of technology and knowledge* (variation: -6.4).

Company A could address these areas by examining each relevant criteria and implementing various improvement initiatives to strengthen organisation performance.

Company A could also compare its performance with the AMCI results for organisations of the same ownership type and size.

To assist organisations to develop and improve their performance in management practices and competencies underpinning the ten categories of the AMCI, a comprehensive list of training and development programs offered by the Australian Institute of Management is provided at *Appendix 9.4*.

The Australian Institute of Management (AIM) delivers customised, flexible learning and development solutions across its five AIM divisions: AIM New South Wales and Australian Capital Territory, AIM Queensland and Northern Territory, AIM South Australia, AIM Victoria and Tasmania, and AIM Western Australia.

As part of its mission to improve management and leadership excellence, AIM's programs, short courses and accredited qualifications are designed to utilise a range of blended learning methods including face-to-face and e-learning and can be delivered to individuals and organisations off-site or in-house (program content and delivery options many vary between AIM divisions). In addition to bespoke training solutions, AIM offers mentoring, coaching, a strong networking base, world class libraries, knowledge centres and bookstores.

## 8 Way forward

### 8.1 Conclusions

**The inaugural AMCI provides some valuable insights into the current status of management capability in Australia and establishes a baseline against which to monitor that capability in the future.**

AMCI respondents comprised a broad cross section of Australian organisations reflecting a range of ownership types and organisation sizes (*number of employees and annual \$ turnover*).

The overall AMCI is 71.1 (of a potential 100 capacity). This indicates that Australian organisations are sitting at under three-quarters of their capability. This overall rating is similar to results obtained from surveys in New Zealand (69.9), Malaysia (72.0), India (74.6) and Singapore (69.2) (refer table 7.1.1).

It is pleasing to note the AMCI overall score of 85.7 for the category *Integrity and corporate governance*. This lead score inspires confidence that Australian organisations take seriously the importance of sound governance practices and places Australia in a leadership position in this category against comparable international organisations. Adherence to sound corporate governance practices was supported by a strong overall result of 76.8 in the *Financial management* category; a score well above the overall AMCI of 71.1 (refer figure 6.2.4).

Organisations in the \$11–50 million annual turnover group demonstrated the highest overall index (76.1) relative to the AMCI (71.1) when compared to organisations in other annual turnover groups. AMCI results for organisations in the \$11–50 million annual turnover group surpassed results in each category of the AMCI and also indicated the strongest performance for any one category, recording 89.1 for the *Integrity and corporate governance* category (refer table 6.5.1).

Australian Chief Executive Officers and Managing Directors (level 1 respondents) gave a higher rating to their organisations' performance score in comparison to other managerial groups, particularly in relation to the category *Integrity and corporate governance* (refer table 6.6.1). This variation in perceived performance may warrant future analysis.

The AMCI demonstrates that there are areas with considerable scope for improvement — in particular, in the areas of *Organisation capability* (66.2) and *Innovation—products and services* (67.3). The lowest subcategory score of 52 across all ten categories — 'Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking' (in the category *Visionary and strategic leadership*) also suggests that more could be done to achieve an external, global focus (refer figure 6.2.1).

Innovation has been on the Australian policy agenda for some time now and inroads have been made at a macro level with increased government investment in research and innovation. At a business level, however, the results of the AMCI suggest that innovation is yet to become a central part of 'business' culture across the breadth of Australian organisations.

International comparisons indicate that India performed better overall in the *Innovation — products and services* category in comparison to Australia, New Zealand, Malaysia and Singapore (refer table 7.1.1).

At a domestic level, small to medium enterprises fared better in the area of innovation in comparison to larger organisations (refer tables 6.4.1 and 6.5.1). It is interesting to note that small to medium enterprises also demonstrated stronger performance in the category *Application of technology and knowledge* when compared to larger organisations and in particular in comparison to organisations in the \$101–200 million annual turnover group (60.5). It is further noted that this group (\$101–200 million annual turnover) recorded the lowest score in the category *Results and comparative performance* (62.6). These findings suggest that in considering approaches to achieve improved results and stronger performance in innovation, organisations in this group

could incorporate a focus on improving the application of technology and knowledge across their businesses.

Twenty-first century trends bring new challenges to management across Australian organisations. These trends include rapid technological change, increased globalisation and the shifting dynamics of a multi-generational and mobile workforce. It is recognised that an adaptive style of leadership is critical to an organisation's capacity to respond proactively to changes in the operating and business environment and to their capacity to innovate.<sup>2</sup>

While the overall category score for *Organisation capability* is relatively weak, the subcategory result of 60.7 for 'Management brings about and maintains a boundary-less organisation, which is confident and effective in leading and managing a non-hierarchical structure', suggests that organisations in Australia may be slow to make the shift from a hierarchical 'command and control' style of management to a more adaptive management style conducive to the rapid pace of change that characterises the twenty-first century. The result further suggests that multi location organisations may need to adapt their horizontal as well as vertical organisational structures to best support the achievement of their business objectives.

Accordingly, the rejuvenation of organisational structures and management approaches to meet contemporary challenges could be a priority focus area for improvement for many organisations. In particular, government services respondents and large employers (+500) had low indices overall (54.2 and 56.8 respectively) demonstrating the potential for improvement.

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## 8.2 Looking ahead

The Australian Institute of Management hopes that Australian organisations will use the results of this survey to inform their quest for improvement.

With the successful completion of the first AMCI, we envisage greater participation in future surveys. It is anticipated that this will allow for additional areas of data profiling — in particular, an industry by industry breakdown — as well as the capacity to provide more in depth data analysis.

The Australian Institute of Management is excited to bring Australia into a growing pool of countries implementing the Management Capability Index. We believe that it is important to benchmark our management capability against other countries in order to share learnings, keep pace with global trends and to strengthen our performance domestically and internationally.

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## 8.3 Contact

Email: [enquiry@aim.com.au](mailto:enquiry@aim.com.au)

Web: [www.aim.com.au](http://www.aim.com.au)

<sup>2</sup> See for example, Australian Public Service Commission Management Advisory Committee, 2010, *Empowering Change: Fostering Innovation in the Australian Public Service*, Commonwealth of Australia and Heifetz, R., Linsky, M., Grashow, A., 2009, *The Practice of Adaptive Leadership: Tools and tactics for changing your organisation and the world*, Harvard Business Press.



## 9 Appendix

### 9.1 Calculation of overall 2011 AMCI

Category	Assessed	Weighting	Weighted score
1 Visionary and strategic leadership	68.0	15%	10.2
2 Performance leadership	70.5	10%	7.0
3 People leadership	69.1	10%	6.9
4 Financial management	76.8	10%	7.7
5 Organisation capability	66.2	5%	3.3
6 Application of technology and knowledge	70.4	5%	3.5
7 External relationships	74.1	5%	3.7
8 Innovation — products and services	67.3	10%	6.7
9 Integrity and corporate governance	85.7	5%	4.3
10 Results and comparative performance	70.9	25%	17.7
<b>All categories*</b>			<b>71.1</b>

\*Weighted

## 9.2 Survey questionnaire

### Questions about your organisation

Which of the following best describes your managerial level?

☐ Level 1 – CEO/MD    ☐ Level 2 – Report to CEO/MD    ☐ Level 3 – Report to Level 2    ☐ Not in a managerial position

Please select your organisation's head office location:

☐ ACT    ☐ NSW    ☐ Vic    ☐ Qld    ☐ SA    ☐ WA    ☐ NT

Which of the following, best describes your organisation's ownership type?

☐ Federal Government Service    ☐ State Government Service    ☐ Local Government Service  
☐ Non-profit    ☐ Not for profit    ☐ Co-operative  
☐ Partnership    ☐ Public listed    ☐ Public unlisted  
☐ Proprietary Limited    ☐ Self employed    ☐ Other

Which of the following, best describes your organisation's industry?

☐ Agriculture    ☐ Communication    ☐ Construction  
☐ Education    ☐ Electricity, gas and water    ☐ Forestry and logging  
☐ Health    ☐ Insurance and finance    ☐ Manufacturing  
☐ Mining and quarrying    ☐ Professional services    ☐ Trade, restaurants and hotels  
☐ Transport and storage    ☐ Other

Please enter the current number of employees in your organisation and your organisation's annual \$ turnover (for your most recent end-of-year reporting period)

Number of employees:     Annual \$ turnover:

This survey is divided into ten categories each containing several statements. For each statement, please tell us what you consider to be your organisation's current position. In the space provided, please enter a number from 0–100. If you are unsure how to respond to a particular statement, then please leave it blank (rather than entering a '0' response), however at least one statement in each category must be answered. For the first nine categories, please use the following scale (as a guide) when rating your organisation's position:

**Score    Current position of the organisation**

100    Yes, fully practiced throughout the organisation. Continually refined and improved as 'The way things are done round here.'  
80    Yes, being practiced consistently across the organisation with further improvements being made.  
60    Yes, being practiced across most of the organisation most of the time.  
40    Yes, being practiced, but only in parts of the organisation, part of the time.  
20    Yes, this has just started.  
0    No, this is not in place.

#### 1 VISIONARY AND STRATEGIC LEADERSHIP

**SCORE 0–100**

Management articulates a clear and inspiring vision that is well understood

Management actively fosters and encourages ownership of the vision by staff

The vision and supporting goals underpin and guide managerial decisions and behaviours

Management plans with a view to growing the business while meeting the needs of shareholders/owners, taking into account employee, supplier, customer, and other shareholder interests

Management demonstrates an international/global perspective and has a good understanding of global markets and global thinking

2 PERFORMANCE LEADERSHIP	SCORE 0-100
Management ensures the organisation is strongly goal, performance, and achievement focused	<input type="text"/>
Management demonstrates the ability and attitude to lead the achievement of challenging goals and change	<input type="text"/>
Management balances risk with achievement, not risk avoidance (i.e. management is not risk averse)	<input type="text"/>
The organisation consistently meets its performance goals and has a performance track record of growth and of continually improving performance	<input type="text"/>
The organisation consistently performs better than its competitors or other comparable organisations	<input type="text"/>

3 PEOPLE LEADERSHIP	SCORE 0-100
Management attracts, retains, develops, motivates, and leads an effective team capable of achieving company objectives	<input type="text"/>
Human resource planning is an integral part of the annual business planning process	<input type="text"/>
Management provides enhanced leadership – acts as a role model, is committed to developing subordinates and leading people	<input type="text"/>
Management is strong on empowerment – allows scope for people to grow and contributes toward employee's growth and therefore enhancing their CV	<input type="text"/>
Management maintains a culture supportive of today's employee values – not stifled by structure and hierarchy	<input type="text"/>

4 FINANCIAL MANAGEMENT	SCORE 0-100
Management develops and commits to plans and goals that support sound growth and continuing performance improvement	<input type="text"/>
Management leads and manages the business to consistently achieve or exceed these goals	<input type="text"/>
Management practices sound and effective management of the organisation including financial planning, accounting, cash flow management, investment, financial reporting, and liaison with financial institutions	<input type="text"/>
Management has experienced accounting and financial personnel for its financial management	<input type="text"/>
Management has in place sound and effective internal control systems through supervision and internal audit	<input type="text"/>

5 ORGANISATION CAPABILITY	SCORE 0-100
Management builds organisation capability, a culture of innovation and research, and an organisation dedicated to continuous improvement	<input type="text"/>
Management brings about and maintains a 'boundary-less' organisation, which is confident and effective in leading and managing a non-hierarchical structure	<input type="text"/>
Management effectively balances strong effective teams with free (independent) individuals	<input type="text"/>
Management has a sound understanding and effective application of best management practices to achieve organisational goals and objectives	<input type="text"/>
Management demonstrates strong commitment to continuous learning for both individuals and the organisation	<input type="text"/>

6 APPLICATION OF TECHNOLOGY AND KNOWLEDGE	SCORE 0–100
Management exploits information technology and brings about a knowledge driven organisation	<input type="text"/>
Management understands the impact of technology on organisations and on work itself	<input type="text"/>
Management understands the value and application of knowledge in organisations	<input type="text"/>
Management applies effective knowledge and information management	<input type="text"/>
Management practices knowledge management and promotes a learning organisation culture	<input type="text"/>

7 EXTERNAL RELATIONSHIPS	SCORE 0–100
Management develops networks and spheres of influence with stakeholders	<input type="text"/>
Management maintains networks and spheres of influence with stakeholders	<input type="text"/>
Management ensures the organisation has a positive external image through the building of effective relationships with all stakeholders including customers and suppliers	<input type="text"/>
Management ensures the organisation has a positive external image through the fulfilment of community and social obligations	<input type="text"/>
Management practices corporate social responsibility	<input type="text"/>

8 INNOVATION — PRODUCTS AND SERVICES	SCORE 0–100
Management and employees create the climate for and encourage continuous innovation in products and services	<input type="text"/>
Management and employees recognise innovation as an important aspect of business and for all the organisation's processes – innovation is part of the organisation's culture	<input type="text"/>
Management and employees recognise that innovation leads the business to new dimensions of performance	<input type="text"/>
Management and employees practice innovation to create new values for the business, customers, and shareholders	<input type="text"/>
Management and employees practice innovation to expand the market and increase the market share	<input type="text"/>

9 INTEGRITY AND CORPORATE GOVERNANCE	SCORE 0–100
Management and employees understand ethical principles in making decisions on organisation's affairs	<input type="text"/>
Management and employees follow ethical rules and procedures for making decisions on organisation's affairs	<input type="text"/>
Management and employees adhere to legislation, regulations, and guidelines in administering the business of the organisation	<input type="text"/>
The organisation promotes an established standard of ethical behaviour for directors, management and employees, based on integrity and code of proper conduct	<input type="text"/>
The organisation practices integrity and ethical behaviour as being good for long term business and profitability	<input type="text"/>

For this final category, please use the following scale (as a guide) when rating your organisation's current position. Again, please enter a number from 0 – 100.

Score	Current position of the organisation
100	Excellent performance in most areas. Strong evidence of industry leadership in many areas.
80	Good to excellent performance in most areas. Most trends compared against benchmarks show areas of leadership and very good performance.
60	Good performance in many areas. Many trends compared against benchmarks show areas of good performance.
40	Improving trends in many areas. Some trends compared against benchmarks show areas of strength.
20	Early stages of developing trends, many results not reported.
0	No results, poor results.

#### 10A. PERFORMANCE RESULTS

SCORE

The key measures of the particular organisation's performance should be used to assess results and comparative performance. The key measures of business performance and business growth in the context of the AMCI could be: Growth in revenue over the past 5 years; Profit performance over the past 5 years; or EVA\* performance over the past 5 years

\* EVA — a measure of a company's financial performance based on the residual wealth calculated by deducting cost of capital from its operating profit – adjusted for taxes on a cash basis

The performance results are the most important measures of management capability. Where relevant, the results should include performance relative to competitor(s) or relevant comparable organisations.

#### 10B. ORGANISATION'S MANAGEMENT CAPABILITY

SCORE

The organisation's management capability determines performance results.

## 9.3 Definitions

The definitions that form the basis for the AMCI have been drawn from the definitions used in other jurisdictions, to ensure the consistency of data in international MCI comparisons.

### 9.3.1 Management capability and related concepts

Management capability is the capacity to apply management competencies within an organisation to achieve desired results.

Competencies	These are general descriptions of the abilities necessary to perform successfully in a particular job or position. Competency profiles are used as the basis for defining the requirements of a particular position and for predicting individual performance in the position.
Competence	This is having the requisite or adequate ability or qualities to perform well or to a required standard.
Capability	This is the demonstrated capacity to achieve through effective use of abilities or competencies for a particular purpose.

### 9.3.2 Australian Management Capability Index categories

Definitions for each of the ten categories that make up the AMCI are as follows:

Visionary and strategic leadership	Articulates a clear and inspiring vision for the organisation and team, and identifying the best ways to move towards the organisation's vision, mission, objectives and goals while at the same time taking into account the needs of all stakeholders. Demonstrates a global perspective and understanding of global markets and global thinking.
Performance leadership	Ensures an achievement oriented organisation and team that is able to manage risks and constant changes, while consistently striving for performance excellence and continuous improvement.
People leadership	Makes human resource planning, talent management and development an integral part of the organisation. Maintains an open structure that encourages growth and empowerment of its people.
Financial management	Practices sound and effective financial management of the organisation. Leads and manages the organisation to consistent performance improvements and profitable growth.
Organisation capability	Builds a culture of innovation and research with emphasis on continual improvement and learning both for the individual and organisation. Maintains a 'boundary-less' organisation with effective application of best management practices to achieve organisational goals and objectives.
Application of technology and knowledge	Brings about a knowledge driven organisation that understands and exploits information technology and knowledge management to improve performance of organisation.
External relationships	Builds effective relationships with all stakeholders and develops and maintains networks and spheres of influence.
Innovation – products and services	Encourages continuous innovation in products and services in creating new value for the organisation.
Integrity and corporate governance	Consistently adheres to ethical principles having set specific rules and procedures for making decisions on organisation's affairs. Has an established standard of ethical behaviour for directors and stakeholders based on trustworthiness and values that are accepted or upheld. Adheres to legislation, regulations and guidelines in administering the business of the organisation.
Results and comparative performance	Measures and monitors business performance and goals as the key performance indicators and scorecard of the organisation. Recognises that performance results are the most important measures of management capability.

## 9.4 Recommended AIM learning and development programs

**Appendix 9.4 provides a comprehensive list of the Australian Institute of Management's learning and development programs mapped against the ten key drivers of management capability identified in the Australian Management Capability Index.**

Programs are listed on a state-by-state basis (with content provided by participating AIM divisions — AIM New South Wales and Australian Capital Territory, AIM Queensland and Northern Territory, AIM Western Australia and AIM South Australia) to enable organisations and individuals to access their nearest AIM division.

## AIM New South Wales and Australian Capital Territory

For more information on the programs listed and the full range of programs AIM NSW and ACT offers visit [www.aim-nsw-act.com.au](http://www.aim-nsw-act.com.au)

### AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Managing your self</b>										
Personal effectiveness		●				●				
Managing your time		●								
Negotiating skills			●				●			
Resolving conflict			●							
Professional presentations							●			
<b>Managing your team</b>										
The new supervisor	●	●	●							
The experienced supervisor		●	●							
Manage people effectively		●	●		●					
Leading with impact	●	●			●					
Building team performance			●							
Working relationships										
Recruiting and developing staff			●							
Promote diversity in the public sector			●						●	
Develop workplace learning		●								
Managing people performance			●							
Coaching in the workplace			●							
Microsoft project introduction						●				
Planning for success	●	●								
Implementing continuous improvement								●		
Delivering innovation								●		
Accounting for non-accountants				●						
Managing team budgets				●						
Delivering customer service							●		●	
Building client relationships							●			
Deliver client services							●		●	

## AIM New South Wales and Australian Capital Territory

### AMCI capabilities

Leading your business	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Management essentials	●	●	●							
Developing high performance teams										
Organisational leadership	●	●	●				●	●		
Managing, leading and developing people		●	●							
Key account management					●		●			
Marketing fundamentals										
Develop and implement marketing strategies	●						●			
Foster innovation and improvement								●		
Managing and implementing change					●		●			
Managing organisational improvement								●		
Advanced communication skills		●					●			
Establish strategic networks							●			
Strategic approach to planning							●			
Managing developing and implementing strategy	●	●		●			●		●	
Sustainable business practices					●				●	
Implementing sustainability across the business							●		●	
Contract management									●	
Finance for non-finance managers				●						●
Managing financial resources				●						●



## AIM New South Wales and Australian Capital Territory

### AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>The senior executive</b>										
Reporting to the board						●	●		●	
Getting on boards							●			
Developing your leadership brand	●		●		●		●		●	
Building corporate resilience										
Future building in business	●	●			●			●		
Marketing for non-marketing executives					●	●				
Leveraging social media to build business						●	●			
Leveraging human resource strategies			●		●					
IT For non-IT executives						●				
Ethical accountabilities in management									●	
<b>Your specialist skills</b>										
Policy writing for the public sector									●	
Ethics and governance							●		●	
Analyse and present research information						●				
Strategic business writing										
Excel intermediate						●				
Excel advanced						●				
Training the trainer			●							
Assessing in the workplace			●							
Diploma of professional coaching			●							
Appraising and managing performance		●								
PA program — personal and team leadership			●							
PA program — customer relationships		●								
PA program — develop self and others			●							
PA program — manage finances and projects		●								
Introduction to HR			●							
Project management fundamentals		●								
Applied project management		●								
Diploma project management		●								
Advanced diploma project management	●	●								
Prince 2 foundation		●								
Prince 2 practitioners		●								

## AIM Queensland and Northern Territory

### AMCI capabilities

For more information on the programs listed and the full range of programs AIM Queensland and Northern Territory offers visit [www.aimqld.com.au/training/index.htm](http://www.aimqld.com.au/training/index.htm)

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Accounting for non accountants				●	●					
Advanced facilitation skills					●					
Applied project management					●					
Appraising and managing performance		●			●					●
Art of delegation — responsibility, accountability and outcomes			●							
Assertion skills			●							
Behavioural interview skills			●							
Brain science for managers — get the best from your people			●							
Budgets and finance				●						
Building client relationships							●			
Building unbelievable teams		●								
Business acumen		●								
Business networking — sharing professional knowledge							●			
Business sales					●					
Coaching and mentoring			●							
Complex negotiations					●					
Conflict resolution			●							
Continuous improvement management					●		●			
Contract management				●	●					
Create strategic human resource plans	●	●	●							
Creating a safe workplace					●					
Creative thinking	●	●								
Cross cultural awareness					●					
Dealing with difficult people and situations		●	●							
Debt management for managers				●						
Decision making — techniques and skills for better results		●	●		●					
Design policies and procedures for training					●					
Developing high performance teams		●	●							
DiSC		●	●							
Effective communication					●					
Effective meetings					●					
Effective people management		●	●							
Effective people skills			●		●					
Effective technical writing — from jargon to clarity					●	●				

## AIM Queensland and Northern Territory

### AMCI capabilities

	Visionary and strategic leadership	Performance leadership	People leadership	Financial management	Organisation capability	Application of technology and knowledge	External relationships	Innovation—products and services	Integrity and corporate governance	Results and comparative performance
Emotional intelligence in the workplace		●	●							
Essential selling skills					●					
Evaluating marketing performance					●					
Exceptional customer service		●			●					
Experienced manager	●	●								
Facilitate groups					●					
Feedback skills for managers			●		●					
Feedback skills for supervisors			●		●					
Finance for non-finance managers					●					
Frontline leadership	●	●								
Fundamentals of marketing					●					
Handling customer complaints — assess, act, impress					●					
Implementing operational plans										
Influencing others			●		●					
Interpersonal skills for leaders										
Introduction to budgets				●						
Language of leadership — how leaders communicate and inspire	●	●	●							
Leadership challenges for women	●	●	●							
Leadership in today's environment	●	●	●							
Leading teams through change					●					
Leading with questions					●					
Learning strategy and resource development		●								
Making training stick — how to incorporate learning in the workplace					●					
Manage and implement change					●					
Manage customer service					●					
Manage knowledge and information					●					●
Manage remuneration and employee benefits		●	●		●					
Manage work priorities					●					
Manage workplace projects					●	●				
Management innovation							●			
Manager as coach		●	●							
Managers and governance								●		
Managing assessment and evaluation		●								

## AIM Queensland and Northern Territory

### AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Managing generational difference					●					
Managing human resource service delivery					●					
Managing in the moment		●			●					
Managing personal sales performance		●	●							
Managing virtual and remote teams		●	●							
Managing your sales team		●	●							
Marketing your products and services					●					
Motivate and engage your team		●	●							
Negotiation skills					●		●			
Networking and brand 'you'					●		●			
Neuro-linguistic programming	●	●	●		●					
New manager		●	●							
New supervisor	●	●								
Pa program — essential skills for personal assistants					●					
People and performance		●	●		●					
People and projects — human dimension of project management			●		●					
Power of positive thinking and communication					●					
Powerful presentations					●					
Prince II foundations		●			●					
Prince II practioner		●			●					
Problem solving					●					
Procurement					●	●				
Project management — human resources and communication management					●					
Project management — procurement management					●					
Project management — risk management					●					
Project management — scope, time, quality and cost					●					
Project management fundamentals					●					
Project management integration					●					
Projecting a positive professional image		●			●					
Promote innovation								●		
Quality and continuous improvement		●			●					●

## AIM Queensland and Northern Territory

### AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Recruiting and selecting people			●		●					
Resilience for managers										
Risk management					●					●
Sales for non-sales people		●								
Sensational internal customer service — your colleague as your customer					●					
Skills for the office professional					●					●
Smarter selling		●			●					●
Step up skills for recent graduates			●		●					
Strategic account management	●	●					●			●
Strategic business planning		●								●
Strategic marketing	●	●					●	●		●
Strategic skills for executive assistants					●					
Supply chain management		●			●		●			
Sustainability leadership — the case for environmental sustainability		●			●				●	●
Taking and writing effective minutes										
Team communication — briefings, meetings and sharing information										
Terrific training tactics — train the trainer top up										
The Workplace Investigations Training Program™										
Think on Your Feet®		●			●					
Thriving in times of change — strategies for team members			●		●					
Time management					●					●
Time management takeaways — spend time where it counts					●					●
Train the trainer TAE			●		●					●
Training needs analysis			●		●					
Vital conversations — confronting the tough stuff					●					
Work priorities for professionals										
Working in teams			●		●					
Workplace behaviours — addressing bullying, harassment and discrimination					●				●	
Workplace knowledge and information						●				
Workplace learning environment			●		●					

## AIM Queensland and Northern Territory

### AMCI capabilities

	Visionary and strategic leadership	Performance leadership	People leadership	Financial management	Organisation capability	Application of technology and knowledge	External relationships	Innovation—products and services	Integrity and corporate governance	Results and comparative performance
Workplace relations for managers					●					
Writing a business case		●			●					
Writing effective reports and documentation					●					●
Writing policies and procedures					●					●
Young manager program		●			●					●

## AIM South Australia

### AMCI capabilities

For more information on the programs listed and the full range of programs AIM South Australia offers visit [www.aimsa.com.au](http://www.aimsa.com.au)

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Managing your self</b>										
Assertiveness skills										
Prioritising work		●				●				
Time management		●								
Negotiation skills			●				●			
Conflict resolution			●							
Professional presentations							●			
Managing workplace stress										
Workplace safety										
Effective communication										
Managing meetings										
Effective meetings and minutes										
<b>Managing your team</b>										
New supervisor		●	●							
New manager	●	●	●							
Effective people management		●	●		●					
Manage people performance			●							
Developing high performance teams			●							
Recruit, select and induct employees			●							
Working with diversity			●						●	
Developing a learning workplace		●	●							
Coaching and mentoring			●							
Behavioural interviewing			●							
Effective human resource services			●							
Human resource fundamentals			●							
Manage employee relations			●							
Review and reward staff performance			●							
Continuous improvement								●		
Promote innovation								●		
Manage team budgets				●						
Customer first							●		●	
Building client relationships							●			
Meeting customer needs							●		●	
Workplace leadership			●							
Managing a sales team			●							
Working with others			●							
Workplace information										

# AIM South Australia

## AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Leading your business</b>										
Ethics, values and resilience	●		●						●	
Organisational leadership	●	●	●				●	●		
Leading for innovation and sustainability								●	●	
Leading, managing and developing people		●	●							
Manage and implement change					●		●			
Manage customer service					●		●			
Manage projects and operational plans		●						●		
Risk management									●	●
Risk management processes									●	●
Strategic business planning	●	●		●			●			
Strategic organisational change	●								●	
Sustainable business advantage	●							●	●	
Managing developing and implementing strategy					●		●		●	
Plan and manage human resource strategy	●		●							
Finance for non-finance managers				●						●
Managing financial resources				●						●
Key account management					●		●			
Manage marketing performance	●						●			
Marketing for managers	●				●		●			
Managing contracts									●	
Contract law for managers									●	
Managing a project based organisation		●			●					
Strategic marketing					●					
Quality management and process improvement		●							●	
Ohs systems and processes	●								●	
Managing consultancy practice	●	●	●	●	●	●	●	●	●	●
<b>The senior executive</b>										
Strategic leadership	●	●	●							
Managing operation improvement	●	●								
Economics for managers	●	●								
Business decision making and analysis	●	●								
Business decision making and analysis	●	●	●	●	●					
Leadership and general management			●							



	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Human resource management		●								
International business					●		●			
Strategic organisational change	●	●						●		
Foundation concepts in sustainable development								●	●	
Implementing sustainable development								●	●	
Sustainable development project								●	●	
<b>Your specialist skills</b>										
Writing policies and procedures									●	
Report writing						●				
Business writing skills										
Creative problem solving										
E-business strategy						●				
Train the trainer			●							
Assessing in the workplace			●							
Training for sustainability			●						●	
Project management fundamentals		●								
Applied project management		●								
Diploma project management		●								
Advanced diploma project management		●								
Day to day accounts										●
Understand financial reports										●
Training needs analysis			●							
Essential selling skills					●		●			
Plan sales and develop networks					●		●			
Design learning programs			●							
Market analysis					●		●			
Market profiling					●		●			
Marketing and promotion strategies					●		●			
Training tactics			●							
Public speaking skills										
Professional telephone techniques							●			
The professional executive assistant										

## AIM Western Australia

### AMCI capabilities

For more information on the programs listed and the full range of programs AIM Western Australia offers visit [www.aimwa.com](http://www.aimwa.com)

Personal	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
The professional coach		●	●							
Mentoring skills		●	●				●			
Coaching skills		●	●							
Improving your interpersonal relationships at work		●	●		●		●			
Negotiating skills		●	●		●		●			
Resolving conflict		●	●		●		●			
Having difficult conversations		●	●		●					
Introduction to emotional intelligence		●	●				●			
Speaking off-the-cuff		●					●			
Developing physical and emotional resilience		●			●					
The making of a corporate athlete		●			●					
Professional presentations		●					●			
Online writing		●				●				
Writing manuals and procedures		●			●					
Professional business writing		●			●					
Taking minutes and preparing meetings		●			●					
Getting paperwork done		●								
Time management		●								
Practical decision making		●	●		●					
Stress management		●								
Chasing your passion			●							

General management and leadership	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
Executive development course	●	●	●	●	●		●		●	●
The new manager		●	●							
The new supervisor		●	●		●					
The experienced supervisor		●	●		●					
Manage people effectively		●	●		●					
Emerging leaders	●	●	●		●					
Leadership development	●	●	●		●		●			
Women in leadership	●	●	●		●		●			
Leading bold change	●				●			●		
Surviving FIFO			●				●			
Enhancing your diversity IQ			●		●					
Manage and implement change	●	●			●		●	●		
Strategic business planning	●	●			●					●
How to prepare a business case	●	●			●					●
Writing successful business plans	●	●		●	●					
Building an innovation culture	●				●			●		
Managing people who don't work for you		●	●				●			
Team development tools and techniques		●	●		●					
Working with virtual teams	●		●		●					
Effective stakeholder management	●						●			
Managing people performance			●		●					
Strategic sustainability for today's organisations	●								●	

# AIM Western Australia

## AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Supervision, frontline management and OHS</b>										
FLM intensive		●	●		●					
Managing team budgets				●						
Continuous improvement	●				●			●		
Developing high performance teams		●	●		●					
Workplace leadership			●		●					
Managing people performance					●					
Effective workplace relationships					●					
Develop workplace learning		●			●			●		
Personal work priorities					●			●		
Safety leadership and performance	●				●		●			
Behaviour based safety	●	●								
Getting up to speed on harmonised OSH laws	●	●								
<b>Project management and process improvement</b>										
Project management fundamentals		●			●					
Applied project management		●			●					
Project management in action		●			●					
Advanced diploma of project management	●	●								
Business process management					●					
Business process improvement					●					
Facilitating business process improvement teams	●	●			●					
Diploma of contract management		●		●	●		●			
Process mapping for improvement					●					
Business continuity and disaster recovery	●									
Prince 2 foundation		●			●					
Prince 2 practitioners		●			●					

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation — products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Sales and Marketing</b>										
Marketing and PR fundamentals							●			
Marketing with new and social media	●				●	●	●	●		
Business to business – key account selling				●			●			●
Building client relationships							●			
Managing the media	●					●	●			
Personal branding	●		●				●			
Diploma of marketing	●			●	●		●	●		●
<b>HR, training, finance and administration</b>										
Train the trainer		●	●		●					
Design learning and development programs		●								
Workplace assessor		●								
On the job training techniques		●	●		●					
Diploma of facilitation		●	●		●					
Manage human resource services	●				●					
Introduction to human resource management			●		●		●			
How to recruit, select and induct the right people			●		●		●			
Bullying in the workplace		●	●						●	
Appraising and managing performance		●	●		●					
Preparing an organisational development strategy	●				●					
Managing workplace inquiries and investigations		●	●		●				●	
Budgeting and business planning	●			●						
Introduction to accounting		●		●						
Finance for non-finance managers		●		●						
Accounting for non-accountants		●		●						
Building commercial skills		●		●						●
Economics in one day		●		●						
Professional office manager		●	●		●					

# AIM Western Australia

## AMCI capabilities

	<i>Visionary and strategic leadership</i>	<i>Performance leadership</i>	<i>People leadership</i>	<i>Financial management</i>	<i>Organisation capability</i>	<i>Application of technology and knowledge</i>	<i>External relationships</i>	<i>Innovation—products and services</i>	<i>Integrity and corporate governance</i>	<i>Results and comparative performance</i>
<b>Computer Training</b>										
Word introduction, intermediate and advanced						●				
Powerpoint introduction and advanced						●				
Outlook introduction and advanced						●				
Excel introduction, intermediate and advanced						●				
Excel macros introduction and advanced						●				
Project introduction, intermediate and advanced						●				
Access introduction, intermediate and advanced						●				
Adobe Acrobat introduction and intermediate						●				
Visio introduction						●				
Professional document design						●				
Publisher						●				
Introduction to Apple Macintosh						●				
Excel introduction for Macintosh						●				
Building brilliant websites						●				
Adobe Photoshop introduction						●				
Adobe InDesign introduction						●				
<b>Senior executive development</b>										
Senior executive forum	●	●	●	●	●		●		●	●
Advanced management program	●	●	●	●	●		●		●	●
Authentic leadership		●	●		●		●			
Building blue – constructive leadership		●	●		●					
Thinking and planning strategically	●				●					
Strategic negotiation			●				●			
Communicating with influence			●				●			
Mental toughness			●							
Asset management for managers		●		●	●	●				●
Leading for proactivity		●	●							



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