

Menu of Capacity Development Activities

Developing Scientists with relational skill and commercial vision

SfTI scientists are selected on the excellence of their ideas and their exceptional Technical Capacity. The SfTI-NSC aims to develop scientists' capabilities even further, so that SfTI scientists will also have market vision and the skills to interface with Industry and commercial entities.

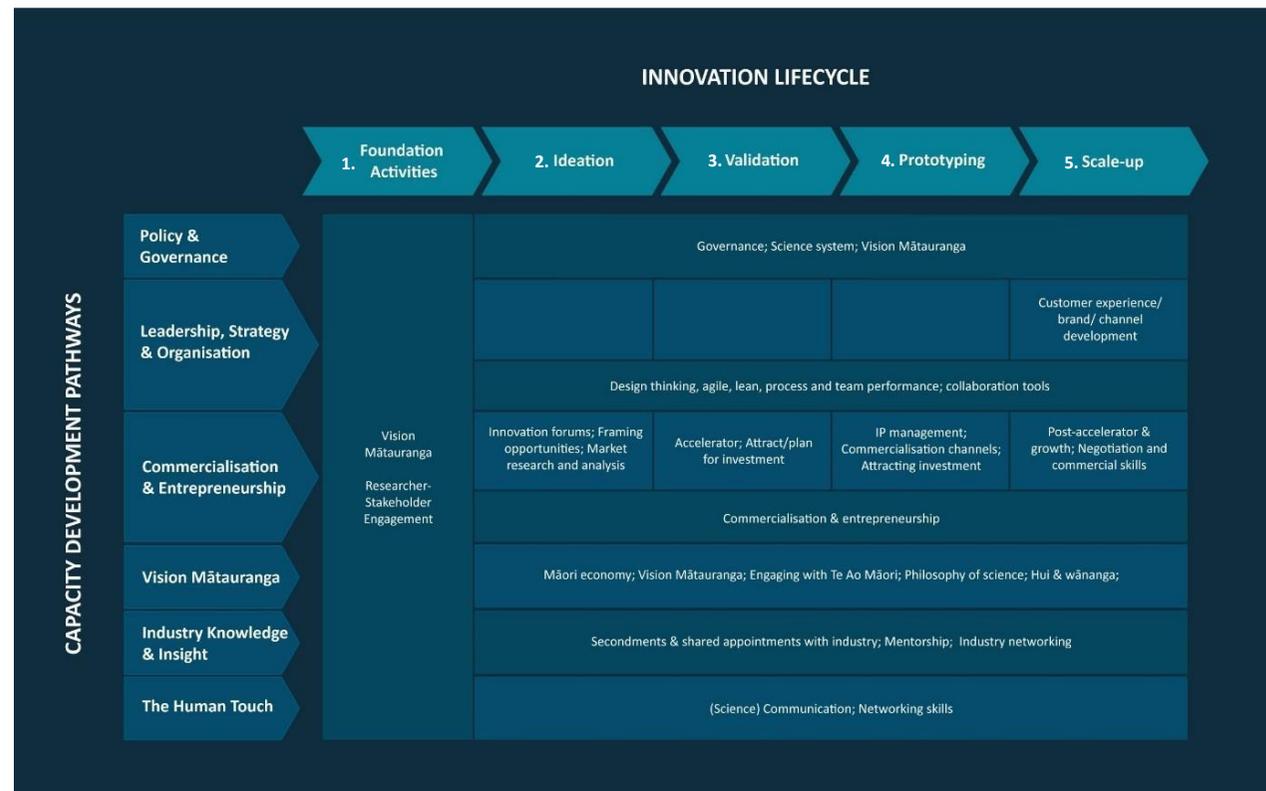
SfTI will financially support SfTI researchers to develop Human and Relational Capacity to progress their ideas through the Innovation Lifecycle (*Right*).

Below is a list of training activities provided across the country that are available to SfTI researchers. This list is organised based on the Innovation Lifecycle.

SfTI members are also encouraged to find other opportunities that are not listed here. If these opportunities align with themes in the Innovation Lifecycle, SfTI will endeavour to fund you to do it.

If you are interested in attending one of these activities, are interested in a different activity, or have any questions, please contact the Capacity Development Advisor:

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1. Foundation Activities

It is anticipated that SFTI researchers will undertake the following two Foundation Activities.

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Bringing Vision Mātauranga to Life in Our Challenge	<p>Full and responsive engagement with Māori in every aspect of the Challenge is critical to our success. This will be a new area of professional practice for many of our team. This workshop aims to build a foundation of capability so researchers can engage with Māori in ways that deliver improved knowledge sharing and research value. Your questions will be welcomed.</p> <p>The core content will cover:</p> <p>The Māori economy</p> <ul style="list-style-type: none"> • Māori economic settings and players • Iwi and their drivers • How Māori are generating economic growth currently and the opportunities therein <p>Vision Mātauranga</p> <ul style="list-style-type: none"> • The policy fundamentals • What Māori expect from the policy and how we can deliver that • What good VM practices look like <p>Engaging with Te Ao Māori (Māori world)</p> <ul style="list-style-type: none"> • Values underpinning Māori world views • Māori concepts relating to knowledge creation • Communication and relationship behaviours that promote collaboration – dos and don'ts 	One Day	Bi-annually 2017 dates: TBC	SfTI National Science Challenge	Free for SFTI members. Travel subsidies also available.

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
<u>Collaborative Relationships for Science and Engineering: Researcher-Stakeholder Engagement</u>	<p>The SFTI mission is to enhance New Zealand’s capacity to use physical sciences and engineering for economic growth. The capacity of SFTI Researchers to engage across disciplinary and industry boundaries is crucial to achieve this mission.</p> <p>This one-day workshop will highlight the ‘why’, ‘who’ and ‘how’ of researcher-stakeholder engagement – providing a common understanding and practical skills to develop purposeful, trust-based and fruitful relationships that both enhance research and result in social and commercial outcomes for New Zealand.</p>	One Day	Bi-annually 2017 dates: TBC	SFTI National Science Challenge	Free for SFTI members. Travel subsidies also available.

2. Policy & Governance

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
<u>Governance Development Programme</u>	A modular alternative to Governance Essentials, offering the opportunity to experience bite-sized chunks of learning over an extended time span. In addition to being appropriate for aspiring and new directors and senior executives, the GDP is also suited to small and medium enterprise (SME) owners who wish to explore a governance function and professionals who advise clients on governance. The style of the GDP is particularly useful if you wish to establish local networks.	Six sessions, 4.00pm – 7.00pm	Annual. 2017 dates: Invercargill, 4 Oct, 1 Nov, 6 Dec, 7 Feb, 7 Mar, 4 Apr. 2018 dates Invercargill, 4 Oct – 4 Apr	Institute of Directors	Members: \$1,925 incl GST. Non-members: \$2,560 incl GST.
<u>Governance Essentials</u>	This course will enable you to understand the fundamental roles and responsibilities of a board and individual directors across a range of governance settings.	One day	Regular. 2017 dates: Wellington, 8 Aug, 10 Oct Tauranga, 22 Aug Auckland, 29 Aug, 30 Oct, 21 Nov	Institute of Directors	Members: \$830 incl GST. Non-members: \$1,055 incl GST.
<u>Finance Essentials</u>	Gain a comprehensive overview of the key financial information you require to confidently perform your duties.	One day	Regular. 2017 Dates: Auckland, 13 Sept, 3 Nov, 22 Nov Wellington, 11 Nov	Institute of Directors	Members: \$830 incl GST. Non-members: \$1,055 incl GST.
<u>Strategy Essentials</u>	Gain an understanding of the fundamentals of strategy development from the board's perspective.	One day	Regular. 2017 Dates: Christchurch, 14 Sept Auckland, 21 Sept, 1 Nov Wellington, 12 Oct	Institute of Directors	Members: \$830 incl GST. Non-members: \$1,055 incl GST.
<u>Risk Essentials</u>	Gain a greater understanding of risk management processes and the role of the board in overseeing its management of risk.	One day	Regular. 2017 Dates: Tauranga, 23 Aug Auckland, 2 Nov	Institute of Directors	Members: \$830 incl GST. Non-members: \$1,055 incl GST.
<u>Company Directors' Course</u>	A fundamental five day course for directors and senior executives who have governance experience and have been in their roles for at least a year.	Five days	Regular. 2017 Dates: Queenstown, 1-6 Oct Auckland, 14-19 Oct Queenstown, 29 Oct – 3 Nov Wellington, 5-10 Nov	Institute of Directors	Members: \$7,350 - \$7,695 incl GST. Non-members: \$9,550 - \$9,995 incl GST.

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
			Waiheke Island, 12-17 Nov Queenstown, 3-8 Nov		
<u>Machinery of Government</u>	This course assists newcomers to understand the institutional environment, structure and processes and the political context within which the state sector operates.	One day	Regular. 2017 Dates: Wellington, 1 Sept, 1 Nov	Victoria University of Wellington	\$730.00 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$657.00 excl. GST
<u>Governance for Success</u>	<p>Understand the roles, responsibilities and liabilities of being a director.</p> <p>This two-day course, run by Dr Brent Wheeler and Sarah Haydon, who share over 35 years' experience as directors, provides the theory, practice and the skills required to operate effectively in a boardroom and give you confidence as a director.</p> <p>You will:</p> <ul style="list-style-type: none"> • Understand your exposure to risk as a director • Improve your contribution to board policy-making • Add value to your enterprise through the boardroom • Learn from practical examples and the day-to-day experience of hardened practitioners 	Two days	Regular. 2017 Dates: Auckland, 14-15 Nov	The University of Auckland Business School	\$2,295 excl. GST

3. Leadership, Strategy & Organisation

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Business Acumen for Leaders	The Business Acumen for Leaders workshop focuses on the acumen side of this equation: specifically, what it takes to make good judgments around decisions that have an impact on the key success indicators of your organisation.	One day	Regular. 2017 Dates: 7 September 2017	Victoria University of Wellington	\$895.00 excl. GST. Victoria University Staff
Experience Design Thinking Workshop	<p>With so much choice available in an ever-changing marketplace, companies must ensure their products and services are meaningful and relevant for their customers. Design creates better business, better thinking, better insights, better products and services, and better customer experiences.</p> <p>Better by Design uses design thinking as both a methodology and a mind-set for unlocking creative and innovative potential.</p>	One day	Regular. Auckland, 29 November, 1 December 2016	Better by Design (NZTE)	\$795 + GST. \$295 + GST for NZTE customers.
Design Thinking in a Day	<p>This course is a 1-day hands-on experience, teaching you the tools and techniques to help you apply design thinking to your business.</p> <p>Applying the analytical tools and generative techniques that designers use can transform the way organisations create value for their 'customers' and themselves. This approach, design thinking, is a human-centred approach that enables organisations to solve complex problems and define opportunities.</p> <p>Design isn't about sitting at a desk; it is about 'learning by doing'. Design Thinking in a Day will teach you some of these essential tool and techniques, and the basics of the design process in a hands-on way.</p>	One day	Currently Being Refreshed (as of Aug 2017)	Design Thinking	TBA
Design Thinking Fundamentals: 1 Day	Design thinking (or service design), is a human-cantered approach that aids organisations to solve their most complex challenges to create positive customer experiences.	One day	Regular. 2017 Dates Wellington, 28 Sept, 23 Nov	Victoria University of Wellington	\$800.00 excl. GST. Early Bird 10% discount fee available until 28 days prior to the course start date \$720.00 excl. GST.

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Condensed Bootcamp	This one-day course is an introduction to design thinking, and its relevance to business and the public sector. It's a glimpse into the world of design and the process, methods and mind-set involved in creating successful outcomes. This course emphasises these mind-sets and how to approach complex problems.				
Design Thinking Fundamentals: 2 Day Extended Bootcamp	This two-day course provides an extended introduction to design thinking, and its relevance to business and the public sector. It is a glimpse into the world of design and the three parts of design thinking: process, methods and mindset. This course emphasises those three parts of design thinking in approaching complex problem and creating successful outcomes.	2 Days	Regular 2017 Dates: Wellington, 18 Oct (few remaining)	Victoria University of Wellington	\$1,600 excl. GST. Early Bird 10% discount fee available until 28 days prior to the course start date \$1440 excl. GST.
Managing Stakeholders: A systems approach	Managing stakeholders can be challenging and complex. This course introduces a systems approach to identify and manage stakeholders using tools such as 'stakeholder analysis', 'group model building' and 'causal loop modelling'. The course will equip you with tools you can use immediately in your workplace.	One day	Regular. 2017 Dates: Wellington, 11 October 2017	Victoria University of Wellington	\$730.00 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$657.00 excl. GST
Practical Project Management	This is a highly interactive one-day workshop that will introduce you to a set of practical project management tools and techniques as well as basic project management concepts and principles.	One day	Regular. 2017 dates: Wellington, 7 Aug, 13 Nov	Victoria University of Wellington	\$895.00 excl. GST Victoria University Staff 15% discount fee \$760.75 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$805.50 excl. GST.
Systems Thinking	This practical two-day course will focus on systems thinking approaches to strategic decision making. The emphasis will be on learning and applying tools that help you understand complexity, design better operating policies, and guide effective change from a holistic systems thinking perspective.	Two days	Regular. 2017 dates: Wellington, 21 Sept	Victoria University of Wellington	\$1,360 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$1,224 excl. GST
Building High Performing Teams	This two-day workshop is for new and mid-level leaders and managers who want to learn how to: deliver team results that are far greater than the sum of individual team member efforts; assess their team and understand	Two days	Regular. 2017 dates: Wellington, 8 Nov	Victoria University of Wellington	\$1,360.00 excl. GST Early Bird 10% discount fee available until 28 days prior to

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	exactly where to act to improve performance; apply simple approaches and tools that facilitate performance improvement more easily; establish a learning and improvement culture in their team; successfully navigate tricky team performance issues; apply simple and practical team-building approaches that they can use on a week-by-week basis to grow team performance.				the course start date \$1,224.00 excl. GST
<u>Managing People: An Authenticity programme</u>	The Managing People programme helps you as a new manager navigate the, sometimes tricky, transition from being an individual contributor to managing a team of people. As a new manager, you are likely to have many questions: Who am I now; Who's in my team and what makes them tick, where are they at and how do I move them forward; How do I best communicate—when, why, what and to whom; How do I encourage great team communication and cooperation; How do I balance my own priorities; and most importantly, Am I doing this right.	One day	On demand.	Victoria University of Wellington. For internal staff members only.	TBD
<u>Leadership Fundamentals</u>	Leadership Fundamentals is a one-day intensive course that introduces new and aspiring leaders to the essential foundations for effective leadership. The programme teaches people, who are relatively new to leadership, what they need to know and be able to do in order to start to make an effective contribution as a leader.	One day	Regular. 2017 dates: Wellington, 14 Nov	Victoria University of Wellington	\$730.00 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$657.00 excl. GST
<u>Better By Lean</u>	Better By Lean is a workshop and coaching programme that applies a Lean Thinking lens to your entire operational system – development processes, workflows, supply chains, production lines, distribution channels and customer touchpoints – to boost your competitiveness and performance.	1-2 days	Regular. 2017 dates: Auckland, 9 Aug New Plymouth, 22 Aug Palmerston North, 19 Sept Blenheim, 18 Oct Christchurch, 24 Oct Queenstown, 23 Nov	Callaghan Innovation with University of Auckland	Better by Lean is free for eligible businesses.
<u>High Performance Work Initiative</u>	The High Performance Work Initiative (HPWI) is a coaching programme that helps New Zealand businesses get 'innovation ready'. It focuses on improving work	Medium-term coaching	Regular. On demand.	Callaghan Innovation in partnership with specialist consultants.	Co-funding (40% up to a maximum of \$20,000 excluding GST) is available for qualifying businesses.

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	practices, building an innovation culture, and increasing employee engagement.				
Leadership Development Programme	<p>The Leadership Development Programme is designed specifically for managers in privately-owned businesses who want to refine their leadership skills and contribute more to the success of the business.</p> <p>The residential programme allows you to take seven days away from the business over three months, so you can reflect and learn.</p> <p>In a unique practical learning environment, you'll develop yourself, refine your skills as a leader, and focus on what drives success in your role, your team and the business.</p> <p>You'll develop your personal and business skills, and become empowered to play a greater role in the growth and direction of the business you're working in.</p> <p>On the programme you'll refine your leadership style, complete a project to add real value to your business, and build a strong network of other senior leaders from a range of industries.</p>	7 days over three months	Regular.	ICEHOUSE	TBC
Business Coaching	One-on-one coaching will keep you on track to develop and implement your business plan and achieve your strategic goals. We'll team you up with a business coach whose background, personality and skills will complement you and your business.	TBC	TBC	ICEHOUSE	TBC
Essential Management Programme	<p>This programme concentrates on skills and knowledge required by managers to be effective in their role. By the end of this course you should be able to:</p> <ul style="list-style-type: none"> • Have the tools to communicate strategy, gain buy-in and set common goals • Practise effective planning skills 	Three days	Regular. 2017 dates: 27-29 Sep 6-8 Dec	University of Otago	\$365

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<ul style="list-style-type: none"> Utilise networking skills to foster professional links both inside and outside the University Use effective decision-making tools to manage priorities Build on the experiences and skills of speakers and fellow participants Reflect on your management style and skills 				
Team Building Activities	Think team building activities are a waste of time? Let's get together and look at different approaches to team building and consider the potential impact. This workshop includes a range of interactive examples, and will guide you through the process of running effective activities, from identifying the need to reinforcing the message afterwards.	2 hours	Regular. TBC	University of Otago	\$40
Understanding Teams	<p>Overview: Using a mix of group discussion and activities, we will look at what teams at different stages of development might require and what type of leadership they might respond to.</p> <p>Contents: The session is based around Bruce Tuckman's model of group development. That is that high performing teams are likely to go through four steps: forming, storming, norming and performing (watch the video (4:24) for more information on the model).</p>	3 hours	Regular. 2017 dates: Dunedin, 26 Sep	University of Otago	\$45
Time Management: finding the time to plan and organise	<p>Overview: Participants will be involved in group discussion and activities with a focus on sharing ideas and highlighting strategies to take back to the workplace.</p> <p>Contents: By the end of this workshop you should be able to:</p> <ul style="list-style-type: none"> Recognise common time-wasters at work and find practical solutions Consider objective-setting to and task priority levels Apply workflow planning techniques to complete prioritised tasks 	3 hours	Regular. 2017 dates: Dunedin, 23 Aug	University of Otago	\$45

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<ul style="list-style-type: none"> Use Outlook to gain control of your work and manage your time 				
Creating and Leading Highly Effective Teams	<p>We've probably all worked in teams that have not been highly effective. Some have been lucky enough to work in high performing teams. So what makes the difference? It's understanding that, as with most things, it takes time, understanding and nurturing to bring a high performing team to fruition.</p> <p>This interactive short course looks at the elements of team development and your role as leader of the team</p>	Two days	Regular. 2017 dates: Auckland, 3-4 Aug	The University of Auckland Business School	\$1,995 excl. GST
Management Fundamentals	<p>Most managers are promoted on the basis of expertise and good personal performance. What happens next is a mix of luck, adaptability and support of fellow managers.</p> <p>This course uses relevant theory, research and participant's own experiences to explore the modern role of management.</p>	Two days	Regular. Auckland, 24-25 Aug	The University of Auckland Business School	\$1,995 excl. GST
Time Management – Working Smarter	<p>By using good time management techniques covered in this course you can improve your ability to function more efficiently even when time is tight and pressures are high.</p> <p>Taking time out to learn about time management techniques will have huge benefits now and throughout your career resulting in:</p> <ul style="list-style-type: none"> Greater productivity and efficiency Less stress A better professional reputation Increased opportunities for advancement 	One day	Regular. 2017 dates: Auckland, 6 Nov	The University of Auckland Business School	\$1,095 excl. GST
LEAN Thinking	<p>Lean Thinking is transforming organisations. If you want to start the journey, this course is for you. It has been designed to give you an appreciation of the Lean Thinking tools, techniques, systems, processes, and measures to get your people truly engaged to build a high performing organisation.</p>	Two days	Regular. TBC	The University of Auckland Business School	TBC

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<p>Job enrichment and engaging people is key to Lean Thinking, focus of our course agenda:</p> <ul style="list-style-type: none"> • Developing a compelling picture of the future • Setting achievable and realistic goals • Making the work interesting • Empowering your people • Growing your people 				

4. Commercialisation & Entrepreneurship

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Innovation IP	<p>Innovation IP® is a programme that gives innovative and ambitious New Zealand businesses the knowledge, capability and confidence to leverage their intellectual property (IP) and intellectual assets to enable growth and reduce risk.</p> <p>During the first stage, you will learn about IP and your business and create a business specific IP strategy.</p> <p>The second stage provides co-funding to assist you to implement your IP strategy.</p>	One-day workshop plus IP strategy development	Regular. On-demand.	Callaghan Innovation	<p>Costs vary between Service Provider you choose.</p> <p>Co-funding of 40% of eligible Stage One and Stage Two costs up to a maximum of \$10,000 ex GST is available for qualifying businesses.</p>
Innovation Expert Series	The Innovation Expert Series are practical workshops delivered nationwide by the world's best innovation entrepreneurs, experts and gurus.	The Innovation Expert Series seminars are held around New Zealand and are half day, full day, or multi-day events depending on speaker	TBC	Callaghan Innovation	Cost to attend varies per event.

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
		availability and area of expertise.			
Master of Commercialisation and Entrepreneurship	The part-time programmes provide the core knowledge and skills to successfully commercialise and take to market new products, services and processes based on research discoveries, inventions and new ideas.	Postgraduate certificate (one year part-time) then on to masters (six months part-time)	Closing date for applications to the 2018 programme is 1 November 2017.	Centre for Innovation and Entrepreneurship, University of Auckland	Master: \$8,974
Vision 2 Business Speaker Series	Come along to five free evening seminars and be inspired by successful innovators, entrepreneurs and experts. Hear from New Zealand's leading entrepreneurs. You will pick up fundamental business skills, meet like-minded people and there's free pizza after most of the seminars.	Evening seminar.	Regular 2017 dates: 23 Aug 30 Aug 20 Sep 27 Sep 4 Oct	Centre for Innovation and Entrepreneurship, University of Auckland	Free
Innovation 2 Business	Velocity's one-day workshop. Local entrepreneurs and experts will give you essential tools and frameworks.	One day	Annually TBC for 2018	Centre for Innovation and Entrepreneurship, University of Auckland	Free
Velocity's \$100k Challenge	Create a short description of how your idea could be a venture. Judges will then decide which ideas have the potential to fly. Those entrants who make it through to the shortlist will win a place in the Velocity Launch Pad programme. Where you will receive mentoring and workshops so you can discover how to transform your idea into reality. The finalists to compete for the \$100k Velocity Grand Final to receive seed-capital and support to grow their venture. University Research Category: For entries based, entirely or in-part, on research undertaken by staff and postgraduate students at the University of Auckland or other research institutes.	TBC	Annually 2017 dates: Entries due 7 Aug, 12pm	Centre for Innovation and Entrepreneurship, University of Auckland	Free
PhD Research Innovation and	You will be introduced to the key steps in the research commercialisation process. You will learn how research relates to innovation activities and processes, how	Two days	Regular. 2017 dates: Auckland, 9-10 Nov	Centre for Innovation and Entrepreneurship, University of Auckland	Free for University of Auckland PhD students

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
<u>Commercialisation Course</u>	opportunities for capturing value from research are identified and selected, IP-related issues and other key concepts and practices for research commercialisation.		Register by 29 Oct		
<u>Commercialisation Fundamentals Workshop</u>	This event is designed for entrepreneurial researchers who have ideas but are unsure about how to get them to market. This "Commercialisation Fundamentals workshop" covers the core areas required to get ideas to market quickly.	One day	Regular. 2017 dates: Auckland, 19 Aug	KiwiNet	Free
<u>Essentials of Market Validation</u>	Will dive deeper into the process of gathering information about potential markets. There is a strong focus on the skills required to engage with industry to validate a researcher's intended strategy and target markets. This will give researchers the tools necessary to begin identifying commercial partners and assessing the value of their technology.	TBC	TBC	KiwiNet	Free
<u>Essentials of Protecting your Discoveries</u>	Will teach participants a working knowledge of IP protection strategies to capture value. Using patent literature (other) to focus in on novel aspects of technologies and how this information can inform development direction.	TBC	TBC	KiwiNet	Free
<u>Essentials of Selling your Research</u>	Will coach participants to develop and deliver a well-polished business case to investors or decision makers. There will be a strong focus on building and communicating a succinct robust value proposition, whether the audience is an industry investor or research funding body.	TBC	TBC	KiwiNet	Free
<u>GetFUNDED</u>	Over two days, you will experience mentorship, comradeship, market validation and opportunity assessment tools that allows for deeper insights when marshalling an idea into shape. Be better prepared when communicating the impact of your science ideas for investment, be that Industry or MBIE. You'll work with the very best mentors who are ready to help you get the most of your ideas. Bring a science idea, and watch it soar!	Two days	Regular. 2017 dates: Auckland, 23-24 Aug Wellington, 28-29 Aug Christchurch, 30-31 Aug	KiwiNet	\$650

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
KiwiNet Investment Committee Meetings	<p>KiwiNet administers PreSeed investment. PreSeed funding is used to turn science discoveries into commercially viable products and services.</p> <p>Challenge researchers are welcome to present at any time. If you want feedback, not investment, the best way to achieve this is by presenting a project preview to the investment committee.</p>	One day	<p>Regular.</p> <p>2017 dates: Wellington, 9 Aug - cancelled Rotorua, 8 Sep Wellington, 11 Oct Auckland, 8 Nov Waikato, 6 Dec</p>	KiwiNet	Free
Return On Science Programme	<p>Return On Science is a national research commercialisation programme that delivers new research to market from universities, research institutions, and private companies.</p> <p>Our services include connecting science, technology and project teams with strategic management, top-tier advice and guidance, world leading best practice process, and efficient access to capital.</p> <p>Four specialist world-leading investment committees with centuries of combined knowledge and experience give projects the domain specific experience and connections that cannot be found elsewhere in New Zealand.</p> <p>Additionally, Return On Science partners with organisations that have the ability to progress raw early-stage research into commercial projects, and who have the skills and capacity to increase opportunities for commercialisation by bringing the necessary strategic impetus early in the research lifecycle.</p>	Varies	On demand	Return on Science	Free
FOCUS Framework	<p>FOCUS Framework gives you a proven process to make your startup idea solid.</p> <p>FOCUS is an easy-to-use package of tips, worksheets, prompts and templates – designed as a step-by-step process to help you build a validated, sustainable and scalable business.</p>	[online resource]	On demand	CreativeHQ	US\$99

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	If you're working with a raw idea, a fledgling business or an established startup looking to grow – FOCUS works.				
Grow your Financial Skills	This two day workshop will give you a detailed understanding of financial reporting to develop better budgeting and cash flow management. You will be able to read, forecast and manage the numbers behind the business and develop an action plan to improve financial stability.	Two days	Regular. 2017 dates: Christchurch, 7-6 Sep Auckland, 8-9 Nov	ICEHOUSE	\$1495 + GST.
Preparing to Raise Capital	This half day workshop explores the financial options for raising capital to fund succession. Business owners will learn the steps needed to get a business ready for a new shareholder and outright sale. In the case of new shareholder investment, the workshop will consider issues around treatment of funds in both the case of an outright sale of shares (whereby funds returned to shareholders) and the issue of new shares (whereby funds are delivered to the business).	Half day	Regular. 2017 dates: Auckland, 15 Nov	ICEHOUSE	\$395+GST.
Market Validation	Market Validation guides customers through an accelerated, objective and comprehensive process that will help eliminate assumptions and de-risk their growth opportunities. Ultimately it seeks to prove that a market opportunity exists and provide detailed information about your customers' needs and product requirements which will allow you to assess the viability of the opportunity.	TBC	TBC	ICEHOUSE	TBC
Tech Jumpstart	The Tech Jumpstart competition is a joint undertaking between AUT Enterprises Ltd (AUTEL) and Kiwinet Ltd and is all about enticing AUT staff to commercialise their innovations.	TBC	Annually TBC - 2018	AUT Enterprises	Free for AUT staff
ICE Angels Investment Event	The ICE Angels hosts more than 50 events each year including monthly Investment Evenings, Whiteboard Lunches featuring prolific entrepreneurs and investors,	Short sessions	Monthly	ICE Angels	TBC

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<p>a six-lunch Exit Series, monthly Founders Forums, and the New Zealand Angel Investment Showcase.</p> <ul style="list-style-type: none"> • Investment Evenings are the monthly events where ICE Angels members get together to hear from up to 5 start-ups. These events serve as the primary opportunity for entrepreneurs to share their opportunities with the ICE Angels members. • Founders Forums are monthly events where experienced start-up CEOs share their war stories with ICE Angels members, portfolio CEOs, and other up-and-coming entrepreneurs. • Whiteboard Lunches are small and intimate gatherings where ICE Angels members and portfolio CEOs get to meet and learn from leading entrepreneurs. Previous lunches have featured Sean Simpson (LanzaTech), Dave Berkus (founder of Tech Coast Angels), Claudia Batten, and Peter Beck (RocketLab). • Exit Lunch Series is a six-lunch series for ICE Angels members and portfolio CEOs where entrepreneurs and investors that have sold or listed companies share their experiences. 				
Innovate	Innovate is an annual competition that turns ideas in to reality and rewards the winner with a solid business model, incredible mentor network and \$10,000 cash!	5 months	Annually	BCC	Free
Accelerator	<p>You could spend months – years even – writing a perfect business plan. You could spend thousands meeting with consultants. Or you could spend up to 90 days working with us.</p> <p>Using our customised intensive accelerator programme, BCC staff will help you:</p> <ul style="list-style-type: none"> • Define your ideal customer and understand the true scope of your opportunity. • Identify how your idea can be turned into products or services that customers will pay for. 	90 days	TBC	BCC	TBC

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<ul style="list-style-type: none"> Develop a high growth, profitable business model for your venture. Determine the skills and people you'll require to implement the model. <p>Figure out what resources you will need to turn your idea into a reality.</p>				
Market Validation	<ul style="list-style-type: none"> Engage with the market through a BCC market validation exercise and find out if you have a good product that someone will want to buy – or not. 	TBC	TBC	BCC	TBC
SODA Inc Programme	<p>SODA's incubation services are customised and remote so you can be based anywhere in New Zealand.</p> <p>The Programme is comprised of three stages, Soda Ignite, Soda Lift and Soda Boost. The first stage require application to the programme, after which a SODA representative will review your application and determine if your business is the right fit for the SODA programmes. If successful through the application stage, you will be contacted with an invitation to pitch at Team SODA. If you give a successful pitch to Team SODA, you can move into SODA LIFT.</p> <p>If accepted onto the programme, the purpose of SODA LIFT is to get the best team of experts around you to build a robust plan.</p> <p>Following a successful graduation from SODA LIFT you have the opportunity to move into the next programme. The purpose of SODA BOOST is to execute the plans you have developed and scale fast. You will work with a team of experts to keep you focused and drive areas of growth that are relevant to your business.</p>	TBC	TBC	SODA Inc	<p>SODA Ignite: Free</p> <p>SODA Lift: \$150 p/week + 5% Equity</p> <p>SODA Boost: \$150 p/week</p>
Proof of Concept Grant	<p>If you have an idea or invention with commercial potential, it may be a medical or some other device, perhaps a diagnostics tool, or some functional and medical foods or perhaps some really amazing IT</p>	TBC	Annually	Otago Innovation Ltd	Free

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	products. Then consider our annual Otago innovation POC man! Proof of Concept (POC) Grant competition open exclusively to University of Otago researchers.				
Negotiation	Ever feel like you have trouble getting others to meet you in the middle? Let's look at how you can employ negotiation skills in your day-to-day life.	2 hours	Regular. 2017 dates: Dunedin, 19 Sep Wednesday 8th March 2017	University of Otago	\$40
Incubator Programme	The Incubator Programme has been created to help you gain entrepreneurial and innovative skills. In the Programme you will learn by doing by being a part of an immersive environment where you will work alongside other entrepreneurially minded people. To assist you with your venture, you will have access to mentoring and support from UCE staff and local industry experts. You will also have access to legal, accounting and other professional services with our industry sponsors and partners.	TBC	Regular.	UC Centre for Entrepreneurship	TBC
New Product Development – Managing the Process	New product development (NPD) is the life blood of many organisations. It drives growth, customer value and return to shareholders. Through a combination of theory, practical examples, New Zealand case studies and group discussions, participants of this course learn how to: <ul style="list-style-type: none"> • Pick the right ideas and position their projects for success • Effectively manage the projects, focusing on timely delivery within budget and scope • Manage conflicts and negotiate successful outcomes • Create an effective team Fast-track their projects	Two days	Regular. 2017 dates: Auckland, 19-20 Oct	The University of Auckland Business School	\$1,995 excl. GST
Building a Compelling Business Case	Develop convincing arguments for justifying investments. The ability to write a compelling business case is a core competency for effective managers. A business case is	Two days	Regular. 2017 dates Auckland, 25-26 Oct	The University of Auckland Business School	\$1,995 excl. GST

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<p>a critical requirement before committing to projects, new products or other investments. It is also an argument that needs to convince the recipient to invest in this undertaking rather than others.</p> <p>Rigorous business case preparation:</p> <ul style="list-style-type: none"> • Reduces the risk of poorly targeted or poorly executed projects • Improves strategic alignment of investments • Increases the probability of achieving expected returns 				

5. Vision Mātauranga

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Introduction to Tikanga and Te Reo Maori	<p>A practical introduction to Maori culture and language, this course gives an insight into what it means to be Maori.</p> <p>You will learn basic Maori language skills for communicating at work. Tikanga will be woven through the course to help you gain an understanding of cultural concepts and protocols as they relate to the workplace.</p>	Two half-day sessions	TBC	Victoria University of Wellington	TBC
Workplace Maori	In this eight-week introductory course, you will learn basic Māori language skills for communicating at work, and gain an understanding of Maori cultural concepts and protocols as they relate to the workplace. Join us if you wish to start learning and using te reo Māori at work and in your everyday life.	Hour-and-a-half sessions over eight weeks	Wellington, 8 Oct	Victoria University of Wellington	\$500 incl GST Victoria Staff 20% discount - \$400 incl GST \$450 Early Bird incl GST
Kia Māia Programme	The Kia Māia cultural programme is a two-day Marae programme where staff get to experience Marae living, and real examples of manaakitanga and whanaungatanga. Staff get to see what is important to Māori and also learn the history of the local people. They get to see important landmarks of the area and they also hear from invited speakers from the Māori Economy. They learn haka and waiata and other Māori protocols and values.	Two days (one-day option available)	Regular. On demand.	Callaghan Innovation	TBC
The Māori Strategic Framework, for You on Campus	The Māori Strategic Framework was developed and published in 2005. Now, 11 years on, it has been responded to and reflected on right across the campus. What has happened during the first decade, what does it mean and how has it been implemented?	1 hour	Regular. Please contact Professional Development to discuss options.	University of Otago	Free
Te Reo Māori - He Timatanga: an introduction to the Māori language	Overview: During this highly interactive and enjoyable workshop you will look at how to use basic oral and written greetings in the University context, as well as how to pronounce names and common words correctly and confidently.	3 hours	Regular. 2017 dates: Dunedin, 16 Oct	University of Otago	Free

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<p>Contents: By the end of the workshop you should be able to:</p> <ul style="list-style-type: none"> • Understand elements of te reo Māori • Use some basic Māori greetings 				
Te Reo Māori - Te Waharoa	<p>Overview: The seminar is designed for participants who have completed the He Timatanga course and wish to continue to learn. The session builds on the introductory course; you will increase vocabulary and practise language skills.</p> <p>Contents: By the end of the workshop you should be able to:</p> <ul style="list-style-type: none"> • Build your existing vocabulary • Practise your language skills 	3 hours	Regular. 2017 dates: Dunedin, 16 Oct	University of Otago	Free
Integrating Vision Mātauranga into your applications in a meaningful manner	<p>A look at Māori policy documents in relation to research, University consultation processes and how these can be utilised to enhance funding applications</p> <p>Learning Outcomes</p> <ul style="list-style-type: none"> • understanding how to integrate Māori into applications in a meaningful, relevant and culturally sensitive manner • awareness of the Vision Mātauranga policy document and other Related documents • - awareness of who can help ensure this is all covered correctly. 	1.5 hours	Regular. TBC	University of Otago	Free to UoO Staff involved in research

6. Industry Knowledge & Insight

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
NZTech Events	Various events and conferences that showcase innovative future industries in New Zealand.	1-3 days	Regular.	NZTech	Varies
PodTalk	PodTalk are evening talks aimed to inform and engage the public in a range of topics. Showcasing the latest technology and innovations, current and topical issues, business successes, students' achievements and projects.	1-2 hours	Regular.	The TestPod	TBC

7. The Human Touch

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Engaging Effectively with Your Stakeholders	This practical workshop will introduce you to contemporary thinking on stakeholder engagement, give you the tools to map and manage your stakeholder relationships and assist you in developing an actionable and measurable engagement strategy. You will leave the workshop with a "plan on a page" for more effectively engaging with two of your key stakeholders.	One day	Regular. 2017 dates: Wellington, 8 Sep, 5 Dec	Victoria University of Wellington	\$730.00 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$657.00 excl. GST.
Influencing and Persuasion Skills	This applied and interactive two-day course will enable you to create favourable outcomes through influencing and persuasion. The course uses the science of <i>NeuroLeadership</i> and the practical tools and techniques of <i>Neurolinguistics</i> to give a unique set of ways to work with and influence others.	Two days	Regular. 2017 dates: Wellington, 6 Oct	Victoria University of Wellington	\$1,455.00 excl. GST Early Bird 10% discount fee available until 28 days prior to the course start date \$1,309.50 excl. GST
The Influential Leader	This two-day course focuses on the subtle art of influence without authority. It specifically looks at the clever application of tools, strategies and approaches	Two days	Regular. 2017 dates: Wellington, 5 Sep	Victoria University of Wellington	\$1,775.00 excl. GST Early Bird 10% discount fee available until 28 days prior to

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	that help leaders to become highly influential, regardless of their formal level of authority.				the course start date \$1,597.50 excl. GST
Science Media SAVVY	The Science Media SAVVY workshop is designed to increase confidence and enhance media skills in scientists and researchers so they can engage more effectively with the wider public through broadcast, print and social media.	Two days	Regular. 2017 dates: Christchurch, 26-27 Oct (Registrations close 20 Sep)	Science Media Centre	\$595 (excl. GST)
Media Training and PR Fundamentals	<p>Because the media spotlight can be both positive and negative, professional media training is designed to help you make the most of your publicity opportunities while minimising the potential for damage to your reputation.</p> <p>By understanding what the media want, you can greatly enhance the likelihood of a successful outcome, particularly when a difficult issue arises.</p> <p>Using an interactive training model with video playback and self-critique, you will see real improvements in your interview skills, your overall presentation skills and how you express your key messages. Participants rate this learning process very highly.</p> <p>This Short Course also covers the basics of public relations, such as how to position your company through positive interactions with the media, building your profile without advertising, when to write a media release and how to structure it to optimise media interest.</p>	One day	Regular TBC	The University of Auckland Business School	TBC
Business Communications for Professionals	<p>While IT Professionals contribute hugely to broader business performance - it can be challenging to make non-technical people really listen and understand what you're saying.</p> <p>This half-day course is designed for IT Professionals who want to more effectively communicate with other parts</p>	Half-day	Regular. 2017 dates: Wellington, 21 Nov Auckland, 29 Nov	IT Professionals New Zealand	\$436 incl GST

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	of the business; be heard, be understood and help drive improved business performance.				
Developing critical influence skills for better outcomes	<p>The most successful IT professionals are those who understand the craft of 'influence' - helping others understand the challenges in a project and motivating them to work together to overcome them.</p> <p>In fact, influence is one of the most overlooked but essential skills in IT, and mastering the art is often the difference between success and failure in tech and other projects, and in everyday life.</p> <p>This workshop, delivered by Cherri Holland the author of 'Influencing 101', will help develop the influencing skills and insights of project managers, business analysts, developers, product owners - and in fact anyone responsible for technology outcomes either internally as a member of an IT team or working externally with clients to develop and deliver technology solutions.</p>	One day	<p>Regular</p> <p>2017 dates: Auckland, 7 Sep Tauranga, 13 Nov Wellington, 15 Nov</p>	IT Professionals New Zealand	\$619.00 incl GST
People Management Made Easy	<p>Many technical professionals find people management perplexing and time-consuming. They need quick ways to establish a staff-driven, high-performance workplace where people show initiative, make the appropriate calls and don't need caretaking.</p> <p>Managers say this approach saves time and stress, getting people focused in the right areas for the business. "Following your course, I am getting more buy-in from my staff and have found it easier to delegate out-of-the-box-thinking."</p> <p>Learn how to change the way people think, feel and act. Participants leave with immediate changes in their approach that will create a different response from staff, reducing stress and improving results.</p>	One day	<p>Regular</p> <p>2017 dates: Tauranga, 14 Nov</p>	IT Professionals New Zealand	\$619 incl GST

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
<u>Confident Customer Communication for IT Professionals</u>	<p>IT Professionals contribute hugely to business performance, but it can be challenging to communicate this technical expertise to others in a confident and compelling way.</p> <p>This half day course is designed for highly skilled, tech savvy people to help them communicate more effectively with each other and to enhance their customer communication skills.</p>	Half day	Regular 2017 dates: Wellington, 22 Nov	IT Professionals New Zealand	\$436.00 incl GST
<u>Communicating: getting a grip on your style</u>	<p>Overview: This interactive workshop encourages you to analyse your own communication and working styles, and to use this information to enhance your interactions. There will be group discussion and self-assessment activities, with the aim of helping you adapt to other people's styles.</p> <p>Contents: By the end of this course you should be able to:</p> <ul style="list-style-type: none"> • Recognise your communication preferences and how these can have an impact on other people • Build a framework for reacting to other communication preferences you encounter in day-to-day life • Use essential communication techniques to build and improve relationships 	3 hours	Regular. TBC	University of Otago	\$45
<u>Building Confidence</u>	<p>Overview: As individuals we are faced with change in all parts of our lives, whether it's a new baby or a house move. This series provides useful tools that you can use in a wide range of situations.</p> <p>Contents: Take some time to think about your strengths, reframe your past misses, envision success and plan for action.</p>	1 Hour 10 Minutes	Regular. TBC	University of Otago	TBC

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
Effective Communication Skills	<p>Become an effective communicator to deliver clear messages and nurture great relationships.</p> <p>In this course you will learn essential communication skills (verbal, non-verbal and listening) to make sure the message you want to communicate gets across. This leads to greater understanding and assists with maintaining good relationships.</p> <p>Using an interactive approach, participants will undertake a number of practical exercises to put their learning into live situations.</p>	Two days	Regular. 2017 dates: Auckland, 22-23 Nov	The University of Auckland Business School	\$1,995 excl. GST
Building a Compelling Business Case	<p>The ability to write a compelling business case is a core competency for effective managers. A business case is a critical requirement before committing to projects, new products or other investments. It is also an argument that needs to convince the recipient to invest in this undertaking rather than others.</p> <p>Rigorous business case preparation:</p> <ul style="list-style-type: none"> • Reduces the risk of poorly targeted or poorly executed projects • Improves strategic alignment of investments <p>Increases the probability of achieving expected returns</p>	Two days	Regular. 2017 dates: Auckland, 25-26 Oct	The University of Auckland Business School	\$1,995 excl. GST
Negotiation Skills	<p>Become more confident and skillful to dramatically improve your ability to negotiate.</p> <p>This course helps managers to be more confident, efficient and skillful throughout the whole negotiation process (preparation, negotiation, evaluation).</p> <p>It focuses as much on individual performance as on improving the negotiating team's performance. Ultimately it is how the overall performance reflects on the organisation's values and credibility.</p>	Two days	Regular. Auckland, 5-6 December 2016	The University of Auckland Business School	\$1,995 excl. GST

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	<p>During the course, we discuss the impact culture and organisational culture plays. Detection of culture and tuning it towards cross-cultural negotiation success will be discussed.</p> <p>Although negotiation has its roots in international business development, its application is also effective for not-for-profit and government organisations.</p>				
<u>Presentation Skills</u>	<p>It is essential that professionals can confidently stand up and deliver a message.</p> <p>This short course offers practical proven presentation techniques to help you present a message that really grabs the attention of any sized audience in an engaging and informative style.</p> <p>From design to delivery we will share essential presentation skills relevant to all business situations including: team and management meetings, client presentations, agency pitches, company presentations at industry events or board meetings.</p>	Two days	Regular. 2017 Dates: Auckland, 19-20 Sep	The University of Auckland Business School	\$1,995 excl. GST
<u>The Science and Art of Influence</u>	<p>Introducing NLP (Neuro-linguistic programming) concepts and strategies for positive business outcomes.</p> <p>NLP offers one of the most practical and effective set of communication and influencing tools in business today. It is used extensively to facilitate business growth all over the world. NLP will provide you with the attitudes, skills and behaviours necessary to achieve and exceed your personal and professional goals.</p> <p>The key to harnessing the potential in a situation is to recognise how people think, and communicate effectively in their 'mode'. Then we can build</p>	Two days	Regular. 2017 dates: Auckland, 4-5 Dec	The University of Auckland Business School	\$1,995 excl. GST

Programme Name	Description	Length	Frequency/date	Organiser/Provider	Cost
	appropriate strategies for dealing effectively with interpersonal situations.				
Engaging Your Stakeholders	<p>Create targeted strategies that engage key stakeholders.</p> <p>Genuine stakeholder engagement and relationship-building, as opposed to stakeholder management or consultation, is becoming the preferred means for achieving strategic outcomes. Well-intentioned executives, managers, analysts, project managers and politicians while seeking to engage their stakeholders, often disengage the very people who are vital to their future.</p> <p>In this course, you will learn:</p> <ul style="list-style-type: none"> • How to identify and engage your stakeholders • Six success factors that can make all the difference • How to develop a targeted stakeholder engagement plan 	TBC	TBC	The University of Auckland Business School	TBC
Influencing and Persuading Skills	<p>Gain skills and confidence for influencing and persuading people across all levels in your organisation.</p> <p>In this course we firstly assess the theory associated with persuasion. Secondly, we explore a number of practical skills for influencing and persuading people we work with.</p> <ul style="list-style-type: none"> • Understanding the fundamentals of Aristotle and Carnegie • Assessing the four conative action modes and how they impact the way we present information. • Identify the six principles of ethical influence 	Two days	Regular. 2017 dates: Auckland, 9-10 Oct	The University of Auckland Business School	\$1,995 excl. GST