

CONTENTS:

- Executive Summary
- Objectives
- Programme
- Conclusions
- Feedback
- Venue
- Organizers
- Attendees
- Sponsorships
- Lessons learned
- Next steps
- Appendix 1: Delegate list
- Appendix 2: Program
- Appendix 3: Photographs

Executive Summary:

A total of 32 IABC Leaders from across Asia-Pacific were joined by Chair, Michael Ambjorn, for the first Leadership Institute in the region since 2012 - and the first since the formation of the APAC Region Board. The event was hugely successful and offered a balanced mix of workshops, educational sessions, networking opportunities and social events. The LI also saw the first two regional members sit IABC's Communication Certification Management Professional (CMP) exam.

The two day event had an energizing and inspiring effect on those who attended and it is hoped that this latest event will act as a foundation for future Leadership Institutes for the Asia-Pacific region. The CMP exam was staged at the offices of sponsor Randstad on the afternoon of November 28th, and after that the event kicked off with a Welcome Reception held between 5.00 pm and 8.00 pm at the Ovolo Hotel. This event was held jointly with IABC NSW, as a part of the local Chapter's end of year get-together.

A full day of meetings on November 29th gave an opportunity for attendees to share experiences and also listen to discussions on a raft of topics that impact their own involvement in IABC. The inclusion of concurrent sessions also provided an opportunity for delegates to focus on specific areas of interest to them. That evening, the team divided into smaller groups depending on their dining preferences.

The following day began where the previous day had wrapped up, and again delegates were offered a choice of sessions over two meeting periods before a wrap up of proceedings was followed by a survey to gather feedback. Overall the event was very positively received with many new relationships started and existing ones strengthened.

Objectives:

There were several objectives for the LI set by the regional APAC Board. These were:

1. To provide leadership development opportunities for current and potential Chapter leaders.
2. To build stronger ties between the IABC Asia-Pacific Region Chapters through an exchange of knowledge and experience. To foster links between peers and chapters to find ways of working together towards mutual learning and professional goals.
3. To share information about IABC's Global Strategy.
4. To collectively brainstorm and begin formulating an IABC Asia-Pacific strategy that takes into account the global, regional and local priorities of member countries and chapters.

Programme:

November 28, 2015:

Welcome session – Your say:

A lively session led by Michael Ambjorn helped to introduce the group to each other and to find common ground. Aside from building an immediate bond between the delegates it also stimulated plenty of discussion. As a starting point to generating discussion points, delegates were asked to pick out a highlight from their past 12 months at IABC and also a wish list topic that they'd like to see in 2016.

Some of the highlights are as follows:

Best from 2015:

- “Gaining a special IABC award from IABC Victoria”
- “Seeing 90 APAC representatives at Annual Conference”
- “Forming the APAC regional board”
- “Reinvigoration of events including new approaches for member events
- “Becoming the first Fijian in IABC”
- “Enhancing our communications channels”
- “Seeing you all in conversation at the Welcome Reception”
- “Getting Guy Kawasaki to speak at our Melbourne event”
- “Seeing how well Victoria is performing in terms of Gold Quills and international representation”
- “Getting the first APAC candidates for certification”
- “Seeing the engagement and enthusiasm that comes from smaller networking events”
- “Delivering a new website for IABC NSW”
- “Getting a member from Fiji to LI and the not insignificant investment she was prepared to make to get here”
- “Coordinated our social strategy, including the website, social channels and events”
- “Having a regional conference in India”
- “Introducing networking-focused events”
- “Increasing our membership”
- “Retaining memberships”
- “Putting an awesome board in place”

Wanted for 2016:

- “Exchange program”
- “Regional content sharing for members”
- “Consolidation in our sponsors and corporate offering”
- “Enterprise social network for idea sharing”
- “Flexible connections between members”
- “Interns program”
- “Mentoring”
- “Graduate program”
- “Increased connected team”
- “Professional business lunches – high level, small groups”
- “Regional webinars and communications”
- “Move world conference from June (end of the financial year) and rotate countries or do smaller conferences”
- “Regional conference”

“Collaboration on international speakers”

“Prepare a package for new or prospective members about the value of IABC”

“Better engagement forum”

“Guest passes for members to enable them to bring non-member friends to events”

“Australian and/or APAC Communicator of the Year award”

IABC Global Initiatives & 2014-2017 strategy:

(http://www.slideshare.net/michael_ambjorn/2015-iabc-third-quarter-report)

(<https://www.slideshare.net/secret/rxrNVjjr49zIR9>)

Michael Ambjorn covered a range of topics in his presentation including an overview of the structure and management of IABC, and how he believes the organization will remain relevant as the communications industry continues to change. He also discussed the technology problems that affected membership renewals earlier in the year, noting that the issues had been resolved and meeting personally with all delegates who wanted to discuss the issues related to the earlier failings. He made a point of reminding all present about the brand guidelines related to the new logo and encouraged everyone to use the existing messaging and in particular to read the section on tone of voice.

Michael described IABC as 1,000 leaders supporting 10,000 members but also noted its potential to impact the whole industry. “We are shaping the language that can define a culture,” he said. IABC is celebrating 45 years in operation and it has a rolling strategy of succession that will help it build its future. Of what he felt leaders in APAC wanted, he said: “I think you’re looking for impact and influence. You’re not necessarily looking for membership increases.” With this in mind, he said that IABC works as a freedom within a framework.

In terms of growth, Michael said IABC should look to focus on its key market and not try to be all things to all people. “Let’s not try to focus on the whole industry,” he said. “Instead let’s maybe focus on a group such as the 42,000 followers we have on LinkedIn. They have a potential interest in IABC.” This discussion was included as part of a reminder of the 2014-2017 strategy, the primary goal of which is “financial recovery and sustainability, along with increasing member loyalty through development and retention programs.”

The core target member for IABC, he said, should be Strategic Advisers. On reviewing data from the existing membership, it was clear that professionals in the earlier part of their career, aged between 20 and 30, were less likely to join an organization like IABC (or any professional organization for that matter). Instead, he said, IABC should concentrate on maximizing membership among those who were likely to get most benefit from it.

Following this, Michael gave a short update on the strategic progress from the major pillars within the organization, namely: the IABC Academy; Global Communication Certification Council; IABC Awards Committee; 2016 World Conference Program Advisory Committee; and the Membership Taskforce. He then reviewed some of the most important upcoming dates in the IABC calendar.

Speaking about the communications profession overall, he urged the industry to offer more consultative and strategic services as automation will undoubtedly impact traditional writing and storytelling work.

IABC 101 – who, what, where of IABC:

Past chair of IABC, Adrian Cropley, delivered an informative and entertaining overview of IABC charting its history and development. He also included a number of personal anecdotes related to his time as Chair of the global association and the travels he'd made plus the people he'd met.

Adrian's presentation included a number of fun facts, such as:

- There are 1,700 members in IABC Toronto, making it the largest individual chapter
- IABC's headquarters is located in San Francisco, because that's where the first Chair lived
- The Southern Region, in the United States, is the biggest IABC Region, both by number of Chapters and number of members.

In addition, Adrian delivered some informative insights into Region APAC, including:

- The first Chapter outside North America was IABC Philippines, which has been going for over 30 years
- IABC Philippines runs its own "PhilQuill" awards which are a huge event – even being broadcast on TV
- IABC Wellington reached 100 members in just 18 months
- IABC Japan was established in 2012.

Adrian's complete presentation is available here:

http://asiapacific.iabc.com/uploads/4/2/8/0/42802809/adrian-cropley-iabc_prezi.pdf

Concurrent session 1:

IABC value proposition and membership marketing:

The Victoria Chapter is one of Region APAC's success stories and board member Zora Artis led a session on how to define your customer (member or potential member) and then create a value proposition that will attract them. To give the process some context, Zora noted that often Australian businesses will fund an employee's membership of one professional organization. With so many professional organizations to choose from, she said it was essential that IABC stays at the forefront of people's minds.

To develop the customer definition and then the value proposition, Zora offered lessons from Victoria and how the Chapter had changed its operations, including redefined its value proposition and how that then translated to the strong growth they have experienced in recent years. Over the period 2014 and 2015 she said the leadership at the Victoria Chapter concentrated in four key areas, which were:

- Redefined strategic plan
- Differentiation with a focus on integrated comms, friendly and close-knit relationships with members
- Strategic pillars redefined to quality content, promote career development, and grow and retain members
- Value proposition rephrased.

Zora then delivered the revised Victoria value proposition to attendees before running an exercise to help others define the value proposition for their own Chapters. In the exercise participants had to define and then rank the areas where their IABC Chapter can offer value

and then map these into a “Value Proposition Canvas”. This then helps define the words and languages used in the value proposition. As an example, one team undertook the exercise and then delivered the following sample value proposition:

“Our members develop their communication knowledge by connecting with like-minded individuals, empowering professional development. Our members become industry leaders who are recognized for their outstanding communication work and contribution.”

Zora’s complete presentation is available here:

http://asiapacific.iabc.com/uploads/4/2/8/0/42802809/iabc_apac_li_valueprop.pptx

Concurrent session 2:

Board structure and management

Michael Ambjorn and Jennifer Andrewes (Wellington NZ) led this session on boards. The issues covered included good governance, managing the portfolio loads, managing expectations, onboarding (i.e. inductions for new boards), setting clear goals and accountabilities, recognising contributions and managing performance. The session drew heavily on the theme: “Don’t reinvent the wheel, just realign it”.

Jennifer delivered a detailed account of the good work done by the Wellington Chapter in terms of its board governance, including how it had established an “expression of interest” process to attract those interested in serving on the Chapter Board. The Chapter also developed role descriptions for each board position and had one-on-one conversations with board directors to set their portfolios. Jennifer volunteered to share governance material with all LI attendees (or other regional IABC leadership interested in receiving it). Anyone interested can contact her at: jmandrewes@gmail.com.

Other key tips for building good governance included appointing non-Board volunteers in key (high demand) portfolios and setting clear expectations of all board members, to underline the fact it’s a working board and not a vanity exercise. Succession planning is vital too, and Jennifer noted how Wellington confirms its Presidents one to two years out and also sets aside budget for leadership development of incoming Presidents and the President-Elect, funding travel to attend LI or World Conference.

Leadership skills in your career and IABC:

Adrian Cropley delivered his second presentation of the day, this time looking at leadership skills. The group divided into smaller teams to discuss the characteristics of effective leaders and then everyone answered a short questionnaire designed to ascertain an individuals’ leadership style.

A workbook was given to each attendee for follow up reading on improving leadership. It includes sections on Leading with Emotional Intelligence and creating an Emotional Competence Framework. Adrian also discussed how leaders develop and how you can understand and develop your own leadership capability.

November 29, 2015:

Breakfast best practice roundtable 1:

Financial best practice:

This open discussion touched on many important aspects of managing the financial side of a chapter. Many ideas and thoughts were shared, including the idea that all board members of a chapter had responsibility for the financial state of a chapter or region, to ensure continuity and raise the levels of understanding for this important yet often overlooked aspect of operations.

Naturally the role of the treasurer is particularly important in both overseeing finances and reporting to the board. IABC Victoria reported that it is running a “Finance 101” program for its board members, while it was also pointed out that investing in a book-keeper (who can be secured for as little as AU\$200 a month) is a worthwhile investment as they manage transactions and prepare monthly and annual reports.

Chapters and regions should ensure they have an annual budget completed as fully as possible with income and expenses, and that this should be reviewed monthly as well as going through financial reconciliation. Funds should be included in the budget for board development, and this may include support for the vice president or president to attend either a Leadership Institute or World Conference.

Good resources to support financial management are available on the Leader Centre.
www.iabc.com/wp-content/uploads/2014/05/IABCCChapterRegionFinanceGuide_edited.pdf

Breakfast best practice roundtable 2:

Brand and sponsorship:

Jonathan Champ led a workshop to develop ideas on securing better sponsorships and also leveraging the IABC brand. Participants here split into two teams, with one focusing on how to secure better sponsorships and the other looking at ways of raising the profile of the brand.

The team looking at sponsorship outlined a number of thoughts including a suggestion that was again discussed at the conclusion of the event – namely developing a strategy and framework to deliver better value to sponsors by offering region-wide opportunities and access.

The team reviewing branding discussed many issues related to the transition from the old to new logo and ways of raising the issue of branding more broadly among the region to develop better consistency and greater use of the new logo, messaging and tone of voice.

Additional resources related to Jonathan’s workshop are available on iabc.com.

Brand toolkit: <https://www.iabc.com/leader-centre/library/iabc-brand-toolkit/>

Sponsorship: <https://www.iabc.com/about-us/sponsorship-and-advertising/>

Concurrent session 1:

Professional Development, certification and recognition for your members:

Two members of the Asia-Pacific board, Lisa McNally of the Queensland Chapter, and Rajeev Kumar of the India West Chapter, chaired this session. They opened by discussing professional development opportunities that exist at IABC and focused at the start on the Gold Quill recognition program, including reviewing the application process. There will be some changes to the Gold Quill in 2016, and this was discussed also.

After this, conversations moved on to IABC's Global Communication Certification Council (GCCC), whose first certification is the Communication Management Professional (CMP) program. Having had the first two Asia-Pacific members sit the CMP at the start of the LI, Rajeev outlined the history of the GCCC and the development of the CMP. In particular he detailed the GCCC Certification process, from application to maintenance.

There was much discussion among attendees about who should sit the CMP exam, depending on where they are in their career path. And there was some focus on the alignment of professional development between IABC headquarters and individual Chapters, focusing on four career paths: foundation, generalist/specialist, strategic advisor and business leader. Lisa McNally will be focusing on this in the coming months.

Concurrent session 2:

Challenges for small chapters:

Kathryn Britt, Chair of Queensland Chapter, and Kaz Amemiya, Chair of the Japan Chapter, led a session on the challenges (and opportunities) for smaller chapters. Kathryn presented a helpful checklist on activities that can bring greater organization and energy to small chapters. It was based on a presentation "Small but Mighty" delivered by representatives of two North American Chapters at last year's Global LI.

Full details of the presentation are in the notes, but the six headline items are:

1. Board needs strength and depth
2. Create and follow a strategic plan
3. Love your board
4. Know your community and the value proposition you offer
5. Communicate with members
6. Make members feel special.

Kaz Amemiya spoke about how he was working in conjunction with local or national Japanese trade associations and sharing IABC content with them to build awareness of the brand in the country. This has proved a successful strategy to date, given the Japanese Chapter was only officially inaugurated in 2012.

Further information from this session can be found here:

http://asiapacific.iabc.com/uploads/4/2/8/0/42802809/iabc_leadership_institute_small_chapters_presentation_notes.docx

Opportunities and barriers to IABC model in the Asia-Pacific region:

Zora Artis led the final session that reviewed much of what had been discussed over the course of the preceding two days. In her role as facilitator, Zora led the group through an open conversation about what opportunities were available at both a regional and Chapter level, together with a review of some of the challenges currently in place.

The session wrapped up by developing a list of Strategic Priorities (below) which will form the basis for many of the follow up discussions as IABC Asia-Pacific looks to build on the success of the LI at both a regional and local level.

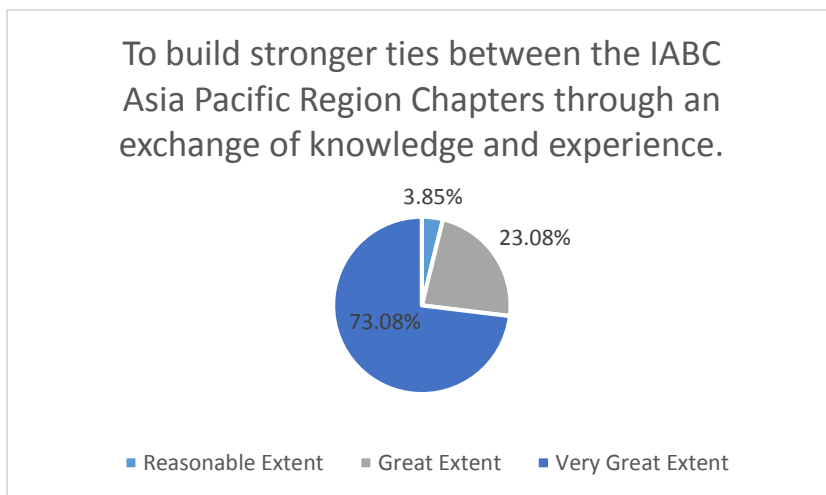
Conclusions (Strategic Priorities):

1. **Sponsorship.** Improve our offering. Give opportunities to sponsors to reach IABC members across the region, not only at a local level. There are opportunities for greater scale and efficiency in how we approach sponsorship which can both benefit our members and raise the profile and financial strength of IABC in the region.
2. **Professional development.** We need to continue to build awareness for our global standard certification. By doing this we can create demand while also increasing the credibility of IABC and value to our members. We need to work on local and regional deliverables to enable this.
3. **Event support at international level.** If we can focus on bringing high level, senior speakers to our regional and local events we can differentiate ourselves from other organizations.
4. **Alignment and consistency.** We should work on standardizing the brand experience for IABC members across chapters. Each chapter should have its own value proposition and then work on delivering common levels of messaging reach and impact. It would be nice to have some format for the onboarding of new leaders within IABC.
5. **Collaboration.** Bringing closer engagement between Chapters and also with the regional board will help deliver more consistency to our work and help us spread knowledge efficiently. We should also make use of our alumni, getting insight and feedback from members who have previously served in a management role. It would be good to have a platform for information sharing – Dropbox was suggested.

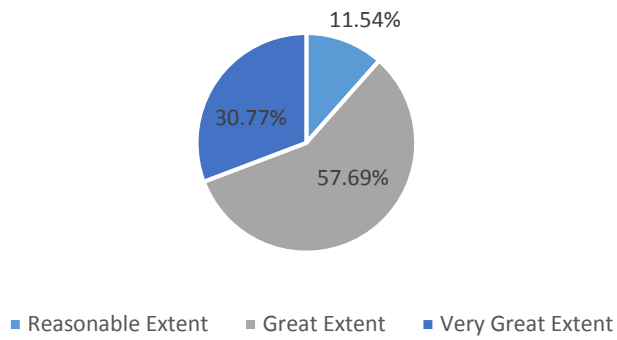
Feedback:

Overall the feedback for the event was very positive. Below shows how attendees rated both the LI's ability to meet its stated objectives and also the individual sessions that took place.

How we met our objectives:

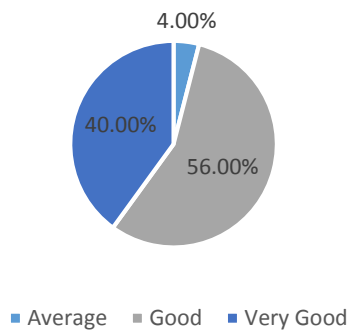


To collectively brainstorm and begin formulating an IABC Asia Pacific strategy that takes into account the global, regional and local priorities of member countries and chapters.

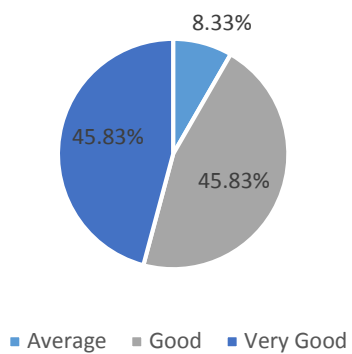


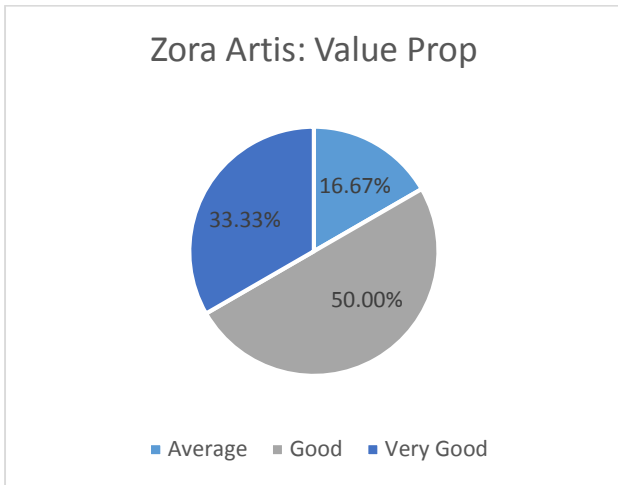
The sessions:

Michael Ambjorn: Global Initiatives

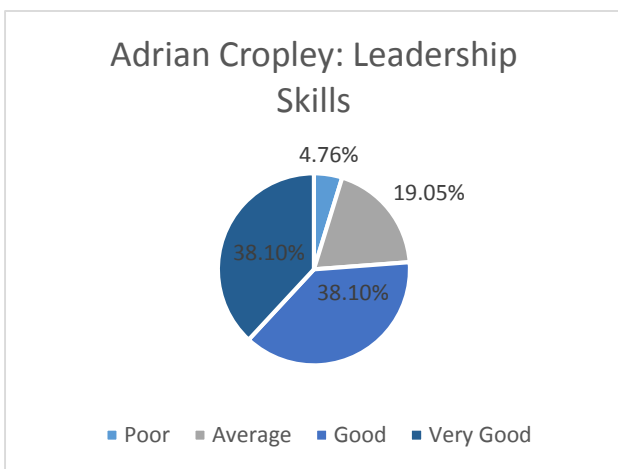
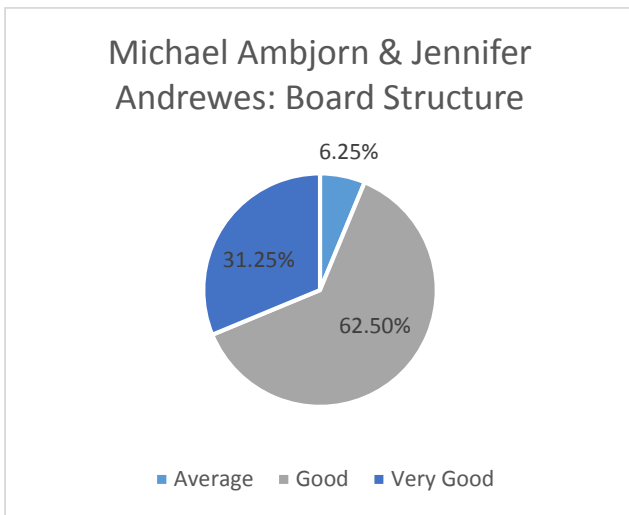


Adrian Cropley: IABC 101

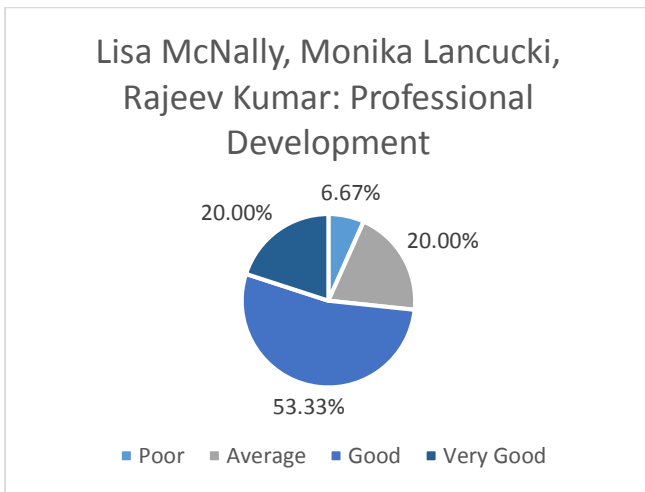
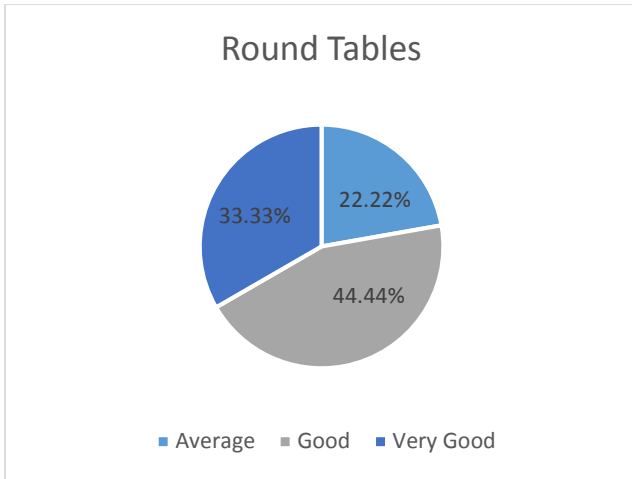




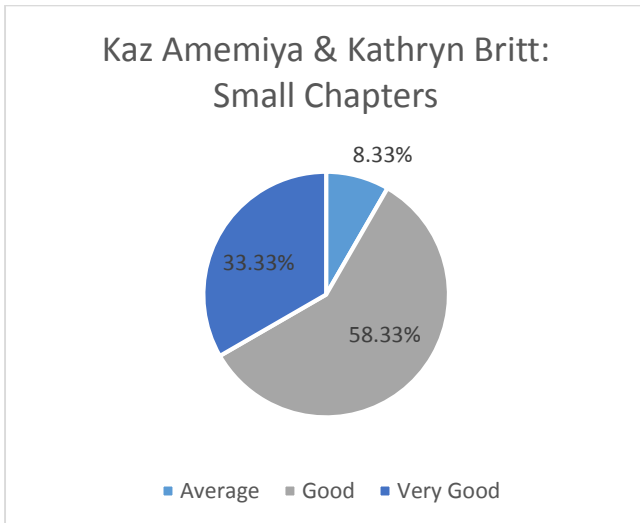
Comment: “How do we take that to the next level?”



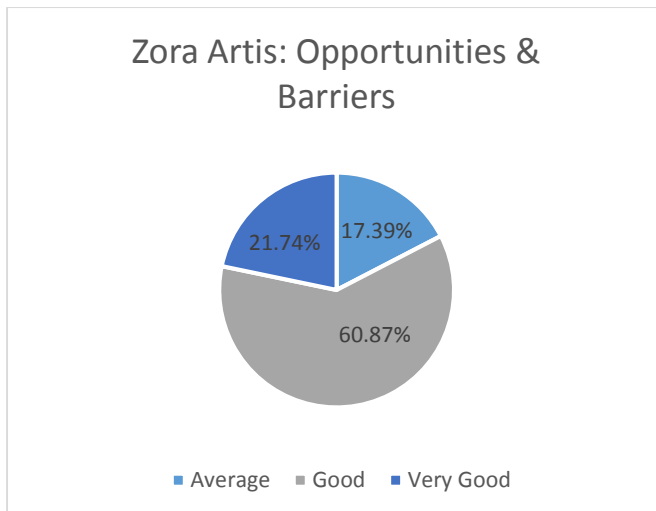
Comment: “Great content but very tight timeslot – needed longer”



Comment: “Raised important issues and triggered the right conversation”
Comment: “Assumed we had more information than we did. But Lisa was great”



Comment: “Useful dialogue about practices that work”



Some of the other comments from the survey forms are:

Aspects I loved:

- “Making global connections and getting an understanding of how we fit into IABC globally”
- “Engagement”
- “People and people-centric activities”
- “The lively face-to-face talk with each leader”
- “Meeting so many other Chapters”
- “Enthusiastic people”
- “Networking and learning best practice from other Chapters”
- “Good content – well structured. Reconnecting with colleagues”
- “Interactive communication. An event size that meant I could communicate with most attendees”
- “IABC strategy”
- “Sharing knowledge and brainstorming ideas and solutions”
- “Connections”
- “Personal relationships formed. New ideas”
- “Learning from experience. Finding out about all the social capital”
- “Leadership discussions”
- “Great overview and context setting”
- “Meeting people and making connections”
- “Connecting with other regional leaders”
- “Collaboration”
- “Connecting with other leaders. Defining next steps”
- “Feeling honoured and respected that I can still contribute as a past leader”
- “Passion, energy and ideas”
- “Clarifying and defining where IABC APAC can help support Chapters”
- “The LI was so focused and so good”

Suggestions for future events:

- “Some sessions need to be longer”
- “Add more leadership development (less of an IABC internal focus)”
- “To ensure it happens – that’s it!”
- “More of the same”
- “Same same”

“Fiji”

“Sharing attendee list and information in advance”

“Ensure all Chapters participate. Need to develop correct plans of action rather than just brainstorming”

“A touch more structured delivery (mediator to stay on track)”

“Hold Asia-Pacific ones more regularly”

“Showcase of resources that are available to us”

“Allow more inclusive participation by the Asia-Pacific Chapters as I felt they weren’t provided many opportunities to speak”

“Allow suitable time for sessions with lots of content”

“Have a single option for dinner and social functions”

“Some agreed actions coming out of the final strategy discussions”

“More leadership development time”

“Pre-planning – ask leaders to bring along ideas to get a head start for some more in-depth sessions”

“Having it once a year so we can keep developing leaders – make it clear you get a certificate and points towards professional development”

“Meet again soon”

“Do it in Fiji”

Others:

“Great work Jonathan”

“Would like an APAC Region Conference”

“Excellent facilities and catering”

“Overall very well organized event with great hospitality”

“Great work team. Thank you for all your hard work. Looking forward to future opportunities to develop relations”

“Tremendously useful – worth the trip across the ditch”

“Nice work lovely people, thank you”

“A great LI, well done”

“Love your work Leanne and team – you rock!”

“On the professional development session – I assumed we had more information than we did, but Lisa was great”

“Thank you”

Venues:

Welcome reception: Ovolo Hotel, 6 Cowper Wharf Roadway, Woolloomooloo, NSW 2011

Meetings: Randstad offices, L7 123 Pitt Street, Sydney

Dine-Around Sydney: Pub Crawl around the Rocks, The Deck – Milsons Point, Kansai Restaurant.

Organizers:

The organization of the LI was led by APAC Chair, Leanne Joyce. She was supported by the rest of the Asia-Pacific board, in particular Jonathan Champ, and also the IABC NSW Chapter. Lisa McNally coordinated the staging of the certification exams.

Sponsors:



The event was generously supported by recruitment firm Randstad, who provided both facilities and catering for the LI. Joel McCulloch, a member of the Canberra Chapter and also a Randstad employee, deserves special praise for his assistance in helping to secure the sponsorship.

Attendees:

The event was attended by 33 in total, a broad mix of communications professionals from across the region, with the majority naturally coming from Australia and New Zealand, given those two countries are home to the largest Chapters and also considering the venue was more convenient. Aside from Australia and New Zealand there were also attendees from Japan, India, Singapore and Fiji.

Financials:

A charge of AU\$150 was levied to attend the LI. The total revenue from registrations was A\$3556.50. Total costs were A\$8061.40 including two scholarships (US\$500 ea) and board travel support (US\$1700).

Sponsorships:

There were two sponsorships awarded for the LI for chapter leaders from Asia. These comprised a US\$500 contribution towards costs and they were provided to Patricia Mallam (Fiji Chapter) and Emiko Yoshikawa (Japan Chapter). APAC Board members who incurred travel and accommodation expenses were awarded a stipend.

Lessons learned:

The Sydney location in November was decided to reflect a location that on average was the most cost effective and accessible for most chapters, but also fitted with the IABC Chair's planned visit to Australia and New Zealand. APAC's geography and diversity may make it difficult to find a suitable location and time that suits all chapters, however it's desirable that the next regional conference/leadership institute is in Asia.

There's a great appetite for a future regional conference/leadership institute and planning should commence very soon. An organising committee should be established very soon, and given the logistics, an event organiser should be considered.

Next steps:

There are several next steps for the Asia-Pacific Board. First will be to communicate the outcome of the LI to those regional leaders unable to attend and also to summarize its content for those who did. This will be followed by a discussion of the strategic priorities that emerged from the event and plans to roll them out into day-to-day operations for IABC in Asia-Pacific.

Appendix 1 – Delegate list:

First name	Family name	Role and Chapter	Email
Michael	Ambjorn	Global IABC Chair	chair@iabc.com
Adrian	Cropley	Past IABC Chair	Adrian@cropleycomms.com
Leanne	Joyce	Chair, IABC Asia Pacific, Canberra	Leannejoyce25@gmail.com
Rajeev	Kumar	Vice-Chair APAC, India West	rajeevcol@gmail.com
Ben	Shaw	Member at Large, Singapore, APAC	ben.shaw@se10.com
Lisa	McNally	Director Prof Dev, APAC, Qld	Lisa.McNally@csgi.com
Jonathan	Champ	Communications APAC, NSW	champ@meaningbusiness.com.au
Kaz	Amemiya	President, Japan	Kaz.amemiya@crossmedia.co.jp
Tammy	Kusama	Japan	t.kusama@crossmedia.co.jp
Emiko	Yoshikawa	VP Prof Development, Japan	emichi1125@gmail.com
Patricia	Mallam	Fiji	patricia.mallam@gmail.com
Susi	Maclean	Fiji	susi@glasstower.co.nz
Jennifer	Andrewes	President, Wellington	jmandrewes@gmail.com
John	Tulloch	Wellington	tulloch.mccafferty@gmail.com
Zora	Artis	Past President, Victoria	zoraartis@yahoo.com.au
Deb	Lemcke	Treasurer, Pres-Elect, Victoria	deb@thelaunchbox.com.au
Anne	Wickham	NSW	awickham@boxingclever.net.au
Mark	Woodrow	NSW, President (from 8/12/15)	Mark.Woodrow@microsoft.com
Kieran	McCann	NSW	edenderry00@yahoo.co.uk
David	MacGregor	NSW, Treasurer	dmacgregor@woolworths.com.au
Andrew	Cooper	NSW	andrew.cooper@westpac.com.au
Meryl	David	NSW, GCCC member	meryldavid@gmail.com
Glenda	Hewitt	NSW, APAC past Chair	iabc.glenda.hewitt@gmail.com
Victor	Zalakos	VC Policy Committee, NSW	victor@zalakos.com
Mardi	Stewart	Membership, Canberra	Mardi.stewart@crimecommission.gov.au
Romany	Rzechowicz	Communications, Canberra	romany.rzechowicz@gmail.com
Joel	McCulloch	Canberra/Randstad	joel.mcculloch@randstad.com.au
Katherine	Morrell	Canberra	katherine.morrell@gmail.com
Kathryn	Britt	President, Queensland	kathryn@cicero.net.au

Rosemary	Dotlic	Events & PD, Queensland	dotlic.rosemary@gmail.com
Dana	Burrows	Events & PD, Queensland	dana@r-evolution.com.au

Appendix 2 – Program:



**International Association
of Business Communicators
Asia/Pacific Region**

**IABC Asia Pacific Regional Leadership Institute 2015 Program
Overview**

**Regional Leadership Institute
Friday 27 November to Sunday 29 November 2015
Randstad offices, Level 7, 123 Pitt Street, Sydney**

**Pre-conference day
Friday 27th November**

**Communication Certification Management Professional (CMP)
exam**

1.00pm – 4.00pm, Randstad offices, L7 123 Pitt Street, Sydney

Welcome Reception

When: 5.00pm to 8.00pm Ovolo Hotel, Woolloomooloo

Celebrate the start of the IABC Asia Pacific Leadership Institute where members from India, Japan, New Zealand, Singapore, Fiji, Victoria, NSW, Queensland, and Canberra are descending on Sydney. Join forces with members and friends of our host chapter, IABC NSW, to mark the end of 2015 at this exciting new venue on the Sydney's stunning harbour.

When: 5.00pm to 8.00pm, Friday 27 November 2015

Where: Ovolo Hotel, 6 Cowper Wharf Roadway, Woolloomooloo, Sydney

Special Guest: Michael Ambjorn, Global Chair, IABC.

Saturday 28th November

08.00 Registrations, coffee/tea

Randstad offices, L7 123 Pitt Street, Sydney

09.00 Welcome (Leanne Joyce, Chair IABC APAC)**09.10 Your say**
Each chapter to tell us what you do well, burning issues, what you need.
(5 minutes each)

10.30 Morning tea

11.00 Opening speaker, IABC Chair, Michael Ambjorn
IABC global initiatives, 2014-2017 strategy. Questions and Answers.

12.30 Lunch and networking

1.30pm General Session IABC 101 – the who, what, where of IABC
This session will provide an overview of IABC's history, structure and governance. You will learn the roles and responsibilities of chapters, regions and the IEB and gather context for your chapter. We'll include the important dates throughout each year and the important work of the IABC Academy.

Presenter: Adrian Cropley, Past Chair, IABC

2.30pm Concurrent sessions

Session 1 IABC value proposition and membership marketing

How to define your chapter's value proposition to help you to retain existing and attract new members.

Presenter: Zora Artis (Victoria)

Session 2 Board structure and management

Succession planning and preparation at your board are crucial elements to the longevity of IABC chapters. This workshop explores ways to revitalise your board structure, help board members understand what is expected of them, engage volunteers, governance, managing conflicts of interest, keeping boards motivated, and succession planning.

Presenters: Michael Ambjorn, Jennifer Andrewes (Wellington NZ)

3.30pm Afternoon tea

4.00pm General Session Leadership skills in your career and IABC

In this workshop you will discover more about you, your leadership style and how you work with others. Getting the best out of people and playing to their strengths is a major leadership capability of today's leader.

Presenter: Adrian Cropley, Past Chair, IABC and Founder and President of Cropley Communications. Adrian is a corporate communication and change expert, as well as executive coach.

5.30pm Close

7.00pm Dine Around Sydney

Coordinator:
Glenda Hewitt

Sunday 29th, November

08.30 Breakfast best practice roundtable.

Rotate around different topics at each table:

Financial best practice

– budgeting, IABC requirements, insurance, chapter and regional finance

Presenter: To be confirmed

Brand and Sponsorship

– promoting the brand, attracting and retaining sponsors

Presenter: Jonathan Champ, NSW

09.30 Concurrent sessions

Session 1 Professional Development, certification and recognition for your members

IABC offers many professional development and recognition opportunities. Learn more about these programs, including the new GCCC Certification, and how they help members to develop and grow as communication professionals. Discover how local chapters promote and extend development and recognition opportunities for their members.

Presenters: Lisa McNally (Queensland), Rajeev Kumar (India West)

Session 2 Challenges for small chapters

Small chapters have unique challenges but often come up with the most innovative solutions! Explore some fresh ideas and insights to help your small chapter thrive.

Presenters: Kaz Amemiya (Japan), Kathryn Britt (Queensland)

10.30 Morning tea

11.00 Opportunities and barriers to IABC model in the Asia Pacific Region.

Setting key strategic initiatives and turning plans into action. What works? What can we do better?

Facilitator: Zora Artis (Victoria)

12.00 Closing remarks

Appendix 3: Photographs



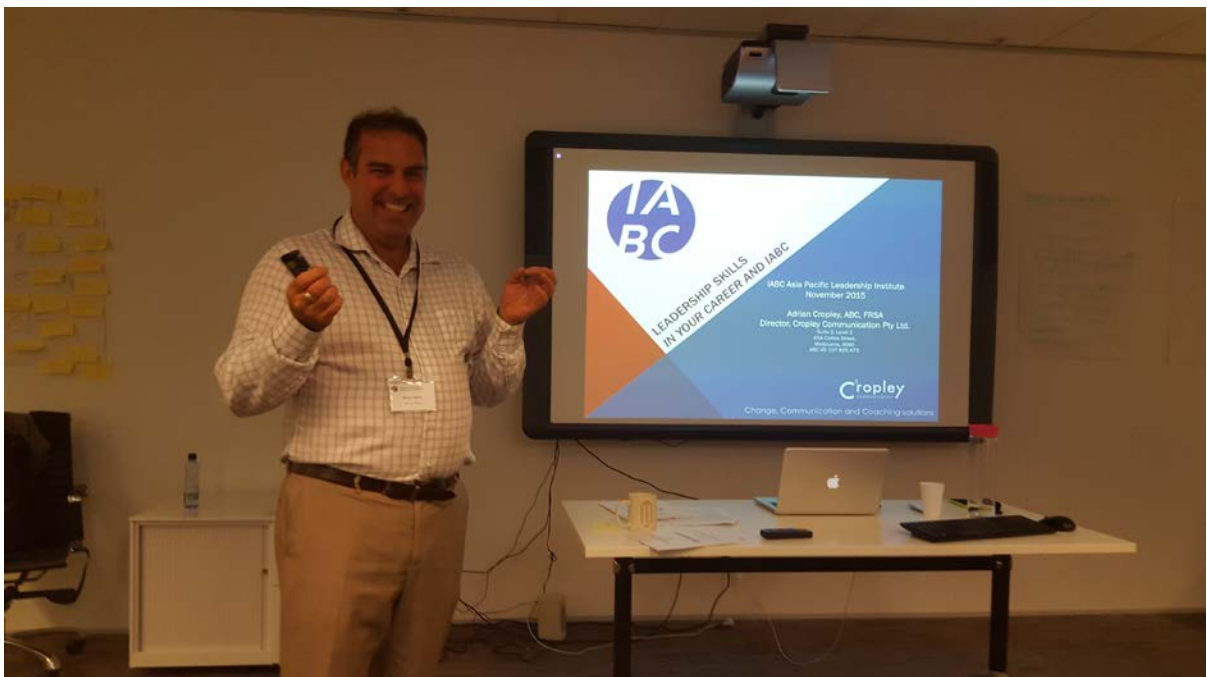
Michael Ambjorn delivers a speech at the Welcome Reception



An active introductory morning session.



Zora Artis of the Melbourne Chapter (standing) leading her workshop on “Defining your value proposition”.



Past Chair, Adrian Cropley, delivering his presentation on “Leadership Skills”



A group discussion on the challenges and opportunities for smaller chapters.