Future
Hospitality
Academy

Leadership Excellence Program

COLLECTIVE
FOUNDATION

MONASH
University

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Collective Foundation has partnered with Monash Business School and its Corporate Education arm to establish the Future Hospitality Academy – a dedicated centre of excellence to support the long-term sustainability of Australia's hospitality industry.

The inaugural course is the Leadership Excellence Program - a practical, industry-focused development program which will be delivered via half-day face to face learning blocks across 12 weeks.

Expressions of Interest can be made via www.collectivefoundation.org.au

Leadership Excellence Program

The program has been designed by hospitality professionals and leadership experts to be highly applicable to leaders working in hospitality businesses today. The key principles of the program development are:

- **Applied learning:** Immediate workplace relevance
- **Industry contextualisation:** Hospitality-specific scenarios
- **Practice-based delivery:** Role plays, simulations, case studies
- **Business impact:** Work-based project aligned to organisational priorities

Course Dates:

- Expressions of interest open **19/10/26**
- Expressions of interest close **4/12/26**
- Offer letters are distributed by **11/12/26**
- Registration closes **18/1/27**
- Program Launch **8/2/27**
- Course Dates **15/2/27 — 17/5/27**

All modules will be delivered on a Monday afternoon, in Melbourne's CBD. In person attendance is mandatory for successful course completion, it cannot be undertaken online. (No classes week of Labour Day or Easter Monday holidays.)

PROGRAM EXPERIENCE

Prior to Module 1, participants attend a program launch event to:

- Meet cohort members and facilitators
- Set expectations and program objectives
- Establish engagement and cohort connection

WHO IS IT FOR?

The course is designed to support foundational leadership skills for current and emerging leaders.

Successful participants must be working in a hospitality leadership role with at least two years' experience in management.

PROGRAM COST

The development of the Academy, management of the application process and all course content has been directly funded by Collective Foundation.

Course delivery fees and enrolment is directly with Monash Corporate Education's program and is $3,500 +GST per participant.

Program Structure

The program is delivered by experienced Monash facilitators with expertise in leadership, hospitality operations, and organisational performance. The program will also draw on practitioners from industry and guest speakers from outside of hospitality.

Facilitators bring a combination of academic rigour and industry experience, ensuring learning is both evidence-based and highly practical.

While the 2027 program remains subject to final confirmation, participants can expect a similar structure as outlined in the modules and weekly program schedule below.

Module 1: Leading with Impact (Weeks 1-3)

Week 1: Foundations of Leadership

- Program orientation
- Changing nature of hospitality work
- Leadership vs operational mindset

Week 2: Leading Self and Others

- Self-awareness and leadership impact
- Leadership styles
- Building trust and alignment

Week 3: Leading for Results

- Prioritisation frameworks
- Delegation and accountability
- Root cause analysis ('7 Whys')

Module 2: Operational and Financial Leadership (Weeks 4-8)

Week 4: Financial Literacy

- P&L understanding
- Budgeting
- Cost drivers and break-even

Week 5: Cost and Resource Management

- Labour and inventory control
- Resource allocation
- Compliance considerations

Week 6: Performance Analysis

- Revenue and cost tracking
- Performance analysis
- Identifying improvement opportunities

Week 7: Strategic Decision-Making

- Financial decision-making
- Revenue optimisation
- Yield management

Week 8: Communicating Insights

- Reporting and storytelling with data
- Presenting insights clearly

Module 3: People & Service Leadership (Weeks 9-11)

Week 9: Building Teams and Culture

- Recruitment and onboarding
- Service culture
- Diversity and inclusion

Week 10: Leading Performance

- Coaching and feedback
- Conflict resolution
- Performance alignment

Week 11: Performance and Compliance

- Performance reviews
- Reward systems
- Employment standards

Capstone Project (Week 12)

Participants will complete a work-based project aligned to a problem statement agreed with C-suite (or equivalent) leaders.

Participants will present their outcomes and recommendations at the final capstone session.

About Collective Foundation

Collective Foundation is a not-for-profit initiative established to support the long-term sustainability of Australia's hospitality industry. Its focus includes promoting career pathways, fostering leadership development, and building greater awareness of the sector's economic and social contribution.

About Monash Corporate Education

Monash Corporate Education, part of the globally ranked Monash Business School within Monash University, partners with organisations and industry bodies to design and deliver learning experiences that build leadership capability and drive measurable outcomes.

Through this partnership with Collective Foundation, Monash Corporate Education brings research-informed, practical learning to the hospitality sector—supporting the development of leaders, strengthening career pathways, and contributing to a more sustainable and resilient industry.

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