



# Building the Future

A programme for leaders in  
Architecture, Engineering, Design  
& Construction Services.

In association with:





**Leadership  
is the vital  
ingredient  
that separates  
outstanding  
organisations  
from the  
chasing pack.**

**Is your leadership fit & ready  
to take advantage of the  
opportunities for growth?**

The global construction market is expected to grow at an annual rate of 4.3% until 2025 and become a €15 trillion global market by 2040 (CIF 2019).

## Why this programme, now?

**The Build the Future Programme develops future-fit leaders, who blend strategic insights with operational excellence and personal impact to lead their companies to success, inspiring their teams to create new ways of working, competing and delivering value for their stakeholders.**

Developing your executive presence, being a leader authentic to your own personality, influencing and communicating effectively with others, improving your levels of agile thinking and creating a personal toolkit that can be applied to organisational challenges are now core competencies for future-fit leaders.

By completing this programme, you will gain the skills to be a more confident, well-rounded, and inspirational leader — capable of handling the challenges of the DEC environment and ready to step up to the next level in your career development.



### WHAT OUR CLIENT COMPANIES SAY

// Quality leadership within construction companies is critical because of the industry's importance in the Irish economy and wider society. The CIF has worked with the IMI to develop a world-class leadership programme and matches the ambition and vision of our leading member companies. //

Shane Dempsey, CIF

## The ADEC Sector

**The Architecture, Engineering, Design & Construction Services** industry faces both internal and external challenges. A shortage of talent, low capital reserves, cyclical demand and a cultural resistance to change born out of traditional procurement models must be balanced with external factors including political, economic and supply chain uncertainty, accelerating digital innovation and disruptive technologies as well as increasing levels of regulation, compliance and ethical corporate governance.

Today's leaders are expected to actively engage with uncertainty, while continuing to build trust in their organisations and give stability to their people.

A future-fit leader will see the environment that unsettles others and dive right into it, seeing both the challenges and the opportunities. Visionary leaders blend strategic insight with operational excellence and personal impact to grow and scale their organisation nationally and globally.

## This programme is for you if you are:

- Looking to drive growth within your organisation and scale nationally and globally.
- Seeking to maximise your impact and influence at a personal, organisational and client level.
- Looking to develop a practical toolkit of leadership techniques and shape the direction of your organisation.
- Looking to enhance your decision making and collaborative leadership skills to successfully navigate the diverse stakeholder environment.
- Looking to be fluent in the language of digital transformation and be responsive to disruptive innovation.
- Looking to challenge current thinking and lead your company through transformational change.

# Programme Themes



## Delivering Strategic Impact

- Understand the strategic context, current trends, disruptors, opportunities and challenges of the DEC sector.
- Learn how to benchmark against the best in class and understand your role in developing and executing strategies that cascades through your organisation.
- Map and analyse key stakeholders and how to align the customer value proposition with your strategic positioning and branding.
- Enhance your strategic and leadership abilities and learn how to drive transformational change within your organisation.
- Conduct strategic analysis and apply your knowledge to create a sustainable competitive advantage. Identify areas of business growth and optimise new opportunities.



## Delivering Profitable Growth

- Get practical insights into finance, understanding balance sheet and P&L.
- Understand the requirements of governance in accordance with company law and regulatory best practice.
- Learn about financial strategy and how to make effective short, medium and long-term strategic & operational business decisions.
- Use ratio analysis and other techniques to measure and track organisational performance.
- Understand how to deal with unprofitable projects, optimise the use of scarce resources, or make decisions to, buy or lease; tender or not; invest or not; or when to accept a 'special deal'.



## Delivering Personal Impact

- Learn the difference between a management mindset (how you think) and a leadership mindset (what you do) and what differentiates leaders at Director level.
- Conduct a personal psychometric analysis.
- Develop excellent listening skills and learn how to handle critical conversations.
- Discover your own leadership psychology, learn how to better motivate individuals and teams.
- Enhance your executive presence and impact among key stakeholders, particularly in relation to pitching for strategic projects, client meetings and complex negotiations.



## Delivering Organisational Impact

- Explore the impact of effective leadership on organisational culture, and how you can shape it through diversity and inclusion.
- Evaluate human resource management and how to align it with your organisation's leadership strategy.
- Understand the key leadership challenges facing the sector and the strategies for managing these in relation to sub-contractors, partnerships, joint ventures, large scale projects, public perception and multi-cultural and multi-disciplinary workforces.
- Learn how to navigate and leverage cultural differences and devise strategies for improving multi-disciplinary teamwork.

# Programme Journey

2020 Programme has 4 modules, each of them of 2 days duration:



# 47%

Of all jobs will be threatened by automation by 2025. Our value will be in uniquely human skills

# Only 14%

Of companies believe they have enough people capable of stepping into a leadership role

# 47%

Of managers do not receive any training when taking up a new leadership role

## CPD Credits

### CIF:

This Programme qualifies for 7 Structured CIRI CPD points per days attendance or a total of 56 structured CIRI CPD points for full attendance. Engineers Ireland: Programme qualifies for 56 CPD hours for completion of the 8 day. **RIAI members receive 56 CPD points for full attendance.**

### Engineers Ireland:

Programme qualifies for 56 CPD hours for completion of the 8 days



## Programme Features

- Collaborative group work and sector relevant real-world case studies.
- Individual executive development support & two executive coaching sessions.
- Networking sessions.
- Participant executive action plans.
- Blended learning.
- A personal psychometric assessment.



## Programme Impacts

**By undertaking this 4-month learning experience, you will you will dramatically enhance your practical leadership skills, awareness, impact and judgement.**

You will become a more confident, well-rounded and inspirational leader — capable of handling the challenges of the current environment and leading your company to new levels of organisational and business performance.



# Why this Programme

## This programme attracts organisations who want:

- To scale for growth both nationally and globally.
- Leaders with ambition and the capability to deliver at the top level.
- Build their client base through agile and innovative leadership.



### Attracting Top Talent

Research shows that organisations with great leadership attract top talent — a key pillar for any strategy.



### Accelerated Development

Our programme will unlock your leadership potential to make a real difference to the growth path of your organisation.



### Learning Approach

We use an action learning approach with highly interactive sessions, group work and individual coaching to optimise your executive presence.



### Depth of Experience

IMI brings its wealth of experience working with Design, Engineering & Construction organisations over the past 2 decades.



## WHAT OUR GRADUATES SAY

// ...the programme examines key leadership techniques and strategies and provides an open platform for discussion on the learnings. //

John Barden, Townlink

// I had an invaluable learning experience, helping to develop all aspects of my leadership skills. //

Stephen McCormack, OHL Construction

## IMI Delivery Team



### **Dr Jack Golden** Programme Director

Jack held senior roles in a range of international companies such as Group HR Director of CRH Plc, Braun in Ireland and Germany, Semperit in Dublin and Continental Tyres in France. He is a former President of the German-Irish Chamber of Industry and Commerce and has also served terms as President of Engineers Ireland and the Irish Academy of Engineering.



### **Prof. John Fahy**

An award-winning international educator, John is currently Professor of Marketing at the University of Limerick, with a distinguished track record in the fields of marketing and business strategy. An eclectic thinker, his work draws on insights from marketing strategy, behavioural economics, evolutionary psychology and neuroscience and has worked with several leading organisations including Analog Devices, Bayer AG, IBM, Syngenta, Vodafone and Zurich Insurances.



### **Moira Creedon**

Moira is an educator and consultant in Strategic Finance and has worked with clients worldwide helping decision makers at strategic level to understand finance and hence improve their ability to formulate and implement strategy. Moira's main aim is to enable all members of a management team to contribute to value creation and has worked with organisations such as Mercury Engineering, Banta Global, CRH, Toyota Europe, Wyeth, Pfizer, Ericsson & Sisk Construction.



### **Edwin O'Hora**

Edwin has over 15 years' top-level experience in senior HR management and executive leadership roles. He is adept at building relationships across organisations and thrives in environments which call for a strategic viewpoint coupled with a practical ability to deliver. Edwin holds a primary degree in Psychology, a Master's degree in Organisational Psychology, is a qualified CEDR mediator and is qualified in psychometric testing.



### **William Corless**

William is a much-sought after executive coach, mediator and corporate trainer. As his background is in engineering, William is comfortable with technical terms and theories in topics such as Leadership Development and Executive Coaching, High Performance Teams, Organisational Behaviour, Resilience & Stress Management. His clients include Google, Enterprise Ireland, Boston Scientific, Kerry Foods & AIB.

## Guest Speakers



### **PJ Rudden**

P J is a highly experienced business and engineering consultant who has specialised in leadership transformation, communications and innovation to realise shareholder value in both public and private sectors in Ireland and UK. He is a market leader in the energy, resources and environmental infrastructure areas having led many of Ireland's largest and most difficult engineering projects for which he has won many national and international awards.



### **Jerry Grant**

Jerry is an experienced Director & Utilities Specialist, providing strategic business advice in utility & general infrastructure sectors. Expert Water Sector Leader and a former MD of Irish Water, with a track record in Statutory process, Stakeholder Engagement, Media & General Communications.

// The construction industry and the clients that rely on it are at a critical juncture and it is time to review the seriousness of the future outlook...

Innovation led modernisation continues to be inhibited at all levels by the lack of industry-wide strategic leadership with a more integrated client and industry agenda //

FARMER 2016

## Contact

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## Programme Fee

CI, Engineers Ireland, RIAI & SCSi Members:  
€5,000 per applicant

## Start date

### Dublin

Module 1: **Jan 13-14<sup>th</sup>**  
Module 2: **Feb 24-25<sup>th</sup>**  
Module 3: **Mar 23-24<sup>th</sup>**  
Module 4: **May 11-12<sup>th</sup>**

### Cork

Module 1: **Jan 16-17<sup>th</sup>**  
Module 2: **Feb 27-28<sup>th</sup>**  
Module 3: **Mar 26-27<sup>th</sup>**  
Module 4: **May 14-15<sup>th</sup>**

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Ranking 2019