



# Executive Series



# Key Information

All the programmes within the IMI Executive Series are for senior leaders.

You will be challenged throughout your experience to apply your learnings to realise change for yourself, your role and your organisation.

## Key Dates:

	Start Date	Duration	Non-member Fee	Member Fee
<b>Leading Strategy Execution</b>	28 September 2020	10 weeks	€5,495	€4,995
<b>Leadership Decision Making</b>	09 November 2020	10 weeks	€5,495	€4,995
<b>Mastering the Performance Mindset</b>	16 November 2020	10 weeks	€5,495	€4,995
<b>Senior Executive Programme</b>	Spring 2021	6 months	€10,100	€8,200

## Location:

IMI Campus & Online

## For More Information:

For more information on the IMI Executive Series, contact our team on 1800 22 33 88 or email [programmeadvisors@imi.ie](mailto:programmeadvisors@imi.ie).



# IMI Executive Series

Great leaders don't let the future happen to them; they forge their own.

IMI's Executive Series is designed for senior leaders who are looking to challenge themselves and push their perspective on what's possible for their organisation.

As the business environment becomes more challenging and complex, organisations must become more team-centric, networked and agile. In turn, leaders must grow to match these developments, and develop “bigger” minds to navigate complexity with success.

Each programme in the series will support leaders in navigating these complex times.

Offering an environment of experimentation, peer-to-peer collaboration and learning that can be applied directly to your work, each programme within IMI's Executive Series will allow leaders to face disruption with confidence and forge their own future.

Don't let the future happen to you — take control of it.

## IMI's Executive Series will:

- Develop the critical-thinking skills required of the future leader
- Arm leaders with strategies to capitalise on the opportunities presented by disruption
- Develop the mindset shifts that allows leaders to perform sustainably at pace
- Effect real personal behavioural change
- Change the future of your organisation

# The Future Leader



## Complex and Critical Thinker

Complexity is a given. Leaders treading the perpetual white water of change must move with decisiveness while allowing time for the critical assessment of the latest challenge.



## Digital Innovator

Complexity is a given. Leaders treading the perpetual white water of change must move with decisiveness while allowing time for the critical assessment of the latest challenge.



## Value-driven Strategist

People follow leaders with values and with a strategy that aligns with those values. Creating a balance between generating social and business value is the pathway to sustainable growth.



## Collaborative and Networked

The future leader demand executives around them get out of their functional roles and operate as a symphonic team. Those at the top need to do the same.



## Adaptable and Agile

Change course and adjust strategies to capture opportunities or avert challenges. See the value of social capital and shift from an internal, enterprise focus to an external, ecosystem focus.



## Growth Catalyst

Sustainable growth requires continuous change. Have the courage to challenge your boundaries, facilitate conflict and reward experimentation.



## Continuous Learner

Knowledge is contextual and continuous change makes it transient. A philosophy of always questioning the last answer is a prerequisite of leadership. Take the time to regularly question the answer.



## Focused with Purpose

Organisations are a collection of individual personalities, motivations and needs. Define and embody an organisational purpose and keep a laser-like focus on achieving it.



## The Environment

Evolving business environment with increased complexity, uncertainty & disruption.

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Accelerated rate of change across all areas.

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Geo-political movements such as Brexit and trade disputes.

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Ever-changing customer preferences and demand for hyper-personalisation.

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Pressure to ensure financial sustainability, manage competitive and industry risks.

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Developing people and capabilities with increasing pressure to perform.

## Strategic Challenges

Meet increasing demands and expectations of customers.

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Identify opportunities for revenue growth and new products/services.

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Improve profitability of customer relationships.

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Develop “Next Gen” leaders and attract and retain talent.

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Serve the dual purpose of generating social and economic value.

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Respond to internal challenges, from political machinations to cultural clashes.

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Demand for continuous innovation in the marketplace.

**These challenges demand different solutions.** IMI's executive series allows senior leaders to choose an intervention that suits them best. Turn over to explore the programmes in more detail.



# Senior Leadership Programmes

Successfully navigate complexity and capitalise on opportunity with agility.

FOUR unique learning experiences to choose from:



## Senior Executive Programme

Become a more rounded, impactful and influential leader capable of leading your organisation into the future.



## Mastering the Performance Mindset

Develop the focus, resilience and wellness required of the future leader.



## Leadership Decision Making

Successfully navigate complex, ambiguous decisions, heighten self-awareness and develop powers of influence.



## Leading Strategy Execution

Extract value from strategy with agility and purpose, inspire followership and foster engagement.



# Senior Executive Programme

Leaders need to build organisations that are agile, resilient and innovative.

They must create a collaborative organisation that is aligned to future objectives and that can act on disruptive and emerging trends. They need to examine their own individual abilities and personality and learn how to leverage that unique leadership style to shape their organisation for the future.

To be a great leader today, you have to start building tomorrow.

## Your SEP Experience:

One-to-one Coaching Sessions	+	Senior Peer Network	+	International, World-class Speakers
		13 Onsite Days	+	Executive Playbook



Senior Executive Programme

## Impacts

- Become a **stronger and more significant** leader.
- Position yourself in your organisation's **leadership pipeline**.
- **Deepen your strategy** formulation skill, in the context of a turbulent environment.
- Acquire **new insights and perspectives** from world class business experts.
- Build a **powerful network** of peers and faculty.
- Develop an understanding of how to organise effectively and **maximise business performance**.
- **Renew your energy** and concentrate your focus on your organisation's leadership challenges.
- Develop professional development plans for **your future**.
- **Deliver** a strategic project for your organisation.

# SEP phases:

## PHASE 01

## The Leader and their World

In Phase 1 of the Senior Executive programme you will explore your own leadership style, creating a road map of development that allows you to become a catalyst for sustainable growth in your organisation.

After learning about yourself, you will then go about reintroducing yourself to your customer.

With the world increasingly becoming customer-centric, organisations need to become agile enough to satisfy the changing demands. During this phase, you will learn how to collect insights into those changing customer needs and identify the capabilities needed in your organisation required to successfully inform strategy, drive innovation and focus the organisation.

## PHASE 02

## Identify the Opportunities

Most companies are awash with data but searching for insight and clarity. For leaders wanting to make sense of the deluge of information in today's rapidly changing world, they must learn how to 'step back' and turn it all into informed decisions and strategies.

In Phase 2 of the programme, you will be introduced to a range of cutting edge tools and models around leadership, strategy and change that will enable you to develop and lead strategy in a more informed, authentic and deliberate way.

By the end of this phase, you will have a clear idea for the personal developments you want to make as a leader, the business context your organisation is operating within and how to evaluate the information available to you to make the right next move.

## PHASE 03

## Mobilising a Winning Organisation

Great leaders understand influence and persuasion and are adept at navigating the political landscape of their organisation. During this Phase, you will focus on the skills required by every leader to engage and mobilise your organisation towards new opportunities in a complex environment.

You will develop your ability to engage and motivate the multitude of personalities and cultures under your command, and how to embed this culture within your organisation. Throughout the programme, you will work with experts and your peers to design and deliver a strategic plan for your organisation that will make it more agile, resilient and innovative.



# SEP themes:



## Personal

Leaders aren't born, they're made. Whether you have reached the top level of your organisation, or are in line to, examining and developing your own leadership style is essential in being able to inspire those around you to achieve great things.

The Senior Executive Programme is a journey into yourself as a leader and how you impact those around you, allowing you to put all the tools and techniques you'll acquire into the right context for you and your organisation.



## Organisation

Leaders are nothing without followers. The ability to focus and drive their organisation through agile strategy and engaging employees is key for sustainable success.

Building a winning organisation requires leaders gathering and utilising the correct information to satisfy customer needs, while also creating an aligned workforce moving in a self-determined direction.



## Action

In a complex, moving world, turning strategies into successful realities is the ultimate judge of a leaders' prowess. Without action, you will only ever deal in theories.

The Senior Executive Programme is ultimately about creating a personal and organisational strategy and putting it into action. Through world-leading experts and a senior peer network, you'll create a road map of your future.



// The Senior Executive Programme is a must-do for anyone in a senior leadership position who wants to become a better leader. This is an inspiring and truly transformational course to be recommended to those leaders who want to drive change. //

Niamh Hennessy, Head of Professional Services,  
*Aspen Grove Solutions*

// The Senior Executive Programme has world-class and thought-provoking speakers who give practical tools and solutions which can immediately be brought back to your industry. The programme encourages you to reevaluate your leadership style and it puts people skills at the core of your strategy. //

Lorraine Walsh, Director of Customer Experience,  
*Laya Healthcare*



**Kevin Empey**

**Programme Director**

Explore how to engage and inspire your followership, creating an organisation that people want to belong to.

**Meet our  
world-class  
faculty**



**Professor  
Costas Markides**

Costas is a bestselling author, Professor of Strategy and Entrepreneurship and holder of the Robert P. Bauman Chair of Strategic Leadership at the London Business School. He has published several bestselling books on the topics of strategy and innovation. He sits on the Board of Directors of the Strategic Management Society and was a participant at the World Economic Forum in Davos during 1999-2003 and in 2012-2013.

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**Professor  
Michael Shiel**

Michael Shiel, a teacher and consultant in the field of strategic innovation and leadership, works with clients throughout the world on the development and implementation of strategic change; Pfizer, L'Oréal, Starwood Hotels, Abbott, The World Bank, Renault-Nissan, UNICEF, LVMH and Société Générale. He is Adjunct Professor of Strategy at INSEAD, teaching on the INSEAD MBA and leads tailor-made executive programmes for large client companies.

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**Professor  
Carol Hall**

Carol is Professor of Human Relations at the University of Nottingham, School of Education where she was formerly Head of School and Dean of Faculty. Carol has published widely in the field of human learning, counselling and human relations and her work has been translated into five languages, including Chinese. She has consulted to public and private sector organisations and government agencies and is a recipient of the Lord Dearing Award for an Outstanding Contribution to Teaching and Learning.

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## Professor Gareth Jones

Gareth is an expert on organisational design, culture, leadership and change. His career has spanned both the academic and business worlds and is currently a visiting professor at the IE Business School, Madrid. He has held positions in London Business School, Henley, served as Senior VP at Polygram's global human resources and Director of Human Resources and Internal Communications at the BBC. He has published several books co-authored with Rob Goffee, including "The Character of a Corporation" and "Why Should Anyone Be Led by You?".

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## Andrew McLaughlin

Andrew is an experienced executive coach who works with national and multi-national companies. He leads courses on emotional intelligence, performance management, communication skills, negotiation and influencing skills, interviewing skills and leadership. Andrew is a Master Practitioner and certified trainer/consultant of Neuro Linguistic Programming (NLP University, Santa Cruz, California).

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## Phillip Matthews

Prior to re-entering academia, Phillip spent over 20 years in industry between pharmaceuticals and consulting where he held roles in Sales, Marketing, HR and General Management. He holds a BSc and a PhD in Zoology and he is qualified Executive Coach. Phillip's coaching style draws on person-centred and gestalt influences, working with the client to reveal the true nature of their need for change and growth, to achieve clarity on the desired change, and then how to achieve the desired change.

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## Morgan McKeagney

Morgan is a co-founder of Framlabs, an entrepreneur & user experience pioneer, passionate about how great design and a relentless focus on the user can create business value. Morgan helps progressive, global organisations use the tools of digital disruptors to develop compelling new business propositions and create better experiences for their customers. He has over 15 years' experience in helping organisations such as Citibank and Vodafone create brilliant digital experience for millions of people in more than 100 countries worldwide.

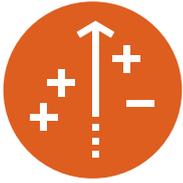
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## Dr Trish Gorman

Dr Trish Gorman is a consultant, professor and author. Her passion is helping individuals and organisations build the skills needed to create actionable growth strategies in dynamic environments. Trish has served as Dean of the Jack Welch Management Institute, Academic Director of the Global Consulting Practicum at Wharton, core faculty at Columbia Business School and lecturer at Duke, London Business School and various corporate universities. Trish served recently as a Director at Deloitte, leading their U.S. thought leadership on growth.

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# Mastering the Performance Mindset

Mastering a Performance Mindset is crucial to effectively lead in the current climate of disruption.

Leaders with a Performance Mindset maintain optimum levels of Focus, Resilience and Wellness.

Leaders must be present in the moment and avoid distraction, adapt to stress or trauma and find value in adversity and recognise that sustained personal health and wellbeing is fundamental to leadership performance.

## Your 10-week Development Journey:

3 Days On Site at IMI	+	Expert Speakers	+	Executive Coaching	+	Disruptive Simulations
Digital Nudges	+	Peer-to-Peer Coaching	+	Insight Bursts	+	Executive Playbook

## Impacts

- Develop a mindset to respond and perform under pressure.
- Navigate complexity and be comfortable with discomfort.
- Reduce noise and distractions to focus on what matters.
- Create collaborative relationships and develop a network of likeminded leaders.
- Foster a culture of performance in your organisation.
- Define a personal action plan to optimise leadership performance.

# Mastering the Performance Mindset phases:

PHASE  
01

## Disrupt and Reframe

Phase 1 of the development journey will immerse you in the themes of performance mindset, challenging your pre-existing assumptions and offering new tools and strategies of Focus, Resilience and Wellness.

You will define your own context, making the link to your brain as you create a tailored transformation plan.

PHASE  
02

## Experiment and Implement

Phase 2 will see you apply this personal action plan to real-world challenges, experimenting with your learnings inside and outside the work environment.

Armed with strategies to create more sustainable and efficient work practices and supported by an executive coach, you will translate your personal plan into improved performance.

PHASE  
03

## Fuse and Transform

In Phase 3, you will fuse new behaviours into habits, refine your personal action plan for the future and form a long-term, sustainable level of great performance.



# Mastering the Performance Mindset themes:



## Focus

Leaders who adopt a Performance Mindset take on a laser-like focus on what's important. They strive to simplify their environment through clarity about their leadership purpose. They incorporate time into their day to think and "design out" distractions to ensure focus on what's important.

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## Resilience

Resilient leaders are equipped to cope with a turbulent and ever-changing world. Leaders exhibiting resilience are able to step back from challenging situations and find a way forward. This perspective allows the leader to take action in the face of otherwise paralysing events.

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## Wellness

Adopting a Performance Mindset involves paying attention to basic human needs and recognising them as legitimate drivers of performance. Paying attention to the habits and actions you take every day and how they impact your role and performance as a leader is fundamental to developing and fostering a Performance Mindset.

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## Programme Faculty



### Danica Murphy

**The mindset of a leader: focus, resilience and wellness.**

Explore the neuroscience behind peak performance and master the mindset needed to successfully react to and navigate the complex business environment by developing a leader's focus, resilience and wellness.

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### Dr John Briffa

**The leader's edge: the role of wellness in performance.**

Break through the noise of wellness, find what works for you, and individualise the myriad advice around nutrition, hydration, activity, sleep, breathing, and psychology. Improve your self-awareness and think and do things differently going forward.

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### Declan O'Connell

**Helping Your Team Thrive Under Pressure to Build Organisational Resilience.**

Heighten your awareness of yourself as a leader, harness your unique strengths, build resilience, and ultimately support and facilitate higher performance in yourself and those around you.

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# Leading Strategy Execution

Successfully leading strategy execution requires more than carrying out an agreed – and static – plan.

The leader must give shape to a complex and changing reality and frame the future for others in terms they can relate to.

Many leaders struggle with implementing strategy, even with a clear vision and a talented team.

This powerful new development journey will equip you to adapt to changing conditions, collaboratively leverage diverse talents, and clear away obstacles to success. You will learn, apply and internalise skills crucial to bringing your strategic vision to life, while gaining the critical skills needed to lead strategy execution in our uncertain and volatile world.

## Your 10-week Development Journey:

3 Days On Site at IMI	+	Expert Speakers	+	Strategy Execution Challenge	+	Disruptive Simulations
Digital Nudges	+	Peer-to-Peer Coaching	+	Insight Bursts	+	Executive Playbook

## Impacts

- A clear vision on how to execute future strategies.
- An ability to see where strategies are failing, and know how to **correct the path**.
- Find where the value lies in each individual strategy, allowing for **greater focus** on vital outcomes.
- **Understanding** how to measure often complex strategic outcomes.
- Create a **collaborative, strategic and accurate** information flow within an organisation.
- Ensure stakeholder buy-in during strategy execution. Get your organisation performing at pace.

# Leading Strategy Execution phases:

## PHASE 01

### Disrupt and Reframe

You will come to Leading Strategy Execution with a real strategic challenge from your own work context. Your existing ideas and assumptions will be challenged as you are presented with new methods to successfully lead strategy execution.

Roleplay and active learning will disrupt your thinking and force you to view your strategic challenge through a new lens.

## PHASE 02

### Experiment and Implement

Phase 2 will give you the opportunity to apply your evolved thinking to real-world challenges. Self-directed but supported by a Peer Partner, you will develop a personal action plan as you experiment with and implement your learnings from phase 1.

## PHASE 03

### Fuse and Transform

Phase 3 is about fusing new behaviours into sustainable habits, taking the actions applied to your chosen strategic challenge and generalising these to any potential scenario.



# Leading Strategy Execution themes:



## Finding Value

Successful strategy execution in today's complex and ambiguous environment mandates finding value in VUCA. Leaders must know how to find opportunity in disruption and respond to and capitalise on this ahead of competitors. Viewing disruption as a positive opens up a world of opportunity.

In the context of increasing uncertainty, leaders must take a flexible and adaptive approach to stewarding implementation of strategic initiatives. To lead strategy execution, you need more than great communication skills. Leaders must inspire strategic dialogue. You do this by developing and communicating a clear vision which inspires followership and organisational engagement.



## Unlocking Value

Leaders must clear obstacles to action, removing the barriers and blockers to performance inherent in organisational culture and structure, identify, diagnose and resolve issues in real time which might impede progress towards strategic goals and respond with agility to evolving external environmental and market conditions.

It's imperative of leaders to leverage diverse talents in order to perform at pace. You must motivate and mobilise your organisation to execute strategies effectively, enhancing agile collaboration and creating teams that respond effectively to evolving external influences.



## Measuring Value

Leading strategy-execution demands, continuous learning and feedback loops with leaders often required to support diverse viewpoints and leverage constructive conflict. Ensuring everybody wins is key in empowering employees in strategy execution. You must harness agility and negotiate outcomes to ensure everybody wins and that your organisation can perform at pace.

## Programme Faculty



### Laurence Knell

**Achieve breakthrough results and performance through more effective execution of strategy.**

Laurence Knell is director of Strategic Innovation Partners and co-founder of Brain for Business, an initiative bringing the lessons of neuroscience to the world of organisations. Author of *Why Creativity Matters: Insights for Individuals and Organisations*, Laurence focuses on key aspects of strategy, innovation and leadership within organisations.

A leading management consultant with almost 20 years' experience working in the consultancy, technology and transportation sectors in Ireland, Europe and Australia, Laurence has a track record of delivering organisational change, strategy execution and business growth both as a consultant and as a leader within organisations.



### Dr Trish Gorman

**Lead strategy execution: inspire, influence and perform at pace.**

Trish specialises in supporting leaders to link management theories to their commercial realities and define future actions. She will guide participants in identifying and implementing growth strategies in complex business environments, and how to flexibly implement a plan to deal with real-world realities.

Managing Director at Goff Strategic Leadership Centre, Trish was previously Dean of the Jack Welch Management Institute and served as a Director at Deloitte, leading their US thought leadership programme on growth.



# Leadership Decision Making

Leadership Decision Making will equip leaders to make decisions with imperfect information, moving them away from the world of binary choices, enabling them to operate within the grey space where new value is created.

Gain a firm understanding of your decision-making context, how you operate within it and how to adapt your behaviour to make better decisions individually, as part of a group, and via influence, at an organisational level.

## Impacts

- **Effectively** navigate complex decisions.
- Frame decision-making situations to make **more informed, swift choices**.
- Reduce noise and distractions to **focus on what matters**.
- **Mitigate against** personal biases.
- Apply **influencing skills** to drive decision-making in an organisational context.
- Develop a **personal action plan** to enhance leadership decision-making.

## Your 10-week Development Journey:

3 Days On Site at IMI	+	Expert Speakers	+	Executive Coaching	+	Digital Nudges
		Decision Simulator	+	Insight Bursts	+	Executive Playbook

# Leadership Decision Making phases:

## PHASE 01

### Disrupt and Reframe

Phase 1 of Leadership Decision Making will challenge your assumptions on how you make decisions, what impact your decisions make, and what inherent biases you possess that cloud your decision-making process. You will leave phase 1 with a deeper appreciation of effective decision-making components, and the real challenges leaders face in practice.

## PHASE 02

### Experiment and Implement

Phase 2 of the development journey will give you the opportunity to apply your developed decision-making to real-world situations, reviewing your own and your organisation's current decision-making ability. You will be supported by an External Coach to reflect and iterate. Online content bursts, digital nudges and curated discussions will stimulate deeper thinking and habit-forming behaviours.

## PHASE 03

### Fuse and Transform

The final phase of the development journey will see you fuse what you've learned into ongoing practice as you effectively navigate complex decisions.

An External Coach will support participants after the programme.

Your journey doesn't end at 10 weeks. Leaders make on average over 1,000 decisions per day and your newly-fused decision-making behaviours will impact all of these.



# Leadership Decision Making themes:



## The Decision-making Landscape

Leadership Decision Making demands awareness that the degree of complexity effects how decisions are made. You will codify your decision-making landscape, be it simple, complex or chaotic and learn to effectively and logically navigate decisions.

Decision-making capability involves awareness, sense-making and decision-taking competence. You will gain understanding of which decision-making process is appropriate to your context and how to support an effective and informed decision-making process in your organisation.



## Preference and Bias

Individual and group decisions are governed by assumptions, personalities and emotions, and are made within particular political landscapes. Sharpening your own approach to decision-making not only demands appreciation of the impact of preference and bias, but also an understanding of what to do about them in order to function optimally, mitigating against personal bias and ego.



## Act and Influence

Leaders must act with an awareness of the complexity of the decision, the wider environment and your personal biases and assumptions. Bringing these aspects together is crucial in order to influence people, take them along with you and affect the outcomes of decisions beyond your control.

## Programme Faculty



### Dr Kriti Jain

**Stop doing what you've always done: your bias and what to do about it.**

Kriti will explore the behavioural side of decision-making, instilling understanding of how individuals and groups make assessments about future uncertainty and how personality traits, emotions, and decision frames influence judgments.

On the 2018 Thinkers50 list, Kriti is a behavioural scientist who specialises in developing and training leaders in making better decisions, especially in the strategic contexts of organisations and public policy.



### Dr Simon Haslam

**The wicked problem of decision-making: complexity, scrutiny and incomplete information.**

Simon will challenge the assumptions in your decision-making process and disrupting biases and reframe them in a rational, logical and consistent manner. Simon will explore the decision-making environment and which frameworks to employ in your context.

Co-writer of 'Strategic Decision Making: A Discovery-led Approach' with Dr Ben Shenoy (2017), Simon is a Strategy and Decision-making expert who works with top-level leaders to improve their personal effectiveness in decision-making and strategy.



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# Leadership. It's more than a job – it's a mindset. It's the capacity to inspire, engage and create new possibilities.

IMI's mission, and passion, is to equip leaders to build the future.

Founded by business leaders for business leaders, we've been empowering world-class executives for over sixty years.

In partnership with Cork University Business School's expert research faculty and an international network of thought leaders, our globally ranked executive development will challenge, support and inspire you to unlock your potential and fulfil your ambition.

Surrounded by passionate, like-minded executives, you'll be equipped with the tools and insight to shape the future of your organisation.

**IMI. Inspiring Leadership Performance.**

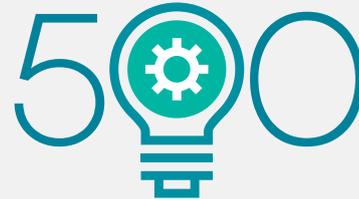
## in numbers



Over 90% of surveyed professionals feel more prepared to lead their organisations into the future having completed an IMI programme.



In the past 5 years, over 14,000 senior professionals have shifted their mindsets through IMI programmes to deliver powerful impacts for their organisation.



Nearly 500 SMEs have energised their performance and advanced their innovation potential through IMI programmes since 2014.



of the world's top thinkers have delivered inspiring thought-leadership events at IMI since 2014



IMI has empowered 2,500 organisations to deliver transformational change since 2014.



The only one in Ireland to be ranked in the global Top 50 in Executive Education by the Financial Times in 2019.



IMI was the highest new entrant on the Financial Times European Business School rankings in 2018.