

# Leading with Strategic Intent

Creating a Sustainable Future for  
FDI Subsidiaries in Ireland

In association with:





# Overview

IMI's work with senior teams in FDI multinationals has highlighted common concerns across industries. These include the need for organisations to become more strategic in terms of their long-term influence and impact; the need to be better positioned within the global organisation as a whole; and the need to balance day-to-day operations with a more innovative and entrepreneurial mindset.

Furthermore, the recent health crisis and resulting disruption and ambiguity has driven us to develop new ways of working, challenging leadership teams to adapt with agility to rapidly changing environments.

IMI, in association with IDA Ireland, has designed **Leading With Strategic Intent** to address the critical challenges facing leaders in multinationals.

Since its inception in 2019, this programme has enabled the senior leadership teams of 25 companies to build on their successes to date and lay the groundwork for future inward investment and sustainable growth.

## 01

### Building and Sustaining a Sphere of Influence

- Leveraging and nurturing the ecosystem
- Optimising Irish strengths
- Creating a compelling strategic narrative of subsidiary strategy

## 02

### Developing a Transformative Mindset

- Leader as strategic change agent
- Differentiating your subsidiary
- Capitalising on opportunities to innovate while excelling in the delivery of your charter

## 03

### Navigating Physical and Virtual Organisational Cultures

- Leading virtual and remote teams with trust and transparency and building a culture of connectivity
- Working in matrix organisations, across different geographies, with culturally-diverse colleagues and stakeholders

## 04

### Shaping Future Leaders

- Positioning people across the organisation
- Future proofing the organisation through strategic talent management and succession planning
- Adopting a sustainable growth mindset



## Programme Objectives

As participants on **Leading With Strategic Intent**, your team will:

- Learn from and network with peers in other multinational organisations and industries.
- Explore case studies and success stories.
- Gain insights on how to develop and strengthen your strategic muscle from leading experts in the field.
- Enhance readiness to embrace new opportunities and deal with both sudden and ongoing disruption.
- Influence the evolution of your organisation by crafting your own value-adding strategic blueprint based on your vision for the subsidiary.
- Test your strategic blueprint with an experienced mentor.



## Leading with Strategic Intent is:

- A strategic leadership programme for senior leadership teams in subsidiaries of multinationals based in Ireland to enable the crafting of a value-adding, future-focused subsidiary strategy.
- A consortium programme, bringing organisations from different sectors and industries together to promote the cross-fertilisation of ideas and build a peer community.
- A team-based, blended learning journey including face-to-face events, virtual workshops, and support from a dedicated, highly experienced mentor.



## Who this Programme is for

**Leading With Strategic Intent** is best suited to teams of four to five senior leaders.



We had a large merger announced just at the start of the programme, so it came at a perfect time for us. We had a whole lot of new people coming into the company unsure of what the Dublin office did – the programme helped us really define what that value we were bringing was.

It's given us the confidence to not undersell ourselves; we've now taken the time to pick out the things that make us in Dublin unique and now know they don't have those capabilities anywhere else in the world. //

**Gina Lavery**, Senior Vice President for European Finance, Global Payments

// What we had was an avalanche of change, and we didn't know how to prioritise all these new challenges. The programme showed us how to frame those and give priority to what mattered. This meant we were able to focus on the crucial ones and move forward effectively. //

**Bryan Conneely**, Senior Engineering Manager, Jet.com / Walmart Labs

// In my time working with MNC subsidiaries in Ireland, those that drive innovative strategies, operational excellence and who particularly nurture talent and cultural diversity benefit through being competitive, resilient and capable to deliver consistent added value to their parent. At its core this programme provides a proven framework which will enable the leadership teams within Irish subsidiaries to capitalise on their full potential and enhance their value to the corporate entity. //

**Michael Lohan**, Head of Life Sciences, Transformation & Talent

# Programme Journey

**OCTOBER**  
 **Launch Event (Face-to-face)**  
Masterclass with leading global management thinker on subsidiary strategy and new developments

**OCTOBER – MARCH**  
**Series of Virtual Workshops**

Each workshop comprises 2 x 4 hour blocks, 2 weeks apart

<p><b>OCTOBER</b> </p> <p><b>Workshop 1</b> Subsidiary Strategy</p> <ul style="list-style-type: none"><li>• Examine the role your subsidiary plays in the overall game plan for the multinational.</li><li>• Analyse the polarity between autonomy and HQ oversight.</li><li>• Explore a framework for understanding the evolution of subsidiary strategy.</li><li>• Assess the implications of past changes.</li><li>• Identify future success metrics.</li></ul>	<p><b>NOVEMBER</b> </p> <p><b>Workshop 2</b> Communicate Your Value</p> <ul style="list-style-type: none"><li>• Explore differentiation as a source of competitive advantage.</li><li>• Craft a unique value proposition.</li><li>• Position your strategy and story internally and externally.</li><li>• Promote constructive debate and alignment in the senior leadership team.</li></ul>	<p><b>FEBRUARY</b> </p> <p><b>Workshop 3</b> Develop your Talent Strategy</p> <ul style="list-style-type: none"><li>• Distinguish your subsidiary by becoming an incubator of talent.</li><li>• Lead virtual and remote teams to drive engagement and agility.</li><li>• Identify critical future capabilities to capitalise on emerging investment opportunities.</li><li>• Recruit, manage and develop talent virtually.</li></ul>	<p><b>MARCH</b> </p> <p><b>Workshop 4</b> Strengthen your Stakeholder Network</p> <ul style="list-style-type: none"><li>• Build on your leadership vision for your subsidiary.</li><li>• Map your local and global ecosystem and stakeholders, and develop an engagement plan.</li><li>• Learn how to manage and strategically influence stakeholders in a matrix, multicultural context.</li><li>• Articulate your value proposition.</li></ul>
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**APRIL (Face-to-face)**  
 **Present Your Plan**  
Closed Panel Presentations to a panel of industry experts.  
Test your Blueprint in a confidential setting

**SEPTEMBER**  
 **Post-programme Check-in**

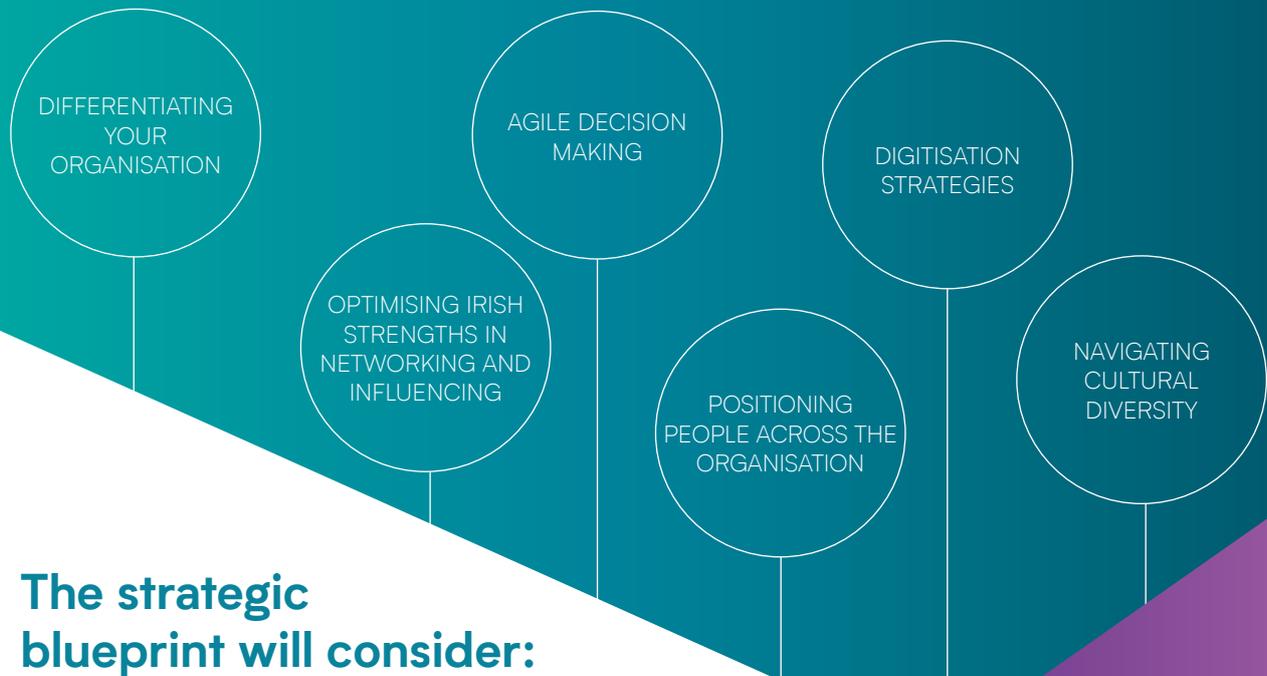
# Programme Features

## Workshops, Interactive & Experiential Learning for Leadership Teams

This highly practical blended learning programme includes a series of experiential workshops co-designed by IMI and global leaders from multinational companies. The workshops are highly interactive and include guest speakers, plenary sessions, breakouts with mentors, panel discussions and opportunities for collaboration and company contextualised group learning. These workshops present an opportunity to learn from the experience of others with the goal of crafting a value enhancing strategic blueprint for your subsidiary and planning its implementation.

## Speaker Series Thought Leadership and Masterclasses

Programme themes will be complemented by a series of expert guest speaker sessions, addressing key challenges impacting leadership teams and exploring contemporary leadership topics and concepts.



## The strategic blueprint will consider:

- Subsidiary mission and vision
- Opportunities for inward investment
- Specific actions to identify and develop innovativeness
- Global stakeholder and ecosystem mapping and engagement
- Strategic influence and affecting change at global level
- Articulating an evolving value proposition focused on sustainable growth
- Talent strategy and succession planning.

## Participants will also benefit from:

- Insights from Governmental bodies with a mandate to support FDI in Ireland
- Team mentoring provided by experienced senior FDI executives.

# Programme Team:

The programme team will be complemented by industry guest speakers, and will be fully supported by a dedicated panel of business mentors with significant multinational experience who will work on a one-to-one basis with participating companies as they develop their strategic blueprint.

## Programme Director



### David Cornick Programme Director

David Cornick is an IMI associate and business mentor specialising in the domain of leadership. Over a 30-year career with IBM, David held a number of senior leadership positions including Global Managing Director for Tech Data, European VP of the IBM Business Partner Channel, and VP Digital Sales for IBM Europe, Middle East and Africa. He was separately a member of IBM's Global Senior Leadership Team (SLT), made up of the top 300 executives in the company, for 7 years and was also European Co-Executive Sponsor of IBM's LGBT Diversity & Inclusion Initiative over a 15-year period.

## Programme Faculty



**Julian Birkinshaw** is Professor of Strategy and Entrepreneurship and Deputy Dean at the London Business School. Ranked in the Thinkers50 list of the top global management thinkers, Julian is a recognised authority on the strategy and organisation of large multinationals, specifically in the areas of innovation, corporate entrepreneurship, strategic agility and headquarters-subsidary relationships.



**Paul Lyons** is a seasoned senior executive who has worked extensively in the Information Technology sector. His experience includes the management of significant FDI start-up projects into Ireland, Account Director for large clients in Ireland and the UK, and executive with responsibility for an FDI Global Services Business Unit. He holds a Masters in Management from the IMI, focusing on subsidiary strategy within multinational corporations. He also holds a PhD from Trinity Business School.



**John Fahy**, an award winning international educator, is currently Professor of Marketing at the University of Limerick and Adjunct Professor of Marketing at the University of Adelaide, Australia. He has a distinguished track record in the fields of marketing and business strategy. John is known, in particular, for his work in the area of customer value and strategic decision-making, and how these factors impact on organisational performance.



**Margit Takacs** is an Associate Director and Senior Global Change Management Consultant at the corporate headquarters of one of the world's largest multinational companies with over 470,000 employees. Additionally, she practices on a freelance basis with various international organisations. She is a highly respected consultant, trainer, coach and keynote speaker in the areas of cross-cultural understanding and influence, change management and transformation, and continuous improvement.

# Key Information:



## Programme Partners

Leading With Strategic Intent is an IMI programme delivered in association with IDA Ireland.



## Programme Dates

### EVENT

Launch	October 2021	
	PART A	PART B
Workshop 1 - Subsidiary Strategy	October 2021	October 2021
Workshop 2 - Communicate Your Value	November 2021	November 2021
Workshop 3 - Develop Your Talent Strategy	February 2022	February 2022
Workshop 4 - Strengthen Your Stakeholder Network	March 2022	March 2022
Present Your Plan (Capstone)	April 2022	
Post-programme Check-in	September 2022	

Participating organisations will also receive a suite of mentoring sessions over the duration of the programme.



## Venue

Any on site sessions will be held at the **IMI Campus, Sandyford Road, Dublin 16**



## Programme Fees

Fees for participating in Leading With Strategic Intent are €35,000 per participating organisation. It is recommended that four to five senior team leaders participate to optimise the benefits of the programme.

Note: Grants may be available for IDA Ireland clients. Please contact your Project Executive in IDA Ireland for more information.



## Next Steps

To register your interest in this programme please contact Cyrilla Costello at IMI on **(086) 226 7540** or email [cyrilla.costello@imi.ie](mailto:cyrilla.costello@imi.ie)



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