

Future Subsidiary Leaders

Accelerating the capabilities and
mindset needed for effective FDI
subsidiary leadership

In association with:





Overview

Elevate and develop the capabilities and mindset needed to successfully lead the subsidiary.

Succession planning for your subsidiary

Irish subsidiaries need to develop future site leaders who can strategically manage the organisation at global level and contribute to strategic decision-making. These future subsidiary leaders must be agile, resilient and display leadership maturity. In tandem, their ability to identify value-adding opportunities for investment and innovation in the subsidiary must be enhanced to safeguard and future proof its success.

IMI, in association with IDA Ireland, has designed the Future Subsidiary Leaders Programme to address these needs and to develop 'ready now' leaders capable of stepping into these roles.

We help high-potential candidates prepare for a subsidiary leadership position.

Working as a team with a dedicated mentor, these upcoming subsidiary leaders will identify investment and innovation opportunities for the organisation, consider how to attract the right talent and present their overall plan to the senior management team. They will learn from their peers and get guidance from leadership facilitators and guest speakers as they also develop a future focused personal leadership blueprint.



Designed in response to industry needs

IMI conducted a focus group in late 2021 with a group of high-level executives from a range of FDI companies, as well as some potential mentors for this new programme. A number of key challenges emerged:

Succession planning

The group highlighted the importance of identifying and developing the next leadership team for the Irish site. This programme addresses the challenge of succession planning and aims to future proof the subsidiary site and wider company through strategic development.

Leadership mindset

The group told us that executives must be pushed out of their comfort zone. This programme will demonstrate what great leadership looks like and build leadership maturity.

Driving innovation and sustainability

Future leaders who will participate on this programme don't necessarily have the authority to expand their mandate but they can expand their mindset, learning how to think beyond day to day site operations and get the attention of senior management both in their own subsidiary and across the wider organisation. This will enable the subsidiary to drive an innovation and sustainability agenda critical for future growth.



Who this programme is for

High potential candidates for future subsidiary leadership roles. It is anticipated that participating companies will be made up of a team of 4 executives selected from across the organisation as a whole.



Programme objectives

Subsidiary leadership requires very specific specialist skills. Participants will learn how to shift their perspective from local priorities to adding value in a global context.

Through a focus on innovation and sustainability, participants will discover how to future-proof the Irish site and bolster its position with a strong succession plan and talent pipeline.



This programme will:

- Facilitate the development of a succession plan
- Develop the essential skills, capabilities and mindset needed to progress identified future leaders to a senior subsidiary leadership role
- Enhance the participants ability to identify value-adding opportunities for investment and innovation in the subsidiary, which will safeguard and future proof its success
- Broaden the 'bench' of leaders who can strategically represent the organisation at global / corporate level and contribute to and influence strategic decision-making.

Programme Journey



Launch Event

Internal workshop to scope expectations.



Module 1 Strategic Subsidiary Leadership

(2 X 4-HOUR BLOCKS)

- Hone the mindset, behaviours, skills and capabilities for strategic leadership in the FDI context.
- Develop ambidextrous leadership and learn to balance the responsibility for 'foresight' with business building.
- Understand your team's leadership style and how it fits with subsidiary leadership.
- Understand the power of followers and their influence.



Module 2 Communicate your subsidiary value

(2 X 4-HOUR BLOCKS)

- Identify/score/develop a shortlist of possible investment or innovation opportunities that add value in subsidiary and corporate terms.
- Use relevant criteria to assess (strategic fit, differentiation, competitive advantage etc.) and select 1-2 opportunities to focus on.



Module 3 Develop your talent strategy

(2 X 4-HOUR BLOCKS)

- Understand the talent requirements to deliver on the selected opportunities.
- Roadmap how to source and mobilise this plan.
- Understand the latest trends in HR asset management and how these will impact on talent development.



Module 4 Strengthen your stakeholder network

(2 X 4-HOUR BLOCKS)

- Identify the key stakeholders for the chosen investments.
- Map your ecosystem and stakeholders and develop an engagement plan.
- Understand how to influence stakeholders in a matrix, multicultural context.
- Prepare to articulate your Organisational Plan / Business Case at the Capstone event.

DELIVERABLE

Develop a future-focused personal leadership blueprint (in the context of subsidiary strategic leadership).

Select 1-2 value-adding improvements or innovation opportunities and conduct an initial scoping of the business case for these.

A specific and focused talent capability requirement and development plan.

A completed stakeholder strategy which integrates the other outputs to inform the Plan to be presented at the Capstone event.



Present Your Plan

Closed presentation to the senior management team.
Test your organisational plan / business case in a confidential setting

Key programme attributes



Programme Features

Participants will get hands-on experience and learn the skills needed for a **Subsidiary Leadership** role through the development of:

- An organisational plan / business case
- Personal leadership blueprint

They will also benefit from:



Key Information:

The programme journey includes a launch event, 4 core modules delivered in half-day blocks twice a month for 4 months, and a Capstone event. Delivery will be a combination of in-person and online teaching.

Course duration: 7 Months (Sept 2022 — April 2023).



Programme Partners

Future Subsidiary Leaders is an IMI programme delivered in association with IDA Ireland.



Start Date

SEPTEMBER 2022



Venue

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



Programme Fees

Fees for participating in our **Future Subsidiary Leaders Programme** are €32,000 per participating organisation. It is recommended that four senior executives 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.



Paddy Barr

Programme Director

Paddy has over 25 years international leadership experience in Operations, Supply Chain & Strategic Management and has held senior roles in Ireland, the UK & the USA. He is a former Senior Director of Microsoft, where he led a major operating model change program. Previously in Microsoft he had responsibility for leading the Global OEM physical & digital supply chain team. Prior to joining Microsoft, Paddy held senior supply chain and procurement management positions in Diageo and British Airways. He is passionate about leadership development and has attained post graduate qualifications in Business Mentoring and Leadership Coaching. His book "The Successful Career Toolkit" was published by Kogan Page in 2019.

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