

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 32 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

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

04

Shaping Future Leaders



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.



The mentor played a key part. We benefitted greatly from being brought together as a group in these organised settings, which gave us a chance to put our thinking caps on. The structure was key and allowed us to create a strategic roadmap to build upon. //

Roger Clancy, Vice President Operations & General Manager, Telus International

// The programme has helped us to shift our thinking about the business – we're now looking at what might be important 3, 5 or 7 years down the line. A number of new teams have already bubbled up because of it. It was also excellent to have such a diversity of companies and participants to learn from. //

Maria Quirke, Head of HR, Sanmina

// 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

06 SEPTEMBER 2023



Launch Event (Face-to-face)

Masterclass with leading global management thinker on subsidiary strategy and new developments

SEPTEMBER – FEBRUARY Series of Workshops

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



20 SEPT
(full day in-person)

Workshop 1

Subsidiary Strategy

- Examine the role your subsidiary plays in the overall game plan for the multinational.
- Analyse the polarity between autonomy and HQ oversight.
- Explore a framework for understanding the evolution of subsidiary strategy.
- Assess the implications of past changes.
- Identify future success metrics.



11 OCT & 01 NOV
(virtual delivery: 2 half days)

Workshop 2

Communicate Your Value

- Explore differentiation as a source of competitive advantage.
- Craft a unique value proposition.
- Position your strategy and story internally and externally.
- Promote constructive debate and alignment in the senior leadership team.



22 NOV
(full day in-person)

Workshop 3

Develop your Talent Strategy

- Distinguish your subsidiary by becoming an incubator of talent.
- Lead virtual and remote teams to drive engagement and agility.
- Identify critical future capabilities to capitalise on emerging investment opportunities.
- Recruit, manage and develop talent virtually.



01 FEB & 22 FEB
(virtual delivery: 2 half days)

Workshop 4

Strengthen your Stakeholder Network

- Build on your leadership vision for your subsidiary.
- Map your local and global ecosystem and stakeholders, and develop an engagement plan.
- Learn how to manage and strategically influence stakeholders in a matrix, multicultural context.
- Articulate your value proposition.



12 APRIL 2024 (in-person)

Present Your Plan

Closed Panel Presentations to a panel of industry experts.

Test your Blueprint in a confidential setting



13 SEPTEMBER 2024

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



Paul Lyons Programme Director

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.

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-subsidiary relationships.



Dr Jonathan Westrup is Programme Director of the IMI Professional Diploma in Strategy & Innovation and also leads and teaches on a number of IMI's custom programmes for some of Ireland's leading companies. Formerly Head of Fixed Income at NCB Stockbrokers, Jonathan has wide experience of working with boards and senior leaders, focusing in particular on the development and implementation of organisational strategy.



Jon Ingham is a people and organisation strategist, who has written articles, book chapters and books on the future of work and of HR, including "Building Better HR Departments" (with Dave Ulrich, 2016) and "The Social Organization" (2017). Jon previously worked as an IT consultant and an international HR director. He has also frequently been recognised as a leading influencer in HR and is one of Human Resource Executive's Top 100 Global HR Tech Influencers.



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	06 Sept 2023 (half day, IMI campus)
Workshop 1 – Subsidiary Strategy	20 Sept 2023 (full day in person)
Workshop 2 – Communicate Your Value	11 Oct & 01 Nov 2023 (two half days, virtual delivery)
Workshop 3 – Develop Your Talent Strategy	22 Nov 2023 (full day, IMI campus)
Workshop 4 – Strengthen Your Stakeholder Network	01 Feb & 22 Feb 2024 (two half days, virtual delivery)
Present Your Plan (Capstone)	12 April 2024 (half day, IDA HQ)
Post-programme Check-in	13 September 2024



Venue

This programme will be delivered in a blended format.

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



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



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