



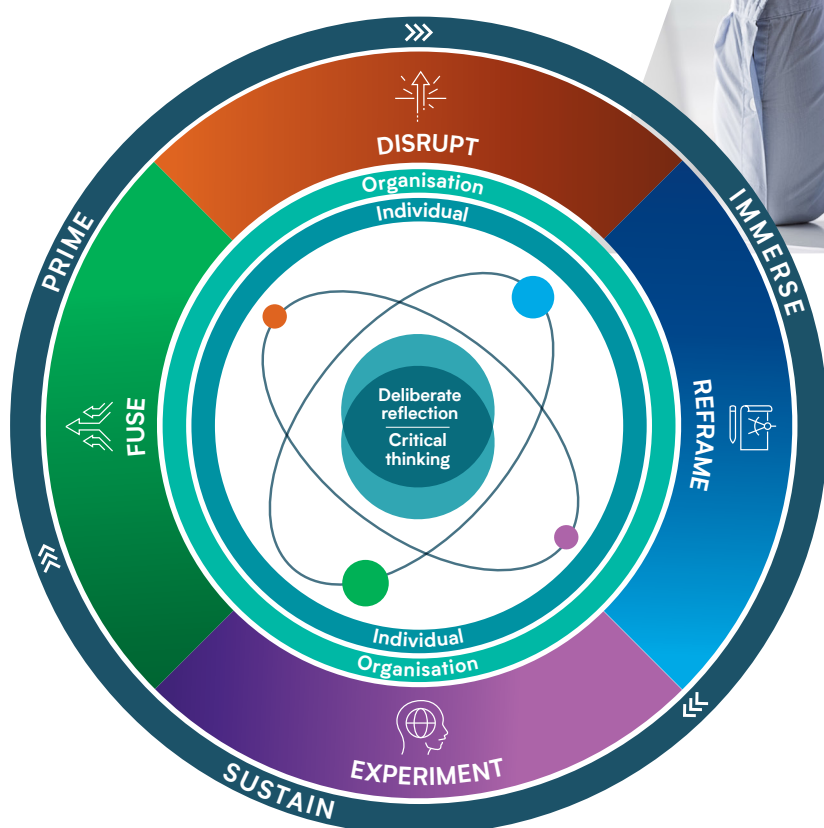
# Short Programmes

at IMI



# Taking you to the next level

These focused, results-driven programmes will equip you with the confidence you need to level up!



Our High Impact Transformation learning approach lies at the core of all IMI programmes, meaning these sessions, whether in-person or virtual, are always interactive, engaging and experiential.

## Paperless policy

Brochures and course materials will exclusively be available to participants on our immersive Virtual Learning Environment. By adopting a paperless approach, IMI and our participants are reducing our carbon footprint and doing our bit for the planet. IMI's mission is to equip leaders to build the future. We are mindful that this future depends on organisations finding creative ways to sustainably deliver performance, both sustainability in the human performance of organisations and in how we use the planet's resources.



# MicroCredentials.

Bite-sized. Accredited. Stackable. Future-focused.

## Micro-Credentials

Micro-credentials are short, accredited, assessed, industry-powered qualifications. These bite-sized programmes allow professionals to control their own development while enabling companies to nurture and retain top talent and increase their competitive advantage. Each element of the journey promises to be an energising learning experience leading to a world class qualification.

### Organisational Benefit

Organisations can recognise and integrate critical skills into their workforce, while also facilitating individuals' career growth in a highly customisable way.

### Driving Your Learning

Micro-credentials will empower you to drive your professional learning and provide room for reflection.

### Updating Your Knowledge

Micro-credentials allow you to continually update your knowledge. Upskill and build competencies in a flexible, fast and affordable way.



## Micro-credentials are...

**Bite Sized:** Short, focused bursts of learning.

**Accredited:** Earn 5 ECTS per micro-credential programme.

**Future-focused:** Build competencies quickly.

**Blended:** Delivered through a mix of in-person and online.

## Learning Pathway

By completing a micro-credential at IMI, you take the first step towards achieving a Professional Diploma, awarded by UCC. Each micro-credential completed will award you 5 ECTS, which you can use towards the Professional Diploma on that pathway.



# Advanced Negotiation Skills

(Psychology of Negotiation module, Professional Diploma in Organisational Behaviour)

Equip yourself with the strategies and tools to excel in negotiations.

Master the art of the deal. Negotiation is a fundamental skill for leaders to reach their full potential. This programme will equip you to become more strategic and tactical in your dealmaking as you learn how to add value for your business.

## ○ This programme's for you if:

You want to create a framework to solve problems for your business through negotiating.

## ♥ The Experience:

Advanced Negotiation Skills will delve into the psychology, ethics and strategies of negotiating, taking you from the planning and preparation phase to sealing the deal.

The programme will provide a rounded view of what it means to be a great negotiator, what the common pitfalls are, and why compromise is a critical component in the entire process.

You will become a master of the finer details of negotiations – the role that power and prevailing interests play, how to proceed on an alternative route to conflict resolution, how to thrive in team negotiations and how to bargain for the best deal possible.

## ✓ The Results:

You will be able to confidently navigate complex negotiations as you deploy the best-practice techniques and tools to add value for your business. You will develop a more tactical mindset in your dealings, giving you a sense of when to push and when to pull.

The experience gained on the programme will be instantly applicable in your day-to-day work, empowering you to make a telling impact in any negotiations that you are involved in.

## Course Details

3 non-consecutive days

Available as a micro-credential





# AI for C-Suite

Strategically harness the power of AI for your organisation.

Whichever side of the AI debate you find yourself on, one thing is undeniable: AI is here, and it's here to stay. This transformative programme explores the business essentials of artificial intelligence and sheds light on its implications for leaders.

## ○ This programme's for you if:

You're a C-Suite leader who wants to develop and master the strategic outlook required to implement AI in your organisation, thereby fast-tracking efficiency and growth.

## ♥ The Experience:

The AI for C-Suite programme will transform and reshape your perspective on artificial intelligence. You'll be empowered to unlock the untapped potential of AI, and shape the future of your organisation.

This half-day session is totally immersive, and designed for senior leaders. The workshop will capture the dynamic leadership response needed to cope with rapidly unfolding and accelerating AI developments.

## ✓ The Results:

After completing the programme, you will be equipped with the knowledge and insights you need to make informed, dynamic decisions about the deployment of AI technologies in your organisation.

Your current thinking about the role of intelligent digital solutions in your organisation will be disrupted and re-framed, and you will be able to determine strategic and short-term actions for implementation of AI in your organisation.

## Course Details

One half day



# Change Management

Master the skills you need to effect successful and lasting change.

We live in a world where change is the only constant, but how ready are your organisation's people, processes and systems to embrace change as it arrives — and how can you make them more amenable towards it?

## ○ This programme's for you if:

You are seeking the skills to introduce, implement and embed change within your organisation's potentially complex settings.

## ♥ The Experience:

Working with academic experts and industry leaders in the field of change, you will learn how to plan for and position change; understand the human dynamics and reaction to change; how to overcome resistance to change; how to communicate change effectively; and how to embed lasting change within organisations.

Through the programme's Change Management Toolkit, you will gain a clear understanding of the step-by-step process of change as you apply the models and theories to your own context. This toolkit is complemented by a series of reflective exercises and interactive assessments, including a face-to-face simulation to apply the knowledge acquired on the programme.

## ✓ The Results:

By the end of this two-day programme, you will understand the mindset and attitude needed to execute change and you will be equipped to overcome change barriers by drawing on the most important theories and methodologies of change management.

## Course Details

2 consecutive days



# Communicating for Performance

Learn how to communicate with clarity, brevity and impact.

Most people believe that they can communicate, but can they do so effectively — and when it really counts? This programme will give you the confidence and competencies to communicate winningly with stakeholders across your organisation.

## ○ This programme's for you if:

You need to develop your one-to-one and one-to-many workplace communication skills.

## ♥ The Experience:

This programme will show how to listen, provide feedback and avoid the usual mistakes in communication. You will learn how to influence people, read body language, think on your feet, answer tough questions, and be assertive.

## ✓ The Results:

On completing this highly interactive three-day programme, you will have become an effective communicator who can absorb other people's views and clearly communicate your own. You will be assertive when necessary and have what's needed to communicate for greater performance.

## Course Details

3 consecutive days



# Digital Disruption and Transformation

(Digital Transformation module, Professional Diploma in Digital Leadership)

Take the first steps to digital mastery.

The pace of digital disruption to all industries is increasing, and this disruption can be a threat or an opportunity. Leaders are now required to critically assess the latest digital trends and make recommendations on the digital transformation required to future-proof your organisation.

## ○ This programme's for you if:

You're looking for an introduction to cutting-edge research, models and frameworks, so that you can become more proactive in driving digital transformation in your organisation.

## ♥ The Experience:

Through content covering foresight and digital trends, emerging technologies, platforms and business models, the future of work and engagement, and the power of digital disruption, your knowledge of the digital landscape will be greatly enhanced.

You will be equipped with the skills to proactively analyse the digital transformation required to convert digital threats into opportunities in the form of future-proofed business models and value propositions.

## ✓ The Results:

Upon successful completion of this programme, you will be able to identify the latest digital trends, technologies, platforms and business models for driving digital transformation.

You'll gain the ability to critically appraise the threats and opportunities presented by digital trends, as well as assess and apply digital transformation tools and techniques within your organisation. You will have the capabilities needed to produce a strong business case for the adoption of digital technologies.

## Course Details

4 non-consecutive days

Available as a micro-credential





# Essential Skills of Management

Achieve management excellence.

As your career develops, having the core management skills needed for each and every stage is key to your success.

## ○ This programme's for you if:

You are a developing manager with at least six months' experience.

## ♥ The Experience:

This programme will set you on the path to high performance by building on your existing management expertise and developing new competencies such as planning, problem-solving and decision-making.

## ✓ The Results:

This programme will support you in aligning, implementing and managing focused work-plans and learn how to build trust within your teams to improve employee performance.

You will also develop the personal skills you need to deliver communications with clarity and impact and to foster an environment for creativity and innovation. You will learn how to influence stakeholders, collaborate across functions, motivate others and develop your own management style.

## Course Details

3 facilitated workshops / 6 days



# Facilitation Skills

Facilitate for success.

Facilitation is the art of achieving success in groups — generating great ideas with a clear purpose to ignite performance in your team or organisation. As we increasingly operate in a remote and hybrid context as we engage with groups, building the confidence and mastering the tools to effectively facilitate in this environment is essential.

## ○ This programme's for you if:

You need to work and achieve results within an in-person group setting or in a remote or hybrid setting e.g. a manager, HR specialist, HR business partner, project manager or team leader.

## ♥ The Experience:

Through 10 proven steps, you will gain the skills required to successfully facilitate any group in achieving their goals, including at C-Suite level and at board meetings. Our experienced trainers will guide you through the process of facilitation and provide you with feedback at every step.

You will discover how to use asynchronous communication to engage with groups, what techniques work best in a hybrid setting and how to create the right environment for groups to thrive — even when they are not in the same room together.

## ✓ The Results:

You will complete this programme with a 10-step facilitation process and a range of tools to generate both group engagement and support, and increase your effectiveness within any facilitation setting.

## Course Details

2 consecutive days



# Finance for the Non-Financial Manager

(Financial Management module, Professional Diploma in Management)

Build your all-weather financial toolkit.

To move from manager to leader, you need to build a solid foundation in financial knowledge to interpret figures and understand what lies behind them. In this programme, you will achieve a greater understanding of how finances influence your organisation's strategy, structure, people and systems.

## ○ This programme's for you if:

You deal with financial information and are responsible for budgets, or are aspiring to a position which requires you to do so. Ideal for professionals from non-financial backgrounds who are looking to move into more senior leadership positions.

## ♥ The Experience:

This programme will give you the skills you need to perform your own job better and to contribute more effectively to your financial management team. You will get a grounding in financial accounting, balance sheets, cashflow statements, capital budget and project appraisals, and working capital — the life blood of every business.

## ✓ The Results:

You will emerge with a firm grasp of the fundamentals of finance and a new financial vocabulary, developing an understanding of the skills of managing cash flow, the ability to analyse your company's performance, and learn how to control your department more effectively.

The programme will finish with you having a greater understanding of how finances influence your organisation's strategy, structure, people and systems.

You will also have the option to include the micro-accreditation element of the programme, putting you on the pathway to achieving a Professional Diploma in Management, awarded by UCC.

## Course Details

2 consecutive days

Available as a micro-credential





# Frontline Management

Gain the right skills for success as you move into management.

Ambition is always to be applauded, but for it to really take you anywhere, you have to harness it. This programme has been designed to give new frontline managers, team leaders and supervisors a solid foundation in people management and business skills.

## ○ This programme's for you if:

You are newly appointed to a frontline management role.

## ♥ The Experience:

You will develop all the critical abilities your initial move into management requires. This programme will support you in increasing your personal effectiveness, problem solving and decision-making abilities. Key aspects of HR including change management, building trust in teams, employment law and managing performance will also be covered.

## ✓ The Results:

You will leave the programme with a definitive roadmap for your first 6–12 months as a manager.

## Course Details

3 consecutive days



# High Impact Leadership

Interact, influence and engage.

Leaders today must master how to interact, influence and engage those around them to inspire great results. Through developing a deeper understanding of yourself as a leader, you'll be able to foster strong team progression. This programme will put you through your paces and develop your ability to make an instant, and lasting, impact as a leader.

## ○ This programme's for you if:

You want to examine and master your leadership style, particularly as you transfer your management experience into a leadership position.

## ♥ The Experience:

A master class in individual leadership, you will learn a lot about your leadership style and how you interact with others, building on your ability to communicate with impact in an increasingly virtual environment.

An intensive, demanding experience that will help you to identify and build on your strengths, broaden your perspectives, and both recognise and learn to overcome personal leadership challenges.

## ✓ The Results:

You will develop your ability to better interact, influence and lead others, enabling you to step up to your next leadership challenge.

## Course Details

3 consecutive days



# Management Bootcamp

Expand your knowledge across the breadth of your organisation.

Broaden your knowledge of your business and develop the skills required to move into leadership positions.

## ○ This programme's for you if:

You have considerable specialist experience in one area of your business and want exposure to others. Ideal for professionals aspiring to positions of greater responsibility and for experienced managers looking to widen their understanding of different business functions.



## The Experience:

Management Bootcamp is an intensive five-day programme designed to give you the maximum impact in a limited time away from work. The format and design create a supportive environment where participants learn from peers and subject matter experts.



You will participate in workshops, examine case studies, conduct class discussions and work in groups to ensure that the week is as rewarding — and as challenging — as it is insightful. Management Bootcamp covers the business essentials of strategy, leadership, marketing and people performance in an intensive format designed to give you a framework of knowledge for making informed business decisions.

## The Results:

You will build on your existing management competencies by understanding of all the functions of an organisation.

## Course Details

5 consecutive days



# Managing People

Master the essentials of business.

People make businesses work — and your success can depend on understanding those people's behaviours and how best to communicate with them on a personal level. By developing a clear understanding of how to manage and influence those around you, you can start moving from a manager of people to a leader of people.

## ○ This programme's for you if:

You want to improve your interpersonal skills at any level and get more from your working relationships as you navigate them in a remote and hybrid context. Ideal for managers with a growing team.

## ♥ The Experience:

This highly interactive two-day programme is focused on managing people and relationships both in the workplace and in the hybrid environment, powered by our expert knowledge of human dynamics and understanding of what motivates and drives people's behaviours.

## ✓ The Results:

You will develop your ability to connect with staff, peers, other managers and stakeholders, both in-person and remotely. You will gain an in-depth understanding of the impact of psychological safety and trust, and how these elements influence your leadership style in a remote or hybrid setting.

You will also learn to build effective and lasting relationships, gain the knowledge to understand how people tick, explore how to deal with difficult people and work effectively through conflict, and how to manage the performance of your people remotely.

## Course Details

2 consecutive days



# Marketing Strategy for a Digital World

(Marketing Module, Professional Diploma in Management)

Equip yourself with the essential tools and strategies to effectively market your organisation in a digital world.

While many companies have adapted to digital due to necessity, they still don't know how to leverage it to reach their strategic goals. This programme will enable you to become more strategic when it comes to understanding your audience, and empower you to use digital and offline techniques to become more customer-centric.

## ○ This programme's for you if:

You need to gain an understanding of marketing with a digital focus, and use marketing as a strategic tool to strengthen your organisation.

## ♥ The Experience:

Marketing Strategy for a Digital World explores how to integrate online and offline marketing tactics with the overall goals and strategy of the organisation.

You will become familiar with the integral role marketing plays within the organisation, and the increasing importance of brand and customer relationships. You will learn how to gain customer insights, and use these to develop a value proposition which speaks to the needs of the customer.

By using customer segmentation, targeting and positioning techniques, you will master how to use different touchpoints to add a competitive advantage to your offering.

## ✓ The Results:

You will gain the capacity to understand, analyse and apply the concepts and practice of contemporary marketing in an organisational context. You will learn to assess consumer needs and behaviours to uncover customer insights and, in particular, identify the tools for creating relevant value propositions.

You will be able to apply the tools gained to segmentation, targeting and positioning in a market, and developing relevant customer offerings that help create sustainable value over time.

## Course Details

2 days

Available as a micro-credential





**NEW**  
Programme

# Mastering Employment Relations Negotiations

Enhance your capacity to analyse and lead ER Negotiations effectively.

This highly interactive programme is designed to give you a real insight into how the ER Negotiations process works in Ireland. This transformative programme will equip you with the capabilities required to work in complex ER situations, and develop the key interpersonal skills you need for success.

## ○ This programme's for you if:

You want to develop and improve key interpersonal and negotiating skills, along with the planning frameworks to conduct negotiations on pay, terms and conditions of employment, restructuring and dispute resolution and managing Employer / Trade Union relationships.

## ♥ The Experience:

You'll get a clear understanding of the ER landscape in Ireland, develop a negotiation strategy framework, and gain enhanced communications skills to manage complex negotiations.

There are a number of activities, case studies and role-plays built into the Programme to ensure that the key learnings are understood and practiced. Participants are encouraged to share views and experiences to ensure a thorough understanding of the key learning points and how they will be applied when they return to their organisation.

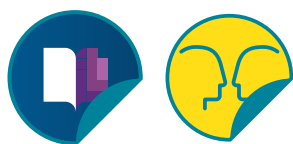
## ✓ The Results:

Mastering ER Negotiations will transform your skillset and enable you to enter employment relations with the ability to deliver satisfactory outcomes in complex negotiations.

On completion, you will understand the evolving context within which ER negotiations take place, have a framework for planning and executing an effective ER strategy, and possess the key communication skills to lead industrial relations negotiations.

## Course Details

2 consecutive days



# Strategic People Management

(Human Resources Management module, Professional Diploma in Management)

Drive excellence through your people.

To achieve sustained success, leaders need to bring their people along with them. This programme will deliver a comprehensive overview of how to harness the power of your people as you build a culture based on learning, adapting to change and executing with excellence.

## ○ This programme's for you if:

You want to enhance the performance and capabilities of your organisation through your people

## ♥ The Experience:

With the Strategic People Management programme, you will gain key insights on the procedures and principles of strategically managing people, enabling you to design a human organisation that sets itself apart from the competition.

Through a systematic evaluation of your HR processes, you will learn how to integrate the best-practice frameworks and theory of organisational behaviour and social psychology as you redefine your people's potential.

The programme will focus on how to engage employees and how to drive peak performance, how to create a winning formula through the integration of leadership and HR, and how evaluating your tried and trusted processes can transform your organisation for the better.

## ✓ The Results:

You will emerge from the programme with a keen ability to analyse and interpret your key HR measurables. Through this more holistic view of your talent and their capabilities, you will be able to align leadership and HR to produce a motivated and highly driven organisation.

On completion of the programme, you will be equipped to create HR strategies for your organisation's future as you engage with your people on a new level.

## Course Details

2 consecutive days

Available as a micro-credential





# Taking the Lead – Women in Leadership

Ignite, inspire and influence your organisation.

A programme designed for women aspiring to and preparing for more senior management roles while navigating today's complex business landscape.

## ○ This programme's for you if:

You are a female executive; exploring your career options and ambitions or hoping to accelerate your career and personal development.

## ♥ The Experience:

You will be given the time and space to explore where you are in your work and career, articulate the leadership challenges facing you in today's workplace and develop the insight and skills to address these. Practical, outcome-oriented tasks will help you to develop increased resilience and strategies to maintain balance in a competitive organisation, while identifying your personal career and leadership ambitions.

## ✓ The Results:

You will emerge a more compelling, influential and confident leader with tools and technique to inspire others and get results. You will be comfortable navigating conflict, negotiating and influencing, as well as how to leverage your personal brand and strengths for maximum impact.

## Course Details

1 full day, plus 6 half day workshops

4 x Full day workshop



# Think on Your Feet®

The internationally acclaimed workshop that trains you to organise your ideas quickly.

Can you make great choices in complex situations? For today's leaders, the ability to quickly analyse, organise and present your ideas is an increasingly vital skill, and one that Think on Your Feet® is designed to teach you.

## ○ This programme's for you if:

You are concerned about communications in a leadership capacity, e.g. a senior executive, manager, sales and marketing professional, technical specialist, financial analyst, public affairs expert or training professional.

## ♥ The Experience:

Think on Your Feet® is an internationally recognised programme that introduces the “capsules-of-persuasion” concept — 10 plans that structure your ideas quickly for impact and persuasion. The programme will provide you with the skills to answer questions on the spot, to explain complex ideas clearly, concisely and persuasively, and to structure your communications in a professional manner.

Whether you are communicating one-to-one, one-to-many, on the phone, in meetings, informal presentations, or through email, Think on your Feet® will allow you to excel.

## ✓ The Results:

At the end of this innovative two-day programme, you will have acquired a set of skills that will enable you to get to the point and be remembered; present your ideals in a logical and persuasive manner; handle questions quickly, clearly and effectively; avoid common communication traps; structure your information into facets, aspects, and perspectives; bridge effectively from questions to answers; and sell your ideas, products or services.

You will also receive access to a range of follow-up Think on Your Feet® support materials and resources, including online refresher facilitated workshop TOYF-FRESH™, and TOYF TIPS™, a monthly newsletter providing reminders, tips, and ongoing reinforcement of your classroom experience.

## Course Details

2 consecutive days



**Shaping and inspiring  
business leaders**

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