



INSEAD

Executive Master in Change

Transforming Self and Organisations



The Business School
for the World®

Multiple Perspectives

Class of 2021

106

Participants
(across 3 intakes)

44 yrs

Average age

18

Nationalities

46%

Women

18 yrs

Average work experience

16

Professional sectors



Main Industry:

- 1/3 Consultants and coaches
- 1/3 HR professionals
- 1/3 Industry professionals

The INSEAD EMC Advantage

The INSEAD Executive Master in Change (EMC) takes you deep into the basic drivers of human behaviour and the hidden dynamics of organisations. There is a myriad of reasons why the EMC stands out from the rest:

Beyond Diversity

Each class has an unparalleled diversity of nationalities and business backgrounds. In an EMC classroom environment, you will maximise your learning by challenging your assumptions and broadening your perspectives.



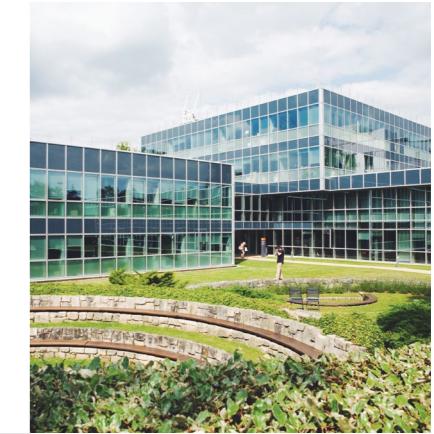
Change Agents

Understand how to create a fit between people, their organisations and their corporate goals, with the aim to make a significant contribution to any business. In the process, you will transform yourself into a powerful agent of change.



Real-time Transformation

The EMC programme offers a convenient schedule that allows you to study while you work. The modular format enables you to make an immediate impact at work.



Global Community

The bonds fostered with one another during the programme often translate into lifelong friendships and business opportunities. You will join the INSEAD family of over 58,000 influential alumni in more than 170 countries.



Leadership Redefined

By integrating business education with a range of psychological disciplines, the EMC prepares you to assume roles in leading organisations, drive individual and organisational development, and execute change management.

World-class Faculty & Research

With a combination of experience and talent, our faculty creates top-notch programmes and cutting-edge research that influences businesses around the world.

Meet the Programme Directors



"Changes bring on tension but also give you the feeling that you are alive. There is something about the combination of the cognitive content of the programme and the intensive group setting that creates tipping points in our participants' lives and work."

Erik Van de Loo

Programme Director,
Affiliate Professor of
Organisational Behaviour



"The programme provides a transformational, educational journey, both personally and professionally, based on the exploration of the dynamics of individual and organisational learning and change."

Roger Lehman

Programme Director,
Senior Affiliate Professor of
Entrepreneurship and Family Enterprise



"Developing the capacity to remain active and effective in the whirl of daily life requires the paradoxical ability to observe ourselves from an external perspective. One of the goals of the programme is to foster the development of both perspectives – in the game and on 'the balcony' at the same time."

Michael Shiel

Programme Director,
Adjunct Professor of Strategy



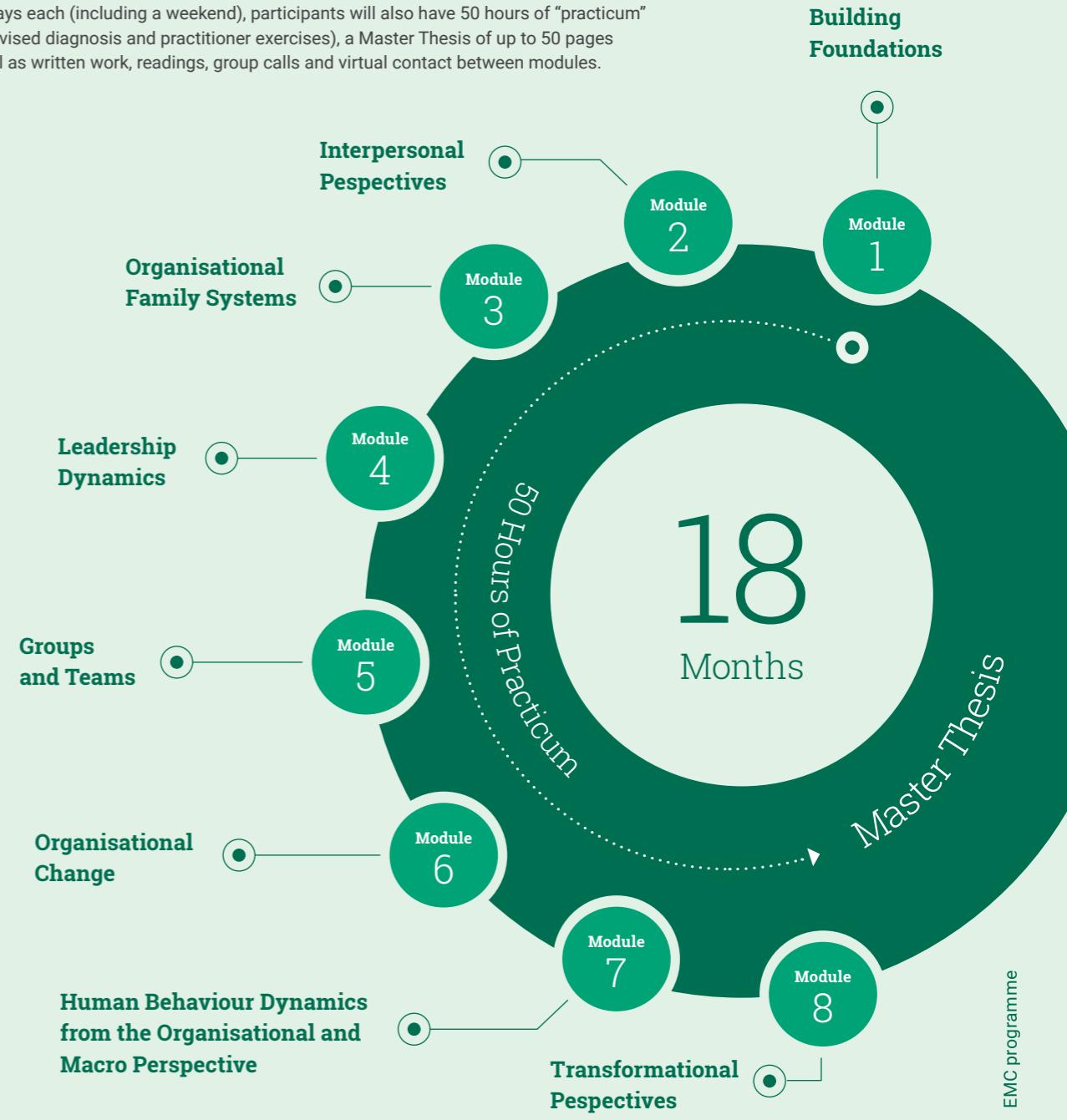
"We live in a fast-moving and ever-changing world where we cannot always choose our destinies. But how we respond, calming the mind and developing the capacity to think rather than just react, will certainly help oneself and others. It's one of the aspirations of this programme."

Michael Jarrett

Programme Director,
Professor of Management Practice
in Organisational Behaviour

A Reflective Learning Journey

The EMC is a programme about human relations and behaviour applied to management and draws on a broad range of academic disciplines. The programme is conducted across 18 months and allows participants the opportunity to attend at either the Fontainebleau or Singapore campus. Consisting of eight on-campus modules of three to four days each (including a weekend), participants will also have 50 hours of "practicum" (supervised diagnosis and practitioner exercises), a Master Thesis of up to 50 pages as well as written work, readings, group calls and virtual contact between modules.



Intellectual Curiosity

Curriculum

Module 1: Building Foundations

- Conduct an initial assessment of your organisation
- Learn to use psychodynamic and other psychological concepts to explore the hidden dimensions of yourself and organisations
- Open the door to exploring the unknown

Module 2: Interpersonal Perspectives

- Make sense of your inner theatre
- Learn to understand both your own and others' emotions
- Increase your ability to recognise and diagnose key behaviours
- Discover techniques to regulate your emotions

Module 3: Organisational Family Systems

- Develop your ability to apply family-systemic thinking in coaching and consulting
- Build your appreciation of the influence that your family has on you and your work
- Gain an understanding of the unique business and interpersonal challenges of advising family-owned businesses

Module 4: Leadership Dynamics

- Engage in comprehensive 360-degree feedback exercises that examine your professional and personal leadership style as well as undertake a personality audit
- Use these insights to develop a personal leadership development plan
- Understand the nuances between effective and ineffective leadership styles
- Create high-performance teams

Module 5: Groups and Teams

- Increase your understanding of group decision-making, influence processes and multi-party team dynamics through an experiential learning simulation
- Learn to increase cohesiveness and effectiveness regarding tasks
- Understand the roles you play in a team – practise team coaching

Module 6: Organisational Change

- Address the challenges of diagnosing and changing behaviour in organisations
- Gain insights into change from both classical and system-psychodynamic perspectives
- Engage in an in-depth case consultation by presenting your change management study

Module 7: Human Behaviour Dynamics from the Organisational and Macro Perspective

- Learn about macro and organisational dynamics such as power and politics, social networks, and organisational culture
- Keep up-to-date with the most recent research, new trends and perspectives through INSEAD faculty and visiting professors
- Use the skills and knowledge that you have gained over the previous modules to better understand the process of human and organisational development

Module 8: Transformational Perspective

- Navigate career transition
- Implement the new perspectives you have gained to develop a unified and integrated change process



Practicum

You will be required to fulfil a total of 50 academic hours away from INSEAD via various experiences designed to apply the course content and bring the clinical perspective alive.

The topics for the practicum activities are:

1. Executive exchange – shadowing a classmate at his/her place of work and being shadowed
2. Conducting an organisational observation/diagnosis in an organisation other than your own
3. Designing a consultation/intervention – individual, team or organisational

Master Thesis

During Module 5, you will be given advice about choosing your thesis topic. It should be meaningful for you, interesting to a wider audience and applicable to real-life practice. During Modules 6, 7 and 8 you will receive further support, including workshops on methodologies and one-to-one sessions with an expert thesis tutor.

Finally, you will need to write and submit your thesis within four months of all of the above and after the end of the final module.

Successful completion of the Master Thesis is necessary in order to graduate. For a more detailed programme overview, fees, dates and admissions process, visit our website: insead.edu/emc

INSEAD Women

The case for empowering women has never been stronger, not just because it is the right thing to do but because it is the smart thing to do. A growing body of empirical work shows that improving gender balance in the workplace boosts employee retention and organisational performance. It encourages economic growth and benefits society more broadly. Education plays a critical role in developing **gender balance in leadership**. INSEAD is committed to being a key player in this space.

INSEAD develops the **next generation of female and male business leaders** inspired and equipped to address gender balance throughout their careers in an integrated way through the **INSEAD Gender Initiative (IGI)**. We are evidence-based, rigorous and innovative. The IGI engages faculty, staff and alumni – male and female alike -- to positively impact education, businesses and society.

Leading by example: To walk the talk, we are working towards gender balance within our own organisation,

leveraging academic insights and investigating best practices across diverse cultures.

Developing Pedagogy: We are developing our faculty to teach in a gender-balanced way across all programmes and educating students on the benefits of and the tools to develop an inclusive environment.

Engaging Alumni: To maximise our reach, we are raising awareness and providing practical knowledge that enables INSEAD alumni to become effective champions for gender diversity and inclusion.

Partnering with business and society: Through knowledge creation and sharing, we are supporting organisations to realise the benefits of improved gender balance with effective programmes and policies.

Find out more about **Women at INSEAD** at www.insead.edu/centres/gender-initiative

Some of our EMC Alumnae



**Taghreed
Al Shunnar**

Founder & CEO
Professional Effective Solutions



**Masako
Ikehara**

CEO
MANABICIA Co. Ltd



**Aysenur
Nuhoglu**

General Manager
Kässbohrer Sales GmbH

"After the programme, I value myself and other individuals a lot more. I don't have to accept preconceptions, however commonly applauded they are. This revelation is liberating and empowering at the same time."

Pearl Tran

Managing Director
C. Melchers GmbH & Co.KG (Vietnam)



Your Journey Starts Here

The diversity in the EMC is second to none. Participants with different backgrounds come from very different paths, drawn to this programme by a perception of being at a crossroad in their lives and wanting to build on their experiences towards an even greater sense of meaning. With this in mind, participants who are successful in joining the programme all convey intellectual curiosity, have the ability to self-reflect and the desire to learn and challenge themselves in a rigorous academic programme.

Admissions Criteria

The EMC Admissions team is looking for candidates with intellectual curiosity, personal qualities to contribute to the programme and very strong international motivation.

	PROFESSIONAL EXPERIENCE AND POTENTIAL TO BE AN AGENT OF CHANGE Quality of your achievements and motivation over the course of your career.		INTEREST IN PSYCHOLOGICAL APPROACHES TO MANAGEMENT AND SELF DEVELOPMENT A desire to understand yourself as a first step towards understanding others. We seek candidates who have a clear motivation for intellectual growth, both in the classroom and beyond.		ABILITY TO CONTRIBUTE TO THE INSEAD EXPERIENCE Contribute proactively and share the insights you have gained throughout your professional and personal experience.
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Application Deadlines

Applications are completed online and we process them once they have been submitted. However, as seats fill quickly, we encourage applicants to apply six to nine months before the start of the programme. Early places are awarded on individual merit and subsequent applications are considered in the context of the group that is forming. Please contact us to check availability.

Tuition Fees

2020 intake for the Singapore session: \$92,000

2020 intake for Fontainebleau sessions: €60,800

Programme Dates

Singapore session:

Commencing in June each year

Fontainebleau sessions:

Commencing in March and September each year

Connect with Us

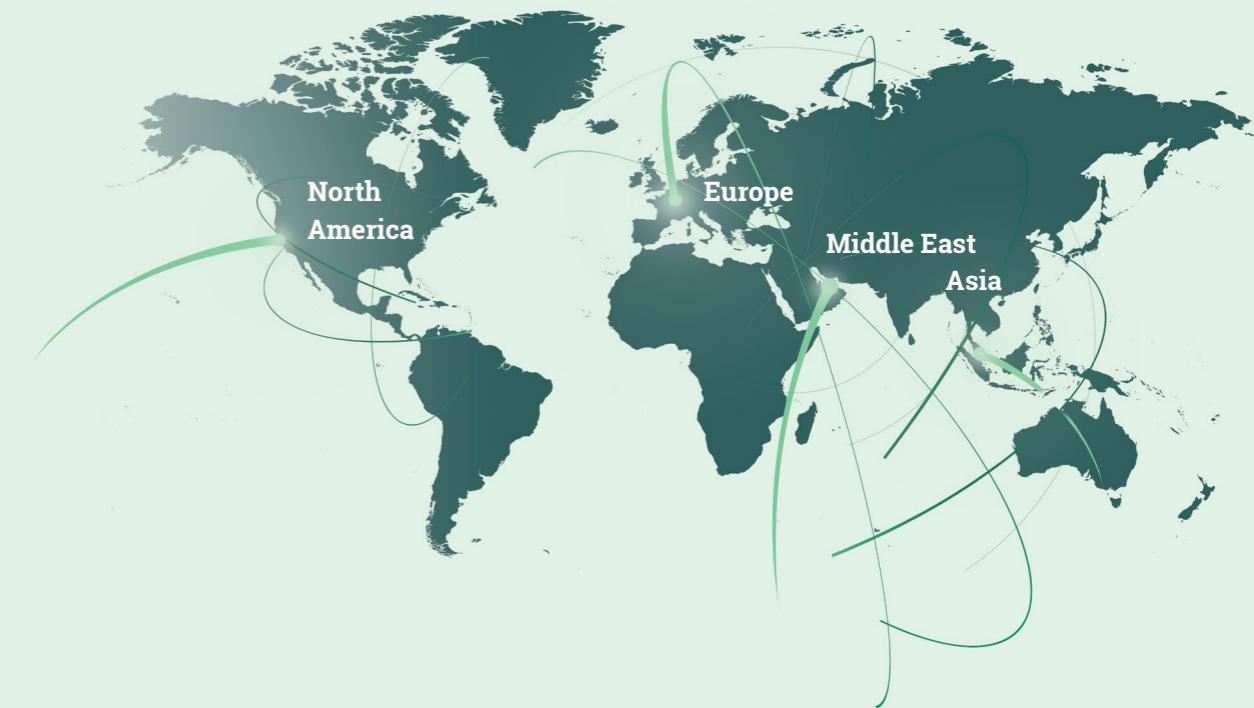
Tel: +33 (0) 1 60 72 45 04

Email Us: emc.info@insead.edu

Visit Us Online: insead.edu/emc

Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.



INSEAD does not discriminate on the basis of race, gender, religion, national or ethnic origin, age, sexual orientation, or infirmity.
INSEAD | Registration Number 199901016K | CPE Registration 21 June 2017 to 20 June 2023

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