

EXECUTIVE EDUCATION

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INSEAD

Portfolio  
2019–2020

The Business School  
for the World®



## Executive Education for a rapidly changing world

Since 1967, INSEAD has led the way in delivering innovative and influential learning experiences for business executives around the world.

In today's rapidly changing business environment, we are not only embracing digital transformation and innovation, but also building on our strengths – including informed global perspectives, an exceptional faculty and flexible, forward-looking educational practices – to take executive education to new heights.

Each year, more than 11,000 executives from leading international organisations attend over 55 open programmes. Operating from 3 campuses across Europe, Asia and the Middle East, we provide transformational learning experiences that support your career growth at every stage.

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# General Management

To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas – and who have the skills and knowledge to manage in an uncertain world. INSEAD offers 4 General Management programmes that support important transitions in your career:

PROGRAMMES  
ARE ELIGIBLE  
FOR THE  
CERTIFICATE  
IN GLOBAL  
MANAGEMENT



- Advanced Management Programme
- Transition to General Management
- Management Acceleration Programme
- Leading Business Transformation in Asia.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Advanced Management Programme</b></p> <p><b>LENGTH</b></p> <p>4 weeks</p>	<ul style="list-style-type: none"> <li>- Senior executives such as CEOs, COOs, CFOs and heads of product divisions, geographical regions or other major business units within the private or public sectors</li> <li>- An average of 12 years' management experience, with at least 5 years in a general management position and clear cross-functional and profit and loss responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic leadership, change and unstoppable trends: honing your skills to lead in a VUCAD world</li> <li>- High-performance leadership, stakeholders, engagement and results: manage the expectations of diverse and often competing stakeholder groups while creating value</li> <li>- Self-aware leadership and people: reflect upon and develop your leadership strengths and confront the gaps that are holding you back from being the best leader you can be</li> <li>- Core elements: the 'Personal Leadership Agenda', the 'Strategic Encounter' and coaching combine to help you develop your action plan for the months following the programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Participate in a reflective process that offers you insights into the way you exercise judgement</li> <li>- Gain insights that challenge your assumptions</li> <li>- Develop greater confidence by testing your assumptions and making them more robust</li> <li>- Actionable knowledge: harness the knowledge you already have and turn it into workable action plans.</li> </ul>
<p><b>Transition to General Management</b></p> <p><b>LENGTH</b></p> <p>2 modules of 2 weeks</p>	<ul style="list-style-type: none"> <li>- Senior functional or technical managers close to making the transition to general management, or recently appointed general managers</li> <li>- At least 8 years' management experience with a strong track record in one or more functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>- A focus on value creation and the role of general management and leadership in long-term business development</li> <li>- An integrated and comprehensive view of business, covering the key disciplines that underpin modern business organisations, from organisational behaviour to finance to operations</li> <li>- A Leadership Development Process (LDP) that is personalised, helping you to discover your 'X-Factor' as a leader</li> <li>- Awareness of global macro-economic trends and disruptive forces and a better understanding of how to manage businesses in our digital, disruptive age.</li> </ul>	<ul style="list-style-type: none"> <li>- Insights into key issues facing general managers in today's business environment, such as the challenges of digital disruption</li> <li>- Leave with an integrated view of business by discovering key linkages across disciplines</li> <li>- Expand your personal leadership development through our powerful Leadership Development Process (LDP)</li> <li>- Embrace diversity and develop your international perspective</li> <li>- Continue your learning and engagement through online learning and our alumni community.</li> </ul>

“I was part of an amazing multinational class: around 20 nationalities with different cultures and backgrounds.

This multicultural experience in combination with the coaching process is helping me to identify areas of improvement, expanding my vision and my leadership approach.

It was really an intense transformational programme for me, able to create a great additional value in many areas of my personal and professional structure.”

**Vincenzo Quanranta**

*Past Participant, Transition to General Management*



PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>Management Acceleration Programme</h2> <p><b>LENGTH</b></p> <p>3 weeks</p>	<ul style="list-style-type: none"> <li>- Functional experts whose success depends on understanding the business as a whole and working effectively across functions and cultures</li> <li>- Individual contributors and professionals who aspire to gain, or have recently gained, management responsibilities</li> <li>- Typically graduates with 5 to 12 years' work experience and a strong track record in their own functional area.</li> </ul>	<ul style="list-style-type: none"> <li>- Sharpening your strategic insight: principles and tools to think strategically about every decision and action you take to boost your competitiveness</li> <li>- Broadening your business expertise: perspectives from every business function to give you the ability to recognise, create, measure and capture value</li> <li>- Strengthening your leadership foundations: frameworks, reflection and practice to enhance your presence, increase your ability to lead in and across teams, and plan your future growth</li> <li>- Maximising your ongoing learning and development as you return to the workplace through optional follow-up coaching.</li> </ul>	<ul style="list-style-type: none"> <li>- Become a more competent and confident manager with new insights, knowledge and skills</li> <li>- Enhance your ability to lead mindfully, effectively and responsibly, with or without formal authority</li> <li>- Stay focused on creating value – grounded in long-term purpose</li> <li>- Develop a clear plan for your personal and professional development, and an international network of high-potential individuals to help you achieve your goals.</li> </ul>
<h2>Leading Business Transformation in Asia</h2> <p><b>LENGTH</b></p> <p>2 weeks</p>	<ul style="list-style-type: none"> <li>- Executives with at least 8 years' management experience, who are newly appointed general managers, heads of functions or senior functional experts seeking to build their global and regional business acumen</li> <li>- Typically, participants already work in Asia and have strategic responsibility for driving their business forward and growing their teams in the region</li> <li>- Also ideal for experienced general managers new to Asia, who are seeking to adapt their business practices to the region.</li> </ul>	<ul style="list-style-type: none"> <li>- Essential topics on macro-economics, strategy, marketing, change management, leadership and decision-making to help structure your agenda on leading business transformation in your organisation</li> <li>- Competing with 'contextual intelligence': an examination of social/geopolitical risks in the region; the trade-offs between global integration and local adaptation; winning strategies for success in Asia and beyond</li> <li>- Key insights on digitalisation, innovation and entrepreneurship in Asia: how to leverage AI, machine learning and prototyping to make better organisational decisions; how to capitalise on new forms of partnerships, e-commerce/m-commerce and digital platforms for value creation.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the transformation of the global and regional business landscape, driven by integration, interconnectedness and digital disruption</li> <li>- Gain greater insight into business fundamentals as well as the confidence to lead across functions and geographical borders</li> <li>- Develop innovative approaches to strategy, marketing, organisational design and change in the Asian context</li> <li>- Learn to make effective individual and group decisions in the context of uncertainty and strategic interdependence</li> <li>- Understand which business principles and practices are universal, and which need to be tailored to Asia.</li> </ul>



“Doing the programme has helped me to figure out what is the relevant information for me to make the right decision to be a better leader.”

**Saloua Essalhi**  
*Past Participant,  
 Management Acceleration Programme*

# Corporate Governance

Being a board member is an exceptionally important role that resembles no other. Even those who have excelled in senior management face new challenges. But how do you develop new skills and knowledge at this level? INSEAD has created 7 highly specialised programmes to bridge the gap between senior management and corporate governance – and to give board members the insights they need to ensure high performance and value creation in the long and short term:

- International Directors Programme
- International Directors Banking Programme
- Aspiring Directors Programme
- Leading from the Chair
- Value Creation for Owners and Directors
- Advanced Strategy for Directors
- The Family Enterprise Challenge.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>International Directors Programme</b></p> <p><b>LENGTH</b></p> <p>3 modules of 3 days</p>	<ul style="list-style-type: none"> <li>- Chairs and non-executive directors of listed and private corporations, government organisations and not for profits</li> <li>- C-suite executives with board-level responsibilities or exposure</li> <li>- Family members and shareholders on boards of large family companies</li> <li>- Senior professionals from the institutional investment community and partners of professional firms who serve on boards.</li> </ul>	<ul style="list-style-type: none"> <li>- A focus on the knowledge and competencies expected from directors in today's environment, while developing skills that help build an effective board culture and drive performance</li> <li>- Three modules: board effectiveness and dynamics; board decision-making and oversight; director effectiveness and development. Together, they represent the knowledge base directors need to be effective board members</li> <li>- Tailor-made learning methods for directors, including 360-degree survey, coaching and simulation exercises.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the broader context in which boards operate and the responsibilities that come with a board mandate</li> <li>- Hone your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance</li> <li>- Option to obtain the INSEAD Certificate in Corporate Governance (IDP-C), which demonstrates mastery of skills and competencies expected from board members.</li> </ul>
<p><b>International Directors Banking Programme</b></p> <p><b>LENGTH</b></p> <p>3 modules of 3 days</p>	<ul style="list-style-type: none"> <li>- Board members/directors in banking</li> <li>- Senior bank executives with governance experience</li> <li>- Members of board committees</li> <li>- Auditors and legal counsel of financial institutions working with banks and their boards</li> <li>- Regulators and supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>- What do bank directors need to know about the modern banking landscape to set the direction of the organisation?</li> <li>- How can bank directors and executives cultivate board efficiency and positive dynamics for a high-performing culture?</li> <li>- In the current context of the banking sector, how can bank directors best exercise their responsibilities to accomplish what is required in the boardroom?</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the broader context in which banks operate including the inherent tension and pitfalls associated with governance in the banking sector</li> <li>- Develop an understanding of the fundamental principles of corporate governance with clarity on the roles and responsibilities of bank board directors and executives</li> <li>- Gain an overview of the knowledge and competences expected from bank directors including skills around governing across cultures and geographies, stakeholder engagement and crisis management</li> <li>- Develop director-specific skills that contribute to the creation of a high-performing board and corporate culture</li> <li>- Hone your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance.</li> </ul>

## PROGRAMME

## Aspiring Directors Programme NEW

## LENGTH

5 days

## PARTICIPANT PROFILE

- Professionals, managers or executives without experience as board directors that aim to serve in a corporate governance role
- Family members and controlling shareholders of boards of small & medium family companies
- Executives of government and non-profit organisations and agency professionals from the institutional investment community
- Senior Executives (CEO, COO, CFO, CIO etc.).

## CONTENT

- The nature of corporate governance and the principle corporate governance systems: what are the main institutions, roles and processes involved?
- Board fundamentals and the dynamics at play: responsibilities, effectiveness, efficiency and how best to exercise responsibilities in the boardroom
- Finance literacy for directors
- Exploring emerging challenges: diversity, sustainability, digital disruption and more.

## KEY BENEFITS

- Understand the broader context in which boards operate and the responsibilities that come with a director mandate
- Gain an overview of the knowledge and competencies expected from directors in today's environment
- Develop director-specific competencies that contribute to the creation of a high-performing board.

## Leading from the Chair

## LENGTH

3 days

- Chairs and vice-chairs of boards of directors
- Chairs of major board committees with significant experience
- Chairs of management boards and executive committees, members of regulatory governing bodies, and chiefs of staff from the government or military.

- Chair responsibilities: setting and measuring board support systems and performance, understanding the keys to effective group dynamics and bridging the information gap between board and management
- Chair competencies and skills: motivating individual directors, facilitating effective meetings, leading difficult discussions, mentoring and developing board members and executives
- Crisis management: how the role of the chair changes, addressing stakeholder pressure, managing directors' anxieties and interacting with the CEO.

- Deepen your understanding of how board and chair roles are changing and share best practices with international peers
- Improve your ability to organise and conduct effective meetings
- Acquire tools for coaching and developing senior executives
- Hone your ability to challenge executives and directors on the key issues that underpin corporate performance
- Address pressures that develop when facing a crisis.

## Value Creation for Owners and Directors

## LENGTH

5 days

- Owners and directors of private and listed companies, including chairs of boards and shareholders in family firms, corporate structures, conglomerates and sovereign wealth funds
- Investors, senior professionals from the institutional investment community as well as strategic investment units
- Professionals from firms that serve boards and their committees.

- Definition of the concept of value: how to create it, how to specify and assess the risk that owners and directors are prepared to take in the pursuit of value
- The relationship between value creation and growth – and the strategic options for achieving growth: M&As, alliances and international expansion
- Presentation of an operational ownership framework to facilitate effective interaction between owners, boards and managers, with an emphasis on fair process in leadership
- Selection and performance evaluation of boards and managers.

- Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate
- Provide an overview of the knowledge and competencies expected from owners and directors today
- Develop skills that contribute to the creation of a high-performing board culture
- Hone your ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>Advanced Strategy for Directors</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Directors, executives and shareholders interacting with boards in the formulation and oversight of strategy</li> <li>- Members of the INSEAD Directors' Network (IDN)</li> <li>- Master in business administration (MBA) alumni with board experience (board members, C-suite executives and professionals working with boards).</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the need to build competitive advantage, particularly in today's turbulent global environment</li> <li>- Review the key questions of disruption and substitution</li> <li>- Recognise the growing importance of an organisation's ecosystem and dynamics</li> <li>- Deepen your understanding of the changing nature of the business environment, with an emphasis on the global and digital transformations of our world</li> <li>- Review the processes required for boards to address these issues effectively.</li> </ul>	<ul style="list-style-type: none"> <li>- Deepen your understanding of the strategic challenges brought about by today's global environment</li> <li>- Review and explore how boards can play a role in anticipating and overcoming such challenges</li> <li>- Engage with topical issues such as the growing impact of digital technology on strategy and organisations, and on the role of the board</li> <li>- Practice formulating, implementing and evaluating strategies in a board environment</li> <li>- Develop your strategic competencies as a director.</li> </ul>
<h2>The Family Enterprise Challenge*</h2> <p><b>LENGTH</b></p> <p>4.5 days</p>	<ul style="list-style-type: none"> <li>- Family members who work in a family-owned firm and/or are controlling shareholders or related to them</li> <li>- Professionals who work for the family business (e.g., board member, CEO, chairperson)</li> <li>- Participants come in teams of 2 to 8 representatives from the same family firm, with a majority being family members.</li> </ul>	<ul style="list-style-type: none"> <li>- Addressing the family business system and its unique challenges</li> <li>- Understanding and strengthening family relationships, values and aspirations to create a shared purpose and vision</li> <li>- Aligning family ownership, business strategy and governance through INSEAD's Parallel Planning Process</li> <li>- Developing new skills using the concept of Fair Process to improve family harmony and business performance</li> <li>- Action planning, execution and follow-up, including the use of effective family meetings to create a business family that is professionally emotional and a source of happiness.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance</li> <li>- Gain insights into the psychological dynamics of family leadership, management and governance in both the business and the family</li> <li>- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships</li> <li>- Master a range of powerful family business tools, such as the Parallel Planning Process and Fair Process.</li> </ul>

\*This programme is also delivered in French, please visit our website or contact us for further details.



“I gained some very beneficial insights and tools to aid my decision making processes. It is the practical aspect of the programme that really sets it apart – for me, this was the greatest gain.”

**Lim Chin Hu**  
 Past Participant,  
 International Directors Programme

# Top Management

Having great vision is not always enough to excel in business. You need to become a visionary leader. You need to be able to inspire your people, invent new possibilities and shape the future. INSEAD offers 3 programmes to take you to the next level:

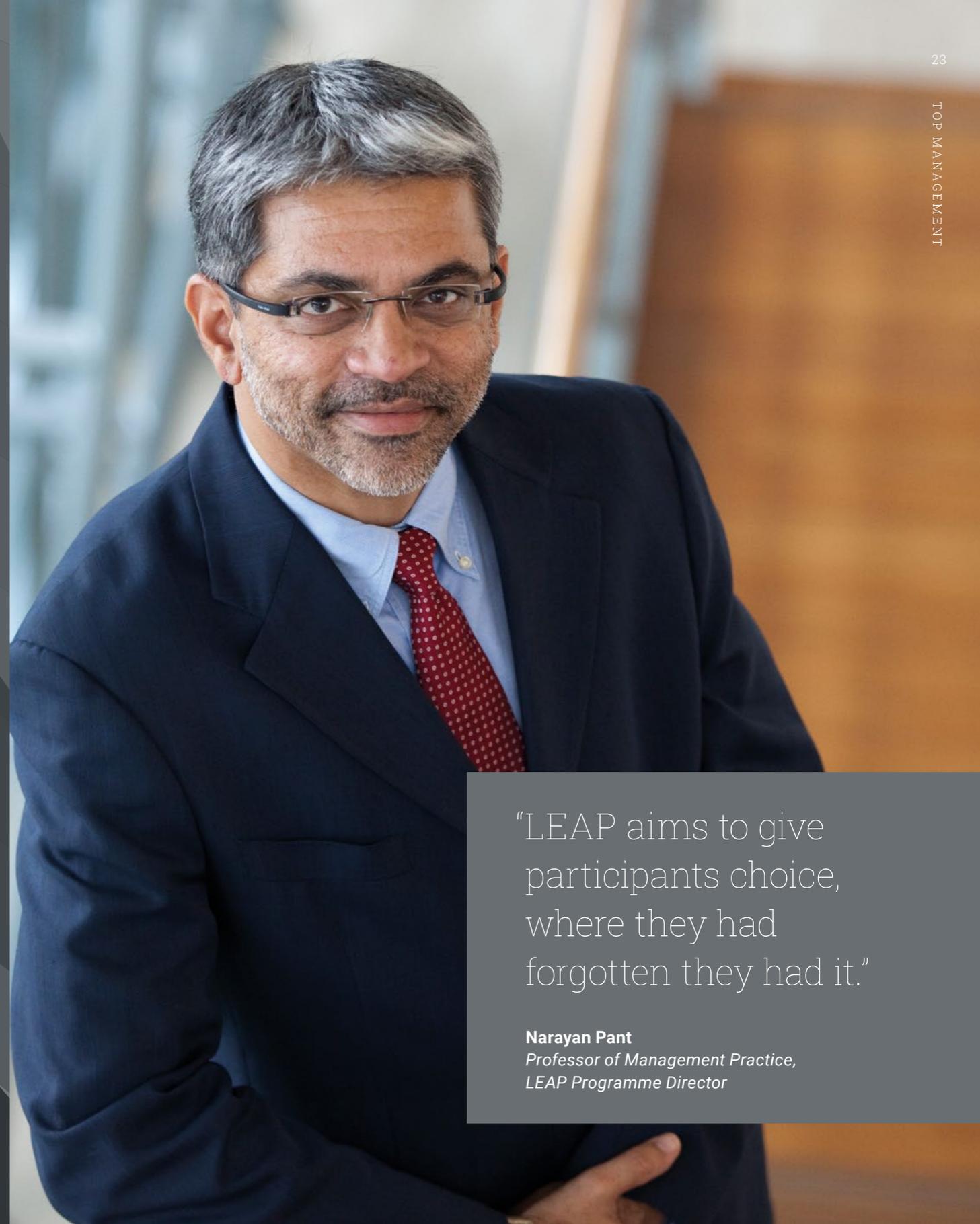
PROGRAMMES  
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- AVIRA: Awareness, Vision, Imagination, Role, Action
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>AVIRA: Awareness, Vision, Imagination, Role, Action</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Top executives who hold significant responsibility and who are grappling with dilemmas of organisational and personal transformation</li> <li>- Typical participants include CEOs, managing directors, C-suite executives, executive vice-presidents, board members and chairpersons.</li> </ul>	<ul style="list-style-type: none"> <li>- The leader's role in the context of ever-changing global economic, political and social environments</li> <li>- Habits of effective top executives and practices of high-performing organisations</li> <li>- Engagement with accomplished peers and international thinkers</li> <li>- Coaching and feedback sessions that provide an opportunity for self-awareness and a deeper understanding of your leadership abilities and personal development.</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss and understand where the world is headed and what the implications might be for leaders and organisations</li> <li>- Appreciate and learn the habits of effective leaders and the practices of high-performing organisations</li> <li>- Gain fresh insights into your organisation's future performance and depart with a concrete personal action plan to lead and deliver more effectively</li> <li>- Hone your judgement and fine-tune your decision-making instincts.</li> </ul>
<p><b>The Challenge of Leadership</b></p> <p><b>LENGTH</b></p> <p>4 modules of 5 days</p>	<ul style="list-style-type: none"> <li>- Experienced senior executives in large and medium-sized firms, entrepreneurs and senior executives in the public sector</li> <li>- Typically CEOs and board members – participants hold top-level positions with extensive career experience.</li> </ul>	<ul style="list-style-type: none"> <li>- How behaviour affects the organisation, examining conscious and unconscious behaviour, and rational and irrational action</li> <li>- Increasing managers' ability to act, reflect and then refocus their actions, to become 'reflective practitioners'</li> <li>- Clinical frameworks drawing upon psychoanalysis, development psychology and cognitive theory, among others.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase your confidence at the most senior levels by discovering the forces behind authority and power</li> <li>- Evolve your leadership style to improve the effectiveness of your organisation</li> <li>- Build high-performance teams by diagnosing and eliminating toxic cultures and dysfunctional processes</li> <li>- Achieve a better work-life balance by determining when to pull back and how to share responsibilities.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>LEAP: Leadership Excellence through Awareness and Practice</b></p> <p><b>LENGTH</b></p> <p>10 days + 5 days + 5 days</p>	<ul style="list-style-type: none"> <li>- Senior executives who already occupy significant leadership positions, including top managers (e.g., CEOs, managing directors, executive vice-presidents) in large and medium-sized corporations</li> <li>- Senior partners in professional firms, senior executives in not-for-profit organisations, entrepreneurs, owners of large family businesses, and board members of any such organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- A targeted approach to help senior leaders enhance their leadership effectiveness through self-awareness and practicing newly learned behavioural knowledge to improve the way they lead</li> <li>- Leadership challenges at three distinct yet connected levels: organisational, interpersonal and intrapersonal</li> <li>- Integrated mix of plenary and group-work sessions, providing opportunities to practice and get feedback from peers, faculty and a group of experienced coaches. Between modules, participants practice these behaviours with the support of coaches and group members, until they become habits.</li> </ul>	<ul style="list-style-type: none"> <li>- Gain a better understanding of your leadership style, its origins, and impacts on you and others</li> <li>- Revisit your priorities – current and future – and hone in on the professional and personal legacy you want to leave behind</li> <li>- Shift behaviour in ways that will amplify your strengths and develop new capabilities through identification, development, feedback and practice</li> <li>- Complement ‘doing’ with ‘reflection’, thereby enhancing your capacity to self-learn.</li> </ul>



“LEAP aims to give participants choice, where they had forgotten they had it.”

**Narayan Pant**  
 Professor of Management Practice,  
 LEAP Programme Director

# Leadership

Effective managers do not always make strong leaders. They have to learn new skills and gain new self-awareness in order to influence and inspire those around them. And in today's increasingly international business environment, they also need to adapt their skills and self-awareness to lead across cultures and borders. Choose from our wide range of 16 Leadership programmes:

PROGRAMMES  
ARE ELIGIBLE  
FOR THE  
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MANAGEMENT



- INSEAD Coaching Certificate
- Advanced Programme in Coaching Groups
- Strategic Decision Making for Leaders
- Learning to Lead
- High Impact Leadership Programme
- Leading for Results
- The Leadership Transition
- Women Leaders Programme
- Integrating Performance and Progress
- Leading Successful Change
- Leading Across Borders and Cultures
- Strategic Leadership in Africa
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice
- Strategy Execution Programme
- Negotiation Dynamics.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>INSEAD Coaching Certificate</b></p> <p><b>LENGTH</b></p> <p>4.5 days + 4 days + 3 days</p>	<ul style="list-style-type: none"> <li>- Executive coaches: professionals who wish to deepen and strengthen their leadership and executive coaching practice</li> <li>- Internal coaches: professionals who wish to further develop their coaching skills to leverage performance and growth within their organisation</li> <li>- Leaders coaching leaders: senior managers who seek to develop competencies to effectively coach their teams or who are transitioning into a coaching role.</li> </ul>	<ul style="list-style-type: none"> <li>- Key areas: individual and group coaching fundamentals, coaching skills development and dynamics of coaching</li> <li>- Strong focus on learning by doing, involving active coaching engagements, role plays, peer coaching, group learning and supervision of practice, as well as cutting-edge classroom sessions with INSEAD faculty</li> <li>- A three-module learning experience with virtual coaching and supervision between modules.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop yourself as a coach by gaining an understanding of the different approaches to coaching</li> <li>- Increase your awareness of how effective you are as a coach</li> <li>- Explore how to define the scope of a coaching relationship prior to taking a coaching engagement</li> <li>- Develop your ability to use assessment tools to support coaching objectives</li> <li>- Gain exposure to different schools of thought that INSEAD leverages for our leadership development activities.</li> </ul>
<p><b>Advanced Programme in Coaching Groups</b></p> <p><b>A follow-up programme to the INSEAD Coaching Certificate</b></p> <p><b>NEW</b></p> <p><b>LENGTH</b></p> <p>4.5 days</p>	<ul style="list-style-type: none"> <li>- Coaches interested in improving their ability to recognise and work with group dynamics when coaching groups and teams</li> <li>- Applicants must have completed the INSEAD Coaching Certificate programme in order to be eligible.</li> </ul>	<ul style="list-style-type: none"> <li>- Through experiential group learning and coaching you analyse and explore the dynamics of group behaviour</li> <li>- The conscious and unconscious forces at play and how to harness them for effective group coaching</li> <li>- Coaching both established, recently formed and transient groups</li> <li>- Managing ambiguity: being part of and apart from the group to coach with the necessary distance</li> <li>- Exploring your own behaviour within the group: your own leadership and followership preferences.</li> </ul>	<ul style="list-style-type: none"> <li>- Reconnect with a diverse group of coaches and build on previous learning</li> <li>- Learn about the exercise of authority, leadership behaviour, and team dynamics at different levels of analysis</li> <li>- Gain valuable insight into leadership styles and enhance your effectiveness in harnessing group dynamics to effect positive change in groups and teams</li> <li>- Continue the development of your coaching capacity within an immersive group experience</li> <li>- Deepen sensitivity to how different group configurations impact behaviour</li> <li>- Increase awareness of how individual behaviour is moderated by group</li> <li>- Develop your effectiveness in recognising, engaging and coaching with group dynamics.</li> </ul>



“You come away empowered to find your own answers and with a much more open, a much broader mindset. I found that the flexibility and openness you need to develop as a coach are brilliantly embedded throughout the learning experience.”

**Salma Alshuhail**  
*Past Participant, INSEAD Coaching Certificate*



PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Strategic Decision Making for Leaders</b> <b>NEW</b></p> <p><b>LENGTH</b></p> <p>3 days</p>	<ul style="list-style-type: none"> <li>- Senior executives and key decision-makers</li> <li>- Managers responsible for building high-performing teams</li> <li>- Managers who frequently lead projects and want to improve their ability to make smart, sound decisions</li> <li>- In particular, executives who must frequently make strategic decisions under high levels of uncertainty.</li> </ul>	<ul style="list-style-type: none"> <li>- Practical frameworks drawn from management science and psychology to help improve your decision-making</li> <li>- Learn to navigate common traps in shaping and implementing a rigorous process of decision-making</li> <li>- Through hands-on exercises, learn to apply simple data science techniques and devise insightful experiments to improve individual and team judgement</li> <li>- Discover how decision processes can be managed more fairly through 'fair process' leadership techniques</li> <li>- Explore how to adopt sustainable decision-making processes to help your organisation avoid the pitfalls of a short-term focus.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop thinking skills, sharpening your intuition in the face of risk and uncertainty</li> <li>- Learn ways to discover, manage, mitigate and avoid decision-making traps</li> <li>- Learn to leverage the power of 'nudges' – a light-touch way to influence human behaviour and improve decision-making</li> <li>- Boost your ability to build high-performing teams</li> <li>- Become a more strategic leader by understanding the long-term impact your decisions can have on your organisation.</li> </ul>
<p><b>Learning to Lead</b></p> <p><b>LENGTH</b></p> <p>4 days</p>	<ul style="list-style-type: none"> <li>- Professionals making the transition from an individual contributor status to a position of managing others for the first time, or who have made this move within the last 2 years</li> <li>- Professionals from diverse industries and age ranges, who share the need to develop their people-management skills as they manage direct reports for the first time.</li> </ul>	<ul style="list-style-type: none"> <li>- Mastering essential leadership skills to become a successful manager of people</li> <li>- Developing people skills to lead teams, motivate others, reinforce good performance, correct undesired behaviour and provide constructive feedback effectively</li> <li>- Learning frameworks, tools and techniques to support different managerial roles</li> <li>- Understanding the four key roles of a manager: director, motivator, enabler and coach.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop awareness of your strengths and weaknesses as a leader</li> <li>- Acquire confidence and tools to create vision and set team direction for greater success</li> <li>- Master frameworks and tools to inspire people and motivate them to perform better.</li> </ul>
<p><b>High Impact Leadership Programme</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Managers with 3 to 6 years' experience leading teams who are looking for specific training in leadership and management</li> <li>- Participants range from high-potentials to experienced technical specialists who have come to leadership positions late in their careers.</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding organisations: the structure, culture and behaviour; how to influence and incentivise people, leveraging formal structures and informal networks</li> <li>- Leading teams: the interface between the individual and the organisation; how to manage internal group processes and develop talent; how to manage external sources of knowledge, information and support</li> <li>- Developing leadership skills: a hands-on workshop; practical sessions with coaching and group work to develop self-awareness, address personal weaknesses and build on personal strengths; the creation of an individual development plan supported by post-programme follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand how organisations work and how to develop and use your professional network to achieve your objectives</li> <li>- Learn how to create and maintain a high-talent, high-energy and high-performance 'X-team'</li> <li>- Enhance your ability to obtain results through others by improving self-awareness, motivating your team and influencing your organisation.</li> </ul>
<p><b>Leading for Results</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Middle or senior managers from all functional areas who have typically made the transition from managing individual contributors to managing other managers</li> <li>- More than 6 years' management experience, with significant line or functional responsibilities, and with high potential for top leadership positions.</li> </ul>	<ul style="list-style-type: none"> <li>- Setting direction: understand the characteristics of a challenging vision and strategy – and how to communicate them</li> <li>- Aligning resources: learn to design a results-oriented organisational structure, develop high-performance cultures, align goals and sustain focus</li> <li>- Inspiring action: uncover ways to create high-performance teams, lead by leveraging emotions and align rewards with performance</li> <li>- Capability development: learn to develop yourself using feedback from others (including the programme's 360-degree assessment), and how to develop others through effective coaching and mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire deep insights into personal leadership strengths and weaknesses</li> <li>- Gain tools for setting direction and vision to guide teams and units to create a high-performance culture</li> <li>- Develop strategies to motivate people, delegate responsibility and lead change.</li> </ul>

“The programme has made me more aware of my communication style and how I could adapt this in many areas, including with my family.”

**Yassin Tag**

*Past participant, Leading for Results*



PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>The Leadership Transition</b></p> <p><b>LENGTH</b></p> <p>5 days + 2 days</p>	<ul style="list-style-type: none"> <li>- Experienced, mid-career executives in upper-middle to senior-level positions preparing to take on enhanced leadership responsibilities within their organisations</li> <li>- Particularly those who are moving from functional or operational roles into roles that are more strategic.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the latest leadership models – and personalise them for yourself and your organisation</li> <li>- Compare yourself with different leaders by analysing their styles on video</li> <li>- Learn the hidden dynamics of your team’s behaviours and how to leverage them</li> <li>- Diagnose your organisation’s political landscape and get things done through effective informal networks</li> <li>- Use 360-degree feedback and coaching skills for self-improvement – and develop an individual action plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Gain valuable personal insight into your leadership style and its impact</li> <li>- Develop a leadership strategy with more constructive use of leadership power, allowing for more effective behaviour and results as a leader</li> <li>- Become a transformational change agent, facilitating an increase in positive results from senior-level initiatives.</li> </ul>
<p><b>Women Leaders Programme</b></p> <p><b>LENGTH</b></p> <p>4 days</p>	<p>Designed for an elite group of women business leaders, the programme will benefit executives from a range of disciplines and managerial backgrounds, who:</p> <ul style="list-style-type: none"> <li>- Have reached the office of vice-president or have an equivalent level of responsibility</li> <li>- Have been identified as high-potential leaders and have used that opportunity to their advantage</li> <li>- Are seeking to enhance their leadership skills, and demonstrate strong drive to reach the top of their organisation</li> <li>- Have a minimum 15 years’ professional work experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Gain real-time personalised feedback on your leadership style, as we put you through your paces in experiential leadership exercises</li> <li>- Work on one of your current leadership challenges with peers and an expert coach</li> <li>- Learn to overcome hidden barriers to change and build a personal development plan to prepare for the next steps in your career</li> <li>- Develop your own voice and drive your career success by leveraging networks, mentors and sponsors.</li> </ul>	<ul style="list-style-type: none"> <li>- Hear cutting-edge ideas about leadership and learn tried-and-tested techniques you can apply to overcome the unique challenges faced by women leaders</li> <li>- Develop greater confidence and a better understanding of your personal leadership style, enabling you to implement and lead change effectively within your business</li> <li>- Work with a professional coach to develop clear aims for your ongoing personal and professional development, and build a peer network of women succeeding in senior roles around the world.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2 data-bbox="138 196 522 269">Integrating Performance and Progress</h2> <p data-bbox="167 387 262 411"><b>LENGTH</b></p> <p data-bbox="138 447 204 471">3 days</p>	<ul data-bbox="723 187 1329 365" style="list-style-type: none"> <li>- Senior leaders who want to comprehend and clarify how they may better integrate enterprise performance and societal progress in their organisation</li> <li>- Typical participants include heads of businesses, heads of functions, board members, family business owners and entrepreneurs.</li> </ul>	<ul data-bbox="1560 187 2137 487" style="list-style-type: none"> <li>- Performance: How do we define performance and explain high performance, and why is performance necessary, yet not sufficient in sustaining trust?</li> <li>- Progress: How do we define societal progress and what is the role of business in contributing to it? In which enterprise choices and actions does progress lie? How to manage trade-offs between performance and progress?</li> <li>- Dilemmas: How to integrate performance and progress based on three core dimensions: strategy, operations and governance?</li> </ul>	<ul data-bbox="2194 187 2742 496" style="list-style-type: none"> <li>- Review what drives performance, and when and why it can run counter to progress</li> <li>- Understand how enterprise strategy, operations, and governance are the touchpoints through which business leaders can integrate performance and progress</li> <li>- Understand the principles of progress and comprehend the relevance of the philosophical notion of 'propriety' in your evolution as a reflective business leader</li> <li>- Anticipate and learn how to address the implementation challenges within your organisation and industry.</li> </ul>
<h2 data-bbox="138 553 441 626">Leading Successful Change</h2> <p data-bbox="167 744 262 768"><b>LENGTH</b></p> <p data-bbox="138 804 204 828">3 days</p>	<ul data-bbox="723 546 1329 728" style="list-style-type: none"> <li>- Middle to upper-middle managers in public or private sector organisations with at least 8 years' experience</li> <li>- Responsible for teams, units or larger organisational segments – and likely to lead strategic change initiatives</li> <li>- Applications are encouraged from groups of 2 to 3 members of the same organisation.</li> </ul>	<ul data-bbox="1560 546 2137 879" style="list-style-type: none"> <li>- Develop core skills for leading and sustaining change by helping others see the need, anticipating resistance to change, inspiring and influencing others</li> <li>- Self-awareness as an agent for change, examining your strengths, weaknesses and personal approach</li> <li>- Hone your change implementation skills in a risk-free environment using Change Pro, a proprietary system that simulates a 120-day change initiative in just a few hours</li> <li>- Understand the five key drivers of success: initiating change, propelling change, sustaining change, diagnosing your change skills and creating an action plan.</li> </ul>	<ul data-bbox="2194 546 2742 700" style="list-style-type: none"> <li>- Enhance your understanding of the change process</li> <li>- Gain the skills and tools required to initiate and execute change</li> <li>- Create a detailed action plan for your specific change initiative.</li> </ul>
<h2 data-bbox="138 935 507 1008">Leading Across Borders and Cultures</h2> <p data-bbox="167 1126 262 1150"><b>LENGTH</b></p> <p data-bbox="138 1186 204 1210">5 days</p>	<ul data-bbox="723 928 1329 1215" style="list-style-type: none"> <li>- Executives based at headquarters but who manage international activities</li> <li>- Managers in charge of international outsourcing activities, international sales, or cross-border mergers and acquisitions</li> <li>- Business development and sales and marketing experts who negotiate deals and sell products to clients in other countries</li> <li>- Senior managers currently (or about to be) posted abroad</li> <li>- Global leaders who manage the collaboration of teams in multiple locations.</li> </ul>	<ul data-bbox="1560 928 2137 1166" style="list-style-type: none"> <li>- Examine the unique dynamics and challenges of leading in global roles, reflect on your own profile and identify action steps to improve your capabilities</li> <li>- Decode the cultural differences that affect your business's success, avoid culture traps and bridge gaps</li> <li>- Improve virtual team management and more effectively manage team members when each person is in a different location.</li> </ul>	<ul data-bbox="2194 928 2742 1124" style="list-style-type: none"> <li>- Learn to lead across global organisations</li> <li>- Develop the skills to manage virtual teams</li> <li>- Improve your ability to negotiate and motivate internationally</li> <li>- Understand cultural influences and develop strategies for working successfully across the world.</li> </ul>
<h2 data-bbox="138 1274 602 1346">Strategic Leadership in Africa</h2> <p data-bbox="138 1315 219 1339">NEW</p> <p data-bbox="167 1465 262 1488"><b>LENGTH</b></p> <p data-bbox="138 1525 271 1548">4.5 + 3.5 days</p>	<ul data-bbox="723 1266 1329 1554" style="list-style-type: none"> <li>- Senior managers and decision-makers in corporate firms or state owned enterprises</li> <li>- Senior functional or technical managers about to make a transition to general management or recently appointed general managers</li> <li>- Founders of established entrepreneurial ventures</li> <li>- Those based in Africa, or in headquarters outside the region, with responsibility for expanding operations in multiple areas or markets</li> <li>- Those with at least 8 years' management experience.</li> </ul>	<ul data-bbox="1560 1266 2137 1572" style="list-style-type: none"> <li>- Understand the strategic challenges present in Africa and how to overcome them using business model innovation, enhanced strategic agility, anticipating risk and managing change</li> <li>- Learn to build high-performing teams in diverse environments</li> <li>- Understand the context of business in Africa, including the politics and economic volatility in an African setting and Africa in a globalising economy</li> <li>- Develop your leadership skills for a changing world, including leadership approaches for building engagement, approaches to communication and understanding influence and authority.</li> </ul>	<ul data-bbox="2194 1266 2742 1488" style="list-style-type: none"> <li>- Develop a profound understanding of the competitive context and business environment in Africa</li> <li>- Enhance your leadership skills and ability to work in and run high-performing teams</li> <li>- Gain practical insights and immediately apply them to challenges within your organisation</li> <li>- Learn from real cases studies of African business.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h3>The Challenge of Leadership</h3> <p><b>LENGTH</b></p> <p>4 modules of 5 days</p>	<ul style="list-style-type: none"> <li>- Experienced senior executives in large and medium-sized firms, entrepreneurs or senior executives in the public sector</li> <li>- Typically CEOs and board members, participants hold top-level positions with extensive career experience.</li> </ul>	<ul style="list-style-type: none"> <li>- How behaviour affects the organisation, examining conscious and unconscious behaviour, and rational and irrational action</li> <li>- Increasing managers' ability to act, reflect and then refocus their actions, to become 'reflective practitioners'</li> <li>- Clinical frameworks drawing upon psychoanalysis, development psychology and cognitive theory, among others.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase your confidence at the most senior levels by discovering the forces behind authority and power</li> <li>- Evolve your leadership style to improve the effectiveness of your organisation</li> <li>- Build high-performance teams by diagnosing and eliminating toxic cultures and dysfunctional processes</li> <li>- Achieve a better work-life balance by determining when to pull back and how to share responsibilities.</li> </ul>
<h3>LEAP: Leadership Excellence through Awareness and Practice</h3> <p><b>LENGTH</b></p> <p>10 days + 5 days + 5 days</p>	<ul style="list-style-type: none"> <li>- Senior executives who already occupy significant leadership positions, including top managers (e.g., CEOs, managing directors, executive vice-presidents) in large and medium-sized corporations</li> <li>- Senior partners in professional firms; senior executives in not-for-profit organisations; entrepreneurs; owners of large family businesses; and board members of any such organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- A targeted approach to help senior leaders enhance their leadership effectiveness through self-awareness and practising newly learned behavioural knowledge to improve the way they lead</li> <li>- Leadership challenges at three distinct yet connected levels: organisational, interpersonal and intrapersonal</li> <li>- Integrated mix of plenary and group-work sessions, providing opportunities to practise and get feedback from peers, faculty and a group of experienced coaches. Between modules, participants practise these behaviours with the support of coaches and group members, until they become habits.</li> </ul>	<ul style="list-style-type: none"> <li>- Gain a better understanding of your leadership style, its origins, and impacts on you and others</li> <li>- Revisit your priorities – current and future – and hone in on the professional and personal legacy you want to leave behind</li> <li>- Shift behaviour in ways that will amplify your strengths and develop new capabilities through identification, development, feedback and practise</li> <li>- Complement 'doing' with 'reflection', thereby enhancing your capacity to self-learn.</li> </ul>
<h3>Strategy Execution Programme</h3> <p><b>LENGTH</b></p> <p>5 days + 3 days + 3 days</p>	<ul style="list-style-type: none"> <li>- Senior managers who are new to implementing strategy, moving into a more challenging implementation role or simply looking for new ideas to try where others have failed</li> <li>- Executives who are accountable for outcomes and direct control of significant resources (budgets and groups of people)</li> <li>- General managers who lead business units, senior managers who head significant departments or leaders of major project teams.</li> </ul>	<ul style="list-style-type: none"> <li>- A three-module journey of 'learning by doing', uniquely structured around your own challenges</li> <li>- Build the skills, knowledge and confidence to overcome barriers, make ambitious strategies work and achieve sustainable change</li> <li>- Extended learning and support to practise new skills, including facilitated peer-to-peer networking, to maintain momentum between modules and after the programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Come with a heightened awareness of your strategic aspirations and challenges, and leave with a more realistic and actionable plan of execution</li> <li>- Gain new insights about the hidden barriers to strategic execution and how to overcome them</li> <li>- Acquire a deep understanding of how to get results from future strategic initiatives</li> <li>- Understand the psychological dynamics between strategy execution practitioners and stakeholders.</li> </ul>
<h3>Negotiation Dynamics</h3> <p><b>LENGTH</b></p> <p>3 days</p>	<ul style="list-style-type: none"> <li>- Executives who have at least 8 to 10 years' management experience and have gained substantial experience in conducting and supervising business negotiations</li> <li>- Executives involved in M&amp;As or joint-venture negotiations, those handling procurement, human resource managers, entrepreneurs, managers in liaison roles, such as national account managers, key account managers, barristers and other lawyers.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the process of preparing strategically, recognising the available choices, seeking value, communicating carefully and leading proactively</li> <li>- Strategy and implementation: learn to think and do through a series of hands-on simulations</li> <li>- Learn from the experiences of others and experiment with new ideas in a safe environment to develop a style of negotiating that works for you</li> <li>- Negotiate across cultures, industries and functions.</li> </ul>	<ul style="list-style-type: none"> <li>- Improve your negotiation outcomes – with fewer conflicts and greater confidence</li> <li>- Learn best practices and processes to navigate any negotiation, from preparing and debriefing to predicting what is likely to happen next</li> <li>- Acquire hands-on practice and develop a new mindset – enabling you to change your behaviour</li> <li>- Continue to improve your performance through optional post-programme one-on-one coaching sessions.</li> </ul>

# Digital Transformation and Innovation

INSEAD offers 5 programmes that focus on achieving a competitive advantage through human-centred innovation and digital transformation:

PROGRAMMES  
ARE ELIGIBLE  
FOR THE  
CERTIFICATE  
IN GLOBAL  
MANAGEMENT\*



- Leading Digital Transformation and Innovation
- AI for Business
- Innovation by Design
- Leading Digital Marketing Strategy
- INSEAD Blue Ocean Strategy.

\*Open online programmes are not eligible

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Leading Digital Transformation and Innovation</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Leaders and senior executives seeking the comprehensive perspective needed to lead in a digital world: strategic understanding, organisational wisdom and innovation capabilities</li> <li>- Senior managers seeking to build their own strategic, leadership, and innovation capabilities, and develop personalised, actionable plans</li> <li>- Senior executives wanting to understand how to lead a digital transformation.</li> </ul>	<ul style="list-style-type: none"> <li>- A strategic view of digital with insights into the fundamental drivers behind digital transformation</li> <li>- An organisational view of what it means for companies to become more digitally ready, including aspects such as roles and structures, culture, teamwork, and even personal social networks</li> <li>- An innovation view that uncovers how to foster the innovation at a personal and team level to respond to a digital world. Draws on our research involving more than 400 businesses and 16,000 executives and innovators.</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire a concrete view of key strategic drivers of digital transformation in your industry</li> <li>- Analyse the organisational and team capabilities needed to support a digital-ready business</li> <li>- Learn the innovation capabilities to generate more insights and transform these insights into new businesses</li> <li>- Develop personal, actionable plans to address the strategy, organisation, and innovation opportunities you face.</li> </ul>
<p><b>AI for Business</b> <b>NEW</b></p> <p><b>LENGTH</b></p> <p>3 days</p>	<ul style="list-style-type: none"> <li>- Senior executives who want to understand how they can make their organisations AI-ready</li> <li>- Leaders and senior executives seeking the comprehensive perspective they need to lead in a digital world, with a focus on strategic understanding, organisational wisdom and innovation-based capabilities</li> <li>- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans.</li> </ul>	<ul style="list-style-type: none"> <li>- What AI can do for your industry: exploring how machine-learning algorithms work, and how they are different from traditional ways of analysing and mining data</li> <li>- Getting the most out of your in-house AI experts: developing skills to engage in a rigorous conversation with the data scientists who typically report to participants, or who are available as a centralised pool of talent</li> <li>- Next practice – beyond data mining through AI: discussing the logistical, legal and ethical challenges associated with deploying AI in management and considering some innovative applications that use machine intelligence, either directly or indirectly.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a deep and jargon-free understanding of AI and machine-learning concepts</li> <li>- Gain exposure to applications across functional areas</li> <li>- Learn how to work with data scientists</li> <li>- Understand the limits and dangers of blindly relying on algorithms.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2 data-bbox="138 196 311 269">Innovation by Design</h2> <p data-bbox="167 387 262 411"><b>LENGTH</b></p> <p data-bbox="138 447 224 471">3.5 days</p>	<ul data-bbox="723 187 1320 460" style="list-style-type: none"> <li>- Senior executives who want to strengthen their ability to lead innovation and enhance the innovation capability of their organisation</li> <li>- Leaders and managers of teams seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture</li> <li>- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean start-up principles.</li> </ul>	<ul data-bbox="1560 187 2116 511" style="list-style-type: none"> <li>- Uncovering novel ways to address the needs and desires of customers through user-centric insights</li> <li>- Understanding the importance of creative ideating and the strategies that enable it</li> <li>- Learning to design, evaluate and execute iterations to move preliminary ideas to truly desirable, feasible and viable states</li> <li>- Developing a creative organisational culture and the managerial levers needed to do so</li> <li>- Learning how to make organisational transformation a reality, along with the challenges and opportunities it presents.</li> </ul>	<ul data-bbox="2214 187 2742 502" style="list-style-type: none"> <li>- Acquire the mindset and managerial levers needed to develop a design-driven organisational culture that fosters successful innovation</li> <li>- Master the skills needed to sustain human-centred innovation</li> <li>- Acquire a methodology to allow you to put design thinking into action</li> <li>- Learn how to solve problems in any setting by working in interdisciplinary teams supported by experienced designers.</li> </ul>
<h2 data-bbox="138 569 542 642">Leading Digital Marketing Strategy</h2> <p data-bbox="167 760 262 784"><b>LENGTH</b></p> <p data-bbox="138 820 210 844">5 days</p>	<ul data-bbox="723 560 1329 711" style="list-style-type: none"> <li>- Executives and senior managers from all business areas who wish to develop a strategic understanding of digital marketing or a roadmap for digital business transformation in their organisations</li> <li>- Executives seeking to develop new sustainable business models in a digital world.</li> </ul>	<ul data-bbox="1560 560 2116 920" style="list-style-type: none"> <li>- How digital tech megatrends disrupt your market – and best practices for harnessing them</li> <li>- The impact of digital on the competitive landscape: threats and opportunities for business model innovation</li> <li>- Digital strategy as a commercial driver: select and use digital and social media channels to create novel value</li> <li>- Using online research and big data to make decisions</li> <li>- Building your brand through content creation, curation and dissemination</li> <li>- Understanding the role of a digital organisation in driving company profits.</li> </ul>	<ul data-bbox="2214 560 2742 948" style="list-style-type: none"> <li>- Recognise digital megatrends – and rise to the challenge</li> <li>- Enhance operations and brand-building through digitalisation</li> <li>- Develop a content-driven digital strategy to strengthen engagement with customers</li> <li>- Understand the new rules of competition and the evolving expectations of today's customers</li> <li>- Learn how to leverage data and measure the ROI of digital marketing</li> <li>- Recognise the organisational consequences of becoming a digital customer-centric marketing unit and formulate a plan to drive the change.</li> </ul>
<h2 data-bbox="138 1011 579 1048">INSEAD Blue Ocean Strategy</h2> <p data-bbox="167 1166 262 1190"><b>LENGTH</b></p> <p data-bbox="138 1226 210 1250">4 days</p>	<ul data-bbox="723 1002 1320 1161" style="list-style-type: none"> <li>- Senior executives, business owners, heads of strategy and middle managers involved in developing new products or services</li> <li>- Groups of up to 6 people from the same organisation</li> <li>- Those seeking to break out of the 'red ocean' of competition and create 'blue oceans' of strong profitable growth.</li> </ul>	<ul data-bbox="1560 1002 2088 1257" style="list-style-type: none"> <li>- Review and critique of traditional competitive strategies, leading to 'How blue is your strategy?' – an individual assessment and plan of action</li> <li>- Foundations of Blue Ocean Strategy and how to identify 'red' or 'blue' oceans</li> <li>- Unique tools to find or create new market space</li> <li>- Implementing your Blue Ocean Strategy using two key approaches: 'Tipping Point Leadership' and 'Fair Process'.</li> </ul>	<ul data-bbox="2214 1002 2742 1215" style="list-style-type: none"> <li>- Develop an in-depth understanding of Blue Ocean Strategy tools and concepts developed at INSEAD</li> <li>- Learn to engage colleagues in a Blue Ocean Strategy process</li> <li>- Develop a Blue Ocean Strategy to break away from the competition through 'Value Innovation', the simultaneous pursuit of differentiation and low cost.</li> </ul>

“This programme was such an extraordinary multidisciplinary and dynamic experience that helped me understand the importance of optimising customer experience by leveraging digital technologies and digital trends.”

**Atina Alves de Cunha**

*Past Participant, Leading Digital Marketing Strategy*



# Strategy

Good strategic thinking is both rigorous and structured, and challenges assumptions to uncover opportunities for creating and capturing value. INSEAD's 12 Strategy programmes develop exactly this kind of thinking and help to set your organisation's future direction:

PROGRAMMES  
ARE ELIGIBLE  
FOR THE  
CERTIFICATE  
IN GLOBAL  
MANAGEMENT\*



- Competitive Strategy
- INSEAD Blue Ocean Strategy
- M&As and Corporate Strategy
- Managing Partnerships and Strategic Alliances
- Strategy Execution Programme
- Powering Growth
- Strategic Marketing Programme
- Business Strategy for HR Leaders
- International Management in Asia Pacific
- Strategic R&D Management
- Integrating Performance and Progress
- Value Creation for Owners and Directors.

\*Open online programmes are not eligible

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Competitive Strategy</b></p> <p><b>LENGTH</b></p> <p>3 days</p>	<ul style="list-style-type: none"> <li>- Executives who run a business – or who have profit and loss responsibility for a geographical area – seeking to improve business performance</li> <li>- Executives and teams who need to acquire strategic thinking skills quickly</li> <li>- Board members, strategic planners, investment bankers, consultants and financial analysts who give high-level strategic advice.</li> </ul>	<ul style="list-style-type: none"> <li>- Predict industry, supply chain and ecosystem profitability and profit pools with a view to developing, assessing and sustaining a truly competitive strategy</li> <li>- Focus on creating and capturing customer value in building your strategy</li> <li>- Identify or create unique strategic resources and capabilities</li> <li>- Understand when latecomers can challenge seemingly unbeatable competitors and when cooperating with other companies of the same or a different ecosystem is preferable</li> <li>- Discover how to compete in markets with digital platforms and winner-takes-all dynamics.</li> </ul>	<ul style="list-style-type: none"> <li>- Improve strategic thinking with state-of-the-art models and tools</li> <li>- Sharpen competitive insight and skills to achieve profitable growth for your business</li> <li>- Apply practical tools to execute strategies.</li> </ul>
<p><b>INSEAD Blue Ocean Strategy</b></p> <p><b>LENGTH</b></p> <p>4 days</p>	<ul style="list-style-type: none"> <li>- Senior executives, business owners, heads of strategy and middle managers involved in developing new products or services</li> <li>- Groups of up to 6 people from the same organisation</li> <li>- Those seeking to break out of the 'red ocean' of competition and create 'blue oceans' of strong profitable growth.</li> </ul>	<ul style="list-style-type: none"> <li>- Review and critique of traditional competitive strategies, leading to 'How blue is your strategy?' – an individual assessment and plan of action</li> <li>- Foundations of Blue Ocean Strategy and how to identify 'red' or 'blue' oceans</li> <li>- Unique tools to find or create new market space</li> <li>- Implementing your Blue Ocean Strategy using two key approaches: 'Tipping Point Leadership' and 'Fair Process'.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop an in-depth understanding of Blue Ocean Strategy tools and concepts developed at INSEAD</li> <li>- Learn to engage colleagues in a Blue Ocean Strategy process</li> <li>- Develop a Blue Ocean Strategy to break away from the competition through 'Value Innovation', the simultaneous pursuit of differentiation and low cost.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>M&amp;As and Corporate Strategy</h2> <p><b>LENGTH</b></p> <p>4.5 days</p>	<ul style="list-style-type: none"> <li>- CEOs, general managers, senior executives, board members and those responsible for corporate strategy</li> <li>- Corporate development officers, heads of M&amp;As and those responsible for corporate partnerships</li> <li>- Company advisors, such as lawyers and investment bankers, or private equity executives concerned with M&amp;A deals.</li> </ul>	<ul style="list-style-type: none"> <li>- Business portfolio options: determine the appropriate businesses to acquire, restructure or divest through a disciplined decision-making process</li> <li>- Corporate development tools: weigh the risks and opportunities associated with building, acquiring, forming alliances, licensing or divesting – and select your optimal mix</li> <li>- Select, value and successfully integrate M&amp;As while navigating the cultural minefield of cross-border acquisitions</li> <li>- Strategic versus financial buying and selling.</li> </ul>	<ul style="list-style-type: none"> <li>- Define an optimal portfolio of businesses, as well as the right mix of internal and external growth</li> <li>- Enhance M&amp;A capabilities through the development of a disciplined and holistic process for acquiring and integrating new resources and skills</li> <li>- Design a post-M&amp;A integration approach that fits strategic objectives, while also taking into account organisational, cultural and human constraints.</li> </ul>
<h2>Managing Partnerships and Strategic Alliances</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior line managers and executives directly involved in partnerships, alliances and ecosystems</li> <li>- Executives responsible for building and managing digital platforms</li> <li>- Executives involved in cross-company collaborations on a day-to-day basis and who are directly responsible for any related business outcomes</li> <li>- Board members responsible for alliances, partnerships and ecosystems, who have oversight of their company and its growth.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the strategic intentions of potential partners and how they can deliver value to your organisation</li> <li>- Design powerful collaboration networks with customers, suppliers and competitors</li> <li>- Learn about types of ecosystems and how they differ from partnerships and alliances</li> <li>- Discover how platforms can bring together partners and customers who seek new services, technology, talent or information</li> <li>- Build management processes that foster collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand how collaboration can help you deal with the challenges of digital transformation and the disruption of the Fourth Industrial Revolution (4IR)</li> <li>- Gain insights into the role of collaboration in developing and implementing your organisation's strategy</li> <li>- Develop methods for proactively building, competing with and defending platform businesses</li> <li>- Improve your ability to design effective alliances, and acquire frameworks for partner selection, ecosystem development and alliance design</li> <li>- Gain skills to create effective ecosystems of partners from different industries and countries while building mutual trust and capturing value.</li> </ul>
<h2>Strategy Execution Programme</h2> <p><b>LENGTH</b></p> <p>5 days + 3 days + 3 days</p>	<ul style="list-style-type: none"> <li>- Senior managers who are new to implementing strategy, moving into a more challenging implementation role or simply looking for new ideas to try where others have failed</li> <li>- Executives who are accountable for outcomes and direct control of significant resources (budgets and groups of people)</li> <li>- General managers who lead business units, senior managers who head significant departments or leaders of major project teams.</li> </ul>	<ul style="list-style-type: none"> <li>- A three-module journey of 'learning by doing', uniquely structured around your own challenges</li> <li>- Build the skills, knowledge and confidence to overcome barriers, make ambitious strategies work and achieve sustainable change</li> <li>- Extended learning and support to practise new skills, including facilitated peer-to-peer networking, to maintain momentum between modules and after the programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Come with a heightened awareness of your strategic aspirations and challenges, and leave with a more realistic and actionable plan of execution</li> <li>- Gain new insights about the hidden barriers to strategic execution and how to overcome them</li> <li>- Acquire a deep understanding of how to get results from future strategic initiatives</li> <li>- Understand the psychological dynamics between strategy execution practitioners and stakeholders.</li> </ul>
<h2>Powering Growth</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Proactive managers concerned with any aspect of the business relating to strategies for top performance or profitable growth – including those working with internal customers</li> <li>- Highly experienced executives with responsibilities in areas such as general management, strategic planning, marketing and sales, product development and R&amp;D, human resources or public relations.</li> </ul>	<ul style="list-style-type: none"> <li>- Systematic discovery: rethink your whole approach to growth by focusing on the customer, rather than on internal issues and competitors</li> <li>- Develop a 'power offer' that actually gives customers what they want (even if they do not know it)</li> <li>- Customer engagement: turn your customers into advocates for your product or service</li> <li>- Put these ideas into practice through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.</li> </ul>	<ul style="list-style-type: none"> <li>- Discover and adopt a completely new way of achieving growth</li> <li>- Gain new tools and practice them so that principles become second nature</li> <li>- Develop and lead the momentum for your organisation upon your return to work.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>Strategic Marketing Programme</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Marketing executives who want to hone and update their experience</li> <li>- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function and want to build their marketing skills</li> <li>- Executives who come from a variety of industries and career levels but share a focus on the end-user and consumer marketing.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing strategy: foundations of marketing and industry variations; branding, targeting and positioning; decision-making, behavioural economics and consumer psychology</li> <li>- The marketing mix: translating strategy into action; analysing brand identity; the role of market research; managing product lines and sales funnels; allocating resources</li> <li>- Today's big marketing challenges: the impact of social media; low-price competition; market commoditisation</li> <li>- Hands-on, international experience through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the marketing process and learn how to create a marketing plan</li> <li>- Develop a brand strategy and positioning – including communication, social media, pricing and distribution strategies</li> <li>- Explore the implications of serving multiple markets, the opportunities from the emergence of new markets and the threats from overseas entrants into home markets.</li> </ul>
<h2>Business Strategy for HR Leaders</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior HR and organisational development leaders from large multinational firms at the director or vice-president level</li> <li>- HR leaders from firms that have large strategic expansion plans in which HR can play a key role in adding value</li> <li>- Owners, advisors and professionals of family-owned businesses with a strong interest in strategic decision-making and people management.</li> </ul>	<ul style="list-style-type: none"> <li>- Define your strategic objectives, based on the business landscape and competitors' strategies</li> <li>- Audit the starting point through concepts such as supply and demand, value chain, market share, product positioning and portfolio management</li> <li>- Determine your strategy's economic viability using frameworks to evaluate your customers, competition and company</li> <li>- Develop strategic options by leveraging your existing resources and identifying external opportunities for growth</li> <li>- Review resource allocation and link strategy discussions explicitly back to the key responsibilities of HR leaders.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance your leadership capability by understanding the key concepts that will help you to shape the strategy of your organisation</li> <li>- Develop the confidence to nurture partnerships and to influence business-critical decisions</li> <li>- Develop an HR strategy to support change management and to align performance measurements with strategy implementation.</li> </ul> <p>Certified by:</p> <ul style="list-style-type: none"> <li>- Human Resources Certification Institute</li> <li>- Society for Human Resource Management</li> </ul>



“I hoped I would gain a better understanding of business strategy and my role within it as an HR manager. But the programme gave me so much more than that. I am overwhelmed by the sheer dimensions of the knowledge I’ve gained to be honest.”

**Monika Chajdacka**  
 Past participant of Business Strategy  
 for HR Leaders

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>International Management in Asia Pacific</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior managers and decision-makers in charge of driving forward the business of the company in Asia, with substantial experience in managing people</li> <li>- Either based in the region or in headquarters outside the region and possessing international experience, including at least one long-term stint as manager in a foreign country.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the rules of the game in Asia, including culture, institutions and politics</li> <li>- Growth and innovation strategies for Asia</li> <li>- Strategic alliances, mergers and acquisitions in Asia</li> <li>- Competition in emerging markets: new challenges for old multinationals, such as adjusting to 'good enough' demand</li> <li>- Regionalising global organisations</li> <li>- Culture and leadership in Asia: how to create trust and build the business across borders.</li> </ul>	<ul style="list-style-type: none"> <li>- Gain a profound understanding of how to reduce the liability of foreignness in Asia</li> <li>- Acquire an enhanced ability to formulate international strategy for the region</li> <li>- Develop a deeper appreciation of how to implement strategy in the region.</li> </ul>
<h2>Strategic R&amp;D Management</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior managers involved in product innovation – either directly or because this is a major focus of their organisation</li> <li>- Typically either moving from a specialised function into a more generalist role or general managers required to be more closely involved in R&amp;D activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Managing a portfolio of processes for different types of innovations: going beyond financial evaluations</li> <li>- Innovation strategy and execution: optimal ways for R&amp;D to contribute to overall company goals</li> <li>- Measuring R&amp;D performance: why many current evaluation systems are unsatisfactory</li> <li>- Developing structures for portfolio innovation and managing globally diverse teams</li> <li>- Using organisational innovativeness and idea creation: R&amp;D processes to foster creative organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- View R&amp;D from a strategic perspective rather than as a collection of development projects</li> <li>- Build tools to translate business strategy into a portfolio of innovation initiatives and measure performance of uncertain and long-term innovation</li> <li>- Implement processes and structures that support R&amp;D activities for different purposes and with different degrees of novelty.</li> </ul>
<h2>Integrating Performance and Progress</h2> <p><b>LENGTH</b></p> <p>3 days</p>	<ul style="list-style-type: none"> <li>- Senior leaders who want to comprehend and clarify how they may better integrate enterprise performance and societal progress in their organisation</li> <li>- Typical participants include heads of businesses, heads of functions, board members, family business owners and entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance: How do we define performance and explain high performance, and why is performance necessary, yet not sufficient in sustaining trust?</li> <li>- Progress: How do we define societal progress and what is the role of business in contributing to it? In which enterprise choices and actions does progress lie? How to manage trade-offs between performance and progress?</li> <li>- Dilemmas: How to integrate performance and progress based on three core dimensions: strategy, operations and governance?</li> </ul>	<ul style="list-style-type: none"> <li>- Gain an understanding of what drives performance, and when and why it can run counter to progress</li> <li>- Understand how enterprise strategy, operations, and governance are the touchpoints through which business leaders can integrate performance and progress</li> <li>- Understand the principles of progress and comprehend the relevance of the philosophical notion of 'propriety' in your evolution as a reflective business leader</li> <li>- Anticipate and learn how to address the implementation challenges within your organisation and industry.</li> </ul>
<h2>Value Creation for Owners and Directors</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Owners and directors of private and listed companies, including chairs of boards and shareholders in family firms</li> <li>- Investors, senior professionals from the institutional investment community and managers of sovereign wealth funds or strategic investment units</li> <li>- Professionals from firms that serve boards and their committees.</li> </ul>	<ul style="list-style-type: none"> <li>- Definition of the concept of value: how to create it, how to specify and assess the risk that owners and directors are prepared to take in the pursuit of value</li> <li>- The relationship between value creation and growth – and the strategic options for achieving growth: M&amp;As, alliances and international expansion</li> <li>- Presentation of an operational ownership framework to facilitate effective interaction between owners, boards and managers – with an emphasis on fair process in leadership</li> <li>- Selection and performance evaluation of boards and managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate</li> <li>- Provide an overview of the knowledge and competencies expected from owners and directors today</li> <li>- Develop skills that contribute to the creation of a high-performing board culture</li> <li>- Hone your ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation.</li> </ul>

# Marketing and Sales

Today, more than ever, marketing executives are under pressure to deliver results in increasingly competitive and global markets. At the same time, they are facing higher customer expectations and a proliferation of new media and sales channels. INSEAD offers 6 programmes that will keep you at the forefront of Marketing and Sales practice:

PROGRAMMES  
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FOR THE  
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IN GLOBAL  
MANAGEMENT



- Strategic Marketing Programme
- B2B Marketing Strategies
- Leading Digital Marketing Strategy
- Leading the Effective Sales Force
- Powering Growth
- Negotiation Dynamics.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Strategic Marketing Programme</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Marketing executives who want to hone and update their experience</li> <li>- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function and want to build their marketing skills</li> <li>- Executives who come from a variety of industries and career levels but share a focus on the end-user and consumer marketing.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing strategy: foundations of marketing and industry variations; branding, targeting and positioning; decision making, behavioural economics and consumer psychology</li> <li>- The marketing mix: translating strategy into action; analysing brand identity; the role of market research; managing product lines and sales funnels; allocating resources</li> <li>- Today's big marketing challenges: the impact of social media; low-price competition; market commoditisation</li> <li>- Hands-on, international experience through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the marketing process and learn how to create a marketing plan</li> <li>- Develop a brand strategy and positioning – including communication, social media, pricing and distribution strategies</li> <li>- Explore the implications of serving multiple markets, the opportunities from the emergence of new markets and the threats from overseas entrants into home markets.</li> </ul>
<p><b>B2B Marketing Strategies NEW</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior executives at general management level or heading sales or marketing functions in their organisations</li> <li>- Executives working in professional service organisations who wish to improve their ability to design and deliver outstanding customer experiences</li> <li>- Executives in B2B industries seeking to develop successful customer-centric strategies in today's agile and digital world</li> <li>- Executives from all business areas who wish to develop their strategic understanding and build a roadmap to transform marketing within their organisations</li> <li>- Executives who want to move from products to solutions and create differentiation strategies for future growth.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand value for your customers: explore a strategy framework for sustainable growth, and understand how to create value for your organisation by creating value for your customers</li> <li>- Co-create value for, and with customers: understand how to leverage innovation to achieve superior growth</li> <li>- Communicate value: develop a digital, content-driven strategy that enables you to better engage with customers and create outstanding customer experiences</li> <li>- Deliver value: understand the digital trends that are disrupting your business and gain insight into today's customers and their evolving needs and expectations</li> <li>- Capture value: understand how to capture the value you create along the customer journey</li> <li>- Leading and implementing change: define your roadmap for leading your marketing team tomorrow.</li> </ul>	<ul style="list-style-type: none"> <li>- Create compelling offers and develop distinctive new services that generate added value</li> <li>- Design new business models to facilitate your organisation's move from products to solutions and experiences</li> <li>- Deploy emerging technologies such as artificial intelligence, machine learning, augmented reality robotics and social media to create outstanding customer experiences across channels and touchpoints.</li> </ul>

## PROGRAMME

## Leading Digital Marketing Strategy

## LENGTH

5 days

## PARTICIPANT PROFILE

- Executives and senior managers from all business areas who wish to develop a strategic understanding of digital marketing or a roadmap for digital business transformation in their organisations
- Executives seeking to develop new sustainable business models in a digital world.

## CONTENT

- How digital tech megatrends disrupt your market – and best practices for harnessing them
- The impact of digital on the competitive landscape: threats and opportunities for business model innovation
- Digital strategy as a commercial driver: select and use digital and social media channels to create novel value
- Using online research and big data to make decisions
- Building your brand through content creation, curation and dissemination
- Understanding the role of a digital organisation in driving company profits.

## KEY BENEFITS

- Recognise digital megatrends – and rise to the challenge
- Enhance operations and brand-building through digitalisation
- Develop a content-driven digital strategy to strengthen engagement with customers
- Understand the new rules of competition and the evolving expectations of today's customers
- Learn how to leverage data and measure the ROI of digital marketing
- Recognise the organisational consequences of becoming a digital customer-centric marketing unit and formulate a plan to drive the change.

## Leading the Effective Sales Force

## LENGTH

5 days

- Managers and senior executives responsible for business development strategies and planning in either local or international markets
- Participants typically spend over half their time managing sales force issues
- Companies are encouraged to send multiple participants from different functions to the same session to facilitate greater understanding of sales.

- A joint INSEAD–Wharton marketing programme focused on optimising the performance of your sales force, as well as cutting costs while increasing sales
- How to generate maximum growth from your sales force by analysing your sales calls, realigning territories, shifting product or market emphases, reallocating salesperson time or adjusting sales force size
- How to motivate salespeople and third-party distribution channels through compensation systems and organisational structures.

- Gain the skills necessary to make the sales force a key source of sustainable competitive advantage
- Discover comprehensive approaches to motivate and compensate the sales force
- Develop the skills to manage a dynamic sales force in the face of increasing product, consumer and market complexity.

## Powering Growth

## LENGTH

5 days

- Proactive managers concerned with any aspect of the business relating to strategies for top performance or profitable growth – including those working with internal customers
- Highly experienced executives with responsibilities in areas such as general management, strategic planning, marketing and sales, product development and R&D, human resources or public relations.

- Systematic discovery: rethink your whole approach to growth by focusing on the customer, rather than on internal issues and competitors
- Develop a 'power offer' that actually gives customers what they want (even if they do not know it)
- Customer engagement: turn your customers into advocates for your product or service
- Put these ideas into practice through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

- Discover and adopt a completely new way of achieving growth
- Gain new tools, and practise them so that principles become second nature
- Develop and lead the momentum for your organisation upon your return to work.

## Negotiation Dynamics

## LENGTH

5 days

- Executives who have at least 8 to 10 years' management experience and have gained substantial experience in conducting and supervising business negotiations
- Executives involved in M&As or joint-venture negotiations, those handling procurement, human resource managers, entrepreneurs, managers in liaison roles such as national account managers, key account managers, barristers and other lawyers.

- Understanding the process of preparing strategically, recognising the available choices, seeking value, communicating carefully and leading proactively
- Strategy and implementation: learning to think and do through a series of hands-on simulations
- Learning from the experiences of others and experimenting with new ideas in a safe environment to develop a style of negotiating that works for you
- Negotiating across cultures, industries and functions.

- Improve your negotiation outcomes – with fewer conflicts and greater confidence
- Learn best practices and processes to navigate any negotiation, from preparing and debriefing to predicting what is likely to happen next
- Acquire hands-on practice and develop a new mindset – enabling you to change your behaviour
- Continue to improve your performance through optional post-programme one-on-one coaching sessions.

“I take away with me that challenge to grow and to apply newly gained knowledge from the Strategic Marketing Programme to further digitalise financial services at STC Pay and enable our customers in new ways towards becoming a cashless society in Saudi Arabia.”

**Elham Al Dawsari**

*Past Participant, Strategic Marketing Programme*



# R&D and Operations Management

R&D and operations innovations have proven to be the key to competitive advantage. And superior operations management is the way to sustain it. INSEAD offers 2 programmes in these fields to help you create value in today's increasingly demanding, complex and dynamic global ecosystem of supply chains, manufacturing networks and R&D alliances:

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- Supply Chain Management
- Strategic R&D Management.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Supply Chain Management</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Managers involved in creating, optimising or redesigning a supply chain, who either are responsible for, or contribute to the supply chain decision-making process in their company</li> <li>- Typically participants have experience in operations, manufacturing, logistics, procurement, information technology management, marketing, new product development or distribution.</li> </ul>	<ul style="list-style-type: none"> <li>- Focusing on improving the key flows in the supply chain by optimising business processes and organisational structures, and deploying enabling technologies</li> <li>- Understanding key concepts that underpin supply chain excellence, supported by three guiding principles: value, alignment and sustainability</li> <li>- Learning how to collaborate across functions, organisations and continents to become a source of competitive advantage</li> <li>- Knowing how to deploy enabling technologies rapidly and effectively to further increase the efficiency of network operations and the effectiveness of customer service.</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt value as a guiding principle to deliver superior supply chain performance with significant business impact</li> <li>- Discover tools to align core processes and achieve operational excellence</li> <li>- Understand frameworks to manage risks and opportunities for sustainable supply chain management on a global scale.</li> </ul>
<p><b>Strategic R&amp;D Management</b></p> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Senior managers involved in product innovation – either directly or because this is a major focus of their organisation</li> <li>- Typically those moving from a specialised function into a more generalist role, or general managers required to be more closely involved in R&amp;D activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Managing a portfolio of processes for different types of innovations: going beyond financial evaluations</li> <li>- Innovation strategy and execution: optimal ways for R&amp;D to contribute to overall company goals</li> <li>- Measuring R&amp;D performance: why many current evaluation systems are unsatisfactory</li> <li>- Developing structures for portfolio innovation and managing globally diverse teams</li> <li>- Using organisational innovativeness and idea creation: R&amp;D processes to foster creative organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- View R&amp;D from a strategic perspective rather than as a collection of development projects</li> <li>- Build tools to translate business strategy into a portfolio of innovation initiatives and measure performance of uncertain and long-term innovation</li> <li>- Implement processes and structures that support R&amp;D activities for different purposes and with different degrees of novelty.</li> </ul>

# Finance

As the world economy becomes more global and increasingly disparate, it is essential for executives to understand the many facets of finance and banking to maximise value for their organisations. INSEAD offers 5 programmes, led by faculty recognised as leaders in their fields, to help you integrate finance-driven approaches into your business decision-making:

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- Finance for Executives
- Advanced International Corporate Finance
- Advanced Asset Management
- Strategic Management in Banking
- Risk Management in Banking.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2>Finance for Executives</h2> <p><b>LENGTH</b></p> <p>8 days in Fontainebleau or 7 days in Singapore</p>	<ul style="list-style-type: none"> <li>- Non-financial executives, including general managers and senior functional managers outside finance</li> <li>- Board members and corporate customer relations officers in financial service organisations who require a better understanding of the financial impact of business decisions.</li> </ul>	<ul style="list-style-type: none"> <li>- Recognising the impact of corporate policies and operations on financial performance and learning how to appraise investment opportunities</li> <li>- Interpreting financial information to get to the business reality behind the numbers</li> <li>- Learning the principles of value-based management and how to manage resources to create shareholder value</li> <li>- Understanding the basics of corporate financing and company valuation, and exploring how mergers and acquisitions can act as potential drivers for value creation or destruction.</li> </ul>	<ul style="list-style-type: none"> <li>- Improve understanding of key financial elements of value-based management</li> <li>- Facilitate more effective communication between managers and accounting and finance functions</li> <li>- Harness powerful tools to aid analysis and decision-making</li> <li>- Benefit from a personalised review of financial statements from your company or business unit by our expert faculty.</li> </ul>
<h2>Advanced International Corporate Finance</h2> <p><b>LENGTH</b></p> <p>5 days</p>	<ul style="list-style-type: none"> <li>- Executives and board members who want to sharpen their finance knowledge in an international context</li> <li>- CFOs, board members, financial analysts, consultants, finance professionals and investment bankers who already have a good understanding of finance theories.</li> </ul>	<ul style="list-style-type: none"> <li>- Refresher day on the fundamentals of company valuation and optimal capital structure</li> <li>- An overview of international valuation methods for highly leveraged transactions, such as leveraged buyouts or project finance</li> <li>- A comprehensive session on currency and country risks and the use of industrial and financial strategies to avoid exposure in a way that minimises the costs and creates value</li> <li>- Value creation in raising capital: an exploration of the main issues involved in raising equity capital and being publicly traded</li> <li>- Tactical issues in finance, focusing on the options for companies that find themselves undervalued.</li> </ul>	<ul style="list-style-type: none"> <li>- Be better prepared to deal with international challenges involved in corporate finance, particularly political, governance and currency risks</li> <li>- Accurately measure the impact of your strategic decisions on risk and shareholder value</li> <li>- Strengthen your knowledge of global financial markets</li> <li>- Increase your tactical finance capabilities and improve your valuation skills.</li> </ul>

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<h2 data-bbox="138 196 392 269">Advanced Asset Management</h2> <div data-bbox="147 378 389 425" style="background-color: #e0e0e0; padding: 2px;">LENGTH</div> <p data-bbox="138 444 204 469">5 days</p>	<ul data-bbox="723 189 1309 389" style="list-style-type: none"> <li>- Experienced investment managers with decision-making responsibilities from all types of organisations: pension funds, insurance companies, mutual funds, endowments, hedge funds and more</li> <li>- Typically participants have job titles such as Investment Analyst, Asset Manager, Investment Manager, Portfolio Manager or Investment Director.</li> </ul>	<ul data-bbox="1560 189 2145 462" style="list-style-type: none"> <li>- Strategic asset management, including portfolio allocation, risk analysis, current trends and benchmarking</li> <li>- Stock selection techniques for long-term investors, including value creation determinants for the long run, technical analysis and the role of profitability</li> <li>- Arbitrage investing and behavioural strategies, including understanding behavioural biases, investment tools based on behavioural biases, short-term portfolio analysis and sources of mispricing.</li> </ul>	<ul data-bbox="2214 189 2742 444" style="list-style-type: none"> <li>- Broaden and deepen your understanding of new investment management concepts and explore the latest investment strategies and techniques</li> <li>- Gain insights into up-to-the-minute asset allocation trends</li> <li>- Acquire new tools and knowledge to provide better performance for your clients</li> <li>- Learn industry best practices and explore the main pitfalls of modern asset management.</li> </ul>
<h2 data-bbox="138 529 493 602">Strategic Management in Banking</h2> <div data-bbox="147 711 389 758" style="background-color: #e0e0e0; padding: 2px;">LENGTH</div> <p data-bbox="138 777 204 802">9 days</p>	<ul data-bbox="723 522 1320 576" style="list-style-type: none"> <li>- Senior bank executives, including board members responsible for retail, corporate, capital markets and international banking.</li> </ul>	<ul data-bbox="1560 522 2145 984" style="list-style-type: none"> <li>- Strategic analysis of the future of the financial services industry, including a competitive analysis of the banking industry, organic growth vs. acquisition, international banking, digital disruption, final Basel III (Basel IV), and special resolution regimes with bail-in debt</li> <li>- The marketing of financial services, including digital banking, big data and customer analytics</li> <li>- Asset-liability management, including value-based management, risk-adjusted return on capital (RAROC) and economic profit, fund transfer pricing (FTP) and economic capital allocation, and the control of credit and market risks</li> <li>- Asset management, including product design and performance, and private banking</li> <li>- Corporate and investment banking, including universal banking vs. specialised banking, and restructuring.</li> </ul>	<ul data-bbox="2214 522 2742 940" style="list-style-type: none"> <li>- Gain expertise in strategic positioning, including competing with new entrants and growth</li> <li>- Assess the future of asset management and private banking</li> <li>- Develop new ideas to reach clients through big data and digital banking</li> <li>- Enhance your skills in value creation and risk control (ALM) with the help of a simulation</li> <li>- Discuss how to implement strategies and build trust</li> <li>- Perfect your skills in long-term value and risk control with the help of the ALCO Challenge, a computer simulation designed at INSEAD that recreates an international banking environment.</li> </ul>
<h2 data-bbox="138 1044 421 1117">Risk Management in Banking</h2> <div data-bbox="147 1226 389 1274" style="background-color: #e0e0e0; padding: 2px;">LENGTH</div> <p data-bbox="138 1292 204 1317">5 days</p>	<ul data-bbox="723 1037 1300 1157" style="list-style-type: none"> <li>- Senior bank executives or board members concerned with risk governance and overall management</li> <li>- Senior bankers in various functional areas who need to inform themselves about risk control.</li> </ul>	<ul data-bbox="1560 1037 2145 1375" style="list-style-type: none"> <li>- Risk governance: identification of key risk domains, risk aggregation, reputational risk, integration of risk control into shareholder value maximisation, performance evaluation and compensation, re-regulations and pitfalls in risk governance</li> <li>- Credit risk, including loan pricing, securitisation and shadow banking, portfolio credit risk and funding valuation adjustment (FVA)</li> <li>- Liquidity and market risks, including the impact of final Basel III (Basel IV), and stress tests</li> <li>- Operational risk, including sources of non-financial risks, fraud, compliance and risk culture.</li> </ul>	<ul data-bbox="2214 1037 2742 1481" style="list-style-type: none"> <li>- Expand your understanding of the broader context behind analytical models and approaches to risk in banking</li> <li>- Draw lessons from the new regulatory landscape as it relates to capital and liquidity regulations, advanced fund transfer pricing, special resolution regimes with bail-in debt and fears of rising liquidity risk</li> <li>- Draw from recent results from psychology on behavioural risk</li> <li>- Assess risks related to digital disruption</li> <li>- Discuss risk governance in banking</li> <li>- Perfect your skills in long-term value and risk control with the help of the ALCO Challenge, a computer simulation designed at INSEAD that recreates an international banking environment.</li> </ul>

# Entrepreneurship and Family Business

Entrepreneurship is at the heart of every economy, with family firms making up two-thirds of all businesses in the world and social entrepreneurship playing an increasingly important role in addressing critical social and environmental issues. INSEAD offers 2 distinctive programmes to support these key types of enterprises:

PROGRAMMES  
ARE ELIGIBLE  
FOR THE  
CERTIFICATE  
IN GLOBAL  
MANAGEMENT



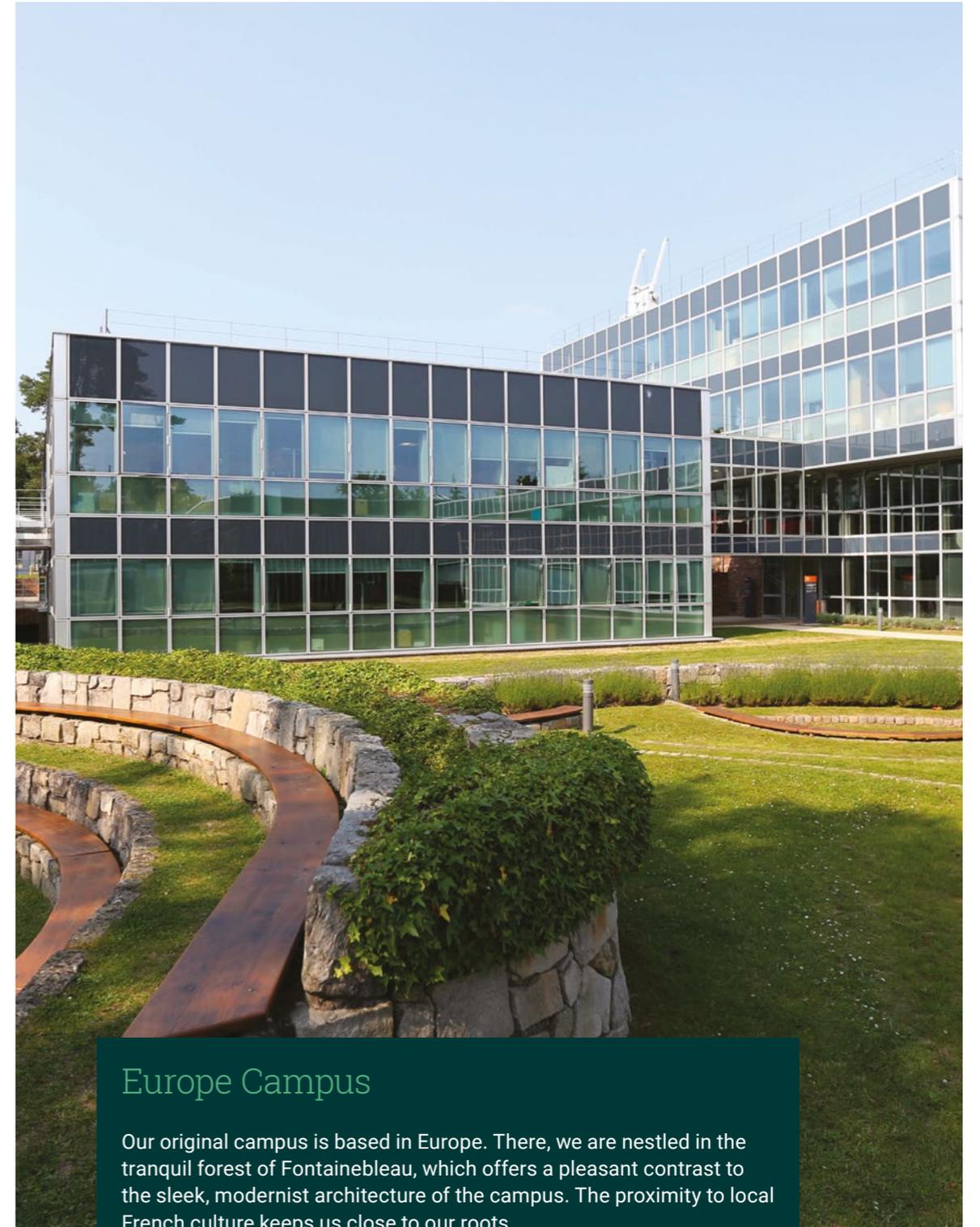
- The Family Enterprise Challenge
- INSEAD Social Entrepreneurship Programme.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>The Family Enterprise Challenge*</b></p> <p><b>LENGTH</b></p> <p>4.5 days</p>	<ul style="list-style-type: none"> <li>- Family members who work in a family-owned firm and/or are controlling shareholders or related to them</li> <li>- Professionals who work for the family business (e.g., board member, CEO, chairperson)</li> <li>- Participants come in teams of 2 to 8 representatives from the same family firm, with a majority being family members.</li> </ul>	<ul style="list-style-type: none"> <li>- Addressing the family business system and its unique challenges</li> <li>- Understanding and strengthen family relationships, values and aspirations to create a shared purpose and vision</li> <li>- Aligning family ownership, business strategy and governance through INSEAD's Parallel Planning Process</li> <li>- Developing new skills using the concept of Fair Process to improve family harmony and business performance</li> <li>- Action planning, execution and follow-up, including the use of effective family meetings, to create a business family that is professionally emotional and a source of happiness.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance</li> <li>- Gain insights into the psychological dynamics of leadership, management and governance in both the business and the family</li> <li>- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships</li> <li>- Master a range of powerful family business tools, such as Parallel Planning Process and Fair Process.</li> </ul>
<p><b>INSEAD Social Entrepreneurship Programme</b></p> <p><b>LENGTH</b></p> <p>6 days</p>	<ul style="list-style-type: none"> <li>- Entrepreneurs and executives from both for-profit and non-profit organisations involved in furthering the common good</li> <li>- Typically participants hold a leadership role (CEO, founder, or senior management) for social entrepreneurial or impact business activities, generally operating for at least three years.</li> </ul>	<ul style="list-style-type: none"> <li>- Define the principles of social impact: balancing economic value and social benefit, applying market mechanisms for positive social change</li> <li>- Develop leadership and management skills: leading mission-driven ventures and organisations; building effective teams; managing organisational change; negotiating and evaluating for sustainability and impact; understanding financial management for impact enterprise</li> <li>- Understand strategy and innovation: business model innovation for impact; scaling up and funding impact ventures; building sustainable revenue models; launching sustainable impact initiatives in large companies.</li> </ul>	<ul style="list-style-type: none"> <li>- Examine the role impact venture leaders seek in business and society, and the challenges they face</li> <li>- Manage a growing social enterprise or impact venture through building organisational skills and developing your ability to lead and negotiate</li> <li>- Learn to apply business tools to empower communities and leverage markets to achieve sustainability and social impact</li> <li>- Join a dynamic global network of leaders pioneering social innovation, impact and best practices.</li> </ul>

\*This programme is also delivered in French, please visit our website or contact us for further details.

## Our Mission

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

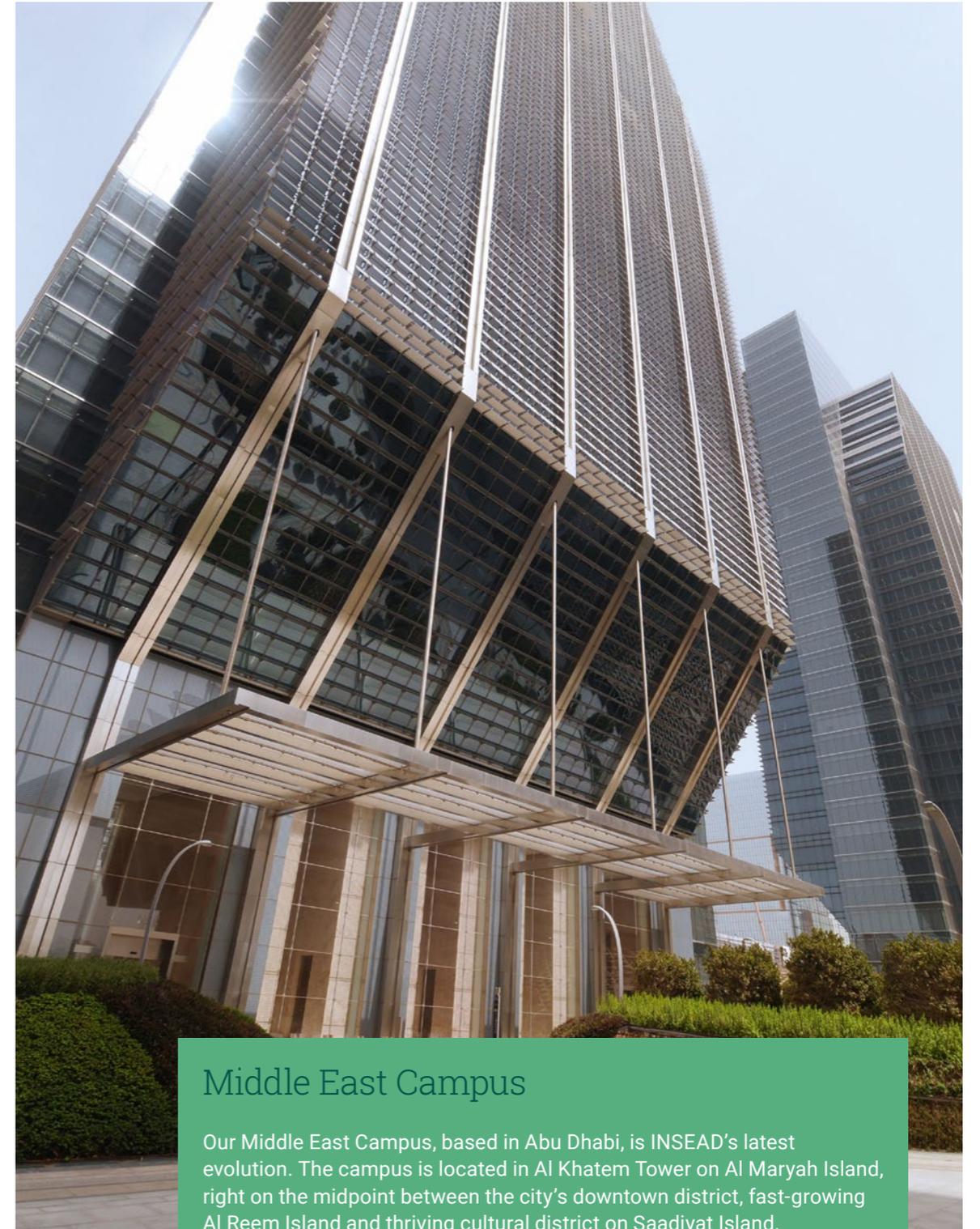
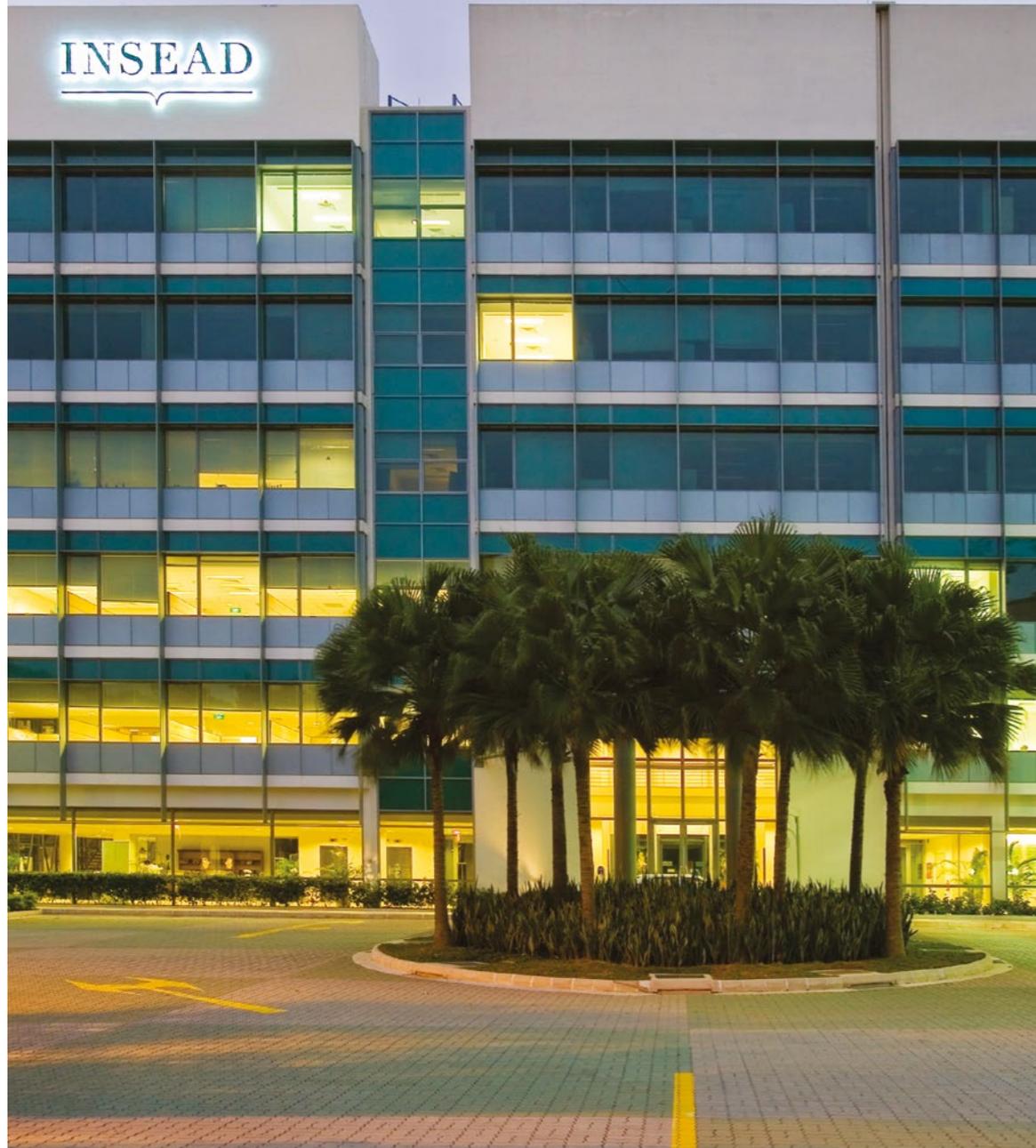


### Europe Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.

## Asia Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore's bustling city centre and financial district, and benefits from the area's warm climate and culturally rich environment.



## Middle East Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD's latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city's downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.

# Open Online Programmes

INSEAD Open Online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. Designed for busy executives and teams, our online programmes combine a unique mix of elements, including innovative content, Learning Coaches and Action Learning Projects. INSEAD offers 9 Open Online programmes:



- Strategy in the Age of Digital Disruption
- Design Thinking and Creativity for Business
- Innovation in the Age of Disruption
- Emerging Leaders in a Digital Age
- Leading Organisations in Disruptive Times
- Business Strategy and Financial Performance
- Building Digital Partnership and Ecosystems
- Leadership Communication with Impact
- INSEAD Gender Diversity Programme.

PROGRAMME	PARTICIPANT PROFILE	CONTENT	KEY BENEFITS
<p><b>Strategy in the Age of Digital Disruption</b></p> <p><b>LENGTH</b></p> <p>5 weeks</p>	<p>This programme is a meeting place for two groups. It is designed for:</p> <ul style="list-style-type: none"> <li>- Executives who are in traditional leadership positions – of business units, products and functions – who need to better leverage digital in their current leadership activities</li> <li>- Executives who already have a deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.</li> <li>- Given the strategic orientation of the programme, participants should typically have at least 10 years' professional experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand digital disruption in the big picture context: finding the opportunities in the face of digital disruption first requires a clear understanding of the strategic approaches that can create value</li> <li>- Create value and capture your share: to thrive in a disruptive environment, you need to have a robust business model that supports value creation, and more importantly, value capture</li> <li>- Build a sustainable competitive advantage: in a digital world, businesses need strategic agility and the flexibility to respond quickly, but success still depends on having a long-term plan, which is only possible by integrating execution with formulation and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>- Understand how digital can disrupt your industry by transforming the industry value chain, patterns of demand and competitive pressures</li> <li>- Leverage digital to develop compelling value propositions that allow you to turn disruption from a threat to an opportunity</li> <li>- Execute on digital strategies by aligning key activities across your organisation with new value propositions and by balancing strategic agility for a digital world with the longer-term perspective required to build key resources.</li> </ul>
<p><b>Design Thinking and Creativity for Business</b></p> <p><b>NEW</b></p> <p><b>LENGTH</b></p> <p>5 weeks</p>	<ul style="list-style-type: none"> <li>- Senior executives who want to strengthen their ability to lead innovation and enhance their organisation's innovation capability</li> <li>- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture</li> <li>- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and the lean startup.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop the fundamental creative skills to become a 'catalyst of innovation' able to address today's business challenges and innovate in any organisational context</li> <li>- Experience the value of using structured methods for creativity management, relevant across organisational areas in which having creative problem-solving capabilities provides a competitive advantage</li> <li>- Collaborate throughout your learning journey with INSEAD Design Coaches, who have a strong background and training in industrial design.</li> </ul>	<ul style="list-style-type: none"> <li>- Master the skills you need to sustain creative and design thinking capabilities</li> <li>- Acquire the mindset and managerial levers you need to develop an innovative organisational culture</li> <li>- Equip yourself with a methodology to put design thinking into action</li> <li>- Learn how to solve problems creatively in any setting by collaborating with design coaches</li> <li>- Action Learning Project to apply the learning in your personal or organisational context.</li> </ul>

## PROGRAMME

## Innovation in the Age of Disruption

## LENGTH

5 weeks

## PARTICIPANT PROFILE

- Professionals who want to build their capabilities to innovate, and translate these skills into a competitive advantage for their organisation
- Executives who are affected by digital disruption
- Leaders who want to help their organisation become agile, transforming it into a vehicle of innovation.

## CONTENT

- Develop an innovative mindset (People): understand what makes innovative people innovative by delving into research about the sources of creativity and innovation that help develop an innovative mindset
- Solve problems and experiment (Process): acquire insights from lean start-ups, design thinking, agile methodologies and business model innovation to develop a single, end-to-end framework for testing innovation ideas
- Foster innovation in organisations (Philosophy): learn how to successfully lead an innovative project and adapt to the uncertainty it brings.

## KEY BENEFITS

- Understand the meaning of innovation and disruption, and learn about what kind of people lead innovation in today's business world
- Acquire the tools and frameworks to develop a process for innovation and successfully translate your ideas into action
- Help your organisation foster innovation to forge ahead of competitors.

## Emerging Leaders in a Digital Age

NEW

## LENGTH

5 weeks

- Professionals across industries who are progressing from being in an individual contributor role to leading a team of individual performers
- Emerging leaders who have to adapt to the demands of managing people and forming collaborations.

- Lead yourself: the first step in your leadership journey is learning how to lead yourself. Only when you have learnt to understand and monitor yourself will you be able to become a mindful and effective leader
- Lead others: your behaviour affects how others in your team and environment perceive you. Exceptional leaders exhibit certain behaviours that make people want to work for them
- Lead teams: a digital world calls for a different style of leading and forming collaborations. Effective leaders adapt to the dynamic nature of the digital age and create an environment that fosters meaningful and positive collaboration.

- Learn to monitor and mould your own behaviour and grow your awareness of how it affects others
- Discover how to create a workspace that motivates your team members to give their best while becoming skilful at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation.

## Leading Organisations in Disruptive Times

NEW

## LENGTH

5 weeks

- Senior executives and general managers responsible for setting and implementing the strategic direction of their organisation
- Executives preparing to transition into such roles.

- Understand why making decisions is the core work of leadership and recognise how decision-making in today's "empowered" workforce is less about "telling" than it is about guiding and facilitating an effective decision-making path
- Understand in more detail why change in the context of digitisation can be so difficult and discover ten pillars of research-backed good practices for leading organisational change
- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture and gain insights into how to shape such a culture and navigate its politics
- Explore why people often have ambivalent reactions to power and influence, even in "rational" organisations and understand the difference between hard and soft power, and why developing the latter is important.

- Understand the key challenges senior leaders face in leading more complex organisations
- Master and deploy practical tools (including the Fair-Process Leadership approach) for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Leverage power and influence dynamics in organisations, including effective network development
- Acquire skills for discerning the organisational culture you really have – not just the one you wish for – and how to shape that culture.

## PROGRAMME

## Business Strategy and Financial Performance

## LENGTH

7 weeks

## PARTICIPANT PROFILE

- High-potential individuals looking to accelerate their development as business leaders
- Executives in functions such as HR and IT looking to improve their ability to act as business partners within their organisations
- Those responsible for B2B client relationships looking to deepen their customer understanding and to position themselves as strategic partners.

## CONTENT

- Develop the big picture perspective: strategic thinking involves linking individual decisions and actions to the overarching organisational objective of enhanced, sustainable performance
- Learn the value approach to managing a business: effective strategic thinking capabilities are grounded in having a fundamental understanding of what drives financial performance, in terms of the ability of a business to create and capture value
- Explore strategy execution from a financial perspective: the success of a strategy initiative can be measured by tracking key financial metrics. Sound strategic thinking abilities combine successful execution with superior financial performance.

## KEY BENEFITS

- Develop your ability to think strategically and see the big picture so that you can align an organisation's internal resources and capabilities with its evolving external environment
- Learn to take a value approach to navigating business decisions and driving sustainable competitive advantage
- Understand the impact of management choices on company financials to develop a strategy execution plan for superior financial performance.

## Building Digital Partnerships and Ecosystems

## LENGTH

5 weeks

- Designed for senior executives and general managers who want to learn how to collaborate with partners and develop the skills needed to build ecosystems
- Also valuable for members of the boards of directors, whose job increasingly shifts from ensuring compliance to challenging top management's growth and transformation strategies.

- Learning how to collaborate with partners and build ecosystems to cope with digital disruption
- Acquiring new digital skills, building new business models—such as digital platforms—and harnessing the power of ecosystems
- Discovering how to navigate the shifting landscape of digital technologies and understanding which partnerships your business needs to win in the era of the 4th Industrial Revolution and how to become a better partner.

- Understand the key drivers of digital transformation
- Learn how to build high performing digital ecosystems
- Discuss how to build new digital opportunities with your existing partners
- Understand how to introduce the key elements needed to design and build digital platforms
- Develop skills in alliance portfolio building

## Leadership Communication with Impact

## LENGTH

5 weeks

- Executives in leadership positions at all levels, looking to improve their impact and performance through more effective leadership communication.

- Develop your communication style: the first step in your journey to becoming a more effective communicator is to consider your personal communication style and preferences
- Develop your communication intelligence: exceptional leaders communicate in a way that inspires others and makes people want to work with them – and can adjust their communication approach for different situations and needs
- Develop your message and presence skills: through effective communication skills, successful leaders can inspire their teams to embrace the digital era's opportunities and encourage high performance, with agility and clarity.

- Discover the inner strengths of your communication potential by harnessing your communication intelligence
- Learn about your communication approach and how to adjust your communication style to increase your influence as a leader
- Build skills in creating compelling and relevant messages as well as displaying an impactful leadership presence
- Expand your communication capacity to motivate and inspire people, as well as successfully connect organisational vision, strategy and execution
- Create dynamic ways to continually hone and improve your communication skills into the future.

## INSEAD Gender Diversity Programme

## LENGTH

5 weeks

- Executives who are in traditional leadership positions – of teams, business units, products or functions – and who are committed to driving gender balance in their area
  - Senior executives who are responsible for driving the diversity and inclusion agenda of their organisations.
- The programme is also relevant for human resources, and diversity and inclusion specialists.

- Build the business case: learn the social and moral case for gender balance and understand the potential impact of diversity on performance in teams and organisations
- Identify the key blockers: develop an understanding of the real challenges women face and how these manifest in your context
- Implement solutions: build a concrete, coordinated plan of action that involves interventions at multiple levels, supporting and reinforcing each other.

- Develop a customised business case for gender balance to drive momentum and commitment in your organisation
- Understand the range of challenges women face in organisations, and accurately diagnose those most pertinent to your context
- Design and execute a set of individual and organisational interventions – both behind the scenes and visible – that are tailored to your role and organisation.

# Action Learning Project (ALP)

These guided 'real-world assignments' are a core element of INSEAD's Online programmes, designed to increase business impact, and to enable you to take newly acquired skills and apply them within the context of your actual job and organisation.

Each online programme centres around a specific Action Learning Project related to the learning objectives of that programme, allowing you to test ideas in a risk-free environment, then devise a realistic strategy plan that can immediately be executed once you return to work. Working with the learning coach, you will design an ALP that is right for your organisation and your personal learning objectives. For those attending the programme with a group of colleagues from the same company or organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are three phases to the ALP process: First, you will agree on the scope of your ALP with the learning coach, to make sure it aligns with the learning objectives of the programme and culminates in a concrete end goal.

Second, in each of the content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the content weeks, you will synthesise elements from your weekly submissions

to propose concrete strategic recommendations for your organisation, and submit them for peer review. In the final week of the programme, the peer review will take place, where every participant will review 2 to 4 other submissions and provide peer feedback.

## Learning coach

Coaching is led by INSEAD alumni and learning coaches are available throughout the programme to help you achieve your learning objectives, to move the discussion forward, and to share and exchange ideas. Experienced and successful professionals from diverse industries and backgrounds, learning coaches are content experts who guide you in your development and give special support in your Action Learning Project (ALP). They help bring your learning alive in a real-world business context. Your learning coach will work closely with you on your personal development goals, providing constructive feedback and ensuring you move in the right direction.

# Reimagining online learning for executives

The following are examples of what participants say about their experience taking an INSEAD Open Online programme.

"It's a great course to develop a more complete and disciplined analysis and planning process in fast changing, disruptive times. Even with years of business strategy planning in different industries and markets, the course offered me a broader and very useful approach and tools."

**Past participant,**  
*Strategy in the Age of Digital Disruption*

"The programme was far more intense than I thought and, most importantly, flexible. I really felt part of the 'class' although I was at home or at work behind my laptop. It gets you out of your comfort zone and forces you to rethink your own assumptions and needs."

**Past participant,**  
*Emerging Leaders in a Digital Age*

"Given the VUCA world, it is a very relevant course conducted in an excellent manner. The online platform is stupendously easy to use and the course is structured in a very logical manner. The best part about the course is the ALP, which helps one to really apply everything being learnt in the course to a real life situation."

**Past participant,**  
*Strategy in the Age of Digital Disruption*

"A fantastic course that breaks down the inner barriers of creativity and explains the process behind innovation, which is accessible to all."

**Past participant,**  
*Innovation in the Age of Disruption*



# INSEAD Certificates

In today's volatile business environment, organisations need executives and board members with the insights, tools and expertise to guide them towards new heights.

As a leading educational player on the global business stage, INSEAD is uniquely positioned to offer four types of certifications that meet the needs of today's executives and directors.

- INSEAD Online Certificate: Leading in a Transforming World
- INSEAD Certification for Directors
- INSEAD Certificate in Global Management

# INSEAD Online Certificate: Leading in a Transforming World

2 years to complete your certificate and build your leadership skills for a transforming world

**The INSEAD Online Certificate:** Leading in a Transforming World is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete 3 programmes over a 2-year period.



## 1st class education

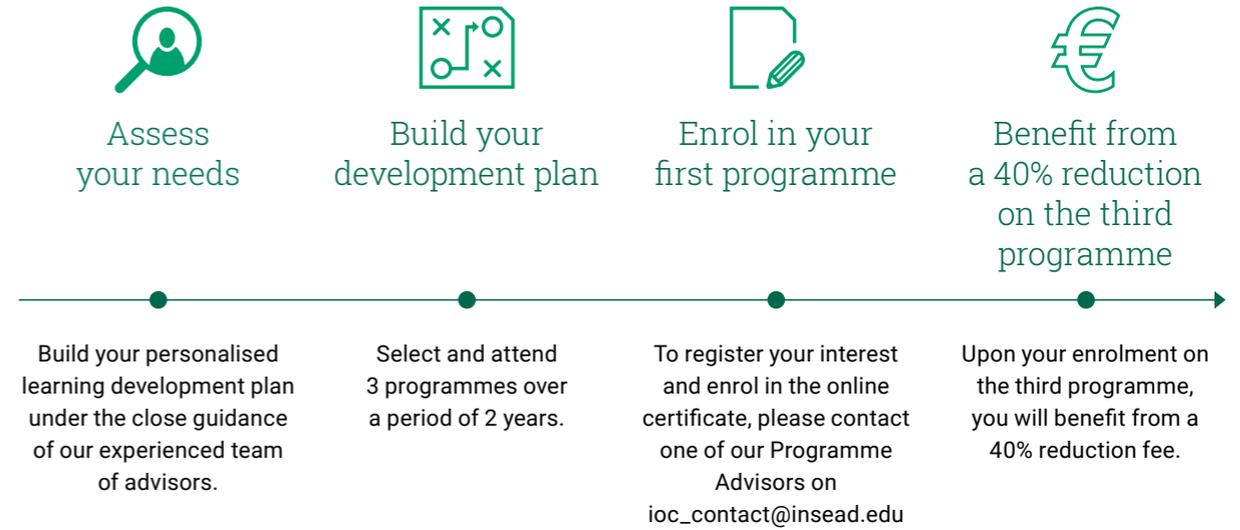
The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.

## High impact

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

## 100% Online

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions tailored for the online format.



## List of programmes eligible to the INSEAD Online Certificate:

Complete the **Strategy in the Age of Digital Disruption** programme and choose 1 programme per category below:

### Core Programme:

- Strategy in the Age of Digital Disruption

### Digital Transformation & Innovation:

- Innovation in the Age of Disruption
- Design Thinking and Creativity for Business

### Leadership:

- Emerging Leaders in a Digital Age
- Leading Organisations in Disruptive Times

# INSEAD Certification for Directors

Maintaining competitive advantage and leveraging emerging opportunities in today's fast-moving business panorama means equipping board members with the insights, tools and frameworks to deliver effective governance – and steer your organisation towards sustainable value creation. As one of the world's foremost actors in global business education, INSEAD is uniquely positioned to help your business meet this need.

We offer two types of certification for directors: the **Certificate in Corporate Governance** and the **Advanced Certificate in Corporate Governance**. These two certificates complement each other: participants who obtain our Certificate in Corporate Governance can then attend a selection of INSEAD open programmes to obtain the Advanced Certificate in Corporate Governance.

## INSEAD Certificate in Corporate Governance

This certificate offers directors an opportunity to prove – and improve – their effectiveness and excellence. The Certificate in Corporate Governance is designed to be a global credential for board members operating internationally. It aims to be the first of its kind offered by an academic institution, and underlines our desire to be part of this educational area, complementing our activities in management education. Participants build on the skills and knowledge they acquired through successfully completing the International Directors Programme. Holders of the Certificate in Corporate Governance understand the foundations of corporate governance. Furthermore, the certificate attests to a director's commitment to continuously develop their effectiveness and excellence.

"The INSEAD Certificate in Corporate Governance allows participants to deepen their understanding of corporate governance issues still further. As a global credential among board members operating internationally, it also attests to a director's commitment to continuously developing their skills."

### Mary Sue Rogers

Board Member of Women on Boards (WoB) and Holder of the INSEAD Certificate in Corporate Governance (IDP-C)

## INSEAD Advanced Certificate in Corporate Governance

This advanced certificate is designed for holders of the Certificate in Corporate Governance who wish to further pursue their development across core competencies that are key to effective directorship. It provides participants with a personal development plan at board level over multiple years (up to a maximum of five years) that is both stimulating and engaging. Directors gradually master the different technical and leadership competences and skills needed in the boardroom, better equipping them to address their duties and responsibilities. Directors can choose from a selection of INSEAD open programmes that focus on key areas that bring value to the boardroom, including leadership, strategy and value creation. In addition, active board membership is required to be able to explore and demonstrate effective application of theory and concepts in practice. Holders of the Advanced Certificate in Corporate Governance convey confidence and authority in their professional circles.



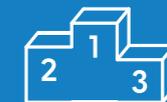
## Become an INSEAD certified director

Demonstrate your ability to assume board roles by completing programmes that focus on four core competencies: director effectiveness, leadership, strategy and value creation.



## Deliver value to your board work

Improve your performance and make a positive difference as a director, and show your commitment to your own development and to your organisation.



## Join our global network of directors

Benefit from lifelong networking and learning opportunities through the INSEAD Directors' Network and INSEAD's worldwide community of more than 58,500+ alumni.

# INSEAD Certificate in Global Management

Deepen your global management and leadership skills at one of the world's leading business schools.



The strategic way to develop your career

The **INSEAD Certificate in Global Management** is a formal recognition of continuous professional development in the areas of global management and leadership. The certificate allows you to strategically plan your development needs at a pace that fits your career progression. Simply complete 3 programmes, totalling 15 days minimum, over a 4-year period.

## Why choose the Certificate?

### 1st class education

The Certificate in Global Management provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and gain fresh perspectives on the latest business trends.

### Alumni status

Join our elite worldwide network of 58,500+ alumni in 173 countries and benefit from lifelong networking, professional development opportunities and preferential rates for all Executive Education programmes.

### Flexibility

Within a 4-year period, you have the time to identify and select the programmes that best address your development needs as your career evolves.

## 1 Personal Assessment

Talk to our experienced programme advisors for a personal assessment and to identify the skills that you would like to develop or reinforce.

Build your personalised learning development plan under the close guidance of our team of advisors.

## 2 Development Plan

Select and attend at least 3 programmes, totalling 15 days or more, over a 4-year period.

### OPTION 1

Complete 1 core programme + 2 specialised programmes

### OPTION 2

Complete 2 core programmes + 1 specialised programme

### OPTION 3

Complete 3 core programmes

### OPTION 4

Complete 1 customised or partner programme (minimum 3 days) + 2 programmes (core or specialised)

## 3 Enrolment

To enrol, you can visit our website to download and complete our pre-application form, indicating the programmes that you are considering for your certificate. A programme advisor will then be in touch to review your options and help you with the application process for your first programme.

Alternatively, you can contact a programme advisor to discuss the enrolment process.

For more information:  
Email: [CGM\\_Contact@insead.edu](mailto:CGM_Contact@insead.edu)

# INSEAD Certificate in Global Management

Select and attend your programmes over a 4-year period.

## Choose your core programmes

These programmes have been selected for their focus on international management or leadership and will provide you with wide-ranging skills to manage globally.

- Advanced Management Programme
- Transition to General Management
- Management Acceleration Programme
- Leading Business Transformation in Asia
- AVIRA: Awareness, Vision, Imagination, Role, Action
- The Challenge of Leadership
- LEAP: Leadership Excellence through Awareness and Practice
- INSEAD Coaching Certificate
- Learning to Lead
- High Impact Leadership Programme
- Leading for Results
- The Leadership Transition
- Women Leaders Programme
- Leading Across Borders and Cultures
- Strategy Execution Programme

## Choose your specialised programmes

Go deeper into key fundamental business areas.

### Corporate Governance

- International Directors Programme
- International Directors Banking Programme
- Aspiring Directors Programme
- Leading from the Chair
- Value Creation for Owners and Directors
- Advanced Strategy for Directors

### Leadership

- Advanced Programme in Coaching Groups
- Strategic Decision Making for Leaders
- Integrating Performance and Progress
- Leading Successful Change
- Strategic Leadership in Africa

### Digital Transformation and Innovation

- Leading Digital Transformation and Innovation
- AI for Business
- Innovation by Design

### Strategy

- Competitive Strategy
- INSEAD Blue Ocean Strategy
- M&As and Corporate Strategy
- Managing Partnerships and Strategic Alliances
- Powering Growth
- Business Strategy for HR Leaders
- International Management in Asia Pacific

### Marketing and Sales

- Strategic Marketing Programme
- B2B Marketing Strategies
- Leading Digital Marketing Strategy
- Leading the Effective Sales Force
- Negotiation Dynamics

### R&D and Operations Management

- Supply Chain Management
- Strategic R&D Management

### Finance

- Finance for Executives
- Advanced International Corporate Finance
- Advanced Asset Management
- Strategic Management in Banking
- Risk Management in Banking

### Entrepreneurship and Family Business

- The Family Enterprise Challenge
- INSEAD Social Entrepreneurship Programme

## How to enrol

To enrol, you can download and complete our pre-application form, indicating the programmes that you are considering for your certificate. A programme advisor will then be in touch to review your options and help you with the application process for your first programme. Alternatively, you can contact a programme advisor to discuss the enrolment process.

Email:  
[cgm\\_contact@insead.edu](mailto:cgm_contact@insead.edu)



# Practical Information

## CONTACT US

Whether you are looking for open programmes for yourself or your managers, or customised programmes for your organisation, our programme advisors are on hand to offer you one-on-one consultation and advice about what is most suitable for you. They will also be happy to provide you with further information or answer any questions you may have about INSEAD and Executive Education.

### INSEAD Europe Campus

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77305 Fontainebleau Cedex, France  
Tel: +33 1 60 72 42 90  
Email: [execed.europe@insead.edu](mailto:execed.europe@insead.edu)

### INSEAD Asia Campus

1 Ayer Rajah Avenue  
Singapore 138676  
Tel: +65 6799 5288  
Email: [execed.asia@insead.edu](mailto:execed.asia@insead.edu)

### INSEAD Middle East Campus

Al Khatem Tower, ADGM Square, Al Maryah Island  
P.O. Box 48049, Abu Dhabi, United Arab Emirates  
Tel: +971 2 651 52 00  
Email: [execed.mena@insead.edu](mailto:execed.mena@insead.edu)

For the latest information about INSEAD Executive Education activities, please visit [www.insead.edu/executive-education](http://www.insead.edu/executive-education)

## CAMPUS INFORMATION

INSEAD is unique among leading business schools in having a 3-campus structure spanning Europe, Asia and the Middle East. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while customised programmes can be held anywhere in the world.

### EUROPE CAMPUS

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

### ASIA CAMPUS

The Asia Campus in Singapore occupies a 1.94-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities include 12 amphitheatres, 6 flatrooms, classrooms, study areas, 2 dining areas, 2 bars, a 24-hour library, a fitness centre and 133 hotel rooms for participants.

### MIDDLE EAST CAMPUS

The INSEAD Middle East Campus is based in Abu Dhabi's recently established international financial centre, ADGM Square on Al Maryah Island. Abu Dhabi's dynamic business district is home to luxury hotels, boutiques and a wide array of dining experiences. With a flexible and contemporary design, this new, 3,500 square metre facility has 3 amphitheatres, 16 breakout rooms and a creative lounge.



**INSEAD Europe Campus**

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