

# Senior Executives

PROGRAMME 2008



STARTS APRIL 15

"The IMI Senior Executives programme delivered what it promised in terms of challenging programmes, highly skilled educators and a very interesting class. I would highly recommend the course to anyone at a senior level interested in raising their skillset and continuing their education in a stimulating environment."

Susan Cody  
Strategic Planning Manager  
The Irish Times Ltd

"My Experience of the IMI Senior Executive Programme far outweighed my expectations. I found the organisation and planning to be of a superb quality. The different lectures or speakers who attended were well chosen and delivered detailed and interesting viewpoints and created some great discussions."

Margot Slattery  
Account Director  
Sodexo Ireland

2008

# For whom

Our premier programme is for senior executives who have responsibility, either individually or as a member of the top team, for determining the future direction of their business.

Participants will be able to demonstrate a high level of achievement in their career to date. Executive directors and senior line managers, including general managers and functional heads from medium and large companies have made up the majority of attendees at this programme in recent years.

Participants are drawn from a variety of industries. They will typically have 10+ years management experience and come with a high level and wide range of experience. Programme participants will have a hunger for learning and a desire to enhance an already impressive track record through exposure to new ideas and perspectives.

# Think for your enterprise

*Create the future for both you and your organisation*



## Objectives of the programmes

The programme creates a global context for enterprise-wide thinking and explores the challenge of building an adaptive organisation that can thrive and prosper in a fast paced and turbulent marketplace. It provides a journey of personal learning and discovery which aims to maximise your potential as a business leader. The focus of the programme is on creating the future for both you and your organisation.

Delivered by an international faculty drawn from leading business schools across Europe and the US, the programme provides you with an integrated framework to enhance your own performance and that of your business. The programme is designed around four themes critical to business success – driving growth, building a high performance organisation, organisational renewal and personal leadership development.

## Benefits of the programme

- Gain new perspectives on current and future business challenges
- Develop deeper insight into your leadership talents and areas for development
- Gain an understanding of the global context in which your business operates
- Learn how to formulate strategy in a turbulent environment
- Drive radical improvement through new organisational perspectives
- Renew your energy and focus on your leadership challenges
- Hone critical skills to succeed in a leadership role
- Individual coaching
- Find the balance between your work and personal life
- Create a powerful network of peers and international experts
- Develop personal and professional plans for your future



# Content

## Driving Growth

- What is strategy?
- Key strategic questions
- The global economy
- Competing in global markets
- Implementing a strategic process
- Competitive positioning
- Strategies for market busting
- Identifying emerging trends
- Disrupting the rules of the game
- Creating, delivering and measuring value
- Value innovation
- The financial footprint of strategy
- Economic value added

## High Performing Organisations

- Building a performance based culture
- Organisation design
- Empowering the front line
- Organisational communication
- Developing a fast response global supply network
- Talent management
- Corporate performance management

## Organisational Renewal

- Perspectives on change
- Getting to the future first
- Building adaptive organisations
- Organisational learning
- Leading organisational change
- Understanding innovation
- Overcoming barriers to innovation
- Exploring innovation space
- Identifying capabilities for innovation

## Leadership

- What makes a leader?
- Leadership communication
- Thinking skills for leadership
- Feedback on your leadership style using leading edge assessment tools
- Individual coaching session
- Planning your personal development
- Top team effectiveness
- Job demands, control and stress
- Attaining well-being
- Ethics and social responsibility



## Learning Process

The design of the learning experience takes into account not only the need for leading edge content, but also the importance of the learning process. Styles, approaches and teaching methods are varied throughout the programme to take account of the different learning styles of participants and to ensure the pace of the programme is appropriate.

Learning comes from many different aspects of the programme, including its internationally benchmarked content and the experience of the expert faculty. It also takes account of the skills, knowledge and capability of the participants and their ability to bring timely and relevant inputs to the group. The ability to blend these opportunities to learn creates an environment that is unique to IMI.

IMI executive development programmes are recognised worldwide for their innovative design, conceptual rigour and focus on real world application. Experiential learning and self development go hand-in-hand with exploring and applying cutting-edge ideas and integrating them into everyday organisational practice.

## The Experience

A typical day on the programme commences early for most participants over a cup of coffee in the IMI restaurant. This presents an opportunity to network informally with colleagues, reflecting on learning from the previous day and any overnight assignment. The formal programme commences at 9am and will usually involve a combination of interactive plenary sessions led by our international faculty and work in small groups. The small group meetings allow you to explore issues in greater detail and leverage the practical experiences of your fellow participants. Participants are expected to have read and thoroughly prepared any case studies or readings handed out in advance.

Some early evening sessions will be scheduled during the programme (typically running up to 7pm) to facilitate a series of 'in-camera' sessions with experienced and successful business leaders. These sessions provide participants with an invaluable opportunity to tease out the strategic, organisational and leadership challenges they face in discussion with proven business leaders.

Throughout the programme you will be encouraged to think, reflect and document your learning, clearly identifying changes you want to make both personally and within your organisation. Participants can avail of an individual session with an experienced, executive coach to support them in mapping out their personal development journey.

While participants work hard to learn and develop, the IMI support team work diligently in the background to ensure a seamless platinum standard of service is delivered. From the moment you enter the grounds of the institute in Sandyford you will be cared for and supported in the classroom by faculty and programme administrators, during rest breaks by the dedicated catering service, and between modules by staff in our knowledge centre.

# Faculty

## Programme director



### **Jonathon Westrup**

IMI Management Specialist with extensive experience leading senior executive development programmes.



### **Kevin D. Asbjörnson, MIM**

Kevin D. Asbjörnson, MIM, is Founder and Principal Performing Artist of Inspire! Imagine! Innovate! He has 20 years of experience with international business, executive education and creativity and innovation in the workplace with small, medium and Global 2000 companies. Kevin earned a Master of International Management (MIM) from the Thunderbird School of Global Management, a Diploma Valedictorian-European Economic, Legal and Political Studies from the University of Vienna, Austria and a B.A. cum laude in International Studies from the University of Nebraska at Omaha.



### **Julia Balogun**

Julia joined the Faculty of Management at Cass Business School in 2003. Prior to joining Cass she was a senior lecturer in strategic management at Cranfield School of Management. Her research interests centre generally on strategy development, strategic change and strategic transformation. Increasingly she is working with organisations concerned about how this is achieved through integrated European operations.



### **John Bessant**

Professor of Innovation Management at Imperial College in London. He is a prolific author on innovation and has lectured and consulted widely on the subject around the world.



### **Martin Fellenz**

Lecturer in Business Studies at the School of Business Studies, Trinity College, Dublin. Martin is a regular contributor to senior executive programmes at IMI and IMD in Switzerland.



# World-class faculty – personal support

*Management luminaries from around the globe share their expertise*



## **Mary Hogan**

Programme Director for the Henley MBA at IMI. She spent 20 years living and working in Hong Kong, Singapore, Vietnam and across Asia generally. Her research interests centre on the political economy of Asia Pacific and more recently developments in China. She has contributed to programmes in such prestigious institutes as Syracuse University, University of Hong Kong and Murdoch University.



## **Andrew Mc Laughlin**

IMI Management Specialist in the area of organisational behaviour. Andrew has published research on work/life balance and stress management and has produced a video entitled 'Let Go and Balance your Life'. He is a Master Practitioner of Neuro Linguistic Programming (NLP University, California).



## **Bill Joyce**

Bill is Professor of Strategy and Organisational Theory at the Amos Tuck School of Business at Dartmouth, where he specialises in teaching business policy, strategy and organisational behaviour. He is also a core faculty member on the HR executive programmes at the University of Michigan.



## **Bernard Marr**

A Research Fellow at the Centre for Business Performance, Cranfield School of Management. Bernard is recognised as a leading authority on strategic business performance management and has published extensively in the area.



## **Bill Lawler**

Babson Leadership Professor and Director of the Consortium for Executive Development at the Babson College School of Executive Education. His teaching and research focus on two areas: the financial footprint of business unit strategy and the impact of new technologies on cost systems design.



## **Dr. David M. Schweiger**

Dr. Schweiger is the Business Partnership Foundation Fellow Professor of Management at the University of South Carolina. He is also an adjunct member of the executive education faculty of the Emory Goizuta Business School and Duke Corporate Education. He consults, conducts research and consults in the areas of mergers and acquisitions and strategy development and execution.



## **Rita Gunther McGrath**

Professor at Columbia Business School and Director of the Strategic Management Society. Her research focuses on innovation, entrepreneurship and growth strategies. Rita recently published *Marketbusters: Forty strategic moves that fuel exceptional business growth*.



## **Michael Shiel**

IMI Management Specialist in the field of strategy and organisational renewal. He is also an adjunct faculty member at the University of San Diego, California where he contributes to the doctoral programme in leadership.

## For further information

Jonathan Westrup, the Programme Director at IMI, will be happy to discuss how this programme can enhance your personal effectiveness. He is available to meet applicants for the programme to ensure the programme meets their needs and to provide further information.

**Jonathan Westrup**  
PROGRAMME DIRECTOR  
Jonathan.Westrup@imi.ie  
Direct line 01-207 8427

**Sandie Brehaut**  
PROGRAMME ADMINISTRATOR  
Sandie.Brehaut@imi.ie  
Direct line 01-207 8556

Participants will be provisionally booked on the programme subject to completion of a more detailed application form and a meeting with the programme director. This is to ensure the right fit between the programme and the development needs of participants.

### Dates, times and venue

April 15, 16, 17 2008; May 7, 8, 9; June 4, 5; September 3, 4; October 1, 2; November 5, 6 from 0900 to 1730 each day at IMI, Sandyford Road, Dublin 16. (Occasionally, the programme will be extended to 1900 —participants will be advised in advance.)

### Fee

Inclusive of tuition, documentation, morning coffee, lunch and afternoon tea, the fee is €10,475 for corporate members and €13,094 for non-members. Members of the Institute of Management in Northern Ireland are invited to avail of the membership rate. **Fees are payable in advance.**

Full payment is due immediately, on acceptance on a course. Bookings will be confirmed on receipt of full payment or a purchase order number. Bookings will remain provisional until then.

### Booking

Bookings must be made in writing. We accept bookings by web, eMail, fax or post.

**Website** [www.courses.imi.ie](http://www.courses.imi.ie)

**eMail** your booking to [Sales@imi.ie](mailto:Sales@imi.ie)

**Fax** the completed booking form to our sales office, (353-1) 295 3723.

**Post** the completed form with fees to Sales Office, IMI, Sandyford Road, Dublin 16

### Cancellations

- 10% of the full course fee will be charged on cancellations received more than 15 calendar days before the start date
- 50% of the full course fee will be charged on cancellations received less than 15 calendar days of the start date
- 10% of the full course fee will be charged on all transfers, in addition to any increase in the price of the course
- Fees will not be refunded for cancellations after the start of the course
- Organisations may substitute participants at any time, prior to the start of the course, without incurring additional fees
- Cancellations must be sent by letter, fax or e-mail and reach the Sales Office, IMI, Sandyford Road, Dublin 16, Fax 01 2953723, email [sales@imi.ie](mailto:sales@imi.ie), prior to the aforementioned details.

# SENIOR EXECUTIVES PROGRAMME 2008

COMPANY		
ADDRESS		
MAIN PHONE		FAX
NATURE OF PRODUCT OR SERVICE	NUMBER OF EMPLOYEES IN YOUR COMPANY	

SURNAME	PREFERRED FIRST NAME	MR <input type="checkbox"/> MS <input type="checkbox"/>
JOB TITLE	DATE OF BIRTH	
eMAIL		

PARTICIPANT'S WORK ADDRESS IF DIFFERENT FROM ABOVE

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FEE(S) ENCLOSED  € CORPORATE MEMBERS €10,475  NON-MEMBERS €13,094

CARDHOLDER'S NAME

 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	CARD NO											EXPIRY DATE		
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SUBMITTED BY (BLOCK CAPITALS) JOB TITLE

eMAIL

SIGNATURE DATE

Please send this booking form with fee as soon as possible to:  
Sales Office, IMI, Sandyford Road, Dublin 16 Fax (353-1) 295 3723

Code 8 084 29