



Executive
Education

Leading
Continuous
Improvement

**Online
Programmes**

Access the Business School
for the World, Anywhere®

Four Reasons to Choose an INSEAD Online Programme

1

Learn



High-impact Learning Experience

Through outstanding design and delivery, INSEAD's online programmes build upon our world-class faculty's ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, high-quality video lectures
- Use of relevant and engaging examples and short case studies from a wide range of industries.

2

Interact



Multi-dimensional Interactions with Peers, Faculty & Learning Coaches

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group – one of INSEAD's strengths.

3

Apply



Real-time Application for Immediate Impact

Action Learning Projects (ALP) are a core element of the online programmes, designed to increase business impact. The guided 'real-world assignments' feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation. The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

4

Certification



Official recognition from INSEAD

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

LEADING CONTINUOUS IMPROVEMENT

Is this the right programme for you?

It definitely is if you answer "yes" to the following questions:

- Your organisation is operating in a rapidly changing, often disruptive world
- You are part of a leadership team that is establishing a culture of Continuous Improvement
- You need to marry the benefits of a structured Continuous Improvement methodology with the skills to drive behavioural change in a complex organisation
- You want to learn from the best practitioners and leading academics in the world
- You thrive on testing new ideas with peers from a wide variety of industries and geographies.

Key benefits

- Learn how to:
 - apply the latest leadership frameworks to enable faster decision making, accelerate change processes and cut through difficult cultural challenges
 - create the demand and commitment for improvement in your organisation
 - maximise bottom line improvement, in the shortest time using the least amount of resources
- Continue learning together with a diverse alumni network
- Distinguish your ability with a professional Leading Continuous Improvement certificate endorsed by INSEAD and Partners in Performance.

Participant profile

The programme is designed for managers and improvement specialists who are completing/have completed a full Continuous Improvement engagement with Partners in Performance including the on-site training programme.

Programme schedule

Programme will be run a maximum of twice a year over a 16 week period.

Contact

For further information and details on the next available training course please contact your Partners in Performance Client Manager or email training@pip.global.

Partner programme



Programme directors



Chengyi Lin

*Affiliate Professor of Strategy
Programme Director, INSEAD*



Jonathan Scarlett

Director, Partners in Performance

LEADING ORGANISATIONS IN DISRUPTIVE TIMES

Driving transformation through influence

In a digitised environment characterised by rapid and continual disruption, it is critical for organisations to be agile and quickly respond to change. As a result, businesses require leaders who are not only effective interpersonally, but who can also manage increasingly complex organisations.

Effective leaders today must be able to make decisions faster and lead change efficiently, while skilfully influencing in a more interconnected, collaborative landscape. Additionally, they need to foster a “digital-ready” organisational culture that embraces – rather than resists – continuous change.

Leading Organisations in Disruptive Times is an online programme that takes a closer look at the challenges facing senior leaders today– from conducting fair decision-making processes to enabling their organisations to navigate wider political and cultural challenges.

Building on cutting-edge research, the programme will develop your ability to drive faster decision-making, accelerate change processes, and cut through difficult cultural challenges. It will provide you with a set of concepts and tools enabling you to lead your organisation with impact and efficiency – maximising its performance in changing times.

Key benefits

- Understand the key challenges senior leaders face in leading highly complex organisations
- Learn practical tools for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Examine 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
- Managing through contradictory forces that firms inevitably face in fast-paced environments.

Participant profile

The programme is designed for senior executives and general managers, facing a transformation or a change challenge in their organisation, and who are in a position to set and implement the strategic direction. The programme is also relevant for executives preparing to transition into such roles in the near future.

Programme content

The programme’s content is delivered online over six weeks. The content is divided into four key topics and covers the more traditional ‘above the surface’ issues senior leaders typically face, as well as the less obvious ‘below the surface’ challenges that arise when leading an organisation.

The Decision Challenge: Fair-Process in Team Decision-Making

- Understand why making decisions is the core work of leadership
- 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
- Discover a concrete model for enacting Fair-Process Leadership norms in your setting.

The Change Challenge: Leading Formal Change

- Understand in more detail why change in the context of digitisation can be so difficult
- Discover ten pillars of research-backed good practices for leading organisational change
- Learn about the “X factors” successful leaders need to lead effective change.

The Culture & Integration Challenge: Organisations for a Digital Age

- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture
- Gain insights into how to shape such a culture and navigate its politics
- Explore what it means to develop effective, digital-ready cultures.

The Political Challenge: Networks & Influence

- Explore why people often have ambivalent reactions to power and influence, even in “rational” organisations
- Understand the difference between hard and soft power, and why developing the latter is important – especially in increasingly horizontal and network-driven work environments
- Learn about the human proclivity for “familiar” and “clan-like” relationships, and why disruption may require us to become more socially curious and exploratory.

The Ambidexterity Challenge: Managing Contradictions in Turbulent Times

- Develop an understanding of the key contradictory forces faced by growing business organisations
- Learn a framework to help you manage those contradictions: Paradox Mindset, Skill Versatility, Team Cohesion, Structural Moves, Contextual Work.

Action Learning Project

Developing your leadership skills, not just knowledge, is also an ambition of the LODT course.

With this in mind, the Action Learning Project (ALP) will be focusing on building your Leadership Action Plan and will give you the opportunity to practise applying your learning to your own leadership role, and particularly in exercising diagnostic tools. The ALP will take you on a step-by-step journey to develop the skills and tools of the LODT course. While it cannot obviously duplicate intensive long term project work in your organisation, the idea is to give you some platform for application and exercise but in a short time frame, a start on longer term projects.

You will begin by laying out the context of your leadership challenge and setting concrete goals of what you would like to achieve by the end of the programme. You will start building your leadership action plan starting with reflections on your own Fair Process Leadership strengths and weaknesses, and ideas for improvement. This will gradually encompass broader organisational/change, political, and cultural challenges, and then finally help you think about the challenges of contradictory forces and how to craft a more ambidextrous company.

This programme features an optional add-on of the online xCHANGE simulation.

Programme directors



Charles Galunic

Professor of Organisational Behaviour
The Aviva Chaired Professor
of Leadership and Responsibility



José Luis Alvarez

Senior Affiliate Professor
of Leadership and Organisational Behaviour

UNLEASHING POTENTIAL, LASTING IMPACT

Embedding the right culture

For over 20 years Partners in Performance has been working side by side with our clients to deliver substantial, sustainable results, build their capabilities and embed a Continuous Improvement methodology.

This proven, pragmatic approach has been distilled into four critical components to deliver high performing, Continuous Improvement in an organisations.

The Leading Continuous Improvement programme will provide a set of tools to build alignment and ownership around a shared outcome within your organisation, create the demand for improvement, and establish an 'implementation machine' that continually generates, prioritises and implements improvement ideas.

Key benefits

- Develop skills to identify key improvement levers and learn how to generate, prioritise and deliver sustainable improvement ideas by applying a formal 'ideas management' process
- Learn a practical Wiring framework to create the demand and commitment for improvement across your organisation.

Partners in Performance Continuous Improvement Practitioners



Damian Lahoud

Consultant



Kate Mein

Consultant



Christine Janse van Rensburg

Consultant

Alignment and Ownership

- Create a shared view of desired outcome
- Agree plan, passionate about success
- Build ownership through engagement

Wiring

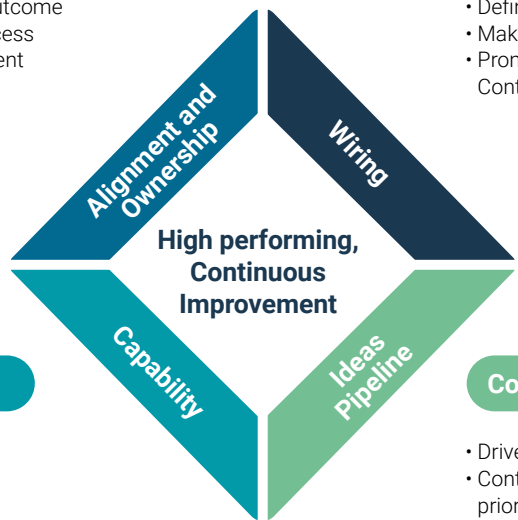
- Define the way things are done
- Make performance transparent
- Promote a high-performing, Continuous Improvement culture

Capability to Deliver

- Apply adult learning principles:
 - relevant
 - classroom and on the job
- Coach to succeed

Continuous Ideas Pipeline

- Driven by the line
- Continuous generation and prioritisation of ideas:
 - prioritised
 - delivered
 - sustained



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.

Learning Coach

Learning coaches, led by INSEAD alumni, are available throughout the programme to help you achieve your learning objectives, as well as help move the discussion forward and exchange ideas with you. Experienced and successful business professionals from diverse industries, our learning coaches guide you in your learning journey, especially your ALP, to bring the learning alive in your business context. They work closely with you and help you design an ALP that focuses on your personal development goals, provide feedback and keep you moving in the right direction.

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.

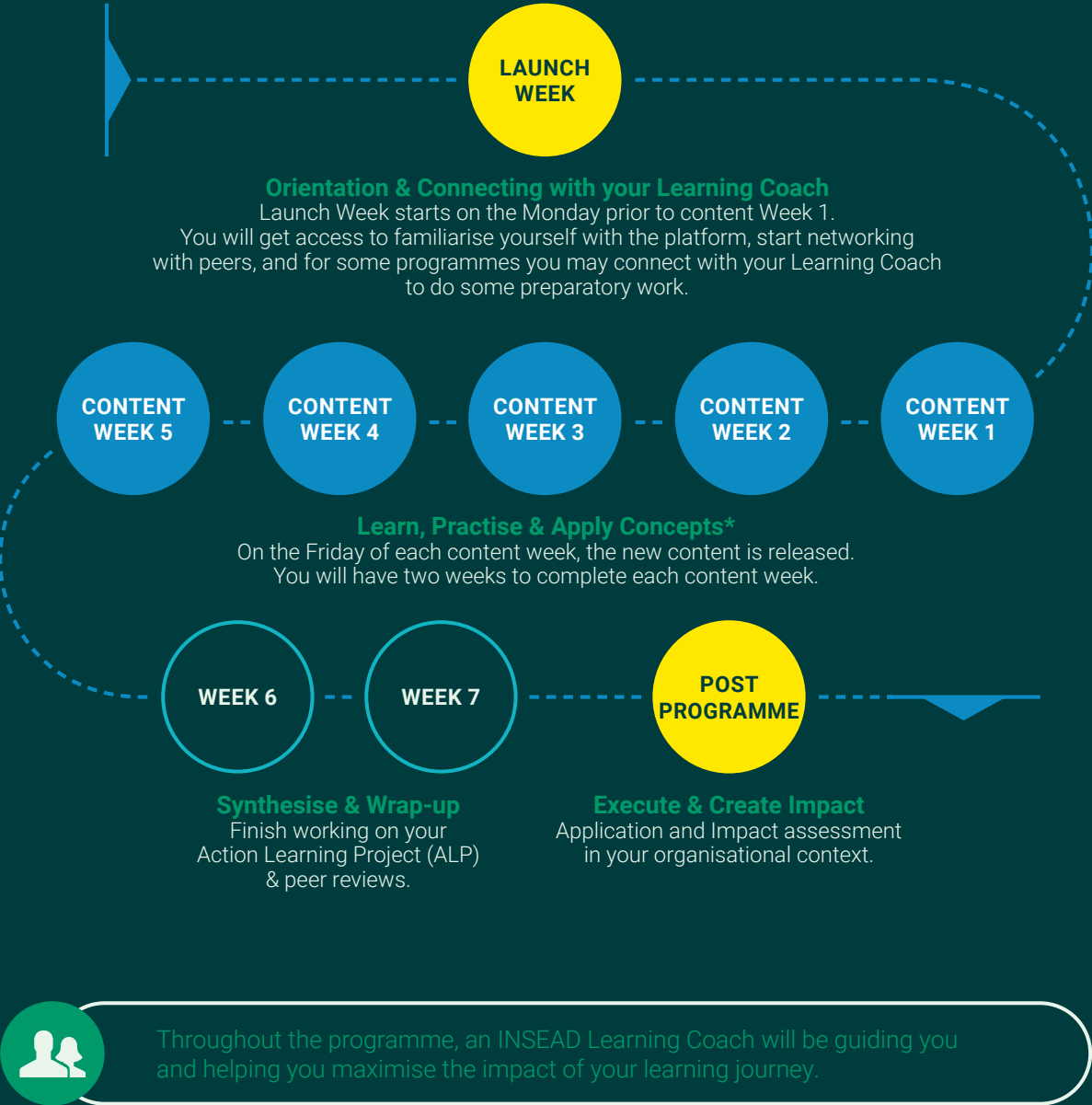
Second, in each of the content weeks, you will apply the tools and concepts from that week to your ALP.

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 2-4 other submissions and provide peer feedback.



YOUR ONLINE LEARNING JOURNEY

Each week of content follows a very clear path to facilitate learning for busy executives. The programme culminates with 2 extra weeks to finish the project work and engage in peer review.

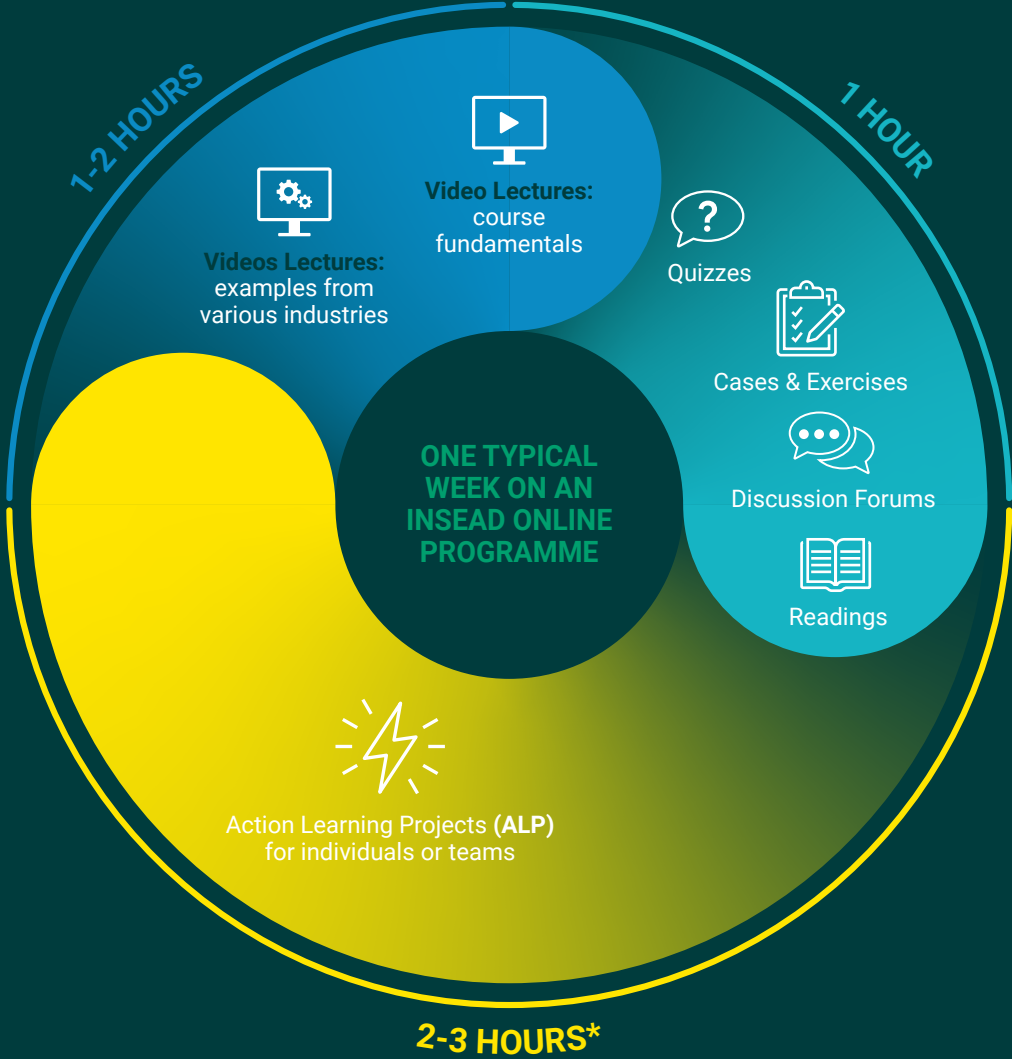


*Please note the programme may include a pause week(s).

WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions.

Participants earn points as they go, with a 'leaderboard' featuring the most engaged participants each week. Every week, questions are posted by participants for the INSEAD faculty, who then respond through just-in-time videos and live calls. On average, the programme takes **4-6 hours per week***.



*This is the **recommended** number of hours per week. However, please note that working on the Action Learning Project (ALP) may require up to 2 additional hours/week.

FAQs

How do I apply and what is the selection process?

Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfils the requirements and any pre-requisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

How much time should I expect to dedicate to the programme every week?

The programme should take approximately 4-6 hours, and potentially may entail up to 2 additional hours/week to complete Action Learning Projects (ALPs). You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 2-3 hours per week in applying the fundamental concepts in an ALP to understand their relevance to your everyday work.

What is the weekly learning rhythm during the programme? Do I need to be online at specific times during the programme, or can I learn ahead of the rest of the class?

The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

Will I be able to interact with other participants?

Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums, interspersed throughout the platform. In addition, participants would have the option to work on the action-learning project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

What are the learning requirements in order to successfully complete the programme?

Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

What do I receive upon completion of the programme?

Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn.

I work for a company or organisation that would like to enrol multiple employees in the same programme. Is this possible?

Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.

For more details, and additional FAQs, please refer to our website: www.insead.edu/executive-education/open-online-programmes/leadership-communication-impact-faqs

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