MULTIPLE PERSPECTIVES

Class of 2019

108 Participants (across 3 Waves)

43 yrs Average age

34 Nationalities

30 Professional sectors

18 yrs Average work experience

Main Industry Sectors

1/3 Consultants and coaches
1/3 HR professionals
1/3 Industry professionals
### Beyond Diversity

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

### Real-time Transformation

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

### Global Community

The bonds fostered with one another during the programme often translate to lifelong friendships and business opportunities. You will join the INSEAD family of over 52,000 alumni in more than 170 countries.

### Change Agents

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

### Leadership Redefined

Integrating business education with a range of psychological disciplines, the EMCCC prepares you to assume significant roles in leading organisations, individual and organisational development, and change management.

### World-class Faculty & Research

With a combination of experience and talent, our faculty creates top-notch programmes and cutting-edge research that influence businesses around the world.
What makes this programme stand out is that it doesn’t just teach you to consult and coach for change, it changes you along the way.

Key differentiators which made me apply specifically to INSEAD include the unique approach to integrate clinical and organisational psychology – a concept I have not found elsewhere in the same conceptual quality.

Angela Matthes
CEO
Baloiße Life (Liechtenstein) AG
EMCCC Wave 15

Lorenz Freudenberg
Founder
Lorenz Freudenberg Consulting
EMCCC Wave 15
The programme provides a transformational, educational journey, both personally and professionally, based on the exploration of the dynamics of individual and organisational learning and change.

Professor Roger Lehman
Programme Co-Director

Our goal is to develop scholarpractitioners, with ‘night vision’ and a deeper understanding of what goes on below the surface in themselves and others, in order to be more effective in their roles.

Professor Manfred F.R. Kets de Vries
Founder & Scientific Programme Director

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

Professor Michael Jarrett
Programme Co-Director

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

Professor Erik Van de Loo
Programme Co-Director
INTELLECTUAL CURIOSITY

The EMCCC is a programme about human relations and behaviour applied to management and draws on a broad range of academic disciplines. The programme runs for 18 months and allows participants the opportunity to attend at either the Fontainebleau or Singapore campus.

Curriculum

Module 1: Building Foundations
- Conduct an initial assessment of your own organisation
- Learn to use psychodynamic and other psychological concepts to explore the hidden dimensions of yourself and organisations
- Open the door to exploring the unknown

Module 2: Interpersonal Perspectives
- Make sense of your inner theatre
- Learn to understand both your own and others’ emotions
- Increase your ability to recognise and diagnose key behaviours
- Discover techniques to regulate your emotions

Module 3: Organisational Family Systems
- Develop your ability to apply family-systemic thinking in coaching and consulting
- Build your appreciation of the influence that your family has on you and your work
- Gain an understanding of the unique business and interpersonal challenges of advising family-owned businesses

Module 4: Leadership Dynamics
- Engage in comprehensive 360-degree feedback exercises that examine your professional and personal leadership style as well as undertake a personality audit
- Use these insights to develop a personal leadership development plan
- Understand the nuances between effective and ineffective leadership styles
- Better understand how to create high-performance teams

Consisting of 8 on-campus modules of 3 to 4 days each (including a weekend), participants will also have 50 hours of “practicum” (supervised diagnosis and practitioner exercises), a Master thesis of up to 50 pages as well as written work, readings, group calls and virtual contact between modules.

Module 5: Groups and Teams
- Increase your understanding of group decision-making, influence processes and multi-party team dynamics through an experiential learning simulation
- Learn to increase cohesiveness and effectiveness regarding tasks
- Understand the roles you play in a team – practice team coaching

Module 6: Organisational Change
- Address the challenges of diagnosing and changing behaviour in organisations
- Gain insights into change from both classical and clinical perspectives
- Engage in an in-depth case consultation by presenting your change management study

Module 7: Human Behaviour Dynamics from the Organisational and Macro Perspective
- Learn about macro and organisational dynamics such as power and politics, social networks, and organisational culture
- Keep up-to-date with the most recent research, new trends and perspectives through INSEAD faculty and visiting professors
- Use the skills and knowledge that you have gained over the previous modules to better understand the process of human and organisational development

Module 8: Transformational Perspective
- Navigate career transition
- Implement the new perspectives you have gained to develop a unified and integrated change process
Practicum
You will be required to fulfill a total of 50 academic hours away from INSEAD via various experiences designed to apply the course content and bring the clinical perspective alive.

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

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

Finally, you will need to write and submit your thesis within 4 months of all of the above and after the end of the final module.

Successful completion of the Master thesis is necessary in order to graduate. For a more detailed programme overview, data on fees, dates and admissions process, visit our website: www.insead.edu/emccc
INSEAD CELEBRATES WOMEN

Celebrating and empowering women leaders — for 50 years and beyond.

The underrepresentation of women in leadership positions has garnered increasing attention in recent years, yet the pace of women’s advancement as global leaders remains slow. This is a complex problem reinforced by many social and cultural factors, but we believe that education can play a critical role in developing gender diversity in leadership. INSEAD is committed to being a key player in this space.

In 1967, INSEAD became one of the first business schools in the world to admit women to its MBA programme when it welcomed Hélène Ploix, MBA’68, and Solange Perret, MBA’68, to the Fontainebleau campus. By doing so, INSEAD made a strong statement about gender parity in education, at a time when business schools were largely exclusive to men. Both women went on to become highly successful leaders in finance and international business, respectively, paving the way for future generations of women at INSEAD.

To commemorate this 50-year milestone, the school is launching a year-long celebration which will honour the past, present and future of women at INSEAD, while also reaffirming a commitment — to equip women for success at every stage of their career and in every organisation.

Notable EMCCC Alumnae

Taghreed Al Shunnar
Founder and CEO
Professional Effective Solutions
EMCCC Wave 4

Vijay Naidoo
Executive Coach
World Bank Group
EMCCC Wave 9

Aysenur Nuhoglu
Board Member
TIRSAN Treyler A.S.
EMCCC Wave 15

2005
2010
2015
Powering social enterprise with technology can be a potent agent of change. Through mobile technology, smallholder farmers in Africa can get access to markets, finance and information, which are vital to escaping the poverty trap. I am proud to be part of that revolution.

Hillary Miller-Wise
Founder and CEO, Tulaa
Social Entrepreneur, Mother, Long-Distance Runner
INSEAD Alumna
YOUR JOURNEY STARTS HERE

We are looking for experienced managers, consultants or coaches and HR professionals with intellectual curiosity, a desire to learn and the readiness to challenge themselves in a rigorous academic programme.

Admissions Criteria

PROFESSIONAL EXPERIENCE AND POTENTIAL TO BE AN AGENT OF CHANGE
More important than the length of your experience and credentials, is the quality of your achievements and motivation over the course of your career, as well as demonstrated potential to be a change agent – whether through coaching, consulting or management.

ACADEMIC CAPACITY AND INTEREST IN PSYCHOLOGICAL APPROACHES TO MANAGEMENT AND SELF-DEVELOPMENT
You must demonstrate a passion for this field of study and a desire to understand yourself as a first step towards understanding others. We seek candidates who have a clear motivation for intellectual growth, both in the classroom and beyond.

ABILITY TO CONTRIBUTE TO THE INSEAD EXPERIENCE
We look for participants who will contribute proactively and share the insights they have gained throughout their professional and personal experience. We welcome applicants who are mature, energetic, highly motivated and well-rounded, with strong communication and interpersonal skills.

Application Deadlines
Applications are done online and we process them once they have been completed. However, as seats fill quickly, we encourage applicants to apply 6 to 9 months before the start of the programme. Early places are awarded on individual merit and subsequent applications are considered in the context of the group that is forming. Please contact us to check availability.

Programme Dates

Singapore session:
Commencing in June each year

Fontainebleau sessions:
Commencing in March and September each year

Meet Us
As this is a unique programme about self-reflection and discovery, it is important that you engage with us early on. Once you have fully assessed your aptitude for the programme and referred to our website, brochure and application form, we strongly encourage you to contact us for a personal consultation.

To read about past participants’ experiences of the programme and their careers before and after, visit: www.insead.edu/emccc/community

Connect With Us
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