LEADERSHIP COMMUNICATION
WITH IMPACT
REIMAGINING ONLINE LEARNING FOR EXECUTIVES

20,000+
ONLINE PROGRAMME PARTICIPANTS SINCE 2014

> 90%
EXCEPTIONALLY HIGH COMPLETION RATES

HIGH PARTICIPANT SATISFACTION

EXECUTIVES HAVE ALSO DEMONSTRATED IMPRESSIVE ABSORPTION OF CONCEPTS, AS REFLECTED IN THEIR FINAL GRADES

“Management education is critical for building the capabilities that companies and other organisations need in order to adapt to changes in their environment. Just as digital is disrupting other aspects of business and society, so too it is impacting executive development. While the case for high-quality, in-person education for top executives remains strong, at INSEAD we are also embracing the exciting new possibilities created by digital.

Online programmes give busy executives – for whom time commitments and rigid scheduling are a continual challenge – the flexibility to learn on their own schedule. Furthermore, organisations can benefit from the scale and speed of online education to give their employees the critical knowledge needed to formulate new strategies and execute organisational transformation.

Our online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. INSEAD is among the top three Executive Education providers globally with a world-class faculty and an ability to deliver cutting-edge business content to an international business community. True to our pioneering spirit and tradition of innovation, in 2014 we started developing customised online programmes for leading global companies including Microsoft and Accenture. A tremendous success; our customised online programmes have now won numerous learning industry awards based on strong results for completion rates, for relevance, and for business impact across more than 20,000 executives.”

Peter Zemsky
Deputy Dean, Dean of Innovation
The Eli Lilly Chaired Professor of Strategy and Innovation
LEADERSHIP COMMUNICATION WITH IMPACT

DEVELOP EFFECTIVE COMMUNICATION SKILLS FOR MORE EFFECTIVE LEADERSHIP

In a complex, 21st century environment, successful leaders need to be highly effective communicators. Considering the amount of communication undertaken by senior business leaders, the CEO might equally be called a chief ‘explanation, engagement or enlightenment’ officer.

Effective leaders understand that if their message does not resonate deeply with their target audience, speaking to emotions, aspirations and needs, then likely it will not be understood – much less championed.

Put simply, effective communication is an essential component of professional success. The better you understand your own personal communication style and how it impacts others, the greater your chance of articulating your organisation’s strategic vision, inspiring high performance and creating positive working relationships based on vibrant interaction and listening.

Building effective communication skills becomes even more important in today’s rapidly changing business landscape where technological disruption is leading to increased volatility and uncertainty. Leaders can help their people navigate the complexities of the digital age and increased volatility and uncertainty. Leaders can help their people navigate the complexities of the digital age and make meaningful collaboration, interaction and engagement are must-have skills for executives today.

Leadership Communication with Impact is an online programme designed to help you improve your impact, performance and effectiveness as a leader and communicator. The aim is to equip you with the tools, techniques and skills you need to build your communication capacity at all levels – whether it be interpersonal, organisational or external, and enable you to become a leader communicator who connects and resonates with any stakeholder.

This programme shows you how to develop your own leadership communication style – to maximise your potential strengths – and close the gaps. You will establish a link between leadership, different communication styles and performance results – in the process discovering more about yourself and how your behaviour affects others. You will also learn how to use emotional intelligence through interpersonal communication and how to encourage strategic thinking through asking questions, developing ideas and articulating clear goals.

KEY BENEFITS

• 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 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.

PROGRAMME CONTENT

The programme content is delivered over 5 weeks. It combines video lectures, real-life examples, vibrant discussions, diagnostic tools and an action learning project to bring the concepts behind effective communication to life. The programme will offer guidance on how to put these skills into practice as you learn.

Developing your communication style

The first step in your journey to becoming a more effective communicator is to consider your personal communication style and preferences. Only when you have gathered the necessary insights to understand and monitor yourself will you be able to build a broad communication skills agenda that drives results.

• Develop deep awareness of your leadership communication approach to maximise your communication strengths and focus priorities for communication skills development
• Learn how psychological communication preferences together with personality characteristics affect the way you and other people communicate – through speaking, listening, writing, reading, watching and behaviours
• Create your own communication skills agenda for development, drawing on fresh insights through class videos and other activities in the course.

Developing 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.

• Discover how to use the right communication format or technology for the right purpose and adopt communication techniques that are rational, structural, expressive and visual – creating relevant, engaging and resonating communication in any format.

Developing your message and presence skills

The digital era calls for a fresh style of leadership – one that can cut through complexity and create collaborative environments where innovation and engagement flourishes. 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.

• Learn how communication intelligence effectively uses four mindsets: awareness (of self, other people, context and purpose); message; presence; and communication formats
• Explore the impact of body language and its relationship to leadership presence, and learn how to add ‘presence and usability’ to bring relevant, clear, compelling and comprehensible messaging to life
• Discover how to use the right communication format or technology for the right purpose and adopt communication techniques that are rational, structural, expressive and visual – creating relevant, engaging and resonating communication in any format

PARTICIPANT PROFILE

This programme is designed for executives in leadership positions at all levels looking to improve their impact and performance through more effective leadership communication.

PROGRAMME DIRECTOR

Ian C. Woodward

Professor of Management Practice

www.insead.edu/executive-education/open-online-programmes/leadership-communication-impact
<table>
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<tr>
<th>Week 1</th>
<th>Effective Leadership Communication: An Introduction</th>
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<tr>
<td></td>
<td>• Introducing effective leadership communication in the D-VUCAD world</td>
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<td>• Discovering the 8 communication elements of communication intelligence</td>
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<td>• Exploring the different levels, contexts &amp; forms of effective leadership communication</td>
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<td>• Starting the Communication Skills Agenda project work</td>
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<th>Week 2</th>
<th>Communication Approaches &amp; Preference Styles (Part 1)</th>
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<td>• Understanding communication approaches affected by culture</td>
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<td>• Beginning the Communication Preference Styles Survey (CPSS) debrief</td>
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<td></td>
<td>• Defining the 4 communication preference styles</td>
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<td>• Identifying the strengths and challenges for each preference style</td>
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<th>Week 3</th>
<th>Communication Approaches &amp; Preference Styles (Part 2)</th>
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<tbody>
<tr>
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<td>• Deepening understanding of preference style strengths and challenges</td>
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<td>• Exploring combinations of different communication preference styles</td>
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<td>• Understanding communication preference styles under stress, pressure or nerves</td>
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<td>• Considering personality &amp; its impact on communication approaches</td>
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<th>Week 4</th>
<th>Leadership Communication &amp; the Message Mindset</th>
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<td></td>
<td>• Understanding the message mindset for different kinds of message situations</td>
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<td>• Developing the rhetoric of persuasion and influence</td>
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<td>• Creating cut-through messages using dynamic message tools</td>
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<td>• Exploring the role of story-telling in leadership communication</td>
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<th>Week 5</th>
<th>Leadership Presence &amp; Conclusion</th>
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<td></td>
<td>• Examining the essentials of leadership presence</td>
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<td>• Exploring your body and voice to build presence</td>
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<td>• Overcoming nerves and closing performance gaps</td>
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<td>• Developing your Communication Skills Agenda for ongoing development</td>
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ACTION LEARNING PROJECT (ALP)

PERSONAL LEARNING PROJECT
Developing your communication skills is critical to becoming an effective leader. Skilfully applying and adapting these skills to different leadership situations and challenges is key to success in a disruptive, volatile, uncertain, complex, ambiguous and diverse world (D-VUCAD).

With this in mind, the Action Learning Project (ALP) for this course will be a Personal Learning Project giving you the opportunity to practise applying your learning to your own leadership and communication activities. The ALP will take you on a step-by-step journey by developing your own personal Communication Skills Agenda for effective leadership communication.

You will begin with a reflection of your own communication preference styles and communication capabilities. You will subsequently hone your communication styles and techniques each week while developing a message mindset and leadership presence. The ALP will culminate in you having developed a Communication Skills Agenda to adapt to different leadership situations and styles in your future leadership career.

There are 3 phases to the ALP process:
First, you will undertake an initial communication assessment and take the Communication Preference Styles Survey (CPSS) to become aware of your current capabilities.

Second, in each of the content weeks, you will apply the concepts from that week to develop additional communication skills and apply different communication techniques. In addition, you will be creating a dynamic Communication Skills Agenda supported by reflection, feedback and course content.

At the end of the programme, you will synthesise elements from each week into an ongoing Communication Skills Agenda.

ALP OBJECTIVES
• Gain an understanding of your more favoured communication preference styles and which styles you need to develop for different situations
• Develop explicit skills in creating compelling and relevant messages whilst building your leadership presence
• Develop a Communication Skills Agenda to help you adapt to different leadership communication situations and styles in the future

LEARNING COACH
Our Learning Coaches are trained communication experts, who work closely with Professor Ian C. Woodward in helping participants achieve their learning objectives.

Our learning coaches guide the participants in their learning journey, especially for their Action Learning Project to create their Communication Skills Agenda. They provide feedback on their communication styles and capacities in the early stages of the programme so as to steer them in the right direction with respect to developing their leadership communication skills.

DATES
Begins 18 January, 2019

FEES
€1,500*
*Fee subject to change. Local taxes shall apply at the prevailing rates. We offer a discount of 30% for a group of 5 participants or more.

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THE INSEAD ONLINE LEARNING EXPERIENCE

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, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries

2. INTERACT

MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH

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.
OUR WEEKLY LEARNING JOURNEY

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 programme content is delivered over 5 to 7 consecutive weeks, followed by 2 weeks to finish project work. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions. The 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 3–5 hours per week.

ONE WEEK: ~3–5 HOURS IN TOTAL

<table>
<thead>
<tr>
<th>Video lectures: course fundamentals</th>
<th>Discussion Forums</th>
<th>Cases &amp; Exercises</th>
<th>Action Learnings Projects (ALP) for individuals or for teams</th>
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<tbody>
<tr>
<td>Videos lectures: examples from various industries</td>
<td>Readings</td>
<td>Quizzes</td>
<td>1-2 hours</td>
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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 3-5 hours per week. 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 reflectors and 1-2 hours per week in applying the fundamental concepts in an action learning project 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 PROGRAM. 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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