

INSEAD
The Business School
for the World®

Open Online
Programmes

Emerging Leaders
in a Digital Age



EXECUTIVE EDUCATION
FOR A RAPIDLY CHANGING WORLD

EXPAND YOUR HORIZON. MAKE AN IMPACT.

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 on 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 18,000 executives.

Effective online programmes must overcome one key challenge: sustaining the interest and the motivation of participants during the programme. We do this in myriad ways that build on the high-quality delivery and expertise for which INSEAD is renowned. There are multi-dimensional interactions with peers and world-class faculty, individual learning support from our coaches, certification upon successful completion, and real-time application back to participants' own context.

We are pleased to now offer our online programmes to top management talent everywhere. We have leveraged our new expertise to create a cutting-edge offer of open online programmes. Our overriding focus continues to be on business impact: We are giving participants the knowledge and the learning support they need to bring new ideas and perspectives back to their challenges and their organisations.

Get yourself ready for today's rapidly changing world!

Peter Zemsky

Deputy Dean; Dean of Innovation;
The Eli Lilly Chaired Professor of Strategy and Innovation

**INSEAD ONLINE PROGRAMMES
HAVE EXCEPTIONALLY HIGH
COMPLETION RATES**

>90%

**OF PARTICIPANTS HAVE COMPLETED
OUR ONLINE PROGRAMMES AND FOUND
THEM HIGHLY RELEVANT**



HIGH PARTICIPANT SATISFACTION



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

INSEAD's Cutting-Edge Online Programmes

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

Multidimensional Interactions with Peers, Faculty and 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.

- A mobile-friendly learning platform built to maximise interaction and engagement
- Faculty answering participants' questions during the programme via live calls and just-in-time videos
- A learning coach guides participants through the programme at each step, simulating content discussions and helping them with their learning.

3. Apply

Real-time Application for Immediate Impact

Action-Learning Projects 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

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. The top performers receive a Certificate with Distinction.

Your 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.

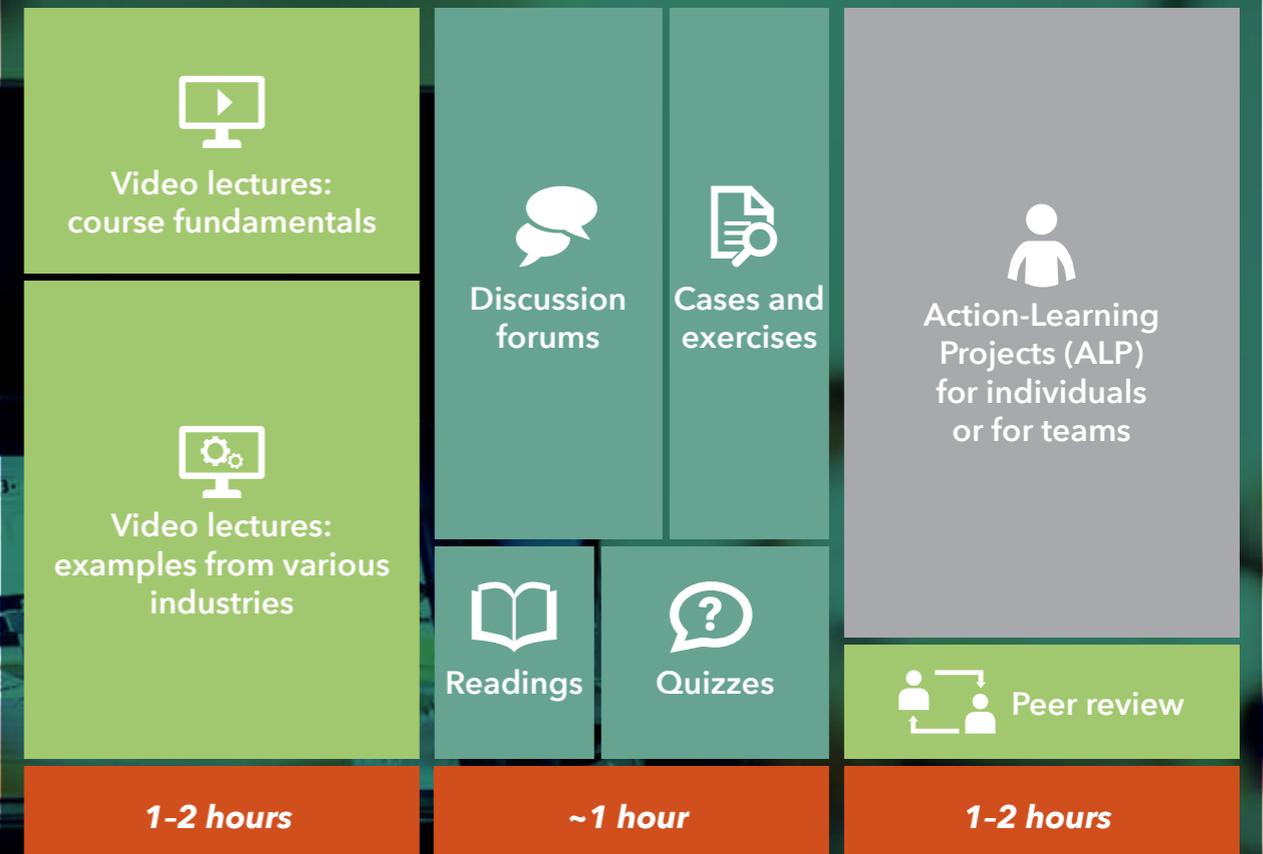
The programme content is delivered over 5 consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. Each week of content follows a very clear path to facilitate learning for busy executives.

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 'leader-board' 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



Emerging Leaders in a Digital Age

Learn to lead in a fast-changing digital world

Faced with new responsibilities, emerging leaders need to learn new skills and gain more self-awareness in order to motivate, inspire and lead high-performing teams.

Moreover, in today's increasingly digitised and interconnected world, boundaries are blurred, collaborations are more fluid and the pressure on businesses to be agile is immense.

What does it take to be an effective and mindful leader in such a dynamic world? How do you become more resilient and better at leading and making decisions in such uncertain times? Do the traditional models of leadership hold, or is the digital age seeing a new brand of leaders emerge?

Emerging Leaders in a Digital Age is an online programme that provides a unique perspective on leadership, designed to help executives adapt to the challenges faced by organisations in this fast-paced digital era. The programme takes you on a journey of learning to lead yourself – and then translates that knowledge into leading others and forming effective team collaborations. As an emerging leader, you will establish a link between leadership and business performance, and discover more about yourself and how your behaviour affects others. You will navigate challenges in your environment and go beyond leading individuals – forming a shared mindset, shared identity and shared understanding while collaborating within a diverse global team.

As you embark on your leadership journey, this programme will equip you with skills to overcome the constraints of your organisation's leadership culture. It will help you to step forward with a new perspective on leading your team in the digital age.

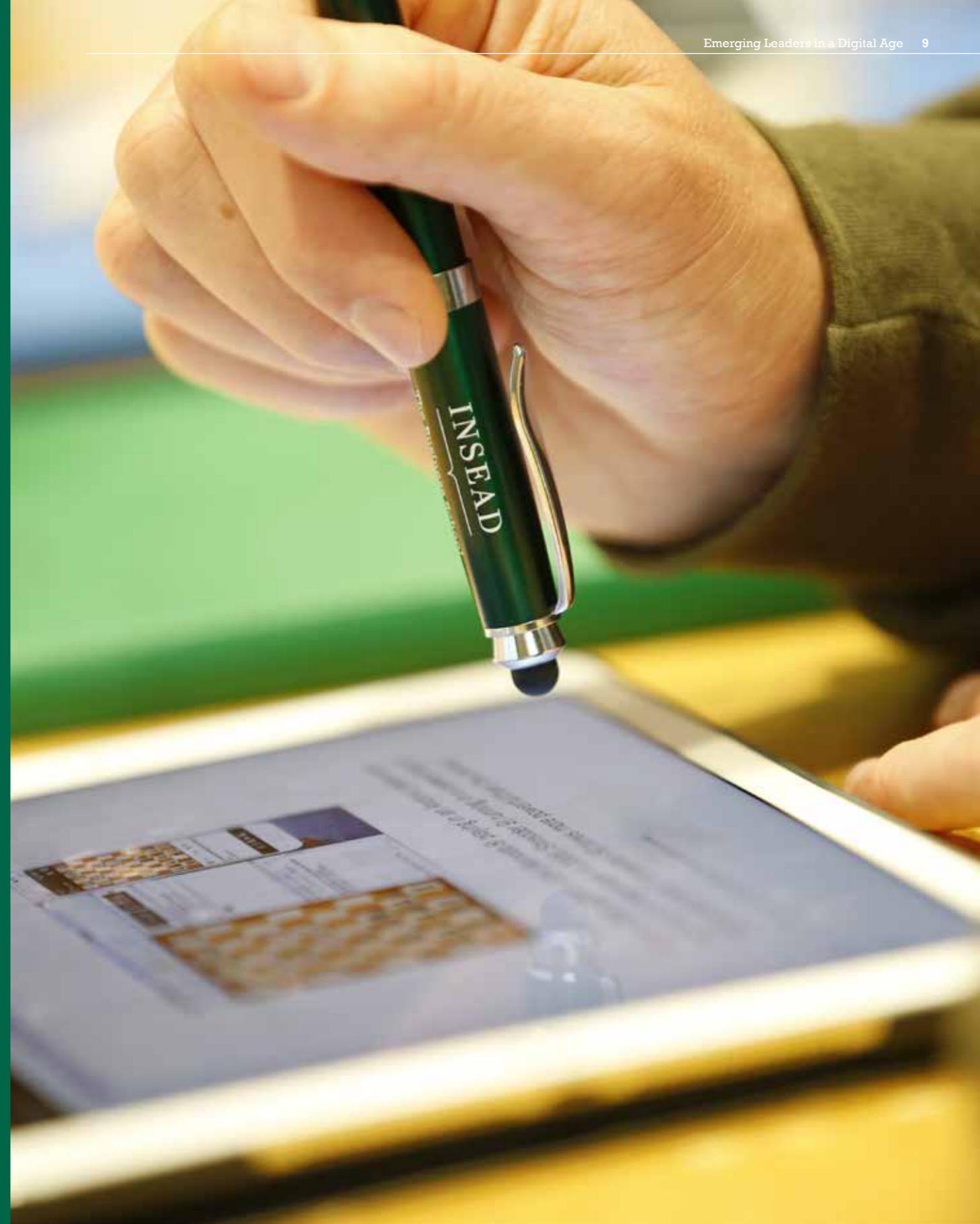
This programme is rooted in the philosophy that while the foundations of leadership may not be radically different in the digital age, today's leaders need to be better at adapting and moving forward in this dynamic, uncertain environment.

Key benefits

- 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 skillful at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation

Participant profile

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



Programme Overview

Over 5 weeks, the programme uses a combination of engaging video lectures, illustrative real-life examples, vibrant discussions and an action learning project based on your current role and challenge to bring alive the concepts of leadership and help you practice it as you learn.



Leading 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.

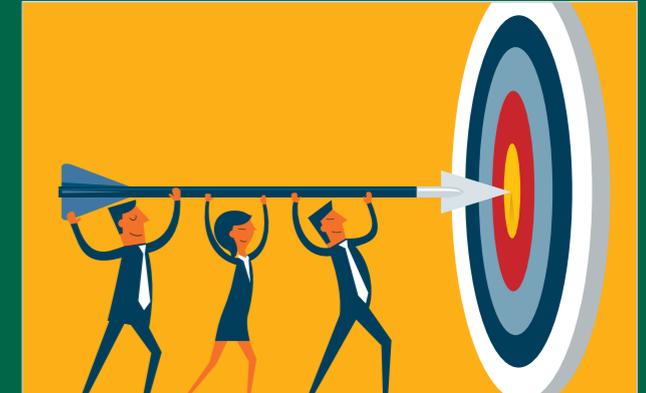
- Learn to monitor yourself and your behaviour at work
- Mould different aspects of yourself to become an effective and mindful leader
- Develop the practice of mindfulness to become aware of your surroundings and manage your emotions



Leading 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.

- Create a work environment that motivates your team and helps them realise their full potential
- Discover techniques that can help you understand your relationships with yourself and others
- Learn how to give effective feedback and have difficult conversations



Leading 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 what is different about collaborations in a digital organisation
- Create conditions conducive to forming effective and successful collaborations, especially in the face of a digital transformation
- Face the challenge of building a shared mindset, shared identity and shared understanding in a digital age

Action Learning Project (ALP)

Leadership Action Plan

Developing your leadership skills is critical to driving business success for your organisation in these turbulent times. Skillfully applying these skills to your own role in leading yourself and high performing teams is key to helping them realize their full potential and seize the opportunities digital revolution presents.

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. The ALP will take you on a step-by-step journey to develop a leadership practice that you can hone while managing yourself and your team in the digital era.

You will begin with a reflection of how to lead yourself in the situations you are currently faced with. You will subsequently build on it by developing and practicing skills and behaviors to manage others in your team while forming effective collaborations. You will also be challenged to reflect on the impact of digital on your current leadership practice. The ALP will culminate in you having developed a leadership practice that is most effective for your role in setting up your team for growth and success.

There are 3 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 goal. Second, in each of the 5 content weeks, you will apply the concepts from that week to your ALP. Third, in Week 6, you will synthesise elements from your weekly submissions into a coherent leadership practice and submit it for peer review in Week 7, the final week of the programme. All participants will review 3 to 4 other submissions and provide peer feedback.

ALP Objectives

- Apply programme concepts to monitor and mould your behaviour in the context of your team environment so as to be an effective leader
- Build a highly motivated and successful team where team members can thrive while being open to receiving feedback and having difficult conversations
- Overcome the constraints posed by a digital world, while leveraging digital at the same time, to form an effective and collaborative team environment where everyone drives for success based on a shared mindset and understanding.

Learning Community

INSEAD Faculty



Declan Fitzsimons

Adjunct Professor of Organisational Behaviour



Mark Mortensen

Associate Professor of Organisational Behaviour

Learning Coach



Learning coaches are available throughout the programme to help participants achieve their learning objectives, as well as help move the discussion forward and exchange ideas with them. Furthermore, participants will also work with the learning coaches to design an Action Learning Project that focuses on their personal development goals.

Dates

Begins 13 April, 2018

Fees

€1,950

We offer a discount for a group of 5 participants or more.

Contact

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Programme Advisor

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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 to ensure the learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfils the requirements and any prerequisite 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 over the course of 5 weeks. You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 1-2 hours per week 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 log in anytime at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

Will I have an opportunity to interact with INSEAD faculty?

Yes, of course. We purposefully limit class sizes to ensure ample faculty-to-participant time. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading your comments in the discussion forums in the platform from time to time and answering your questions through periodic just-in-time recorded videos. The faculty would be further assisted in these interactions by the learning coach, acting as a bridge between the participants and the faculty.

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.

Can I continue to access the programme content even after the programme finishes?

Yes. The entire content of the programme is available to you for up to 6 months from the beginning of the programme.

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. The top performers of the class will receive a Certificate with Distinction.

In addition, we will also invite you to be a part of an ongoing learning community for all participants of the online programme, details of which will be shared at the end of the programme.

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/emerging-leaders-digital-age-faqs

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