



Executive Education

Online Programmes

Access the Business School
for the World, Anywhere®



“Online learning is becoming a vehicle for transformation across organisations. For us, it is expanding the ways in which we can engage with companies. We have always had access to the top level. Now we can take INSEAD’s quality deeper into organisations.”

Sameer Hasija
Dean of INSEAD Executive Education

Access the business school for the world, from anywhere.

INSEAD Online leads the world with unparalleled access to its pioneering next generation programmes, network of international campuses, world renowned faculty, and a rich diversity of perspectives—from anywhere, without compromise. Connect to ever-evolving and immersive learning experiences that develop responsible leaders and organisations capable of making immediate and meaningful impact on a global scale.

Designed for busy executives and teams, INSEAD Online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning.

#1 Custom Programmes
Financial Times 2024

#1 Business School in Europe
Financial Times 2024

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IMMEDIATE IMPACT



Cohort-based INSEAD Online Programmes

Over 4 to 7 weeks, learn at your own pace and interact online with peers and faculty. In addition, guided by a learning coach, you amplify the learnings through your personal Action Learning Project, a realistic strategy plan that can immediately be executed once you return to work.



INSEAD Microcredentials

Register immediately and learn anywhere, anytime, for up to an 8-hour commitment. INSEAD Microcredentials are designed to meet your immediate upskilling and reskilling needs through an engaging balance of learning, practice and reflections.

TRANSFORMATIONAL JOURNEYS



INSEAD Lead the Future

Transform your leadership and become part of a global Alumni community with our flagship 12-month online certificate programme. The journey culminates in a 3-day capstone project and a graduation ceremony at our Fontainebleau campus in France.



INSEAD Online Certificates for Leading in a Transforming World

Strategically plan your development needs at a pace that fits your career progression. Select a track that best suits your aspirations and complete 3 programmes over a 2-year period to gain a formal recognition of continuous professional development.

Skills You Will Develop with INSEAD Online Programmes

	BUSINESS ACUMEN								
	Skills	Analytical Thinking	Data Driven Decision Making	Financial Acumen	Negotiation	Strategy Execution	Marketing Strategy	Developing Value Proposition	Customer Centricity
Advanced Negotiations		<div></div>			<div></div>				
Advancing Diversity and Inclusion						<div></div>			
Business Strategy and Financial Performance		<div></div>	<div></div>	<div></div>		<div></div>		<div></div>	
Driving Digital Marketing Strategy		<div></div>	<div></div>			<div></div>	<div></div>	<div></div>	<div></div>
Developing Emerging Leaders									
Executive Presence and Influence									
Financial Analysis for Non-Financial Managers		<div></div>	<div></div>	<div></div>					
Leadership Communication with Impact									
Leading Organisations in Disruptive Times			<div></div>						
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Strategy in the Age of Digital Disruption		<div></div>	<div></div>			<div></div>		<div></div>	
Building Strategic Partnerships and Ecosystems		<div></div>						<div></div>	
Driving Innovation for Growth								<div></div>	<div></div>
Leading through Change and Uncertainty									
Mastering Creative Thinking									<div></div>
Negotiation Fundamentals		<div></div>			<div></div>				
INSEAD Lead the Future		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

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Cohort-based INSEAD 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, high-quality video lectures
- Relevant and engaging examples, along with 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 cohort-based 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

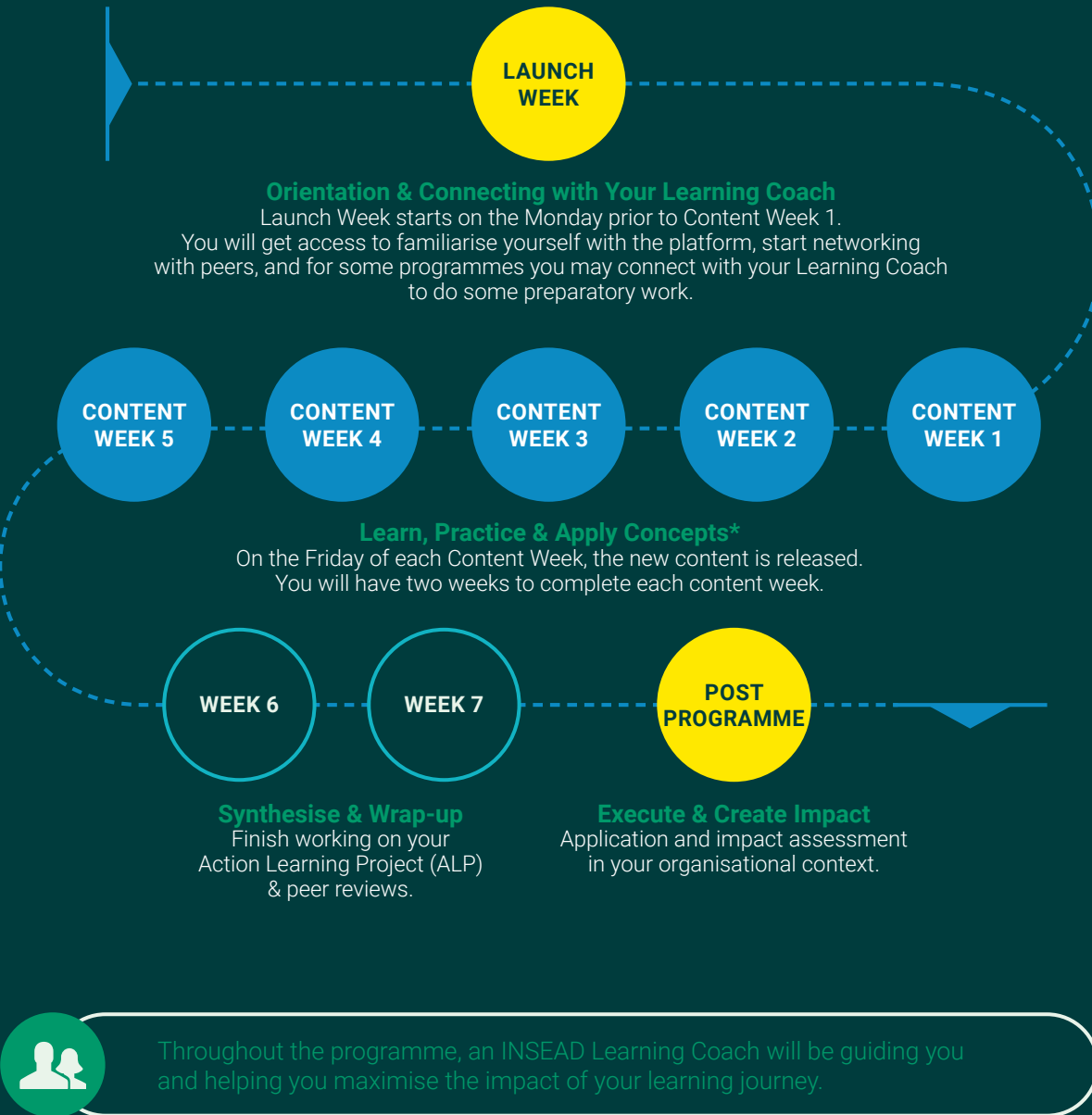


Official Recognition from INSEAD

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.

LEARNING JOURNEY OF A COHORT-BASED ONLINE PROGRAMME

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

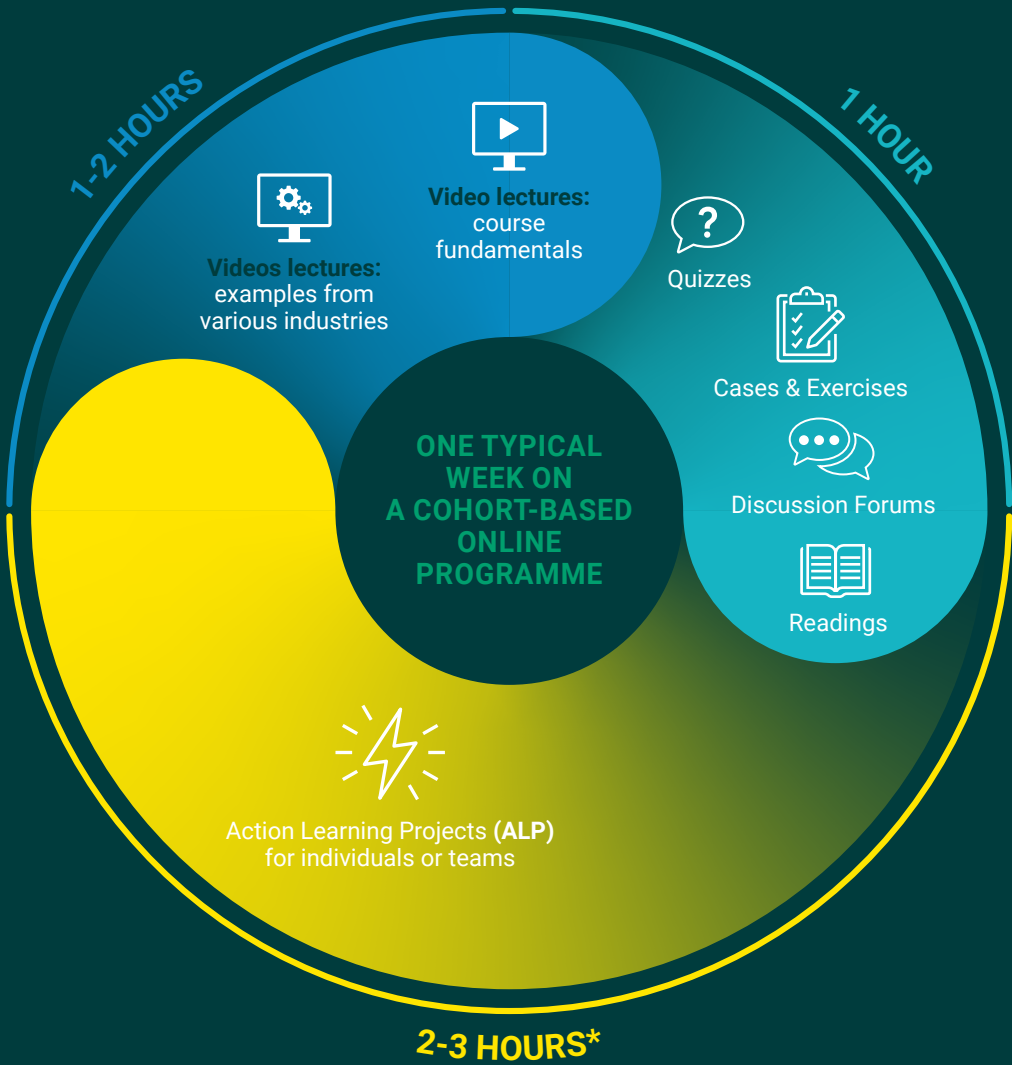


*Please note the programme may include a pause week(s).

WHAT DOES A TYPICAL WEEK LOOK LIKE?

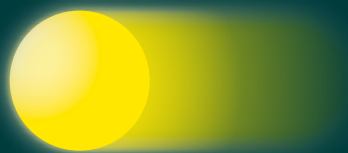
Our cohort-based online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments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

Action Learning Project (ALP)



These guided ‘real-world assignments’ are a core element of INSEAD’s cohort-based 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 cohort-based 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 to 4 other submissions and provide peer feedback.

Choose our premium journey

Deepen the impact of your Action Learning Project (ALP) with more extensive, in-depth coaching

Working closely with your coach throughout the programme, the Action Learning Project is a key cornerstone of the learning journey and impact of our cohort-based online programmes. They enable you to fully customise your project around a specific need, challenge or opportunity that you or your organisation are facing.

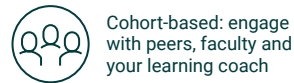
The Premium Journey offers a more extensive, accelerated and in-depth learning coaching that gives you the chance to take your ALP further and translate all the key learnings from the programme into an impactful plan. This additional on-going support after the programme enables you to iterate your project with the support of your experienced learning coach. They will continue to support you until the final coaching session, acting as a sounding board to help you deeply reflect on the concepts and tools and to successfully apply them to your project.

How will your premium journey differ from the standard learning journey?

	STANDARD	PREMIUM
Touchpoints with an INSEAD Learning Coach	Limited	Extensive
Action Learning Project		
Coaching Guidance on ALP	Formulation	Formulation, Reflection, Refining
Duration	5 weeks to formulate (+ 2 weeks to finalise)	5 weeks to formulate + 2 weeks to finalise + 4 weeks to iterate
Pace	Accelerated	Accelerated and iterative
Access to programme content	6 months from start date	12 months from start date
Price	€2,050	€2,730

To learn more, contact the programme advisor to find out how to upgrade your learning experience at INSEAD. And prepare to take your impact to an entirely new level.

ADVANCED NEGOTIATIONS



Cohort-based: engage with peers, faculty and your learning coach

Accelerate your negotiation skills to expert level

Bringing stakeholders to agreement across divergent interests or perspectives, culture or gender can be enormously challenging. You may need to navigate difficult behaviour, entrenched views, imbalance of power and conflict. Bringing highly complex negotiations to a consensus when the stakes are high calls for the most advanced skill, and the highest level of expertise.

Advanced Negotiations provides you the opportunity to build the focused understanding, agility, honed capabilities and expert toolkit of the most skilled and successful negotiators. The concluding programme in INSEAD's negotiation learning path, Advanced Negotiations builds on what you have learned and the aptitudes you have developed in our **Negotiation Fundamentals**, **Strategic Negotiations** and **Negotiation Dynamics** programmes.

At this advanced level, you will be challenged to sharpen your focus on specific, highly challenging negotiation scenarios. You will start with two mandatory electives: Critical Moments and Difficult Behaviours. You can then choose three electives from a selection of six, to accelerate your skills in the specific areas of negotiation that map to your needs.

The programme fully leverages a breadth of strong, real-world case studies to bring the dynamics, techniques and skills at play in advanced negotiation to life across a range of topics – from gender and cross-cultural negotiations to negotiating power and power differences.

You emerge with the cutting-edge skills, the mindset, the nimbleness and dexterity to forge consensus and build strong agreement in the most complex scenarios and settings.

Programme directors



Roderick Swaab

Professor of Organisational Behaviour



Eric Luis Uhlmann

Associate Professor of Organisational Behaviour



Horacio Falcão

Professor of Management Practice at INSEAD & Director of the Negotiation Dynamics Programme

Key benefits

- Master the intricacies of successfully negotiating advanced challenges, including cross-cultural, multiparty, government and gender differences
- Leverage direct personalised feedback from our expert negotiation coaches to accelerate your skills and understanding
- Consolidate the learnings from the previous two negotiation programmes to become a well-rounded negotiator expert
- Come away with the **INSEAD Certificate in Negotiations**.

Participant profile

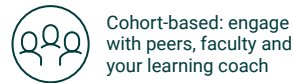
- Professionals looking to acquire highly advanced skills in negotiation and to train for specific scenarios, such as negotiating virtually, multiparty negotiation and cross-cultural negotiations
- Leaders who wish to advance their ability to drive consensus and alignment in complex workplace negotiations
- Participants who wish to complete an official Certificate in Negotiation with INSEAD.

Programme content

Over four consecutive weeks, you will have the choice to pursue the electives that best map to your personal and specific needs and interests.



ADVANCING DIVERSITY AND INCLUSION



Diversity and inclusion (D&I) are priorities for all organisations today. While informed leaders and organisations understand the strategic importance of diversity and inclusion, realising that goal is challenging.

How do you address cultural, systemic or structural obstacles within your organisation and your culture—obstacles that impede the progress and advancement of all of your people? And how do you design and implement the kinds of strategies, programmes and processes—as well as the behavioural norms—that not only attract, but retain and empower the diversity of talent that your organisation truly needs?

The **Advancing Diversity and Inclusion** programme empowers you to seize and leverage the power of difference in a way that is as meaningful as it is sustainable. Targeting five strategic areas of focus, the programme equips you with the understanding, the vision and the frameworks to identify the obstacles, build the strategies, and nurture the inclusive culture, processes and interpersonal dynamics to truly lead change.

Advancing Diversity and Inclusion is your roadmap to unlocking the promise of diversity for your organisation today and tomorrow.

Key benefits

- Identify and address the challenges that block diverse and inclusive culture
- Formulate game-changing strategies to accelerate progress
- Challenge cultural roadblocks and shift mindsets
- Implement inclusive processes and interpersonal practices that inspire and reward positive change
- Lead tangible and quantifiable change across the entirety of your organisation.

Participant profile

The **Advancing Diversity and Inclusion** programme is designed for:

- Executives who are in traditional leadership positions – of teams, business units, products or functions – and who are committed to driving diversity and inclusion in their area
- Senior executives who are responsible for driving the diversity and inclusion agenda of their organisations
- Human Resource leaders.

Please note, this programme is highly tailored for individuals working within an organisation, enabling them to implement the learnings directly in their respective workplace as they progress. For this reason, the programme is not suited to consultants, executives in-between roles, free-lancers, or any other position outside an organisational setting.

Programme content

The **Advancing Diversity and Inclusion** programme is an immersive and interactive online learning experience that is delivered over five weeks at a pace that works for you and that enables you to implement learning directly in the workplace as you progress. You explore the critical issues across five core modules, and you work on your own Action Learning Project: a bespoke roadmap for change that addresses the specificities of your organisation.

Launch Week

This week you will find guidance on how to make the most of the programme, information on programme completion and certification requirements, and an overview of the journey you will take over the next weeks. You will learn how to navigate the platform and about the different functionalities available.

Week 1: Understanding Barriers to Advancing Diversity and Inclusion

The focus of week 1 is to build a thorough understanding of the barriers to advancing diversity and inclusion within organisations. At the end of this week, you will be able to conduct a diagnosis of the key blockers in your context which you will use in subsequent weeks when explore solutions.

Week 2: Creating Impactful Diversity and Inclusion Strategies

In Week 2, you will learn how to create transformative diversity strategies that address systemic challenges and individual experiences. As each organisation is different, it is important to tailor your diversity strategy to the unique circumstances of your organisation.

Week 3: Building Foundations for an Inclusive Climate

The focus of Week 3 is to prepare your organisation so that lasting change can take root. No strategy will succeed if the culture and climate of the organisation do not support the change. You need to invest in creating a climate that supports and fosters inclusion.

Week 4: Designing Inclusive Processes

In Week 4, we move from building a foundation for inclusive climate to designing inclusive processes. We will breakdown the recruitment process and look at interventions at each step that can debias your process and increase your chances of hiring a representative workforce.

Week 5: Fostering Inclusive Interpersonal Interactions

In Week 5, you will learn how to foster inclusive interpersonal interactions that allow employees to deepen mutual connections across difference. The learning in this week provides techniques to lower the barriers people often create in their relationships with members of other social identity groups.

Final Assignment and Peer Review

The programme culminates with two extra weeks to for you to synthesise your learning from the past few weeks into a compelling final Action Learning Project (ALP) assignment submission. It will also offer an opportunity for you to give and receive feedback from your peers for the final ALP assignment.

Action Learning Project

Working with a learning coach, you will design an Action Learning Project (ALP) that is aligned with your organisation and your personal learning objectives. The ALP involves using the tools and frameworks learnt throughout the programme to build an integrative plan to enable diversity and inclusion in your organisation. This will include three steps that align with the five modules of the programme:

1. Conduct an organisational diagnosis to scope out the key barriers to **Advancing Diversity and Inclusion** in your context
2. Build an integrated strategy to advance diversity and inclusion in your organisation
3. Plan specific initiatives that you will implement in the next six months in your organisation.

Programme directors



Felicia A. Henderson

Lecturer



Jennifer Petriglieri

Associate Professor of Organisational Behaviour



Kaisa Snellman

Associate Professor of Organisational Behaviour
Academic Director, INSEAD Gender Initiative

BUSINESS STRATEGY AND FINANCIAL PERFORMANCE



Thinking strategically is no longer a skill confined to senior leaders; it is now crucial for professional success across a wide range of roles and responsibilities.

The greater executives understand business strategy and financial performance, the better they are able to develop strategic agility in the face of disruption and make faster and smarter decisions. They will also be better equipped to help their organisations stay ahead of emerging opportunities, and drive the innovation initiatives needed to succeed in today's more challenging markets.

Are you an executive – in any function, from production to IT – who is now being called upon to provide a strategic perspective on your organisation? Developing your ability to do so will allow you to better understand the drivers behind any organisation's financial performance, and how to leverage that knowledge in your own specific areas of responsibility.

Do you work in corporate sales and advisory and need to understand your clients' evolving business challenges? Developing a strategic mindset will improve your ability to act as a more effective partner for your clients, tailor your recommendations and clearly communicate your organisation's distinctive value.

Business Strategy and Financial Performance is designed to give you the key tools and perspectives from strategy and finance to achieve these objectives. The programme will help you understand how a company's strategic agenda can evolve, and how you can use that understanding to better identify opportunities for profitable differentiation. You will then learn how to use those opportunities to formulate an execution plan, drive organisational alignment and ultimately improve financial performance.

Programme directors



Peter Zemsky

*Professor of Strategy
The Eli Lilly Chaired Professor of Strategy
and Innovation*



Daniel A. Bens

Professor of Accounting and Control

Key benefits

- Develop your ability to think strategically and see the big picture so you can align an organisation's internal resources and capabilities with its evolving external environment
- Learn to take a value-driven approach to navigating business decisions and driving sustainable competitive advantage
- Understand the impact of management choices on company financials to develop a strategy execution plan for superior financial performance.

Participant profile

- **High potentials looking to accelerate their development as business leaders**
- **Executives in functions such as HR and IT looking to improve their ability to act as business partners within their organisations**
- **Those responsible for B2B client relationships looking to deepen their customer understanding and to position themselves as strategic partners**

Programme content

The programme content is delivered over 7 weeks requiring you to work on multiple levels. Each week develops one part of the strategy and finance framework, addressing overall the three following topics.

The big picture perspective

Strategic thinking involves linking individual decisions and actions to the overarching organisational objective of enhanced, sustainable performance.

- Understand the key external forces that create opportunities and threats for a business by transforming the industry value chain, patterns of demand and competitive pressures
- Explore the challenge of strategically positioning a business to create and sustain competitive advantage in a dynamic market
- Meet the challenge of strategy execution by learning to align an organisation's key activities and resources with its desired position in the market.

The value approach to managing a business

Effective strategic thinking capabilities are grounded in having a fundamental understanding of what drives financial performance, in terms of the ability of a business to create and capture value

- Understand why it's important for a business to create value for society by delivering products and services for which the customers' willingness to pay exceeds the underlying resource costs
- Learn how to make sure a business captures value by selecting attractive positions in the industry value chain and pursuing a distinctive value proposition
- Develop decision-making skills to support sustainable value creation.

The financial perspective on strategy execution

The success of a strategy initiative can be measured by tracking key financial metrics. Sound strategic thinking abilities combine successful execution with superior financial performance.

- Develop an understanding of key financial statements to appreciate how a company's strategy affects the bottom line
- Explore financial metrics in more detail, learning how to create and deliver value for the customer
- Learn how different management choices influence financials, with a focus on how better decision-making leads to superior performance.

Action Learning Project

Strategic thinking abilities and a grasp of key financial tools are critical to understanding the strategic agenda of any organisation in today's shifting competitive landscape. Thinking critically and skilfully applying this understanding to your own business context will help you make powerful strategic recommendations and drive value for your organisation.

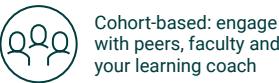
With this in mind, the Action Learning Project (ALP) will give you the opportunity to practise applying your learning to your own business context. The ALP will take you on a step-bystep journey to develop a big picture strategic view to tackle a business challenge. You will be able to identify concrete opportunities to enhance the strategy, improve organisational alignment and ultimately drive financial performance.

Typically the ALP involves a variation on one of the following:

1. You will apply the concepts from the programme to a strategic initiative that you are currently working on. You will be able to understand how it relates to your organisation's strategic direction, and subsequently design a strategic plan for this initiative, to drive superior performance.

2. You will use the tools and frameworks from the programme to understand a client's strategic agenda and propose how your organisation's offerings will further enhance the value proposition and drive financial performance.

DRIVING DIGITAL MARKETING STRATEGY



Executing impactful digital strategies

Becoming a successful marketing strategist in the digital age requires mastering three brand new customer-focused skills.

First, you need to understand when and how to leverage the latest analytics technology, from Big data to AI or IoT, and continuously uncover novel “live” insights about the customer and the marketplace. Second, you need to effectively transform these insights into new customer value by generating outstanding experiences along the customer journey. Finally, the key to your future success as a business leader is your ability to shape a customer-centric marketing organisation equipped to select, experiment and scale the use of successive waves of technologies such as social media, robotics or blockchain within your product or service strategies.

Digital technologies are the transformational forces that have shaped the way we communicate, consume, work, buy and sell and have profoundly disrupted how we do business. To address new customer needs effectively today’s marketing leaders must rethink their approaches. **Driving Digital Marketing Strategy** will take you on a learning journey to develop your skills to become a successful marketing strategist and achieve business success by creating and delivering new customer value. You will explore the challenges and opportunities of digital disruptions around your customers and learn new strategic data-driven skills to empower you to make better business decisions for future growth. This programme will also enable you to effectively design and deploy bold and competitive marketing strategies around the customer in the digital age.

Programme directors



David Dubois

Associate Professor of Marketing & Cornelius
Grupp Fellow in Digital Analytics for Consumer
Behaviour



Joerg Niessing

Senior Affiliate Professor of Marketing

Key benefits

- Learn how to create and deliver customer value and secure sustainable competitive advantage
- Acquire basic analytical skills around “big” customer data to inform marketing strategy effectiveness throughout the customer funnel
- Strategically create and monitor online content to generate stronger engagement with customers and create outstanding customer experiences, and effectively manage online crises
- Explore how AI can transform marketing strategies, offering insights into personalisation, content creation, market segmentation, and organisational readiness to maximise customer value and competitive advantage
- Effectively implement and execute a digital marketing strategy in your organisation by recognising and utilising key drivers.

Participant profile

- Executives and senior managers from all business areas and professionals who thrive to develop a strategic understanding of digital marketing strategy and transform their organisation from within, with the customer at the centre
- Team leaders and managers seeking to develop and integrate cutting-edge digital marketing practices into their business processes and corporate culture
- Executives seeking to develop new sustainable, data-driven business models, manage change and extract value out of changing markets in a digital world
- Executives aiming to drive digital initiatives in their company or industry
- Executives coming in groups/teams to collaborate on Action Learning Projects tailored to their organisation’s context.

Programme content

Over 5 weeks, the programme will enable you to learn how to formulate and implement a marketing strategy in B2C and B2B settings where data, digital tools and technologies play a critical role. You will understand how to help your organisation turn into a data-driven machine centred around the customer and secure fast and sustainable growth in a rapidly changing digital landscape.

WEEK 1

Three Transformational Shifts

- Familiarise yourself with technological game changers and the changing customer behaviour in a digital age
- Embrace the three transformational shifts in marketing strategy by delivering powerful customer experiences and data-driven business models
- Understand the importance of moving from a product-centric perspective to customer-centric perspective

WEEK 2

Agile Marketing Organisation

- Understand how to select, experiment and scale up technological solutions driving customer value for different segments and markets
- Learn the steps to build a customer-centric digital marketing organisation and leverage digital solutions to improve marketing speed and efficiency

WEEK 3

Customer Value Creation - Analytics

- Learn when and how you can leverage “big” data to generate customer insights and embed these insights into your products and services strategy
- Engage with basic, powerful analytical skills around “big” customer data to unpack your customer behaviour and measure the effectiveness of a marketing strategy

WEEK 4

Customer Value Creation - Experiences

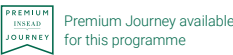
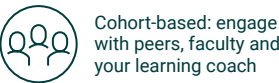
- Learn how to deliver powerful customer experiences along the customer journey
- Internalise the strategic importance of online content in the digital age and how you can turn your organisation into a content powerhouse in the marketplace
- Understand and leverage the future of AI in digital marketing

WEEK 5

Strategy to Execution

- Gain a view and appreciation for the design of a digital marketing organisation including the roles, structures, and movements required to drive effective change
- Learn how to manage internal change in organisational structure, leadership, processes, governance, talent, incentives, culture, and – most importantly – employees

DEVELOPING EMERGING LEADERS



Learn to lead effective teams in a fast-changing world

Stepping up into a leadership role in today's dynamic environment comes with complex challenges.

To lead others effectively, you first have to lead yourself; you have to build the resilience and growth mindset to overcome hurdles, and to mobilise, align and inspire collaborative teams in a changing workplace, in changing times.

Setting yourself and your team up for success means developing the practice of leadership—the competence, the agility and the empathy—to open up lines of communication, to build trust, to inspire and to provide guidance in times of turbulence and uncertainty. It means enacting a step change in your thinking, skills and attitudes in a world where social fabric is evolving, where boundaries are blurred and where change is the only constant.

Developing Emerging Leaders is a dynamic, online learning journey that will fast track your understanding and transform your capacity to lead yourself, to lead others, and to lead collaboration and change in your organisation.

Over five weeks, you will explore the interpersonal dynamics that undergird agile, high-performance, resilient teams. You will develop the insights and the tools to navigate adversity, to forge strong relationships and to lead with transparency, accountability and in full alliance with your team. And you will build the agility to navigate the way forward even as your context shifts and changes in our dynamic, fast-moving reality.

Led by distinguished INSEAD faculty, the programme will challenge you to learn about yourself and how your behaviours and decisions impact the performance of those around you. You will explore leadership through the multiple lenses of power and fairness, culture and psychological safety. And you will emerge with the understanding, the clarity and the confidence to make a decisive step forward in your career and your role within the organisation. 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 clear perspective on leading your team in the digital age.

Key benefits

- Design effective teams through meaningful collaborations within a changing organisational landscape.
- Learn to continuously monitor and mould your own behaviour and foster productive relationships built on empathy, feedback and trust to empower others even in difficult and uncertain contexts.
- Build a solid and holistic employee value proposition that harnesses contemporary workplace trends and dynamics.

Participant profile

- Professionals from diverse sectors and organisations who are making the shift from individual contributor to team leader.
- New and emerging leaders charged with managing teams and forging new collaborations in a dynamic and fast-evolving landscape.

Programme content

Over five weeks, the programme uses a combination of engaging video lectures, real-life examples, vibrant discussions and an Action Learning Project based on your current role and current challenges that will bring your learning into sharp focus as you progress.

Leading yourself

Explore the dynamics at play in self-leadership. You will learn to develop a growth mindset as you analyse:

- The importance of continuous learning in your leadership practice
- Resilience, navigating difficult experiences and managing the gap between intended and actual outcomes
- Emotional intelligence, mindfulness and the body scan practice.

Leading others

Examine how behaviour affects how others in your team and environment perceive you. Learn how to:

- Nurture developmental relationships at work
- Assess your own and others' behaviours
- Give and receive effective feedback.

Leading change

Discover the importance of the change context and how to overcome the challenges of change. Look at:

- Unconscious biases
- How to solve technical or adaptive problems
- Setting the conditions for difficult conversations and how to capture learning.

Leading collaborative teams

Dig deep into the rationale for collaboration: when and how to drive successful collaboration. Explore:

- The dimensions of effectiveness in team collaboration
- Essential conditions for successful collaboration (The Effectiveness Pyramid)
- How to design high collaboration and performance teams.

The changing nature of work

Build familiarity with contemporary workplace trends and the hybrid workplace. Look deeply at:

- The three-way tension: effectiveness, staffing and social fabric
- Integrated Employee Value Proposition
- The three critical human challenges: power and fairness, culture, trust and psychological safety.

Action Learning Project: 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 realise their full potential and seize the opportunities this contemporary workplace presents. As such, your Action Learning Project (ALP) will focus 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.

You will start by describing your leadership context and setting your overall leadership goal which you can review and fine tune until the final assignment. Each week, you will reflect on your specific challenges and concrete action plans related to the weekly topics and build a comprehensive overview as you go. For your Final Assignment you will create an executive summary to highlight your key findings and summarise your learning journey over the programme weeks. At the end, you will review and prioritise three areas of your leadership practice to tackle the leadership challenges you are currently facing in the context of your role and organisation. You will then identify concrete, practical steps to bring about this improvement.

Throughout the programme, you will receive guidance from your **learning coach** as well as exchange with your peers in developing your Leadership Action Plan. We encourage you to reflect on their feedback to enhance your learning and improve your ALP submissions.

Programme directors



Declan Fitzsimons

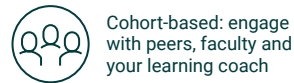
Senior Affiliated Professor
of Organisational Behaviour



Mark Mortensen

Associate Professor
of Organisational Behaviour

EXECUTIVE PRESENCE AND INFLUENCE



Leading teams and organisations effectively in today's climate of endless uncertainty is contingent on your ability to inspire confidence in other people – in those who work for and with you, in your senior leadership, and across your ecosystem of clients and business partners. In our current climate of ambiguity and unpredictability, it is more critical than ever that your team sees you as a leader to follow and to empower them; that your peers and customers have faith in your abilities and dependability; and that your executive leaders and board have confidence in your potential to lead change, unlock innovation and translate vision into reality.

Inspiring this kind of confidence requires you not only articulate and communicate your ideas with clarity and composure; you also have to build trust – trust in your competencies as a leader and decision-maker, in your technical capabilities, and in your absolute commitment to follow through on what you say you will do.

Executive Presence and Influence is an online programme that aims to demystify these qualities – redefining them as skills that can be learned and mastered rather than innate traits or characteristics.

Integrating the latest research and thinking around communication, body language, trust and the science of influence, the programme also offers a highly hands-on approach and constructive exercises that will accelerate your self-awareness and practical understanding.

You will learn how to employ soft-power strategies to draw people in and empower them without relying on formal authority or power structures. You will also look at how body language ties to presence: how stance, gestures, movements communicate ideas consciously and subconsciously; and the relative importance versus what we say across different settings, cultural contexts and groups.

Programme director



Andy J. Yap

Associate Professor of Organisational Behaviour

Finally, the programme will explore the critical communication tools that you need to develop to enact both presence and influence. And you will understand the importance of assessing the situation, and employing the most culturally appropriate strategies on the right targets in the right context, and at the right time.

Key benefits

- Learn tactics to unlock your own executive presence such that your stakeholders have confidence, respect and trust in your competencies and reliability
- Discover evidence-based strategies that are effective, practical and ethical to influence other people without imposing your power
- Master when and how to employ these influence strategies with different stakeholders and in different contexts in your personal leadership challenges
- Understand the psychology of trust, and how to establish trust to build fruitful long-term business relationships with your teams, managers and with clients.

Participant profile

- Executives in leadership positions at all levels looking to empower others and drive meaningful change through enhanced presence and influence
- Executives in client-facing roles and organisations who want to build strong long-term relationships with external stakeholders.

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 influence and executive presence to life. The programme will also offer clear and continuous guidance on how to put these skills into practice as you learn.

Communicating your ideas and storytelling

The first step in having greater presence and influence is to look at the concepts that help craft relevant, memorable and impactful messages. This entails understanding how the human mind makes sense of content and ideas. We will explore what makes someone an effective communicator and how they make their ideas not only reach their target, but stick.

- Discover the anatomy of ideas and messages—why do some ideas stick and others don't?
- Explore how to engage, persuade, and inspire your audience, regardless of whether they are clients, bosses or team members
- Map out these principles to make ideas sticky across a variety of contexts including interpersonal communication, personal branding, marketing and publicity, public pitches and organisational change.

Unlocking your Executive Presence

Body language is a universal medium of communication and influence. Across nations, cultures and organisations, your body language shapes the way your message is perceived. Commanding attention, and conveying competence and trustworthiness is contingent as much on how you say things as it is on what you say.

- Discover which body language cues signify power, confidence, trustworthiness and competence
- Learn to adopt and deploy these cues to command a presence that is powerful yet also warm and inviting.
- Explore what executive presence looks like in virtual settings
- Using a video-case and a practical self-awareness exercise determine the steps you will take to become more mindful about your own presence and the style that you aspire to have.

Building Trust

Strong long-term relationships and business outcomes are built on trust. But trust needs to be earned – and losing it can be highly costly. As we strive to influence others, our efforts can actually have the effect of undermining trust. To build, nurture and sustain high levels of trust over time we need to be hugely mindful about the dynamics of trust-building and the requirement to be transparent in terms of information-sharing.

- Take a deep dive into the psychology of trust in business relationships
- Define trust and determine the criteria we use in evaluating someone's trustworthiness?
- Discover how to build trust quickly and how to repair trust when it is impaired
- Learn how to establish trust that signals credibility, benevolence, and integrity.

The Science and Art of Influence

Develop and apply interpersonal persuasion skills and understand the importance of strategy formulation and managerial agility. Improve your understanding of diverse cultural or social landscapes and how that can inform your strategy and approach in any given influence situation.

- Become more effective at influencing others without relying on authority
- Learn a variety of influence tactics and understand how to deploy them strategically.

Develop Charisma

Discover the psychological foundations of charisma and explore practical ways leaders can become more inspirational and charismatic through the science of interpersonal attraction and emotional intelligence.

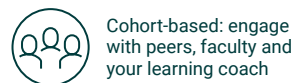
- Discover how to enhance your own emotional intelligence and how to be more charismatic in your leadership
- Learn about Type I Leadership: The Charismatic Introvert.

Action Learning Project

The Action Learning Project (ALP) is your opportunity to personalise your learning around a specific challenge or objective that you have. It will take you on a step-by-step journey by developing your own personal agenda for more effective executive presence and influence.

You will begin by reflecting on your own use of presence and influence and to situate yourself in terms of where you want to be per the needs and exigencies or your role and organisation. Each week you will hone your skills through the insights, tactics and practices elucidated by the programme, as you develop greater understanding of what it means to exercise presence and influence without power. The ALP will culminate in a personalised plan that will help you deploy the right strategies with the right people in the right context and in different leadership situations and challenges in your future leadership career.

FINANCIAL ANALYSIS FOR NON-FINANCIAL MANAGERS



Progressing towards greater leadership positions means learning to cut through greater complexity. It means broadening your understanding of the entirety of your business, in order to make the most effective strategic and tactical decisions. Finance is one of the core pillars of any business organisation. Building financial understanding into your decision-making is critical as you advance. So too is developing the financial literacy to communication your decision both inside and outside of your organisation.

Financial Analysis for Non-Financial Managers accelerates your understanding of the core financial dimensions of business. The programme empowers you with a robust valuation-based framework to make strategic decisions on future investments – and to assess the impact of past decisions you and your business have taken.

The programme will explore decision-making frameworks within the firm, using evaluation tools to evaluate the impact and efficacy of different projects. It will take a deep dive into valuation at the firm level, getting to grips with new techniques and mechanisms to estimate the value of an enterprise.

You will emerge from the programme with the understanding, the knowledge and the skills to make solid financial forecasts and better strategic decisions. You benefit from enhanced ability to execute your decisions, while accurately monitoring past investments. And you will build the expertise and the confidence to communicate your plans and results to both financial and nonfinancial audiences.

Key benefits

- Enhance your literacy of financial statements and terminology
- Improve your understanding of how strategic decisions impact financial metrics
- Gain insights into how revenues, costs and profits are allocated to products, customers, and divisions
- Learn methodologies of financial decision making based on rigorous, but intuitive, frameworks including net present value (NPV), Internal Rate of Return (IRR), and Economic Value Added (EVA).

Participant profile

Financial Analysis for Non-Financial Managers is designed for executives who require a better understanding of the financial impact of strategic choices. They are typically:

- Decision makers within an organization overseeing significant resources
- Mid- to senior-level executives without extensive training in accounting or finance
- From functional areas outside of Finance, including: Operations; Marketing; Research and Engineering; Legal; Strategy; and General Management

For senior level executives who already possess some basic skills in finance and accounting but wish to develop these further we recommend INSEAD's Finance for Executives programme. Finance for Executives is a two week residential programme that begins with a review of the basics of financial analysis, but moves on to more advanced topics such as the cost of capital; capital structure decisions; and mergers and acquisitions – among other topics.

Programme content

The programme content is delivered over five weeks requiring you to work on multiple levels. Each week develops one part of the financial analysis framework, addressing overall the three following topics:

Financial Acumen

You are aware of the basic financial statements: Balance Sheet; Income Statement; and Statement of Cash Flows. But in order to help you use them effectively as a manager we will address the following questions:

- What unique set of information does each one of these financial statements contain?
- What information is still lacking?
- How are these financial statements connected to each other, and how can you exploit these connections to make better decisions?
- How do you use the financial statements to evaluate the success or failure of past strategic decisions?

Drivers of Financial Decision Making

Effective leaders are able to leverage financial information to make strong strategic decisions. You will explore the diverse inputs and the processes you need to follow to enhance your decision-making. This means thinking deeply about key questions:

- How do you link financial and non-financial performance measures to your project's or overall organisation's strategy and objectives?
- Why is it vital to include opportunity costs and exclude sunk costs in value-based decision making?
- How can you develop a method for identifying relevant information for every type of organizational decision?
- What are the trade-offs of using performance measures to explicitly incentivize employees?

Valuation Framework

Leading with impact and confidence means bringing different concepts together, and thinking deeply about how your decision-making can create value for your organisation. We will explore some of the key dimensions involved:

- Why is the metric Return on Invested Capital (ROIC) important?
- How can we use ROIC to evaluate productivity?
- How does ROIC relate to free cash flow and valuation?
- What are the preferred methods we can use to make strategic decisions based on forecasts of ROIC and value?

Action Learning Project (ALP)

Your Action Learning Project (ALP) is a unique opportunity to apply your learning to your own business context. The ALP will take you on a step-by-step journey to develop a financial perspective on a current business decision you are facing. You will identify a specific strategic opportunity and then quantify the predicted financial effects of various possible outcomes following a recommended action.

Working directly with a learning coach, you will design the ALP that best fits with your personal learning objectives. If you are part of a team attending the programme with colleagues from the same organisation, you have the option to work with your coach to structure a more ambitious team ALP to collaborate and work on together.

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 goal.

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

Third, following the completion of the course work you will synthesize your weekly submissions to propose a concrete strategic recommendation based on solid financial analysis. Your final submission will be subject to peer review. All participants will review two to four other submissions and provide peer feedback.

ALP objectives

- Use financial analysis to articulate a key management challenge
- Use the valuation tools from the course to propose a compelling forward-looking strategy to tackle the challenge
- Back up the planned execution of your recommended strategy with a convincing financial evaluation

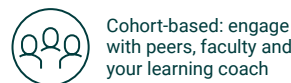
Programme director



Daniel A. Bens

Professor of Accounting and Control

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 – whether in the face-to-face, or virtual worlds.

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 make meaning in this change. Leadership communication capabilities that foster 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.

Programme director



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 – in the physical and virtual worlds.

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 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 also 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, including the physical and virtual world.

- Mould different aspects of your communication approach to demonstrate communication intelligence in action – in your messaging and through your leadership presence
- Explore the role of culture in the way you communicate, and the strengths and challenges of the four communication preference styles in people: rational, structural, expressive and visual
- Learn more about how communication behaviours can change under pressure and how to communicate positively in stressful situations.

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 flourish. 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 visuality” 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, structured, expressive and visual – creating relevant, engaging and resonating communication in any format.

Action Learning Project: 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 challenges in your future leadership career.

LEADING ORGANISATIONS IN DISRUPTIVE TIMES



Cohort-based: engage with peers, faculty and your learning coach



Premium Journey available for this programme

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.

- Acknowledge the importance and impact of decision-making as the core work of leadership and 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
- Deepen your understanding of the complexities of change amidst digitisation and explore ten pillars to guide organisational change in your organisation.
- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture and gain insights into how to shape such a culture and navigate its politics
- Explore why people often have ambivalent reactions to power and influence even in “rational” organisations and differentiate between hard and soft power and why developing the latter is important
- Develop an understanding of the major contradictions facing organisations in fast-paced environments and learn from companies that manage ambidexterity well

Action Learning Project

Developing your leadership skills, not just knowledge, is also an ambition of the Leading Organisations in Disruptive Times 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**: an experiential and transformative learning process where the focus shifts from performing to experimenting, from the risk of failure to the opportunity to learn, to understand and to identify your own strengths and weaknesses in successfully executing rapid and innovative change.

Programme directors



Charles Galunic

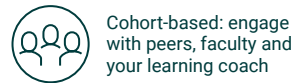
Professor of Organisational Behaviour
The Aviva Chaired Professor
of Leadership and Responsibility



José Luis Alvarez

Senior Affiliate Professor
of Leadership and Organisational Behaviour

STRATEGIC NEGOTIATIONS



Become a more strategic negotiator

All of us negotiate all the time. Whether it is buying or selling, managing or working for others, dealing with friends, family, colleagues or workplace hierarchies, negotiation informs everything we do, every day. But how successful we are can vary, and forging agreement among people with diverse interests, perceptions or values can be challenging, whatever the context.

Strategic Negotiations introduces you to the INSEAD Value Negotiation (VN) system. Developed using faculty research, the VN system deploys evidence-based and practice-tested tools and frameworks that accelerate your understanding of win-lose and win-win strategies. The VN system enhances any negotiator's sophistication by introducing the strategic dimension to negotiation, while also consistently expanding its diagnostic and implementation dimensions.

You explore how to choose between win-lose or win-win, when each strategy is most likely to be effective, and how strategic negotiation can drive effective, long-term outcomes.

You emerge with the insight and the real-world skills to make superior strategic evaluations and implementation choices, and maximise sustainable impact and value.

Participants joining from our Negotiation Fundamentals programme will be able to leverage their previous experience and knowledge to generate sophisticated questions and drive rich debate, while maintaining independence of opinion and freedom of choice.

Key benefits

- Expand your ability to address negotiation challenges with a strategic mindset
- Learn how to embrace a versatile approach to succeed in any negotiation
- Become able to diagnose and embrace a probabilistic approach to maximise value and reduce risks in every type of negotiation
- Accelerate your efficiency, build better relationships with fewer conflicts, drive more engagement and gain more confidence to deliver superior outcomes
- Leverage hands-on practice to address weak points and optimise strengths back in the workplace.

Participant profile

Strategic Negotiations delivers great strategic and operational leverage to any executive who needs to interact with others to get results. Participants include executives with many different roles, including:

- Executives involved in mergers, acquisitions or joint-venture negotiations
- Project Managers
- Human resources managers
- Sales and procurement managers
- Audit and compliance managers
- Key-account managers.

Suitable for past participants of the Negotiation Fundamentals on-demand online programme who wish to complete INSEAD Online Certificate in Negotiation.

Programme content

Over the 5 consecutive weeks, the programme will enable you to learn how to develop your personal negotiation style, while learning new skills and strategies and, above all, getting the practice you need to be confident and effective.

Introduction: Value Negotiation Principles

- Define negotiation, win-win, win-lose, value and power correctly as fundamental concepts
- Identify the risk and reward of different negotiation choices
- Apply the best communication strategies right from the start of a negotiation
- Practice substituting crippling assumptions for empowering ones.

Start from the End: Defining Success

- Define what success means in a negotiation
- Identify ways to define success that can make your negotiation easier or harder to succeed
- Apply a 7 element framework to create a clear yet flexible vision of success.
- Practice thinking, talking and diagnosing the 7 elements.

Strategy for Negotiation: Best Practices

- Define the three negotiations, and their respective win-lose and win-win strategies
- Learn how to strategically frame negotiations before you reach the table
- Understand the connection, opportunities, and traps between the 3 negotiations
- Lead and balance all strategic aspects of your negotiation and minimise last minute surprises.

Relationship Building & Trust

- Defining trust and what a good relationship really means
- Recognise relationship building mistakes in negotiation that cost money or fail to build trust
- Learn efficient and positive short and long-term relationship building strategies
- Practice how to counter aggressive or manipulative moves.

Navigating the Value Tension: Balancing Value Creation and Claiming

- Understand the tension between value creation & claiming, and how to minimise it
- Learn advanced value creation and claiming techniques
- Prepare to overcome the main value creation enemies or obstacles within and surrounding your negotiation
- Learn how to claim value consistently with a win-win process and without bargaining.

Programme director



Horacio Falcão

Professor of Management Practice at INSEAD & Director of the Negotiation Dynamics Programme

STRATEGY IN THE AGE OF A.I. AND DIGITAL DISRUPTION



Cohort-based: engage with peers, faculty and your learning coach



Premium Journey available for this programme

In the last decade, digital has become part of almost every debate and discussion around strategy and often, the central focus. The reason is simple.

Powerful and interconnected technologies today including the cloud and AI, mean any business going through a digital transformation journey will be handed lucrative opportunities, but will also have to face dramatic threats.

The possibilities for new products, services and business models promise to substantially impact almost every sector of the economy even those where digital has already brought important changes.

And yet, although the long-term impacts of digital promise to be deep and far reaching, the path to this future for industries, companies and consumers is proving far from linear or predictable. Often claims of impending disruptions do not materialise, at least in the time frame or manner predicted.

A carefully considered, strategic response is invaluable in approaching digital transformation so that your business remains sustainable and agile in this ever-changing environment.

Strategy in the Age of A.I. and Digital Disruption provides the strategic tools, concepts and perspectives that will allow you to develop a strategic response and to then align your organisation for effective strategy execution. It will support you in becoming more proactive in the digital domain, help you turn digital threats into opportunities, and allow you to leverage digital to create competitive advantage and enhanced performance.

Key benefits

- Demonstrate how digital is transforming the industry value chain, patterns of demand and competitive pressures that impact your industry
- Leverage digital to develop compelling value propositions that help you to turn a threat into an opportunity
- Execute on digital strategies by aligning key activities across your organisation with new value propositions and by balancing strategic agility for a digital world with the longer-term sustainability required to build key resources
- Gain an understanding of AI and its value creation power and explore key challenges in executing AI strategies
- Acquire insights directly from leading executives on how they are adapting to digital in their own organisations.

Participant profile

This programme is a meeting place for two groups. It is designed for:

- Executives who are in traditional leadership positions – of business units, products and functions – who need to better leverage digital in their current leadership activities.
- Executives who already have deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.

Together, you will learn how to drive a strategic approach to digital opportunities in your organisations.

Programme content

Delivered over 5 weeks, this programme will teach you how to use the power of digital to turn threats into opportunities and disruption into innovation.

LAUNCH WEEK

Living in a Digital World

- Course introduction and logistics
- Waves of digital disruption and opportunity
- Digital industrial revolution
- Lessons from the original industrial revolution

WEEK 1

Getting FIT for a Digital Age

- What are the keys to effective strategy in a digital age?
- What does it take for traditional companies to adapt?
- Strategy as FIT
- From threat to opportunity
- Industry value chain
- What does it mean to be tech savvy?
- Understanding AI
- Digital Transformation

WEEK 2

Follow the Value

- Prioritising digital opportunities
- Emergence of sharing economy
- Value Creation and Value Capture
- B2B value creation
- Willingness-to-pay
- Social Value

WEEK 3

Competing with Value

- Achieving product-market fit with a compelling value proposition
- Driving a leap in value
- Value capture
- How can an organisation sustain superior value creation?
- Positive feedback
- Added value
- Competitive pressures
- Blue Ocean strategy
- Support functions in a digital age

WEEK 4

Executing on Digital

- How to execute on your digital strategy
- Strategic agility
- Data culture
- Resource accumulation
- Executing on AI strategies

WEEK 5

Seeing the Big Picture

- Company value chain
- Integrated case: key activities with links to value creation, resources and industry value chain
- Integration: AI Traps and Pitfalls
- Seeing the big picture

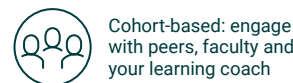
Programme director



Peter Zemsky

Professor of Strategy
The Eli Lilly Chaired Professor of Strategy and Innovation

TRANSFORMING YOUR BUSINESS WITH AI



Unlocking the power of artificial intelligence in the digital age

Artificial intelligence (AI) is empowering significant and rapid change for businesses across almost all sectors and industries. In particular, machine learning – a computer's capacity to improve its performance without human instruction – is driving the development of new applications that can accelerate productivity and competitive edge for companies.

From the automation of different aspects of business to forecasting patterns in data, AI can accomplish tasks with far greater accuracy and speed than human beings – transforming not only what businesses and managers can do, but how they do it. Healthcare, finance, retail and travel organisations are delivering completely new customer experience thanks to chatbots, intelligent voice assistants and conversational AI. Meanwhile, an array of new machine learning applications are giving businesses access to deep analysis of key internal data (such as employee engagement, networks and departures) for organisation redesign.

The forced digitalisation created by COVID19 and the social distancing measures adopted to fit it are also producing a treasure trove of data for organisations on how their employees, partners and customers interact and create value. AI will play a crucial role in learning from this data to improve how organisations and businesses work

In the coming decade, the impact of AI is only set to accelerate as more and more industries leverage its transformational capabilities. Today's business leaders need to get ahead of the innovation curve now. To understand and act on the unprecedented opportunities that AI offers, leaders need to look at what is possible today as well as what will be possible tomorrow. And discover what actions are being taken by pioneers in other sectors that can translate to their own – and drive competitive advantage.

Programme directors



Phanish Puranam

*Roland Berger Chair
Professor of Strategy & Organisation Design*



Theodoros Evgeniou

Professor of Decision Sciences and Technology Management

Transforming Your Business with AI gives you a deep understanding of how AI is deployed in business, so that you can see what it can (and cannot) do for you and your organisation. The programme equips you with practical frameworks and templates to work with data scientists and programmers, showing you how to commission analysis and analyse the results you receive.

Key benefits

- Gain solid, jargon-free understanding of AI, Machine Learning and the opportunities for your organisation
- Explore how different applications work across functional areas
- Master the skills and vocabulary to work effectively with data scientists
- Understand the risks and limits of relying blindly on algorithms
- Learn how to build AI capabilities for your organisation
- Work on individual or group Action Learning Projects, with feedbacks from Learning Coaches, to solve real business problems within the context of your actual job and organisation

Participant profile

- Senior executives who want to understand how they can make their organisations AI-ready
- Leaders and senior executives seeking the comprehensive perspective they need to lead in a digital world, with a focus on the strategic, organisational and innovation implications of AI and data technologies
- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans

Programme content

Transforming Your Business with AI is delivered online over five consecutive weeks and uses real-world video case studies, cutting-edge technologies, computer modelling to show how companies can leverage leadership, strategy and innovation to respond to digital transformation. Every week we will explore a specific topic. Your learning will be enriched by hands-on group or individual work and exercises, and an Action Learning Project based around applicability within your own organisation.

WEEK 1

What AI is doing today (and why you should care)

- Understand what AI is and the AI applications across various sectors.
- Bridge technical details to business applications and understand different ways data can aid business decision making: hypothesis testing and description ("perception"), forecasting ("prediction") and experimentation ("prototyping")
- Learn the elements of a prediction machine, evaluate the accuracy of it and distinguish correlation from causation.

WEEK 2

Building AI capabilities in an organisation

- Manage the implementation of AI and Machine Learning based projects.
- Understand the differences between these projects and other business or IT projects.
- Hear from a leading industry expert to discuss how to identify and execute successful AI-enabled business opportunities.

WEEK 3

Implementing AI with external expertise

- Examine the ground rules for formulating a business question as "AI solvable".
- Discuss how outsourcing AI development has gone through major innovations via "gamification".
- Learn different ways to build "teams of models" for machines to work well together.

WEEK 4

Deep learning and causal thinking

- Compare two approaches of machine learning - correlation and causation, discuss important tools for each and develop frameworks for when to use each.
- Explore limitations of all AI techniques today - the risk of "hidden variables", and understand why we need prototyping.

WEEK 5

The Future of Organisations and Algorithms


- Touch on a number of broader themes that go beyond the technical details and specific applications.
- Develop a point of view on the challenges and risks, both logistical and ethical, that the advancement of AI poses.
- Understand the issues around privacy and ethicality (fairness) and the implications for organisation designs.

INSEAD Microcredentials NEW


INSEAD Microcredentials elevate your skills to future-proof yourself, your career and your organisation.

Delivered online and on demand, our microcredentials are designed to meet the immediate upskilling and reskilling needs of both learners and organisations, helping them thrive in a dynamic, evolving world.


Why choose an INSEAD Microcredential?




Register Anytime
Register and pay online for rapid access to learning materials



Flexible
Learn anywhere, anytime. Up to an 8-hour commitment at your own pace, within 3 months from access



Immersive
Learn through dynamic and engaging methods, such as role-plays, customised assessments or AI-powered simulations

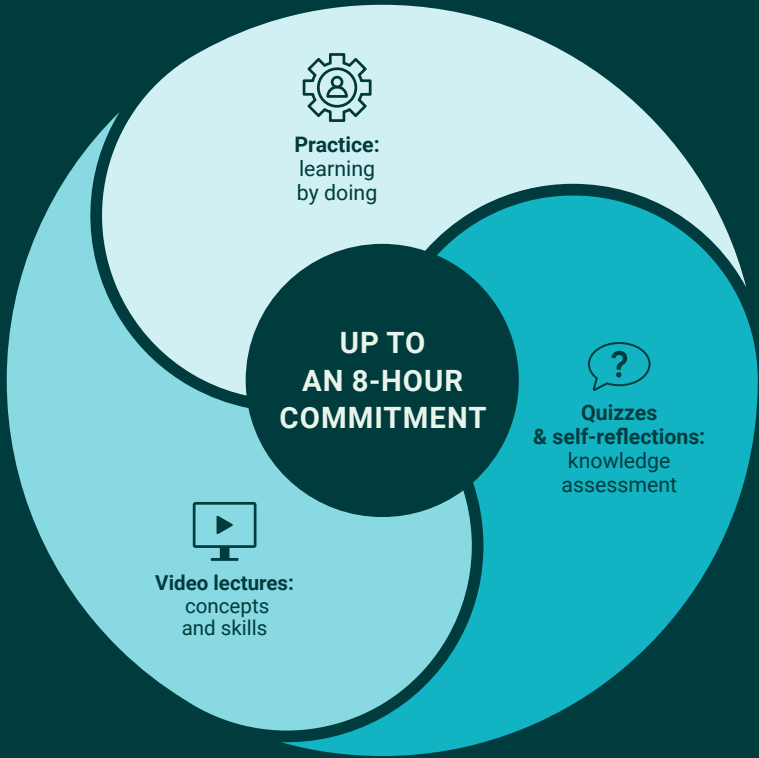


Certified
Earn an official INSEAD badge upon completion

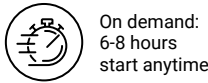
Content Flow

INSEAD Microcredentials are specifically designed to bring a balance of learning, practice and reflections, ensuring optimal learning outcomes. Participants can set a flexible learning pace that best suits them and take the programme from anywhere.

Participants have access to the programme content for 3 months.



BUILDING STRATEGIC PARTNERSHIPS AND ECOSYSTEMS



On demand:
6-8 hours
start anytime

Identify and leverage emerging opportunities

To sustain a competitive edge today and tomorrow, leaders and organisations must have the strategic acumen, the digital capabilities, the mechanisms and tools, and—crucially—the right kinds of partnerships and alliances to map all the possibilities and minimise the perils ahead.

Building Strategic Partnerships and Ecosystems is an on-demand microcredential that invites you to re-examine the fundamentals of business strategy in today's context. Then, it challenges you to reimagine the partnerships, platforms and strategic ecosystems needed to thrive in times of uncertainty and digital disruption.

As you progress through the journey, you learn and apply new understanding, skills, and tools in fun and challenging ways. And you emerge from the programme with the ability to spot new opportunities, strengthen strategic partnerships, and co-create greater value for your organisation in the age of AI.

Key benefits

- Discover how to build high-performing digital ecosystems for your organisation in disruptive times
- Develop the understanding and expertise to explore new digital opportunities with your existing partners
- Learn how to pinpoint, develop and introduce the critical elements to design and build digital platforms
- Develop skills in alliance portfolio building
- Position yourself as a key driver of partnerships and ecosystems within your organisation.

Participant profile

- Executives, general managers and business owners who want to learn how to collaborate with partners and develop ecosystems
- Decision-makers who want to enhance the reach, digital transformation and longer-term competitiveness of their organisation
- Members of boards of directors, whose role increasingly shifts from ensuring compliance to challenging top management's growth and transformation strategies.

Skills you will develop

- Building strategic alliances
- Analytical thinking
- Developing value proposition
- AI and big data

Recommended learning

Participants of **Building Strategic Partnerships and Ecosystems** are encouraged to also consider taking the following INSEAD programmes to amplify their impact as innovation catalysts in their organisation:

- Negotiation Fundamentals
- Leading through Change and Uncertainty
- Transforming your Business with AI

Programme director



Andrew V. Shipilov

Professor of Strategy
The John H. Loudon Chaired Professor of
International Management

Programme Content

Dynamic and flexible in structure and pace, **Building Strategic Partnerships and Ecosystems** integrates practical exercises and a unique virtual business simulation to enable you to put your learning into action.

Module 1: Alliances and Partnerships

- Review the basics of strategy and competitive advantage
- Define what an alliance means and explore how to build successful alliances, examining how companies achieve competitive advantage by moving from alliances to managing alliance networks
- Discover an alliance jigsaw tool that helps you think about innovation opportunities across your partnerships.

Module 2: Platforms

- Take a deep dive into platforms and analyse what makes them attractive and what their competitive advantage is
- Explore how to design platforms and identify their sources of value
- Engage in a practical game to design a platform.

Module 3: Ecosystems

- Look at how adaptive ecosystems can drive digital transformation
- Discover how to build adaptive ecosystems and how companies organise internally
- Build on the alliance jigsaw to spot opportunities and generate innovative ideas with partners.

Experience your learning through LiveCase

This microcredential features LiveCase, an interactive business case simulation that immerses you in an intensive virtual scenario filled with exciting decision-making challenges. You will assume the role of Senior VP of Strategy at a fictional video game company, a leader in its market niche that is concerned about losing ground to competitors in the near future. Will you make the right decisions?

In the end, you will have applied new tools and skills through a series of carefully crafted challenges, and in the process, you will have discovered something new about yourself.

DRIVING INNOVATION FOR GROWTH



Master the innovation methods that will help your organisation forge ahead, and stay ahead

Staying ahead of the competition in our endlessly evolving times hinges on your ability to unlock, execute and sustain innovative thinking and processes across the organisation.

Driving Innovation for Growth is an online microcredential that immerses you in the methods of innovation: the evidence-backed, industry-proven principles and processes, and the philosophy espoused by leaders and organisations that have learned to prosper in the age of uncertainty.

Delivered on demand, you determine the pace and tempo of your own progress as you explore critical frameworks, practical tools and applicable practices that you can use to innovate, as an entrepreneur, leader or individual. In addition, you build a deep understanding of yourself as an innovative leader; the areas of strength in which you currently excel; and potential areas that you can pinpoint for continuous and sustained improvement. You will emerge from the learning experience empowered with a new understanding of disruption and innovation, as well as the mindset and actionable insights to drive innovation for growth.

Skills you will develop

- Resilience and agility
- Adapting to change
- Creativity and design thinking
- Customer centricity
- Developing value proposition

Programme director



Nathan Furr
Professor of Strategy

Key benefits

- Assess your personal innovation strengths and areas of development
- Build personal innovation leadership behaviours to develop new ideas and how to improve them
- Apply innovation process tools derived from lean start-up, design thinking, and related frameworks to respond in a more agile manner
- Develop leadership perspective to transform your organisation into an agile and innovative one.

Participant profile

- Executives looking to build their capabilities to innovate, and translate these skills into a competitive advantage for their organisation
- Leaders who want to transform their organisation into an agile vehicle of innovation.

Recommended learning

Participants of **Driving Innovation for Growth** are encouraged to also consider taking the following INSEAD programmes to amplify their learning experience in unlocking, executing and sustaining innovative thinking:

- Leading through Change and Uncertainty
- Mastering Creative Thinking
- Strategy in the Age of AI and Digital Disruption

Programme Content

Dynamic and flexible in structure and pace, this microcredential integrates practical tools from the Innovator's Method with real-world business cases and practical exercises that enable you to put frameworks and new insights into action.

Innovator's Method: Foundations

- Explore and rethink what it means to prosper in an age of constant disruption and uncertainty
- Build understanding and insights into the need to balance innovation practices with sustained and results-driven execution
- Understand the frameworks and tools for developing personal and organisational innovation capability.

Innovator's Method: Process

- Learn the key elements that constitute the innovation process
- Insights: Discover the importance of developing insights and the capacity to savour surprises as a function of your innovation practices
- Problem and solution: Understand the jobs to be done and how to prototype your MVP and Minimum Awesome Product
- Deploy a Customer Persona Canvas to better define the jobs to be done

Innovator's Method: People

- Explore the five critical behaviours that define and differentiate truly innovative leaders
- Learn how to model those behaviours and coach them to your team
- Benchmark your own strengths and weaknesses in the innovation leadership behaviours using the Innovator's DNA self-assessment tool.

Innovator's Method: Philosophy

- Discover and reflect on a range of best practices from the industry that can create and sustain an innovation organisation
- Explore how industry leaders approach the themes of leadership, governance, infrastructure and culture
- Reflect on how these practices and insights can apply to your context and your organisation.

What skills distinguish the world's best innovators?

The Innovator's DNA personalised assessment

In **Driving Innovation for Growth**, you will leverage the Innovator's DNA (iDNA), a personalised assessment designed to help you realise your innovative potential. iDNA assesses your Innovation Profile, examining vital innovation and execution skills that leaders need to succeed. As a result, you will receive specific, customised insights to confirm your current areas of strength and identify potential areas for improvement.

LEADING THROUGH CHANGE AND UNCERTAINTY



On demand:
6-8 hours
start anytime

Find possibility in the unknown

In an era of rapid technological advancement and shifting geopolitical and societal landscapes, it has never been more relevant to develop the skills to be resilient and lead ourselves and others to the possibilities hidden within the unknown.

Leading through Change and Uncertainty is an online microcredential that offers a unique blend of knowledge and practical application, empowering you to lead through change and uncertainty by focusing on possibility. It also provides practical approaches to foster mental health and develop the emotional and cognitive strength needed to navigate continuous change with confidence and clarity.

Delivered on demand, this microcredential allows you to set the pace and tempo of your progress as you systematically build mechanisms to reframe frontiers and barriers, balance risk with resilience and resources, uncover new possibilities, and continuously strengthen yourself and your team, even in the face of inevitable setbacks.

You emerge from the programme with enhanced self-awareness and understanding, and the capability to drive forward momentum and sustain performance as you and your team harness the new and exciting possibilities that accompany changing times.

Skills you will develop

- Resilience and agility
- Adapting to change
- Self-awareness
- Leading teams
- Developing people

Programme director



Nathan Furr
Professor of Strategy

Key benefits

- Embrace uncertainty: turn challenges into opportunities
- Foster resilience: build personal and team resilience for change
- Seize opportunities: take action to capitalise on uncertainties
- Navigate setbacks: learn to adapt and pivot effectively
- Drive organisational change: lead agile, creative, and resilient growth
- Gain personal insights: receive tailored feedback on your strengths and weaknesses in leading through change and uncertainty.

Participant profile

- Leaders seeking to accelerate their ability to navigate change and the unknown, develop their “uncertainty ability”, and deploy these skills to drive new possibilities and competitive advantage
- Leaders who aim to transform their organisation into an agile vehicle of innovation.

Recommended learning

Participants of **Leading through Change and Uncertainty** are encouraged to also consider taking the following INSEAD programmes to amplify their impact as innovation catalysts in their organisation:

- Driving Innovation for Growth
- Building Strategic Partnerships and Ecosystems
- Leading Organisations in Disruptive Times

Programme Content

Progressing through each module of **Leading through Change and Uncertainty**, you will advance your leadership skills with real-world case studies from industry leaders and practical tools that enable you to bring your learning to life.

Introduction

- Explore and rethink what leadership looks like in the age of uncertainty
- Discover and develop your personal uncertainty ability
- Pinpoint your personal strengths and areas for improvement with our Uncertainty Ability Assessment.

Uncertainty Ability: Reframe

- Learn to reframe uncertainty as possibility
- Discover a set of leadership tools to help you: rethink frontiers, create transformation stories, and build your own uncertainty manifesto.

Uncertainty Ability: Prime

- Prepare for uncertainty and build resilience for both yourself and your team
- Master new leadership tools to: balance uncertainty, understand risks, and reimagine resources.

Uncertainty Ability: Do

- Take actions that will reveal new possibilities hidden within uncertainty
- Learn to deploy tools that will help you: assert values over goals, build cognitive flexibility, and learn in fog.

Uncertainty Ability: Sustain

- Sustain yourself and your team in the face of setbacks
- Deploy effective tools to: cultivate optimism, ride the waves, and leverage technology for resilience
- Wrap up with a focus on future development.

Assess your Uncertainty Ability

This microcredential features the Uncertainty Ability Assessment—a critical element in your learning journey that reveals key insights into your attitude, foundational abilities, and natural skills in managing uncertainty. The results highlight both your strengths and weaknesses within your mental model and natural instincts, offering actionable steps and guidance on how to enhance your ability to navigate uncertainty.

MASTERING CREATIVE THINKING



On demand:
6-8 hours
start anytime

Unleash creativity in your organisation

To stay ahead of change in our hyper-disrupted and evolving competitive landscape, you need to create, hone and deploy new, innovative and customer-centric solutions. You need to be able to think differently; to look at problems and challenges from fresh angles; and embrace the power of iterative experimentation to test what is truly viable and valuable. To keep your organisation ahead of the game, you need to master the power of creative thinking.

Mastering Creative Thinking is an online microcredential that will equip you with the creative insights, the ideation tools and the agile experimentation and iteration techniques to develop products, services and experiences that truly connect and resonate with your customers. Delivered on demand, you determine the pace and tempo of your own progress as you master the insights and frameworks to generate innovative solutions paths, and refine your ideas iteratively.

Key benefits

- Learn to think about your organisational challenges through a different, customer-centric lens
- Build the skills you need to spark and sustain creative and design thinking capabilities
- Acquire the mindset and managerial levers you need to develop and lead an innovative organisational culture
- Master practical and effective methodologies to put design thinking into action
- Prepare to deliver sustained competitive advantage in a hyper-competitive and fast-changing landscape.

Participant profile

- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and agile development principles (e.g., lean startup)
- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture.

Skills you will develop

- Customer centricity
- Creativity and design thinking
- Resilience and agility

Recommended learning

Participants of **Mastering Creative Thinking** are encouraged to also consider taking the following INSEAD programmes to amplify their learning experience in unlocking, executing and sustaining innovative thinking:

- Driving Innovation for Growth
- Leading through Change and Uncertainty
- Executive Presence and Influence

Programme director



Manuel Sosa

Professor of Technology
and Operations Management
Director of the Heinrich and Esther Baumann –
Steiner Fund for Creativity and Business

Programme Content

Progressing through each module of **Mastering Creative Thinking**, you will systematically build the creative thinking mindset, the frameworks and the capabilities to look at problems through a new, user-centric lens; to devise solutions that work; and to drive innovation, whatever the challenge or organisational context.

Module 1: User-centred insightfuling

- Understand the importance of developing empathy for the end user to uncover user-centred insights that lead to meaningful innovation opportunities
- Learn how to build and use journey maps to fast-track the development of empathy and insight discovery
- Develop an “inquiring” mindset to formulate insightful innovation challenges that truly matter to the end user.

Module 2: Creative ideating

- Understand the key factors that drive and hinder creativity
- Learn three effective strategies to overcome creativity blockers that prevent us from ideating innovative solutions
- Develop the mindset to search for potentially creative solutions to any challenge or in any context.

Module 3: Agile iterating

- Discover the key elements that comprise a design iteration and how to bring agility to it
- Appreciate the value of rapid and cheap prototyping to leverage feedback on early-stage creative ideas
- Develop a mindset that encourages agile experimentation and celebrates learning from failure.

Immediate impact

Dynamic and flexible in structure and pace, this microcredential involves highly practical exercises on user-centred insightfuling, creative ideating and agile iterating, which will help you put your learning into immediate action and uncover innovation opportunities and creative outcomes.

NEGOTIATION FUNDAMENTALS



On demand:
6-8 hours
start anytime

Build the foundations to become an expert negotiator

Negotiation is the one skill that, if improved, can greatly help us navigate our interconnected human condition away from failure and towards success. **Negotiation Fundamentals is an introduction to the full negotiation learning path offered by INSEAD Executive Education.** The tools and ideas taught are all evidence-based and practice-tested, covering the key negotiation concepts and skills, giving you the grounding to start becoming a sophisticated negotiator.

Integrating evidence-based concepts and frameworks, Negotiation Fundamentals offers both the theoretical, cognitive and strategic dimensions of negotiation and the actionable takeaways that will help you translate theory into real-world practice.

Key benefits

- Master the essentials of evidence-based negotiation frameworks with practical application
- Build your self-awareness as a negotiator to customise your approach and fully leverage your strengths
- Develop the core negotiation skills every negotiator should have, but few actually do.

Participant profile

- Professionals who want to master the fundamentals of negotiations and build a strong foundation, to complement further studies on the subject
- Executives who want to increase emotional intelligence, decision-making, and leadership skills
- Leaders looking to enhance personal collaboration, assertiveness, persuasion, empathy, as well as their ability to get things done with and through other people.
- Participants who wish to complete an official Certificate in Negotiation with INSEAD
- Particularly suitable for those working in sales or procurement, individuals or teams dealing with high value deals, including financial transactions, partnerships or government.

Skills you will develop

- Negotiation
- Persuasion
- Self-awareness
- Analytical thinking

Recommended learning

Participants of Negotiation Fundamentals are encouraged to also consider taking the following programmes to complete an official Certificate in Negotiation with INSEAD:

- Strategic Negotiations
- Advanced Negotiations

Programme directors



Roderick Swaab

Professor of Organisational Behaviour



Eric Luis Uhlmann

Associate Professor of Organisational Behaviour



Horacio Falcão

*Professor of Management Practice at INSEAD
& Director of the Negotiation Dynamics Programme*

Programme Content

Fundamental Negotiation Concepts

- Gain a solid understanding of science-based negotiation knowledge, which involves fundamental parameters in every negotiation
- Understand how these fundamental parameters help you design negotiation strategies and choose practical moves with a higher likelihood of success
- Discover and understand well-researched moves such as anchoring, the power of first offers, the effectiveness of framing offers and how to develop a concession making strategy.

Interest Based Negotiation

- Examine the elements that allow for a transition from the foundation of bargaining to more sophisticated negotiation processes, which enable negotiators to collaborate and create superior value
- Understand more sophisticated and challenging aspects of collaborative negotiations including the difference between interests vs positions, building interdependence and trust, and perspective taking
- In addition to your knowledge, start to improve your negotiation abilities by learning how to ask questions well in negotiations.

How to Compete and Collaborate Simultaneously

- Learn how to push towards higher value creation processes, craft superior deals, structure negotiations, and avoid easy compromises
- Identify how to prepare for complex negotiations, learn what you want, and how to make essential trade-offs during negotiations
- Start to work on your negotiation listening abilities.

Bringing it All Together

- Learn how to improve your negotiation advocacy abilities and choose methods that are more likely to persuade your counter-parties.

INSEAD Lead the Future

A 12-month transformational online programme

Advance your leadership. Reshape the future.

Lead the Future is INSEAD's transformational flagship online programme that accelerates leadership capabilities for an increasingly complex and rapidly changing world.

Leveraging INSEAD's pioneering expertise in leadership development, the **INSEAD Lead the Future** Certificate gives you what you need to broaden your business understanding while sharpening your focus, to adapt to changing contexts and deliver unprecedented results.

Designed for optimal impact, **INSEAD Lead the Future** is a transformative 12-month online learning journey. Each module is geared to enable you to respond to volatility and ambiguity, to look beyond short-term gains for the wider context, and to create sustainable value for all your stakeholders.

You explore critical business areas from strategy to finance to organisational behaviour in the context of disruption and uncertainty, continuously rethinking what it means to you to lead. The programme challenges you to translate theory into practice as you progress through your learning journey. You have the opportunity to apply the ideas and frameworks we explore online to the actual challenges and problems within your own context, and bring your learning back for reflection and analysis within your cohort.

And as you progress through the programme, you can tailor your learning to your specific needs and objectives through selective courses that reflect for you the most pressing and relevant business issues.

INSEAD Lead the Future convenes a rich and diverse cohort of leaders, faculty and coaches from around the globe – a network of change makers with whom you exchange ideas, knowledge and perspective. A community of support that will challenge and encourage you as you navigate the complexities of business today, and lead change purposefully tomorrow.

Prepare to go deeper and further than ever before. Prepare to transform your leadership and impact.

Prepare to **Lead the Future**.

Key benefits to you and your organisation



Lead yourself, your team and your organisation. Master new ideas, new approaches and research-backed frameworks that will empower you to navigate our turbulent business world



Engage with world-renowned INSEAD faculty, expert coaches and a truly diverse, international cohort of peers, and learn to develop yourself using actionable, personalised feedback across plenary sessions, breakouts and key touchpoints

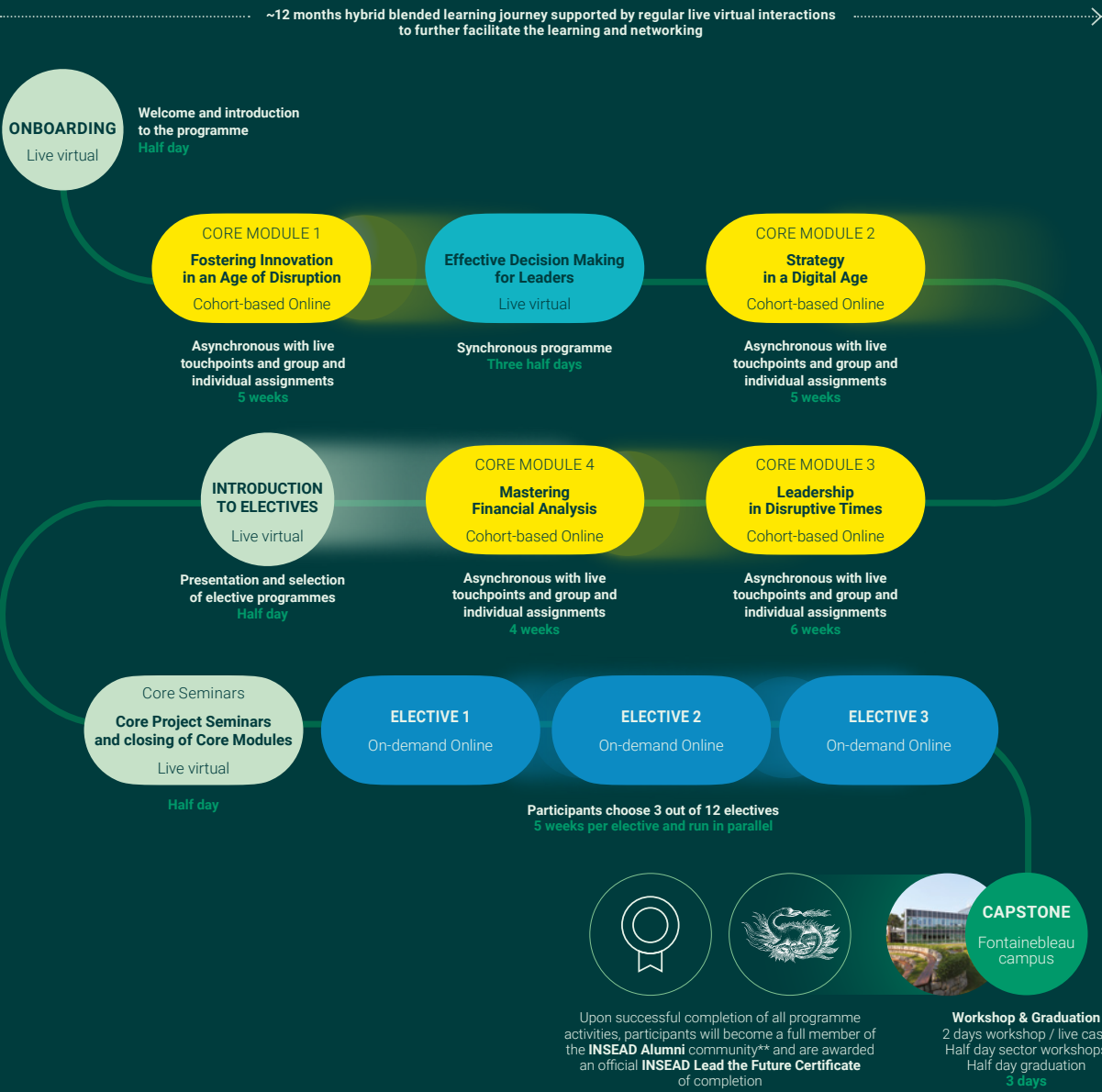


Advance your understanding and your personal development as you continuously apply your learning in real time to real-world business challenges and problems for optimised impact



Drive sustainable value and meaningful change in your leadership and across your organisation

Learning Journey



Engagement, interaction and support throughout **INSEAD Lead the Future**

- Webinars and live virtual sessions
- Events and networking sessions
- Virtual Cocktails
- INSEAD Lead the Future Townhalls
- Learning partner groups
- Leader Forums and Live Forums with practitioners and INSEAD Alumni

Participant Profile

INSEAD Lead the Future convenes a carefully selected and exclusive cohort of mid to senior executives and leaders from diverse roles, industries and geographies. Participants benefit from the heterogeneity of the learning community.

Typical participants are:

- Senior executives looking for diverse lenses, perspectives, ideas and approaches to drive innovation and find new solutions for sustainable impact
- Mid-level leaders looking to accelerate and extend their competencies and enhance the impact of their team and their own leadership going forward
- High-potential managers looking for the tools, frameworks and knowledge to fast-track their leadership and deliver continuous value and impact
- Enterprising professionals looking to collaborate and exchange expertise, experience and insights with other motivated and visionary leaders to drive impact and change.

From participants to INSEAD Alumni**

Upon completion of the programme, graduates of **Lead the Future** will gain alumni status for a period of 3 years, with the option to maintain membership and gain access to benefits thereafter for a minimum annual membership fee. Only graduates of our world-famous degree programmes including the MBA, Executive MBA and PhD programmes, together with selected Executive Education programmes, are eligible for this status. The elite worldwide network consists of 70,000 alumni in more than 180 countries, many with very active National Alumni Associations.



INSEAD Online Certificates: Leading in a Transforming World

2 years to complete your certificate and build your leadership skills for a transforming world.

INSEAD Online Certificates for Leading in a Transforming World offer a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

Our certificates allow you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete 3 programmes over a 2-year period.

We are pleased to announce that **INSEAD Online Certificates for Leading in a Transforming World** now count towards the **Certificate in Global Management** as a Specialised programme and totalling either 5 or 3 eligible days. For more information about the INSEAD Online Certificate please visit www.insead.edu/executive-education/insead-online-certificate-leading-transforming-world



1st class education

The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.

High impact

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

100% Online

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions tailored for the online format.

List of Online Certificates:

INSEAD Online Certificates give busy executives the choice to select a track that best meets their development needs.

Offered online through a comprehensive development journey, simply choose from one of the following Certificates:

- INSEAD Online Certificate in Digital Transformation
- INSEAD Online Certificate in Business Essentials
- INSEAD Online Certificate in Negotiation



Assess your needs

Build your personalised learning development plan under the close guidance of our experienced team of advisors.



Build your development plan

Select and attend 3 programmes over a period of 2 years.



Enrol

Contact our Programme Advisor to start the enrolment process: ioc_contact@insead.edu.

INSEAD Online Certificate in Business Essentials

Leading in a Transforming World

To succeed in today’s complex and disruptive digital landscape where business ‘unusual’ is the new normal, leaders must develop essential skills to create value and to drive change. INSEAD’s **Online Certificate in Business Essentials** helps executives to develop a deep understanding of and a set of tools to leverage digital opportunities and essential soft skills needed to become a strong and more effective leader.

Choose One Core Online Strategy Programme

1

Strategy in the Age of A.I. and Digital Disruption
OR
Business Strategy and Financial Performance

5 or 7 weeks

+ One Core Online Leadership Programme

2

Developing Emerging Leaders
OR
Leading Organisations in Disruptive Times

5 or 6 weeks

+ One Online Elective Programme

3

Leadership Communication with Impact
OR Financial Analysis for Non-Financial Managers
OR Executive Presence and Influence
OR Advancing Diversity and Inclusion

5 weeks

INSEAD
Online Certificate

in Business
Essentials

The INSEAD Online Certificate in Business Essentials counts towards the Certificate in Global Management as a specialised programme and totalling 5 eligible days.

Bundle fee: €5,650

INSEAD Online Certificate in Digital Transformation

Leading in a Transforming World

Today’s rapidly changing and disruptive digital environment offers unlimited opportunities - but equally unlimited pitfalls. To navigate this on-going digital revolution, leaders need to be able to anticipate and develop a deep understanding of the opportunities and to capitalise on them. INSEAD’s **Online Certificate in Digital Transformation** helps executives bring about new digital capabilities and to drive their organisation forward.

Choose One Core Online
Strategy Programme



+ One Core Online
Leadership Programme



+ One Online
Elective Programme



The INSEAD Online Certificate in Digital Transformation counts towards the Certificate in Global Management as a specialised programme and totalling 5 eligible days.

Bundle fee: €5,650

Online Certificate in Negotiation*

This **fully online learning path** is designed specifically for busy executives and teams, giving you the flexibility to develop your skills at your own pace, through an innovative online platform, and a rich blend of content - including videos, quizzes, reflections and discussions tailored for the online format. You will complete carefully crafted Action Learning Projects (ALPs), while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

Bundle fee: €4,500



Advanced Certificate in Negotiation**

This hybrid learning path is designed for executives and teams who want to push their negotiation skills to the maximum. Offering a flexible learning journey including a mix of online, on-campus and live virtual learning platforms with content and teaching styles best matched to suit each. Enhance your learning path with rich, live interactions with INSEAD faculty and international participants during the Negotiation Dynamics programme.

All participants who are admitted to Negotiation Dynamics will receive complimentary access to the on-demand, online microcredential Negotiation Fundamentals for 3 months, with the possibility to opt for extended access for a minimal fee of €250. Access starts from the date of acceptance onto Negotiation Dynamics. Participants are strongly encouraged to check their Inbox and Junk folder for their personal access link.

Please note that it is highly encouraged that you complete this before your Negotiation Dynamics session begins, as it will aid your learning in the classroom.



Complete the 3 programme within 2 years.
*Participants are strongly recommended to complete Negotiation Fundamentals before completing Strategic Negotiations and Advanced Negotiations.
**Participants are required to complete the programmes in the above sequence.
Participants are granted 2 years to complete the full certification from the date of purchase.
The **INSEAD Online Certificate in Negotiation** counts towards the Certificate in Global Management as a specialised programme and totalling 3 eligible days.

Introducing the INSEAD Learning Hub

Discover the INSEAD Learning Hub, a first-of-its-kind subscription-based mobile app that reinvents lifelong learning.

True to its entrepreneurial spirit, INSEAD becomes the first business school in the world to offer content, community, curation and credentials on one platform.

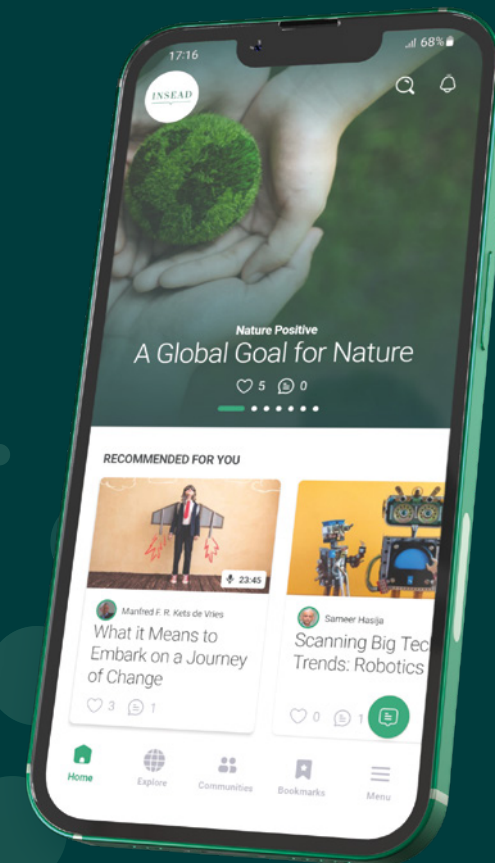
The INSEAD Learning Hub is a genuine pathway to the future of business management. Its multi-format, bite-sized content and rich communities will transform your INSEAD experience into a continuous lifelong learning journey.

We invite you to download the app, where you will:

- explore **thought leadership** from leading INSEAD faculty, alumni and practitioners on topics of your interest
- access unique content on how businesses can contribute to a **nature-positive world**
- engage with global thought leaders and peers in **topic-led communities**
- participate in **Hub Live**, a thought leadership series on contemporary topics
- earn “steps” and benefits which translate into **INSEAD credentials**.



Reinventing Lifelong Learning



INSEAD OPEN ONLINE PROGRAMMES CALENDAR 2025-2026

PROGRAMME	DATES	INDIVIDUAL APPLICATION DEADLINE (11AM CET)	GROUP APPLICATION DEADLINE	LOCATION	LENGTH*	FEE**
Cohort-based INSEAD Online Programmes						
Advanced Negotiations	25 August 2025 13 April 2026	11 August 2025 30 March 2026	25 July 2025 13 March 2026	Online Online	4 weeks 4 weeks	€2,470 ⁽¹⁾ €2,470 ⁽¹⁾
Advancing Diversity and Inclusion	14 April 2025 16 March 2026	31 March 2025 2 March 2026	14 March 2025 13 February 2026	Online Online	5 weeks 5 weeks	€2,050 ⁽¹⁾ €2,050 ⁽¹⁾
Business Strategy and Financial Performance	28 April 2025 8 September 2025 2 February 2026 20 April 2026	14 April 2025 5 August 2025 19 January 2026 6 April 2026	28 March 2025 8 August 2025 9 January 2026 20 March 2026	Online Online Online Online	7 weeks 7 weeks 7 weeks 7 weeks	€2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾
Driving Digital Marketing Strategy	17 March 2025	3 March 2025	14 February 2025	Online	5 weeks	€1,910 ⁽¹⁾
Developing Emerging Leaders	 19 May 2025 6 October 2025 23 February 2026 4 May 2026	5 May 2025 22 September 2025 9 February 2026 20 April 2026	18 April 2025 5 September 2025 23 January 2026 3 April 2026	Online Online Online Online	5 weeks 5 weeks 5 weeks 5 weeks	€2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾
Executive Presence and Influence	3 March 2025 15 September 2025 2 March 2026	17 February 2025 1 September 2025 16 February 2026	31 January 2025 15 August 2025 30 January 2026	Online Online Online	5 weeks 5 weeks 5 weeks	€2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾
Financial Analysis for Non-Financial Managers	24 March 2025 15 September 2025 23 March 2026	10 March 2025 1 September 2025 9 March 2026	21 February 2025 15 August 2025 20 February 2026	Online Online Online	5 weeks 5 weeks 5 weeks	€1,910 ⁽¹⁾ €1,910 ⁽¹⁾ €1,910 ⁽¹⁾
Leadership Communication with Impact	10 March 2025 26 May 2025 29 September 2025 9 March 2026 18 May 2026	24 February 2025 12 May 2025 15 September 2025 23 February 2026 4 May 2026	7 February 2025 25 April 2025 29 August 2025 6 February 2026 17 April 2026	Online Online Online Online Online	5 weeks 5 weeks 5 weeks 5 weeks 5 weeks	€2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾
Leading Organisations in Disruptive Times The INSEAD xCHANGE Simulation - €260	 5 May 2025 22 September 2025 13 April 2026	21 April 2025 8 September 2025 30 March 2026	4 April 2025 22 August 2025 13 March 2026	Online Online Online	6 weeks 6 weeks 6 weeks	€2,470 ⁽¹⁾ €2,470 ⁽¹⁾ €2,470 ⁽¹⁾
Strategic Negotiations	29 September 2025 9 February 2026	15 September 2025 26 January 2026	29 August 2025 9 January 2026	Online Online	5 weeks 5 weeks	€2,050 ⁽¹⁾ €2,050 ⁽¹⁾
Strategy in the Age of A.I. and Digital Disruption	 19 May 2025 6 October 2025 23 February 2026 11 May 2026	5 May 2025 22 September 2025 9 February 2026 27 April 2026	18 April 2025 5 September 2025 23 January 2026 10 April 2026	Online Online Online Online	5 weeks 5 weeks 5 weeks 5 weeks	€2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾
Transforming your Business with AI	10 March 2025 19 May 2025 22 September 2025 9 February 2026 27 April 2026	24 February 2025 8 May 2025 8 September 2025 26 January 2026 13 April 2026	7 February 2025 18 April 2025 22 August 2025 9 January 2026 23 March 2026	Online Online Online Online Online	5 weeks 5 weeks 5 weeks 5 weeks 5 weeks	€1,910 ⁽¹⁾ €1,910 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾ €2,050 ⁽¹⁾
INSEAD Microcredentials						
Building Strategic Partnerships and Ecosystems	On demand, start anytime			Online	6-8 hours	€730
Driving Innovation for Growth	On demand, start anytime			Online	6-8 hours	€730
Leading through Change and Uncertainty	On demand, start anytime			Online	6-8 hours	€730
Mastering Creative Thinking	On demand, start anytime			Online	6-8 hours	€730
Negotiation Fundamentals	On demand, start anytime			Online	6-8 hours	€730
INSEAD Lead the Future						
INSEAD Lead the Future	9 April 2025	27 March 2025		Online and on campus	12 months	€19,950

We are continuously adding new online programmes and sessions throughout the year. Please make sure you refer to our website for the latest dates and information: <https://www.insead.edu/executive-education/open-online-programmes>



Premium Journey available for this programme

*The programme content is delivered over the specified consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. **Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations. ⁽¹⁾We offer a concession of 20% for groups of 5 participants or more.

PRACTICAL INFORMATION

BUNDLE FEES

Online Certificate in Digital Transformation
€5,650

Online Certificate in Business Essentials
€5,650

Online Certificate in Negotiation
€4,500

CONTACT US

For more details about our programmes & offers, or to apply, please contact:

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Take a first step towards organisational transformation today.

Contact our team to discuss your needs and challenges now.

SPECIAL OFFER FOR GROUPS

Our open online programmes offer the possibility to cater to groups coming in from the same organisation. For a group of 5 participants or more who want to attend one of our cohort-based online programmes or microcredentials, we offer a 20% concession.

SPECIAL OFFER FOR PAST PARTICIPANTS

Past participants of INSEAD Executive Education Open Programmes (on-campus, live virtual and blended) are eligible for a 15% concession on a cohort-based online programme or microcredential. To access the offer, please contact a programme advisor.

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